FINAL INTEGRATED DEVELOPMENT PLAN
2024—2025 / 2026—2027

AMAJUBA DISTRICT MUNICIPALITY

"A PLACE OF OPPORTUNITIES"

5TH GENERATION IDP

AMAJUBA DISTRICT MUNICIPALITY
(DC25)

B9356, Amajuba Building, Madadeni
Telephone: 034 329 7200
Facsimile: 034 314 3785
Private Bag X6615
NEWCASTLE
2940

Web: www.amajuba.gov.za

NEWCASTLE LOCAL MUNICIPALITY
(KZN252)

37 Murchison Street 2940
Telephone: 034 328 7600
Facsimile: 034 312 1570
Private Bag X6621
NEWCASTLE
2940

Web: www.newcastle.gov.za

DANNHAUSER LOCAL MUNICIPALITY
(KZN254)

8 Church Street
Telephone: 034 621 2666
Facsimile : 034 621 2342
Private Bag X1011
DANNHAUSER
3080

Web: www.newcastle.gov.za

EMADLANGENI LOCAL MUNICIPALITY
(KZN253)

34 Voor Street
Telephone: 034 331 3041
Facsimile:
PO Box 11
UTRECHT
2980

Web: info@emadlangeni.gov.za

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Foreword by District Mayor



I take great pleasure in introducing this Draft Integrated Development Planning (IDP) document for the 2024-2025 Financial Year. This document is a presentation of our plans for the upcoming financial year based on the needs of the people we serve and our constitutional mandate. The municipality takes pride in serving the community as an extension of good governance and those decisions taken in the best interests of the people of Amajuba District.

The IDP is a strategic document of Council and guides all planning and development within the municipal areas.

Guided by the set legislations and local government laws Amajuba District Municipality has initiated the district wide IDP Consultation programmes aimed at presenting this draft IDP document to all concerned stakeholders and gather their inputs as part of the finalisation of this strategic document. This is done in accordance with Chapter 4 of the Municipal Systems Act 32 of 2000 and Section 24 of the Municipal Finance Management Act 56 of 2003.

Integrated Development Planning is a key instrument which focuses on local issues rather than being a sector-or development dimension-driven approach.

Key to this whole process is the involvement of the local community and all relevant stakeholders in the finalisation of the IDP document, hence our inclusive public participation process.

Hosting these consultation sessions, we are mindful of the fact that the municipality simply does not have enough resources to address all issues identified by all members of the community. But it is necessary that the municipality creates communication platforms for the communities to raise their views and concerns regarding service delivery in general within their areas. Some of the issues to be raised by the communities might not necessary be addressed by the municipality but by other sectors such as provincial and national government.

Without effective internal and external collaboration and cooperation amongst all our partners in development, the achievement of our district's aspirations will remain a challenge. Our call is then very clear, let all sectors servicing the community of Amajuba District work together with one common objective, that is to change the lives of our people for the better.

The constitutional mandate given to us as the Amajuba District Municipality is very clear in that it focusses on water, sanitation, disaster management, air quality amongst other functions allocated to the district municipalities. But inputs from the communities we serve remain the most important priorities we must focus on and find ways to address.

Drafting this IDP document considerations were on the views raised during our previous year's consultations. These included issues ranging from water shortages, insufficient sanitation, disasters that destroy infrastructure and human life, high unemployment rate, youth development, local economic development, poverty alleviation and many other cross cutting services. Strides have been made to address some of the issues mentioned above but we accept that a lot still needs to be done. It is for this reason that our IDP document should not exclude these matters.

Driven by our theme "Advancing the Service Delivery Agenda, One Step At a Time", we will not rest until the service delivery backlogs are addressed.

His Worship, the Mayor

Cllr uMntwana Ndabuko Zulu

Overview by The Municipal Manager



Allow me to introduce the 2024-2025 IDP which is basically our method to plan for the future. This plan involves the entire municipality and its communities in finding the best answers to achieve good long-term development.

The Integrated planning development is a process by which the planning efforts of all sectors within the municipality are coordinated at a local level for the betterment of the lives of the local people.

Core components of the Integrated Development Plan is the vision for long-term development of the Municipality with special emphasis on the Municipality's most critical development and internal transformation needs.

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

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

The core components are the following:
"Section 26. Core components of integrated development plans. — An integrated development plan must reflect—
(a) The municipal Council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
(b) an assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
(c) the Council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
(d) the Council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
(e) a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
(f) the Council's operational strategies;
(g) Applicable disaster management plans;

(h) A financial plan, which must include a budget projection for at least the next three years; and
(i) the key performance indicators and performance targets determined in terms of section 41."

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

It is our view that our Integrated Development Plan can only reach its full potential with the commitment and participation of the different spheres of government and the private sector within the district. It is necessary that as a municipality we take advantage of the opportunity provided by the District Development Model (DDM), a government model designed to address problems with service delivery by allowing all spheres of government, from local municipalities to national government, to work together in a more effective and coordinated way. The DDM if well implemented can assist our municipality and all our partners to plan together and implement service delivery programmes in a more efficient manner.

While we emphasise the importance of us as government and the private sector to work together, it is also important that we acknowledge the communities who take part during our consultation processes. Their participation is very important and makes our planning easy and meaningful.

Our leaders assisted by the administration have identified strategic projects that seek to address the service delivery needs of the people. Key to our priorities are projects that seek to respond to water shortages mainly due to ageing infrastructure, sanitation challenges, high rate of unemployment, slow progress in local economic development, challenges that relate to disaster management and other service delivery matters that need our attention.

Through sustainable partnerships and commitment from our society and other sectors all the above-mentioned issues will be addressed.

On behalf of the Management, I wish to express our appreciation to the political leadership for the opportunities that they are giving us to serve the people of Amajuba District. We are committed to continue serving our leaders who carry a mandate from their constituency.

The Municipal Manager

Mr P.M Manqele

1 EXECUTIVE SUMMARY

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

This is the IDP for 2024-2027 budgeting, decision-making, strategic planning and development tool is used by the Municipality to fulfil its role of 'developmental local governance.' Central to this are the overarching objectives and strategies encapsulated in the plan, which guides the Municipality in the realm of the following:

- Municipal Budgeting.
- Institutional restructuring to realize the strategic intent of the plan.
- Integrating various development sectors such as Infrastructure, Land Use, Agriculture with Socio-economic and Ecological dimensions; and
- Performance Management System.

This document therefore represents the Integrated Development Plan 2024/25-2026/27 as prepared by the Amajuba District Municipality in consideration of the 2024-2027 Process and Framework Plan adopted by council on the 31 August 2023.

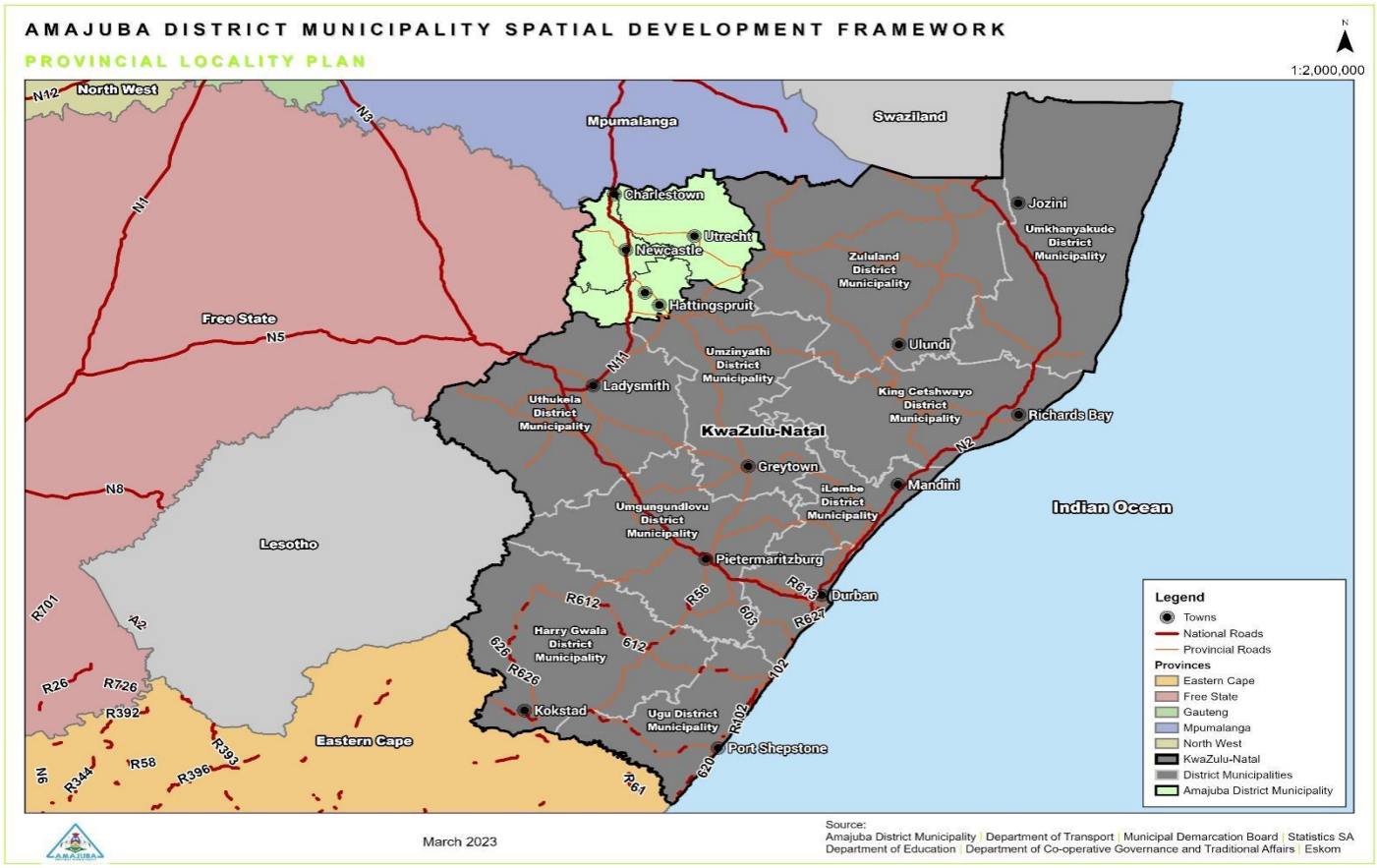
It is prepared in fulfilment of the Municipality's legal obligation in terms of Section 34 of the Local Government Municipal Systems Act, 2000 (MSA Act 32 of 2000). In addition to the legal requirement for every Municipality to compile an Integrated Development Plan, the Municipal Systems Act, Act 32 of 2000 (MSA) also requires that:

- The IDP be implemented.
- The Municipality monitors the implementation of the IDP.
- The Municipality evaluates its performance regarding the IDP's implementation; and
- The IDP is reviewed annually to effect improvements where necessary.

1.1. GEOGRAPHIC LOCATION

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

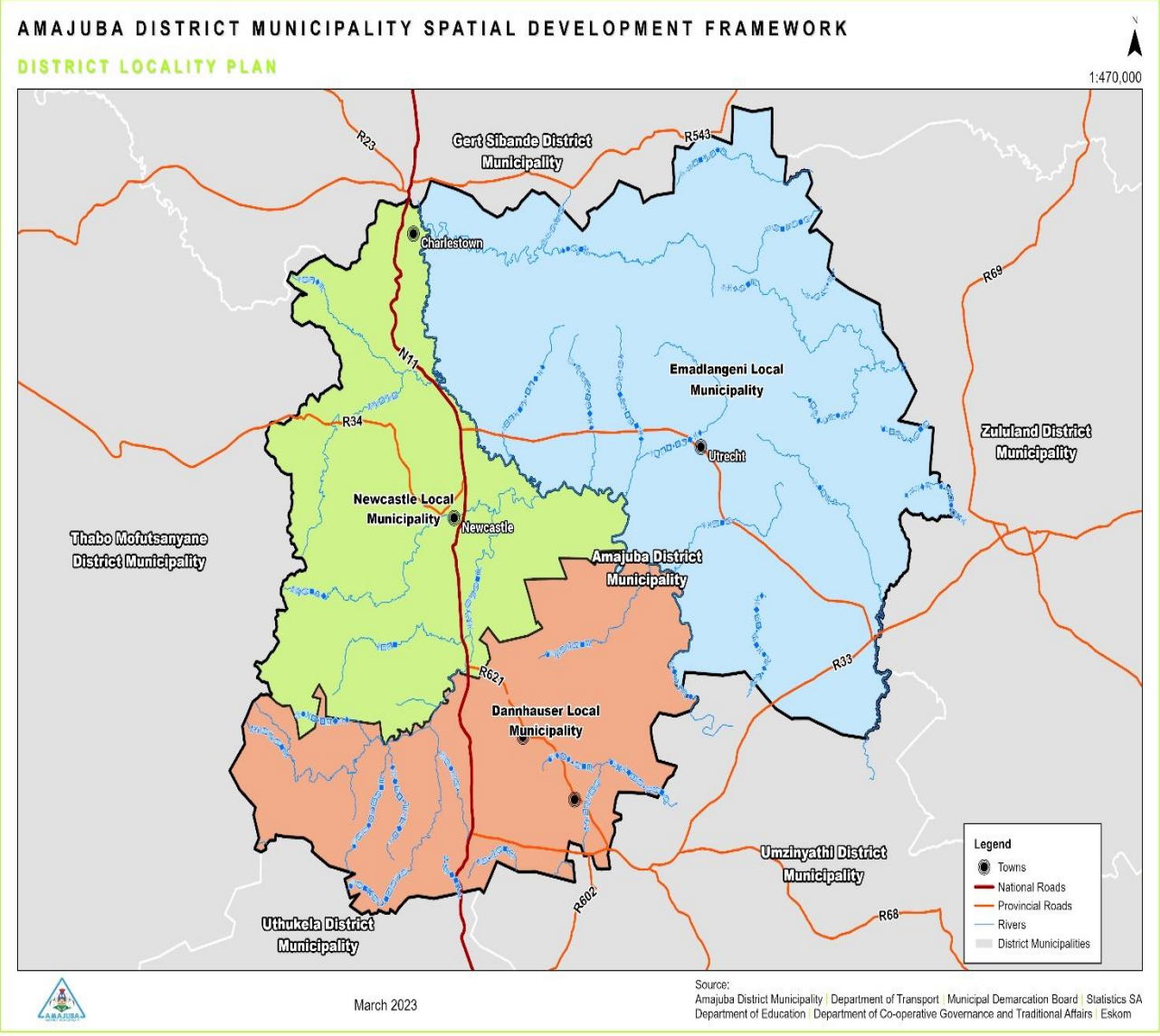
- Newcastle Local Municipality (KZN 252);
- Dannhauser Local Municipality (KZN 254); and
- Emadlangeni Local Municipality (KZN 253).



Map 1: Provincial Locality Plan

Source: **(Amajuba District Municipality, 2023)**

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



Map 2: District Locality Plan

Source: (Amajuba District Municipality, 2023)

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

1.1.1 LOCALITY

Amajuba District Municipality (ADM) is located to the north-western corner of the KwaZulu- Natal Province. The main transportation route linking the district to its surroundings, is the N11. This is also

an alternative route to Johannesburg from Durban. The R34 bisects the district in an east-west direction and provides a linkage from the port city of Richards Bay to the interior. The district has a total surface area of 6 910 km^2, it is divided into Newcastle Municipality which covers 1855 km^2, Emadlangeni Municipality which has a surface area of 3539 km^2 and Dannhauser Municipality which covers 1516 km^2.

1.1.2 Regional Access

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

1.1.3 Regional Context

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

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

1.1.4 Historical Background

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

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

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

1.2 IDP DEVELOPMENT AND REVIEW PROCESS

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

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

The District IDP/ Budget Framework Plan informed by the MSA is in place to ensure that the development and review of the IDP and the Budget meet all requirements as per the MFMA and the MSA. The Process and Framework Plan 2023-2027 was rolled out through ensuring engagement with all stakeholders internally and externally. The development of the IDP 2023-2027 also required that the ADM engage CoGTA and other sector departments through various IGR Forums to ensure that the information contained is reliable and accurate to ensure provision key services. A table below is a summary of the District Framework.

IDP Event Calendar 2023/24-2026/27

Table 1: IDP Calendar

EVENTS	DATES	RESPONSIBILITY
FIRST QUARTER (2023/24)		
EXCO/Council to approve Draft Process Plan (2024/25).	26 July 2023	Municipal Manager/Manager IDP
Joint meeting for IDP, Budget and PMS for process alignment purposes.	July 2023	Manager IDP
Submission of the Draft Process Plan (2024/25) to COGTA	31 July 2023	Manager IDP
Posting of Draft Process Plan on the Official Municipal Website	31 July 2023	Manager IDP
21 Days advertising period for public consultation on the Draft Process Plan (2024/25).	21 August 2023	Manager IDP
Final Process Plan to EXCO/Council for approval.	30 August 2023	Manager IDP
Posting of Final IDP Process Plan on the Municipal website.	04 September 2023	Manager IDP
Public notice on the Final IDP Process Plan (2024/25).	04 September 2023	Manager IDP
Submission of Final IDP Process Plan to COGTA.	08 September 2023	Manager IDP
IDP Indaba	22 September 2023	COGTA/Manager IDP

SECOND QUARTER (2023/24)		
Strategic Planning Workshop on the IDP/Budget (2024/25).	October 2023	Manager IDP
ADM Draft IDP/Budget (2024/25) Consultative Process.	13 October 2023	ADM Manager IDP
1st IDP Steering Committee Meeting	9 November 2023	IDP Manager
COGTA Cross-border Alignment Meeting	10 November 2023	COGTA/Manager IDP
COGTA IDP Best Practice	24 November 2023	COGTA/Manager IDP
ADM First IDP Representative Forum	18 November 2023	ADM Manager IDP/Director IDP
NLM Izinduna Forum	15 November 2023	Mayor/ Manager IDP
NLM First IDP Representative Forum: - ▪ Presentation of the Final IDP/Budget Process Plan (2024/25). ▪ The provision of feedback on the status quo and strategic framework components of the IDP. ▪ Deliberation on the comments received on the Final IDP Review (2023/24). ▪ Outcomes of the Constituency Meetings/Community Based Planning sessions.	16 November 2023	Municipal Manager/Manager IDP
THIRD QUARTER (2023/24)		
COGTA Cross-border Alignment Meeting	03 February 2024	COGTA/Manager IDP
IDP Progress Report to 2nd IDP-SC.	13 February 2024	Manager IDP
Budget Strategic Planning Workshop on the IDP/Budget (2024/25).	February 2024	Manager IDP
NLM Izinduna Forum	13 March 2024	Mayor/ Manager IDP
Second IDP Representative Forum ▪ Presentation on the Draft IDP Review (2024/25) outlining the improvements made in response to the MEC: COGTA comments on the Final IDP Review (2023/24). ▪ Presentation on the Draft Budget (2024/25).	14 March 2024	Manager IDP

DM Third IDP Representative Forum	26 May 2023	ADM Manager IDP/Manager IDP
IDP-SC to deliberate on the Final IDP document.	13 May 2024	Manager IDP
NLM Izinduna Forum	15 May 2024	Manager IDP
Final IDP Representative Forum for adoption. ▪ Feedback on comments received during the 21-day advertising period for public comments on the Draft IDP/Budget. ▪ Recommendations by the IDP RF for adoption of the IDP by Council.	16 May 2024	Manager IDP
EXCO to recommend Final IDP Review	21 May 2024	Manager IDP
Public Hearing on the IDP and Budget (Mayoral) Roadshows.	May 2024	Mayor/Manager IDP/SED: BTO
Council meeting to adopt the Final IDP document for the 2023/24 financial year.	31 May 2024	Manager IDP
Public notice on the approval/adoption of the Final IDP Review	June 2024	Manager IDP
Posting of Final IDP Review (2024/25) document on Official Municipal Website	5 June 2024	Manager IDP
Submission of Final IDP Document to COGTA.	10 June 2024	Manager IDP
EXCO approval of Draft IDP Review (2024/25).	March 2024	Manager IDP
Council approval of Draft IDP Review (2024/25)	29 March 2024	Manager IDP
FOURTH QUARTER (2023/24)		
Draft IDP/Budget Consultative Process continued.	14 April 2024	ADM Manager IDP
Posting of Draft IDP document on Official Municipal Website	3 April 2024	Manager IDP
Submission of Draft IDP to COGTA.	8 April 2024	Manager IDP
21 Days Advertising period for public comments.	9 April- 29 April 2024	Manager IDP
IDP/ Budget Roadshows.	April / May 2024	Mayor/Manager IDP/BTO Office

Source: IDP Process Plan 2024/25-2026/27

The development of the third Generation of the Integrated Development Plan (IDP) preparation reflects the priorities of the Amajuba District Municipality Council. IDP's are organic documents that

they change and grow according to challenges and changes in the district. The IDP is crafted to achieve the following objectives:

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

Informed

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

Assertive

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

Strategic

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

Wise

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

Nimble

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

Collaborative

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

1.3 STAKEHOLDER INVOLVEMENT

As part of the implementation of the ADM Process and Framework Plan 2024-2027, the ADM hosted one successful IDP Representative Forum. The Minister of National Co-operative Governance and Traditional Affairs further provided Directions to be followed by municipalities with outlined regulations as per Government Gazette No. 43855 of dated 1 February 2022 and the amended Directions as per Government Gazette No. 43291 dated 07 May 2020. Stakeholders' engagement will be conducted in person in line with the Directions of Gazette No 43855 under item 8 for the gatherings at a workplace for work purposes are allowed, subject to strict adherence to all health protocols and social distancing measures.

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

- Service Delivery Mechanisms
- Projects and Programs (MTF)
- Community inputs
- Institutional arrangements and capacity
- Financial resources
- Stakeholders' engagements
- Performance of the municipality against KPA's
- Sector Department progress / programmes and inputs
- Strategies and partnerships
- Sector Plans

1.3.1 PARTICIPATION OF SECTOR DEPARTMENTS

The involvement of Sector Departments in the preparation, implementation and monitoring of the IDP is important. There is no legislation that requires sector departments to enforce sector departments to align their budgets to the municipal budgets responding to the resource needs. The IDP should be the main tool used to guide development in a municipal area containing projects/programmes from all sector departments. In view of the challenges faced with attendance to meetings, the municipality has employed the "one on one" strategy to communicate with sector departments. The provincial sector departments below are considered to have been assisting the municipality during its review:

- ✓ Department of Co-operative Governance and Traditional Affairs
- ✓ Department of Transport
- ✓ Department of Education
- ✓ Department of Health
- ✓ Department of Human Settlements
- ✓ Department of Public Works
- ✓ Department of Agriculture and Rural Development
- ✓ Department of Social Development (Population unit)
- ✓ Department of Environmental Affairs
- ✓ Statistics South Africa
- ✓ Provincial Treasury

1.3.2 Public Participation

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

Amajuba District Municipality embarked on Izimbizo Roadshows in Newcastle Local Municipality, Dannhauser Local Municipality and in partnership with Emadlangeni Local Municipality. The road shows focused on the delivery of the 3rd Generation 2024-2027 in presenting for the Draft IDP, SDF and Budget 2024/25 – 2026/27. The road shows assisted the ADM in keeping abreast with the core needs of the communities and ensuring that it continues to deliver quality services in partnership with the local municipalities 2024/2025 IDP Budget Roadshows will be conducted in the Newcastle, Dannhauser and Emadlangeni Local Municipality within the jurisdiction of the district in partnership with the three local Municipalities within the District that scheduled as follows:

Table 2: community Meeting

DRAFT IDP/BUDGET 2024/2025 CONSULTATIVE COMMUNITY MEETINGS			
COMMUNITY MEETINGS			
AREA	DATE	TIME	VENUE
Civil Society	05 April 2024	10h00	Councl Chamber
Amakhosi/Traditional Leader	09 April 2024	10h00	Councl Chamber
Joint Amajuba District Municipality & Emadlangeni Local Municipality	16 April 2024	10h00	Bensdorp Sport Ground
LED Summit	17 April 2024	10h00	Council Chamber
Dannhauser Local Municipality	18 April 2024	10h00	Mdakane Hall-

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

1.3.3 Process Followed

Following the Directions of Gazette No.43147 the ADM will publish a public notice on the municipal website for stakeholder inputs with a closing date and comments following the Mayoral IDP roadshows and television interview by His Worship the Mayor Cllr Prince NM Zulu. Government departments and other stakeholders that sit in the IDP-RF will be provided with the notice via emails and SMSs. This decision was taken to ensure adherence to the MSA and ensure that the Council

approves an IDP that has stakeholders' inputs. Other processes for consultation include the use of media, social medial platforms and radio broadcasters.

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

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

1.3.4 Inputs Received on Draft (IDP ROADSHOWS 2024-25)

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

Joint Amajuba District Municipality & Emadlangeni Local Municipality (Bensdorp Sport Ground) on the 16 April 2024:

Table 3:IDP Roadshows Inputs

Ward	Comment/ Question
1	• Concerned that in both the IDP Presentations by the Mayor of ELM and Deputy Mayor of ADM, there was no mention of projects planned for ward 1 (Nzimane). • She wrote a letter to the office of the Mayor ELM but has not received any response as yet.
1	• Requested for a bridge and scholar transport for Nzimane Combined School, as when it rains heavily students go into the river in order to get to school. • Requested for RDPs, there are houses that have been blown away by strong winds.
2 / 5 (Khayalethu)	• Stated that there is a water problem, it's been 3 weeks since they last had water. • Requested that the sports ground grass be trimmed. • Requested that the High Mast light (Apollo) be fixed.
2	• Reported that they do not have electricity. • Roads need to be fixed.
3 (Mxhakeni)	• Requested that the bridge is fixed as when it rains heavily vehicles cannot cross. • Requested for Lightning Conductors. • Requested that the roads be fixed.
4 (Ntuku)	• Reported that they do not have electricity. • Reported that roads are in a terrible state.
5 (Bensdorp)	• Requested that the road be graded, and that the pipe leaking onto the road be repaired. • Stated that the Municipality must not use a 'blanket' approach when determining the households which qualify as indigent, need to look a scrutinize each case accordingly. • Requested that ELM Leadership visits communities to let them know about the increase in tariffs. • Reported that the Water Tanker for Amajuba District Municipality is not filling the community Tank but is doing door to door filling of tanks.
5	• Concerned that Ntuku and Ngodini were not mentioned in the presentations by ELM Mayor and ADM Deputy Mayor. • Requested that Disaster Management intervenes in their household as two houses collapsed, they have since been preparing food in a shack. • Requested for JoJo tanks and reported that ADM water tanker driver does not provide him with water, he signals that he is coming back but does not return. • Reported that he was added on the Department of Agriculture database but is still not getting assisted with anything.

6 (Jiyane)	• Reported that roads are in a bad state, even ambulances cannot get to them when the river is full. • Reported that the are high levels of unemployment.

ELM Mayor Responses:

- Stated that the Budget that was presented is still yet to be tabled to Council and all the comments and requests made will be noted and considered.
- Noted that the Blanket approach comment and will look into the matter.
- Stated that the Municipality will visit the community (each ward) to inform them about the increase in tariffs and how it will affect them.
- Stated that those that have small businesses or need assistance with farming essentials must visit the ELM LED Unit, they will be happy to assist where they can.
- Stated that there are plans to repair roads and high mast lights in the municipality.

ADM Deputy Mayor Responses:

- Stated that ADM Engineering Department will send a water tanker to assist the communities that do have water.
- Stated that he will follow up/ investigate the water tanker that does not fill water in the community tanker but does door to door.
- Reported that ADM – Engineering Department has set aside 3 million Rands to procure JoJo tanks and Boreholes

Dannhauser *Local Municipality (Mdakane Hall) on the 18 April 2024:*

Ward	Comment/ Question
7	• Complained about mine blasts, which causes their houses to shake when blasted.
3	• Stated that they have water challenges, trucks get there but it's been over 2 weeks since they got water. • Reported that the bridges get washed away.
7	• Requests for a satellite station for fire fighters close by so that fires can be extinguished quicker with less damage.
11	• Reported that they have water challenges, they go on for months without receiving water from the Municipal Trucks.
10	• Reported that they do not have a ward councillor in Ntendeka. • The high mask light is not working, which makes the crime rate to be high. • Request that ADM assists them with the road to the cemeteries.
12	• Reported that have water challenges and they struggle with fire
4	• Reported that have water challenges for the last 2 years. • They don't have water because of the pipe leakage.
2	• Reported that have water challenges. • Complained about youth unemployment and requested that small businesses be supported.
6 (Jiyane)	• Reported that roads are in a bad state, even ambulances cannot get to them when the river is full. • Reported that the are high levels of unemployment

ADM Deputy Mayor Responses:

- On the issue of the mine blasts, the deputy mayor stated that ADM will investigate the matter through the LED office
- Stated that he will follow up/ investigate water tankers that do not deliver water.
- On the issue of roads the deputy mayor stated roads can either belong to a local, the district, province or national: He will follow up on who the roads that are in bad state belong to.
- On the matter of High mast lights, he stated that it is the responsibility of a local municipality to ensure that they are installed and operating.
- Boreholes are in the process of installation
- ADM has a database of small businesses through the LED Unit
- Reported that ADM – Engineering Department has set aside money to procure JoJo tanks.

The Office of the Speaker through the Public Participation Unit hosts various forums aimed at engaging various stakeholders to implement Section 16 of MSA No 32 of 2000. However, only 1 (one) Forum

which is Speakers Forum on the 01 March 2022 has been established with is the MRRT (Municipal Rapid Response Team) and the remaining (i.e. Rapid Response Teams, Batho Pele Forum, District Public Participation Forum and Service Delivery Implementation Committee are yet to be established and they will before the end of 2024.

Local Task Team Functionality

Members of the teams and forums are comprised as follows:

Table 4: Municipal Response Team

Speakers Forum	Rapid Response Teams	Batho Pele Forum	District Public Participation Forum	Service Delivery Implementation Committee
Speaker ADM	Municipal Manager	Municipal Manager	Municipal Manager	Municipal Manager
Speaker NLM	Communications	Community Liaison	Public Participation	Communications
Speaker DLM	Engineering	Public Participation	Engineering	Corporate Services
Speaker ELM	Community Services	Manager OMM	Community Services	Public Participation
	Public Participation	Director of Corporate Services	Corporate	Manager: Mayors Office
	Manager: Mayors Office	Manager: Mayors Office	Manager: Mayors Office	

1.3.5 Public Participation Programmes (2024/25)

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

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

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

4) Youth Development
   - ✓ Coordination of ADM Youth Council structure

- ✓ Youth Financial Assistance Programme
- ✓ Youth Skills Development
- ✓ Youth Day Celebration
- ✓ Job Creation
- ✓ Integrated Community Development program for Youth
- ✓ Youth Health
- ✓ Youth In Sports

1.4 SDF REVIEW

Please note that the (SDP) has been included as annexure on the document and it addresses the previously highlighted aspects that were raised on the 2023/2024 MEC comments.

In terms of the MSA, the municipal SDF is developed as part of the IDP process. In line with the MSA, Amajuba District is developed the 2023-2027 IDP and SDF Process and Framework Plan refed herein as the Framework plan for districts municipalities. Extracted from the District framework plan, below is a table reflecting the SDF review timelines:

SDF Review Activity Plan 2023/24-2026/27

Table 5:SDF Review Activity Plan

Activity	Due Date	Responsible
Advertisement of Review of SDF	30 Aug 2024	ADM SCM
Appointment	04 October 2024	ADM Planners
First Draft SDF	24 Jan 2025	ADM Planners
Final Draft SDF	28 March 2025	ADM Planners
Final Product	30 May 2025	ADM Planners

SDF Review Dates 2025/26

Activity	Due Date	Responsible
Advertisement of Review of SDF	29 Aug 2025	ADM SCM
Appointment	03 October 2025	ADM Planners
First Draft SDF	23 Jan 2026	ADM Planners
Final Draft SDF	31 March 2026	ADM Planners
Final Product	29 May 2026	ADM Planners

SDF Review Dates 2026/27

Activity	Due Date	Responsible
Advertisement of Review of SDF	28 Aug 2026	ADM SCM
Appointment	02 October 2026	ADM Planners

First Draft SDF	29 Jan 2027	ADM Planners
Final Draft SDF	31 March 2027	ADM Planners
Final Product	28 May 2027	ADM Planners

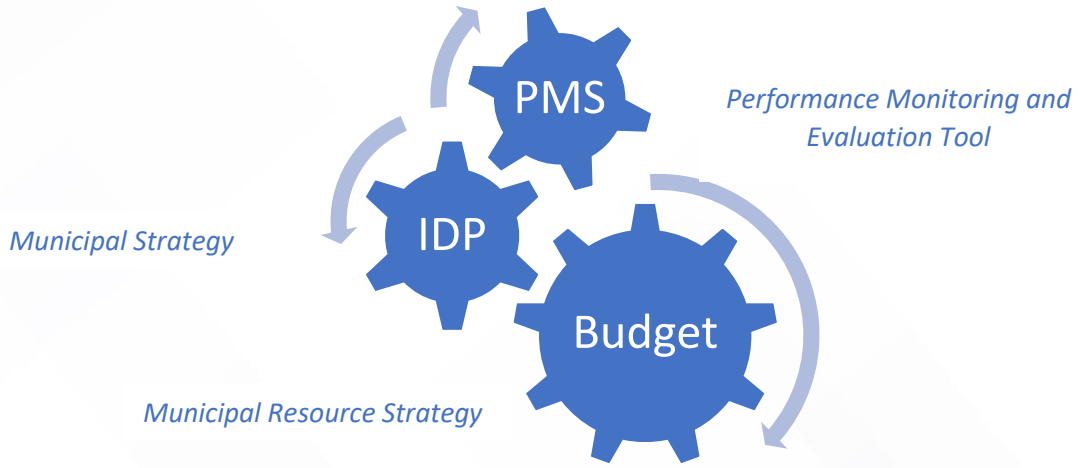
2. PLANNING AND DEVELOPMENT PRINCIPLES, POLICIES AND IMPERATIVES

2.1 GUIDING LEGISLATIVE FRAMEWORK

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

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

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



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

requirements for public participation in its drafting, reviewing and adoption. The core components may be summarized as:

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

2.1.1 State of the Nation Address 2024

President Cyril Ramaphosa delivered the State of the Nation Address (SoNA) on Thursday, 8 February 2024 at 7pm. The address took place before a joint sitting of the two houses of Parliament. The address is an important milestone as it brings certainty to the country's political, social and economic landscape.

i. **YOUTH UNEMPLOYMENT**

The much-talked-about youth vote presents the biggest risk to the ruling ANC in this coming election. These largely dormant voters may well rise up, given how poorly they have fared in SA's democracy thirty years on. Consider that over 3 million young South Africans (aged 15 – 24) aren't in any form of education or employment, according to Stats SA. That's roughly a third. In this year's speech, Ramaphosa spoke of the launch of the Presidential Employment Stimulus and other initiatives to create over 1.7 million work opportunities, plus zero-rated platforms like SAYouth.mobi to help young people access learning and earning opportunities.

"Over 4.3 million young people are now engaged on the network and 1.6 million have so far secured opportunities," said Ramaphosa. It's a good start. As the president himself pointed out, work is pretty crucial to the human spirit. "Having a job does not only provide an income – it is fundamental to people's sense of self-worth, dignity, hope, purpose and inclusion," said Ramaphosa.

ii. **CLIMATE CHANGE RESPONSE FUND**

Probably the only thing that looked like a new announcement or initiative was Ramaphosa's announcement on the Climate Change Response Fund.

If you've been following climate change conversations, this would fall under the "resilience" bit. There is only so much "adaptation and mitigation" we can do to protect our people from the effects of climate change – two other strategies often talked about.

Quick explainer: "Mitigation can help minimise climate change, so we don't get increasingly severe storms, adaptation helps prepare for the more severe storms which we are already beginning to experience, and resilience helps us bounce back more quickly following these storms." Credit.

As Ramaphosa pointed out, SA has been hit hard by the effects of climate change. "We have had devastating wildfires in the Western Cape, destructive floods in KwaZulu-Natal, unbearable heat waves in the Northern Cape, persistent drought in the Eastern Cape, and intense storms in Gauteng,"

he noted earlier in his speech when listing the literal and figurative storms the country has weathered over the years.

Later in the speech, he looped back to the issue with the announcement of a Climate Change Response Fund. Something like this has been mooted in previous bills.

As Ramaphosa noted: “This will bring together all spheres of government and the private sector in a collaborative effort to build our resilience and respond to the impacts of climate change.”

However, more details were, as was the case with this speech, in scant supply.

iii. **ELECTION DATE AND SPECIAL GRANT EXTENSION**:

Hopes that Ramaphosa would announce this year’s election dates were dashed. Neither are we much wiser about whether the special social relief grant, introduced during the COVID-19 pandemic lockdowns, would definitely be extended again – something pundits were looking out for in this speech. All Ramaphosa said on this score was: “We have seen the benefits of this grant and will extend it and improve it as the next step towards income support for the unemployed.” Again, there were no dates or details, though that may be forthcoming during the follow-up budget speech, where his finance minister generally provides a more detailed implementation plan.

The SRD grant, as it is known, reaches nine million people who aren’t eligible for other grants. This R350.00 a month often means the difference between going hungry or not for SA’s poorest citizens.

Details and timelines on the rebuild of the parliament building and also the ending of loadshedding were scarce tonight.

iv. **EDUCATION**

We’ve mentioned before that our obsession with matric results is misplaced and doesn’t actually tell the full story of education in South Africa.

But education is one of the few metrics where Ramaphosa could boast of a hard improvement, which he did, noting: “The latest matric pass rate, at 82.9%, is the highest ever.”

Following on his youth-themed jobs note, Ramaphosa made education a key part of his speech, shouting out the different ways his government is trying to improve an overall education system that still sees high drop-out rates and poor literacy and maths levels. Key points included the expansion of access to early childhood development plus improving basic education outcomes. “With each new year, learners from no-fee schools are accounting for more and more of the bachelor passes achieved,” said Ramaphosa, adding that the government has “increased funding for poor and working-class students in universities and TVET significantly over the past five years.”

2.1.2 State of the Province Address 2024

On Wednesday the 28th of February, KwaZulu-Natal (KZN) Premier Nomusa Dube-Ncube will deliver her State of the Provincial Address (SoPA), and with only three months left before she vacates office, we remain hopeful that she will shy away from tabling ideas that are too extravagant and futuristic, but should focus on realistic planning and issues.

From her speech, one can anticipate that she will give a false sense of achievement to the people of our province, when in actual fact, our province has been in regression.

i. **EDUCATION**

As Action SA, we believe that education must empower our people, as it is our most powerful tool in creating a prosperous society, however, our current government has dismally failed in protecting our education system and ensuring that they provide equal opportunities and education for all.

Despite the Department of Education receiving the largest share of the provincial government's 2023/24 budget at R60.6 billion, it is perplexing that challenges that have plagued our education system continue to breed, birthing further challenges in this system.

First and foremost, the province has an alarming rate of teacher shortages across many schools in our province, yet the department spent an astounding R400 million paying former employees after they leave.

ii. **HEALTHCARE**

KZN is facing a serious shortage of qualified healthcare practitioners at public healthcare facilities, which has positioned our healthcare system under serious threats, resulting in long waiting times, inefficiency, and some cases, dysfunctional filing systems, which had robbed the people of our province of the quality health care they deserve.

While the Department of Health received the second largest chunk of the provincial budget of R50.6 billion, it is shocking that the state of public healthcare facilities remains an eyesore, with mediocre care provided to those in need.

The emergency medical vehicle crisis in our province continue to strain the small amount of healthcare practitioners we have, and threaten the supply and demand of healthcare.

Just recently, a group of medical doctors marched to the offices of the KZN Department of Health to raise their frustrations about the lack of employment of healthcare practitioners, and the employment of unskilled personnel occupying higher positions due to cadre deployment and nepotism and the department.

The premier ought to address this concern during her speech and provide a sustainable solution for a way forward, as the province faces a shortage of healthcare practitioners, while qualified individuals struggle to find work.

The Premier should address this challenge, while providing viable solutions, and collaborate with the Department of Health to work on a strategic plan of employing more health care practitioners.

I must express that an Action SA government will establish decision-making processes that are driven by the best available scientific research and data, to ensure that adequately trained and informed medical practitioners ultimately approve public health interventions.

iii. **CORRUPTION**

The persistent issue of corruption across government departments demands urgent attention and decisive action from the Premier. The rampant corruption not only undermines public trust in government institutions but also hinders socio-economic development, and deprives citizens of essential services.

Last year, the Premier failed to acknowledge the epidemic during her speech, and one can hope that she gives attention to this matter within her final 3 months of holding office.

Unfortunately, her administration lacks the commitment of accountability, transparency and consequence management in this matter.

On previous occasions, the government has vowed to perform lifestyle audits on all officials, but there seems to be a snail-pace movement from the government in the implementation of these audits.

I must make it clear that lifestyle audits are an essential tool in the fight against corruption and in promoting good governance and integrity within government institutions.

Therefore, I expect the Premier to furnish us with the implementation progress in this regard, and when can we anticipate that these audits will be rolled out.

The Department of Education recorded a staggering R1.5 billion lost to irregular expenditure, and a further R7.6 million lost to wasteful expenditure, yet, no one has been held accountable for these losses.

iv. **JOB CREATION**

High levels of unemployment persist in KZN, particularly among youth and marginalised communities, and the lack of jobs worsens poverty and inequality, posing social and economic challenges for the province.

The Premier should provide targeted support and incentives for Small and Medium Enterprises (SMEs), which are often the backbone of the economy and a significant source of job creation.

However, her reckless decision to defund the KZN Growth Fund Trust (KZNGFT) of the Youth Empowerment Fund of its R100 million budget, and channel it towards funding non-profit institutions is deafening. While our province is faced with high levels of unemployment amongst the youth, which has led some towards crafting unique business ideas with the sole mandate to sustain themselves and their families, and in doing so, the Premier declared herself as the enemy of youth empowerment by revoking the remaining hope for a better life.

And to this end, we are eager to hear how she aims to address this challenge that she aims to sink our province deeper into.

We have previously highlighted that once we're in government, we will prioritise the KZNGFT by further increasing it to an astounding R200 million to ensure that we can comfortably assists assist the youth in creating and breathing life into their crafts.

v. **UNDERSPENDING OF BUDGETS**

The underspending of budgets in KZN Municipalities is a significant issue that hinders effective service delivery and economic development.

Unfortunately, KZN has had a significant amount of infrastructural damages caused by flood damages, amounting to R25 billion, but at least 23 municipalities are at risk of failing to secure additional funding from National Treasury for failing to spend at least 60% of its municipal infrastructure grant (MIG).

Last year July, the MEC for Cooperative Governance and Traditional Affairs, Ms Bongi Sithole-Moloi warned that over R1.7 billion allocated for MIG was severely under spent by the uMsunduzi Local Municipality, uThukela Local Municipality, Amajuba District Municipality, King Cetshwayo District Municipality and iLembe District Municipality, amongst 18 other Municipalities.

Unfortunately, the underspending of budgets negatively impacts community members, and may result in social unrest and dissatisfaction.

Strong action has to be taken against Municipalities that fail to spend allocated budgets, as it contributes to missed opportunity of economic development and improvement. It prevents municipalities from investing in projects and programmes that could overall enhance the quality of live for residents.

Action SA is dedicated to upholding ethical leadership and the rule of law, and we will persist until the people of KZN are provided with the services they are entitled to.

2.2 NATIONAL SPATIAL DEVELOPMENT FRAMEWORK

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

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

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

2.2.1 COMPREHENSIVE RURAL DEVELOPMENT PLAN

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

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

- ✓ contributing to the redistribution of 30% of the country's agricultural land;

- ✓ Improving food security of the rural poor and;
- ✓ creation of business opportunities, de-congesting and rehabilitation of over-crowded former homeland areas.

2.2.2 Comprehensive Plan for the Development of Sustainable Human Settlements

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

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

2.2.3 Spatial Land Use Management Act

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

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

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

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

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

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

2.3 GOVERNMENT POLICIES AND IMPERATIVE

2.3.1 Sustainable Development Goals

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

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

Figure 1:Sustainable Development Goals



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

2.3.1 National Development Plan

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

Table 6:NDP Priorities

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

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

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

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

2.3.2 Integrated Urban Development Framework

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

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

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

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

instruments, spatial targeting, as well as sector policy documents and related legislated framework. This will mean:

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

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

- ✓ long term planning of their jurisdiction
- ✓ compiling IDP
- ✓ Infrastructure investment
- ✓ Implementation
- ✓ regulation function – local policies and bylaws
- ✓ alignment and coordination

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

The IUDF is built on the premise of the following nine levers:

1. Integrated Urban Planning and Maintenance,
2. Integrated Transport and Mobility,
3. Integrated and Sustainable Human Settlements,
4. Integrated Urban Infrastructure,
5. Efficient land governance and management,
6. Inclusive economic development,
7. Empowered active communities,
8. Effective urban governance,
9. Sustainable finances.

The above levers are premised on the understanding that:

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

2.3.3 Provincial Spatial Development Framework

The Provincial Spatial Development Framework is a working progress which seeks to be embedded on the PGDP Strategic Goal of Spatial Equity which is mainly focused on providing Fairness development within the area of KwaZulu Natal instead of equality. Such initiative includes providing more Grant funds to provide access in the areas of highest social need while also the focus is still on growing the areas on highest growth potential and leverage private sector investment. Spatial Equity contains the following elements such as:

- ✓ Equitable access to a minimum Level of services.
- ✓ Equitable Access to Economic & Job Opportunities.
- ✓ Equitable access to social & recreational facilities & Government services.
- ✓ Equitable Access to a Range of Transportation options.
- ✓ Equitable Access to a Safe and Healthy living Environment.
- ✓ Equitable Access to Environmental/ Ecosystems services.
- ✓ Equitable Access to Food Security.
- ✓ Equitable Access to Security of Tenure.
- ✓ Equitable Access to a Range of Housing types/Densities.

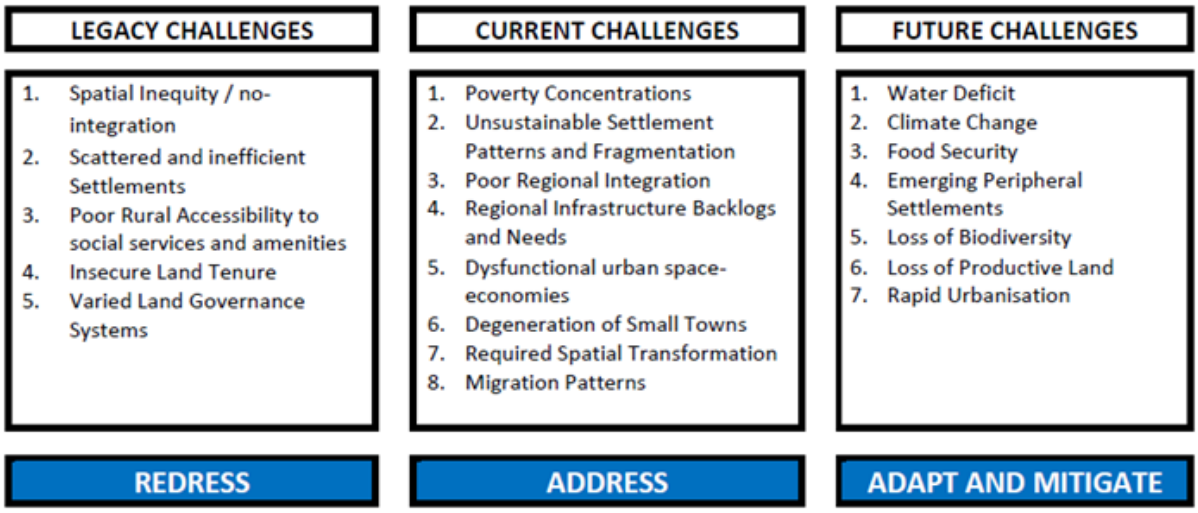
All the Above Elements of Spatial Equity happen in a Geo-Political Space which include the Traditional Authority Areas and the Municipality, they subject to exact pressures to the Environment. The Provincial Spatial Development Framework seeks to link the Spatial Linkage between the National Policy and Strategic Framework with the Local Government policy and Strategy Framework through the KZN Infrastructure Vision which contains pillars such as Human Settlement Policy, Transport policy Water & Sanitation Policy, Energy Policy, Solid Waste Policy, Social Facilities Policy and Economic Policy which will align to the National Policy and also allow the Local Government to Align its Strategic Documents to the Principle of Spatial Equity such Will help those Municipalities that have been

constraints to development Budget as there will be no longer Areas that receive more funds then the others.

Key Issues Facing the Province

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

Figure 2: Key Spatial Challenges



The vision of PSDF is as follows:

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

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

3 Medium Term Strategic Framework (2019-2024)

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

14 MTSF Priority Outcomes

- ✓ Quality basic education
- ✓ A long and healthy life for all South Africans

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

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

2.3.4 14 National Outcomes (Focusing on Outcome 9)

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

12 National Outcomes

- ✓ Outcome 1: Improved quality of basic education.
- ✓ Outcome 2: A long and healthy life for all South Africans.
- ✓ Outcome 3: All people in South Africa are and feel safe.
- ✓ Outcome 4: Decent employment through inclusive economic growth.
- ✓ Outcome 5: A skilled and capable workforce to support an inclusive growth path.
- ✓ Outcome 6: An efficient, competitive and responsive economic infrastructure network.
- ✓ Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all.
- ✓ Outcome 8: Sustainable human settlements and improved quality of household life.
- ✓ Outcome 9: A responsive, accountable, effective and efficient local government system.
  - Output 1: Implement a differentiated approach to municipal financing, planning and support
  - Output 2: Improving access to basic services.
  - Output 3: Implementation of the Community Work Programme
  - Output 4: Actions supportive of the human settlement outcome
  - Output 5: Deepen democracy through a refined Ward Committee model
  - Output 6: Administrative and financial capability
  - Output 7: Single window of coordination

- ✓ Outcome 10: Environmental assets and natural resources those are well protected and continually enhanced.
- ✓ Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World.
- ✓ Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

2.3.5 Provincial Growth and Development Strategies – Vision 2035

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

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

(a) Enjoy stable and sustainable economic growth supported by world class Infrastructure with a skilled and stable workforce;
(b) Be the preferred Southern African business, investment and tourism destination;
(c) Be energy secure, augmented by viable green economy technology;
(d) Be connected via high speed reliable internet access;
(e) Be food secure through own agricultural production;
(f) Experience poverty eradicated with HIV/AIDS and social ills firmly under control;
(g) Enjoy dignified and safe living environments for all;
(h) Have inequality drastically reduced;
(i) Prosper under clean, effective and efficient governance; and
(j) Reap the benefits of well-connected urban and rural places.

Table 7: PGDA and Objectives

STRATEGIC GOAL	No	STRATEGIC OBJECTIVE 2016
INCLUSIVE ECONOMIC GROWTH	1.1	Develop and promote the agricultural potential of KZN
	1.2	Enhance sectoral development through trade investment and business retention
	1.3	Enhance spatial economic development
	1.4	Improve the efficiency, innovation and variety of government-led job creation programmes
	1.5	Promote SMME and entrepreneurial development
	1.6	Enhance the Knowledge Economy

STRATEGIC GOAL	No	STRATEGIC OBJECTIVE 2016
HUMAN RESOURCE DEVELOPMENT	2.1	Improve early childhood development, primary and secondary education
	2.2	Support skills development to economic growth
	2.3	Enhance youth and adult skills development and life-long learning
HUMAN AND COMMUNITY DEVELOPMENT	3.1	Eradicate poverty and improve social welfare services
	3.2	Enhance health of communities and citizens
	3.3	Safeguard and enhance sustainable livelihoods and food security
	3.4	Promote sustainable human settlements
	3.5	Enhance safety and security
	3.6	Advance social cohesion and social capital
	3.7	Promote youth, gender and disability advocacy and the advancement of women
STRATEGIC INFRASTRUCTURE	4.1	Development of seaports and airports
	4.2	Develop road and rail networks
	4.3	Develop ICT infrastructure
	4.4	Ensure availability and sustainable management of water and sanitation for all
	4.5	Ensure access to affordable, reliable, sustainable and modern energy for all
	4.6	Enhance KZN waste management capacity
ENVIRONMENTAL SUSTAINABILITY	5.1	Enhance resilience of ecosystem services
	5.2	Unlock the green economy
	5.3	Adapt and respond climate change
GOVERNANCE AND POLICY	6.1	Strengthen policy, strategy coordination and IGR
	6.2	Build government capacity
	6.3	Eradicate fraud and corruption
	6.4	Promote participative, facilitative and accountable governance
SPATIAL EQUITY	7.1	Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities
	7.2	Ensure integrated land management use across the province, ensuring equitable access to goods and services, attracting social and financial investment

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

finance and the community services sector. Tertiary nodes are mainly centres, which should provide service to the sub-regional economy, and community needs.

2.3.6 Provincial Strategic Economic Development Strategy

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

- ✓ Principle of Environmental Planning
- ✓ Principle of Sustainable Communities
- ✓ Principle of Spatial Concentration
- ✓ Principle of Local Self- Sufficiency
- ✓ Principle of Sustainable Rural Livelihoods
- ✓ Principle of Balance Development.
- ✓ Principle of Accessibility
- ✓ Principle of Co-ordinated Implementation

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

Provincial Priorities

Interventions in terms of Multi-Sectoral Interventions

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

Interventions Determined by Strategic Factors.

As per the PSED'S 2017 it has outlined that due to high population growth within this region government have to focus investment on upgrading infrastructure in that manner priority is given to the following:

- Raising the Capacity of Local Business
- Raising the capacity of local government through socio-economic spending in areas such as:
- roads,
- bulk infrastructure,
- water and sanitation services, and
- Other basic services.

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

Interventions by Local Priorities.

Local Interventions are interventions that only focuses on the local level economy. Local Interventions are those they provide services and economy to their Sub-regional community and economy, government investment within these areas places much emphasis on the following:

- Promoting regional integration
- Promote the development of infrastructure that improves service delivery particularly in rural areas
- Develop service centres offering administration, a market area, social facility (e.g., clinic), etc.
- Promoting improvements in transport linkages such as taxis / bus stops.

Intervention determined by Poverty Intervention Priorities.

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

The Poverty Intervention priorities development of its nodes through:

- Promote the development of Infrastructure that improves service delivery particular to rural areas e.g. bulk water services infrastructure.
- Create employment opportunities either through self-employment programmes or wage employment programmes such as public works programme which can be integrated into the infrastructure development programmes proposed above. The public work programme would provide employment opportunities and on the job Skills Development.
- Skills Development programmes to make beneficiaries more employable.

Mechanism for Government Intervention.

The government's role in socio-economic development and transformation is that of providing leadership and acting as a catalyst by creating an enabling environment. There are several intervention mechanisms at the government's disposal. Some of the main ones are:

- Investing and providing support to targeted economic growth sectors
- Providing support to small to medium enterprises
- Developing the skills base of the labour force
- Economic empowerment of the historically marginalised
- Expanded public works programme (EPWP)
- Intergovernmental relations within South Africa and sometimes across the region
- Integrated Development Plans
- Mainstreaming transversal issues such as HIV / AIDS

Amajuba District Municipalities Comparative Advantage.

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

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

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

- **Agriculture and land reform**

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

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

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

2.3.7 District Growth and Development Plan – Vision 2035

One of the most important purposes of a District Growth and Development Planning policy and strategy is to ensure that national, provincial and local initiatives and programs are integrated and sustainable to maximize the growth and employment impact of economic and social development projects and programs. The plan takes its lead from the Provincial Planning Commission in stating that employment equity and other measures of redress should continue and be made more effective by focusing on the environments in which capabilities are developed.

At a district level, economic and social development policy is directly the rationalization of some of the existing provincial and local institutional structures, the suggestion of new institutions:

(a) to target direct programs to those areas where it would have the greatest impact on local economies;
(b) to consolidate funding that flows into local areas for economic development; and
(c) to provide support services that would assist local communities in realizing their economic goals and visions.

The province of Kwa-Zulu-Natal has reviewed the Provincial Growth and Development Strategy, which was developed in 2011, and was adopted by the Cabinet in September 2016, and the Plan in December 2016. The 2016 Provincial Growth and Development Strategy provides a strategic framework for development in the province; it has seven strategic goals and 31 strategic objectives which some have been changed and added new ones, and key specific targets linked to each strategic goal which should be achieved by 2035. The reviewed PGDS has reworded two of its goals and added 4 new objectives to goals 1, 3, 4 and 5 as outlined below:

- Goal 1 - Enhance spatial economic development
- Goal 3 - Promote youth, gender, disability advocacy and the advancement of women
- Goal 4 - Enhance KZN waste management capacity
- Goal 5 - Expand the application of green technologies

The municipality adopted the District Growth and Development Plan in December 2014. As the ADM has commenced with the review process, we have identified some gaps with goals as they require the

input from various sector departments. It is of importance that gaps be acknowledged as part of the existing DGDP, such gaps are a result of poor input from sector departments. Sector Departments were to serve as a base to set the key performance indicators and targets for 2025, 2030 and 2035 in areas that concern the basic needs of the communities.

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

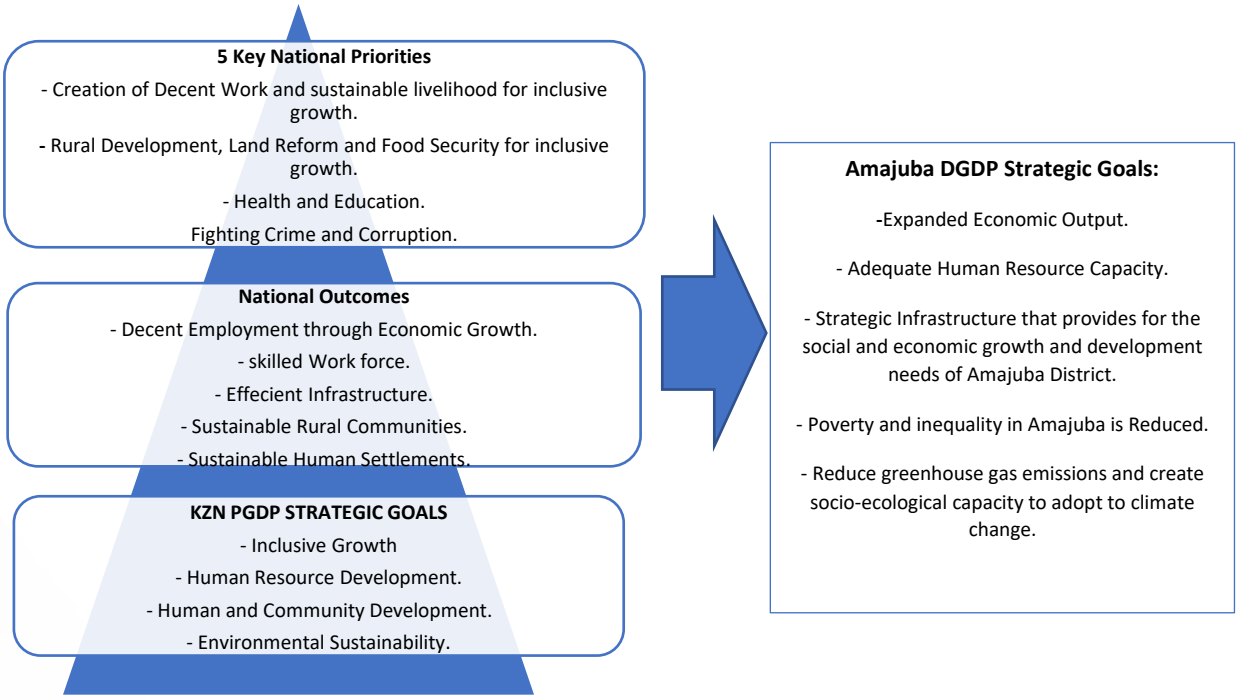
Amajuba DGDP is a description of the strategic goal areas, objectives and related indicators and targets for the year 2035. These statements describe the goal, the rationale for its inclusion in the provincial plan and how the achievement of the goal will contribute to KwaZulu-Natal's growth and development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

The following entails a list of the objectives of the ADM DGDP: -

- ✓ To establish and outline a long-term vision and direction for the development in the district (vision 2035);
- ✓ To provide an overarching and coordinated framework for planning and development initiatives within each of the local municipalities and across municipal boundaries;
- ✓ To provide a spatial context and justification for priority interventions;
- ✓ To guide resource allocations of various spheres of government, service delivery agencies and private sector working within the district;
- ✓ To develop the institutional arrangement for an effective implementation of the Amajuba DGDP and the KZN PGDS;
- ✓ To align and integrate departmental strategic plans at a district level;
- ✓ To facilitate commitment of resources (human, financial, etc.) towards the implementation of strategic objectives, catalytic initiatives and other district priorities.

The alignment of the ADM DGDP objectives to national and provincial development policies is outlined in below:-

Figure 3: Alignment of National Priorities to DGDP Strategic Goals



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

2.3.8 District Development Model

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

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

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

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

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

- a coordinated approach – "we are going to do away with this fragmented approach to development."

- District level approach to business – that the 44 Districts and 8 Metros in the country are being viewed as the high impact zones for the country;
- redirect and confirm what government is supposed to be doing (Chapter 3 of the Constitution and the Intergovernmental Relations Framework Act)
- Ensure that we bring to life the aspirations of the people shall govern;
- Bring government closer to the people through the district with the support of provincial and national government, to enhance development and cooperative governance at all spheres
- The District Development Model is a practical Intergovernmental Relations (IGR) mechanism for all three spheres of government including its State-Owned Entities to work jointly and to plan and act in unison.
- The model consists of a process by which joint collaborative planning and implementation is undertaken at district and metropolitan level together by all three spheres of government resulting in a single strategically focussed District Development Model.
- The Model is very firmly based on analysis of previous and current initiatives to improve developmental Local Government and IGR wherein developmental change is shaped and owned at district level in partnership with communities, citizens and social partners.

Objectives of the One Plan

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

- Institutionalize long term co-planning whilst addressing 'burning' short term issues -Ensure sustainable development whilst accelerating initiatives to promote poverty eradication, employment and equality
- Changing the face of our rural and urban landscapes– Spatial Transformation and Spatial Equity- Determine and manage spatial form, land release and land development
- Integrating the Silos in planning, budgeting and implementation at a horizontal and vertical level across 3 spheres to maximise impact and align resources - inclusive and gender mainstreamed budgets
- Narrow the distance between the people and government – enhance public participation
- Deliver Integrated Services through forged cohesion
- Strengthening Monitoring and Evaluation of impact at district and local levels - promote transparency, and eliminate corruption
- Ensure long-term infrastructure adequacy to support integrated human settlements, economic activity and provision of basic services, community and social services;
- Determine and/or support local economic drivers - emphasis on LED

2.3.8.1 Principles underpinning the District Development Model

- Existing Constitutional Framework Remains as is, whilst strengthening the regulatory framework for Cooperative Governance
- Reinforce Local Government and its Proximity to Communities
- Distinction Between Long-term and Medium-term Strategic Planning/Implementation Mechanisms
- Build on Lessons from implementing previous similar and Existing Good Practices – Current MTSF Alignment (DPME) and Operation Sukuma Sakhe (OSS) and District Shared Services and PGDP institutional framework and District Development Agencies and other emerging models

- Reconfigure Integrated Planning Responsibilities and Institutional Arrangements through an agreed suite of plans with aligned planning and budgeting cycles across the spheres and sectors
- Common Spatial Development Strategy for sector department and state-owned entities
- Must be a product of a comprehensive Diagnostic Assessment
- Must be a product of a wider consultation

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

Goal 1: Expansion of the Agricultural Sector
Goal 2: Expansion and diversification of the Manufacturing Sector
Goal 3: Development and support for the Tourism Sector
Goal 4: Improving the institutional and policy environment for effective LED
Goal 5: Ensuring effective education, skills, and capacity development
Goal 6: Expansion and development of strategic economic infrastructure
Goal 7: Support Small Enterprises
Goal 8: Promote a green economy
Goal 9: Establish a strong ICT Sector

2.3.9 Government Priorities

Millennium development goals 2015

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

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

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

Figure 4: The 8 Millennium Development Goals



Source: https://www.who.int

Goal 1: Eradicate Extreme Poverty and Hunger

- Extreme poverty has declined significantly over the last two decades. In 1990, nearly half of the population in the developing world lived on less than R19.25 a day; that proportion dropped to 14 per cent in 2015.
- Globally, the number of people living in extreme poverty has declined by more than half, falling from 1.9 billion in 1990 to 836 million in 2015. Most progress has occurred since 2000.
- The number of people in the working middle class—living on more than R61.61 a day—has almost tripled between 1991 and 2015. This group now makes up half the workforce in the developing regions, up from just 18 per cent in 1991.
- The proportion of undernourished people in the developing regions has fallen by almost half since 1990, from 23.3 per cent in 1990–1992 to 12.9 per cent in 2014–2016.

Goal 2: Achieve Universal Primary Education

- The primary school net enrolment rate in the developing regions has reached 91 per cent in 2015, up from 83 per cent in 2000.
- The number of out-of-school children of primary school age worldwide has fallen by almost half, to an estimated 57 million in 2015, down from 100 million in 2000.
- Sub-Saharan Africa has had the best record of improvement in primary education of any region since the MDGs were established. The region achieved a 20-percentage point increase in the net enrolment rate from 2000 to 2015, compared to a gain of 8 percentage points between 1990 and 2000.
- The literacy rate among youth aged 15 to 24 has increased globally from 83 per cent to 91 per cent between 1990 and 2015. The gap between women and men has narrowed.

Goal 3: Promote Gender Equality and Empower Women

- Many more girls are now in school compared to 15 years ago. The developing regions have achieved the target to eliminate gender disparity in primary secondary, and tertiary education.
- In Southern Asia, only 74 girls were enrolled in primary school for every 100 boys in 1990. Today, 103 girls are enrolled for every 100 boys.
- Women now make up 41 per cent of paid workers outside the agricultural sector, an increase from 35 per cent in 1990.
- Between 1991 and 2015, the proportion of women in vulnerable employment as a share of total female employment has declined 13 percentage points. In contrast, vulnerable employment among men fell by 9 percentage points.
- Women have gained ground in parliamentary representation in nearly 90 per cent of the 174 countries with data over the past 20 years. The average proportion of women in parliament has nearly doubled during the same period. Yet still only one in five members are women.

Goal 4: Reduce Child Mortality

- The global under-five mortality rate has declined by more than half, dropping from 90 to 43 deaths per 1,000 live births between 1990 and 2015.
- Despite population growth in the developing regions, the number of deaths of children under five has declined from 12.7 million in 1990 to almost 6 million in 2015 globally.
- Since the early 1990s, the rate of reduction of under-five mortality has more than tripled globally
- In sub-Saharan Africa, the annual rate of reduction of under-five mortality was over five times faster during 2005–2013 than it was during 1990–1995.
- Measles vaccination helped prevent nearly 15.6 million deaths between 2000 and 2013. The number of globally reported measles cases declined by 67 per cent for the same period.
- About 84 per cent of children worldwide received at least one dose of measles containing vaccine in 2013, up from 73 per cent in 2000.

Goal 5: Improve Maternal Health

- Since 1990, the maternal mortality ratio has declined by 45 per cent worldwide, and most of the reduction has occurred since 2000.
- In Southern Asia, the maternal mortality ratio declined by 64 per cent between 1990 and 2013, and in sub-Saharan Africa it fell by 49 per cent.
- More than 71 per cent of births were assisted by skilled health personnel globally in 2014, an increase from 59 per cent in 1990.
- In Northern Africa, the proportion of pregnant women who received four or more antenatal visits increased from 50 per cent to 89 percent between 1990 and 2014.
- Contraceptive prevalence among women aged 15 to 49, married or in a union, increased from 55 per cent in 1990 worldwide to 64 per cent in 2015.

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

- New HIV infections fell by approximately 40 per cent between 2000 and 2013, from an estimated 3.5 million cases to 2.1 million.
- By June 2014, 13.6 million people living with HIV were receiving antiretroviral therapy (ART) globally, an immense increase from just 800,000 in 2003. ART averted 7.6 million deaths from AIDS between 1995 and 2013.

- Over 6.2 million malaria deaths have been averted between 2000 and 2015, primarily of children under five years of age in sub-Saharan Africa. The global malaria incidence rate has fallen by an estimated 37 per cent and the mortality rate by 58 per cent.
- More than 900 million insecticide-treated mosquito nets were delivered to malaria-endemic countries in sub-Saharan Africa between 2004 and 2014.
- Between 2000 and 2013, tuberculosis prevention, diagnosis, and treatment interventions saved an estimated 37 million lives. The tuberculosis mortality rate fell by 45 per cent and the prevalence rate by 41 per cent between 1990 and 2013.

Goal 7: Ensure Environmental Sustainability

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

Goal 8: Develop a Global partnership for development

- Official development assistance from developed countries increased by 66 per cent in real terms between 2000 and 2014, reaching $135.2 billion.
- In 2014, Denmark, Luxembourg, Norway, Sweden, and the United Kingdom continued to exceed the United Nations official development assistance target of 0.7 per cent of gross national income.
- In 2014, 79 per cent of imports from developing to developed countries were admitted duty free, up from 65 per cent in 2000.
- The proportion of external debt service to export revenue in developing countries fell from 12 per cent in 2000 to 3 per cent in 2013.
- As of 2015, 95 per cent of the world's population is covered by a mobile-cellular signal.
- The number of mobile-cellular subscriptions has grown almost tenfold in the last 15 years, from 738 million in 2000 to over 7 billion in 2015.
- Internet penetration has grown from just over 6 per cent of the world's population in 2000 to 43 per cent in 2015. As a result, 3.2 billion people are linked to a global network of content and applications.

2.3.9.1 Role of District Municipalities and Local Municipalities

Figure 5:



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

- Report to the Political District Hub on DDM progress, effectiveness and impact;
- Receive and engage on-going reports from established Cluster committees;
- Receive and engage with impact monitoring reports.

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

Table 8: ADM Instutional Structure

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

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

2.3.10 Amajuba District Back to Basics

The Presidential Local Government Summit adopted the Back-to-Basics approach in September 2014 as an urgent action plan to strengthen local government to better serve communities by getting the basics right. It is simply a programme aimed at building a responsive, caring and accountable local government to improve the functioning of municipalities to better serve communities by getting the basic right.

Local government (municipalities) has been a primary site for the delivery of services in South Africa since 1994. The Department of Cooperative Governance and Traditional Affairs (CoGTA) is tasked to build and strengthen the capability and accountability of municipalities. The department has developed a set of indicators to be reported on monthly as per the pillars of the Back-to-Basics approach.

The Context for the Back-to-Basics Concept and Approach

- The White Paper on Local Government and the Municipal Structures Act, if district municipalities should fulfil the following developmental mandates:
- Ensuring integrated development planning for the district as a whole;
- Providing district-wide bulk infrastructural development and services;
- Building capacity of local municipalities in its area to perform their functions and exercise their powers, where such capacity is lacking;
- Promoting equitable distribution of resources between local municipalities in its area to ensure appropriate levels of municipal service within the area.
- ***Developmental local government*** remains the visionary foundation for the continuing reconstruction and development of our country. The Local Government White Paper developed a vision of local government as a key component of the developmental state.
- In pursuit of that vision, basic services, social services, and civil and political rights, including participatory governance, have been progressively extended to more citizens than ever before.

It is recognized however, that despite our delivery achievements, much still needs to be done to improve the performance of local government. **COGTA Initiated Back-to-Basics by:**

- Conducting a desk top assessment of municipalities in all nine provinces;

- By verifying the findings with provinces;
- By presenting this state of LG to PCC, MinMec; and a launch in Presidential LG Summit;
- By developing 3 categories of municipal performance to initiate focused action. From the assessment, it was determined that a third of the municipalities are getting the basics right and functioning well; a third are functional with average performance, and room for improvement; and the final third are dysfunctional. The assessment was conducted using the following functional factors:

    1. Political stability
    2. Governance
    3. Service delivery
    4. Financial Management
    5. Institutional management
    6. Community satisfaction

The Five Pillars of the Back-to-Basics Campaign are:

1. Putting people and their concerns first;
2. Supporting the delivery of municipal services to the right quality and standard;
3. Promoting good governance, transparency and accountability;
4. Ensuring sound financial management and accounting; and
5. Building institutional resilience and administrative capability.

Below is a table with the progress categorization of ADM family of municipalities in line with assessment conducted in accordance with the 5 pillars and current categorization as at 26 March 2020.

Table 9: B2B Municipal Progress

AMAJUBA DISTRICT		Amajuba	Newcastle	Dannhauser	Emadlangeni
Q1 SCORE					
A	Putting People first	N/A			
B	Delivering basic services	27%			
C	Good Governance	100%			
D	Sound Financial Management	47%			
E	Building Capable Local Government Institutions	50%			
TOTALS		58%			

AMAJUBA DISTRICT		Amajuba	Newcastle	Dannhauser	Emadlangeni
Q2 SCORE					
A	Putting People first	N/A	100%	50%	100%
B	Delivering basic services	16%	76%	48%	63%
C	Good Governance	100%	100%	87%	100%
D	Sound Financial Management	44%	38%	26%	53%
E	Building Capable Local Government Institutions	63%	25%	50%	50%
TOTALS		60%	69%	51%	70%

Reporting:
In our efforts to recognize and adequately reward good performance and ensure sufficient consequences for under-performance, the Department of Cooperative Governance and Traditional Affairs (COGTA) has developed a set of indicators to be reported on monthly as per the pillars of the Back-to-Basics approach.

These indicators will measure whether municipalities are performing in terms of the five 'basics'. Below is an assessment table for the ADM family of municipalities.

Table 9: B2B Assessment Amajuba

MUNICIPALITY	2014 CATEGORY	B2B ASSESSMENT TEMPLATE SCORE	PRELIMINARY CATEGORY	FINAL CATEGORY	REASON FOR FINAL CATEGORY	MOVEMENT
AMAJUBA	Requiring Intervention	60%	Challenged	Challenged	Template - Qualified Audit Opinion	↓
NEWCASTLE	Challenged	74%	Functional	Functional	B2B Template	↑
EMADLANGENI	Functional	58%	Challenged	Challenged	B2B Template	↓
DANNHAUSER	Functional	55%	Challenged	Challenged	B2B Template	↓

MUNICIPALITIES	2018/19 B2B SCORES PER PILLAR					OVERALL SCORE	PRELIMINARY CATEGORY
	PILLAR 1	PILLAR 2	PILLAR 3	PILLAR 4	PILLAR 5		
AMAJUBA	N/A	30%	100%	32%	50%	54%	Challenged
NEWCASTLE	100%	76%	92%	42%	63%	71%	Functional
EMADLANGENI	100%	63%	100%	11%	50%	58%	Challenged
DANNHAUSER	100%	58%	69%	47%	50%	61%	Challenged

2.3.11 Operation Sukuma Sakhe

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

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

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

War rooms
Emadlangeni Municipality
Dannhauser Municipality
Newcastle Municipality

Table 10: War-room Functionality

District	Local Municipality	No of wards per Municipality	No. of wards with CDWs	No of functional war rooms with CDWs	No of non-functional war rooms with CDWs	No of functional war rooms without CDWs	No of non-functional war rooms without CDWs	Challenges/ Reasons for non-functionality
Amajuba	Dannhauser	13	6 (1,3,8,9,11,13)	6	0	2	5	Poor participation of stakeholders & no intervention plan
	eMadlangeni	6	4 (1,3,4,6)	4	0	0	2	Poor participation of stakeholders
	Newcastle	34	8 (8,9,11, 12,15, 25,31, 33)	8	0	22	4	Poor participation of stakeholders Inactive of WTT members

Table 11: Number of Municipalities support to maintain functional wards committees

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

2.4 AMAJUBA DISTRICT AND GOVERNMENT PRIORITY ALIGNMENT

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

Table 12: Plan and Priorities alignment

SDGS	NDP (VISION 2035)	PGDP STRATEGIC GOALS 2035	KZN/MP Cross border priorities	DISTRICT PRIORITIES (IDP/DGDP)
• No Poverty • Zero Hunger • Decent work and economic growth	• Create Jobs	• Inclusive Economic Growth	• Infrastructure and Nodal Development • Agriculture • Tourism	• Economic Development
• Industry innovation and infrastructure • Cleaner water and sanitation	• Expand infrastructure	• Strategic Infrastructure	• Integrated Basic Service Delivery (Municipal Planning and Infrastructure)	• Integrated Service Delivery • Provision of quality water and Sanitation
• Affordable and clean energy • Responsible consumption and production • Climate action • Life below water • Life on land	• Use resources properly (Low-Carbon Energy)	• Environmental Sustainability	• Environmental Management	• Environmental Management • Air Quality Management • Disaster Management
• Gender Equality • Reduced inequalities	• Inclusive planning	• Spatial Equity	• Social Development • Community Awareness	• Municipal Planning • Public Participation • Spatial Development Alignment

SDGS	NDP (VISION 2035)	PGDP STRATEGIC GOALS 2035	KZN/MP Cross border priorities	DISTRICT PRIORITIES (IDP/DGDP)
• Sustainable cities and communities			Campaigns (Operation Vuka Sisebenze)	• Spatial Management and Equity
• Quality Education	• Quality education • Build a capable state	• Human Resource Development	• Education	• Skills Development • Social Facilitation and Development
• Good health and well-being	• Quality health care • Unite the nation	• Human and Community Development	• Health	
• Peace, Justice and strong institutions • Partnerships for the goals	• Fight corruption	• Governance and Policy	• Programme of Action through Public Participation • Intergovernmental Relations	• Risk and fraud reduction • Institutional Governance • Clean Audit • Revenue Enhancement

3 SITUATIONAL ANALYSIS

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

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

The following sources were utilised to compile the situational analysis:

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

3.3 DERMACATION IN THE ADM

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

3.1.1. LOCAL ELECTIONS 2021

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

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

Table 13: Local Elections Voter Turnout in Percentage

Table 13: Locality Elections Voter Turnout in Percentage

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

Source: IEC South Africa

3.1.2. Population Distribution

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

Table 14:Total Population

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

Source: (Statistics South Africa, 2022)

Table 15: Population by Gender

Male		Female		Sex Ratio	
2011	**2016**	**2011**	**2016**	**2011**	**2016**
238 712	253 829	261 127	277 498	91	91

Source: (Statistics South Africa, 2017)

There has been a marginal change in the gender profile of the district – with females accounting for 52.2% in 2016 (an increase of 0.1% in 2011 and maintaining the number in comparison to data from Census 2011) with a sex ratio of 91/100.

Table 16: Population By Gender for the ADM Including LMs

Municpality	Male	Female	%Male	%Female
Amajuba DM	330461	356947	48.1	51.9
Newcastle LM	243434	264276	47.9	52.1

Dannahuser LM	68839	73911	48.2	51.8
Emadlangeni LM	18189	18759	49.2	50.8

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

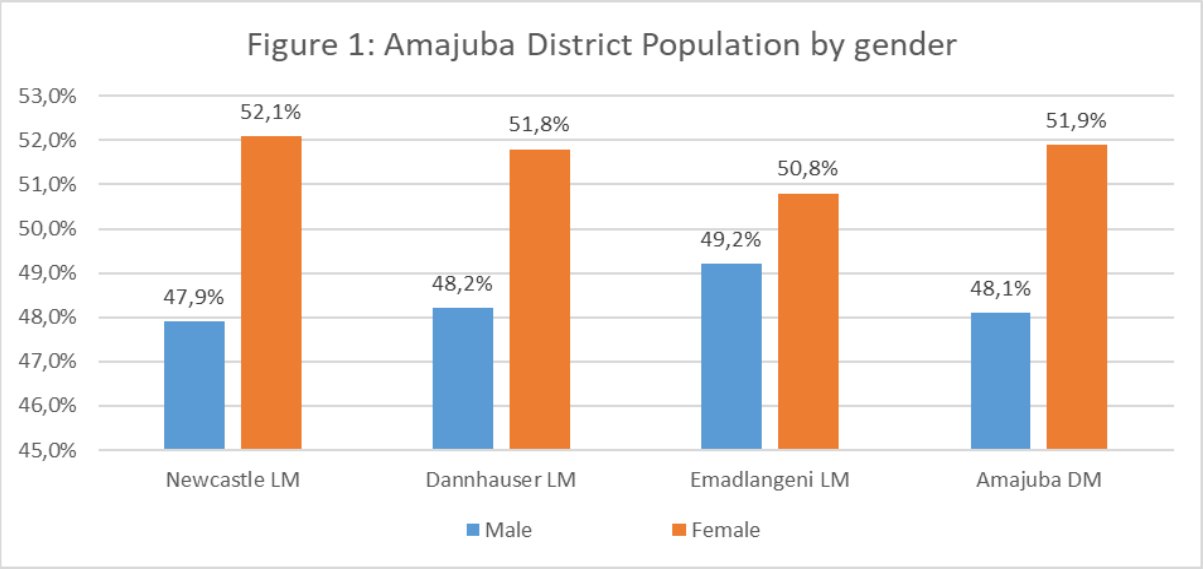


Figure 1: Amajuba District population by gender, Census 2022

3.1.3. Population Density

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

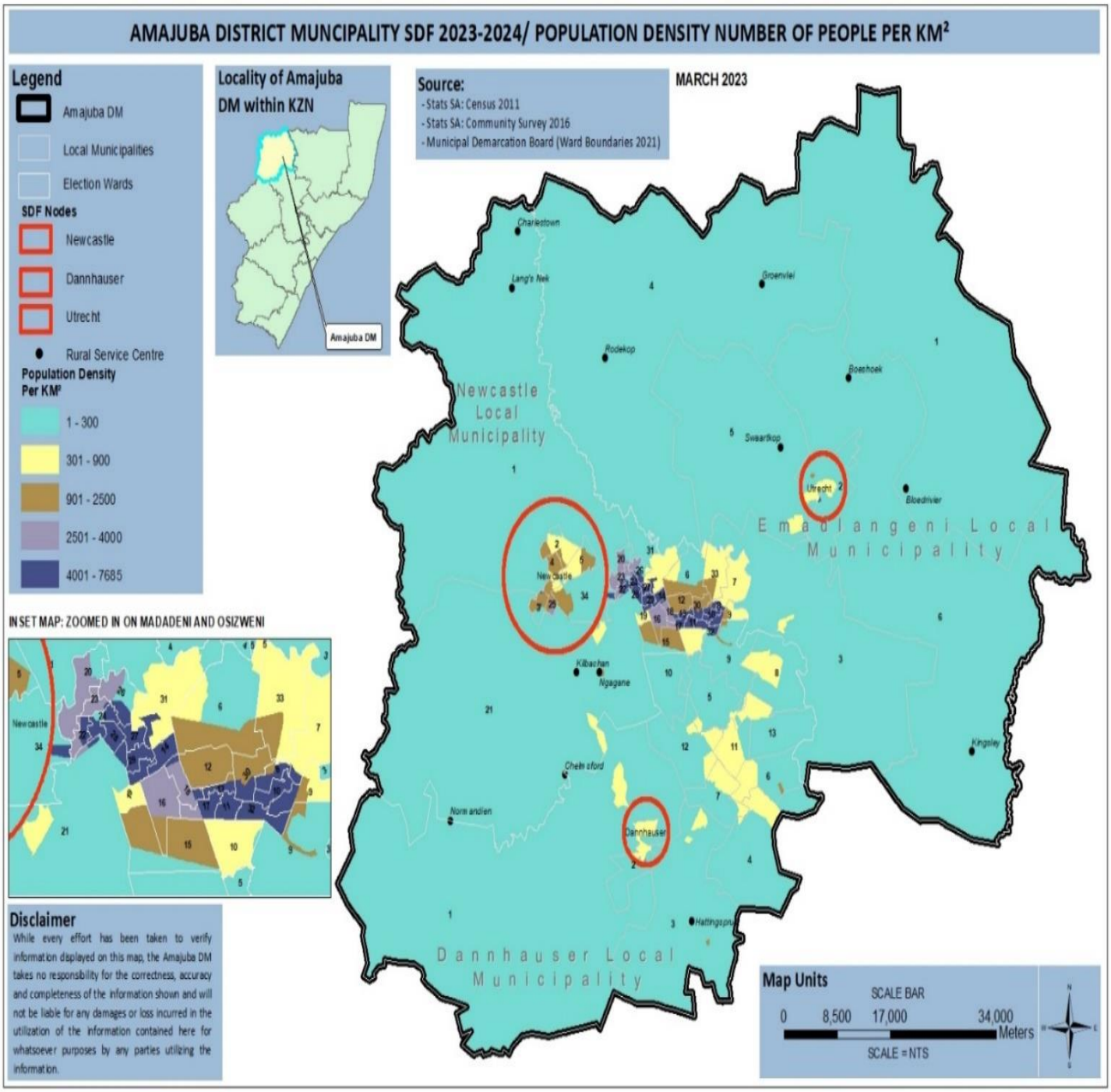
Table 17: Population Density

Local Municipality	Population	Land Area	Persons per km²
Newcastle	507 710	1 855 km²	273,7
Dannhauser	142 750	1 516 km²	94,2
Emadlangeni	36 948	3 539 km²	10,4
Amajuba DM	687 408	6 910 km²	99,4

Source: (Statistics South Africa, Census 2022))

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

Map 3: Population Density per KM²

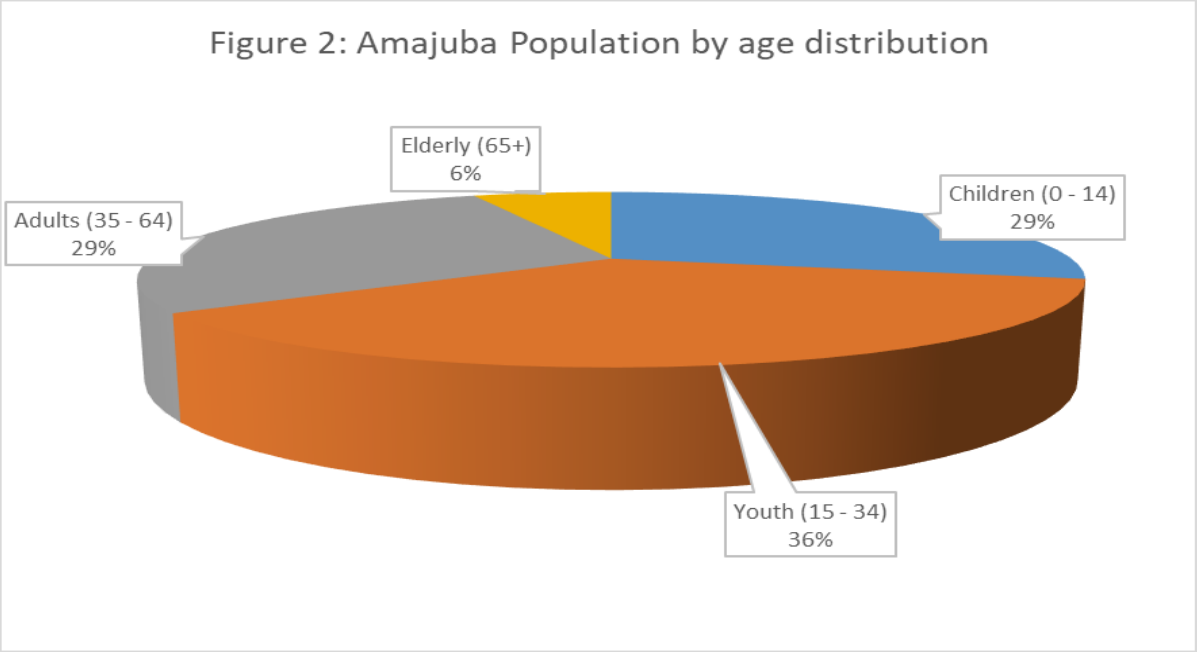


Map 6: Population Density

Source: (Amajuba District Municipality, 2023)

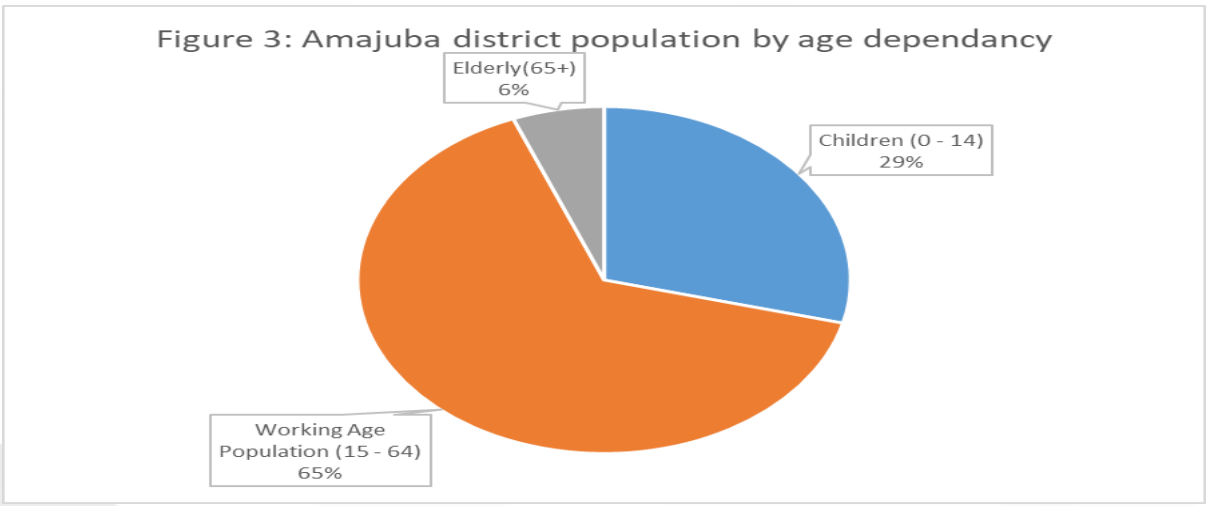
3.1.4. Age and Gender Structure

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



Source:(Statistics South Africa, Census 2022)

The Amajuba District Municipality shows a significant proportion of youth dependency. The age structure shown alongside illustrates that a total of 65% of the population are of the 'working age' grouping. 29% of the population are under the age of 15 years, while only 6% of the population are pensioners over the age of 65 years.



Source:(Statistics South Africa, Census 2022)

The youth forms part of the EAP at 36% and adults contributing 29% of the total population which is an indication that the ADM jurisdiction must create an economy that can absorb the youth. A relatively young population requires innovative economic interventions. The dominance of mining and

agriculture may pose challenges to job opportunities, if there are no deliberate efforts to find innovative aspects of traditional sectors for integrating young population. A young population also requires responsive government, given the inclination for social unrest among this younger population. It also requires economic and social interventions modelled after the social and economic needs for younger population. Technology innovation, social programmes integrated into schools, sports and re-creation, skills development -all these are critical in responding to the socio-economic demands of a young population.

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

Table 18: Population by Age Group for the Amajuba DM including LMs

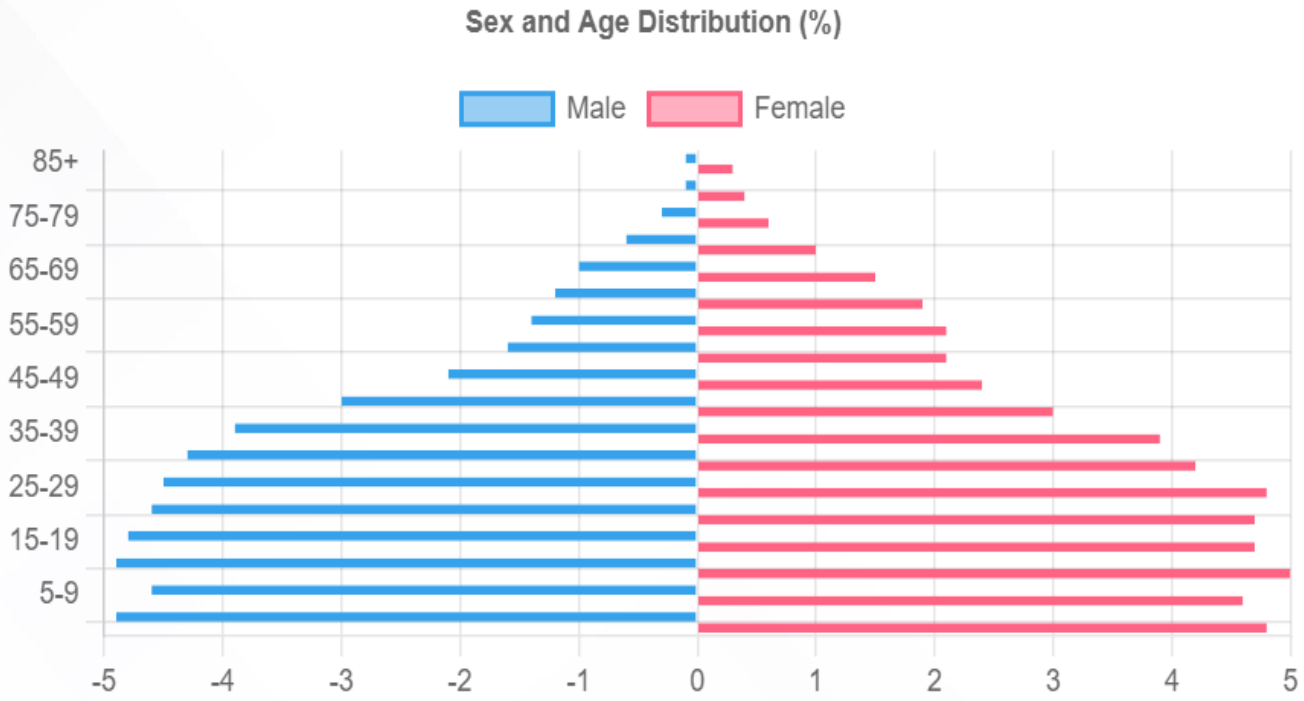
Age Group	Amajuba DM Males	Amajuba DM Females	Newcastle LM Males	Newcastle LM Females	Dannhauser LM Males	Dannhauser LM Females	Emadlangeni LM Males	Emadlangeni LM Females
85+	658	1833	501	1274	109	419	49	140
80-84	1031	2575	774	1886	186	560	72	128
75-79	2048	4187	1506	3131	408	827	134	230
70-74	3890	6828	2813	5130	795	1375	282	323
65-69	6999	10386	5123	7736	1417	2099	459	551
60-64	8452	12782	6196	9610	1650	2432	606	740
55-59	9959	14142	7367	10557	1986	2822	606	763
50-54	11288	14277	8383	10933	2210	2593	694	751
45-49	14774	16609	11082	12549	2812	3131	879	929
40-44	20557	20625	15585	15668	3846	3858	1127	1098
35-39	26574	27123	20457	20528	4811	5215	1306	1379
30-34	29485	28963	22699	22164	5291	5454	1495	1345
25-29	30896	32704	23394	24400	5940	6641	1562	1663
20-24	31618	32446	23461	24493	6483	6312	1673	1641
15-19	32954	32376	23620	23492	7467	7257	1868	1626

10-14	33647	34046	23858	24109	7916	8099	1873	1838
5-9	31640	31714	22430	22743	7608	7250	1601	1720
0-4	33985	33330	24179	23871	7903	7569	1903	1891

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

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

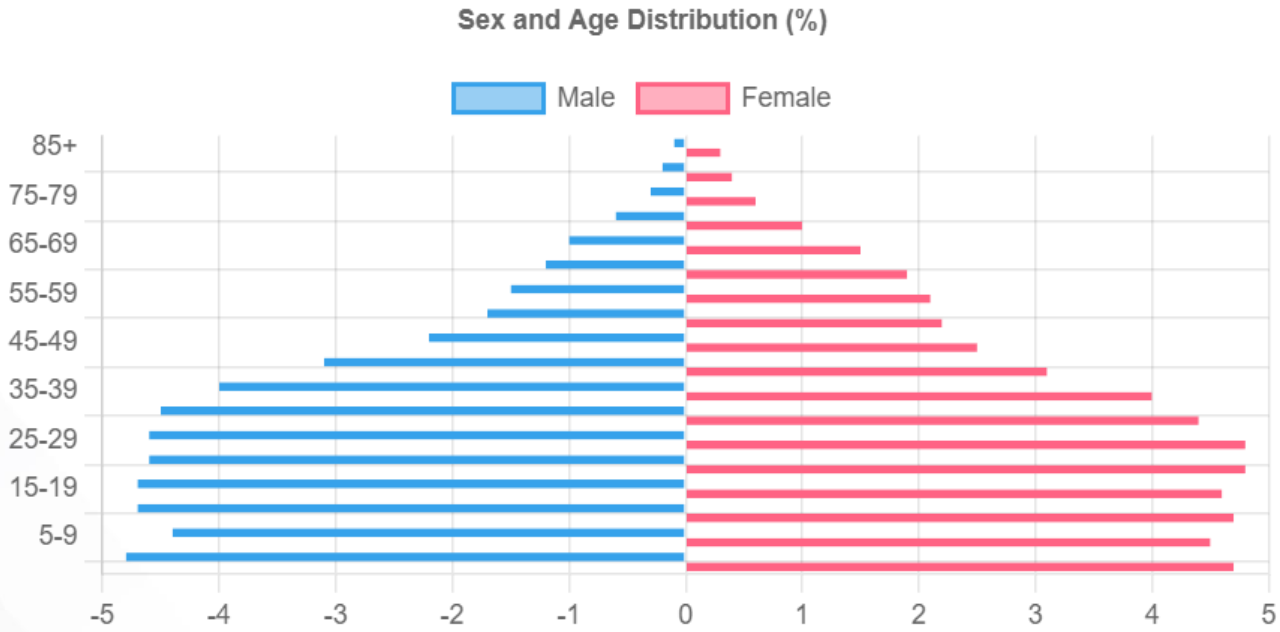
Figure 4.1: Amajuba District Population Pyramid



Source:(Statistics South Africa, Census 2022)

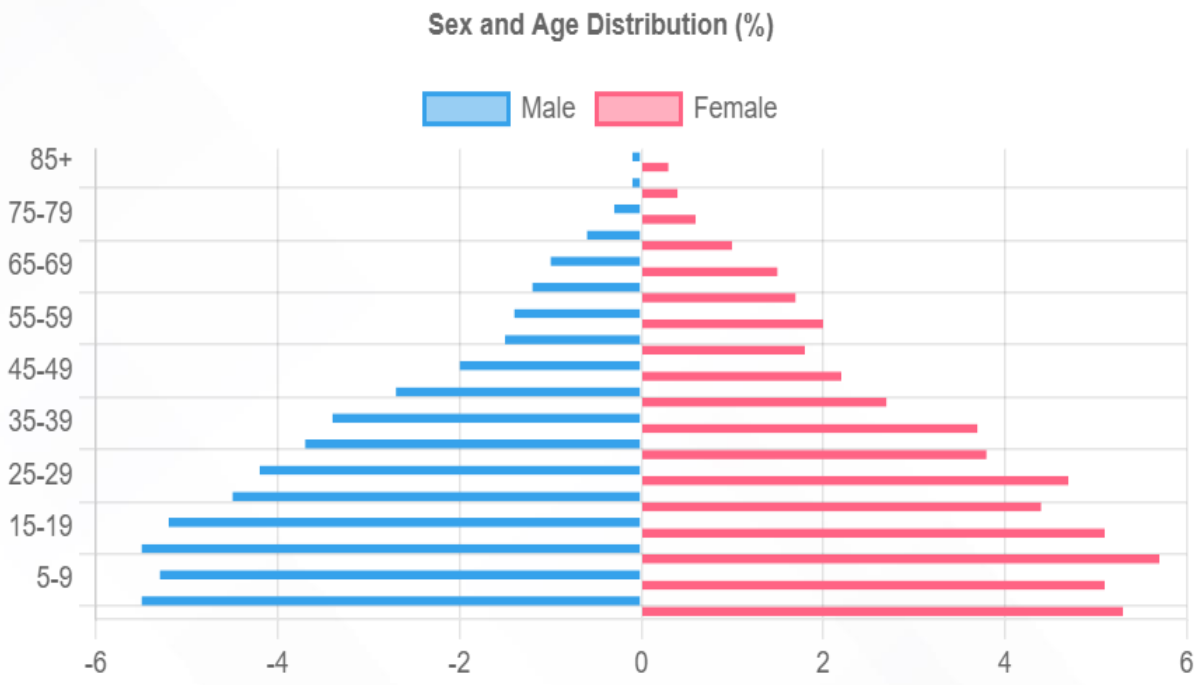
The three other population pyramids for Amajuba District family of Municipalities clearly depicts the same trends as that of the District Municipality in the sense that these Municipalities have a larger proportion of youth population between the ages 15 to 34 years and the adults population gradually declines between the ages 35 to 64 years. In all three Local Municipalities in Amajuba District the life expectancy for females is much higher than their male counterparts.

Figure 4.2: Newcastle LM Population Pyramid



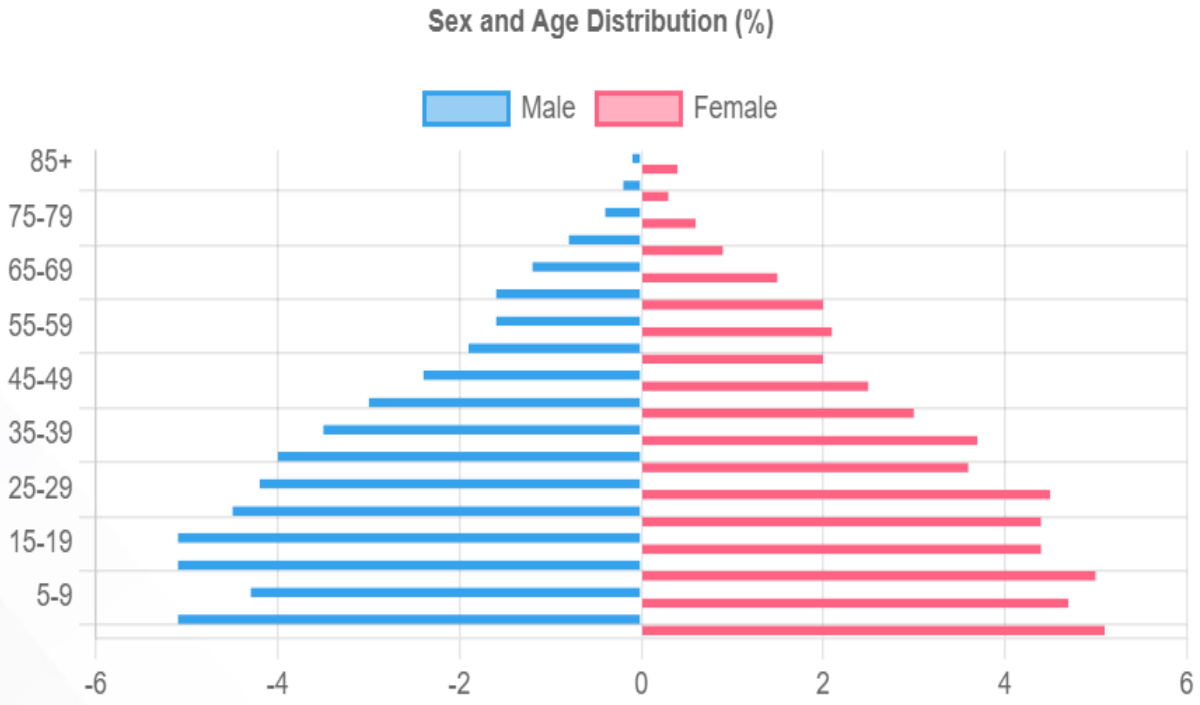
Source:(Statistics South Africa, Census 2022)

Figure 4.3: Dannhauser LM Population Pyramid



Source:(Statistics South Africa, Census 2022)

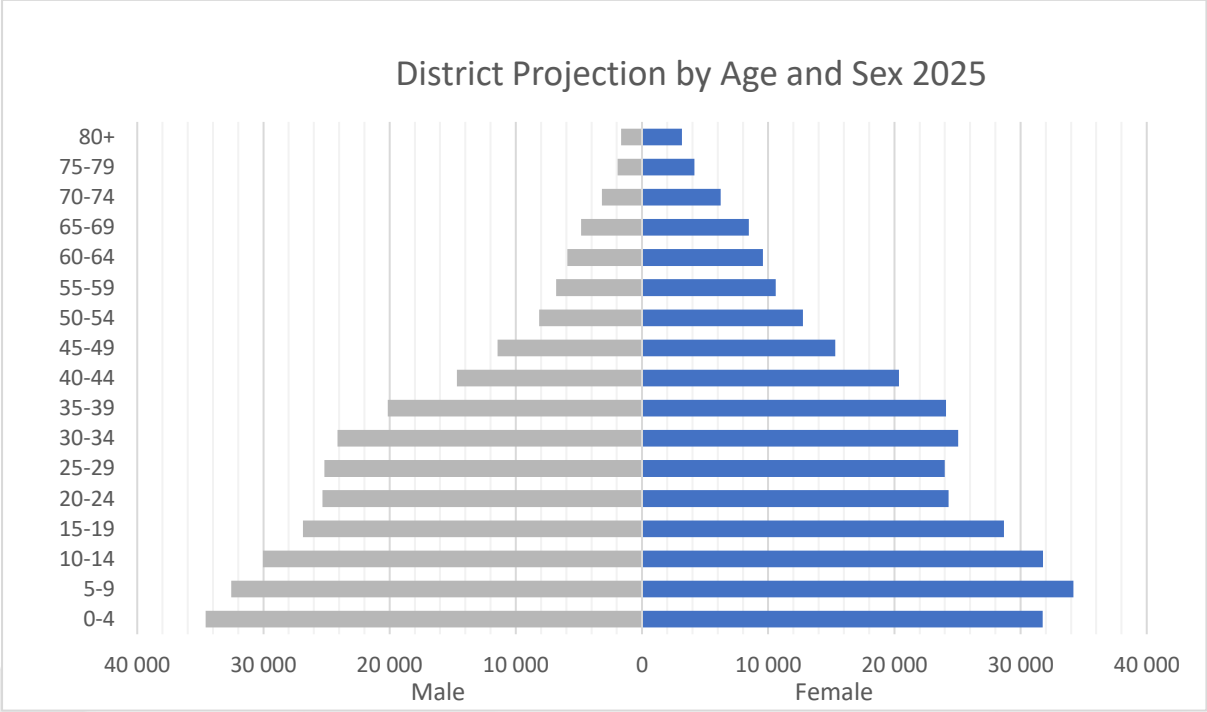
Figure 4.4: Emadlangeni LM Population Pyramid



Source:(Statistics South Africa, Census 2022)

Amajuba District Municipality population projections

Figure 5: District Projection by Age and Sex



Source: (STAsSA, 2020)

The dataset shows that their high birth rate within the district while there is lower youth and working age group compared to the birth rates and early childhood rates, most of the population within the Youth and Working Age group Migrate to other Cities due to:

- Educational purposes,
- Better life notions and Better Working opportunities in bigger cities and town,

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

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

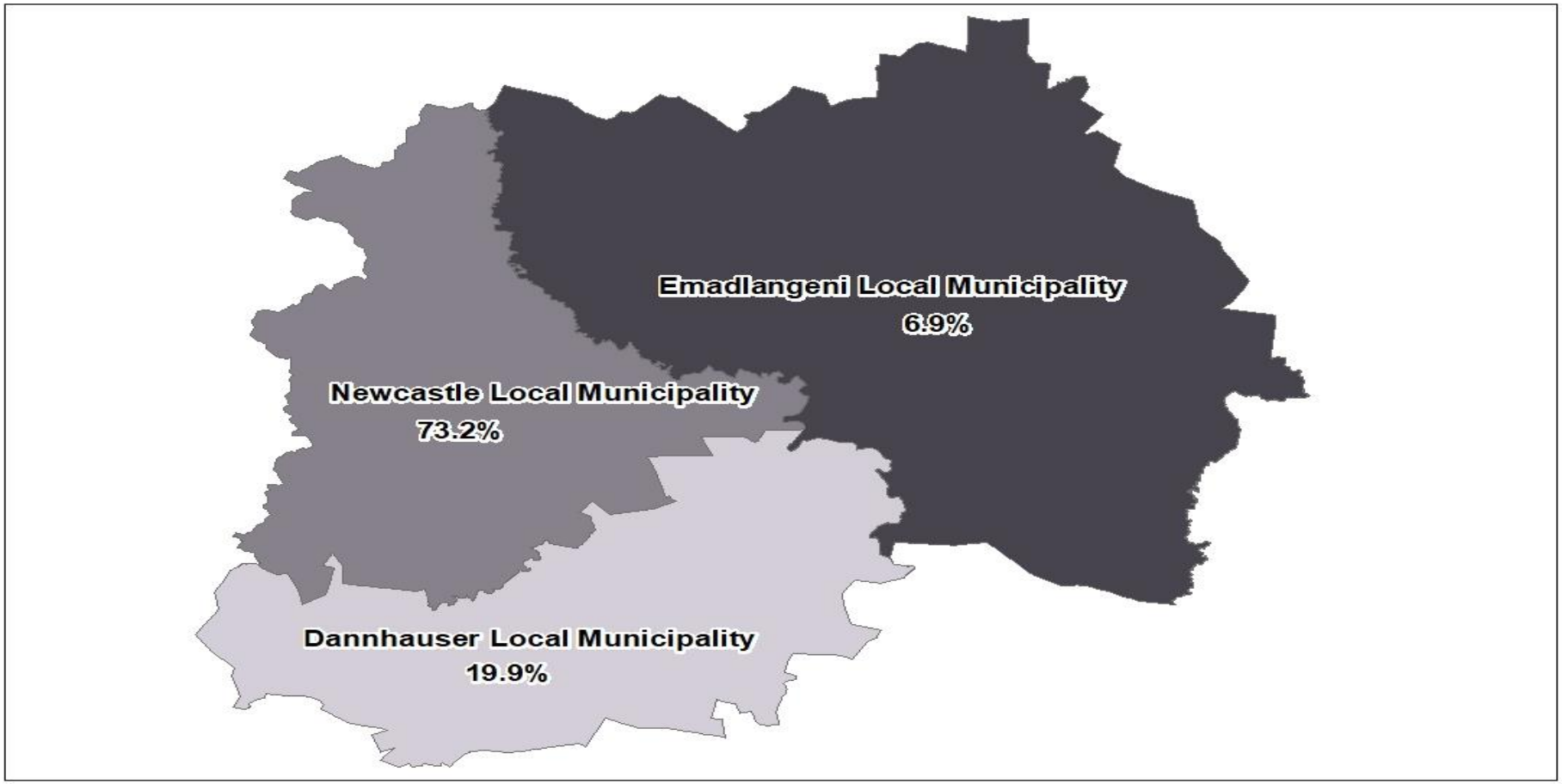
In addressing such the ADM together with the Department of Health and Department of Transport should include the elderly population in their plans, such plans should include the ways in which medical attention and supplies could be delivered to the elderly people living in rural areas far from Hospitals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

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

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

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

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



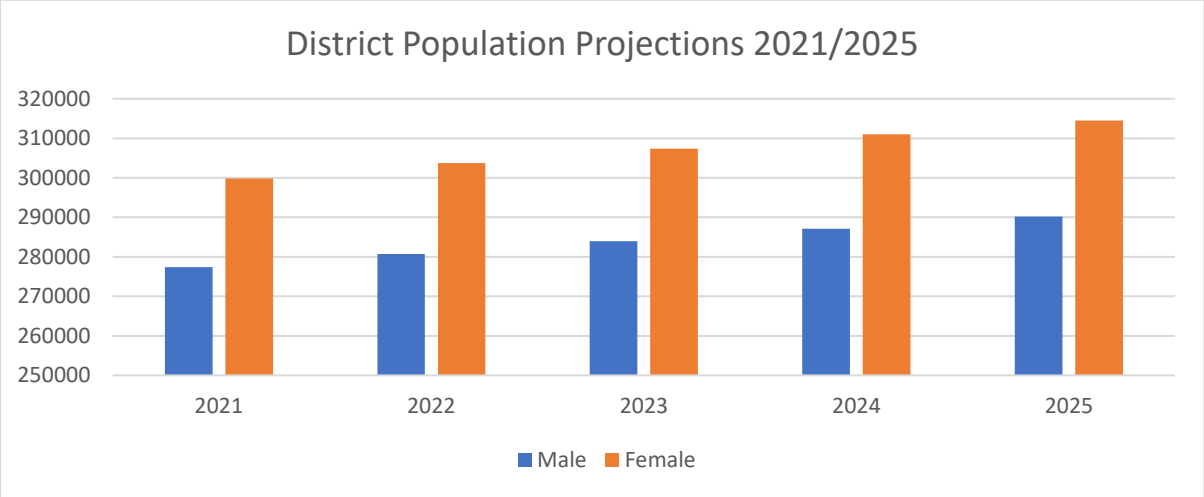
Map 7: Population Percentage

Source: **(Amajuba District Municipality, 2023)**

3.1.5. Population Growth Projection

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

Figure 10: District Population Projection 2021-2025



Source: (STAsSA, 2020)

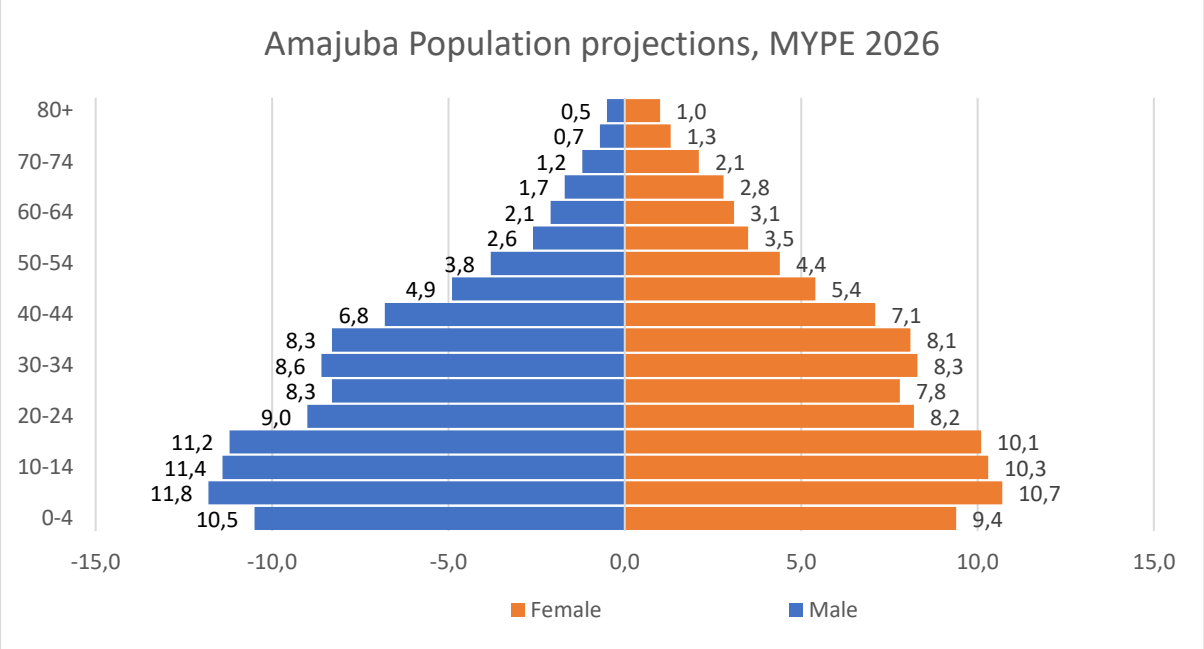
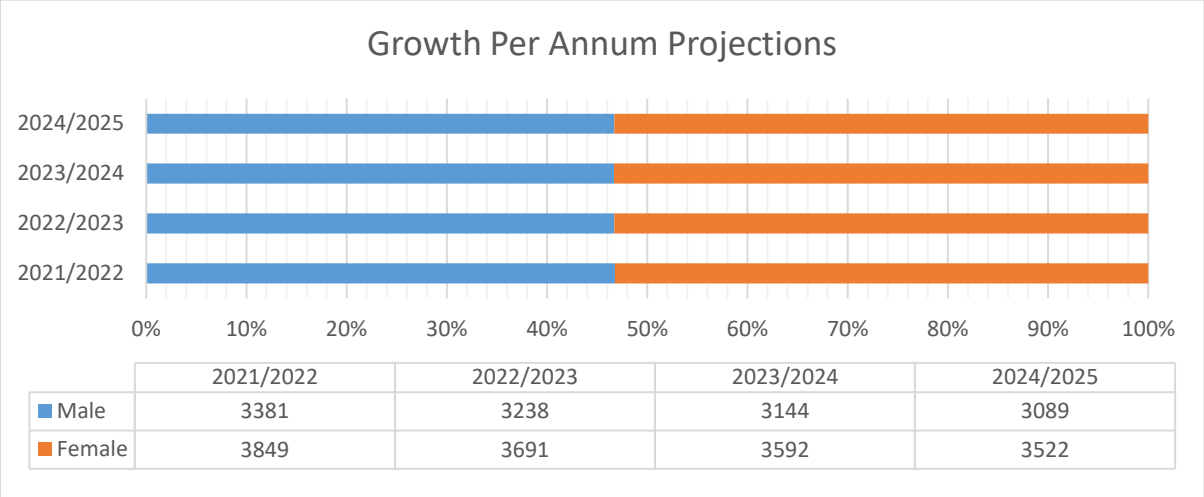


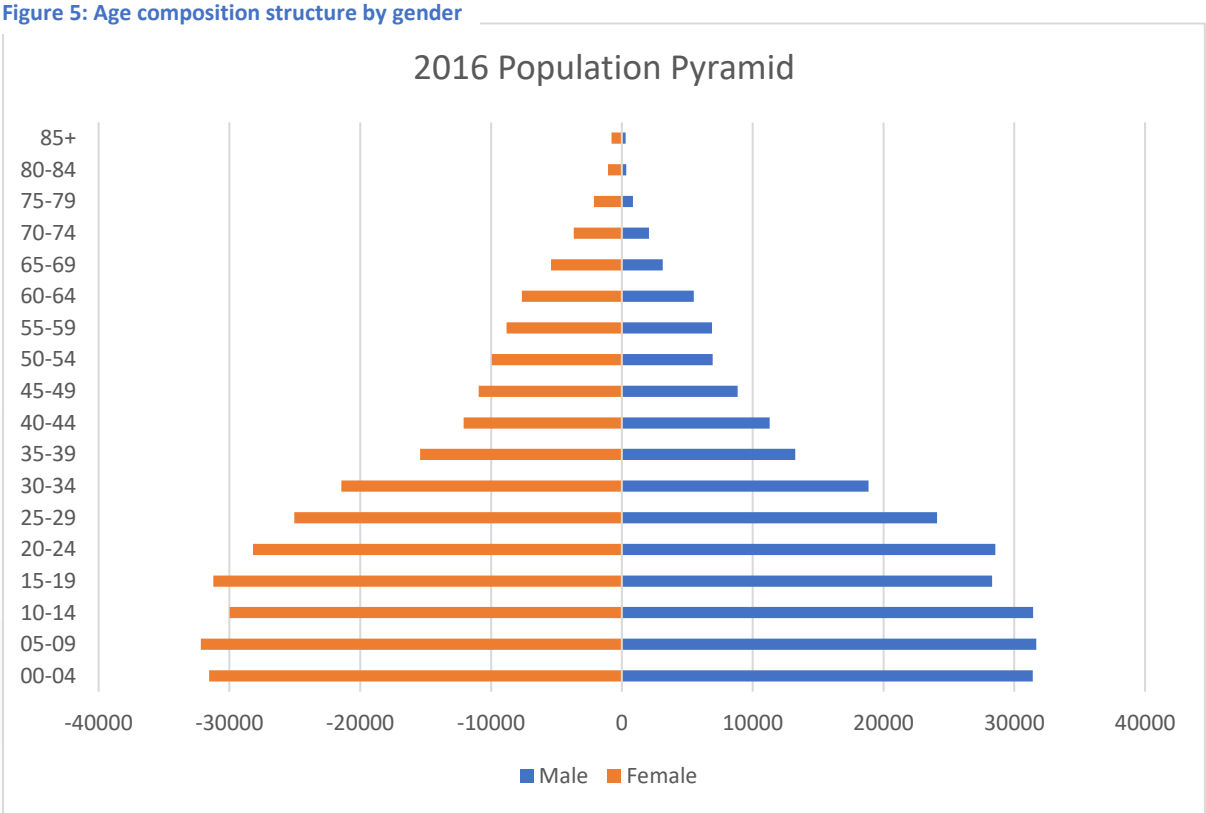
Figure 11: Population growth projection per annum 2021/22 – 2024/25 (Gender)



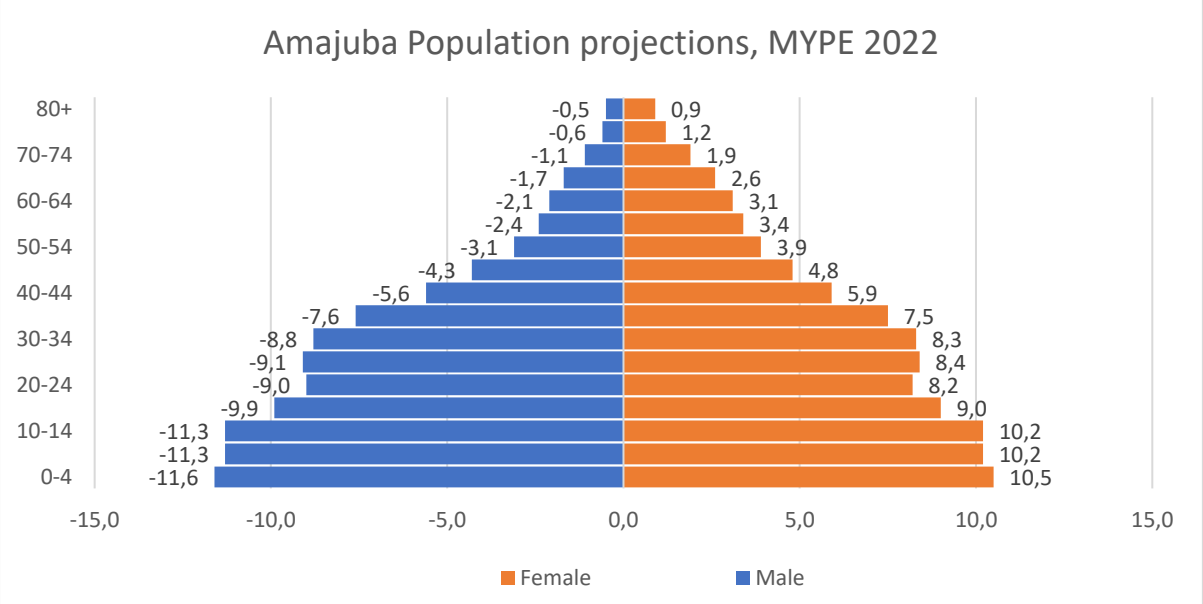
	2021/2022	2022/2023	2023/2024	2024/2025
Male	3381	3238	3144	3089
Female	3849	3691	3592	3522

Source: (STAsSA, 2020)

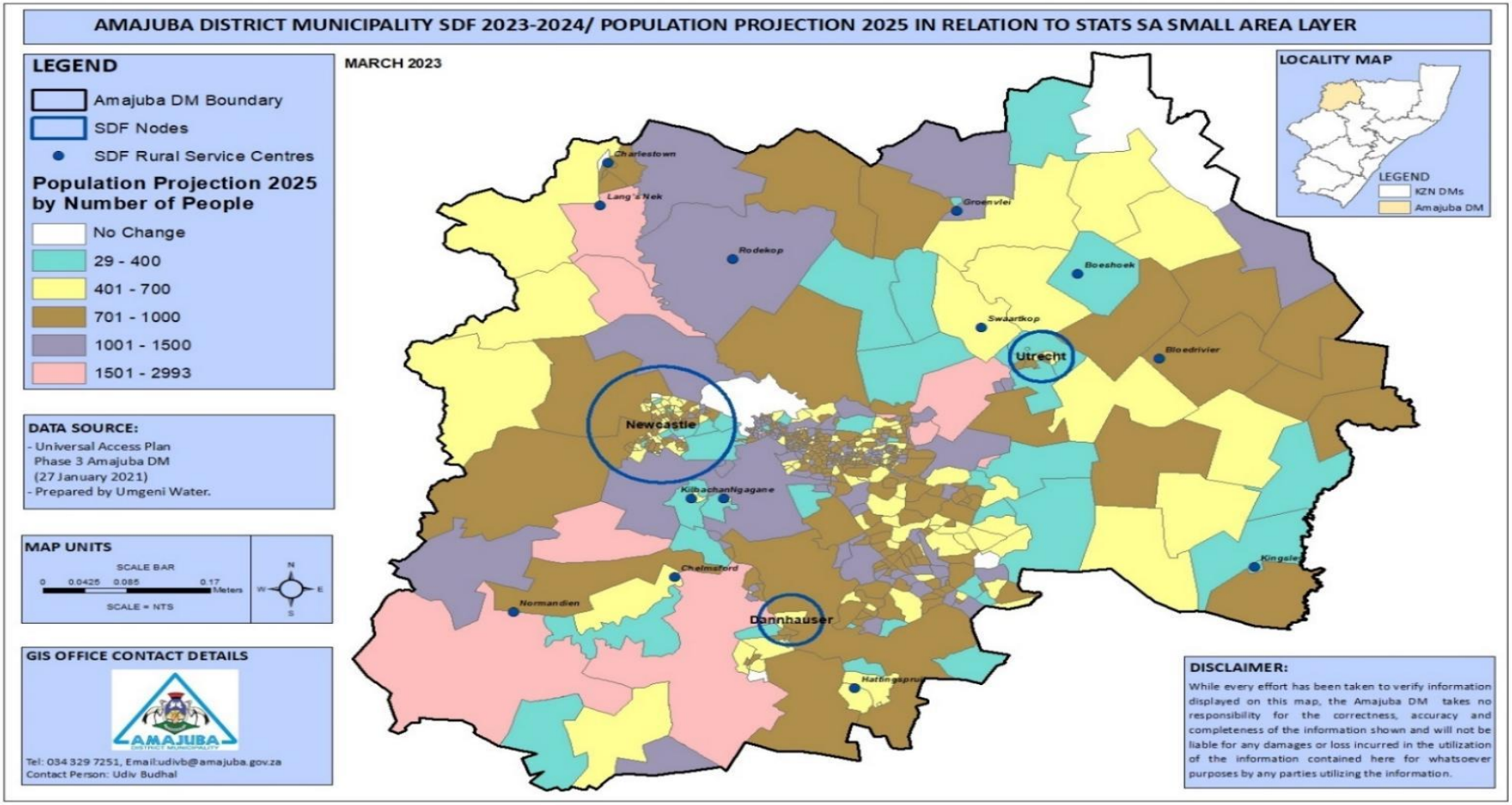
Figure 5: Age composition structure by gender



Censuse: (STAsSA, 2020)

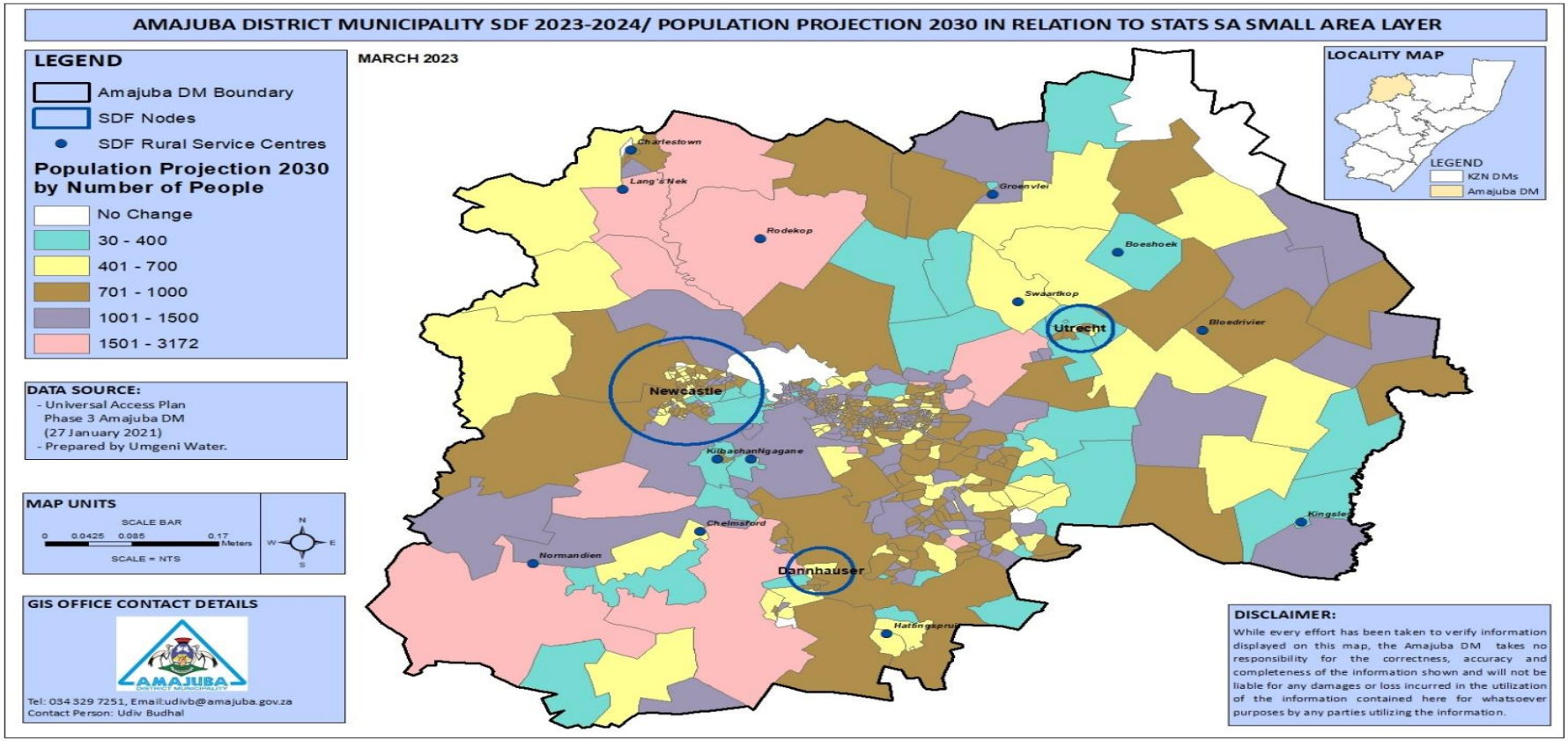


2022



Map 8: Population Projection 2025

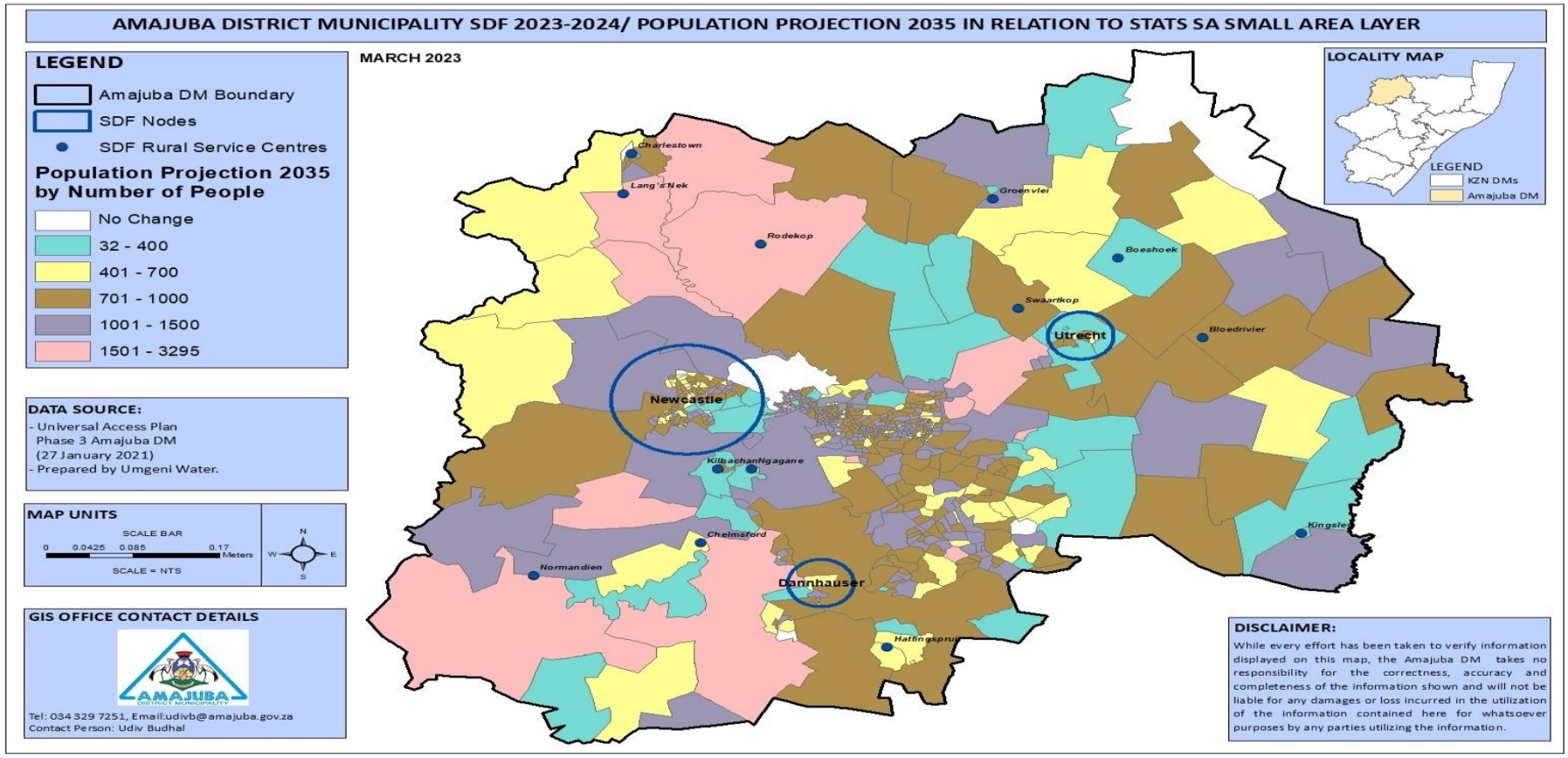
Source: (Amajuba District Municipality, 2023)



Map 9: Population Projection 2030

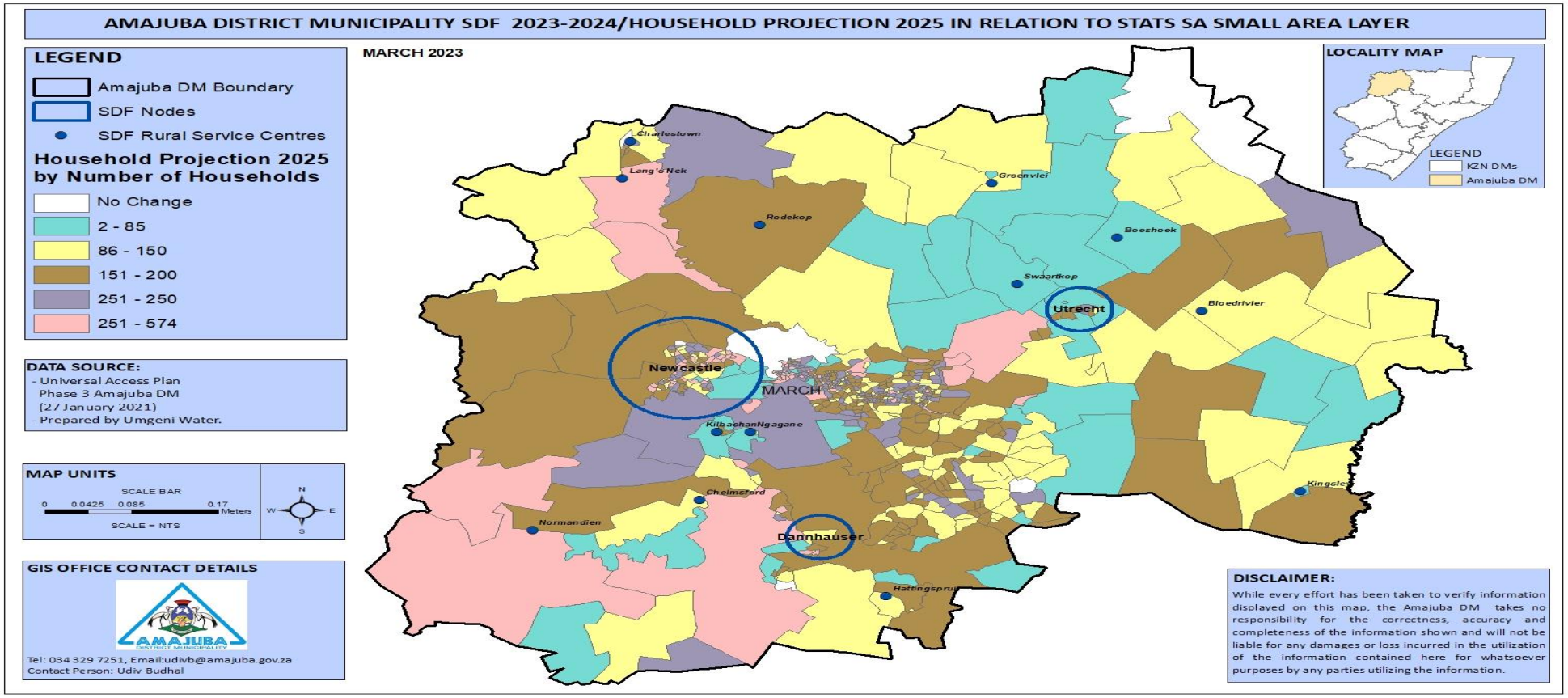
Source: (Amajuba District Municipality, 2023)

Source: (Amajuba District Municipality, 2023)



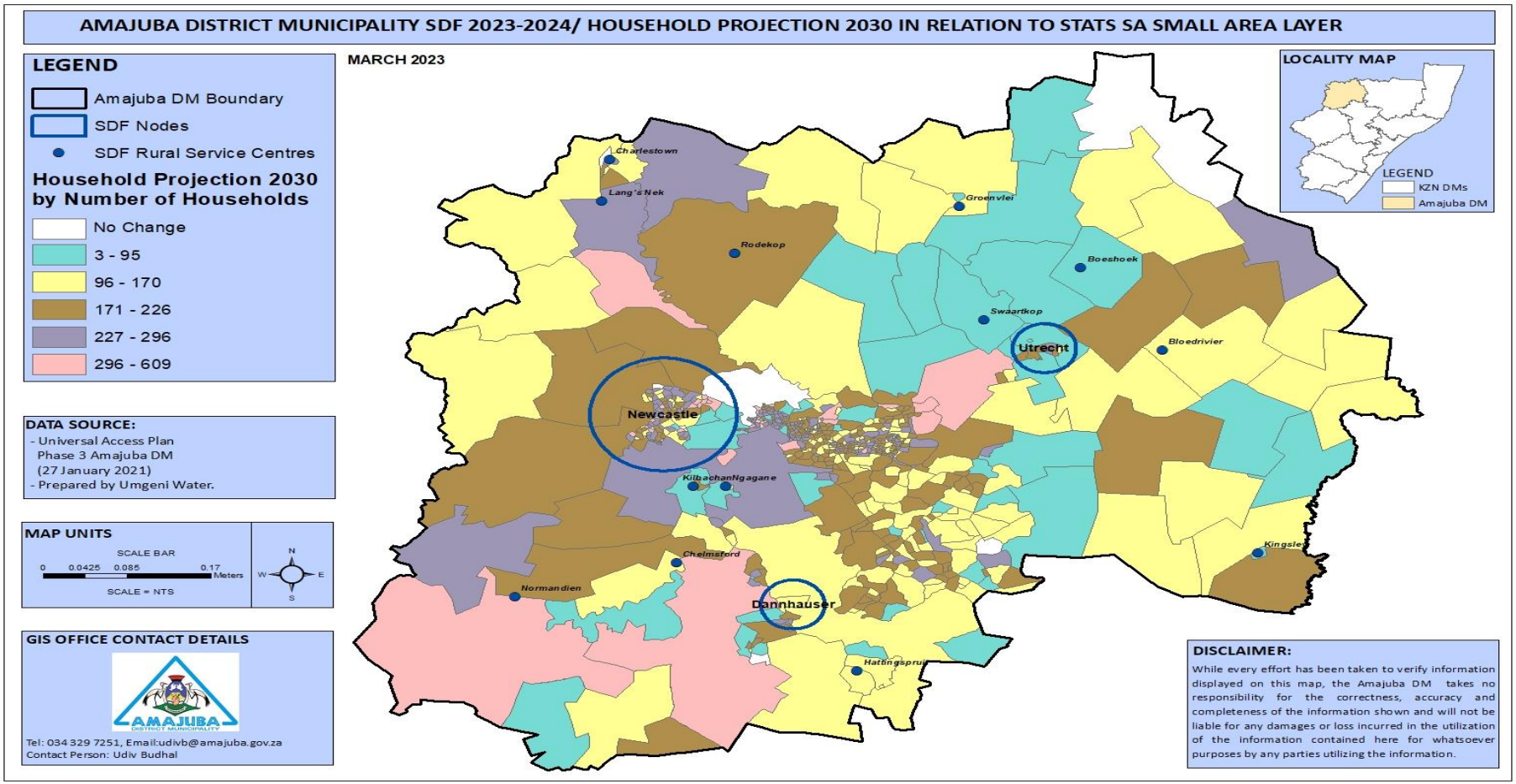
Map 10: Population Projection 2035

3.1.6. Population Size



Source: (Amajuba District Municipality, 2023)

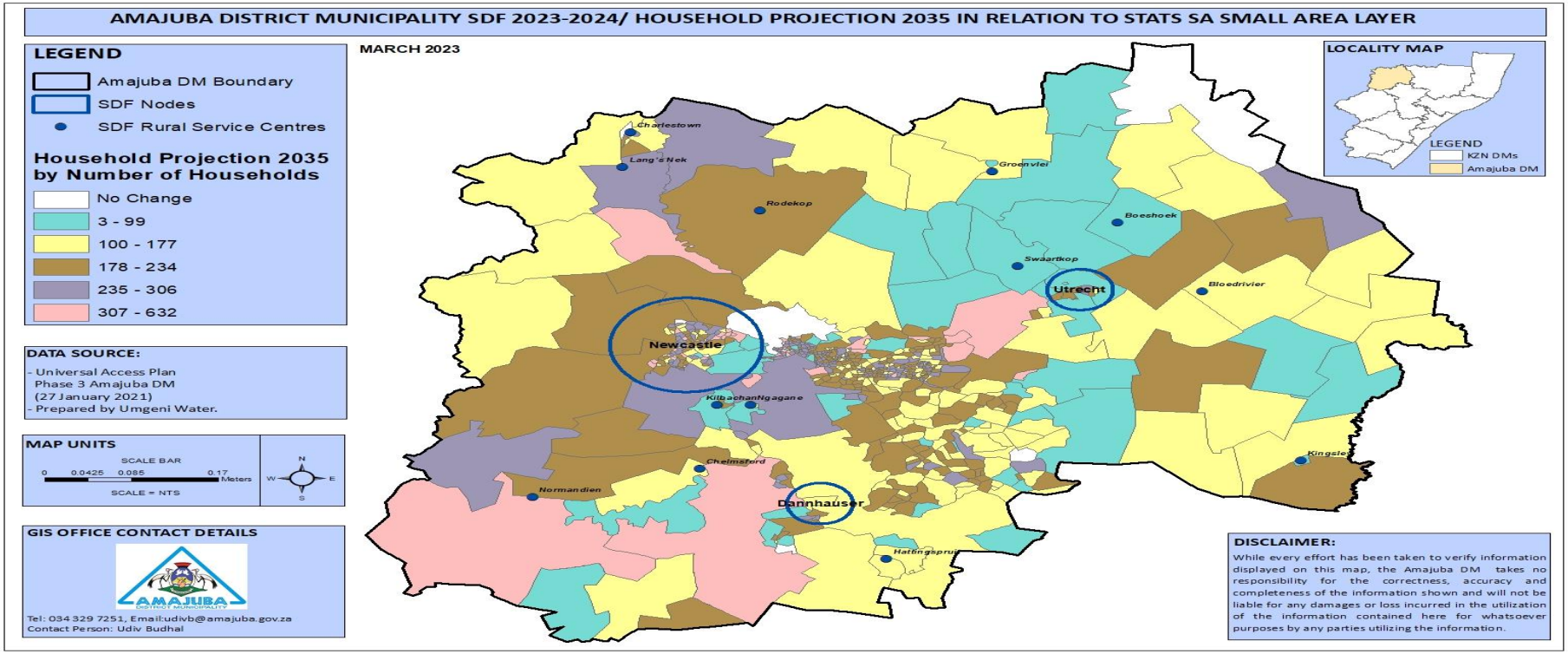
Map 11: Household Projection 2025



Map 12:Household Projection 2030

Source: (Amajuba District Municipality, 2023)

Map 10: Household projection for 2035



Map 13 : Household Projection for 2035

The population in Amajuba DM is characterised by a large economically inactive age cohort (0-14) that constitutes 35.4% of the population. The Amajuba district has a composition of 60.9% for the age cohort of 15-60, with 3.7% that account for the remainder of the population for the age cohort above 65 years. Most of the population is youthful however 36% those considered under EAP are unemployed.Map 8: Household projection for 2025

Source: (Amajuba District Municipality, 2023)

3.1.7. Tenure Status

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

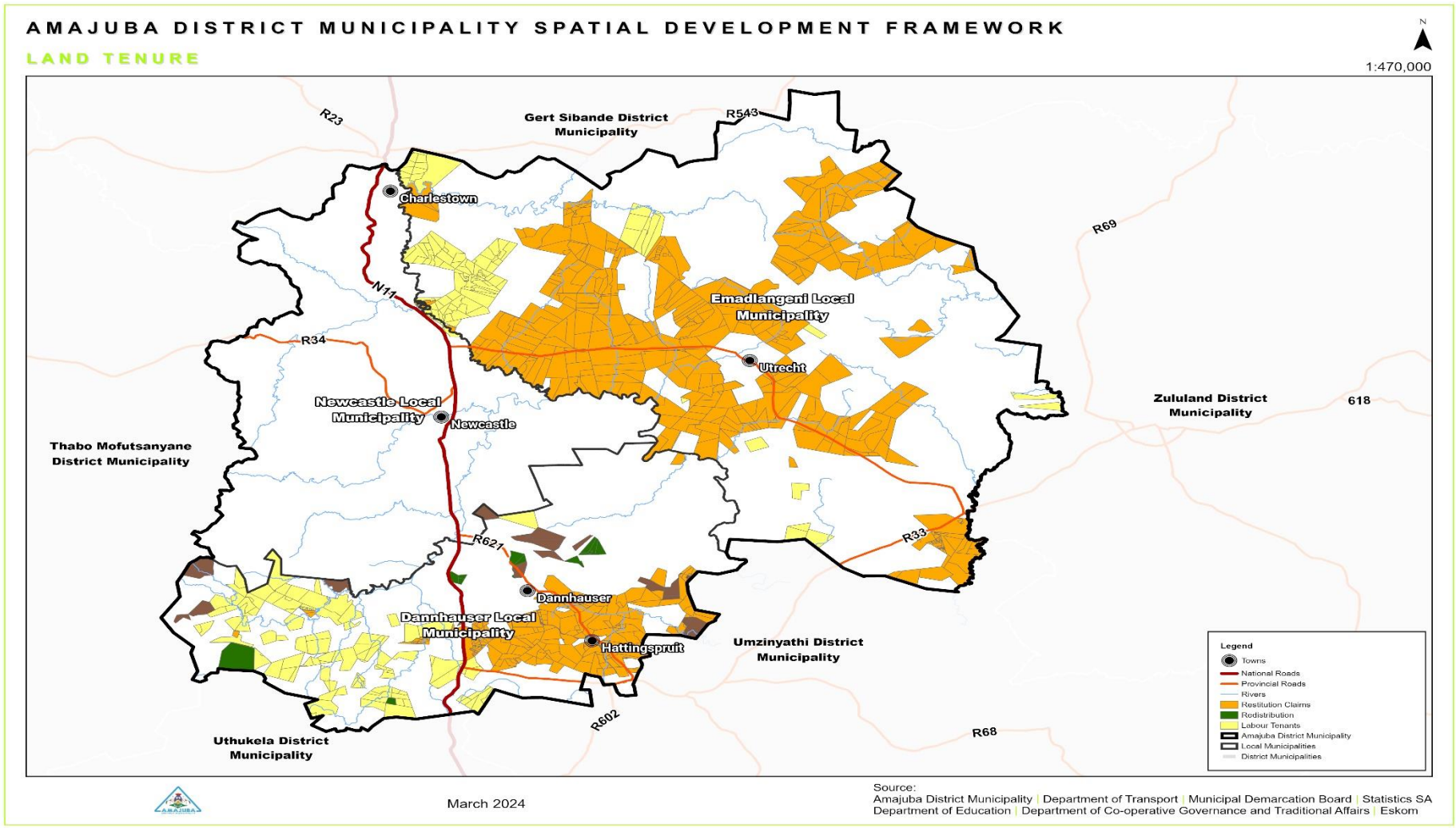
Table 20: Tenure status

Table 19: Tenure Status

	Amajuba	Newcastle	Emadlangeni	Dannhauser
Rented from private individual	59814	35991	1263	22560
Rented from other (incl. municipality and social housing ins	13202	12320	670	212
Owned; but not yet paid off	51533	40141	1252	10141
Owned and fully paid off	299546	220852	30695	47998
Occupied rent-free	71572	48281	740	22551
Other	28575	25177	1553	1846
Do not know	6983	6253	697	34
Unspecified	102	102	-	-

Source: (Statistics South Africa, 2017)

Below is a map showing the land tenure status:



Map 14: Land Tenure Status

Source: (Amajuba District Municipality, 2023)

3.1.8. Demographic Characteristics

3.1.8.1. Migration (Internal/External)

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

Table 20: Migration

	Amajuba	Newcastle	Emadlangeni	Dannhauser
Emigration	1787	1460	152	174
Year	**Immigration**			
2014	5472	4773	226	473
2015	10482	8631	576	1276
2016	5255	4319	276	660

Source: (Statistics South Africa, 2017)

From the table above it is noted that there was a peak in immigration during the year 2015 compared to the years 2014 and 2015. The reasons for the increase in the number of people coming in 2015 cannot be explained and requires further investigation.

3.1.8.2. Dependency Ratio

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

Table 21: Dependency

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

Source: (Statistics South Africa, 2017)

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

3.1.8.3. Poverty Levels

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

according to each indicator and provides the final ranking of each locality against the other municipalities within the province.

Table 22: Deprivation Index ADM Family

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

Source – (IHS Markit, 2018)

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

Table 23: Poverty Level

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

Source: KZN Provincial Treasury (IHS Markit, 2018)

3.1.8.4. Human Development (HDI and Gini Coefficient)

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

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

Table 24: Gin-Coefficient Level

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

Source: KZN Provincial Treasury (IHS Markit, 2018)

The Human Development Index (HDI) is a statistical tool used to measure a country's overall achievement in its social and economic dimensions. Calculation of the index combines four major

indicators: life expectancy for health, expected years of schooling, mean of years of schooling for education, and Gross National Income per capita for standard of living. HDI is used to keep track of the level of development of a country, as it combines all major social and economic indicators that are responsible for economic development.

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

Table 26: HDI Ranking
Table 25:HDI Ranking

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

Source: KZN Provincial Treasury (IHS Markit, 2018)

3.1.8.5. Economic Profile

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

Table 26: GVA -All Sectors

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

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

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

Table 28: GVA per Sector
Table 27: GVA Per Sector

	GVA Per Sector 'R1000'			
Sector	**Amajuba DM**	**Newcastle LM**	**Emadlangeni LM**	**Dannhauser LM**
Agriculture	R542 004	R297 063	R193 073	R51 868
Mining	R1 603 073	R583 729	R215 699	R803 644
Manufacturing	R2 340 767	R2 050 190	R62 723	R227 855
Electricity	R257 431	R220 907	R13 675	R22 849

Construction	R434 086	R350 305	R32 200	R51 580
Trade	R1 471 070	R1 246 664	R70 026	R154 380
Transport	R1 095 545	R890 346	R76 571	R128 627
Finance	R2 075 713	R1 882 805	R73 182	R119 726
Community services	R2 875 671	R2 335 725	R270 027	R269 919
Households	R13 687 341	R10 689 645	R1 062 073	R1 935 622
Total GDP 2019		**R 10 286 868**	**R 1 112 473**	**R 1 661 657**

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

- ✓ 21% of the district's GVA stems from the manufacturing sector, while this figure is 16% for the Amajuba district. However, the Amajuba District experienced negative growth (-1.6%), compared to an average annual growth in the province of 0.4%.
- ✓ Mining is relatively small however it contributes substantially within the district contributing 14% to total GVA, but this is more than the province's contribution of 1.7%.
- ✓ The general government sector (Community service) contributes approximately 12.8% to the provincial GVA, while this figure is 20% for the district.
- ✓ The business services sector (finance) accounts for 14% of total GVA in Amajuba, in comparison with 11% in the province. Average annual growth was about 6.6% for the district, compared to 2.7% for KZN.

3.1.8.6. Employment Profile

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

Table 28: Employments Sector

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

Source: LEDS (Amajuba District Municipality, 2020)

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

Table 29: Total Number of People Employed in KZN and Amajuba

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

Source: LEDS (Amajuba District Municipality, 2020)

Table 30:Unemployment (Official Definition)

Year	Amajuba	Newcastle	eMadlangeni	Dannhauser
2016	33,7%	32,0%	31,7%	43,0%
2017	30,9%	29,3%	30,2%	40,8%
2018	27,7%	32,0%	32,7%	43,8%

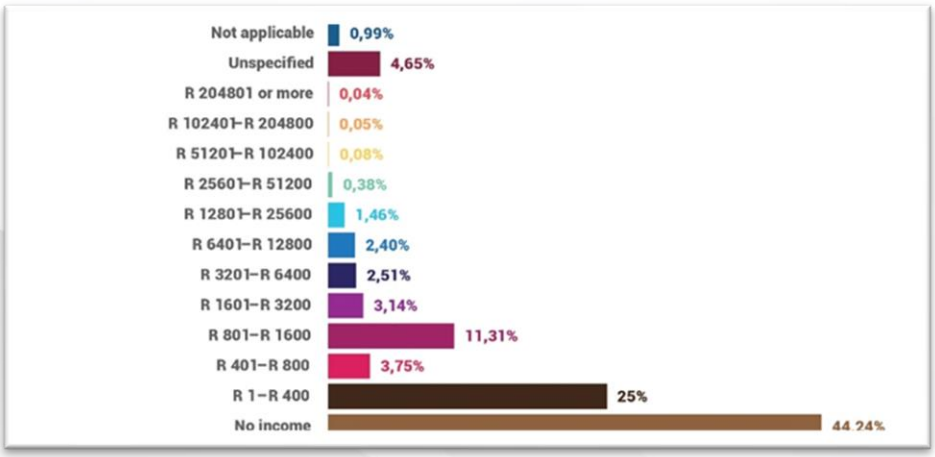
Source: KZN Provincial Treasury (HIS Markit: Regional Explorer)

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

3.1.8.7. Individual Monthly Income

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

Figure 15: Individual Monthly Income 2011

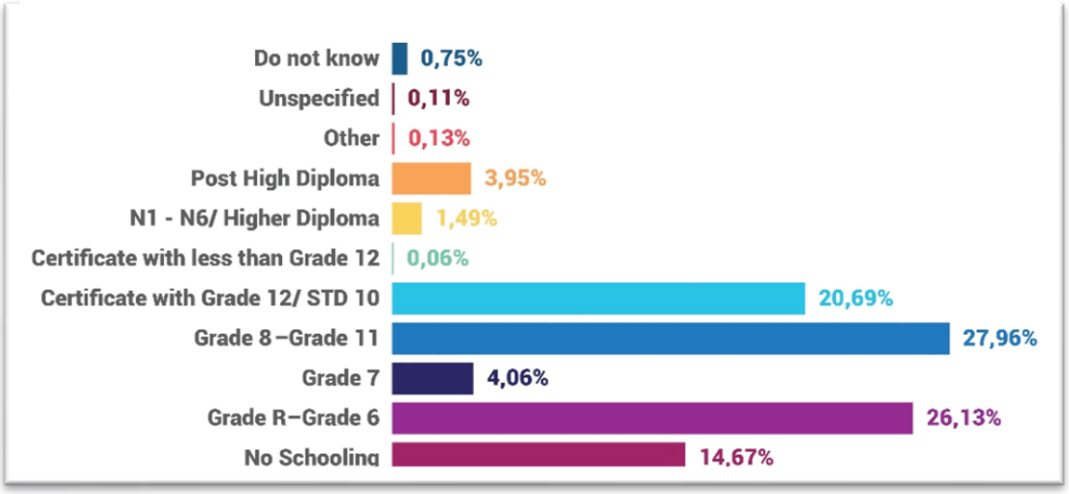


Source: (Statistics South Africa, 2017)

3.1.8.8. Education Levels

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

Figure 6: Education Level



Source: (Statistics South Africa, 2017)

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

3.1.9. Social Facilities

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

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

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

Table 31:CSIR Human Settlements Guidelines

Planning Thresholds	Walking Distance	Minimum Requirements

Crèche	2 km Radius	2 400 – 3 000 people
Primary School	5 km Radius	1 000 – 7 000 people
Secondary/ High School	5 km Radius	2 500 – 12 500 people
Library	8-10 km Radius	20 000 – 70 000 people
Clinic	5 km Radius	24 000 – 70 000 people
Hospital	30 km Radius	300 000 – 900 000 people
Police Station	8 km Radius	60 000 – 100 000 people
Post Office	5-10 km Radius	10 000 – 20 000 people
Pension Pay Points	5 km Radius	Variable
Community Halls	10 km Radius	10 000 – 60 000 people
Shops	10 km Radius	1 x 5000 people
Cemetery	15 km Radius	8.8Ha / 50 000 people

Source:(Statistics South Africa, 2012)

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

3.1.9.1. Educational Facilities

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

Table 33: Planning Thresholds for Educational Facilities

Table 32: Planning Thresholds for Eduv

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

Source: (Amajuba District Municipality, 2023)

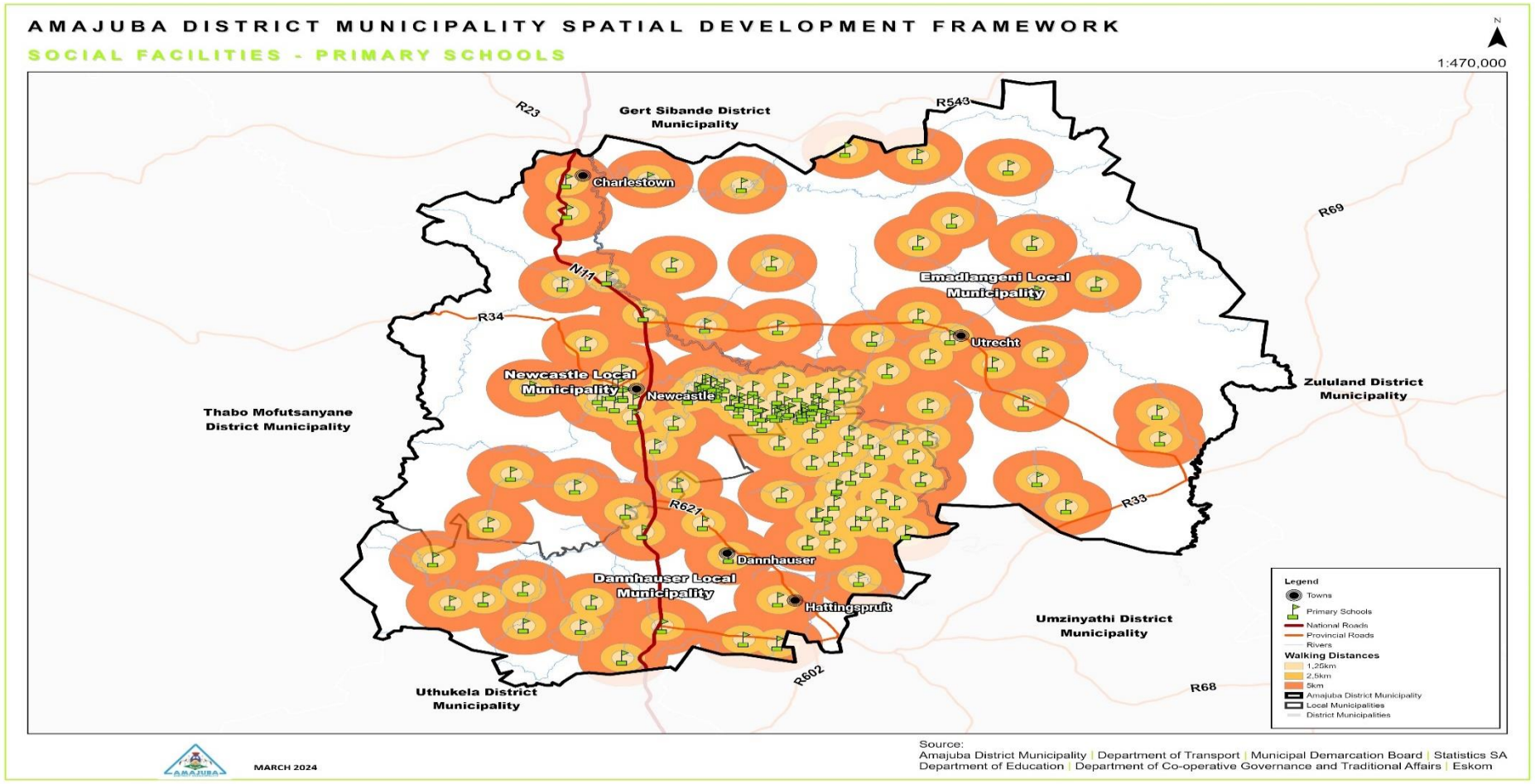
The table above summarises the educational facilities in Amajuba DM. The facilities are spread out through the district.

Table 33: Educational Facilities In Amajuba

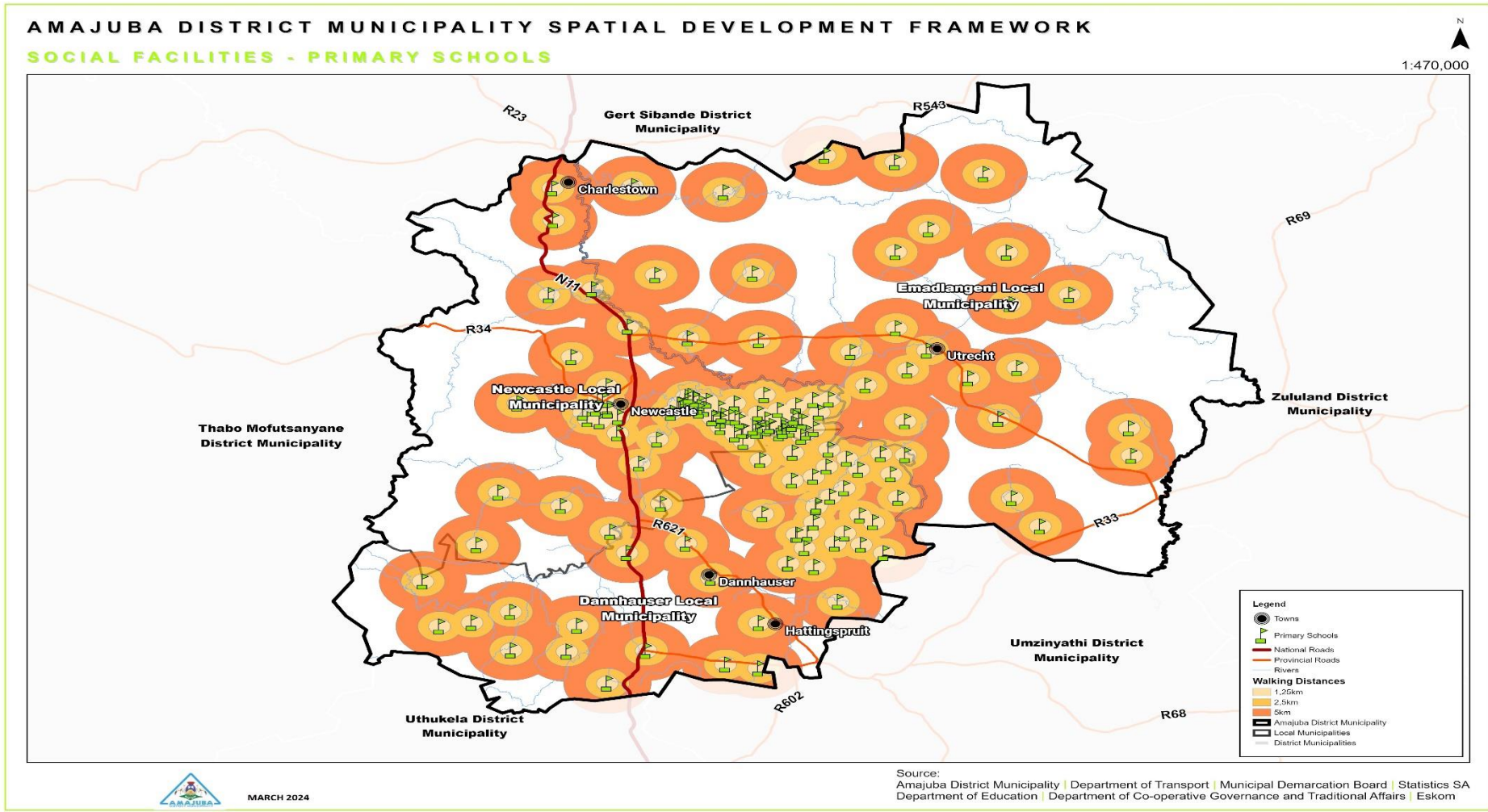
Educational Facility	Newcastle	Emadlangeni	Dannhauser	Amajuba
ECD	2	0	0	2
Primary School	94	48	38	180
Secondary School	37	16	4	57
Combined School	4	4	6	14
LSEN (Special Needs)	5	0	1	6
Independent	8	0	0	8
Total	150	68	49	267

Source: (Amajuba District Municipality, 2021)

Below are maps showing the primary school and secondary school facilities

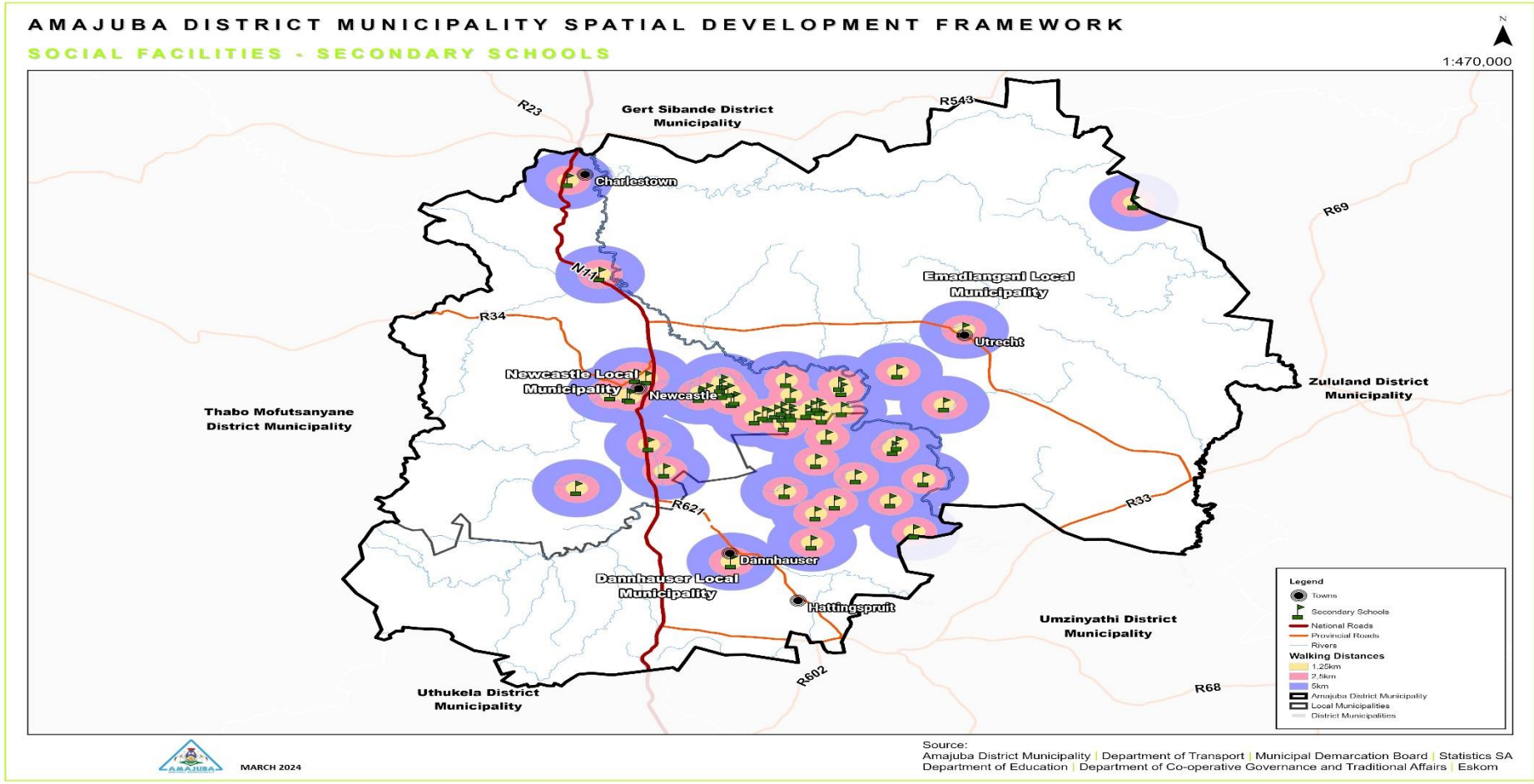


Maps 1: Social Facilities Primary School



Maps 1: Social Facilities Primary School 103

Source: (Amajuba District Municipality, 2023)



Map 15: Social Facilities Secondary School

Source: *(Amajuba District Municipality, 2023)*

Table 34: Attendance at an Educational Institution (5-24) for Amajuba DM inclusive of LMs

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

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

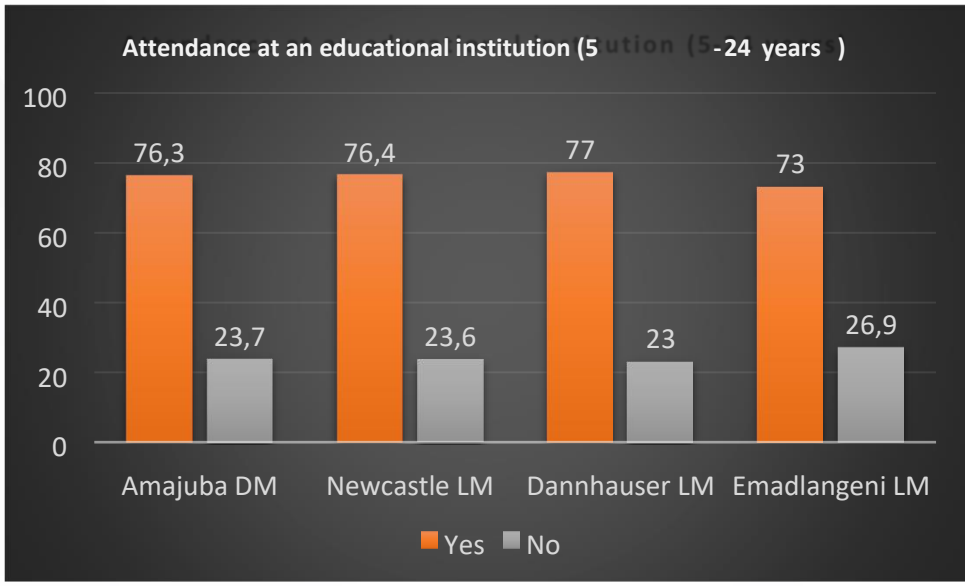
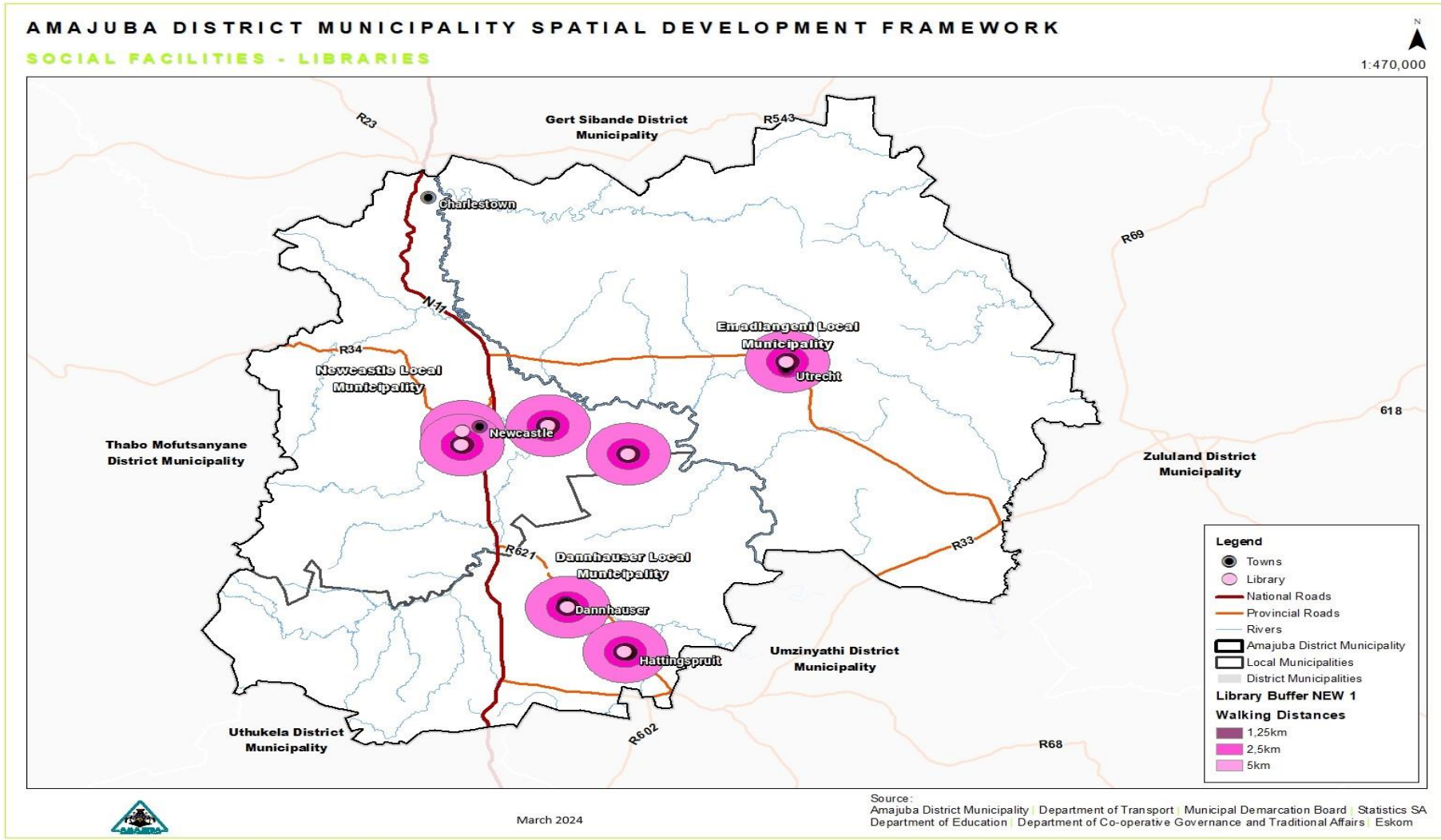


Figure 4: Attendance at an educational institution (5-24 years) for Amajuba DM inclusive of LMs by Percentage of People

- *Libraries*

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

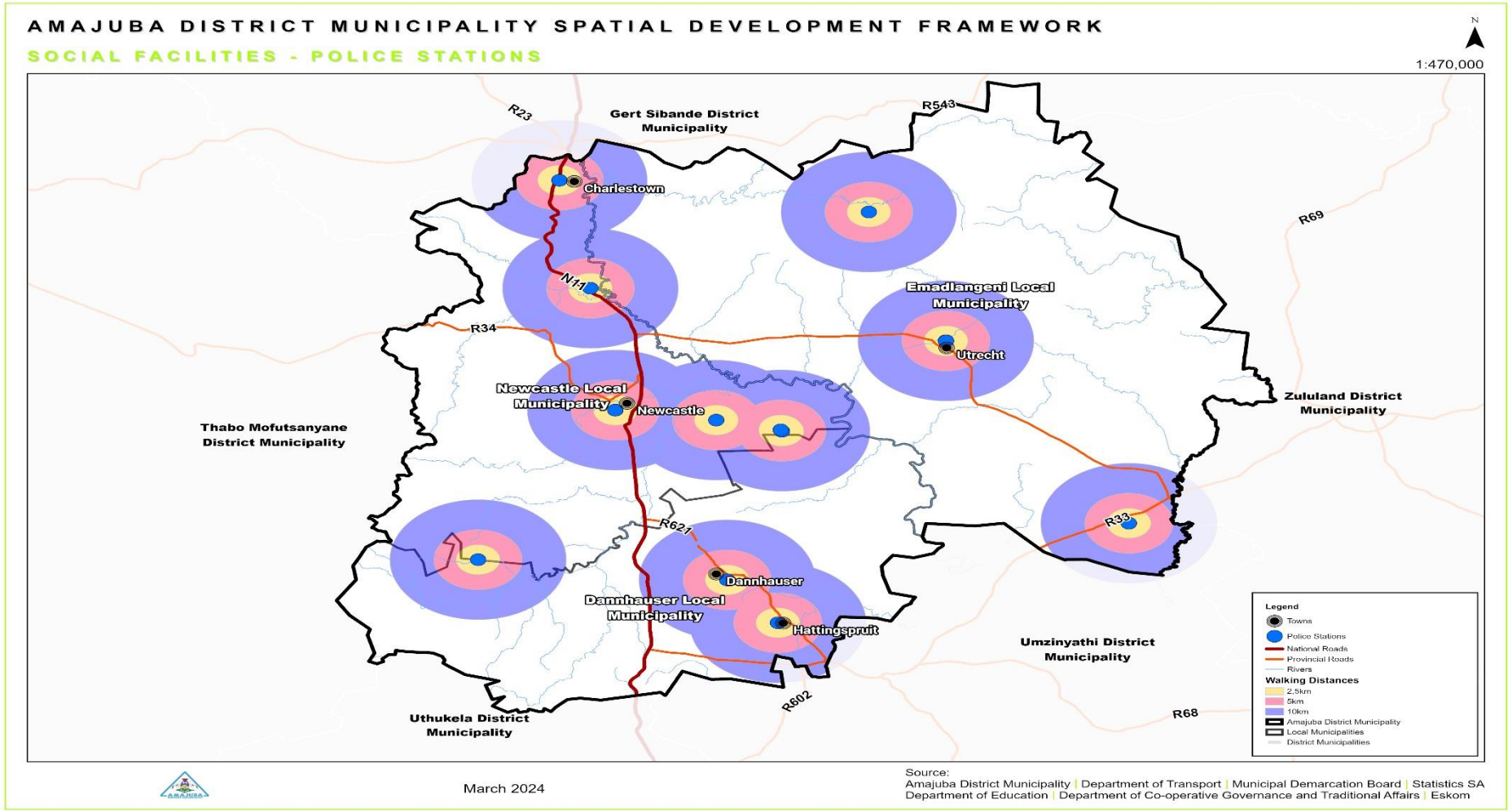


Map 14: Social Facilities Libraries

Source: (Amajuba District Municipality, 2023)

Map : Social Facilities -Police Stations

Source: (Amajuba District Municipality, 2023)



- *Police Stations*

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

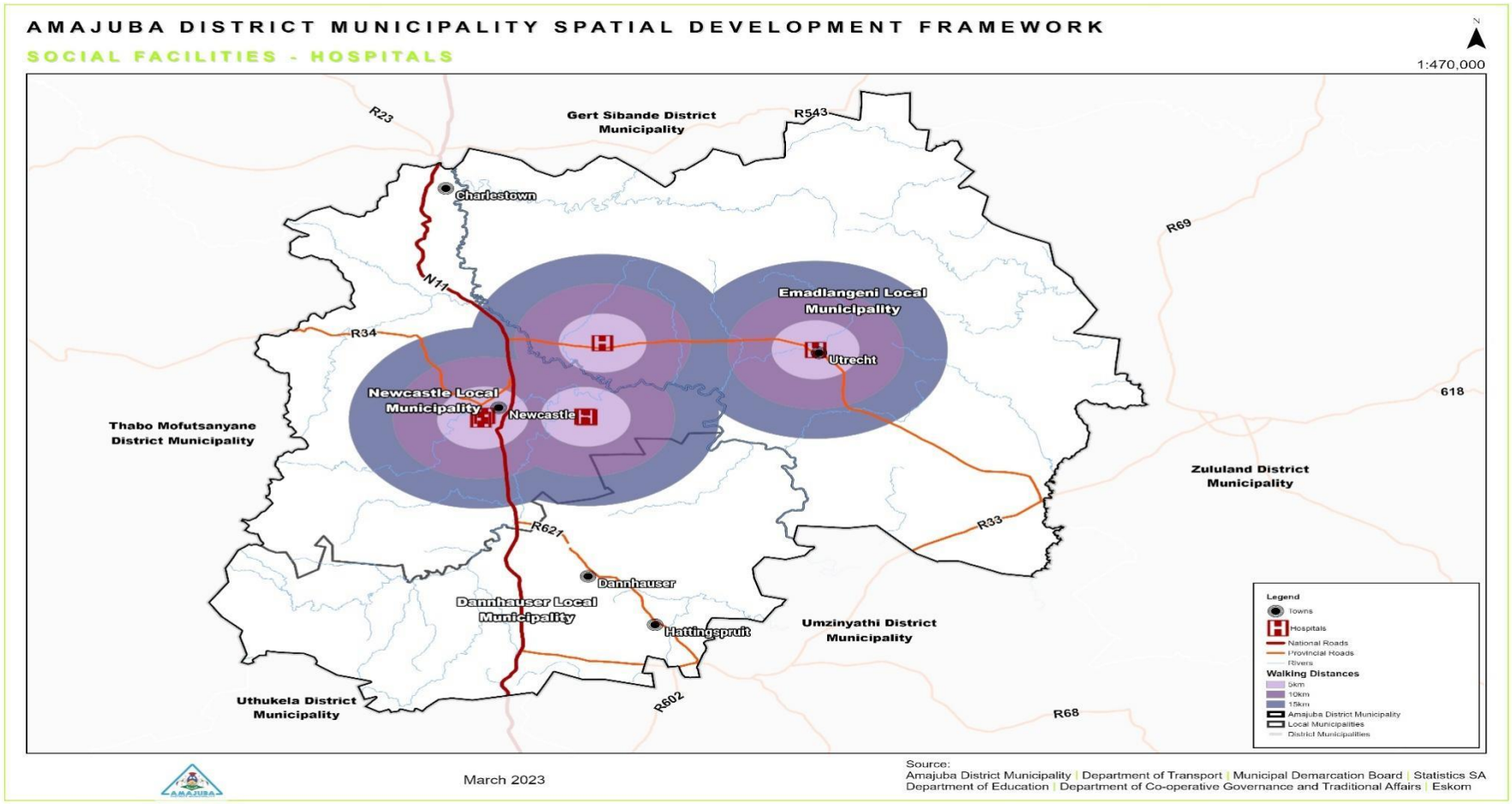
- *Health Facilities*

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

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

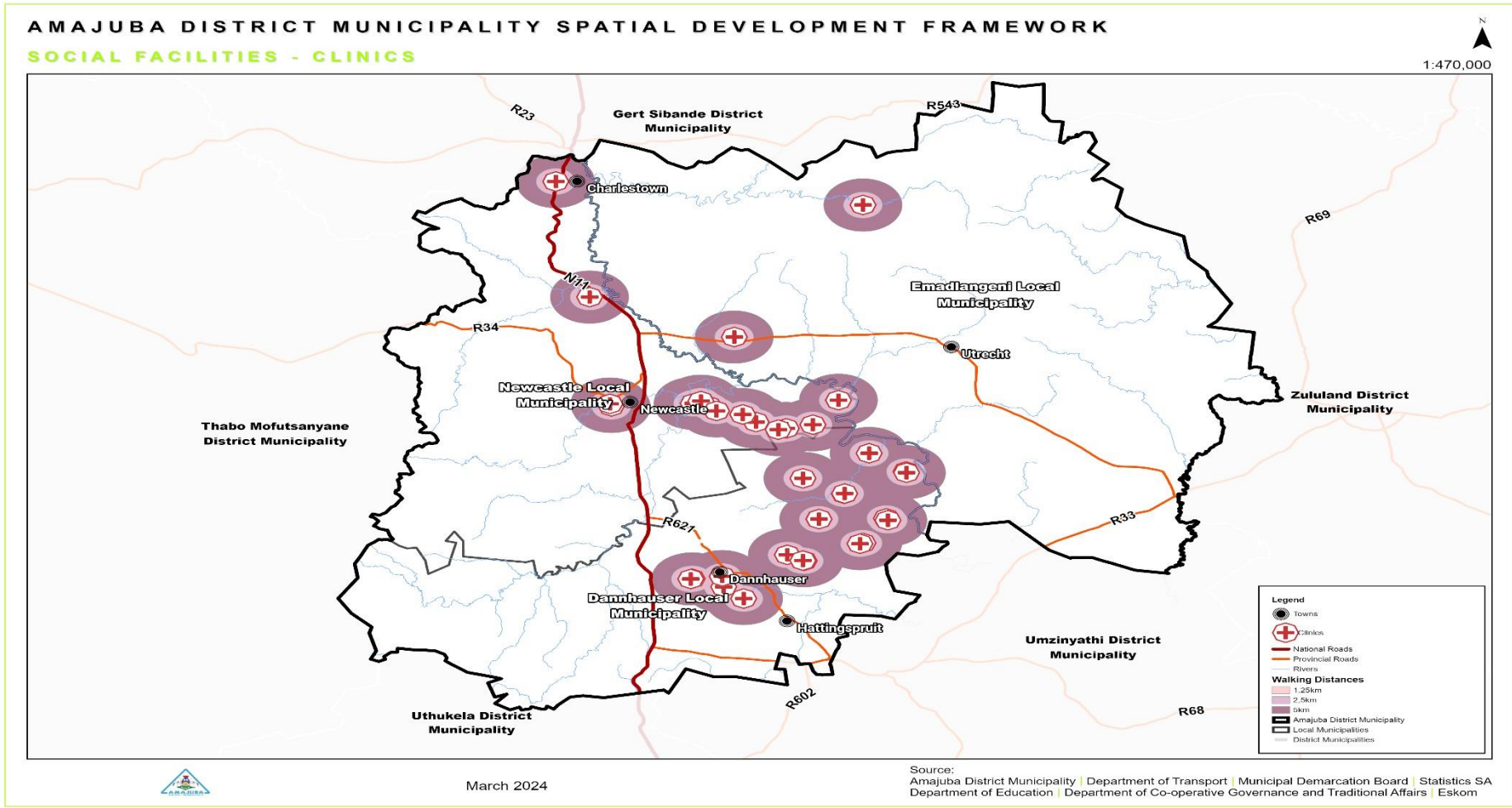
The social determinants of health listed above seem not to be major contributors to the overall district disease profile. Numerous factors converge to contribute to the poor health outcomes in the ADM. Amongst others are the phenomena of migrant labourers; poor health lifestyle and behaviour patterns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

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



Map 16: social Facilities Hospitals

Source: (Amajuba District Municipality, 2023)



Source: (Amajuba District Municipality, 2023)

Map 17:Social Facilities Clinics

Demographic Key Findings

- The ADM experienced growth rate of 6.3% with lowest growth rate being 3.1% at Dannhauser between 2011 and 2016;
- It is noted that the majority of the population is in Newcastle with 73% of the population residing in its jurisdiction, 20% in Dannhauser and 7% in Emadlangeni respectively;
- Africans form 93% of the population;
- The sex ratio being 91, females constitute 52% of the population and males 48% respectively;
- The population of ADM constitutes largely of an economically active population at 61% within the age cohort of 15-64 followed by the children in the age cohort 0-14 at 35% and senior citizens at 4% respectively;
- The municipality has an unemployment rate 27.6% as per the official definition with the highest employment rate being in Dannhauser with 39.6% of the population being unemployed;
- On the multi deprivation index for KZN the most deprived municipality is Dannhauser LM ranking 11/51, followed by Emadlangeni at 21 and Newcastle at 49;
- Human Development Index for Amajuba stands at 0.62 for 2015 which is an improvement from 0.58 for 201 indicating a comparatively equal distribution of income;
- The total number of households within the ADM is 117 256 with an average household size of 4.5 people per dwelling;
- 84% of the total households in the ADM of the 117 256 households are formal dwellings, 16% are informal and traditional dwellings;
- High migration patterns are noted for Newcastle;
- A major contributor of mortality within the ADM is lower respiratory tract infections
- There is an increase in education consolidating all categories from 205008 in 2011 to 2019 084 in 2016
- 43% of the ADM's GVA stems from the mining and manufacturing sector, while this figure is 16% for the Amajuba district.

4.1 CROSS-CUTTING: SPATIAL, ENVIRONMENTAL & DISASTER MANAGEMENT

DGDP STRATEGIC GOAL 7: SPATIAL EQUITY

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

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

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

Table 35: Spatial Equity

STRATEGIC GOAL 7: SPATIAL EQUITY
Increased spatial access to goods and services in Amajuba

Apex Indicator:
Apex indicator 1: Improved population physical access to goods and services in Amajuba as measured by the Spatial Equity / Accessibility Index

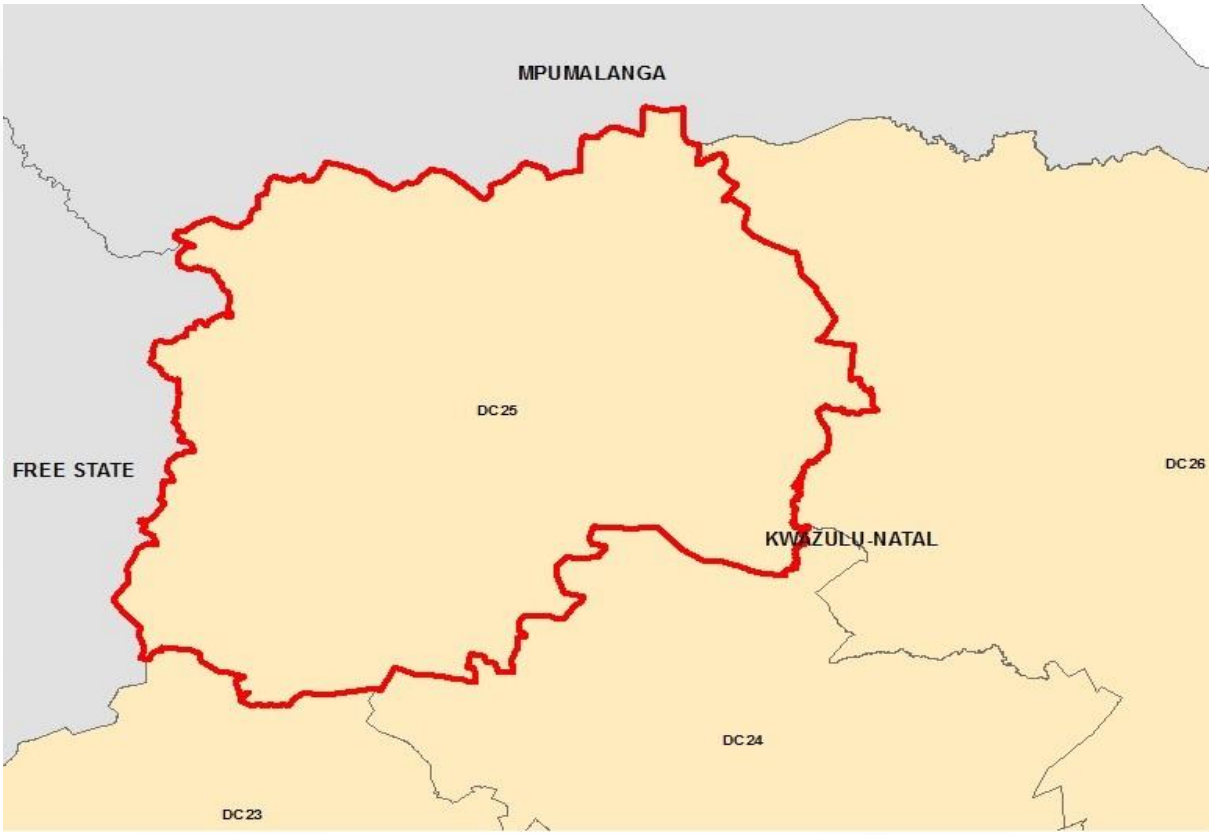
Strategic Objectives	Actively promote spatial concentration and co-ordination of development interventions	Effective spatial planning and land management systems are applied across the province
	Concentrate public and private investment in locations that have been selected based on their developmental potential	***Effective spatial planning and land management systems are applied across the Amajuba District***
Primary Indicators	• Increase in the population density resident in areas falling within designated development areas in Amajuba.	• % of total provincial geographical area with Land Use Management Schemes.
Interventions	• Development of specific Corridor Plans to co-ordinate interventions along provincial corridors.	• Implementation of a hierarchy of plans
Secondary Indicators	• Provincial Nett Settlement Density • Share of Municipal Spatial Development Frameworks complying to Environmental Management Regulations.	• % of municipal wards with a ward development plan (business plans) in Amajuba.

4.1.1 SPATIAL ANALYSIS

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

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

- *Regional Context*



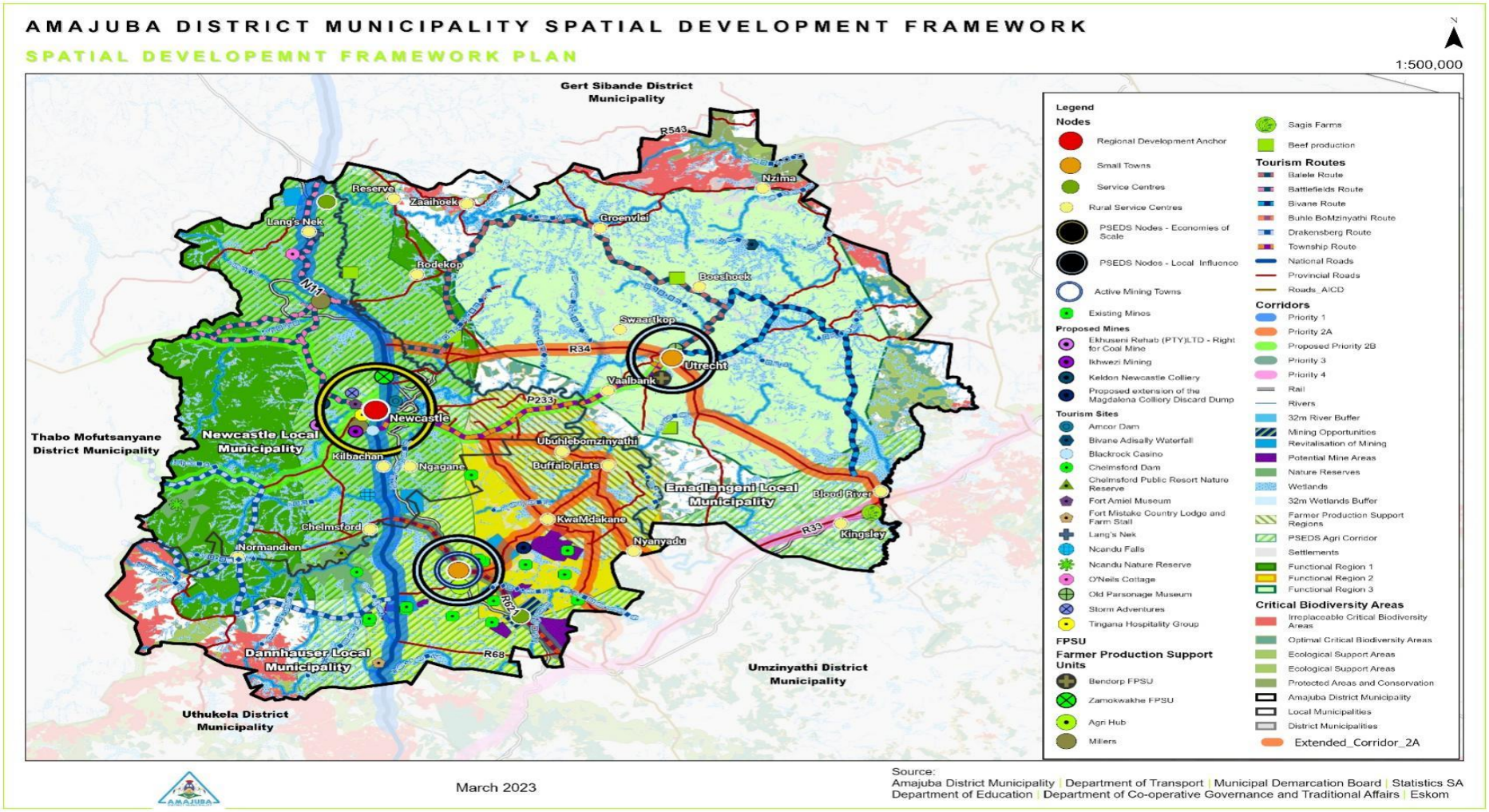
Map 18: ADM Locality

Source: *(Amajuba District Municipality, 2023)*

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

(KwaZulu-Natal). It is one of the smallest districts in the province, making up only 8% of its geographical area. The ADM comprising of 3 local municipalities, being:

- ✓ Newcastle Local Municipality (KZN252)
- ✓ Emadlangeni Local Municipality (KZN523)
- ✓ Dannhauser Local Municipality (KZN254)



Map 19: Spatial Development Framework

Source: SDF (Amajuba District Municipality, 2023)

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

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

- *Existing Nodes and Corridors*

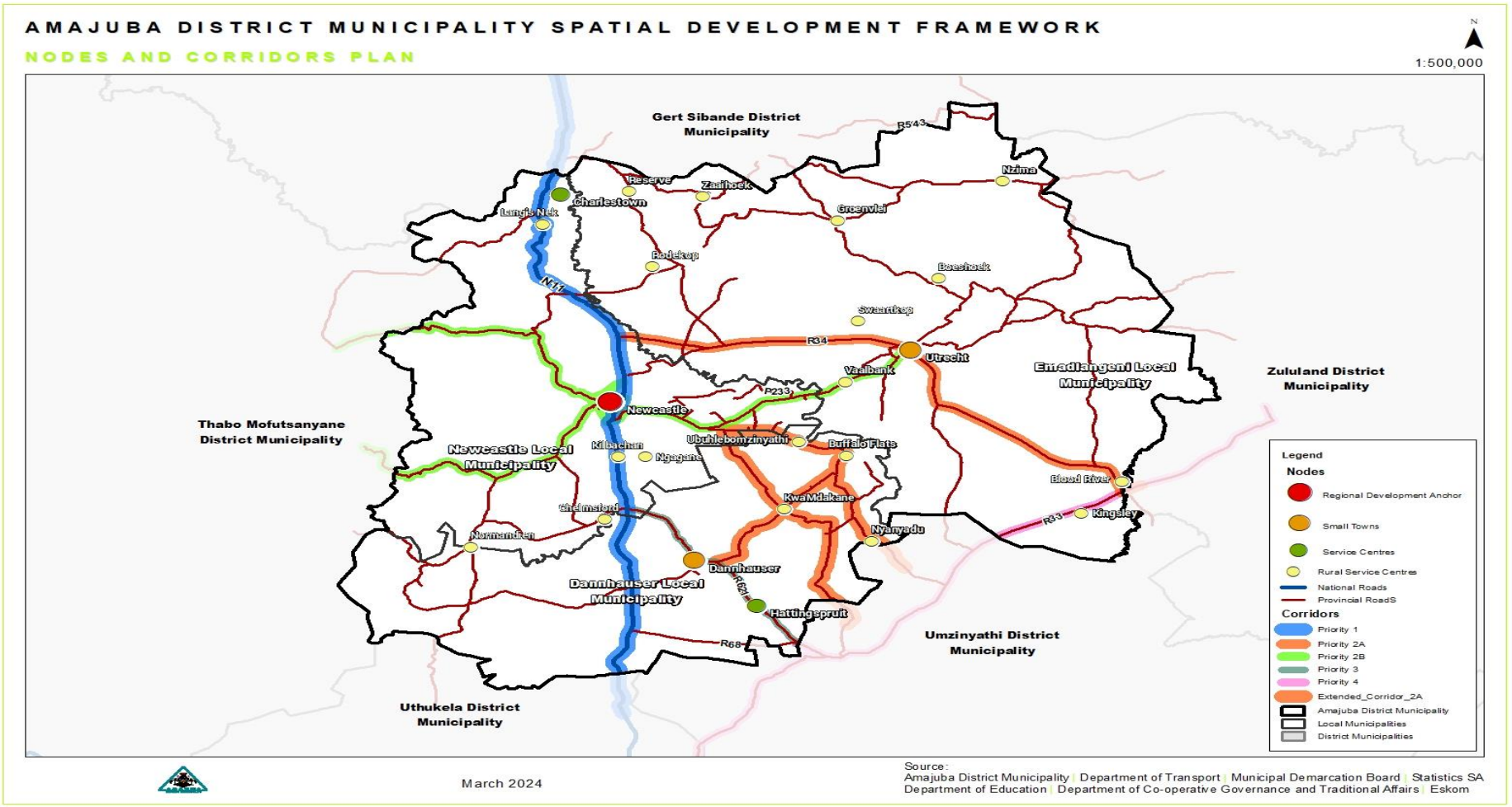
NODES

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

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

Table 36:Nodal Classification

Nodal Classification				
Settlement	**NSDF**	**PSDF**	**2023/24 SDF**	**2023/27 SDF**
Newcastle / Madadeni / Osizweni	National Urban Node	Regional Development Anchor	Regional Economic Centre	Regional Development Anchor
Dannhauser	Rural Service Centre	Small Town	Mining Hub	Small Town
Utrecht	-	Small Town	Agriculture Hub	Small Town
Charlestown	-	Small Service Centre	Rural Service Centre	Service Centre
Hattingspruit	-	-	Rural Service Centre	Service Centre
Kingsley	-	-	Rural Service Centre	Rural Service Centre
Groenvlei	-	-	-	Rural Service Centre
Normandien	-	-	-	Rural Service Centre
KwaMdakane	-	-	-	Rural Service Centre



Map 20: ADM Nodes

Source: SDF (Amajuba District Municipality, 2023)

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

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

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

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

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

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

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

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

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

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

Table 37: Corridor Classification

Corridor Classification				
Settlement	**NSDF**	**PSDF**	**2023/24 SDF**	**SDF 2023/27**
N11	Key Regional Road	Priority 1	Primary Corridor	Priority 1
R34	-	Priority 2	Tertiary Corridor / Mixed Activity	Priority 2 A
R33	-	Priority 3	High Growth Region	Priority 4
P233	-	-	Secondary Corridor	Priority 2 B
R621	-	-	Tertiary Corridor / Mixed Activity	Priority 3

- *Spatial Landforms*

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

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

- *Land Tenure Upgrading and Traditional Authorities*

The need for land tenure upgrading has been identified within Newcastle Municipality. This is said to affect four types of communities such as people who hold Deeds of Grant to land, people who require their title deeds to be adjusted, tenants in the JBC area and Farm dwellers. This affects the following areas:

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

- *Cross-Boundary Alignment*

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

One of the critical objectives of the Relations is to achieve Integrated Spatial Planning that would result in seamless service delivery across the Provincial boundary. This is in line with vision 2035 (as well as vision 2050) of the NDP (National Development Plan) that seeks to realise, among other things, Sustainable Human Settlements through Integrated Spatial Planning. The relations between the two

provinces involve three district municipalities and six local municipalities within the participating districts. The technical alignment of development taking place with Mpumalanga are further discussed on the Spatial Development Framework (Annexure A). The newly developed and adopted Strategic Corridor Development Plan that will strengthen alignment with the surrounding District Municipalities will focus on Vryheid, Emadlangeni, Newcastle and Ermelo. The municipalities are namely:

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

- *Land Reform, Restitution and Redistribution*

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

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

- *Land Use Patterns*

Formal Land Use Management

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

implementation of their Land use Schemes for better coordination of land developments, Environmental Protection and synergy of land uses within their area of jurisdiction.
Within the Jurisdiction of Amajuba District Municipality all three Local Municipalities namely Newcastle LM, Emadlangeni LM and Dannhauser LM have fully developed and adopted their land use schemes as part of the compliance to Spatial Planning and Land use Management Act 16 of 2013. The Land use Schemes within the local municipalities are all subjected to the review together with the Integrated Development Plan and the Spatial Development Framework for all the amendments made to the scheme within the 5-year period.

Customary Land Use Practices and Allocation

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

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

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

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

4.1.2 LAND OWNERSHIP PATTERNS

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

- Urban Settlements

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

- Rural Settlements

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

- Conservation Areas.

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

- Privately owned land

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

- State-land

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

- Ingonyama Trust owned land

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

- Land owned by Companies or Close Corporation.

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

- Land owned by Entities.

Table 38: Owner Classification

Ownership classification	Area (Ha)	% of total
Association	8609	1%
Board	123	0%
Church	308	0%
Commercial	110 882	16%
Conservation	645	0%

Education	11 237	2%
Municipal	9 448	1%
Private	349 363	51%
State Land	16 610	2%
Traditional Authority	28 953	4%
Transnet	427	0%
Trust	121 832	18%
Unknown	33 232	5%
Total	**691 674**	**100%**

Source: SDF (Amajuba District Municipality, 2023)

4.1.3 PROPOSED INFRASTRUCTURAL DEVELOPMENT

- Small town rehabilitation programme: Dannhauser and Utrecht

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

- Proposed commuter airport: Newcastle

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

- Proposed land-strips: Dannhauser and Utrecht

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

- Proposed commodity railway: Mining and agricultural export

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

- Tertiary Educational Facilities: Emadlangeni Agricultural College

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

4.1.4 Environmental Analysis

STRATEGIC GOAL 5: ENVIRONMENTAL SUSTAINABILITY

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

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

Table 39: Strategic Goals 5 - Environmental Sustainability

STRATEGIC GOAL 5: ENVIRONMENTAL SUSTAINABILITY
Reduce global greenhouse gas emissions and create social-ecological capacity to adapt to climate change

Apex Indicators:
Apex indicator 1: Green House Gas Emissions

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

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

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

• The decline in air quality

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

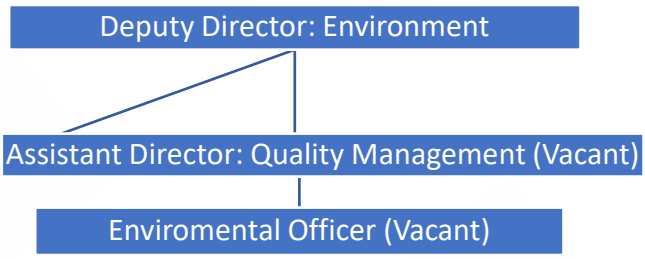
The EMF will Integrate environmental sustainability into municipal planning and operations, and to inform decision making regarding specific development applications in terms of the EIA and other regulatory processes.

4.1.4.1 Institutional Arrangements

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

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

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



AMAJUBA DISTRICT COMMITTEE FOR ENVIRONMENTAL EDUCATION

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

- Strengthen communication amongst all relevant stakeholders and organs of state on all environmental issues within Amajuba District.
- Develop strategies to build capacity of citizens of Amajuba district on environmental issues

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

4.1.4.2 Environmental Programmes – EPWP

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

The objectives of the project were to:

- To eradicate the species in the Balele dam catchment, which pose a serious threat to biodiversity and water-shortage.
- To prevent and control new and emerging invasive plants.
- To reduce the impact of existing priority invasive plants.
- To create jobs opportunities and skills development and economic.

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

4.1.4.3 Biodiversity – aquatic environment

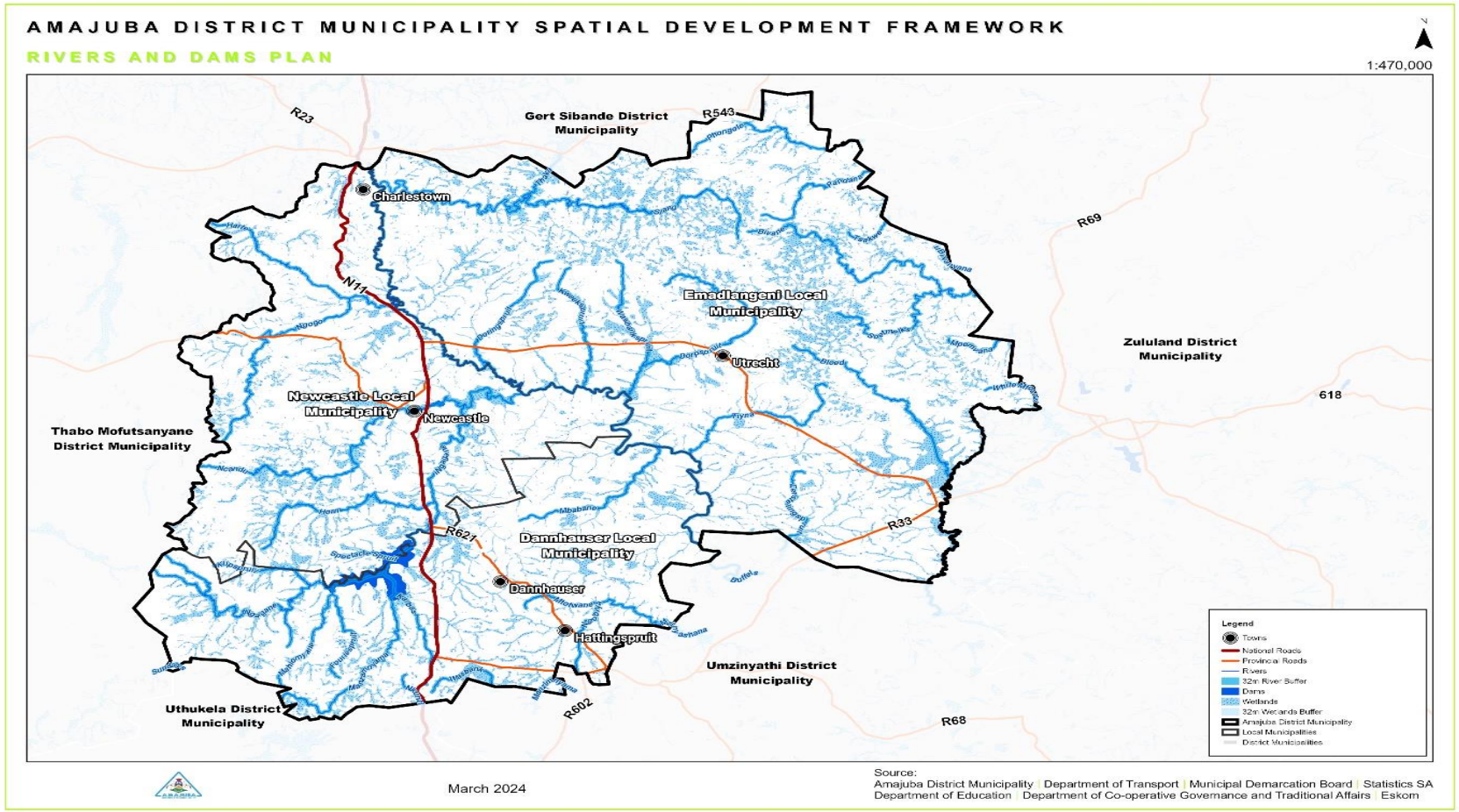
RIVERS

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

WETLANDS

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

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



Source: (Amajuba District Municipality, 2023)

4.1.4.4 Biodiversity and Conservation Management (terrestrial environments)

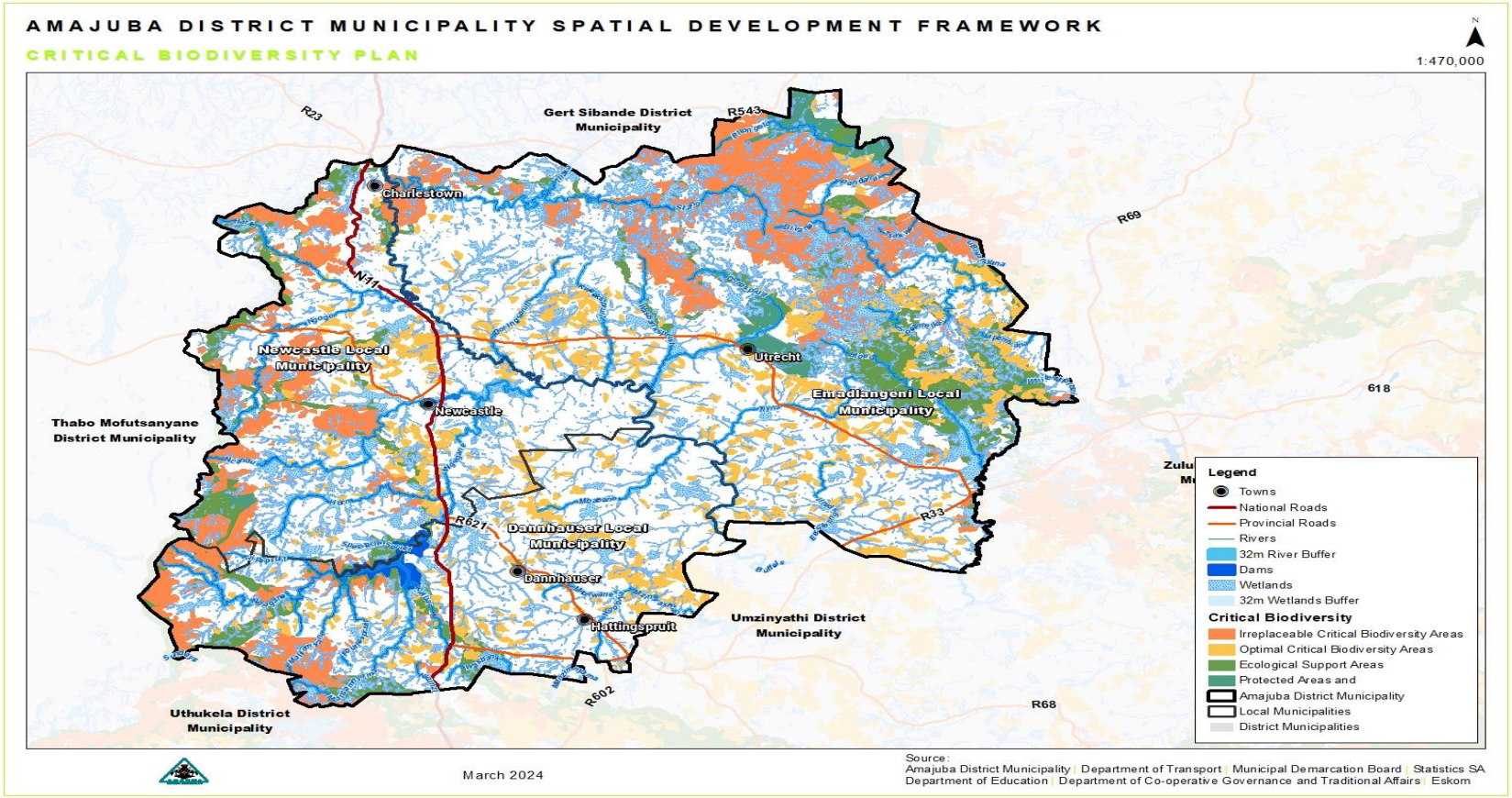
The Amajuba District Municipal Area is covered by the Grassland Biome. The Grassland Biome is characterised by a single layer of grass with varying degrees of land-cover depending on rainfall and grazing practices. The Grassland Biome is essential for agriculture in South Africa and has the second highest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

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

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

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

Source: Amajuba DM EMF (Municipality, 2023)



Map 21:Critical Biodiversity Plan

Please see attached Annexure 8.4 for additional information.

4.1.4.5 Climate Change

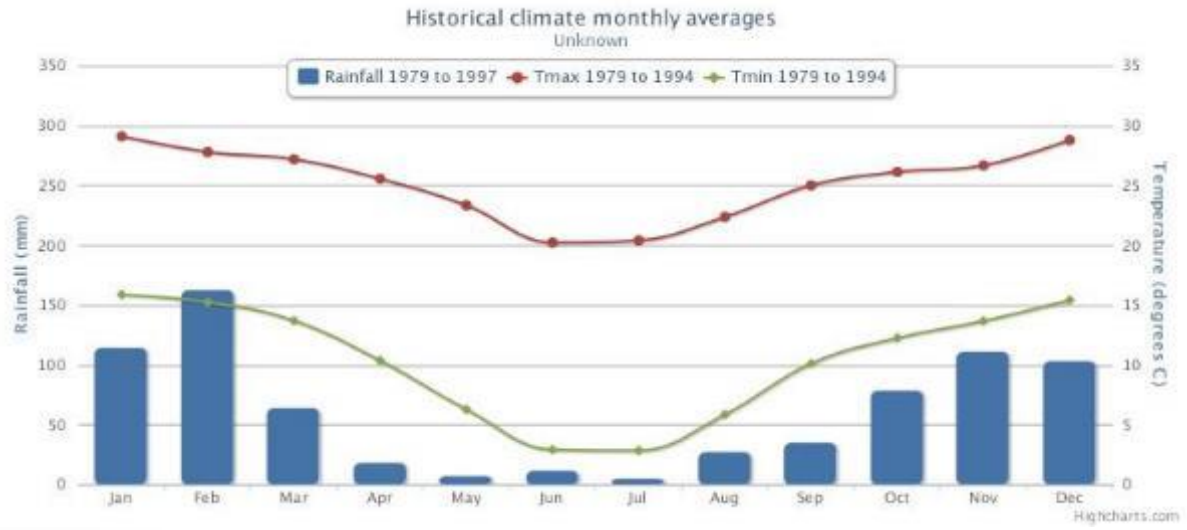
Amajuba District Municipality recognises climate change as a threat to the environment, its residents, and to future development. Therefore, measures should be implemented to reduce or eliminate carbon emissions or enhance greenhouse gas sinks (mitigation) (Böckmann, M 2015). However, due to lag times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

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

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

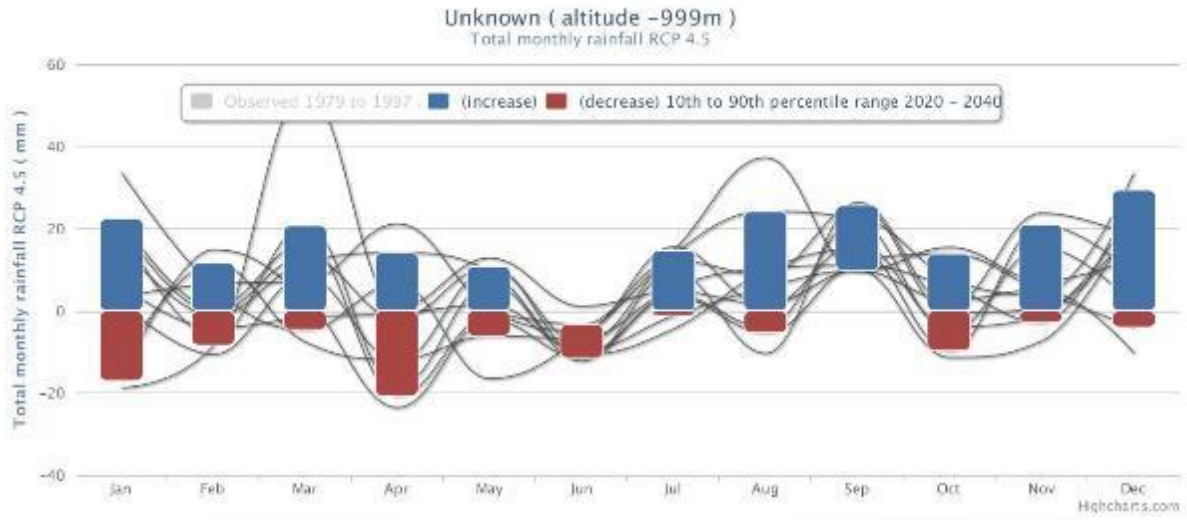
The Amajuba District Municipality faces two critical environmental challenges, namely the effects of climate change, as well as the environmental degradation. Most of the ecosystems within the district are deemed to be vulnerable to degradation from human activity. Climate change mitigation will become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

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



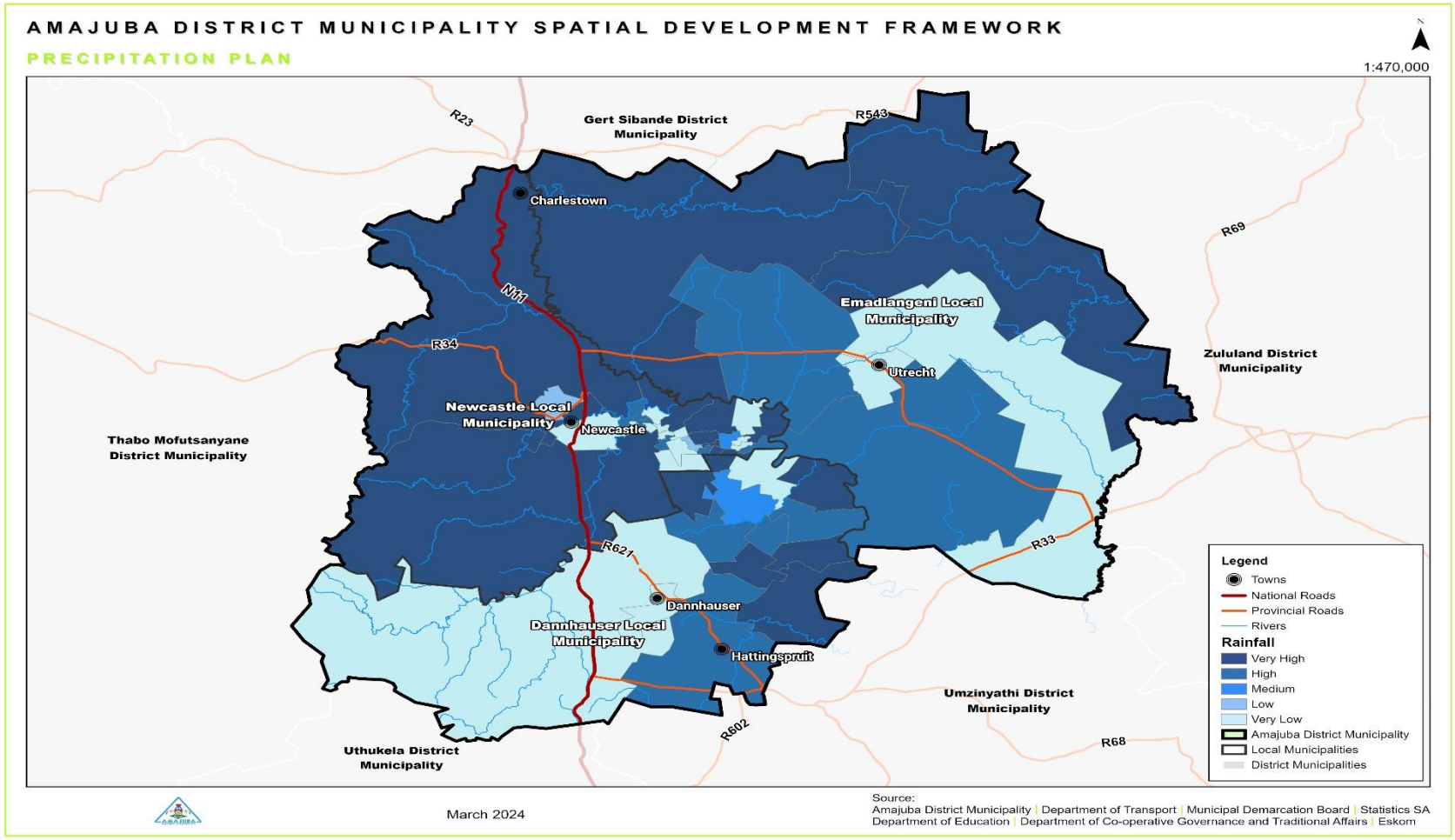
Source: Climate System Analysis Group

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



Source: Climate System Analysis Group

Below is a map showing precipitation patterns in the LMs:



Source: (Amajuba District Municipality, 2023)

Map 22: Precipitation Patterns

- *Climate Change Strategies*

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

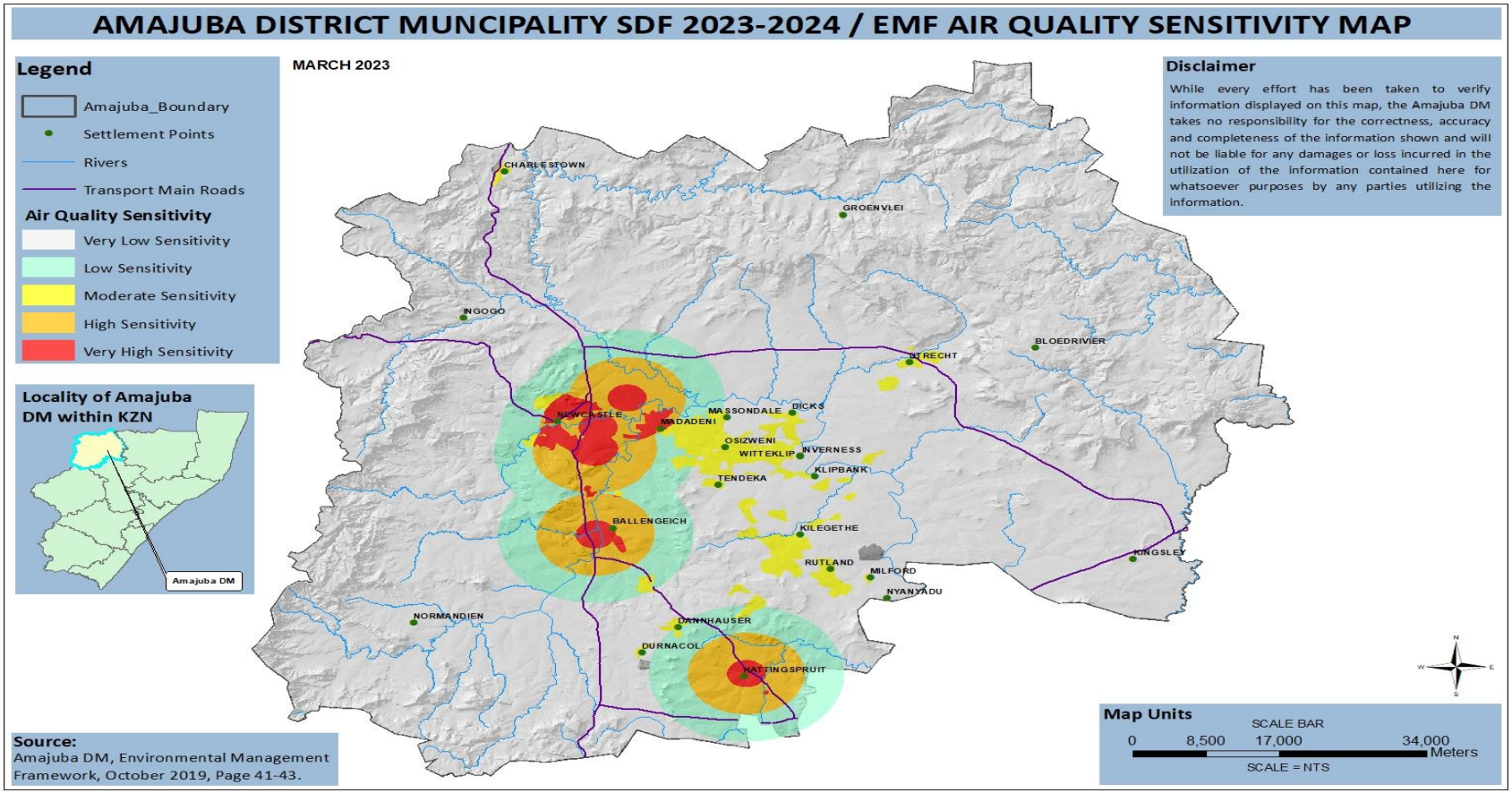
- Encourage water conservation and management within households;
- Appointment of an official who will be responsible for the Climate Change Programmes
- Enforce environmental legislation to conserve and protect sensitive ecological areas;
- Ensure that the District Disaster Management Centre is fully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

- *Air Quality Management*

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

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

The Amajuba District Municipality is rated is a "potentially poor" air quality area. The environmental unit conducts monthly baseline studies using Radiello passive badge diffusive samplers. The selection of sampling sites is based on a few reasons, for example industrial sources of pollution. Pollutants that are monitored include: SO2, NO2, HF, N2S, and BTEX. The diffusive samplers assist the town in ensuring proper zoning as well as ensuring facilities develop environmental management plans and thus minimize pollution while producing their activities. The ADM has drafted and adopted an AQMP. There are four continuous air quality monitoring systems in the area, three of which are owned and operated by industries and one by government. These systems comprise are privately, National and Provincial Departments. Private institutions being Arcelor Mittal, LANXESS and NPC-Cimpor. Government department include KwaZulu-Natal Department of Agriculture, Environment and Rural Development. The National Department of Environment Affairs (DEA) conducts passive sampling in the following areas: Madadeni SAPS Station, Semi Industrial Area and Industrial Area. The map below indicates areas relative to emission sensitivity levels.



Map 23: Air Quality Sensitivity Categories

Source: (Amajuba District Municipality, 2023)

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

Table 39: Air Quality Contributors

Table 40: Air Quality Contributors

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

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

- ***Perceptions***: There is a perception amongst stakeholders that air quality is bad within the district particularly due to industrial activity.
- ***Monitoring:*** Monitoring data for the ADM is very limited. That which is available indicates that air quality in the Newcastle area is compromised, however not to the extent of exceeding national standards.
- ***Impacts:*** The limited air quality monitoring data available indicates that NAAQS standards are generally not exceeded.
    - Census data indicates that most high-density human settlement areas are located outside the highest impact area for industrial emissions.
    - Air quality has the potential to be a key constrain to development as continued deterioration of air quality may eventually surpass safe limits.
    - The air quality impacts within the district are attributed to several different sources including industrial emissions, domestic burning, and transportation. Mining and mine waste additionally contribute to particulate matter pollution.
    - EDTEA monitoring data indicates that the gaseous ratio of SO2 to NO2 is biased towards NO2. This suggests that vehicle emissions play a leading role in AQ impacts.
    - The 'bowl like' topography of the district means that dispersion of pollutants is relatively poor. In addition, this means that impacts from activities in higher lying neighbouring areas also impact the district.

- *Solid Waste Management*

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

4.1.5 Spatial and Environmental Programmes

Current status on projects

- AQMP implementation, the ADM is conducting air quality monitoring programme using Radiello Passive Samplers (screening method- short term), this method is used to identify hotspots for future monitoring. The passive diffuse samplers measure the ff pollutants, Btex, HF/ SO2/NO2, VOCs (e.g., Benzene), NH3 and H2S.
- Continuous monitoring station is a long-term plan, requires committed and sufficient budget.
- EMF Implementation, the ADM is implementing waste collectors/pickers support programme. The programme will support informal or formal waste pickers / collectors/ reclaimers with recycling equipment such as covid 19 PPE (gloves, cloth mask and sun hat), 1 ton bulk bags, folding nose trolleys.
- CCRP implementation -The ADM has implemented Removal of Alien and Invasive species programme at Balele Game Park, under Emadlangeni LM). Since the LM is a water scarce area, this project has contributed to ground water flow preservation which should improve water availability. Removed alien will be replaced by indigenous vegetation.

Below are proposed Environmental Management projects for 2023/24-2026/27.

Table 41: Environmental Management Projects

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

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

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

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

Table 42: MSCOA Guidelines

IDP NO	NATIONAL KPA	STRATEGIC OBJECTIVE	MUNICIPAL PRIORITY OR IDP PROGRAMME	PROJECT NAME	PROJECT DESCRIPTION	PROJECT SEGMENT	COSTING SEGMENT	FUCTION SEGMENT	FUNDING	REGION SEGMENT	MUNICIPAL STANDARD CLASSIFFICATION	2021/22 BUDGET FORECAST	2022/23 BUDGET FORECAST	2023/24 BUDGET FORECAST
OPERATIONAL PROJECTS														
P&D1	Spatial Planning and Environmental Management	To facilitate & coordinate spatial development.	Municipal Planning	DC25_O0 000001_S DF Review	Review of Spatial Development Framework (SDF) 2019/20	Operational /Typical Workstreams/ Spatial Planning	Default as it is a primary transaction	Planning & Development /Core Function/Development Facilitation	Fund: Operational: General revenue: Equitable Share	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district	Planning & Development Services/Planning Unit	R 600 000	R 600 000	
P&D2	Municipal Institutional Development and Transformation	To achieve sound governance, management, administration, and equity as per local government guidelines	Integrated Service Delivery	DC25_O0 000004_I CT	Renewal of Software Licenses 2020/21; Compensation of Employees; Trainings and Workshops	Operational /Municipal Running Cost	Default as it is a primary transaction	Finance & Administration/Core Function/Information Technology: Planning and Development /Core Function/Economic Development and Planning: Planning and	Fund: Operational: Revenue: General Revenue: Equitable Share	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Head Office or Administrative	Planning & Development Services	R550 000	R550 000	

								Development /Core Function/Support to local Municipalities						

Below are the Key challenges, risks, and proposed interventions:

Table 43: Environmental Risk Management

Challenge	Risks	Proposed Interventions
Poor participation in IGR by internal and external stakeholders including Local municipalities (no consequence management);	Poor IGR	Strengthen IGR
Delay in receiving key information from internal and external stakeholder	Poor IDP	Meeting prescribed deadlines
Outdated sector plans that affect the credibility of the IDP	Poor IDP	Sector plans must be updated
Lack of cooperation on the monitoring and evaluation on the implementation of the IDP	Poor service delivery	Continuous monitoring and evaluation of the implementation of the IDP
Outdated data/information on demographics which hinders future planning	Allocation of resources to communities for services.	Strengthen GIS interrelationships
Sector departments project nonalignment	Duplication of services	Improved collaboration
Spatial locality of projects not defined	Incorrect mapping information	Accurate Geo-referencing coordinates needs to be provided
Delay in filling of the Assistant Director Air Quality Management post.	Noncompliance with the Act leading to vindication.	Fill the post
There is no dedicated official to perform Climate Change duties.	Strategy will not be implemented.	Allocate Human Resource
Linkages between public and private sector (District Tourism Forum)	Uncoordinated development	Establish District Tourism Forum

Budget Constraints	Community Riots/Uprising	Correct budget allocation
IT Staff Shortage	Major IT Systems Failures	Filling of posts
Poor Infrastructure Support for: Faulty Network Points *Internet, Telephones and Printers*	Major IT Systems Failures	Corporate Services to continuously upgrade infrastructure
Outdated devices – lead to ICT Staff attending to challenges caused by these devices.	Crucial duties not performed due to attending to outdated devices	Timeous upgrade of devices
Staff and Councilor Training on ICT Policies.	Staff and Councillors are not able to perform their duties in line with policies.	Staff and Councillors on ICT to be conducted on a regular basis
Coordination of external service providers with ICT Unit.	Major IT Systems Failures	Improved coordination between ICT and external service providers.
Replacement of Computers, Printers and Projectors.	Wrong specification of computer equipment and projectors Non compatible printers with IT Systems Devices not replaced when they should	Centralised procurement of computers, printers and projectors by ICT

4.1.6 Cross Cutting SWOT Analysis

Table 42: Cross-cutting Analysis

Table 44:Cross-cutting Analysis

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

Harrismith and Ermelo but closer than Pietermaritzburg, Johannesburg, and Durban. The area has a growing population which is positive for future development. There is a fair spread of electricity network within the district. There is a landing strip in Newcastle which act a positive role in terms of the manufacturing sector. Terrain is mostly gentle within the urban areas and major settlement areas. Amajuba DM has an EMF which will Integrates environmental sustainability into municipal planning and operations. All emissions have been registered and included in the district's emissions inventory and monitored and regulated as described in the ADM AQMP.	Challenges - Existing densely populated settlements needs to move away from VIPs to waterborne sewerage. Some plants are already operating at full capacity e.g., Osizweni. 35% of households are encountering sanitation backlogs. There are challenges with many local and district roads particularly due to the condition. Backlogs in terms primary schools (4 Schools) and Secondary & Combined (21 Schools) There is no commuter rail. The geology of the area indicates that the towns of Newcastle and Dannhauser are surrounded by intrusive dolerite rock characteristics therefore future expansion of these towns may be affected. Climate change mitigation strategies and policies have not been fully implemented due to lack of resources. Lack of fully functional Disaster Management Centre.

OPPORTUNITIES	THREATS
Agriculture (particularly livestock or beef production) is an existing sector with further opportunities for growth. Emadlangeni has the largest surface area within the district with the high potential land for stock farming and intensive agriculture. The population is very low which implies that there is pressure of settlements to encroach on agricultural land. The PGDS has identified a high conservation and biodiversity corridor along the boundary (from south-west to north-east axis) which can play a role in terms of ecological tourism. The opportunity exists for the sector to create black emerging farmers if agricultural land is productively used.	If the service backlogs persist, then this could result in community uproar and service delivery protests. The outcome of such protest may be vandalism of existing community facilities. The transformation of agricultural land into rural settlements (especially emanating from land reform) will affect the agricultural economy, shed the number of jobs that this sector can create and delay/ hinder future investments on the agricultural sector. The surface water (major rivers and wetlands) is at the risk of transformation/ drying up due to non-conservation activities (i.e. mining). Biome is one of the most threatened of the 7 biomes found in South Africa. Northern KZN Moist Grassland is vulnerable while the Glencoe Moist and Income Sandy Grasslands are endangered and endemic to KZN. Most of this vegetation is being transformed by agriculture, mining, alien plant invasion and infrastructure development. Industrial areas are often located next to water resources within the Newcastle Local Municipality. Lack of Air Quality data within the district, giving a poor understanding of the quality of air within the District. Certain pollutants affect residential areas within the ADM. High potential agricultural land is a scarce resource and is under threat from expansion of urban settlements, mining and alien invasive plants.

4.1.7 Disaster Management

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

Constitution of the Republic of South Africa Act 108 of 1996

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

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

Municipal Systems Act (Act No. 32 of 2000)

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

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

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

The National Disaster Management Framework (Notice 57 of 2005)

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

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

Disaster Management Act (Act No. 57 of 2002)

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

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

Municipal Structures Act (Act 117 of 1998)

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

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

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

Fire Brigade Services Act 99 of 1987

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

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

a. Preventing the outbreak or spread of a fire;
b. Fighting or extinguishing a fire;
c. The protection of life or property against a fire or other threatening danger;
d. The rescue of life or property from a fire or other danger;
e. Subject to the provisions of the Health Act, 1977 (Act No. 63 of 1977), the rendering of an ambulance service as an integral part of the fire brigade service;

f. The performance of any other function connected with any of the matters referred to in paragraphs (a) to (e).

National Veld and Forest Act 101 of 1998

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

- *Status of Municipal Institutional Capacity*

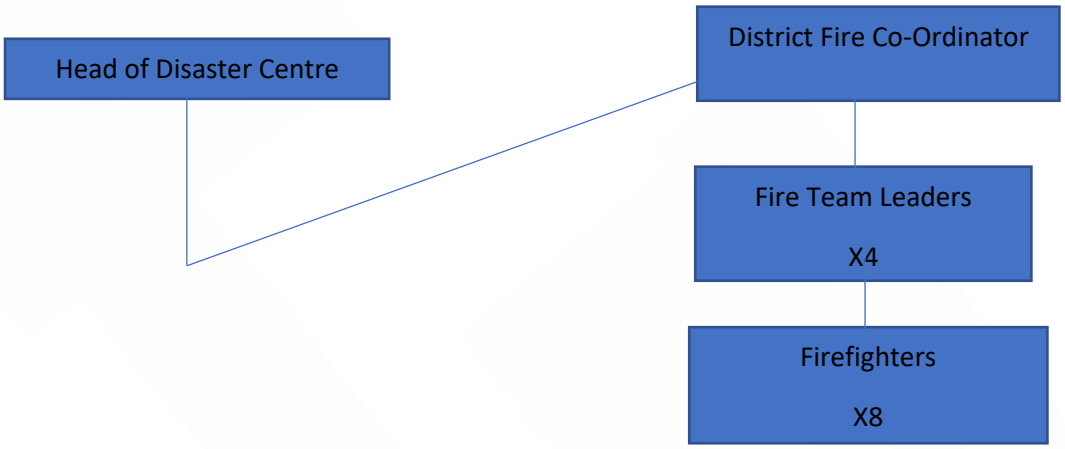
Status of District Disaster Management Centre (DDMC)

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

Status of Fire & Rescue Services

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

Fire & Rescue Services



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

Status of Municipal Disaster Management Policy Framework

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

Status of Municipal Disaster Management Plan

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

The Plan aims to achieve the following objectives:

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

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

Municipal Disaster Management Inter-Departmental Committee

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

District Practitioners Forum

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

Table 45: Stakeholder Participation

Stakeholder Roles and Responsibilities	
Stakeholder	**Roles and Responsibilities**
District/Local Municipality (Lead Agent)	Coordinate disaster management activities
PDMC	Support to District/Local Municipality

Municipal Disaster Management Advisory Forum

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

Table 46: Role Responsibility

Stakeholder	Roles & Responsibilities
District/Local Municipality (Lead Agent)	Coordinate disaster management activities
PDMC	Support to District/Local Municipality
SAPS	Safety and security
Social Development & SASSA	Community well-being and social relief grants
Public Works	Attend to public infrastructure damage
Agriculture & Environmental Affairs	Agricultural & environmental related conditions
Health	Attend to health issues and respond to injuries
EMRS	Emergency Medical response
RTI	Road traffic management
Human Settlement	Provision of housing
KZN wildlife	Protection of heritage species
Education	Shelter to affected communities
Transport	Road and bridges rehabilitation
Rural Development	Rural social wellbeing
Home Affairs	Destroyed/missing documents
DCS	Support with relevant resources during disaster incidents
Sport & Recreation and Arts & Culture	Support with relevant resources during disaster incidents
uThukela Water	Assist with municipality with bulk water provision.
Transnet, Eskom, CarboChem and, Arcellor Mittal	Assist with disaster risk reduction and co-operation.
Farmers Association	Coordinate matters related to farmers
Red Cross & Al-Imdaad Foundation	Assist in providing food, clothing, temporal shelter and medical care
Faith Based Organisations	To give moral support to the affected community
Traditional Leaders	To communicate with municipality and communities

District Co-ordination forum: for Fire and rescue

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

- *Disaster Management & Fire Services Swot Analysis*

Table 44: Disaster Management (as stipulated on pg 11-12 of the Sector Plan)

Table 47: Disaster Management SWOT Analysis

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

Challenges for DM and Fire Services as per SWOT Analysis

- Inadequate resources to deal with fire and rescue issues
- Allocation of communities in flood plains
- Completion of Disaster Management Centre
- Installation of ICT in DDMC

- *Disaster Risk Assessment*

List of Priority Risks (Hazards)

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

- Structural fires
- Veld fires.

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

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

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

W Hazard	*S Structural Fire Fi*	*Ve Veld Fire*	*S Strong Wind*	*Li Lightning*	*Heavy Rainfall*	*Ha Hailstorm*	*Sn Snow*	*Fl Floods*	*Dr Drought*	*D Drowning*
WARD 1										
WARD 2										
WARD 3										
WARD 4										
WARD 5										
WARD 6										
WARD 7										
WARD 8										
WARD 9										
WARD10										
WARD11										
WARD12										
WARD13										
WARD14										

WARD15										
WARD16										
WARD17										
WARD18										
WARD19										
WARD20										
WARD21										
WARD22										
WARD23										
WARD24										
WARD25										
WARD26										
WARD27										
WARD28										
WARD29										
WARD30										
WARD31										
WARD32										
WARD33										
WARD 34										

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

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

Table 48: Risk Profile

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

Schematic Risk Profile Dannhauser LM (Sector Plan, 15)

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

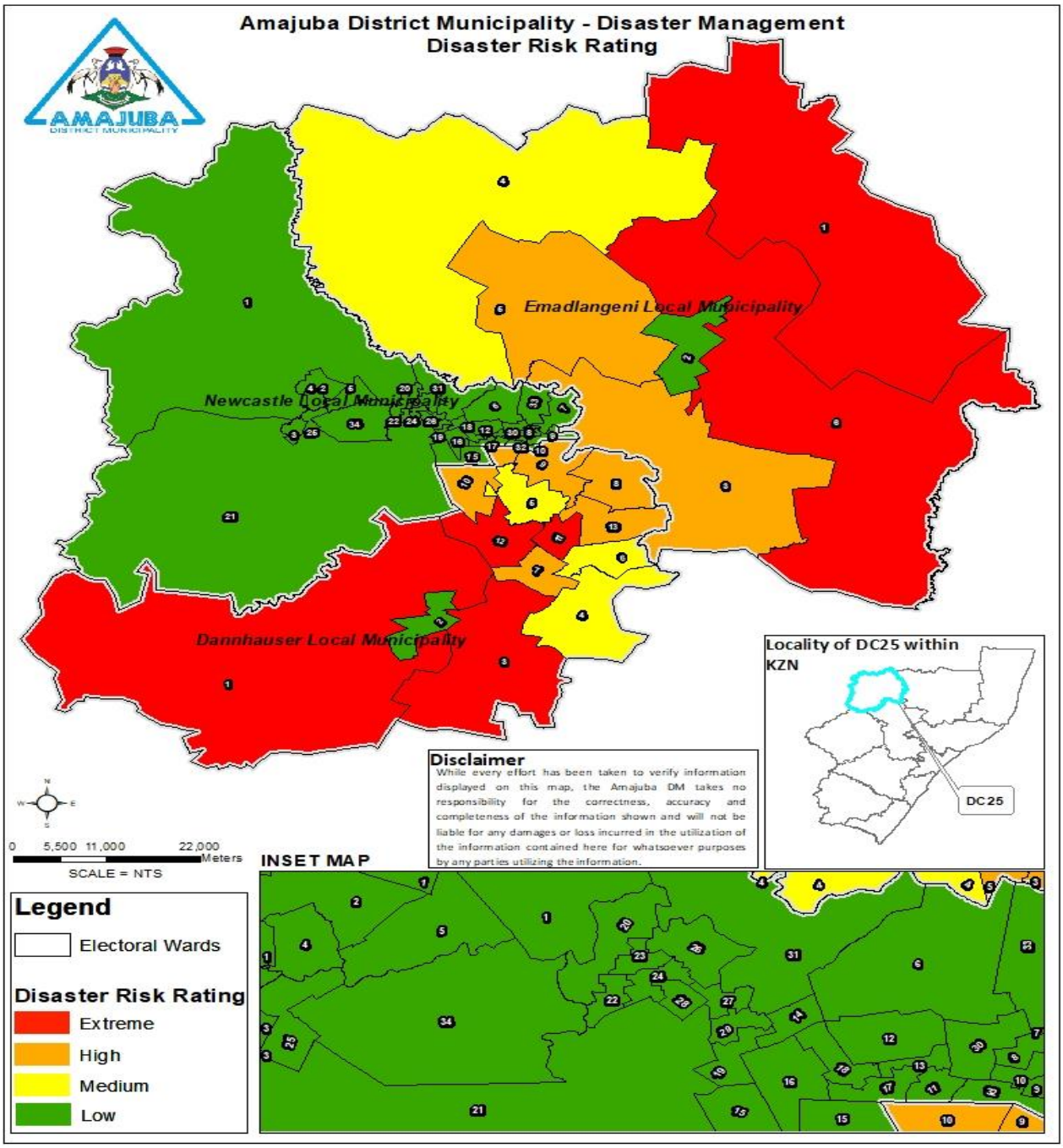
HAZARD	*Structural Fire*	*Veld Fire*	*Strong Wind*	*Lightning*	*Heavy Rainfall*	*Hailstorm*	*Snow*	*Floods*	*Drought*	*Drowning*
WARD1										
WARD2										
WARD3										
WARD4										

WARD5										
WARD6										
WARD7										
WARD8										
WARD9										
WARD10										
WARD11										
WARD12										
WARD13										

Amajuba District Municipality Seasonal Calendar:

Table 49:Seaonal Calendar

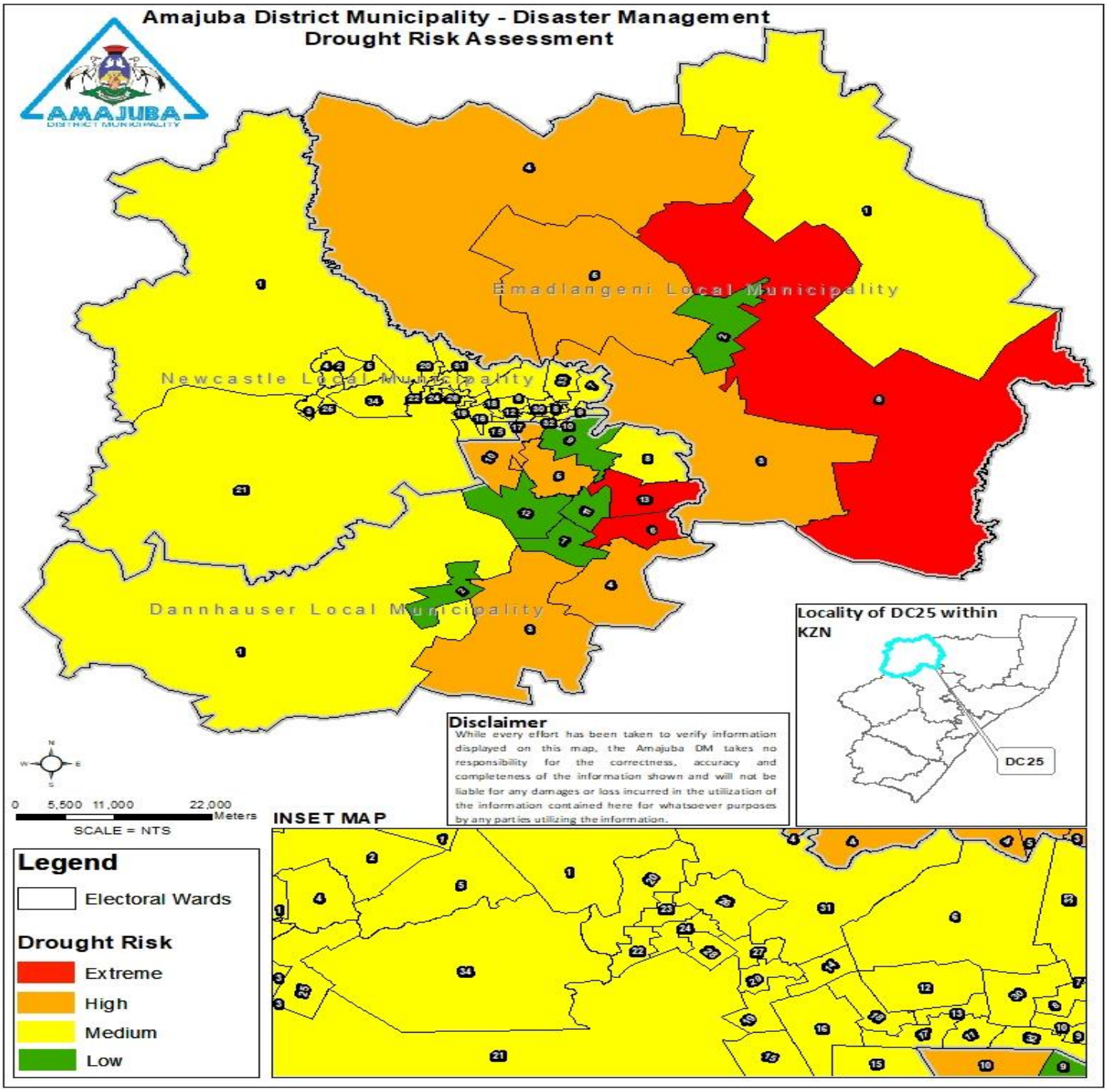
Hazard	*Jan*	*Feb*	*Mar*	*Apr*	*May*	*Jun*	*Jul*	*Aug.*	*Sept*	*Oct*	*Nov*	*Dec*
Structural Fire												
Veld fire												
Heavy Rainfall												
Strong Wind												
Floods												
Thunderstorm												
Extreme Colds												
Extreme Heat												
Drought												
Human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



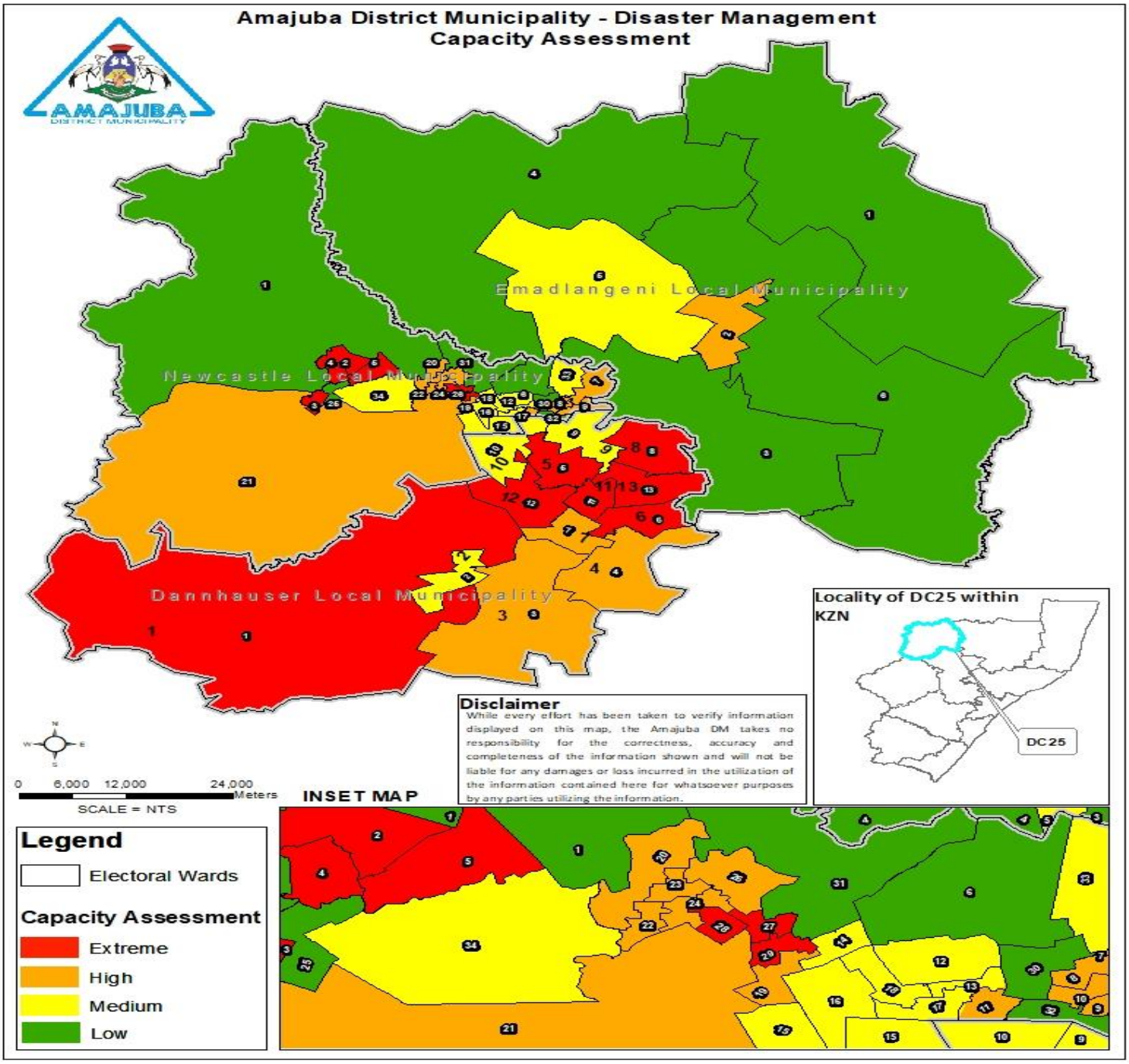
Map 24: Disaster Risk Rating

- *Hazard Maps (Sector Plan pg 17-27)*

Source: (Amajuba District Municipality, 2023)



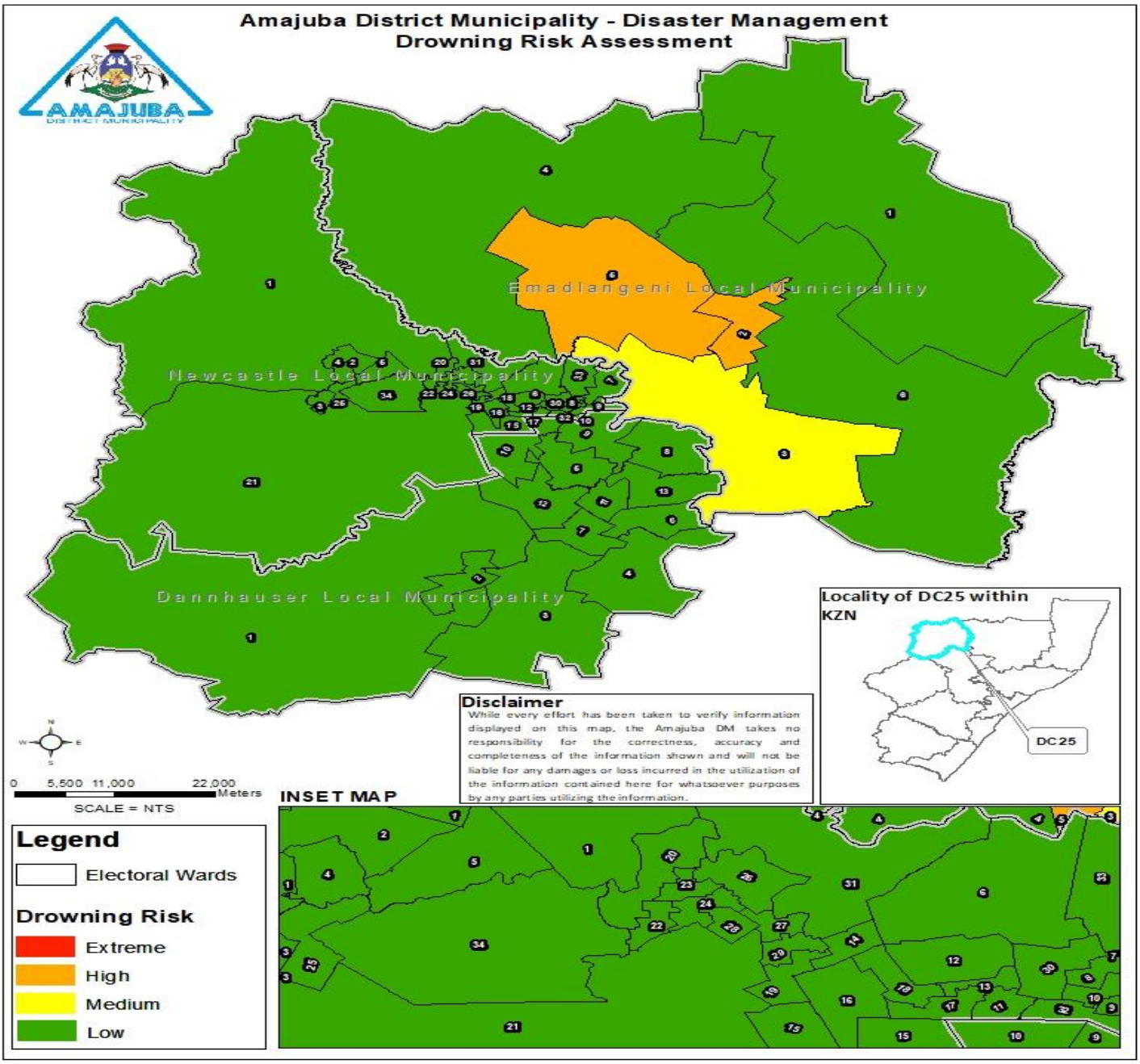
Map 25: Drought Risk Assessment



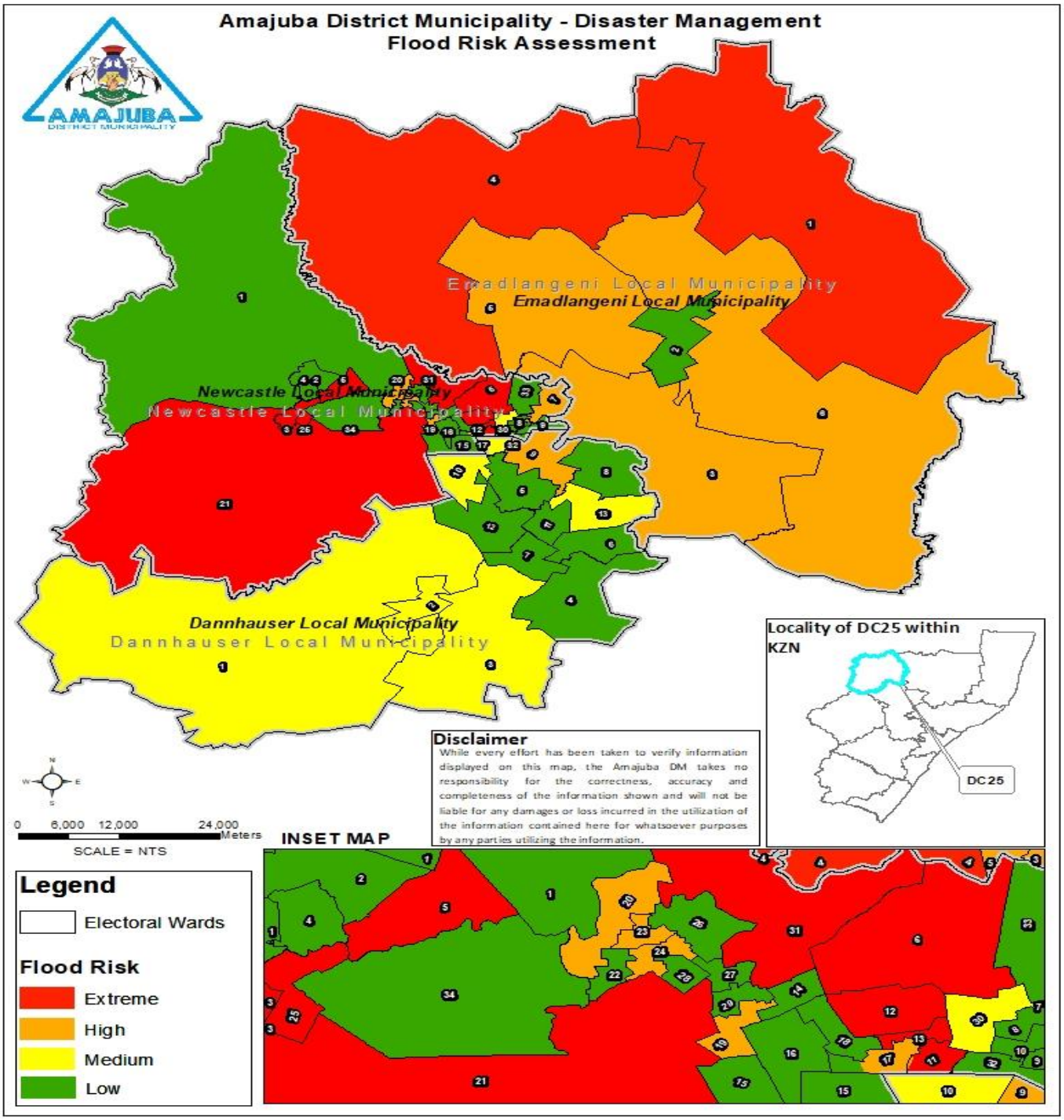
Map 26: Capacity Assessment

Source: (Amajuba District Municipality, 2023)

Source: (Amajuba District Municipality, 2023)

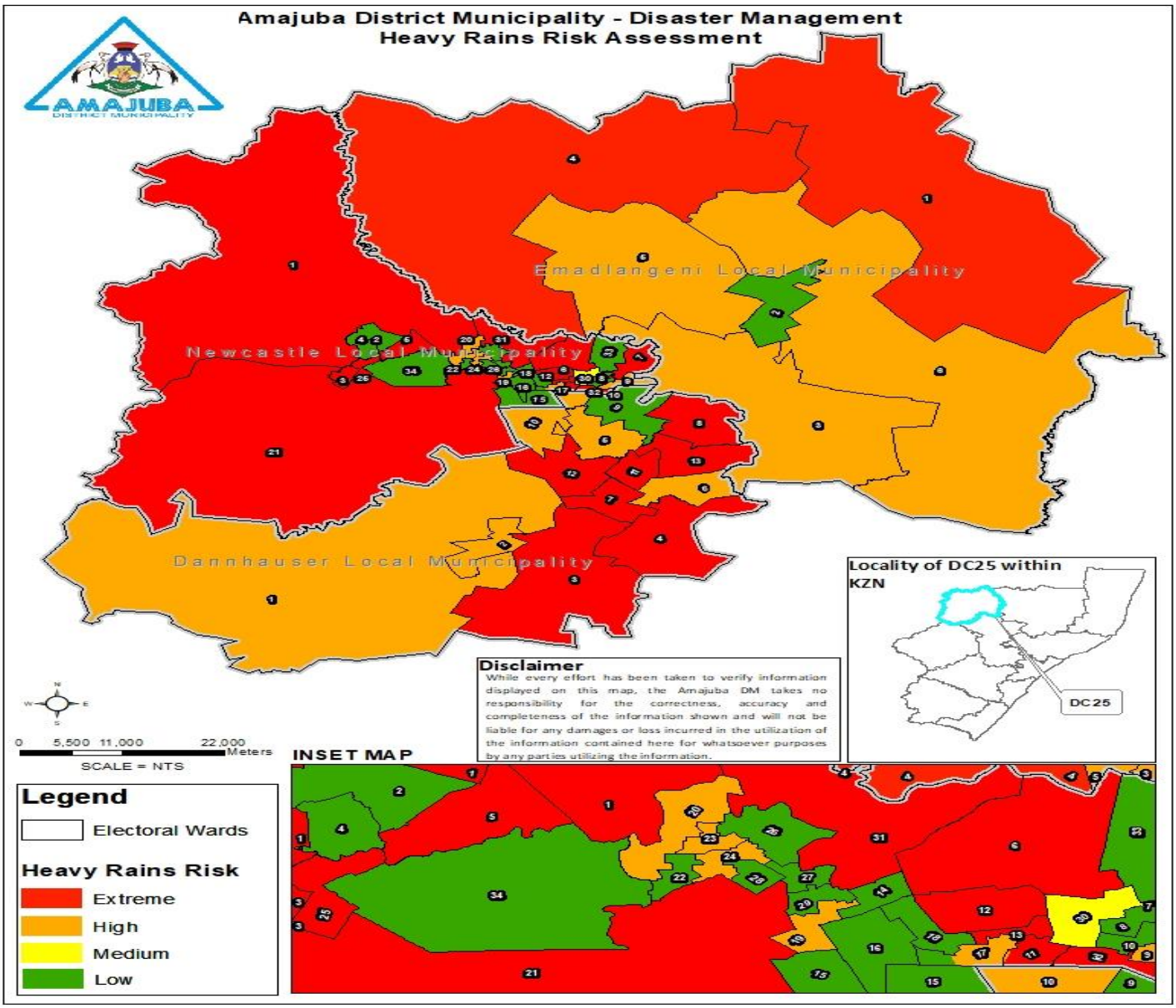


Map 27: Drowning Risk Assessment



Map 28: Flood Risk Assessment

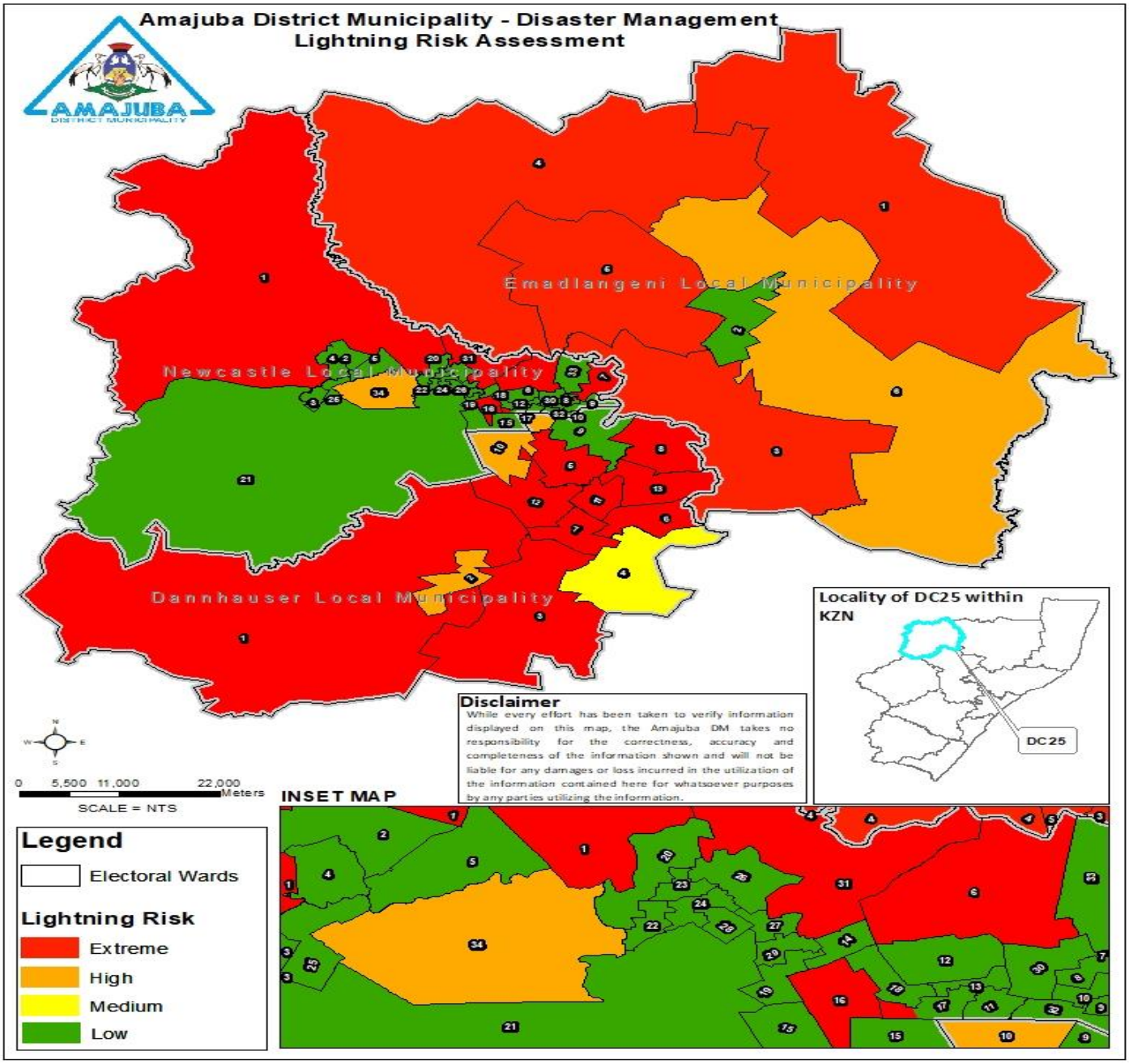
Source: (Amajuba District Municipality, 2023)



Map 29: Heavy Rains Risk Assessment

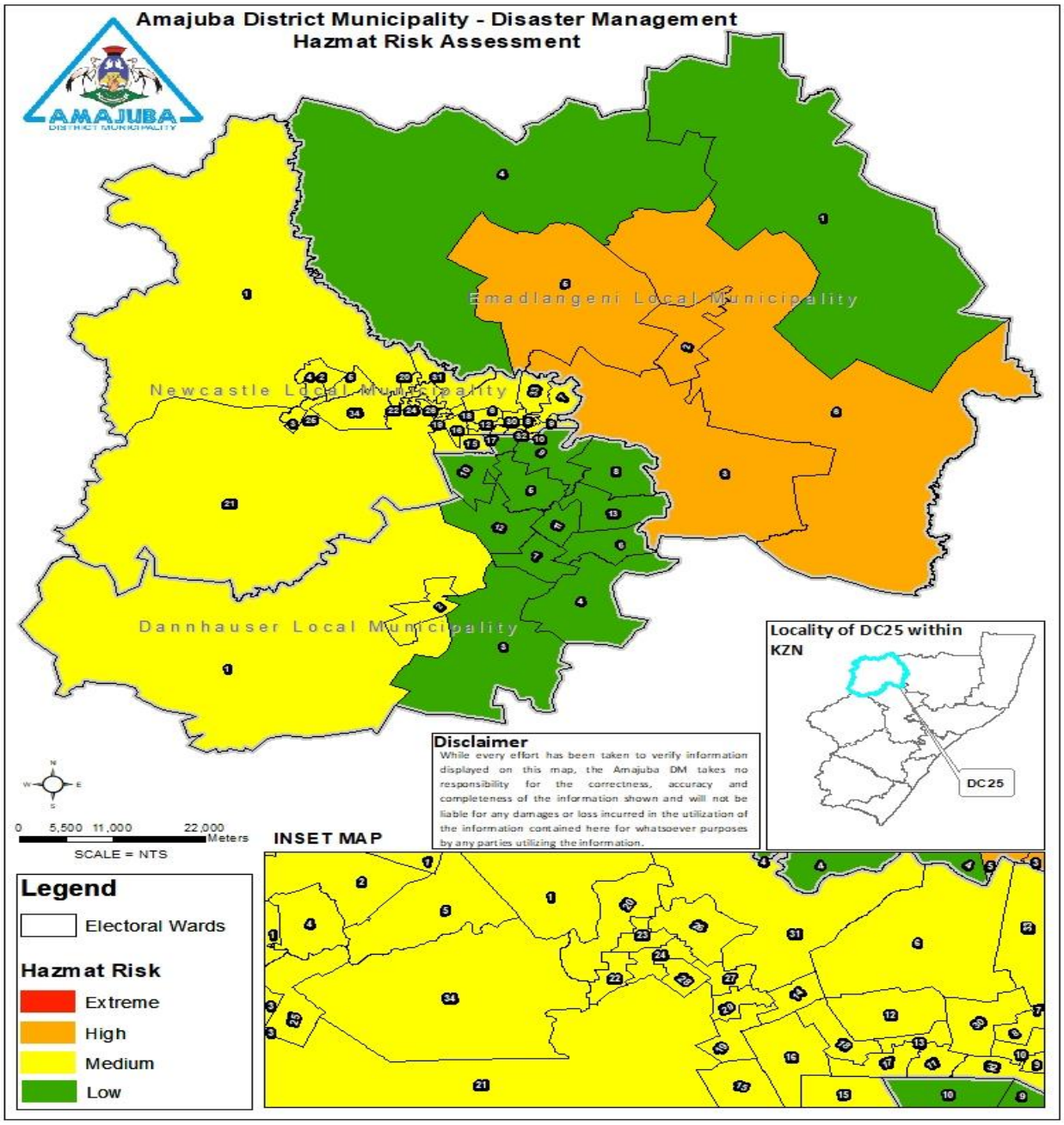
Source: (Amajuba District Municipality, 2023)

Source: (Amajuba District Municipality, 2023)



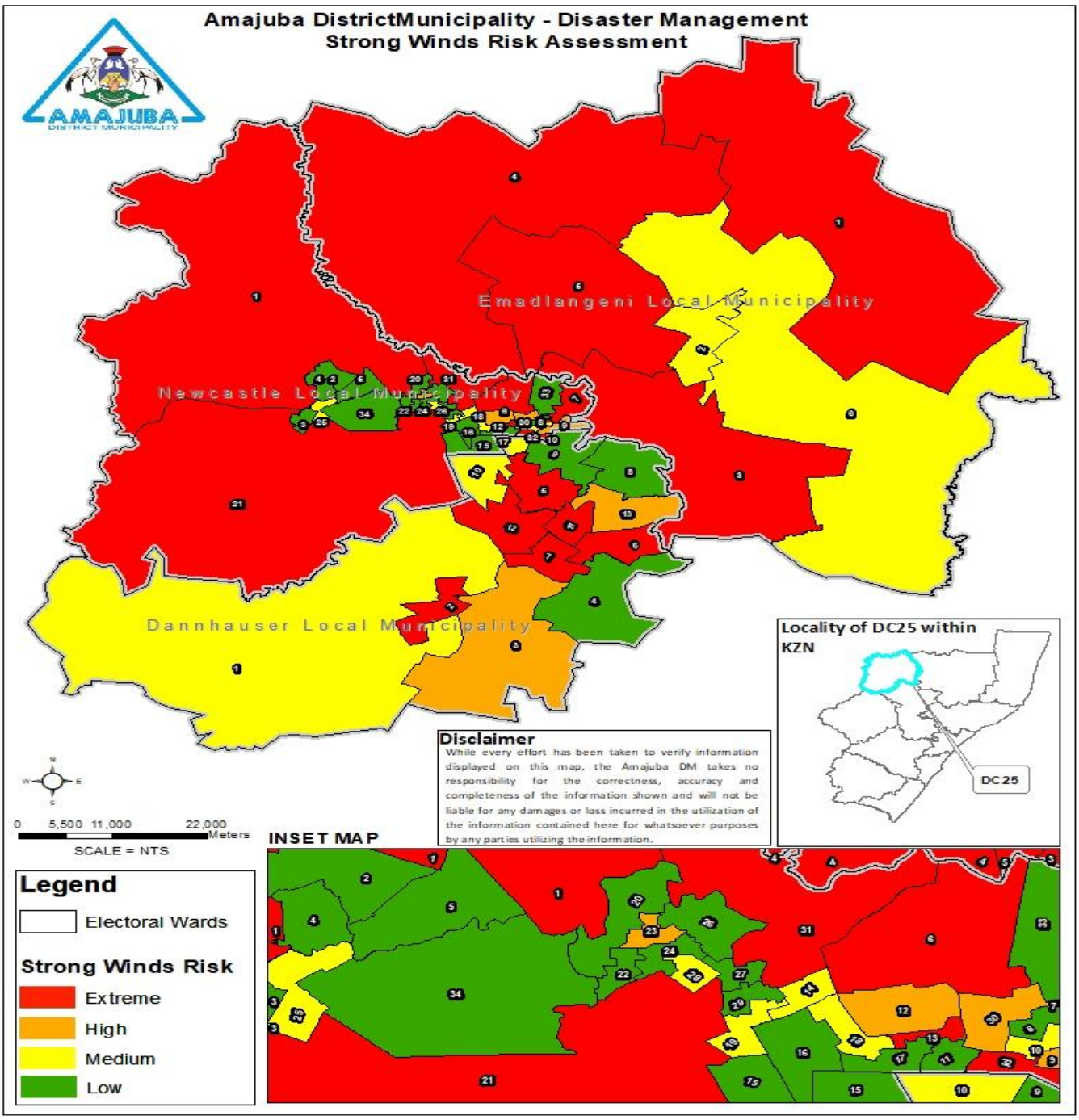
Map 30: Lightning Risk Assesment

S*ource:* (Amajuba District Municipality, 2023)



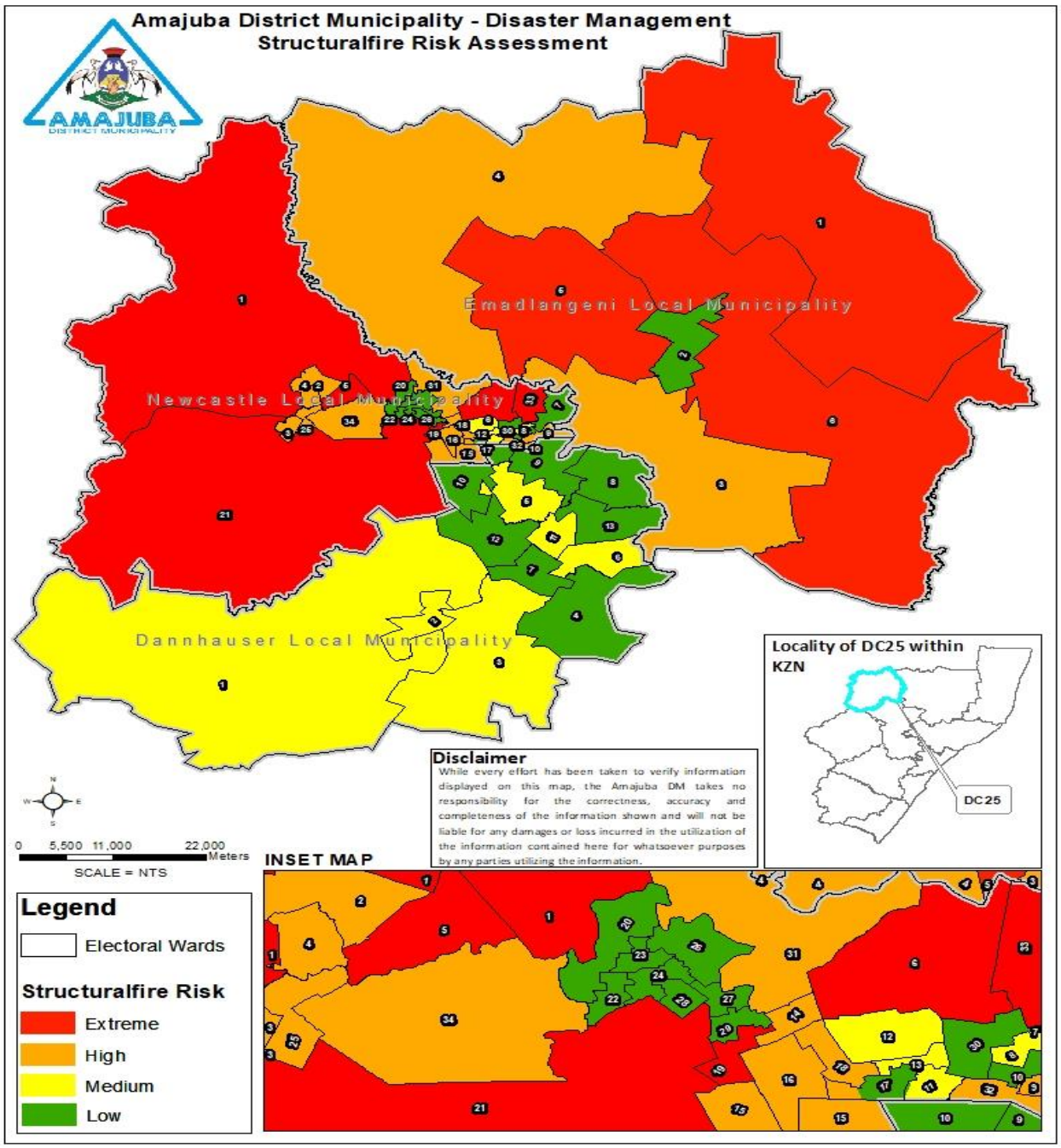
Map 31:Hazmat Risk Assessment

Source: (Amajuba District Municipality, 2023)



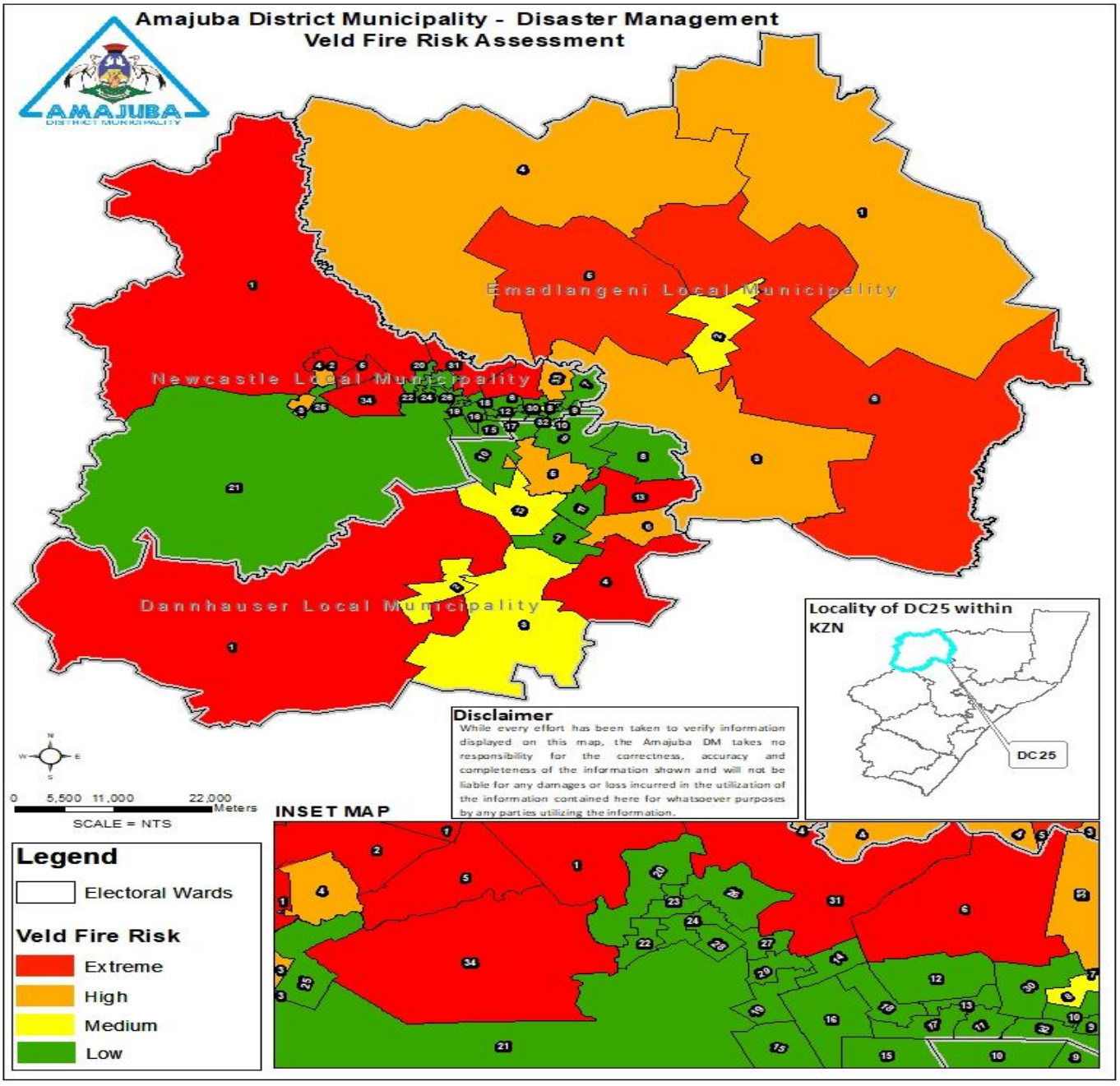
Map 32: Strong Winds Risk Assessment

Source: (Amajuba District Municipality, 2023)



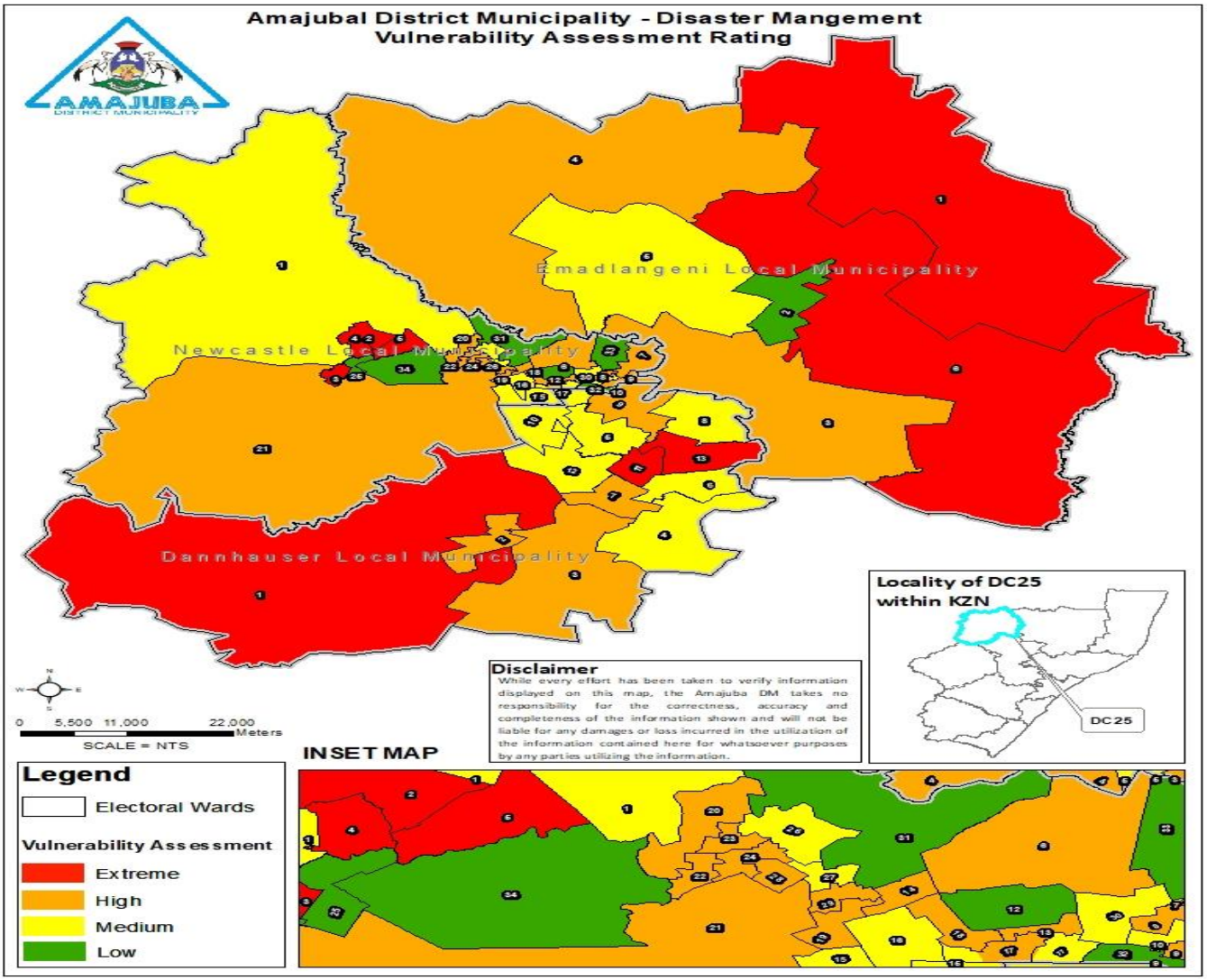
Map 33: Structural Fire Assessment

Source: (Amajuba District Municipality, 2023)



Map 34: Veld Fire Assessment

Source: **(Amajuba District Municipality, 2023)**



Map 35: Vulnerability Assessment Rating

Source: (Amajuba District Municipality, 2023)

- *Analysis of Climate Change Risks*

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

As climatic changes increase average temperatures and rainfall variability (such as extended periods of drought), human settlements may express a higher demand for cooling appliances and access to water (Department of Environmental Affairs 2015). Additionally, contrasting extreme weather (such as severe storms and flash floods) may induce the displacement of people and settlements, increase public health risks, and escalate pressures on rural and urban infrastructure and transport systems (Department of Environmental Affairs 2015). Major climatic risks in the municipal area include drought, floods, severe storms (wind, hail, and lightning) and veld fire hazards. Regarding veld fires specifically, the entire municipal area has an extreme veld fire risk (Department of Agriculture, Forestry and Fisheries 2010). (pg 28 Sector Paln)

- *Disaster Risk Reduction for DM and Fire Services*

Disaster Management & Fire Services Programmes/Projects by Municipality

Table 50: Disaster Management Programmes by municipality

NAME OF THE PROJECT	ESTIMATED BUDGET	TARGETED AREAS	YEAR
Disaster Management Centre Stationery and signage	R 200 000,00	Disaster Management Centre	2024/2025
Installation of ICT Communication Equipment 2- Way radios and repeaters)	R500 000,00	Disaster Management Centre	2024/25
Procurement of Disaster Response Vehicle Extras (Rubberized binload, tow bar, branding)	R 350 000,00	Disaster Management Centre	2024/25
Procurement of Rescue vehicle and Rescue equipment	R 3 000 000,00	Disaster Management Centre	2024/25
Installation of lightning Conductors	R 400 000,00	Vulnerable Wards	2024/25
Awareness Campaigns / Pamphlet	R 105 000,00	Vulnerable Wards	2024/25
Disaster Relief (mattress, blankets, plastic sheeting, tarpaulins and Wendy- houses	R 1 000 000,00	Vulnerable Wards	2024/25
Fire Protection	R 200 000,00	Vulnerable wards	2024/25
Fire Breaks	R 150 00,00	Vulnerable Wards	2024/25
Recruitment and Training of DM Volunteers	R 200 000,00	Vulnerable Wards	2024/25
Procurement of two Disaster Management operation vehicles	R 2 000 000,00	Disaster Management Centre	2004/25
Procurement of fire engine	R 10 000 000,00	Disaster Management Centre	2004/25

PPE	**R 300 000,00**	**Disaster Management**	**2024/25**

Disaster Management Programmes/Projects by Stakeholders

Table 51: Disaster Management Programmes Stakeholders

Project Name	Responsibility	Funding Source	2023/2024	2024/2025
Waste Pickers/ Collectors Support Programme	Environmental Management Unit	Amajuba DM	150 000	200 000
IWMP development	Environmental Management Unit	DFFE/EDTEA	700 000	700 000
Ambient air quality monitoring	Environmental Management Unit	DEFF/EDTEA/ADM	550 000	
Climate smart agriculture with digital, solar and biogas solutions	Environmental Management Unit	ADM/DEFF/EDTEA/DARD	1 000 000	1 000 000
Sustainable Land Management (rotational grazing & land restoration and rehabilitation	Environmental Management Unit	ADM/DFFE/EDTEA/DARD/	400 000	500 000
Removal of alien and invasive species (to be extended in other parts of the district, mainly the areas identified to be most vulnerable in terms of water availability).	Environmental Management Unit	ADM/DFFE/EDTEA	500 000	550 000
Green Economy Projects Development	Environmental Management Unit	Amajuba DM	300000	312000

Table 52:Climate Change Programmes

NAME OF THE PROJECT	BUDGET	TARGET AREAS	YEAR	RESPONSIBLE DEPARTMENT
Cleaning of Drainage systems	nil	All Wards	On-going	Local Municipalities
Amahlubi 1985 Trading Cooperative Limited	R 6 840 000.00	Emadlageni LM Ward 3	2024/2025	DARD
Cebolakhe Projects (Pty) Ltd	R15 025 000.00	Emadlangeni LM	2024/2025	DARD
JBC Phase 1 and 2 Housing Project		Newcastle LM Ward 12, 15, 16 and 18	2024/2025	DHS
Soul City Housing Project		Newcastle LM Ward 31	2024/2025	DHS
Vezubuhle Housing Project		Newcastle LM Ward 21	2024/2025	DHS
Khathide Rural Housing Project		Newcastle LM Ward 6 and 12	2024/2025	DHS
Madadeni H39 Housing Project		Newcastle LM Ward 29	2024/2025	DHS
KwaMathukuza Housing Project		Newcastle LM Ward 22	2024/2025	DHS
Buhlebomzinyathi Rural Housing Project		Dannhauser LM Ward 9 and 10	2024/2025	DHS
Phillip Rural Housing Project		Dannhauser LM Ward 11 and 13	2024/2025	DHS
Dannhauser Housing Project		Dannhouser LM Ward 2	2024/2025	DHS
Strijbank Housing Project		Dannhouser LM Ward 3	2024/2025	DHS
Giedehood Housing Project		Emadlangeni LM Ward 2	2024/2025	DHS

Specific Climate Change Adaptation Programmes (If any)

- *Disaster Response and Recovery*

Municipal Capacity in terms of Response and Recovery

The primary function of the District Disaster Management Centre (DDMC) is to co-ordinate the activities of disaster management; however, the unit has responsibility to co-ordinate response. The DDMC has procured relief material to support all local municipalities in the district. DDMC is further supported by Provincial Disaster Management Centre with relief material in ensuring that the district has capacity to response rapidly. DDMC has the following relief materials: mattresses, blankets, tarpaulins, Wendy house, lightning conductors, and B Box. (Pg 34 Sector Plan)

Grant funding allocated for post-disaster recovery (where applicable)
Nothing has been requested. Council is still relying on its internal funding for Emergency Services (Disaster Risk Management). Grant funding will be applied for and allocated for post-disaster recovery (where applicable). (Pg 34 Sector Plan)

- *Information Management and Communication*

Information Management
Upon receiving disaster related information, the DDMC is using the following channels to cascade information:

- e-mail,
- local radio station,
- newspaper,
- telephones/ cellphones
- Commander of JOC
- Social Media

Communication system
Given the state of the DDMC being incomplete, Disaster Management Unit is relying on the usage of cellular phones, telephones, emails, and social media for rapid response and early warnings (Pg 35 Sector Plan).

Information system
The Amajuba District appointed service provider by the name of Trendtech to install communication system. Network connection has been set up at the Disaster Management Centre, Analog Trendtech will resume duties on site to complete project (Pg 35 Sector Plan).

Early Warning Strategy
Amajuba District Municipality received warning from South African Weather Services, for the warning to be disseminated the district Disaster Management Unit created a WhatsApp group and is using the Municipal Facebook page which is control by the communication department (Pg 35 Sector Plan).

4.1.8 Education, Training, Public Awareness and Research

Planned Capacity Building Programmes

Table 53: Building Programmes

Activity	*Target Audience*	*Date*	*Responsible Person*
Training of Portfolio Committees	Community Services Portfolio Members	**July 2024**	Head of DDMC

Contingency Plans Workshop	Landowners, Traditional Leader, Councillors	**April and September 2024**	Risk Reduction and Planning Manager
Disaster Management and Climate Change Workshop	Councillors and Ward Committees, Sector Departments, Traditional Leaders	**November 2024**	Head of DDMC
Education on Incidents Reporting	Traditional Leaders and Ward Committees	**August 2024**	District & LMs

Planned Public Awareness Campaigns

Table 54: Campaigns

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

Research

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

4.1.8.1 Funding Arrangements for Disaster Risk Management

Breakdown of available budget for disaster management and fire services

Table 55: Available Budget

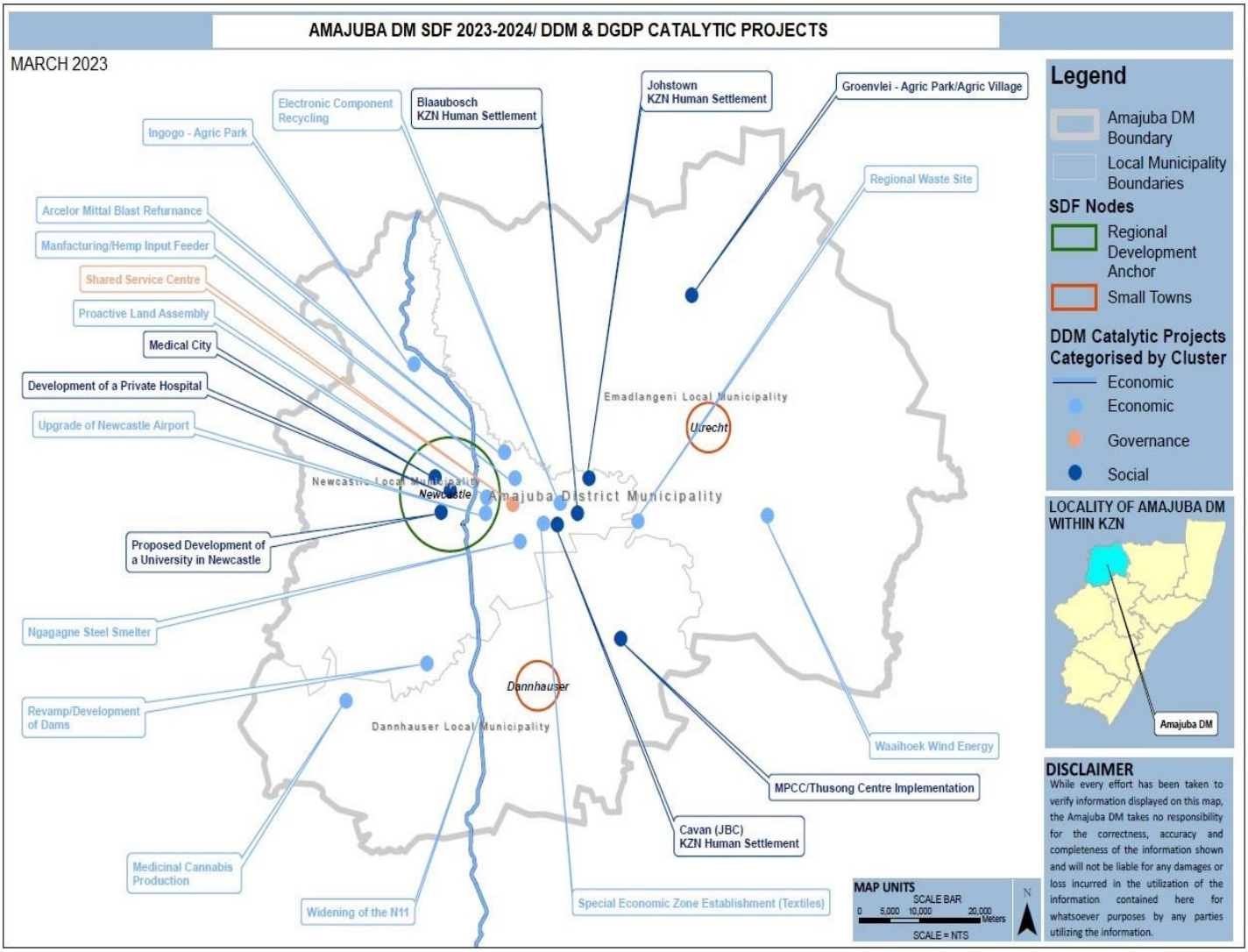
Vote	Budget 2023/24
Fire Protection	R 63,328.00
Disaster Material relief	R 200,000.00
Fire Breaks	R 100,000.00
Fire Awareness Campains	R 100,000.00
Installation of lightning conductors	R 200,000.00
Recruitment and Training of DM Volunteeetrs	R 65,000.00

Funding Mobilization Strategy

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

Private Partnerships

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



Map 36: DGDP Catalytic Projects

Source: GIS (Amajuba District Municipality, 2023)

DGDP STRATEGIC GOAL 7: SPATIAL EQUITY

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

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

- Achieve sustainability,
- Adapt to climate change,
- Ensure place-making,
- Ensure social safety and security,

- Ensure environmental protection and enhancement,
- Achieve economic development,
- Address service delivery –infrastructure, transport, energy, utilities and flood management.

Table 56: Strategic 7 Spatial Equity

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

- ✓ Development and Land Reform should be initiated as part of the urban Renewal Programme to deal with the land issues in the JBC and Charlestown areas. This includes people who occupy the area as tenants whose land tenure remains insecure.
- ✓ Ubuhlebomzinyathi – Communities occupying the area that falls under the jurisdiction of Ubuhlebomzinyathi Community Authority should also be considered for land tenure

Below are the Key challenges, risks, and proposed interventions:

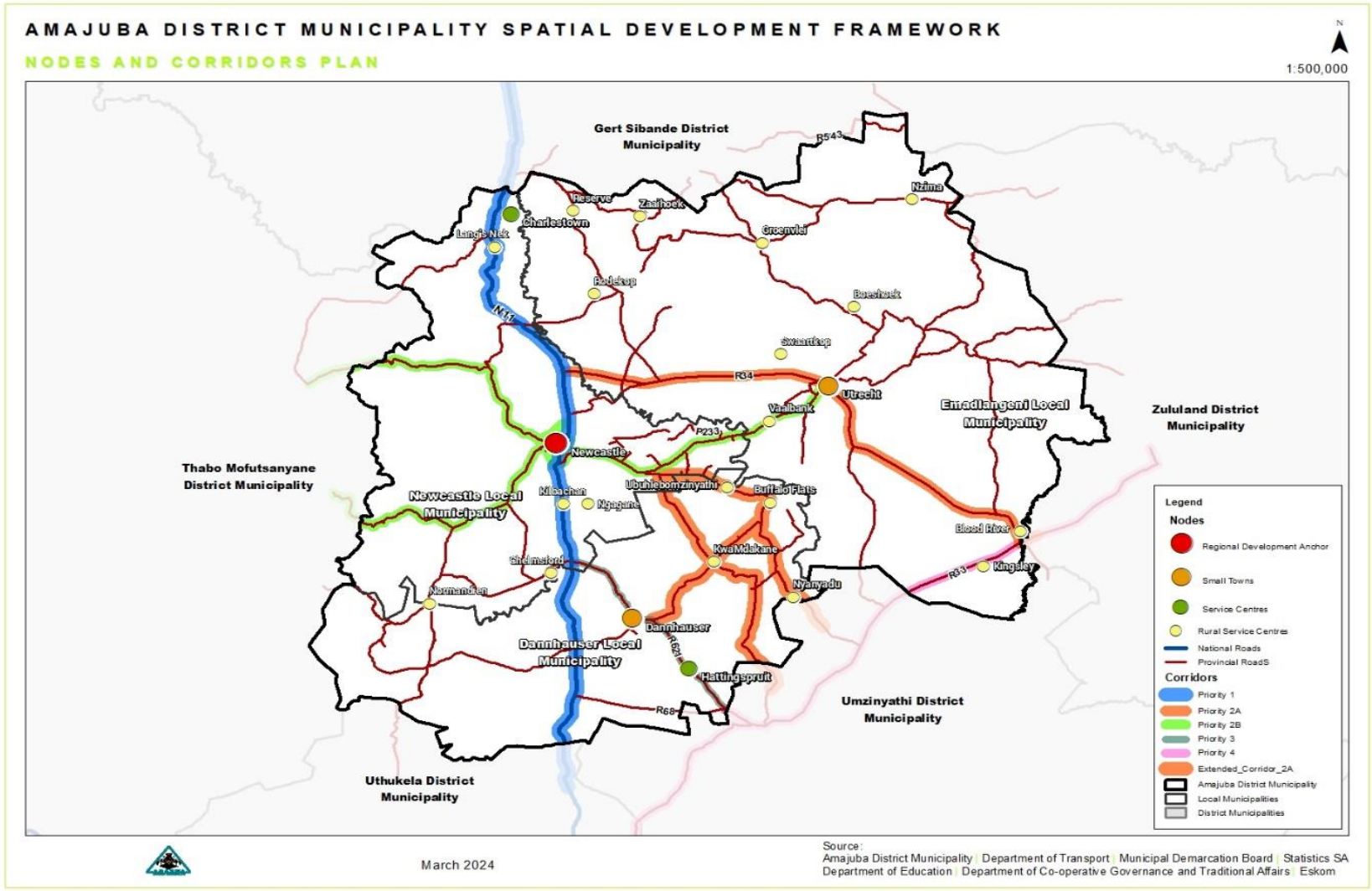
Table 57: Environmental Risk Management

Challenge	**Risks**	**Proposed Interventions**
Poor participation in IGR by internal and external stakeholders including Local municipalities (no consequence management);	Poor IGR	Strengthen IGR
Delay in receiving key information from internal and external stakeholder	Poor IDP	Meeting prescribed deadlines
Outdated sector plans that affect the credibility of the IDP	Poor IDP	Sector plans must be updated

Lack of cooperation on the monitoring and evaluation on the implementation of the IDP	Poor service delivery	Continuous monitoring and evaluation of the implementation of the IDP
Outdated data/information on demographics which hinders future planning	Allocation of resources to communities for services.	Strengthen GIS interrelationships
Sector departments project nonalignment	Duplication of services	Improved collaboration
Spatial locality of projects not defined	Incorrect mapping information	Accurate Geo-referencing coordinates needs to be provided
Delay in filling of the Assistant Director Air Quality Management post.	Noncompliance with the Act leading to vindication.	Fill the post
There is no dedicated official to perform Climate Change duties.	Strategy will not be implemented.	Allocate Human Resource
Linkages between public and private sector (District Tourism Forum)	Uncoordinated development	Establish District Tourism Forum
Budget Constraints	Community Riots/Uprising	Correct budget allocation
IT Staff Shortage	Major IT Systems Failures	Filling of posts
Poor Infrastructure Support for: Faulty Network Points *Internet, Telephones and Printers*	Major IT Systems Failures	Corporate Services to continuously upgrade infrastructure
Outdated devices – lead to ICT Staff attending to challenges caused by these devices.	Crucial duties not performed due to attending to outdated devices	Timeous upgrade of devices
Staff and Councilor Training on ICT Policies.	Staff and Councillors are not able to perform their duties in line with policies.	Staff and Councillors on ICT to be conducted on a regular basis
Coordination of external service providers with ICT Unit.	Major IT Systems Failures	Improved coordination between ICT and external service providers.
Replacement of Computers, Printers and Projectors.	Wrong specification of computer equipment and projectors Non compatible printers with IT Systems	Centralised procurement of computers, printers and projectors by ICT

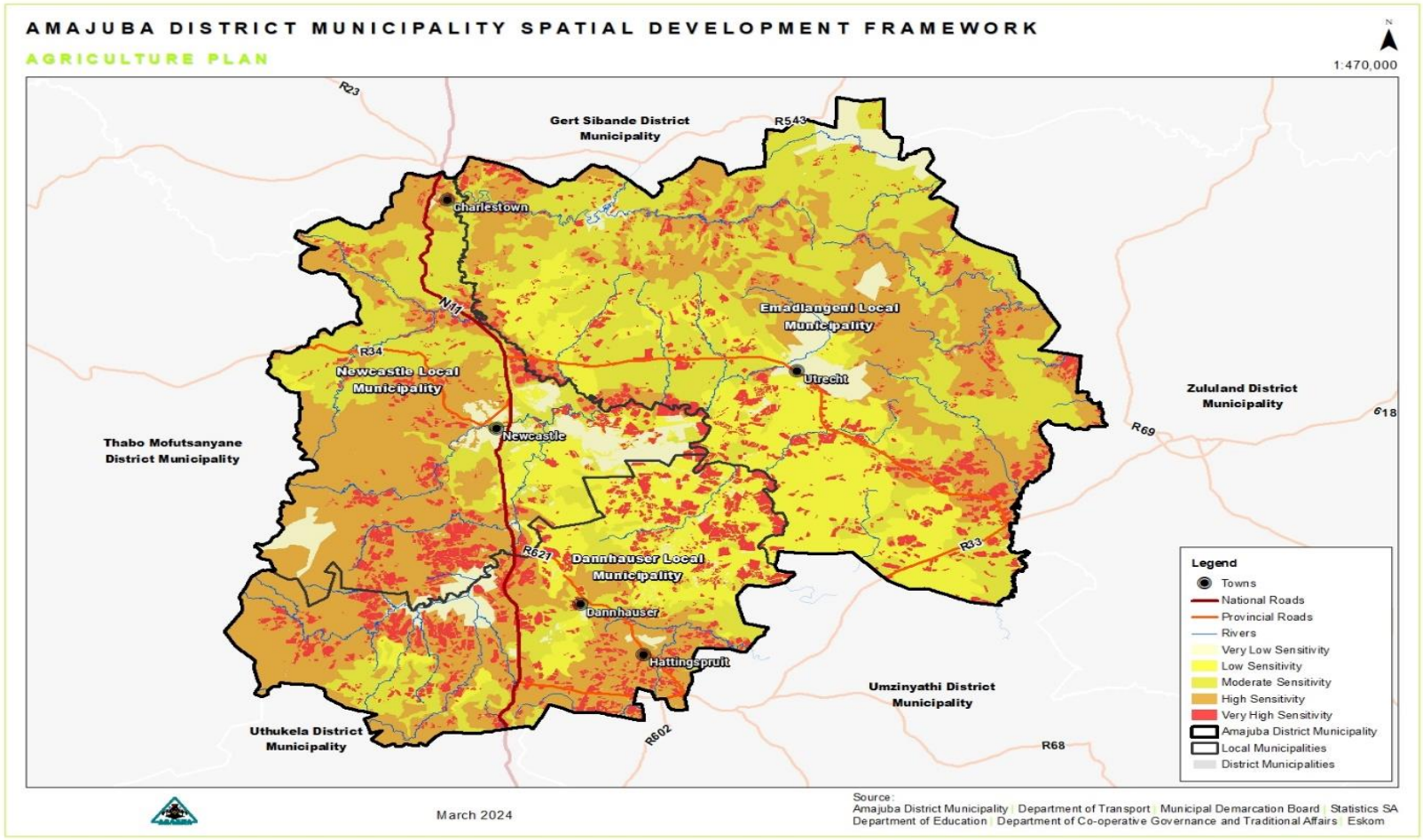
	Devices not replaced when they should	

4.1.9 STRATEGIC MAPPING



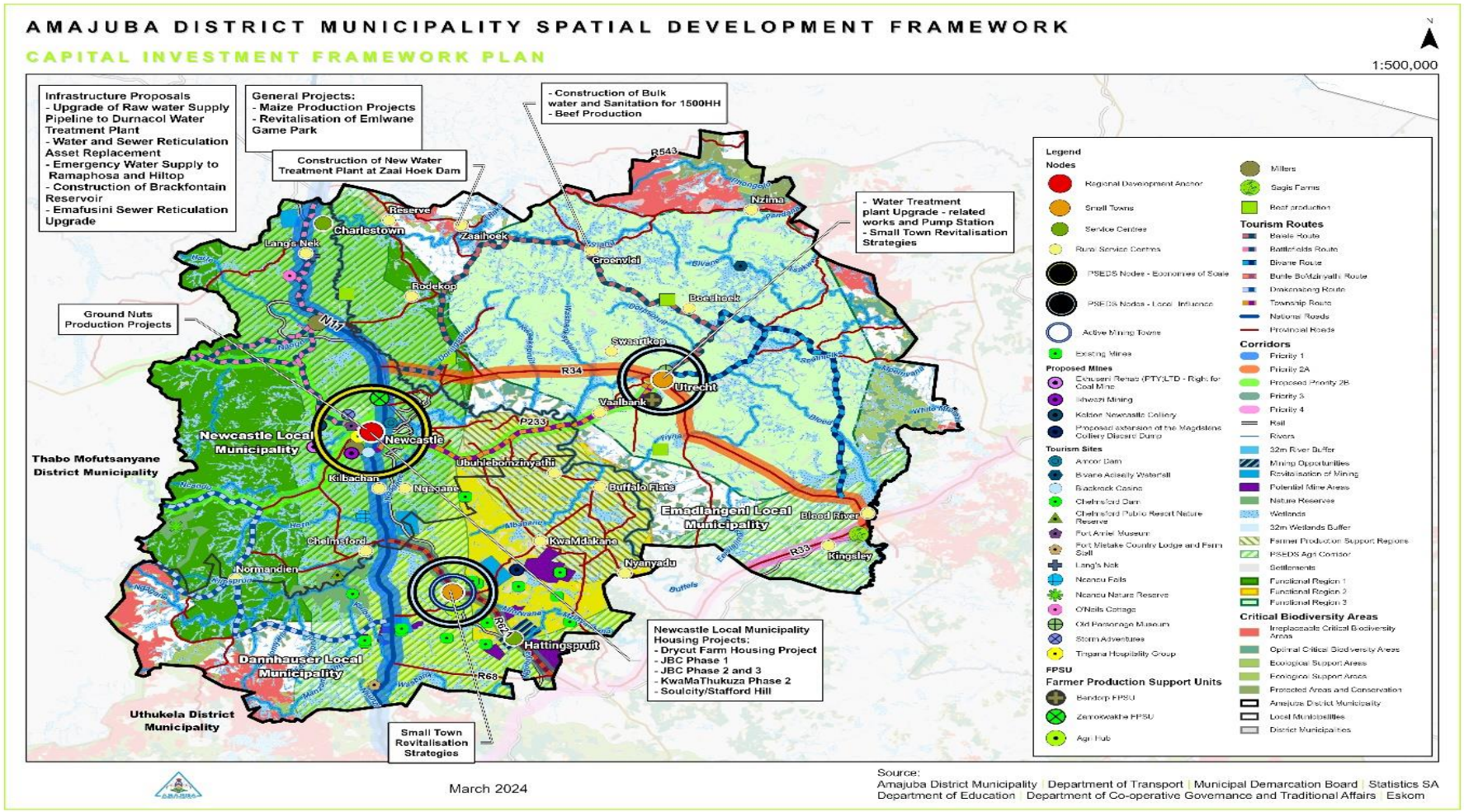
Map 37: Amajuba Nodes and Corridors

Source: SDF (Amajuba District Municipality, 2024)



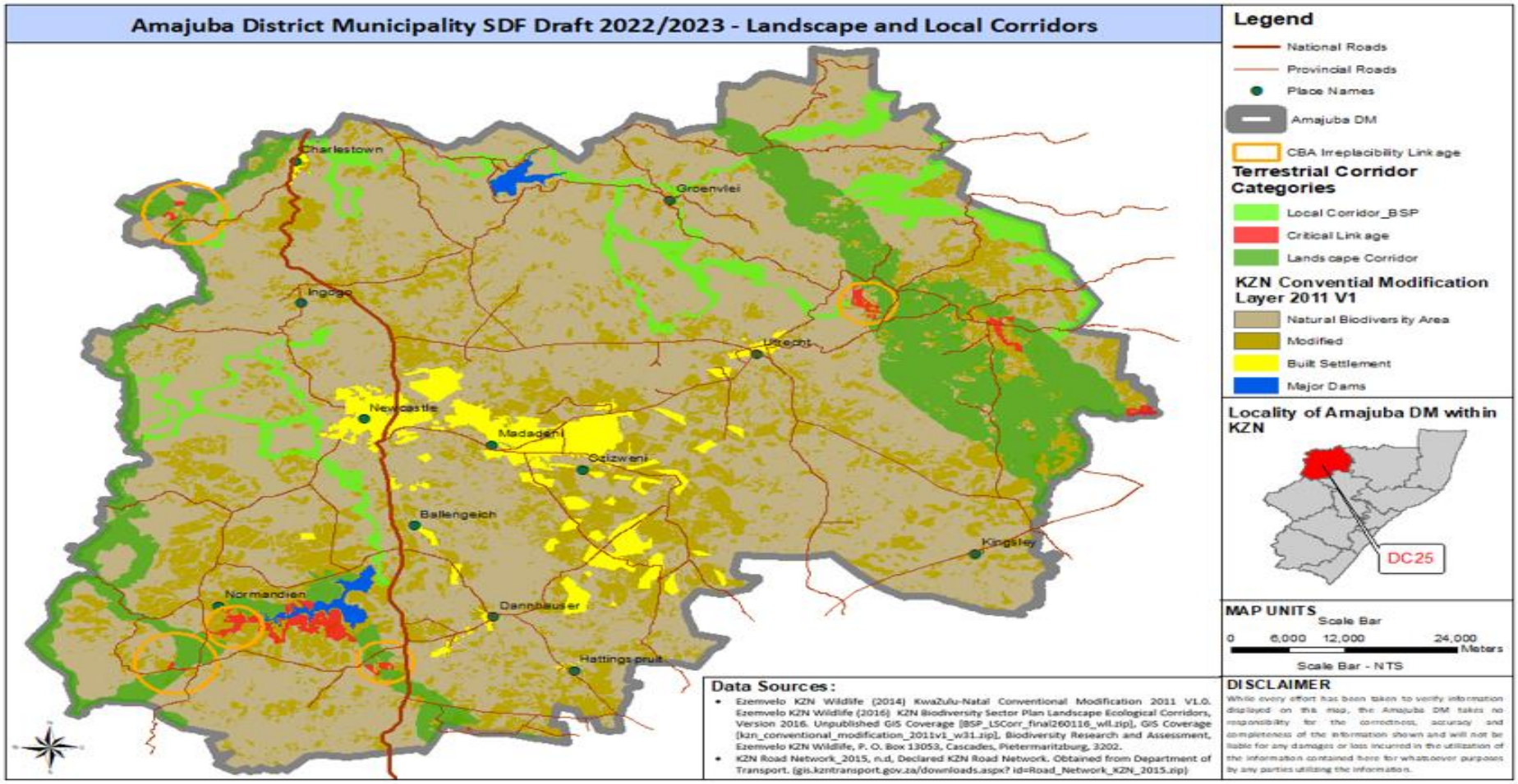
Map 38: Agricultural Potential

Source: (Amajuba District Municipality, 2024)



Map 39: ADM SDF Capital Investment Framework

Source: (Amajuba District Municipality, 2024)



Source: (Amajuba District Municipality, 2023)

Map 40: Landscape and Local Corridor

4.2 MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

4.2.1 HUMAN RESOURCE DEVELOPMENT

Part 4 Section 67 of the MSA 32 of 2000 makes provision for Municipalities to develop and adopt appropriate systems and procedures to ensure fair, efficient, effective, and transparent personnel administration in accordance with applicable law and subject to any applicable collective agreement. The Human Resource Strategic Plan will support Council's strategic plan, business strategy and Mission, Vision, by providing the Council with a strategic approach to the management of its people through specifically focusing on employee:

- attraction and retention,
- equal opportunity,
- employee training and development,
- performance management,
- workplace health and safety,
- employee relations strategic staffing and
- service delivery.

ADM has developed several policies that deal with Human Resource (HR) related matters. These policies have been tabled to Council, the list of these policies is summarised below, and policies are also available on our website:

Table 58: Human Resource Policies

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

All the above-mentioned policies are still in effect, the Council Resolution number is C468:05/05/2023 and C521:25/05/2023.

The Human Resources Strategic Plan acts as the strategy to carry on achieving the needs and expectations of the growing Amajuba District area within the resources available to Council. It is in place to ensure that HR policies and procedures are documented and communicated in a timely and comprehensible manner, and that implementation is monitored. The HR Strategy 2022-2026 was approved by Council.C546:25/05/23
It also serves as a tool to improve business processes (automate, standardize, and integrate) through an enhanced Human Resources Information System Architecture. The strategy will assist when the ADM must recruit, hire, motivate, and retain the best and the brightest employees to carry out our

mission. Building a work environment that is diverse and sensitive to our employees and the community that we serve.

The Human Resource Strategic Plan will support Council's strategic plan, business strategy and Mission, Vision, by providing the Council with a strategic approach to the management of its people through specifically focusing on employee attraction and retention, equal opportunity, employee training and development, performance management, workplace health and safety, employee relations strategic staffing and service delivery. The HOD: Corporate Services, shall monitor the implementation of the Plan.

4.2.2 ADM Employment Equity

In accordance with the Employment Equity Act (No. 55 of 1998), the District Municipality developed and implemented the Employment Equity Plan, and as required by the said Act. The Plan reflects the significant progress the District Municipality has achieved thus far and actions to address challenges relating to enhanced demographic reprehensively, skills development, fast-tracking, diversity management and organizational culture assessment. The Employment Equity Plan for 2020-2024 has been developed with the involvement of Employment Equity Forum and was adopted by Council as per C546:25/05/23. The new 5 year Employment Equity Plan draft will be presented to the EE Committee Forum for their inputs on 21 February 2023 and will than be forwarded to all other relevant Structures for the Approval of the Council.

4.2.2.1 Numerical Targets

Numerical targets do not include the entire workforce profile, and not the difference that is projected to be achieved by the next reporting period. Below are two tables on numerical targets, one covering all employees, including people with disabilities, and the other only covers people with disabilities only.

Table 59: Numerical Target for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1										1
Senior management	2	1	1		1						5
Professionally qualified and experienced specialists and mid-management	7		1	1	2						11
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	17	1	3	4	11		2	1			39
Semi-skilled and discretionary decision making	42		1	1	32	1	4	1			82
Unskilled and defined decision making	41		1	1	12	1	6	1			63

TOTAL PERMANENT	110	2	7	7	58	2	12	3			201
Temporary employees					5						5
GRAND TOTAL	110	2	7	7	63	2	12	3			206

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Table 60: Numerical Targets for people with disabilities (only for year 1)

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

Table 61: Numerical Target for people with Disabilities (Only for Year 2)

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1										1
Senior management	2	1	1		1						5
Professionally qualified and	7	1	1	1	2						12

experienced specialists and mid-management										
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	17	1	3	4	11		3	1		40
Semi-skilled and discretionary decision making	42		1	1	32	3	4	1		84
Unskilled and defined decision making	41		1	1	11	1	6	1		62
TOTAL PERMANENT	110	3	7	7	57	4	13	3		204
Temporary employees	18				19	1				38
GRAND TOTAL	128	3	7	7	76	4	13	3		242

Table 62: Numerical Targets for people with disabilities (Only for Year 2)

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

Table 63: Numerical Targets, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1										1
Senior management	1	1	1		1		1				5
Professionally qualified and experienced specialists and mid-management	7	1	1	1	2			1			13
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	17	1	3	4	11		3	2			41
Semi-skilled and discretionary decision making	42		1	1	32	3	4	1			84
Unskilled and defined decision making	41		1	1	11	1	6	1			62
TOTAL PERMANENT	109	3	7	7	57	4	14	5			206
Temporary employees					5						5
GRAND TOTAL	109	3	7	7	62	4	14	5			211

Table 64:Numerical Targets for people with disabilities (only for year 3)

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management											
Senior management											
Professionally qualified and experienced specialists and mid-management											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents				1							

Semi-skilled and discretionary decision making	1		1		1						
Unskilled and defined decision making											
TOTAL PERMANENT	1		1	1	1						4
Temporary employees											
GRAND TOTAL	1		1	1	1						4

Table 65: Numerical target, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1										1
Senior management	1	1	1		1		1				5
Professionally qualified and experienced specialists and mid-management	7	1	1	1	2			1			13
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	17	1	3	4	11		4	2			42
Semi-skilled and discretionary decision making	42		2	1	32	3	5	1			86
Unskilled and defined decision making	41		1	1	11	1	6	5			66
TOTAL PERMANENT	109	3	8	7	57	4	16	9			213
Temporary employees	18				19	1					38
GRAND TOTAL	128	3	8	7	76	5	16	9			251

Table 66: Numerical target for people with disabilities (only for year 4)

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

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

67: Numerical target, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1										1
Senior management	1	1	1		1		1				5
Professionally qualified and experienced specialists and mid-management	7	1	1	1	2			1			13
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	17	1	3	4	11		4	2			42
Semi-skilled and discretionary decision making	42		2	1	32	3	5	1			86
Unskilled and defined decision making	41		1	2	11	1	6	5			67
TOTAL PERMANENT	109	3	8	8	57	4	16	9			214
Temporary employees	18				19	1					38
GRAND TOTAL	127	3	8	8	76	5	16	9			252

Table 68: Numerical target for people with disabilities (only for year5)

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

4.2.2.2 Procedures to monitor and evaluate the implementation of the EE Plan

All the structures for monitoring and evaluating the progress of the plan should be specified with clear roles and responsibilities for the stakeholders involved including time frames when the monitoring takes place.

Table 69: Stakeholder Responsibility

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

4.2.3 Skills Development

The employment equity guidelines form an integral part of planning for training as reflected in the Skills Development Act. The District Municipality has developed a comprehensive Workplace Skills Development Plan (WSDP) for the period under review in line with the said Act. Amajuba District Municipality is registered with the Local Government Sector Education and Training Authority

(LGSETA) and skills development initiatives relating to the municipal core services have been carried out at all levels of employment.

The 2024/2025 WSP was submitted to LGSETA with the Annual Training Report for 2024/2025, the WSP was tabled and approved by the Training & Development Committee as part of consultation process. The WSP 2024/2025 was adopted.

4.2.4 IMPLEMENTATION OF WSP

Table 70: Implementation Training Intervantions for 2024/2025 as reflected on WSP

	Training Interventions Implemented	Funder	Number capacitated
1.	B Admin Degree	ADM	15 Officials
2.	SHE	ADM	13 Officials
3.	MFMP	LGSETA	11 Officials
4.	MFMP	ADM	1 Official
5.	Certificate in Public Admin	ADM	3 Cllrs
6.	Local Government Women in Leadership	SALGA	1 Official
7.	Local Government Toolkit	SALGA	1 Official
8.	Peer Learning	SALGA	2 Officials
9.	Disciplinary Regulations for Senior Managers	SALGA	4 Officials
10.	Disciplinary Collective Agreement	SALGA	4 Officials, 3 Cllrs
11.	Conditions of Service Collective Agreement	SALGA	3 Officials, 2 Cllrs
12.	Arbitration	SALGA	2 Officials
13.	Powers and Functions of LLF	SALGA	7 Officials, 3 Cllrs
14.	Human Resources Symposium	SALGA	4 Officials
15.	ICIP Phase 2	SALGA	8 Cllrs
16.	Labour Law Relations Webinar	SALGA	4 Officials, 2 Cllrs
17.	Municipal Finance Winter School	SALGA	4 Cllrs
18.	Report Writing and Data Analysis	COGTA	2 Officials
19.	Report Writing and Minutes Taking	SALGA	3 Officials
20.	Accredited PMS Management Stream	SALGA	3 Officials

Table 71: Planned Training Intervations for 2024/2025 as reflected to the WSP

Planned Interventions	Intervention Type	Funder	Employed (18.1) Unemployed (18.2)	No. Of People with Disabilities	Number of learners
Cert : Municipal Finance Management Deve. Programme	NQF level 6	LGSETA	18.1	1	15
Municipal Finance and Administration	NQF level4	LGSETA	18.1	1	15
NC: Community Development: LED	NQF Level 5	LGSETA	18.1 18.2	10	5
FETC: Leadership Development	NQF Level 4	LGSETA	18.1	1	10

NC: Municipal Integrated Development Planning	NQF Level 5	LGSETA	18.1	1	15
FETC: Generic Management: Disaster Risk Management	NQF Level 5	LGSETA	18.1	1	15
NC: Public Admin	NQF Level 5	LGSETA	18.1	1	10
FETC: Project Management	NQF Level 4	LGSETA	18.1	1	15
FETC: Leadership Development	NQF Level 4	LGSETA	18.1	1	15
NC: Local Economic Development	NQF Level 6	LGSETA	18.1	0	4
FETC: Water & wastewater Process Control Supervision	NQF Level 4	LGSETA	18.1 18.2	2	13
FETC: Water & Wastewater Reticulation Services	NQF Level 4	LGSETA	18.1 18.2	1	14
FETC: Community Water Health & Sanitation	NQF Level 4	LGSETA	18.1 18.2	1	14
FETC: Plumbing	NQF Level 4	LGSETA	18.1 18.2	2	13
Occ Cert: Water Reticulation Practitioner	NQF Level 4	LGSETA	18.1 18.2	3	12
NC: Local Economic Development	NQF Level 4	LGSETA	18.1 18.2	4	11
NC: Local Government & Councillor Practice	NQF Level 3	LGSETA	18.1	2	13
ODETDP	NQF Level 5	LGSETA	18.1	0	3
BHRD	NQF Level 7	LGSETA	18.1	0	3
Adv. MS. Dashboard Projects	NQF Level	LGSETA	18.1	0	3

4.2.5 Organisational Structure/ Organogram

The institutional structure is aligned with the assigned powers and functions allocated to ADM. The organogram which indicates all posts per department as well as whether these have been filled or vacant is attached. On an annual basis Council of ADM must adopt a revised structure of the organisation that will support the objectives of Council and support the implementation of the IDP. The ADM is currently undertaking the process of Job Evaluation.

Figure 7: Approved Council Structure

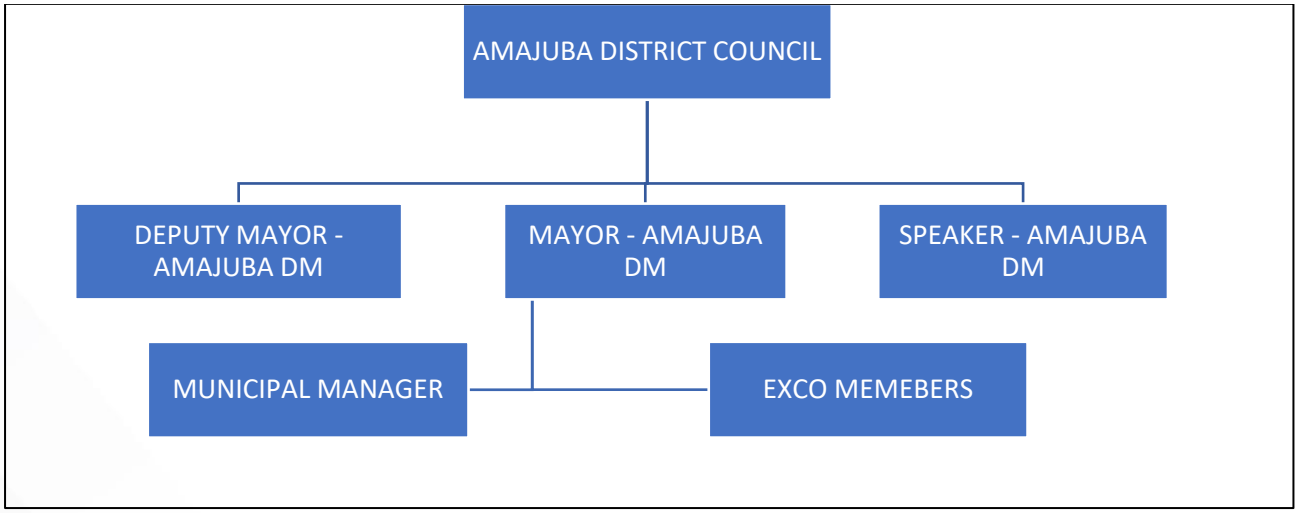
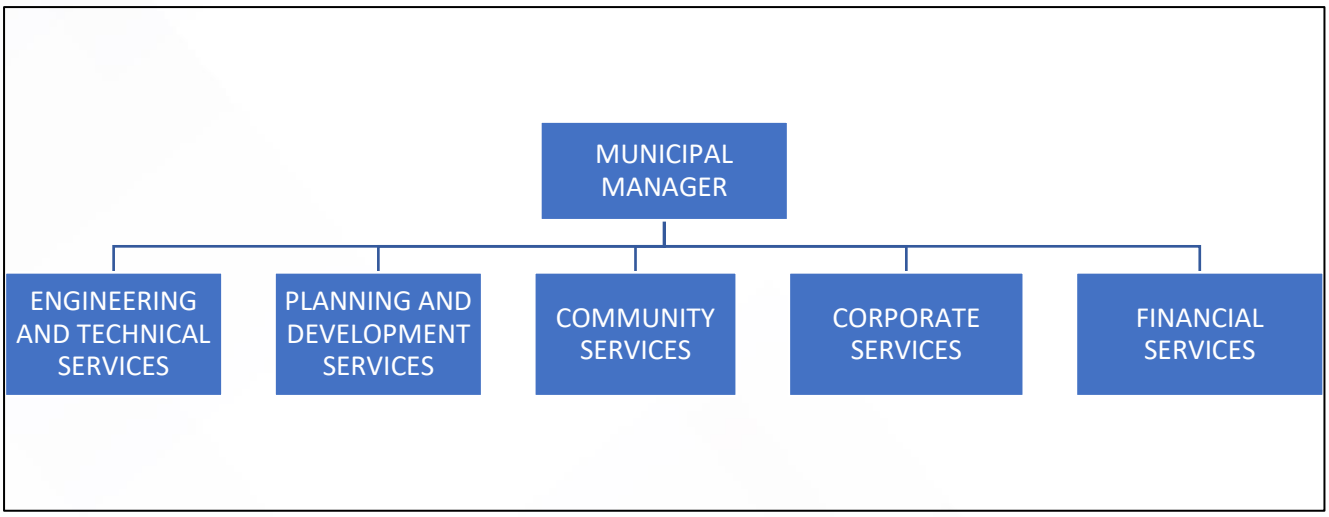


Figure 8: Administrative structure



In view of the brief organisational structure classified per department, it is crucial to note that there are positions identified but have not been filled. These identified positions are positions that have been deemed necessary for the ADM, due to financial constraints the vacancy rate for the institution is 42.4% with a total staff compliment of 330. Full organizational organogram attached as appendices.

The Performance Management System (PMS) is linked to the HODs roles and responsibilities, the table reflects all the services that the various departments are supposed to provide.

Table 72: Departmental Functions

Department	Core Function

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

	▪ Project Management Unit Land Reform - Infrastructure Development.	▪ Social institutions infrastructure. ▪ Micro enterprise infrastructure. ▪ Departmental policy development.
Financial Management Service (Budget and Treasury Office)	▪ Management of Grants, Taxes, Levies, etc. Income and Expenditure ▪ Debt Management ▪ Budgets (Planning, Implementation & Control) ▪ Departmental Policy Development	▪ Risk Management ▪ Loans and Investments ▪ Financial Reporting ▪ Audit Administration ▪ Supply Chain Management ▪ Payroll
Community Services	▪ Disaster Management ▪ Fire Fighting Departmental Policy Development Cemeteries and Crematoria Municipal Airports Regulate Passenger Transport ▪ Multi-Purpose Community Centres Sport and Recreation ▪ Plan and coordinate implementation of sporting activities. ▪ Fundraising and Resourcing ▪ Plan and coordinate implementation of cultural activities. ▪ Youth and Gender Matters ▪ Plan and coordinate matters relating to youth and gender	Municipal Health Services ▪ Water quality monitoring. ▪ Food control. ▪ Waste Management. ▪ Health Surveillance of premises. ▪ Vector Control. ▪ Environmental Pollution Control ▪ Surveillance and prevention of common diseases. ▪ Disposal of the Dead. ▪ Chemical Safety

4.2.6 Municipal Institutional Capacity & Status of Critical Posts

Amajuba District Municipality has a Staff compliment of 188 employees. Non-section 54 & 56 permanent Staff is 183 which is a decline in comparison to the previous financial year. The vacancy rate within the ADM is 27.%. There are 6 positions for Section 54 & 56 Managers and 4 posts have been filled. The process of filling the post of Municipal Manager, Heads of Technical Services, CFO, Planning and Development, Community Services is underway and Director Corporate Services have been filled.

Amajuba District Municipality has an Internship Programme to equip newly qualified individuals to gain post qualification experience. The municipality has 5 Internship posts. There are 5 Interns currently under this programme which is funded by National Treasury. The Staff compliment within each directorate has been finalized and responsibilities for each department determined through the Municipal organogram as approved. The new Human Resource strategy for 2023 to 2026 was developed and adopted by Council C521:25/05/2023.

Table 65: Staff Compliment per Department

DEPARTMENT	2022/23			2023/24		
	FILLED POSTS	VACANT POSTS	TOTAL POSTS	FILLED POSTS	VACANT POSTS	TOTAL POSTS
Office of the Municipal Manager	24	9	33	30	18	48
Corporate Service	28	4	32	33	30	63
Financial Services	21	8	29	20	10	30
Planning and Development	14	7	21	13	02	15
Engineering Services	72	39	111	63	62	125
Community Services	28	4	32	29	17	46

TOTAL NUMBER OF STAFF	187	71	258	188	139	327

Source: ADM Human Resources

In accordance with the Employment Equity Act (No. 55 of 1998), the District Municipality developed and implemented the Employment Equity Plan, and as required by the said Act. The Plan reflects the significant progress the District Municipality has achieved thus far and actions to address challenges relating to enhanced demographic composition, skills development, fast-tracking, diversity management and organizational culture assessment. The ADM has implemented its Employment Equity Plan approved by Council as per its resolution C138:28/02/2020. The new Employment Equity Plan for 2025-2029 is being developed with the involvement of Employment Equity Forum and will be submitted to Council for adoption. The employment equity profile illustrates progress made towards transformation. In terms of women empowerment, significant initiatives need to be introduced at top level to bring more women to the fore. The employment equity statistics are presented in the table below:

Table 66: Staff composition as per EETable 73: Staff composition as per EE

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

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

The analysis shows that 83.3% of the top management team of the District Municipality is currently occupied by the designated group. There are no women representatives in the top management of the District Municipality.

Table 74: Municipal Occupation levels

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

The employment equity guidelines form an integral part of planning for training as reflected in the Skills Development Act. The District Municipality has developed a comprehensive Workplace Skills Plan for 2024/2025. Amajuba District Municipality is registered with the Local Government Sector Education and Training Authority (LGSETA) and skills development initiatives relating to the municipal core services that have been carried out at all levels of employment.

4.2.7 Municipal Powers and Function

There are currently no local functions have been allocated to the ADM to perform on behalf of the local municipalities within the Amajuba Family of Municipalities. Below is a overview of powers and functions delegated to local and district municipalities within the ADM as stipulated in Section 4 Part B and Section 5 Part B of the Constitution of RSA 1996 and the Chapter 5 Section 83 and 84 of the Municipal Structures Act 117 of 1998.

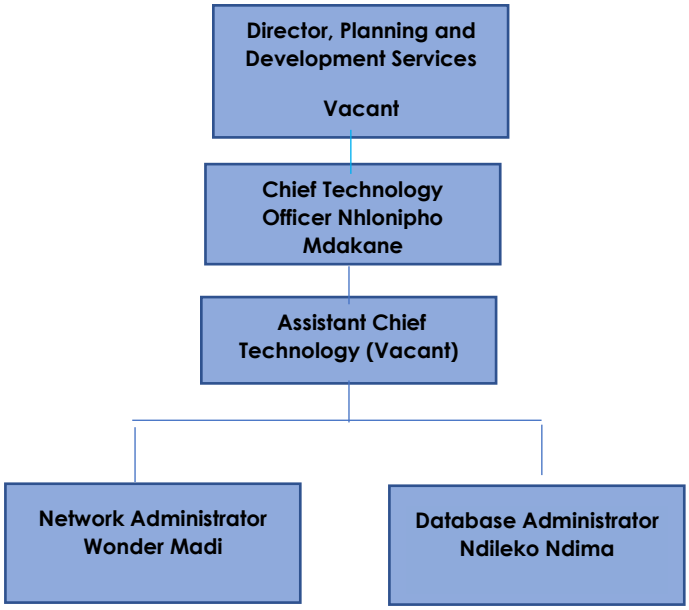
75: Municipal Powers and Functions

Constitutional Mandate, Powers and Functions	*Newcastle Local Municipality*	*Dannhauser Local Municipality*	*Emadlangeni Local Municipality*	*ADM*
Water & Sanitation in terms of Section 83 (3)(b) and Section 84(b) (d) of the MSA 117 of 1998	•	x	x	•
LED in terms of Chapter 7 (153) (a), 156, and Schedule 4&5 Part B of the constitution	•	•	•	•
MHS in terms of Chapter 5 Section 84(1)(i) of MSA 117 of 1998	*X*	*x*	*x*	•
Municipal Airports in terms of Schedule 4 part (b) of the Constitution Chapter 5 Section 84(h)) of MSA 117 of 1998	•	•	•	•
Fire Fighting in terms of Section 84(j) & schedule 4 part (b) of the Constitution	•	•	•	•
Disaster Management in terms of section 25,42 & 53 of the DMA 57 of 2002	•	•	•	•
Regulation of passenger transport service Chapter 5 Section 84(g) of MSA 117 of 1998	X	x	x	x
Electricity in terms of section 84(1) (c) MSA 117 of 1998 (excludes the planning and connection)	•	•	•	•
Waste Management in terms of Section 84(b) (d) of the MSA 32 of 2000 and Schedule 4 & 5 part (b) of the constitution	•	•	•	•
Housing in terms of providing land and bulk services	•	x	x	x
FBS – targeted indigent registers available	•	•	•	*x*
Greening programme in terms of Schedule 4 & part (b) of the Constitution Environmental promotion	•	•	•	•
Municipal Planning in terms of MSA 117 of 1998 Section 84 (1) (a)	•	•	•	•
Municipal Roads in terms of Schedule 4 Part (b) of the Constitution & Section 84(f) of MSA 117 of 1998	•	•	•	✓
Child Care Facilities in terms of Schedule 5-part B of the Constitution	X	x	x	x

Constitutional Mandate, Powers and Functions	Newcastle Local Municipality	Dannhauser Local Municipality	Emadlangeni Local Municipality	ADM
Control of undertaking to sell liquor to the public in terms of Schedule 5-part B of the Constitution	•	•	•	•
Facilities for accommodation, care/ burial of animals in terms of Schedule 5-part B of the Constitution	•	•	•	•
Establishment, conduct and control of markets in terms of MSA S84(k)	•	x	x	•
Municipal Abattoirs in terms of Schedule 5-part B of the Constitution & Section 84(k) of the MSA 117 of 1998	•	•	•	✓
Promotion of Tourism In terms of Schedule 4-part B of the Constitution [planning] & Section 84(m) of the MSA 117 of 1998	•	•	•	•
Local Amenities / Sports facilities / Parks & Recreation in terms of Schedule 5-part B of the Constitution	•	•	•	•
Billboards in terms of Schedule 5 part (b) of the Constitution	•	•	•	x
Public Places in terms of Chapter 5 Section 84(3) of MSA 117 of 1998 and of Schedule 5-part B of the Constitution	•	•	•	•

4.2.8 INTEGRATED COMMUNICATION TECHNOLOGY

Amajuba District Municipality (ADM) recognizes Information Communication and Technology (ICT) as a pivotal enabler in achieving its strategic objectives. ADM embarked on a holistic approach to align the information systems and technology infrastructure with its strategic business direction. The ADM has reviewed the organisational structure for the 2023/24 ending financial year. The figure below is an extract of the organogram that depicts the proposed organogram of the ICT.



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

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

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

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

Table 76: Functions Of CGCT

Function	Description
ICT Strategic Alignment	Alignment and implementation of business and ICT strategies.
	Development and implementation of an ICT strategic plan.
	Optimization of ICT assets, resources, and capabilities.

Function	Description
ICT Resource Management	Information assets are effectively managed.
ICT Performance & Conformance	Conformance, performance measurement and reporting.
	Alignment with the business performance and sustainability objectives.
ICT Value Delivery	Delivery of ICT programmes delivering benefits, on time, on budget, and meeting requirements and quality standards.
	Proper value delivery of ICT.
Enterprise Architecture	Development and implementation of an enterprise architecture framework.
	Adequate use of applications, information, and technology solutions.
	Enablement and support of business processes by integrating applications and technology into business processes.
	Knowledge, expertise, and initiatives for business innovation through ICT.
	Executing ICT infrastructure strategies.
Information and Knowledge Management	Availability of reliable and useful information for decision-making.
	Learning from ICT implementations.
ICT Risk Management	Security of information, processing infrastructure and applications.
	Managed ICT-related business risk.
	Conformance and reporting to the Audit and Risk Committee.
	Understand and mandate ICT risks and constraints.
	Ensure ICT is an integral part of risk management.
	Business continuity and data recovery.
	Privacy and confidentiality of information.
ICT Investment Management	Realized benefits from ICT-enabled investments and services portfolio.
	Transparency of ICT costs.
	Prioritization of ICT investments.
	Optimized acquisition and sourcing of ICT solutions and resources.
	Managing ICT spend.
Organizational Change	The commitment of executive management for making ICT-related decisions.
	Competent and motivated business and ICT personnel with regards to ICT initiatives.
Enabling CGICT Environment	Creation of the enabling environment for CGICT including: CGICT charter Governance and management of the ICT framework.
ICT Compliance	ICT compliance and support for business compliance with external laws and regulations.
	ICT compliance to a prescriptive landscape. This includes any provisions required by South African law or regulations.

Function	Description
	ICT compliance with ADM's internal policies.
ICT Service Management	How business owners will oversee ICT service delivery in support of their business enablement.
	Delivery of ICT services in line with business requirements.

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

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

The plan is in place ensure:

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

Table 77: ICT Goals

MUNICIPALITY GOALS MAPPED TO ICT GOALS	
BUSINESS GOALS (Key Priorities from the IDP)	**ICT GOALS**
1. Municipal Transformation and Institutional Development 2. Basic Service Delivery 3. Local Economic Development 4. Financial Viability and Management 5. Good Governance and Public Participation 6. Cross-Cutting issues	• Competent and motivated business and IT personnel • Delivery of IT services in line with business requirements • Availability of reliable and useful information for decision making • Transparency of IT costs, benefits, and risk • Commitment of executive management for making IT-related decision • Optimisation of IT assets, resources and capabilities

GIS web map view development

- Online map view is available over the internet via the ARCGIS

Development Administration and spatial planning support

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

GIS as a support tool

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

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

Table 78: CGIT

Service	Description
Active Directory	The Active Directory Service provides authentication and ensures that all actions that are performed on the system is properly authorised.
Personal Computers	All users need a desktop or laptop computer to access all services
Networked storage	This service allows users to store documents, and other important files, on a network server which is regularly backed up.
Office 365	Amajuba District Municipality uses Microsoft Office 365, for Outlook, Word, Excel, PowerPoint, SharePoint, and Teams to effectively communicate with each other.
WWW	This service allows users to access information published on the world wide web.
EMS	Financial Management System
GIS	Geographical Information System
Antivirus	Users need antivirus software to protect them from malware.
Helpdesk	Provides a single point of contact for users when requesting assistance with IT services
Local Area Network	Provides access to all network related services
Updates	Ensures that all software on servers and workstations are kept up to date in line with known vulnerabilities
WAN	Provides access to the Internet and network connectivity to remote sites.
Printing and Scanning	Allows users to print and scan documents
Backup	Makes backup copies of important data to recover from possible disasters.

Paperless Council	Management has decided to obtain Tablets and Laptops for all councillors. These gadgets will be used as a communication tool and to distribute agendas and minutes without using paper.
Voice over IP	Voice over IP, also known as VoIP, is now a mature technology. VoIP refers to the carrying of voice telephone conversations over data networks. Significant cost savings can be realised with the proper implementation of Voice over IP.
Cloud computing	AMD's IT services are no longer hosted on premises, they are hosted in the cloud, this trend is called "Cloud Computing". Benefits of cloud computing include reduced capital costs, simplified management and possibly improved legal compliance.

IT Initiatives

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

Table 79:IT Initiatives

Initiative	Description
Manage Engine Desktop Central	• Desktop Central is a complete Windows Desktop Management solution that provides Software Deployment, Patch Management, Asset Management, Remote Desktop Sharing, Service Pack Deployment, Configurations, Active Directory Reports, User Logon Reports and Windows System Tools.
Solar Generated Backup System	• Instead of using UPS's that are dependent on power/electricity, as the ICT Department, we are planning on installing Solar Systems that will give our entire Network an uptime of at least 3hrs to ensure continued operations in times of loadshedding.

4.2.9 Municipal Plans and Policies

Policies are an integral part of an organisation as they enforce uniformity in decision making. There are various policies required for an organisation to function effectively and efficiently. A plan/strategy assists in enforcing the plan by indicating which programmes need to be implemented for the organisation to achieve its set objectives. The ADM has a set of policies and plans to assist in the implementation of programmes that will in turn enrich the communities within its jurisdiction.

The table below contains a list of policies that the municipality is currently in possession of, it is statutory for the municipality to have these policies. The district municipality has different functions compared to a local municipality so it should be noted that there are several policies that ADM will not have due to its core functions as set out in the Municipal Structures Act no. 117 of 1998. The list of policies is mentioned below, and these policies must be reviewed annually in line with applicable legislations.

Table 80: Organisational Policies

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

PMS cascading policy to lower levels of Staff	

Source: ADM Department of Corporate Services

4.2.10 KPA: ICT AND MTID SWOT ANALYSIS

Table 81:ICT & MTID SWOT Analysis

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

4.3 GOOD GOVERNANCE & PUBLIC PARTICIPATION

4.3.1 BATHO PELE PRINCIPLES

Batho Pele -"People First" was conceived with the intention of transforming service delivery in the public sector. Good service delivery leads to happy customers and employee satisfaction for a job well done. Batho Pele was founded on 8 principles, but since the inception of the Awards, two more principles have been added. Amajuba District Municipality, as part of ensuring the implementation of the Batho Pele Principles, will, by 30 October 2019, ensure the establishment of the Batho Pele Committee on 30 October 2019, which will undertake the following tasks:

- Batho Pele principles are displayed at the reception;
- Name Tags for all staff members;
- Continued management of Suggestion Boxes;
- Batho Pele training for all staff took place by 30 June 2019;
- Improving the Call Centre;
- Development of the Batho Pele Policy and Procedure Manual by 30 Oct 2019;
- Service delivery charter and standards

The ADM subscribes to all the 8 principles outlined below through consumer satisfaction surveys and using the Customer Care Line.

- **Consultation**

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

- **Service Standards**

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

- **Access**

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

- **Courtesy**

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

- **Information**

Information is about reaching all our customers to make sure they are well informed about the services our department provides. This may be done in several ways, to mention some, through

newspapers, radio, posters, and leaflets. It's important to remember that different customers have different needs and they do not all speak the same language. We should disseminate a Service Commitment Charter to inform customers about the services we offer.

- **Openness and Transparency**

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

- **Redress**

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

- **Best Value**

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

- **Customer Impact**

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

- **Innovation and Reward**

This Batho Pele Principle was an addition to the original list because of many of the participating departments or municipalities innovative and creative ways of doing things better. Innovation can be new ways of providing better service, cutting costs, improving conditions, streamlining and generally making changes which tie in with the spirit of Batho Pele. It is also about rewarding the staff who go an extra mile in making it all happen.

- **Leadership and Strategic Direction**

Good leadership is the one of the most critical ingredients for successful organisations. Organisations who do well in serving their customers can demonstrate that they have leaders who lead by example,

who set the vision, and ensure that the strategy for achieving the vision is owned by all properly deployed throughout the organisation. They take an active role in the organisation's success. The municipality is currently in the process of revising its organisational structure, in this with the aim of being able to identify a champion for Batho Pele and ensuring the implementation its policy.

DGDP STRATEGIC GOAL 6: GOVERNANCE AND POLICY

Table 82: DGDP Strategic Goal 6

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

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

4.3.2 Municipal Priorities and Challenges

4.3.2.1 Priorities

Priorities of the ADM are embedded strongly in the provision of water and sanitation as it is a Water Service Authority for Emadlangeni and Dannhauser Local Municipality respectively. The municipality is also vested in the programmes aimed at upliftment of the communities within the jurisdiction of the ADM in partnership with sector departments.

The main function of the ADM to the community is embedded in the roles and responsibilities outlined for a WSA Municipality and Disaster Management requirements as per legislation. Hence the main priorities are in respect to Disaster Management, Environmental Management water and sanitation:

- Provision of bulk quality water
- Provision of dignified and environmentally adequate sanitation services
- Provision of support services for Disaster Management to LMs
- Community engagement and service satisfaction
- Monitoring environmental health hazards
- Environmental Management
- Air Quality Management and Monitoring

Below is a table that outlines high level priorities of the ADM per KPA:

Table 83: Municipal Priorities

Key Priorities	
Municipal Transformation and Institutional Development	• Municipal planning • Skills development • Clean Audit • Risk and fraud reduction
Basic Service Delivery	• Integrated Service Delivery • Provision of quality water and sanitation
Local Economic Development	• Economic Development
Financial Viability and Management	• Clean Audit • Revenue enhancement

	• Risk and fraud reduction
Good Governance and Public Participation	• Institutional governance • Public participation • Social facilitation and development • Clean Audit
Cross-Cutting issues	• Spatial management and equity • Disaster management • Environmental management • Air quality management • Cimate Change

In view of the changing environment (social and economic) it's important that family of municipalities conduct an evaluation on its challenges in order to plan effectively. The challenges identified below can be a result of both internal and external factors. The key challenges below have been categorised per Key Performance Area:

Table 84: Summary of key challenges

Key Challenges	
Municipal Transformation and Institutional Development	• Budget constraints for skills development • Retention of employees with scarce skills • Retention of institutional skills • Filling of vacant positions • Institutional procedures and systems • ICT Infrastructure
Basic Service Delivery	• Replacement of ageing infrastructure • Maintenance of infrastructure • Water conservation and water loss management • Institutional procedures and systems • Addressing service backlogs (NDH and ELM) • Disbanding of uThukela Water • Limited human resources
Local Economic Development	• High levels of unemployment • Low investor moral • Decline of GVA in key economic sectors • Labour policies regulating wage resulting in retrenchment • Regulation of informal market • Limited financial resources • Support for SMME and Cooperatives
Financial Viability and Management	• No income generated from serviced rural areas • Low billing • Dependence on grant funding • High indigent ratio • Inherited loans • Achieving Clean Audit

Good Governance and Public Participation	• IGR Structures not fully functional • Achieving Clean Audit • Cooperation within the family of municipalities • Cooperation with sector departments • Socio-political factors • Outdated sector plans
Cross-Cutting issues	• Capacity constraints within the Environmental unit • Enforcement of environmental policies and bylaws • Poor understanding on land use and management • Climate change • Limited resources for Disaster Management • Outdated and non-existence plans • Waste Management • SPLUMA Compliance • Shared services

4.3.2.2 Strategies to Resolving Key Challenges and Identifying Priorities

In identifying key challenges faced by the municipality it is important to also identify actions that can assist the municipality in resolving its challenges. Below are strategies that will be used in addressing key challenges:

Municipal Transformation and Institutional Development

- The municipality is committed to providing quality services for all its clients, hence the municipality will continuously source funding aimed at improving skills of its staff members;
- The Municipality will continuously improve on policies and strategies in the retention of staff, upgrading of systems and adhere to all Human Resource legislation applicable.

Basic Service Delivery

- As a WSA for the Utrecht and Dannhauser areas, the municipality is committed to providing quality services as such, the municipality will continue working with the Department of Water Affairs in fulfilling its mandate in the provision of basic services (Water and Sanitation) in line with applicable legislation;
- The municipality will continue to implement its WSDP.

Local Economic Development

- As a sphere of government, it is a role of the ADM family of municipality to create an enabling environment for job creation, as such the municipality will maintain its role in bridging the gap between the community and key stakeholders;
- The family of municipalities will continue to facilitate and co-ordinate programmes with key stakeholders to meet the needs of the people;
- The family of municipalities will continuously provide guidance and support for SMMEs, cooperatives and other emerging entrepreneurs;
- The family of municipalities will review its strategies and policies to respond to the needs of the community in line with legislative requirements and source necessary funds to support projects and programmes.

- The family of municipalities is committed in maximising potential of identified Spatial Development Zones, Industrial Development Zones, manufacturing and agriculture.

Financial Viability and Management

- The ADM will ensure that it generates revenue through the implementation of its policies and regulate expenditure through cost curtailment measures.
- The ADM will regulate spending through applicable legislation and policies to ensure that funds are managed and utilized in a transparent manner.

Good Governance and Public Participation

- The municipality will continue engaging the community as set out in the MSA 32 of 2000 Chapter 4;
- The municipality will conduct its affairs in a transparent manner by using public resources responsibly and remaining accountable to the community it serves;
- The Municipality will continuously strive to improve it IGR structures by communicating with all stakeholders.

Cross-Cutting Issues

- The municipality will continue to educate its communities around issues spatial and environmental issues specifically on land use and climate change;

4.3.2.3 Summary of Development Strategic Objectives and Goals

The development strategy objectives identified are to assist where adopted at the Strategic Session and adopted by the Council to realise its vision and mission.

Table 85: Summary of Strategic Objectives

Key Performance Area	Strategic Objectives	Goals
Basic Service Delivery	• To ensure coordinated infrastructure to access water and sanitation to community members as per acceptable norms and Standards within Amajuba District.	• Provision of quality services for all residents of ADM
Municipal Financial Viability and Management	• To achieve effective financial management.	• To achieve Clean Audit
Local Economic Development	• To facilitate, encourage and support the development of an enabling environment for LED.	• Robust economic growth that increases employment opportunities
Municipal Institutional Transformation and Development	• To achieve sound governance, management, administration and equity within Amajuba district in line with organised local government guidelines.	• Skilled and competent staff
Good Governance and Public Participation	• To ensure social cohesion and development within Amajuba district.	• Sound administrative and political governance

Key Performance Area	Strategic Objectives	Goals
	• To promote public participation through stakeholder mobilization.	• Participatory development through community consultation
Cross Cutting - Spatial Planning and Environmental Management and Disaster Management	• To facilitate and encourage Land Use Management and geographic information systems. • To promote the development of a safe and healthy environment in line with the applicable legislation.	• Sustainable spatial development • Clean and safe communities

Below is linkage of District KPAs and Priorities to the PGDS with reference to the table above on objectives. This alignment is further cascaded onto the SDBIP even though the DGDP goals are not highlighted.

Table 86: District KPAs

Provincial Growth And Development Plan	District Growth and Development Plan	District Priorities	Key Performance Areas
Inclusive Economic Growth	**Inclusive Economic Growth**	Economic Development	Local Economic Development
Strategic Infrastructure	**Strategic Infrastructure**	Integrated Service Delivery	Infrastructure Development and Basic Service Delivery
Environmental Sustainability	**Environmental Sustainability**	Environmental Management	Spatial Planning, Environment and Disaster Management
Spatial Equity	**Spatial Equity**	Municipal Spatial Planning	Spatial Planning, Environment and Disaster Management
Human Resource Development	**Human Resource Development**	Social Facilitation and Development	Municipal Institutional Development and Transformation
Human and Community Development	**Human and Community Development**	Social Facilitation and Development	Good Governance and Public participation
Governance and Policy	**Governance and Policy**	Institutional Governance	Municipal Financial Viability and Management

4.3.3 Municipal Objectives and Strategies

Table 87: Municipal Strategies

2024/25- 2026/2027 MUNICIPAL STRATEGIES									
IDP NO	**NATIONAL KPA**	**NATIONAL PRIORITIES (NDP)**	**PROVINCIAL PRIORITIES (PGDS)**	**DISTRICT PRIORITY**	**STRATEGIC OBJECTIVES**	**STRATEGY**	**PROJECT SEGMENT**	**FUCTION SEGMENT**	**REGION SEGMENT**
FIN2	Municipal Institutional Development and Transformation	Fight corruption	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organised local government guidelines.	Integrated Management Reporting	Operational/Municipal Running Cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Asset Management/Budget and Treasury Office/Finance/Supply Chain Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
FIN3	Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	Manage the municipality within the budgetary and policy frameworks of the municipality	Operational/Municipal Running Cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Asset Management/Budget and Treasury Office/Finance/Supply Chain Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
FIN4	Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	Full Compliance with Chapter 11 of the MFMA (SCM)	Operational/Municipal Running Cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Asset Management/Budget and Treasury Office/Finance/Supply Chain Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district

2024/25- 2026/2027 MUNICIPAL STRATEGIES									
IDP NO	**NATIONAL KPA**	**NATIONAL PRIORITIES (NDP)**	**PROVINCIAL PRIORITIES (PGDS)**	**DISTRICT PRIORITY**	**STRATEGIC OBJECTIVES**	**STRATEGY**	**PROJECT SEGMENT**	**FUCTION SEGMENT**	**REGION SEGMENT**
FIN5	Good Governance and Public Participation	Inclusive planning	Governance and Policy	Municipal Planning	To promote public participation through stakeholder mobilization.	Review process of Budget and Budget related policies	Operational/Municipal Running Cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Asset Management/Budget and Treasury Office/Finance/Supply Chain Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
FIN6	Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	Municipal asset management	Operational/Municipal Running Cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Asset Management/Budget and Treasury Office/Finance/Supply Chain Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
FIN7	Municipal Institutional Development and Transformation	Fight corruption	Governance and Policy	Municipal Planning	To achieve sound governance, management, administration and equity within Amajuba district in line with organised local government guidelines.	Undertake developmental business planning and streamline business processes to meet with all statutory requirements	Operational/Municipal Running Cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Asset Management/Budget and Treasury Office/Finance/Supply Chain Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
FIN8	Municipal Institutional Development and Transformation	Fight corruption	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organised local government guidelines.	Ensure that the municipality's financial management is based on accounting information that is correct, accurate and useful.	Operational/Municipal Running Cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Asset Management/Budget and Treasury Office/Finance/Supply Chain Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district

2024/25- 2026/2027 MUNICIPAL STRATEGIES									
IDP NO	**NATIONAL KPA**	**NATIONAL PRIORITIES (NDP)**	**PROVINCIAL PRIORITIES (PGDS)**	**DISTRICT PRIORITY**	**STRATEGIC OBJECTIVES**	**STRATEGY**	**PROJECT SEGMENT**	**FUCTION SEGMENT**	**REGION SEGMENT**
FIN9	Municipal Institutional Development and Transformation	Fight corruption	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organised local government guidelines.	Ensure application of GRAP to achieve results in financial statements that convey what is generally understood as a fair presentation of such information. (paragraph 63 of the Framework for the Preparation and Presentation of Annual Financial Statements).	Operational/Municipal Running Cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Asset Management/Budget and Treasury Office/Finance/Supply Chain Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
P&D1	Municipal Institutional Development and Transformation	Expa1nd infrastructure	Strategic Infrastructure	Integrated Service Delivery	To achieve sound governance, management, administration and equity within Amajuba district in line with organised local government guidelines.	To use Information Technology to support the municipality in achieving its goals and objectives.	Operational/Municipal Running Cost	Finance & Administration/Core Function/Information Technology: Planning and Development/Core Function/Economic Development and Planning: Planning and Development/Core Function/Support to local Municipalities	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district

2024/25- 2026/2027 MUNICIPAL STRATEGIES									
IDP NO	**NATIONAL KPA**	**NATIONAL PRIORITIES (NDP)**	**PROVINCIAL PRIORITIES (PGDS)**	**DISTRICT PRIORITY**	**STRATEGIC OBJECTIVES**	**STRATEGY**	**PROJECT SEGMENT**	**FUCTION SEGMENT**	**REGION SEGMENT**
P&D2	Local Economic Development	Create Jobs	Job Creation	Economic Development	To facilitate, coordinate, encourage and support the development of an enabling environment for LED and job creation	Implementation of the strategic thrusts contained in the LED Strategy	Operational/Typical Work Streams/Local Economic Development/Project Implementation	Planning and Development/Core Function/Economic Development and Planning: Planning and Development/Core Function/Support to local Municipalities/Development Facilitation	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
P&D3	Local Economic Development	Create Jobs	Job Creation	Economic Development	To facilitate, coordinate, encourage and support the development of an enabling environment for LED.	Alignment of tourism development with LED aimed at enhancing economic development.	Operational/Typical Work Streams/Local Economic Development/Project Implementation	Planning and Development/Core Function/Economic Development and Planning: Planning and Development/Core Function/Support to local Municipalities/Development Facilitation	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
P&D4	Good Governance and Public Participation	Inclusive planning	Governance and Policy	Integrated Service Delivery	To ensure social cohesion and development within Amajuba district.	Governance, Policy and Municipal Planning	Operational/Typical Work Streams/Strategic Management and Governance/IDP Planning and Revision	Planning and Development/Core Function/Economic Development and Planning: Planning and Development/Core Function/Support to local Municipalities/Development Facilitation	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district

2024/25- 2026/2027 MUNICIPAL STRATEGIES									
IDP NO	**NATIONAL KPA**	**NATIONAL PRIORITIES (NDP)**	**PROVINCIAL PRIORITIES (PGDS)**	**DISTRICT PRIORITY**	**STRATEGIC OBJECTIVES**	**STRATEGY**	**PROJECT SEGMENT**	**FUCTION SEGMENT**	**REGION SEGMENT**
P&D5	Good Governance and Public Participation	Inclusive planning	Governance and Policy	Institutional Governance	To ensure social cohesion and development within Amajuba district.	Governance, Policy and Municipal Planning	Operational/Typical Work Streams/Strategic Management and Governance/IDP Planning and Revision	Planning and Development/Core Function/Economic Development and Planning: Planning and Development/Core Function/Support to local Municipalities/Development Facilitation	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
P&D6	Spatial Planning and Environmental Management	Inclusive planning	Spatial Equity	Municipal Planning	To facilitate and encourage Land Use Management and geographic information systems.	Development of a Spatial Development Framework guiding Land Use Management.	Operational/Typical Work Streams/Spatial Planning	Planning and Development/Core Function/Economic Development and Planning: Planning and Development/Core Function/Support to local Municipalities/Development Facilitation	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
P&D7	Spatial Planning and Environmental Management	Inclusive planning	Spatial Equity	Municipal Planning	To facilitate and encourage Land Use Management and geographic information systems.	Production & maintenance of reliable spatial information utilizing Geographic Information Systems.	Operational/Typical Work Streams/Spatial Planning	Planning and Development/Core Function/Economic Development and Planning: Planning and Development/Core Function/Support to local Municipalities/Development Facilitation	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district

2024/25- 2026/2027 MUNICIPAL STRATEGIES									
IDP NO	**NATIONAL KPA**	**NATIONAL PRIORITIES (NDP)**	**PROVINCIAL PRIORITIES (PGDS)**	**DISTRICT PRIORITY**	**STRATEGIC OBJECTIVES**	**STRATEGY**	**PROJECT SEGMENT**	**FUCTION SEGMENT**	**REGION SEGMENT**
P&D8	Spatial Planning and Environmental Management	Use resources properly (Low-Carbon Energy)	Respond to Climate change	Environmental Management	To promote the development of a safe and healthy environment in line with the applicable legislation	Enforce prescribed Environmental Management legislation	Operational/Typical Workstreams///Environmental/Development of Standards to set Municipal Bylaws	Planning and Development/Core Function/Economic Development and Planning: Planning and Development/Core Function/Support to local Municipalities/Development Facilitation	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
P&D9	Spatial Planning and Environmental Management	Use resources properly (Low-Carbon Energy)	Respond to Climate change	Environmental Management	To promote the development of a safe and healthy environment in line with applicable legislation.	Enforce Environmental Management and Air quality legislation	Operational/Typical Workstreams///Environmental/Air Quality Management	Planning and Development/Core Function/Economic Development and Planning: Planning and Development/Core Function/Support to local Municipalities/Development Facilitation	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COM1	Municipal Institutional Development and Transformation	Fight corruption	Governance and Policy	Municipal Planning	To achieve sound governance, management, administration and equity within Amajuba district in line with organised local government guidelines.	Undertake developmental business planning and streamline business processes to meet with all statutory requirements	Operational/Typical Work Streams/Strategic Management and Governance/Administrative Strategy and Planning	Finance and Administration/Core Function/Administrative and Cooperate Support/Asset Management/Budget and Treasury Office/Finance/Supply Chain Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district

2024/25- 2026/2027 MUNICIPAL STRATEGIES									
IDP NO	**NATIONAL KPA**	**NATIONAL PRIORITIES (NDP)**	**PROVINCIAL PRIORITIES (PGDS)**	**DISTRICT PRIORITY**	**STRATEGIC OBJECTIVES**	**STRATEGY**	**PROJECT SEGMENT**	**FUCTION SEGMENT**	**REGION SEGMENT**
COM2	Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	Manage the department within the budgetary and policy frameworks of the municipality	Operational/Typical Work Streams/Strategic Management and Governance/Administrative Strategy and Planning	Finance and Administration/Core Function/Administrative and Cooperate Support/Asset Management/Budget and Treasury Office/Finance/Supply Chain Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COM3	Basic Service Delivery	Expand infrastructure	Strategic Infrastructure	Integrated Service Delivery	To ensure coordinated infrastructure to access water and sanitation to community members as per acceptable norms and Standards within Amajuba District.	Functionality of District Disaster Management Centre	Operational/Typical Work Streams/Emergency and Disaster Management/Disaster Management	Community and Social Services/Core Function/Population Development/Disaster Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COM4	Basic Service Delivery	Expand infrastructure	Strategic Infrastructure	Integrated Service Delivery	To ensure coordinated infrastructure to access water and sanitation to community members as per acceptable norms and Standards within Amajuba District.	Establish and maintain a fully functional disaster management services	Operational/Typical Work Streams/Emergency and Disaster Management/Disaster Management	Community and Social Services/Core Function/Population Development/Disaster Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COM 5	Good Governance and Public Participation	Quality health care	Human and Community Development	Social Facilitation and Development	To ensure social cohesion and development within Amajuba district	Facilitate the implementation of the HIV & AIDS plan	Operational/Typical Work Streams/Community Development	Community and Social Services/Core Function/Population Development/Disaster Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district

2024/25- 2026/2027 MUNICIPAL STRATEGIES									
IDP NO	**NATIONAL KPA**	**NATIONAL PRIORITIES (NDP)**	**PROVINCIAL PRIORITIES (PGDS)**	**DISTRICT PRIORITY**	**STRATEGIC OBJECTIVES**	**STRATEGY**	**PROJECT SEGMENT**	**FUCTION SEGMENT**	**REGION SEGMENT**
COM6	Good Governance and Public Participation	Unite the nation	Human and Community Development	Social Facilitation and Development	To ensure social cohesion and development within Amajuba district	Facilitate programs that promote the rights of women, senior citizens, children and the disabled	Operational/Typical Work Streams/Community Development	Community and Social Services/Core Function/Population Development/Disaster Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COM7	Good Governance and Public Participation	Unite the nation	Human and Community Development	Social Facilitation and Development	To ensure social cohesion and development within Amajuba district	Facilitate arts and culture activities /programs in the Amajuba District	Operational/Typical Work Streams/Community Development	Community and Social Services/Core Function/Population Development/Disaster Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COM8	Local Economic Development	Create Jobs	Job Creation	Economic Development	To facilitate, encourage and support the development of an enabling environment for LED.	Create an enabling environment for job creation	Operational/Typical Work Streams/Local Economic Development/Project Implementation	Planning and Development/Core Function/Economic Development and Planning: Planning and Development/Core Function/Support to local Municipalities/Development Facilitation	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COM9	Basic Service Delivery	Quality health care	Governance and Policy	Environmental management	To ensure coordinated infrastructure to access water and sanitation to community members as per acceptable norms and Standards within Amajuba District.	Enforce and implement MHS policies and regulations	Operational/Typical Work Streams/Health and Welfare/Municipal Health Services	Health/Core Function/Health Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district

2024/25- 2026/2027 MUNICIPAL STRATEGIES									
IDP NO	**NATIONAL KPA**	**NATIONAL PRIORITIES (NDP)**	**PROVINCIAL PRIORITIES (PGDS)**	**DISTRICT PRIORITY**	**STRATEGIC OBJECTIVES**	**STRATEGY**	**PROJECT SEGMENT**	**FUCTION SEGMENT**	**REGION SEGMENT**
COM10	Good Governance and Public Participation	Build a capable state	Human and Community Development	Social Facilitation and Development	To ensure social cohesion and development within Amajuba district.	Monitor the functionality of the Thusong Service Centre	Operational/Typical Work Streams/Municipal Properties	Community and Social Services/Core Function/Population Development/Disaster Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COM11	Good Governance and Public Participation	Unite the nation	Human and Community Development	Social Facilitation and Development	To ensure social cohesion and development within Amajuba district	Facilitate the promotion of sport codes in identified areas and youth empowerment programs	Operational/Typical Work Streams/Community Development	Community and Social Services/Core Function/Population Development/Disaster Management	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COR1	Municipal Institutional Development and Transformation	Inclusive planning	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Implementation of appropriate municipal governance and administration processes & systems and functionality thereof.	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COR2	Municipal Institutional Development and Transformation	Inclusive planning	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district

2024/25- 2026/2027 MUNICIPAL STRATEGIES									
IDP NO	**NATIONAL KPA**	**NATIONAL PRIORITIES (NDP)**	**PROVINCIAL PRIORITIES (PGDS)**	**DISTRICT PRIORITY**	**STRATEGIC OBJECTIVES**	**STRATEGY**	**PROJECT SEGMENT**	**FUCTION SEGMENT**	**REGION SEGMENT**
COR3	Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	Manage the organization within the budgetary and policy frameworks of the municipality	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COR4	Good Governance and Public Participation	Inclusive planning	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Ensure preparation and timeous circulation of ExCo Agendas	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COR5	Good Governance and Public Participation	Build a capable state	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Provision of Legal Support Services to protect organizational interest	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district

2024/25- 2026/2027 MUNICIPAL STRATEGIES									
IDP NO	**NATIONAL KPA**	**NATIONAL PRIORITIES (NDP)**	**PROVINCIAL PRIORITIES (PGDS)**	**DISTRICT PRIORITY**	**STRATEGIC OBJECTIVES**	**STRATEGY**	**PROJECT SEGMENT**	**FUCTION SEGMENT**	**REGION SEGMENT**
COR6	Good Governance and Public Participation	Build a capable state	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Ensure preparation and timeous circulation of Council Agenda	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COR8	Municipal Institutional Development and Transformation	Quality education	Human Resource Development	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Provision of Adequate Human Capital	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COR9	Municipal Institutional Development and Transformation	Build a capable state	Human Resource Development	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Address skills and capacity building issues that affect development and functioning of the municipality	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district

2024/25- 2026/2027 MUNICIPAL STRATEGIES									
IDP NO	**NATIONAL KPA**	**NATIONAL PRIORITIES (NDP)**	**PROVINCIAL PRIORITIES (PGDS)**	**DISTRICT PRIORITY**	**STRATEGIC OBJECTIVES**	**STRATEGY**	**PROJECT SEGMENT**	**FUCTION SEGMENT**	**REGION SEGMENT**
COR10	Municipal Institutional Development and Transformation	Inclusive planning	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Compliance with Legislation and Proper Implementation of Policies and Procedures	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COR11	Municipal Institutional Development and Transformation	Inclusive planning	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Provision of Effective Industrial Relations	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COR12	Good Governance and Public Participation	Inclusive planning	Governance and Policy	Institutional Governance	To ensure social cohesion and development within Amajuba district.	Improve the Functionality of IGR for Amajuba District Family of Municipalities	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district

2024/25- 2026/2027 MUNICIPAL STRATEGIES									
IDP NO	**NATIONAL KPA**	**NATIONAL PRIORITIES (NDP)**	**PROVINCIAL PRIORITIES (PGDS)**	**DISTRICT PRIORITY**	**STRATEGIC OBJECTIVES**	**STRATEGY**	**PROJECT SEGMENT**	**FUCTION SEGMENT**	**REGION SEGMENT**
COR13	Municipal Institutional Development and Transformation	Build a capable state	Human Resource Development	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Manage Time & Attendance of Staff for Value for Money	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COR14	Good Governance and Public Participation	Inclusive planning	Governance and Policy	Institutional Governance	To ensure social cohesion and development within Amajuba district.	Provision of Council Property Maintenance	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COR15	Good Governance and Public Participation	Build a capable state	Governance and Policy	Institutional Governance	To ensure social cohesion and development within Amajuba district.	Ensure Compliance with Health & Safety Standards	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
COR16	Good Governance and Public Participation	Fight corruption	Governance and Policy	Institutional Governance	To ensure social cohesion and development within Amajuba district.	Ensure Security and Safety of ADM Human Capital and Property	Operational/Municipal Running cost	Finance and Administration/Core Function/Administrative and Cooperate Support/Human Resources: Legal Services: Fleet Management: Security Services	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district

2024/25- 2026/2027 MUNICIPAL STRATEGIES									
IDP NO	**NATIONAL KPA**	**NATIONAL PRIORITIES (NDP)**	**PROVINCIAL PRIORITIES (PGDS)**	**DISTRICT PRIORITY**	**STRATEGIC OBJECTIVES**	**STRATEGY**	**PROJECT SEGMENT**	**FUCTION SEGMENT**	**REGION SEGMENT**
ENG1	Municipal Institutional Development and Transformation	Fight corruption	Governance and Policy	Municipal Planning	To achieve sound governance, management, administration and equity within Amajuba district in line with organised local government guidelines.	Undertake developmental business planning and streamline business processes to meet with all statutory requirements	Operational/Typical Work Streams/Strategic Management and Governance/Administrative Strategy and Planning: Municipal Infrastructure Grant Business Plan	Water Management/Core Function/Water Treatment/Water Distribution/Water Storage	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
ENG2	Municipal Institutional Development and Transformation	Fight corruption	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organised local government guidelines.	Review bylaws in line with legislative requirements	Operational/Typical Work Streams/Strategic Management and Governance/Administrative Strategy and Planning: Municipal Infrastructure Grant Business Plan	Water Management/Core Function/Water Treatment/Water Distribution/Water Storage	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
ENG3	Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	To actively source and secure alternative funding for IDP projects	Operational/Typical Work Streams/Strategic Management and Governance/Administrative Strategy and Planning: Municipal Infrastructure Grant Business Plan	Water Management/Core Function/Water Treatment/Water Distribution/Water Storage	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
ENG4	Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	Manage the department within the budgetary and	Operational/Typical Work Streams/Strategic Management and	Water Management/Core Function/Water Treatment/Water Distribution/Water Storage	Regional Identifier: LG by Province: KZN: District

2024/25- 2026/2027 MUNICIPAL STRATEGIES									
IDP NO	**NATIONAL KPA**	**NATIONAL PRIORITIES (NDP)**	**PROVINCIAL PRIORITIES (PGDS)**	**DISTRICT PRIORITY**	**STRATEGIC OBJECTIVES**	**STRATEGY**	**PROJECT SEGMENT**	**FUCTION SEGMENT**	**REGION SEGMENT**
						policy frameworks of the municipality	Governance/Administrative Strategy and Planning		municipalities: DC25 Amajuba: Whole of district
ENG5	Good Governance and Public Participation	Inclusive planning	Spatial Equity	Social Facilitation and Development	To ensure social cohesion and development within Amajuba district.	To promote public participation through effective consultation	Operational/Typical Work Streams/Strategic Management and Governance/Administrative Strategy and Planning	Water Management/Core Function/Water Treatment/Water Distribution/Water Storage	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
ENG6	Local Economic Development	Create Jobs	Job Creation	Economic Development	To facilitate, encourage and support the development of an enabling environment for LED.	Application of labour-intensive methods in construction projects	Operational/Typical Work Streams/Strategic Management and Governance/Administrative Strategy and Planning/Expanded Public Works Programme	Water Management/Core Function/Water Treatment/Water Distribution/Water Storage	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district
ENG7	Basic Service Delivery	Expand infrastructure	Strategic Infrastructure	Integrated Service Delivery	To ensure coordinated infrastructure to access water and sanitation to community members as per acceptable norms and Standards within Amajuba District.	Implementation of all water and sanitation projects within the available budget	Capital/Infrastructure/New/Water supply infrastructure/Distribution/Distribution point/Waste and Water Treatment Works: Capital/Existing/Renewal/Water/Sanitation infrastructure/Wast	Water Management/Core Function/Water Treatment/Water Distribution/Water Storage	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district

2024/25- 2026/2027 MUNICIPAL STRATEGIES									
IDP NO	**NATIONAL KPA**	**NATIONAL PRIORITIES (NDP)**	**PROVINCIAL PRIORITIES (PGDS)**	**DISTRICT PRIORITY**	**STRATEGIC OBJECTIVES**	**STRATEGY**	**PROJECT SEGMENT**	**FUCTION SEGMENT**	**REGION SEGMENT**
							e and Water Treatment Works		
ENG8	Basic Service Delivery	Inclusive planning	Spatial Equity	Municipal Planning	To ensure coordinated infrastructure to access water and sanitation to community members as per acceptable norms and Standards within Amajuba District.	Review of all relevant sector plans	Operational/Typical Work Streams/Strategic Management and Governance/Administrative Strategy and Planning	Water Management/Core Function/Water Treatment/Water Distribution/Water Storage	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district

4.3.3.1 Service Standards

Table 80: Departmental Standards

Table 88: Departmental Standards

MAIN DEPARTMENTAL STANDARD	SERVICE STANDARDS
OFFICE OF THE MUNICIPAL MANAGER **Communications Unit**	• We aim to deliver an effective and efficient communication approach for government communication to ensure a healthy and sustainable communication system. • Communications section is guided by this legislative framework: Section 152(1) (e): In setting out the objects of local government, it states that municipalities must, "encourage the involvement of communities and community organizations in matters of local government". • Section 160(7): "A municipal council must conduct its business in an open manner, and may close its sittings, or those of committees, only when it is reasonable to do so". • Section 162(3): "Municipal by-laws must be accessible to the public".
PLANNING AND DEVELOPMENT SERVICES **Environmental Management Unit**	• Air quality- the council has a responsibility to issue air emission licences, reporting to Provincial Economic Development Tourism and Environmental Affairs (EDTA), compliance monitoring -Ambient air monitoring. -Development of Climate Change Response Strategy and implementation. • AIR QUALITY- we strive towards achieving 75% of air quality compliance, depending on the availability of resources like ambient air monitoring, compliance monitoring, human resources etc.
Local Economic Development	Attainment of economic development throughout the district through: • Enhancement of trade and industry • Expansion of infrastructure • Rejuvenation of mining activities • Enhancement of SMME's • Agricultural development and diversification
Planning and Development Services	• Ensuring that proper planning is implemented and sustainable guided by the legislation PDA and SPLUMA. • Comment on Mining applications and EIA's • Deal with building (all structural) applications • Ensuring compliance with permitted land use • Adhere to the process as stipulated in these acts PDA AND SPLUMA spatial planning land use management act
COMMUNITY SERVICES **Municipal Health Services**	Prevent disease outbreak, throughout the district through • Water quality monitoring • Food control • Waste management. • Health surveillance of premises.

Disaster Management	• Our function is to save lives, property and economy supported by the District Disaster Management Plan
FINANCIAL SERVICES	• Consumers on the billing system will receive an understandable and accurate bill from the municipality • Consumers who are in arrears with the municipal accounts and have not decided with the council will have the water supply suspended, restricted or disconnected. • Customers in arrears will be personally contacted telephonically and electronically to encourage payment. • The municipality will strive to get 80% collection rate
ENGINEERING AND TECHNICAL SERVICES **Water and sanitation**	• There shall be 52% of uninterrupted water supply (190 days) per year. • There shall be not less than 175 days water interruption within a year. • Interrupted water supply shall be restored within 72 hours (subjected to availability of spares) • Provide you as our customers with safe drinking water.

4.3.4 Council Committees and DDM/ IGR Structures

The Municipal Structures Act no. 117 of 1998 Part 5 makes provision for Municipal Councils to establish committees to ensure effective and efficient performance of the municipal Council. In line with the Intergovernmental Relations Framework Act 2005 the ADM has appointed a dedicated IGR Manager and Officer which is placed in the Corporate Services Department. This allows for oversight by Council matters on key matters on administrative matters such as Audit, Performance Management, Budget, and Integrated Development Planning. The ADM has a fully functional Council supported by the:

- **Traditional Leaders in Municipal Council**

Traditional Leaders participation in Municipal Council have been identified by the MEC of COGTA in terms of Provincial Gazette of KwaZulu Natal, Vol 7 No 926. This is further informed by Section 81 of Municipal Structures Act, Act 117 of 1998 and schedule 6. This exercise assists the management of relations between Traditional Leaders and Municipal Council within the area of jurisdiction of the Municipal Council and promotes and facilitate Intergovernmental Relations. The status of Traditional Leaders participating in Municipal Council is stipulated in the guidelines on the Role of Traditional Leaders Participating in Municipal Council.

For the financial year 2024/2025, the Traditional Leaders participating at Amajuba District Municipality are as follows:

Inkosi M Mbatha from Mbatha Traditional Community, Inkosi GM Nkosi from Emalangeni Traditional Community and one vacancy exist from the passing away of Inkosi PSS Khumalo of Amantungwa Traditional Council on the 28th of October 2023.

Inkosi M Mbatha is a member of the Council and below Council Committees. His attendance during quarter 3 was as follows:

2023/2024 Quarter 3

COUNCIL AND COUNCIL COMMITTEES	January 2024	February 2024	March 2024	TOTAL MEETINGS ATTENDED
WHIPS COMMITTEE	23/01/2024	Nil	26 March 2024	2
ENGINEERING SERVICES PORTFOLIO COMMITTEE	Nil	Nil	Nil	0
COMMUNITY SERVICES AND PLANNING & DEVELOPMENT PORTFOLIO COMMITTEE	Nil	08/02/2024	07/03/2024	2
MPAC	30/01/2024	02/02/2024	Nil	2
COUNCIL	25/01/2024	Nil	28/03/2024	2

Inkosi GM Nkosi is a member of the Council and below Council Committees from 05 May 2023. His attendance during quarter 3 was as follows:

2023/2024 Quarter 3

COUNCIL AND COUNCIL COMMITTEE	JANUARY 2024	FEBRUARY 2024	MARCH 2024	TOTAL MEETINGS ATTENDED
COMMUNITY SERVICES AND PLANNING & DEVELOPMENT PORTFOLIO COMMITTEE	Nil	08/02/2024	07/03/2024	2
MPAC	30/01/2024	02/02/2024	Nil	2
COUNCIL	25/01/2024	Nil	28/03/2024	2

Inkosi PSS Khumalo passed on in October 2023, he was a member of the Council and below Council Committees. Currently there is one vacancy as he has not been replaced. His replacement will attend Council and the below Committees.

COUNCIL AND COUNCIL COMMITTEES	January 2024	February 2024	March 2024	TOTAL MEETINGS ATTENDED
MPAC	Nil	Nil	Nil	Nil

BTO & CORPORATE SERVICES PORTFOLIO COMMITTEE	Nil	Nil		Nil
COUNCIL	Nil	Nil	Nil	Nil

Municipal Public Accounts Committee

The first layer of committees is the Municipal Public Accounts Committee (MPAC) which consists of ordinary Honourable Councillors to oversee the expenditure of public funds in order to ensure the efficient and effective utilization of Council resources and to enhance the political accountability of Council. MPAC conducts and oversight over Executive Committee and Administration. MPAC reports to Council via the Honourable Speaker. The primary purpose of the MPAC is to assist Council to hold the Executive Committee and the Municipal Administration to account. Kindly refer to **Error! Reference source not found.**for details on the sittings. The table below reflects the current members of MPAC from Council representatives and Traditional Leaders.

Table 89: MPAC Members

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC) MEMBERS			
No	Initials & Surname	Party	
1.	Cllr ES Kunene	DA	Chairperson
2.	Cllr IS Sithole	IFP	Member
3.	Cllr RS Langa	IFP	Member
4.	Cllr LN Zulu	IFP	Member
5.	Cllr ZC Msibi	ANC	Member
6.	Cllr GMB Thwala	ANC	Member
7.	Cllr MTD Makhoba	ANC	Member
8.	Cllr VF Hadebe	TSSA	Member
9.	Cllr NA Zulu	EFF	Member
10.	Vacant	Traditional Leader	Member

Executive Committee

Executive Committee (ExCo) is the Principal municipal Council Committee and reports to the municipal Council on decisions made in terms of its delegated powers as well as recommendations

made on those issues the municipal Council has not delegated to ExCo. The Amajuba DM ExCo Members are as follows:

Table 90:Executive Committee Members

EXECUTIVE COMMITTEE MEMBERS			
No	Initials & Surname	Party	
1.	Cllr Prince MN Zulu	IFP	Mayor
2.	Cllr TE Mthembu	IFP	Deputy Mayor
3.	Cllr S Sizani	EFF	Member
4.	Cllr PS Mgcina	ANC	Member
5.	Cllr JP Khumalo	ANC	Member

Portfolio Standing Committees

Council at its meeting held on the 28/03/2024 resolved that the Section 80 Portfolio Committees be realigned as follows:

Budget and Treasury Office (BTO) and Corporate Services Portfolio Standing Committee-Chairperson is His Worship the Mayor, Cllr Prince MN Zulu.

Community Services and Planning and Development Portfolio Standing Committee–Chairperson His Worship the Mayor, Cllr Prince MN Zulu.

Engineering Services Portfolio Standing Committee-Chairperson Honourable Deputy Mayor, Cllr TE Mthembu.

The tables below reflect the current members of the three Portfolio Standing Committees from Council representatives and Traditional Leaders.

Table 91: BTO & Corporate Services Portfolio committee

BTO AND CORPORATE SERVICES PORTFOLIO COMMITTEE MEMBERS			
No	INITIALS & SURNAME	PARTY	
1.	Cllr Prince MN Zulu (HW the Mayor)	IFP	Chairperson
2.	Cllr PS Mgcina	ANC	Member
3.	Cllr MTD Makhoba	ANC	Member
4.	Vacant	ANC	Member
5.	Cllr AT Nkosi	TSSA	Member

6.	Cllr SB Buthelezi	EFF	Member
7.	Cllr ECJ Cronje	DA	Member
8.	Cllr Prince LN Zulu	IFP	Member
9.	Cllr SN Ndlovu	IFP	Member
10.	Vacant	Inkosi	Member

Table 92Community Services and Planning & Development Portfolio Committee

COMMUNITY SERVICES AND PLANNING & DEVELOPMENT PORTFOLIO COMMITTEE MEMBERS			
No	INITIALS & SURNAME	PARTY	
1.	Cllr Prince MN Zulu (HW the Mayor)	IFP	Chairperson
2.	Cllr SEC Kunene	IFP	Member
3.	Cllr IS Sithole	IFP	Member
4.	Cllr RS Langa	IFP	Member
5.	Cllr GMB Thwala	ANC	Member
6.	Cllr SE Myaka	ANC	Member
7.	Cllr NP Shabalala	ANC	Member
8.	Cllr TN Dlamini	EFF	Member
9.	Cllr SK Thwala	TSSA	Member
10.	Cllr ECJ Cronje	DA	Member
11.	Cllr S Singh	ASA	Member
12.	Inkosi GM Nkosi	Inkosi	Member

Table 93:Engineering Services Portfolio Committee

PLANNING & ENGINEERING PORTFOLIO COMMITTEE MEMBERS			
No	INITIALS & SURNAME	PARTY	
1.	Cllr TE Mthembu (Hon. Cllr TE Mthembu)	IFP	Chairperson
2.	Cllr S Sizani	EFF	Member
3.	Cllr JP Khumalo	ANC	Member

4.	Cllr ZC Msibi	ANC	Member
5.	Cllr BG Madi	ANC	Member
6.	Cllr SM Khoza	IFP	Member
7.	Cllr SN Ndlovu	IFP	Member
8.	Cllr ME Hlatshwayo	IFP	Member
9.	Cllr VF Hadebe	TSSA	Member
10.	Cllr ECJ Cronje	DA	Member
11.	Cllr NA Zulu	EFF	Member
12.	Inkosi M Mbatha	Inkosi	Member

Matters discussed at Council Committees are referred to ExCo and Council for future deliberation and approval. A schedule and Integrated Calendar of Meetings for Council and all committees of Council is compiled and approved by Council. Council and its Committees have been functioning well.

Table 94: Scheduled of meetings of Council and Council Committee

Council Structure	2023/2024 Quarter	Scheduled date of meeting	Actual meeting date	Quorum (Yes/No)	Meeting convened (Yes/No)
Executive Committee	Q1	N/A	N/A	N/A	N/A
	Q2	N/A	N/A	N/A	N/A
	Q3	18/01/2024 Nil 22/02/2024 22/03/2024	17/01/2024 23/01/2024 22/02/2024 22/03/2024	Yes Yes Yes Yes	Yes Yes Yes Yes
	Q4	N/A	N/A	N/A	N/A
Council	Q1	N/A	N/A	N/A	N/A
	Q2	N/A	N/A	N/A	N/A
	Q3	25/01/2024 29/02/2024	25/01/2024 28/02/2024	Yes Yes	Yes Yes

		28/03/2024	28/03/2024	Yes	Yes
	Q4	N/A	N/A	N/A	N/A

Council Structure	2023/2024 Quarter	Scheduled date of meeting	Actual meeting date	Quorum (Yes/No)	Meeting convened (Yes/No)
Whips Committee	Q1	N/A	N/A	N/A	N/A
	Q2	N/A	N/A	N/A	N/A
	Q3	23/01/2024 26/032024	23/01/2024 26/03/2024	Yes Yes	Yes Yes
	Q4	N/A	N/A	N/A	N/A
Municipal Public Accounts Committee	Q1	N/A	N/A	N/A	N/A
	Q2	N/A	N/A	N/A	N/A
	Q3	30/01/2024 Nil Nil Nil	30/01/2024 02/02/2024 26/03/2024 27/03/2024	Yes Yes Yes Yes	Yes Yes Yes Yes
	Q4	N/A	N/A	N/A	N/A
Audit & Performance Management Committee	Q1	N/A	N/A	N/A	N/A
	Q2	N/A	N/A	N/A	N/A
	Q3	26/01/2024	12/03/2024	Yes	Yes
	Q4	N/A	N/A	N/A	N/A

COUNCIL, COUNCIL COMMITTEES AND IGR FORUMS MEETING 2023/2024

Table 95: Council , Council Committee and IGR Forums Meeting 2023/2024

MONTH	COUNCIL	WHIPS	EXCO	AUDIT	LLF	ADM EEF	ADM IDP RF	BTO & CORP PC	COM & LED SERV PC	PDP & ENG SERV PC	MPAC	MANCO	GEN STAFF	SPEAKERS FORUM	POLITICAL HUB	TECHNICAL HUB	SOCIAL CLUSTER	JUSTICE CLUSTER	ECONOMIC CLUSTER	GOVERNANCE CLUSTER
TIME	10am	10 am	10am	10 am	10 am	14 pm	10am	10am	10am	10am	10am	8am	14pm	10am						
2023/2024	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
JULY	27	25	20	28	18			14	13	12	21	10					06	06	07	07
AUGUST			24		17	11	07	18	15	16	29	07	31	25			04	04	03	03
SEPTEMBER			21		19			12	8	7	26	04			29	26	01	01	04	04
OCTOBER	31	27	19		17			13	11	10	26	09					06	06	02	02
NOVEMBER			23	28	17	10	03	15	17	14	24	06	29	30	08	07	02	02	03	03
DECEMBER			21					14	12	15		11					07	07	08	08

2024	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
JANUARY	∑ 25	23	18	26	19			11	10	09	30	08					05	05	04	04
FEBRUARY	√ 29	27	22		16	23	14	14	15	13	27	23	28				02	02	01	01
MARCH	28	26	21		15			14	13	12	22	11		20	26	19	01	01	08	08
APRIL			24	26	16			12	10	11	25	08					04	04	05	05
MAY	Ω 31	30	22		17	10	13	15	14	09	21	06	27				03	03	02	02
JUNE			20		19			12	11	13	21	03		07	10	14	04	04	03	03

KEY	DESCRIPTION	Key	Description
∑	Annual Report /Adjustment Budget	O	Political Hum
√	Budget Workshop	P	Technical Hub
Ω	IDP/Budget Approval Meeting	Q	Social Cluster
A	COUNCIL MEETING	R	Justice Cluster
B	WHIPS MEETING	S	Economic Cluster
C	EXECUTIVE COMMITTEE	T	Governance Cluster
D	AUDIT AND PERFORMANCE AUDIT COMMITTEE		
E	LOCAL LABOUR FORUM		

F	AMAJUBA DM EMPLOYMENT EQUITY FORUM		
G	AMAJUBA DM IDP RF		
H	FINANCE & CORPORATE SERVICES FORUM		
I	COMMUNITY & SOCIAL SERVICES FORUM		
J	ENGINEERING & PLANNING SERVICES PORTFOLIO		
K	MPAC		
L	MANCO		
M	GENERAL STAFF MEETING		
N	SPEAKERS FORUM		

In preparation for this schedule the following was noted and considered:

- Dates excludes special meetings
- Dates may change with request from the Chairperson
- Local Municipalities calendar of meetings was considered: NN and DHN LOCAL MUNICIPALITIES WERE CONSIDERED THEY BOTH ENDS IN DEC 2021

AMAJUBA DISTRICT MUNICIPALITY SCHEDULE OF MEETINGS 2024/2025 FOR COUNCIL, COUNCIL COMMITTEES AND IGR FORUMS MEETINGS

Table 96: Amajuba District Municipality Schedule of meetings 2024/2025

MONTH	COUNCIL	WHIPS	EXCO	AUDIT COM	LLF	EEF	IDP RF	BTO & CORP PC	COM & PLAN SERV PC	ENG SERV PC	MPAC	TOP MANCO	GEN STAFF	SPEAKERS FORUM	DDM POLITICAL HUB	DDM TECHNICAL HUB	DDM SOCIAL CLUSTER	DDM JUSTICE CLUSTER	DDM ECONOMIC CLUSTER	DDM GOVERNANCE CLUSTER
TIME	10h00	10h00/ 14h00	10h00	10h00	10h00	14h00	10h00	10h00	10h00	10h00	10h00	09h00	13h30	10h00	09h00	09h00	09h00	09h00	09h00	09h00
2024	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
JULY	25	23	18		16			11	09	10		1,8,15, 22&29					04	04	05	05
AUGUST			22	19	20	16	06	15	13	14	30	5,12,19& 26	30	29			01	01	02	02
SEPTEMBER			19		17			12	10	11		2,9,16, 23&30			27	23	05	05	06	06
OCTOBER	31	29	24		22			10	09	08	25	7,14,21 &28					03	03	04	04
NOVEMBER			21	22	19	15	01	14	13	12		4,11,18 &25	29	25	08	07	04	04	05	05

DECEMBER			19					12	11	10	13	2&9					05	05	06	06
2025	**A**	**B**	**C**	**D**	**E**	**F**	**G**	**H**	**I**	**J**	**K**	**L**	**M**	**N**	**O**	**P**	**Q**	**R**	**S**	**T**
JANUARY	∑ 23	21	16		21			09	08	07	17	06,13,20 &27					09	09	10	10
FEBRUARY	√ 27	25	20		19	21	13	14	12	11		3,10,17 &24	26				06	06	07	07
MARCH	27	25	20	26	14			13	12	11	18	3,10,17, 24&30		19	28	26	06	06	07	07
APRIL			23		16			11	10	09		7&14					02	02	03	03
MAY	Ω 29	27	22		16	09	12	15	13	14	16	5,12,19 & 26	26				08	08	09	09
JUNE			26	27	20			12	11	10	20	2,9,16,23&30		09	13	06	04	04	03	03

KEY	DESCRIPTION	Key	Description
∑	Annual Report /Adjustment Budget	O	DDM Political Hub
+√	Budget Workshop	P	DDM Technical Hub
Ω	IDP/Budget Approval Meeting	Q	DDM Social Cluster
A	COUNCIL MEETING	R	DDM Justice Cluster
B	WHIPS COMMITTEE	S	DDM Economic Cluster
C	EXECUTIVE COMMITTEE	T	DDM Governance Cluster
D	AUDIT AND PERFORMANCE AUDIT COMMITTEE (AC)		

E	LOCAL LABOUR FORUM (LLF)		
F	EMPLOYMENT EQUITY FORUM (EEF)		
G	INTEGRATED DEVELOPMENT PLAN REPRESENTATIVE FORUM (IDP RF)		
H	BUDGET & TREASURY OFFICE AND CORPORATE SERVICES PORTFOLIO COMMITTEE		
I	COMMUNITY SERVICES & PLANNING PORTFOLIO COMMIITTEE		
J	ENGINEERING SERVICES PORTFOLIO COMMITTEE		
K	MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)		
L	TOP MANAGEMENT COMMITTEE (TOP MANCO)		
M	GENERAL STAFF MEETING		
N	SPEAKERS FORUM		

In preparation for this schedule the following was noted and considered:

- Dates excludes special meetings
- Dates may change with request from the Chairperson
- Local Municipalities calendar of meetings was considered for Newcastle and Dannhauser Local Municiplaities. Dannhauser Municipality calendar of meetings ends in December 2024. eMadlangeni Local Municipality calendar of meetings has not been obtained yet.

Provincial IGR Structures

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

Technical MUNIMEC sat on the 05th of March 2024.

4.3.5 Provincial IGR Structures

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

4.3.6 District Ward Committee Structures

Public participation is a vital part of our democracy and allows for citizens to get involved in how their communities are governed. At local government level the Local Government: Municipal Structures Act, 1998, requires amongst other municipalities to develop mechanisms to consult communities and community organizations in performing their functions and exercising its powers. These structures are function at a Local Municipality space and do not apply at a District level. Ward Committees provide a vital link between Ward Councilors, the community, and the municipality.

They allow for members of communities to influence municipal planning in a manner which best addresses their needs. Ward committees are crucial in the local government system as they are the link between the councilor and the community. The South African Local Government Association, which is the sole representative of all municipalities, says ward committees are also important in fostering relations between ward councilors and key stakeholders at ward level, such as traditional councils and community development workers.

The function of a ward committee is to make recommendations on any matter affecting its ward to the ward councillor, or through the ward councillor to the municipal council, the executive committee or support committee. The ward committee will be regarded as the statutory structure recognized by the municipal council as its consultative body and communication channel on matters affecting the ward, including, but not limited to:

- representing the community on the compilation and implementation of the Integrated Development Plan;
- ensuring constructive and harmonious interaction between the municipality and the community;
- attending to all matters that affect and benefit the community;
- acting in the best interest of the community, and
- ensuring active participation of the community in the municipality's' budgetary process.

The functionality of ward committee within the Amajuba District Municipality is as per the tables below.

Table 97: Ward Committees

Municipality	No of number wards	No of functional ward committees	Functional wards	No of non-functional ward committee	Non-functional wards	Comments
Newcastle	34	23 (68%)	1,3,6,7,8,9,10,11,14,15,16,17,18,21,23,24,25,26,27,29,31,33,34	11(32%)	2,4,5,12, 13,19,20, 22,28,30, 32	**Ward 2**: No community meeting & ward report **Ward 4:** No community meeting & ward report **Ward 5**: No community meeting **Ward 12**: No ward committee &community meetings **Ward 13:** No community meetings & ward reports **Ward 19:** No ward committee & community meetings **Ward 20:** No ward committee & community meetings **Ward 22:** No community meetings **Ward 28:** No community meeting &ward report **Ward 30:** No community meeting **Ward 32:** No community meeting and ward report
Dannhauser	13	13 (100%)	1,2,3,4,5,6,7, 8,9,10,11,12, 13	0 (0%)	Nil	Evidence presented for all indicators
Emadlangeni	06	05 (83%)	2,3,4,5,6	01(17%)	1	**Ward 1**: No ward committee and community meetings
TOTAL	**53**	**41 (77%)**		**12 23%)**		

4.3.7 District Development Model /Intergovernmental Relations (IGR) Structures

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

3.4.7.1 Background of District Development Model

In consideration of the magnitude and severity of the Covid-19 outbreak which was declared a global pandemic, Cabinet at a special meeting held on 15 March 2020 resolved to declare a National State of Disaster. In this regard the Minister of Cooperative Governance and Traditional Affairs (Cogta) issued a Gazette declaring a State of Disaster, in terms of Section 27 of the Disaster Management Act 2002. The President addressed the nation and announced extra ordinary measurers to be implemented to mitigate and combat the spread of Covid-19. To ensure proper monitoring, reporting and implementation of the regulations, directions and guidelines by all sectors, the President established a National Coronavirus Command Council.

The directions issued by the Cogta MEC and subsequent to circular 10 of 2020 to all Municipalities stipulates that for the duration of the state of disaster for Covid-19, all Mayors and institutions shall take reasonable measures to facilitate and implement measures to prevent the spread of the virus. One such measure was the establishment of District Command Centres (DCC).

The purpose of the Coronavirus Command Centres is to facilitate and ensure implementation of measures to combat the spread of COVID-19 across provinces and districts at an administration level. The Command Council further replicates the national and provincial structures at a local level.
The National Corona Virus Command Council (NCCC) and Cabinet endorsed the District Development Model (DDM) as an intergovernmental vehicle for integrating and coordinating the implementation of all of Government Covid – 19 and GBVF Response Plans

3.4.7.2 Objectives of the DDM

To achieve coherent governance, the President announced:-

- a coordinated District & Metro level approach to business by all 3 spheres - "we are going to do away with this fragmented approach to development."
- 44 Districts and 8 Metros will be the high impact zones for the country;
- Redirect and confirm co-operative governance & integrated collaborative planning and implementation undertaken at a District and Metro level by all 3 spheres.
- Institutionalized long term co planning in ONE PLAN per District & Metro towards Sustainable Development and Spatial Transformation & Equity.
- Integrated Services
- Strengthened M&E
- DDM is a practical Intergovernmental Relations (IGR) mechanism for all three spheres of government & SOE's to work jointly and to plan and act in unison.
- Ensure that we bring to life the aspirations of "The People Shall Govern" & "Bringing government closer to the People". Developmental change is shaped and owned at district level in partnership with Communities, citizens and social partners

3.4.7.3 HOW DO WE IMPLEMENT THE DDM

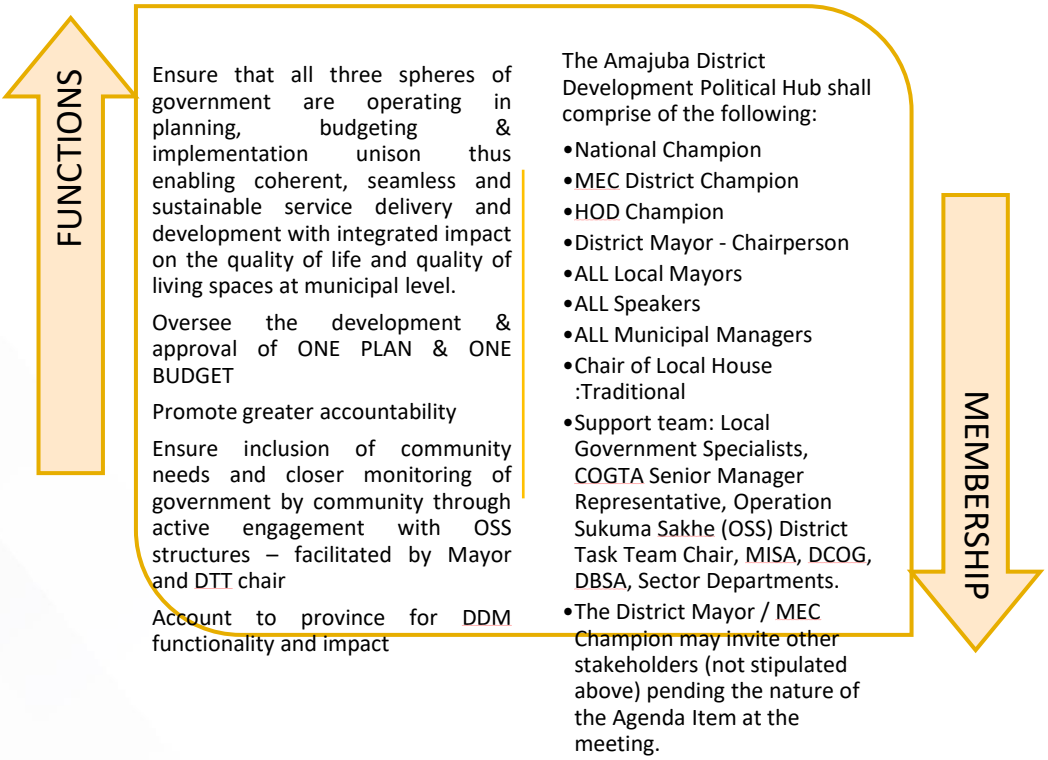
-The implementation of the DDM requires two pronged approach:-

Establishment and Monitoring of the District structures and management frameworks which are integrated with the existing OSS framework

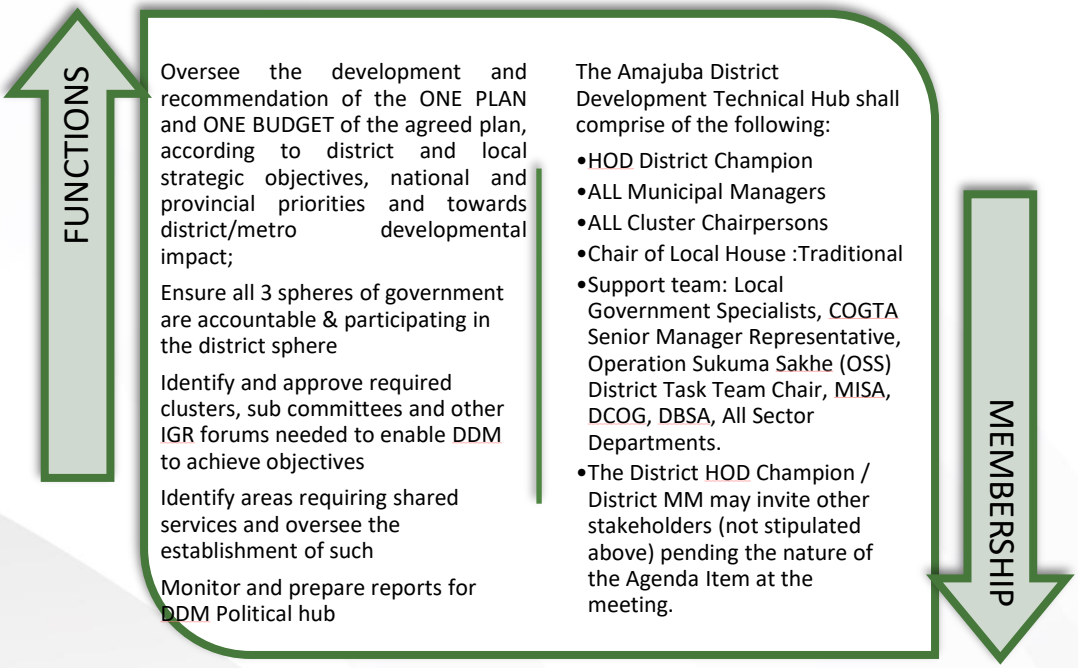
Developing ONE PLAN in each District & Metro space through a 3 phased process

3.4.7.4 DDM STRUCTURES

3.4.7.4.1 FUNCTIONS AND MEMBERSHIP OF THE DDM POLITICAL HUB



3.4.7.4.2 FUNCTIONS AND MEMBERSHIP OF THE DDM TECHNICAL HUB



3.4.7.4.3 DDM CLUSTERS

Government clusters are groupings of government departments with cross-cutting programmes. Clusters foster an integrated approach to governance that is aimed at improving government planning, decision making and service delivery. The objective is to ensure proper coordination of all government programmes at national, provincial and local levels.

The main functions of the clusters are to ensure the alignment of government-wide priorities, facilitate and monitor the implementation of priority programmes and to provide a consultative platform on cross-cutting priorities and matters being taken to the and Political .

The clusters mirror the Ministerial clusters and provide technical support to the DCC/Technical and Political Hubs. The following Amajuba DDM Clusters were established : -

Social Protection, Community and Human Development Cluster
Economic Sectors & Infrastructure Development Cluster
Governance, State Capacity, Institutional Development, Communication and Finance Cluster
Justice, Crime Prevention & Security Cluster

3.4.7.4.4 DDM CLUSTERS AND CHAIRPERSONS

Table 98: DDM Clusters and Champions

NAME OF DDM STRUCTURE	CHAIRPERSON	FREQUENCY OF MEETINGS	RESPONSIBLE DISTRICT/LM
Political Hub	Cllr Prince MN Zulu His Worship the Mayor Amajuba DM	Quarterly	Amajuba District Municipality
Technical Hub	Mr PM Manqele Municipal Manager Amajuba DM	Quarterly	Amajuba District Municipality
Social Cluster (SPCHD)	Mrs S Dube Director IGR, Public Participation and Social Development Newcastle LM	Monthly	Newcastle LM
Economic Cluster (ESID)	Mr TN Shandu Director Engineering Services, Amajuba DM	Monthly	Amajuba District Municipality
Governance Cluster (GSCIDCF)	Mrs G Mavundla Municipal Manager Emadlangeni LM	Monthly	Emadlangeni LM
Justice Cluster (JCPSC)	Mr S Naidoo Director Community Services Dannhauser LM	Monthly	Dannhauser LM

Each Hub and Clusters have co- chairs who works with the chairperson in chairing the meetings.

Table 88: DDM / IGR Structure functionality for Quarter 3

Table 99: DDM/ IGR Structure functionality

IGR Structure	Quarter	Scheduled date of meeting	Actual meeting date	Quorum (Yes/No)	Meeting convened (Yes/No)
Political Hub	Q1	N/A	N/A	N/A	N/A
	Q2	N/A	N/A	N/A	N/A
	Q3	23/03/2023	N/A	N/A	N/A
	Q4	N/A	N/A	N/A	N/A
Technical Hub	Q1	N/A	N/A	N/A	N/A
	Q2	N/A	N/A	N/A	N/A
	Q3	24/03/2023	N/A	N/A	N/A
	Q4	N/A	N/A	N/A	N/A
		N/A	N/A	N/A	N/A
Social Cluster	Q1	N/A	N/A	N/A	N/A
	Q2	N/A	N/A	N/A	N/A
	Q3	05/01/2023 & 02/02/2023 02/03/2023	19/01/23 14/02/23 N/A	Yes N/A	Yes N/A
	Q4	N/A	N/A	N/A	N/A
		N/A	N/A	N/A	N/A
Justice Cluster	Q1	N/A	N/A	N/A	N/A
	Q2	N/A	N/A	N/A	N/A
	Q3	05/01/2023 02/02/2023 02/03/2023	20/01/2023 10/03/2023	Yes Yes	Yes Yes
	Q4	N/A	N/A	N/A	N/A
		N/A	N/A	N/A	N/A
Economic Cluster	Q1	N/A	N/A	N/A	N/A
	Q2	N/A	N/A	N/A	N/A
	Q3	06/01/2023 03/02/2023 03/03/2023	 23/02/2023 17/03/2023	No Yes Yes	Yes Yes Yes
	Q4	N/A	N/A	N/A	N/A
		N/A	N/A	N/A	N/A
Governance Cluster	Q1	N/A	N/A	N/A	N/A
	Q2	N/A	N/A	N/A	N/A
	Q3	06/01/2023 03/03/2023	13/02/2023 13/03/2023	Yes Yes	Yes Yes
	Q4	N/A	N/A	N/A	N/A
		N/A	N/A	N/A	N/A

Meetings did not sit as scheduled in the 3rd quarter due to work commitments by members during quarter 3. The participation of other stakeholders in ADM IGR structures is as per table below:

Table 100: Participation of Stakeholders in ADM IGR Structures

Stakeholders	Mayors Forum	MM Forum	Communicators Services	Community Services	Corporate Services	Finance Services	Planning & Development	Technical Services	Risk & Internal Audit	Speakers Forum
Amakhosi	x									X
Audit General		X				X			X	-
CoGTA (Municipal Administration Branch)					X					-
CoGTA (Infrastructure Branch)								X		-
CoGTA (Community)				X						X
CoGTA (Finance Branch)						X			X	-
CoGTA (Planning & IDP Branch)							X			-
CoGTA (Communication)			X							
DBSA		X				X		X	X	-
Dept of Energy & Mineral Resources							X	X		-
Dept of Public Works							X	X		-
Dept of Transport	X						X	X		-
Dept of Education	X	X		X			X			-
Dept of Community Safety and Liaison				X						X
Dept of Social Development				X						-
Dept of Sports and Recreation				X						-

Dept of Home Affairs				X						
Dept of Water Affairs							X	X		X
Dept of Human Settlement				X			X	X		
Dept of Rural Development and Agriculture							X			
District AIDS Council	X			X						
District Disability Forum				X						
District Sports Council				X						
District Women's Forum				X						
District Men's Forum				X						
Disaster Management Centre				X						
Eskom							X	X		
uThukela Water Pty (Ltd)		X						X		
GCIS	X		X							
KZN Treasury						X				
SALGA	X	X			X				X	
South African Social Security Agency (SASSA)				X						X
State Owned Enterprises (Cipro, SEDA, etc.)							X			
Local Chamber of business	X	X					X			

Department of Environmental affairs							X			-
Department of Health	X	X		X						-
Department of Correctional Service				X						-
Department of Economic Development & Tourism							X			-
Department of Human Settlement								X		-
Statistics South Africa							X			-
Farmers Association							X			-

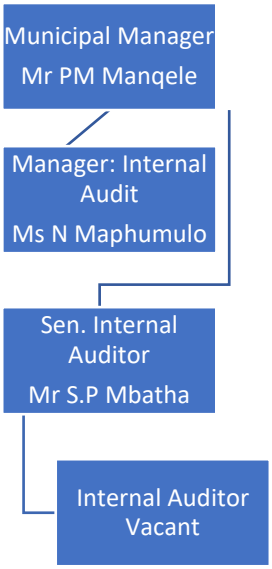
4.3.8 Internal Audit and Risk Management

The Amajuba District Municipality has a functioning in-house Internal Audit Unit. It comprises of 3 employees i.e. Manager: Internal Audit, Audit Senior and 1 Internal Auditor. The Internal Audit Unit reports to the Municipal Manager administratively and to the Audit Committee functionally. The Internal Audit Unit has been set up in accordance with section 165 of the MFMA. Internal Audit independently reviews the risks and systems of internal control implemented by management.
It conducts its work within the internal audit plan, which is agreed with and approved by the Audit Committee at the start of the financial year.

The Municipality is also in the process of fully capacitating the Internal Audit Unit. The scope of work of the Internal Audit Unit entails, inter alia, monitoring whether Amajuba District Municipality's risk management, control and governance processes as designed by Management are adequate and functioning in a manner to ensure:

- Risks are appropriately identified and managed; interaction with various departments within the Municipality and other stakeholders occurs regularly;
- Significant financial, managerial and operating information is accurate, reliable and timely;
- Employees' actions are in compliance with applicable policies, standards, procedures and relevant laws and regulations;
- Resources are acquired economically, used efficiently and adequately protected;
- Programmes, plans and objectives are achieved;
- Quality and continuous improvement are fostered in Amajuba District Municipality's control processes;
- Significant legislative or regulatory issues that impact on the Municipality are identified and adequately addressed; and
- Evaluation and reporting on the Municipality's Performance Management

The legislation is not limited to the Municipal Finance Management Act, Municipal Systems Act and Municipal Planning and Performance Management Regulations. The ADM has an established Internal Audit unit consisting of two (2) employees (please refer to unit organogram.**Error! Reference source not found.**. The municipality is in the process of filling critical vacancies in the unit.



The functions of the unit are as follows but not limited thereof to:

- Assessing the management of risk
- Assisting management in the improvement of internal controls
- Evaluating controls and advising managers at all levels
- Evaluating risks
- Analyzing operations and confirm information
- Working with other assurance providers (Auditor General)
- Monitoring on organizational performance in line with set targets (SDBIP)
- Ensure the convening of oversight committee for Internal Auditing purposes

4.3.8.1 Internal Audit Committee

The Audit Committee is fully functional as it serves oversight for both financial management and performance management. The Audit Committee meets every month to discuss all matters requiring oversight as a control measure. The main role of the committee is to assist the Council in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the audit process, arid the Municipality's process or monitoring compliance with laws and regulations and the code of conduct. The committee reviews the following documents and/or activities:

- Financial Statements
- Internal Control
- Internal Audit
- External Audit
- Risk Management
- Performance Management
- Compliance

- Organisational Integrity/ethics
- Reporting Responsibilities

Composition of the committee is as per the table below.

Table 101: Internal Auditor Committee

Member	Gender	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Mr. M.A Ngubane (Chairperson)	Male	/ /	/ /	/ /	
Mr. S Khanyile (Member)	Male			/ /	
Mr SA Ngobeni (Member)	Male			/ /	
Ms. T.D Ndlovu (Member)	Female	/ /	/ /	/ /	
Mr. TR Malunga (Member)	Male			/ /	
Mr. NT Baloyi (Member)	Male			/ /	

4.3.8.2 Risk Management Committee

The effectiveness of the Municipality's efforts to entrench a culture of risk management applies to all municipal officials, political office bearers and agents acting on behalf of the Municipality. The municipality has a Risk Management Strategy and Policy which was adopted by 30 June 2023.

Our audit programme will be designed to assess the effectiveness and efficiency of controls designed by management within the municipality to reduce the likelihood and the impact of the identified inherent risks to an acceptable level. The following are key inherent risks the Amajuba District Municipality is faced with in the management of performance information:

- Mandate not clearly defined and agreed to;
- Misunderstanding of key performance indicators;
- Misrepresentation of actual performance achieved by management which could mislead decision making;
- Ability to substantiate actual performance appropriately;
- Failure to deliver on mandate and implement corrective decisions promptly where necessary;
- Lack of filling of critical top management positions;
- Non-compliance with laws and regulations relating to performance information and;
- Non-compliance with reporting requirements.

Amajuba District Municipality shall implement and maintain effective, efficient and transparent systems of risk management and internal control. The implementation of the risk management policy and strategy will assist the municipality to achieve, among other things, the following outcomes needed to underpin and enhance performance:

- More sustainable and reliable delivery of services;
- Informed decisions underpinned by appropriate rigor and analysis;

- Innovation in terms of new ways of doing things to combat risk;
- Reduced waste;
- Prevention of fraud and corruption;
- Better value for money through more efficient use of resources; and
- Better outputs and outcomes through improved project and programme management.

The ADM has established a Risk Management Committee, the Risk Management Committee (RMC) is a committee that advises the Accounting Officer and the Audit Committee of the Municipality on matters relative to risk management. The committee is to be responsible for the following:

- the identification of key risks facing their respective departments;
- the total process of risk management, which includes a related system of internal control;
- for forming its own opinion on the effectiveness of the process;
- providing monitoring, guidance and direction in respect of ERM;
- ascertaining the status of ERM within their respective departments, by discussing with risk officer/ Municipal Manager and providing oversight with regard to ERM by:

- Knowing the extent to which management has established effective ERM;
- Being aware of and concurring with the set risk appetite;
- Reviewing the institution's portfolios view of risk and considering it against respective risk appetite; and
- Considering the most significant risks and whether management is responding appropriately.

The Risk Committee, in terms of its authority delegated by Council, facilitates the development of a formal Risk Management Framework and Strategy. The results of the risk assessments are used to direct internal audit efforts and priorities, and to determine the skills required of managers and staff to improve controls and to manage these risks. The risk Committee meets once a quarter where discussion takes place on progress made in respect of the risks for a particular quarter. Composition of the committee is as follows:

Table 102: Risk Committee Members

No	Name and Surname	Designation	Position
1	Ms. NN Khumalo	**External Member**	Chairperson
2	Mr PM Manqele	Municipal Manager	Member
3	Ms Zafika Maduna	Acting Chief Financial Officer	Member
4	Mr T. Shandu	HoD: Technical Services	Member
5	Mr Thulani Dube	HoD: Corporate Services	Member
6	Mr T Xaba	HoD: Community Services	Member
7	Mr. T Buthelezi	HoD: Planning and Development	Member

4.3.8.3 Enterprise Risk Management

The MFMA S62 (i) (c) requires a municipality to have and maintain an effective, efficient, and transparent system of risk management. The municipality endeavors to minimize risk by ensuring that appropriate infrastructure, controls, systems, and ethical behavior are applied and managed within predetermined procedures and constraints. Responsibility for risk management resides mostly with line management in all departments however every employee is responsible for risk management.

Risk Assessment workshops with Management were conducted by the Provincial Treasury with the aim of entrenching a deeper understanding of the importance of managing risks for the benefit of the Municipality. The Municipality has put in place mechanisms to identify and assess risks and developed specific mitigating strategies, plans or actions should the need arise; and we also record, monitor and review risks continuously. The following risk registers were developed and assessed; Strategic, Operational, Information Technology (IT) and Fraud. These Fraud risk registers (attached as Annexure H) are monitored monthly.

The Risk Register and Fraud Risk

There is a risk register in place which is monitored monthly, and monitored quarterly by the Risk Management Committee, Audit Committee.

4.3.9 District Development Model /Intergovernmental Relations (IGR) Structures

The District Development Model Hubs and Clusters were initiated by the President of South Africa Mr. Cyril Ramaphosa in his Budget Speech in 2019. Subsequently, the District Development Model (DDM) was discussed and adopted by Cabinet, the 2019 Presidential Coordinating Council (PCC), the March 2020 extended PCC and various MINMECs. Their establishment is also in line with the Intergovernmental Framework Act of 2005, and they are as follows i.e., 2 DDM Hubs which meet on a quarterly basis and the 4 Clusters which meet on a monthly basis. As of April 2021, all IGR Forums were amalgamated into the District Model Hubs and Clusters. The District Development Model Hub/Clusters is a practical Intergovernmental Relations (IGR) mechanism for all three spheres of government & SOE's to work jointly and to plan and act in unison.

4.3.10 Audit Action Plan/Implementation Plan

Based on the assessment conducted by the Auditor General for the financial year ending June 2023, the ADM developed an action plan which will be utilized as a tool to eliminate the queries raised by the AG. Below is the action plan for 2022/23:

Table 103: AAP/AIP 2022/2023

	Auditor General's Findings	Issues/Root cause	Auditor General's Recommendations	Remedial Action
1	**Target not well defined and specific** **AOPO – indicators not clearly defined and specific,** During the audit of AoPO, we noted the following indicators were not specific and/or did not have a clear, unambiguous definition of what the municipality aimed to achieve. In addition, these various indicators had the same wording. Consequently, the indicators do not meet the SMART principles**.** ENGS 2.2 - Progress report indicating the progress achieved in a (%) ENGS 2.3 - Progress report indicating the progress achieved in a (%) ENGS 2.4 - Progress report indicating the progress achieved in a (%) ENGS 2.5 - Progress report indicating the progress achieved in a (%) ENGS 2.6 - Progress report indicating the progress achieved in a (%) ENGS 2.8 - Progress report indicating the progress achieved in a (%) ENGS 2.9 - Progress report indicating the progress achieved in a (%)	Management did not ensure that the indicators were specific so that the objectives of what the municipality aimed to achieve were clear.	Management should ensure that all indicators included in the SDBIP meet the requirements of the FMPPI.	Several meetings have been held with PMS Manager to establish and ensure that the current year's indicators included in the SDBIP are **SMART**
2	**Discrepancies between reported achievement and supporting evidence** **AOPO – Difference in the reported achievement and the listing submitted for** ENGS 2.7 – Number of standpipes	During the audit of performance information, it was noted that the portfolio of evidence provided for the following indicators did not correlate with the reported performance information:	There were inadequate controls over the alignment of actual performance information against the portfolio of evidence	Management at the respective departments must review all reported achievements against the supporting documents before submitting the APR and portfolio of evidence to the auditors.

	installed and ENGS 2.1 - Number of households receiving water at yard connection level.			
3	SDBIP does not contain projections for monthly revenue to be collected.	During the planning of the audit, we noted that the SDBIP does not include the monthly revenue and expenditure by vote, as required by the MFMA.	Management should ensure that the SDBIP includes the monthly revenue and expenditure by vote.	SDBIP to includes the monthly revenue and expenditure by vote
4	Mid-year assessments did not take into account the municipality's annual report for the past year.	During the audit of performance monitoring and planning, it was noted that the mid-year performance assessment did not take into account the progress on resolving problems identified, as reflected in the prior year's annual report.	Management should ensure that the mid-year performance takes into account progress on resolving problems identified in the past year's annual report.	Management will ensure that the mid-year performance takes into account progress on resolving problems identified in the past year's annual report
5	Mid-year performance report did not take into account the monthly budget statements for the first half of the year	During the audit of performance monitoring and planning, it was noted that the mid-year performance assessment did not take into account the monthly budget statements for the first half of the year	Management should ensure that the mid-year performance takes into account the monthly budget statements for the first half of the year.	Mid-year performance report to take into acccount the monthly budget statements for the first half of the year.
6	No delegation of authority in place	The delegation of authority was requested in Request for information 01 of 2023 dated 03 May 2023 and management confirmed that the municipality does not have the delegation of authority, instead they have a framework that has not been approved. As a result, we could not confirm if officials delegated with financial, human resource tasks were delegated by the accounting officer. These tasks include but are not limited to the approval of journals, approval of invoices, SCM approval process, etcetera.	Management should speed up the process of drafting and approving the delegation of authority for the municipality.	Management will ensure that delegations of authority are provided to the auditors during the audit process Document is maintained by the municipality

7	Investigation into prior years' unauthorized, irregular, as well as fruitless and wasteful expenditure not conducted	During the audit of consequence management, it was noted that not all investigations were conducted into the prior years (2021-2022) unauthorized, irregular as well as fruitless, and wasteful expenditure (UIFWE). The municipality used the services of SVZ Consulting to only conduct investigations relating to 2019-2020, and 2020-2021 UIFWE as well as irregular expenditure relating to the IDP roadshow incurred in 2021-22. It was confirmed through inspection of the appointment letter that the service provider was appointed on 11 September 2023 to conduct the UIFWE investigations incurred in the prior year.	Management should ensure that the necessary processes to investigate the UIFWE are started early enough to ensure compliance with section 32 of the MFMA.	Management appointed the Service provider 0n the 11th 0f September 2023 to do an investigation on 2021/2022 UIFWs.
8	Lack of revision and annual reporting of the Water Services Development Plan	Inadequate oversight by management to ensure the legislated requirements for the development and reporting of its WSD plan were in place and in this regard, attention is drawn to section 62(1)(c)(i) of MFMA (Act No. 56 of 2003) which places the responsibility on the accounting officer to ensure that "the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control".	Management should: •Promptly appoint the service provider to undertake the compilation of a WSDP, as the current WSDP is outdated •Align the water and sanitation maintenance plan and IDP to the WSDP. •Report on the progress of implementation of the WSDP during each financial year in order to measure achievements or shortfalls and to revise the plan for future years accordingly. • Management should identify and direct water infrastructure in areas where there are backlogs in the provision of water.	Management will source other means of funding as the current measures to source funding to implement the auditors' recommendations have proven to be unsuccessful.
9	No approved routine maintenance plan for water and sanitation infrastructure	Inadequate oversight to ensure routine maintenance of water and sanitation infrastructure was in place at the municipality and in accordance with the relevant prescripts.	Assign and hold accountable a senior official for the development, approval and implementation of the routine maintenance plan for water and sanitation infrastructure for the district. The routine maintenance plan should include, but not be limited to the following: Ø definition of maintenance standards;Ø description of the work to be carried out; and Ø forecast of the necessary maintenance, major repairs and preventative maintenance expenditure for the planning	Take the draft maintenance plan to appropriate approval stages and make funding available to implement as recommended by the auditors, as well as appointment of a designated senior official

			period. Ø allowance for the rectification of existing defects;	
10	Non compliance in water quality (Coliform is a bacteria that is present in nature and occurs in all human and animal waste. The presence of coliform bacteria in drinking water can indicate a possible presence of harmful, disease-causing organisms. Eight of the samples tested for coliforms show non-compliance with the standard limit of less than 10 units per 100ml.)	Management monitoring processes were not fully effective in ensuring water quality compliance with SANS 241 as evidenced in the sample results showing traces of coliforms during some of the months.	Management should ensure that the quality of the water always complies with the SANS 241 requirements and timely corrective action is taken, if and when required.	Long-term remedial actions will be implemented when necessary, funding is available.
11	Water distribution losses above norm	Management did not implement adequate controls to ensure that water losses are minimized to be at the acceptable norm.	Management should investigate the root causes of the material losses and come up with an action plan to address these.	Draft a Water Loss Minimization/ Reduction Plan and let it undergo necessary approval stages and with funding made available, then implement the plan**.**
12	No confirmation of actual kilolitres received from uThukela Water	Management did not implement adequate controls	Management should investigate the root causes of the material losses and come up with an action plan to address these.	Perform Meter Readings as and when water is delivery by Uthukela Water
13	**Performance agreements for other staff not in place** During the audit of Employees and related costs for the 2022-23 financial year, it was noted that performance agreements were not in place for all staff other than section 56 and section 57 officials.	Consequently, management has not complied with paragraph 67(1)(d) of the MSA as well as its own policies on performance management.	Management must implement performance agreements for all its employees and ensure that these are signed by 31 July of each year.	Implement cascading of performance to Staff below Senior Managers
14	**Competency assessments for finance officials and SCM officials** During the audit of Employees and related costs, it was confirmed that competency assessments for all finance and supply chain management officials were not performed.	Consequently, management has not complied with the requirements of the Municipal Regulations on minimum competency levels.	Management must implement competency assessments for all finance officials and supply chain management officials to identify and address gaps in competency levels of these officials were performed as a requirement of Regulation 13 of the Municipal Regulations on Minimum Competency Levels	Implement competency assessments for all finance officials and supply chain management officials

15	**Consultancy reduction plan on consultants is still a draft**	Management did not perform adequate reviews and monitoring to ensure that when appointing consultants, the relevant legislations, regulations and guides were complied.	Management should ensure compliance with the applicable regulations and guides before appointing consultants.	Management will perform adequate reviews and monitoring to ensure that when appointing consultants, the relevant legislation, regulations, and guides were complied
16	**Inadequately designed Corporate Governance of Information and Communication Technology Policy and Charter may result in inefficient ICT asset and project management** It was previously reported that Amajuba District Municipality had documented the Corporate Governance of Information and Communication Technology (ICT) Policy and Charter, however this policy and charter was in draft and did not address key requirements.	In the 2022-23 financial period, it was noted that the Corporate Governance of Information and Communication Technology (ICT) Policy and Charter was updated and approved by Council on 30 June 2023 however the below requirements were still not addressed in the document: • ICT acquisition and disposal process. • Project management principles. Inadequate design of the Corporate Governance of ICT Policy and Charter may result in ICT resources and processes not being effectively utilised within the municipality. The municipality may also fail to leverage ICT efficiencies and opportunities to assist in delivering required services.	The Acting CITO should: • Ensure that the Corporate Governance of ICT Policy and Charter is updated to include all the required IT governance processes. • Implement practices for comprehensive reviews and quality assurance to be conducted prior to ICT documents being submitted for approval.	• Ensure that the Corporate Governance of ICT Policy and Charter is updated to include all the required IT governance processes. • Implement practices for comprehensive reviews and quality assurance to be conducted prior to ICT documents being submitted for approval.
17	**ADM ICT Strategic Plan lacks critical information could lead to the ICT unit failing to execute their strategic mandate and meet the municipality's needs** **I**t was previously reported that the ADM ICT Strategic Plan was outdated.	In the 2022-23 financial period, it was noted that the ADM ICT Strategic Plan 2023 was updated and approved by Council on 30 June 2023. However, the ADM ICT Strategic Plan 2023 lacked the following critical elements: a) Facilities used by IT b) Planning guidelines and constraints related to ICT (e.g. expected growth and finances) c) Resource requirements for ICT d) IT Projects identified that needs to be undertaken to drive the implementation of the IT Strategic Goals Failure to incorporate all required information in the ICT Strategic Plan may result in the ICT unit failing to execute their strategic mandate and ensure that the municipality's ICT needs are met.	The Acting CITO should: • Ensure that the ADM ICT Strategic Plan is updated to include all the required information. • Implement practices for comprehensive reviews and quality assurance to be conducted prior to ICT documents being submitted for approval. • Undertake initiatives to equip ICT staff with IT governance skills in order to enable them to carry out the required governance tasks. • Reach out to coordinating ministries such as KwaZulu-Natal (KZN) Provincial Treasury, Department of Public Service Administration (DPSA) and KZN Department of Cooperative Governance and Traditional Affairs (COGTA) for	• Ensure that the ADM ICT Strategic Plan is updated to include all the required information. • Implement practices for comprehensive reviews and quality assurance to be conducted prior to ICT documents being submitted for approval.

			guidance and government standards relating to the drafting of adequate IT strategic documents.	
18	**Inadequate ICT risk assessment inhibits management from proactively monitoring and addressing risks** It was previously reported that an ICT risk assessment was not timeously performed as it was conducted a month before the financial year end.	In the 2022-23 financial period, on inspection of the ICT risk assessment performed it was noted that the following required risk management activities had not been incorporated: a) Tracking and monitoring of risks to verify whether remedial actions were performed. b) Identification of potential threats and vulnerabilities that could impact the ICT Infrastructure. c) Continuous monitoring of the risk assessment. d) Identification of new risks associated with Amajuba's current IT environment. e) Emphasis on specific ICT controls customised to the municipality's ICT environment. Not performing an adequate ICT risk assessment may result in the municipality not being aware of possible IT threats and deficiencies that could disrupt regular municipal operations and productivity. This may further inhibit management from implementing actions to address or sufficiently mitigate IT risks and prevent them from occurring.	The Acting Chief Technology Officer (CTO) should ensure: • Initiatives are undertaken by the municipality to create awareness on the importance of adequate ICT risk assessments. • Clear guidelines and standards which incorporate all required ICT risk management activities should be established and implemented within the municipality. • ICT Steering Committee meetings should be held on a regular basis to ensure the management and monitoring of ICT risks.	ICT Steering Committee meetings will be held on a regular basis to ensure the management and monitoring of ICT risks.
19	**Deficiencies noted with the ICT skills gap analysis performed could affect ICT staff ability to support the current and future needs of the municipality** It was previously reported that a formal skills gap analysis for ICT officials was not performed.	In the 2022-23 financial period, a skills audit questionnaire was completed by the Acting CITO which included a consolidation of the educational qualification documentation of the ICT team members. The following deficiencies were however noted with the skills audit questionnaire: a) No information on the assessment of the skills and competencies were required, including the criticality of the skill that was prevalent. b) Insufficient information on the gaps between the skills the ICT unit requires against what the ICT staff currently possesses. c) Lack of training and development requirements inclusive of a training plan to bridge the gap of the identified skills.	The Acting CITO in conjunction with the Deputy Director Corporate Services, Human Resources Manager and Director Corporate Services should: • Devise a clear strategy and guidance on how skills gap analysis should be performed for the ICT unit. • Based on the skills gap analysis conducted indicate which skills and knowledge ICT staff still require to be equipped with in order to ensure that they can adequately perform their job responsibilities and meet the current and future ICT requirements of the municipality.	Devise a clear strategy and guidance on how skills gap analysis should be performed for the ICT unit.

		d) No training register for training conducted including proof of completion of training based on the skills gap identified. e) Lack of consideration of emerging technology trends and how they may impact skills the municipality might need in the future.	• Once the skills gap analysis is finalised, a training plan should be designed to ensure that ICT staff are scheduled and attend the required interventions.	
20	**Inadequately designed Information Technology Return on Investment Policy may result in the municipality not deriving the expected value from IT spend** It was previously reported, that the IT Return on Investment Policy was not approved and omitted certain information.	In the 2022-23 financial period, the IT Return on Investment Policy was approved by Council on 30th June 2023, however following information has still not been included: a) Process of evaluating IT investment. b) Process of monitoring and assessing the milestones for initiatives that have an expected return on investment. c) Process of measuring IT benefit realisation results.	The Acting CITO should: • Ensure that the IT Return on Investment Policy is updated to include all required information. • Implement practices for comprehensive reviews and quality assurance to be conducted prior to ICT documents being submitted for approval. • Undertake initiatives to equip ICT staff with IT governance skills in order to enable them to carry out the required governance tasks. • Reach out to coordinating ministries such as KwaZulu-Natal (KZN) Provincial Treasury, Department of Public Service Administration (DPSA) and KZN Department of Cooperative Governance and Traditional Affairs (COGTA) for guidance and government standards relating to the drafting of adequate IT return on investment documents.	Ensure that the IT Return on Investment Policy is updated to include all required information.

21	**ICT Steering Committee meetings not being held prevented oversight and monitoring of ICT strategic initiatives** As previously reported, the Terms of Reference: ICT Steering Committee V1, Page 6, Section 1.4 Frequency, stated that: "The ICT Steering Committee will be held quarterly (monthly)." It was however noted that no ICT Steering Committee meetings had been held during the 2022-23 financial year.	A lack of ICT Steering Committee meetings could inhibit management's ability to discuss and obtain consensus on ICT processes such as budget monitoring, performance of service providers, projects undertaken and the timely addressing of ICT risks. This may result in ICT resources not being effectively managed, monitored and deployed to support the municipality.	The Accounting Officer, Director: Corporate Services and Acting CITO should: • Schedule ICT Steering Committee meetings in advance to comply with the frequency requirements stipulated in the Terms of Reference: ICT Steering Committee V1. • Implement monitoring processes to confirm that the ICT Steering Committee meets as required, operates effectively and members adequately perform their duties.	Schedule ICT Steering Committee meetings in advance to comply with the frequency requirements stipulated in the Terms of Reference: ICT Steering Committee V1.
22	**Implementation plan and monitoring processes for ICT targets included in the Integrated Development Plan not established may affect the achievement of key ICT performance indicators** It was previously reported that the Integrated Development Plan (IDP) was inadequately designed as ICT risks and goals were not included in the document.	In the 2022-23 financial year, as part of the IDP the municipality had drafted and provided a SWOT analysis which included ICT risks, goals and objectives however the following was information was not included: a) An implementation plan for how the ICT integration will be carried out including tasks, roles and responsibilities. b) A plan for ongoing monitoring and evaluation of integrated technology's performance to ensure that IT continues to meet its objectives. Failure to develop, continuously assess and monitor the effectiveness of an integrated technology plan may result in the ICT unit not aligning to the municipality's projects and programmes and therefore being unable to provide support to ensure that municipal goals and objectives are met.	The Accounting Officer in collaboration with the IDP Manager, Director of Planning and Development Director Corporate Services and Acting CITO should ensure that when the next update of the IDP is being performed an implementation plan is developed with a process established for the ongoing monitoring and evaluation of integrated technologies performance.	An implementation plan will be developed with a process established for the ongoing monitoring and evaluation of integrated technologies performance.

23	**Agreements with ICT service providers omitted some required information and were not formally monitored which could result in the municipality not timeously acting upon inadequate service levels** It was previously reported that formal agreements with ICT service providers were inadequately designed and implemented.	In the 2022-23 financial period, the following deficiencies were noted with regard to the management and monitoring of ICT service providers: a) Vodacom (Pty) Ltd • The following aspects were not covered in the service level agreement (SLA) signed with Vodacom for Office 365 which ended on 31 August 2022: o Effective period and terms for new period review/renewal/non-renewal. o Availability of services. o Support procedures and call logging procedures. o Change procedure for any portion of the agreement. o Security requirements. • Furthermore, the SLA did not cater for the periodic monitoring of services rendered by Vodacom and no evidence could be obtained to confirm that the municipality had assessed the performance of the service provider. b) Imvula Technologies (Pty) Ltd The municipality's contract with Imvula Technologies for the provision of Wide Area Network (WAN); Internet and Voice Over Internet Protocol (VOIP) services ended on the 31st August 2022, however the performance of the service provider was not formally monitored on a periodic basis. c) Idol Consulting Firm (Pty) Ltd • The contract with Idol Consulting Firm for Microsoft 365 Licenses came into effect from 01 September 2022. The municipality paid the service provider an amount of R1 287 011.00 in the 2022-23 financial period, however the SLA omitted the following aspects: o Availability o Support and call logging procedures o Change procedure for any portion of the agreement • Additionally, services received were not formally monitored on a periodic basis.	The Accounting Officer and Director: Corporate Service and Acting CITO should: • Monitor the audit action plan to ensure commitments made to resolve audit findings are adequately and timeously implemented and proactively applied going forward. • Ensure that funds are made available to allow for the appointment of ICT personnel and fill vacancies within the unit, to assist with the monitoring of service provider performance on a periodic basis. • Update the current agreements held with service providers that were found to be inadequate to include all required clauses. • Thoroughly review all SLA's held with service providers to ensure that all required information has been included before they are accepted and signed off by the municipality.	The municipality's contract with Imvula Technologies and Vodacom (Pty) Ltd have terminated and termination dates were given to the Audit Team, although the termination was after commencement of the 2022-23 financial period.

		d) Emalangeni Technologies • The contract with Emalangeni Technologies for vulnerability management, maintenance services of the network (including VOIP) and the deployment of Sophos and licenses was effective from 01 September 2022. The municipality will pay an amount of R4 040 182.99 over 3 years, however the SLA did not include the following aspects: o Availability of services. o Support and call logging procedures. • Furthermore, the formally monitored of services received was not performed on a periodic basis.		

24	**Lack of digitisation initiatives may result in IT not enabling and improving service delivery** A well-crafted digitalisation strategy should align with the municipality's overall strategy and provide a roadmap for leveraging digital technologies to achieve objectives. Importantly the municipality's main stakeholder being the citizen of Amajuba District Municipality should be incorporated in how digital initiatives and transformation will benefit them and service delivery. The digitalisation strategy should be dynamic and responsive to evolving technological trends and municipal conditions. It was however noted that Amajuba District Municipality ICT Strategic Plan did not incorporate initiatives and plans for digitalisation and digitising of municipal processes.	Failure to include digitisation initiatives in the ICT Strategic Plan may result in the ICT unit failing to execute its mandate and ensure the automation of manual tasks, which can significantly increase operational efficiency and improve service delivery.	The Accounting Officer, Director: Corporate Services and Acting CITO should: • Undertake initiatives to upskill ICT staff with appropriate IT governance knowledge, in order to adequately update the ICT Strategic Plan and include digitalisation initiatives aligned to the municipality's strategic goals. • Liaise with the coordinating ministries, Department of Public Service and Administration (DPSA), KwaZulu Natal (KZN) Provincial Treasury and KZN Department of Cooperative Governance and Traditional Affairs (COGTA) to request assistance with the development and implementation of an IT digitalisation strategy that will assist the municipality in setting out a roadmap for digitising manual processes and improving service delivery at the municipality.	Undertake initiatives to upskill ICT staff with appropriate IT governance knowledge, in order to adequately update the ICT Strategic Plan and include digitalisation initiatives aligned to the municipality's strategic goals.

25	**Manual processes used for recording and analysing customer complaints relating to water and sanitation services could lead to delayed resolution of issues** Amajuba District Municipality provides water and sanitation services to citizens as its service delivery priority and main source of revenue. It was however noted there are no dedicated IT systems or software solutions utilised to monitor faults and customer complaints. All faults are recorded manually on a SharePoint spreadsheet which has resulted in the following limitations: a) Customer feedback is not automated to inform the complainant on the status of their call. b) The municipality is unable to identify common issues, patterns and trends to be used to implement speedy solutions and long term preventative measures. c) Automated controls have not been embedded to identify capturing errors and ensure completeness of calls logged. d) Management is unable to generate statistics and reports which indicate resolution times, calls that have not been assigned or are long outstanding. e) Management has not implemented formal monitoring processes over the SharePoint spreadsheet to analyse customer complaints, frequent faults logged and ensure customer feedback is provided.	Manual fault logging may lead to human errors, prolonged processing and inefficient practices when identifying, describing or categorising faults. This could result in misdiagnosis and incorrect actions being taken to address customer faults and complaints. Moreover, due to the lack of monitoring, the municipality may fail to adequately fulfil its provision of water and sanitation services mandate.	The Accounting Officer, Director: Corporate Services and Acting CITO should: • Update the IT Strategic Plan to incorporate digitisation initiatives that support service delivery. • Ensure that the procurement of technologies to support the management and monitoring of water and sanitation faults and customer complaints is budgeted for and an effective automated solution sourced. • The technological solution implemented should cater for automated customer feedback, status reports, input validation controls and exception monitoring relating to the provision of water and sanitation services.	Update the IT Strategic Plan to incorporate digitisation initiatives that support service delivery. Ensure that the procurement of technologies to support the management and monitoring of water and sanitation faults and customer complaints is budgeted for and an effective automated solution sourced. The technological solution implemented will cater for automated customer feedback, status reports, input validation controls and exception monitoring relating to the provision of water and sanitation services.

26	**Inadequate ICT Security Policy may prevent the municipality from being able to detect and prevent security vulnerabilities and threats** It was previously reported that the ICT Security Policy was inadequate and in draft.	In the 2022-23 financial period, the ICT Security Policy was approved by Council on the 30 June 2023. It was however noted that the document still did not include the information below: a) Password configuration settings for Windows Active Directory (AD) and all the application systems. b) The process of applying antivirus software security controls, i.e.: • Software utilised by the municipality to deploy the antivirus security updates. • Management of antivirus security updates exceptions. c) The process of applying patches security controls, i.e.: • Software utilised by the municipality to deploy the patches and security updates. • Management of the patches and security updates exceptions.	The Acting CITO should: • Ensure that the ICT Security Policy is updated to include all required IT security management processes. • Implement practices for comprehensive reviews and quality assurance to be conducted prior to ICT documents being submitted for approval. • Undertake initiatives to equip ICT staff with IT security management skills in order to enable them to carry out the required IT security processes. • Reach out to coordinating ministries such as KwaZulu-Natal (KZN) Provincial Treasury, Department of Public Service Administration (DPSA) and KZN Department of Cooperative Governance and Traditional Affairs (COGTA) for guidance and government standards relating to the drafting of adequate ICT Security management documents.	Ensure that the ICT Security Policy is updated to include all required IT security management processes.

27	**Inadequate guidance for management of IT security incidents may result in breaches not being timeously identified and corrected** As previously reported, the municipality did not have a documented policy in place that provided guidelines on the incident security management process to be followed.	Furthermore, system generated reports could not be extracted from the Sophos firewall and antivirus system to confirm that IT security incidents were recorded, tracked, regularly monitored and adequately managed during the 2022-23 financial year. Inadequate design, implementation and documentation as well as a lack of system generated reports relating to the IT security incident management process to be followed, may result in security incidents not being identified, investigated and corrected in a timely manner. This could lead to IT systems downtime and could negatively affect municipal operations and service delivery initiatives.	The Accounting Officer, Director: Corporate Services and the CITO should: • Ensure commitments made to resolve audit findings are adequately and timeously implemented. • Secure funds and budget to allow for the appointment of IT consultants and fill vacancies within the ICT unit, to assist with developing a new IT Security Incident Management Policy that incorporates all leading best practice requirements for ICT environments. • Undertake initiatives to upskill ICT staff and enable them to carry out the required IT security incident management tasks. • Investigate the options available that would allow for generation of regular reports detailing security incidents to identify and investigate deficiencies noted. • Maintain evidence of the ICT security incident monitoring activities performed as well as corrective actions taken. • Reach out to coordinating ministries such as KwaZulu-Natal (KZN) Provincial Treasury, Department of Public Service Administration (DPSA) and KZN Department of Cooperative Governance and Traditional Affairs (COGTA) for guidance and government standards relating to the drafting of adequate IT Security Incident Management Policies.	The municipality will investigate, and either update the ICT Security Policy or draft an Incident Management policy to meet the required ICT control specifications

28	**Weak password settings on the SAGE 200 system may allow unauthorised individuals to easily gain access to information stored** The Amajuba District Municipality, IT User Access Management Policy – V2, Page 8, Section 18, Password Requirements, states that: "Systems must enforce the following password requirements • Passwords must have a length of at least 12 characters • Password history must be at least 6 passwords • Passwords must expire and be changed at least once every 60 days". Per inspection of the password parameter configuration settings provided for the SAGE 200 system, the below instances were noted where the passwords configured did not align to the password requirements of the IT User Access Management Policy.	Weak passwords are easier for attackers to guess or crack. This makes it more likely for unauthorised individuals to gain access to sensitive information or functionality within the SAGE 200 system. This could lead to unauthorised actions, data breaches or even financial loss as the system deals with sensitive financial information and transactions.	The Accounting Officer, Chief Financial Officer, Director: Corporate Services and the Acting Chief Information Technology Officer (CITO) should: • Allocate the responsibilities associated with IT security management on the SAGE 200 system to a specific individual within the municipality. • Ensure that the allocated individual liaises with the SAGE 200 system service provider to confirm that password configurations are set in line and comply with the password requirements stipulated in the IT User Access Management Policy V2. • Establish a process to ensure that the ICT department is consulted and involved when user departments procure IT systems and services in order for ICT controls and configurations to be specified.	The municipality will update the password configurations to be aligned with Password Requirements section of the Amajuba District Municipality IT User Access Management Policy V2 as the municipality only finalised the SAGE 200 system implementation late in the 2022-23 financial year.

29	**Weak password settings on the SAGE 300 system may allow unauthorised individuals to easily gain access to information stored** The Amajuba District Municipality, IT User Access Management Policy – V2, Page 8, Section 18, Password Requirements, states that: "Systems must enforce the following password requirements • Passwords must have a length of at least 12 characters • Password history must be at least 6 passwords • Passwords must expire and be changed at least once every 60 days" Per inspection of the password parameter configuration settings provided for the SAGE 300 system, the below instances were noted where the passwords configured did not align to the password requirements of the IT User Access Management Policy:	Weak passwords are easier for attackers to guess or crack. This makes it more likely for unauthorised individuals to gain access to sensitive information or functionality within the SAGE 300 system. This could lead to unauthorised actions, data breaches or even financial loss as the system deals with sensitive human resources (HR) and payroll information and transactions.	The Accounting Officer, Chief Financial Officer, Director: Corporate Services and the Acting Chief Information Technology Officer (CITO) should: • Allocate the responsibilities associated with IT security management on the SAGE 300 system to a specific individual within the municipality. • Ensure that the allocated individual liaises with the SAGE 300 system service provider to confirm that password configurations are set in line and comply with the password requirements stipulated in the IT User Access Management Policy V2. • Establish a process to ensure that the ICT department is consulted and involved when user departments procure IT systems and services in order for ICT controls and configurations to be specified.	The municipality will update the password configurations to be aligned with Password Requirements section of the Amajuba District Municipality IT User Access Management Policy V2 as the municipality only finalised the SAGE 300 system implementation late in the 2022-23 financial year.
30	**Logs not regularly and formally reviewed may result in unauthorised access and suspicious activities on the Windows Active Directory not being timeously detected and investigated** **Audit finding** It was previously reported that the Windows Active Directory (AD) login attempts and access violation logs were not monitored as the Windows Server Updated Services (WSUS) tool used for audit reports generation and monitoring had crashed and the WSUS tool could not be reinstalled. In the 2022-23 financial period, ICT management implemented a work around by enabling the Sophos	Failure to formally monitor activity and access violations may result in suspicious activities and unauthorised access on the Windows AD not being timeously detected and investigated. Furthermore, security incidents may not be identified promptly allowing attackers more time to exploit the networks vulnerabilities.	The Accounting Officer, Director: Corporate Services and the CITO should: • Ensure that funds are made available to allow for the appointment of ICT personnel and fill vacancies within the unit, to assist with the review of Windows AD activity logs and access violation reports generated from Sophos. • Implement a formal schedule for the regular generation and review of Sophos logs to identify any unusual or suspicious activities, with evidence of reviews being maintained. • Consider the implementation of automated tools or security information	A control document will be designed and completed on a regular basis to assess user logon violations noted on the Windows AD.

	antivirus and firewall software to generate reports on activity logs, successful login attempts and access violations on the AD. It was however noted that the reports and logs from the Sophos software were not regularly generated and reviewed for appropriateness.		and event management (SIEM) systems that can assist in managing and analysing logs effectively.	
31	**Inadequately monitoring of administrator activities on the SOPHOS firewall could lead to unauthorised access to the municipal network going unnoticed** As previously reported, firewall processes were inadequately designed and implemented as the following deficiencies were still noted with regard to the management and monitoring of the Sophos firewall: a) No evidence could be obtained to confirm that firewall administrator access and activities were being periodically reviewed.	If the firewall is not adequately managed and monitored, the municipality may not know whether the firewall is operating as intended and if attacks or other inappropriate activities have occurred within the network environment of the municipality. This may result in unauthorised access to the information systems of the municipality and negatively affect the confidentiality integrity and availability of data stored on the network.	The Accounting Officer, Director: Corporate Services and the CITO should: • Ensure commitments made to resolve audit findings are adequately and timeously implemented. • Investigate the options available that would allow for extracting of configuration settings and reports for monitoring and reviewing purposes from the Sophos firewall utilised by the municipality.	A control document will be designed and completed on a regular basis to assess activities performed by system administrators.

32	**Supporting documentation not being maintained for user account management on the SAGE 200 system could lead to unauthorised amendments going unnoticed** As previously reported, supporting documentation for user account management activities was not retained for the SAGE 200 system. As a result, testing of the adequacy and operating effectiveness of internal controls relating to user account creation, user account modification and password resets could not be conducted:	As previously reported, supporting documentation for user account management activities was not retained for the SAGE 200 system. If supporting documentation is not completed and approved for user account management activities, this could lead to unauthorised amendments being made to user's accounts. Furthermore, if the municipality does not have the ability to report on users whose access has been modified, this may result in users being granted access that is inappropriate and not commensurate with their job responsibilities. This could compromise the confidentiality, integrity and availability of data stored on the SAGE 200 system.	The Accounting Officer, Chief Financial Officer, Director: Corporate Services and the Acting CITO should: • Ensure commitments made to resolve all audit findings are adequately and timeously implemented. • Ensure that no user account management activity is performed without the required documentation being completed and approved. • Maintain and store all supporting documentation for user account management activities that can be retrieved from a single centralised repository. • Engage with the service provider of the SAGE 200 system to enquire if the version utilised by the municipality can be upgraded to allow for the generation of a report of users whose access had been modified. • Make funding available to fill all vacant positions within the ICT unit, to allow for the adequate processing and approval of user account password reset requests.	Municipality will, ensure that no user account management activity is performed without the required documentation being completed and approved. Maintain and store all supporting documentation for user account management activities that can be retrieved from a single centralised repository.

33	**Failure to implement adequate user access management processes for the SAGE 300 system may result in unauthorised access and inappropriate transactions being processed** It was previously reported that user access for the SAGE 300 system was inadequately managed.	In the 2022-23 financial period, Human Resources (HR) management in conjunction with ICT Management embarked on a process of clean up on the SAGE 300 user listing, to remove some generic accounts. It was however noted that the following user access management deficiencies were still prevalent on the SAGE 300 system: a) The ten (10) active users on the SAGE 300 system listed below, had been configured to not have their password expire. As a result, these users could utilise the same password countless times and consequently the system would not force them to reset their passwords: b) The two (2) user accounts in the table below had not accessed the SAGE 300 system for more than three (3) months however their user accounts had not been disabled: c) The following generic admin account was noted to still be active on the SAGE 300 system: d) The list of active users on the SAGE 300 system provided only reflected usernames, the "start date" and "end date" field were not captured. As a result, the auditors were unable to confirm when users started or registered on the application and which user's access had been terminated from the system. e) The SAGE 300 system listing provided was unable to demonstrate user accounts who's access had been modified, consequently the auditors were unable to test the adequacy and operating effectiveness of user account modification processes.	The Accounting Officer, Chief Financial Officer, Director: Corporate Services, Manager: Human Resources and the Acting CITO should: • Ensure commitments made to resolve audit findings are adequately and timeously implemented. • Engage with the service provider of the SAGE 300 system to enquire if the version utilised by the municipality can be upgraded to allow for the generation of reports with sufficient user account information. • Allocate the responsibilities associated with user account management on the SAGE 300 system to a specified individual within the municipality. • Maintain supporting documentation for all user access management requests completed, approved and stored in a single centralised repository. • Enable the required password configuration settings on all user accounts. • Generic accounts as well as those users who do not access their accounts for prolonged periods of time should have their access revoked. Each user account should be uniquely identifiable and assigned to a specific user. • Furthermore, adequate user access management reports should be generated on a regular basis and be reviewed to confirm that users have been granted authorised access, users who have left the municipality were timeously removed, no unauthorised system administrator activities have been performed and user access rights have been correctly assigned on the SAGE 300 system.	The municipality will • Conduct an investigation on the accounts noted as dormant and generic, and disable those accounts no longer required. • Engage with the service provider of the SAGE 300 system to enquire if the version utilised by the municipality can be upgraded to allow for the generation of a report of users whose access had been modified and allocate the responsibilities associated with user account management on the SAGE 300 system to a specified individual within the municipality.

		f) Formal reviews of system administrator activities and user access rights assigned on the SAGE 300 system were not conducted during the 2022-23 financial period. Failure to implement adequate user access management processes for the SAGE 300 system may result in unauthorised access and inappropriate activities being performed which could impact the confidentiality, integrity and availability of HR and payroll information.		

34	**System administrator activities not formally reviewed and generic accounts present on the Windows Active Directory may hinder management's ability to establish accountability for actions taken** It was previously reported that deficiencies were noted with regard to user access management processes on the Windows Active Directory (AD). In the 2022-23 financial period, the municipality had configured the Sophos antivirus software to generate a Windows AD report that detailed new users created and users who's access had been modified. Additionally, the generic account "No Access Agent" was deactivated and no longer in use. It was however noted that the following deficiencies were still prevalent with regard to user account management process on the Windows AD: a) System generated reports detailing the user profiles which had been terminated and passwords resets performed were not available. As a result, samples were not able to be selected to test the implemented controls for user account terminations and passwords reset. b) Two (2) generic user accounts, Admin – Administrator and the Guest account were still identified as being active. c) Actions performed by the Windows AD system administrator were not formally reviewed.	Inadequate user access management processes may result in unauthorised access to sensitive municipal resources and data. The lack of system generated reports, active generic accounts and unmonitored administrator activities can provide opportunities for attackers to escalate their privileges and gain control over the network. This could inhibit management's ability to timeously take action for Windows AD user access management deficiencies, thus negatively affecting the confidentiality, integrity and availability of information stored on the network.	The Accounting Officer, Director: Corporate Services and the Acting CITO should: • Ensure commitments made to resolve all audit findings are adequately and timeously implemented. • Expedite and conclude the procurement process, to allow for an ICT infrastructure specialist to assist in and complete the reconfiguration of the File Server which runs the WSUS tool. • Ensure that the WSUS tool is successfully reinstalled and adequately implemented for regular generation of user logs for terminated user accounts and password resets performed. • Make funding available to fill all vacant positions within the ICT unit, to allow for the regular review of user account processes and administrator activities. • Investigate generic user accounts and take corrective action to ensure that they are renamed and assigned to specific individuals. • Perform periodic reviews of system administrator activities to ensure that no unauthorised activities have been performed.	The request has been issued by ICT for the for the appointment from the panel of ICT service providers of the service provider to restore WSUS. Design control documents that will ensure user and system administrator accounts are reviewed on a quarterly basis.
35	**Inadequate IT Service Continuity (Backup) Policy may result in the municipality being unable to restore critical systems and data in the event of a disaster** It was previously reported that the IT Service Continuity (Backup) Policy developed by Amajuba District Municipality was inadequate as it omitted key required information and disaster recovery (DR) testing had not been performed. In the 2022-23 financial period, Amajuba District Municipality ICT management had updated the IT Service Continuity (Backup) Policy and were also able to provide	An inadequate IT Service Continuity (Backup) Policy may result in staff not being aware of their disaster recovery responsibilities, leading to the municipality experiencing longer periods of downtime and significantly impacting on productivity and service delivery. Additionally, this may result in the municipality not being able to timeously recover IT systems in the event of a disruption.	The Acting CITO should: • Ensure that the IT Service Continuity (Backup) Policy is updated to include all the required disaster recovery and disaster management processes. • Implement practices for comprehensive reviews and quality assurance to be conducted prior to ICT documents being submitted for approval. • Undertake initiatives to equip ICT staff with backup and disaster recovery in order	The Acting CITO will reach out to coordinating ministries such as KwaZulu-Natal (KZN) Provincial Treasury, Department of Public Service Administration (DPSA) and KZN Department of Cooperative Governance and Traditional Affairs (COGTA) for guidance and government standards relating to the drafting of adequate ICT Service Continuity documents.

	sufficient and appropriate evidence to support that a DR test was successfully performed. It was however noted that the following key aspects were still not included in the IT Service Continuity (Backup) Policy: a) Disaster definitions. b) Plan for IT disaster recovery (including disaster recovery team roles and responsibilities). c) Disaster notification and plan activation. d) Data restoration or recovery processes for internally managed servers. e) Business Impact Analysis (BIA) which includes Recovery Point Objective (RPO) and Recovery Time Objective (RTO) was not conducted.		to enable them to carry out the required IT service continuity tasks. • Reach out to coordinating ministries such as KwaZulu-Natal (KZN) Provincial Treasury, Department of Public Service Administration (DPSA) and KZN Department of Cooperative Governance and Traditional Affairs (COGTA) for guidance and government standards relating to the drafting of adequate ICT Service Continuity documents.	
36	**Backups and restoration testing not performed for the File Server may inhibit recoverability of critical data stored** As previously reported, the following deficiencies were noted relating to the backup and restoration processes for the File Server: a) System generated reports (backup logs) to confirm that backups were performed on the File Server could not be provided. As a result, the audit team was unable to select a sample and test whether appropriate actions were taken by the ICT unit to ensure successful backups. b) Furthermore, evidence of scheduled backup restoration testing could not be obtained to confirm that backups taken were periodically tested for readability.	Failure to perform backups and regularly test restorability may lead to inconsistent or inadequately done backups not being detected and resolved in a timely manner. This could result in the municipality not being able to rely on backups to recover critical data that has been lost in the event of a disaster.	The Acting CITO should: • Expedite and conclude the procurement process, to allow for an ICT infrastructure specialist to assist in and complete the reconfiguration of the File Server. • Ensure that the WSUS tool is successfully reinstalled and adequately implemented for regular backups and restoration testing to be performed. • Additionally, enhance ICT environmental controls by implementing an uninterruptible power supply (UPS) or backup power solution for critical systems and services at the municipality.	The request has been issued by ICT for appointment from the panel of ICT service providers the service provider to restore WSUS. The UPS and back up generator were procured for an uninterruptible power supply for critical systems and services at the municipality.
37	**Vacancy within the Information Communication and Technology function at the municipality may hinder support and affect the implementation of IT controls** As previously reported, the Assistant Chief Technology Officer position had still not been filled since January 2021. Inability to sufficiently capacitate the ICT unit might result in decreased operational efficiency and hindered technological support. Moreover, the ICT unit could fail to fulfil its mandate and not be able to adequately perform ICT services that support municipal operations.	• Inadequate monitoring of the audit action plan resulted in some commitments made to address the previous audit findings not being actioned. • The municipality reprioritising funds prevented recruitment processes for the funded Assistant Chief Technology Officer position from being initiated	The Accounting Officer and Director: Corporate Services should: Monitor the audit action plan to ensure commitments made to resolve audit findings are adequately and timeously implemented. Ensure funding is sourced and allocated to the recruitment and appointment of a suitably qualified Assistant Chief Technology Officer in order to adequately capacitate the ICT department.	Conduct the recruitment process for appointment of a suitably qualified Assistant Chief Technology Officer to adequately capacitate the ICT department.

38	Section 62(1)(c)(i) of the MFMA states that; The accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent system of financial and risk management and internal control". During the CAAT's testing performed on the current year's debtors' masterfile analysis and approved indigents, the following findings were identified: - Indigents with no ID number. - Indigents listed as deceased persons on the NPR database. - Indigents in the employment of one or another government department or organisation - Indigents that have an interest in suppliers of government and/or municipalities. - Indigents with an ID Number duplicated on the indigent register. - Spouses of Indigents in the employment of one or another government department or organisation. - Spouses of indigents that have an interest in suppliers of government and/or municipalities - Indigents older than 100 years - Indigents where the ID number could not be found on the NPR database.	The finding is noted. Upon receiving indigent applications, the department of communtity services will work with SARS,SASSA and Home Affairs to verify if the households on the indigent register qualify to be indigent. This verification will ensure that only the households who qualify to be indigents receive the free basic services	Management did not implement adequate processes to ensure that only persons who qualify as indigents receive the free basic services	Management to implement recommendations from Auditor General 1) Arrange a meeting with SARS, SASSA and Department of Home Affairs to request to discuss the drafting of a formal MOU with them, in which it will be agreed that they will assist with the verifications using the National Population Register (NPR) 2) Draft an MOU with SARS,SASSA and Department of Home Affairs
39	During the audit of VAT, it was identified that the VAT 201 forms did not include the zero-rated output VAT, which is taxed at 0%.	There were inadequate reviews of the VAT 201 declaration forms to ensure that the returns were accurately completed.	• Management should review the VAT 201 forms prior to submission to SARS to ensure that all zero-rated VAT output is correctly declared. • Management should re-submit adjusted VAT 201 declaration forms to correct this misstatement.	Management to perform adequate reviews of monthly VAT filing.

40	During the audit of completeness of payments received in advance (debtors with a credit balance), the following deposits selected from the municipality's main bank account could not be traced to the debtors ageing analysis, under each customer account. The evidence provided for audit for the following transactions was not sufficient as it did not include all the transactions that took place in the current year. For the following transactions we could not confirm if the deposits that were received in advance were actually received as the bank statements that were provided for audit did not have deposits for the following accounts:	Management and internal audit did not perform adequate reviews of the financial statements to ensure that the payments received in advance are supported by sufficient and appropriate evidence. Management did not ensure that all deposits received from customers are recorded in the age analysis.	Management should investigate the above matters and make the necessary adjustments to the financial statements.	Not applicable. Financial statement were correct and evidence was provided and accepted by AG.
41	During the audit of service charges, material fluctuations in meter readings were noted and no supporting documentation was provided to explain how these variances were resolved to ensure the billing is. These fluctuations were noted in the entire sample of 29 transactions that were selected for testing	Management and internal audit did not perform adequate monitoring of meter readings to ensure that customers are accurately billed.	Management should run exception reports and identify and unusual or out of the ordinary billings and follow up on these. The necessary corrections should be processed on the system once the correct reading has been determined using an electronic device.	To monitor exception reports.
42	The data analytics performed on current year's service charges revenue revealed the following exceptions. A maximum sample of 28 transactions per test, was selected for testing to confirm these exceptions and was issued to management on 23 October 2022 as RFI 64 for them to provide reasons for the exceptions and supporting evidence for their explanations.	Management and internal audit did not perform adequate monitoring of meter readings to ensure that customers were accurately billed.	Management should, on a monthly basis, run exception reports and identify unusual or out-of-the-ordinary billings and follow up on these. The necessary corrections should be processed on the system once the correct reading has been determined using an electronic device.	To monitor exception reports.

43	During the audit of Service charges, we identified differences between the billing reports amount and the Service charges recorded in the financial statements	Management and internal audit did not perform adequate monitoring and review to ensure that the amount for service charges in the AFS agree to the billing reports	• Management should, perform adequate reviews of the financial statements and the supporting schedules to ensure that the financial statements are supported by accurate schedules. • Managements should investigate the above differences and process the necessary adjustments in the financial statements.	Management will perform adequate reviews of debtors reconciliation to ensure that they agreed with supporting schedules
44	During the audit of receivables from exchange transactions differences were identified between the amounts disclosed in note 11 and note 17 to the financial statements as of 30 June 2023 as well as the receivables ageing analysis provided for audit	Management and internal audit did not perform adequate reviews of the financial statements to ensure that the receivables from exchange transactions agree to the supporting schedules.	• Management should investigate or reconcile the differences between the ageing analysis and the financial statements and process an adjustment. • Management should provide auditors with an updated receivables ageing analysis and/or listing that agrees with the financial statements.	Management will perform adequate reviews of debtors reconciliation to ensure that they agreed with supporting schedules
45	During the audit of revenue, the following were identified: a) Significant deficiencies* were identified in the internal controls for revenue due to inaccurate billings being processed.b) The internal control deficiencies resulted in material misstatements or compliance deviations. c) Similar internal control deficiencies were identified and reported to management in the prior year. This results in non-compliance with the above legislation.	Management did not perform adequate monitoring to ensure that the revenue billing issues that were identified in the prior year were addressed.	Management should embark on a project to identify all the deficiencies in the billing system and devise corrective actions to address these.	Management is currently on a project to rectify these challenges.
46	CAATs findings – Understatement of Revenue and receivable	Management did not perform adequate reviews and monitoring	Management should perform adequate reviews and monitoring	Management performs data cleansing as an exercise on a monthly basis with continuous close communication with the service provider. Data cleansing report maintained.

47	During the audit of expenditure, it was identified that a transfer of funds/debit orders from the municipality's Standard Bank business current account to the Standard Bank fleet account was recorded as expenditure instead of recording the actual fuel usage. Upon request of supporting evidence, bank statements confirming a debit order were provided instead of the evidence confirming actual fuel expenditure.	Management did not perform adequate reviews to ensure that the transfers were correctly classified in the accounting records.	Management should consider the following: • Record fuel expenditure based on actual usage, as per the supporting evidence. • Debit orders/ transfers that are made in advance to the fuel standard bank account should be recorded as prepayment and this amount be reduced when actual expenditure is incurred. • Sufficient appropriate evidence supporting actual fuel expenditure recorded should be requested from the bank and provided for audit.	Management and internal audit to ensure that there are adequately reviews of financial statements prior to submission for audit to ensure that the GRAP disclosures are accurate and complete.
48	**Expenditure apportionment:** During the audit of expenditure, we noted that the following transactions have been recorded at the incorrect amount. The annual expenditure was not correctly apportioned to ensure that only the current year's expenditure is recorded in the financial statements. **Unauthorised debit order:** The following unauthorised debit order was incorrectly recorded as expenditure. Subsequently, the bank reversed the debit order after discovering it was unauthorised. Management processed the journal to reverse the incorrectly recorded expenditure, however, it was reversed at the incorrect amount resulting in an understatement of expenditure.	Management and internal audit did not perform adequate reviews of the AFS to ensure that the expenditure recorded agrees with the supporting documents. Management and internal audit did not appropriately apportion annual fees to ensure that expenditure was accounted for in the correct period.	Management should investigate the above matters and make the necessary adjustments to the financial statements.	Expenditure unit will ensure there is appropriate apportionment of annual fees to ensure that expenditure was accounted for in the correct period. Expenditure Management to perform adequate reviews of payment vouchers to ensure that the expenditure recorded agrees with the supporting documents.

49	During the audit of expenditure, we noted that the following transactions have been recorded at the incorrect amount. The annual expenditure was not appropriately apportioned to ensure that it was accurately recorded and in the correct period The transaction was recorded inclusive of VAT which results in recorded expenditure being overstated:	Management and internal audit did not perform adequate reviews of the AFS to ensure that the expenditure recorded agrees with the supporting documents. Management and internal audit did not appropriately apportion annual fees to ensure that expenditure was accounted for in the correct period.	Management should investigate the above matter and make the necessary adjustments to the financial statements.	Expenditure Management to perform adequate reviews of payment vouchers to ensure that the expenditure recorded agrees with the supporting documents.
50	During the audit of expenditure, we noted that the following transactions were recorded in the incorrect period. This was confirmed through inspection of supporting documents confirming that the service was not rendered in the 2022-23 financial period, but rather relates to the next financial period (2023-24) and/or prior period (2021-22).	Management and internal audit did not perform adequate reviews of the recorded expenditure to ensure that it was recorded in the correct financial period.	Management should relook at the above transactions and make the necessary adjustments to the financial statements including disclosing prior period adjustments.	Expenditure Management to perform adequate reviews of payment vouchers to ensure that the expenditure recorded agrees with the supporting documents.
51	During the audit of completeness of current year expenditure, we noted that the following transaction which relates to the 2022-23 membership fees was not recorded in the general ledger.	Management and internal audit did not perform adequate reviews of the recorded expenditure to ensure that it was recorded in the correct period.	Management should investigate the above matter and make the necessary adjustments to the financial statements.	To perform expenditure completeness reconciliation during interim and annual financial statements preparation.
52	**Fuel expenditure:** During the audit of expenditure, we noted that the following transactions relate to the hiring cost of a generator, however, they were incorrectly classified as fuel and oil expenditure.	Management and internal audit did not perform adequate reviews of the general expenditure transactions to ensure that each line item disclosed was correctly mapped in the general ledger.	• Management should relook into the above matters and make the necessary adjustments to the financial statements. • Management should review the entire population of general expenditure to identify instances where there are misclassifications, expenditure recorded in the incorrect period and amount	Management to perform adequate reviews of expenditure classification during interim and annual financial statement preparation.

53	During the audit of general expenses and contracted services, the following differences were noted between the prior year audited AFS and the current year corresponding figures. Furthermore, the differences were traced to the prior year adjustments note 38 of the current year financial statements and the amounts were not included.	Management and internal audit did not adequately review the financial statements prior to submission for audit to ensure the amounts disclosed therein are accurate and agree to prior year audited financial statements. This was due to prior year adjustments which were not appropriately disclosed in the prior year adjustment note, as some adjustments were omitted by management.	• Management must investigate the above variances and effect the necessary adjustments to the financial statements. • The prior year adjustment note should be updated to reflect all adjustments made to prior year figures and supporting documents supporting the prior year adjustment be provided for audit. • Management and internal audit should perform diligent reviews of the financial statements prior to submitting for audit, by ensuring that corresponding figures agree to prior year audited financial statement and/or restated figures.	Management to perform adequate reviews of prior period error adjustments during interim and annual financial statement preparation.
54	**Finance cost:** During the audit of bulk purchases for water, we noted that uThukela charged monthly interest to the municipality based on the balance outstanding, however, this interest was not recognised as finance cost at year-end. The interest was incurred during the year, i.e. July 2022 to June 2023. Refer to the table below for the monthly interest that was levied against the municipality. **Amajuba District Municipality – Reticulation**: In addition, we also noted that there is a statement, for reticulation, dated 30 November 2022 from uThukela Water with an outstanding balance of R753 931.82. This amount is made up of an opening balance of R701 632.70 as at 01 July 2022 plus interest charges of R 358,26 per month for 5 months (July to November 2022). This balance of R753 931.82 which is 180 days old was not recorded as a liability as at 30 June 2023. Based on discussions with management, it was not clear what this balance relates to. The above could result in an understatement of liabilities as	Management also did not perform adequate reviews to ensure that the interest levied by uThukela Water on outstanding invoices was captured on the system and thus also on the financial statements.	• Management must investigate the above misstatements and make the necessary adjustments. • Management must review all statements from uThukela Water for any interest and other charges and ensure that these are captured on the system.	To perform expenditure completeness reconciliation during interim and annual financial statements preparation.

	it is not included as part of uThukela Water's creditors' balance.			
55	During the audit of payables, it was noted that the following payments made after year-end were not included in the trade payables' listing. Differences were noted between the amount paid and the accrual amount, which makes it not clear whether the accrual was raised or not as the payment listing is not on an invoice basis but rather only a balance is included	Management and internal audit did not adequately review the financial statements prior to submission for audit to ensure that all accruals recorded are accurate and complete.	• Management must investigate the above variances and make the necessary adjustments to the financial statements. • Management must improve on the payables listing and consider including the invoice details/PO number other than balances only.	Expenditure Management to perform adequate reviews of monthly creditors reconciliation.
56	During the audit of payables, the following differences were noted between the current year's financial statement amount and the payables supporting schedule. Through discussion with management, it was confirmed that the amount per the schedule is correct and that the financial statement disclosed amount is misstated.	Management and internal audit did not adequately review the financial statements prior to submission for audit to ensure the amounts disclosed therein are accurate and agree to the supporting schedules.	• Management must investigate the above variances and make the necessary adjustments to the financial statements. • Management and internal audit should perform diligent reviews of the financial statements prior to submitting for audit, by ensuring that the payables amount agrees with the supporting schedule	Management and internal audit will perform diligent reviews of the financial statements prior to submitting for audit, and ensure that the payables amount agrees with the supporting schedule.
57	During the audit of trade payables, it was noted that for the following transactions the recorded amounts do not agree with the evidence provided:	Management and internal audit did not perform adequate reviews of the AFS to ensure that the payables recorded agree to the supporting documents.	Management should investigate the above misstatements and make the necessary adjustments to the financial statements.	Management and internal audit will perform adequate reviews of the AFS and will ensure that the payables recorded agree to the supporting documents.

58	During the audit of payables from exchange transactions, the following differences were noted between the prior year audited AFS and the current year's corresponding figures. Furthermore, the differences were traced to the prior year adjustments note 38 of the 2022-23 financial statements and the amounts were not included	Management and internal audit did not adequately review the financial statements prior to submission for audit to ensure the amounts disclosed therein are accurate and agree to prior year audited financial statements. This was due to prior year adjustments which were not appropriately disclosed in the prior year adjustment note, as some adjustments were omitted by management.	• Management must investigate the above variances and effect the necessary adjustments to the financial statements. • The prior year adjustment note should be updated to reflect all adjustments made to prior year figures and supporting documents supporting the prior year adjustment be provided for audit. • Management and internal audit should perform diligent reviews of the financial statements prior to submitting for audit, by ensuring that corresponding figures agree to prior year audited financial statement and/or restated figures.	Management to perform adequate reviews of prior period error adjustments during interim and annual financial statement preparation.
59	During the audit of retentions, contracts were requested in Request for information 21 dated 06 September 2023, however, after review of the contracts submitted there was no evidence of the percentage retention amount to be withheld by the municipality to support the retention amount withheld for each contractor. After further discussion with management, it was confirmed that this information is on the other contract documents which were not provided for audit.	• Management did not ensure that the correct information requested is provided for audit. • Management did not perform adequate reviews to ensure that the retentions withheld are supported by the percentage as per the contracts/ service level agreement.	• Management must ensure that for each contract there is a clause about the retention to be withheld and the period it will be withheld for and agree this percentage to that included in the invoice.	Management will ensure that for each contract there is a clause about the retention to be withheld and the period it will be withheld for and agree this percentage to that included in the invoice.

60	Contrary to the requirements of section 65(2)(e) of the MFMA, payments to the following suppliers were not made within 30 days from the date of receiving the goods or services, and no documentary evidence was provided to confirm any dispute or arrangement to delay the payment. Furthermore, it was identified that some invoices were not signed and/or not stamped with the date of receipt and therefore we were unable to determine if these were paid within 30 days.	Management did not implement adequate controls to ensure that supplier invoices are settled within 30 days of receipt of the invoice, thus resulting in non-compliance with section 65(2)(e) of the MFMA.	Management should provide reasoning as to why the payments were not made timeously. Management should ensure that where there were no disagreements with the supplier, the payments are made within the legislated date.	Management keeps an invoice book to record the actual date of the invoice, Expenditure Unit should stamp the invoice on the day of receipt, to avoid the differences on the invoice receipt date and the actual invoice date. Municipality is facing cashflow issues and is unable to meet its obligation.
61	During the year under review, it was noted that the municipality's 2022-23 adjusted budget was unfunded as confirmed by information supplied by National Treasury. Adopting an unfunded budget is indicative that the municipality is experiencing cash flow challenges during the year which ultimately contributes to a transgression of the legal prescripts for payments to creditors within 30 days as per section 65(2)(e) of the MFMA."	The municipality has not implemented adequate collection mechanisms to ensure financial viability and adequate cash management. Furthermore, the budgeting process is not realistic to ensure budgets are set in accordance with realistically collectable revenue.	Management should enhance the system of revenue collection and ensure that budgets are set on a realistic basis.	over and above the current incentive programs the municipality will implemented adequate collection mechanisms to ensure financial viability and adequate cash management. Also, stick to the budget funding plan in place.
62	Differences between the Statement of Comparison amount and Budget			
63	During the audit of the unauthorised, irregular as well as fruitless, and wasteful expenditure (UIFWE) disclosure note, we identified the following material differences between the amounts written off in the disclosure note and the amounts per the council approval	Management and internal audit did not adequately review the financial statements prior to submission for audit to ensure the amounts disclosed therein for IFWE are accurate and agree to the amounts approved by the council.	Management must investigate the above variances and make the necessary adjustments to the financial statements	Management and internal audit to adequately review the financial statements prior to submission for audit to ensure the amounts disclosed therein for IFWE are accurate and agree to the amounts approved by the council.

64	During the audit of commitments, we noted that for the following transactions, the amounts disclosed were incorrect. Based on the results of our recalculations, we noted that there is possible irregular expenditure as the sum of the amount paid, commitments, and accruals exceed the contract amount as well as the extension/variation order amounts.	Management and internal audit did not adequately review the financial statements prior to submission for audit to ensure that all expenditure incurred that were above the contract amounts were disclosed as irregular.	Management should adjust the note for irregular expenditure to include the above-identified misstatements and any other identified during their investigation of the completeness of irregular expenditure. Management and internal audit should also ensure that all instances of irregular expenditure incurred during the year are disclosed in the financial statements.	Management to adequately review UIFWE listings and ensure that all instances of irregular expenditure incurred during the year are disclosed in the financial statements.
65	During the audit of the unauthorised expenditure (UE) disclosure note, differences were identified between the amounts included in the Statement of comparison of budget and actual amounts and the amounts included in the UE register as well as in note 42 to the financial statements.	Management and internal audit did not adequately review the financial statements prior to submission for audit to ensure that the unauthorised expenditure disclosed in the financial statements agree with the supporting schedules.	Management must investigate the above variances and make the necessary adjustments to the financial statements.	Management and internal audit to adequately review the financial statements prior to submission for audit to ensure that the unauthorised expenditure disclosed in the financial statements agree with the supporting schedules.
66	During the audit of bulk water purchases, we noted that interest levied by uThukela Water for the late payment of invoices, was not included in the disclosure note for fruitless and wasteful expenditure.	Management and internal audit did not adequately review the financial statements prior to submission for audit to ensure that all expenditure incurred in vain were disclosed as fruitless and wasteful.	Management should adjust the note for fruitless and wasteful expenditure to include the above-identified misstatements and any other identified during their investigation of the completeness of fruitless and wasteful expenditure. Management and internal audit should also ensure that all instances of fruitless and wasteful expenditure incurred during the year are disclosed in the financial statements.	Management to adequately review UIFWE listings and ensure that all instances of irregular expenditure incurred during the year are disclosed in the financial statements.

67	During the audit of provisions for workman's compensation, it was identified that there were section 83(6) penalties that were levied by the Department of Labour on the unpaid COIDA invoices, however, these penalties were not disclosed as fruitless and wasteful expenditure in the financial statements.	Management did not perform adequate reviews of the invoices to ensure that all penalties levied against the municipality were recognised and disclosed in the financial statements.	Management must amend note 43 of the financial statements to include the above fruitless and wasteful expenditure.	Management to adequately review UIFWE listings and ensure that all instances of irregular expenditure incurred during the year are disclosed in the financial statements.
68	Tthe municipality has incurred unauthorised, irregular as well as fruitless and wasteful expenditure (UIFW) in the current year, as disclosed in notes 42 to 44 to the financial statements. This results in non-compliance with the MFMA.	Management did not implement adequate controls to prevent non-compliance with SCM processes and the MFMA legislation.	• All transgressions that led to the incurrence of irregular, unauthorized and fruitless & wasteful expenditure must be investigated with action plans put in place to prevent the transgressions from re-occurring. • Management should implement adequate controls to prevent non-compliance with SCM processes and the MFMA legislation	All irregular, unauthorized and fruitless & wasteful expenditure will be investigated with action plans put in place to prevent the transgressions from re-occurring
69	Awards made to suppliers in service of other state institutions	Inadiquate Controls in detecting possible interest of suppliers in the service of the state.	Management should consider interfacing their database with other organs of state to identify conflicts of interest	Further investigation at legal advised will be conducted and any consequence Management if necessary will be implemented
70	Deviations not justifiable	Management did not adequately assess the reasons for the deviations to ensure that they were in compliance with MSCM regulations.	Supply Chain Management should assess all the reasons for deviations to ensure that they are in line with the MSCM regulations and are appropriately applied.	To assess if there are any financial losses as a result of unjustified deviations and recover where necessary through consequence management process.
71	Deviations not reported timeously to council From an inspection of council minutes that took place after the date of approval of the deviation, it was noted that no agenda item was included in any of the meetings for the reporting of the following deviations, as required by the SCM regulation	Management did not perform adequate monitoring to ensure that all deviations from MSCM regulations were approved and reported to the council.	Management must ensure that all deviations from supply chain management processes are approved and reported to the council.	Management will improve the review of the reporting and ensure that all deviations are reported timeously.

72	**Three quotes not obtained**	Management did not perform adequate reviews to ensure that three quotes were obtained as required by legislation.	Management must ensure that the supply chain regulations are adhered to with regard to obtaining three quotes before an award is made.	SCM will ensure that a minimum of three quoations for all transactions
73	Local content awards not reported to DTI There was no evidence provided for audit to confirm that the Department of Trade & Industry (DTI) was notified of the following bidders' estimated value of the contract as well as provided with copies of their contracts, SBD/ MBD certificates and declaration forms, contrary to above legislation	Management did not perform adequate reviews to ensure that all local content awards were reported to DTI together with the relevant documentation. Furthermore, management misinterpreted the Government Gazette issued on 08 November 2022 relating to Preferential Procurement Regulations, 2022 as through enquiry they have indicated that the prescripts relating to local content were not applied by the municipality as they were repealed.	Going forward management should ensure that all new SCM regulations are properly workshopped with all SCM officials so as to ensure compliance.	Management is developing a compliance checklist relating to all SCM activities to ensure that all regulations are adhered to
74	**Competitive bidding process not followed**	Management did not perform adequate reviews and monitor compliance with the SCM regulations by ensuring that all competitive bids awarded are advertised on the eTender Publication Portal/ Local newspaper.	· Management should adjust the financial statements to include the above expenditure not already disclosed as irregular.	The investigation into irregular expenditure is currently being investigated and the recommendations of the report will be implemented.
75	**Award made to bidder not recommended by the bid evaluation committee**	Lack of controls to ensure that all disagreements between the BEC and BAC recommendations are documented by the municipal manager and supported by relevant documentation.	The BAC and accounting officer must document the reasons for the recommendations they make that are not in agreement with the BEC.	The committees and municipal manager will ensure compliance with regulation 29(5) where there are disagreements between the BEC and BAC recommendations.
76	**Award made to bidder who did not score highest preferential points**	Lack of controls to ensure that all disagreements between the BEC and BAC recommendations are documented by the municipal manager and supported by relevant documentation.	The BAC and accounting officer must document the reasons for the recommendations they make that are not in agreement with the BEC.	The committees and municipal manager will ensure compliance with regulation 29(5) where there are disagreements between the BEC and BAC recommendations.
77	**Deviation not included on the financial statements**	The Supply Chain Manager did not adequately assess the reasons for the deviations to ensure that they were in compliance with MSCM regulations	· The Supply Chain Manager should assess all the reasons for deviations to ensure that they are in line with the MSCM regulations and are appropriately applied.	Afs are reviewed by Internal Audit prior to submittion

78	**SCM information not provided for audit**	The SCM department has not performed adequate monitoring over information requested for audit to ensure that all documentation requested is submitted timeously.	Management is urged to provide the above-supporting documents so as to enable auditors to perform the necessary SCM procedures.	Proper filling and document control to be adhered too.
79	**Awards made to employees and councillors – Interest family and interest other**	Management did not perform adequate reviews to ensure that the bid documents are reviewed and approved by the Supply chain managers in order to ensure that they complied with the Supply Chain regulations prior to the bid being advertised to the public.	Management should also disclose, in the financial statements, the above awards to family members.	The companies listed will be put on hold in the database while further investigation is conducted.
80	**Suppliers awarded tenders without confirming tax matters were in order**	The bid award committee did not perform adequate reviews to ensure that all awarded bidders have provided evidence that they were tax compliant.	All suppliers' tax statuses should be confirmed prior to approving the award.	All suppliers' tax statuses should be confirmed prior to approving the award.
81	**Use of consultants: Terms of reference and contracts internal control deficiencies**	Management did not perform adequate reviews and monitoring to ensure that when appointing consultants, the relevant legislation, regulations, and guides were complied with.	Management should ensure adequate internal controls per the applicable regulations and guides are applied at all times before appointing consultants. Management should consider introducing checklists for the use of consultants to be utilised when preparing terms of reference, contracts, and/or SLAs.	Management will perform adequate reviews and monitoring to ensure that when appointing consultants, the relevant legislation, regulations, and guides were complied
82	Use of consultants: Training and transfer of skills from consultants to employees	Management did not perform adequate reviews and monitoring to ensure that when appointing consultants, the relevant legislation, regulations, and guides were complied.	Management should ensure compliance with the applicable regulations and guides before appointing consultants.	Management will perform adequate reviews and monitoring to ensure that when appointing consultants, the relevant legislation, regulations, and guides were complied

83	Use of consultants: Appointments of consultants are not made on a time and cost basis with specific start and end dates	Management did not perform adequate reviews and monitoring to ensure that when appointing consultants, the relevant legislation, regulations, and guides were complied.	Management should ensure compliance with the applicable regulations and guides before appointing consultants. Management should consider introducing checklists for the use of consultants to be utilised when preparing terms of reference, contracts, and/or SLAs.	Management will ensure compliance with the applicable regulations and guides before appointing consultants
84	Performance and monitoring of consultants	Management did not perform adequate reviews and monitoring to ensure that when appointing consultants, the relevant legislation, regulations, and guides were complied.	Management should ensure compliance with the applicable regulations and guides before appointing consultants. Management should consider introducing checklists for the use of consultants to be utilised when preparing terms of reference, contracts, and/or SLAs.	A dashboard report will be developed to ensure compliance all the legislation and regulations for use of consultants. The report will be reviewed by the SCM Compliance Manager to ensure that the use of consultants is monitored monthly.
85	The consultant was appointed to address needs/ requirements that are permanent/ continuous in nature for which a position exists in the establishment	Management did not perform adequate reviews and monitoring to ensure that when appointing consultants, the relevant legislations, regulations and guides were complied.	Management should ensure compliance with the applicable regulations and guides before appointing consultants.	Management will perform adequate reviews and monitoring to ensure that when appointing consultants, the relevant legislation, regulations, and guides were complied
86	Suppliers awarded the bids without checking municipal rates and taxes	Management did not implement adequate controls to ensure that the bids are evaluated and awarded in line with the SCM regulations.	• The financial statements should be amended to include the above irregular expenditure. • Management responsible for supply chain management (SM) and the accounting officer should ensure compliance with all the SCM requirements	To implement strong controls on document management to ensure that information is available promptly and improve record keeping mechanisms

87	During the audit of commitments, the following differences were noted between the current year financial statement amount and the commitments supporting schedule. Through discussion with management it was confirmed that the schedule amount is correct and the financial statement disclosed amount is misstated	Management and internal audit did not adequately review the financial statements prior to submission for audit to ensure the amounts disclosed therein are accurate and agree to the supporting schedule.	Management and internal audit should perform diligent reviews of the financial statements prior to submitting for audit, by ensuring that corresponding figures agree to prior year audited financial statement and/or restated figures.	SCM unit to compile accurate and complete commitment schedule on quartely basis. Management and diligent reviews of schedule and ensure that its accurate and complete.
88	During the audit of commitments, we noted the following differences between the commitment amounts disclosed in the financial statements and the auditor's recalculated amount. The reason for the variances identified was that management did not use the correct amounts as per the supporting schedules (retentions, accruals, and payment listing).	Management and internal audit did not perform adequate reviews of the amounts disclosed for commitments to ensure that they agreed with supporting documents.	Management should investigate the above matters and make the necessary adjustments to the financial statements.	SCM unit to compile accurate and complete commitment schedule on quartely basis. Management and diligent reviews of schedule and ensure that its accurate and complete.
89	During the audit of the cash flow statement, misstatements as tabulated below, were identified when performing the calculations for Grants and subsidies received, Interest received as well as Purchase of Property Plant and Equipment.	Management and internal audit did not adequately review the financial statements prior to submission for audit to ensure the overtime amounts disclosed therein are accurate and agree to the supporting schedule.	Management should investigate the above variances and make the necessary adjustments.	Cashflow workings to be prepared and validated during interim financial statements. Management and internal audit to adequately review the financial statements prior to submission for audit to ensure the overtime amounts disclosed therein are accurate and agree to the supporting schedule.

90	During the audit of investment in associates, it was noted that the amounts disclosed in note 5 to the financial statements for Amajuba District Municipality for Interests in other entities under the summary of controlled entity's interest in associates do not agree to the supporting financial statements for uThukela Water (Pty) Ltd as at 30 June 2023 for both the current and comparative amounts.	Management did not adequately review the financial statements for uThukela Water (Pty) Ltd subsequent to the date of receipt of the draft financial statements for uThukela (Pty) Ltd on 25 August 2023 prior to submitting their final AFS for audit on 31 August 2023 to ensure the note therein is updated with the final correct amounts.	• Management must adjust the financial statements to reflect the correct amounts as per the final submitted AFS of uThukela Water (Pty) Ltd at 31 August 2023 • Management and internal audit should perform diligent reviews of the financial statements prior to submitting for audit, by ensuring that the correct amounts on the AFS are reflected as per the latest financial statements for uThukela Water (Pty) Ltd	Latest AFS from uTHukela by the reporting unit before updating the note in the AFS. Diligent reviews of the financial statements prior to submitting for audit, by ensuring that the correct amounts on the AFS are reflected as per the latest financial statements for uThukela Water (Pty) Ltd.
91	During the course of the audit, audit material misstatements were identified relating to commitments, cash flow statements, payables, etc., which could have been prevented or detected if the municipality had an effective system of internal control. This results in non-compliance with Section 122 of the MFMA.	Management and internal audit did not implement adequate controls to ensure that the financial statements are accurate and agreed to supporting documents	Management should consider preparing quarterly financial statements that will be rigorously reviewed and agreed to supporting documents.	Management will ensure that there are adequate reviews of monthly internal reports and internal audit will ensure that interim and annual financial statements are adequately reviewed, and misstatements are corrected timeously.
92	During the audit of provisions for long-service awards, it was identified that there were employees who were included in the calculation for long-service awards as completed 5, 10, 15, 20, 25, 30, 35, 40, and 45 years of service, however, these employees were employed for less than 5 years of service. Therefore, as at 30 June 2023, the municipality did not have a present obligation towards these employees. The details are as follows:	Management did not adequately review the data for employees who are entitled to long service awards in order to ensure that only employees who have completed 5 years or more of service have been provided for as at year-end.	Management relook at the above cases and adjust the financial statements accordingly to reflect the provision for only employees that have completed 5 years or more of service.	N/A
93	During the audit of Employee-related costs - Overtime, the following difference was noted between the current year's financial statements amount and the overtime listing. Consequently, employee-related costs disclosed in the financial statements are understated by R423 062,03	Management and internal audit did not adequately review the financial statements prior to submission for audit to ensure the overtime amounts disclosed therein are accurate and agree to the supporting schedule.	Management should investigate the above variances and make the necessary adjustments.	Management to investigate the above variances and make the necessary adjustments.

94	During the audit of cash and cash equivalents, the following differences were identified between the amounts disclosed in note 12 to the financial statements and the balances as per the external confirmation certificates received:	Management did not adequately review the financial statements to ensure that the bank balances disclosed are inclusive of the interest accrued as at 30 June 2023.	Management must relook at the above differences and make the necessary adjustments to the financial statements.	Management to adequately review the financial statements to ensure that the bank balances disclosed are inclusive of the interest accrued as at 30 June 2023.

4.4 BASIC SERVICE DELIVERY

DGDP Strategic Goal 4: Infrastructure Development

Strategic infrastructure provides for the social and economic growth and development needs of Amajuba. Infrastructure development is the foundation for poverty reduction and economic growth in developing countries. As KZN is en-route to greater socio- economic growth, there are many unfulfilled needs in the provision of services and infrastructure. The long-term success and participation in the global market will be in its ability to maintain good governance, to continue to provide services and improve its transport and logistics infrastructure.

Historic under-investment in basic infrastructure (roads, transportation, water provision, sanitation etc.) has undermined the growth potential of this province. In line with national government policy, public sector investment in infrastructure is seen as key to building the overall levels of investment in fixed assets which is central to achieving growth and development targets. The need is therefore to invest in infrastructure in order to stimulate and sustain growth and development and this includes both operational infrastructure (water, sanitation, roads etc.) and connectivity (information technology, mobility) infrastructure. Newcastle and Amajuba municipalities are both Water Services Authorities (WSA) with Amajuba serving Emadlangeni and Dannhauser municipal areas and Newcastle being responsible for its own municipal area. Both municipalities make use of uThukela Water as the Water Services Provider. The Web-based WSDP was complete by November 2021 through assistance from DBSA and was approved by council in March 2022. The Operation and Maintenance Plan was also developed during 2021/22 financial year.

To ensure improvement in Water service delivery, we have embarked on eradicating aging Infrastructure for water. We have developed the Operation and Maintenance Plan for Water Infrastructures. This Plan is being implemented and will be reviewed as and when deemed necessary by the Council of the ADM and as per legislative requirements. Based on the 2016 Stats SA Community Survey, the following emerged because of numerous projects that are underway within the Amajuba District Municipality.

- 111632 of households have piped water supply either to inside the home or on site.
- 17 % of households rely on communal standpipes.
- 7, 9% of households are reliant on boreholes or springs as opposed to the previous and are reliant on other sources of water. The quality of the water obtained from these sources is unknown and cannot be guaranteed, thus possibly leading to health problems.

Based on the COGTA KZN, Ward Level Water Status Quo Report, February 2021, The Amajuba District Municipality houses a total of 182 454 households, Overall, most of the households (82.2%) in the Amajuba Local Municipality have access to water. Of these households, 40.5% of these, which is most of the households with infrastructure water access have access through yard connections. The minority of household (17.8%) do not have access to infrastructure water and 6.2% of these households which lack infrastructure water access do so because of dysfunctional infrastructure while the rest (11.2%), have no infrastructure in their communities.

Table 104: DGDG Goal 4 and Objectives

▪ STRATEGIC GOAL 4: STRATEGIC INFRASTRUCTURE ▪ Strategic infrastructure provides for the social and economic growth and development needs of Amajuba District ▪ ▪ Apex Indicators: Apex indicator 1: % of fixed capital investment in relation to provincial GDP ▪						
▪ Strategic Objectives	▪ Development of ▪ Airports=*	▪ Development of road and rail networks	▪ Development of ICT ▪ infrastructure	▪ Ensure availability and sustainability of water and sanitation	▪ Ensure access to affordable, reliable, sustainable and modern energy	▪ Improve waste management capacity
	▪ *The airport in* ▪ *Newcastle* ▪ *operates at optimal* ▪ *capacity*	▪ *The roads and rail networks in Amajuba provide efficiently for cargo and commuter needs*	▪ *Sufficient ICT infrastructure* ▪ *is available for the growth* ▪ *and development needs of* ▪ *Amajuba*	▪ Provision of quality water and sanitation for all residents in Amajuba ▪	▪ Sufficient electricity is available for the growth and development needs of Amajuba DM. ▪	▪ Sufficient waste disposal facilities and services for environmentally safe and healthy communities. ▪
▪ Primary Indicators	• Volume of passengers through Newcastle airports.	• % Tonnage to Capacity Utilization.	• ICT infrastructure established in Amajuba.	• Improvement in Blue and Green drop quality assessment • Eradiation of chemical and our sanitation facilities below RDP level • Increased number of households with access to piped water • Timeous review of Water and Sanitation	• Percentage of households receiving reliable and affordable electricity supply. • Percentage increase in the use of green energy. • Number of projects not approved due to bulk Energy Infrastructure constraints.	• Number of licensed waste disposal sites • Tonnage volume of waste recycled ▪

				Development Plan with aligning Operation and Maintenance Plan that is budgeted for.	•	
▪ **Interventions**	• Develop and Implement Amajuba Regional Airports Strategy.	• Revitalise Branch Rail Lines. • Create additional Capacity along Primary Movement Corridors.	• ICT infrastructure nodes established in Amajuba.	• **Regular testing procedures in place to monitor quality on a regular basis for early detection** • **Development of 20-year Master water and sanitation plan infrastructure plan** • **Implementation of Water and Sanitation Development Plan with aligning Operation and Maintenance Plan to replace aging infrastructure and maintenance of quality service.**	• Public private partnerships on the supply of alternative energy sources (i.e. wind energy, solar energy) to reduce load on current infrastructure and demand ▪	• **Develop Integrated Waste Management Plan** • **Community capacity building initiatives on waste management**
▪ **Secondary Indicators**	• Passengers' arrivals at Newcastle airports.	• Volume of rail deliveries in timber industry • Improvement in secondary road maintenance.	• Number of Digital Community Hubs accessible	• Improved quality and access to services • Maintained infrastructure	• Decreased power outages due to high demand, resource shortage or infrastructure constraints	• Clean and safe environments

4.4.1 WATER SERVICE

This comprehensive summary is the reflection of Amajuba District municipality current status, namely the High-Level Water Services Intervention Areas' and specifically reflecting the Amajuba DM WSA, including the Newcastle Local Municipality. water supply status within the Amajuba District Municipality (ADM) and will among other address the following:

- ✓ The population and number of households and their associated levels of service.
- ✓ The status and extent of existing water supply infrastructure split between urban, rural, bulk and reticulation.
- ✓ The status and extent of existing and future bulk water supply, water projects planned for the Amajuba DM WSA.

The following documents utilised to compile Data collection are being reviewed and were assessed when undertaking the process:

- ✓ Amajuba District Municipality Water and Sanitation Master Plan, 2016; funding required to update,
- ✓ Development and Implementation of Water Conservation/Water Demand Management in Amajuba
- ✓ District Municipality: Bulk Water Meter Audit Report, 2016.
- ✓ Universal access plan phase iii for the Amajuba district municipality (WSA) June 2019
- ✓ Stats SA Community Survey, 2016.
- ✓ Amajuba DM WSDP is still under construction and the web based WSDP is still under inception stage. funding required to update and apply the WEB Based system
- ✓ Eskom Satellite Building Count 2015.
- ✓ Ward level water status quo report for Amajuba District Municipality, February 2021, (by COGTA , KZN)
- ✓ Draft Situational Assessment for the 5-Year Reliability Study, October 2023 (by DWS ,KZN)

The Amajuba DM WSA's Water and Sanitation Master Plan and WSDP has been reviewed and adopted by council in March 2022. This took place undertaken in conjunction with the water and sanitation universal access plan progressive development of a regional concept secondary bulk water master plan for the Amajuba District Municipality (WSA). The WSDP is on the implementation phase with development of the WEB based application is integrated as part of the WSDP development.

4.4.2 INSTITUTIONAL ARRANGEMENTS

It must be noted that both the Newcastle and Amajuba municipalities are both Water Services Authorities with Amajuba servicing eMadlangeni and Dannhauser, with Newcastle being responsible for its own municipal area. Both municipalities make use of uThukela Water as the Water Services Provider.

- Dannhauser Local Municipality (Amajuba District municipality WSA)
- Emadlangeni Local Municipality (Amajuba District municipality WSA)
- Newcastle Local Municipality (Newcastle local Municipality WSA)

- uThukela water (bulk water service provider for the above WSA's)

Table 105: Locality Of Amajuba DM Water & Waste Treatment Plant

Local Municipality	Name of Plant	Longitude	Latitude
Dannhauser	Durnacol WTW	30° 1'57.00"E	28° 2'14.00"S
Dannhauser	Dannhauser WTW	30° 3'41.00"E	27°59'48.00"S
Emadlangeni	Utrecht WTW	30°19'52.46"E	27°39'11.10"S
Dannhauser	Durnacol WWTW	30° 0'42.00"E	28° 3'46.00"S
Dannhauser	Tweediedale Sewage Ponds	30° 3'9.00"E	27°59'44.00"S
Emadlangeni	Utrecht Sewage Ponds	30°19'52.51"E	27°39'11.31"S

4.4.3 All Towns Strategy (2015)

This section provides pertinent information from the All-Towns Strategy (2015) prepared for the Ntshingwayo Dam Supply Area, which includes the areas in Newcastle, Emadlangeni and Dannhauser Local Municipalities. The Strategy reports the available yield of the supply area and downstream demands, having considered irrigation water requirements and water transfers to Majuba power station, which includes an allocation for Volksrust, as 72.31million m^3/a (198.11Ml/d).

This includes an allocation of 2.9 million m^3 for the Dundee and Glencoe supply area from the Tayside weir on the Buffalo River. The allocation to the Newcastle, Madadeni and Osizweni WSS was 56 million m^3/a, and recently an additional allocation of 5 million m^3/a was made, totalling ~61 million m^3/a (167.12Ml/d) for this WSS. The Strategy further emphasises that although local water resources are currently sufficient, there are high water losses, but also high growth expected in this area.

The following recommendations were made:

- Implement water conservation and demand management measures.
- increase the allocation from Ntshingwayo Dam for domestic use to support growth in demand, but it has to be coordinated between the supplies to the Newcastle, Madadeni and Osizweni WSS, the Dannhauser Buffalo Flats WSS, Dannhauser WSS and the Biggarsberg WSS;

- Development of storage system from the Buffalo River (potentially in the upper Buffalo);
- Development of a dam in one of the tributaries of Buffalo River (potentially in the upper Buffalo River catchment);
- Develop Zaaihoek regional pipelines

Note: The DWS to confirm the licensed water allocations for this area's water resources.

4.4.4 Water and Sanitation Levels

The Amajuba DM IGR reports on water and sanitation service levels every second month. The data is provided and updated by the WSA's: Amajuba DM and Newcastle LM. The information is corresponding to the 2016 Community Survey for the whole of the WSA and the municipalities of Dannhauser and Newcastle. There is a slight difference in the Emadlangeni LM, with the 2016 Community Survey reporting more households with access to safe water supply. The settlement's service levels presented were last updated during 2016.

Table 106: DWS Reference Framework Water Supply Levels

LM Name	No. of Households	Households with reliable water supply	Percentage (%)	Households with no reliable water supply	Percentage (%)	WSA STATUS
Dannhauser LM	19 648	15 879	81,0%	3 769	19,0%	Amajuba District municipality
Emadlangeni LM	6 459	3 165	49,0%	3 294	51,0%	Amajuba District municipality
Newcastle LM	92 485	83 794	91,0%	8 691	9,0%	Newcastle Local Municipality
Total	**101 666**	**87.2**	**87,0%**	**15 754**	**13,0%**	

Table 107:Water and Sanitation Services Levels

WATER & SANITATION SEVICE LEVELS FOR AMAJUBA DISTRICT MUNICIPALITY INCLUDING NEWCASTLE LM WSA					
Sector	**Households with access**	**Percentage of HH with access**	**Households with no access**	**% Households with no access**	**Total HH**
Water	134 514	85.3	23 178	14.7	157 692
Sanitation	132 214	83.8	25 478	16.2	157 692

Source: (Statistics South Africa, 2017)

Table 108: Household Water Access Per Local Municipality

HOUSEHOLD WATER ACCESS PER LOCAL MUNICIPALITY						
/ LM's	Dannhauser LM	%	Emadlangeni LM	%	Newcastle LM	%
Households with Yard Connections	19203	30.1	2467	9.4	66494	70.4
Households with RDP Water Connections (Piped Water within 200m)	14038	22.0	1894	7.2	23913	25.3
Households with below RDP Water Connections	9527	14.9	13003	49.7	1595	1.7
No Water Access (Dysfunctional Infrastructure)	7241	11.3	3268	12.5	-	
No Water Access (No Infrastructure)	13805	21.6	5530	21.1	2495	2.6

The following can be noted about household access to water in the Amajuba District Municipality:

- The best performing Local Municipality, in terms of the percentage and total number of households are the New Castle Local Municipality with 92 002 which is 97.4% of households having access to infrastructure water. This Local Municipality also has the largest number of households in the District Municipality.

• The Dannhauser Local Municipality has the lowest percentage number of households with access to infrastructure water. 65.2% of households in this local municipality have access to water through municipal infrastructure, while 12.0% of households in this local municipality lack access to infrastructure water due to dysfunctional infrastructure and the rest, 22.8%, have no access to infrastructure.

• In Emadlangeni, many of the households are serviced through rudimentary connections (13 003 which is 49.7%), hence there is opportunity to enhance their level of water access to RDP of Yard connections.

4.4.5 Surface Water Resources

The number of dams that are available in all the Local Municipalities of the Amajuba District Municipality

Dannhauser LM	eMadlangeni LM	Newcastle LM
272	331	34

Source: Ward level water status quo report

Buffalo River

The Buffalo River is also used as one of the water sources to the Newcastle, Madadeni and Osizweni WSS. However, the supply is unreliable.

Ngagane and Ncandu Rivers

The Ngagane River rises at 1993m MSL near Die Ark on the Normandien Pass (quaternary V31E) on the opposite side of the watershed of the Ncandu River (quaternary V31H and V31J). The Ntshingwayo Dam captures the flow of the river south of Newcastle

Slang River

The Slang River flows westerly – a unique feature in Natal – to the Zaaihoek Dam, from where water is pumped to the Majuba coal-fired power station at a rate of 55 Mm^3/annum.

Zaaihoek Dam

Only water for ecological purposes and for irrigators at an agreed pattern is generally released from this Dam on a continuous basis. In emergency situations, depending on the urgency of supply to the Vaal system, water may be released into the Buffalo River system. The water requirements transfer from the Zaaihoek Dam for the Majuba Power Station as 26Mm³/a during 2015/2016. The Full Supply Capacity (FSC) of the Zaaihoek Dam is 184.87Mm³/a.

- **Ntshingwayo Dam**

The Ntshingwayo Dam (previously the Chelmsford Dam) is located (quaternary V31D) on the Ngagane River about 18km south-west of Newcastle. The capacity of the dam is 194million m³ with an available reserve yield of 21million m³/annum. Water resources supply to the Newcastle, Madadeni & Osizweni WSS as the Ntshingwayo Dam then the Ngagane River, and lastly the Buffalo River. The Dam is currently silting, and detailed assessments will be considered for dam wall reconstruction (funding required).

- **Dorpspruit Dam**

The Dorps Dam and the Nywerheids Dams are off-channel storage dams on the Dorpspruit River. They are approximately 1.2 km northeast of the town. Utrecht water is treated and distributed at the existing Utrecht WTW with a 4.5 Ml/day design capacity.

Proposed Potential Surface Water Sources

- Ncandu Dam on the Ncandu River, near the town of Newcastle.
- Horn River Dam on the Horn River flowing south-west from Newcastle

The development of new surface water resources will depend detailed evaluations on the water requirements, economic and environmental costs, and social benefits amongst other considerations.

4.4.6 Ground Water Resources

There are several households in the non-urban areas that are supplied from groundwater sources. Groundwater is also utilised for agriculture, irrigation, and industrial activities, but little information is registered on the WARMS database. There are 988 boreholes in the Buffalo Flats area of the Dannhauser LM which will remain as backup supply once this area is supplied from the Ngagane WTW (Amajuba District Municipality Master Plan for Water Supply, 2011).

Groundwater is one of the main sources other than rivers or streams, for rural areas of the Emadlangeni LM. Groundwater in the northern portion of the Emadlangeni LM is of general good quality but deteriorates towards the south. Amajuba DM undertook an extensive borehole rehabilitation and drilling program within the Emadlangeni Local Municipality recently. Estimated refurbishment costs (Related to the Drought programme /Covid-19 pandemic):

- Borehole Refurbishment Programme Dannhauser LM R 18 mill
- Borehole Refurbishment Programme Emadlangeni LM R 22 mill

4.4.7 Estimated Amajuba DM Water Requirements

Statistics SA analysis of General Household Survey (2002-2015) & Community Survey (2016) data Stats SA explained that the Department of Water and Sanitation has set the minimum quantity at 25 litres per person per day and the maximum cartage distance at 200 metres. However, in Amajuba District Municipality there are more household that access water source at more than 200m distance. The water requirements model and projections will still be reviewed and updated within the WSDP, Master and UAP Phase III study.

The CSIR has also reviewed and updated the Guidelines for Human Settlements Planning, commonly referred to as the Red Book. The official release of the updated 2019 version is to be confirmed from the CSIR and Department of Human Settlements.

Table 109:Water required by households in the LMs

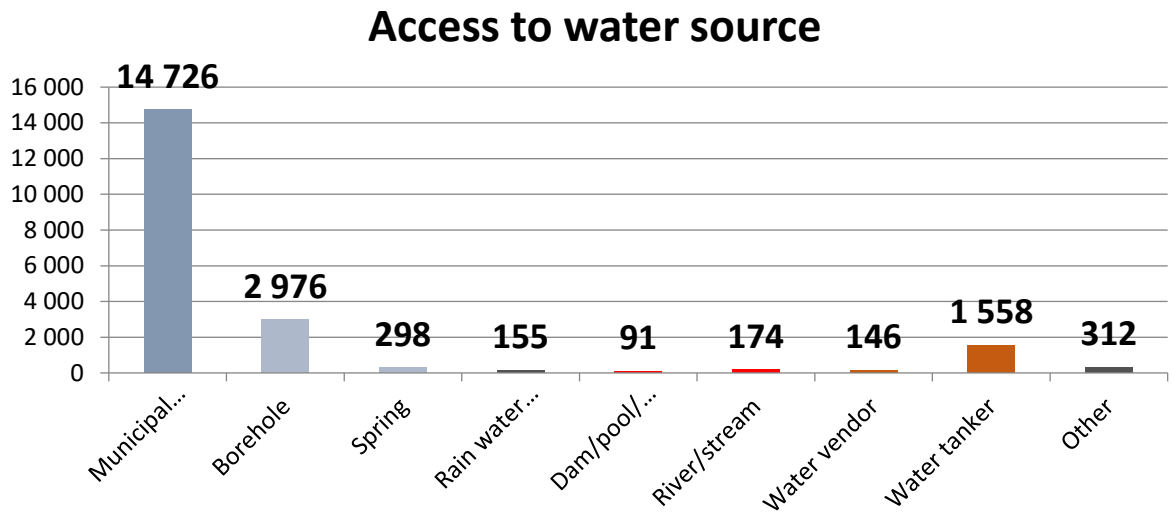
LM Name	No of Small Areas	No of Households	No of Households	Water Requirements	Water Requirements	Water Requirements
		2015	2035	(Ml/d, 2011)	(Ml/d, 2015)	(Ml/d, 2035)
Dannhauser	152	21410	26613	15,04	15,5	21,71
Emadlangeni	53	6286	7912	4,33	5,09	8,34
Newcastle	710	88039	111343	93,48	99,11	131,05

Table 110:Water Connetion Types

Type of access	Amajuba	Newcastle	Emadlangeni	Dannhauser
	155755	145263	3380	7111
Stagnant water/dam/pool	988	-	879	109
Well	1199	-	1199	-
Spring	925	-	641	285
Other	2030	-	1909	121
Piped (tap) water inside the yard	174187	112491	8215	53481
Borehole in the yard	2642	826	1053	762
Rain-water tank in yard	1028	453	575	-
Neighbour's tap	5725	3148	864	1713
Public/communal tap	11026	7350	1409	2268
Water-carrier/tanker	3391	-	605	2785
Borehole outside yard	1015	,-	1015	-
Flowing water/stream/river	2614	-	2424	190

Source: (Statistics South Africa, 2017)

Figure 9: Water sources



Source: (Statistics South Africa, 2017)

While it appears that a large percentage of households have access to sources of water, it cannot be confirmed that these households have access "to a secure source of water for human consumption". Many people have to travel a distance to collect water from a public tap, based on the Basic level of service, the Strategic Framework for Water Services of the Department of Water Affairs and Forestry, September 2003, defines a basic water supply facility as "the infrastructure necessary to supply 25 litres of potable water per person per day within 200 metres of a household and with a minimum flow of 10 litres per minute (in case of communal water points) or 6000 litres of potable water supplied per formal connection per month (in case of yard or house connections)."

- Despite the relatively high level of water provision, the figures hide wide disparities among the three local municipalities.
- Up to 83 % of households with piped water supply either to dwelling or on site are residing in Newcastle Municipality,
- Up to 80 % of households with piped water supply either to dwelling or on site is residing in Dannhauser Municipality, Unauthorized households' connections are largely contributing to increased number of households with yard connections.
- Up to 39 % of households with piped water supply either to dwelling or on site are residing in eMadlangeni Municipality,

- While 46% of households in Emadlangeni Municipality are reliant on natural and other water supplies. Almost 13% of households in Dannhauser Municipality are reliant on natural and other water supplies.

4.4.8 WATER SUPPLY RELIABILITY PROFILE

The National Water and Sanitation Master Plan (NW&SMP), prepared in 2018 for South Africa, puts an emphasis on the reliability of water services (water and sanitation). The NW&SMP reported that "In the 27 priority district municipalities the water reliability is only 42%, with the worst 10 WSAs below 30% reliability" and that "Approximately 56% of the over 1 150 WWTW and approximately 44% of the 962 WTWs are in poor or critical condition and in need of urgent rehabilitation."

Reliability of services are affected by aging infrastructure, operation and maintenance, reliability of electricity supply, water resource availability, vandalism and theft, or extreme weather events. All these then affect water security to consumers and to the environment.

Community Survey 2016 Water Supply Levels

The following service levels are presented from the 2016 Community Survey for the WSA

The municipalities with the highest level of service, by number of households having access to safe drinking water, are the Newcastle and Dannhauser LMs, representing 70% and 13% of the WSA total number of households, respectively. However, Newcastle LM also has the highest number of households not having access to safe drinking water, followed by the Dannhauser LM.

Table 111:Water Supply Level

LM Name	Access to safe drinking water		No access to safe drinking water		Total households	WSA STATUS
	No. of Households	Percentage (%)	No. of Households	Percentage (%)		
Dannhauser LM	15 670	79.2	4 111	20.8	19 781	Amajuba District municipality
Emadlangeni LM	4 493	67.7	2 143	32.3	6 636	Amajuba District municipality

Newcastle LM	81 504	90.4	8 637	9.6	90 142	Newcastle Local Municipality
Total	101 666	87.2	14 892	12.8	116 558	

Source: (Statistics South Africa, 2017)

The information is corresponding to the 2016 Community Survey for the whole of the WSA and the municipalities of Dannhauser and Newcastle. There is a slight difference in the Emadlangeni LM, with the 2016 Community Survey reporting more households with access to safe water supply. The settlement's service levels presented were last updated during 2016.

Table 112: DWS Reference Framework Water Supply Levels

Local Municipality	No. of Households	Households with reliable water supply	Percentage (%)	Households with no reliable water supply	Percentage (%)	WSA STATUS
Dannhauser LM	19 648	15 879	81,0%	3 769	19,0%	Amajuba District municipality
Emadlangeni LM	6 459	3 165	49,0%	3 294	51,0%	Amajuba District municipality
Newcastle LM	92 485	83 794	91,0%	8 691	9,0%	Newcastle Local Municipality
Total	**101 666**	**87.2**	**87,0%**	**15 754**	**13,0%**	

Source: (Statistics South Africa, 2017)

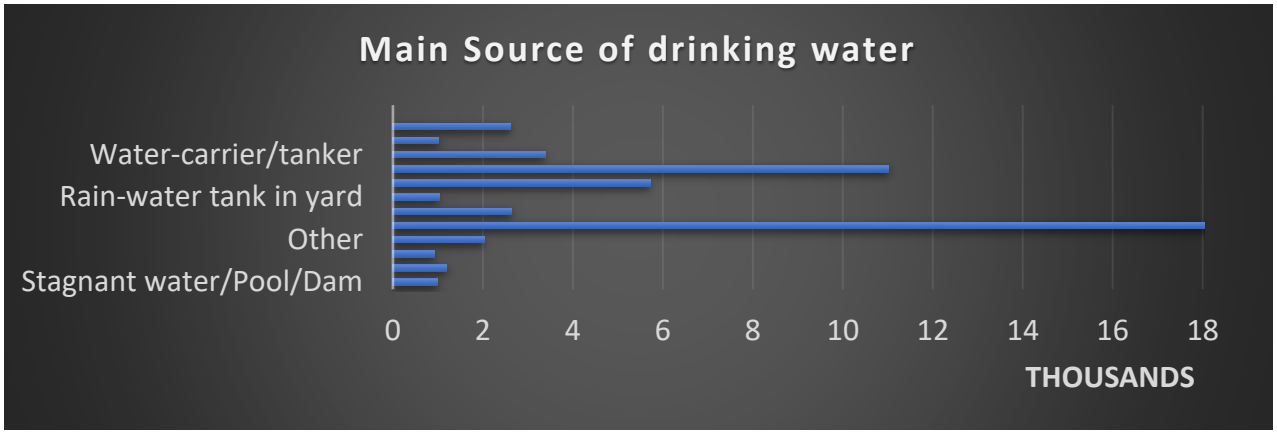
The table below contains data on the access to water by type, access by yard connections, Communal taps or no access to pipe water (e.g. water tanker, boreholes, streams and other. People without pipe water use boreholes or services provided by both local municipalities and the DM by the water tanker service. From the figures below it is evident that there is progress in terms on ensuring that water is accessible to the communities. The WSDP represents the spatial distribution of water service levels for ELM and DLM respectively.

Table 113: Households by Access to water

HOUSEHOLDS BY ACCESS TO WATER					
TYPE OF ACCESS	YEAR	NEWCASTLE LM	EMADLANGENI LM	DANNHAUSER LM	AMAJUBA DM
Yard Connections	2001	43886	1947	2798	48631
	2011	71635	2410	10175	84220
	2016	84909	3039	16984	104931
Communal Connection	2001	18175	1154	7693	27022
	2011	9347	1260	7595	18202
	2016	6703	6690	3307	16701
No access to piped water	2001	9103	3086	8829	21018
	2011	3290	2581	2669	8540
	2016	5438	3629	3183	12249

Source: (Statistics South Africa, 2017)

There are only 133881 households that have access to water. People should have access to clean and healthy water to drink, cook and clean. Water is essential need, and the municipality should work in providing purified water from tap water especially in Emadlangeni Municipality many household access water in Borehole. Emadlangeni LM and Dannhauser LM have people drinking from the dam which put residentials at risk for getting sick hence of hygiene. The graph below illustrates access to water in Amajuba District Municipality.



Source: (Statistics South Africa, 2017)

Table 114: Distance From Water Supply (per person weight)

	Amajuba	Newcastle	Emadlangeni	Dannhauser	Total
200 metres or less	13073	6155	2620	4298	**13073**
201 - 500 metres	13462	4343	6477	2642	**13462**
501 metres - 1 kilometre	1724	-	1724	-	**1724**
More than 1 kilometre	-	-	-	-	**-**
Do not know	655	-	124	532	**655**
Not applicable	333611	259034	13223	61355	**333611**

Source: (Statistics South Africa, 2017)

Ngagane WTW via the Braakfontein Reservoirs: obtaining water from the Ntshingwayo Dam. There is a 20Ml/d allocation to the Buffalo Flats area, but the capacity of the infrastructure only allows for 10Ml/d. The 2018 Feasibility report makes mention of an additional 10Ml/d from the planned Dannhauser Regional Scheme, once the Durnacol WTW is upgraded from 5Ml/d to 20Ml/d.

There are however also areas reliant on groundwater supplies and water tankers, such as Chester, Cork, Flint, Greenock, Mullingar, Nyanyadu, Spookmill and Zondo in the north-east and Geduld, Hilltop, Kempshoek, Kliprand, Nguqunguqu, Striijbank, Twhatgwha and Verdriet in the southern part of the scheme area.

The volume of groundwater supplied should be established as well as the potential for increased conjunctive use of groundwater and surface water in this area.

The 2018 Feasibility report indicated that water supply to the Buffalo Flats area from the Ngagane WTW does not meet the demand. Furthermore, that the ADM has embarked on upgrading of the water supply service levels to yard connections, which increase the water consumption. The proposed Phase 2 from be able to augment water supply to Buffalo Flats, when the proposed new 20Ml/d WTW at Durnacol is commissioned along with the supporting infrastructure to become the Dannhauser Regional Water Supply Scheme.

4.4.8.1 Dannhauser Water Supply Scheme

The Dannhauser WSS includes the towns of Dannhauser, Durnacol, Emafusini and Rocky Spruit. Water is supplied from the Ntshingwayo Dam where it is treated at the Durnacol and Dannhauser WTW. The design capacities of the plants are 1.7-2.0Ml/d and 2.0-2.4Ml/d respectively. The 2018Feasibility report indicated that the Durnacol WTW is being upgraded to 5Ml/d but can be operated at6Ml/d (supplying 3Ml/d to Durnacol and Dannhauser) as interim measure to augment supply in the Dannhauser LM.

The volume supplied from the Durnacol WTW was reported as 0.9-1.2Ml/d and from the Dannhauser
WTW the operating volume of water supplied is 2.7Ml/d (2019). The areas are affected by the Eskom load shedding activities (power outages) as pipelines are damaged due to water hammer. This causes breakages and leakages in the pipelines therefore interrupted supply and water losses. Long term NDP 2035 goals is to secure bulk funding estimated at R 950 mill to construct the regional bulk water supply. Raw water pipeline and Reticulation is collapsed due to aged water supply systems -Estimated R 34 mill. Apart from the water supply schemes, most of the consumers in the rural areas of the Dannhauser LM obtain water from boreholes and springs. Some of the consumers are also supplied from piped water, else from water tanker. Refurbishment and upgrade of Durnacol Water Treatment Works in Dannhauser R9.4 Mil.

4.4.8.2 Emadlangeni Water Supply Scheme

The Utrecht WSS includes the towns of Utrecht, Bensdorp and White City. Water used to be supplied from two off-channel storage dams (Dorps and Nywerheids) from the Dorpspruit River and treated at the Utrecht WTW. The areas of Berouw and Amantungwa are supplied via standpipes from the bulk water supplied from the Ngagane WTW. The Utrecht WTW has a design capacity of 4Ml/d and is operating at 2Ml/d (50%) under normal, non-drought conditions. A bulk water line has been connected from the Ngagane WTW to Utrecht and is currently in full time operation to supply the Utrecht area.

The town of Utrecht started utilising this option in September 2015. Apart from the water supply schemes just more than a third of consumers in the Emadlangeni LM obtain water from boreholes and springs, just less than a third from rivers or streams and the remainder either from existing services, water tankers or other sources. Zaaihoek regional bulk is estimated at R 180 mil.

4.4.9 STATUS OF EXISTING WATER SUPPLY INFRASTRUCTURE

The Water Service Act (Act No. 108 of 1997) is to assist municipalities to undertake their role as water services authorities and to look after the interests of the consumer. The Act defines basic sanitation as the prescribed minimum standard of services necessary for the safe, hygienic and adequate collection, removal, disposal or purification of human excreta, domestic wastewater and sewage from households, including informal households. Section 3 of the Act states that:

- Everyone has a right of access to basic water supply and basic sanitation.
- Every water services institution must take reasonable measures to realise these rights.
- Every water services authority must, in its water services development plan, provide for measures to realise these rights.

The licensed water allocation for the different types of water user sectors from the Ntshingwayo Dam and Buffalo River and the bulk water service provider is currently Uthukela Water PTY (LTD).

4.4.9.1 Urban and bulk water supply schemes

The following sections give a brief overview of the urban and bulk water supply schemes (WSS). Bulk water supply schemes can be identified as schemes with a large geographic footprint, or with a water treatment works of a design capacity of 2Ml/d or more.

- ✓ **Greater Volksrust WSS (Mpumalanga Province)**

Previously, the Greater Volksrust WSS included the towns of Volksrust and Vukuzakhe (Mpumalanga Province), and the town of Charlestown (KwaZulu-Natal Province, Amajuba District Municipality,

- ✓ **Newcastle Local Municipality**

The NLM has commissioned a package plant in 2018/2019 to treat and supply water to Charlestown and is not reliant on the Greater Volksrust WSS anymore that is managed by the neighbouring Dr Pixley ka Isaka Seme LM.

- ✓ **Newcastle, Madadeni and Osizweni WSS**

The Newcastle, Madadeni and Osizweni WSS includes the towns of Newcastle, Alcockspruit, Skombaren, Madadeni, Osizweni, Blaauwbosch Laagte, Cavan, Jakkalspan, Johnstown and further east up to Inverness (Newcastle LM), Mndozo and Dicks Halt. The scheme also supplies the Waterval Prison, Berouw and Amantungwa located in the Emadlangeni LM, buffalo flats area that is all feeding from the Ngagane WTW/Braakfontein reservoir.

- ✓ **Abstraction, Ngagane WTW**

Water is supplied from the Ntshingwayo Dam (92Ml/d supplied, 110Ml/d licensed allocation), Ngagane River (18Ml/d supplied, 30Ml/d allocation) and Buffalo River (unreliable supply: allocation of 30Ml/d with system capacity of up to 25Ml/d, dependent on the level of the river), then treated at the Ngagane WTW (130Ml/d design capacity).

The Ngagane WTW is about 7km south-east of the town of Newcastle's CBD and about 17km north-east of the Ntshingwayo Dam. The Buffalo River flow level is very low, and uThukela Water has to draw from the Ngagane River full-time (May 2019). The Ngagane WTW also supplies consumers in the Dannhauser LM's Buffalo Flats WSS.

Water quality in the Ngagane River is affected by coal mine dust, iron, and manganese from mining.
operations. It's an issue backdating from 2015 and continues to be a major challenge. This also affects the efficiency of the treatment plant. Drought conditions affect the available supply from the Buffalo River.

During the 2015 drought conditions flow was affected in the Buffalo River and DWS released water from the Zaaihoek Dam. The Zaaihoek Dam is however a strategic water resource, its main use is to support the electricity operations of Eskom. The Ntshingwayo Dam has also been affected by drought, pollution, and siltation during 2015/2016. The dam level in June 2016 was reported as 51%. The dam level as on 13 May 2019 was 79% (DWS, Kwazulu-Natal Province State of Dams on 2019-05-13).

Bulk Water Pipelines and Pumping Infrastructure

A total of four bulk pipelines supply raw water to the Ngagane WTW as follows:

- ✓ Two gravity pipelines (one 690mm internal diameter concrete pipe and a 590mm internal diameter steel pipe with a section of AC pipe) supply the Ngagane WTW from Ntshingwayo Dam, these account for about 72-92Ml/day.
- ✓ A 600mm diameter mild steel lined pumping main supplies the Ngagane WTW directly from the Ngagane River, accounting for 20-30Ml/day

- ✓ Another gravity pipeline supplies raw water from the Buffalo River to the Ngagane WTW. This pipeline is an 800mm diameter mild steel pipeline (estimated length 20km) and abstracts water from a weir higher up on the Buffalo River. This pipeline is reported to be old and in need of refurbishment / replacement.
- ✓ The Newcastle 2019/2020 IDP reports supply from this source as 10Ml/d. The Ngagane BP revision 4-Emergency Upgrade Ngagane WPP – Amended (2013) made provision for upgrading of the clean water pump station to meet demands and coincide with the WTW upgrade.

uThukela Water identified the need for a new raw water pipe (2019) but need funding for the implementation (estimated cost was R500 million in 2017).

Water Storage systems

The All-Towns Strategy (2014) for Ntshingwayo Dam Supply Area confirmed command reservoirs at Braakfontein and Newcastle town with storage capacities of 78.8Ml and 46Ml, respectively. There is also a 4Ml reservoir at Ekuseni supplying the low-pressure sections of the town. Total storage, including bulk distribution reservoirs, is 128.8Ml. This storage is sufficient to meet 35h storage but not sufficient to meet the 48h storage requirement of the system. (The All-Towns Strategy, 2014).

To ensure improvement in Water service delivery, we have embarked on eradicating aging Infrastructure for water. We have developed the Operation and Maintenance Plan for Water Infrastructures. This Plan is being implemented and will be reviewed as and when deemed necessary by the Council of the ADM and as per legislative requirements.

Amajuba: Braakfontien dedicated reservoir 6 – 10 Ml
Amajuba DM is currently undertaking to construct a dedicated AMAJUBA Braakfontein reservoir to supply the Dannhauser and Emadlangeni LM's respectively, planned commission date: August 2022
Based on the 2016 Stats SA Community Survey, the following emerged because of numerous projects that are underway within the Amajuba District Municipality. Estimated costs R180m–R255m to complete and install new pump stations.

4.4.10 Water Conservation and/or Water Demand Management

uThukela Water estimates water loss from the abstraction works to the Ngagane WTW to be 6%, which is reasonable (2019). Newcastle WCWDM studies have indicated that high water losses occur during the night in the areas of Madadeni and Osizweni. So much so, that water supply is closed off at bulk supply sites during the night. Losses are due to:

- water wastage,
- leaks on the reticulated lines,
- leaks due to illegal connections but also,
- leaks on properties and in households.

The issue of non-payment for water should be addressed as it discourages water conservation. The NLM has a pressure management programme, but need more staff, training, and funding to function optimally.

Table 115: Bull Water Supply

Phase 1: Buffalo Flats		Number Households	WARD	Comments	Additional assessments
	Alleen 1 – Completed	583	7	reticulation installed	WCWDM to be designed and implemented
	Alleen 2 – Completed	592	7	reticulation installed	WCWDM to be designed and implemented
	Annieville – Completed	1501	7	reticulation installed	WCWDM to be designed and implemented
	Jessie-completed	452	6	reticulation installed	WCWDM to be designed and implemented
	Nellie Valley-completed	716	7	reticulation installed	WCWDM to be designed and implemented
Total					**3 844**
Phase 2: Buffalo Flats		**Households**	**Ward**	**Comments**	**Comments**
	Blackbank	259	8	reticulation installed	WCWDM to be designed and implemented
	Thirst	931	6	reticulation installed	WCWDM to be designed and implemented
	Kielkeel	1207	7	reticulation installed	WCWDM to be designed and implemented

	Fairbreeze	568	9	reticulation installed	WCWDM to be designed and implemented
	Uitkyk	123	9	reticulation installed	WCWDM to be designed and implemented
	Rutland	762	6	reticulation installed	WCWDM to be designed and implemented
Backlog of households eradicated					**3 850**
Phase 3: Buffalo Flats		**HH**	**Wards**	**Comments**	**Comments**
	Goudine	404	1	reticulation installed	WCWDM to be designed and implemented
	Verdriet	1070	1	reticulation installed	WCWDM to be designed and implemented
	Strijbank	360	1	reticulation installed	WCWDM to be designed and implemented
	Perth 1	89	3	reticulation installed	WCWDM to be designed and implemented
	Hilltop	343	3	Design / procurement	WCWDM to be designed and implemented
	Mourne	152	3	Design / procurement	WCWDM to be designed and implemented
	Steve Donald	269	3	Design / procurement	WCWDM to be designed and implemented
	Mount Johanna 1	70	3	Design / procurement	WCWDM to be designed and implemented
	Mount Johanna 2	281	3	Design / procurement	WCWDM to be designed and implemented
	Kempshoek	97	3	Design / procurement	WCWDM to be designed and implemented
	Ladybank	454	4	reticulation installed	WCWDM to be designed and implemented

	Perth 2	257	4	reticulation installed	WCWDM to be designed and implemented
	Dorset	153	4	reticulation installed	WCWDM to be designed and implemented
	Curragh	264	4	reticulation installed	WCWDM to be designed and implemented
	Devon	117	4	reticulation installed	WCWDM to be designed and implemented
	Milford	183	4	reticulation installed	WCWDM to be designed and implemented
	Chester	28	4	reticulation installed	WCWDM to be designed and implemented
	Clones	237	4	reticulation installed	WCWDM to be designed and implemented
	Cork	86	4	reticulation installed	WCWDM to be designed and implemented
	Mairic / Uitkyk 2	60	4	reticulation installed	WCWDM to be designed and implemented
	Mullingar	90	4	reticulation installed	WCWDM to be designed and implemented
	Westport	27	4	reticulation installed	WCWDM to be designed and implemented
	Emasimini / Wilts	63	4	reticulation installed	WCWDM to be designed and implemented
	Anandale 2	147	5	reticulation installed	WCWDM to be designed and implemented
	Rooiport	25	5	reticulation installed	WCWDM to be designed and implemented
	Doornsluiten	232	5	Design / procurement	WCWDM to be designed and implemented

	Diepsluiten	30	5	Design / procurement	WCWDM to be designed and implemented
	Poona / Ennis	48	6	Complete	WCWDM to be designed and implemented
	Flint	266	6	reticulation installed	WCWDM to be designed and implemented
	Blaaubank	91	6	reticulation installed	WCWDM to be designed and implemented
	Moy	147	6	reticulation installed	WCWDM to be designed and implemented
	Patricia (Peachhill)	321	6	reticulation installed	WCWDM to be designed and implemented
	Greenock	141	8	reticulation installed	WCWDM to be designed and implemented
	Bluff / Bariff	132	8	reticulation installed	WCWDM to be designed and implemented
	Clifton	67	8	reticulation installed	WCWDM to be designed and implemented
	Newport	36	8	reticulation installed	WCWDM to be designed and implemented
	Cupar	138	8	Under Construction	WCWDM to be designed and implemented
	Dannhauser bulk housing cbd	1002	2	Under Construction	WCWDM to be designed and implemented
	eMafahlawane	860	1	Design / procurement	WCWDM to be designed and implemented
	Skomabren	2226	2	Under Construction	WCWDM to be designed and implemented
	Eastborne	620	8	Under Construction	WCWDM to be designed and implemented

	phase 4 infills	620		Design / procurement	WCWDM to be designed and implemented
	phase 3 b	890		Design / procurement	WCWDM to be designed and implemented
	Emergency water supply to Ramaphosa, skobharen and 2 megalitre reservoir at Hilltop	620		Design / procurement	WCWDM to be designed and implemented
	Emadlangeni				
	Borehole programmes	960	all wards 1,2,3,45	installed	WCWDM to be designed and implemented
	Goedehope bulk water housing	1130	2	awaiting wula	WCWDM to be designed and implemented
		15903			
Planned backlog to be eradicated related to WCWDM and Backlogs					23 97

4.4.10.1Amajuba DM water losses and water balance

The Amajuba DM policy of Free Basic Water is to provide for 6kl/HH/month to registered indigents. The highest water losses are being identified within the buffalo flats area located within the Dannhauser LM under the Amajuba DM WSA. Unauthorized water connection adds up nearly 60% or more unaccounted water losses, thus making the bulk water volatile to risks of more water losses in the future.

Amajuba DM has developed a WCWDM policy and is now outdated, a new study is currently under planning stage to assess the water losses and develop a strategic plan to reduce water losses. A detailed WSIG & MIG business plan has been designed to overcome this challenge, however limited MIG and WSIG cashflows does not allow for implementation and water loss reduction within the next to 2 years. The WSA prepares monthly water balances, in the IWA format, on a local municipality level, for submission to the DWS. The water balance information from the DWS can be summarised as follows (based on 2018 data):

Item	Community benefiting	Category	Storage Facility	Type	Position	Capacity Kl	Latitude	Longitude
1	Rutland North	Storage	Tank	Steel	Elevated	50	-27.92661	30.210415
2	Rutland South	Storage	Tank	Steel	Elevated	50	-27.9566	30.207833
3	Thrist North	Storage	Tank	Steel	Elevated	50	-27.889473	30.199161
4	Annie	Storage	Reservoir	Concrete	Ground	50	-27.951835	30.157788
5	Blackbank	Storage	Tank	Steel	Elevated	50	-27.868973	30.231003
6	Bluff	Storage	Tank	Steel	Elevated	50	-27.888309	30.251844
7	Chester	Storage	Tank	Steel	Elevated	50	-27.977461	30.260077
8	Clones	Storage	Tank	Steel	Elevated	50	-27.97224	30.269196
9	Cupar	Storage	Tank	Steel	Elevated	50	-27.897523	30.267578
10	Curragh	Storage	Tank	Steel	Elevated	50	-27.983265	30.235051
11	Denver	Storage	Tank	Steel	Elevated	50	-27.888309	30.251844
12	Donker	Storage	Tank	Steel	Elevated	50	-27.833925	30.249746
13	Dorset	Storage	Tank	Steel	Elevated	50	-27.975909	30.234581
14	Fairbreeze	Storage	Reservoir	Concrete	Ground	50	-27.883935	30.24036
15	Flint	Storage	Tank	Steel	Elevated	50	-27.929085	30.24963
16	Greenock	Storage	Tank	Steel	Elevated	50	-27.852973	30.256534
17	Jessie	Storage	Tank	Steel	Elevated	32	-27.9566	30.207833
18	Kiel Keel	Storage	Tank	Steel	Elevated	32	-27.903947	30.182459
19	LadyBank	Storage	Tank	Steel	Ground	136	-27.965361	30.20143
20	Mafahlawanwe	Storage	Tank	Steel	Elevated	50	-27.817451	30.201617
21	Milford	Storage	Tank	Steel	Elevated	50	-27.969284	30.249122
22	Moy	Storage	Tank	Steel	Elevated	50	-27.904631	30.213467
23	Naas Farm	Storage	Tank	Steel	Elevated	50	-27.831897	30.199208
24	Nellie Vally	Storage	Tank	Steel	Elevated	200	-27.927419	30.178715
25	Patricia Hill	Storage	Tank	Steel	Elevated	50	-27.890401	30.242225
26	Philip Farm	Storage	Tank	Steel	Elevated	50	-27.843953	30.19222
27	Poona	Storage	Tank	Steel	Elevated	50	-27.92467	30.222812
28	Kielkeel	Storage	Tank	Steel	Elevated	50	-27.909852	30.17666
29	Wilts	Storage	Tank	Steel	Elevated	50	-27.952981	30.232792
30	Grootgeluk	Storage	Tank	Steel	Elevated	50	-27.830297	30.157945
31	Cloneen Tank	Storage	Tank	Steel	Elevated	50	-27.909648	30.151602
32	Eastborne Tank	Storage	Tank	Steel	Elevated	50	-27.809603	30.114647
33	Ironside Brae	Storage	Tank	Steel	Elevated	50	-27.849872	30.149028
34	Spookmill Tank	Storage	Tank	Steel	Elevated	50	-27.821333	30.254249
35	Clere Town No Tank							
36	Shepstone Lake	Storage	Tank	Steel	Elevated	50	-27.863657	30.166446

37	Nkanini Tank	Storage	Tank	Storeage	Elevated	50	-27.8330.21	30.1793

- System input volume of 5 951 777kl/a (16.30Ml/d).
- Authorised consumption of 3 185 726kl/a (8.73Ml/d)
- Water losses totalling 2 766 051kl/a (7.58Ml/d), comprising of Apparent losses of 622 361kl/a (1.71Ml/d) of and Real losses of 2 143 689kl/a (5.87Ml/d).

A detailed WSIG and MIG business plan has been designed to overcome this challenge, however limited MIG and WSIG cashflows does not allow for implementation and water loss reduction within the next to 2 years. The adverse effects of the supply of water under the following water system that is currently risks: termed the Buffalo Flats /Dannhauser and Emadlangeni will require WCWDM assessment, and this will assist with the reduction of water losses within the Amajuba DM WSA.

The Buffalo Flats area has been identified as a high priority area where water losses need to be addressed. The high-water losses are resulting in the intermittent supply of water to the settlements that fall within this area. Under the first phase water losses of between 45% and 50% were identified within the different district zones. An estimated R263 million is required to upgrade and undertake household connections.

The Buffalo Flats area has been identified as a high priority area where water losses need to be addressed. The high-water losses are resulting in the intermittent supply of water to the settlements that fall within this area. Under the first phase water losses of between 45% and 50% were identified within the different district zones. An estimated R 263 million is required upgrade and undertake household connections.

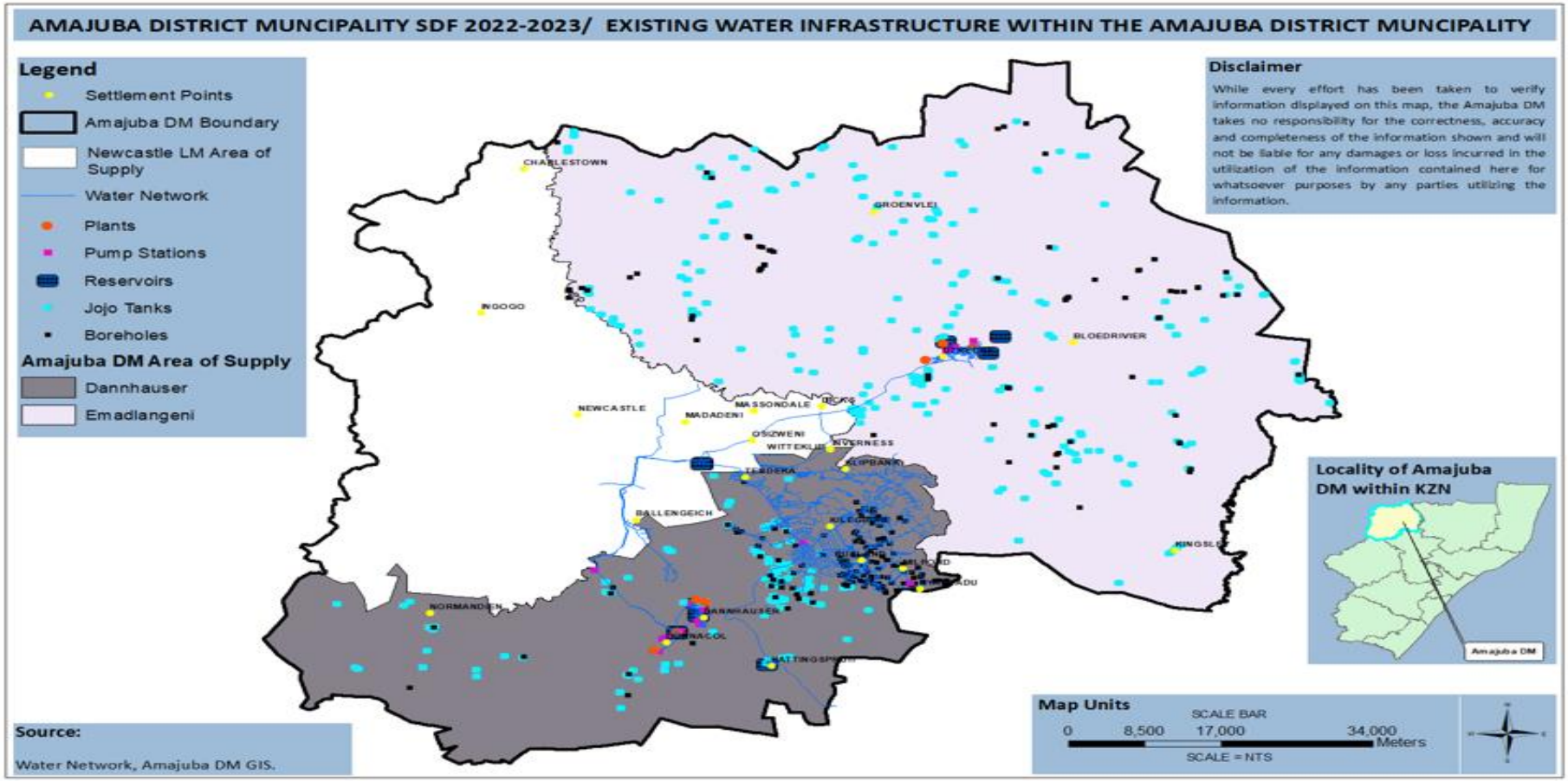
Emadlangeni and Dannhauser Pipeline refurbishment for the dilapidated Asbestos pipes to prevent water losses in Utrecht, Dannhauser and Durnacol Est at R 38 million. The following table contains a list of water meters to be installed (new) or replaced in the Amajuba District Municipality. Since existing meters were visited and recorded as part of this first phase of the project, most attributes for these meters are known, however, the sites for new meters are not known at this stage and will be verified on site.

Project Population per Local

Table 116: Project Population per local

Municipality until 2050 Local Municipality	2020	2025	2030	2035	2040	2045	2050

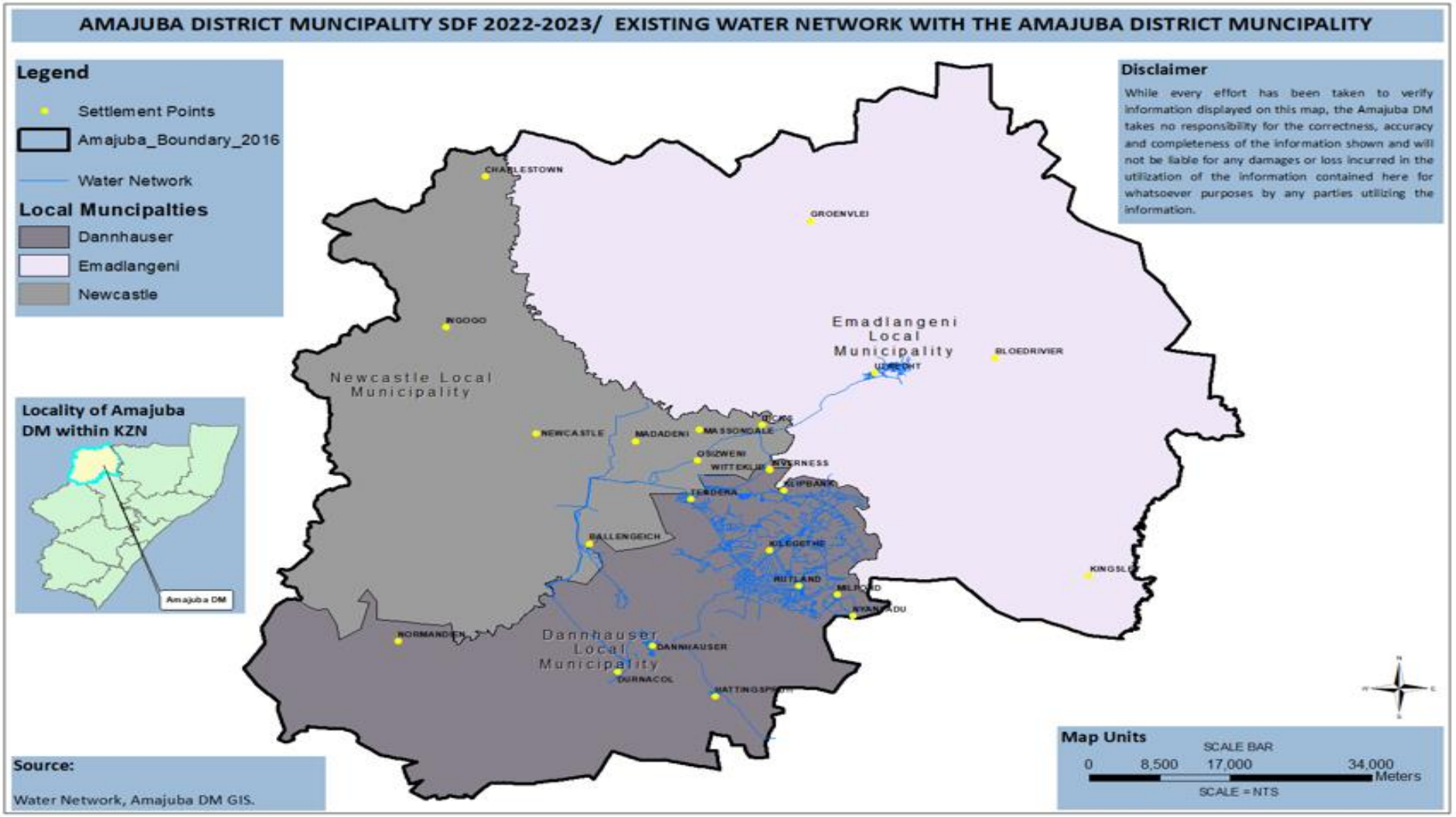
Dannhauser	116 370	120 987	126 045	132 949	140 233	147 916	156 022
Emadlangeni	38 954	40 508	42 212	44 533	46 983	49 567	52 293
Total	155 324	161 495	168 257	177 482	187 216	197 483	208 315



Map 41: Existing Water Infrastructurewithin ADM

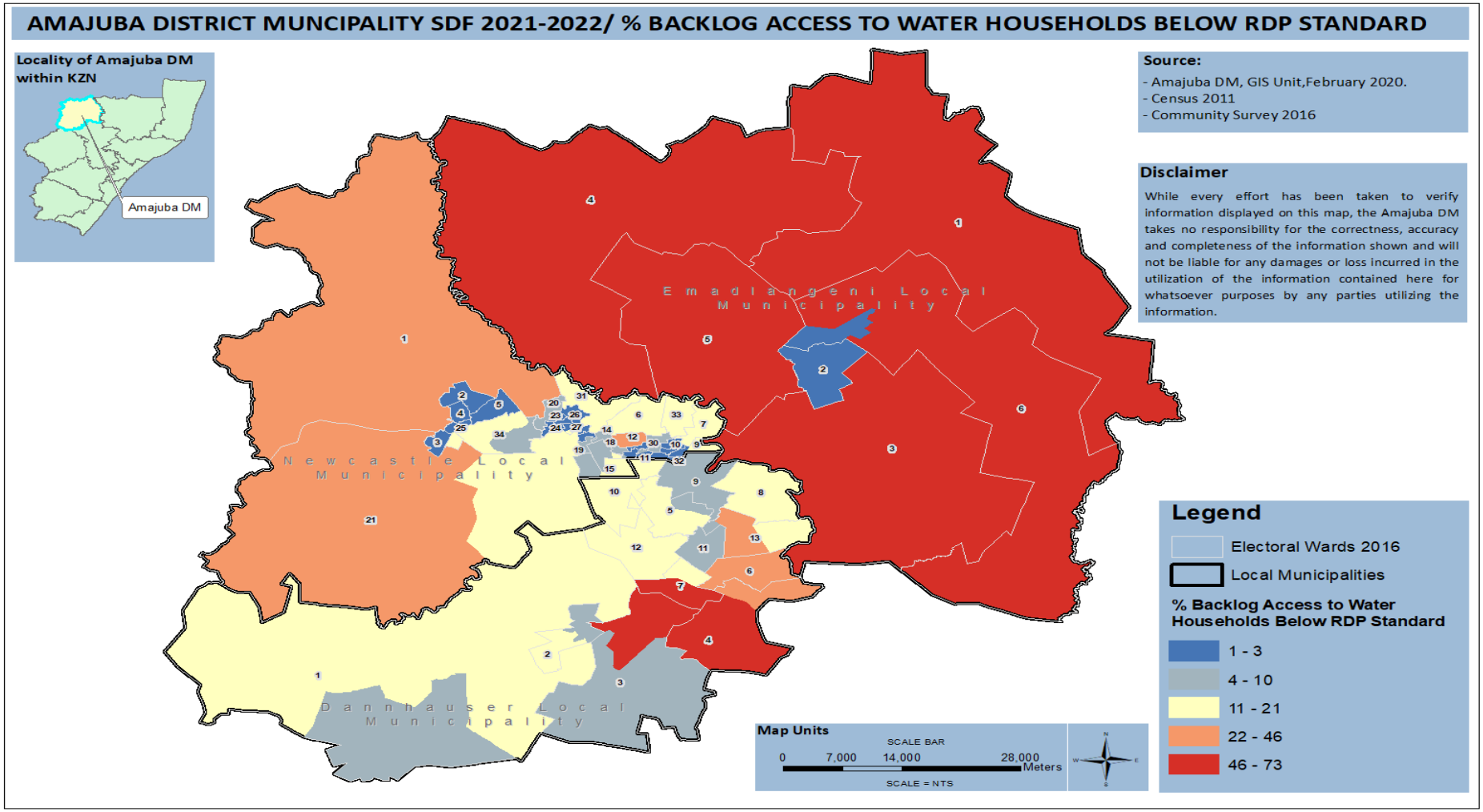
Source: Water Demand Model, UAP Phase III, 2020

Source: SDF (Amajuba District Municipality, 2023)



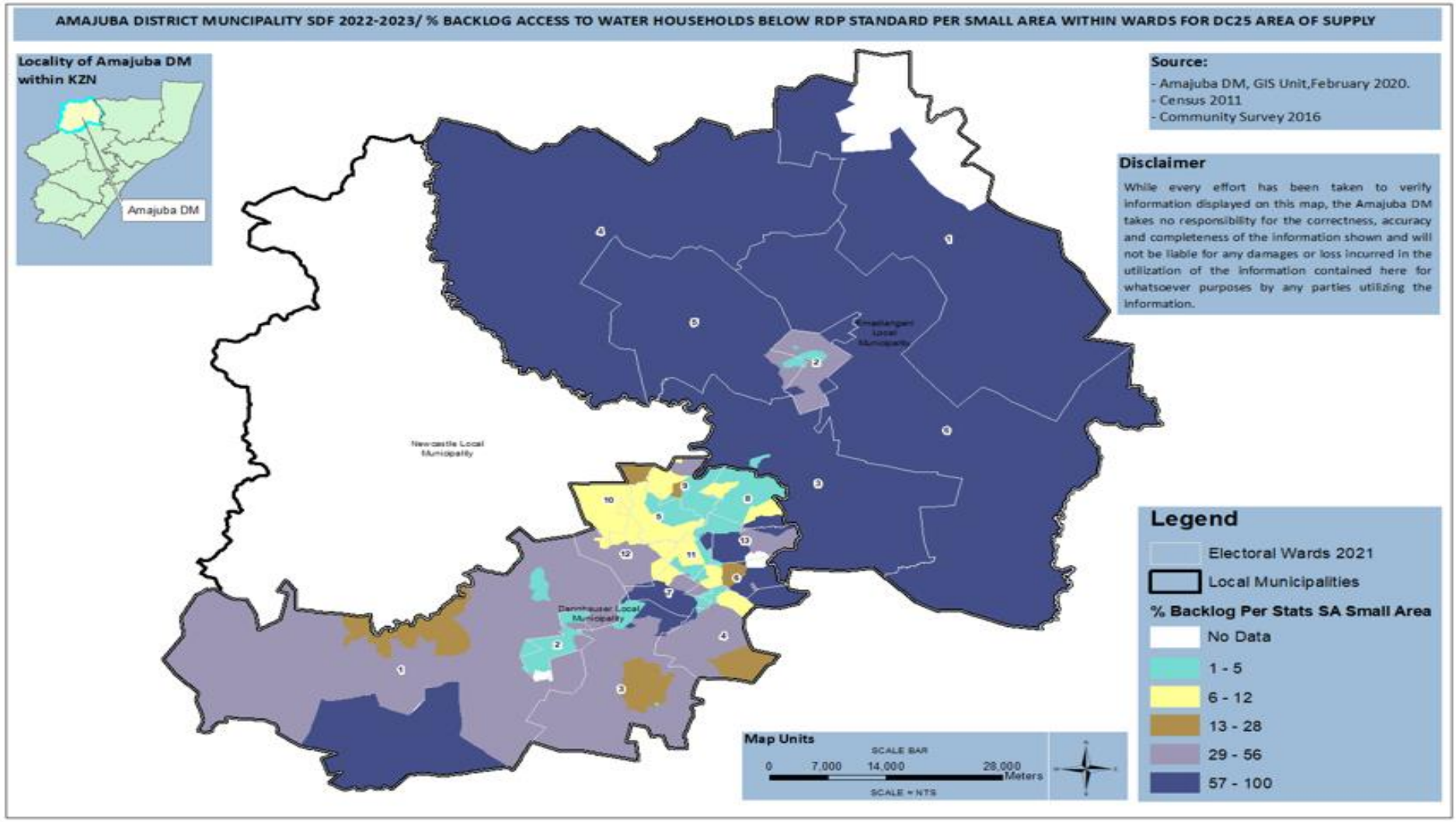
Source: GIS/DTES (Amajuba District Municipality, 2023)

Map 42: Area of water supply by ADM by existing infrastructure network



Source: (Amajuba District Municipality, 2020)

Map 43: Backlog Access to Water Households



Source: (Amajuba District Municipality, 2023)

Map 44: Backlog Access to Water Household (2022-2023)

4.4.11 Status on 2023– 2027 Capital Project Implementation

Table 117: Capital Project Implementation

No.	Project Name	Project Type (water, sanitation etc.)	Ward Number	Population	Total Project Budget	Progress
1.	Buffalo flats bulk water scheme phase 3	Water	Ward 5,6,7		R 86 182 441	Complete
2.	Buffalo flats bulk water scheme phase 3B	Water	Ward 9 NDH	6975 HH	R 60 458 662,83	Complete
3.	eMadlangeni Sanitation	Sanitation	NUT All Wards	5856 HH	R 36 375 794	Complete
4.	Buffalo Flats Sanitation	Sanitation	NDH All wards	17235 HH	R 141 098 679,32	Complete
5.	Refurbishment of Water Treatment Plant (Dannhauser)	Water	Ward 2 ELM	N/A	R 25 000 000	Complete
6.	Amajuba Regional Bulk Feasibility study and WSDP	Water	ADM District	N/A	R 2 899 000	Complete
7.	Emadlangeni rural water phase 1	Water	Ward 1,3,4,5,6 ELM	80 HH	R 12 000 000	Complete
8	Emadlangeni rural water phase 2 (Emxhakeni/Berouw Water Scheme)	Water	Ward 3 ELM	900	R9 000 000	Complete
9	Water conservation water demand strategy	Water	ADM District	N/A	R 12 000 000	Complete
10	Dannhauser Ward 1 Sanitation	Sanitation	Ward 1 NDH	400 HH	R 4 000 000	Complete
11.	Construction of Double pit Sanitation	Sanitation	Ward 3	450 HH	R 4 500 000	Complete

Table 118: MIG Capital Projects

2023/24 - MIG CAPITAL PROJECTS							
No.	**Project Name**	**Project Type (water, sanitation etc.)**	**Ward Number**	**Population**	**Total Project Budget**	**Expenditure To-date**	**Progress**
1.	Buffalo Flats Water Supply Scheme Phase 3B	Water	3 DLM	21 552	R 68 777 282	R 63 367 225	The project is **100%** complete.
2.	Dannhauser Housing Development Bulk Water and Sanitation	Water and Sanitation	2 DLM	14 835	R 28 665 978	R 21 151 106	The project is 80**%** complete
3.	Hilltop Reservoir Settlements Water supply Scheme	Water	3;7 &12 DLM	17 592	R 83 366 375	R 38 952 908	Project is **72%** Complete
4.	Goedehoop Bulk Water & Sanitation	Water and Sanitation	2 ELM	13 307	R 28 251 878	R 7 979 616	The tender is at BEC Stage
6.	PMU 2021/21	Administration	N/A	N/A	R 2 038 950	R 1 264 123	Ongoing
7	Upgrade Emadlangeni Sanitation (VIP Toilets)	Sanitation	3 DLM	21552	R68 777 282		Business Plan submitted to DWS, awaiting the funding approval
8.	Disaser Management Centre	Customer Care Centre	Ward 22		R22 786 402		14% Complete
9.	Mafahlawane Bulk Water Supply	Water	9 DLM	23655	R444 527 197.95		Awaiting an appointment of a professional consultant to develop a Implementation Readiness Plan & the revised

							SAC letter from DWS

Table 119: WSIG Capital Projects

2023/24-WSIG CAPITAL PROJECTS							
No.	**Project Name**	**Project Type (water, sanitation etc.)**	**Ward Number**	**Population**	**Total Project Budget**	**Expenditure To-date**	**Progress**
1.	Buffalo Flats Phase 4,Pipeline Extension (Skobharen and Eastbourne)	Water	1,7&10 NDH	10 030	R 7 540 000	R 46 702 784	Skombaren-Practical Completion Eastbourne-Awaiting an appointment of a service provider
2.	Re-furbishment of water and wastewater treatment plant	Water & Sanitation	1,2 & 4 ELM - 1,2,3,4,13 NDH	136 603	R240 000 000	R 0	At BEC Stage
3.	Construction of Braakfontain Reservoir	Water	4,5,6,7,8,9,10,11,12 &13 DNH	86 356	R 69 000 000	R 30 373 118	Project is 75**% Complete**.
4.	Emergency Water Supply to Ramaphosa (Dannhauser ward 1,2,3,7)	Water	1,2,3,7 DNH	127 452	R 179 849 330	R 16 275 016	Project is **34% complete.**
5.	WC/WDM Programme	Water	All Wards	20 167	R 100 000 000	R 0	Awaiting Business Plan approval by DWS
6.	Amajuba District Municipality COVID-19 Intervention Project (DLM & ELM)	Water	All Wards	37 279	R 23 000 000	R 4 358 837	Intention to Award has been advertised

7.	Ground Water and Drilling. Equpping of boreholes (Feasibility Study)	Water	ELM $DLM	117256	R44 000 000		100% Completed, Phase 2 Business plan to be submitted to DWS

Table 120: Other Projects

2023-2027 – OTHER MUNICIPAL PROJECTS					
No.	**Project Name**	**Project Type (water, sanitation etc.)**	**Ward Number**	**Total Project Budget**	**Progress**
1.	RRAMS	Roads	All Wards	R2 223 000	Amajuba DM-Ongoing
2.	EPWP	219 Job Creation	All Wards	R1 850 000	Amajuba DM-Ongoing

4.4.12 Planned MIG/WSIG & RBIG Funding Needs

The ADM currently (current financial year assessment of 2021/22) needs an estimated amount of R2.2 billion to provide the water and sanitation by 2025. The table below summarises the anticipated funding allocations to the DM and includes an assumed funding allocation increase in the order of 15% per annum.

MIG-Planned projects 5-year plan

- ✓ R305 Mill MIG Funding required for water backlogs/Upgrades.
- ✓ R44.5 Mill MIG Funding required for sanitation backlogs /Upgrades.

WSIG-Planned projects 5-year plan

- ✓ R605 Mill WSIG Funding required for sanitation backlogs/Upgrades.
- ✓ R404 Mill WSIG Funding required for water backlogs /Upgrades.

WSIG-Planned projects 5-year plan

- ✓ R1 164 Bill required or bulk projects.

Other operational funding /grants

- ✓ R 589 mill COGTA Assessment operational and upgrade

This means that to meet the targets set for the eradication of water backlogs, an estimated R183 million is needed per annum for the period until 2024 for backlog eradications, WC/WDM, upgrade and refurbishment of aged infrastructure. As of 2021/22 estimated that **R3.3 billion is required** to provide water and sanitation by **2027 to 2035.** Based on Amajuba water needs R 1.1 billion is required for bulk water & sanitation infrastructure.

When considering the capital cash flow required achieving the NDP 2035 target for water& Sanitation by 2025, it may be concluded that the ADM will not be in the position to meet the target, specifically when considering the present level of capital funding provided by the MIG/WSIIG and RBIG programme. The table below summarises the anticipated funding allocations to the DM and includes an assumed funding allocation increase in the order of 15% per annum.

Table 121: MIG/WSIG and RBIG Funding Needs cash projections

Cash flow required to eradicate and provide water services within target timeframe with MIG funds	Total Capital Required (R million)	FY22/23	FY23/24	FY24/25
Anticipated MIG Dora Allocation	349	67	64	73
MIG allocation	235,3	46,5	49	55
Water	305	R52	R58	R65
Sanitation	44,5	R15	R6	R8
Total planned projects	349,5	67	64	73
Surplus /Deficit	-114,2	-20,5	-15	-18
Cash flow required to eradicate and provide water services within target timeframe with WSIG funds	**Total Capital Required (R million)**	**FY22/23**	**FY23/24**	**FY24/25**
Anticipated Dora Allocation	765	155	160	200
WSIG Allocation	300	60	65	70
Water	609	R125	R135	R140
Sanitation	404	R84	R82	R75
Total planned WSIG Allocation	1 013	209	217	215
Surplus /Deficit	-713	-149	-152	-145
ANTICIPATED RBIG FUNDING REQUIRED	(R Billion)	(R million)	(R million)	(R million)
Anticipated RBIG	1164	220	240	264
Actual RBIG	0	0	0	0
Water	1 164	R264	R260	R260
Sanitation	0	R0	R0	R0
Total planned WSIG Allocation	1 164	264	260	260
Surplus /Deficit	-1 164	-264	-260	-260
TOTAL FUNDING REQ BY 2035 NDP	2 278			

4.4.12.1 *Planned Capital Projects – 2023-2027*

Table 122: WSIG Capital Projects

2023-2027 – WSIG CAPITAL PROJECTS					
No.	**Project Name**	**Project Type (water, sanitation etc.)**	**Ward Number**	**Population**	**Total Project Budget**
1.	Buffalo Flats Phase 4, Pipeline Extension (Skobharen and Eastbourne)	Water	1,7&10 NDH	10 030	R 7 540 000
2.	Refurbishment of water and wastewater treatment plant	Water & Sanitation	1,2 & 4 ELM - 1,2,3,4,13 NDH	136 603	R240 000 000
3.	Construction of Braakfontain Reservoir	Water	4,5,6,7,8,9,10,11,12 &13 DNH	86 356	R 69 000 000
4.	Emergency Water Supply to Ramaphosa (Dannhauser ward 1,2,3,7)	Water	1,2,3,7 DNH	127 452	R 179 849 330
5.	WC/WDM Programme	Water	All Wards	20 167	R 100 000 000
6.	Raw Water Feasibility Study & Drilling, Equipping of Boreholes	Water	ELM & DLM	117256	R 44 000 000
7.	Amajuba District Municipality COVID-19 Intervention Project (DLM & ELM)	Water	All Wards	32 279	R23 000 000

Table 110: Other Projects

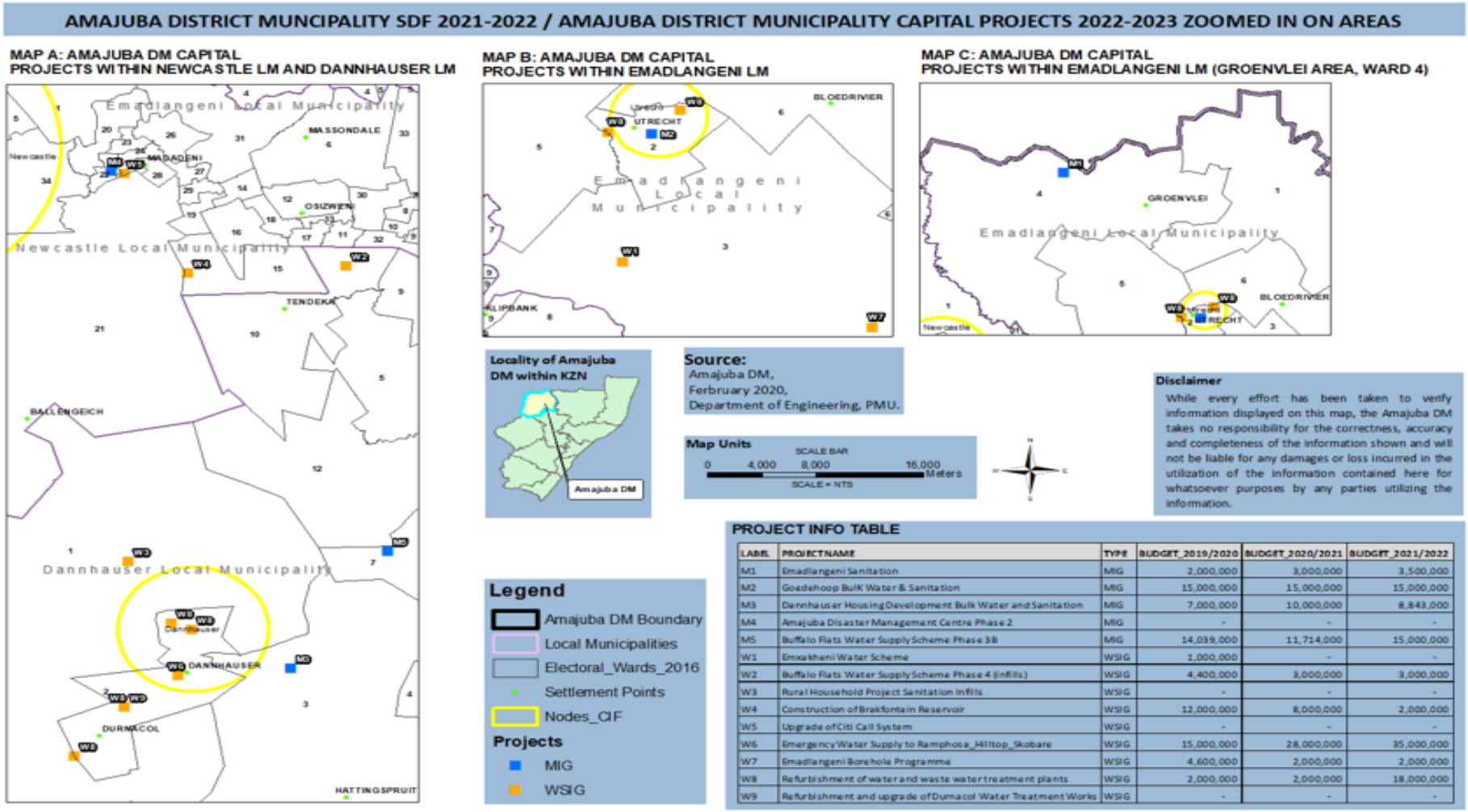
Table 123:other Projects

2023-2027 – OTHER MUNICIPAL PROJECTS					
No.	**Project Name**	**Project Type (water, sanitation etc.)**	**Ward Number**	**Total Project Budget**	**Progress**
1.	RRAMS	Roads Assessment for DoT	All Wards	R2 295 000	Amajuba DM-Ongoing
2.	EPWP	220 Job Creation	All Wards	R1 693 000	Amajuba DM-Ongoing

Table 124: Medium -Long Term Projects

MEDIUM – LONG TERM PROJECTS						
No.	**Project Name**	**Project Type (water, sanitation etc.)**	**Ward Number**	**Population**	**Total Budget**	**Progress**
1.	Upgrade of Raw water supply pipeline to Durnacol water treatment Plant	Raw Water Source	DLM Ward 2	2970	R 50 000 000	Planning Stage, awaiting the Consultants Panel Roster from SCM
2.	Mafahlawane Bulk Water Supply	Water	9 NDH	23655	R444 000 000	Awaiting a revised SAC letter from DWS
3.	Construction of Groenvlei Bulk water and sanitation	Water & Sanitation	4 ELM	1500	R90 000 000	Planning Stage, awaiting the Consultants Panel Roster from SCM
4.	Construction of New Water treatment Plant at Zaaihoek WTW and Bulk Water	Water	4 ELM		R 120 000 000	Planning Stage, awaiting the Consultants Panel Roster from SCM

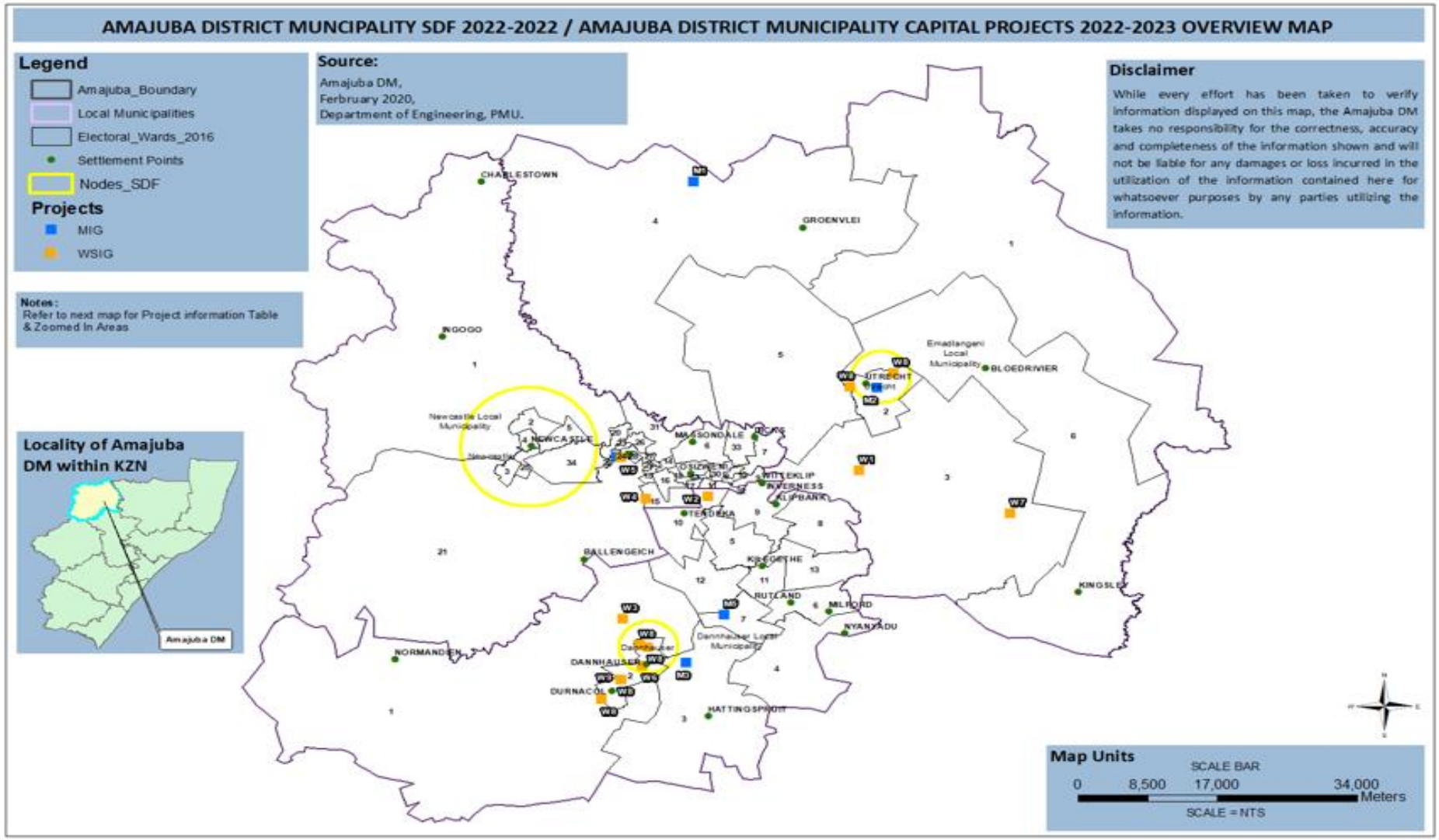
5.	Emadlangeni Sanitation	Sanitation	1,3,4,5&6 ELM	1000	R68 777 282	Awaiting DWS Funding Approval
6.	Drought relief Program	Water	All DLM & ELM	1100	R12 000 000	Planning Stage
7.	Emadlangeni Borehole Program	Water	3,4&6 ELM	1100	R15 000 000	Planning Stage
8.	Upgrade of Durnacol Water Treatment	Water	All DLM Ward 2		R15 973 129.69	Awaiting the approval of RBIG Funding
9.	Emxhakeni Water Scheme	Water	ELM Ward 3		R9 000 000	Planning Stage, awaiting the Consultants Panel Roster from SCM
10.	Cogta Support for upgrade of exiting WSS	Water	All NDH AND NUT		R132 000 000	Operational plan
11.	Cogta Support for upgrade of exiting WSS	Sanitation	All NDH AND NUT		R457 494 500	Operational plan



LABEL	PROJECTNAME	TYPE	BUDGET_2019/2020	BUDGET_2020/2021	BUDGET_2021/2022
M1	Emadlangeni Sanitation	MIG	2,000,000	3,000,000	3,500,000
M2	Goedehoop Bulk Water & Sanitation	MIG	15,000,000	15,000,000	15,000,000
M3	Dannhauser Housing Development Bulk Water and Sanitation	MIG	7,000,000	10,000,000	8,843,000
M4	Amajuba Disaster Management Centre Phase 2	MIG	-	-	-
M5	Buffalo Flats Water Supply Scheme Phase 3B	MIG	14,039,000	11,714,000	15,000,000
W1	Emxakheni Water Scheme	WSIG	1,000,000	-	-
W2	Buffalo Flats Water Supply Scheme Phase 4 (Infills)	WSIG	4,400,000	3,000,000	3,000,000
W3	Rural Household Project Sanitation Infills	WSIG	-	-	-
W4	Construction of Brakfontein Reservoir	WSIG	12,000,000	8,000,000	2,000,000
W5	Upgrade of Citi Call System	WSIG	-	-	-
W6	Emergency Water Supply to Ramphosa_Hilltop_Skobare	WSIG	15,000,000	28,000,000	35,000,000
W7	Emadlangeni Borehole Programme	WSIG	4,600,000	2,000,000	2,000,000
W8	Refurbishment of water and waste water treatment plants	WSIG	2,000,000	2,000,000	18,000,000
W9	Refurbishment and upgrade of Durnacol Water Treatment Works	WSIG	-	-	-

Map 45: Capital Projects

Source: (Amajuba District Municipality) 2023



Map 46: Capital Projects Overview

4.4.13 Asset Management

The Amajuba DM asset plan is currently outdated and requires an update of assets based on technical condition and financial evaluations, however it includes the financial values that informs the operational and maintenance planning based on the values of assets as recorded in the asset register.
This includes short term plans to meet shortfalls in the performance and condition of various assets or types of assets, as well as longer term plans to meet the growth in demand for services, repair and replacement of assets as they deteriorate with time.

Due to limited funding available for maintain the asset management plan, that contributes to the challenge is to maintain the infrastructure as per the required maintenance schedules.

Operational and maintenance plans
Amajuba DM historically inherited asset from Dannhauser, Emadlangeni and Newcastle Local municipalities including its bulk water service provider uThukela water without a transitions of assets management plan. Therefore Amajuba DM, undertakes to manage its assets based on existing and traditional plans. Amajuba DM Water treatment and wastes treatment plants, logbooks are completed, to inform the asset register files, in line with the green and blue drop requirements. The Operations and Management is attached as part of sector plans as Annexure **Error! Reference source not found.**

Financial and Management Benefits
Based on available funding Amajuba intends to develop a detailed asset management plan to ensure financial and management benefits that it will deliver.

1) Water and sanitation assets management
2) Vehicles, tools, and equipment management.
3) Water resource management
4) Support long, short, medium term operational & maintenance plans
5) Alignment of financial requirements for GAAP
6) Blue drop /Green Drop Compliance
7) Enhance security and safety management.

Over and above the benefits Amajuba DM plans to through the accurate metering of the water delivered to its customers that a water supply organisation can provide the required level of service, thus it is vitally important that the meters are effectively managed. Amajuba DM plans to through the Asset management plan to effectively undertake effective water metering system as per the AG recommendations.

Challenge: Limited Funding to develop integrated financial and technical asset management plan
Timeframe: 12 months based on funding approval.
Estimated R 3 million required to undertake comprehensive asset management plan.

4.4.14 CHALLENGES

Table 125: Challenges Faced by the Municipality

KEY ISSUE	DESCRIPTION
Lack of municipal infrastructure **policies**	▪ Acceptable service levels: Most of the communities opt for higher services levels that later result in a burden of maintenance and operations. ▪ The use of infrastructure **asset management principles**: Infrastructure life cycle management requires funding as per above.
Lack of adequate infrastructure **information** and infrastructure	▪ Historic backlogs: Historic backlogs are not determined and are not time referenced. ▪ Inaccurate information and **OLD** information tabled on the backlogs ▪ Increasing needs due to migration and growth in population numbers, thus increasing and decreasing backlog in specific areas. ▪ Integrated communities with different service levels (differentiating between basic levels of service and higher order services)
Deterioration of existing infrastructure	▪ Significant water losses ▪ Limited conservation and demand management ▪ Pollution of rivers and dams ▪ Poor or no maintenance
Institutional arrangements	▪ Poor or no maintenance ▪ Lacking municipal institutional arrangement ▪ Lack of suitably trained staff (or very few staff in the technical departments) ▪ Limited or no service quality monitoring (e.g. drinking and effluent water quality, etc)
Funding and financial issues	▪ Metering (either pre-paid or conventional) of water and energy consumption ▪ Lack of revenue, indigent policies and enforcement ▪ Private sector investors and lenders not attracted to invest in infrastructure roll-out ▪ WSIG /MIG Cashflow constrains is directly attributable for the adverse implementation of the Water and sanitation projects.

4.4.15 uThukela Water Projects

Table 126:uThukela Water Projects 2024/2024

PROJECT No	PROJECT NAME	PROJECT TYPE	LATTITUDE	LONGITUDE	ESTIMATED COST	DESCRIPTION	TARGET POPILATION	AREA/S
TBD	Ngagane to Braakfontein Pumping Main	Water Supply	27°48'7.26"S 27°48'40.52"S	29°59'33.14"E 30°03'29.17"E	R80 000 000,00	Construction of 6.5 Km of 600mm diameter steel pipeline from Ngagane Water Treatment Plant to Braakfontein Reservoirs	106542	Buffalo Flats Utrecht
TBD	Ntshingwayo to Biggarsberg pipeline	Water Supply	27°57'11.88"S 28° 4'55.33"S	29°56'55.93"E 30° 7'29.51"E	R250 000 000,00	Construction of 36Km of steel pipeline from Ntshingwayo dam to Biggarsberg Water Treatment Plant ranging in diameter from 1200mm to 800mm	101161	Dannhauser
TBD	Ntshingwayo WTP	Water Supply	27°57'11.88"S	29°56'55.93"E	R200 000 000	Construction of a 150 ML/d water treatment plant at Ntshingwayo Dam	119607	Dannhauser/ Utrecht

Uthukela Water Planned Projects

Ngagane WTP upgrades Projects									
Municipality/Water Board and IA	Resource	Towns/ communities served	Population (2022 StatsSA)	Scheme Capacity (Ml/day)	Estimated Cost	WSA contribution (funding/PSPs)	Project Milestones		
							Milestones	Target date	Status
		Work Package / Component	**People served**				Scoping Report	**Complete**	
							Feasibility Study	**complete**	
							Preliminary Design	**complete**	
		Component 1 (Braakfontein Pumping Main and pump station-Buffalo Flats, Emadlangeni)	Buffalo Flats (88 096 people) Emadlangeni (18 446 people)		**220 000 000**		Implementation Readiness Study (incl. EIA, WULA, WSDP, WC/WDM, O&M plans and land acquisition)		**Done**
							BFI application approval	**June 2023**	
uThukela Water **IA** uThukela Water	Ngagane WTW	Component 3 (Ngagane Plant 4)	Buffalo Flats; Emadlangeni 106 542 people	150ML/d	**160 000 000**	Commercial: PPP R0 RBIG: R980 000 000 Total: R980 000 000	Detailed Design	**August 2023**	
							Tender Documentation	**September 2023**	
							Bid Specification	**October 2023**	
							Advert	**October 2023**	
							Bid Evaluation/ Adjudication	**November 2023**	
		Component 4 19Ml Clear Water Reservoir	Buffalo Flats; Emadlangeni 106 542 people		**100 000 000**		Contractor appointment	**December 2023**	
							Project Planned Start Date	**January 2024**	
							Project Planned end Date	**December 2028**	
							Project Duration	**48 months**	
		Component 5 Raw Water Pipeline	Buffalo Flats; Emadlangeni 106 542 people		**500 000 000**		**Challenges**:		
		Total	**106 542**		**980 000 000**				

Ntshingwayo Regional Water Projects									
Municipality/Water Board and IA	**Resource**	**Towns/ communities served**	**Population (2022 StatsSA)**	**Scheme Capacity (Ml/day)**	**Estimated Cost**	**WSA contribution (funding/PSPs)**	**Project Milestones**		
							Milestones	**Target date**	**Status**
		Work Package / Component	**People served (2025)**				Scoping Report	**June 2023**	**Pending**
							Feasibility Study	**November 2023**	**Pending**
							Preliminary Design	**Feb 2024**	**Pending**
		Component 1 New Water Treatment Plant at Ntshingwayo Dam (Buffalo Flats, Utrecht, Dannhauser, Durnacol)	Hattingspruit 1342 Buffalo Flats 88096 Emadlangeni 18446 Dannhauser 6489 Durnacol 3866		**700 000 000**		Implementation Readiness Study (incl. EIA, WULA, WSDP, WC/WDM, O&M plans and land acquisition)	**June 2024**	**Pending**
uThukela Water **IA** uThukela Water	Ntshingwayo Dam			150ML/d		Commercial: PPP R0 RBIG: R700 000 000 Total: R700 000 000	BFI application approval	**August 2024**	**Pending**
							Detailed Design	**November 2024**	
							Tender Documentation	**February 2025**	**Pending**
							Bid Specification	**March 2025**	**Pending**
							Advert	**March 2025**	**Pending**
							Bid Evaluation/ Adjudication	**May 2025**	**Pending**
							Contractor appointment	**August 2025**	**Pending**
							Project Planned Start Date	**November 2025**	
							Project Planned end Date	**November 2029**	**Pending**
							Project Duration	**48 months**	
		Total	**118239**		**700 000 000**		**Challenges**:		

4.4.16 SANITATION SERVICES

Newcastle and Amajuba municipalities are both Water Services Authorities (WSA) with Amajuba serving Emadlangeni and Dannhauser municipal areas and Newcastle being responsible for its own municipal area.

This comprehensive summary is the reflection of Amajuba District municipality status, namely the High-Level Water Services Intervention Areas' and specifically reflecting the Amajuba DM WSA, including the Newcastle Local Municipality. water supply status within the Amajuba District Municipality (ADM) and will among other address the following:

- ✓ The population and number of households and their associated levels of service.
- ✓ The status and extent of existing sanitation supply infrastructure split between urban, rural, bulk and reticulation.
- ✓ The status and extent of existing and future sanitation supply and projects planned for the Amajuba DM WSA.

The following documents utilised to compile Data collection are being reviewed and were assessed when undertaking the process.

Reference

- ✓ Amajuba District Municipality Water and Sanitation Master Plan, 2016; funding required to update,
- ✓ Development and Implementation of Water Conservation/Water Demand Management in Amajuba
- ✓ District Municipality: Bulk Water Meter Audit Report, 2016.
- ✓ Universal access plan phase iii for the Amajuba district municipality (WSA) June 2019
- ✓ Stats SA Community Survey, 2016.
- ✓ Amajuba DM WSDP is still under construction and the web based WSDP is still under inception stage. funding required to update and apply the WEB Based system
- ✓ Eskom Satellite Building Count 2015.

4.4.16.1Institutional Arrangements

The Newcastle and Amajuba municipalities are both Water Services Authorities with Amajuba servicing eMadlangeni and Dannhauser, with Newcastle being responsible for its own municipal area. Both municipalities make use of uThukela Water as the Water Services Provider.

- Dannhauser Local Municipality (Amajuba District municipality WSA)
- Emadlangeni Local Municipality (Amajuba District municipality WSA)
- Newcastle Local Municipality (Newcastle local Municipality WSA)
- uThukela water (bulk water service provider for the above WSA's)

The Amajuba DM IGR reports on water and sanitation service levels every second month. The data is provided and updated by the WSA's: Amajuba DM and Newcastle LM.

Table 127:Sanitation Supply Levels

SANITATION SEVICE LEVELS FOR AMAJUBA DISTRICT MUNICIPALITY INCLUDING NEWCASTLE LM WSA					
Sector	Households with access	Percentage of HH with access	Households with no access	% Households with no access	Total HH
Water	134 514	85.3	23 178	14.7	157 692
Sanitation	132 214	83.8	25 478	16.2	157 692

Source: WSA IGR Municipal Infrastructure Forum Report, April 2019

4.4.16.2Sanitation Supply Levels

National Water and Sanitation Master Plan (NW&SMP), prepared in 2018 for South Africa, puts an emphasis on the reliability of water services (water and sanitation). The NW&SMP reported that "In the 27 priority district municipalities the water reliability is only 42%, with the worst 10 WSAs below 30% reliability" and that "Approximately 56% of the over 1 150 WWTW and approximately 44% of the 962 WTWs are in poor or critical condition and in need of urgent rehabilitation."

Reliability of services are affected by aging infrastructure, operation and maintenance, reliability of electricity supply, stormwater ingress into sewer systems, vandalism and theft, or extreme weather events. All these then affect sanitation security to consumers and may have negative impacts on the environment.

Table 128: Sanitation Supply Levels

Local Municipality	Flush toilet connected to a public sewage system	Flush toilet connected to a septic tank or conservancy tank	Chemical toilet	Pit latrine/toilet with ventilation pipe	Pit latrine/toilet without ventilation pipe	Ecological toilet (e.g. urine diversion; enviroloo, etc.)	Bucket toilet (collected by municipality or emptied by HH)	Other or None
Dannhauser	2 111	240	4322	11920	1391		0	245
Emadlangeni	2 182	183	819	2249	827	16	0	348
Newcastle	56 657	2411	4695	6825	14754	335	0	3635
Amajuba DM	**60 950**	**2834**	**9836**	**20994**	**16972**	**351**	**0**	**4228**

The municipalities with the highest level of service, by number of households having access to flush or VIP sanitation services, are Newcastle (70 588HH) and Dannhauser (18 593HH) LMs, representing 60% and 16% of the WSA total number of households, respectively. There is a total of 94 612 households (81%) having a sanitation services level of VIP or better. The Newcastle LM has the highest number of households (17 771HH) not having access to flush or VIP sanitation services. From the Community Survey, there are an estimated 20 317 households (17% of the WSA total) not having access to flush or VIP services.

Table 129: DWS Reference Framework Water Supply Levels

LM Name	No of Households	Households with RDP or above LoS	%	Households not within RDP or above LoS	%
Dannhauser	19 648	17582	89%	2066	11%
Emadlangeni	6 459	6328	98%	131	2%
Newcastle	92 485	91899	99%	586	1%

Amajuba DM	**118 592**	**115809**	**98%**	**2783**	**2%**

Source: DWS RF geodatabase, 2016

The information is not corresponding to the 2016 Community Survey, with the DWS data reflecting a higher percentage of households having access to sanitation services at or above RDP standards (98%) and only 2% not having access to at or above RDP standards. About 58% *(Community Survey 2016)* of the households in Amajuba DM area have flush toilets that are connected to a sewerage system of some type, an improvement of 4% in compered to figures from Census 2011. The 206 figures also indicate only 41% of households in the ADM do not have any form of sanitation.

There are, however, wide variations within the district. It could be assumed as at 2019 based on community request and IDP roadshows.

- 11 % of households in the Emadlangeni municipality do not have access to any form of toilet ie: pit with no ventilation, other (home built or none)
- 9 % of households within the Dannhauser municipality are below the basic level of service (backlog).
- Out of the three municipal areas, the highest level of service is found in Newcastle Municipality, where over 67.7% of households have either flush or chemical toilets or pit latrines.

While the statistics reflect that a substantial proportion of the households in the ADM have adequate sanitation, it has, however, been noted that analyses done within wards, are faced with unhygienic conditions due to pit latrines and are not ideal and many of them are full, thereby exacerbating the problems associated with poor sanitation.

However, with Amajuba DM been the Water service authority for Dannhauser LM and Emadlangeni LM, it must be noted that an Internal backlog monitoring database is also used to measure Infrastructure Service deliver for water and sanitation a on a ward based level. No buckets system currently exists within the Dannhauser and Emadlangeni Local municipalities (ADM WSDP).

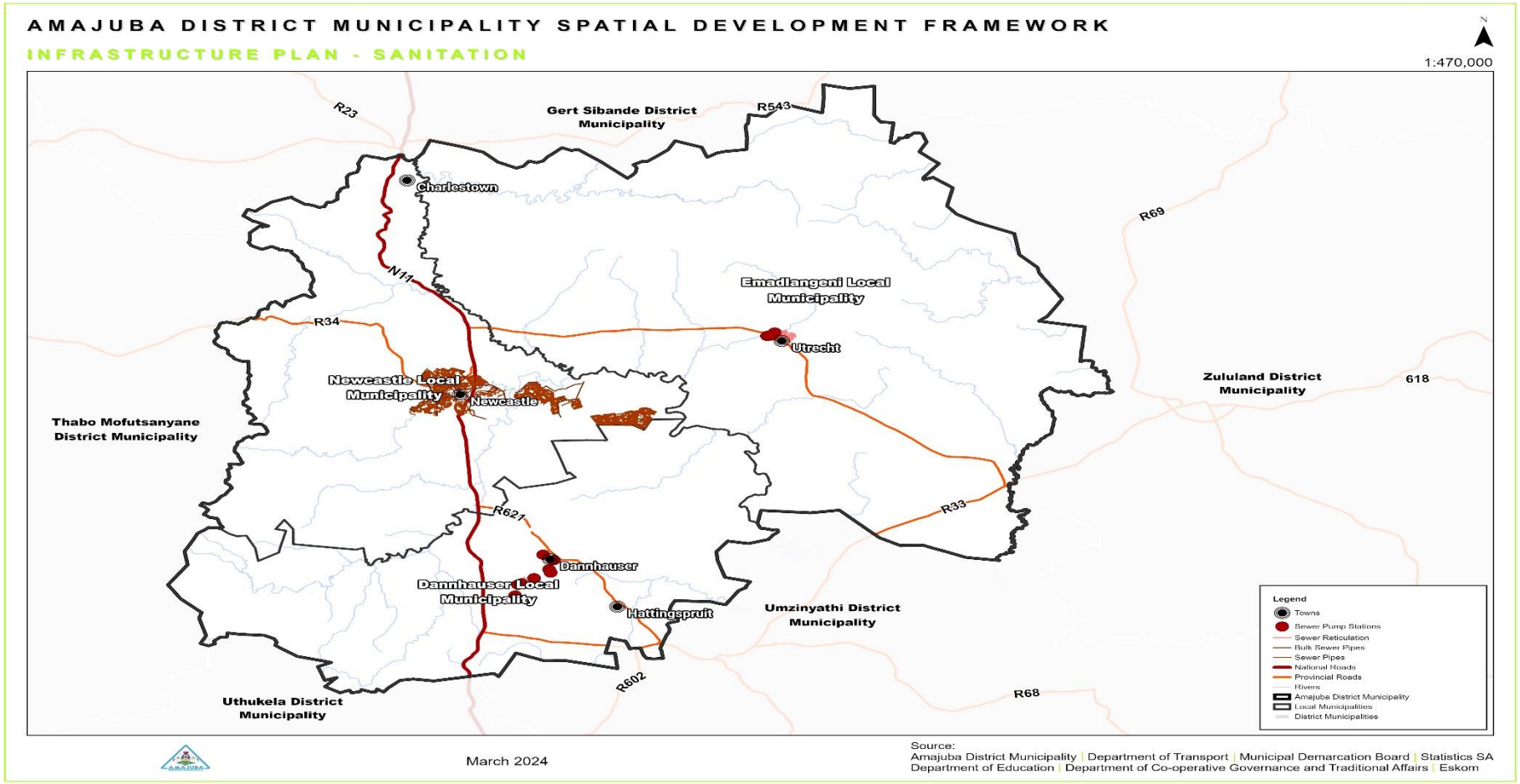
The table below depicts data on the access to sanitation by looking at the different types of sanitation facilities available. Over the years is has been evident that more and more communities are having access to waterborne sanitation in the urban areas with a significant decrease in the bucket latrine which have been replaced by Pit latrine in most rural area

Table 130:Sanitation Services Type

Households by sanitation service type					
Type of access	Year	Newcastle LM	Emadlangeni LM	Dannhauser LM	Amajuba DM
Waterborne/ Chemical	2001	52719	2832	4753	60304
	2011	44188	1800	3301	49289
	2016	246250	8279	9558	264087
Pit latrine	2001	23806	2030	14694	40530
	2011	26270	2151	14717	43138
	2016	26270	4146	18434	196990
Bucket latrine / Ecological	2001	460	34	74	568
	2011	688	36	33	757
	2016	6143	319	136	6588
None	2001	2710	2324	1251	6285
	2011	2298	956	620	3874
	2016	7119	1448	186	8753

(Statistics South Africa, 2017)

.



Source: (Amajuba District Municipality, 2023)

Map 47: Sanitation Infrastructure

4.4.17 Wastewater Bulk Infrastructure levels

4.4.17.1Dannhauser Local municipality WWTP's

The Dannhauser Local Municipality area has two functioning wastewater treatment works; one in the town of Durnacol transferred from the de-commissioned mines and in the town of Dannhauser. The Durnacol wastewater treatment works consists of a Pasveer ditch, clarifier, digester, drying beds, and reed beds all requiring further refurbishment to cope with the new housing projects. The Tweediedale wastewater treatment works outside Dannhauser treating the domestic waste consists of a Petro system as well as a 28-pond system. The works requires major upgrade & refurbishment as well as additional components to meet the DWA national standards for wastewater quality discharges.

The analysis of the waste treatment works indicates that accounting for the planned development in the towns being served that the Durnacol and Dannhauser works will be of sufficient capacity to serve these communities for the next 5 years based on the current 2016 growth analysis in order to achieve the Green drop status .

4.4.17.2Emadlangeni Local Municipality WWTP's

The Emadlangeni Utrecht ponds however will need capacity and treatment enhancement levels to cope with the waste and grey water that can be anticipated. A number of planned housing and Tourism needs are planned in the town of Emadlangeni in the short term and will need to be accommodated with respect to the wastewater treatment at the Emadlangeni ponds. These works will need upgrading in terms of capacity within the next 5 years and it is recommended that the study and design for this be approved to accommodate the New Housing projects for Goedehoope and Dannhauser Local Municipalities.

An economic study was conducted for a period of 30 years to establish the best option to either refurbish the Welgedacht treatment works or decommission the works and transfer the wastewater to the Emadlangeni ponds to treat this effluent. It was found from the study that it would be 2,5 times cheaper over the life of the assets to decommission the Welgedacht treatment works and transfer and treat this waste at the Emadlangeni ponds.

The decommission was complete of the Welgedacht works to transfer pipeline with a pump station to transfer and treat the domestic sewerage at the Emadlangeni ponds. The primary objective of collection and treatment of wastewater is to ensure that the effluent discharged to the environment does not pose on unacceptable risks to human health and the ecosystem.

4.4.17.3 Amajuba WSA Wastewater Scheme's Location and Condition

The Durnacol wastewater treatment works was transferred from the Durnacol mines to Local Government during the closure of the mines around the year 2000. The works is situated on the Northwestern outskirts of the Durnacol town near the Durnacol mine dumps. The Durnacol wastewater treatment works is presently only treating domestic wastewater and no industrial waste. This situation is not envisaged to alter in the foreseeable future. The GPS coordinates for the Durnacol works are:

28° 03'45.44" South	30° 00' 40.37" East

The Tweediedale wastewater treatment works Ponds are located off the provincial road between Dannhauser and Alockspruit 1, 5 km outside of Dannhauser. The works is situated on Municipal ground still under the title deed ownership of the Local Municipality. The GPS coordinates for the location of the Tweediedale works for the treatment of wastewater for the town of Dannhauser are:

27° 59' 37.52" South 30° 03' 10.25" East

The Utrecht wastewater treatment works Ponds consists of series of oxidization ponds, reed beds at the works outlet and a final effluent irrigation distribution system. The works is located on the Northwest side of the town at the following GPS location:

27° 40' 14.97" South 30° 17' 05.49" East

.

The Welgedacht wastewater treatment works constructed in 1984 for the treatment of wastewater for the mines housing facilities is located on the higher ground on the outside of the town of Utrecht at the following GPS coordinates:

27° 38' 55.68" South 30° 18' 01.26" East



Map 48: Wastewater Location

Source: (Amajuba District Municipality, 2023)

The Welgedacht WWTW, has since been out of service but not fully decommissioned and waste from the residential area gravitates to the pump station then to Utrecht ponds.

4.4.18 WWTP UPGRADE AND PROPOSED REFURBISHMENTS

4.4.18.1Durnacol Wastewater Treatment Works

Durnacol is a mine village located approximately 35km south of Newcastle. The Durnacol WWTP utilises an activated sludge (Pasveer ditch) process. Formerly, sludge was treated in a digester, this is currently decommissioned. The plant was built in the 1970's with a design capacity of 2 Mℓ/day but is currently handling 0.6 ML/day which is 32% of its capacity due to the local mine downscaling its operation. The inflow is not expected to increase in the short term. Raw sewage enters the plant

through a front rake mechanical screening and flows through the de-gritting channel before getting to the Pasveer ditch.

The aeration system for this tank is the bubble aerators which have been installed in the past 8 years (according to the literature). The Pasveer Ditch discharges into an 11m diameter Secondary Settling Tank (SST). The underflow is supposed to be pumped back to the ditch, but the return activated sludge (RAS) pumps needs to be upgraded. The SST overflow goes to the reeds bed prior to being discharged from the plant. The reeds beds are not lined which already minimise the green drop score.



Map 49: Durnacol Wastewater Treatment Works

Source: (Amajuba District Municipality, 2023)

Currently no industries or abattoirs are operating in the town which means the raw wastewater consists mainly of domestic households. Future growth within the catchment area of this plant which includes the establishment of the 1000 low-income houses, regional skills training centre will result in further houses being occupied in the town hence the increase in the raw wastewater reaching the plant.

4.4.18.2Durnacol Wastewater Treatment Works Refurbishment

It is anticipated that with the plant refurbishment phase 2, water services will not only serve the existing households, but the refurbishment will also enhance the growth factor as there is currently an additional 2500 new low-cost housing planned within the Dannhauser area. However over and above the WSIG funds made available for the refurbishment. An additional upgrade is required to support the aged infrastructure and collapsed pipeline infrastructure.

During the assessment, the following elements of the plant required refurbishment:

- Removal of sludge and replant reeds from reed beds
- Installation of a scour valve in a chlorine contact tank
- Laying of final effluent pipeline

Further to the refurbishment requirements highlighted above, the following upgrade requirements were identified.
Construction of cottages to house shift workers and process controllers. It should be indicated that there are existing facilities for on-site accommodation, however these are in a state of complete disrepair and prone to flooding, hence new units are to be built on higher ground to avoid any future possibility of flooding.

- Installation of a scour valve in a chlorine contact tank (Phase 2)
- Laying of final effluent pipeline (Phase 2)
- Sludge handling and disposal management plan and facility (Phase 2)
- Removal of sludge and replant reeds from reed beds (Phase 2, Reed bed, sewer outfall and storm water control are still required

4.4.18.3Tweediedale Wastewater Treatment Works

The Tweediedale Sewage ponds are located off the provincial road between Dannhauser and Alcockspruit, approximately 1.5km outside of Dannhauser Town. The plant treats domestic waste as well as the Dannhauser hospital waste. The plant has a design capacity of 2Mℓ/d however recorded peak flows are as high as 3.7Mℓ/d. Following the commissioning of the new hospital in June 2015, the flows appear to have increased. The current operational flow is 1.8Mℓ/d with expected increases during summer seasons.

The map below provides the aerial view of the Tweediedale Wastewater Treatment Plant.



Map 50: Tweediedale Wastewater Treatment Works

Source: (Amajuba District Municipality, 2023)

Tweediedale Wastewater Treatment Works Refurbishment Requirements

- Installation of Chlorine dosing pump at Chlorine Contact Tank
- Cleaning and de-sludging of Primary Pond and installation of temporary works on the pond
- Cleaning of Chlorine Contact Tank.
- Replace delivery pipe to contact channel including 2 x Manhole
- Cleaning of the secondary ponds, removal of grass, reeds, and sludge from the ponds
- Infrastructure repair of the recycling pump station, the mechanical pipe works.
- Installations of the irrigation system at the discharging(upgrade)
- Procure replacement recycling pumps.
- Cleaning of the secondary ponds, removal of grass, reeds, and sludge from the ponds
- Repair of delivery line to contact tank
- Construct workers washrooms and restrooms in all plants
- An estimated R 12 million is required to upgrade Tweediedale Wastewater Treatment Works Refurbishment.

4.4.18.4Utrecht wastewater treatment works

The Utrecht wastewater treatment works Ponds consists of a series of oxidization ponds, reed beds at the works outlet and a final effluent irrigation distribution system. The delivery of sewage to the works takes place via the sewer pump stations and delivery of waste from honey sucker tankers. The entrance pond is filled with sludge which also contains a large volume of abattoir waste. Presently the

works is no longer receiving the abattoir waste and it is anticipated that in the longer term that a new wastewater treatment works will be required to handle the development expansion in the area as well as the abattoir waste. Plans to design and construct such a works should be started with immediate effect to be able to be commissioned within five years. The first step to re-habilitate the existing works for the interim period is to:

- Isolate the receiving pond with all the sludge and allow this to dry out over time.
- An additional pond is to be constructed on the west side of this sludge pond to accommodate the incoming wastewater.

The five remaining ponds require the following refurbishment:

- Overflows require attention in terms of levels and sizes.
- The non-functional pond needs to be placed back into operation

The reed beds situated north of the ponds are not adequate and do not function as per their design. The following refurbishment is required:

- Construction of two additional reed beds on the west side of the existing reed beds need to a depth of 1,2 meters
- The existing three reed beds need to be rehabilitated once the flow is directed through the two newly constructed reed beds
- The earth walls to the reed beds require to be repaired, the overflow weirs reconstructed, and the correct type of reeds planted.
- A pipe requires to be constructed to convey outflow water from the reed beds to the existing pump station some 600m away.
- A Process Controllers office, store, and ablution facilities for Process Controllers at the pump station should be constructed as ESKOM power is available at this point.

Upgrade the Utrecht wastewater treatment works into an activated sludge (Pasveer ditch) in order realign the Upgrade of sewer infrastructure for all future housing projects and current houses that are been served by a septic tank system.
Estimated costs: R 62 million required to achieve the Green drop status and serve the Emadlangeni Goedehoop and current households.

4.4.19 KEY FINDINGS ON SANITATION SUPPLY

There are, however, wide variations within the district. It could be assumed as at 2022/23 based on community request and IDP roadshows, Population and Households, for 2011 /2016

Table 131: Population and Households for 2011/2026

LM Name	No of Population	No of Household	Sanitation backlogs estimated	Sanitation backlogs estimated %
Dannhauser LM	102085	20417	1429	7%
Emadlangeni LM	34443	6247	687	11%
Total	**44608**	**26664**	**2116**	**7.9%**

- 11 % of households in the eMadlangeni municipality do not have access to any form of toilet ie: pit with no ventilation, other (home built or none)
- 7 % of households within the Dannhauser municipality are below the basic level of service (backlog).

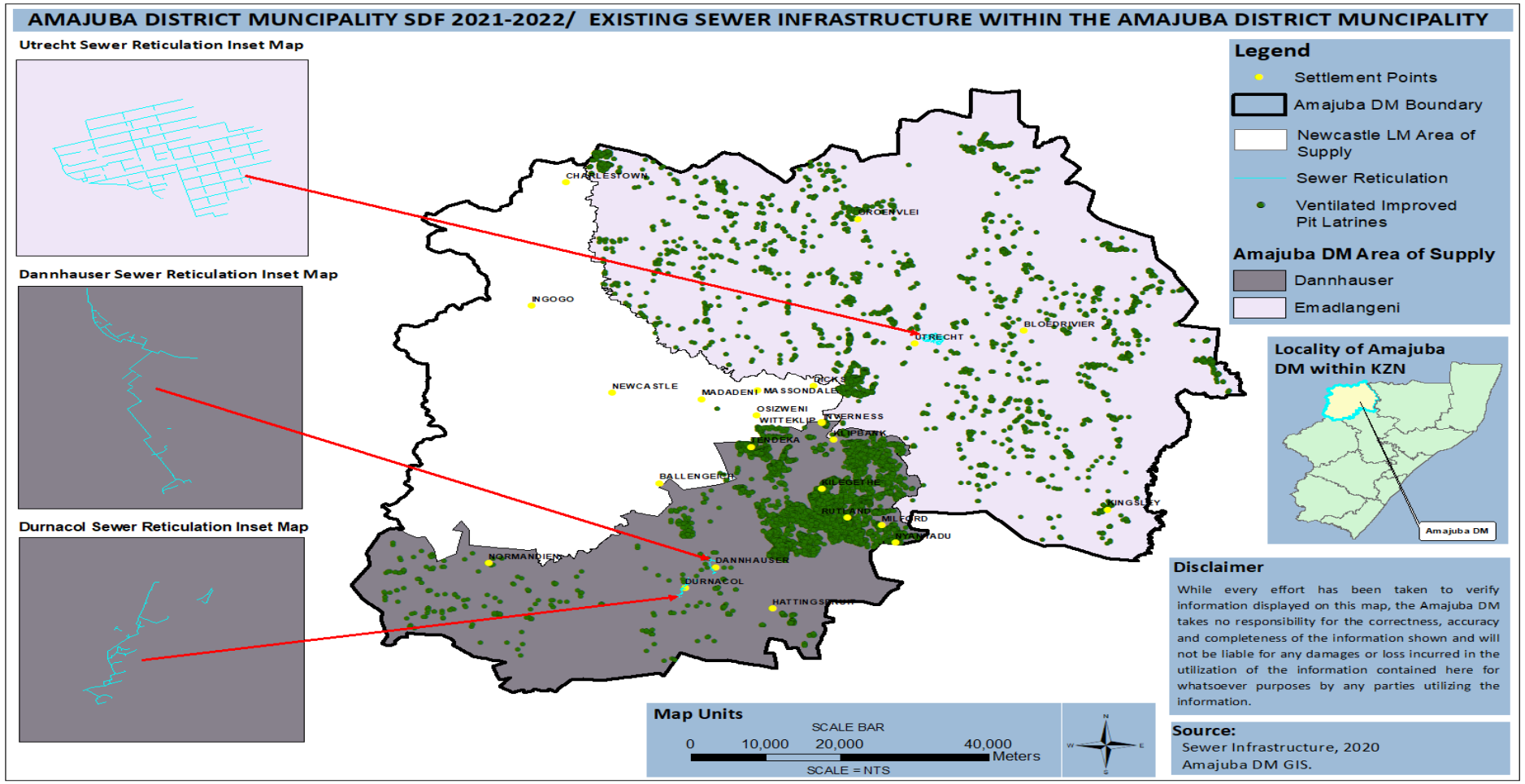
Emadlangeni Local Municipality

- It must be noted that over 4900 households were served with VIP sanitation within the Emadlangeni Local municipality since the past 5 yrs.
- It could be estimated that a further 687 to 750 385 household based on the stats SA 2011/2016 2022 and DWS refence still require basic sanitations services.
- Therefore, an estimated **R 6.2** mill is required to eradicate backlogs
- It could be further estimated that **R 39** mill is required to convert from VIP to septic in certain wards were the water table is very high thus effecting boreholes and spring water within the Emadlangeni LM.

Dannhauser LM Local Municipality

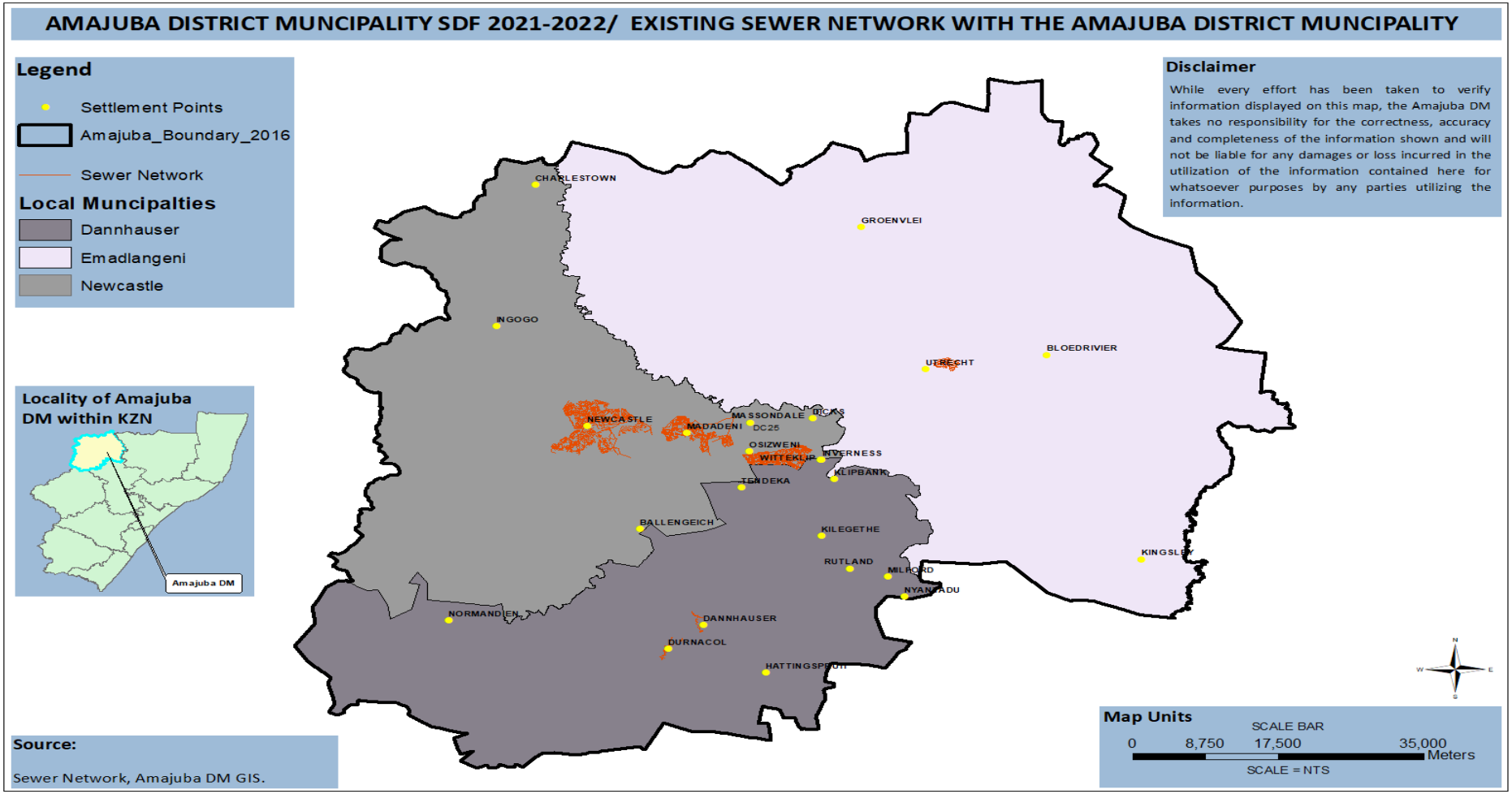
- It must be noted that over 19160 households were served with VIP sanitation within the Dannhauser Local municipality over the past 6 yrs.
- It could be estimated that a further 1200 to 1429 799 household based on the stats SA 2016 2022 and DWS refence still require basic sanitations services.
- Therefore, an estimated **R 10. mill** is required to eradicate backlogs
- It could be further estimated that **R278** mill is required to convert from VIP to septic/waterborne in certain wards were housing projects and upgrade in required

The above will require a house count due to the wide variations between 2011/2016 stats Sa and DWS ref. To achieve the green drop status and NDP, an upgrade is required before 2030.



Map 51: Existing Sewer Infrastructure

Source: GIS/DTES (Amajuba District Municipality, 2023)



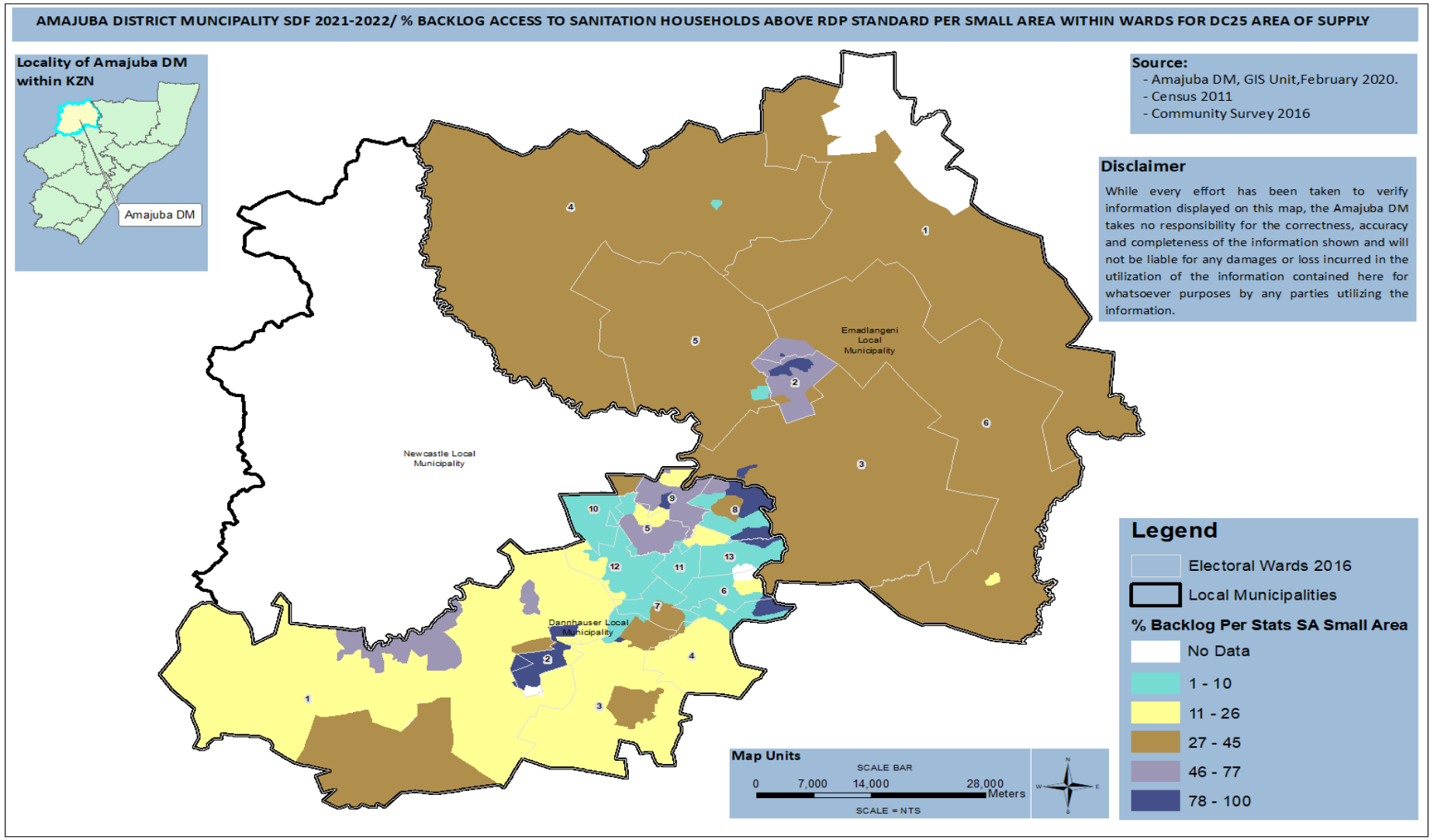
Map 52: Sewer Network within ADM

Source: *GIS/DTES* (Amajuba District Municipality, 2023)

Generally, Dannhauser Municipality is poorly provided with sanitation facilities, as approximately 6.6% of its households do not have access to sanitation facilities. Rural settlements (66% of households) use pit latrines for sanitation purposes while most commercial farms have on-site septic tanks. Sewer system is concentrated mainly in town, but the infrastructure in this regard is old and requires upgrading and maintenance. The municipality plans, maintains and services its infrastructure through the operation and maintenance plan and the WSDP. The table below is a list of projects to be implemented in Emadlangeni and Dannhauser LMs:

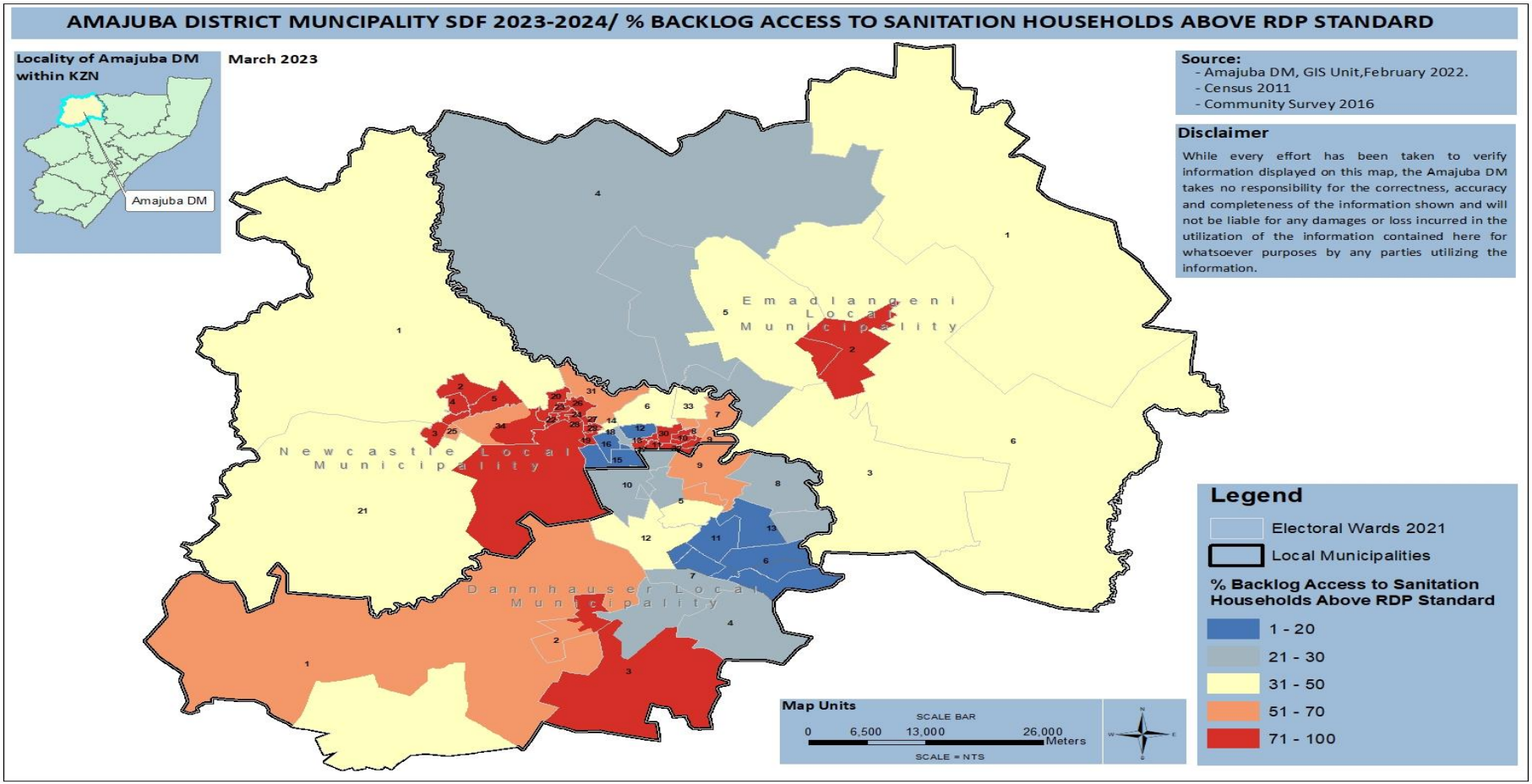
Table 132: Water Treatment Plants

Project Name	Project Description	Local Municipality	Allocated Budget	Duration of Project/ Programme	Financial Year to be implemented	No of Jobs to be created
Utrecht Water treatment Plant	Utrecht Water treatment Plant upgrading including related works and pump stations	Emadlangeni Local municipality	100 000 000,00	3 years	2022	50
Groenvlei Bulk Water and Sanitation Services	Construction of Groenvlei Bulk water and sanitation for 1500 HH	Emadlangeni Local municipality	90 000 000,00	3 years	2026/27 FY	40
Zaai Hoek Water treatment plant	Construction of New Water treatment Plant at Zaai Hoek dam	Emadlangeni Local municipality	190 000 000,00	3 years	2025/26 FY	60



Source: (Amajuba District Municipality, 2023)

Map 53: Status on Sanitation Infrastructure



Map 54: Backlog Access to Sanitation Household Above RDP Standards (2023-2024)

Source: GIS/DTES (Amajuba District Municipality, p. 2023)

4.5 Waste Management

The ADM is not liable for waste management within the local municipalities, all local municipalities are liable for the collection of all solid waste and the after the correct disposal of such waste in licenced areas. From the table below it is evident that the municipalities have been improving in terms of collection refuse per household irrespective of the increase in households per municipality.

The refuse disposal is the Local municipality responsibility. In exercising the responsibility, municipalities established appropriate institutional arrangements that will deliver effective and efficient waste management services. There are ways of collecting waste by recycling paper, glass and plastic. Many people have engaged in this strategy to make money and keep the environment clean. Local municipalities have the powers and functions of collecting refuse and of the establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities within their area that are exclusively used for refuse collected within their local municipal area.

	Amajuba	Newcastle	Emadlangeni	Dannhauser
Removed by local authority/private company/community members	197560	193340	3859	361
Removed by local authority/private company/community members	670	-	460	211
Communal refuse dump	3780	2556	-	1224
Communal container or central collection point	3999	-	50	3949
Own refuse dump	155756	73406	19269	63080
No rubbish disposal	530	-	530	-
Other	229	229	-	-

Statistics SA – Community Survey (30-06-2016)

According to the latest available information there are currently only two licensed landfill sites within the Amajuba DM. The landfill sites within the DM are listed below with their current state. The distances in kilometres from each town to the various landfill sites are indicated in the table below.

Table 133: Landfill sites

Landfill Sites				
Town	**Newcastle**	**Utrecht**	**Waterval Prison**	**Dannhauser**
Newcastle west	10	49	44.5	33
Madadeni	5	34	29.5	48
Osizweni	17	22	17.5	50
Utrecht	38	1	15.5	48

Landfill Sites				
Town	**Newcastle**	**Utrecht**	**Waterval Prison**	**Dannhauser**
Waterval Prison	34	16	0.5	33
Dannhauser	42	48	32.5	1
Durnacol	46	57	41.5	8
Emafusini	43	49	33.5	2
Hattingspruit	52	58	42.5	11

- Newcastle West - The Newcastle landfill is operating relatively well but would nonetheless require improvements and upgrading. The identifying of a new landfill is in progress by the municipality since the existing landfill has a limited remaining life span.
- Newcastle East and Rural - The collection equipment is currently adequate.
- Utrecht - The equipment would have to be upgraded to improve operation.
- Waterval Prison - Waterval Prison landfill site requires a permit whether for closure or continued operation in terms of the relevant legislation.
- Dannhauser - Dannhauser Landfill also requires a permit whether for closure.

Table 134: Disposal Site Management

Source	Quality	Management Status
Newcastle waste disposal site	Fair	The site is permitted and well managed. The current disposal site has reached full capacity, the NLM is currently in a process of identifying a new site.
Charlestown waste site	Poor	The site is not permitted
Dannhauser waste disposal site	Poor	The site is not permitted and poorly managed
Waterval Waste disposal site	Poor	The site is not permitted and poorly managed

Challenges in terms of solid waste:

- Waste refuse removal minimal
- Solid waste disposal sites are limited

Proposed Interventions

- Implementation of a litter control programme for all municipalities
- Possible Recycle strategies to be implemented
- Development of partnerships with community-based Organisations & Non-Government Organisations involved in environmental programmes
- Identify additional, suitable waste sites for all the local municipalities

4.5.1 Municipal Health Services

Municipal Health Services is the assessment, correction, control, and prevention of factors in the environment that can adversely affect human health. It is concerned, amongst other things, with the investigation of outbreak of diseases and monitoring of factors in the environment affecting health. Health Promotion is an integral part of MHS as it has an important role to play in mitigating preventable diseases through improvements in managing the environment. Section 32 of the National Health Act, 2003 (Act 61 of 2003) as amended defines Municipal Health Services in terms of nine key components.

4.5.2 Water Quality Monitoring

This function is concerned with:

- Ensuring provision of hygienically safe and adequate supply of potable water.
- Respond to complaints on contaminants/impurities;
- Bacteriological & chemical water sampling; mapping of water sources and conducting health and hygiene education campaigns.

4.5.3 Food Control

Food Control is as a mandatory regulatory activity of enforcement to provide consumer protection and ensure that all foods during production, handling, storage, processing and distribution are safe, wholesome for human consumption; conform to quality and safety requirements and are honestly and accurately labelled as prescribed by law. It briefly involves the following:

- Carry out routine inspections of food handling establishments (premises).
- Enforcement of the food related provisions of the Foodstuffs, Cosmetics and Disinfectants Act, 1972 Act No: 54 of 1972) as amended and Regulations.

4.5.4 Waste Management

This relates to monitoring waste management systems: handling, storage, transportation, and disposal of industrial and domestic solid waste, including health care risk waste, hazardous waste and effluents. It involves the following:

- Ensuring proper handling, storage, collection, treatment and disposal of health care waste and hazardous waste.
- Ensuring that waste is stored, collected, removed and disposed of effectively and efficiently and that proper facilities and containers are provided.

4.5.5 Health Surveillance of Premises

This concerns identification and monitoring of health risks, nuisances and hazards and instituting remedial and preventative measures in various premises. This is done by conducting routine health inspections at these premises:

- Childcare services (crèches, nurseries, day care, after school care, child minders, pre-schools).
- Old age homes
- Orphanages
- Homes for the destitute
- Government institutions (Schools, Health Facilities, Prisons, police stations, etc.)
- Hotels/motels/boarding houses
- And other premises

4.5.6 Environmental Pollution Control

This relates to matters of prevention of water, air, soil and noise pollution including radiation hazard control. It's concerned with:

- Identification and monitoring of premises to ensure that no health nuisances, risks, or hazards occur and instituting of corrective measures where such nuisances, risks or hazards occur.

4.5.7 Surveillance and Prevention of Communicable Diseases

This is concerned with the surveillance of communicable diseases, conducting investigations aimed at prevention of disease outbreaks in communities. It involves among other things the following:

- Health and hygiene promotion in prevention of communicable diseases
- Case investigations and reporting
- Collaboration with other stakeholders and Departments during outbreaks

Control measures in place:

- Collection of samples for investigation upon receipt of reports from DOH to prevent further outbreak of diseases (i.e. water and food)
- Health education was conducted, and reports forwarded to the DOH.

4.5.8 Vector Control

This component involves routine surveillance, identification and eradication of vector breeding areas. Examples of vectors are, rodents, insects, pests, etc. This involves:

- Identification of vectors, their habitats and breeding places and instituting remedial and preventative measures.
- Applications/instituting of eradication/control measures such as spraying of premises, baiting, fumigation, application of pesticides and placing of traps at properties/premises.

4.5.9 Disposal of the Dead

This component is concerned with the control and inspection of funeral undertakers, embalmers, crematoria, and mortuaries. It also includes regulation and control of graves, cemeteries, crematoria, and management of exhumations. Among other things it also concerned with:

Control, restrict or prohibit:

- The business of a funeral undertaker or embalmer.
- Mortuaries and other places or facilities for the storage of dead bodies.
- Treatment, removal or transport of dead bodies.

4.5.10 Chemical Safety

This component relates to matters of safe handling, use and disposal of chemicals. Also, the identification and control of premises dealing with manufacturing, transport and storage of chemicals. It involves:

- Identification and controlling of premises/operators dealing with the application, manufacturing, transport, storage or selling of chemicals.

Control measures in place

- Investigations upon receipt of cases from Department of Health (i.e., interviews)
- Health education was conducted, and reports forwarded to the DOH.

4.5.11 ACHIEVEMENTS AND TARGETS

Table 135: Water Quality Monitoring

Target for 2023/2027 (Water Samples)
Target for the five-year period is four hundred (400)

Annual Targets				
2022/23	2023/24	2024/25	2025/26	2026/2027
80 R35 000	80 R40 000	80 R45 000	80 R50 000	80 R55 000

Annual targets depend on the number of Environmental Health Practitioners in the employ of the municipality.

Table 136: Food Control

Target for 2023/2027 (Food Samples)
The target for the 5-year period is two hundred (200)

Annual Targets			
2023/24	2024/25	2025/26	2026/27
40	40	40	40

Annual targets depend on the number of Environmental Health Practitioners in the employ of the municipality.

Table 137: Inspection of Premises

Target for 2023/2027 (Inspection of Food Premises)
The target for the 5-year period is four hundred and eighty (480)

Annual Targets				
2022/23	2023/24	2024/25	2025/26	2026/2027
96	96	96	96	96

Annual targets depend on the number of Environmental Health Practitioners in the employ of the municipality.

Joint Health Inspection Operations
Joint health inspections are to be conducted in business premises across the district to monitor compliance with various regulations. The following stakeholders are part of the operations, SAPS, Home Affairs, Department of Labour, LED, Local Municipalities, Licensing, Liquor Authority, KZN EDTEA, etc.

Table 138: Health Surveillance Premises

Target for 2023/2027 The target for the 5-year period is four hundred and eighty (480)				
Annual Targets				
2022/23	2023/24	2024/25	2025/26	2026/2027
96	96	96	96	96

Annual targets depend on the number of Environmental Health Practitioners in the employ of the municipality.

Table 139:Health and Hygiene Educations

Target for 2023/2027 The target for the 5-year period is twenty (20)				
Annual Targets				
2022/23	2023/24	2024/25	2025/26	2026/2027
4 R30 000	4 R25 000	4 R30 000	4 R35 000	4 R40 000

Annual targets depend on the number of Environmental Health Practitioners in the employ of the municipality.

Exhumation of Human Graves

MHS will monitor exhumation of human graves in the district in terms of the Regulations Relating to Management of Human Remains, Govt Notice No 363 dated 22 May 2013.

Municipal Health Services By – Laws

Municipal Health Services draft By- laws must be presented to Council during the year 2022.

4.5.12 Challenges and Possible Interventions

- Shortage of EHPs: In terms of Environmental Health Norms and Standards, Government Gazette No 39561 of 24 December 2015 issued by the Department of Health, one EHP must serve a population of 10 000 people. Amajuba District has a population of +-500 000 people and therefore should have approximately 50 EHPs, however, there are only 5 EHPs.
- Insufficient Budget Allocation: Insufficient budget allocated to this service mean that it cannot be rendered appropriately in terms of the EH Norms and Standards exposing the community to outbreak of communicable diseases such as food poisoning, listeriosis, rabies, cholera, typhoid, dysentery, etc.

It is recommended that the equitable share allocated by National Treasury to this municipality be ring -fenced so that it will solely be used for MHS until Environmental Health Norms and Standards are achieved.

4.5.13 MHS SWOT ANALYSIS

Table 140: MHS SWOT Analysis

Strength	Weakness
• Compliance to legislation • Qualified Environmental Health Practitioners	• The shortage of EHPs in the district hampers proper delivery of the service in terms of the EH Norms and Standards • The absence of MHS By-laws in the district hampers EHPs to enforce the law in order to prevent health nuisances. • There is no proper organogram for the service. This disadvantages EHPs in career path.
Opportunities	**Threats**
• The Section 78 Assessment that is due to be conducted by the municipality for this service is an opportunity to address challenges and to plan properly for the future. • Stakeholders such as SALGA, National and Provincial Department of Health are readily available for support.	• Outbreaks of communicable diseases in a community is a threat if the service is not properly rendered. • The public may litigate the municipality for inappropriate service delivery.

4.6 TRANSPORTION INFRASTRUCTURE

Roads have the potential to not only bridge the geographical divide but to also provide communities with access to better social and economic opportunities. It is therefore important in this regard that roads are assessed in the context of their spatial network, road classification and road surface condition. The overview below affords an opportunity to the responsible authorities to plan accordingly in response to the desired spatial outcomes of the Amajuba DM. There are three types of road classes that have been focused on for this report as they have implications on the desired spatial outcomes for the Amajuba DM.

- ***National Roads*** **-** These roads denoted with the prefix 'N' e.g. N11 and are primarily the responsibility of DOT and are maintained through the South African Roads Agency.
- ***Provincial Main Roads*** **-** These are higher order provincial roads all with the prefix 'P' e.g. P296. There is a further breakdown of this class into types of main roads, each type meeting

certain requirements pertaining to traffic volumes, freight requirements etc and hence not all main roads are surfaced roads.

- ***Provincial District Roads*** **-** All these roads are the responsibility of the KZNDOT and the majority of which are not surfaced. Again, there is a further breakdown into types of district roads, each allocated different design and maintenance specifications. These roads normal have a prefix 'D' e.g., D5241.

Challenges faced by the Amajuba Region Department of Transport:

- Vacant positions especially driver operators and road worker aids
- Delays encountered with public works in terms of maintenance of buildings and camps.
- Qualified audits due to lack of evidence of performance information and financial bookkeeping
- Lack of safety clothing policy
- Delays in in resolving labour related matters
- Delays in the processing of computer/consumables requested by staff
- Coordination of projects between Head office and the Cost Centres
- Lack of capacity in project monitoring
- Lack of vehicles for project supervision
- Shortage of office accommodation

External challenges faced by the Amajuba Region Department of Transport:

- Drought / Heavy rains causing flood damages
- Road furniture theft, e.g. guardrails, road signs which is due to criminal activities.
- Shortage of suitable quarry material.
- Unavailability of quarry due to refusal by landowners leading to movement of projects to other areas with available material.
- Delays in obtaining WULA's, ROD's, etc.
- Delays in projects due to inexperienced emerging contractors – non visibility of contractors on site due to subcontracting of projects.

Long Term special projects planned by the Department of Transport in the Amajuba Region

Status Quo

The road networks within Amajuba Municipality reflect a link of the districts roads (R21 & R32) from Dannhauser and Emadlangeni municipalities with the N11 that traverses Dannhauser and Newcastle municipality respectively. These road networks link the towns of Dannhauser and Utrecht with that of Newcastle. There is a possibility that the condition or state of the road surfaces might have changed since the development of the PTP, but the information contained in the document has been utilised for this exercise and updated information will be obtained from DOT and included in the final report.

Table 141: ADM Road Network

Surface Type	Provincial Road network(P)	District Road network(D)	Local Road network(L)	Total
Blacktop	433 km	6 km	4 km	443 km

Gravel	504 km	549 km	309 km	1 362 km
Grand Total	**937 km**	**555 km**	**313 km**	**1 805 km**

Source: Amajuba DOT Regional Office

4.6.1 Regional Infrastructure Profile

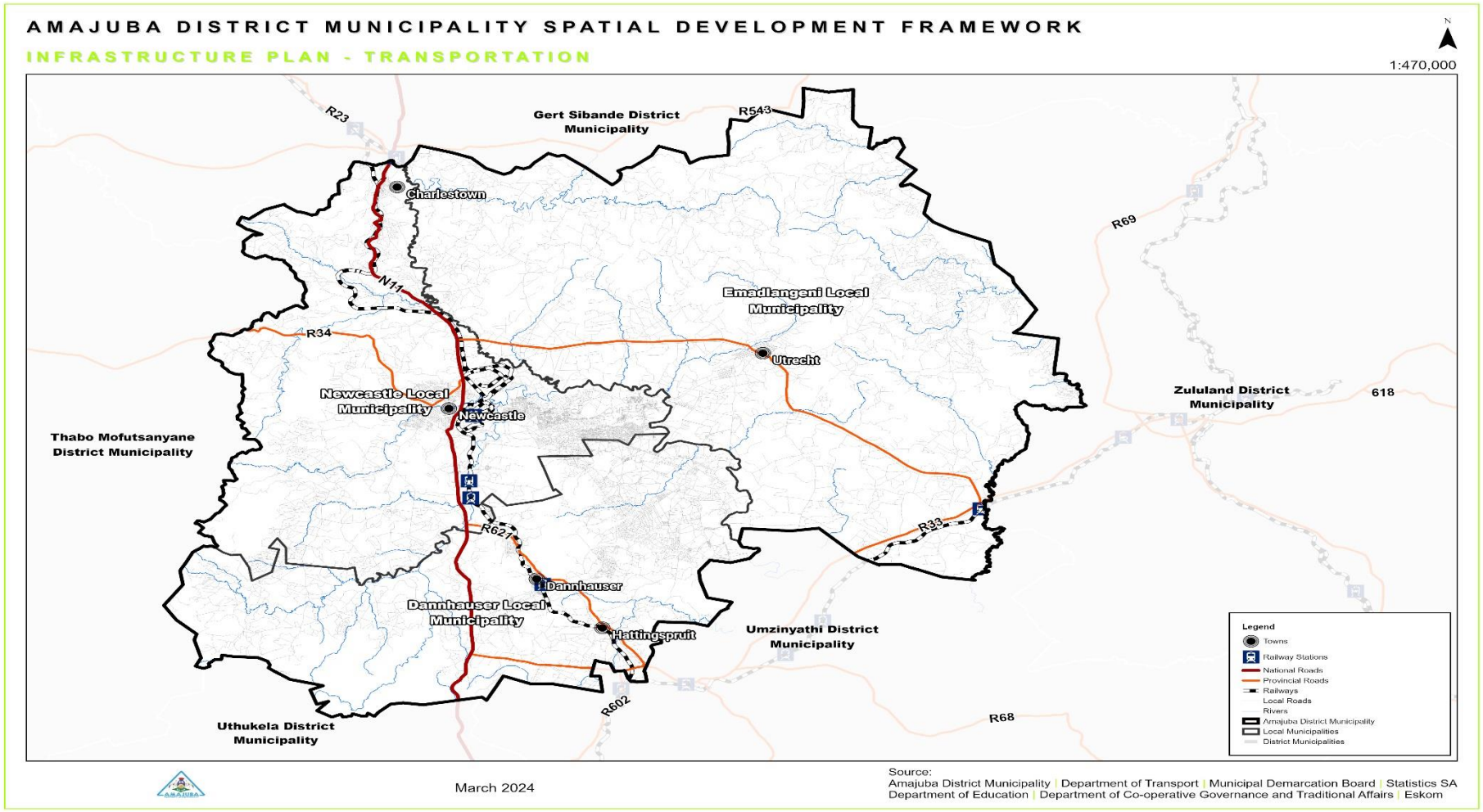
The national and provincial main roads are mainly surfaced whilst the majority of district and community access roads are not. Most community access roads are unsurfaced roads and are not constructed to proper geometric design standards due to the rough terrain and limited funding available. Several of these access roads are used by public transport vehicles, resulting in high maintenance cost of vehicles and unsafe travel conditions for passengers. Unsurfaced roads are often very slippery during the rainy season due to flooding and poor in-situ soil conditions, which results in the rural communities having no vehicle access or an unreliable public transport service. Other infrastructure available in the Amajuba District municipal jurisdiction is railway lines which are predominantly used for the transportation of coal locally and by other companies when moving freight. There is also an active airport in the vicinity of the Newcastle Local Municipality.

4.6.2 Organised Transport Structures

There are a total of 20 public transport facilities within the Amajuba area with 16 minibus-taxi ranks, 3 bus ranks and 1 minibus-taxi. Most of these facilities fall within the Newcastle, Madadeni and Osizweni areas with limited facilities in Utrecht and Dannhauser. There is an equal split of formal and informal facilities with the formal facilities mainly located in the urban areas and informal facilities located in the rural settlements. The status and ownership of the Minibus-taxi facilities is shown in the Table below:

Table 142: Public Transport Facilities

Facility Name		Status	Ownership
Newcastle Municipality			
1	Osizweni Formal Taxi Rank	Formal	Municipal
3	Makhanya Informal Taxi Rank	Informal	Municipal
4	Top Rank Informal Taxi Rank	Informal	Municipal
6	9 Mile Informal Taxi Rank	Informal	Municipal
7	Moyomuhle Informal Taxi Rank :	Informal	Municipal
8	Madadeni Sec 4&5 Informal Taxi Rank	Informal	Municipal
9	Madadeni Shoprite Checkers Informal Taxi Rank	Formal	Municipal
10	Madadeni Court Informal Taxi Rank	Informal	Municipal
11	Newcastle Formal Taxi Rank	Formal	Municipal



Source: (Amajuba District Municipality, 2023)

Map 55: Road Network

Railway Lines

Currently there is no commuter rail service provided for within the Amajuba DM. However, there is a station and rail line that runs from Newcastle past Madadeni and Osizweni towards Utrecht which provides an opportunity in the long term for a rail commuter service due to it alignment to the above-mentioned areas. There is also a railway line that runs through Dannhauser past Newcastle to Charlestown in the Newcastle Municipality. As identified in the SDF, a need exists to explore possibility of commodity rail from Amajuba to Richards Bay Port. This is considered important for the distribution of mining raw materials from the mines to the airport for international markets.

Airport and Landing Strips

There is established and operational passenger air transport system within Amajuba. Newcastle has one Airport which is located approximately 7 km away from the city centre. Chartered flights commute daily and a full service with one of the country's airlines is in the pipeline. It is located on the south-eastern side of the Central Business District i.e., industrial area or between Newcastle town and Madadeni Townships. It is in a functional condition; however further developments need to be explored boost economic growth thus creating more employment opportunities.

4.7 ENERGY

Eskom generates approximately 95% of the electricity used in South Africa and this association extends to generating, transmitting, and distributing electricity to industrial, mining, commercial, agricultural and residential customers and redistributors. In the context of the Amajuba DM the above-mentioned fact is no different as Eskom is still the main supply of electricity within the district whilst the Newcastle and Emadlangeni Municipalities have the license to supply electricity in certain areas within their jurisdiction.

The provision of electricity in Newcastle is demand driven. The demand triggers the need to plan for additional capacity of the electricity network distribution. Eskom supplies in the order of 125,000KVA per month with an additional supply of 800 KVA being supplied by IPSA from gas turbines. The electricity networks for the Newcastle West area being the CBD and surrounding suburbs are managed by the municipality whereas the outlying townships and rural areas are supplied by Eskom. The Newcastle Municipality further gives support to Eskom for the surrounding townships and rural areas by implementing capital projects funded by the Department of Energy which upon completion is handed over to Eskom.

<u>The role of the ADM in electricity provision</u>

It must be noted that the DM does not have a direct responsibility with regards to the provision of Free Basic Electricity and as such does not receive any Equitable Share allocations for this purpose. The supply of Free Basic Electricity is the function of the LM's. The DM does, however, play an advisory and planning role through the ESDP as electrical planning is best undertaken at a DM level. It is also noted that the ESDP must be updated every two years to keep it up-to-date and relevant.

4.7.1 ACCESS TO ELECTRICITY

The Amajuba District Municipality is in the process of completing its Electricity Supply Development Plan (ESDP). The purpose of the ESDP is to formulate a rational basis for extending grid and non-grid electricity service supply to the population of the Amajuba District Municipality within as short a time as possible, within the national as well as provincial electrification guidelines and budget available.

Table 143: Estimated Electricity backlogs

Municipality	s	Electricity	
		No. of Households	Percentage
Newcastle	102 861	11 300	11%
Emadlangeni	6 803	3 742	55%
Dannhauser	20 800	5 408	26%
Total for Amajuba	130 464	20 450	16%

Statistics SA – Community Survey (30-06-2016)

Table 144: Electricity Supply

Electricity Supply (per person weighted)				
	Amajuba	**Newcastle**	**Emadlangeni**	**Dannhauser**
Municipality (pre-paid)	23037	18100	3170	1766
Municipality (conventional meter/receive a bill from the municipality)	21016	17659	1720	1636
Eskom (pre-paid)	281143	213861	7047	60235
Eskom (conventional meter/receive a bill from Eskom)	1035	-	612	423
Other supplier (e.g. local generation and transmission)	417	-	190	228
Do not know	-	-	-	-
Not applicable	35878	19912	11428	4537

Source: Statistics SA – 2016 Census

Eskom is the sole supplier of electricity Amajuba District Municipality. There has been issues with Eskom with electricity cuts (load shedding). Eskom faces the challenge of a constrained power system that will affect South Africa until substantial new power capacity is available. The power cuts have affected the social livelihood and more of economy hence most businesses closed in that 2 hours of shut down. 90% (326 648 out of 362 523) of Amajuba household have electricity and most are pre-paid users.

The ESDP has identified a grid backlog of 9739 connections and 472 non-grid connections within the DM. The farm worker housing was divided into grid and non-grid electrification in accordance with the availability of grid in the areas. The table below depicts data on the type of uses for electricity; electricity is mainly used for lighting then for cooking with heating being the least type of use for electricity.

Table 145: Distribution Electricity

Type of connection	Amajuba DM	Newcastle LM	Emadlangeni LM	Dannhauser LM
In-house conventional meter	55738	48989	2313	4436
In-house prepaid meter	431631	322910	15330	93391
Connected to other source which household pays for (e.g. con	785	750	-	35
Connected to other source which household is not paying for	667	493	-	174
Generator	175	145	23	7
Solar home system	452	64	254	134
Battery	-	-	-	-
Other	957	832	42	83
No access to electricity	40924	14935	18907	7081

Statistics SA – Community Survey (30-06-2016)

Apart from its social benefits, electricity is also a driving factor in the economy. Schedule 4B of the Constitution lists electricity and gas reticulation as a local government responsibility and therefore also plays an important revenue source for local government. For this exercise the spatial location and supply thereof the bulk electricity infrastructure has been assessed. The current and proposed reticulation network in Amajuba District Municipality area as indicated in the Map (insert) shows areas already electrified and the location within the district of the bulk electricity infrastructure.

It is no surprise that the bulk electricity infrastructure is concentrated in areas that have the highest population densities in areas such as Newcastle, Danhauser, Utrecht, Emadadeni etc. Newcastle Municipality has a superior population size and economy in the Amajuba district and as such has more areas that would require bulk electricity infrastructure. There are 8 sub-stations in the Newcastle Municipality that supply electricity to the areas of Newcastle, Madadeni and Osizweni. The spatial distribution of most sub-stations within Newcastle Municipality is predominantly situated along the N11 primary corridor. Newcastle is a growing economy within the district and it will be essential to demonstrate that the current supply is sufficient to meet current and future demands. The project cycle to be followed consists of 5 stages as outlined below.

STAGE		TASKS
1	Development Plan Approval (DPA)	• Technically approved proposals
2	Concept Release Approval (CRA)	• Initiatives entered into a value chain system for approval • Feasibility studies
3	Design Release Approval (DRA)	• High level design • EIA approved and servitudes acquired
4	Execution Release Approval (ERA)	• Design package • Procurement and Construction begins
5	Finalisation Release Approval (FRA)	• Construction completed and handed project hand over

Table 146: ESKOM funded Projects 2023/2027

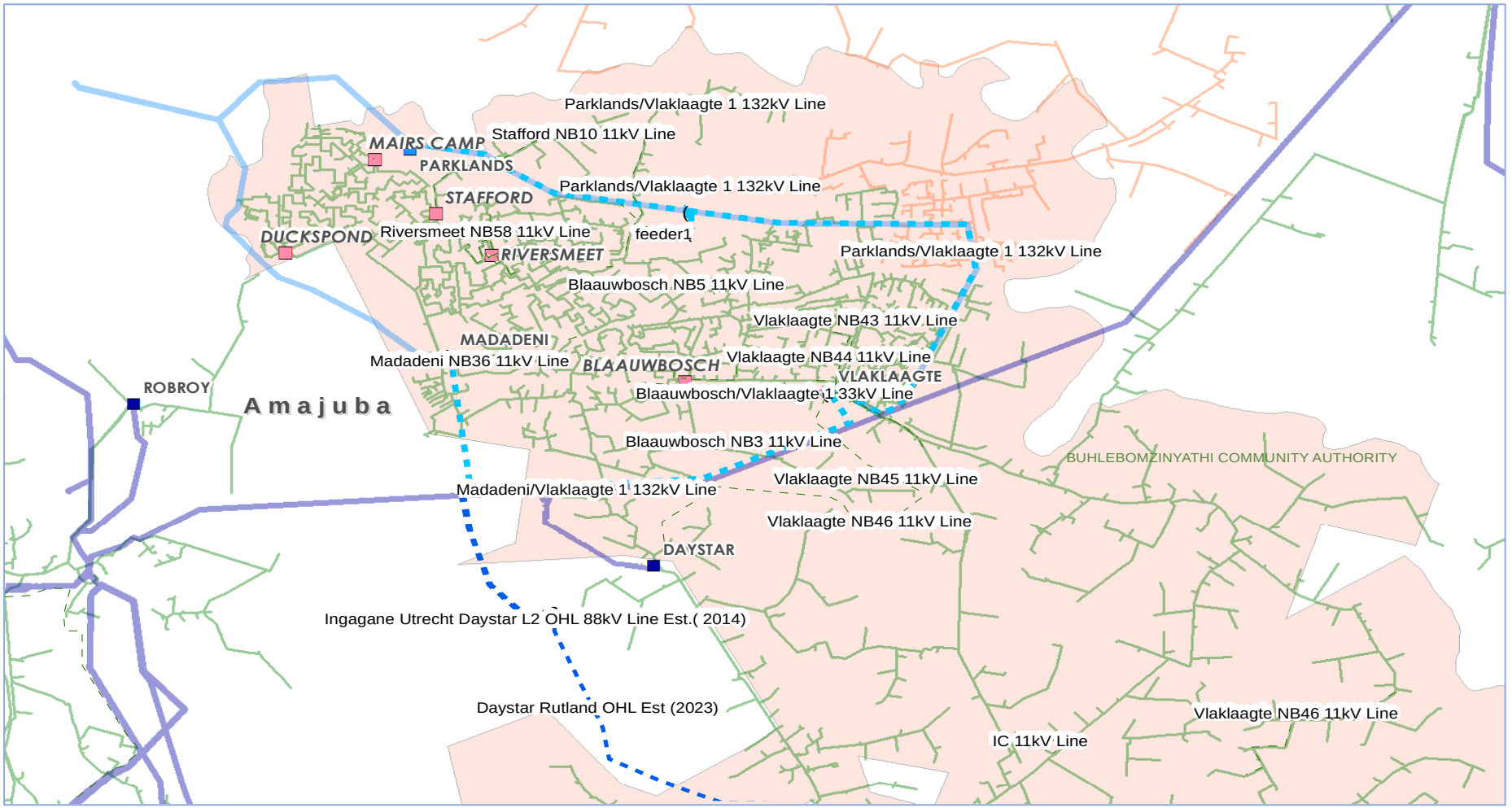
	Project Name	Status	Construction Start Date	Schedule Completion Date
1	Kilbarchan SS 88/22 kV TRF Establish	Conceptual stage	2027	2027
2	Ndulinde 88 kV Turn in lines	Conceptual stage	2027	2027
3	Ndulinde 20MVA 88 /22kV SS est	Conceptual stage	2027	2027
4	Witteklip 88/22 kV SS Est.	Conceptual stage	2024	2024

	Project Description	Project Status	Construction Start Date	Schedule Completion Date
1	Incadu-Madadeni 132 kV Line Est -	Finalised		
2	Madadeni 132/33 kV & 132/11 kV TRFR Est	Finalised		
3	Blaauwbosch SS increase capacity	Finalised		
4	Matsheketsheni 132/11 kV 20 MVA SS establishment	Design stage	Beyond 2025 (Project not funded)	
5	Matsheketsheni 132 kV Tee Line	Design stage	Beyond 2025 (Project not funded)	
6	Kilbarchan SS 88/22 kV TRF Establish	Conceptual stage	Beyond 2025 (Project not funded)	
7	Zaaifontein SS Normalization -	Finalised		
8	Ndulinde 88 kV Turn in lines	Conceptual stage		
9	Ndulinde 20MVA 88 22kV SS est	Conceptual stage	Beyond 2025 (Project not funded)	

Source: Amajuba Region ESKOM

Emadlangeni Municipality has 6 sub-stations that service the settlements within the municipality for residential purposes whilst Utrecht would most like be for economic factors albeit a declining economy. Dannhauser Municipality has 3 sub-stations situated within its jurisdiction servicing the settlements of Mdakane and Osizweni. The supply capabilities of the substations and reticulation networks including the projects related to maintaining and upgrading these substations and reticulation networks are contained in Network Development Plans (NDPs) compiled by the Eskom Area Network Planning Division.

The map below depicts the projects spatially.



Source: (Amajuba District Municipality, 2023)

Map 56: Spatial Reference to Eskom Projects

Table 147: Electricity Availability by use

Distribution of electricity by use					
Electricity use	Year	Newcastle LM	Emadlangeni LM	Dannhauser LM	Amajuba DM
Lighting	1996	48055	1013	4566	53634
	2001	59884	1801	8399	70084
	2011	73449	3032	16490	92971
Heating	1996	26771	888	1832	29491
	2001	37924	1497	2930	42351
	2011	57864	2003	7707	67574
Cooking	1996	30773	908	1950	33631
	2001	41507	1558	3607	46672
	2011	69800	2515	10654	82969

Source – StatSA 2011 Census

The table above depicts the picture on the predominate type of use for energy per municipality. It is evident that in Newcastle dominates the consumption of electricity within the ADM jurisdiction. Within all locals it is common that electricity is generally used for lighting purposes in comparison to heat and cooking respectively.

4.7.1.1 Electricity Supply

Table 148: Electricity Supply by LM

	Amajuba	Newcastle	Emadlangeni	Dannhauser	Total
Municipality (pre-paid)	23037	18100	3170	1766	**23037**
Municipality (conventional meter/receive a bill from the municipality)	21016	17659	1720	1636	**21016**
Eskom (pre-paid)	281143	213861	7047	60235	**281143**
Eskom (conventional meter/receive a bill from Eskom)	1035	-	612	423	**1035**
Other supplier (e.g., local generation and transmission)	417	-	190	228	**417**
Do not know	-	-	-	-	**-**
Not applicable	35878	19912	11428	4537	**35878**

Source: Statistics SA – 2016 Census

4.7.1.2 Indigent Support

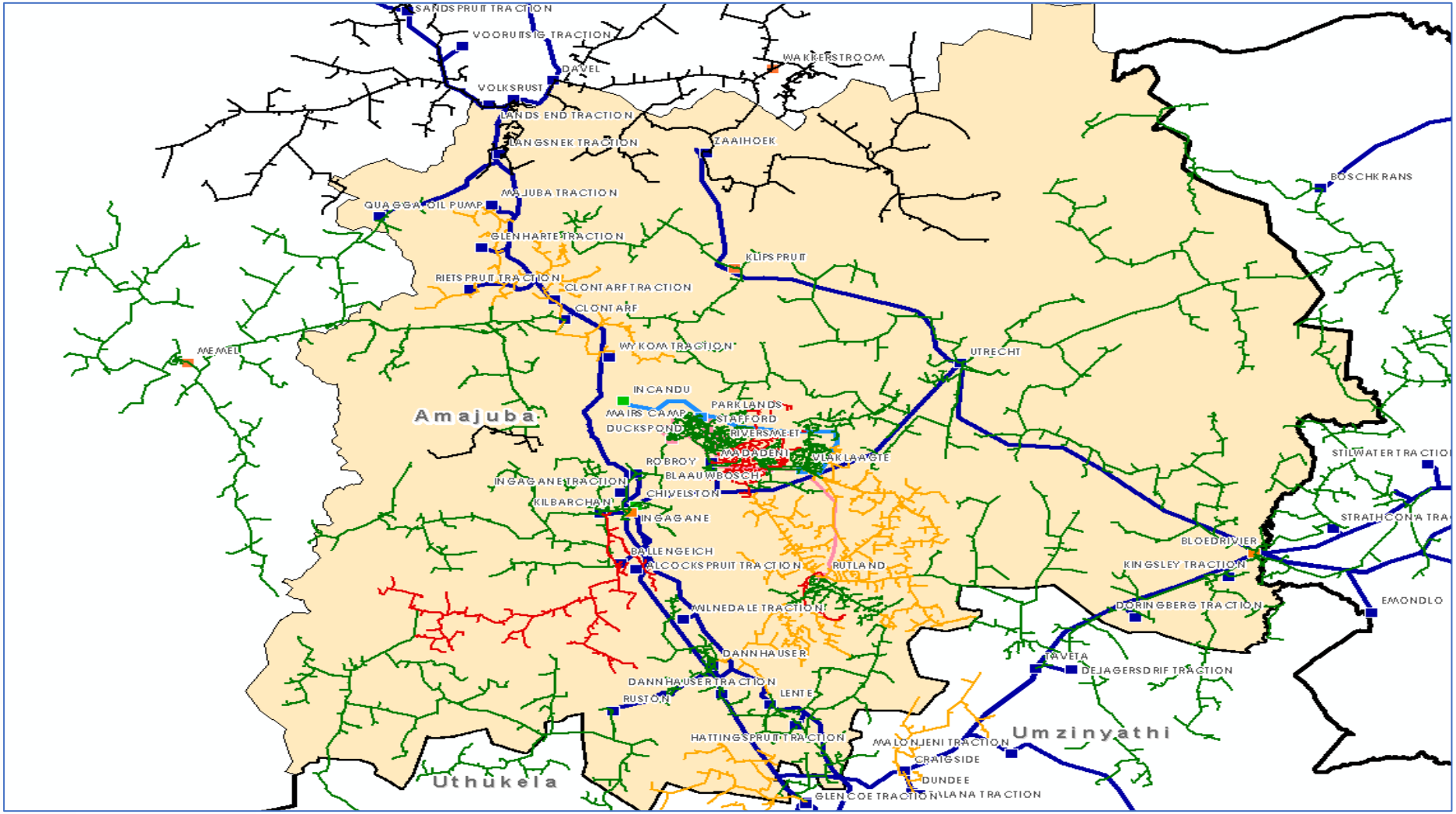
Basic supply is made available to all households. The allocation is set at 50 kWh per household per month. Costs are funded from the Equitable Share allocation to Local Municipalities. The process must be planned with the relevant stakeholders including local government and ESKOM. There have been problems with the implementation of this as the ESKOM consumer database is not accurate or complete and a detailed survey is required. As it stands, municipalities are required to provide ESKOM with a list of consumers to be provided with electricity, and municipalities are then required to pay

ESKOM for the consumption of these households from their Equitable Share on a proven cost basis only.

Challenges that currently face ESKOM:

- Fiscal challenges for the new construction of infrastructure and maintenance.
- Depletion of water reserves for Hydro plants.
- Aging infrastructure
- Growing demand against the available resources
- Theft of copper and steel

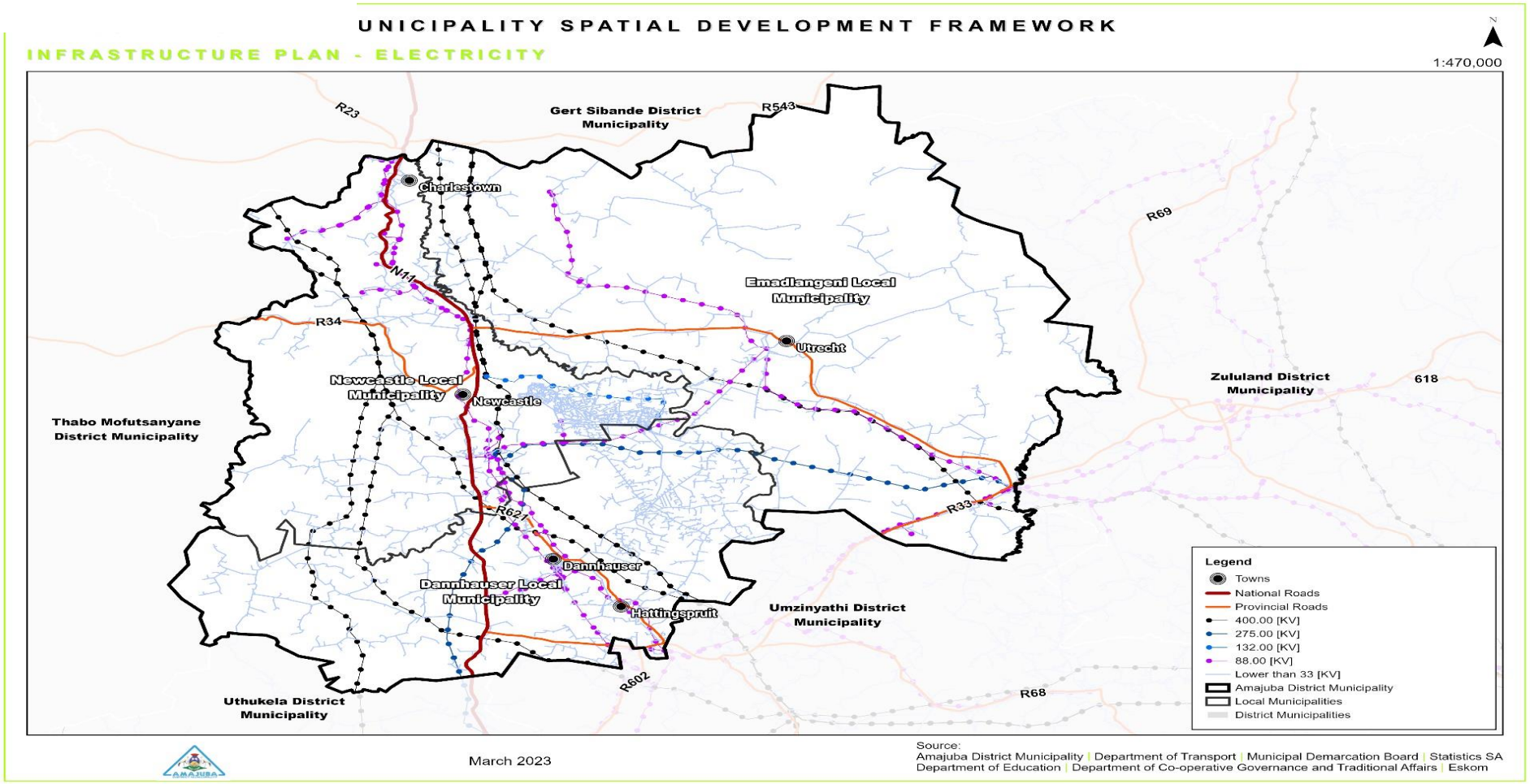
It is imperative to note that the current power supply challenge has had a negative impact on the economy as production has to be stopped to accommodate the electricity shortage. The Amajuba District Municipality has felt the effects of the challenges faced by ESKOM. The map below reflects the levels of capacity constraints within the ADM jurisdiction in terms of the infrastructure. The red lines in the map reflect areas that have constrained networks, the lines yellow reflect areas that are slightly constrained, and the green lines reflect areas with no constraint. From the map below, it is evident that the major constraints are within the jurisdiction of the NLM and a small potion in the DLM.



Source: ESKOM (2017)

Map 57: ADm Capicity Costrains (Electricty)

(Amajuba District Municipality, 2023)



Map 58: Infrastructure Plan Electricity

ource: (Amajuba District Municipality, 2023)

Eskom is progressing well with the maintenance of its power generating plant whilst supplying the country's electricity needs.

Eskom's Energy Efficient Lighting Exchange Programme, a door-to-door campaign that involves the exchange of old-style light bulbs and non-working compact fluorescent lamps (CFLs) with new CFLs, has installed and verified over 1.3-million lamps in homes in four provinces since November 2015 (figures are up until 11 May 2016):

- Kwa-Zulu Natal – 1 008 692
- Western Cape – 238 029
- Eastern Cape – 95 358
- Free State – 45 358

Auditors will do random visits to some homes to verify the installation of lamps. Homeowners are cautioned to be vigilant and to check the identity of the person who says they are an Eskom represented auditor. The auditors should have plastic branded bibs that say "Free Energy Efficient Lighting Exchange" with Eskom branded photo identity cards.

The Energy Efficient Lighting Exchange Programme is one of Eskom's key initiatives to keep the power supply stable. Out of the over two million lamps installed to date over 1.3 million has been independently verified and achieved evening peak demand savings of 67MW, enough to provide over 80% of the power needed to power a town the size of Mthatha in the Eastern Cape or Mnambithi in KwaZulu-Natal. The first phase of the roll-out involves the installation of 4.8 million CFLs and a further 5.2 million will be installed in all nine provinces by end March 2018. With the efficient use of energy, a global priority, the programme will continue to play a crucial role in helping homeowners to reduce their monthly electricity bills while keeping South Africa's power supply stable.

4.8 CEMETRIES & OPEN SPACES

Cemeteries and open spaces are monitored by local municipality although the district municipality can provide aid to municipalities to maintain the service or to upgrade it. In respect to the cemetery sites, the national Department of Agriculture and Environmental Affairs initiated a study to find suitable sites for burials to prevent the unsuitable site burials and as well as home burials.

There was also an initiative of formalizing the informal cemeteries within the district. A site was identified in Durnacol as there was informal burial activity taking place. Even though the site was identified it did not form part of the initial study for identification of new burial sites. The study was conducted in several places within the district and there was a strong indication of geological constraints within most of the identified sites. This has led to the delay of the study hence the study is incomplete.

4.9 HUMAN SETTLEMENTS

Achieving sustainable human settlements is one of the main spatial goals within an area such as Amajuba District which is characterised by settlement pattern that has encounter a high level of disintegration and fragmentation. An opportunity still exists to turn the situation around through facilitating and promoting the evolution of these discrete pockets of settlements into sustainable, integrated human settlements clusters. This is bearing in mind the fact that settlements are not static, they respond to change and are continuously in the process of transformation. The key challenge is to turn them from being creations and remnants of the apartheid regime into sustainable human settlements. A sustainable settlement improves the level of choice, encourages creativity and

investment while a less sustainable settlement imposes a lifestyle on people and results in unnecessary expenses. It is neither possible nor desirable for settlements to be homogenous hence an emphasis on choice.

4.9.1 Households and Services

The number of households over the years has increased; looking at the table below it is evident that the numbers of households in the ADM have almost doubled between 1996 and 2011. Contrary to the doubling of the number of households and the increase in the population the household size have decreased which is an indication that families are breaking away from each other which is also an indication more people are sustaining themselves. Emadlangeni LM has the least households by the highest household average for 2011 which is typical for a rural area with little services available.

Table 149: Total Households

Number of households and household size			
Local Municipality	Year	Number of households	Average Household Size
Newcastle LM	2001	55217	5,1
	2011	71164	4,6
	2016	84272	4,2
Emadlangeni LM	2001	3378	6,2
	2011	6187	4,7
	2016	6252	5,2
Dannhauser LM	2001	15555	6,2
	2011	19320	5,3
	2016	20439	4,9
Amajuba DM	2001	74150	5,4
	2011	96671	4,7
	2016	110963	4,4

Statistics SA – Community Survey (30-06-2016)

4.9.2 Dwelling Typologies

When Census was first conducted there was a larger number of informal dwellings which did not adhere to the objectives of the South African Constitution mainly to provide safe environments and quality housing. The Department of Human Settlements together with the local municipalities have continuously worked in ensuring that all communities have access decent housing. A significant amount of work has been done to do away with informal settlements and unsafe structures with the achievements to date there is still more that needs to be done. The table below highlight the number of households as per the dwelling typology.

Table 150: Dwelling Typologies

Dwelling Typologies				
Municipality	Year	Formal Dwelling	Informal dwelling	Traditional Dwelling
Amajuba DM	2001	75154	7633	13429
	2011	97341	5100	7949
	2016	98958	4494	80473
Newcastle LM	2001	59423	6851	4649
	2011	76792	4459	2642
	2016	10781	2077	2816
Emadlangeni LM	2001	2836	184	2981
	2011	3644	148	2409
	2016	6153	89	5803
Dannhauser LM	2001	12895	598	5799
	2011	16905	493	2898
	2016	1288	8	1255

Statistics SA – Community Survey (30-06-2016)

4.9.3 Settlement Patterns

Amajuba District Municipality is a mixed of rural and urban in its character. This is particularly due to the existence of Newcastle as an urban complex while Dannhauser and Emadlangeni are predominantly rural. The key features of the settlement pattern can be broken down as follows:

- Urban settlements;
- Peri-urban settlements; and
- Rural villages;

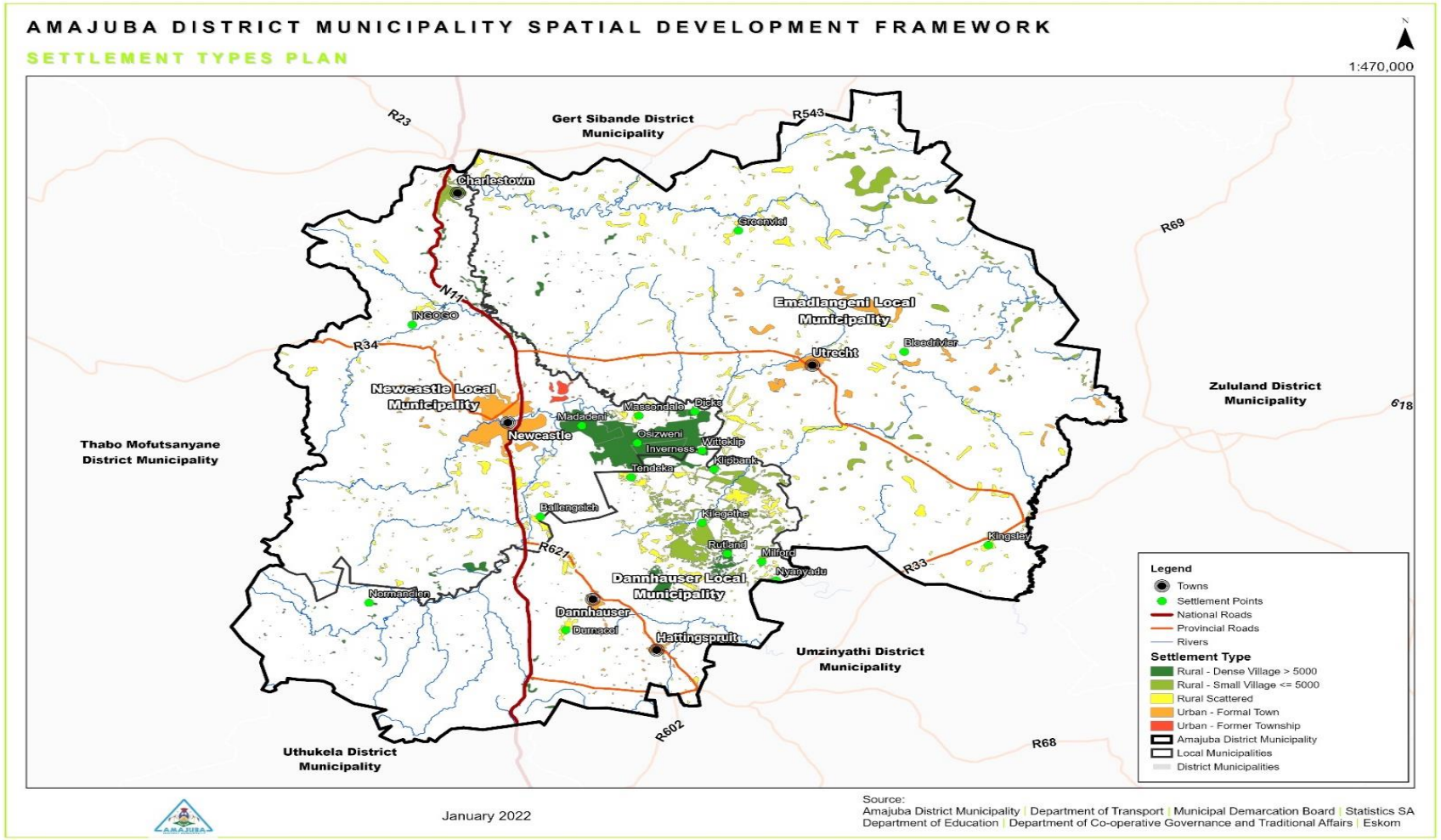
The development in most of the area is scattered with an absence of a strong nodal hierarchy. Uneven topography, membership of the community and traditional land allocation practices are the major factors that shape this settlement pattern. The key settlement patterns identified above allows for association of areas as listed below in order to correctly plan the future development of the area. In exception to the settlement areas mentioned above, existing within the area of Amajuba District Municipality are also Former Mining Settlement.

Table 151: Settlement Patterns

Settlement Patterns		
Urban settlements	**Peri-urban settlements**	**Rural villages**
Newcastle Urban complex	Kingsley	Kwamdakane
Danhhauser Town	Groenvlei	Nyanyadu and Ubuhlebonzinyathi
Utrecht Town	Amantungwa	Charlestown
Hattingspruit	Nzima	INgogo
	Mabaso	
	Blue mountain	
Former Mining Settlements		
Kilbarchan	Ingagane and Ballengeich	Normadien

Source: (Amajuba District Municipality, 2023)

The types of settlement are captured in the map below



Map 59: Settlement Types Plan

Impact by Urbanisation

A comparative analysis of urbanisation within the district demonstrates that Newcastle Urban Complex with its associated complex of townships known as MBO (i.e. Madadeni, Blaauwbosch and Osizweni Urban Complexes) have experienced a substantial amount of urbanisation. This is evidenced from population growth that the area has experienced. Urbanization can be described as the rapid and massive growth of, and migration to large cities.

Table 152: Urban Figures

Urban Settlements	Wards	2001	2011	% of Growth/Decline
Newcastle Urban Complex	2-5 and 20	49 094	52 371	6
Madadeni Urban Complex	14, 19, 22-24, 26-29	83 560	92 362	9
Osizweni Urban Complex	7-13, 15-18 and 30	133 536	141 906	6
Dannhauser Town	2	9 816	8 095	-21
Utrecht Town	2	5 488	5 290	-4
Total		281 524	306 024	6

Source: Census 2011

With reference to table above the population that resides within the urban areas (within all towns of the district) have increased by 6%. These urban areas accommodate 60% of the total district population. Madadeni complex had the highest level of urbanisation which caused its population to increase by 9% between 2001 and 2011. This is followed by Newcastle and Osizweni Complexes which had a population growth of 6% each. Both Dannhauser and Utrecht Towns experienced population decline which implies that these areas are experiencing population out-migration. Dannhauser is experiencing a great level of out-migration such that its population declined by 21% while Utrecht's population declined by 4%.

According to Census 2011, the type of housing within the district is mainly dominated by Brick Houses (80%), Traditional Houses (9%) and Flats (3%). Based on the Municipality's housing waiting list the total demand for housing is currently estimated at 10 700 units. This is divided into demand in Urban Areas (8 200) and demand in Rural Areas (2 500).

There has been an influx of people from the rural to the urban and the population surroundings Dannhauser (e.g., S'kobhareni) has increased. Reasons for the influx could be attributed to improved work opportunities, saving on transport costs and improved schooling. Unfortunately, with the population growth there have been social problems such as increase in crime levels and health problems. Previous planning of the existing towns did not take this urbanization into consideration resulting in bulk services being inadequate. The Local and District Municipalities intervened by installing water standpipes, refuse removal skips and high mast lighting. The Municipality is looking at the way to formalize S'kobhareni Settlement, as this settlement had been formed by migration of people from rural areas to get close to Town for better job opportunities.

4.10 TELECOMMUNICATIONS

Available Infrastructure

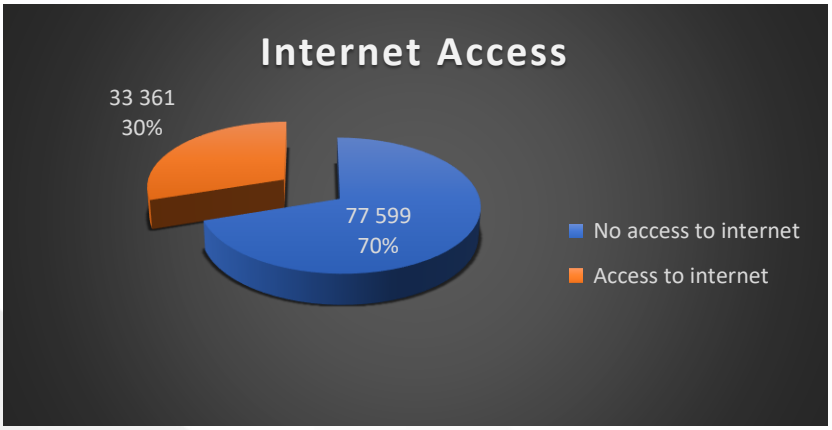
The table below depicts the progress made in the provision of technological infrastructure within the DM. it is evident from the table below that there has been significant progress made in terms of advancing the community in providing access to facilities like computers and internet.

Table 153: Telecommunication Services Distribution

Distribution of Telecommunication Services					
ITC type	**Year**	**Newcastle LM**	**Emadlangeni LM**	**Dannhauser LM**	**Amajuba DM**
Radio	2001	55934	4907	14373	75214
	2011	60955	4671	14731	80357
Television	2001	42474	2114	8287	52875
	2011	65210	3293	14248	82751
Computer	2001	3793	271	276	4340
	2011	14168	703	1304	16175
Refrigerator	2001	43333	1740	6380	51453
	2011	61639	2471	12648	76758
Landline telephone	2001	21234	935	1924	24093
	2011	11434	455	949	12838
Cell phone	2001	21803	1527	4024	27354
	2011	76554	5369	17912	99835
Internet	2011	27740	1452	4170	33362

Statistics SA – Census 2011 municipal Report no 03-01-53

The figure below depicts the access to internet with the district, there is still a large number of households without access to internet within the jurisdiction of Amajuba District Municipality. The data broken down shows that areas of concern for investment in ICT infrastructure are Dannhauser and Emadlangeni, where 80% of the households in Dannhauser have no access and 77% of households in Emadlangeni have no access with Newcastle reflecting 67%.



4.10.1SWOT ANALSIS

Table 154: SWOT Analysis

Strengths	Weaknesses
• Well established traditional urban settlements in Utrecht, Newcastle, and Dannhauser • Good track record in the utilization of Infrastructure grants and EPWP funds • Reduced backlog for Water and Sanitation (no bucket system) • Fully functional GIS System • Updated Spatial development framework	• Aging infrastructure • Water loss • Limited human capacity to meet vision of Council • Lack of adequate water resources • Lack of built services in the rural settlement • Insufficient fund for O&M (reactive maintenance • Lack of data to update GIS system • Alignment of capital projects budget with sector departments • Outdated sector plans to support SDF and WSDP • Well capacitated Environmental unit in line with legislative requirements • Services provided do not generate revenue for ADM • The lack of capital funding made available on transfer of the treatment works when taken over from the Local Municipalities to address the infrastructure refurbishment requirements.
Opportunities	**Threats**
• Installation of meter system for revenue enhancement • Shared services with Local Municipalities • Public Private Partnerships • Development of new dam • Available technical support from Sector Departments • Exploring alternative technologies to aid in sanitation related challenges	• Influx of new settlements or households • Planning is disrupted due to influx for provision of basic services • Poor maintenance of water infrastructure • Illegal connections to bulk infrastructure • Water loss due to illegal connections • Poor revenue collection (business and rural) • Water and air pollution by industries • Outdated and outstanding sector plans • The lack of security measures such as lighting, fencing, night-time staff availability and security systems has led to theft of critical components of the works such as power cables, mechanical equipment, and steel infrastructure. • The treatment of waste in the Emadlangeni area utilizing a pond system. • The lack of numbers and skills of operators at the works to meet requirements.

4.11 LOCAL ECONOMIC & SOCIAL DEVELOPMENT

DGDP - STRATEGIC GOAL 1: Inclusive growth

Unemployment has been identified as one of the major structural constraints within the Amajuba District and contributes to high levels of poverty and income inequality, which deteriorates the overall quality of life of the people of the district. High unemployment results in high dependency ratios, with many more people relying on fewer wage earners. This has resulted in the phenomenon of many working households living near or below the poverty line. Currently an unequally large proportion of the population of the district relies on grants and related forms of welfare as a source of income. Job creation is viewed as a primary means through which economic growth and transformation can occur, by distributing the benefits of growth more widely and consequently reducing dependency on the welfare system. This will require investment and interventions by both the public and private sector in order create a more enabling environment to stimulate the generation of employment opportunities and inclusive economic growth.

The municipality has experienced various challenges in fulfilling their role in creating an effective environment for doing business. One such challenge is Red Tape Reduction which usually stems from inefficient procedures and systems that are related to administrative management, inefficiencies in the communication and information exchange within and between organisations and external stakeholders, and ineffective rules and regulations that do not achieve certain policy goals. Action needs to be taken to reduce red tape and contribute to the ease of doing business. The Red Tape Reduction Strategy needs to be incorporated into the Catalytic Projects as works hand in hand with successful project implementation. The municipality formulated the Investment Promotion and Facilitation Strategy (IPFS) to address all the challenges associated with the Red Tape Reduction. The IPFS is attached to as annexure to the IDP document.

Key strategic objectives and interventions are proposed to stimulate economic growth and create jobs; to remedy the real constraints facing our traditional sectors and facilitate a process of unlocking opportunities and promoting the formation of new industries by emerging participants in the economy. Creating meaningful employment is a major cross-cutting issue and is vital in achieving the vision of the district.

Table 155: DGDP Goal 1 Job Creation

GOAL 1: JOB CREATION Expanded Provincial economic output and employment. Apex Indicators; Apex Indicator 1: Total value of output of all sectors within the district economy Apex Indicator 2: Total employment in all sectors within the district economy Apex Indicator 3: GDP per Capita within the district economy					
Strategic Objectives	**Develop and promote agricultural potential**	**Enhance sectoral development through trade investment and business retention**	**Enhance spatial economic development**	**Improve efficiency, innovation and variety of government led job creation programmes**	**Promote SMME and entrepreneurial development**

	The Amajuba agricultural sector grows and generates employment.	*Amajuba trade and investment grows and generates employment.*	*Spatial economic development provides opportunities for inclusive economic growth and facilitates investment growth*	*Government-led job creation programmes yield incomes and prepare participants for entry into the labour market.*	*SMME promotion increases economic participation and generates employment.*
Primary Indicators	• Total employment within the agricultural sector (including forestry and livestock) within the district. • Value of agricultural contribution to the district economy • Number of emerging commercial farmers within the district. • Hectares of land under agricultural production excl. ITB	• Total employment within all sectors excluding primary agriculture within the district. • Total value of the provincial economy excluding primary agriculture within the district.	• Annual percentage change in employment and unemployment per Local Municipality directly increasing the District baseline. • Extent of (m^2) of appropriately zoned and serviced industrial and commercial land available. • Rand value of private sector investment in the Newcastle Airport Techno-hub and Textile manufacturing sector.	• Total Rand Value of each EPWP job in district within the district. • Number of small contractors created through Vukuzakhe Emerging Contractor Development Programme.	• Number of Cooperatives and SMMEs registered in the district that has been in operation for more than 2 years. • Number of new jobs created through establishment of SMMEs and Coops within the district. • A balanced KZN B-BBEE scorecard utilized to measure progress in B-BBEEE within the district.
Interventions	• Support for and Development of Commercial Farmers (new entrant, small-scale, land reform and ITB farmers). • Enhancement of agricultural value-adding and marketing.	• Enhance Value-Adding within the Manufacturing Sector. • Develop, diversify and market the tourism sector to increase Domestic and Foreign visitors. • Facilitate the Expansion of Investment into the	• Encourage public private partnership through the investment on key spatial projects • Provision of quality affordable zoned land with appropriate level of infrastructure. • Establish and implement a	• Support enhanced implementation of the EPWP (incl. CWP) Programme. • Facilitate expanded access to the Jobs Fund.	• Facilitation of access to markets for small enterprises. • Facilitation of access to finance for small enterprises. • Capacity building and Mentorship Support for small enterprises.

	• Expansion of irrigation schemes and improved water use efficiency • Protection, rehabilitation and improved productivity of agricultural resources.	Services Sector • Establish District Agencies to drive LED and Investment. • Establish an integrated Business Retention and Expansion Programme (BR&E).	monitoring and evaluation framework to assess the institutional arrangements and performance of two identified programs		• Access to appropriately located facilities with linked services. • Implementation and enforcement of B - BBEE
Secondary Indicators	• Value of total crop production. • Value of total horticulture production. • Value of total animal production. • Hectares of active agricultural land under irrigation. • Diversification of agricultural products. • Ratio of Agricultural exports to Imports within the district.	• Value of direct fixed capital formation in the district. • Total value of exports generated from within the district. • Ratio of Exports to Imports within the district. • Total value of foreign and domestic tourism expenditure within the district. • Total value of foreign direct investment into the district. • Total value of domestic investment into the district	• Total increase in the KZN GVA by the District • Decrease in unemployment • Increase in investor confidence	• Number of new work opportunities created annually through CWP. • Number of new full-time equivalent (FTE) jobs created annually through EPWP/CWP. • Number of successful contractor relationships and / or PPP's created and sustained through the EPWP/ CWP. • Number of EPWP and CWP beneficiaries that have graduated into formal employment.	• Number of new business entities registered within the district.

4.12 INSTITUTIONAL ARRANGEMENTS

The Amajuba District Municipality collaborated with University of KwaZulu-Natal to undertake the development of the Local Economic Development Strategy for the District. The strategy itself was compiled by Amajuba District Municipality team together with Econologics Africa Consulting. To keep up with the latest economic trends in the province, the country, and the world and to assess the impact of the previous LED strategy, it was imperative that a review is conducted. The current LED Strategy was adopted by Council on the 05 June 2020. The last review was done in February 2023.

The LED unit in Amajuba DM has 5 personnel (The Assistant Director: LED; Agricultural Development Manager; LED Manager: SMME Development & Informal Economy; Rural Development Manager & Poverty Alleviation Officer). The major challenge facing the LED Unit in ADM is the minimal allocation of resources for enablers.

The municipality has completed the feasibility study for establishment of District Development Agency (DDA) and it was completed in February 2024. The council will than make decision whether to establish the DDA or not based on the findings of the feasibility study document.

4.13 EMPLOYMENT & UNEMPLOYMENT

Amajuba witnessed an improvement in the number of people employed over the period 1998 to 2018, from 80 630 in the 1998 to 113 762 in 2018. The number of people employed within Amajuba as a percentage of KZN's total employment stood at 4.3%, this is down by 0.1% from 1998, but on par with that of 2008. The figure shows that significant improvement in terms of employment has been made within KZN over the past two decades. The provincial work force consists predominantly of formally employed people rather than those that are informally employed.

Table 156: Total Number Of People Employed in KZN and Amajuba

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

Source: IHS Markit, 2019

The economy of the ADM is formed by the formal and informal economic centre. As such, employment within the jurisdiction is split as such. The table below combines the number of people employed within the formal and informal sector.

Table 157:Formal and Informal Economic Centre

Sector	Amajuba	Newcastle	Emadlangeni	Dannhauser
Agriculture	4 620	3 911	289	420
Mining	403	186	76	140
Manufacturing	15 244	12 613	1 046	1 586
Electricity	292	227	19	46
Construction	8 343	6 763	596	984
Trade	28 165	22 081	2 510	3 574
Transport	7 616	6 069	632	916
Finance	12 914	10 142	1 042	1 730
Community services	23 346	18 903	1 704	2 739
Households	8 761	6 769	661	1 331
Total	109 704	87 664	8 575	13 465

Unemployment continues to be a major challenge especially in Dannhauser which is a rural area and highly dependent on agriculture. The Amajuba Family of Municipalities does adhere to local government frameworks such as EPWP to afford communities with a job opportunity and the development of skills. This is further supported by initiatives through LED initiatives amid at poverty alleviation and skills development. Unemployment rate (official definition) is as per the table below:

Table 158: Unemployment Rate by Percentage

Year	Amajuba	Newcastle	eMadlangeni	Dannhauser
2014	31,9%	30,3%	30,3%	40,7%
2015	31,9%	30,3%	30,2%	40,8%
2016	33,7%	32,0%	31,7%	43,0%

4.14 SUPPORT TO SMMES

The ADM is planning to develop a five-year training plan for SMME's addressing all the identified skills shortages such as artisans, business management, HACCP and ISO, etc. This will address the identified skills and capacity shortages in the ADM. The new EPWP Amajuba DM policy has now been integrated to include all three sectors namely Infrastructure, Social and Environmental.

The LED strategy deals extensively with SMME Development and specifies the programmes that need to take the portfolio competitive. The injection of income in communities, participation of beneficiaries and utilization of assets will enhance the livelihoods and local economic development. All infrastructural projects are now being aligned to include SMME development via the MiG, EPWP and WSIG programmes.

All contracts involved in the provision of infrastructure are expected to contribute to the SMME and Entrepreneurial development. Through the Municipal Infrastructure Grant (MIG) municipalities are required to use the "Guidelines for the Implementation of Labour-intensive Infrastructure Projects" for the identification, planning, design and construction of every project financed through the MIG and ensure that SMME development has now been introduced via the contracts. This section of the LED Plan sets out the LED strategy. It serves to set out a rationale for the strategic thrusts that are

considered as the most significant and impactful areas for intervention to stimulate and grow the Amajuba District economy. It highlights the number of programmes to be implemented together with the projects that need to be undertaken.

4.14.1 IDENTIFYING AND EVALUATING STRATEGY OPTIONS

The situational analysis and the feedback from the key stakeholders; highlighted the key issues and areas for intervention. It is through a system of assessment/evaluation that the key strategy options become clear for development.

Generate Actions for Pursuing Priority Objectives

Table 159: Generate Actions for Pursuing Priority Objectives

PRIORITY OBJECTIVES	SUGGESTED ACTIONS
Tourism, Arts, Culture & Sports Development	• Revive tourism structures with political buy-in and private sector participation • Building on retail & entertainment facilities • Anchor developments for tourism & sport • Promote cultural product sales • Improve signage • Social Media Marketing
Skills Development	• Skills database development • Education programmes • Meeting the gaps in the economy • Promote SMME development
Informal Economy Support	• Permits and registration • MoU with financial institutions • Allocation of sites • Working with retailers to create harmonious working conditions
Wholesale & Retail Support	• Improve access to funding for SMMEs • Parking management system • Working with informal traders to create harmonious working conditions • Building retail and entertainment facilities • Improved services in the CBD to create better conditions for business
Green Economy Development	• Green Economy Strategy Implementation • Explore options for energy development • Recycling • Greening or buildings and spaces
Clothing & Textile Development	• Explore opportunities for SMME development • Training and certification • Funding for new businesses. • Input into the supply chain. • Build a Clothing & Textile Hub / Incubation
Mining Beneficiation	• Look into new mining opportunities • Utlisation of old mines for agricultural activities • Supply chain SMME development
Agricultural Development	• Develop an agri-park • Agri-business development • Explore new high value crops e.g. cannabis and hemp

PRIORITY OBJECTIVES	SUGGESTED ACTIONS
Information, Communications & Technology Development	• Improved connectivity • Improved access to information • Fibre connectivity • Spaces for community acess
Agricultural Hemp and Cannabis Oil Development	• Explore the opportunity for these products • Development plants for the cannabis oil • Agri-business development

As seen from the above list, many of the actions are repeated across the objectives and this indicates the need for refinement of the objectives into strategic areas for intervention. It must also be noted that this list of suggested actions is not a comprehensive list but a list of the most important areas for intervention.

4.14.2 Key Strategic Areas for Intervention

The key areas for intervention in the Amajuba District Municipality area:

- Tourism, Arts, Culture & Sports Development;
- Skills Development;
- Informal Economy support;
- Wholesale & Retail Support;
- Green Economy Development;
- ICT Development;
- Agriculture Development; and
- Mining & Manufacturing Jumpstart.

4.14.2.1 Strategic Thrusts & Action Plans

The strategic thrusts and programmes that are presented below stem from an understanding of the key challenges that face the Amajuba District economy. It is envisaged that the implementation of these programmes will assist in minimizing or even overcoming these challenges. This section of the plan sets out each strategic thrust and the related programmes that should be implemented in order to achieve the strategy. Each programme will have a series of projects/actions that need to take place. These projects/actions will be detailed below in a tabular format.

An element that needs to be highlighted is the importance of building the district as a destination for attraction and growth of business in all areas of the economy. This should be in line with the stipulations within the Investment Promotion & Facilitation Strategy. Building a place where people want to invest, build a well-rounded social and community life to ensure that people (and their families) moving to the area will settle in the area and not commute weekly and/or monthly; and those living in the district will also enjoy a more fulfilled life with access to greater number of facilities. This will serve to curb the economic leakage in the area and further grow the economies local spend.

4.14.2.1.1 Strategic Thrust 1: Tourism, Arts, Culture & Sports Development

Tourism has been an area of the local economy that has been uncoordinated and left without a clear direction for marketing the area. One of the key factors is that the area is not known for any specific tourist attraction, around which to structure tourism. The area presents insufficient tourism activities to keep tourists in the area for a longer time. This is further exacerbated by the limited facilities of a

good standard for hosting events, the lack of signage and no packaged tours in the area. The sectors of arts, culture and sports, which is linked to tourism and community development is also limited.

Programme 1: Revive Tourism Structure

It is key for a structure to be established and formalised, which shall be focussed on all areas of tourism in the district. It is imperative that this structure is comprised of both public and private members. Representatives from the LED Committee should also serve on this structure to ensure the streamlining of tourism and LED initiatives. The role of this structure would be to grow the tourism industry in the district and to assist the tourism service providers in varying ways depending on their needs.

Programme 2: Conduct Feasibility Studies

Each of the LMs need to review their by-laws and conduct feasibility studies for improving facilities and creating attractions for both tourism and community development. These refer to sporting facilities, entertainment areas, and tourism attractions.

Programme 3: Tourism Marketing

Marketing of the area as a tourism destination needs to be handled by the tourism agency and this needs to be done for the tourism facilities and products including the arts and cultural products. The impact of social media should not be underestimated in the marketing of the area. Social media platforms such as Facebook, Instagram and Twitter should be utilized to the maximum to create wider awareness and attraction to the area.

Cultural products can be sold online from the area, thereby allowing the local producers of arts and cultural products to be sold more widely. One of the key areas that need to be considered is working with tour companies to market the district and to create a regular tour of visitors to the area and create a steady stream of tourists thereby assisting the tourism industry in the Amajuba District.

4.14.2.1.2 Strategic Thrust 2: Skills Development

The Amajuba District is experiencing misalignment in the local economy regarding the skills required by business and the skills available in the area. This is in part because many large companies (mining and manufacturing) have closed leaving many unemployed and in need of re-skilling. It is also to be noted that training institutions need to be providing relevant courses and qualifications, which must be in line with what is needed by the businesses in the area. The need here it to bridge the gap between the need and what is available. This will create employment and limit economic leakage.

Programme 1: Develop a Skills Database

It is imperative that the local municipalities conduct and create skills databases in a two fold manner. A database of the skills required by existing and new businesses is captured together with a database of the skills available in the area so businesses and individuals can be matched, and the gaps can be identified.

Programme 2: Tailor Qualifications to the Skills Needed

As the databases are populated, it will highlight the areas of skills needed. The educational institutions in the area can then take the lead to tailor courses to skill people with that which is needed and create an employable population.

Programme 3: Create a Memorandum of Understanding with Businesses

While the skills set is created and the gaps can be filled, there is a need for business in the area, both existing and new, to provide a commitment to the people of the area that they will employ local people to fill positions as far as is possible.

4.14.2.1.3 Strategic Thrust 3: Informal Economy Support

The informal economy is a feature in the South African economic system that needs to be recognised and regulated to allow both the formal and informal economy to operate harmoniously in the same environment. The Amajuba District is no different to this reality. The operators in the informal economy are currently experiencing several challenges and there are tensions between the formal businesses and informal operators. Some of the issues pertain to the registration of permits and licensing; zoning and rentals; enforcement; and the allocation of sites.

Amajuba District Municipality will formulate the Informal Economy policy during the 2024/2025 financial year

Programme 1: Establish the Amajuba District Integrated Compliance & Regulatory Forum

This forum needs to be set up to follow up and be the body to check up on the informal sector to ensure that the regulation and informal policy is followed. Informal traders should make application to this forum to be handled thereafter by the municipality to assess whether the activity should be permitted. This is a manner of limiting the number of similar activities to one another and to the formal businesses. Systems for the registration of businesses and rental arrangements also need to be put into place.

Programme 2: Site Identification for Informal businesses

Appropriate sites for informal businesses and trading must be identified to regulate the informal sector and allow them to operate in a harmonious manner and in line with zoning and will make for ease of enforcement of regulation.

4.14.2.1.4 Strategic Thrust 4: Retail and Wholesale Support

The Amajuba District has a limited number of retail and wholesale facilities, which is a reason for the economic leakage from the area. People who work and live in the area have limited opportunities for shopping and therefore travel to urban centres outside the area to access those goods. This further put pressure on the local businesses which do not perform at their fullest potential. This limitation is also a factor for people employed in the area not living there on a permanent basis. There is a need for these services to be enhanced to create a more vibrant economy.

Programme 1: Business Retention & Expansion

The businesses in the area (retail and wholesale) need to be maximised and incentives need to be put in place for them to remain and expand where possible. SMME development needs to be encouraged to get newer businesses to add to the competition and create a robust retail sector.

Programme 2: Attraction of New Business

Activities and new shopping experiences need to be attracted to the area to entice families to utilise local facilities to a greater extent. Investment policy incentives should be applied to attract these new businesses e.g., movies, arcades, and shops to provide greater shopping and entertainment experiences in the area.

Programme 3: Marketing of facilities for further investment

The creation of an economy that is vibrant, robust and provides a holistic lifestyle for families is a key drawcard for future investment. This can be used as a marketing point in investment promotion proposals for the area.

Programme 4: Banks to relax red tape for funding SMMEs

The challenges faced by SMMEs to receive start-up funding or funding for expansion from financial institutions is a reason that many potential businesses are never started up. The Municipality should work with banks and other funding agencies to get them to make it easier/reduce the red tape for SMMEs to access loans to set up their businesses. Finalize Memorandum of Agreements with the banks to relax red tape for businesses.

4.14.2.1.5 Strategic Thrust 5: Green Economy Development

The green economy refers to two interlinked developmental outcomes viz:

- Growing circular economic activity, which leads to investment, jobs and competitiveness in the green industry sector; and
- A shift in the economy towards cleaner industries and sectors with a low environmental impact compared to its socio-economic impact.

The municipality has a responsibility in terms of the legislation to pursue both renewable energy and energy efficiency projects within its jurisdiction. It is recognised that there are many cross-cutting roles and responsibilities regarding the green economy, therefore decentralisation of this function is best suited. It needs to include the private sector, civil society and all levels of government. Given the current challenges with ESKOM as an energy service provider, it is imperative that the municipality starts to look at alternative energy sources. This is particularly important for an area that has a large manufacturing and mining base, which requires a constant supply of energy.

Programme 1: Formulation of Green Economy Plan

The Amajuba District needs to appoint a consultant to prepare a holistic green economy plan, which must be streamlined with the Integrated Development Plan, to explore all the options of greening the municipality.

Programme 2: Promotion of Solar and Wind Energy

This option must be considered when projects are being proposed in the area. This could be understood to be solar energy generation plants and looking to the manufacture of the components for solar energy thereby creating new and numerous green employment opportunities in the area.

Programme 3: Promotion of Recycling

Further education and facilities for recycling needs to be provided particularly around plastic and electronic waste.

Programme 4: Explore possible greening options

There are several additional options that need to be considered and explored. Those that are considered most suitable for the local context should be further investigated. These include Waste to Energy (W2E), Embedded Generation, Industrial Symbiosis and Bioenergy. These should be further investigated and unpacked in the Green Economy Plan.

4.14.2.1.6 Strategic Thrust 6: ICT Development

The Amajuba area, like the rest of the world has a heavy reliance on Information, Computers and Technology in daily life. Businesses and individuals alike depend on this technology being available for daily functioning. Being located a fair distance away from major centres, makes the need for ICT to be available at reasonable costs even more important. However, the area battles with the lack of affordable Internet connectivity and the poor enforcement of regulations around this issue. Local people are also limited in their skills in using ICT, which has a direct effect on employability. There is also a limited space where the youth can access the ICT facilities.

Programme 1: Improve ICT infrastructure

There is an identified need to improve on the current internet connectivity, which is deemed to be of poor standard. In addition, facilities in remote sites have limited security resulting in them being damaged. With the increased need for ICT in daily life, the infrastructure needs to be improved to increase competitiveness and make the area attractive to business.

Programme 2: Improve ICT Skills

As computer skills is the way of the world, it is important to ensure that the population is empowered with the computer skills, and this is especially important for women and the youth.

Programme 3: Support for innovative infrastructure

For the area to remain relevant and attractive to new businesses, the municipality needs to work with leaders in the field to ensure they are aware of new and innovative infrastructure available to business.

4.14.2.1.7 Strategic Thrust 7: Agriculture Development

Agriculture is one of the main economic sectors in the Amajuba District and there are several areas of strengths and challenges in this sector. There is also significant room for growth and expansion of the sector. There are opportunities for new high value products that can be produced in the area together with the movement of processing the agricultural produce to higher value products. There is a need for this sector of the economy to be given an injection of attention and investment to allow it to function at its full potential. Some of the issues that affect the sector's performance is the operations of all agricultural stakeholders taking place independently of each other, thereby limiting the impact of the sector.

The sector suffers from negative perceptions, and this deters young people from getting involved in agriculture. The new and modern knowledge pertaining to agriculture and agribusiness and agro processing is not known widely to the youth. Issues around climate change and its impact on agriculture also needs to be understood and planned around.

Programme 1: Establish an Agricultural Support Unit

The issue of the various players viz emerging and commercial farmers, government associations, agencies and private sectors in the agricultural sector operating in silos is problematic. There is a need for a platform on either District or local level where agricultural stakeholders can centralise and coordinate agricultural activities and to improve communication amongst sector role players.

Programme 2: Link to Regional Economic Development

The duplication of services that exists increases the competition amongst farmers within the region thereby reducing local markets and prices that consumers are willing to buy farmers products. It would be beneficial to understand who grows what product and in what geographical area and to try and promote different crops in specific areas to widen the products available. It is also beneficial to establish and update the Bioresource Unit (BRU) data for the area and use this to motivate the expansion and diversification of the crops that are grown in the area. Agri-parks become important in this expansion process.

Programme 3: Advancing primary, secondary, and tertiary sectors

Agribusiness and the agriculture industry in South Africa is constrained by human and institutional capacity deficits. This is no different in the Amajuba District. The negative perception around agriculture is a further burden that the sector faces. The general perceptions are associated with hard physical labour, low wages, "dirtiness' and uncertainty. As a result, young people rarely choose this as a career. Promoting knowledge around modern enhancements in the sector and the business of agriculture is important to ensure the continuity of the sector. The community needs to also be educated around the opportunities in the secondary and tertiary sectors through agriculture.

Programme 4: Exploiting STI to advance sustainability, competitiveness, and productivity

Climate change is affecting the agricultural production the world over. This fact cannot be ignored and there is a need for the municipality to plan around this together with the farmers and stakeholders. Together with climate change comes the need for the preservation of natural resources, which needs to be enforced through the appropriate laws and regulations. The youth confront specific issues in entering the sector including access to assets such as land, credit, water, equipment, and services. This limits their ability to enter the sector.

Land traditionally would belong to adults and without the land on their name, it is difficult to apply for credit without collateral. There is a need for the youth to receive support from local leaders and financial institutions to assist them to starting up agriculture businesses and to attract investors into the area. The issue of land claims needs to be resolved as speedily as possible to open the area to investment as this uncertainty over land ownership deters businesses from entering the area.

Programme 5: Linking LED to Corridor Development & Sub-National Cross-Border Programme

The challenge that Amajuba farmers experience are the demarcation of borders between provinces and regions disable business from taking place. This includes markets, services, and capacity building. There is a need to facilitate and coordinate an understanding between provincial authorities to relax legislation that prevent exchange of information, services and access to markets between provinces.

Programme 6: Promoting New High Value Crops

In aid to promoting the agricultural sector in the Amajuba District, it is important to look at new, high value crops. Of specific interest is the growing of hemp and cannabis and the production of cannabis oil. Hemp is grown for its various uses including hemp flour, hemp oil and fibres for clothing and industrial textiles. It is also used in animal feed and for medicinal purposes such as CBD oil and in industrial applications including building materials and paints.

The trade of hemp is controlled by the Medicines Act in South Africa which has impacted on the cultivation of hemp as a viable resource that could substantially grow South Africa's economy and provide sustainable jobs reducing unemployment rates in the country. Cannabis oil is extracted from hemp and cannabis and is used mainly as the main ingredient in many consumable and topical products. These products are in high demand across the country, and it should be investigated in greater detail to initiate production.

4.14.2.1.8 Strategic Thrust 8: Mining and Manufacturing Jumpstart

The mining and manufacturing sectors of the Amajuba economy has been severely impacted by the closure and downscaling a few companies. While there has been growth in small scale mining, they are not able to contribute significantly to the employment in the area. The large number of abandoned mines present a challenge to the area as these are left untended. The closure of manufacturing concerns that relied on coal is a further challenge to the mining industry as is the old and aging mines that are reaching their limits for extraction.

The closing of the Chinese and Taiwanese manufacturing concerns has not only affected employment in the area but has also had an impact on the clothing and textile industry. As the situation presents itself, there is a limited opportunity for job creation. The pressures from electricity provision, the impact of HIV/AIDS, water supply challenges make growing the industry challenging. This however presents opportunities for the manufacturing and mining sectors to explore new ways of operating and to investigate beneficiation of products and to also explore the supply chain of products required in the area and develop these sectors accordingly.

Programme 1: Rehabilitation of Abandoned Mines

Old and abandoned mines present opportunities for new economic opportunities in the district. Mining companies to fill and cover the sites with fertile soil and to promote agricultural activities in the area. Further, they could utilise the sites as small-scale mining training facilities. These options need to be explored further through dedicated research teams that are specialists in the mining industry.

Programme 2: New Mining Opportunities

The Amajuba District needs to be assessed for potential new mining opportunities, especially to provide small-scale mining companies opportunities to grow.

Programme 3: Mining Beneficiation

One of the key issues that faced the mining industry is the decrease in demand for export anthracite from KZN. Higher value products were sort after. Therefore, the opportunity presents itself for the beneficiation of mining products. Beneficiation improves the economic value of the ore by removing

the gangue minerals, which results in a higher-grade product and a waste stream. As such the products being mined need to be assessed for mining beneficiation process.

Programme 4: SMME Development

The downscaling and closing of large companies in the mining and manufacturing sector has left many people unemployed. Many have skills and some others are being skilled at the educational facilities in the area. This is the prime setting for the promotion of entrepreneurship and SMMEs in these sectors. The supply chain analysis of the sectors will bring to light several business opportunities that can be taken up and create a robust manufacturing and mining sector. These can include transport, catering, supply and delivery, manufacture of components for industries in the area and repair services.

Table 160: Projects per Programme

Strategic Thrust	Programme	Projects
Tourism, Arts, Culture & Sport Development	Revive Tourism Structure	Establish Tourism Agency
	Conduct Feasibility Studies	People's Park Concept
		Maboneng Concept
		Jumpcity
		Sterkinekor/Nu Metro Cinemas
		Gaming arcades at malls
		Spas
		Newcastle pool upgrade
		Phelandaba Sports Complex
		Amcor Dam Upgrade
		Balele Game Park Upgrade
	Tourism Marketing	Create a marketing agency
		Engage with social media marketing
		Establish online stores
		Set up contracts with tour groups to include the district in tours
		Improve signage in the area.
Skills Development	Develop a Skills Database	Establish a skills agency in the municipality
		Appoint local interns to conduct the surveys with the communities
		Appoint local interns to conduct the surveys with local businesses
		Create and maintain a live database
	Tailor Qualifications to Skills Needed	Offer work readiness programmes
		Implement occupational qualifications which requires theory, practical and workplace experience.
		Monitor and evaluate the relevance of the training provided.
		Encourage self-employment
		Short courses and workshop to address the gaps
	Create a Memorandum of Understanding with Business	Meetings with industry to accept learners to gain workplace experience
		Finalise MOUs to accept learners and qualified graduates from the local institutions

Informal Sector Support	Establish the Amajuba District Integrated Compliance & Regulatory Forum	Appoint members of the local municipalities and members of the informal sector to the forum.
		Establish a informal economy policy for the Amajuba District municipality
		Assess applications for informal trading.
		The forum is also to regulate the registration and rental of informal businesses.
	Site Identification for Informal business	The local municipalities to identify appropriate sites for the informal traders.
		Site identification for informal businesses including manufacturing e.g., manufacturing hubs
Retail and Wholesale Support	Business Retention and Expansion	Explore the options to give businesses rental discounts or utilities discounts to keep them operating or expanding
	Attraction of New Businesses	Establish incentive schemes to attract new businesses
		Hold meetings with targeted businesses that would bolster the lifestyle and the economy of the district
	Market these facilities for investment	Utilise the investment plan and incentive schemes in the marketing of the area to potential businesses.
	Banks to relax red tape for funding SMMEs	Meetings to be held with banks and lending institutions.
		Formalise agreements and MoUs with banks to assist SMMEs in accessing funding.
Green Economy Development	Amajuba Green Economy Plan Formulation	Prepare Terms of Reference for the Green Economy Plan
		Appoint a consultant to undertake the project
		Adopt the Green Economy Plan
	Promotion of Solar and Wind Energy	Conduct a land audit
		Call for expression of interest from developers
		Market the area to solar and wind component manufacturing companies
	Promotion of Recycling	Co-ordinate with other municipalities to participate in activities
		Conduct educational programmes at schools
		Explore options regarding the electronic waste
	Explore Possible Greening Options	Explore new and innovation greening options through research and the formulation of the Green-economy plan.
ICT Development	Improve ICT Infrastructure	Conduct Feasibility Studies on Wireless mesh networking (Imvula)
		Provide unused bandwidth from the municipality to communities for free
		Provide a forum for ISPs to discuss issues such as compliance, coverage etc.
	Improve ICT Skills	Training Programmes
		Facilities for Internet access
		Mega hotspot

	Support for Innovation Instructure	Work with leaders in the ICT field to access innovative infrastructure for the area.
Agriculture Development	Establish an agricultural support unit	Rebirth of agricultural forums
		Agri-parks programme
		Agri-villages programme
	Link to Regional Economic Development	Establish a live database of farmers geographical position and products being produced
		Cross-border alignment programme
		Agri-parks programme
		Generate and update Bioresource Unit data (BRU) reports
	Advancing primary, secondary and tertiary sectors	
		Skill Development Units
		Youth Incubation Programme
		Agri-parks programme
		Agri-villages programme
		Mentoring Programme
		SMART Farming (Simplified Management in Agriculture by using Research and Technology)
	Exploiting STI to advance sustainability, competitiveness and productivity	Green Economy IPPs
		SMART Farming
		Government Regulations relaxation
		Land Reform
	Linking LED to Corridor Development & Sub-National Cross-Border Programme	Agri-parks programme
		Cross-border alignment programme
	Production of new high value products	Appoint an Agriculture expert to assess the viability of growing hemp and cannabis in the area
		Undertake feasibility studies for the growing of the products and for the extraction of the cannabis oil
		Establish agri-businesses to initiate this new opportunity.
Mining and Manufacturing Jumpstart	Rehabilitation of Abandoned Mines	Repurposing mines for agriculture
		Utilise old mines as training grounds for small-scale mining
	New Mining Opportunities	Feasibility studies on opening new mining sites
	Mining Beneficiation	Investigate the opportunities for beneficiation
		Feasibility studies
	SMME Development	Supply chain analysis
		Assist SMMEs with accessing finance
		Promote SMME development through the supply chain

4.14.3 The Amajuba District EPWP Programme 2024/25 to 2028/29

The AMAJUBA DM EPWP plan and policy has been adopted and approved for implementation and family of municipalities for Newcastle Local Municipality, Emadlangeni Local Municipality and Dannhauser Local Municipality.

AIM

The Amajuba DM vision and mission is currently based on the NDP were EPWP has a clear and limited mandate.
"To provide work opportunities and income support to poor and unemployed people through the labour-intensive delivery of public and community assets and services, thereby contributing to development."

*We are now n 2024/25 ,The national public works has launched :**The Strategic Focus For EPWP Phase V And It's Framework as follows:***

In the National Development Plan 2030, the EPWP is positioned to contribute to Government's goals of alleviating poverty, developing local communities, providing work opportunities and enhancing social protection. The focus of the EPWP Phase V will be as follows:

- **Strengthening the coordination of the programme**
- **Improve monitoring of the EPWP projects**
- **Massify the programme through the implementation of identified programmes of high impact.**
- **Strengthen the exit strategies implemented by the programme through partnerships with other institution.**





4.14.4 PLANNED OBJECTIVES

AMAJUBA DM EPWP PHASE 5 FOCUS AND OBJECTIVES

Challenge
Maximize Employment Generation through Infrastructure Initiatives

Interventions
- Review of tender documents to be aligned to EPWP requirements
- Labour Intensive Construction Method Training
- Awareness creation on Labour Intensive Methods
- Maximizing reporting on created work opportunities

Challenge
Fashionable skills provision – Skills that lure youth to participate in the EPWP Programme

Interventions
Linkages with Tertiary Institutions In order to align the skill requirements of various businesses with the available skill sets, it will be crucial for the Province to assess every TVET college in KwaZulu Natal. This is done in order to assess how well the training and skill-development programs match the skills that the various industries need.

Challenge

Upscale enterprise development

Interventions
Increase small business incubator programmes and local resources

Challenge
Create Exit Strategies

Interventions

The Province, to engage the Department of Labour with regards linking the Jobseeker database and the envisaged EPWP participants database.

The data seeks to enable all potential employers (e.g. government departments and private companies) to access skilled people as and when required.

Programme Impact	**Poor unemployed people will improve their well-being through:**	
	Employment Creation	1. Acquiring work-based skills and workplace experience enhancing their potential to find further work in the formal or informal sector.
	Income Support	2. Earning an increased income and improving their household security
	Development of community assets and the provision of services	3. Benefiting from improved service delivery and infrastructure in their communities.
	Monitoring and Stakeholder Engagement	4. Monitoring of all reported work opportunities and synergising the involvement of multiple stakeholders for various operations.

- To improve to the quality of life for unemployed people through employment creation and increased income from the EPWP grants
- To Reduced levels of poverty
- To Reduced rates of unemployment
- To Improved social stability through mobilising the unemployed in productive activities
- To improve opportunities for sustainable work through experience and learning gained
- To Increased contribution to the objective of halving poverty and unemployment by 2022.
- To Increased number of Work opportunities and receive grants through the EPWP.

4.14.5 EMPLOYMENT PROFILE

The strict definition of the unemployment rate excludes those who are not-economically active, i.e. those who have become discouraged from seeking employment. The expanded definition includes all people who are within the working age population. The high unemployment rates reflect a large portion of the working age population that have either been discouraged from seeking employment due to a lack of opportunities, or who are actively seeking employment but cannot find any opportunities.

Table 161: Employment Profile

LM Name	2014	2015	2016
	%	%	%
Dannhauser	40,7	40,8	43
Emadlangeni	30,3	30,2	31,7
Newcastle	30,3	30,3	32
TOTAL AMAJUBA DM	31,9	31,9	33,7

Source: KZN Provincial Treasury – LEDS (Amajuba District Municipality, 2020)

The assessment above on unemployment are based on the official definition, Dannhauser has the highest unemployment rate within the district. It is also evident that over the years unemployment rates are increasing throughout the district. The high level of unemployment, which continues to rise. Considering both the formal and informal sectors, official estimates place unemployment amongst the economically active population at between 30% and 40%. It is estimated that eight million South Africans are jobless.

Four universal principles have been introduced in EPWP Phase3 & must be adopted and implemented under the three EPWP sectors being:

4.14.6 SECTORS: INFRASTRUCTURE/SOCIAL/ENVIRONMENTAL

Phase 5 is started in April 2024 with new 5-year targets been set for Amajuba DM and to be presented after adoption.

AMAJUBA DM Phase 5 EPWP Priorities

- Clean Energy
- Waste Management
- Refurbishment / Renovation of Government Buildings – Retrofitting
- Road /Water Maintenance

Outcomes-implementation in line with the following guidelines

Employment of EPWP participants is governed by the following documents:

- Code of Good Practice for Employment and Conditions of Work for Special public Works Programmes.
- Ministerial Determination 4: Expanded Public Works Programmes.

- To assist public bodies with the process of selecting workers through a **fair & transparent process**, the EPWP Recruitment Guidelines were developed.

Transparency

Targeted community members shall be afforded opportunity to witness and participate in the entire recruitment process. Before the recruitment process commences, all involved must be made aware of the conditions. For work requiring persons with a particular profile:(e.g. Skills &qualifications) the selection criteria shall be specified before the recruitment of participants. A process for swift redress must be outlined and agreed upon by relevant stakeholders before the selection of participants.

Training of Participants

For all the EPWP sectors, project- based training aimed at capacitating EPWP participants remains an important part of EPWP.

Targeting of Beneficiaries/Participants in EPWP Phase III

The EPWP will target the poor and unemployed through a combination of geographical and community-based targeting, as well as self-targeting (through the wage rate).
Targeting to be done through a combination of:

- **Geographical Targeting**: Focus on poor communities and those with high number of unemployed
- **Self-Targeting:** Through the EPWP Minimum wage rate
- **Community Targeting:** Community selects those most in need through based on transparent criteria and process

4.14.7 MINIMUM REQUIREMENTS FOR EPWP COMPLIANCE

Table 162: Minimum Requirements For EPWP Compliance

Outcome	Status Que	In progress
AMAJUBA DM EPWP phase 4 5policy in place .	Approved	Phase 5 policy is under planning stage, awaiting provincial policy to be launched to align epwp KZN EPWP principles .
3 -5-year target in place	Aligned to IG/MIG and WSIG	Ongoing based on implementation plan
Minimum wage rate R 92,31	All projects are paid above the MIN RATE	Awaiting National guidelines for maximum rate
Comply with ministerial determinations and EPWP framework	Adopted	Ongoing

Amajuba DM recruitment guidelines	Approved	Undertake recruitment in a most transparent manner as per the EPWP recruitment guidelines .
Reporting on new version	Complete	Reporting on version 2
Council induction	Date pending	Awaiting date to undertake the induction

Amajuba District Phase 4 Performance as at end of March 2024

Public Body Name	FY	WO Targets	Achieved WO	FTEs Targets	Achieved FTEs	WO Deficit	FTE Deficit
Amajuba	**2019/20**	291	438	102	113	147	11
	2020/21	293	345	102	118	52	16
	2021/22	294	427	103	137	133	34
	2022/23	295	395	103	128	100	25
	2023/24	296	504	104	116	208	13
Total		1 470	**2 109**	**514**	**612**	**639**	**98**

4.14.8 AMAJUBA DM PHASE 5 TARGETS AND CURRENT PROJECTS IMPLEMENTED BY AMAJUBA DM

The targets are based on public bodies increasing their contribution to EPWP by increasing the average labour intensity as well as expenditure on EPWP. The targets for municipalities were determined based on the available infrastructure budgets for municipalities- the Municipal Infrastructure Grant which is available to all municipalities except:

Phase V Targets per Sector – Amajuba DM

Infrastructure							
Municipality		**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	Total
Amajuba (DC25)	WO	172	179	186	193	200	931
	FTE	55	57	59	61	64	295

Environment & Culture							
Municipality		**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	Total
Amajuba (DC25)	WO	92	105	99	101	104	501
	FTE	35	37	38	42	50	202

Social							
Municipality		**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	Total
Amajuba (DC25)	WO	60	60	60	60	60	300
	FTE	15	15	15	15	15	75
Amajuba Phase V (DC25)	**WO**	**324**	**344**	**345**	**354**	**364**	**1 732**

	FTE	**105**	**109**	**112**	**118**	**129**	**572**

Phase V Targets per Sector – Newcastle LM

Infrastructure							
Municipality		**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	Total
Newcastle (KZN252)	WO	479	499	519	539	559	2 596
	FTE	152	158	165	171	177	824

Environment & Culture							
Municipality		**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	Total
Newcastle (KZN252)	WO	195	209	219	227	232	1 082
	FTE	50	137	63	70	80	400

Social							
Municipality		**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	Total
Newcastle (KZN252)	WO	350	350	350	350	350	1 750
	FTE	88	88	88	88	88	440
Newcastle Phase V (KZN252)	**WO**	**1 024**	**1 058**	**1 088**	**1 116**	**1 141**	**5 428**
	FTE	**290**	**383**	**316**	**329**	**345**	**1 664**

Phase V Targets per Sector – eMadlangeni LM.

Infrastructure							
Municipality		**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	Total
eMadlangeni (KZN253)	WO	36	37	39	40	42	193
	FTE	11	12	12	13	13	61

Environment & Culture							
Municipality		**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	Total
eMadlangeni (KZN253)	WO	80	85	85	92	96	438
	FTE	26	27	28	29	30	140

Social							
Municipality		**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	Total
eMadlangeni (KZN253)	WO	20	20	20	20	20	100
	FTE	5	5	5	5	5	25
eMadlangeni Phase V (KZN253)	**WO**	**136**	**142**	**144**	**152**	**158**	**731**
	FTE	**42**	**44**	**45**	**47**	**48**	**226**

Phase V Targets per sector - Dannhauser LM

Infrastructure							
Municipality		2024/25	2025/26	2026/27	2027/28	2028/29	Total
Dannhauser (KZN254)	WO	89	93	96	100	104	482
	FTE	28	29	31	32	33	153

Environment & Culture							
Municipality		2024/25	2025/26	2026/27	2027/28	2028/29	Total
Dannhauser (KZN254)	WO	363	374	392	409	415	1 953
	FTE	158	163	168	173	178	840

Social							
Municipality		2024/25	2025/26	2026/27	2027/28	2028/29	Total
Dannhauser (KZN254)	WO	120	120	120	120	120	600
	FTE	30	30	30	30	30	150
Dannhauser Phase V (KZN254)	**WO**	**572**	**587**	**608**	**629**	**639**	**3 035**
	FTE	**216**	**222**	**229**	**235**	**241**	**1 143**

AMAJUBA DM IG EPWP PLANNED PROJECTS FOR 2024/25 ONWARDS

The targets for each municipality were based on the size of the grant allocation it receives. Given the different conditions and past performance, the underlying assumptions that determine the targets for the metropolitan municipalities are different from those for the rural municipalities. The key assumptions relate to the following parameters:

- Percentage of the conditional grant to be spent on EPWP projects
- FTE created per R million of EPWP expenditure.
- Average daily wage rate paid to EPWP workers.
- Average duration of a work opportunity.

Full Time Equivalent

The ratio of the total number of paid hours during a period (part time, full time, contracted) by the number of working hours in that period Mondays through Fridays. The ratio units are FTE units or equivalent employees working full-time. In other words, one FTE is equivalent to one employee working full-time.



One year → **365 days**

→ **230 days**

The following table entails employment created by the different departmental sectors within ADM under the Extended Public Works Programme. Entailed, amongst other things, are the ADM initiatives towards green-job creation.

The following table indicates the work opportunities for Amajuba DM

Table 163: EPWP Phase 5 Plan

AMAJUBA DISTRICT MUNICIPALITY							
EPWP PHASE 5 PLAN							
Description							
		2024/25	2025/26	2026/27	2027/28	20228/29	**TOTAL**
	WO	**324**	**344**	**345**	**354**	**364**	**1 732**
	FTE	**105**	**109**	**112**	**118**	**129**	**572**
Amajuba Anticipated targets		621	492	603	400	354	1769
EPWP GRANT IG PROJECTS							
ENVIROMENTAL							
EPWP :Env Grass cutting maintenance,Cleaning		40	50	40	40	40	210
EPWP :IG Cleaning of Donga /Invasive trees		15	25	15	15	15	85
EPWP : climate change		10	8	10	10	10	48
EPWP : CERTS DISASTER		6	8	8	10	10	42
TOTAL		71	91	73	75	75	385
SOCIAL SECTOR							
EPWP: Social care givers programme2024-2029		45	50	50	55	60	260
TOTAL		45	50	50	55	60	260
INFRASTRUCTURE SECTOR							
EPWP IG : Water inspectors and Water repairs		20	35	40	45	49	189
EPWP Internal : Water tankers		4	4	4	4	4	20
EPWP Internal :borehole		6	6	6	6	6	30
TOTAL		30	45	50	55	59	239
WSIG GRANT FUNDED PROJECTS/EPWP							
Pipeline Extension (Skobhareni)		35	40	-			75
Refurbishment and upgrade of Durnacol Water		30		55			85
Sanitation Project		-		-	20	40	60
Refurbishment of DNC WWTP,Tweediedale and		25		0	0		25
Emergency water supply to Ramaphosa,skobharen		40	45	50	-	-	135
Borehole Refurbishment Programme/covid rehab		20		20	15		55
eMafahlawane Water Reticulation				60	60	60	180
Water Conservation Water Demand Management		50	50	35	35	40	210
Emadlageni and Dannhauser Pipeline refurbishment		10	10	10	10	20	60
TOTAL		210	145	230	140	160	885
MIG /EPWP							
Goedehoop bulk water and sanitation		40		40	15		
Dannhauser Housing Development Bulk Water and		30		40	10		**0**
Buffalo Flats Water Supply Scheme Phase 3B Hilltop		25	81	0			0
Amajuba Disaster Management Centre Phase 2		20					
Sanitation Project Emadlangeni		90	80	60			
Buffalo Flats Water Supply Scheme Phase 4 infills		60		60	50		
TOTAL		**265**	**161**	**200**	**75**	**0**	**0**

4.14.9 AGRICULTURE

Amajuba District has both national and international recognition in terms of its biodiversity value. Thus, all planning processes need to consider biodiversity conservation as an integral component of the planning processes. The following issues need to be considered in the review of the Rural Development Plan:

- ✓ *Critically endangered ecosystems*

Some parts of the district are described as either critically endangered or endangered ecosystems. The DRDP should take into consideration the ecological status of the district as they have both national and international biodiversity conservation implications.

- ✓ *Rivers*

The river sources within the district are at a risk of degradation. If deterioration takes place, it is likely to result in poor water yield and water quality in the district to the detriment of development. Development planning in these areas should consider riparian management requirements and suitable flood lines. It is also recommended that development exclusion zones of 100m from the edge of rivers and streams be maintained to protect the catchment within the area.

4.14.10 RURAL DEVELOPMENT PLAN CHAPTER

Rural communities in different parts of South Africa are still characterised by poverty, inequality, limited access to basic social infrastructure, underdevelopment, and lack of economic opportunities, fragmented spatial patterns and environmental degradation. As a result, this has compromised the ability of these rural communities to rely on agriculture and subsistence farming for food and income/exchange benefits. Given the past planning practices in South Africa, inequality is most prevalent in rural areas since spatial planning never prioritised these areas. Proper land use practices in these areas were in most cases done in unsustainable manner. There were no proper plans in place to manage and guide development to maximise improvement of livelihoods of these rural communities. Consequently, these areas have been left displaced, segregated, underdeveloped, and impoverished.

The Department of Rural Development and Land Reform has published the Comprehensive Rural Development Programme (CRDP) to deal with various challenges with delivery from identification, initiation, planning and implementation. As a tool to address these challenges and to achieve the goals of the CRDP, the Department of Rural Development & Land Reform (DRDLR) has developed Rural Development Plans for all the District Municipalities in KwaZulu-Natal. These plans are well integrated and aligned with different spheres of government developmental activities. The purpose of the plans is to assist in identifying the development potential of the rural areas of and also ensure that the district's full development potential is achieved. The overall objective of the rural development plan for Amajuba District Municipality is to establish and grow economic development within the rural areas of the district. The more specific objectives are:

- Unlocking rural economy through agriculture and tourism
- Linking rural areas to opportunities through services
- Linking rural population to opportunities
- Harnessing and promoting natural assets

The plan is a practical working document with programs and projects reflected within the implementation plan, indicating priority programmes and projects in a phased manner, with the relevant monitoring and evaluation tools to measure progress of implementation. The rural plans aim at unlocking rural economy through agriculture and tourism, linking rural areas to opportunities through services and harnessing and promoting natural assets.

The Department of Rural Development and Land Reform have committed catalytic projects from the various branches within the KwaZulu-Natal provincial office for the 2019/20 financial year that will be aligned and give effect to the implementation of the Amajuba District Municipality Rural Development Plan. As the plan is not a static document, it will need to be reviewed regularly. Great emphasis are being placed on Rural Development in the Spatial Planning and Land Use Management Act and the objective is to incorporate the DRDP into the IDP.

4.14.11 AGRICULTURAL-PARKS

Realising the salience of the agricultural sector in stimulating rural economies, the Department of Rural Development and Land Reform (DRDLR), the Department of Agriculture and other departments tasked with the mandate of promoting rural development, have proposed the establishment of Agri-Parks (APs) in all rural district municipalities across the country. These Agri-Parks will act as critical sites for providing intellectual and technical support for farmers, with a deliberate bias towards creating linkages between established and emerging farmers.

The Amajuba DRDP is aimed at targeting specific sectors that will revitalise rural economies. As such, it is defined by sector-specific projects, thus acting as a critical platform for multisectoral programmes and projects. Some of the key areas of intervention that the DRDP will focus on include the establishment of Agri-Parks (AP) as a means of stimulating rural economic growth. An Agri-Park is defined as a networked innovation system of agro-production, processing, logistics, marketing, training and extension services located at district level. As a network it enables a market-driven combination and integration of various agricultural activities and rural transformation services. The AP comprises of three basic units:

- ✓ The Farmer Production Support Unit (FPSU) – this a rural outreach unit connected with the Agri-hub. The FPSU does primary collection, storage, processing for the local market, and extension services including mechanisation;
- ✓ Agri-Hub Unit (AH) – this is a production, equipment hire, processing, packaging, logistics and training unit;
- ✓ Rural Urban Market Centre Unit (RUMC) – the RUMC has three main purposes;
    - Linking and contracting rural, urban and international markets through contracts;
    - Acts as a holding-facility, releasing produce to urban markets based on seasonal trends;
    - Provides market intelligence and information feedback, to the AH and FPSU, using latest Information and communication technologies.

Agriparks therefore are catalytic sites for agrarian reform. Responding to the National Development Plan's (NDP) call for rural economic transformation, as well as Outcome 7 its emphasis on promoting food security through agrarian reform; Agriparks will act as agricultural industrial hubs. These hubs will be linked to existing rural villages and towns, providing key institutional, financial and spatial mechanisms for harnessing agro-related value chain belts and functional regions. Already, the

government has set aside over R2 billion for kick-starting the Agri-parks programme across the country. The objectives of Agri-Parks are as follows:

- ✓ Promote growth of the smallholder sector by contributing to the 300 000 new small-scale producers, as well as to the 145 000 new jobs in agro processing by the year 2020 (as set out in the NGP);
- ✓ Promote the skills of and support to small-holder farmers through the provision of capacity building, mentorship, farm infrastructure, extension services, production inputs and mechanization inputs;
- ✓ Enable producer ownership of the majority of Agri-Parks equity (70%), with the state and commercial interests holding minority shares (30%);
- ✓ Bring under-utilized land (especially in Communal Areas Land and land reform farms) into full production over the next three years, and expand irrigated agriculture; and
- ✓ Contribute to achievement of the NDP's objective of fostering an inclusive rural economy and target of 1 million jobs created in agriculture sector through creating higher demand for raw agricultural produce, primary and ancillary inputs, as well as generating increased downstream economic activities in the sector.

In Amajuba, the Agri-Hub will be supported by the FPSUs located in various parts of the district. Within these Agri-parks the following activities will take place:

- ✓ Knowledge Transfer & Innovation – this will include development and training of farmers as well as people involved in agri-business, food and forestry sectors as well as agro-tourism. There will also be vertical and horizontal learning between emerging and established agri-business entrepreneurs. Agri-parks will act as hubs for harnessing competitiveness, resource efficiency, and environmental consciousness of agricultural research centres and firms.
- ✓ Advisory Services – Agri-parks will be centres of excellence where experts disseminate information related to markets, investments, funding and other agriculture-oriented modalities.
- ✓ Cooperation – there will be incubation of small-scale farmers as well as cooperatives within Northern KZN's districts. This will allow for small-scale agri-business operators to forge a critical mass that would enable them to compete in both local and global markets.
- ✓ Investment in Physical Assets – the introduction of Agri-parks in Amajuba as well as other adjoining districts within KZN will be accompanied by massive investments in physical infrastructure i.e. road, pack-houses, and other related supporting amenities. Tied to that is the provision of basic services such as water and electricity.
- ✓ Agri-Business Development – Agri-parks will act as critical hubs for the identification and harnessing of agricultural belts as well as agricultural value-chains. The spin-offs from agri-business development will transform rural towns and villages into vibrant economies.

4.14.12 LAND REFORM

The reform of an unequal distribution of land along racial division was one of the greatest challenges facing South Africa in the transition to democracy in 1994. Popular expectations were high that the new democratic government would affect fundamental changes to address the historic dispossession of land. The twenty years of implementation of the Land Reform Programme has seen several changes in strategy, the creation of numerous instruments to support redistribution, and more recently, a Recapitalisation and Development Programme to support production on farms.

However, land reform has not gone the way it was initially proposed and many newly settled black farmers happened to be worse off after acquiring access to land. Various reasons can be linked to this failure, but it is essentially due to the lack of a seamless alignment of both pre and post -settlement support services from government and the agricultural sector. These challenges remain, despite the proactive initiative of the Provincial Government in establishing the Agribusiness Development Agency (ADA) to co-ordinate pre- and post-transfer activities in partnership with commodities and other role players.

The land reform programme can however, become a significant contributor to poverty eradication, economic growth and job creation in the province. This is dependent on the alignment of an effective pre-and-post transfer support programme in which government, commodity organisations, financial institutions and organized agriculture play their respective roles in providing an "envelope" of support services to new entrant black commercial farmers. It will also require the application of sound business practices to maximize production and explore opportunities in the agricultural value chain.

Analysis of the land ownership pattern in the Amajuba District Municipality indicates that 51% of the land is held privately (i.e. this means by individuals). Following private ownership, Trust ownership accounts for 18% and this is followed by commercial ownership (i.e. company) of 16% of the district land. The private, trust and commercially owned land comprise a total of 584 103 hectares or 84% of the total land in the district. State ownership accounts for 2.4%, municipal ownership 1.4%, and Traditional Authority land comprises 4.2% of the land area.

In terms of land redistribution, Emadlangeni currently has the largest number of land reform projects taking place within the Amajuba District which is seeing large portions of land being transferred to rural communities. Many of the projects identified correspond with the service satellites and service sub-satellites identified as secondary and tertiary nodes. Dannhauser Municipality is characterised by complex and intricate land tenure reform challenges, which include, farm dwellers that are established within commercial farms but are no longer providing labour to the farm and labour tenants with approximately 300 labour tenant claims being lodged with the Department of Rural Development and Land Reform. The process towards the finalisation of these claims has not been concluded.

4.14.13 AGRICULTURAL PROGRAMMES

The budget for LED implementation for the 2024/2025 financial year is as follows:

- Geoinformatic Services - 250 000,00
- Agriculture - 200 000,00
- Satelite Imagery - 350 000,00
- Institutional Development and Transformation - Business Case Study to Convert ADM - 200 000,00

The initial resolution amongst all the LM's and the DM was the LMs would move first and formulate their policies the DM would consolidate the district Informal economy policy. To date, none of the LMs have formulated their informal economy plans.

4.14.14 TOURISM

Tourism Development Plan exercise was embarked upon in 2012; aimed at unlocking the tourism potential of Amajuba District hence attracting investment opportunities. From the previous intervention by EDTEA, on funding Amajuba District Tourism Strategy; Amajuba District Municipality managed to implement a number of tourism initiates in order to create a platform for the tourism industry to operate hence created an enabling environment for tourism to thrive.

The ADM Tourism Plan is in place however outdated and requires review as the last tourism strategy was approved by Council in 2012. The ADM doesn't have sufficient internal capacity to review the plan and requires funding to review the plan. The Tourism unit in Amajuba DM has 1 personnel (The Assistant Director: Tourism). The Department of Department of Economic Development (EDTEA) was approached by the ADM to fund the review of the plan. It be noted that the initial application was tendered in 2018 with a resubmission in 2019. Both documents were appraised at the meeting held between Amajuba District Municipality and EDTEA on 23 September 2020 and re submitted to EDTEA within a week's time. In March 2023 Amajuba District Municipality submitted an item to the Provincial Tourism and Investment Committee so the matter receives attention from the new MEC. The response was eventually received citing that EDTEA would be unable to fund ADM tourism strategy review due to financial constraints as funds had to be re directed to Covid 19 (healthcare response) and recent floods in the province. The response also cited that the KZN Tourism Master plan is also subject for review as a motivation for its funding has since been filed with KZN Treasury. EDTEA further encouraged ADM to make budget provisions for tourism strategy and to await the completion of the Provincial Tourism Master plan in order to ensure alignment in tourism planning. A strategic direction of EDTEA was also communicated for the financial support of programmes and projects that will facilitate direct job creation and infrastructure development once the tourism strategy review process is finalised by ADM.

The Amajuba District Municipality tourisms strategy reviewal is bound to be in line with KZN Tourism Master Plan and National Tourism Sector Strategy so alignment may occur at Local Municipality level. There currently is no Tourism Strategy to drive tourism development and marketing in the area hence informing alignment to Local Municipalities' Tourism Strategies. Newcastle, Emadlangeni and Dannhauser Local Municipality's tourism strategies were conducted in line with the Amajuba District's. All the above strategies have reached the end of their life cycles.

The review of the Tourism Strategy seeks to develop strategies and objectives formulated as part of previous planning initiatives developed for this region into a reality, through the creation of facilities and activities on the ground. It is also required to identify shortfalls in the development of tourism in the area, methods of marketing and promotion, development of facilities database, the identification of specific projects with business plans to support their implementation and the identification of sources for funding, etc. The Tourism Strategy will be used to guide all tourism planning, promotion, management and financial decision making in the Municipality for the next 5 years and should also include provision for monitoring and reviewing procedures. The Tourism Strategy is to be presented in such a way that it will function as separate manual to delineate areas of responsibility and guide implementation for the District Municipality and its three Local Municipalities

3.3.1. LED AND TOURISM LITERATURE REVIEW

The Amajuba District welcomes visitors to this beautiful and dramatic landscape that belies a history of war. Battle site, memorial and graveyards are scattered across the land as a testimony to courage of hundreds who lost their lives in the Transvaal War of Independence and the Anglo –Boer War. Despite the powerful sense of history, the region's name, Amajuba (place of doves') signifies a new era of peace and the celebration of our beautiful country and its people. It is difficult to measure the contribution of tourism to the district economy, since GVA from the tourism industry is spread across a number of other sectors. However, the total spends as a percentage to GDP in the District over the period of 2009 to 2018 has shown a decline from 3.9% to 3% in 2018. The contribution of this sector to total employment is 1.5%. The Amajuba District is not considered to be a major tourism destination within KZN due to its historical association with industrial and mining activities. However, it is a key sector that presents opportunities for economic development within the region. Tourism within the town has grown over the past years, which is justified by the growing number of accommodation facilities and activities offered within the region. In line with the promotion of tourism, Amajuba hosts a number of tourist destinations, including, the Utrecht Balele Game Park, adventure trails, among others.

The tourism industry experienced a negative impact during Covid-19 pandemic. Post Covid-19 tourism has since become one of the focus areas of growth and development in Amajuba District and South Africa as a whole. It is imperative that the Tourism Unit and Tourism Sector/Industry in the District work together in putting its attractions and entertainment out there for domestic and international markets to see.

Amajuba is commonly known for the following tourist attraction activities:

- Eco-tourism, including the Amajuba Birding meander as well as other birding, hiking, fishing, horse riding and nature-based activities (i.e. hiking etc).
- Cultural and Historical, including the Inkosi Albert Luthuli museum, and the battlefields where the Boer, British and Zulu battles took place.
- Events, such as the Newcastle Winter festival, Newcastle Airshow, December 27, Amcor Dam Music Festival and sporting competitions.
- Adventure – 4x4 trails, Mountain Biking trails (MTB's) white water rafting and kayaking, micro-lighting, and equestrian.
- Golfing, hunting and fishing

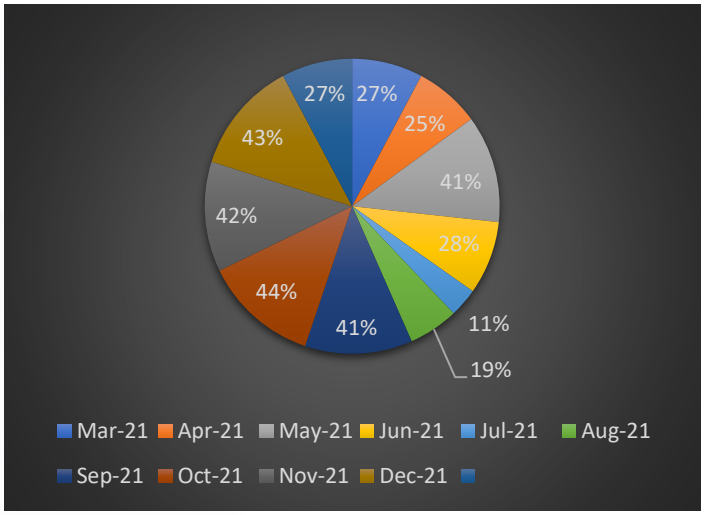
The Amajuba District is not perceived to be a major tourism destination within KZN due to its historical association with industrial and mining activities. Tourism however is a key sector in that it presents opportunities for economic development within the region. Tourism within the town has grown over the past years, which is justified by the growing number of accommodation facilities and activities offered within the region. These facilities include eco-tourism (hiking, birding, etc); natural, cultural, and historical attractions (battlefields, nature reserves, etc); arts and crafts; events and festivals; adventure sports; as well as hunting, fishing and golfing.

The extent of this sector on the economy of Amajuba can be noted by the Newcastle Winter Festival, which attracts over 30,000 people, and has a significant impact on the local economy. The district has numerous accommodation facilities, which range from lodges to B&B's, to self-catering facilities and

hotels with a limited number of holiday homes which is now a new trend to tourist. Most of these facilities are however located within Newcastle, with only a limited number of facilities within Utrecht and Dannhauser areas. In Dannhauser however, there are very few accommodation facilities, with most visitors staying in Newcastle or surrounding battlefield towns. There is currently and application for a Boutique Hotel observing Local Municipality's approval processes.

Currently, except for the year 2010, the tourism spend as a percentage of GDP in Amajuba has shown a gradual decline from 3.9% in 2009 to 3% in 2018.

Figure 10: Accommodation occupancy during covid-19 from March 2021 to December 2021



Source: TKZN

Due to challenges that were created by covid-19, Amajuba District Economic Recovery Plan was created, which included short term -intervention and medium-term inventions, these projects were meant to assist in attracting more tourists to the district. Assessment and development of existing products and business planning at Balele Game Park in Utrecht (Emadlangeni Municipal area) was concluded in June 2022; made possible by financial assistance from Tourism KwaZulu Natal thereafter EDTEA was able to provide financial injection in the development of phase 1, 2 and 3 of Balele Game Park precinct.

Below are the tables outlining Tourism Projects included on the District Economic Recovery Plan

Table 164: Tourism Projects

TOURISM (SHORT-TERM INTERVENTIONS)						
Intervention	**Project**	**Local Municipality**	**Budget**	**Funded/Not Funded**	**Responsible**	**Time Frame**
Create Balele Game Park website	Marketing and Promotion	ELM	R150,000.00	Not funded	EDTEA	1 year
Events Calendar Creation	Marketing and Promotion	ADM and ELM	R60,000.00	Not funded	ELM	Ongoing
Revamp eMadlangeni Municipality's Tourism Information Centre	Infrastructure Development	ELM	R800 000	Not Funded	COGTA/EDTEA/ELM	Medium term

TOURISM (SHORT-TERM INTERVENTIONS)						
Intervention	**Project**	**Local Municipality**	**Budget**	**Funded/Not Funded**	**Responsible**	**Time Frame**
Assessment and development of existing products and business planning	Infrastructure Development	ELM	R472 935	Funded	TKZN	Short term
Renovate and diversify tourism offering at Balele Game Park	Infrastructure Development	ELM	9.5 M	Funded	EDTEA	Medium term
Provide Customer Care and Digital Marketing workshops for tourism SMMEs	Training and Development	ELM	R70,000.00	Not funded	EDTEA	Short term

TOURISM (MEDIUM-TERM INTERVENTIONS)						
Intervention	**Project**	**Local Municipality**	**Budget**	**Funded/Not Funded**	**Responsible**	**Time Frame**
Amajuba Tourism Strategy	Amajuba Tourism Strategy Development & Identification of key projects	All	R650,000.00	Not funded	ADM	1 year
Institutional arrangement	Resuscitate Amajuba Tourism Forum	All	N/A		ADM	Ongoing
Capacity building	Capacity building workshops on compliance issues and TGCSA star grading	All	R100,000.00	Not funded	ADM/EDTEA/SEDA	Ongoing
Prioritise and raise the awareness and profile of tourism within communities and Council	Formalization of a CTO upgrade and improve existing tourism products and resources	DLM	R450,000.00	Not funded	DLM	None
Assessment and development of existing products	Compiling an Event Calendar	DLM	-	Not funded	DLM	None
Newcastle promotional video	Marketing and promotion of Tourism and Investment Newcastle	NLM	R300,000.00	Funded	NLM	Six months

The Balele Game Park is a 2 600-hectare park that belongs to the eMadlangeni Local Municipality. The park is part of the country club hub in Utrecht that comprises, the actual country club which has several sporting facilities, a pub restaurant, swimming pool and the game park which has several accommodation facilities. It is stocked with no fewer than 11 species of game including Impala, Blesbok, Bushbuck, Waterbuck, Nyala, Red Hartebeest, Blue Wildebeest, Kudu, Burchell's Zebra, Warthog and Giraffe.

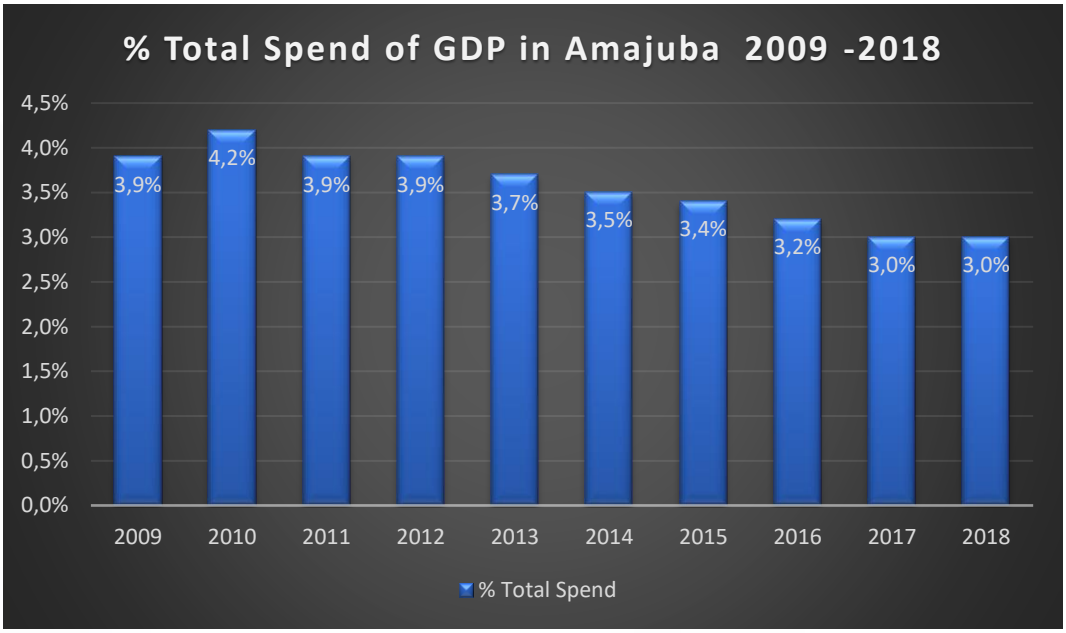
The Balele game park refurbishment project is currently being funded by Department of Economic Development, Tourism and Environmental Affairs. The refurbishment project has an initial budget of 2 million rands for phase 1 which covered many aspects of the park needing refurbishment. The initial phase of the project was whereby Tourism KwaZulu Natal assisted in the appointment of a professional service provider who undertook market assessment, design development and business

planning of existing and proposed tourism facilities for Balele Game Park. On completion of the study, implementation phase was prioritized for project implementation roll out. The implementation plan is made from different levels of activities undertaken in the park.

Most of which are purchases of materials needed in the park i.e., Furniture and accessories of accommodation units, machinery for maintenance and material for repair of road infrastructure (drainage, gravelling, patching potholes and slurry sealing etc.) repair of thatching and paving at rondavels. R4.5m has since been injected into the project to cater for professional services and upgrade of structural work (i.e refurbishment of old office into a new reception and office block, play area, wooden cabins, two safari tented camps, laundry and staff canteen

The figure below shows the total tourism spend as a percentage of GDP in Amajuba over the period 2009 to 2018.

Figure 11: Total Tourism Spend as a Percentage to GDP 2008 – 2018



Source: IHS Markit, 2019

The spending on tourism in Amajuba showed a decreasing trend from 2009 to 2018. In 2012 and 2013 for example, the total tourism spent as a percentage of GDP in Amajuba stood at 3.9% to 3% of GDP in 2018. The reason for the decline is that GDP is increasing at a much faster pace than the corresponding increase in tourism. Major tourist attractions in Amajuba include avi-tourism/birding tourism; nature and game reserves; adventure and sports tourism; and natural, cultural and historical attractions (e.g., Battlefields). These attractions present a clear opportunity for the district to position itself to take advantage of this sector.

The district has a large number of accommodation facilities, which range from lodges, to B&B's, to self-catering facilities and hotels. However, most of these facilities are located within Newcastle, with only a limited number of facilities within the Emadlangeni and Dannhauser Municipalities. Some of the challenges faced by the sector include:

- The District has no tourism strategy; however provision for its development has since been made for 2024/2025 FY.
- Historical association of the District as a mining and industrial centre;
- Lack of coordinated promotion of the region and attractions offered;
- Run-down and lack of tourism facilities;
- No specific draw-card attraction to make the District a priority for tourists;
- Lack of sufficient signage along the N3 and also within the District to promote tourism facilities and attractions; and
- Loss of tourists to larger tourist attractions such as the Durban beachfront, Drakensberg Mountains, and the north and south coast.

3.3.2. Tourism Attractions

Newcastle Tourism Attractions

- Fort Amiel Museum
- The Battlefield at Schuinshoogte on the road between the R34and the N11
- The British Military cemetery and British champs' site at Mount Prospect near Inkwelo on the N11
- O'Neill's Cottage on the N11 at the foot of Majuba mountain
- The battle fields at Laing's (Lang's) just off the N11
- The battlefield at Majuba
- The Armoury
- The Military Cemetery (In the centre of the old Town)
- Osizweni Handcraft Center
- The Carnegie Art Gallery
- Newcastle Mall
- Inkosi Albert Luthuli Monument
- Duck Pond Bird Hide
- Hindu Temple
- Amur Falcon Roost
- Northern Drakensberg (Vulintaba)
- Black Rock Casino & Hotel
- Haggard Hilldrop House
- Fun Farm Entertainment
- Chelmsford Nature Reserve
- Moorfield Mountain Farm

Utrecht Tourism Attractions

- Balele Game Park
- Old Residency/Parsonage
- Dutch Reformed Church
- Landdros, Pos en Telegraafkantoor
- Utrecht Country Club
- KwaNtu Village
- Old Cemetery
- Anglican Church
- The Uys House
- Bivane Waterfall
- Mangosuthu Cultural Center

Dannhauser Tourism Attractions

- St Margaret's Presbyterian church
- Tom Worthington Dam
- Ntshingwayo Dam
- Lloyds Baai

3.3.3. Tourism Routes

Amajuba has six routes each of the routes emphasises a unique Tourism offering in Amajuba and between them they cover most attractions.

The Routes are as follow.

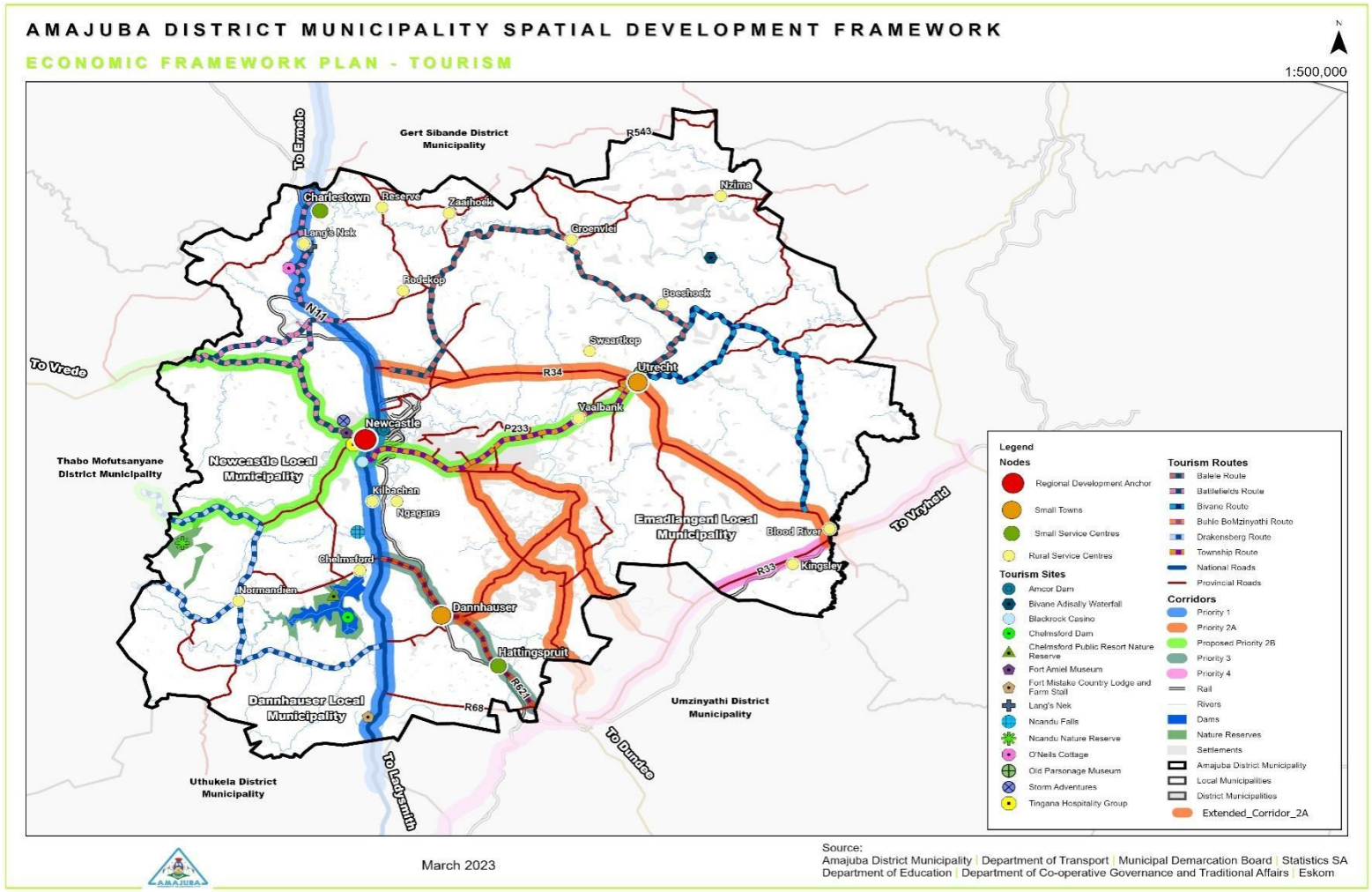
- ✓ Amajuba Battlefields Route: The Battlefields Route stretches from 1877 - 1902, which includes the First Anglo-Boer War (1877-1881), the Zulu War (1879) and the second Anglo Boer War (1899-1902). Majority of the sites in Amajuba relate to the first Anglo-Boer War but the route connects up with others in the battlefield's region. As mentioned in the section above on the

Battlefields, the one guide for the route sees fewer than 50 tourists a month, and sites require maintenance. The route serves to attract sports clubs and enthusiasts into the area and adds to the cultural significance of Newcastle.

- ✓ Amajuba Drakensberg Route: This route takes visitors along the western border of Amajuba through the foothills of the Drakensberg and includes Chelmsford Dam. As mentioned in the Drakensberg section above, the foothills require further development after the development of Vulintaba Country Estate. Agri tourism initiatives are in the pipeline within the Amajuba Drakensberg Route. The route also hosts the Battlefield Marathon in February each year.
- ✓ Amajuba Township Route: This route takes people through Madadeni to Osizweni and through to Utrecht. As mentioned above in the township tourism section, this route doesn't attract many tourists, there is not always a guide available, and crafters are not always present along the route due to lack of business. Within Amajuba Route one can experience Township lifestyle from well-known Shisanyama`s that offer classy Kasi food. Despite all the pandemic challenges, several fast-food outlets were discovered in Osizweni and Madadeni. The townships also accommodate those that love Art, Culture, and Craft as there are Art Exhibitions, collection and crafters displaying wonderful work. Townships are home to a few sport, art and culture legends. Several telenovelas (filming) have been produced in our townships.
- ✓ Amajuba Balele Route: The Balele route winds along the escarpment on the eastern side of Amajuba, and borders with Mpumalanga at times. It has beautiful scenery and abundant bird life. The connection between Amajuba Balele Route and Amajuba Bivane Route makes the two routes perfect for a day trip. Balele Game Park was a community benefits project in collaboration with the mine that was operating in the area of the park.
- ✓ Amajuba Bivane Route: This route runs south of the Balele route and game reserve through the Blood River Poort. It lies in the Bivane wetland reserve and therefore is very scenic (including waterfalls) and offers many fishing opportunities. Other activities within this route are horse riding, 4×4 driving and mountain biking.
- ✓ Amajuba Buhle-Bomzinyathi Route: This route cuts across from the Drakensberg eastwards along the southern side of the Chelmsford Game Reserve to cross the N11 and pass through the town of Dannhauser and the village of Hattingspruit.

The Amajuba Birding and Fly-Fishing Meanders have been created to provide information to birders and fishermen about the type of birds and birding/fishing spots available in Amajuba. The following map depicts these routes spatially

Map 60: Amajuba Tourism Framework



Source: (Amajuba District Municipality, 2023)

The Freedom Route has recently been created by TKZN and runs throughout KwaZulu-Natal. The Amajuba section of the route has yet to be included into the brochure but has its own brochure. Armed with a map and the brochure a visitor can take themselves on the freedom route with ease. The route benefits from marketing from TKZN. The Freedom route starts with the timeline after the two Anglo-Boer Wars (Battlefields Route) and consists of:

- the imprisonment of King Dinuzulu (1906-1910) during the Bambatha Rebellion,
- the miner's Strike led by Gandhi 1913,
- the teaching of Inkosi Albert Luthuli (1917-18) in Blaauwbosch,
- the birth of Mac Maharaj 1935,
- the imprisonment of the Presidents of the Natal and Transvaal Indian Congresses in the early 1950's,
- the establishments of Madadeni and Osizweni in the 1960's as part of the Groups Areas (promulgated in 1950),
- the freedom Struggle in the 70's and 80's and subsequent TRC Hearings in 1996, and finally.
- Various new South Africa monuments around town.

Signage

A signage plan was formulated and implemented; therefore tourism related signage is good in Amajuba, however maintenance of it remains a challenge as most signs requires new poles and sign faces due to dilapidation caused by fire and weather conditions. Majority of the accommodation places in Newcastle are on signboards and each of the tourism routes is signposted. Local Municipalities outdoor policies (by laws) need to cater for tourism signage and uniformity thereof. Signage still required is as follows:

- Signage from all directions showing 'The Town within a Game Park'.
- Signage for service providers in Osizweni and Madadeni.
- Signage showing Newcastle along the N3.

MONUMENTS AND THEIR SIGNIFICANCE

The Battlefields region is considered the biggest tourism asset in Amajuba. It is the only tourism region as determined by TKZN that falls within Amajuba and therefore it receives the most exposure by TKZN. However, it must be noted that the three most visited and renowned battlefields sites (Rorkes Drift, Isandlwana, and Blood River) fall outside of Amajuba. Amajuba's sites revolve around the first Anglo-Boer war otherwise known as the Transvaal War of Independence. The sites include the following:

In **Newcastle** LM:

1. Town Hall- this National Monument was built in 1897 in Scott's Street to commemorate the Diamond Jubilee of Queen Victoria. Today it houses the office of Tourism Newcastle
2. St Dominic 's Pavilion –Also a national monument, this elegant building dating back to 1916 was designed as skating rink and was used for social events
3. Hilldrop House – It was once king of Solomon Mines Author H. Rider Haggard is a national monument; the house now is a 4* B&B with 26 private suites

4 The Armoury

5 The Military Cemetery (in the centre of old Town Cemetery)

6 Fort Amiel was opened as a cultural history museum of Newcastle in 1990 at the restored British military base built in 1876 by the eight regiments or Staffordshire regiments. It forms part of

Northern KZN Battlefields Route as it served during the Anglo/Zulu war of 1879 and Anglo/Boer wars of 1881 and 1899 to 1902.
7 O Neil's Cottage during the Transvaal War of Independence of 1880-1881 the cottage, home of Eugene O Neil which lay in "no man's" land and between the British and Burgher forces become a makeshift hospital for British after the defeat at Amajuba battle site and there are grave on the site.

In **Utrecht** itself there are:

1. The Old Parsonage & Museum
2. The Dutch Reform Church – A national monument built in sandstone with Oregon eaves and pews. The foundation stoned was laid by General Piet Joubert, Commandant General of the ZAR The burger monument of the second Anglo Boer War stands in a church square
3. Captain Leo Pokrowsky Monument
4. Petrus Lafras Uys Monument
5. The Old Residency
6. The Uys House one of the oldest buildings in Kwa Zulu Natal dating to 1856 it was the home of Swart Dirki Uys, the first Commandant of Utrecht.
7. The Rothman & Shaw Houses –this monument is among the finest example of national colonial architecture in rural Kwa Zulu Natal.
8. The Town Hall
9. The "Landrost, Post - en Telegraafkantoor" – Built in 1892 this national monument and museum has period rooms and portrays the border dispute between the former Transvaal and Zululand
10. The British Military Cemetery (In the centre of the old town cemetery)

ANNUAL EVENTS PROGRAMME

Events are an important element in the marketing of tourism in Amajuba. They offer additional reason to visit a place over and above the traditional tourism products offered. Much of the appeal of events is that they are experiential in nature you have to be there to fully enjoy and experience else the opportunity is lost Amajuba already is host to a number of sporting events due to its central location. This is especially true of junior and school events. Several club events, arts events and heritage events are also organized annually.
Annual events held in Amajuba:

Table 149: Events Calendar

Table 165: Tourism Events Calendar

Name of the Event	Description
Chelmsford Challenge Dannhauser	Open Water Swimming at Ntshingwayo Dam- January
Battlefields 5 in 1	Comrades / Oceans Qualifier- February
Balele Rally	Massive Ride &Stuns – Bikers games at the Resort-March
Kosmos Festival - Utrecht	Market Day & Concert- March
Easter Sunday Music Show	Live Music Performances & DJ-April
Winter Festival	4 day Festival including live performances, agricultural exhibits, arts & craft, – April
Newcastle Air show Newcastle Memel Walk Golf Challenge	Aviation - Tourism Attraction – June 50 km Run/ Walk relay from Free State to KZN- August September – Vulintaba
Summer Explosion Amcor Dam	Live Music Performances & DJ's -October

Als of Niks	MTB trail run September
Amajuba Film Festival	Film making festival September
Amajuba Rainbow Show	Art and Culture event -October
Oppi Dam Fees Utrecht	Raft race, mountain bike trails, 9-hole golf challenge, craft stalls and great entertainment - October
Comedy Show	Different comedians entertain the audience in close setting - December
Osizweni Soccer Tournament	Knock out soccer tournament catering for 32 teams – 24-30 Dec
Amcor Dam Festival	Live Music Performances & DJ's - 27 December
Asingene Siphila Gospel Music Campaign	Live Gospel Music Festival - 31 December

Amajuba District will now be able to host its annual events such as the Newcastle Air Show on the first weekend of June each year at Newcastle Airport such events place the district on the map as they attract a higher number of tourist and encourage domestic travelling. Other tourism activities that are now opened are music festivals, hiking, game drives, mountain biking, cycling etc. Newcastle Winter Festival took place in April 2023 and was a successful event. Newcastle Air show took place in June 2022 and marked its 10th anniversary since the event was initially launched and is now the only show in KZN. 27 December Amcor Dam Music Festival was successfully hosted and helped in unlocking tourism potential in the area. Amajuba District Municipality invested towards Metro Heat wave event financially supported and hosted on 2 December 2023; thereafter social corporate responsibility initiatives, ploughing back its proceeds to local communities, was focused mostly on girl child esteem through sanitary towels and food seeds to a garden project hand overs within the education sector.

3.3.4. PROGRAMMES AND PROJECTS

Through workshops, the following 20 projects were established as priority projects for implementation should funds be available:

Table 166: Priority Programmes and Projects

1) Marketing – tourism growth & development (demand)
1.1.1) Develop tourism packages and incentives targeted at businesses, schools, sports associations and clubs.
1.1.3) Promote MICE venues and packages in businesses and government in and outside of Amajuba.
1.2.1) Relocate and refurbish the tourism info centre in Newcastle and Utrecht, with satellite stations at strategic locations.
1.2.3) Contract web designers to design and maintain an Amajuba Experience type website, and similarly to develop and maintain current municipal websites. Launch a social media marketing program.
1.3.1) Develop a Brand for Amajuba.
2) Product Development and Planning
2.1.2) Establish a district events strategy, including identification of 5 new large events, in order to manage and co-ordinate events.
2.2.3) Heritage: Implement findings of the SiVest 2005 Battlefields infrastructure upgrade plan, including maintenance agreement. Solve access problems surrounding land ownership.
2.2.4) Amajuba dams revitalisation project which aims to improve infrastructure at 5 dams across Amajuba.
2.2.5) Arts & Culture: Relocate and expand Carnegie Art Gallery premises.
2.2.5) Lobby for grants from provincial treasury for upgrade of Newcastle Airport, in conjunction with LED and Newcastle LM.
2.2.6) Balele Game Park Development Project is currently being implemented
3) People in tourism

3.1.1) Improve access to tourism products for accessibility challenged visitors.
3.1.2) Improve implementation of the Tourism Grading council's star grading system in Amajuba and Encourage Service excellence.
3.2.3) Ensure ongoing business support for SMMEs
3.2.4) Establish permanent crafters stalls at tourism nodes/sites and make provision for crafters at events, as well as establishing regular crafting events.
3.3.5) Develop programs to improve tourism awareness & understanding amongst learners, students, the media and communities.
4) Policy, strategy, governance, research & knowledge management monitoring & evaluation
4.1.1) Increase local municipality tourism budgets significantly and review the district tourism budget and lobby for a dedicated tourism official at Dannhauser and Utrecht local municipalities.
4.1.2) Improves the operation of the Amajuba Tourism Forum and gain buy-in from all LMs for the tourism institutional structure.

Tourist Guide Upskilling Training Programme

In line with People in tourism, Amajuba District Municipality was able to source funding from Department of Economic Development, Tourism and Environmental Affairs to host Tourist Guide upskilling training programme in order to upskill practitioners already hosting tourists in the area. This was informed by necessity to equip underprivileged communities at tourism attractions, relevant tourism products and municipal officials operating at tourism attractions; with necessary skills to conduct tours professionally and as businesses. It has been noted with concern that officials and people sharing history of site content did not possess guide badges, yet they have wealth of information on their sleeves.

The application was also influenced by compliance to regulations as prescribed on the Tourism Act 1993 (Act No. 72 of 1993) as all the above identified practising people would be liable of a penalty, operating without tourist guide badges. From the past experiences during the hosting of tours in the Amajuba District, tourist guides had to imported from neighbouring Districts for compliance with tourist guide Registrar's requirements. All three family of Municipalities namely: Newcastle, Emadlangeni and Dannhauser, were included during the planning phase of the programme and participation was representative of all localities. The training commenced in March 2023 whereby a total of 16 people were trained to sharpen their skills and expertise in conducting tours in the area. The certification and accreditation with relevant SETA have since been handed over to tourist guides.

Amajuba has six priority projects

The following project designs provide further implementation information for 6 of the priority 1 projects.

1. Relocate and refurbish the tourism info centre in Newcastle and Utrecht, with satellite stations at strategic locations.
2. Develop a Brand for Amajuba.
3. Establish a district events strategy in order to manage and co-ordinate events.
4. Amajuba Dams Revitalization Programme which aims to improve infrastructure at 5 dams across Amajuba.
5. Improve implementation of the Tourism Grading council's star grading system in Amajuba and Encourage Service excellence.
6. Conduct research in order to understand Amajuba's current tourism market segments, and the economic impact of all tourism products, including events.

319.5. SWOT Analysis for Amajuba District

The following tables list the strengths, weaknesses, opportunities and threats in Amajuba.

Table 167: Tourism SWOT Analysis

Strengths	Weaknesses
•Chelmsford Nature Reserve – 2nd most visited dam in KZN •Amajuba is home to Birdlife Northern Natal and has several important bird species. •A variety of nature based private lodges and activities such as hiking and fishing. •Network of roads and location that is very central to Durban, Gauteng and Bloemfontein. •Mountainous areas surrounding Amajuba to the east and west are very scenic. •Several active sports clubs, and sportsmen in Amajuba who co-ordinate events constantly at a range of good venues. •2 museums and an art gallery (third largest in KZN) with dedicated curators. •Several large events attract thousands of people to Newcastle yearly. •An excellent system of tourism routes that are well sign posted and spatially varied. •Twin cities programs in Utrecht and Newcastle •Many B&Bs and lodges providing accommodation options. Also several conference and function venues with more popping up all the time. •Thousands of business visitors a year. •Strong district tourism organizations: Assistant Director of Tourism, Amajuba Tourism Forum •Township tourism route has more products on offer. •Development of Vulintaba Country Hotel and Estate. •Wedding venue becoming more popular for out-of-town visitors.	•Historical association of the district as a mining and industrial centre. •Run-down of tourism attractions – particularly Battlefields sites; arts and crafts sites; birding; and nature reserve sites. •Lack of capacity of tourism attractions – particularly accommodation facilities at Balele, Drakensberg Foothills, and Chelmsford. •Lack of tourism attractions –no major draw-card attraction. •Lack of signage along the N3 and N11. •Much of the land and attractions fall onto private land, often farm-land which makes creating and maintaining attractions difficult. •Road infrastructure – several regional roads are not up to standard •Art gallery does not have enough space to operate properly and is hidden in the center of town. •Accommodation places do not cater adequately for business visitors. •Lack of recreational areas and activities in Newcastle. •Low standard tourism information Centre hidden in the center of town, no tourism information Center in Utrecht. •Low-capacity local municipality tourism organizations and departments. •Failure to market the Black Rock Hotel and casino appropriately
Opportunities	**Threats**
•Establishment of tourism attractions at Ncandu and Drakensberg Foothills, including Vulintaba Resort • Upgrading of Balele Game Park infrastructure •Upgrading and increased capacity of the N11 •Development of the N11 as a tourism route linking Ladysmith to Newcastle and beyond. •Targeting and attracting, national, provincial, and regional sporting events. •Creating further adventure tourism routes such as 4by4 and biking routes. •Promotion of Amajuba's birding spots through BLNN. •Equestrian sport – including bush racing. •Arts and culture – unique crafting and artwork being produced and collected, Lucky Dube's grave and daughter	•Continued run-down of sporting facilities such as the swimming pool. •A lack of communication with the Free State leads to continued degradation of the R34. •Possibility of mining in the D96 valley and throughout a large portion of Emadlangeni. •Decreasing visitor numbers to Battlefields across the province. •The art gallery does not get a new space and lack of promotion leads to continued drop in production of local crafters and artists. •Further degradation of Dannhauser and Utrecht towns.

•A host of famous people who come from Newcastle. •Agricultural Tourism •Functions and conferences •Operation of Newcastle airport •Camping facilities, opening-up new tourism areas. •Links to Wakkerstroom via Zaaihoek dam, due to the new road. As well as links to Memel and Vrede.	•Lack of resources for marketing leads to insufficient demand for attractions, and the image of Newcastle as a mining town remains unchanged. •Poor demand for tourism attractions in Amajuba and increased competition •Airport upgrade leads to businessmen spending shorter time in Newcastle •Continued inequality in demand between Newcastle town, and Madadeni and Osizweni leads to the closure of many SMMEs and lack of transformation in tourism.

POSSIBLE FUTURE TOURISM INVESTMENT

The Amajuba Dam revitalisation programme

Amajuba is planning a Dam revitalisation programme which will help sustain the dams and make sure that it attracts the large number of tourists. Amajuba is planning to revitalise the 5 Dams around Amajuba, currently Chelmsford nature reserve and a Balele game park attracts the highest amount of leisure visitors. Many of these visitors are local but there are visitors from outside Amajuba, especially over the holidays and during events. Both reserves, however, need upgrades and especially an increase in accommodation as they have to turn people away over the summer months. Furthermore, Zaaihoek dam is beautiful but is not developed. Tom Worthington dam has a few service providers but is lacking in infrastructure. Amcor and Trim Park could also be revamped to better host events. These dams have the potential to unlock events, adventure and sports tourism opportunities.

Each of the dams is unique in their level of tourism potential and development. The following projects have been suggested as part of the dam's revitalization programme.

- Introduce campsites and security at Zaaihoek Dam.
- Increase accommodation capacity at Chelmsford Nature Reserve.
- Increase accommodation capacity at Balele Game Park and provide support for its impending change in management and upgrade. The project is currently underway.
- Introduce and upgrade of info lapha boards, ablutions and picnic sites and other infrastructure at Balele Game Park, Chelmsford Nature Reserve, Zaaihoek Dam, Amcor Dam, Trim Park (Newcastle), Tom Worthington Dam (Hattingspruit – Dannhauser).
- It is vital that this infrastructure upgrade includes sporting, fishing and birding infrastructure in collaboration with the appropriate clubs.
- Development of Balele Game Park has commenced with an assessment/survey of the conditions of existing facilities and infrastructure; determining the nature and extent of refurbishment work required, developing the designs for existing and new facilities, performing market assessment to determine tourism demand for the park development as well as drawing up the financial and business plan for the purpose of securing funding for the refurbishment and development of the park facilities and infrastructure was completed by end of June 2022. This phase was funded by Tourism KwaZulu; wherein EDTEA has financial injected project funding for phase1, 2 and 3 of the Balele Game Park project as outlined under Table 148: (Tourism Projects)

- **Investment Opportunities**

(i) Establishment of extension services for natural attractions such as the Ncandu and Chelmsford Reserves at the foothills of the Drakensberg, as well at historical attractions including battlefields

(ii) The development of the N11 as a possible dual carriage toll road will be key in the future success of the development of the battlefield sites.

(iii) The role of marketing and tourism campaigns would play a key role in creating long-term sustainable tourism development for the area.

(iv) The KwaZulu-Natal Government and the Amajuba District Municipality in collaboration with the KwaZulu-Natal Tourism Authority should be primarily responsible for promoting the planning arenas a destination (i.e. generic marketing). This needs to take the form of, *inter alia*, websites, brochures, booking facilities, information offices, trade fair promotions and internet marketing.

Tourism projects funded for 2024/2025 .

Table 168: Tourism Project Funded for 2024/2025

Programme/ Project	2024/2025	2025/2026	2026/2027
Tourism Service Awareness Campaign	109 725,40	114 772,77	120 052,32
Special Events and Functions - District Tourism Events	267 157,49	279 446,74	292 301,29
Marketing of Tourism	5 266,82	5 509,09	5 762,51
Tourism Projects - Assessment of Feasibility Study	219 450,80	229 545,54	240 104,63
Special Events and Functions - Revival of Tourism Event (ATF)	5 266,82	5 509,09	5 762,51

4.11.23 LED DGDP CATALYTIC PROJECTS 2019/2035

Table 169: DGDP Strategic Goals

DGDP Strategic Goal 1 – Inclusive Growth					
Project Name	**Project Description**	**Location Ward**	**Required funding**	**Proposed Lead Department**	**Brief Profile of Beneficiaries or Benefits**
Amajuba Livestock Production Programme	The project seeks to establish feedlots that would formalize livestock farming in the district and commercialize it. Currently over 600,000 herds of cattle have been identified around the district. To take advantage of the abundant livestock in the district the livestock production programme has been introduced to the local farmers.	Newcastle, Dannhauser and Emadlangeni	R10 000 000.00	DARD	If a successful production base can be formed on this project, a Meat Deboning Plant would be set up in the district to consume all the cattle from the feedlots established. The beneficiaries of this project are the emerging livestock farmers of the district.
Poultry value chain	Production of poultry and the value adding chain	Amajuba DM	R 100 000 000	DM, DAERD	Set up Incubators, poultry rearing houses, abattoir, cold storage and packaging
Development of a regional Market	Market with processing and packaging	Newcastle	R 60 000 000	ADM CoGTA	1. 200 Jobs and provide markets for emerging farmers
Development of a DISTRICT Development Agency	`Development agency	Amajuba	R 30 000 000	ADM, Cogta	Business and Emerging Entrepreneurs
Grain Crop Production Programme	This project focuses mainly on the production of grain crops (soya, maize, dry beans). There are thousands of hectares underutilised lands that have been acquired through restitution in the district, mostly at Emadlangeni.	Emadlangeni	R20 000 000.00 for a minimum of 1000 Ha	ADM, DRDLR, DARD	Beneficiaries of this project would b the emerging farmers of the district. During the land preparation and planting stages of the project, up to 15 permanent jobs and 50 temporary jobs would be created.

Project Name	Project Description	Location Ward	Required funding	Proposed Lead Department	Brief Profile of Beneficiaries or Benefits
Vegetables Production Programme	Production of vegetables by emerging farmers	Newcastle, Dannhauser, Emadlangeni	R5 000 000	ADM, DARD	Emerging Farmers of the District
Amajuba Green Economy Projects	Sector Focused Green Initiatives	Newcastle, Dannhauser, Emadlangeni	R100 000 000	ADM, EDTEA, COGTA, Private Sector	500 jobs can be created over a five-year period
Hemp / Cannabis Production	Primary Production & Processing of Hemp / Cannabis	Newcastle, Dannhauser, Emadlangeni	R100 000 000	ADM; ADA; Private Sector	Emerging Farmers of the District
Develop a Red Tape Reduction Plan	Red Tape Reduction Strategy	Amajuba District Municipality	R600 000.00	ADM; LMs	Local Municipalities
Develop SMME Development Plan	SMME Development Plan	Amajuba District Municipality	R700 000.00	ADM	ADM Entrepreneurs
Skills Development Plan	5-year Skills Development Plan	Amajuba District municipality	R500 000.00	ADM	ADM Community
Agric Development Plan	10-year Agricultural Plan	Amajuba District Municipality	R700 000.00	ADM	Emerging Farmers
Informal Economy Policy	Framework to guide informal economy sector	Amajuba District Municipality	R R300 000.00	ADM & LM's	Informal Traders

4.11.23.1 LED SWOT AND GAP ANALYSIS

Table 170: LED SWOT Analysis

Strengths	Weaknesses
• Political Stability and efficient functioning of the Council • Existing infrastructure for service delivery • Effective disaster management relief • Requisite capacity and experienced staff • Sufficient human capacity	• No funding allocated for Research & Development • Incomplete capital projects • Allocation of business opportunities to same businesses • Ineffective applications of the by-laws • Lack of participation by private sector to planning LED activities • Lack of budget and poor coordinated planning of infrastructure and projects • Investment projects implemented in areas where there will be minimal impact • Misaligned statistics used for forward planning, e.g. poor tracking of migration within the District • Poorly organised informal business hence difficulty to address their challenges as a unit • No green economic policies in place • Slow response to climate change by government • Poor implementation and monitoring of mining social sector plans • Lack of support for small scale and subsistence farmers • Poor access to internet by the community
Opportunities	**Threats**
• Potential growth to rural and township economies, especially tourism and small businesses • More than 60% of the population is of working age • The District is a fertile ground for mining and beneficiation activities • Tourism is one of the fastest growing sector in the District • Agricultural sector has a potential for growth and job creation, including in rural areas • Involvement of SMEs in various industries 'value chain may create job opportunities, skills and economic growth • Re-skilling of graduates in vocational skills may create job opportunities and self-employment / small business opportunities • Growing and creating value chain opportunities for hemp and cannabis oil	• High unemployment rate, especially for the youth • Delay in settling land claims • Increased input costs in agricultural sector • High rates and taxes for business and households • Declining manufacturing sector • Poor tourism infrastructure and poor packaging of tourism offers • Local Brain drain migration of the needed skills to bigger cities • Poor regulation of informal businesses • International and /or illegal trade is hindering local economy • Poor relations with traditional leaders • COVID-19 impact on the economy and the implementation of the plan.

4.11.23 GAP ANALYSIS

(a) The general decline of non-agricultural sectors pre-empts the need to resuscitate these sectors as well as intensify investment in agriculture. In the medium-term, it is important that skills transfers and agriculture-based capacity development among local citizens within the District Municipality be implemented.

(b) Apart from few seasonal functions, tourism activities are barely present in the municipality. Part of the issue lies in perceptions that the region is dry and 'common'. These sorts of perceptions can be dispelled, especially by embarking on investments on tourism sites for both local and supra-local tourism. The understanding that tourism is only valuable when it attracts 'foreigners' is not a constructive one. Mobilizing local residents as well as creating functions and events [such as the annual Newcastle air show, for example] would go a long way in recovering the growth of the tourism sector.

(c) As part of diversification, the manufacturing sector, especially hides and skin processing, textile and timber processing are strategic way forward options. But this also needs to be accompanied by skills training and sub-sector-based capacity development.

(d) Resource mobilization is a critical gap that needs to be addressed. Generally, and within reason, funding criteria remains complex and irrelevant especially with emerging farmers in perspective. The funding criteria demands factors such as collaterals, which are often difficult for emerging farmers to meet.

(e) The fluctuation of agricultural as well the manufacturing sector needs to be viewed as representing the delicate nature of the economy. The services sector, which is far more sustainable thrives on skills, and need to be keenly considered in the diversification process of the district's economy.

(f) Importantly, the municipality appears to adopt a trend of project evaluation which relies on outputs rather than both outputs and outcomes. But this is an institutional problem, which requires institutional transformation. Elsewhere this report presents institutional alignment strategy.

4.11.24 CRITICAL SUCCESS FACTORS

It is suggested that the following key considerations should be taken into consideration as key to the implementation of the strategy:

- An integrated approach should be adopted with regard to LED, so that LED is not treated as a mere line-function, and is supported by all municipal departments;
- The municipal IDP need to be practical with LED featuring prominently;
- More funds should be allocated to LED projects from the municipal budget so that LED can make the required impact in the local economy;
- The development of municipal infrastructure will go a long way in promoting investment and growth in the municipal area;
- A close working relationship between the municipality and the formal and informal business sectors should be established, to place the municipality at the forefront of development;
- Sector departments should involve the municipality at the conceptual stage of all projects that are earmarked for the ADM and its local municipalities;
- Local leadership is critical and essential for LED success;

- The municipality must encourage the use of local labour and effective local procurement as far as possible;
- All efforts must be employed to continuously seek funding for all identified projects;
- The monitoring and evaluation framework must be utilised to identify successes and blockages.
- That the municipality develops a Red Tape Reduction Plan to address all areas as mentioned in the LED Strategy.

4.11.25 CONCLUSION

The state of the district economy as stated above, reveals both economic opportunities and challenges in the main sectors. As an effective way forward, and with the economic gaps and opportunities in perspective, it is important to sketch out a framework within which the main economic sectors in the district could be more productive. With this objective in view and based on identified (key) challenges in the main sectors, the purpose of the section below, is to outline a strategic framework for each of those main sectors.

It must be reiterated that this plan has been formulated during the COVID-19 pandemic that has now has the country in a lockdown and as a result a closure of the economy (except essential services). These are uncertain times on every level and faces every business. This is not unique to South Africa but the entire world. The world economy is in a repressed state and the duality in the South African economy has become all the clearer due to this pandemic.

4.11.26 SOCIAL & COMMUNITY DEVELOPMENT

STRATEGIC GOAL 2: HUMAN RESOURCE DEVELOPMENT

This DGDP 2035 strategic goal related to human resource development seeks to highlight the need to look at the whole education continuum starting with early childhood development, through school and adult basic education, as well as artisanal and technical training, and higher education rendered at university level. The linkages in relation to this continuum must be emphasized, although most of the indicators can only be measured at the end of the process. However, there are several input and process indicators which will generally predict outcomes.

The key issue for consideration is how the system locks together to produce the desired output – the ability of as many people as possible to be socially and economically productive. It must be stated upfront that this will not be by accident – key decisions will have to be taken and implemented by the state for the right numbers to be enrolled in appropriate programmes at the right time.

Table 171: Huma Resources Developments

GOAL 2: HUMAN RESOURCE DEVELOPMENT The human resource capacity of the province is adequate, relevant and responsive to growth and development needs. Apex Indicators; Apex Indicator 1: Gross enrolment rates: Primary (7-15) and Secondary (16-18) Apex Indicator 2: Participation in FET Colleges Apex Indicator 3: Adult literacy rate			
Strategic Objectives	Improve early childhood development, primary and secondary education	Support skills alignment to economic growth	Enhance youth skills development and life-long learning
	The education sector produces sufficient people with relevant knowledge, skills and attitudes to	*The development of skills is sufficient and appropriate to service the*	*The skills level of youth and adults are enhanced*

	contribute to growth and development.	*economic growth and development needs of the district*	
Primary Indicators	• % of 3 to 5 old children in education institutions (public and private) • % of Grade 1 learners who have attended a Grade R class • Retention rates: Grades 10-12	• Full and part time students in public FET Colleges for NC(V), N courses and occupational programmes	• Number of youths supported by the National Skills Funds, SETAs and other youth programmes • Participation in AET
Interventions	• Promoting the use of new technologies and improving infrastructure.	• To facilitate the development of a Skills Plan for every major sector in the District, as the start of a comprehensive data base on human resources supply and demand, on a spatial basis.	• Relevant life-long learning to be delivered by accessible and vibrant community-based adult education and training (AET) Centres.
Secondary Indicators	• % of schools meeting the standards of facilities benchmark.	• Further Education and Training (FET) participation rate (all institutions) FET College graduation rate.	• Number of youths, adults and women accessing skills development programmes which are explicitly designed to promote employment and income-promoting outcomes.

4.11.27 District Education Profile

Education is a component ensuring progressive human development. Education provides a tool of empowerment for all people young and old. The Department has marked 4 categories for schools being Primary Schools, Secondary Schools, Combined Schools and LSEN (Special Schools), of the 247 schools in the Amajuba District Circuit 6 schools are specific for Special Needs. The Department of education has various goals set to achieve the indicators set in the NDP, the goals include:

- ✓ Early childhood development
- ✓ Improve teaching and learning
- ✓ Capacity of state to intervene and support quality education
- ✓ Increased accountability for improved learning
- ✓ Human resource development and management of schools
- ✓ Infrastructure and learning material to support effective education

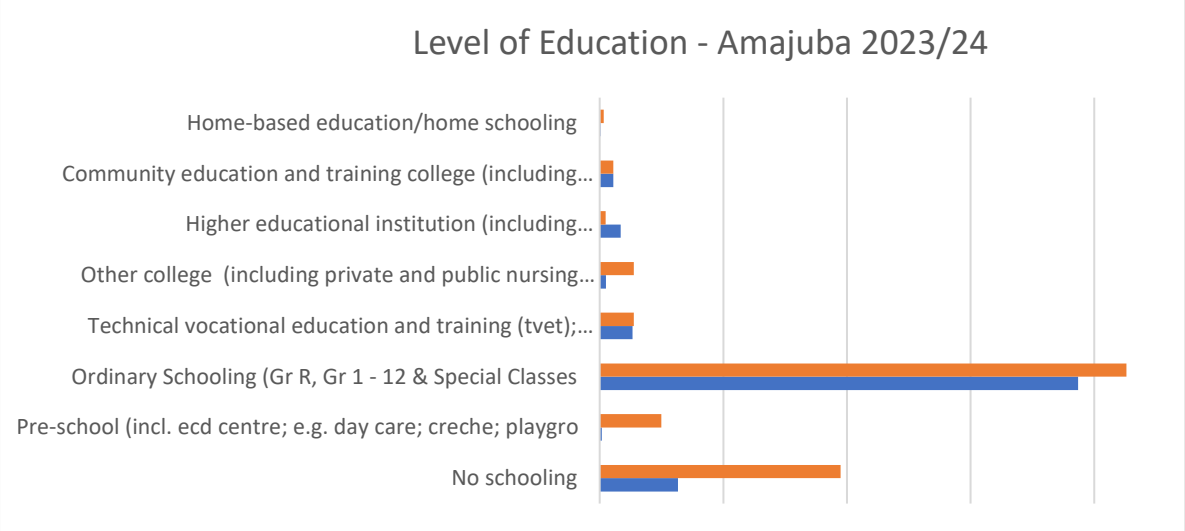
The province has made considerable improvement in reducing illiteracy in the past two decades. This can be observed from Figure 21, which illustrates the education achievements in the province, and the Amajuba district over the periods 1998, 2008 and 2018. The number of people with no education in KZN decreased from 10.6% in 1998 to 4.5% in 2018, indicating that the province has managed to reduce the proportion of people without an education by half. This has contributed to an increasing number of persons with grade 10 -11 and matric. The basic education level has thus improved significantly in the province with a large portion of people achieving matric.

Although significant improvement has been made in the attainment of basic education in the province, considerable work still needs to be done in ensuring an increasing number of people holding higher education qualifications. In terms of higher education qualifications attainment, the share of people with a matric and diploma in KZN rose from 2% per cent in 1998 to 2.8% in 2008, growing by a minimal 0.1% points to 2.9% in 2018. This notwithstanding, the number of matric and bachelor's degree held increased from 0.7% in 1998 to 2.3% in 2018.

Table 172: Education Attainment Levels Amajuba

Level of education	2020	2021
No schooling	77923	76176
Pre-school (incl. ecd centre; e.g. day care; creche; playgro	19940	23774
Ordinary Schooling (Gr R, Gr 1 - 12 & Special Classes	170384	174921
Technical vocational education and training (tvet); formerly	11079	19974
Other college (including private and public nursing college	11079	19974
Higher educational institution (including university)	1973	2863
Community education and training college (including adulted)	4447	3054
Home-based education/home schooling	1259	852
Total	298084	321588

Figure 12: Education levels



The Department has made strides in improving the quality of education however it still faces several challenges which are associated to resources and can be summarized as follows:

- Limited budget/Financial constraints
- Increase in population (urban migration) results in a constant need of new or upgraded infrastructure
- Natural elements (the area of Amajuba is prone to storms and strong winds that cause a lot of infrastructural damage to existing schooling infrastructure)

The table below contains two sets of backlogs identified by the Department of Education, the information under the header Infrastructure Backlogs is specific to tools used by the students and the header on Admin Resource Backlog is specific to the operational needs for staff. The data contained below was through a study conducted by DOE and is only limited to teaching rooms and support spaces and excludes water and sanitation services.

Table 155: Admin resource and Infrastructure backlog

Table 173: Admin Resource and Infrastructure backlog

Infrastructure Backlog				
Std Classrooms	**Gr R. Classrooms**	**Multipurpose/ Specialist Rooms**	**Computer Rooms**	**Media Centres/ Library**
292	240	357	240	112
Admin Resource Backlog				
Admin Offices	Storerooms	Strong Rooms	SNP Kitchen	
694	1024	131	210	

Source: KZN DOE User Asset Management Plan 2018/19

4.11.28 Status Quo on District School Nutrition

The National School Nutrition Programme is the government programme that provides one nutritious meal to all learners in poorer primary and secondary schools. The objective is to provide nutritious meals to learners to improve their ability to learn. According to its 2013/14 annual report, the programme has reached more than 9 million learners in quintile 1, 2 and 3 schools. The National School Nutrition Programme (NSNP) previously known as Primary School Nutrition Programme (PSNP) was initiated in 1994 as one of the presidential RDP lead projects. The programme was initially administered by the Department of Health until 2003.

Following the Cabinet Resolution of 2002, the programme was transferred to the Department of Education in 2004. The programme has since grown from providing nutritious meals to 1 251 140 learners in 3090 schools in 2004/2005 to 2 332 514 learners in 5272 KwaZulu-Natal schools. The NSNP is one of Government initiative towards addressing poverty within the province. The programme targets schools in the poorest communities and benefit multitude of learners. Targeted learners are in the following categories:

- Grade R – 12 learners
- Quintile 1 - 3 primary and secondary schools
- Learners from Identified Special schools
- Needy learners in targeted Quintiles 4 and 5 schools

The NSNP has since been earmarked as one of the government strategies to alleviate hunger and poverty in the communities. The programme thus contributes to the economic development of local people through co-operatives and small enterprises as service providers. The programme also contributes to economic development of local people through employment of Volunteer Food Handlers (Cooks) who prepare meals for the learners. The ratio of 1 (food handler):200 (learners) up to maximum of 8 food handlers per school is applied to allocate food handlers in participating schools. Programme Objectives:

- Deliver quality Nutritious food to schools
- Strengthen learner achievement through School Feeding-**SF**
- Enhance knowledge of Nutrition Education-**NE**
- Contribute to sustainable community development-**SFP**
- Contribute to poverty alleviation

The table below provides further detail for the Amajuba District jurisdiction

Table 174: ADM Status Quo on school Nutrition

DISTRICT	No. of Primary Schools	No. of Special Schools	No. of Sec. Schools	Total Schools
Amajuba	142	5	40	187
DISTRICT	Primary Schools Enrolment	Special Schools Learner Enrolment	Secondary Schools Enrolment	Total Learners
Amajuba	75083	1949	33572	110604

3.4.2.(a). Appointment of Service Providers

Prior to 2012 the appointment of service providers was the sole function of the School Governing Bodies (SGB's). This model system was changed into a centralized procurement model in which districts were responsible for the evaluation bids and the province for awarding and approval of appointments. The centralized model culminated into 2029 service providers appointed in January 2013 including 263 co-operatives. In 2019 the new intake was roll-out and almost 85 contracted service providers were appointed in within the district. New schools are allocated service providers by the Department through normal SCM process Defaulting service providers get replaced with new service providers through normal SCM process. Below is a table detailing number of cooks and service providers.

DISTRICT	Number of Schools	Number of Cooks	Number of SMMEs	Number of Co-ops	Total No. of Service Providers
Amajuba	187	629	15	81	96

DGDP STRATEGIC GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT

This Goal is aligned to various National Outcomes. These are:

- Outcome 2: Health;
- Outcome 3: All people in South Africa are and feel safe;
- Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all;
- Outcome 8: Sustainable Human Settlements and Improved Quality of Household Life;
- Outcome 11: Create a better South Africa, contribute to a better and safer Africa in a better world;
- Outcome 13: An inclusive and responsive social protection system;
- Outcome 14: Nation Building and Social Cohesion.

The following goal indicators are aimed at enabling a long and healthy life for all people in Amajuba: All people are and feel safe. Vibrant, equitable, sustainable rural communities contributing towards food security for all. Sustainable human settlements and improved quality of household life

Goal Indicators:

- Life expectancy as a measure of the availability and quality of health services and related nutrition and social welfare.
- Decrease in social inequality (Gini Coefficient)
- Adjusted Human Development Index.
- Decrease in Absolute poverty: (% of households below the national food poverty line).

Table 175: Strategic Goal 3 Human and community Development

STRATEGIC GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT Poverty and inequality in Amajuba are reduced. Apex Indicators: Apex indicator 1: DGDP Adjusted Human Development Index Apex indicator 2: Absolute poverty Apex indicator 3: Total number of crimes measured as the number of crimes reported per 100 000/population							
Strategic Objectives	**Eradicate poverty and improve social welfare service**	**Enhancing health of communities and citizens**	**Safeguard and enhance sustainable livelihoods and food security in Amajuba**	**Promote sustainable human Settlements**	**Safety and security**	**Advance social cohesion and social capital**	**Promote youth, gender and disability advocacy**
	Grants and allied social welfare transfers reduce poverty in the Amajuba population	***The health of the Amajuba population is improved.***	***Ensure household food security in Amajuba***	***Amajuba households have secured residential tenure and access to basic utility services***	***The safety and security of the Amajuba people and their property are improved.***	***Expansion and strengthened relations between Institutions, partnerships and networks within and amongst communities of Amajuba***	***Participation and advocacy of vulnerable groups is advanced in Amajuba***
Primary Indicators	• Reduction in relative poverty	• Decrease in maternal and child mortality rates/ratios • Life expectancy at birth	• Dietary Diversity Index Hunger episodes: household member has gone hungry at least sometimes in past 12 months.	• % of district households with yard water connections • % of district households with sanitation to MIG standards, • % of district households with a source of electrical supply	• Number of contact crimes per 100,000 people registered per annum • Number of trio crimes per 100,000 people registered per annum	• Number and extent of community level organisations (NGOs) active in participating in government department programmes, • Number of incidents of politically motivated, racially or religiously based violence or other forms of intolerance or disharmony reported	• Percentage of youth, women and people with disabilities participating in governance processes and consultative structure • Percentage of youth, women and disabled benefiting from socio economic opportunities

Interventions	• Expanding social welfare services to under-serviced areas	• Accelerate HIV and AIDS intervention programmes • Ensure equitable access to health services • Support the implementation of the National Health Insurance System.	• Developing infrastructure for local markets. • Support to informal economy • Skills development to support local production. • 100 Hectare Programme by Traditional Councils	• Densification of Human Settlements • Transformation of informal settlements	• Implementation of Community Protection through Environmental Design • Strengthen partnerships: civil society, business and criminal justice system • Strengthen activities to reduce stock theft	• Establish and ensure functionality of a Social Development Forum in line with Operation Sukuma Sakhe and work for social cohesion. • Support mutually beneficial platforms that help reduce tensions between local business and foreign business	• Conduct community satisfaction surveys aimed at assessing empowerment levels • Encourage participation of vulnerable groups through advocacy platforms
Secondary Indicators	• Poverty gap / severity	• % of births attended by Skilled Health Attendant	• The level of district food insecurity • Existence of an early-warning system indicating indigent-prone households.	• % of district households living in Informal Settlements	• Contact & trio crime detection rates. • No of communities supported lighting, building rehab, clearance • Stock theft cases resolved	• Empowered community • Decrease in social ills • %Decrease in community unrest • Improved harmony within informal economy	• Community empowerment

4.11.29 District Health Profile

South Africa is in the process of introducing an innovative system of healthcare financing - the National Health Insurance (NHI) and Amajuba forms part of the districts that the NHI will piloted in. Amajuba was chosen by the Provincial leadership because of its peculiarity in that it is both rural and urban; has adequate health care facilities and will yield immediate results in terms of readiness for the actual implementation of the NHI.

Most of the citizens in Amajuba district are solely reliant on the public sector services, mainly delivered through Primary Healthcare (PHC) services, out of the total population 88.4% of the citizens are not medically insured leaving only 11.6% with medical or health insurance. Our primary healthcare services are delivered through 8 mobile services, within our 25 fixed PHC facilities and 1 CHC. We shall work to:

- promote health,
- prevent illness and injury,
- and influence our stakeholders on the change towards improving the social determinants that affect health.

3.6.24.(a). HIV

The district has had significant strides in improving access to treatment and reducing mother to child transmission, however the impact of HIV remains a serious concern. There have been and still are successes regarding ART initiations with a total of 61 080 clients remaining on ART at the end of the financial year 2017/18. The district did not do well with regard to HIV prevention interventions, both male and female condom distribution and Male Medical Circumcision (MMC), with the latter recording only 5 167 males circumcised. This is a challenge as it hampers efforts and interventions towards reducing HIV incidence. It is estimated that a total of 88 000 citizens in Amajuba are People Living with HIV (PLHIV), HIV Tembisa Estimates; 2016.

3.6.24.(b). Tuberculosis (TB)

Tuberculosis (TB) continues to be the leading cause of deaths affecting the citizens of Amajuba district and contributes to maternal deaths. It is estimated that more than 4000 people had TB in Amajuba in 2017 (WHO TB estimates). This places TB at the top of public health problems in Amajuba. Renewed focus will be directed towards reducing the detrimental impact that the disease has on many communities within our boarders.

3.6.24.(c). Maternal, Neonatal, Child & Women's Health and Nutrition

Maternal deaths remain a concern for Amajuba district with the previous financial year recording 12 maternal deaths i.e., 138.2/100 000 live births in 2016/17 Financial Year. This affects our progress toward the Sustainable Development Goals (SDGs) which envisions the reduction of Maternal mortality Rate (MMR) to less than 70/100 000 live births. Child health is another area of service delivery concern includes the challenge to deal adequately with malnutrition, which along with other related diseases like, HIV and Diarrhoeal Diseases (DD) make-up child morbidity and mortality concerns. The uptake of vaccines is not as high as it should be to a need to improve our mass immunisation campaign to reach as many children as possible. Improve health by reducing preventable diseases and injuries are another strategic area of focus in the current strategic term.

3.6.24.(d). Non-communicable Diseases (NCDs)

The NCDs are becoming a global threat. The success of HIV treatment also contributes to people living longer some eventually developing NCDs. The Amajuba district citizens are not immune to the burden posed by the diseases of lifestyle. Among these, Diabetes has since been among the top four (4) leading causes of deaths in Amajuba District. There are however worrying signs of the dangers posed by these global threats, the increasing incidence and the number of amputations that were performed as a result of complications.

We will need to be instrumental in promoting healthy lifestyle and health seeking behaviour in order to have healthy communities. We will adopt a Life Course approach in dealing with all the risks and our interventions will have to cover everything from pre-natal and post-natal care services that promote healthy lifestyle, eating and encourage active living. Palliative care will be an integral part of the management of the NCDs.

4.11.30 Community Caregivers/Health Worker

Community Caregivers or Health Workers (Onompilo) are members of community who have been selected in trust by his/her community to enter their homes and assist them to improve their health status. This is an extension of the Primary Health Care, which reaches out to the people at household level. In the whole of KwaZulu-Natal, in rural and urban areas. There are presently over 4000 Community Health Workers in the province, and there are an additional 1000 new posts in the financial year 2004/05. It is envisaged that there will be 1000 new posts each year to improve the coverage, as some areas do not have Community Health Workers, yet they are in need.

A Community Health Worker is multiskilled in her/his training to be able to manage problems in their field when rendering services. The bases of training include among others, the following modules:

- Being a Community Health Worker
- Situational Analysis
- Environmental Health Care
- The District Health System
- Primary Health Care Concept
- Acute and Chronic Diseases and their management at home.
- T.B and DOTS
- Body systems
- HIV and AIDS including counselling and support
- Health Education and Promotion
- Maternal and Child Health
- Integrated management of childhood illnesses
- Prevention of Mother to Child Transmission (PMTCT)
- ARVT
- Disabilities
- Infectious Diseases
- Community Development

The Community Health Workers receive in-service education on a monthly basis on their aspects of health e.g., alcoholism and drug abuse in communities, rendered by specialists e.g. Alcohol Anonymous. The status of CCG/CHW in the district is reflected on the table below.

Table 176: The status of CCG/CHW in the district

MUNICIPALITY	CCGS SUPERVISORS		CCGS	
PERIOD IN YEARS	2017/18	2018/19	2019/2020	2020/2021
Dannhauser	9 DoH=7 DSD+2	9 DoH=7 DSD=2	138 DoH=116 ADM=3 DSD=19	
Emadlangeni	8 DoH=6 DSD=2	6 DoH=6 DSD=0	131 DoH=111 ADM=12 DSD=8	
Newcastle	16 DoH=16 DSD=6	22 DoH=16 DSD=6	359 DoH=272 ADM=26 DSD=61	
AMAJUBA DISTRICT	39 DoH= 29 DSD=10	37 DoH=29 DSD=8	628 DoH=499 ADM=41 DSD=88	35 ADM=35 DOH=0 DSD=0

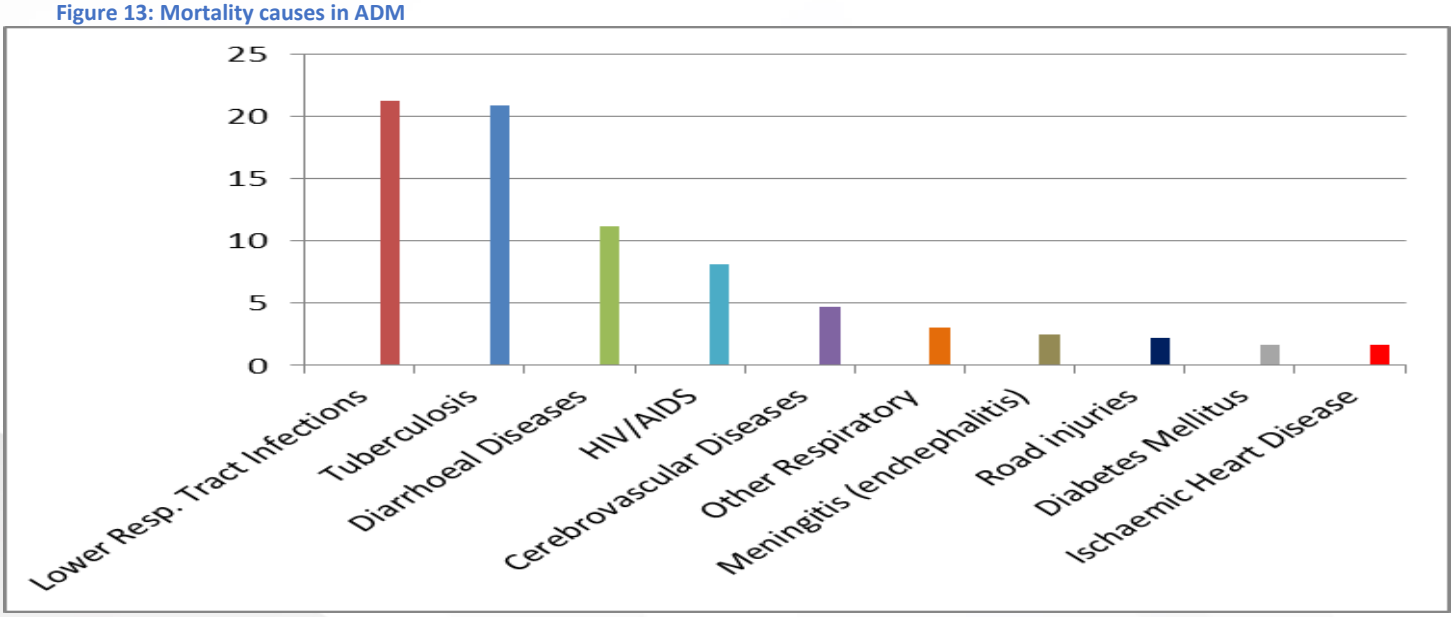
Source: Department of Health

- 45 new additional DoH CCGs were contracted (2018-2020)
- No DoH CCG Supervisors Posts were created in 2020-2021 period

4.11.31 MORTALITY

The district mortality report shows that Tuberculosis (TB) and Diarrhoeal Diseases (DD) continue to be one of the leading causes of deaths though these can be prevented. However, the district analysis of the DD as one of the leading causes of deaths revealed some gaps on clinician's diagnostic criteria.

Figure 13: Mortality causes in ADM



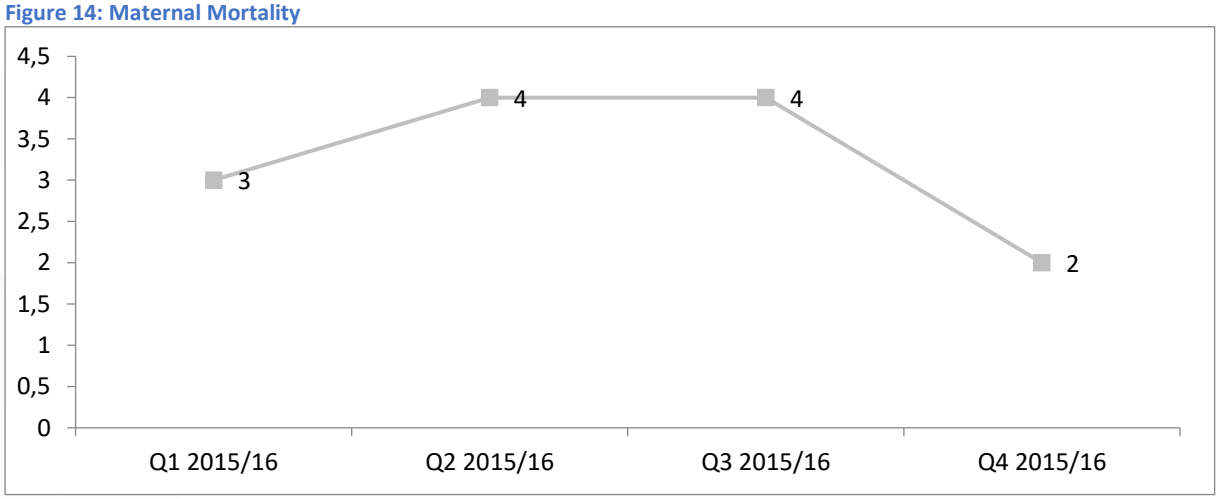
Source: DHB 2017/18

In many of the cases whose records were audited, diarrhoea was secondary to the primary disease but reported as the cause of death. The district will address this concern with the relevant clinicians as this negatively impacts on planning. Using mortality profile information need to be accompanied by initiatives aimed at improving medical certification of the actual cause of death.

3.6.24.1.(c). Maternal Mortality

Most the maternal deaths were related to complications of pregnancy. There were, however, other causes of maternal mortality that were related to the diseases of lifestyle and anaesthetic complication.

Figure 14: Maternal Mortality

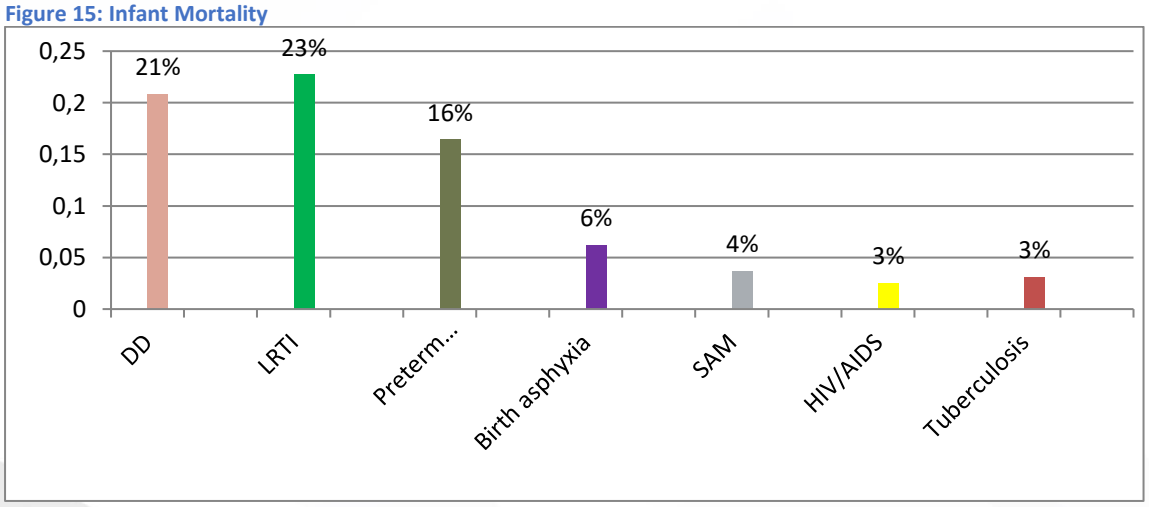


Source: DHP 2017/18 Facility maternal mortality report

3.6.24.2.(c). Neonatal, Infant and child mortality

Most of the neonatal deaths in Amajuba district were due to the following: Extreme Prematurity, Asphyxia, neonatal sepsis congenital malformations other diseases, congenital pneumonia, cardiac lesions, intraventricular haemorrhage.

Figure 15: Infant Mortality



Source: Facility Mortality data

The district has persistent poor performance in neonatal deaths which is high in extreme premature babies as their weight ranging between 500g and 900g. The maternal factors attributed towards premature labour are hypertensive disorders, untreated infections.

4.11.31.1 Non-Communicable Disease

The threat of Non-Communicable Disease (NCD) mirrors some concerns for the population of Amajuba District and responsiveness of our health system. The increasing number of new clients diagnosed with Hypertension is concerning. This however is attributed to the improving lifespan of our citizens as a result of successful ART programme and physical inactivity. With HPT and Diabetes Mellitus (DM) among the top 10 mortal diseases in Amajuba, targeted interventions need to be directed to the population at risk of developing these diseases.

The high burden of Tuberculosis (TB) in Amajuba district (425 new cases during Q3 in 2018) remain a concern despite efforts and resources that have been injected to support the programme for better outcomes. The increasing number of new TB cases need to be looked at closely and aggressive efforts implemented towards screening all clients that visits our facilities for early detection and initiation of treatment.

Table 177: HIV/TB and STI Prevalence

District	Local Municipality	HIV Positivity* (15-49 Years)	TB Smear Positive Rate**	STI (Male Urethral Syndrome (MUS)
Amajuba District	Dannhauser	5.1%	14%	383
	Emadlangeni	7.1%	7%	87
	Newcastle	6.4%	76%	1694
Total		**6.2%**	**7.6%**	**2164**

Source: Department of Health 2018/19

4.11.31.2 HIV/Aids Prevalence and Incidence

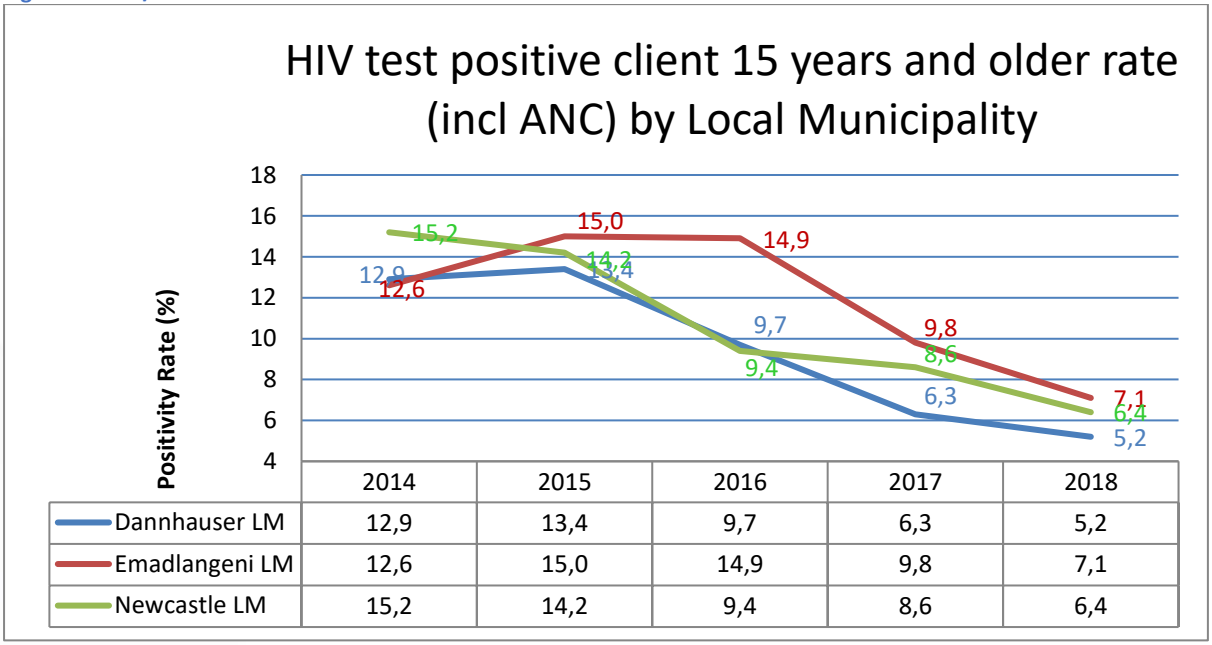
There is a steady decline in the HIV prevalence at Amajuba District. This (epidemiologically) can be attributed to HIV positive clients living longer while on ART treatment and a decline in new HIV infections because of strengthened HIV prevention efforts. Total population is 565 227 and 497 965 (88%) is uninsured and rely on health care services provided by the State. Amajuba District is affected by quadruple burden of disease, namely hypertension, diabetes, HIV/AIDS & TB. A total of 86340 people living with HIV, of which 64755 know their HIV Status (gap =12951). Prevalence of HIV/Aids within different age groups per municipalities during 2019/20 is as follows:

Local Municipality	Percentage	Actual Numbers
HIV Positive at Antenatal Test		
Amajuba District	68%	8773
Positivity at 6 weeks		
eMadlangeni Local Municipality	7.49%	178
Dannhauser Local Municipality	19.31%	459
Newcastle Local Municipality	89.74%	1740
Positivity at 18 Months		
Amajuba District	**0.11%**	976
Positivity at 12-59 Months		
Amajuba District	0.13%	1089
Positivity at 5 years to 14 years		

Amajuba District	3.9%	6974
Positivity at 15 years to 49 years		
Amajuba District	10,36%	8362

The figures above are a calculation done using population data for the age cohort applicable and is not done using the population number of 531 327.

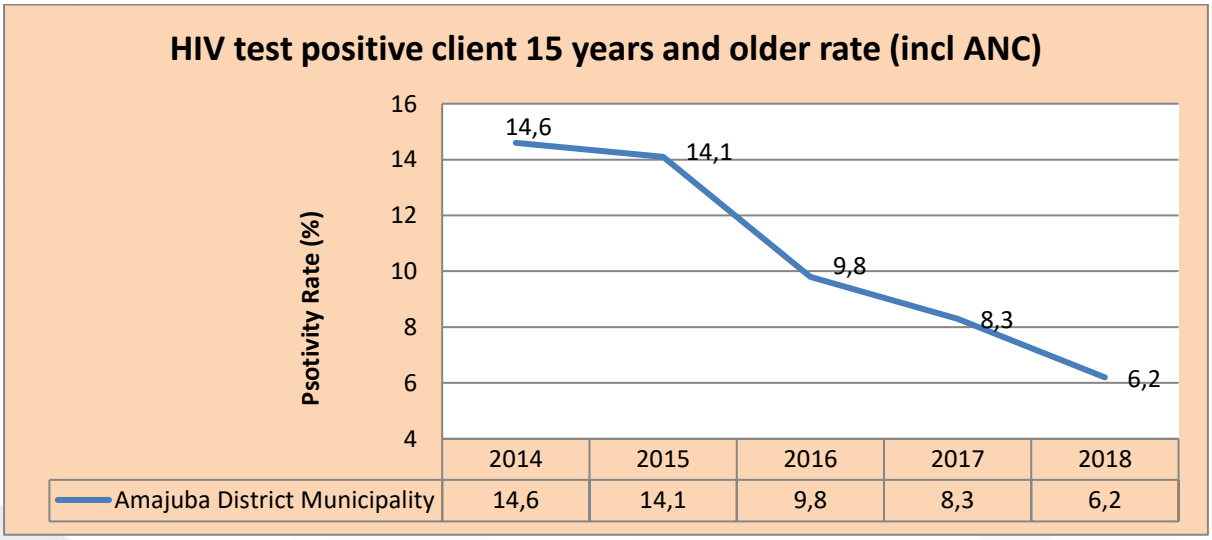
Figure 16: HIV/Aids Prevalence



	2014	2015	2016	2017	2018
Dannhauser LM	12,9	13,4	9,7	6,3	5,2
Emadlangeni LM	12,6	15,0	14,9	9,8	7,1
Newcastle LM	15,2	14,2	9,4	8,6	6,4

Source: Department of Health 2018/19

Figure 17: Overall HIV prevalence in ADM



	2014	2015	2016	2017	2018
Amajuba District Municipality	14,6	14,1	9,8	8,3	6,2

Source: Department of Health 2018/19

4.11.32 Access to Facilities

The Dannhauser Community Health Centre (CHC) began its full operations during the first quarter of 2015/16 financial year thus increasing access to all its citizens. This facility also added on the ten (10)

fixed Primary Health Care facilities that already exist in Dannhauser sub-district. There are no PHC mobile teams attached to the institution currently, but the two (2) teams that are serving Dannhauser Mobile points are still attached to Madadeni Hospital hence their headcount is still reported under Newcastle sub-district.

Emadlangeni sub-district population have access to two (2) fixed PHC facilities and 3 PHC mobile teams. Newcastle sub-district population to PHC facility is very high compared to the other 2 sister-sub-districts, this is mainly due to few (13) clinics for a population of more than 360 000 which is three (3) times more than the population of Dannhauser which has 10 fixed clinics. Consideration and prioritization for new PHC facilities should be directed to Newcastle.

Newcastle sub-district population to PHC facility is very high compared to the other 2 sister-sub-districts, this is mainly due to few (13) clinics for a population of more than 360 000 which is three (3) times more than the population of Dannhauser which has 10 fixed clinics and a Community Health Centre. Emadlangeni also has a high population to PHC as compared to Dannhauser sub-district.

Table 178: Health Facilities

Municipality	Facility Type	Number	% with Electricity	% with Piped Water Supply	% with Fixed Line Telephones
Dannhauser	District Hospital	Nil	100%	100%	100%
	Clinics	10	100%	100%	100%
Newcastle	District Hospital	2	100%	100%	100%
	Clinics	13	100%	100%	100%
Emadlangeni	District Hospital	1	100%	100%	100%
	Clinics	2	100%	50%	50%
District Total	District Hospital	3	100%	100%	100%
	Clinics	25	100%	90%	96%

The district, through the District Health System (DHS), provides health services to the population using the Primary Health Care (PHC) approach. A complete list of the range of health care facilities and services available within the Amajuba District, are provided above.

4.11.33 Institutional Social Development Analysis

Community Services Department is one of the key departments geared towards the advancement of meaningful Service Delivery Objectives and Outcomes within Amajuba District Municipality. As a department within the municipality, Community Services Department also subscribes to the National and Provincial Integrated Service Delivery Plans and Priorities as outlined accordingly.

Strategically, Community Services Department is best suited for the municipality to achieve the three main National and Provincial priorities, that is, Leading and Sustaining Urban and Rural Development, promoting sustainable change in Socio-Economic Relations and Healthy lifestyle and Promoting Good Governance and Nation Building. The planning, implementation and impact of these three priorities is clearly defined and entailed in the Turn-around Strategy and the SDBIP of Amajuba District Municipality. A detailed implementation plan is also available in the Departmental Business Plan. Within the ambit of Community Services Department there is Social Development Unit. This Unit is primarily responsible for the advancement and improvement of the Social-Wellbeing and Socio-Economic status of the entire population of the district.

Focus Areas

Social Development Unit administers Arts and Culture, Sports and Recreation, Youth, Gender, Children, Disability, Senior Citizens, Transport Plan and Implementation, Cemetery Plan and Implementation and related facilities as part of the day-to-day programmes and projects for the department. There are also intergovernmental and other special programmes or projects that the unit also handles as per the need and Work Breakdown Structure of the Municipality.

The Department of Socio-economic and Community Services is one of the strategic departments in the delivery of services and rolling out of community outreach programmes within Amajuba District Municipality. The department was established as one of the strategic administration tools to achieve organisational goals and predetermined institutional objectives as entailed in the Municipal Business Plan. The Department also adheres to the National and Provincial Integrated Service Delivery Plans and Priorities as outlined in the National Development Plan.

Social Development Unit as a section within the Department directly impacts on the three National priorities, that is, providing a Healthy, Safe and Secure Environment for all Communities, promoting sustainable change in Socio-Economic Relations and Healthy lifestyle, and Promoting Good Governance and Nation Building. The planning, implementation and impact of these three priorities are outlined in the departmental SDBIP. A detailed implementation plan is also available in the Departmental Business Plan.

Below is a detailed analysis of the Social Development Unit.

a) **Focus Areas**

Social Development Unit administers Arts and Culture, Sports and Recreation, Youth, Gender, Children, Disability, Senior Citizens, Transport Plan and Implementation, Cemetery Plan and Implementation and related facilities as part of the day-to-day programmes and projects for the unit. SDU also deals with intergovernmental and other special programmes or projects as and when the need arises. The implementation and proper monitoring and evaluation of programmes and projects as outlined in the Departmental Business Plan and the municipal SDBIP is the priority of the Social Development Unit.

b) **Overall Objective**

The overall objective of the department is derived from the Municipal Vision and Mission which clearly states and sets targets for development objectives of the Municipality. The Socio-economic and Community Services Department will continuously strive for the provision of improved and better socio-economic services to the entire population of the district, thereby contributing directly to national building.

c) **Available Resources**

The departmental organogram clearly outlines the available human resources and the capacity that the department has to carry out its mandatory task. The financial resources are provided through the approved Municipal Budget. The intergovernmental relations and integrated planning approach in delivering services is also another strong tool that the department employs in performing its duties. The National and Provincial support programmes and the relative departments within the municipality also provide a wide range of resources that provide a meaningful support to the department, especially SDU.

d) **Stakeholders Forums**

In accordance with the National and Provincial guidelines, Municipal objectives and Batho Pele principles, SDU has established various community-based Stakeholders Forums to promote public participation and public accountability. Such forums include, District Gender Forum,

District Arts and Culture Forum, District Senior Citizens Forum, District Disability Forum and District Aids Council. Most of these forums are coordinated through Operation Sukuma Sakhe (OSS). SDU is currently working on establishing Local Youth Structures and the District Youth Council.

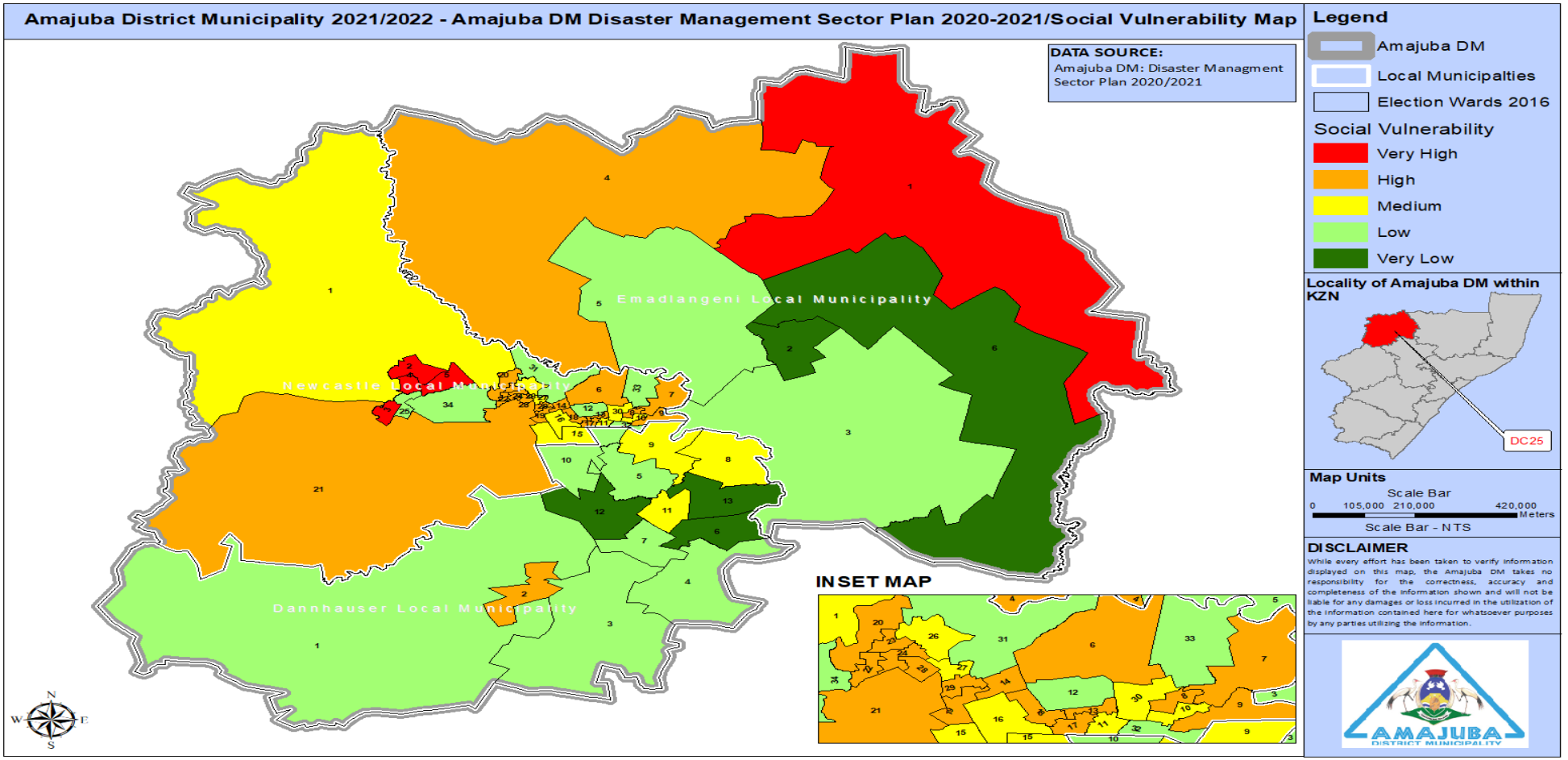
e) Sector Plans

The department continuously develop, review and implement sector plans to ensure that they are in line with the new national development goals and the municipal strategies objectives. Some of these sector plans are dependent on other municipal departments since they are responsible for developing and reviewing such plans. The department will then receive the completed plans as the user department for implementation and monitoring.

f) Departmental Priorities

SDU programmes and projects are prioritised in accordance with national priorities and the national calendar dates pending the availability of financial and material resources.

Below is the Map analysis on social needs within the district.



Source: GIS/SDF (Amajuba District Municipality, 2023)

Map 60: Social Needs Analysis

4.11.34 Focus Area – Gender, Youth, Disability, Children

Social Development Unit administers Arts and Culture, Sports and Recreation, Youth, Gender, Children, Disability, Senior Citizens and Implementation and related facilities as part of the day-to-day programmes and projects for the department. There are also intergovernmental and other special programmes or projects that the unit also handles as per the need and Work Breakdown Structure of the Municipality.

3.13.(a). Departmental Priorities

All departmental programmes and projects are prioritised in accordance with the time span and budget plan for each programme or project as outlined in the list below.

Broad Based Community Needs

Table 179: Department Priorities Programmes or Projects

Programme	Objectives	KPI's
• Community Social awareness campaigns. • Provision and upgrade of community service centres, e.g. Sports Facilities, Community Halls and Arts Centres, etc. • Promotion of safety environment for all communities.	• Community enlightenment on all social ills. • Provide relevant facilities for community usage • Ensure a safe and secure environment for all citizens.	• Organise various community awareness programmes • Identify and build required facilities within the budget provision • Safe and secure environment for all communities

Education

Programme	Objectives	KPI's
• Community education and awareness programmes on social ills • Community Crime prevention and awareness campaigns	• Promote healthy living and healthy lifestyle. • Crime prevention • Create a vibrant and a proactive community	• Organise community awareness activities on social ills • Participate in community policing forums and community safety initiatives

Community Health Services

Programme	Objectives	KPI's
• Community HIV and Aids awareness campaigns. • HIV and Aids School Dialogues. • HIV and Aids Peer Education Summit. • World Aids Day Commemoration. • HIV and Aids Home Based Care and Treatment programme.	• Bring awareness on HIV and Aids Pandemic, Teenage Pregnancy and STI's • World Aids Day Commemoration. • Treatment and Care for the Infected.	• Organise community awareness programmes in various wards within the 3 local municipalities. • Partnership with various stakeholders for the treatment and home based care of people living with HIV and Aids.

Community Safety and Security

Programme	Objectives	KPI's
• Promotion of Safe and Sure environment for all communities.	• Ensure a safe and secure environment for all citizens	• Peace and stability amongst societies.

Nation Building and Social Cohesion

Programme	Objectives	KPI's
• Amajuba-DAC Cultural Indaba • Amajuba Arts, Culture and Heritage Exhibitions • Amajuba Youth Cultural Festival • Embrace and participate in Intergovernmental Cultural promotion and preservation Programmes	• Revive and develop new Arts and Culture development policies. • Create a platform for Artists to showcase their work and talents. • Promote intergovernmental relations.	• Establishment of District Arts and Culture Stakeholders Forum. • Cultural tolerance. • Multi-cultural Understanding. • Social Cohesion and Nation Building.

3.13.(b). Disability

The protection, promotion of rights and skills development of the disabled community is currently not being attended to due to lack of funding and low budget allocation. The objectives of pertaining to the advancement of the disabled people could be achieved through:

- Revive and skill the forum on current issues and available opportunities for the sector
- Awareness campaigns to the affected group and community on Disability issues
- Participate in Inter District Sports events
- Attend Disability Parliaments for providing inputs specific to Amajuba
- Provide skills development workshop and session for the disabled
- Provide support to parents of disabled children

Table 180: People with Disabilities in Amajuba District

People with Disability in Amajuba District, Census 2022					
Disability status	**Some difficulty**	**A lot of difficulty**	**Cannot do at all**	**Grand Total**	**%**
Seeing	45466	9584	501	55551	8,1%
Hearing	14759	3552	385	18696	2,7%
Communication	7103	1350	706	9159	3,1%
Walking	14249	4667	1265	20182	2,9%
Remembering	15472	3595	436	19503	2,8%
Self-care	7841	2228	1326	11395	1,7%
Grand Total	104890	24977	4619	134486	19,6%

The table 3.13 (A) above shows demographics for people with different forms of disabilities which is categorised according to the severity of the disability status for Amajuba District population. Table

shows that on average, 19,6% of the population in Amajuba District a classified to have various forms of disabilities as depicted by Census 2022 results shown on the table above, with 8,1% of population in Amajuba District have some form of sight disability followed communication disabilities at 3,1% whilst about 1,7% of Amajuba District population require some of self-care assistance in their disabilities.

Assistive devices	Number	%
Eye glasses	53608	7,8
Hearing aid	5226	0,8
Walking stick or frame	10669	1,6
A wheelchair	4695	0,7
Prosthesis/artificial limb	4595	0,7
Other assistive devices	4342	0,6
Amajuba DM total Population	**687408**	**100,0**

The table 3.13 (B) above shows the numbers and percentages of Amajuba District population in terms of the assistive devices that they use as part of assisting them to ease their disabilities. The above table shows that about 7,8% of Amajuba District population use some form of eye glasses to assist them with their sight challenges followed by 0,8% of population who are using hearing aid devices to assist them with hearing challenges, whilst 0,7% of Amajuba population either use wheelchairs as well as prostheses/artificial limbs to assist them in their arms, hands as well as walking challenge.

Disability: Programmes for the Disabled

Table 181: Programmes of the Disabilities

Programme	Objectives	KPI's
• District Sports Day for the Disabled. • District Day for Disabled People. • International Day for Disabled People and disability parliament. • Observing calendar dates for awareness campaigns for all other type of disability.	• Physical exercise for the disabled. • Acknowledge and honour people living with disability. • Provide assistance for organisations dealing with disabled persons. • Provide the information to community for other disability that are not familiar.	• Hosting of district games for the disabled. • Observe the District Day for the Disabled. • Number of assisted organisations dealing with disabled persons. • Coordinating awareness campaigns

3.13.(c). Focus Area: Senior Citizens

The protection, promotion of rights and active ageing of the elderly in the community is currently not being attended to due to lack of funding and low budget allocation. Most of the programmes are done through departments as custodians.

The objectives of the focus area can be achieved through:

- Revive and skill the forum on current issues affecting Senior Citizens
- Awareness campaigns on different categories of abuse against older persons, to the senior citizens and community at large
- Provide coping skills sessions for older persons
- Attend Senior Citizens Parliaments for providing inputs specific to Amajuba

- Provide skills development workshop and session for the care givers and guardians of vulnerable and ailing senior citizens
- Provide support to households headed by older persons
- Provide intergenerational dialogues to bridge the gap between youth and older persons
- Celebrate Centenarians and their contribution to the society
- Attend Provincial and National Golden Games that promote active ageing

Senior Citizens: Programmes for the Elderly

Table 182: Senior Citizen Programmes for the Elderly

Programme	Objectives	KPI's
• Support to District Luncheon Clubs. • District Golden Games. • Provincial Golden Games. • Provincial Senior Citizens Parliament and International Day for Senior Citizens. • District Nelson Mandela Day Celebration.	• Sustain existing luncheon clubs. • Promote Active Aging. • Form a district team to participate in Provincial and national golden games. • Create a Platform for senior citizens to express their plight.	• Well-equipped and functioning luncheon clubs. • Local and District teams engaging in sports for the elderly. • District senior citizens in shaping their fate and social well-being.

3.13.(d). Gender

The increasing reported cases on Gender Based Violence, infringement of human rights, lack of skills in socio economic development and Moral Regeneration informs the programmes that should be delivered by the district for both Men and Women. The following outputs are expected under this profile:

- Awareness programmes on Gender Based Violence, General Health issues, Commemorate annual calendar events (Men's Month and Women's Month),
- Parenting support for single guardians and mothers/fathers,
- Implement a 365 Days of Activism Against Gender Based Violence and Femicide

The willingness of sector Departments, Civil Society and Local Municipalities to assist in implementing all Social Development programs through their own staff and funding.

Gender: Gender Equity and Redress Programmes

Programme	Objectives	KPI's
• District Women Empowerment Summit • District Women's Day Celebration. • Provincial Women's Day Celebration. • Awareness Campaigns on Gender based and Domestic Violence. • District men's month programmes	• Provide skills training and motivation for women to be self-supportive and self reliant. • Celebrate the contribution of women in Nation Building. • Awareness on social ills against women.	• Hosting of the district summit. • Organise and participate in celebration and women empowerment programmes. • Coordinate and host a number of community based awareness campaigns.

3.13.(e). Focus Area – HIV/AIDS

HIV/Aids is a major concern in SA, government has developed plans to assist in curbing the incidence rate and management of the virus. The ADM in partnership with sector departments operating under the ADM HIV/Aids Council are taking strides to manage the virus. The District is currently facing the rising statistics in new HIV infections, STI infections, TB, Sexual Assaults against children and Teenage pregnancies.

The listed programmes should be addressing these challenges through prevention programmes; however, the impact is minimal due to budget constraints, lack of human resources and the current COVID-19 pandemic. As part of curbing HIV/AIDs its recommended that:

- Employ a dedicated HIV/AIDS Coordinator for proper planning, implementation and monitoring of intervention programmes
- Provide Awareness and prevention programmes
- Capacity building for the District AIDS Council, Local AIDS Councils and Ward AIDS Committees on implementation and M&E issues,
- Capacitate Civil Society on addressing the social and structural drivers of HIV, TB and STI that affect communities and vulnerable population groups
- Coordinate the partnering of community sectors (Religious, Traditional healers, gender, senior citizen, youth, private sector etc.) with government departments on the fight against HIV/AIDS
- Attend conferences and workshops to gather new and relevant information for the District
- Host the District AIDS Day and other programmes that commemorate community involvement in the fight against HIV/AIDS
- Quarterly District AIDS Council meetings chaired by the District Mayor
- Promote workplace programmes that support healthy lifestyle

HIV and Aids

Programme	Objectives	KPI's
• Community HIV and Aids awareness campaigns. • HIV and Aids School Dialogues. • HIV and Aids Peer Education Summit. • World Aids Day Commemoration. • HIV and Aids Home Based Care and Treatment programme.	• Bring awareness on HIV and Aids Pandemic, Teenage Pregnancy and STI's • World Aids Day Commemoration. • Treatment and Care for the Infected.	• Organise community awareness programmes in various wards within the 3 local municipalities. • Partnership with various stakeholders for the treatment and home based care of people living with HIV and Aids.

3.13.(f). Focus Area: Children

The protection, promotion of rights and life skills development programmes for children is currently not being attended to due to lack of funding. Objectives under this Focus area can be achieved through:

- Revive and capacitate the District Forum on current issues affecting children
- To advocate for children's rights, educate and mobilize families and communities about their responsibility towards the protection and care of children.

- To reduce incidents of Child Abuse, Neglect and Exploitation (CANE) through awareness campaigns.
- To inform and educate the public on the comprehensive basket of services needed by children in their emotional, cognitive and physical development.
- To denounce the scourge of the high rate in killing and raping of children.
- To uphold Government's commitment to protect and promote children's rights in partnership with civil society.
- Provide a platform for children to share the challenges they are facing in their communities and the senior citizens to share the good and relevant practices which were used in the past to build the character of the child.
- Enhance sound family and community values as well as promote good behaviour in children
- Promote collective responsibility among families and communities within the spirit of Ubuntu.
- Encouraging men to be team players and be more vigilant when it comes to child protection.
- Attend Children's Parliaments for providing inputs specific to Amajuba
- Provide skills development workshop and session for the parents and guardians of vulnerable and orphaned children

Children

Programme	Objectives	KPI's
• District Child Protection Week • Workshops on National Children's Rights Act. • Awareness Campaigns on Women and Children Abuse. • District Right to Learn Campaign.	• Create a safe and secure environment for children. • Knowledge and understanding of the Act on the Rights of Children. • Encourage Parents and Children to prioritise education for the future of all children.	• Activities hosted in child centres in partnership with relevant stakeholders. • School visits and distribution of relevant educational material.

The implementation and proper monitoring and evaluation of programmes and projects as outlined in the Departmental Business Plan and the municipal SDBIP will be the high focus area for the Department and Social Development Unit. This will undoubtedly lead to the achievement of the desired outcomes as outlined within the three spheres of governance. Programs for this focus areas are as follows:

Project Name	Responsibility	Funding resource	Budget	Year	Status of the project
Programmes					
ADM 2020 SALGA-KZN DSR Games	Community Services	ADM and Local Municipalities	TBC	2020/21	Ongoing
Youth Development Projects	Community Services	ADM and NYDA	TBC	2020/21	Ongoing
Children Rights Programmes	Community Services	ADM and OSS	TBC	2020/21	Ongoing
Gender Balance and Redress Programmes	Community Services	ADM and OSS	TBC	2020/21	Ongoing
Healthy Lifestyle and Active Aging for Senior Citizens	Community Services	ADM, DSR, DSD and DoH	TBC	2020/21	Ongoing

Programmes for caring and mainstreaming of disabled citizens	Community Services	ADM and DSR	TBC	2020/21	Ongoing
Arts & Culture Revival Programmes	Community Services	ADM, KZN Department of Arts & Culture	TBC	2020/21	Ongoing
HIV & AIDS Awareness and Prevention	Community Services	ADM and OSS	TBC	2020/21	Ongoing
District Sports Development Programmes	Community Services	ADM	TBC	2020/21	
Resourcing of Kwamdakane Thusong Service Center	Community Services	ADM & COGTA	TBC	2020/21	Phase 2
Establishment of Kwamdakane Thusong ICT Center	Community Services	ADM & COGTA	TBC	2020/21	Pending
KwaMdakane Thusong Centre Marketing and Promotion Programmes	Community Services	ADM & COGTA	TBC	2020/21	To be resolved by Council

4.11.35 Social Grant Support

Many South Africans are dependent on social grant, this dependency also exists within the ADM. Grants aimed at child support or care and those of pensioners are significant in comparison to the other categories in social grant relief methods, this is displayed through the dependency ratio. The table below outlines the proportion of the population in the ADM jurisdiction that is dependent on social grant relief.

Table 183: Social Grant relief

L/O	OA	OA 75+	WV	DGT	DGP	FCG	CDG	CSG	GIA
Dannhauser	4,628	1,529	0	190	1,393	913	344	28,165	814
Madadeni	8893	2421	0	481	3412	1876	693	48462	759
Newcastle	3726	1277	0	314	1405	491	231	11807	167
Utrecht	1599	521	0	56	510	274	165	12603	241
Osizweni	7243	2079	0	309	2958	1163	593	42535	590
Charlestown	269	49	0	11	71	116	28	1755	3

Source – Amajuba Region SASSA 2020

The table above clearly indicates that the major grant recipients are in the Child support grant category at 73% followed by old persons grant category 17%and permanent disability grant at 5% These figures can also be supported by the dependency ratio and the unemployment rate. The vision 2035 supported by the NDP and related documents aim to ensure that communities are able to generate their own money enriching households and capacitating individuals.

The ADM participates in SMME development, skills transfer to youth and co-operatives in pursuit to reduce the dependency ratio, reduce dependency on grants and develop co-ops which will have an economic spin off.

4.11.36 SOCIAL DEVELOPMENT SWOT ANALYSIS

Strengths	Weaknesses
• Human Resources • Budget to Implement Programmes • Material Resources • Municipal and Departmental Mandate • Unlimited Access to the Community • Effective and Efficient Management Structure • Commitment, Determination and Dedication • Strong relations with Operation Sukuma Sakhe structures • Integrated Planning and Implementation of Programmes at OSS level • High level of skill base and staff commitment • Strong work ethics within the Social Development Unit	• Insufficient Budget • Staff displacement • Shortage of Staff • Insufficient resources to achieve the desired outcomes. • Office Space • Poor Staff Relations • Inconsistency on Policy and Structural Matters • Long outstanding unfilled vacant posts • Lack of meaningful community outreach programmes due various hindrances beyond the control of the Unit. • Ineffective and inefficient IGR structures • Municipal neglect and redirection of basic SDU assets • Interdependence and overlapping of programmes within municipal departments • Non-compliance with some legislative requirements due to lack of capacity and relevant resources, e.g., Regulation and control of Public Passenger Transport and District Cemeteries.
Opportunities	**Threats**
• To grow within the Department • Knowledge and better understanding of local government administration • Learn and understand Community Facilitation • Initiate and administer Community Development Projects • Positive contribution in Nation Building • Serve the Community of Amajuba District • Contribute to socio-economic development of Amajuba community	• Poor Staff Relations at ADM in general • Inadequate resources • Insufficient Budget • Lack of Cooperation from other stakeholder, especially the local municipalities • Lack of integrated planning and implementation of projects • Low Staff salary levels and remuneration package • Lack of proper maintenance strategy and resources for community facilities • Freezing of critical posts as a means of cost containment measures. • Extinction of Social Development Unit due to the low prestige and disregard of SDU by senior municipal administration • Public demonstrations in demand of the revival of community outreach programmes. • Staff demotivation and moral decay due to unavailability of enabling work resources • Unconducive and insecure working environment • Compromised district mandate leading to non-compliance

• The municipality is committed to ensuring the existence and functionality of public participation structures. • The Newcastle municipality has a number of community organisations that are willing to participate in the public participation processes.	• The municipality does not have the policy on the establishment of ward committees. • Municipal departments do not priorities public participation hence they do not respond to submitted public concerns. • The public participation structures do not have an operating plan that details expected activities

• The municipality does have public participation structures • All wards have their ward committees • Ward committees are a true reflection of the demographic character of the municipality in terms population groups where the African group is the majority. • The municipality does have plans to build the capacity of the ward committee members. • Enhancement of the IGR structures • Full functional Disaster Management • Bursary Funding and Poverty alleviation • Public-Private Partnerships • Support from stakeholders e.g. SALGA, National & Provincial Departments • Favourable Audit Outcome • The communities do pay attention to matters relating to public participation. • Community members are willing to become ward committee members. • The municipality may receive accurate community concerns, aspirations, inputs and compliments through the ward committees thus improving on performance and service delivery aimed at changing people's lives. • The municipality has allocated well skilled and capacitated officials to deal with public participation matters.	to be performed and reported on except for the ward committees who have an operational plan. • Budget constraints and its potential to hinder service delivery • High unemployment rate • Outbreak of Communicable Diseases • Potential agricultural land • Some of the areas of Newcastle are subject to traditional leadership and if the municipality do not find a way to work well with the traditional authorities it may lead to the unnecessary community divisions. • The municipality has new ward councillors who may not be well capacitated on public participation. • Ward councillors may not implement planned public participation activities in their respective wards. • Ward committees may be used as an extension of the ward ruling political party thus hindering public participation intentions • Community members might not participate due to lack of capacity and understanding of the municipal processes.

4.12 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT

STRATEGIC GOAL 6: GOVERNANCE AND POLICY

The implementation of the DGDP is heavily dependent on there being effective and efficient governance systems, across all sectors, but particularly in the Government sector. Similarly, the practical interventions proposed for growth and social transformation are dependent on a policy environment and policy alignment which facilitates change and better efficiencies. The goal seeks to ensure that the population of Amajuba District is satisfied with the levels of government service delivery.

STRATEGIC GOAL 6: GOVERNANCE AND POLICY
The population of Amajuba is satisfied with the levels of government service delivery
Apex Indicators:
Apex indicator 1: Improvement in level of client satisfaction

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

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

4.2 BUDGET OVERVIEW & BACKGROUND

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

This Medium-Term (IDP 2024/25) budgeting, decision-making, strategic planning and development tool is used by the Municipality to fulfil its role of 'developmental local governance.' Central to this are the overarching objectives and strategies encapsulated in the plan, which guides the Municipality in the realm of the following:

- Municipal Budgeting;
- Institutional restructuring to realize the strategic intent of the plan;
- Integrating various development sectors such as Infrastructure, Land Use, Agriculture with Socio-economic and Ecological dimensions; and
- Performance Management System.

Municipal Budgeting

In addition to the legal requirement for every Municipality to compile an Integrated Development Plan, the Municipal Systems Act, Act 32 of 2000 (MSA) also requires that:

- the IDP be implemented; the Municipality monitors the implementation of the IDP;
- the Municipality evaluates its performance about the IDP's implementation; and
- the IDP be reviewed annually to effect improvements where necessary.

A common perception of IDP's is that they are "wish-lists" that are not linked to budgets, dependant on sector departments and are unrealistic due to them not being linked to the powers and functions allocated to the respective municipalities. These negative perceptions have resulted in the credibility of IDP's is questioned. In understanding what is a "credible" IDP one needs to look at what credible means with the word "credible" being derived from the Greek word for "credulous" which means "realistic". In other words, a "credible" IDP should be one that is "do-able" and implementable.

Below is a brief reflection on the 2024/25 Annual Budget for ADM is as follows:

Projected Operating Revenue	**: R329 787 037**
Projected Operating Expenditure	**: R256 614 968**
Capital Allocation	**: R129 345 261**
Operations Allocation (DORA)	**: R222 325 000**
Surplus/(Deficit)	**: R73 172 070**

4.2.1 Expenditure Management (Capital and Operational)

The total revenue budget for the Amajuba District Municipality for the financial year 2024/25 is **R 329 787 037** and Capital Grant Funding **R129 345 261**. The table below provides a summary of revenue sources for both operational and capital needs for the 2024/25 MTREF financial year.

Table 184: Operating and Capital Expenditure Adjustment Budget 2024/25

DESCRIPTION	CURRENT YEAR		MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK		
	2023/24	2023/24	2024/25	2025/26	2026/27
	Original Budget	ADJUSTMENT BUDGET	Budget Year +1	Budget Year +2	Budget Year +3
OPERATING REVENUE BUDGET	284 392 177	312 868 817	329 787 037	335 804 741	350 263 182
CAPITAL BUDGET FUNDED FROM GRANTS	96 247 182	96 247 182	129 345 261	122 691 862	155 101 381
TOTAL	**380 639 359**	**409 115 999**	**459 132 298**	**458 496 602,41**	**505 364 563,15**

The three-year operating and capital expenditure adjustment budget provides a strategic roadmap for financial planning from 2024 to 2027. This comprehensive budget encompasses operational costs, capital investments, and adjustments aimed at optimizing resources, enhancing efficiency, and meeting evolving community needs. It reflects a balanced approach to financial management, ensuring prudent allocation of funds to sustain essential services, drive growth initiatives, and maintain fiscal responsibility throughout the budgetary period.

Table 185: Total Operating Revenue and Operating Expenditure 2024/25 (MTREF)

DESCRIPTION	2023/24	2023/24	2024/25	2025/26	2026/27

	Original Budget	ADJUSTMENT BUDGET	Budget Year +1	Budget Year +2	Budget Year +3
OPERATING REVENUE BUDGET	284 392 177	312 868 817	329 787 037	335 804 741	350 263 182
OPERATING EXPENDITURE BUDGET	244 217 332	299 515 864	305 835 336	318 068 750	330 791 500
SURPLUS/(DEFICIT)	**40 174 845**	**13 352 953**	**25 211 701**	**17 735 991**	**19 471 683**

During this period, the anticipation is a steady increase in operating revenue driven by strategic revenue generation initiatives and economic growth factors. Concurrently, the operating expenditure is projected to align closely with revenue growth, emphasizing efficient cost management, prudent spending, and targeted investments in key operational areas. This balanced approach ensures financial stability, supports sustainable operations, and enables the municipality to deliver quality services while maintaining fiscal responsibility over the three-year period.

4.2.2 Departmental Programmes

PROGRAMME	PROJECT NAME	PROJECT LOCALITY	TARGET
Budgeting & Reporting	2024/25 Budget Preparation • To prepare and adopt all the budget documents and related budget policies in terms of MBRR	In-house	31 May 2024
	2024/25 Adjustments Budget • To prepare and adopt an Adjusted Budget in line MBRR	In-house	28 February 2024
	Compilation of Annual Financial Statements • To prepare and submit AFS 2023/24 to the Auditor General in line with MFMA	In-house	31 August 2024
Revenue Management	Billing Management • To ensure accurate billing and issuing of statements to all consumers	In-house	Monthly
	Implementation of Revenue Enhancement Strategy	In-House	Monthly

	• Improve revenue collection • Data-Cleansing • Indigent Management		
Expenditure Management	• All money owing by the entity is paid within 30 days of receiving the relevant invoice or statement unless prescribed otherwise for certain categories of expenditure; • To maintain an effective system of expenditure control, including procedures for the approval, authorisation, withdrawal and payment of funds; • To maintain a system of internal control in respect of creditors and payments • That all financial accounts of the municipality are closed at the end of each month and reconciled with its records.	In-house	Monthly Quarterly Annually
Asset Management	• Implementing and transacting on an asset module for accurate and credible reporting • Submitting assets additions on monthly basis • Accurate reporting of depreciation and asset disclosure in the annual financial statement • Strengthen the working relationship between Engineering and Asset Unit in terms of infrastructure Assets • Reconciling expenditure incurred to completion certificates and unbundling components on completed assets • Water meters need to be replaced immediately after receiving a report or query • Monitor inventory levels to avoid shortages in the time of need	Co-sourced	Monthly Quarterly Annually
Supply Chain Management	• To ensure fair, equitable, transparent, competitive and cost-effective and comply with a prescribed regulatory framework. • Take all reasonable steps to ensure that proper mechanisms and separation of duties in the supply chain management system are in place to minimise the likelihood of fraud, corruption, favoritism and unfair and irregular practices • Take all reasonable steps to ensure that a contract or agreement procured through the supply chain management policy of the municipality or municipal entity is properly enforced.	In-house	Monthly Quarterly Annually

	• Monitor on a monthly basis the performance of the contractor under the contract or agreement.		

Table 186: Detailed Operating Expenditure 2024/25 (MTREF)

Description	Current Financial Year		MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK			
	2023/24	2023/24	2024/25	2025/26	2026/27	2027/28
	Original Budget	Adjustment Budgted	Draft Budget	Budget Year+1	Budget Year+2	Budget Year+3
REVENUE PER SOURCE						
WaterSales	34 664 454	34 664 454	36 363 012	38 035 711	39 785 354	41 615 480
SanitationSales	9 394 258	9 394 258	9 854 577	10 307 887	10 782 050	11 278 024
Interest on Investments	5 337 696	7 152 237	7 502 697	7 847 821	8 208 820	8 586 426
Interest on Overdue Account	9 708 347	22 279 827	23 371 539	24 446 630	25 571 175	26 747 449
Equitable Share-FBS Portion	213 997 000	213 997 000	222 325 000	232 551 950	242 260 763	249 075 723
Finance Management Grant;	2 750 000	2 750 000	3 800 000	3 974 800	4 157 641	4 348 892
Rural Road Asset Management Grant	2 370 000	2 370 000	2 476 000	2 589 896	2 709 031	2 833 647
Public Works Grant(EPWP)	2 901 000	2 901 000	1 551 000	1 622 346	1 696 974	1 775 035
Tender Deposits	216 217	384 921	404 167	422 759	442 206	462 547
Sundry Income	708 441	14 617 186	10 716 786	11 209 758	11 725 407	12 264 775
Rental facilities-Hall Hire	55 000	55 000	57 695	60 349	63 125	66 029
Skills Development Grant ;	113 568	126 739	132 949	139 064	145 461	152 153
Municipal Systems Improvement Grant	1 000 000	1 000 000	1 260 000	1 000 001	-	1 000 002
Municipal Infrastructure Grant Top Slice	2 325 818	2 325 818	2 427 571	2 539 239	2 656 044	2 778 222
Municipal Disaster Recovery Grant	-	-	10 010 000	10 011 000	10 012 000	10 013 000
Free Basic Services	-1 149 623	-1 149 623	-1 205 955	-1 261 428	-1 319 454	-1 380 149
TOTAL DIRECT OPERATING INCOME	**284 392 177**	**312 868 817**	**331 047 037**	**335 804 741**	**350 263 182**	**362 046 253**

Council of ADM will exercise and oversee the elimination of wasteful expenditure in government. Cost containment measures are implemented to eliminate wasteful expenditure, reprioritise spending and ensure savings on the following focus areas among others; engagement of consultants, travel and subsistence costs, issuing of credit cards, accommodation costs, office furnishing costs, advertising or sponsorship costs, catering and events related costs. The table below details the operational expenditure to be incurred during the coming financial year.

Table 187: Detailed Operating Expenditure 2024/25 (MTREF)

Description	Current Financial Year		MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK			
	2023/24	2023/24	2024/25	2025/26	2026/27	2027/28
	Original Budget	Adjustment Budgted	Final Budget	Budget Year+1	Budget Year+2	Budget Year+3
EXPENDITURE PER CATERGORY						
Salaries , Wages & Allowances	125 545 773	133 124 470	127 232 714	132 322 023	137 614 903	158 557 572
Renumeration of Councillors	9 441 418	11 240 578	11 791 367	12 263 021	12 753 542	13 494 575
Depreciation	17 759 454	17 759 454	18 629 667	19 374 854	20 149 848	3 711 750
Repairs & Maintenance	2 751 630	14 386 236	3 103 162	3 227 288	3 356 380	5 522 550
Bulk Water Purchases (Inventory Consumed)	20 842 132	22 000 000	15 000 000	15 600 000	16 224 000	25 272 213
Contracted Services	30 292 543	46 805 287	35 327 765	36 740 875	38 210 510	9 054 027
General Costs-Other	32 995 271	45 365 728	34 785 179	36 176 586	37 623 649	16 290 998
Free Basic Services	344 111	344 111	360 972	375 411	390 428	690 720
Contributions to funds (Provision for bad debts)	4 027 330	4 027 330	8 677 674	9 024 781	9 385 772	10 242 594
Interest -External Loans	217 670	217 670	228 336	237 469	246 968	2 420 629
TOTAL DIRECT OPERATING EXPENDITURE	**244 217 332**	**295 270 864**	**255 136 835**	**265 342 309**	**275 956 001**	**245 257 628**

This is per mSCOA breakdown of expenses across various operational areas, including employee related costs, non-cash items, general expenditure, and other essential expenditures. The objective is to optimize operational efficiency, control costs, and allocate resources judiciously to support core functions and deliver high-quality services to our stakeholders. Through rigorous budgetary analysis and prudent spending practices, the aim is to achieve sustainable financial health, ensure operational continuity, and enhance our organization's overall effectiveness and impact.

4.14.15 Three-Year Synopsis of Funds Received, Spent, and Unspent

This is a three-year synopsis of grants received, spent, source of funding, variance tables, and contingency plans to address challenges such as delays in implementing projects in the current financial year. To ensure that service delivery is not compromised, contingency plans have been put in place to ensure that the unspent grants are fully spent by the end of the financial year.

In terms of the MIG program, the expenditure projections are still in line with expectations hence there was no need for recovery or contingency plans to be in place. Funds will be spent 100% as per projections. The 5% is an operational portion budgeted for PMU admin Top slice.

The unspent amount on Rural Roads will be spent on salaries for the technicians and on purchasing two motor vehicles.

4.14.16 Capital Funding and Expenditure to Address Service Delivery

This is a detailed Breakdown of the Capital Projects which are mostly funded from MIG and WSIG. Conditional grant funding targets the delivery of the national government's service delivery priorities. The following table indicates the list of capital projects for the 2024/25 financial year:

Description	Account Type Description	Item Type	Draft Budget 2024/2025 (vat Inc)	Budget Year 2025/2026	Budget Year 2027/2028	Budget Year 2028/2028
CAPITAL EXPENDITURE IDP-GRANT FUNDED PROJECTS						
MIG GRANT FUNDING PROJECTS						
Contr : Out > Admin & Supp Staff	4200 - Contracted Services [Exp	IE	2 398 738,75	2 123 572,96	2 229 751,60	2 341 239,18
DC25_EMANDLANGENI SANITATION-MIG/Acquisitions/Municipal I	8900 - Property, Plant and Equip	IA	15 470 291,02	13 695 652,17	14 380 434,78	15 099 456,52
CE0011_Goedehoop bulk water and sanitation/Acquisitions/Municip	8900 - Property, Plant and Equip	IA	14 515 536,86	12 850 420,43	13 492 941,46	14 167 588,53
Hiltop Reservor Settlements Water supply Scheme/Acquisitions/Mur	8900 - Property, Plant and Equip	IA	684 818,22	606 260,87	636 573,91	668 402,61
Disaster Management Centre/Outsourced/Municipal Infrastructure G	8200 - Construction Work-in-pro	IA	2 062 705,47	1 826 086,96	1 917 391,30	2 013 260,87
Zaaihook WTW & Bulk Water Supply	8901 - Property, Plant and Equip	IA	3 065 264,90	2 713 640,09	2 849 322,09	2 991 788,20
Pipeline Replacement in Dannhauser & Durnacol	8902 - Property, Plant and Equip	IA	721 977,85	639 157,83	671 115,72	704 671,50
Pipeline Replacement in Utrecht			5 010 105,32	4 435 382,61	4 657 151,74	4 890 009,33
Construction of Groenvlein WTW & Bulk Water			2 083 332,52	1 844 347,83	1 936 565,22	2 033 393,48
	TOTAL		46 744 000,00	**50 685 000,00**	**52 888 000,00**	**52 888 000,00**

Description	Account Type Description	Item Type	Draft Budget 2024/2025 (vat Inc)	Budget Year 2025/2026	Budget Year 2027/2028	Budget Year 2028/2028
CAPITAL EXPENDITURE IDP-GRANT FUNDED PROJECTS						
WSIG GRANT FUNDED PROJECTS						
CE0002_Upgrade Buffalo Flats Water Supply Scheme Phase 4 (infill	8900 - Property, Plant and Equip	IA	0,00	23 912 130,43	25 107 736,95	26 363 123,80
CE0004_New Refurbishment of water and waste water treatment p	8900 - Property, Plant and Equip	IA	22 455 574,29	13 695 652,17	14 380 434,78	15 099 456,52
DC25_Emegency water supply to Ramaphosa, Hilltop and Skobaren	8900 - Property, Plant and Equip	IA	19 461 497,72	11 869 565,22	12 463 043,48	13 086 195,65
DC25_Water Distribution Management Program/Acquisitions/Water	8900 - Property, Plant and Equip	IA	17 965 956,47	10 957 434,78	11 505 306,52	12 080 571,85
PRV Stations/Acquisitions/Water Services Infrastructure Grant/Road	8900 - Property, Plant and Equip	IA	10 146 588,67	4 565 217,39	31 399 654,35	32 969 637,07
COVID-19 Intervention MIG/WSIG Reprioritisation /Acquisitions/Wa	8900 - Property, Plant and Equip	IA	14 970 382,86	9 130 434,78	9 586 956,52	10 066 304,35
Ground Water Project	8901 - Property, Plant and Equip	IA	0,00	0,00	0,00	0,00
	TOTAL		85 000 000,00	**74 130 434,78**	**104 443 132,61**	**109 665 289,24**

Capital Expenditure vs. Total Expenditure:

The budget allocation for capital expenditure, which includes infrastructure projects and long-term investments, competes with other areas of expenditure, including repairs and maintenance. While capital expenditure is essential for the municipality's growth and development, it often requires a considerable portion of the budget, leaving a smaller share of operational costs like repairs and maintenance. This becomes a challenge when striving to reach the suggested 8% norm, particularly when there are competing demands for limited financial resources.

Overcoming these challenges requires a comprehensive and strategic approach that involves diversifying revenue sources, improving collection rates, and effectively managing capital expenditure while efficiently addressing repairs and maintenance needs within the existing budgetary constraints.

Table 188: Capital projects and programs 2023/24 MTREF

AMAJUBA DISTRICT MUNICIPALITY MEDUIM TERM REVENUE AND EXPENDITURE FRAMEWORK FOR FINANCIA YEARS GRANT TRANSFERS ORIGINALBUDGET 2024/2025-2026/2026			
GOVERNMENT GRANTS & SUBSIDIES ALLOCATIONS	MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK		
	2024/2025 Budget Year+1	2025/2026 Budget Year+2	2026/2027 Budget Year+3
National Grant Allocations1			
1. Municipal Infrastructure Grant	46 744 000	48 927 000	52 991 000
2.Financial Management Grant	3 000 000	3 000 000	3 000 000
3.Equitable Share	222 325 000	231 021 000	231 364 000
4.Municipal Systems Improvement Grant	1 260 000	2 874 000	2 406 000
5.Municipal Water Infrastructure Grant	85 000 000	100 000 000	100 000 000
6.Expanded Public Works Programme Grant	1 551 000		-
7.Rural Road Asset Management Grant	2 470 000	2 587 000	2 706 000
8. Disaster Management Grant	10 010 000	10 011 000	-
SubTotal-National Grant Allocations	**372 360 000**	**398 420 000**	**392 467 000**

The MTREF outlines our three-year strategy for capital grant funding, spanning from 2024/2025 to 2026/2027. In the first year, the focus is on critical infrastructure upgrades, technology enhancements, and community development projects. Transitioning into the second year, the priorities shift towards environmental sustainability, economic growth, and public safety measures. By the third year, our strategy emphasizes asset management and optimization. Through these targeted investments, we aim to drive sustainable development, enhance service delivery, and foster economic prosperity within our municipality.

Rollover

Description	Current Financial Year		
	2021/22	2022/23	2023/24
CAPEX Rollover not approved	R 1 900 586,00	R 19 470 429,00	R 12 179 463,00
CAPEX Roller approved		R 7 636 872,00	R 6 777 775,00
% Rollover Spent	**N/A**	**100%**	**100%**

For unapproved funds, the municipality seek to reallocate and reapply these resources towards high-priority projects that align with the strategic objectives, ensuring maximum utilization and impact. Simultaneously, with approved funds, the focus shifts towards effective implementation, monitoring, and timely execution of designated capital projects. By carefully managing both rollover categories, the aim is to optimize resource utilization, accelerate project delivery, and drive sustainable development initiatives that benefit our community over the three-year period.

% of Expenditure of Capital Budget

Description	Current Financial Year		
	2021/22	2022/23	20223/24
Capital Expenditure	77%	84%	83%

During this period, we have allocated capital funds to critical infrastructure upgrades and community development initiatives. By prioritizing projects that enhance service delivery, promote economic growth, and improve quality of life for our constituents, we have demonstrated our commitment to prudent

resource allocation and effective project execution. Through rigorous planning and oversight, we have ensured that capital expenditure aligns with budgetary constraints while delivering tangible benefits to our community and fostering long-term sustainability and resilience.

Repairs and Maintenance

Description	Current Financial Year		
	2023/24 Original	2023/24 Actual	2023/24 Total
Repairs and Maintenance	R 14 333 736,27	R 3 517 895,27	R 3 517 895,27
% Repairs and Maintenance	5%		25%

4.14.17 Investment Register

The investment register is provided below detailing all long-term and short-term investments for the institution. All funds transferred to the municipality as Grant funding are invested as short-term investments or call deposit accounts.

DC25 AMAJUBA DISTRICT MUNICIPALITY

VESTMENT REGISTER

SUMMARY INVESTMENT REGISTER(Regulation 3(1)(e))

INSTITUTION	BANK ACC NO	GRANT INVESTE	BALANCE	BANK CHARG	INVESTED IN CURRENT Y	WITHDRAWAL	INTEREST	BALANCE
FNB	62797886838	RETENTION	356 086,28	-	-	-	-	356 086,28
Nedbank	03/7881124067/0000	RETENTION	6 642 810,57		-	271 609,52	271 609,52	6 642 810,57
INVESTEC	1100-501-686-513	Municipal Disaster	956 884,05		-	-	26 387,55	983 271,60
ABSA	93-6874-3040	WSIG-ROLLOVER	6 278 152,51	300,00	-	-	285 397,86	6 563 250,37
ABSA	93-6998-3437	WSIG-ROLLOVER	563 066,53	300,00	-	-	25 591,33	588 357,86
ABSA	93-7078-9666	WSIG-ROLLOVER	29 408,43	300,00	-	-	1 331,35	30 439,78
ABSA	93-7437-5437	WSIG-ROLLOVER	(79,15)	250,00	-	-	190 195,57	189 866,42
ABSA	93-7862-2890	WSIG-ROLLOVER	144 609,90	250,00	-	-	123 322,11	267 682,01
ABSA	93-8089-0314	MIG	-	680,00	13 000 000,00	10 028 734,93	351 411,69	3 321 996,76
ABSA	93-8131-7787	WSIG	-	680,00	28 600 000,00	14 886 033,91	726 833,35	14 440 119,44
ABSA	93-8444-8135	HOLLARD INSURA	-	-	6 500 000,00	-	-	6 500 000,00
ABSA	93-8446-4276	WSIG	-	-	18 000 000,00	-	-	18 000 000,00
Standard Bank	068448309-002	RETENTION	2 149,19	-	12 336 462,55	10 400 000,00	137 651,21	2 076 262,95
Standard Bank	068448309-006	EPWP	12 036,91	-	-	-	261,15	12 298,06
Standard Bank	068448309-008	MIG	91 176,82	-	-	-	2 730,80	93 907,62
Standard Bank	068448309-010	Covid Grant	8 119,83	-	-	-	225,79	8 345,62
Standard Bank	068448309-011	EQUIT SHARE	818 272,97	-	-	-	35 008,97	853 281,94
Standard Bank	068448309-013	WSIG	7 505,65	-	-	-	185,61	7 691,26
Standard Bank	068448309-016	OPERATIONAL	4 799 143,91	-	-	-	168 276,47	4 967 420,38
Standard Bank	068448309-020		4 577,33	-	-	-	1 475,21	6 052,54
Standard Bank	068448309-038	WSIG- CoGTA Gra	69 294,84	-	-	-	1 595,74	70 890,58
Standard Bank	068448309-039	EQUIT SHARE	2 423 676,30	-	-	-	84 983,42	2 508 659,72
Standard Bank	068448309-046	EPWP 2023	1 395 385,49	-	-	-	48 927,59	1 444 313,08
Standard Bank	068448309-047	RRAMS 2023	1 749 383,36	-	-	-	61 340,12	1 810 723,48
Standard Bank	068448309-048	LGSETA	34 545,07	-	-	-	700,68	35 245,75
Standard Bank	068448309-049	LGSETA	35 192,68	-	-	-	870,35	36 063,03
Standard Bank	068448309-050	Auction Proceeds	1 183 046,72	-	-	1 191 336,00	14 038,03	5 748,75
Standard Bank	068448309-051	OPERATIONAL	9 176 339,21	-	-	-	321 757,80	9 498 097,01
Standard Bank	068448309-052	EQUIT SHARE	-	-	3 000 000,00	3 059 015,75	59 015,75	-
Standard Bank	068448309-053	EQUIT SHARE	-	-	12 000 000,00	12 302 054,79	302 054,79	0,00
Standard Bank	068448309-054	EQUIT SHARE	-	-	12 000 000,00	12 398 728,77	398 728,77	0,00
Standard Bank	068448309-055	EQUIT SHARE	-	-	12 000 000,00	12 198 205,48	198 205,48	(0,00)
Standard Bank	068448309-056	EQUIT SHARE	-	-	12 000 000,00	12 111 766,36	111 766,36	0,00
Standard Bank	068448309-057	EQUIT SHARE	-	-	3 000 000,00	3 011 769,86	11 769,86	0,00
Standard Bank	068448309-058	EQUIT SHARE	-	-	3 000 000,00	3 036 394,52	36 394,52	-
Standard Bank	068448309-059	FMG	-	-	2 750 000,00	700 000,00	40 551,24	2 090 551,24
Standard Bank	068448309-060	MIG	-	-	14 800 000,00	-	208 152,21	15 008 152,21
Standard Bank	068448309-061	EQUIT SHARE	-	-	4 000 000,00	-	-	4 000 000,00
Standard Bank	068448309-062	EQUIT SHARE	-	-	4 000 000,00	-	-	4 000 000,00
Standard Bank	068448309-063	EQUIT SHARE	-	-	4 000 000,00	-	-	4 000 000,00
Standard Bank	068448309-064	EQUIT SHARE	-	-	12 000 000,00	-	-	12 000 000,00
TOTAL			**36 780 785,40**	**2 760,00**	**176 986 462,55**	**95 595 649,89**	**4 248 748,25**	**122 417 586,31**

Table 189: Investment Register

The municipality's foremost priority is to uphold the integrity of all grants by ringfencing them for their intended purposes, in full compliance with their stipulated conditions. Furthermore, the implemented strategy to ringfence operational investments, encompassing salaries and other funds, with the aim of generating interest income. This proactive approach not only ensures the preservation of grant funds but also allows us to harness additional revenue streams to cover unforeseen expenses or extend support to other municipalities, underscoring our commitment to sound financial management and resource maximization.

4.15 SOCIAL & ECONOMIC REDRESS VIA INDIGENT MANAGEMENT

The ADM is a WSA and only provides services related to water and sanitation and excludes the provision of electricity. In the absence of a register, the municipality continues to provide FBS as per legislative requirements as Emadlangeni and Dannhauser Local Municipalities are rural and automatically qualify for subsidization of services. In the absence of a register the municipality faces challenges in terms of collection for services provided over and above the FBS budget and this negatively impacts the ability of the municipality to generate revenue. Currently, the municipality is preparing a reviewed register to be implemented in the financial year 2024/2025 as the previous register has expired.

Alignment of Indigent Relief with Other Locals and Districts:

Due to staff turnover in 2022, the municipality faced challenges in maintaining compliance with the indigent register process. Amajuba District municipality had 259 indigent customers in 2022 amounted to R500 765.46 and Auditor General raised that it was not vetted. This resulted in the misrepresentation of debtors and led to an audit opinion highlighting the failure to vet indigent customers accurately.

To rectify this issue, the Amajuba District Municipality initiated efforts to compile a comprehensive indigent register. This register aims to provide an accurate reflection of recoverable debtors and facilitate appropriate account write-offs for verified indigent customers.

The municipality has received a vetted register from Dannhauser Local Municipality and is awaiting a similar register from Emadlangeni Local Municipality. Additionally, steps are being taken to engage the services of a vetting agent to ensure the thorough verification of the Amajuba Indigent Register upon its receipt from Emadlangeni.

These measures signify the municipality's commitment to rectifying past discrepancies and establishing an accurate and reliable indigent register. By doing so, the municipality aims to improve financial transparency, enhance debt recovery efforts, and ensure equitable service provision to all residents. Following the completion of the vetting process, the municipality will establish and maintain an indigent register, a critical step towards rectifying overstated debtors and resolving outstanding audit queries. This comprehensive register will ensure accurate identification and categorization of indigent customers, aligning with the municipality's commitment to transparent financial management.

Moreover, the application of the indigent register will be an ongoing endeavour, governed by the municipality's indigent policy, subject to annual review. This iterative approach guarantees that the indigent status remains accurately assessed and applied, fostering fairness and consistency in service provision.

By implementing a systematic and policy-aligned approach to indigent registration, the municipality reaffirms its dedication to financial accountability, equitable service delivery, and continuous improvement in governance practices.

Allocation of Free Basic Services from National Fiscus:

Free Basic Service

Description	Current Financial Year		
	2024/25	2025/26	2026/27 Total
Free Basic Service	-R 1 205 955,00	-R 1 261 428,00	-R 1 319 454,00

The municipality proactively budgets for Free Basic Services, demonstrating its commitment to providing essential services to its residents. However, the accurate allocation of these services relies on the municipality's compliance with the indigent register. Once the vetting process ensures the indigent register's accuracy, the allocation of FBS will be appropriately adjusted to reflect the verified indigent population.

To ensure transparency and accountability in the allocation of FBS, the municipality will regularly report accurate data to all relevant committees. This includes monthly reports to council, as mandated by the Municipal Finance Management Act. These reports will detail the allocation and utilization of FBS, providing stakeholders with insight into the municipality's efforts to fulfil its obligations to its residents.

By aligning the allocation of FBS with the verified indigent population and maintaining transparency in reporting, the municipality demonstrates its dedication to equitable service delivery and responsible financial management. This approach not only ensures that resources are allocated where they are most needed but also fosters trust and confidence among residents and stakeholders in the municipality's governance practices.

Improvements in Addressing Indigent Relief and Policy Implementation:

The municipality has made significant strides in improving its approach to addressing indigent relief and implementing related policies. Recognizing the importance of accurately identifying and supporting indigent households, the municipality has embarked on a comprehensive process to compile and vet an updated indigent register. This initiative aims to rectify past discrepancies and ensure that resources are directed towards those most in need.

Moreover, the municipality has taken proactive steps to align its indigent relief efforts with established policies. By regularly reviewing and updating the indigent policy, the municipality ensures that its interventions remain relevant and effective in addressing the evolving needs of indigent households.

To enhance transparency and accountability in indigent relief, the municipality commits to regularly reporting accurate data on the allocation and utilization of Free Basic Services. These reports are tabled to all relevant committees and presented to council on a monthly basis, in compliance with the Municipal Finance Management Act. Through these efforts, the municipality reaffirms its commitment to equitable service delivery and responsible governance. By implementing transparent processes and policies, the municipality strives to ensure that indigent households receive the support they need to improve their quality of life and participate fully in the community.

To build multidisciplinary teams comprising social workers, community development officers, and financial experts to drive indigent relief efforts collaboratively. Additionally, streamlining administrative processes, investing in training programs for personnel, and implementing robust monitoring

mechanisms are vital for enhancing policy effectiveness. Addressing these challenges requires sustained political will, improved data collection and analysis, interdepartmental collaboration, and effective community outreach and education initiatives.

Measures to Address Inconsistencies in Free Basic Services:

The municipality has implemented measures to address inconsistencies in the provision of Free Basic Services, ensuring equitable access for all residents. To tackle these challenges effectively, the municipality has undertaken a thorough review of its FBS allocation processes and identified areas for improvement. By enhancing coordination and communication among relevant departments, the municipality aims to streamline FBS distribution and eliminate discrepancies in service provision.

Additionally, the municipality has prioritized the accurate vetting of the indigent register, which serves as the basis for FBS allocation. Through this process, the municipality ensures that resources are directed to those most in need, minimizing inconsistencies and enhancing the effectiveness of FBS delivery.

Regular monitoring and reporting mechanisms have been established to track the allocation and utilization of FBS accurately. These measures enable the municipality to identify and address any inconsistencies promptly, promoting transparency and accountability in service delivery.

By taking proactive steps to address inconsistencies in FBS provision, the municipality demonstrates its commitment to promoting social equity and ensuring that all residents have access to essential services. Through ongoing review and improvement of its processes, the municipality strives to create a more inclusive and responsive service delivery system.

4.16 REVENUE ENHANCEMENT, COST CURTAILMENT & DEBT MANAGEMENT

4.16.1 REVENUE ENHANCEMENT/COST CURTAILMENT

The municipality's revenue enhancement strategy encompasses several key initiatives:

Phase 1: Short-Term Revenue Enhancement Strategy (6 Months)

- **Prioritize High-Value Debtors**: Focus on prompt payment and recovery efforts from top-tier debtors, including businesses and government entities.

- **Manage Residential and Small Commercial Debtors**: Tailor approaches to address outstanding payments from these groups.
- **Boost Collection Efficiency:** Implement proactive measures such as streamlined billing processes, outreach campaigns, and debt recovery initiatives to increase revenue collection.
- **Establish Service Level Agreements (SLAs):** Standardize revenu5e collection processes and ensure compliance with service delivery standards through SLAs with stakeholders.
- **Address Inactive Accounts:** Review and rectify inactive accounts to prevent revenue loss, either by reactivating or closing dormant accounts.
- **Enhance Meter Reading Accuracy:** Improve meter reading processes to accurately reflect consumption and optimize revenue accuracy.
- **Combat Illegal Connections:** Intensify efforts to identify and address illegal connections to mitigate revenue losses.
- **Refine Indigent Support Process:** Improve the identification and support process for indigent residents to ensure accurate vetting and appropriate relief.
- **Streamline Clearance Certificate Issuance:** Simplify procedures for issuing clearance certificates to facilitate property transactions and regulatory compliance.
- **Allocate Resources for Revenue Unit:** Provide necessary resources, including staffing and technology upgrades, to strengthen the Revenue Unit's capacity for effective revenue collection.

These initiatives aim to enhance revenue streams, improve financial sustainability, and optimize service delivery within a six-month timeframe.

In addition to the short-term Phase 1 initiatives, the municipality has devised medium and long-term strategies spanning different timeframes and incorporating various elements to enhance revenue streams and operational efficiency.

Phase 2: Medium-Term Strategy (6-12 Months):

During this phase, the focus will be on consolidating gains made in Phase 1 and implementing further measures to sustain revenue growth and streamline operations. Key elements of the medium-term strategy include:

- **Leveraging Technology and Support Systems**: Investing in technological solutions and support systems to streamline processes, improve data accuracy, and enhance revenue collection capabilities.

- **Communication Plan**: Developing a comprehensive communication plan to ensure effective dissemination of information regarding billing, payment options, and revenue-related policies to stakeholders.
- **Proposed Action Plan**: Formulating a detailed action plan outlining specific steps and timelines for implementing revenue enhancement initiatives, including targeted campaigns, process improvements, and resource allocation.
- **Proposed Community Strategy**: Engaging with the community to raise awareness about the importance of timely payments, promote responsible water and electricity usage, and encourage participation in indigent relief programs.
- **Stakeholder Analysis**: Conducting a thorough stakeholder analysis to identify interests, and potential contributions to revenue enhancement efforts.
- **Communication Strategy**: Developing a communication strategy tailored to engage stakeholders effectively, address concerns, and solicit feedback on revenue-related initiatives.

Phase 3 :Long-Term Strategy (Over 12 Months):

Looking beyond the immediate and medium-term objectives, the municipality will embark on a long-term strategy aimed at sustainable revenue growth and operational excellence. This strategy will involve:

- **Continued Investment in Technology and Infrastructure**: Sustaining investments in technology upgrades, infrastructure development, and capacity building to support long-term revenue generation and service delivery goals.
- **Institutionalizing Best Practices**: Institutionalizing best practices in revenue management, customer service, and governance to foster a culture of efficiency, accountability, and innovation.
- **Collaboration and Partnerships**: Strengthening collaboration with external partners, such as government agencies, private sector entities, and community organizations, to leverage resources, expertise, and networks for mutual benefit.
- **Continuous Improvement**: Establishing mechanisms for continuous monitoring, evaluation, and improvement of revenue enhancement initiatives, ensuring adaptability to evolving challenges and opportunities.

By adopting a phased approach and incorporating technology, stakeholder engagement, and strategic planning, the municipality aims to achieve sustainable revenue growth, operational efficiency, and improved service delivery outcomes over the short, medium, and long term.

Revenue Strategy Overview:

- Diversification of revenue sources.
- Optimization of existing collection mechanisms.
- Implementation of targeted initiatives to capitalize on emerging opportunities.

Resource Capability:

- Dedicated team including financial analysts, revenue officers, and administrative staff.
- Equipped with skills and expertise to execute strategy effectively.

Analysis of Strategy:

- Mixed outcomes, with successes and challenges.
- Some initiatives yielding monetary gains, while others face obstacles or fail to meet projections.
- Factors such as economic fluctuations and operational inefficiencies impacting effectiveness.

Plans for Improvement:

- Revision and refinement of strategy.
- Comprehensive reviews of existing initiatives.
- Development of targeted action plans to address deficiencies.

Methodology for Improvement:

- Data analysis to identify trends and patterns.
- Performance monitoring for ongoing evaluation.
- Stakeholder consultation to gather feedback and insights.

Consultation Processes:

- Engagement with key stakeholders including community members, business owners, and government agencies.
- Incorporation of best practices from similar municipalities.

By employing these approaches, the municipality aims to enhance its revenue generation, ensuring long-term financial sustainability for the community.

Revenue Enhancement Plan Attached

Debt Management

The Amajuba District Municipality recognizes the urgent need to enhance its debt management practices, especially considering the current low collection rate, which falls below the established norm of 95%. Notably, a substantial portion of the outstanding debt stems from household consumers, underscoring the necessity for targeted interventions in this demographic.

To address this challenge, the municipality collaborates with GOGTAto facilitate the recovery of outstanding debt owed by state entities. Additionally, the municipality aims to strengthen its debt management framework by adopting a credible Indigent Support Policy and Indigent Application form. This initiative seeks to encourage eligible households to apply for inclusion in the Indigent Register, facilitating decisions regarding debt write-offs.

Recognizing the pervasive issue of financial unawareness among residents, the municipality emphasizes the strategic importance of leveraging technology in debt collection endeavors. By harnessing digital platforms and tools, the municipality seeks to enhance communication, increase financial literacy, and streamline payment processes, thereby fostering greater compliance and revenue recovery.

However, the municipality faces challenges in diversifying revenue streams due to infrastructural limitations and underdeveloped business landscapes, particularly within rural areas characterized by high unemployment rates and dependency on social grants. This impediment hinders the effectiveness of Planning and LED strategies in attracting business ventures and stimulating economic growth.

MUNICIPAL REVENUE SOURCE:
Equitable Share
Grants and Subsidies
Service Charges
Sundry Income

Addressing these challenges necessitates concerted efforts to attract investment, which not only holds the potential to elevate the municipality's collection rate but also mitigate youth unemployment rates. The municipality's revenue derives from various sources, including Equitable Share, Grants and Subsidies, Investment Interest, Service Charges, and Sundry Income. By fostering a conducive environment for investment and entrepreneurship, the municipality endeavors to spur economic activity, create employment opportunities, and ultimately enhance its revenue generation capacity.

These initiatives underscore the municipality's commitment to improving debt management practices, fostering economic resilience, and advancing sustainable development objectives. They will be integral components of the forthcoming IDP, reflecting the municipality's strategic vision and commitment to enhancing financial sustainability and community welfare.

Data Cleansing:

The municipality has previously undertaken data cleansing processes to rectify inaccuracies in the recorded figures. However, recognizing the critical importance of ensuring the accuracy of billed data, the municipality acknowledges the need for further strategies to enhance this aspect of its operations.

Expanding upon these efforts, the municipality aims to implement comprehensive data validation and verification procedures. This will involve rigorous scrutiny of existing datasets to identify and rectify any discrepancies or errors. Additionally, the municipality plans to enhance data collection mechanisms to capture information more accurately at the source, thereby minimizing potential inaccuracies from the outset.

Moreover, the municipality intends to leverage technological solutions to streamline data management processes. By implementing advanced data analytics tools and systems, the municipality seeks to automate data validation processes and flag any anomalies for further review. This proactive approach will enable the municipality to detect and address discrepancies in billed data more effectively, ensuring greater accuracy and reliability.

Furthermore, the municipality will prioritize staff training and capacity-building initiatives to enhance data management skills and promote a culture of data accuracy and integrity across departments. By empowering staff with the necessary knowledge and skills, the municipality aims to improve data handling practices and foster a more robust data governance framework.

Overall, the municipality is committed to implementing proactive measures to enhance the accuracy of billed data. Through a combination of comprehensive validation procedures, technological advancements, and staff capacity-building initiatives, the municipality aims to ensure that billed data is reliable, consistent, and reflective of the true financial status of the municipality.

Write-off:

The municipality faces the challenge of identifying and adequately assessing long-term debts that have become irrecoverable and incurred significant losses. We estimate to write off R 201 428 947.08. The municipality is prepared a comprehensive debt write-off for submission to the Council. This Write-off stems from a thorough assessment of outstanding debts and aims to address the unsustainable burden posed by irrecoverable accounts.

In crafting this write-off, the municipality has conducted extensive analyses of the outstanding debts, categorizing them based on recoverability criteria. Accounts deemed irrecoverable due to various factors, such as insolvency, protracted legal disputes, or deceased debtors with no estate, are earmarked for inclusion in the proposed debt write-off.

Moreover, the municipality is implementing stringent review processes to ensure the integrity and accuracy of the debt write-off proposal. This includes verifying the validity of outstanding debts, confirming adherence to legal requirements and regulatory guidelines, and conducting due diligence to safeguard against potential fraud or mismanagement.

Additionally, the municipality recognizes the importance of transparency and accountability in the debt write-off process. As such, the proposal will be accompanied by detailed documentation outlining the rationale behind each write-off decision, including supporting evidence and relevant financial data.

Furthermore, the municipality is committed to engaging stakeholders and seeking input from relevant committees and advisory bodies prior to presenting the debt write-off proposal to the Council. This collaborative approach aims to foster consensus-building, enhance oversight, and promote the adoption of sound fiscal management practices.

Ultimately, the debt write-off proposal represents a proactive measure to address the municipality's financial challenges and streamline its debt management practices. By responsibly managing outstanding debts and mitigating risks associated with irrecoverable accounts, the municipality seeks to safeguard its financial sustainability and uphold its fiduciary responsibilities to the community.

Provision for Bad Debts

Description	Current Financial Year		
	2024/25	2025/26	2026/27
Provision for Bad Debts	R 8 677 674,00	R 9 024 781,00	R 9 385 772,00

Impairments:

Assessing impairments requires a thorough understanding of valuation methodologies and consultation with experts to minimize bias and ensure accurate estimation R41 762 108 for 2023.

The municipality is undertaking a comprehensive review of its debt recovery mechanisms, aiming to identify and address any deficiencies to optimize efficiency and compliance with legal standards. This involves a thorough assessment of current processes to streamline operations and ensure alignment with regulatory frameworks.

In parallel, targeted outreach programs will be initiated to educate the public on their financial obligations and the importance of timely payments. By fostering greater financial literacy and awareness, the municipality seeks to reduce instances of unpaid debts and promote responsible financial practices among residents.

Furthermore, the municipality is exploring opportunities to automate debt collection procedures, leveraging technology to streamline administrative tasks and enhance overall efficiency. Automation will not only reduce administrative burdens but also improve the effectiveness of debt recovery efforts.

Additionally, the municipality is forging partnerships with local businesses, community groups, and relevant government entities to bolster debt recovery initiatives. Collaborative endeavors will enable the municipality to tap into additional resources, expertise, and networks, strengthening its capacity to recover outstanding debts successfully.

By implementing these strategies, the municipality aims to enhance its debt recovery processes, minimize financial losses, and uphold fiscal sustainability for the benefit of the community.

Enhanced Decision Making:

To improve data quality through thorough cleansing processes, the municipality will make informed decisions based on accurate and reliable information. This will lead to optimized resource allocation, efficient project management, and better outcomes for the community.

Increased Fiscal Responsibility:
Writing off non-paying debtors allows the municipality to accurately portray its financial position, facilitating transparency and accountability. This allows for proper resource allocation, reduces unnecessary expenses, and ensures optimal use of limited resources.

Promoting Sustainable Development:
Identifying areas that require strategic interventions, municipality can allocate resources effectively, ensure environmental sustainability, and cater to the changing needs of their communities.

4.16.2 TARIFFS 2024/25

There will be no increase of tariff as a short-term strategy to avoid further burdening residents for Water and Sanitation Tariffs for the 2024/25FY. National Treasury encourages municipalities to maintain tariff increases at levels that reflect an appropriate balance between the affordability to poorer households and other customers while ensuring the financial sustainability of the municipality. The Consumer Price Index (CPI) inflation is forecasted to be within the upper limit of the 3 to 6 per cent target band. The municipality will ensure a minimal increase in the water and sanitation related tariffs.

It is now more important to improve demand management, infrastructure maintenance, loss management, meter reading and tariff setting in respect of water services. Detailed tariffs for hall hire and other minor tariffs are detailed in the annexure on Financial Plan and Annual Budget 2024/25. The following tables detail tariffs to be implemented on water and sanitation as from the 1st of July 2025:

Table 190: Water and Sanitation Tariffs 2023/24

Service / Category	Increase 2022-2023 Exclude Vat	% increase 2023 2024	Increase 2023-2024 Exclude Vat	% increase 2024/2025	Increase 2024-2025 Exclude Vat
Water supply					
Residential/Charitable/Religious					
0kl-6kl	9,04	6%	9,58	6%	10,16
7kl-20kl	10,48	6%	11,11	6%	11,78
21kl-40kl	12,58	6%	13,34	6%	14,14
41kl-60kl	15,52	6%	16,45	6%	17,44
60kl+	18,76	6%	19,89	6%	21,08
Business & Industry per KL			-		-
0kl-6kl	11,17	6%	11,84	6%	12,55
7kl-20kl	13,23	6%	14,02	6%	14,86
21kl-40kl	14,66	6%	15,54	6%	16,47

41kl-60kl	16,10	6%	17,07	6%	18,09
60kl+	17,51	6%	18,56	6%	19,68
	-		-		-
Other	-		-		-
0kl-6kl	14,85	6%	15,74	6%	16,69
7kl-20kl	11,49	6%	12,18	6%	12,91
21kl-40kl	12,83	6%	13,60	6%	14,41
41kl-60kl	14,91	6%	15,81	6%	16,76
60kl+	17,06	6%	18,08	6%	19,16
			-		-
Raw water per kl	7,79	6%	8,26	6%	8,75
			-		-
Sanitation			-		-
All customers per KL	6,34	6%	6,72	6%	7,12
Emptying septic tanks per load	805,96	6%	854,32	6%	905,58
			-		-
Availability charge			-		-
Serviced vacant land	201,50	6%	213,59	6%	226,40

			-		-
Business water services fixed charge	**50,78**	**6%**	**53,83**	**6%**	**57,06**
-			-		-
Industrial water services fixed charge	**50,78**	**6%**	**53,83**	**6%**	**57,06**
			-		-
Business & Industrial sanitation services fixed charge	**97,19**	**6%**	**103,02**	**6%**	**109,20**
	-		-		-
Testing of meters	-		-		-
Exceeds 50mm			-		-
	-		-		-
New connections	-		-		-
Water	-		-		-
Connections 25mm and less			-		-
Connections greater than 25mm			-		-
Sanitation	-		-		-
All connections			-		-
	-		-		-
Deposits (New and Reconnections)	-		-		-
Domestic	**950,43**	**6%**	**1 007,45**	**6%**	**1 067,90**

Commercial	**1 774,14**	**6%**	**1 880,59**	**6%**	**1 993,43**
	-		-		-
Reconnection Fee	**126,72**	**6%**	**134,33**	**6%**	**142,39**
	-		-		-
Disconnection Fee	-		-		-
Water restricted (non-paying customers)	**126,72**	**6%**	**134,33**	**6%**	**142,39**
	-		-		-
Water tank deliveries	-		-		-
Water tank delivery per load			-		-

4.17 FINANCIAL MANAGEMENT

4.17.1 ASSETS AND INFRASTRUCTURE WITH REPAIRS AND MAINTENANCE

The municipality will be updating its Asset Register on its own to update the Asset register. A separate service provider will be appointed to assess infrastructure wherein the scope of work includes the development of an organizational Operation and Maintenance Plan which will be finalized in 2024/25.

To rectify the consistently low repairs and maintenance spending, falling below the mandated 8% threshold, and our utilization of only 25% of allocated funds, the municipality propose a systematic approach. This includes a thorough review of past spending, stakeholder engagement for insights, improved planning aligned with priorities, capacity building, robust monitoring, performance incentives, and a culture of continuous improvement. Through these measures, the aim is to optimize budget utilization, ensure compliance with legislative requirements, and enhance service delivery for our community.

Repairs and Maintenance

Description	Current Financial Year		
	2023/24 Original	2023/24 Actual	2023/24 Total
Repairs and Maintenance	R 14 333 736,27	R 3 517 895,27	R 3 517 895,27
% Repairs and Maintenance	5%		25%

The municipality's repairs and maintenance budget are below the norm of 8% of PPE. However, the Repairs and Maintenance budget forecast for 3-years is it incremental (2023: R7 860 322; 2024: R 8 174 735 and 2025: R 8 501 725). To address this the Financial Recovery Plan seeks to monitor and control expenditure; and improve revenue and thereby reducing the budgeted deficit has been tabled to Council as is approved.

4.17.2 Financial Ratios

Table 191: Financial ratios

RATIO	FORMULA	DATA SOURCE	NORM/ RANGE	INPUT DESCRIPTION	DATA INPUTS AND RESULTS 2023/24	DATA INPUTS AND RESULTS 2024/25
					" R 000 "	" R 000 "
1. FINANCIAL POSITION						
A. Asset Management/Utilisation						
1	Capital Expenditure to Total Expenditure	Total Capital Expenditure / Total Expenditure (Total Operating expenditure + Capital expenditure) × 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In-Year reports, IDP and AR	10 % - 20 %		47%	18%
					Total Operating Expenditure		135 110
					Taxation Expense		
					Total Capital Expenditure	307 093	29 442
2						0%	0%

	Impairment of Property, Plant and Equipment, Investment Property and Intangible assets (Carrying Value)	Property, Plant and Equipment + Investment Property + Intangible Assets Impairment/(Total Property, Plant and Equipment + Investment Property + Intangible Assets) × 100	Statement of Financial Position, Notes to the AFS and AR	0 %	PPE, Investment Property and Intangible Impairment		
					PPE at carrying value	615 631	631 267
					Investment at carrying value		
					Intangible Assets at carrying value	3 010	8 539

3	Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value)	Total Repairs and Maintenance Expenditure/ Property, Plant and Equipment and Investment Property (Carrying value) x 100	Statement of Financial Position, Statement of Financial Performance, IDP, Budgets and In-Year Reports	8 %		1%	0%
					Total Repairs and Maintenance Expenditure	3 327	428
					PPE at carrying value	615 631	631 267
					Investment Property at Carrying value		

B. Debtors Management

1	Collection Rate	(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad	Statement of Financial Position, Statement of Financial Performance,	95 %		90%	41%
					Gross Debtors closing balance	10 827	233 125

		Debts Written Off)/Billed Revenue x 100	Notes to the AFS, Budget , In-Year Reports, IDP and AR		Gross Debtors opeining balance	6 902	209 985
					Bad debts written Off		
					Billed Revenue	38 431	39 531
2	Bad Debts Written-off as % of Provision for Bad Debt	Bad Debts Written-off/Provision for Bad debts x 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget and AR	100 %		0%	0%
					Consumer Debtors Bad debts written off		
					Consumer Debtors Current bad debt Provision		
3	Net Debtors Days	((Gross Debtors - Bad debt Provision)/ Actual Billed Revenue)) × 365	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget and AR	30 days		103 days	2 153 days
					Gross debtors	10 827	233 125
					Bad debts Provision	-	
					Billed Revenue	38 431	39 531

C. Liquidity Management

1	Cash / Cost Coverage Ratio (Excl. Unspent Conditional Grants)	((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation,	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In year Reports and AR	1 - 3 Months		2 Month	4 Month
					Cash and cash equivalents	76 944	129 334
					Unspent Conditional Grants	18 957	78 132
					Overdraft		

		Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)			Short Term Investments	7 332	38 465
					Total Annual Operational Expenditure	349 794	244 217
2	Current Ratio	Current Assets / Current Liabilities	Statement of Financial Position, Budget, IDP and AR	1.5 - 2:1		0,66	0,93
					Current Assets	103 542	195 021
					Current Liabilities	155 772	208 723

D. Liability Management

1	Capital Cost(Interest Paid and Redemption) as a % of Total Operating Expenditure	Capital Cost(Interest Paid and Redemption) / Total Operating Expenditure x 00	Statement of Financial Position, Statement of Cash Flows, Statement of Financial Performance, Budget, IDP, In-Year Reports and AR	6% - 8%		0%	1%
					Interest Paid	122	122
					Redemption	641	764
					Total Operating Expenditure	349 794	135 110
					Taxation Expense		
2	Debt (Total Borrowings) / Revenue	(Overdraft + Current Finance Lease Obligation + Non current Finance Lease Obligation + Short Term Borrowings + Long term borrowing) / (Total Operating Revenue - Operational Conditional Grants) x 100	Statement of Financial Position, Statement of Financial Performance, Budget, IDP and AR	45%		2%	1%
					Total Debt	3 231	2 561
					Total Operating Revenue	372 247	194 153
					Operational Conditional Grants	208 827	4 626

2. FINANCIAL PERFORMANCE

A. Efficiency

						11%	35%
1	Net Operating Surplus Margin	(Total Operating Revenue - Total Operating Expenditure)/Total Operating Revenue	Statement of Financial Performance, Budget, In-Year reports, AR, Statement of Comparison of Budget and Actual Amounts and Statement of Changes in Net Asset	= or > 0 %	Total Operating Revenue	372 247	194 153
					Depreciation - Revalued Portion *(Only populate if depreciation line item in the Statement of Financial Performance is based on the revalued asset value)*	17 058	8 419
					Total Operating Expenditure	349 794	135 110
					Taxation Expense		

						N/A	N/A
2	Net Surplus /Deficit Electricity	Total Electricity Revenue less Total Electricity Expenditure/Total Electricity Revenue × 100	Statement of Financial Performance, Notes to AFS, Budget, IDP, In-Year reports and AR	0 % - 15 %	Total Electricity Revenue		
					Total Electricity Expenditure		

3	Net Surplus /Deficit Water	Total Water Revenue less Total Water Expenditure/Total Water Revenue × 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= or > 0 %		-56%	42%
					Total Water Revenue	29 313	14 178
					Total Water Expenditure	45 766	8 218

4	Net Surplus /Deficit Refuse	Total Refuse Revenue less Total Refuse Expenditure/Total Refuse Revenue × 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= or > 0 %		N/A	N/A
					Total Refuse Revenue		
					Total Refuse Expenditure		

5	Net Surplus /Deficit Sanitation and Waste Water	Total Sanitation and Waste Water Revenue less Total Sanitation and Waste Water Expenditure/Total Sanitation and Waste Water Revenue × 100	Statement of Financial Performance, Notes to AFS, Budget, IDP, In-Year reports and AR	= or > 0 %		-43%	-94%
					Total Sanitation and Water Waste Revenue	9 118	4 247
					Total Sanitation and Water Waste Expenditure	13 076	8 218

B. Distribution Losses

1	Electricity Distribution Losses (Percentage)	(Number of Electricity Units Purchased and/or Generated - Number of units sold) / Number of Electricity Units Purchased and/or generated) × 100	Annual Report, Audit Report and Notes to Annual Financial Statements	7 % - 10 %		N/A	N/A
					Number of units purchased and/or generated		
					Number of units sold		

2	Water Distribution Losses (Percentage)	(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified × 100	Annual Report, Audit Report and Notes to Annual Financial Statements	15% - 30%		36%	N/A
					Number of kilolitres purchased and/or purified	4 512	
					Number of kilolitres sold	2 890	

C. Revenue Management

1	Growth in Number of Active Consumer Accounts	(Period under review's number of Active Debtor Accounts - previous period's number of Active Debtor Accounts)/ previous number of Active Debtor Accounts x 100	Debtors System	None		10%	10%
					Number of Active Debtors Accounts (Previous)	5 435	5 435
					Number of Active Debtors Accounts (Current)	5 955	5 955

2	Revenue Growth (%)	(Period under review's Total Revenue - previous period's Total Revenue)/ previous period's Total Revenue) x 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= CPI		9%	
					CPI	9%	
					Total Revenue (Previous)	341 906	
					Total Revenue (Current)	372 247	

3	Revenue Growth (%) - Excluding capital grants	(Period under review's Total Revenue Excluding capital grants- previous period's Total Revenue excluding capital grants)/ previous period's Total Revenue excluding capital grants) x 100	Statement of Financial Performance, Notes to AFS , Budget, IDP, In-Year reports and AR	= CPI		33%	
					CPI	9%	
					Total Revenue Exl.Capital (Previous)	48 987	
					Total Revenue Exl.Capital (Current)	64 953	

D. Expenditure Management

1	Creditors Payment Period (Trade Creditors)	Trade Creditors Outstanding / Credit Purchases (Operating and Capital) × 365	Statement of Financial Performance, Notes to AFS, Budget, In-Year reports and AR	30 days		197 days	41 days
					Trade Creditors	107 073	8 239
					Contracted Services	52 456	24 072
					Repairs and Maintenance	3 474	428
					General expenses	43 749	19 670
					Bulk Purchases		
					Capital Credit Purchases *(Capital Credit Purchases refers to additions of Investment Property and Property,Plant and Equipment)*	98 266	29 442

2	Irregular, Fruitless and Wasteful and Unauthorised Expenditure / Total Operating Expenditure	(Irregular, Fruitless and Wasteful and Unauthorised Expenditure) / Total Operating Expenditure x100	Statement Financial Performance, Notes to Annual Financial Statements and AR	0 %		260%	146%
					Irregular, Fruitless and Wasteful and Unauthorised Expenditure	910 637	197 881
					Total Operating Expenditure	349 794	135 110
					Taxation Expense		

3	Remuneration as % of Total Operating Expenditure	Remuneration (Employee Related Costs and Councillors' Remuneration) /Total Operating Expenditure x100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	25 % - 40 %		39%	55%
					Employee/personnel related cost	126 824	68 377
					Councillors Remuneration	8 753	6 170
					Total Operating Expenditure	349 794	135 110
					Taxation Expense		

4	Contracted Services % of Total Operating Expenditure	Contracted Services / Total Operating Expenditure x100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	2 % - 5 %		16%	18%
					Contracted Services	55 930	24 072
					Total Operating Expenditure	349 794	135 110
					Taxation Expense		

E. Grant Dependency

1	Own funded Capital Expenditure (Internally generated funds + Borrowings) to Total Capital Expenditure	Own funded Capital Expenditure (Internally generated funds + Borrowings) / Total Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements (Statement of Comparative and Actual Information), Budget, IDP, In-Year reports and AR	None		14%	16%
					Internally generated funds	13 836	4 810
					Borrowings		
					Total Capital Expenditure	98 266	29 442

2	Own funded Capital Expenditure (Internally Generated Funds) to Total Capital Expenditure	Own funded Capital Expenditure (Internally Generated Funds) / Total Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements (Statement of Comparative and Actual Information) Budget, IDP, In-Year reports and AR	None		14%	16%
					Internally generated funds	13 836	4 810
					Total Capital Expenditure	98 266	29 442

3	Own Source Revenue to Total Operating Revenue(Including Agency Revenue)	Own Source Revenue (Total revenue - Government grants and Subsidies - Public Contributions and Donations)/ Total Operating Revenue (including agency services) x 100	Statement Financial Performance, Budget, IDP, In-Year reports and AR	None		708%	101%
					Total Revenue	63 867	201 340
					Government grant and subsidies	307 293	4 626
					Public contributions and Donations		

					Capital Grants	98 266	7 187

3. BUDGET IMPLEMENTATION

1	Capital Expenditure Budget Implementation Indicator	Actual capital Expenditure / Budget Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, In-Year reports and AR	95% - 100%		29%	7%
					Actual Capital Expenditure	98 266	7 187
					Budget Capital Expenditure	333 310	96 247
2	Operating Expenditure Budget Implementation Indicator	Actual Operating Expenditure / Budgeted Operating Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		130%	55%
					Actual Operating Expenditure	349 794	135 110
					Budget Operating Expenditure	268 851	244 217
3	Operating Revenue Budget Implementation Indicator	Actual Operating Revenue / Budget Operating Revenue x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		115%	68%
					Actual Operating Revenue	64 953	194 153
					Budget Operating Revenue	56 549	284 392
4	Service Charges and Property Rates Revenue Budget	Actual Service Charges and Property Rates Revenue / Budget Service Charges and Property Rates Revenue x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 10		103%	43%
					Actual Service Charges and Property Rates Revenue	38 431	18 426

	Implementation Indicator			0 %	Budget Service Charges and Property Rates Revenue	37 269	42 909

The provided template offers a structured approach to evaluate key financial aspects of a municipality for the financial year 2023/2024. It includes ratios spanning asset management, debtors and creditors management, liquidity, liability management, sustainability, revenue and expenditure efficiency, grant dependency, and budget implementation.

Interpreting these ratios involves comparing calculated values against established norms or ranges. The low collection rate or high debtor days indicate inefficiencies in revenue collection. Whilst the high debt levels relative to revenue might signal potential financial risks that the municipality at times finds itself in.

By analysing these ratios for the financial year 2023/2024, municipalities has identify areas needing improvement, and make data-driven decisions to enhance fiscal management and overall performance. This has enabled the municipality to adapt strategies and policies to address evolving financial challenges and ensure long-term sustainability.

Template for Calculation of Uniform Financial Ratios and Norms 2022/23 Projected

* norm, corrective actions/plans should be taken and referenced

RATIO	FORMULA	DATA SOURCE	NORM/RANGE	INPUT DESCRIPTION	DATA INPUTS AND RESULTS	INTERPRETATION	MUNICIPAL COMMENTS (#)
					" R 000 "		
1. FINANCIAL POSITION							
A. Asset Management/Utilisation							
1	Capital Expenditure to Total Expenditure	Total Capital Expenditure / Total Expenditure (Total Operating expenditure + Capital expenditure) × 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In-Year reports, IDP and AR	10% - 20%		30%	*2022/23 Projected 3*	
					Total Operating Expenditure	261 686		
					Taxation Expense	18 957		
					Total Capital Expenditure	93 164		
2	Impairment of Property, Plant and Equipment, Investment Property and Intangible assets (Carrying Value)	Property, Plant and Equipment + Investment Property + Intangible Assets Impairment/(Total Property, Plant and Equipment + Investment Property + Intangible Assets) × 100	Statement of Financial Position, Notes to the AFS and AR	0%		0%	*2022/23 Projected 3*	9
					PPE, Investment Property and Intangible Impairment	-		
					PPE at carrying value	608 549		
					Investment at carrying value	-		
					Intangible Assets at carrying value	10 265		
3	Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value)	Total Repairs and Maintenance Expenditure/ Property, Plant and Equipment and Investment Property (Carrying value) x 100	Statement of Financial Position, Statement of Financial Performance, IDP, Budgets and In-Year Reports	8%		1%	*2022/23 Projected 3*	
					Total Repairs and Maintenance Expenditure	3 327		
					PPE at carrying value	608 549		
					Investment Property at Carrying value	-		

B. Debtors Management								
1	Collection Rate	(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/Billed Revenue x 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget , In-Year Reports, IDP and AR	95%		32%	*2022/23 Projected 3*	
					Gross Debtors closing balance	209 986		
					Gross Debtors opeining balance	163 899		
					Bad debts written Off	-		
					Billed Revenue	68 211		
2	Bad Debts Written-off as % of Provision for Bad Debt	Bad Debts Written-off/Provision for Bad debts x 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget and AR	100%		#DIV/0!	*2022/23 Projected 3*	
					Consumer Debtors Bad debts written off	-		
					Consumer Debtors Current bad debt Provision	-		
3	Net Debtors Days	((Gross Debtors - Bad debt Provision)/ Actual Billed Revenue)) × 365	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget and AR	30 days		1 124 days	*2022/23 Projected 3*	
					Gross debtors	209 986		
					Bad debts Provision	-		
					Billed Revenue	68 211		
C. Liquidity Management								
1	Cash / Cost Coverage Ratio (Excl. Unspent Conditional Grants)	((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In year Reports and AR	1 - 3 Months		3 Month	*2022/23 Projected 3*	
					Cash and cash equivalents	40 001		
					Unspent Conditional Grants	19 525		
					Overdraft	-		
					Short Term Investments	36 781		
					Total Annual Operational Expenditure	261 686		
2	Current Ratio	Current Assets / Current Liabilities	Statement of Financial Position, Budget, IDP and AR	1.5 - 2:1		0.7	*2022/23 Projected 3*	
					Current Assets	156 331		
					Current Liabilities	222 416		

D. Liability Management								
1	Capital Cost(Interest Paid and Redemption) as a % of Total Operating Expenditure	Capital Cost(Interest Paid and Redemption) / Total Operating Expenditure x 00	Statement of Financial Position, Statement of Cash Flows, Statement of Financial Performance, Budget, IDP, In-Year Reports and AR	6% - 8%		1%	*2022/23 Projected 3*	
					Interest Paid	328		
					Redemption	1 528		
					Total Operating Expenditure	261 686		
					Taxation Expense	-		
2	Debt (Total Borrowings) / Revenue	(Overdraft + Current Finance Lease Obligation + Non current Finance Lease Obligation + Short Term Borrowings + Long term borrowing) / (Total Operating Revenue - Operational Conditional Grants) x 100	Statement of Financial Position, Statement of Financial Performance, Budget, IDP and AR	45%		5%	*2022/23 Projected 3*	
					Total Debt	3 198		
					Total Operating Revenue	252 368		
					Operational Conditional Grants	189 433		
E. Sustainability								
1	Level of Cash Backed Reserves (Net Assets - Accumulated Surplus)	(Cash and Cash Equivalents - Bank overdraft + Short Term Investment + Long Term Investment - Unspent grants) / (Net Assets - Accumulated Surplus - Non Controlling Interest Share Premium - Share Capital - Fair Value Adjustment - Revaluation Reserve) x 100	Statement Financial Position, Budget and AR	100%		15%	*2022/23 Projected 3*	
					Cash and cash Equivalents	76 966 614		
					Bank Overdraft	-		
					Short Term Investment	36 781 735		
					Long Term Investment	-		
					Unspent Grants	18 957 238		
					Net Assets	652 452 996		
					Share Premium	-		
					Share Capital	-		
					Revaluation Reserve	-		
					Fair Value Adjustment Reserve	-		
					Accumulated Surplus	-		

2. FINANCIAL PERFORMANCE								
A. Efficiency								
1	Net Operating Surplus Margin	(Total Operating Revenue - Total Operating Expenditure)/Total Operating Revenue	Statement of Financial Performance, Budget, In-Year reports, AR, Statement of Comparison of Budget and Actual Amounts and Statement of Changes in Net Asset	= or > 0%		-5%	*2022/23 Projected 3*	
					Total Operating Revenue	252 368		
					Depreciation - Revalued Portion *(Only populate if depreciation line item in the Statement of Financial Performance is based on the revalued asset value)*	15 744		
					Total Operating Expenditure	261 686		
					Taxation Expense	18 957		
2	Net Surplus /Deficit Electricity	Total Electricity Revenue less Total Electricity Expenditure/Total Electricity Revenue × 100	Statement of Financial Performance, Notes to AFS, Budget, IDP, In-Year reports and AR	0% - 15%		#DIV/0!	*2022/23 Projected 3*	
					Total Electricity Revenue			
					Total Electricity Expenditure			
3	Net Surplus /Deficit Water	Total Water Revenue less Total Water Expenditure/Total Water Revenue × 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= or > 0%		-12%	*2022/23 Projected 3*	
					Total Water Revenue	29 390		
					Total Water Expenditure	33 060		
4	Net Surplus /Deficit Refuse	Total Refuse Revenue less Total Refuse Expenditure/Total Refuse Revenue × 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= or > 0%		#DIV/0!	*2022/23 Projected 3*	
					Total Refuse Revenue			
					Total Refuse Expenditure			

5	Net Surplus /Deficit Sanitation and Waste Water	Total Sanitation and Waste Water Revenue less Total Sanitation and Waste Water Expenditure/Total Sanitation and Waste Water Revenue × 100	Statement of Financial Performance, Notes to AFS, Budget, IDP, In-Year reports and AR	= or > 0%		10%		
					Total Sanitation and Water Waste Revenue	9 143	*2022/23 Projected 3*	
					Total Sanitation and Water Waste Expenditure	8 264		
B. Distribution Losses								
1	Electricity Distribution Losses (Percentage)	(Number of Electricity Units Purchased and/or Generated - Number of units sold) / Number of Electricity Units Purchased and/or generated) × 100	Annual Report, Audit Report and Notes to Annual Financial Statements	7% - 10%		#DIV/0!		
					Number of units purchased and/or generated		*2022/23 Projected 3*	
					Number of units sold			
2	Water Distribution Losses (Percentage)	(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified × 100	Annual Report, Audit Report and Notes to Annual Financial Statements	15% - 30%		53%		
					Number of kilolitres purchased and/or purified	4 466 858	*2022/23 Projected 3*	
					Number of kilolitres sold	2 093 591		
C. Revenue Management								
1	Growth in Number of Active Consumer Accounts	(Period under review's number of Active Debtor Accounts - previous period's number of Active Debtor Accounts)/ previous number of Active Debtor Accounts x 100	Debtors System	None		2%		
					Number of Active Debtors Accounts (Previous)	5 315	*2022/23 Projected 3*	
					Number of Active Debtors Accounts (Current)	5 435		
2	Revenue Growth (%)	(Period under review's Total Revenue - previous period's Total Revenue)/ previous period's Total Revenue) x 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= CPI		-29%		
					CPI	7%	*2022/23 Projected 3*	
					Total Revenue (Previous)	430 901		
					Total Revenue (Current)	305 096		
3	Revenue Growth (%) - Excluding capital grants	(Period under review's Total Revenue Excluding capital grants- previous period's Total Revenue excluding capital grants)/ previous period's Total Revenue excluding capital grants) x 100	Statement of Financial Performance, Notes to AFS , Budget, IDP, In-Year reports and AR	= CPI		-26%		
					CPI	7%		
					Total Revenue Exl.Capital (Previous)	341 906	*2022/23 Projected 3*	
					Total Revenue Exl.Capital (Current)	252 368		

D. Expenditure Management								
1	Creditors Payment Period (Trade Creditors)	Trade Creditors Outstanding / Credit Purchases (Operating and Capital) × 365	Statement of Financial Performance, Notes to AFS, Budget, In-Year reports and AR	30 days		192 days	*2022/23 Projected 3*	
					Trade Creditors	102 348		
					Contracted Services	54 292		
					Repairs and Maintenance	3 327		
					General expenses	44 078		
					Bulk Purchases			
					Capital Credit Purchases *(Capital Credit Purchases refers to additions of Investment Property and Property,Plant and Equipment)*	93 164		
2	Irregular, Fruitless and Wasteful and Unauthorised Expenditure / Total Operating Expenditure	(Irregular, Fruitless and Wasteful and Unauthorised Expenditure) / Total Operating Expenditure x100	Statement Financial Performance, Notes to Annual Financial Statements and AR	0%		6%	*2022/23 Projected 3*	
					Irregular, Fruitless and Wasteful and Unauthorised Expenditure	17 261		
					Total Operating Expenditure	261 686		
					Taxation Expense	18 957		
3	Remuneration as % of Total Operating Expenditure	Remuneration (Employee Related Costs and Councillors' Remuneration) /Total Operating Expenditure x100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	25% - 40%		52%	*2022/23 Projected 3*	
					Employee/personnel related cost	126 958		
					Councillors Remuneration	9 359		
					Total Operating Expenditure	261 686		
					Taxation Expense	-		
4	Contracted Services % of Total Operating Expenditure	Contracted Services / Total Operating Expenditure x100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	2% - 5%		21%	*2022/23 Projected 3*	
					Contracted Services	54 292		
					Total Operating Expenditure	261 686		
					Taxation Expense	-		
E. Grant Dependency								
1	Own funded Capital Expenditure (Internally generated funds + Borrowings) to Total Capital Expenditure	Own funded Capital Expenditure (Internally generated funds + Borrowings) / Total Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements (Statement of Comparative and Actual Information), Budget, IDP, In-Year reports and AR	None		15%	*2022/23 Projected 3*	
					Internally generated funds	13 836		
					Borrowings	-		
					Total Capital Expenditure	93 164		
2	Own funded Capital Expenditure (Internally Generated Funds) to Total Capital Expenditure	Own funded Capital Expenditure (Internally Generated Funds) / Total Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements (Statement of Comparative and Actual Information) Budget, IDP, In-Year reports and AR	None		15%	*2022/23 Projected 3*	
					Internally generated funds	13 836		
					Total Capital Expenditure	93 164		
3	Own Source Revenue to Total Operating Revenue(Including Agency Revenue)	Own Source Revenue (Total revenue - Government grants and Subsidies - Public Contributions and Donations)/ Total Operating Revenue (including agency services) x 100	Statement Financial Performance, Budget, IDP, In-Year reports and AR	None		46%	*2022/23 Projected 3*	
					Total Revenue	305 096		
					Government grant and subsidies	189 433		
					Public contributions and Donations	-		
					Capital Grants	52 728		

3. BUDGET IMPLEMENTATION								
1	Capital Expenditure Budget Implementation Indicator	Actual capital Expenditure / Budget Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, In-Year reports and AR	95% - 100%		44%		
					Actual Capital Expenditure	52 728	*2022/23 Projected 3*	
					Budget Capital Expenditure	119 258		
2	Operating Expenditure Budget Implementation Indicator	Actual Operating Expenditure / Budgeted Operating Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		97%		
					Actual Operating Expenditure	261 686	*2022/23 Projected 3*	
					Budget Operating Expenditure	268 851		
3	Operating Revenue Budget Implementation Indicator	Actual Operating Revenue / Budget Operating Revenue x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		93%		
					Actual Operating Revenue	252 368	*2022/23 Projected 3*	
					Budget Operating Revenue	270 600		
4	Service Charges and Property Rates Revenue Budget Implementation Indicator	Actual Service Charges and Property Rates Revenue / Budget Service Charges and Property Rates Revenue x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		103%		
					Actual Service Charges and Property Rates Revenue	38 533	*2022/23 Projected 3*	
					Budget Service Charges and Property Rates Revenue	37 269		

In the financial year 2022/2023, the evaluation of financial ratios provides crucial insights into the municipality's fiscal health and performance. These ratios, spanning various facets of financial management, offer a comprehensive overview of the municipality's economic standing and efficiency in resource utilization.

Analyzing these ratios enables a deeper understanding of the municipality's financial position. The metrics related to asset management highlight the efficiency of capital expenditure utilization and maintenance practices. Debtors and creditors management ratios shed light on revenue collection effectiveness and payment obligations.

Liquidity ratios indicate the municipality's ability to meet short-term financial commitments, while liability management ratios assess the sustainability of debt levels relative to revenue. Sustainability ratios gauge the municipality's capacity to maintain cash reserves and fiscal stability over the long term.

Efficiency ratios delve into revenue and expenditure management, revealing operational effectiveness and potential areas for cost optimization. Grant dependency ratios highlight reliance on external funding sources, influencing budgetary planning and risk assessment.

Template for Calculation of Uniform Financial Ratios and Norms 2021/22 Projected

* norm, corrective actions/plans should be taken and referenced

RATIO	FORMULA	DATA SOURCE	NORM/RANGE	INPUT DESCRIPTION	DATA INPUTS AND RESULTS	INTERPRETATION	MUNICIPAL COMMENTS (#)
					" R 000 "		
1. FINANCIAL POSITION							
A. Asset Management/Utilisation							
1	Capital Expenditure to Total Expenditure	Total Capital Expenditure / Total Expenditure (Total Operating expenditure + Capital expenditure) × 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In-Year reports, IDP and AR	10% - 20%		27%	
					Total Operating Expenditure	313 867 948	
					Taxation Expense	27 686 126	*2021/22 Projected 4*
					Total Capital Expenditure	88 995 406	
2	Impairment of Property, Plant and Equipment, Investment Property and Intangible assets (Carrying Value)	Property, Plant and Equipment + Investment Property + Intangible Assets Impairment/(Total Property, Plant and Equipment + Investment Property + Intangible Assets) × 100	Statement of Financial Position, Notes to the AFS and AR	0%		1%	
					PPE, Investment Property and Intangible Impairment	3 875 041	
					PPE at carrying value	537 379 918	*2021/22 Projected 4*
					Investment at carrying value	-	
					Intangible Assets at carrying value	2 832 595	
3	Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value)	Total Repairs and Maintenance Expenditure/ Property, Plant and Equipment and Investment Property (Carrying value) x 100	Statement of Financial Position, Statement of Financial Performance, IDP, Budgets and In-Year Reports	8%		1%	
					Total Repairs and Maintenance Expenditure	4 482 262	
					PPE at carrying value	537 379 918	*2021/22 Projected 4*
					Investment Property at Carrying value	-	

B. Debtors Management								
1	Collection Rate	(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/Billed Revenue x 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget , In-Year Reports, IDP and AR	95%		-18%	*2021/22 Projected 4*	
					Gross Debtors closing balance	166 559 008		
					Gross Debtors opeining balance	120 496 633		
					Bad debts written Off	-		
					Billed Revenue	38 987 566		
2	Bad Debts Written-off as % of Provision for Bad Debt	Bad Debts Written-off/Provision for Bad debts x 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget and AR	100%		0%	*2021/22 Projected 4*	
					Consumer Debtors Bad debts written off	-		
					Consumer Debtors Current bad debt Provision	159 666 838		
3	Net Debtors Days	((Gross Debtors - Bad debt Provision)/ Actual Billed Revenue)) × 365	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget and AR	30 days		65 days	*2021/22 Projected 4*	
					Gross debtors	166 559 008		
					Bad debts Provision	159 666 838		
					Billed Revenue	38 987 566		
C. Liquidity Management								
1	Cash / Cost Coverage Ratio (Excl. Unspent Conditional Grants)	((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In year Reports and AR	1 - 3 Months		5 Month	*2021/22 Projected 4*	
					Cash and cash equivalents	71 223 202		
					Unspent Conditional Grants	27 686 126		
					Overdraft	-		
					Short Term Investments	64 023 851		
					Total Annual Operational Expenditure	282 244 725		
2	Current Ratio	Current Assets / Current Liabilities	Statement of Financial Position, Budget, IDP and AR	1.5 - 2:1		0,75	*2021/22 Projected 4*	
					Current Assets	88 805 100		
					Current Liabilities	118 294 020		

D. Liability Management								
1	Capital Cost(Interest Paid and Redemption) as a % of Total Operating Expenditure	Capital Cost(Interest Paid and Redemption) / Total Operating Expenditure x 00	Statement of Financial Position, Statement of Cash Flows, Statement of Financial Performance, Budget, IDP, In-Year Reports and AR	6% - 8%		0%	*2021/22 Projected 4*	
					Interest Paid	296 063		
					Redemption	-		
					Total Operating Expenditure	313 867 948		
					Taxation Expense	27 686 126		
2	Debt (Total Borrowings) / Revenue	(Overdraft + Current Finance Lease Obligation + Non current Finance Lease Obligation + Short Term Borrowings + Long term borrowing) / (Total Operating Revenue - Operational Conditional Grants) x 100	Statement of Financial Position, Statement of Financial Performance, Budget, IDP and AR	45%		6%	*2021/22 Projected 4*	
					Total Debt	3 898 964		
					Total Operating Revenue	341 906 246		
					Operational Conditional Grants	279 001 744		
E. Sustainability								
1	Level of Cash Backed Reserves (Net Assets - Accumulated Surplus)	(Cash and Cash Equivalents - Bank overdraft + Short Term Investment + Long Term Investment - Unspent grants) / (Net Assets - Accumulated Surplus - Non Controlling Interest Share Premium - Share Capital - Fair Value Adjustment - Revaluation Reserve) x 100	Statement Financial Position, Budget and AR	100%		17%	*2021/22 Projected 4*	
					Cash and cash Equivalents	71 223 202		
					Bank Overdraft	-		
					Short Term Investment	64 023 751		
					Long Term Investment	-		
					Unspent Grants	27 686 126		
					Net Assets	651 867 010		
					Share Premium			
					Share Capital			
					Revaluation Reserve			
					Fair Value Adjustment Reserve			
					Accumulated Surplus			

2. FINANCIAL PERFORMANCE								
A. Efficiency								
1	Net Operating Surplus Margin	(Total Operating Revenue - Total Operating Expenditure)/Total Operating Revenue	Statement of Financial Performance, Budget, In-Year reports, AR, Statement of Comparison of Budget and Actual Amounts and Statement of Changes in Net Asset	= or > 0%		5%	*2021/22 Projected 4*	
					Total Operating Revenue	341 906 246		
					Depreciation - Revalued Portion *(Only populate if depreciation line item in the Statement of Financial Performance is based on the revalued asset value)*	15 312 280		
					Total Operating Expenditure	313 867 948		
					Taxation Expense	27 686 126		
2	Net Surplus /Deficit Electricity	Total Electricity Revenue less Total Electricity Expenditure/Total Electricity Revenue × 100	Statement of Financial Performance, Notes to AFS, Budget, IDP, In-Year reports and AR	0% - 15%		#VALUE!	*2021/22 Projected 4*	
					Total Electricity Revenue	N/A		
					Total Electricity Expenditure	N/A		
3	Net Surplus /Deficit Water	Total Water Revenue less Total Water Expenditure/Total Water Revenue × 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= or > 0%		23%	*2021/22 Projected 4*	
					Total Water Revenue	25 877 468		
					Total Water Expenditure	19 849 650		
4	Net Surplus /Deficit Refuse	Total Refuse Revenue less Total Refuse Expenditure/Total Refuse Revenue × 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= or > 0%		#VALUE!	*2021/22 Projected 4*	
					Total Refuse Revenue	N/A		
					Total Refuse Expenditure	N/A		

5	Net Surplus /Deficit Sanitation and Waste Water	Total Sanitation and Waste Water Revenue less Total Sanitation and Waste Water Expenditure/Total Sanitation and Waste Water Revenue × 100	Statement of Financial Performance, Notes to AFS, Budget, IDP, In-Year reports and AR	= or > 0%		3%		
					Total Sanitation and Water Waste Revenue	9 029 575	*2021/22 Projected 4*	
					Total Sanitation and Water Waste Expenditure	8 739 365		
B. Distribution Losses								
1	Electricity Distribution Losses (Percentage)	(Number of Electricity Units Purchased and/or Generated - Number of units sold) / Number of Electricity Units Purchased and/or generated) × 100	Annual Report, Audit Report and Notes to Annual Financial Statements	7% - 10%		#VALUE!		
					Number of units purchased and/or generated	N/A	*2021/22 Projected 4*	
					Number of units sold	N/A		
2	Water Distribution Losses (Percentage)	(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified × 100	Annual Report, Audit Report and Notes to Annual Financial Statements	15% - 30%		46%		
					Number of kilolitres purchased and/or purified	5 609 770	*2021/22 Projected 4*	
					Number of kilolitres sold	3 010 708		
C. Revenue Management								
1	Growth in Number of Active Consumer Accounts	(Period under review's number of Active Debtor Accounts - previous period's number of Active Debtor Accounts)/ previous number of Active Debtor Accounts x 100	Debtors System	None		-13%		
					Number of Active Debtors Accounts (Previous)	3 392	*2021/22 Projected 4*	
					Number of Active Debtors Accounts (Current)	2 954		
2	Revenue Growth (%)	(Period under review's Total Revenue - previous period's Total Revenue)/ previous period's Total Revenue) x 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= CPI		2%		
					CPI	6%	*2021/22 Projected 4*	
					Total Revenue (Previous)	334 770 933		
					Total Revenue (Current)	341 906 246		
3	Revenue Growth (%) - Excluding capital grants	(Period under review's Total Revenue Excluding capital grants- previous period's Total Revenue excluding capital grants)/ previous period's Total Revenue excluding capital grants) x 100	Statement of Financial Performance, Notes to AFS , Budget, IDP, In-Year reports and AR	= CPI		2%		
					CPI	6%		
					Total Revenue Exl.Capital (Previous)	334 770 933	*2021/22 Projected 4*	
					Total Revenue Exl.Capital (Current)	341 906 246		

D. Expenditure Management								
1	Creditors Payment Period (Trade Creditors)	Trade Creditors Outstanding / Credit Purchases (Operating and Capital) × 365	Statement of Financial Performance, Notes to AFS, Budget, In-Year reports and AR	30 days		112 days	*2021/22 Projected 4*	
					Trade Creditors	56 872 893		
					Contracted Services	51 296 909		
					Repairs and Maintenance	3 411 668		
					General expenses	36 103 018		
					Bulk Purchases	19 849 650		
					Capital Credit Purchases *(Capital Credit Purchases refers to additions of Investment Property and Property,Plant and Equipment)*	74 994 966		
2	Irregular, Fruitless and Wasteful and Unauthorised Expenditure / Total Operating Expenditure	(Irregular, Fruitless and Wasteful and Unauthorised Expenditure) / Total Operating Expenditure x100	Statement Financial Performance, Notes to Annual Financial Statements and AR	0%		52%	*2021/22 Projected 4*	
					Irregular, Fruitless and Wasteful and Unauthorised Expenditure	162 703 144		
					Total Operating Expenditure	282 244 725		
					Taxation Expense	27 686 126		
3	Remuneration as % of Total Operating Expenditure	Remuneration (Employee Related Costs and Councillors' Remuneration) /Total Operating Expenditure x100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	25% - 40%		35%	*2021/22 Projected 4*	
					Employee/personnel related cost	113 236 920		
					Councillors Remuneration	7 012 802		
					Total Operating Expenditure	313 867 948		
					Taxation Expense	27 686 126		
4	Contracted Services % of Total Operating Expenditure	Contracted Services / Total Operating Expenditure x100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	2% - 5%		16%	*2021/22 Projected 4*	
					Contracted Services	55 776 399		
					Total Operating Expenditure	313 867 948		
					Taxation Expense	27 686 126		
E. Grant Dependency								
1	Own funded Capital Expenditure (Internally generated funds + Borrowings) to Total Capital Expenditure	Own funded Capital Expenditure (Internally generated funds + Borrowings) / Total Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements (Statement of Comparative and Actual Information), Budget, IDP, In-Year reports and AR	None		5%	*2021/22 Projected 4*	
					Internally generated funds	-		
					Borrowings	4 088 117		
					Total Capital Expenditure	88 995 406		
2	Own funded Capital Expenditure (Internally Generated Funds) to Total Capital Expenditure	Own funded Capital Expenditure (Internally Generated Funds) / Total Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements (Statement of Comparative and Actual Information) Budget, IDP, In-Year reports and AR	None		0%	*2021/22 Projected 4*	
					Internally generated funds	-		
					Total Capital Expenditure	88 995 406		
3	Own Source Revenue to Total Operating Revenue(Including Agency Revenue)	Own Source Revenue (Total revenue - Government grants and Subsidies - Public Contributions and Donations)/ Total Operating Revenue (including agency services) x 100	Statement Financial Performance, Budget, IDP, In-Year reports and AR	None		21%	*2021/22 Projected 4*	
					Total Revenue	341 906 246		
					Government grant and subsidies	279 001 744		
					Public contributions and Donations	13 917 178		
					Capital Grants	103 250 000		

3. BUDGET IMPLEMENTATION								
1	Capital Expenditure Budget Implementation Indicator	Actual capital Expenditure / Budget Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, In-Year reports and AR	95% - 100%		86%	*2021/22 Projected 4*	
					Actual Capital Expenditure	88 995 406		
					Budget Capital Expenditure	103 250 000		
2	Operating Expenditure Budget Implementation Indicator	Actual Operating Expenditure / Budgeted Operating Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		96%	*2021/22 Projected 4*	
					Actual Operating Expenditure	282 244 725		
					Budget Operating Expenditure	293 254 602		
3	Operating Revenue Budget Implementation Indicator	Actual Operating Revenue / Budget Operating Revenue x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		92%	*2021/22 Projected 4*	
					Actual Operating Revenue	34 907 043		
					Budget Operating Revenue	37 918 566		
4	Service Charges and Property Rates Revenue Budget Implementation Indicator	Actual Service Charges and Property Rates Revenue / Budget Service Charges and Property Rates Revenue x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		92%	*2021/22 Projected 4*	
					Actual Service Charges and Property Rates Revenue	34 907 043		
					Budget Service Charges and Property Rates Revenue	37 918 566		

In the financial year 2021/2022, financial ratios provide a concise snapshot of the municipality's fiscal health and efficiency. Asset management ratios assess investment allocation, while debtors management ratios gauge revenue collection effectiveness. Liquidity and liability management ratios reflect the municipality's ability to meet short-term obligations and manage debt sustainably. Sustainability ratios indicate financial resilience, while efficiency ratios measure operational effectiveness. Grant dependency ratios assess reliance on external funding. Analysing these ratios informed strategic decisions to enhance financial performance and ensure long-term sustainability.

4.17.3 Loans, Borrowings and Grant Dependency

The municipality has only 1 loan from DBSA which was obtained for funding water and sanitation Infrastructure assets. The ADM grant dependency is 99.76% as per calculation – Circular 71 (Own funded Capital Expenditure {(Internally Generated Funds) / Total Capital Expenditure x 100) – (R417 800/ R174 913 600 x 100 = 0,24%)}.

The capability of the municipality to repay loans/borrowings is at 0.30% wherein the norm is 6% to 8%._As per Circular 71 operating below the Norm could indicate that the municipality has the capacity to take on additional financing from borrowing to invest in infrastructure projects or it could relate to cashflow

problems where it is unable to access borrowed funds, or the funding decisions of the municipality impacts of these levels. On the other hand, exceeding the Norm could pose a risk to the Municipality should changes or fluctuations in the financing costs arise. The municipality, therefor, affords to cover the Short-term Portion of Long-Term Liabilities (STPLTL).

Grant Dependency

These grants are designated for specific projects or areas of development. While grants are crucial for financing infrastructure projects, they are usually not sufficient to cover the entire operating costs of the municipality, including repairs and maintenance. The dependency on grants limits our flexibility in allocating funds towards these areas, as we must prioritize the key areas specified by the grant agreement.

Overcoming these challenges requires a comprehensive and strategic approach that involves diversifying revenue sources, improving collection rates, and effectively managing capital expenditure while efficiently addressing repairs and maintenance needs within the existing budgetary constraints.

4.17.4 Supply Chain Management Functionality

The organizational structure of the SCM Unit comprises of a Procurement Manager, Demand Clerk and three Procurement Clerks. All SCM staff have signed the Code of Conduct for SCM Practitioners established in terms of MFMA SCM Regulation 46. SCM functions are centralized within the SCM Unit. The Accounting Officer appointed 3 Bid Committees which are fully functional, the composition of the committees is as per table below. The SCM Policy is in place and is being reviewed annually.

Table 192: SCM Bid Committees

Bid Specification Committee		
Name of Official	**Organizational Designation**	**Membership position**
Mr Henry Mthembu	Deputy Director Finance: SCM & Assets	Chairperson
Mr Sipho Hadebe	LED Project Manager	Member
Ms Luyanda Simelane	Deputy Director: Water Services Authority	Member
Ms Pinkie Mabele	Acting Manager Social Development	Member
Bid Evaluation Committee		
Mr Sabelo Zulu	Procurement Manager	Chairperson
Mr Sifiso Cele	Deputy Director Operations and Maintenance	Member
Mr Muzi Zikalala	Manager Disaster Management Risk Reduction	Member
Mr Nkosinathi Mnisi	IDP Manager	Member
Bid Adjudication Committee		
Mr Zakhele Ndlovu	Chief Financial Officer	Chairperson
Mr Thabo Xaba	Director: Community Services	Member

Mr Thembinkosi Shandu	Director: Technical Services	Member
Mr Thubelihle Buthelezi	Director: Planning & Development	Member
Mr Thulani Dube	Director: Corporate Services	Member
Ms Sphesihle Mahaye	SCM Manager: Compliance	Member

The following table details quotations and bids awarded in the 2023/24 financial year from July 2023. Procurement Plans are prepared departmentally annually and submitted to the SCM Unit. The Procurement Plan is developed in line with the Service Delivery and Budget Implementation Plan and approved by the Accounting Officer for submission to KZN Treasury.

BIDS AWARDED

	DESCRIPTION OF ITEM PROCURED	AWARDED TO	CONTRACT AMOUNT (R)
1.	WATER TANKER SERVICES	SENZUMUSA PROJECTS PTY LTD	DAILY RATE R2530,00 AT R14,95/KM
2.	REFURBISHMENT OF BOREHOLES; DRILLING OF NEW BOREHOLES AND CONSTRUCTION OF SPRING WATER PROTECTION	MIZANA ENGINEERING & SERVICES	R 4 908 659.94
3.	WATER TANKER SERVICES	NND ENGINEERING SERVICES AND TRADING PTY LTD	DAILY RATE R2530,00 AT R14,95/KM
4.	WATER TANKER SERVICES	HALALASIZWE PTY LTD	DAILY RATE R2530,00 AT R14,95/KM
5.	T2017/04: ESTABLISHMENT OF THE INFORMATION COMMUNICATION TECHNOLOGY FOR AMAJUBA DISTRICT MUNICIPALITY- DISASTER MANAGEMENT CENTRE.	TRENDTECH (PTY) LTD T/A ANALOG	R 1 677 942.27
6.	T2022/12: PROVISION OF INTERNET AND VOIP SERVICES FOR A PERIOD OF 3 YEARS	EMALANGENI TECHNOLOGIES (PTY) LTD	R 4 040 182.99

7.	T2022/07: PROVISION OF OFFICE 365 LICENSES	IDOL CONSULTING FIRM (PTY) LTD	R 1 287 011.00
8.	INVESTIGATION Ms. THWALA DIRECTOR: TECHNICAL SERVICES FROM PANEL FOR ATTORNEYS P2021/03	ZONDI & ASSOCIATES INC	DOCUMENTS RATES
9.	PROVISION OF PORTFOLIO MANAGEMENT SERVIVES	JBN & ASSOCIATES INC	R690 000.00
10.	APPOINTMENT LETTER IS ON THE ROTATION BASIS FOR BID No.: P2021/01 FOR PROFESSIONAL FONANCIAL CONSULTANT (RECOVERY	MAXPROF – MAXIMUM PROFIT RECOVERY	DOCUMENTS RATES
11.	APPOINTMENT LETTER FOR REVIEW OF 2022 ANNUAL FINANCIAL STATEMENTS	NKOSINGIPHE INKAZIMULO TRADING & PROJECTS PTY LTD	R99 360.00
12.	T2022/24 FOR PROFESSINAL SERVICE FOR GROENVLEI AGRI-VILLAGE WATER AND SANITATION INFRASTRUCTURE.	MTHABELENI CONSULTANTS (PTY) LTD	R 2 392 292.86
13.	T2022/23 FOR PROFESSIONAL SERVICE FOR ZAAIHOEK WATER TREATMENT WORKS, RAW WATER ABSTRACTION AND BULK WATER PIPELINE	NGUNI CONSULTANTS (PTY) LTD	R 5 768 676,92
14.	T2020/06 FOR WATER TANKER SERVICES	SENZUMUSA PROJECTS (PTY) LTD	R 2 650.00 DAILY RATES AND R7.00
15.	T2020/06 FOR WATER TANKER SERVICES	NND ENGINEERING SERVICES AND TRADING (PTY) LTD	R 2 650.00 DAILY RATES AND R7.00
16.	T2020/30/02. SUPPLY AND DELIVERY OF 1500 T – SHIRTS AND 300 GOLF SHIRTS	ZUMAAN GROUP CC	R211 140.00
17.	T2020/30/01. SUPPLY AND DELIVERY OF 550 TRACKSUITS AND 550 SHORT PAINTS	FANA MANUFACTURING CC	R597 712.50
18.	T2022/30/03. SUPPLY AND DELIVERY OF 550 BACKPACK SPORT BAGS AND 550 FULL CAPS	FANA MANUFACTURING CC	R91 712.50
19.	SUPPLY AND DELIVERY OF YELLOW MAIZE SEEDS AND FERTILISERS	AMABUSO AMAHLE TRADING (PTY) LTD	R388 056.00

20.	APPOINTMENT FOR ADDITIONAL SCOPE OF WORK FOR FIREWALL & ANTIVIRUSES	EMALANGENI TECHNOLOGIES (PTY) LTD	R571 547.99
21.	APPOINTMENT FOR HIGH PRESSURE JETTING MACHINE SERVICES	SBUSISO MBP (PTY) LTD	R422.63 RATE PER HOUR
22.	APPOINTMENT FOR HIGH PRESSURE JETTING MACHINE SERVICES	LINDULWAZI PROJECTS (PTY) LTD	R422.63 RATE PER HOUR
23.	APPOINTMENT FOR HONEY SUCKER DE- DESLUDGING SERVICE	TULSANET (PTY) LTD	R0.29 RATE PER LITRE
24.	APPOINTMENT FOR HONEY SUCKER DE- DESLUDGING SERVICE	WEMNTO MNYAMA TRADING (PTY) LTD	R0.29 RATE PER LITRE
25.	APPOINTMENT LETTER FOR WATER TANKER SERVICES	NND ENGINEERING SERVICES AND TRADING (PTY) LTD	R2650.00 DAILY RATES AND R7.00 RATE PER KILOMETRE
26.	APPOINTMENT LETTER FOR WATER TANKER SERVICES	SENZUMUSA PROJECTS (PTY) LTD	R2650.00 DAILY RATES AND R7.00 RATE PER KILOMETRE
27.	APPOINTMENT LETTER FOR WATER TANKER SERVICES APPOINTMENT LETTER FOR WATER TANKER SERVICES	AQUA TRANSPORT & PLANT HIRE (PTY) LTD	R2650.00 DAILY RATES AND R7.00 RATE PER KILOMETRE
28.	APPOINTMENT LETTER FOR WATER TANKER SERVICES APPOINTMENT LETTER FOR WATER TANKER SERVICES	HALALASIZWE (PTY) LTD	R2650.00 DAILY RATES AND R7.00 RATE PER KILOMETRE

QUOTATIONS AWARDED

	DESCRIPTION OF ITEM PROCURED	AWARDED TO	CONTRACT AMOUNT (R)
1.	SUPPLY AND DELIVERY OF 1500 T-SHIRTS	AWARDED TO BARGAIN UNIFORM	94 875.00
2.	CATERING SERVICES FOR 2022 AMAJUBA GAMES	KONKE KUZOKHANYA HOLDING	126 000.00

SCM REGULATION 36 DEVIATIONS

	DESCRIPTION OF ITEM PROCURED	AWARDED TO	CONTRACT AMOUNT (R)
1.	MAYORAL RECEPTION FOR 2022 SALGA GAMES	KUKONKE TRADING ENTERPRISE	R450,700.00
2.	ACCOMMODATION FOR ATHLETES FOR SALGA GAMES 2022	BERGSIG LSEN SCHOOL	R160,000.00
3.	ATHLETES FOR SALGA GAMES 2022	UTRECTH HIGH SCHOOL	R423,000.00
4.	ACCOMMODATION FOR OFFICIALS WHO WILL BE ASSISTING DURING SALGA GAMES 2022	MUROLO B&B	R104,190.00
5.	ACCOMMODATION FOR OFFICIALS WHO WILL BE ASSISTING DURING SALGA GAMES 2022	EMADLANGENI MUNICIPALITY (BALELE COMMUNITY GAME LODGE)	R41,480.00

Grants expenditure is being closely monitored due to low expenditure which occurred in 2022/23 financial year. The Water Service Infrastructure grant for 2022/23 second tranche transfer was delayed by National Treasury because of poor expenditure in previous financial year. The main challenge is the vacancy rate in senior management positions in the municipality.

4.17.5 Auditor General – Audit Opinion

Based on the assessment conducted by the Auditor General for the financial year ending June 2023, the ADM developed an action plan which will be utilized as a tool to eliminate the queries raised by the AG. Audit outcomes for the 5 previous audits is as follows:

- 2018/19 – Qualified
- 2019/20 – Disclaimer
- 2020/21 – Qualified

- 2021/22 – Qualified
- 2022/23 – Qualified

The municipality's adverse and disclaimer qualifications in the past two years' audits, has serious findings and the municipality is fully committed to addressing the underlying issues to improve the audit outcomes. The approach involves a thorough review of the factors contributing to these qualifications, including internal controls, financial management practices, and governance structures. To this end, plans to improve the audit outcomes are being rigorously reviewed by both the Internal Audit and Audit Committee, who play crucial roles in ensuring accountability, transparency, and compliance within our organization. Through collaborative efforts and proactive measures, the aim is to strengthen the systems, processes, and oversight mechanisms to sustain positive audit outcomes in the future, fostering public trust and confidence in the municipality's financial management practices.

A table detailing the AG opinion, findings and responses and actions that the ADM will undertake to address is founding under Appendices

4.18 Financial Management SWOT Analysis

Strengths	Weaknesses
• The organization benefits from a stable political and administrative environment, which provides a conducive atmosphere for growth and sustainability. • A robust human resource structure is already established within the organization, ensuring efficient management of personnel and talent. • Well-defined policies are in place, serving as a guide for decision-making and ensuring consistency across operations. • Functional council structures enhance communication and decision-making processes, facilitating effective coordination among different departments or teams.	• The aging infrastructure leads to issues such as illegal connections, impacting operational efficiency and revenue streams. • Budget constraints restrict investment in necessary upgrades and expansions, hindering growth opportunities. • Challenges arise in implementing effective employee wellness programs due to various constraints. • Inadequate records management systems contribute to inefficiencies and hinder decision-making processes. • The fleet's deteriorating condition poses operational risks and increases maintenance costs.

• The presence of foundational infrastructure lays a strong groundwork for the organization's activities, supporting smooth operations and future expansions.	• Non-compliance with legislative requirements exposes the organization to legal and regulatory risks.
Opportunities	**Threats**
• There is an opportunity to leverage expert and support services from national, provincial, and other relevant stakeholders to enhance operational effectiveness and achieve organizational goals. • The organization possesses the potential and capacity for sustainable growth and development, presenting opportunities to capitalize on emerging markets and expand its reach.	• An unfunded budget poses a significant threat to the organization's financial stability and its ability to execute necessary projects and initiatives. • Budget constraints at a national level restrict potential funding sources, exacerbating financial challenges and limiting opportunities for growth and development.

4.19 RESPONSE TO MEC OF CoGTA ON IDP 2023/24

In line with Chapter 5 Section 32 of the MSA 32 of 2000, upon the adoption of the IDP by the municipal Council, the Municipal Manager of the ADM must submit its IDP to the MEC CoGTA for assessment. The response to comments received from the MEC is a legislative requirement as per section 32(3). In the case of the ADM, Council has complied with Section 32(3)(a) by agreeing with the proposals of the MEC and initiating the review process for the IDP 2023/24 to develop the 2024/25-2026/27 IDP.

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

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

- The Municipality has filled all the vacant position for Section 56 and 57 critical position that include HOD -CFO.

LOCAL ECONOMIC DEVELOPMENT

- Amajuba District Municipality has advertised for the review of the feasibility study document, to source an informed opinion that can be used by council to decide regarding the establishment of a DDA.
- The district Municipality has the Investment Promotion and Facilitation Strategy (IPFS) which was developed back in 2013. The strategy remains relevant as it covers all the BR&E related content. However, a reviewed LED Strategy will highlight focus areas to zoom on.
- The district LED strategy did not pay much attention to Red Tape Reduction as we believe that the local Municipalities have a bigger role to play in terms of their functions. The LMs therefore, remain the main custodians for the implementation of RTR strategies. However, the district will develop a framework that will be included in the reviewed LED Strategy.
- Most of the LED initiatives listed on Amajuba LED Strategy remain as a wish list as there is limited funding for implementation.
- Amajuba District Local Economic Development Forum is currently dysfunctional due to lack of attendance by key role-players.
- ADM is working closely with COGTA to resuscitate this forum. It is envisaged that it will be functional in the next financial year.
- Funding to support the creation of platforms for partnerships remains a challenge.

BASIC SERVICE DELIVERY

- The WSDP that is compliant to the DWS requirements will be budgeted for in the 2023/2024 FY, its implementation will follow, as the terms of reference have been drafted and have been through the Bid Committees.
- Impofu Engineering consultants that have been appointed by Cogta to assist the municipality in restoring water services will be (inhouse)assisting with updating the Asset Management Plan

FINANCIAL VIABILITY AND MANAGEMENT

- The Indigent Register is not available, however there are strides undertaken by BTO to develop an accurate Indigent Register.

GOOD GOVERNANCE AND COMMUNITY PARTICIPATION

- The municipality resolved that to take the Batho Pele, Service Delivery Improvement Plan and Complaints Management to Corporate Services in order to be able to adhere to all processes.
- In Q4 all the procedures will be adhered to as required by legislation.
- There is Cogta one on one and Water War Room. As per the TORs for Water War Room matters goes to Technical Cluster, Technical and Political Hub.
- The alignment of IDP Framework Guideline and Implementation Plan will be addressed once the Municipality has a revised SDBIP

CROSS CUTTING

- Disaster Risk Reduction (DRR) programmes have been developed and provided in the sector plan as well as the IDP. The Disaster Management Unit has approached stakeholders (EDTEA, DOPW, DARD, DOT to also send their Disaster related risk reduction programmes.
- The Disaster Management Risk assessment is currently being updated, which will also update the maps. The updated risk assessment and maps will be included in the reviewed Disaster Management Plan
- The Sector Plan is currently being reviewed. The Fire and Rescue Section is included in the currently approved organogram and will be funded in the upcoming financial year.
- SDF related matters are being attended to as part of the review process with assistance from CoGTA – Spatial Planning
- The Municipality acknowledges comments on issues around Environmental Management and wish to reiterate that the unit is understaffed and cannot fulfil all its statutory activities.

OTHER KEY OBSERVATIONS TO TAKE INTO CONSIDERATION

- The Municipality is continuously working in ensuring its alignment to government priorities.

4.20 GOOD GOVERNANCE SWOT ANALYSIS

Strengths	Weaknesses
• IGR structures are fully functional e.g Clusters, Technical Hub and Political Hub • Functional of Oversight Committees (MPAC and Audit Committee) • Good Governance in Place	• Lack of attendance/co-operation from sector department and other stakeholders • Lack of functional of Batho Pele Forums • Legal Matters not finalised within required timeframe

• Effective Public Participation • Effective and Efficient Management Structure • Political and Administrative stability • Skilled and qualified personnel • Sound media relations	• Post of Public Participation Manager being a five year contract • Delayed in approval of Communication Policy and Strategy • Confusion with reporting lines
Opportunities	Threats

4.21 ADM, LOCAL MUNICIPALITY & SECTOR DEPARTMENTAL PROJECTS (Capital projects)

4.21.1 ADM Capital Projects

Table 193: Medium – Long Term Projects (ADM)

No.	Project Name	Project Type (water, sanitation etc.)	Ward Number	Population	Budget	Year/Duration	No. jobs to be created	Progress
1.	Upgrade of Raw water supply pipeline to Durnacol water treatment Plant	Raw Water Source	2 & 3 NDH	2970	R50 000 000			Planning Stage
2.	Mafahlawane Bulk Water Supply	Water	9 NDH	23655	R444 527 197,95			Awaiting Funding Approval
3.	Raw Water Feasibility Study	Raw Water	All	117256	R20 000 000			Awaiting the SAC approval by DWS
4.	Construction of Groenvlei Bulk water and sanitation	Water & Sanitation	4 ELM	1500	R90 000 000			Planning Stage
5.	Construction of New Water treatment Plant at Zaaihoek WTW and Bulk Water	Water	4 ELM		R80 000 000			At BSC Stage
6.	Emadlangeni Sanitation	Sanitation	1,3,4,5&6 ELM	1000	R10 000 000			Planning Stage
7.	Drought relief Program	Water	4 ELM	1100	R12 000 000			Planning Stage
8.	Emadlangeni Borehole Program	Water	3,4&6 ELM	1100	R15 000 000			Planning Stage
9.	Emxakeni Water Scheme	Water	3 ELM	900	R9 000 000			Planning Stage

DESCRIPTION	PROJECT DETAILS		MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK		
	DURATION (i.e. 12 Months)	PROJECT STATUS (New or Ongoing)	2022/2023 Budget Year +1	2023/2024 Budget Year +2	2024/2025 Budget Year +3
CAPITAL EXPENDITURE IDP-GRANT FUNDED PROJECTS					
MIG GRANT FUNDING PROJECTS					
DC25_CE0010_MIG PMU admin cost	12 months	Ongoing	2 329 350	2 428900	2 534 850
DC25_EMANDLANGENI SANITATION-MIG	36 months	New	10 000 000	6 000 000	10 000 000
DC25_CE0011_Goedehoop bulk water and sanitation	36 months	Ongoing	15 000 000	11 000 000	8 000 000
DC25_CE0012_Danhauser Housing Development Bulk Water and Sanitation	36 months	Ongoing	6 000 000	-	-
DC25_CE0013_Buffalo Flats Water Supply Scheme Phase 3B	48 months	Ongoing	-	-	-
Hiltop Reservor Settlements Water supply Scheme	48 months		3 000 000	-	-
COVID-19 Intervention MIG Reprioritisation-Elevaed Static Tanks Stands	18 months	Ongoing	1 000 000	-	-
Mafahlawane Bulk Water Supply		New	5 987 650	9 149 100	6 000 000
Disaster Management Centre		New	2 800 000	8 000 000	500 000
Zaaihoek WTW &Bulk Pipeline		New	3 870 000	5 000 000	17 000 000
Groenvlein Water & Sanitation Infrastructure		New	2 000 000	3 000 000	1 662 150
Pipeline Replacement in Dannhauser & Durnacol		New	500 000	2 500 000	3 000 000
Pipeline Replacement in Itrecht		New	500 000	1 500 000	2 000 000
SUB TOTAL			**52 987 000**	**48 578 000**	**50 697 000**
WSIG GRANT FUNDED PROJECTS					
DC25_CE0001_Upgrade Emxakheni Water Scheme	n/a	Completed	-	6 620 000	3 000 000
DC25_CE0002_Upgrade Buffalo Flats Water Supply Scheme Phase 4 (infills)	18 months	Completed	5 540 000	-	7 900 000
DC25_CE0004_New Refurbishment of water and waste water treatment plants	36 months	new	17 000 000	12 000 000	28 000 000
DC25_CE0006_Construction of Brakfontein resevoir	36 months	Ongoing	5 000 000	0	0
DC25_Ermegency water supply to Ramaphosa, Hilltop and Skobaren -Dannhauser LM	36 months	Ongoing	13 000 000	23 500 000	500 000
DC25_WC/WDM Program	24 months	New	8 000 000	7 020 000	18 000 000

Raw Water Feasibity Study		New	3 000 000	4 200 000	12 000 000
Covid-19 Intervention MIG/WSIG		New	12 000 000	7 000 000	2 000 000
Pipeline Extension (Skobharen and Eastborne)		New	5000000	0	500 000
Reduction of non-revenue water via reduction of real losses		New	16 000 000	10 000 000	20 250 000
Ground Water Project		New	2 000 000	11 000 000	17 000 000
Drought Relief Program		New	0	5 000 000	9 000 000
SUB TOTAL			**86 540 000**	**86 340 000**	**118 150 000**
					ROAD TRANSPORT & PUBLICWORKS PROGRAMME PROJECTS
ROAD ASSET MANAGEMNET GRANT	48 months	Ongoing	2 255 000	2 366 000	2 369 000
SUB TOTAL					
TOTAL GRANT FUNDED IDP PROJECTS ENGINEERING			**141 782 000**	**137 284 000**	**171 216 000**

Table 194: Capital Infrastructure Projects 2023/24 – Amajuba District Municipality

4.21.2 Local Municipality Capital Projects

Table 195: Capital Infrastructure Projects 2021/22 – Newcastle Local Municipality

NLM Final OPEX (2023/24): High-level

HIGH LEVEL FINAL OPERATIONAL BUDGET: 2023/24							
ITEM LISTING	DRAFT BUDGET 2022/23	FINAL BUDGET 2022/23	CASHFLOW FINAL 2022/23	FINAL BUDGET 2023/24	CASHFLOW FINAL 2023/24	FINAL BUDGET 2024/25	CASHFLOW FINAL 2024/25
REVENUE							
0200: Property rates	-384 171 812	-363 412 847	-272 559 636	-401 075 372	-300 806 529	-412 828 745	-308 486 757
0300: Service charges - electricity revenue	-777 255 634	-751 862 363	-736 825 116	-839 436 085	-822 647 364	-923 379 694	-904 912 100
0400: Service charges - water revenue	-198 308 619	-199 932 762	-119 959 657	-207 034 198	-130 431 545	-216 350 737	-129 810 442
0500: Service charges - sanitation revenue	-127 214 910	-123 817 928	-75 528 936	-132 812 366	-81 015 543	-138 788 922	-84 661 243
0600: Service charges - refuse revenue	-104 958 330	-101 229 447	-61 749 962	-109 576 496	-66 841 663	-114 507 438	-69 849 537
0800: Rental of facilities and equipment	-9 451 748	-9 451 748	-9 451 748	-9 867 624	-9 867 624	-10 311 668	-10 311 668

0900: Interest earned - external investments	-2 403 890	-2 431 415	-2 403 890	-2 509 661	-2 509 661	-2 622 596	-2 622 596
1000: Interest earned - outstanding debtors	-4 416 397	-4 501 328	-	-4 610 719	-	-4 818 201	-
1200: Fines, penalties and forfeits	-4 180 383	-4 180 383	-836 077	-4 364 320	-872 864	-6 328 265	-1 265 653
1300: Licences and permits	-43 919	-43 919	-43 919	-45 852	-45 852	-47 915	-47 915
1500: Transfers and subsidies	-1 145 706 986	-1 125 183 336	-1 125 183 336	-869 077 000	-869 077 000	-945 027 500	-945 027 500
1600: Other revenue	-19 487 488	-19 487 488	-19 487 488	-20 344 938	-20 344 938	-21 260 460	-21 260 460
1700: Revenue By Source/Gains	-	-	-	-	-	-	-
TOTAL REVENUE	-2 777 600 118	-2 705 534 965	-2 424 029 765	-2 600 754 632	-2 304 460 583	-2 796 272 141	-2 478 255 871
EXPENDITURE							
2000: Employee related costs	601 652 651	601 652 651	601 652 651	628 125 368	628 125 368	656 391 009	656 536 190
2100: Remuneration of councillors	29 460 117	29 460 117	29 460 117	30 756 363	30 756 363	32 140 399	32 140 399
2200: Debt impairment	274 669 090	290 659 274	-	303 448 282	-	317 103 455	-
2300: Depreciation and asset impairment	372 385 195	363 159 586	-	379 138 608	-	396 199 845	-

2400: Finance charges	36 345 953	35 845 953	35 845 953	37 423 175	37 423 175	39 107 217	39 107 217
2500: Bulk purchases	610 623 127	605 107 462	605 107 462	631 732 191	631 732 191	660 160 139	660 160 139
2600: Other materials	152 753 942	153 188 322	153 188 322	159 886 180	159 886 180	167 081 058	167 078 812
2700: Contracted services	847 064 055	801 505 183	801 505 183	518 660 992	518 660 992	542 000 737	543 946 662
2900: Other expenditure	113 268 022	117 461 996	117 461 996	122 648 182	122 644 528	128 167 350	128 185 721
3000: Loss on disposal of PPE	-	-	-	-	-	-	-
TOTAL EXPENDITURE	3 038 222 152	2 998 040 544	2 344 221 684	2 811 819 340	2 129 228 796	5 878 813 469	2 227 155 141
(SURPLUS)/DEFICIT	260 622 034	292 505 579	-79 808 081	211 064 708	-175 231 787	3 082 541 328	-251 100 730
3300: Revenue By Source / Transfers and subsidies -	-158 032 032	-178 555 682	-178 555 682	-142 183 000	-142 183 000	-119 950 000	-119 950 000

HIGH LEVEL FINAL OPERATIONAL BUDGET: 2022/23							
ITEM LISTING	DRAFT BUDGET 2022/23	FINAL BUDGET 2022/23	CASHFLOW FINAL 2022/23	FINAL BUDGET 2023/24	CASHFLOW FINAL 2023/24	FINAL BUDGET 2024/25	CASHFLOW FINAL 2024/25
capital (monetary allocations) (National / Provincial and District) Total							
Grand Total	-158 032 032	-178 555 682	-178 555 682	-142 183 000	-142 183 000	-119 950 000	-119 950 000
OPENING BALANCE			-6 181 022		14 189 785		-50 690 628
PROCEEDS ON ASSETS DISPOSAL			191 456 682		170 083 000		117 850 000
INCREASE/DECREASE IN CONSUMER DEPOSITS			32 105 578		34 081 616		35 156 170
CAPITAL EXPENDITURE			-153 450 436		-169 672 302		-183 120 818
LOAN REDEMPTION			236 220 145		214 354 442		328 310 763
VAT RECIEPTS			-109 382 874		-73 634 349		-63 477 797
VAT PAYMENTS			98 600 000		10 026 023		-
VAT CONTROL ACCOUNT			113 893 955		130 708 480		118 609 458
ESKOM DEBT - WORKING CAPITAL			-130 708 480		-118 609 458		-126 331 956

ADD ACCRUAL PAID CURRENT YEAR					55 196 922		55 196 922
LESS CREDITORS TO BE PAID NEXT FY			14 189 785		-50 690 628		-139 548 614
A7 POSITION			14 189 785		-50 690 628		-139 548 614
UNSPENT CONDITIONAL GRANTS			24 342 103		22 129 185		20 117 441
STATUTORY REQUIREMENTS			18 130 405		22 341 818		25 332 761
OTHER WORKING CAPITAL REQUIREMENTS			50 468 745		-32 470 892		-13 140 925
OTHER PROVISIONS			10 112 186		10 516 674		10 755 814
RESERVES TO BE CASH BACKED			28 426 289		32 716 223		32 681 541
A8 FUNDING POSITION			145 669 513		4 542 380		-63 801 982

Table 196: Capital Infrastructure Projects 2023/24 – Emadlangeni Local Municipality

Funded Projects 2023-26 Road Projects (MIG)

PROPOSED 5 YEAR PLAN PROJECTS			IDP Electrification Ward 2 Emadlangeni		
Year	**Street Names**	**INEP** **IDP**	**Quantity**	**Estimated Funding** **(R. Million)**	**Estimated Project Cost** **(R. Million)**
Year 1 (2023/26)	11kV cable from Bersig School Transformer in Van Rooyen St to Transformer in Rissik St	INEP Municipality	0.485m	R1M	R.8M
	Planning of Electrification of Mpongose Village Nagenoeg Farm	INEP ESKOM	12 Homesteads		R.2M
	Planning of Electrification of Balgray Houses and Shop at Hostel	INEP ESKOM	40 Houses		R.2M
Year 2 (2023/24)	Repair or Replace Cable 11kV from Klopper St Transformer to Hospital Substation needs to be replaced. This Cable runs through a Servitude across Hospital Stand/Site.	INEP Municipality	0.5m	R5.4M	R.85M
	Electrification Of Mpongose Village Nagenoeg Farm	INEP ESKOM	4500m of MV Line		R1.5M
	Plan for Replacement of Street Lights.	INEP Municipality	2500 Lights		R4.55M
IDP	Planning Electrification Housing Projects				

Year 3 (2024/25)	Total 11kV Overhead line network, wooden pole inspection must be done and hollow and broken not fit poles must be replaced. My estimate is about 300 poles.	INEP Municipality	300poles	R3.48M	R0.98M
	Planning of Electrification Politic Farms	INEP ESKOM	15 Homesteads		
	Electrification Of Balgray Houses and Shop at Hostel	INEP ESKOM	40 Houses		R2.5M
IDP	Planning Electrification Housing Projects				
Year 4 (2025/26)	11 KV Overhead Line Feeders from Eskom Substation to White City ,Bensdorp and Town to be upgraded to MV overhead lines SANS specifications.	INEP Municipally	11 km	R11.5M	R11.5M
	Planning Electrification Housing Projects				

ROADS PRIORITY LIST
(MIG = 3 YEAR PLAN)
FINANCIAL YEARS :2023/24 - 2025/26

Ward	2023/24 FY	VD	Village/Isigodi	Length (km)
		Gelykwater	Esintabeni	5

1	Year 1	Ndlamlenze	Hlathikhulu	7
2		Utrecht Town	Loop Phase 2	0.7
		Utrecht Town	Plein Phase 1	1.3
		Utrecht Town	Scheepers	0.7
		Utrecht Town	Keerom	0.7
3		Nkululekweni	Mavaneyisini	3
		Vaalbank	Mathangini	4
4		Barroveldt	Barroveldt	15
		Mange	Mange	3
5		Berouw	Dlamini mthandazi	1.5
		Newlook	Eyingodweni to eyihlahleni to tar	15
6		Wit Umfolozi	Shikila ngaphesheya	2
		Waaihoek	Andries emasimini	2
	2024/25 FY			
1	Year 2	Lembe	Thuthuka	5
		Dorothea	Mpopoli	6
2		Utrecht Town	Naude	1.3
		Utrecht Town	Hugo	0.9
3		Emxhakeni	Jiyane	3
		Ndwakazane	Kamelboom	3
4		Reserve	Reserve	16
		Mgadlela	Mgadlela	5
5		Berouw	Crèche	2
		Emadlangeni 2	Eyimpambanweni kwaKhoza	1.5
6		Wit Umfolozi	Jagpat/Khanda	2.5
		Mancamane	Stol’ esimhlophe	3
	2025/26 FY			
		Luthilunye	Majalimaneni	5

1	Year 3	Nzimane	Malinga/Sikoleni	3
2		Utrecht Town	Rissik	1.2
		Utrecht Town	Maarschalk	0.9
3		Mazambane	Alex	4
4		Mzinyashane	Mzinyashane	3
		Jerico	Jerico	10
5		Emadlangeni 2	Eziphambanyweni to Mbokomane	6
		Ngodini	Eyipolweni to Ngodini	5.5
6		Waaihoek	Nquth' encane	1
		Mbathani	Nzima	5.5

ELECTRIFICATION PRIORITY LIST

(INEP = 3 YEAR PLAN)

FINANCIAL YEARS :2023/24 - 2025/26

Ward	2023/24FY	Village/Isigodi	Number of connections
1	Year 1	Luthilunye Phase 1	44
		Dorothea	66
2		Nzimane	25
		Mpongosa	12
3		Vaalbank	525
		Emxhakeni	60
4		Isibiza	13
		Mgadlela	12
		Berouw Farm	74

5		Newlook	350
6		Mlwane	51
		Esidakeni	72
	2024/25FY		
1	Year 2	Luthilunye Phase 2	73
		Enzimane	83
2		Balgrey	40
3		Sandspruit	20
		Nkululekweni	16
4		Mombisi	13
		Reserve	62
5		Chanceni	50
		Emadlangeni 1	70
6		Mbathani	46
		Slagveld	49
	2025/26FY		
1	Year 3	Gelykwater	76
		Kempslust	22
2		Ndwakazane	30
3		Mange/Ntuku	49
		Zaaihoek	53
4		Emadlangeni 3	29
		Uitkomist	17
		Engodini	20
5		Esikhaleni	61
		Mkhamba	1

Year	Project Name	No. of Connections
Year 1 2023/24 to 2026/27 Historic Projects	Esitilenga Phase 1	8
	Nzima	134
	Luthilunye	44
	Kwa-Ntaba Phase 3	12

ELECTRIFICATION PRIORITY LIST
(INEP = 3 YEAR PLAN)
FINANCIAL YEARS :2023/24 - 2025/26

Ward	2023/24FY	Village/Isigodi	Number of connections
1	Year 1	Luthilunye Phase 1	44
		Dorothea	66
2		Nzimane	25
		Mpongosa	12
3		Vaalbank	525
		Emxhakeni	60
4		Isibiza	13
		Mgadlela	12
5		Berouw Farm	74
		Newlook	350
6		Mlwane	51
		Esidakeni	72
	2024/25FY		
1	Year 2	Luthilunye Phase 2	73
		Enzimane	83
2		Balgrey	40
3		Sandspruit	20
		Nkululekweni	16
4		Mombisi	13
		Reserve	62
5		Chanceni	50
		Emadlangeni 1	70
6		Mbathani	46
		Slagveld	49
	2025/26FY		
1	Year 3	Gelykwater	76
		Kempslust	22
2		Ndwakazane	30
3		Mange/Ntuku	49
		Zaaihoek	53
4		Emadlangeni 3	29
		Uitkomist	17
		Engodini	20
5		Esikhaleni	61
		Mkhamba	1

Year	Project Name	No. of Connections
Year 1 2022/23 to 2026/27 Historic Projects	Esitilenga Phase 1	8
	Nzima	134
	Luthilunye	44
	Kwa-Ntaba Phase 3	12

Dannhauser Local Municipality

Capital Infrastructure Projects 2023/24 – Dannhauser Local Municipality

Project Name	Consultant	Contractor	MIG: YES/NO	Professional Fees (%)	Contract Value incl. VAT (Rands)
Rural Road Rehabilitation in Ward 05	DLV Project Managers and Engineering (Pty) Ltd	Owza Trading and Project (Pty) Ltd	YES	6.4% Of Project Value	3 450 654,35
Rural Road Rehabilitation in Ward 11	DLV Project Managers and Engineering (Pty) Ltd	Zero-Hero Construction	YES	6.4% Of Project Value	3 095 761,94
Rural Road Rehabilitation in Ward 12	DLV Project Managers and Engineering (Pty) Ltd	MVI Construction and Maintenance	YES	6.4% Of Project Value	2 894 756,43
Construction of Community Hall in Ward 09	DLV Project Managers and Engineering (Pty) Ltd	Harvest HR and Business Consultants	YES	6.9% Of Project Value	5 162 962,00
Construction of Community Hall in Ward 10	DLV Project Managers and Engineering (Pty) Ltd	Siyajuluka Trading Enterprise	YES	6.9% Of Project Value	6 167 282,33
Construction of Community Hall in Ward 13	CivTech Engineers (Pty) Ltd	Mlatudi Trading (Pty) Ltd JV Totobela Trading and Projects	NO	12% Of Project Value	6 520 822.40
Childcare Facility in Ward 01	CivTech Engineers (Pty) Ltd	Quite Storm Trading CC	NO	12% Of Project Value	3 750 347.08
Upgrading of Durnacol Sports Complex	Vumesa Engineering Consultants	Madudla Contractors	YES	12% of Project Value	6 734 633.57
Water Harvesting in Ward 01	Owza Trading and Project (Pty) Ltd	Madudla Contractors	NO		3 227 128.28
New Offices + New Office Road and Parking	Delca Systems	This is a Turnkey Project	NO		124 175 036,42
Electrification Infills (INEP)	Sanoqwabe Consultants (at risk)	Panel of Contractors Appointed	NO		

PROJECT	DESCRIPTION	WARD	FUNDING
WATER HARVESTING PROJECT	RESUCITATION OF THE WATER SPRINGS INFRASTRUCTURES IN DEEP RURAL AREAS	1	R 1 500 000 (INTERNAL FUNDING)
RURAL ROADS	UPGRADE AND MAINTENANCE OF THE RURAL ROADS	5, 11, &12	R 10 000 000 (MIG)
COMMUNITY HALLS	PROVISION OF PUBLIC AMENETIES	9&10	R 10 000 000 (MIG)
INFILLS ELECTRIFICATION	ERADICATION INFILLS BACKLOG	4, 3, 8, 13	R 5 084 000 (INEP)
TEXTILE INCUBATOR INFRASTRUCTURE	ECONOMIC DEVELOPMENT INITIATIVES	INDUSTRIAL PARK TOWN	R 1 500 000 (INTERNAL FUNDING)
DISASTER HOUSES	INTERVENTION ON DISASTER	3, 5, 7, 13	R 1 800 000
MUNICIPAL OFFICE BUILDING	BUILDING NEW MUNICIPAL OFFICE	TOWN	R 11 000 000 (INTERNAL FUNDING)
DURNACOL SPORTS COMPLEX UPGRADE	UPGRADE AND DEVELOPMENT OF THE DURNACOL SPORTS COMPLEX	WARD2	R 5 800 000 (MIG)
DANNHAUSER TESTING GORUND	COMPLETION OF THE NEW DANNHAUSER TESTING CENTER	TOWN, 2	R 1 000 000
WATER BOREHOLES PROJECT	PROVISION OF BOREHOLES FOR WARD3	3	R 1 900 000
OVERVAIL RAIL BRIDGE	NEXTWORK ROAD OVER RAILWAY LINE	TOWN, 2	R 15 000 000
WARD13 COMMUNITY HALL	COMPLETION OF THE WARD13 COMMUNITY HALL	13	R 900 000
WARD4 COMMUNITY HALL	COMPLETION OF THE WARD4 COMMUNITY	4	R 800 000

PLANNED PROJECTS

PROJECT	DESCRIPTION	WARD	FUNDING
DISASTER HOUSES	PROVIDE INTERVENTION OF HOUSES AFFECTED BY DISASTER INCIDENTS	3, 6, 5, 8, 1	R 3 600 000
RURAL ROADS	REHABILITATION AND MAINTENANCE OF RURAL ROADS	6, 8, 4, 3	R 13 000 000
TESTING GROUND PHASE3	COMPLETION OF THE TESTING GROUND	TOWN, 2	R 1 000 000
URBAN ROADS	DEVELOP URBAN NETWORK ROADS	2, 3	R 4 000 000

OVERRAILROAD BRIDGE	CONSTRUCTION OF THE OVERRAIL ROAD	TOWN, 2	R 15 000 000 (DTI)
MASTLIGHTS PROVISION	PROVISION OF PUBLIC PLACE	WARD12, 13, 11, 7	R 2 000 000

4.21.3 Sector Departmental Projects 2023/24

Current Projects

Table 197: DDM One Plan One Budget Projects

DEPARTMENT OF AGRICULTURE RURAL DEVELOPMENT

DDM ONE PLAN ONE BUDGET DISTRICT PROJECTS AND STRATEGIES TO IMPROVE SERVICE DELIVERY AND INSTITUTIONAL CAPACITY										
GOAL DEFINITION	**PROJECT NAME**	**PROJECT OBJECTIVE**	**LEAD RESP**	**TOTAL BUDGET REQUIRED**	**BUDGET COMMITTED 2021/22**	**BUDGET COMMITTED 2022/23**	**BUDGET COMMITTED 2023/24**	**DURATION OF PROJECT**	**LOCAL MUNICIPALITY & WARD**	**GPS**
Economic Positioning: Define Strategic Role of the District/Metro in National Economy and build a Resilient and Transformed regional Economy	MAG Thompson	Beef Production	N.N Ndlovu	1 000.000.00	R 1 000 000.00	R -	R -	I year	Ward 1 Emadlangeni	S27°32" 19' E 30° 19" 34'
	Nontando Masimula Enterprise CC	Beef Production	N. Ndlovu	1 500 000.00	R 1 500 000.00	R -	R -	I year	Ward 3 Emadlangeni	S27°31" 47,7' E 29° 55" 13,3'
	Ziyabua Trading PTY LTD	Beef production	N.Ndlovu	R1280 000.00	R 1 280 000.00	R -	R -	1year	Ward 3 Emadlangeni	S27°46" 43' E 30° 192" 19'
	Ayabonga Consulting services CC	Beef Production	N.Ndlovu	R1 900 000.00	R 1 900 000.00	R -	R -	1 year	Ward 1 Newcastle	S27°37" 55,5' E 30° 02"57,5'
	Emagozini Livestock PTY LTD	Beef Production	N.Ndlovu	R1980 000.00	R 1 980 000.00	R -	R -	1year	Ward 1 Emadlangeni	S27°32" 19' E 30° 19" 34'
	Ezekhethelo Products CC	Feed lot & Abattoir	N. Ndlovu	R20 000 000.00	R 7 000 000.00	R 7 000 000.00	R 6 000 000.00	3 Years	Ward 3 Emadlangeni	S27°45" 66,0' E 30° 18"60,8'

	Mvelitha Trading	Beef Production & Agro-processing	N.Ndlovu	R 9 000 000.00	R 3 000 000.00	R 300 000.00	3 000 000.00	3 years	Ward 01 Newcastle	S 27 69 18'6 E 29 82 52'0
	Cebolakhe Projects	Beef Production	N.Ndlovu	R 4 000 000.00	R 1 000 000.00	R 3 000 000.00		2 years	ward 1 Emadlangeni	S27°32" 20' E 30° 19" 35'
	Mayihlome Poultry Hatching	Hatchery	N.ndlovu	R4 500 000.00	R 4 500 000.00			01 year	Ward 8 Dannhauser	S 27 84 33.3'' E 30 24'' 72'
	Nyezenhle Holdings Pty LTD	Abattoir	N.Ndlovu	R19 150 000.00	R7 000 000.00	R 5 500 000.00	R 6 65 000.00	3 years	Ward 2 Dannhauser	S27 08 02" E 29 58' 41"

DEPARTMENT OF SMALL BUSINESS DEVELOPMENT

Projects	Project description	Location / Targeted areas	Time frames	Budget
SheTradesZA	Initiative supporting women owned businesses with products that are ready for market or with limited market access. It is a platform that serves as a unique opportunity for women entrepreneurs in the SMME sector to participate in the global value chains and markets	Targeted beneficiaries - 2500	2019 - 2024	Not indicated
100 Thousand young entrepreneurs	Initiative targeting young people between the ages of 16 and 40 with businesses with the potential to create a minimum of 10 sustainable jobs	Targeted beneficiaries - 1100	2019 - 2024	Not indicated
SMME expansion/ scale up	Initiative targeting small and medium enterprises that have been in existence for more than 4 years and employ more than 5/10 staff members. It supports businesses to scale up and expand through access to working capital and markets for goods and services.	Targeted beneficiaries - 1900	2019 - 2024	Not indicated

Township and rural entrepreneurship	A dedicated programme to transform and integrate opportunities in townships and rural areas into productive business ventures.	Targeted beneficiaries - 5313	2019 - 2024	Not indicated
Incubation and digital hubs	Business and technology incubation centres that offer enterprises business and management skills, support and platforms for a minimum of 3 years. It targets start-ups that require hand holding as they start their journey in business.	Targeted beneficiaries - 2	2019 - 2024	Not indicated
Cooperatives	Initiative aimed at supporting cooperatives as enterprises that are income and profit generating. It targets registered cooperatives that have potential to generate income and profit.	Targeted beneficiaries - 110	2019 - 2024	Not indicated
Informal businesses	Initiative aimed at supporting informal businesses with compliance support, business skills development, business infrastructure and technical support.	Targeted beneficiaries – 10626	2019 - 2024	Not indicated
SMME products	Initiative to coordinate and direct the buy local campaign to be impactful by targeting a minimum number of enterprises that should benefit.	Targeted beneficiaries - 1600	2019 - 2024	Not indicated
Start-up nation	Initiative that seeks to promote innovation that can have a ripple effect on the national economy. Target beneficiaries are Tech and Engineering Start-ups and Social enterprises.	Targeted beneficiaries - 3200	2019 - 2024	Not indicated

DEPARTMENT OF PUBLIC ENTERPRISE ESKOM

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget (R'M)
Klipspruit SS TRFT Upgrade	Strengthening	ERA	2025	Not indicated

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget (R'M)
Klipspruit SS Normalisation	Strengthening	ERA	2023	Not indicated
Mtsheketsheni 132kV	Strengthening	DRA	2026	Not indicated
Bloedrivier Craigside 88kV	Strengthening	CRA	2024	Not indicated
Madadeni NB36 Network	Strengthening	CRA	2024	Not indicated
Witteklip ext 6	Household	Construction is 100% complete		
Extensions	Households extensions	Construction is 100% complete		
Extensions	Households extensions	Construction is 100% complete		
Extensions	Households extensions	Construction is 100% complete		
Newcastle extensions	Extensions	Construction not started		
Dannhauser extensions	Extensions	Busy with construction		
Inverness/Eastborne normalisation	Household	Busy with construction and outages		
Emxhakeni (Normalisation)	Household	Construction is 100% complete		
Dicks Halt ext 6	Household	Busy with construction and outages		

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget (R'M)
Klipspruit NB 4-Witterlklip ext 6	Household	Project is at design stage	2022/2023	
Klipspruit NB 4-Dicks Halt phase 8	Household	Project is at design stage	2022/2023	
Dicks Halt ext 9 (Nyonini/Lesly)	Household	Project is at design stage	2023/2024	
Alcorkspruit ward 1 infills	Household	Project is at design stage	2023/2024	

DEPARTMENT OF EDUCATION

PROJECT NAME	DISTRICT MUNICIPALITY NAME	local Municipality	Ward Number	Latitude	Longitude	SCOPE OF WORKS	SUB PROGRAMME	INFRASTRUCTURE PROGRAMMES	IMPLEMENTING AGENT	TOTAL PROJECT COST R'000	ALLOCATION 2022-23 R'000	ALLOCATION 2023-24 R'000	ALLOCATION 2024-25 R'001
AMAJUBA COMBINED SCHOOL	AMAJUBA	Newcastle (KZN252)	5	-27.73379	29.96028	STORM DAMAGED PHASE 18	STORM DAMAGE	REFURBISHMENT AND REHABILITATION	IDT	R 2 900.000	R 146.250	R 195.000	R 386.429
ANNANDALE PRIMARY SCHOOL	AMAJUBA	Dannhauser (KZN254)	12	-27.91549	30.11678	SANITATION PHASE 3 PROGRAMME - 3 EXISTING ABLUTION FACILITIES, 2 TO BE DEMOLISHED AND 3 NEW ABLUTION FACILITIES REQUIRED	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 5 047.250	R -	R -	R 503.156
ANNIEVILLE SENIOR PRIMARY SCHOOL	AMAJUBA	Dannhauser (KZN254)	7	-27.9467	30.15717	SANITATION PHASE 3 PROGRAMME - 6 EXISTING ABLUTION FACILITIES, 3 TO BE RENOVATED, 3 TO BE DEMOLISHED AND 3 NEW ABLUTION FACILITIES REQUIRED	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 7 737.408	R -	R -	R 1 048.728
BETHAMOYA HIGH SCHOOL	AMAJUBA	Newcastle (KZN252)	24	-27.74649	30.04394	SANITATION PHASE 3 PROGRAMME - 3 EXISTING ABLUTION FACILITIES AND 3 TO BE RENOVATED	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 1 328.750	R -	R -	R 118.952

BLAAUWBOSCH PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	16	-27.79053	30.09512	SANITATION PHASE 3 PROGRAMME - 6 EXISTING ABLUTION FACILITIES, 4 TO BE RENOVATED, 2 TO BE DEMOLISHED AND 2 NEW ABLUTION FACILITIES REQUIRED	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 1 807.220	R -	R -	R 184.518
BLACKBANK PRIMARY SCHOOL	AMAJUBA	Dannhauser (KZN254)	8	-27.84916	30.22985	UPGRADING OF EXISTING SCHOOL INFRASTRUCTURE TO MEET THE DBE NORMS AND STANDARDS	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	DBSA	R 18 488.209	R 148.250	R -	R -
BLUE MOUNTAIN INTERMEDIATE SCHOOL	AMAJUBA	Emadlangeni (KZN253)	4	-27.5312	30.0415	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 1 149.151	R 203.983	R 232.866	R -
BOTHA'S PASS INTERMEDIATE SCHOOL	AMAJUBA	Newcastle (KZN252)	1	-27.64999	29.74077	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 1 288.864	R -	R 272.211	R 142.096
BUHLEBENTUTHUKO PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	30	-27.78098	30.13996	STORM DAMAGED SCHOOLS PHASE 14	STORM DAMAGE	REFURBISHMENT AND REHABILITATION	DOPW	R 4 663.055	R 1 405.297	R -	R 3 617.450
BUHLEBENTUTHUKO PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	30	-27.78098	30.13996	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 2 400.000	R -	R 577.350	R 260.379
BUSY BEE PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	34	-27.75755	29.9383	UPGRADING OF EXISTING SCHOOL INFRASTRUCTURE TO MEET THE DBE NORMS AND STANDARDS	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	KZNDoE	R 23 001.150	R -	R 5 697.224	R 2 471.989
CACA PRIMARY SCHOOL	AMAJUBA	Dannhauser (KZN254)	7	-27.94704	30.15781	UPGRADING OF EXISTING SCHOOL INFRASTRUCTURE TO MEET THE DBE NORMS AND STANDARDS	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	DBSA	R 31 248.166	R 148.250	R -	R -
CACAMEZELA SECONDARY SCHOOL	AMAJUBA	Newcastle (KZN252)	8	-27.78004	30.14833	REPAIRS AND RENOVATIONS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	REFURBISHMENT AND REHABILITATION	COEGA	R 4 820.000	R -	R 1 200.000	R 900.000
CATHULANI PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	29	-27.7704	30.0608	CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	COEGA	R 10 762.128	R -	R 3 638.700	R 1 365.900
CATHULANI PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	29	-27.7704	30.0608	SANITATION PHASE 3 PROGRAMME - 4 EXISTING ABLUTION FACILITIES, 4 TO BE RENOVATED AND 1 NEW ABLUTION FACILITIES REQUIRED	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 1 911.534	R -	R -	R 219.233

CEBELIHLE PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	12	-27.77263	30.12012	CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	IDT	R 7 932.495	R 979.000	R 846.900	R 350.443
CEBELIHLE PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	12	-27.77263	30.12012	SANITATION PHASE 3 PROGRAMME - 4 EXISTING ABLUTION FACILITIES, 4 TO BE RENOVATED AND 1 NEW ABLUTION FACILITIES REQUIRED	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 872.912	R -	R -	R 18.610
CELANI PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	27	-27.7564	30.067	CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	COEGA	R 9 900.000	R -	R 2 708.100	R 1 027.414
CELANI PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	27	-27.7564	30.067	4 STANDARD CLASSROOM, 2 GRADE R,1 MULTIPURPOSE CLASSROOMS INCLUDING LABORATORIES AND SPECIALIST ROOMS, 0.5 MEDIA CENTRE, 0.5 COMPUTER ROOM(S), 3 OFFICE(S), 3 STOREROOM(S), 1 STRONGROOM, 1 SNP KITCHEN/TUCKSHOP, 4 GIRLS' TOILET SEATS, 4 BOYS' TOILET SEATS AND URINAL SPACES, 4 TEACHER TOILET SEATS, 1 DISABLED TOILETS, WATER PROVISIONING, ELECTRIFICATION PROVISIONING, FENCING,	NEW SCHOOL	NEW /REPLACEMENT INFRASTRUCTURE ASSETS	DOPW	R 42 436.514	R -	R 1 641.567	R 782.135
CELANI PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	27	-27.7564	30.067	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 1 938.704	R -	R 1 244.497	R 157.163
CHARLESTOWN HIGH SCHOOL	AMAJUBA	Newcastle (KZN252)	1	-27.42525	29.87115	STORM DAMAGED PHASE 18	STORM DAMAGE	REFURBISHMENT AND REHABILITATION	IDT	R 2 900.000	R 501.300	R 668.400	R 318.800
CLAVIS PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	1	-27.425624	29.872689	CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	COEGA	R 10 762.128	R -	R 2 708.100	R 1 027.414
CLAVIS PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	1	-27.425624	29.872689	SANITATION PHASE 3 PROGRAMME - 1 EXISTING ABLUTION FACILITIES, 1 TO BE RENOVATED, AND 2 NEW ABLUTION FACILITIES REQUIRED	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 2 000.000	R -	R -	R 207.761
DANNHAUSER COMBINED SCHOOL	AMAJUBA	Dannhauser (KZN254)	2	-28.019383	30.05635	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	KZNDoE	R 12 500.000	R -	R -	R 600.000
DEDANGIFUNDE HIGH SCHOOL	AMAJUBA	Newcastle (KZN252)	14	-27.77406	30.07111	SANITATION PHASE 3 PROGRAMME - 5 EXISTING ABLUTION FACILITIES, 4 TO BE RENOVATED, 1 TO BE DEMOLISHED AND 1 NEW ABLUTION FACILITIES REQUIRED	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 4 908.353	R -	R -	R 647.399

DNC COMBINED SCHOOL	AMAJUBA	Dannhauser (KZN254)	2	-28.0538	30.0188	6 STANDARD CLASSROOM, 2 GRADE R,5 MULTIPURPOSE CLASSROOMS INCLUDING LABORATORIES AND SPECIALIST ROOMS, 1 MEDIA CENTRE, 1 COMPUTER ROOM(S), 7 OFFICE(S), 8 STOREROOM(S), 1 SNP KITCHEN/TUCKSHOP, 5 GIRLS' TOILET SEATS, 2 DISABLED TOILETS,	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	DOPW	R 33 677.018	R 178.875	R -	R -
DOROTHEA INTERMEDIATE SCHOOL	AMAJUBA	Emadlangeni (KZN253)	1	-27.58287	30.59563	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 1 119.049	R -	R 210.289	R 127.096
DUCK PONDS SECONDARY SCHOOL	AMAJUBA	Newcastle (KZN252)	22	-27.7574	30.02187	REPAIRS AND RENOVATIONS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	REFURBISHMENT AND REHABILITATION	DBSA	R 9 133.072	R -	R 2 416.395	R 937.270
EMALAHLENI COMBINED SCHOOL (UTRECHT)	AMAJUBA	Emadlangeni (KZN253)	6	-27.656	30.29726	CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	IDT	R 7 932.495	R 617.000	R 846.900	R 350.443
EMALAHLENI COMBINED SCHOOL (UTRECHT)	AMAJUBA	Emadlangeni (KZN253)	6	-27.656	30.29726	REPAIRS AND RENOVATIONS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	REFURBISHMENT AND REHABILITATION	KZNDoE	R 4 000.000	R -	R 1 012.800	R 426.743
EMALAHLENI COMBINED SCHOOL (UTRECHT)	AMAJUBA	Emadlangeni (KZN253)	6	-27.656	30.29726	STORM DAMAGE	STORM DAMAGE	REFURBISHMENT AND REHABILITATION	DBSA	R 11 481.882	R 220.266	R -	R -
EMALAHLENI COMBINED SCHOOL (UTRECHT)	AMAJUBA	Emadlangeni (KZN253)	6	-27.656	30.29726	SANITATION PHASE 3 PROGRAMME - 4 EXISTING ABLUTION FACILITIES, 3 TO BE RENOVATED, 1 TO BE DEMOLISHED AND 1 NEW ABLUTION FACILITIES REQUIRED	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 8 960.115	R -	R 1 349.594	R 1 264.228
EMFUNDWENI HIGH SCHOOL	AMAJUBA	Dannhauser (KZN254)	13	-27.88793	30.19809	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 7 179.543	R -	R -	R 980.144
EMTHUNZINI PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	1	-27.63427	29.96095	1 X ECD, 4 TOILETS AND 1 JUNGLE GYM	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	IDT	R 2 360.000	R 567.000	R 417.300	R 253.229
EMTHUNZINI PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	1	-27.63427	29.96095	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 1 119.049	R -	R 210.289	R 127.096

EMXHAKENI INTERMEDIATE SCHOOL	AMAJUBA	Emadlangeni (KZN253)	3	-27.76826	30.22732	UPGRADES AND ADDITIONS.	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	DOPW	R 5 000.000	R -	R 165.000	R 690.714
EMXHAKENI INTERMEDIATE SCHOOL	AMAJUBA	Emadlangeni (KZN253)	3	-27.76826	30.22732	CONSTRUCTION OF 2 BOYS, 2 URINALS, 4 GIRLS, 1 DISABLED, STAFF 1M, 2 URINALS, 2 FEMALE TOILET BLOCK	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 1 150.000	R 162.573	R -	R -
ENHLANHLENI PRIMARY SCHOOL	AMAJUBA	Dannhauser (KZN254)	3	-27.99457	30.17679	STORM DAMAGES TO SCHOOL	STORM DAMAGE	REFURBISHMENT AND REHABILITATION	DOPW	R 1 150.000	R -	R -	R 126.679
ENHLOKWENI PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	10	-27.78844	30.14922	CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	COEGA	R 7 932.495	R -	R 846.900	R 350.443
ENHLOKWENI PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	10	-27.78844	30.14922	SANITATION PHASE 3 PROGRAMME - 2 EXISTING ABLUTION FACILITIES, 2 TO BE RENOVATED AND 1 NEW ABLUTION FACILITIES REQUIRED	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 1 064.144	R -	R -	R 86.468
ESIDAKENI PRIMARY SCHOOL	AMAJUBA	Emadlangeni (KZN253)	6	- 27.599333	30.40555	CONSTRUCTION OF 1 BOYS, 0 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 0 FEMALE TOILET BLOCK	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 1 150.000	R 197.875	R -	R -
ESIDIDINI PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	31	-27.74893	30.08572	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 2 400.000	R -	R 446.850	R 193.307
EZINCWADINI PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	24	-27.7492	30.04384	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 9 703.601	R -	R -	R 1 335.133
GELYKWATER PRIMARY SCHOOL	AMAJUBA	Emadlangeni (KZN253)	1	-27.52199	30.40142	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 1 068.672	R -	R 196.102	R 122.049
GROENVLEI COMBINED SCHOOL	AMAJUBA	Emadlangeni (KZN253)	4	-27.46195	30.227	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 1 669.772	R -	R 403.121	R 177.750
HLABANA PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	23	-27.74558	30.02716	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 4 017.832	R -	R -	R 559.690
HLALANATHI HIGH SCHOOL	AMAJUBA	Newcastle (KZN252)	26	-27.7531	30.0537	STORM DAMAGES TO SCHOOL	STORM DAMAGE	REFURBISHMENT AND REHABILITATION	DBSA	R 2 204.896	R 147.834	R -	R -
HLOKOMANI PRIMARY SCHOOL	AMAJUBA	Dannhauser (KZN254)	4	-27.9617	30.23248	CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	COEGA	R 10 762.128	R -	R 1 777.500	R 688.929

HOPE COMBINED SCHOOL	AMAJUBA	Newcastle (KZN252)	5	-27.72593	29.97422	UPGRADE AND ADDITIONS	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	COEGA	R 1 600.000	R -	R 134.400	R 209.371
INDONI PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	8	-27.77618	30.16022	CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	COEGA	R 7 932.495	R -	R 2 708.100	R 1 027.414
INDONI PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	8	-27.77618	30.16022	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 5 955.233	R -	R -	R 810.108
INDONSA SECONDARY SCHOOL	AMAJUBA	Newcastle (KZN252)	11	-27.78474	30.12305	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 4 056.562	R -	R 1 480.412	R 613.321
INGOGO PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	1	-27.57726	29.91861	REPAIRS AND RENOVATIONS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	REFURBISHMENT AND REHABILITATION	DOPW	R 3 432.000	R -	R 852.624	R 368.482
INTUKU PRIMARY SCHOOL	AMAJUBA	Emadlangeni (KZN253)	4	- 27.653883	30.113183	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 734.004	R -	R 95.362	R 89.446
INZULULWAZI SECONDARY SCHOOL	AMAJUBA	Dannhauser (KZN254)	12	-27.91058	30.11754	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 5 729.312	R -	R -	R 767.656
ISIBONELESIHLE INTERMEDIATE SCHOOL	AMAJUBA	Emadlangeni (KZN253)	3	-27.77506	30.2969	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 6 821.812	R -	R 1 758.029	R 1 108.290
ISIKHALISEZWE HIGH SCHOOL	AMAJUBA	Newcastle (KZN252)	6	-27.73727	30.11876	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	IDT	R 59 000.000	R 2 179.000	R 2 184.900	R 385.550
IZAZI SECONDARY SCHOOL	AMAJUBA	Newcastle (KZN252)	7	-27.76051	30.183141	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 1 735.228	R -	R 383.813	R 188.831
IZAZI SECONDARY SCHOOL	AMAJUBA	Newcastle (KZN252)	7	-27.76051	30.183141	REPAIRS AND RENOVATIONS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	REFURBISHMENT AND REHABILITATION	COEGA	R 5 000.000	R -	R 1 200.000	R 2 200.000
IZIKO PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	32	-27.79407	30.13707	CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	REFURBISHMENT AND REHABILITATION	COEGA	R 10 762.128	R 967.000	R 2 708.100	R 1 027.414
IZIMBUTHU INTERMEDIATE SCHOOL	AMAJUBA	Emadlangeni (KZN253)	5	-27.69827	30.28554	CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	COEGA	R 7 932.495	R -	R 1 777.500	R 688.929

IZIMBUTHU INTERMEDIATE SCHOOL	AMAJUBA	Emadlangeni (KZN253)	5	-27.69827	30.28554	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 1 806.826	R -	R 403.976	R 196.004
JOBSTOWN PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	6	-27.73641	30.11893	CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	COEGA	R 7 932.495	R -	R 2 708.100	R 1 027.414
JOBSTOWN PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	6	-27.73641	30.11893	STORM DAMAGED PHASE 18	STORM DAMAGE	REFURBISHMENT AND REHABILITATION	IDT	R 2 900.000	R 501.300	R 668.400	R 318.800
KADWA SECONDARY SCHOOL	AMAJUBA	Newcastle (KZN252)	21	- 27.878465	29.981223	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 925.360	R -	R 147.557	R 108.860
KHASELIHLE PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	24	-27.754	30.03194	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 5 355.196	R -	R -	R 716.855
KHIPHOKUHLE PRIMARY SCHOOL	AMAJUBA	Dannhauser (KZN254)	13	-27.88957	30.19624	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 3 670.992	R -	R 1 014.638	R 430.663
KILKEEL PRIMARY SCHOOL	AMAJUBA	Dannhauser (KZN254)	11	-27.9051	30.1802	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 3 948.742	R -	R -	R 512.031
KINGSLEY SIVANANDA COMBINED SCHOOL	AMAJUBA	Emadlangeni (KZN253)	6	-27.9261	30.5319	REPLACING ROOF STRUCTURES , BROKEN WINDOWS AND DOORS , PLASTERING AND PAINT WORKS , STORMWATER DRAINIGE IMPROVEMENT	STORM DAMAGE	REFURBISHMENT AND REHABILITATION	DBSA	R 1 819.253	R 166.414	R -	R -
KWAMAGIDELA SECONDARY SCHOOL	AMAJUBA	Emadlangeni (KZN253)	1	-27.45999	30.51216	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 1 095.093	R -	R 203.543	R 124.696
LEMBE PRIMARY SCHOOL	AMAJUBA	Emadlangeni (KZN253)	1	-27.51132	30.52576	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 8 521.626	R -	R -	R 1 179.020
LENGOLA SECONDARY SCHOOL	AMAJUBA	Dannhauser (KZN254)	13	- 27.891533	30.274133	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 2 400.000	R -	R 618.750	R 254.464
LETHUKUTHULA PRIMARY SCHOOL	AMAJUBA	Dannhauser (KZN254)	3	-27.99089	30.14639	CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	COEGA	R 7 932.495	R -	R 846.900	R 350.443
LINCOLN HIGH SCHOOLEIGHTS S	AMAJUBA	Newcastle (KZN252)	25	-27.75815	29.91983	STORM DAMAGED SCHOOLS PHASE 14	STORM DAMAGE	REFURBISHMENT AND REHABILITATION	DBSA	R 1 255.322	R 139.703	R -	R -

LINGANI PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	13	-27.78393	30.12629	REPLACING ROOF STRUCTURES , BROKEN WINDOWS AND DOORS , PLASTERING AND PAINT WORKS , STORMWATER DRAINIGE IMPROVEMENT	STORM DAMAGE	REFURBISHMENT AND REHABILITATION	DOPW	R 5 617.832	R 1 639.993	R -	R 115.000
LINGANI PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	13	-27.78393	30.12629	UPGRADES & ADDITIONS TO SCHOOL	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	KZNDoE	R 1 982.000	R -	R 134.400	R 263.943
LUTHILUNYE INTERMEDIATE SCHOOL	AMAJUBA	Emadlangeni (KZN253)	1	-27.39812	30.43586	1 X ECD, 4 TOILETS AND 1 JUNGLE GYM	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	IDT	R 2 360.000	R 567.000	R 407.700	R 254.600
LUTHILUNYE INTERMEDIATE SCHOOL	AMAJUBA	Emadlangeni (KZN253)	1	-27.39812	30.43586	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 1 387.684	R -	R 285.940	R 154.011
MADLANGENI PRIMARY SCHOOL	AMAJUBA	Emadlangeni (KZN253)	5	-27.63599	30.27186	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 1 012.862	R -	R 171.425	R 117.737
MAHLEKEHLATHINI PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	1	-27.67937	29.8951	1 X ECD, 4 TOILETS AND 1 JUNGLE GYM	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	IDT	R 2 360.000	R 567.000	R 411.600	R 254.043
MALAMBULE SECONDARY SCHOOL	AMAJUBA	Dannhauser (KZN254)	6	-27.92478	30.23718	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 4 047.363	R 1 000.000	R 102.000	R -
MANA HIGH SCHOOL	AMAJUBA	Dannhauser (KZN254)	7	-27.94497	30.15246	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 13 709.974	R -	R -	R 1 760.554
MANDLAMASHA INTERMEDIATE SCHOOL	AMAJUBA	Dannhauser (KZN254)	1	-27.95937	30.02795	1 X ECD, 4 TOILETS AND 1 JUNGLE GYM	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	IDT	R 5 060.000	R 667.000	R 396.806	R 263.865
MANDLAMASHA INTERMEDIATE SCHOOL	AMAJUBA	Dannhauser (KZN254)	1	-27.95937	30.02795	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 15 988.033	R -	R 1 045.524	R 1 149.361
MBALENHLE PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	22	-27.7525	30.02596	CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	COEGA	R 7 932.495	R -	R 1 777.500	R 688.929
MBALENHLE PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	22	-27.7525	30.02596	CONSTRUCTION OF 4 BOYS, 4 URINALS, 8 GIRLS, 1 DISABLED,3 STAFF AND 2 URINALS TOILET BLOCK 5 GRD R + 1 TCHR	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 2 400.000	R 142.000	R -	
MBATHANI PRIMARY SCHOOL	AMAJUBA	Emadlangeni (KZN253)	1	-27.52199	30.27234	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 1 070.527	R -	R -	R 150.324

MDUTSHULWA PRIMARY SCHOOL	AMAJUBA	Dannhauser (KZN254)	6	-27.94469	30.21271	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 7 343.069	R -	R 1 354.958	R 1 193.565
MEHLWANE JUNIOR PRIMARY SCHOOL	AMAJUBA	Dannhauser (KZN254)	6	-27.96016	30.20239	2 GRADE R,1 MULTIPURPOSE CLASSROOMS INCLUDING LABORATORIES AND SPECIALIST ROOMS, 0.5 MEDIA CENTRE, 0.5 COMPUTER ROOM(S), 3 OFFICE(S), 3 STOREROOM(S), 1 STRONGROOM, 1 SNP KITCHEN/TUCKSHOP, 1 GIRLS' TOILET SEATS, 2 BOYS' TOILET SEATS AND URINAL SPACES, 4 TEACHER TOILET SEATS, 1 DISABLED TOILETS, WATER PROVISIONING,	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	DOPW	R 25 254.382	R -	R 5 928.920	R 2 724.793
MLAMLELI PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	28	-27.75772	30.04989	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 12 527.065	R -	R -	R 1 710.627
MLONDOLOZI SECONDARY SCHOOL	AMAJUBA	Newcastle (KZN252)	18	-27.78692	30.10594	UPGRADE AND ADDITIONS	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	COEGA	R 59 663.726	R -	R 3 516.600	R 1 588.435
MNTIMANDE PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	16	-27.7837	30.07981	6 ECD CLASSROOMS	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	IDT	R 2 379.000	R 219.500	R -	R -
MOY PRIMARY SCHOOL	AMAJUBA	Dannhauser (KZN254)	13	-27.91787	30.23099	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 992.405	R -	R -	R 139.354
MUZOKHANYAYO SECONDARY SCHOOL	AMAJUBA	Dannhauser (KZN254)	9	-27.82571	30.16434	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 10 141.941	R -	R 4.397	R 1 358.863
MYAYIZA PRIMARY SCHOOL	AMAJUBA	Emadlangeni (KZN253)	1	-27.5868	30.47081	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 322.391	R -	R -	R 163.670
MZAMO HIGH SCHOOL	AMAJUBA	Newcastle (KZN252)	16	-27.79153	30.09785	25 CLASSROOMS, 1 MULTIPURPOSE, 1 MEDIA CENTRE, 1 LAB, 3 COMPUTER ROOM, 1 TEAM TEACHING, 1 KITCHEN, 1 ADMIN AND SUPPORT SPACES, 1 GUARD HOUSE, ABLUTIONS AND PARKING BAYS	NEW SCHOOL	NEW /REPLACEMENT INFRASTRUCTURE ASSETS	IDT	R 45 505.373	R 1 626.018	R 4 250.000	R -
MZILA PRIMARY SCHOOL	AMAJUBA	Umhlabuyalingana (KZN271)	5	-27.3329	32.5389	UPGRADE AND ADDITIONS	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	DOPW	R 8 300.000	R 145.135	R -	R -
MZIWETHU HIGH SCHOOL	AMAJUBA	Dannhauser (KZN254)	5	-27.86358	30.15289	STORM DAMAGED PHASE 19	STORM DAMAGE	MAINTENANCE AND REPAIR	DBSA	R 4 025.000	R 805.000	R 1 019.850	R 429.307
NCANDU COMBINED SCHOOL	AMAJUBA	Newcastle (KZN252)	21	-27.81684	29.89209	REPLACE ROOF SHEET, CEILING, PAINTWORK, FLOOR & ELECTRICAL REPAIRS	STORM DAMAGE	REFURBISHMENT AND REHABILITATION	DOPW	R 3 464.000	R -	R 497.148	R 195.265

NEWCASTLE PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	34	-27.76084	29.93684	REPAIRS AND RENOVATIONS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	REFURBISHMENT AND REHABILITATION	KZNDoE	R 9 560.000	R -	R -	R 500.000
NGCAKA COMBINED SCHOOL	AMAJUBA	Emadlangeni (KZN253)	1	- 27.349129	30.388817	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 6 259.627	R -	R -	R 866.374
NHLOSOKUHLE SECONDARY SCHOOL	AMAJUBA	Newcastle (KZN252)	18	-27.78976	30.09313	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 1 645.864	R 975.000	R 102.000	R 150.000
NKLANGOZI INTERMEDIATE SCHOOL	AMAJUBA	Emadlangeni (KZN253)	4	-27.3764	30.1899	CONSTRUCTION OF 2 BOYS, 2 URINALS, 4 GIRLS, 1 DISABLED, STAFF 1M, 2 URINALS, 2 FEMALE TOILET BLOCK	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 2 100.449	R 975.000	R 102.000	R 206.106
NOKUKHANYA PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	13	-27.78317	30.12514	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 14 191.685	R -	R -	R 1 983.506
NTENDEKA INTERMEDIATE SCHOOL	AMAJUBA	Dannhauser (KZN254)	10	-27.83457	30.09115	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 992.405	R -	R -	R 135.529
ODOLAND INTERMEDIATE SCHOOL	AMAJUBA	Emadlangeni (KZN253)	3	-27.77637	30.28385	CONSTRUCTION OF 1 BOYS, 1URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 0 FEMALE TOILET BLOCK	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 1 150.000	R 145.750	R -	R -
OKHALWENI PRIMARY SCHOOL (DUNDEE)	AMAJUBA	Dannhauser (KZN254)	6	-27.92817	30.247	CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	COEGA	R 10 762.128	R -	R 2 708.100	R 1 027.414
OKHALWENI PRIMARY SCHOOL (DUNDEE)	AMAJUBA	Dannhauser (KZN254)	6	-27.92817	30.247	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 5 144.240	R -	R 1 040.441	R 516.023
PANORAMA COMBINED SCHOOL	AMAJUBA	Newcastle (KZN252)	5	-27.73348	29.95563	STORM DAMAGED PHASE 18	STORM DAMAGE	REFURBISHMENT AND REHABILITATION	IDT	R 2 900.000	R 501.300	R 668.400	R 318.800
PHAMBILI PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	8	-27.77981	30.15096	STORM DAMAGED PHASE 18	STORM DAMAGE	REFURBISHMENT AND REHABILITATION	IDT	R 2 900.000	R 501.300	R 668.400	R 318.800
PHAMBILI PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	8	-27.77981	30.15096	CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	COEGA	R 7 932.495	R -	R 846.900	R 350.443
PHUZUKUBONA SECONDARY SCHOOL	AMAJUBA	Dannhauser (KZN254)	10	-27.80677	30.11653	STORM DAMAGED PHASE 19	STORM DAMAGE	MAINTENANCE AND REPAIR	DBSA	R 4 025.000	R 805.000	R 1 019.850	R 429.307

QAPHELANI PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	26	-27.74507	30.0522	CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	COEGA	R 7 932.495	R -	R 1 777.500	R 688.929
QAPHELANI PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	26	-27.74507	30.0522	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 8 929.212	R -	R -	R 1 220.087
QEDIZABA PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	28	-27.76005	30.0429	STORM DAMAGED PHASE 18	STORM DAMAGE	REFURBISHMENT AND REHABILITATION	IDT	R 2 900.000	R 501.300	R 668.400	R 318.800
QHAWELESIZWE PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	21	-27.803318	29.994559	STORM DAMAGED PHASE 19	STORM DAMAGE	MAINTENANCE AND REPAIR	DBSA	R 4 025.000	R 805.000	R 1 019.850	R 429.307
QHUBIMFUNDO PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	13	-27.78244	30.11213	CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	COEGA	R 10 762.128	R -	R 3 638.700	R 1 365.900
QHUBIMFUNDO PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	13	-27.78244	30.11213	5 ECD CLASSROOMS	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	DBSA	R 13 580.592	R 1 073.000	R 102.000	R 776.429
QHUBIMFUNDO PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	13	-27.78244	30.11213	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 8 576.787	R -	R -	R 1 156.898
RUTLAND INTERMEDIATE SCHOOL	AMAJUBA	Dannhauser (KZN254)	6	-27.945	30.21365	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 543.331	R -	R -	R 39.000
S E VAWDA PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	25	-27.75691	29.92287	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 14 276.408	R -	R 1 492.820	R 641.831
SABELA HIGH SCHOOL	AMAJUBA	Newcastle (KZN252)	28	-27.75623	30.04686	STORM DAMAGES TO SCHOOL	STORM DAMAGE	REFURBISHMENT AND REHABILITATION	DOPW	R 3 466.000	R 266.224	R -	R -
SABELA HIGH SCHOOL	AMAJUBA	Newcastle (KZN252)	28	-27.75623	30.04686	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 1 138.568	R -	R -	R 133.011
SEBENZANI PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	17	-27.79073	30.10991	CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	COEGA	R 10 762.128	R -	R 3 638.700	R 1 365.900
SEBENZANI PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	17	-27.79073	30.10991	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 11 161.587	R -	R -	R 1 537.996

SEBENZILE PRIMARY SCHOOL	AMAJUBA	0	0	0	0	11 STANDARD CLASSROOMS , 1 MULTIPURPOSE, 2 GRADE R CLASSROOM,1 MEDIA CENTER,1 COMPUTER ROOM, TEAM TEACHING ROOM 1 STOREROOMS, 1 GARDEN STORE & CHANGE ROOM, 1 SNP KITCHEN,1 GATE HOUSE, 6 GIRLS' TOILET SEATS , 4 BOYS' TOILET SEATS AND URINAL SPACES , 4 TEACHER TOILET SEATS, 5 GRADE R TOILETS SEATS, AND 1 DISABLED TOILETS	NEW SCHOOL	NEW /REPLACEMENT INFRASTRUCTURE ASSETS	COEGA	R 14 204.000	R -	R 2 488.104	R 1 673.699
SESIYABONGA HIGH SCHOOL	AMAJUBA	Newcastle (KZN252)	17	-27.79135	30.11441	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 7 179.543	R -	R 761.032	R 866.475
SGODIPHOLA INTERMEDIATE SCHOOL	AMAJUBA	Newcastle (KZN252)	7	-27.74258	30.19484	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 2 671.612	R 1 085.000	R 102.000	R -
SHEPSTONE LAKE PRIMARY SCHOOL	AMAJUBA	Dannhauser (KZN254)	5	-27.8593	30.1766	12 STANDARD CLASSROOMS , 2 MULTIPURPOSE, LABORATORIES AND SPECIALIST ROOMS, 1 MEDIA CENTRES, 1 COMPUTER ROOMS, 4 OFFICES, 4 STOREROOMS, 1 STRONG ROOMS, 1 SNP KITCHEN, 8 GIRLS' TOILET SEATS , 6 BOYS' TOILET SEATS AND URINAL SPACES , 4 TEACHER TOILET SEATS AND 1 DISABLED TOILETS	NEW SCHOOL	NEW /REPLACEMENT INFRASTRUCTURE ASSETS	KZNDoE	R 14 204.000	R -	R 2 488.104	R 1 673.699
SHEPSTONE LAKE PRIMARY SCHOOL	AMAJUBA	Dannhauser (KZN254)	5	-27.8593	30.1766	CONSTRUCTION OF 1 BOYS, 1 URINALS, 2 GIRLS, 1 DISABLED AND STAFF 1M, 1 URINALS, TOILET BLOCK	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 752.437	R -	R 100.390	R 90.809
SIKHONA PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	16	-27.79087	30.09404	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 1 738.364	R 1 085.000	R 102.000	R -
SIMANGANYAWO PRIMARY SCHOOL	AMAJUBA	Dannhauser (KZN254)	9	-27.8235	30.15303	STORM DAMAGED PHASE 19	STORM DAMAGE	MAINTENANCE AND REPAIR	DBSA	R 4 025.000	R 805.000	R 1 019.850	R 429.307
SIPHENI HIGHER PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	24	-27.75528	30.03278	CONSTRUCTION OF 2 BOYS, 1 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 1 FEMALE TOILET BLOCK	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 1 516.624	R 1 085.000	R 102.000	R -
SIPHUMELELE PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	18	-27.78552	30.10596	NEW SCHOOL	NEW SCHOOL	NEW /REPLACEMENT INFRASTRUCTURE ASSETS	COEGA	R 11 000.000	R -	R -	R 1 571.429

SIPHUMELELE PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	18	-27.78552	30.10596	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 7 143.464	R -	R -	R 969.741
SIPHUTHANDO COMBINED SCHOOL	AMAJUBA	Dannhauser (KZN254)	2	-28.02989	30.05971	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 10 631.573	R -	R -	R 1 466.169
SISIZAKELE PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	18	-27.77613	30.09078	1 ECD CLASSROOM AND 4 TOILTES, 01 JUNGLE JIM AND FENCING	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	DBSA	R 316.892	R 973.000	R 102.000	R 2 761.386
SITHOBELUMTHETHO SENIOR PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	29	-27.77158	30.0587	9 CLASSROOMS,2 MULTIPURPOSE, 1 MEDIA CENTRE, 1 TEAM TEACHING ROOM, ADMIN AND SUPPORT SPACES, 1 GATE HOUSE,1 KITCHEN, 6 TEACHERS, 2 DISABLE AND 30 PARKING BAYS.	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	IDT	R 36 220.408	R 239.875	R -	R -
SIYALUNGELWA SECONDARY SCHOOL	AMAJUBA	Newcastle (KZN252)	1	-27.57268	29.90777	UPGRADES & ADDITIONS	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	DOPW	R 1 520.000	R -	R 328.226	R 167.394
SIYAMUKELA HIGH SCHOOL	AMAJUBA	Newcastle (KZN252)	22	-27.753	30.0298	STORM DAMAGED PHASE 18	STORM DAMAGE	REFURBISHMENT AND REHABILITATION	IDT	R 2 900.000	R 501.300	R 668.400	R 318.800
SIYATHUTHUKA PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	6	-27.7591	30.13508	STORM DAMAGED PHASE 19	STORM DAMAGE	MAINTENANCE AND REPAIR	DBSA	R 48 300.000	R 9 660.000	R 115.200	R 983.363
SIYATHUTHUKA PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	6	-27.7591	30.13508	WATER AND SANITATION	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 2 276.000	R 1 145.000	R 102.000	R -
SIZAKANCANE PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	16	-27.79622	30.08506	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	REFURBISHMENT AND REHABILITATION	DOPW	R 1 838.088	R 579.500	R 462.900	R -
SIZAMOKUHLE PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	12	-27.76426	30.11255	2 ECD CLASSROOMS AND 6 TOILET SEATS	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	DBSA	R 1 420.151	R 973.000	R 102.000	R 763.705
SIZAMOKUHLE PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	12	-27.76426	30.11255	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 15 387.473	R -	R 119.100	R 2 091.174
SIZANANI SECONDARY SCHOOL	AMAJUBA	Newcastle (KZN252)	6	-27.76029	30.12471	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	REFURBISHMENT AND REHABILITATION	DOPW	R 38 481.581	R 305.500	R -	R -
SIZANANI SECONDARY SCHOOL	AMAJUBA	Newcastle (KZN252)	6	-27.76029	30.12471	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 2 700.000	R -	R 303.000	R 342.429

SIZWE SECONDARY SCHOOL	AMAJUBA	Newcastle (KZN252)	16	-27.79631	30.08352	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 796.679	R -	R 112.458	R 95.805
SOSINDA PRIMARY SCHOOL	AMAJUBA	Dannhauser (KZN254)	9	-27.81858	30.19484	CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	COEGA	R 10 762.128	R -	R 1 777.500	R 688.929
ST LEWIS BERTRAND'S SECONDARY SCHOOL	AMAJUBA	Newcastle (KZN252)	18	-27.78192	30.09431	DAMAGE TO 3 CLASSROOMS	STORM DAMAGE	REFURBISHMENT AND REHABILITATION	DOPW	R 3 468.000	R -	R 890.402	R 363.982
ST LEWIS BERTRAND'S SECONDARY SCHOOL	AMAJUBA	Newcastle (KZN252)	18	-27.78192	30.09431	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 8 684.777	R -	R 645.444	R 1 129.897
ST OSWALDS SECONDARY SCHOOL	AMAJUBA	Newcastle (KZN252)	25	-27.75541	29.92821	UPGRADE AND ADDITIONS	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	COEGA	R 15 200.000	R -	R 3 516.600	R 1 669.057
THEMBALENTSHA HIGH SCHOOL	AMAJUBA	Newcastle (KZN252)	11	-27.79067	30.1256	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	REFURBISHMENT AND REHABILITATION	COEGA	R 59 663.726	R -	R 4 937.200	R 1 137.543
THEMBINKOSI PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	9	-27.79296	30.16804	NEW SCHOOL	NEW SCHOOL	NEW /REPLACEMENT INFRASTRUCTURE ASSETS	COEGA	R 55 770.835	R 17 394.000	R 450.000	R 150.000
THEMBINKOSI PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	9	-27.79296	30.16804	CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	COEGA	R 3 300.000	R -	R 846.900	R 126.553
THIYASIZWE PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	30	-27.77041	30.15351	CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	COEGA	R 7 932.495	R -	R 3 638.700	R 1 365.900
TUGELA SPECIAL SCHOOL	AMAJUBA	Newcastle (KZN252)	34	-27.76187	29.9423	GENERAL REPAIRS AND RENOVATIONS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	REFURBISHMENT AND REHABILITATION	KZNDoE	R 4 443.000	R -	R 2 250.000	R 948.000
UMCEBOWOLWAZI SENIOR PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	29	-27.76693	30.06946	CONSTRUCTION OF 4 BOYS, 4 URINALS, 8 GIRLS, 2 DISABLED,STAFF 3, 2 URINALS AND 3F TOILET BLOCK GRADE 3 R PLUS 1 GR TCH	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 2 400.000	R 142.000		
UMLWANE PRIMARY SCHOOL	AMAJUBA	Emadlangeni (KZN253)	3	-27.69576	30.41351	1 X ECD, 4 TOILETS AND 1 JUNGLE GYM	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	IDT	R 2 360.000	R 567.000	R 392.006	R 256.842

UMLWANE PRIMARY SCHOOL	AMAJUBA	Emadlangeni (KZN253)	3	-27.69576	30.41351	CONSTRUCTION OF 1 BOYS, 1 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 0 FEMALE TOILET BLOCK	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 1 150.000	R 145.750	R -	R -
UMZILA PRIMARY SCHOOL	AMAJUBA	Dannhauser (KZN254)	8	-27.832263	30.215597	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	DOPW	R 5 000.000	R -	R 1 333.104	R 494.553
UTRECHT COMBINED SCHOOL	AMAJUBA	Emadlangeni (KZN253)	2	-27.65946	30.3194	STORM DAMAGES TO SCHOOL	STORM DAMAGE	REFURBISHMENT AND REHABILITATION	DBSA	R 5 780.521	R 139.703	R -	R -
UTRECHT PRIMARY SCHOOL	AMAJUBA	Emadlangeni (KZN253)	2	-27.66961	30.30892	CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	COEGA	R 7 932.495	R -	R 2 708.100	R 1 027.414
UTRECHT PRIMARY SCHOOL	AMAJUBA	Emadlangeni (KZN253)	2	-27.66961	30.30892	STORM DAMAGED SCHOOLS PHASE 14	STORM DAMAGE	REFURBISHMENT AND REHABILITATION	DOPW	R 12 941.910	R -	R 3 311.392	R 1 372.188
V S ZULU PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	34	-27.76355	30.01105	UPGRADING OF EXISTING SCHOOL INFRASTRUCTURE TO MEET THE DBE NORMS AND STANDARDS	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	DBSA	R 33 925.000	R -	R 35.100	R 691.631
VULINDLELA PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	32	-27.79888	30.16259	CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	IDT	R 7 932.495	R 1 900.099	R 846.900	R 350.443
VUMELANI PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	22	-27.75646	30.02941	CONSTRUCTION OF NEW GRADE R FACILITIES AND ABLUTIONS	EARLY CHILDHOOD DEVELOPMENT	UPGRADES AND ADDITIONS	IDT	R 7 932.495	R 817.000	R 846.900	R 350.443
VUMELANI PRIMARY SCHOOL	AMAJUBA	Newcastle (KZN252)	22	-27.75646	30.02941	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 7 073.600	R -	R 1 726.757	R 1 103.822
WAAIHOEK PRIMARY SCHOOL	AMAJUBA	Emadlangeni (KZN253)	3	-27.77223	30.39155	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 519.373	R -	R -	R 72.931
WIT-UMFOLOZI INTERMEDIATE SCHOOL	AMAJUBA	Emadlangeni (KZN253)	1	-27.70798	30.66217	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 592.801	R -	R -	R 83.241
YWCA LSEN SCHOOL	AMAJUBA	Newcastle (KZN252)	28	-27.7589	30.0445	20X STANDARD CLASSROOMS WITH STOREROOMS,3 X MULTIPURPOSE CLASSROOMS WITH STOREROOMS,1 X WORKSHOP WITH STOREROOM,3 X THERAPY SUITE ATTACHED TO CLASSROOMS,1 X MEDIA CENTER WITH STOREROOM,1X COMPUTER ROOM WITH STOREROOM,1 X ACTIVITY ROOM, 1 X ADMINISTRATION BLOCK,4 X	LEARNERS WITH SPECIAL EDUCATIONAL NEEDS	UPGRADES AND ADDITIONS	COEGA	R 18 013.995	R 8 508.000	R 1 250.000	R -

						OFFICES OUTSIDE ADMIN, 4 X SMALL STOREROOMS OUTSIDE ADMIN,1 X LARGE STOREROOM OUTSIDE ADMIN,1 X GARDEN STORES AND CHANGEROOMS,1 X GARAGE FOR BUS AND VEHICLE STORAGE,1 X GUARDHOUSE,1 X TUCK-SHOP, 6X TEACHERS TOILETS,5 X GIRLS TOILETS,3 X BOYS TOILET.1 X BOYS HOSTEL WITH 25 BEDS,1 X GIRLS HOSTEL WITH 25 BEDSPACES1 X KITCHEN WITH COOKING AREA, PREP AREA STORAGE, SCULLERY, REFUSE AREAS, AND DINING HALL WITH 300 SEATING'S,,PAVING FROM GATE TO ADMIN BLOCK AND TOWARDS THE NEW BUILDING ,GENERAL RENOVATION TO EXISTING BUILDINGS.							
ZABALAZA INTERMEDIATE SCHOOL	AMAJUBA	Newcastle (KZN252)	23	-27.74563	30.04134	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	UPGRADES AND ADDITIONS	DOPW	R 4 505.368	R -	R 1 167.168	R 1 023.881
ZAMA SECONDARY SCHOOL	AMAJUBA	Newcastle (KZN252)	8	-27.77587	30.15386	13 CLASSROOMS, 5 MULTIPURPOSE, 1 HOD OFFICE, TEACHER WORK ROOM, SMALL STAFF ROOM,1 GATE HOUSE,0.5 KITCHEN, 1 DISABLED, 2 GRADE R TOILETS AND 5 PARKING BAYS.	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	IDT	R 42 000.000	R 1 932.000	R 635.100	R 843.733
ZIZUZELE PRIMARY SCHOOL	AMAJUBA	Dannhauser (KZN254)	10	-27.8339	30.11489	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	UPGRADES AND ADDITIONS	DBSA	R 2 658.247	R 1 085.000	R 102.000	R -

Department of Transport

Table 198: DOT Blacktop Patching, Blading and Retravelling projects 2023/24

Municipality	Planned Budget	Targeted Output	Targeted Wards	Status/Comments
BETTERMENT AND REGRAVELING				
KZ252	R30 000 000.00	R37.50	1,4 and 21	Procurement Stage
KZ253	R108 170 000	R135.21	1,2,3,4,5 and 6	Procurement Stage

KZ254	R124 952 000	R156.19	1,2,3,6,7,9,10,12,18 and 21	Procurement Stage
TOTAL	**R263 122 000**	**R328.9**	**19 WARDS**	
Municipality	**Planned Budget**	**Targeted Output**	**Targeted Wards**	**Status/Comments**
BLANDING				
KZ252	R4 500 000.00	R1 080	1,4 and 21	Procurement Stage
KZ253	R2 000 000.00	R480	1,2,3,4,5 and 6	Procurement Stage
KZ254	R4 000 000.00	R960	1,2,3,6,7,9,10,12,18 and 21	Procurement Stage
TOTAL	**R10 500 000**	**R2 520**	**19 WARDS**	
Municipality	**Planned Budget**	**Targeted Output**	**Targeted Wards**	**Status/Comments**
BLACKTOP AND PATCHING				
KZ252	R30 000 000.00	R15 000.00	1,21,6,31 and 34	Procurement Stage
KZ253	R22 000 000.00	R11 000.00	1,2,3,4,5 and 6	Procurement Stage
KZ254	R36 000 000.00	R18 000.00	6,21,31 and 34	Procurement Stage
TOTAL	R88 000 000	R44 000.00	**15 WARDS**	

Table 199: Department of Human Settlements 2023/24

- PROGRAMME 2: INTEGRATED PLANNING (DETAILED STUDIES) = **R8 632 387,00**

Project Name	Ward No.	No. of sites	2021/22 Budget	2022/23 Budget	2023/24 Budget
Drycut	15 (Newcastle)	1000	R1 235 710,00	R0,00	R0,00
Vezokuhle/Roy point	34 (Newcastle)	900	R1 097 827,00	R500 000,00	R0,00
Soul City Stafford Hill	31 (Newcastle)	2800	R1 535 588,00	R3 500 000,00	R4 000 000,00
Bosworth	25 (Newcastle)	525	R710 000,00	R1 000 000,00	R1 000 000,00
JBC Phase 1	12, 15, 16, 18 (Newcastle)	2518	R1 780 000,00	R0,00	R0,00
JBC Phase 2&3	12,16, 18 (Newcastle)	8985	R2 192 672,00	R0,00	R0,00
KwaMathukuza Phase 2	34 (Newcastle)	221	R80 590,00	R0,00	R0,00

- PROGRAMME 3 – PROJECT MANAGEMENT (HOUSES) = **R69 957 726,00**

Project Name	Ward No.	Units	Budget	Transfers	Budget	2021/22 Budget	2022/23	2023/24
Osizweni Section E Slums Clearance	9 (Newcastle)	20	R1 720 000,00			R1 720 000,00	R0,00	R0,00
Madadeni H39	19 (Newcastle)	90	R11 160 000,00	100	R100 000,00	R11 260 000,00	R12 566 667,00	R12 566 667,00

Fairleigh Siyahlalala Housing Project	25 (Newcastle)	130	R15 080 000,00	100	R100 000,00	R15 180 000,00	R100 000,00	R100 000,00
Charlestown Housing Project	1 (Newcastle)	90	R11 160 000,00	150	R150 000,00	R11 310 000,00	R18 800 000,00	R18 800 000,00
Emawozeni	30 (Newcastle)	50	R5 750 000,00	20	R20 000,00	R5 770 000,00	R0,00	R0,00
Khathide 220	6, 12 (Newcastle)	30	R2 610 000,00			R2 610 000,00	R7 800 000,00	R7 800 000,00
uBuhlebomzinyathi Phase 1	9, 10 (Dannhauser)	69	R8 760 000,00			R8 760 000,00	R15 240 000,00	R15 240 000,00
Philip Housing Project (uBuhlebomzinyathi Phase 3)	9, 10 (Dannhauser)	41	R5 267 000,00			R5 267 000,00	R15 240 000,00	R15 240 000,00
Madadeni Storm Damage	23, 24, 25 (Newcastle)	0	R8 080 726,00			R8 080 726,00	R7 800 000,00	R7 800 000,00

- PROGRAMME 3 – PROJECT MANAGEMENT (SERVICES – Internal Reticulation) = **R253 236 338.00**

Project Name	Ward No.	Sites	Budget
JBC Phase 1	**12,15,16, 18 (Newcastle)**	**800**	**R43 259 736,00**
Dannhauser Housing Project	**2 (Dannhauser)**	**700**	**R33 726 602,00**

JBC Phase 2 & 3	**12, 15, 16, 18 (Newcastle)**	**8750**	**R176 250 000,00**
TOTAL		**10250**	**R253 236 338,00**

- PROGRAMME 4 – PROPERTY MANAGEMENT = **R40 000 000,00**

Project Name	Ward No.	Units	2021/22 Budget	2022/23	2023/24
Newcastle N11 CRU	34 (Newcastle)	100	R40 000 000,00	R50 000 000,00	R50 000 000,00
Hospital Street Social Housing Project	25 (Newcastle)	1056			
Newcastle N11 CRU	25 (Newcastle)	540			

- PROGRAMME 4 – TITLE DEED RESTORATION PROGRAMME = **R2 375 000,00**

Municipal Name	2021/22	2022/23	2023/24
Newcastle LM	R2 200 000,00	R2 000 000,00	R3 000 000,00
Dannhauser LM	R26 000,00	R0,00	R0,00
EMadlangeni LM	R149 000,00	R0,00	R0,00

Table 2007: Department of Health 2023/24

District	PHC		Hospitals								
	Fixed Clinics (Provincial and Local Authority)	CHCs	District Hospital	Regional	Tertiary	Central	Specialised TB	Specialised Hospital	Specialised Psych	Chronic	Mobiles
Amajuba	**25**	**1**	**1**	**2**	**0**	**0**	**0**	**0**	**0**	**0**	**8**

Projects 2023/2024

District Municipality	Municipality Name	Project Name	Milestone Reached	Total Project Cost	Budget 2023/2024	Estimated Construction Start Date	Estimated Construction End Date
Amajuba (DC25)	Newcastle (KZN252)	Newcastle Hospital -Package D-CCTV cameras and access control, heat pumps, fire detection	Construction 1% - 25%	R194,034,844	R27,300,000	03/10/2022	31/08/2024

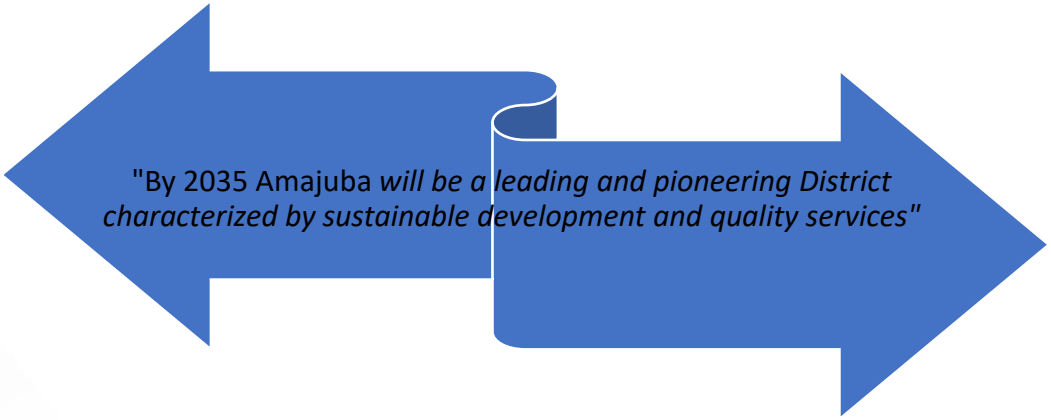
Amajuba (DC25)	Newcastle (KZN252)	Newcastle Hospital Package E - Upgrade to Bulk Sewer, Stormwater , Hot and Cold water reticulation	Tender	R57,000,000	R10,512,196	09/02/2023	30/09/2024
Amajuba (DC25)	Newcastle (KZN252)	Madadeni Hospital - New Psychiatric Hospital	Pre-feasibility	R1,000,000,000	R0	01/09/2023	31/12/2026
Amajuba (DC25)	Newcastle (KZN252)	Madadeni Hospital: Upgrades to the Student Accommodation	Tender	R67,461,225	R25,000,000	30/11/2022	30/04/2024
Amajuba (DC25)	Emadlangeni (KZN253)	Niemeyer Hospital - New staff accommodation	Pre-feasibility	R37,000,000	R500,000	30/01/2025	31/03/2026
Amajuba (DC25)	Dannhauser (KZN254)	Dannhauser CHC - Structural Repairs	Construction Started	R32,241,307	R28,616,539	01/07/2022	30/06/2023

4.22 FINANCIAL SWOT ANALYSIS

Strengths	Weaknesses
• Legislations guiding operations are available • Strengthened relations with sector Departments and Civil Society • Growth in Tourism Business Development creates job opportunities • Ongoing capacity building provided by partners • Work opportunities are created through EPWP	• Staff shortage • Lack of reliable transport • Unfunded votes • Insufficient marketing and promotion of District • Outdated LED Strategy • No monitoring of ambient air • No compliance monitoring and enforcement activities • By Laws-Municipal MHS drafted but not operational • Air quality by laws in process of being drafted
Opportunities	**Threats**
• Collection of revenue will assist in conducting Monitoring and Evaluation • Increased access to District through new Airport • Location of District within KZN, i.e., Northern Drakensberg and Midway to Johannesburg and Durban	• Disease outbreak and rise in HIV/AIDS, and other social ills • No major draw cards in District to market it • No compliance of industries to Legislations • Atmospheric pollution

5 MUNICIPAL VALUES, MISSION AND OBJECTIVES

Amajuba District Municipality vision provides insight on what the municipality aims to achieve in terms of its medium- and long-term developmental goals. The vision of the municipality is as follows:



Mission of the ADM:

The Amajuba District Municipality will champion in good governance through:

- Effective public participation
- Vibrant local economic development - Integrated Service Delivery
- Intergovernmental relations

Values of the ADM

The following values to be followed by the organisation were identified:

- **I**ntegrity

- **R**esponsiveness
- **A**ccountability
- **C**ommitment
- **E**ffectiveness

OBJECTIVES

- We will empower people through skills development, bursaries, resources, and training, to create self-help and self-reliance, with a special focus on supporting people with disabilities, youth, and women-led projects. We will prioritize South Africans for job and trade opportunities where we govern.
- We will create food security by supporting subsistence farmers, developing cooperatives, and assisting emerging farmers, in particular women and youth-led projects. We will prioritize the rights and needs of farm workers and support the sustainable use of land.
- We will partner with traditional leaders by recognizing just how vital traditional leaders are and how important it is to support and resource Amakhosi, so that they can execute their functions of ensuring that communities' needs are met and that everyone is treated with dignity and respect.
- We will make communities safer we fight the scourge of GBV by strengthening law enforcement to protect the vulnerable. We will employ social workers, improve access to safe houses, treatment centres and drug rehabilitation programmes. We will invest in well-resourced community policing forums and additional law enforcement units to boost capacity to root out all forms of lawlessness, such as cross-border crimes, gangsterism, syndicates and trafficking. Further, we will prioritize documenting undocumented persons.
- We look after your health by prioritizing well-equipped and professionally staffed clinics that are accessible to all.
- Our next mission is creating free public wi-fi hubs, to get everyone connected.
- We will build the next generation prioritizing Early Childhood Development (ECD) Centres and sports fields to give youth real hope for the future. We continue to provide bursaries to poor learners, and we prioritize.

6 FINANCIAL PLAN

6.1CAPITAL & OPERATIONAL REVENUE

The total revenue budget for the Amajuba District Municipality for the financial year 2023/24 is R 255 122 924 and Capital Grant Funding R 116 675 200. The table below provides a summary of revenue sources for both operational and capital needs for the 2023/24 MTREF financial year.

Table 201: Total Operating Revenue and Capital Budget 2023/24

DESCRIPTION	CURRENT YEAR		MEDIUM-TERM REVENUE AND EXPENDITURE FRAMEWORK		
	2022/2023	2022/2023	2022/2023	2023/2024	2024/2025
	Original Budget	Adjustment Budget	Budget Year +1	Budget Year +2	Budget Year +3
Operation Revenue Budget	233 419 924	241 216 849	255 122 924	260 609 649	358 790 879
Capital Budget (Grant Funding)	103 250 000	103 250 000	116 675 200	116 142 208	120 787 896
TOTAL	**336 669 924**	**344 466 849**	**371 798 124**	**376 751 867**	**479 578 775**

The municipality had incurred a deficit of (R21 230 791) for the financial year 2021/2022 but the municipality is planning to improve from the financial year 2022/2023 by having a funded budget.

6.2HEADLINE INFLATION FORECASTS

The following macro-economic forecasts must be considered when preparing the 2022/23 MTREF municipal budgets.

Macroeconomic performance and projections, 2023 – 2026 Fiscal year				
	2022/23	2023/24	2024/25	2025/26
Estimate		Forecast		
Consumer Price Inflation (CPI)	4.8%	4.4%	4.5%	4.6%
Real GDP growth	2.1.%	1.6%	1.7%	1.6%

Source*: MFMA Circular No.99*

6.2.1 Budget Funding

Even though the Municipality is entirely compliant with the MSCOA framework the municipality's proposed draft budget shows a budget deficit. Our core mandate of water and sanitation has been prioritized with the rest of the budget provided for funded programmes. These are normally funded from grants. The government has repeatedly emphasized the importance of municipalities focussing on growing their revenue base to expand resources available for local service delivery.

Municipalities with significant revenue bases are expected to invest more of their resources, offsetting some of the impacts of reductions to infrastructure grants, while building partnerships with the private sector for infrastructure delivery over the period ahead. Many municipalities continue to adopt unrealistic spending plans.

6.2.2 Government Grants and Subsidies

The following table indicates the grants allocations as indicated in the Division of Revenue Bill as well as Provincial allocations as indicated:

Current Year

	Budget Year	SPECIAL ADJUSTMENT BUDGET	ADJUSTMENT BUDGET
National Grant Allocations			
GOVERNMENT GRANTS & SUBSIDIES - ALLOCATIONS	**2022/2023**	**2023/2024**	**2024/2025**
1. Municipal Infrastructure Grant	45 675 200	45 892 208	47 095 646
2. Financial Management Grant	2 550 000	2 750 000	2 750 000
3. Equitable Share	184 017 000	195 615 000	202 111 000
4.Water Services Infrastructure Grant	70 000 000	75 120 000	80 250 000
5.Expanded Public Works Programme incentive Grant	1 902 000	-	-
MSIG			
Sub Total - National	**307 417 000**	**324 433 000**	**338 264 000**

Grant Allocations			
Provincial Grant Allocations			
7.Rural Roads Asset Management Systems Grant	2 361 00	2 370 000	2 456 000
Sub Total - Provincial Grant Allocations	-	-	
TOTAL GRANT ALLOCATIONS	**307 417 000**	**324 433 000**	**338 264 000**

The equitable share and the allocation of the general fuel levy to local government constitute unconditional funding. Municipalities are reminded that this funding allocation is formula driven and designed to fund the provision of free basic services to disadvantaged communities.

Conditional grant funding must be utilised for the intended purpose within the stipulated timeframes, as specified in the annual Division of Revenue Act. Monies not spent must be returned to the fiscus and requests for roll-overs will only be considered where unforeseen and unavoidable circumstances led to underspending of conditional grants.

6.2.3 Budget Highlight

The operating revenue excl. capital revenue for 2023/24 is budgeted at R 255 122 924. Only registered indigent households (inclusive of deemed indigent households) receive 6kl free water per month. The Income Budget has been compiled based on projected billing, however, provision has been made for a percentage of collection rate through the provision of funds for the impairment of debtors.

The Projected Operating Revenue is as follows:

Description	MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK		
	2022/2023 Budget Year +1	2023/2024 Budget Year +2	2024/2025 Budget Year +3
REVENUE PER SOURCE			
Water Sales	29 916 343	31 112 996	32 357 516
Sanitation Sales	9 518 966	9 899 725	10 295 714
Interest on Overdue Account	5 083 520	5 286 861	5 498 335
Interest Earned-Ext Invest	7 519 496	3 462 085	4 057 412
Equitable Share-FBS Portion	195 144 091	202 589 855	297 993 449
Finance Management Grant;	2 758 080	2 868 403	2 983 139
Rural Roads Asset	2 439 008	2 536 568	2 638 031

Management Systems Grant			
Public Works Grant (EPWP)	1 831 149	1904 395	1 980 571
Tender Deposits and Sundry Income	751 729	781 799	813 070
Rental facilities-Hall Hire	52 382	54 477	56 656
Skills Development Grant	106 160	112 486	116 986
TOTAL DIRECT OPERATING INCOME	**255 122 924**	**260 609 649**	**358 790 879**

To serve the community and to render the services needed, revenue generation is fundamental to financial sustainability. The reality is that we are faced with developmental backlogs and poverty challenging our revenue generation capacity. The needs (being capital or operational of nature) always exceed the available financial resources. This becomes more obvious when compiling the annual budget and comparing it with the community's needs as recorded in the IDP. This is a worldwide problem and therefore available financial resources should be utilized where it delivers the biggest impact on outcomes that will improve the quality of life of our local communities.

Table 202: Detailed Operating Expenditure 2023/24 (MTREF)

DESCRIPTION	CURRENT YEAR		MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK		
	2021/2022	2021/2022	2022/2023	2023/2024	2024/2025

	Original Budget	ADJUSTMENT BUDGET	Budget Year +1	Budget Year +2	Budget Year +3
EXPENDITURE PER CATERGORY					
Salaries, Wages & Allowances	121 507 403	97 868 399	73 576 529	76 519 590	79 580 374
Renumeration of Councillors	7 619 816	6 335 935	8 590 759	9 006 328	9 366 582
Depreciation	18 985 357	18 985 357	17 400 913	18 096 949	18 820 827
Repairs & Maintenance	6 860 000	4 172 482	7 860 322	8 174 735	8 501 725
Bulk Water Purchases	21 000 000	21 194 000	22 923 430	23 840 368	24 793 982
Contracted Services	11 508 794	29 674 471	30 269 588	31 480 371	32 739 586
General Costs-Other	51 675 345	49 457 826	64 778 284	67 373 399	70 068 335
Free Basic Services (Sanitation)		335 048	362 387	376 883	391 958
Free Basic Services (Water)		1 427 292	1 543 759	1 605 509	1 669 730
TOTAL DIRECT OPERATING EXPENDITURE	**239 156 715**	**229 450 810**	**227 305 972**	**236 474 132**	**245 933 098**
Contributions to capital	230 000				
Contributions to funds	14 000 000	9 099 791	9 842 334	10 236 027	10 645 468
Interest -External Loans	1 264 000	704 000	761 446	791 904	823 580
TOTAL OPERATING EXPENDITURE	254 650 715	239 254 601	237 909 752	247 502 064	257 402 146

The operating expenditure for 2022/2023 is budgeted at R 227 305 972. This includes a provision for salary decrease to R 73 576 529, an increase in repairs and maintenance expenditure of R 64 778 284, and contracted services of R30 269 588. Bulk purchases of R22 923 430.

Table 203: Operating and Capital Expenditure Adjustment Budget 2023/24

DESCRIPTION	MEDIUM-TERM REVENUE AND EXPENDITURE FRAMEWORK		
	2022/2023	2023/2024	2024/2025
	Budget Year +1	Budget Year +2	Budget Year +3
Operation Revenue Budget	255 122 924	260 609 649	358 790 879
Capital Budget (Grant Funding)	116 675 200	116 142 208	120 787 896
TOTAL	**371 798 124**	**376 751 867**	**479 578 775**

The Municipality has an unfunded budget and expects to incur a deficit of **R (21 100 715)** for the 2021/2022 FY. There are cases that may warrant a plan as this may not be achievable over one year. As a result, such municipalities must, together with their 2021/2122MTREF budget, table a plan in a municipal council on how and by when the budget will improve from an unfunded to a funded position. This will be essential when the National and provincial treasuries are assessing the budget to determine its credibility.

Table 204: Detailed Operating Expenditure 2023/24 (MTREF)

OPERATING EXPENDITURE			
	2021/2022	2022/2023	2023/2024
Councillor Allowance	7 619 816	7 993 187	8 384 853
Employee Related Costs	121 482 000	120 205 000	125 309 000
Depreciation	17 777 857	19 358 000	19 439 000
Repairs and Maintenance	-	-	-
Bulk Water Purchases	21 000 000	22 050 000	23 152 500

Contracted Services	44 443 000	50 471 000	52 778 000
General Expenses	24 044 042	25 858 000	27 022 000
Contributions to capital	2 055 000	0	0
Provisions	14 000 000	17 325 000	18 191 250
Interest -External Loans	704 000	731 000	760 000
Total	**253 125 715**	**263 991 187**	**275 036 604**

Table 205: Councillor renumeration budget 2023/24 MTREF

DESCRIPTION	**MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK**		
	2022/2023	**2023/2024**	**2024/2025**
	Budget Year +1	**Budget Year +2**	**Budget Year +3**
	REMUNERATION OF COUNCILLORS		
Mayor;	1 409 682	1 435 684	1 536 320
Deputy Mayor;	1 073 272	1 120 496	1 169 797
Speaker-EXCO;	1 118 486	1 167 699	1 219 078
Councillors;	2 847 465	2 972 754	3 103 555
Executive Committee;	2 219 308	2 316 957	2 418 904
Motor vehicle allowance	338 115	352 992	368 524

Total	**9 006 328**	**9 366 582**	**9 816 177**

Councillor allowances have been budgeted based on the actual costs approved in accordance with the gazette No 43246 on the Remuneration of Public Office Bearers Act: Determination of Upper Limits of Salaries, Allowances, and Benefits of different members of municipal councils published 1 July 2021. The MEC of Corporate Governance and Traditional Affairs (COGTA) must still approve the Councillors' remuneration.

Table 206: Senior Managers and Municipal Officials renumeration Budget 2023/24 (MTREF)

DESCRIPTION	MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK		
	2022/2023	**2023/2024**	**2024/2025**
	Budget Year +1	**Budget Year +2**	**Budget Year +3**
EXPENDITURE PER CATERGORY			
Salaries, Wages & Allowances	73 576 529	76 519 590	79 580 374
Renumeration of Councillors	9 006 328	9 366 582	9 816 177
TOTAL DIRECT OPERATING EXPENDITURE	**120 435 147**	**125 324 492**	**130 337 473**

- The Amajuba District Municipality has provided for a 6.25% salary increase based on the South African Local Government Bargaining Council on the salary and wage collective agreement.
- Councillors Allowances are calculated using Government Gazette No: 43246 Dated

24 APRIL 2020

- MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO MUNICIPAL MANAGERS were calculated using gazette No. 43122 and notice NO. 351 dated 20 MARCH 2020

Capital projects and programmes budget 2023/24 MTREF

DESCRIPTION	PROJECT DETAILS		MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK		
	DURATION (i.e. 12 Months)	PROJECT STATUS (New or Ongoing)	2022/2023 Budget Year +1	2023/2024 Budget Year +2	2024/2025 Budget Year +3
CAPITAL EXPENDITURE IDP-GRANT FUNDED PROJECTS					
MIG GRANT FUNDING PROJECTS					
DC25_CE0010_MIG PMU admin cost	12 months	Ongoing	2 329 350	2 428900	2 534 850
DC25_EMANDLANGENI SANITATION-MIG	36 months	New	10 000 000	6 000 000	10 000 000
DC25_CE0011_Goedehoop bulk water and sanitation	36 months	Ongoing	15 000 000	11 000 000	8 000 000
DC25_CE0012_Danhauser Housing Development Bulk Water and Sanitation	36 months	Ongoing	6 000 000	-	-
DC25_CE0013_Buffalo Flats Water Supply Scheme Phase 3B	48 months	Ongoing	-	-	-
Hiltop Reservor Settlements Water supply Scheme	48 months		3 000 000	-	-
COVID-19 Intervention MIG Reprioritisation-Elevaed Static Tanks Stands	18 months	Ongoing	1 000 000	-	-

Mafahlawane Bulk Water Supply		New	5 987 650	9 149 100	6 000 000
Disaster Management Centre		New	2 800 000	8 000 000	500 000
Zaaihoek WTW &Bulk Pipeline		New	3 870 000	5 000 000	17 000 000
Groenvlein Water & Sanitation Infrastructure		New	2 000 000	3 000 000	1 662 150
Pipeline Replacement in Dannhauser & Durnacol		New	500 000	2 500 000	3 000 000
Pipeline Replacement in Utrecht		New	500 000	1 500 000	2 000 000
SUB TOTAL			**52 987 000**	**48 578 000**	**50 697 000**
WSIG GRANT FUNDED PROJECTS					
DC25_CE0001_Upgrade Emxakheni Water Scheme	n/a	Completed	-	6 620 000	3 000 000
DC25_CE0002_Upgrade Buffalo Flats Water Supply Scheme Phase 4 (infills)	18 months	Completed	5 540 000	-	7 900 000
DC25_CE0004_New Refurbishment of water and waste water treatment plants	36 months	new	17 000 000	12 000 000	28 000 000
DC25_CE0006_Construction of Brakfontein resevoir	36 months	Ongoing	5 000 000	0	0
DC25_Ermegency water supply to Ramaphosa, Hilltop and Skobaren -Dannhauser LM	36 months	Ongoing	13 000 000	23 500 000	500 000
DC25_WC/WDM Program	24 months	New	8 000 000	7 020 000	18 000 000
Raw Water Feasibity Study		New	3 000 000	4 200 000	12 000 000
Covid-19 Intervention MIG/WSIG		New	12 000 000	7 000 000	2 000 000
Pipeline Extension (Skobharen and Eastborne)		New	5000000	0	500 000

Reduction of non-revenue water via reduction of real losses		New	16 000 000	10 000 000	20 250 000
Ground Water Project		New	2 000 000	11 000 000	17 000 000
Drought Relief Program		New	0	5 000 000	9 000 000
SUB TOTAL			**86 540 000**	**86 340 000**	**118 150 000**
				ROAD TRANSPORT & PUBLICWORKS PROGRAMME PROJECTS	
ROAD ASSET MANAGEMNET GRANT	48 months	Ongoing	2 255 000	2 366 000	2 369 000
SUB TOTAL					
TOTAL GRANT FUNDED IDP PROJECTS ENGINEERING			**141 782 000**	**137 284 000**	**171 216 000**

This is a detailed Breakdown of the Capital Projects which are mostly funded from MIG and WSIG. Conditional grant funding targets delivery of national government's service delivery priorities. It is imperative that municipalities understand and comply.

6.2.4 Financial Modelling and Key Planning Drivers

As part of the compilation of the 2023/24 MTREF; extensive financial modelling was undertaken to ensure affordable tariffs and long-term financial sustainability. The following key factors and planning strategies have informed the compilation of the Final 2022/23 MTREF:

- Municipality's growth.
- Policy priorities and strategic objectives.
- Asset maintenance.
- Economic climate and trends (i.e. inflation, Eskom increases, household debt, migration patterns);
- Performance trends.
- The approved 2021/22 budget and performance against the SDBIP;
- Cash Flow Management Strategy.
- Debtor payment levels.

- Loan and investment possibilities.
- The need for tariff increases versus the ability of the community to pay for services; and
- Improved and sustainable service delivery.

In addition to the above, the strategic guidance given in National Treasury's MFMA Circulars 98 - 99 has been taken into consideration in the planning and prioritisation process.

6.2.5 Overview of budget related policies

The municipality's budgeting process is guided and governed by relevant legislation, frameworks, approve strategies and related policies:

- Credit Control and Debt Collection policy
- Asset Management Policy
- Budget Policy
- Supply Chain Management Policy
- Budget and Virement Policy
- Cash Management and Investment Policy
- Tariff Policies
- Indigent policy
- Policy on Irregular Expenditure
- Irregular Expenditure Policy
- Debt Impairment Policy
- Contract Management Policy
- SDBIP
- Petty Cash Policy

Most of the above policies are currently being revised and once adopted by Council they will be placed on the municipality's website.

6.2.6 Employee related costs

The Amajuba District Municipality has provided for the task grade and job evaluation results based on the South African Local Government Bargaining Council on the salary and wage collective agreement.

6.2.7 Remuneration of councillors, Senior Managers and Municipal Officials

Employee related costs plus Councillor allowances as a percentage of total operating expenditure is 38%. The norm range is 25% to 40%.

6.2.7.1 Remuneration of councillors

Councillor allowances have been budgeted based on the actual costs approved in accordance with the gazette No 43246 on the Remuneration of Public Office Bearers Act: Determination of Upper Limits of Salaries, Allowances, and Benefits of different members of municipal councils published 24 April 2020. The MEC of Corporate Governance and Traditional Affairs (COGTA) must still grant that Councillors renumeration be approved. The application for 2023/2024 FY is still to be finalized.

7 ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT

The Amajuba District Municipality has an Organizational Performance Management System (OPMS) to monitor the implementation of the IDP. It is also an early warning system to identify challenges in the implementation of the IDP so that corrective measures can be applied. The Service Delivery and Budget Implementation Plan (SDBIP) is reviewed bi-annually to ensure relevance to current situations and to align with the Mid-Term Budget. The SDBIP has six (6) Key Performance Areas (KPA) and identifies Key Performance Indicators (KPI) that are linked to every municipal department within the institution. These KPIs are assessed at every quarter and are aligned to the Performance Contracts of Senior Management.

Key Performance Areas (KPA): These are the areas in which the municipality plays a role towards delivering services. The ADM make use of the following 6 KPA:

1) Municipal Institutional Development and Transformation;

2) Local Economic Development;
3) Basic Service Delivery;
4) Municipal Financial Viability and Management
5) Good Governance and Public Participation;
6) Spatial Planning and Environmental Management.

Chapter 6 of the Municipal Systems Act 32 of 2000 prescribes as follows on the development of performance management system:

Section: 38. States that: A Municipality must -

(a) Establish a performance management system that is -

(i) Commensurate with its resources;

(ii) Best suited to its circumstances; and

(iii) In line with the priorities, objectives. Indicators and targets contained in its integrated development plan;

(b) Promote a culture of performance management among its political structures. Political office bearers and councillors and in its administration; and

(c) Administer its affairs in an economical, effective, efficient and accountable manner.

PERFOMANCE MANAGEMENT SYSTEM CORE ACTIVITIES

7.1.1 Organizational Performance Management System

OUTPUT	CORE ACTIVITIES	ANNUAL TIMEFRAMES
PMS policy and framework	Review of PMS Policy and Framework Guide	By the 30th of June of each year
OPMS & IPMS	Establishment of Draft SDBIP	14 days after budget approval
	Establishment of Final SDBIP	28 days after budget approval
	Development and Signing of performance agreements	By the 31st of July of each year OR within three months after new appointment
	Make public SDBIP and submit to relevant stakeholders	14 days after SDBIP approval
Performance monitoring and evaluation	Quarterly assessment of the SDBIP	October, January, April, July of each year
Performance reporting	Tabling of the draft annual report to Council by the Mayor	By the 31st of January of each year
	Tabling of the oversight report to Council by the MPAC	By the 31st of March of each year
	Tabling of the final annual report to Council by the Mayor	By the 31st of March of each year
	Publicise Annual Report and Submit copy to Provincial Legislature	7 days after Council approval

The Municipal Systems Act (2000) places the responsibility on the Council to adopt a PMS, while holding The Mayor responsible for the development and management of the system. The Mayor of Amajuba Municipality delegates the responsibility for the development and management of the PMS to the Municipal Manager. The development of the system is a once-off activity and the Municipal Manager submits the system to The Mayor through the Executive Committee, who in turn forwards it to the full council for approval. The responsibility of implementation and management of the system remains with the Municipal Manager as part of his/her core functions as provided in Section 55(1) of the Municipal Systems Act of 2000.

Implementing the Performance Management System: Having identified the preferred performance model to be the Key Performance Area and having agreed to measure its performance against the five areas, Amajuba District Municipality will adopt a process plan for implementing its performance management system.

The PMS implementation and management process will be carried out within the following phases:
Phase 1: Planning for Performance
Phase 2: Performance Monitoring and Managing Performance Information
Phase 3: Performance Measurement and Analysis
Phase 4: Performance Review and Improvement – Quarterly, Annually
Phase 5: Performance Reporting – Monthly, Quarterly, Annually

Table 207: PMS critical dates and timelines

Activity	ANNUAL TIMEFRAMES	Responsible Official
Preparation of Portfolio of Evidence (PoE)	• Ongoing	All HoDs
Quality Assurance	• Before submission of both the PoEs and Completed SDBIPs to the Municipal Manager.	All HoDs
Submission of PoE and accurately completed SDBIPs reports	• Quarter 1, 3 and 4: Due by the 10th working day after end of each quarter.	All HoDs

	• Quarter 2: Due by the 5th working day after end of the quarter.	
Review of PoE files and Completed SDBIPs reports	• Within 5 working days from the day of receipt.	Accounting Officer assisted by PMS Manager
Preparation of the Mid-Year Performance Information	Due by the 15th working day after end of quarter 2.	Accounting Officer assisted by PMS Manager
Municipal Manager to submit Mid-Year Performance Report to the Mayor	By the 25th of January.	Accounting Officer
Submission of the Mid-Year Performance Report to Council	By the 31st of January.	Accounting Officer
Submission of the Annual Performance Report to Auditor General	By the 31st of August.	Accounting Officer
Submission of the Draft Annual Report to Council	By the 31st of January.	Accounting Officer
Make public the Draft Annual Report	For no less than 21 days, make public the draft annual report for inputs and comments.	Accounting Officer assisted by PMS Manager
Preparation of the Oversight Report on the Annual Report	By the 20th working day in March.	Municipal Public Accounts Committee assisted by the Office of the Municipal Manager
Tabling to Council of the Oversight Report on the Final Annual Report for approval	By 31st of March.	Municipal Public Accounts Committee assisted by the Office of the Municipal Manager

7.1.2 Annual Performance Reporting

For 2020/2021 financial year, no individual (Section 54 and 56 Managers) quarterly performance assessments were conducted. The 2020/21 Mid-Year Performance and Budget Assessment Report (Section 72 Report) was submitted to the Mayor on the 25 January 2021 and approved by Council on the 31 January 2022.

Table 208: Allocation of KPI per Department

Key Performance Area (KPA)	2020/2021			
	Number of Targets			%age Achieved
	Not Met	Met	Total	
Basic Service Delivery (BSD)	6	20	26	**77%**
Municipal Institutional Transformation and Development (MIT&D)	5	30	35	**86%**
Local Economic Development (LED)	5	3	8	**38%**
Municipal Financial Viability and Management (MFV&M)	18	16	34	**47%**
Good Governance and Public Participation (GG&PP)	22	52	74	**70%**
Spatial Planning and Environmental Management (SP&EM)	1	5	6	**83%**
Total	**57**	**126**	**183**	**69%**

Some of the reasons for non-achievement include but not limited to:

- Cash flow problems faced by the Municipality.
- Objection delays to tenders awarded.
- Delays experienced in finalising SCM processes.
- COVID-19 nationwide lockdown.
- Lack of quorum and poor planning for meetings.
- Poor debt management and lack of debt collection capacity particularly on water sale and other free basic services.
- Communities refusing to pay for services.
- Natural causes such as rainfalls and poor weather conditions.
- Delays in funding approval.
- No budget for establishment of the Amajuba Development Agency.

Some of the challenges include but not limited to:

- Contractor challenges.
- Late submission of performance information which delays the compilation process and review of a consolidated report.
- Lack of review of documented performance information by senior management.
- Incorrectly capture performance information.
- Actual achievements not in line with the targets.
- Reasons for deviation not stated where there are no achievements and where target is overachieved
- No measurable planned interventions.
- Non-achievement of targets.
- Poor record keeping.
- Poor liquidity management.
- Limited revenue for funding development activities.
- Geographic landscape.
- Households in the area are scattered.

- Development of the LED was put on hold until such time that the Municipality is in a position to provide establishment funds.

Some of the corrective actions that are taken or were taken to improve performance include but not limited to:

- Procurement of a new records management system. The municipality is assessing the terms of the contract between the ADM and the service provider, which include provision of EDMS.
- Convened virtual meetings during Covid 19 lock down.
- Target will either be reduced and/or removed as there are major challenges with the acquisition of funding for LED projects.
- The appropriate use of allocated funds will be ascertained, and precautions be applied in the financial period.
- Budget will be reserved for this programme and prioritised thereof for the new financial period.
- Post Audit Action Plan addressing the root causes of the query to be prepared and a detailed quantitative analysis of actions taken prepared.
- Reduce inefficiencies; appropriate staffing and redirection of expenditure to essential and service deliver priorities.
- Source external funding.

Emadlangeni LM							

7. Sector Plans

All sector plans referred hereto in this section are available as electronic documents. These sector plans can be provided by the municipality electronically upon request alternatively the municipal website has the Annexures mentioned below.

Municipality	Status				Date adopted	Implementation Status	Date of Next review
	In Place/Not in Place	Under Review	Completed	Not Completed			
Integrated Waste Management Plan							
Amajuba DM	Outdated	Yes		Yes			
Newcastle LM	No						
Dannhauser LM	Yes	Yes	Yes			Waiting for Council Approval	
Emadlangeni LM	No						
Air Quality Management Plan							
Amajuba DM	In place	Yes	Yes		28/06/2019		
Newcastle LM	Not applicable	N/A	N/A	N/A			
Dannhauser LM	Not applicable	N/A	N/A	N/A			
Emadlangeni LM	Not applicable	N/A	N/A	N/A			
Climate Change Response Strategy							
Amajuba DM	In place	Yes	Draft	N/A	28/06/2018		
Newcastle LM							
Dannhauser LM	No						
Emadlangeni LM							

Municipality	Status				Date adopted	Implementation Status	Date of Next review
	In Place/Not in Place	Under Review	Completed	Not Completed			
Water and Sanitation Development Plan							
Amajuba DM	Yes	Yes					2020
Newcastle LM	Yes	Yes					
Dannhauser LM	Not applicable						
Emadlangeni LM	Not Applicable						
Spatial Development Plan							
Amajuba DM	Yes	Yes			30 June 2019	Implemented	30 May 2020
Newcastle LM	Yes	Yes			31 May 2019	Implemented	31 June 2020
Dannhauser LM	Yes	Yes			31 May 2019	Implemented	31 June 2020
Emadlangeni LM	Yes	Yes			31 May 2019	Implemented	31 June 2020
Disaster Management Plan							
Amajuba DM	Outdated	No	No	Yes		Pending review	2020
Newcastle LM							
Dannhauser LM	Yes	Yes				Being implemented	
Emadlangeni LM							
Environmental Management Framework							
Amajuba DM	In Place	Yes	Final Draft	N/A	28 June 2019	Under review	
Newcastle LM	Yes						
Dannhauser LM	No						
Emadlangeni LM							
Local Economic Development Plan							
Amajuba DM	Yes (Outdated)	Yes					2019/20
Newcastle LM	Yes						

Municipality	Status				Date adopted	Implementation Status	Date of Next review
	In Place/Not in Place	Under Review	Completed	Not Completed			
Dannhauser LM	Yes						
Emadlangeni LM	Yes						
Tourism Plan							
Amajuba DM	Yes	No			2012	Due for review – no funds available for implementation	2020/21
Newcastle LM							
Dannhauser LM	Yes	Yes				Waiting for Council approval	
Emadlangeni LM							

8 Annexures

All sector plans referred hereto in this section are available as electronic documents. These sector plans can be provided by the municipality electronically upon request alternatively the municipal website has the Annexures mentioned below.

8.1 Spatial Development Framework 2022/23-2026/27

Please see attached Annexure A

8.2 Local Economic Development Plan 2022

Please see Annexure B

8.3 Water Services Development Plan 2020

Please see attached Annexure C

8.4 Environmental Management Framework 2019/20

Please see attached Annexure D

8.5 Amajuba DM Draft Integrated Transport Plan 2022

Please see attached Annexure E

8.6 Employment Equity Plan 2020-2024

Please see attached Annexure F

8.7 Draft Information and Communication Technology Plan 2021/22-2023/24

Please see attached Annexure G

8.8 Air Quality Management Plan 2019/20

Please see attached Annexure H

8.9 ADM District Development Model (DDM)

Please see attached Annexure I

8.10 Human Resource Strategy 2022-2026

Please see Attached Annexure J

8.11 Climate Change Response Plan

Please see attached Annexure K

8.12 Amajuba District Growth & Development Plan 2035

Please see attached Annexure L

8.13 Informal Economy Policy

Please see attached Annexure M - EDTEA

8.14 Workplace Skills Development Plan 2021/22

Please see attached Annexure N – Confirmation letter of Submission to LGSETA

8.15 ADM Economic Recovery Plan

Please see attached Annexure O –

8.16 ADM & NLM Water Master Plan

Please see attached Annexure P

8.17 Safety Healthy Environmental Strategy 2021/22

Please see attached Annexure Q

8.18 Disaster Management Sector Plan 2022/23

Please see attached Annexure R

9 Appendices

9.1Organizational Organogram 2024

9.2Amajuba Annual MTREF Budget 2024

9.3Indigent Support Policy 2022/23

9.4Indigent Register 2021

9.5Staff Retention 2020/21

9.6Service Delivery and Budget Implementation Plan 2024/25

9.7PMS Policy and Framework 2024/24

9.8Annual Report 2023/24 – Amajuba DM

9.9Annual Performance Report 2023/24 – Amajuba DM

9.10 Annual Report 2021 – uThukela Water

9.11 Risk Assessment Register Amajuba DM

9.12 Audit Action Plan 2023/24

9.13 Audit Report 2023/24

9.14 Draft Annual Risk Report 2024/25

9.15 Risk Management Committee Charter 2020/21

9.16 Draft Asset Register 2021/22