ZULULAND DISTRICT MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN 2022-2027

Zululand District Municipality

2026/2027 REVIEW

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ABBREVIATIONS AND ACRONYMS

ABBREVIATION	TERM
AG	Auditor General
AIDS	Acquired Immune Deficiency Syndrome
BBBEE	Broad Based Black Economic Empowerment
CAA	Civil Aviation Authority
CAAGR	Compound Average Annual Growth Rate
CBA	Critical Biodiversity Area
CBD	Central Business District
CBO	Community Based Organisations
CFO	Chief Financial Officer
CHC	Community Health Centre/Clinic
CIDB	Construction Industry Development Board
CIF	Capital Investment Framework
COGTA	Department of Cooperative Governance and Traditional Affairs
DAEA	Department of Agriculture and Environmental Affairs
DAFF	Department of Agriculture, Forestry and Fisheries
DDMAC	District Disaster Advisory Committee
DGDP	District Growth and Development Plan
DGDS	District Growth and Development Strategy
DIC	District Aids Council
DIF	District Intergovernmental Forum
DM	District Municipality
DMA	Disaster Management Act
DMC	Disaster Management Centre
DMF	Disaster Management Fund
DMP	Disaster Management Plan
DORA	Division of Revenue Act
DTT	District Task Team
DWA	Department of Water Affairs
EFR	Environmental Flow Requirement
EIA	Environmental Impact Assessment
EKZNW	Ezemvelo KZN Wildlife
EMF	Environmental Management Framework
EPWP	Expanded Public Works Progamme
ERMS	Electronic Records Management System
ESA	Ecological Support Area
ESKOM	Electricity Supply Commission
EXCO	Executive Committee
FEPA	Freshwater Ecosystem Protection Area
FOP	Field Operations Plan
FPL	Food Poverty Line
GDP	Gross Domestic Product
GDP-R	Gross Domestic Product in Rands
GGP	Gross Geographic Product
GIS	Geographic Information System
GVA	Gross Value Added
HDI	Human Development Index
HH	Household

HIV	Human Immunodeficiency Viruses
HOD	Head of Department
ICAO	International Civil Aviation Organization
ICT	Information and Communications Technology
IDP	Integrated Development Plan
IDPRF	Integrated Development Plan Representative Forum
IGR	Intergovernmental Relations
IMPI	Implementation Project Management Information
KPAs	Key Performance Areas
KZN	KwaZulu Natal
LBPL	Lower-Bound Poverty Line
LED	Local Economic Development
LM	Local Municipality
LPL	Lower Poverty Line
M&E	Monitoring and Evaluation
MANCO	Management Committee
MDB	Municipal Demarcation Board
MTDF	Medium Term Development Framework
MDG	Millennium Development Goal
MEC	Member of the Executive Council
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MPAC	Municipal Performance Assessment Committee
MSA	Municipal Systems Act
MSCOA	Municipal Standard Charts of Accounts
MSDF	Municipal Spatial Development Framework
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDMC	National Disaster Management Centre
NDMF	National Disaster Management Fund
NDP	National Development Plan
NEMBA	National Environmental Management Biodiversity Act
NGO	Non-Governmental Organisation
NSDA	Negotiated Service Delivery Agreement
O&M	Operations and Maintenance
OSS	Operation Sukuma Sakhe
PGDS	Provincial Growth and Development Strategy
PGDP	Provincial Growth and Development Plan
PMS	Performance Management System
PMU	Programme Management Unit
PPE	Personal Protective Equipment
PPP	Private Public Partnership
PSDF	Provincial Spatial Development Framework
PSEDS	Provincial Spatial Economic Development Strategy
PVC	Polyvinyl chloride
PWC	Price Water House Coopers
RBIG	Regional Bulk Infrastructure Grant
RDP	Rural Development Plan
RWSS	Regional Water Supply Scheme
SA	South Africa
SACAA	South African Civil Aviation Authority
SA-CATS	South African Civil Aviation Technical Standards
SALGA	South Africa Local Government Association
SANBI	South African National Biodiversity Institute

SAWS	South African Weather Service
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SEMP	Strategic Environmental Management Plan
SME	Small and Medium Enterprise
SMME	Small, Medium and Micro Enterprise
SMS	Short Message Service
SO	Strategic Objective
SOOG	Strategic Oriented Outcome Goal
TB	Tuberculosis
TSF	Technical Support Forum
UBPL	Upper-Bound Poverty Line
UN	United Nations
UPL	Upper Poverty Line
VIP	Ventilated Improved Pit-latrine
WAC	Ward Aids Committee
WMA	Waste Management Area
WSA	Water Service Authority
WSDP	Water Service Development Plan
WSIG	Water and Sanitation Infrastructure Grant
WSP	Workplace Skills Plan
WTTC	World Travel and Tourism Council
WTW	Water Treatment Works
WWTW	Wastewater Treatment Works
ZAC	Zululand Anthracite Colliery
ZDM	Zululand District Municipality
ZRR	Zululand Rhino Reserve

EXECUTIVE SUMMARY

The Zululand District Municipality is located within the KwaZulu-Natal (KZN) Province. It comprises five local municipalities, namely Abaqulusi, Ulundi, Nongoma, uPhongolo, and eDumbe. At least half of the district municipality is under the jurisdiction of the traditional authorities. It is a predominantly rural district, characterized by scattered and isolated low-density rural settlements. The spatial structure is centred around five towns, which serve as anchors within their respective local municipalities: Vryheid in Abaqulusi, Paul Pietersburg in eDumbe, Phongola in uPhongolo, Ulundi in Ulundi, and Nongoma in Nongoma. Vryheid, Ulundi, and Phongola are identified as main economic centres. The district also has approximately 866 rural settlements dispersed throughout its area. The ZDM's Municipal Spatial Development Framework adopted a service centre approach with primary development nodes (Ulundi, Phongola, Vryheid), secondary nodes (Nongoma, eDumbe), and tertiary nodes spread throughout the district. Development is guided along identified nodes and corridors.

The total population of the Zululand District Municipality (ZDM) was 803,576 in 2011 and increased to 942,794 in 2022. There was an average population growth rate of 1.6% between 2011 and 2022. Population growth projections suggest the population could reach between approximately 1 475 641 (low growth scenario of 1.6%) and 1 898 554 (high growth scenario) by 2050. The population growth is spread unevenly among the five local municipalities. Abaqulusi has the largest population (247,263 in 2022), followed by Nongoma (225,278), Ulundi (221,977), uPhongolo (151,541), and eDumbe (96,735). None of the local municipalities experienced a net population decline between 2011 and 2022.

The district had 165,617 households according to StatsSA in 2022, with an average household size of 5.7, which is higher than the provincial average of 4.4. The ZDM WSDP recorded a higher household count of 241,400 in 2023, contributing to the data discrepancy. Nongoma, Ulundi, and eDumbe have the highest average household size. There were 2,034 child-headed households in the district.

In 2022, females constituted 53.7% of the population (506,001), outnumbering males (46.3% or 436,793). Approximately 44.4% (419,055 persons) of the population is aged between 0-19. The population structure indicates a very young population, suggesting a high picture of dependency. A sharp decline is observed in the 25-49 age cohorts for both genders, potentially due to migration for job opportunities in larger cities. The aging population is also present, increasing pressure on public healthcare and social welfare. The 20-59 age cohort makes up 47% of the population, and the 5-19 age cohort contributes 32.4%. Zululand has a large population of youth aged 15-34. Abaqulusi, Nongoma, and Ulundi have the largest numbers of youth. This large youth population highlights the pressure on the government to create mass job opportunities.

A significant number of people in the district lack basic education. There has been a significant improvement in literacy rates, rising from 64.3% in 1998 to 82.2% in 2018. However, a large portion of the population aged 20 and older in 2022 still had primary school education or no schooling as their highest level.

The district faces significant health challenges, including high infant mortality rates compared to neighbouring districts. HIV was the leading cause of death in 2016 (9.4%), followed by Tuberculosis (8.4%) and heart disease (6.4%). These statistics indicate a threat to the health of the population, impacting various sectors. Crime rates, including murder, sexual offences, and assault, are also highlighted as prevalent issues impacting community safety.

The district's economy is primarily driven by the services sector, which constituted 67.6% of the total district GVA in 2018. The largest contributor to the formal economy is community services, accounting for 33.2%. Other tertiary sectors mentioned are Trade, Transport, Finance, and Households. The ZDM contributes 2.7% of KwaZulu-Natal's GDP, positioning it seventh out of the 11 districts in the province in terms of GVA contribution. Within the district, Abaqulusi Local Municipality is the largest economic contributor at 42.2% of Zululand's GDP, followed by Ulundi at 21.5% and Nongoma at 15.6%. uPhongolo contributes 11.5%, and eDumbe contributes 9.5%.

While the primary sector (Agriculture and Mining) and secondary sector (Manufacturing and Construction) also contribute, their share was smaller than the tertiary sector in 2018. There is an established agricultural sector and potential for tourism. Coal mining is also mentioned as a strength. Key economic challenges facing the district include economic stagnation. There is a concentration of business in towns, far from most of the population. This contributes to a lack of investment and job opportunities in rural areas. The district also faces a high unemployment rate. Economic development efforts are guided by the Local Economic Development (LED) Strategy. The municipality's constitutional mandate includes promoting social and economic development. Strategies involve supporting SMMEs and creating growth opportunities and providing direct strategic support to key economic sectors while promoting new ones.

Some of the main **key challenges** facing the district can be grouped as follows:

Infrastructure and Basic Service Backlogs The district is predominantly rural and faces significant infrastructure backlogs characteristic of similar areas in South Africa. Major challenges include substantial backlogs in access to basic services such as water (22.2% backlog), sanitation (11.9% backlog), energy (18% lack access), housing (22.6% backlog), and refuse removal (33.7% backlog). There are also challenges with water losses, insufficient budget for repairs and maintenance, and issues with old or faulty meters leading to incorrect billing. Obtaining funding for proposed bulk water infrastructure projects is a significant hurdle, and some areas face water resource challenges that are costly and difficult to solve with insufficient funding.

Economic Development Issues Economic stagnation is a key challenge. The district's economy contributes only 2.7% to KZN's GDP. There is high unemployment and poverty, and economic growth has been slow, with the area's development potential not fully exploited. Business and commercial activities are concentrated in existing towns, often far from most of the population, leading to a lack of investment and job opportunities in rural areas. The capacity of the ZDM to plan and manage diverse local economic development (LED) initiatives is constrained by a lack of skills. The tourism sector faces challenges including distance from major urban centers, poor road infrastructure access

and quality, lack of marketing coordination, insufficient political support, and inadequate funding. Red tape stemming from inefficient procedures and systems also hinders creating an effective business environment.

Social Development Challenges. Alongside poverty and unemployment, the district faces significant social issues. These include low education levels and a low-skilled working-age population, which affects job market entry. High rates of HIV/AIDS and other health issues pose significant challenges. There is a shortage of hospitals, clinics, and police stations. High crime rates, particularly murder, sexual offences, and assault, are prevalent. Access to public facilities is inadequate, especially in sparsely populated settlements. The municipality also faces a lack of funds for social upliftment initiatives.

Governance, Institutional Capacity, and Relations. A relatively high vacancy rate within the municipality may slow service delivery and affect staff morale. Strengthening relations between local municipalities and traditional councils is needed, particularly due to the large proportion of rural land under traditional custodianship. Poor participation by local municipalities and sector departments in District Development Model (DDM) structures is a challenge, and there have been concerns at a higher government level regarding the functionality of the ZDM DDM and the ZDA.

Financial Management Issues Challenges include poor revenue generation and the overall state of municipal finances. There is a high amount of outstanding debt, coupled with low revenue collection, and an increasing debtor's amount. Customers do not pay their water bills on time. Managing indigent debtors presents complexities and financial implications, and the process for compiling the indigent register is difficult, time-consuming, and open to fraud. Challenges exist in data cleansing, write-offs, and impairments, partly due to untraceable consumers lacking ID numbers in deeds office data. Historic financial challenges identified in the financial recovery plan include limited oversight and budgeting controls, unsustainable adjustment budgets, failed debt collection and credit control, a small rates base, and high dependency on outsourcing. Grant dependency is also noted as a challenge.

Spatial Planning and Environmental Challenges. The district faces complex land rights related issues, including upgrading tenure rights, finalizing restitution cases, and settlement of emerging farmers, and decongestion of rural settlements. The district is characterised by uneven and dualistic development arising from the apartheid past; and reflects the impact of natural features, road network and development initiatives of the post-apartheid democratic government. Settlements in the district take different forms including urban centres, peri-urban settlements, dense rural settlements, low-density rural settlements and farm dweller settlements in the commercial farmlands. Spatial segregation and land use separation remain key challenges, which is exacerbated by a scattered low density settlement pattern. The declining quality of urban environment, poverty, underdevelopment, service backlogs, and poor road access, remains issues that must be addressed.

Environmental analysis is a challenge, with significant portions of vegetation classified as endangered or vulnerable, often outside protected areas. Waste management presents various challenges, including issues with collection, technical and operational aspects, treatment and disposal, financial

resources, and information management. Compliance with waste management legislation and licensing conditions is an issue, and some municipal by-laws related to waste are outdated.

Disaster Management. The district is exposed to various natural and human-induced hazards, including extreme seasonal incidents potentially linked to climate change. Challenges within the disaster management function include the lack of a fully-fledged Disaster Management Centre, and shortages of tools, equipment, employees, and budget resources. Non-attendance of key stakeholders at the Disaster Management Advisory Forum meetings also hinders coordination.

PREPARATION OF THE ZDM IDP

The Zululand District Municipality's IDP is prepared in line with Section 26 of the Municipal Systems Act which prescribes the key components of an IDP**.** The MSA requires each district municipality to adopt a framework for integrated development planning after consulting with local municipalities within its area. This Framework identifies areas for alignment across district, local, provincial, and national spheres during the analysis, strategy, project, integration, and approval phases. The MSA also mandates the adoption of a written process plan to guide the planning, drafting, adoption, and review of the IDP. The 2026/2027 IDP Process Plan was prepared and adopted and sets out proposed completion timeframes for key stages like Situational Analysis, Development Strategies, Projects & Integration, Draft Submission, and Final Approval.

STRATEGIC OBJECTIVES AND DEVELOPMENT STRATEGIES

The Strategic Objectives and Development Strategies of the IDP, outlines the long-term development plan for the Zululand District Municipality (ZDM).

The Vision of the ZDM:

VISION

"We are the Zululand region and proud of our heritage. Communities are content, their needs and aspirations are met. There are tolerance and racial harmony, the environment is protected and preserved, women and youth are playing a strong role in all facets. Infrastructure is sustainable, the package of municipal services is reliable, economic development is accomplished, and communities are capacitated to be self-sustainable."

This strategy is formulated within the context of existing local government legislation, the national development agenda, and the provincial development programme. Its purpose is to respond directly to the development issues facing the ZDM, positioning the district to capitalize on opportunities, protect progress made, and withstand future challenges.

KPA	Strategic Oriented Outcome Goal (SOOG)	Strategic Objective (SO)	Strategies
Basic Service Delivery & Infrastructure	All categories of Municipal Infrastructure and resources are stable and maintained	Continuously managing all existing infrastructure capital assets to minimize the total cost of owning and operating these assets	Develop, Review, Monitor & Implement ZDM Water Services Development Plan; Develop & Submit Business Plans to Funding agents; Continuous implementation of Rural Roads Asset Management system & Provision and maintenance of access roads; Review Operations; and Maintenance Plan ; Eradicate water services backlogs through provision of basic water services Eradicate sanitation services backlogs through provision of basic sanitation services; Provision of public transport infrastructure facilities; Review and Implement Fleet management Plan
	Access to the full package of municipal services offered to the community is efficient, affordable , economical, acceptable quality, sustainable and supports economic growth	Establishing and maintaining partnerships with government and private sector to accelerate provision of universal, equitable & consistent access to the municipal services that local communities are entitled to.	
Local Economic & Social Development	The overall economic and social conditions of the district are conducive for the creation of employment opportunities	Support SMMEs and create opportunities for growth	Develop, Review, Monitor & Implement LED Strategy; Indonsa Youth Skills Training Centre to capacitate youth; Health Awareness Campaigns; Develop, Review, Monitor & Implement Tourism Strategy; Assist Emerging Farmers with agricultural tractor; Funded & Functional Development Agency; Engineering Graduate Programme; Sports development & promotion; Promoting economic growth by providing employment opportunities for Women, Youth and People Living with
		Unlock rural economic development opportunities	
		Address strategic infrastructure issues in support of economic development opportunities	
		Provide direct strategic support to key economic sectors while promoting new sectors	
	Effects of poverty is minimised	Alleviate poverty and promote socio-economic development	
	The health of Zululand communities and citizens is improved	Regulating, monitoring and evaluating compliance of service providers to municipal health standards	

KPA	Strategic Oriented Outcome Goal (SOOG)	Strategic Objective (SO)	Strategies
	Arts culture and heritage is preserved	Promoting arts, culture and heritage	Disabilities; Promote economic growth by successful implementation of EPWP and CWP community based projects
Municipal Financial Viability & Management	The Municipality is financially viable with sound financial management	Establishing and maintaining a sound and sustainable management of the fiscal and financial affairs of the municipality and its entities.	Develop, Review, Monitor & Implement Revenue Enhancement Strategy; Develop, Review, Monitor & Implement Debt incentive programme; Accurate and timeous billing and receipting of revenue; Develop, Review, Monitor & Implement SCM policy; develop, review & implement indigent register & policy; Accurate and timeous payments of creditors & prevent interest payments; Review and Implement Fleet management Plan; mSCOA compliant; Asset Management
		Apply sound financial management practises to keep a positive cash balance, coverage and liquidity ratios	
		Manage, monitor and review existing financial systems to support accurate and credible reporting, budget monitoring and compliance	
		Refine procurement systems and processes to respond to the demand for services	
Good Governance & Public Participation	The municipality is a well-governed institution, transparent, accountable and responsive to the needs of the community. A sound customer/client relationship, transparency, improved accountability and responsiveness to the community is achieved and sustained	Effectively handling community enquiries and responding through an effective customer care service	Provide administrative support for all Council Committees; Strengthening Council Oversight through training on Legislation and Policies; Effective Audit Committee; Effective internal audit; Implement Batho Pele Service Charter to meet set standards; Facilitation of Stakeholder and Community participation in policy making; develop review communication strategy; Develop & Review Audit Action Plan; Develop, Review, Monitor & Implement ICT Framework Strategy; Budget & IDP Roadshows
		Promoting transparent and accountable governance through regular community engagements and effective administration	
		Systematic development and or review and monitoring implementation of all municipal policies, bylaws, strategies, plans and frameworks in line with any applicable legislation	

KPA	Strategic Oriented Outcome Goal (SOOG)	Strategic Objective (SO)	Strategies
		Monitoring, review and progressively improve service delivery performance through improvement of business processes and systems, performance auditing, risk management and oversight	
		To discourage fraud and corruption through effective enforcement of fraud and corruption policy as well as monitoring and implementation of consequence management	
		Simplifying processes through the use of systems and ICT	
		Preserving the municipality's administrative actions through litigation	
Municipal Transformation & Organizational Development	The municipality is adequately resourced with a skilled workforce capable of carrying out its developmental mandate. Strong career pathing is achieved	Investing in a workforce to meet service delivery demand through implementing a culture of continuous learning and improvement	Monitor evaluate measure and review the performance of the municipality against indicators and targets set in the IDP; Create and maintain sound labour relations between employer and employees; Develop Workplace Skills Plan; Review and implement Employment Equity Policy; Review and Implement EAP Policy and plans; Compliance with the Occupational Health and Safety Act and Compensation for occupational injuries and diseases; Review and implement, Recruitment and Retention strategies; Maintenance of an organizational structure in line with organizational objectives
		Promoting sound labour relations through promoting effective human resource practises	
		Optimise workforce productivity by enforcing a sound organizational culture	
		Building adequate infrastructure, equipment and resources to respond to service interruptions	
		Establishing consistency and alignment between the district and locals by regular co-ordination of Intergovernmental Relations	
		Monitor and enhance compliance with health and safety standards to improve	

KPA	Strategic Oriented Outcome Goal (SOOG)	Strategic Objective (SO)	Strategies
		employee working conditions and the public	
Spatial Planning & Environmental Management	The system of spatial planning and land use management promotes social and economic development in an environmentally sustainable manner. Compact human settlements that are socially cohesive	Promoting integrated human settlements using spatial development strategies, frameworks and policies	Develop, Review, Monitor & Implement Spatial Development Framework; Develop, Review, Monitor & Implement Environmental Management Framework; Develop, Review, Monitor & Implement Disaster Management Strategy; Review and Implementation of Integrated Waste Management Plan; Compliance with national SPLUMA, SPLUM Bylaw, National Building Regulations and Municipal Building Control Bylaw; Efficient processing of development application; Utilise Geoghraphic Information System
		Promoting and conserving the natural environment through land use management policies, plans and frameworks	

The key performance areas for the current term are as follows:

- Basic Service Delivery & Infrastructure
- Local Economic & Social Development
- Municipal Financial Viability & Management
- Good governance and Public Participation
- Municipal Transformation & Organizational Development
- Spatial Planning & Environmental Management

Performance Measures (key performance indicators and targets) for the 2026/2027 period have been set. Linked with the Performance Agreements, the performance measures will be reviewed quarterly (x4) by way of the service delivery and budget implementation plan as well as the Annual Operational Plans mid-term. The SDBIP includes the risk register and Back to basics programmes.

The structures to be used in performance evaluations are the Internal Audit and Performance Audit Committee which will convene quarterly as per the audit charter.

1 INTRODUCTION

1.1 PURPOSE

This document presents the Integrated Development Plan (IDP) for Zululand District Municipality (ZDM). It covers the 2026/2027 financial year.

The Municipal Finance Management Act recommends that the strategic objectives for service delivery and development including backlogs for the next 3-year budget including reviews of other municipal, provincial and national government sectors and strategic plans be determined. The same act also recommends that initial consultation and review, the establishment of direction and policy, confirmation of priorities, identification of other financial and non-financial budget parameters including government allocations to determine revenue envelope and financial outlook to identify the need to review fiscal strategies be concluded.

To this effect, The Council had its Strategic Planning Session in March 2026 to outline its priorities for the 5-year term.

1.2 THE ZULULAND DISTRICT MUNICIPALITY

The Zululand District Municipality (ZDM) is one of the ten district municipalities in the KwaZulu-Natal. It is located to the north-west of the province approximately 250 kilometres north of the eThekwini Metropolitan Municipality along the border with the Kingdom of Eswatini (See map 1). The ZDM shares a border the Gert Sibande District Municipality (in the Mpumalanga Province) to the north-west; Amajuba and Umzinyathi District Municipalities to the west; King Cetshwayo District Municipality to the south and the uMkhanyakude District Municipality to the north, respectively.

Map 1: Zululand District Municipality within the KZN Province

Local municipalities located within the Zululand District Municipality are eDumbe, uPhongolo, Nongoma and Abaqulusi and Ulundi. The ZDM has a population of approximately 803 576 people in 2011 (Census 2011) and in 2022, the municipality had approximately 942 794 (Census 2022). It covers approximately 1 479 900 hectares and has a population density of around 0.6 persons per hectare. The district is characterised by a largely rural population (77%) with high levels of unemployment (56%) and low levels of education (ZDM, 2017a; COGTA, n.d.).

The district has six major urban areas, with Vryheid and Ulundi being the largest, and approximately 866 rural settlements dispersed throughout the district. At least half of the district municipality is under the jurisdiction of the traditional authorities, within the remainder of the area divided between commercially owned farms and conservation areas.

Vryheid is a commercial and business centre, while Ulundi is an administrative centre with the seat of the District Municipality and a well-equipped airport. Emondlo, which is largely a residential area that has limited services and employment opportunities, is another important urban area within the district. Pongola and Paul Pietersburg are small towns that act as service centres, while Nongoma fulfils the same role but with far fewer and lower-order services.

1.3 THE PROCESS FOLLOWED TO REVIEW THE IDP

1.3.1 Framework Plan

Sec. 27(1) of the Municipal Systems Act No 32 of 2000 states that each district municipality, within a prescribed period after the start of its elected term and after following a consultative process with the local municipalities within its area, must adopt a framework for integrated development planning in the area. The Framework was prepared by the District Municipality (DM), consulted with its Local Municipalities (LMs), and adopted by August 2025.

The Framework Plan identifies areas for alignment as follows:

Table 1: The Framework Plan

Phases	Alignment Activity	District/Local Municipality	Local Government/ Provincial/ National
Phase 1: Analysis	Key Development Priorities	X	X
Phase 2: Strategies	District Strategic Workshop	X	X
Phase 3: Projects	Project Planning Co-ordination	X	X
Phase 4: Integration	Integration of Sector Programmes	X	X
Phase 5: Approval	Submission of draft IDP	X	
	Comments on draft IDP	X	
	Compilation of District Summary of LM IDPs	X	

1.3.2 Process Plan

Sec. 28(1) of the Municipal Systems Act No 32 of 2000 states that each district municipality, within a prescribed period after the start of its elected term must adopt a process set out in writing to guide the planning, drafting, adoption, and review of its integrated development plan. The 2026/2027 IDP Process Plan was prepared by the district and adopted in August 2025. The Process Plan timeframes are depicted in the table below:

Table 2: IDP Process Plan Timeframes

PHASE/ACTIVITY	PROPOSED COMPLETION TIMEFRAME
Situational Analysis	30 Sept 2025

PHASE/ACTIVITY	PROPOSED COMPLETION TIMEFRAME
Development Strategies	30 Sept 2025
Projects & Integration	01 Dec 2025
Draft Submission	31 Mar 2026
Final Approval	26 May 2026

1.4 IDP COMMUNITY CONSULTATIONS

The following community consultations took place during the preparation of the IDP.

DATE	STAKEHOLDERS	VENUE	TIME
15 April	Ward Committees / Public	Mona Community Hall, Ward 4 Nongoma	10:00
22 April	Ward Committees / Public	eDumbe	10:00
24 April	Ward Committees / Public	Ulundi	10:00
25 April	Ward Committees / Public	Abaqulusi	10:00
17 April	Ward Committees / Public	Sithambi Hall, Ward 7, Pongolo	10:00

1.5 STRUCTURE OF THE ZULULAND DISTRICT MUNICIPALITY IDP

The Zululand District Municipality's IDP is prepared in line with Section 26 of the Municipal Systems Act which prescribes the key components of an IDP and follows the content requirements of the IDP Guidelines including the IDP Assessment Criteria of the KwaZulu-Natal (KZN) Department of Local Government and Traditional Affairs (COGTA).

2 PLANNING AND DEVELOPMENT LEGISLATION AND POLICY

Planning and development in the Zululand Municipality occur within the national and provincial policy framework and provide for the implementation of the priorities as outlined in these documents. The ZDM has also developed various sector plans to facilitate development and guide decision-making on its co-mandates. These inform the IDP as much as they elucidate on its programmes.

2.1 LEGISLATIVE FRAMEWORK

2.1.1 The Constitution of The Republic of South Africa

Chapter 7 of the Constitution of the Republic of South Africa, Act 108 of 1996 establishes local government as a distinct sphere of government with full authority to govern, on its own initiative, the local government affairs of its community subject to national and provincial legislation. It provides for the establishment of three categories of municipalities, that is:

- Categories A (metropolitan municipalities);
- Category B (District municipalities); and
- Category C (local municipalities).

The Zululand District Municipality is a Category B Municipality.

Box 1: Objects of Local Government

Section 152 of the Constitution defines the core business and basis for the existence of local government as:

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

Therefore, the Constitution requires the ZDM to structure and manage its administration, budgeting, and planning processes to give priority to the objects of local government and to participate in the national and provincial development programmes hence developmental local government.

2.1.2 Local Government: Municipal Demarcation Act, Act No. 27 Of 1998

The Municipal Demarcation Act, (Act No. 27 of 1998) establishes the Municipal Demarcation Board and outlines a process for the redetermination of municipal boundaries in South Africa. Chapter 2 of the Act outlines the demarcation process, and requires determination of a municipal boundary to enable the Constitutional role of a municipality as outlined above and attainment of demarcation objectives, that being:

- to enable the municipality for that area to fulfil its constitutional obligations, including:-
- the provision of democratic and accountable government for the local communities;
- the provision of services to the communities in an equitable and sustainable manner;
- the promotion of social and economic development; and
- the promotion of a safe and healthy environment;
- enable effective local governance;

- enable integrated development; and
- have a tax base as inclusive as possible of users of municipal services in the municipality.

These demarcation objectives align with the objects of local government as outlined in the Constitution. Section 25 identifies 12 factors that the Board must consider when determining a municipal boundary. These factors present outcomes that a developmental municipality should pursue in the execution of its Constitutional mandate.

2.1.3 Local Government: Municipal Structures Act, 117 Of 1998

Part B of Schedules 4 and 5 of the Constitution indicates the exclusive competencies of local government. However, the Local Government: Municipal Structures Act, Act No. 117 of 1998 provides details on the establishment, structure and allocation of powers and functions between district and local municipalities. Section 12 (1) bestows the responsibility for the establishment of a municipality by government gazette notice to the MEC for local government in the province. It provides for the establishment and operation of municipal structures including municipal council, executive committees, ward committees, municipal administration and any other committees that are necessary for an efficient and effective performance of powers and functions. The Systems Act further requires a district municipality, including the ZDM, to seek to achieve the integrated, sustainable, and equitable social and economic development of its area as a whole by:-

- ensuring integrated development planning for the district as a whole;
- promoting bulk infrastructural development and services for the district as a whole;
- building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking; and
- promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the area.

Section 84 of the Act provides a more detailed list of powers and functions that a district municipality must perform.

2.1.4 Local Government: Municipal Systems Act, Act 32 Of 2000

The Local Government: Municipal Systems Act, Act 32 of 2000 regulates the process of assigning powers and functions to local government. It entrenches the principle of cooperative government within this sphere of government, and introduces, among others, the following systems for the efficient and effective operation of municipalities:

- Community participation: the involvement and participation of local communities in local government affairs that impacts them directly and indirectly.
- Integrated development planning (IDP): provides for the coordination of the service delivery activities of different spheres of government within the municipal area of jurisdiction; promotes equitable and sustainable development; and sets a framework for the desired land use pattern.

- A performance management system (PMS): used to measure if the organization meets its targets; achieves its goals; and makes the desired impact.
- Delegation system: optimizes administrative and operational efficiency; and creates a responsive organization throughout the establishment.
- Establishment and operation of municipal entities.
- Establishment and operation of service utilities.

2.1.5 Local Government: Municipal Financial Management Act

The MFMA provides a sound financial governance framework at a local government level. It separates and clarifies the roles and responsibilities of the mayor, executive and nonexecutive councillors, and officials. It maximises the capacity of municipalities to deliver services to all its residents, customers, and users. It is based on the following five principles:

- promoting sound financial governance by clarifying roles;
- a more strategic approach to budgeting and financial management;
- modernisation of financial management;
- promoting co-operative government; and
- promoting sustainability.

In addition, the MFMA gives effect to the constitutional principle that recognises local government as a “distinctive” and “independent” sphere, with the power to determine its own budget and policies.

2.1.6 Disaster Management Act, (Act 57 Of 2002)

The Disaster Management Act (Act 57 of 2002) governs and regulates disaster management in the country and across the spheres of government. The Act dedicates chapters 3 and 5 to national and provincial disaster management, while chapter 5 deals specifically with disaster management at a municipal level. It introduces several requirements for municipalities:

- Section 42 of the DMA requires each metropolitan and district municipality to establish and implement a framework for disaster management to ensure an integrated and uniform approach to disaster management.
- Section 43 of the DMA requires the district municipality to establish in consultation with and operate a Disaster Management Centre (MDC) for its area of jurisdiction in partnership with the local municipalities.
- Section 51 of the DMA provides for the establishment of a Municipal Disaster Management Advisory Forum (MDMAF) to coordinate the activities and initiatives of different stakeholders on disaster management.
- Section 53 (1) of the Act provides for the preparation of a Disaster Management Plan for a municipal area in accordance with the circumstances that prevail in the area and coordinates and aligns the implementation of disaster management activities.

- Section 7 (2), (k) of this Act requires the national disaster management framework to provide a framework for organs of state to fund disaster management with specific emphasis on preventing or reducing the risk of disasters, including grants to contribute to post-disaster recovery and rehabilitation and payment to victims of disasters and their dependants.

2.1.7 Fire Brigade Services Act No. 99 Of 1987

The Constitution assigns local government, including the ZDM, the executive authority for the matters listed in Schedule 4B with fire services being one of these. Further to this, the Fire Brigade Services Act (FBSA) No. 99 of 1987 governs the establishment, maintenance, employment, coordination, and standardization of fire brigade services. It outlines the role and responsibilities of fire brigades in preventing and extinguishing fires, protecting life and property, and providing emergency services. This includes establishment and maintenance of a service within its area, which includes the appointment of personnel and the acquisition of vehicles, machinery, equipment, devices and accessories that may be necessary to operate the Service efficiently, and the Service is intended to be used for:

- preventing the outbreak or spread of a fire;
- fighting or extinguishing a fire;
- the protection of life or property against a fire or other threatening danger;
- the rescue of life or property from a fire or other threatening danger;
- the performance of any other function connected with any of the matters referred to above.

The Act also provides for the establishment of fire brigade reserve forces and allows local authorities to establish and manage their own fire services.

2.1.8 National Veld and Forest Fires Act, Act No. 101 Of 1998

The South African National Veld and Forest Fires Act No. 101 of 1998 aims to prevent and combat veld, forest, and mountain fires throughout the country. It provides for a variety of institutions, methods, and practices to achieve this goal, including the formation of Fire Protection Associations (FPAs). The Act also addresses issues of fire prevention, management, and extinguishing.

2.1.9 By-Laws, Regulations, and Minimum Standards on Disaster Management

Section 55 (2) of the Disaster Management Act, (Act No. 57 of 2002) provides that if a local state of disaster has been declared, the municipal council concerned may, make by-laws or issue directions, or authorise the issue of directions to deal with the disaster.

2.1.10 National Environmental Management Act, 1998 (Act 107 Of 1998) And Environmental Impact Assessment Regulations: Listing Notice 1 of 2014

This Act together with the Environmental Impact Assessment Regulations seeks to promote co-operative governance in environmental management through environmental planning principles and regulations in development management by organs of state. These pieces of legislation are critical in

spatial planning and land development as they assist in disaster brisk mitigation or prevention by either directing development away or imposing regulations for development.

2.1.11 Spatial Planning and Land Use Management Act (Act 16 Of 2013)

The SPLUMA was passed as the new legislation on spatial planning replacing the Development Facilitation Act (DFA) of 1995 and other pre- 1994 (national) spatial planning related legislation. It provides a guiding framework for spatial planning and land use management in South Africa. It introduces five principles (refer to …..) that are in alignment with the normative direction and developmental outcomes outlined in the National Development Plan. The development principles apply to all organs of state and authorities who are land use regulators. It requires all three spheres of government to adopt and implement spatial development frameworks (SDF), and regulates the content thereof to ensure consistency, uniformity and alignment with other legislation on land management. The act does not separate between district and local municipality's SDF, but simple refers to municipal spatial development frameworks (MSDF). Although it does not allocate any land use related functions to district municipalities, it provides for the establishment of Joint Municipal Planning Tribunals (JMPT) within a district to adjudicate on land use applications.

2.2 POLICY FRAMEWORK

2.2.1 2030 Agenda for Sustainable Development

The 2030 Agenda for Sustainable Development was adopted by the United Nations Member States in 2015 and came into force on 1 January 2016. It outlines a shared blueprint for peace, prosperity, and sustainability. At its core are the 17 Sustainable Development Goals (SDGs). These are an urgent call for action by all countries in a global partnership to end poverty and other deprivations, improve health and education, reduce inequality, and spur economic growth while tackling climate change and working to preserve oceans and natural forests. They build from agenda 21 (adopted in 1992), the Millenium Development Goals (adopted in 2000), and many other associated declarations. The 17 SDGs are integrated. They recognize that action in one area will affect outcomes in others, and that development must balance social, economic and environmental sustainability.

Figure 1: Sustainable Development Goals

Number	Icon	Name	Text
1		No poverty	End poverty in all its forms everywhere
2		Zero hunger	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
3		Good health and well-being	Ensure healthy lives and promote well-being for all at all ages
4		Quality education	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
5		Gender equality	Achieve gender equality and empower all women and girls
6		Clean water and sanitation	Ensure availability and sustainable management of water and sanitation for all
7		Affordable and clean energy	Ensure access to affordable, reliable, sustainable and modern energy for all
8		Decent work and economic growth	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
9		Industry, innovation and infrastructure	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
10		Reduced inequalities	Reduce inequality within and among countries
11		Sustainable cities and communities	Make cities and human settlements inclusive, safe, resilient and sustainable
12		Responsible consumption and production	Ensure sustainable consumption and production patterns
13		Climate action	Take urgent action to combat climate change and its impact
14		Life below water	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
15		Life on land	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
16		Peace, justice and strong institutions	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
17		Partnerships for the goals	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

2.2.2 White Paper on Local Government In South Africa

The White Paper on Local Government in South Africa introduces the notion of "developmental local government", which it defined as "local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives." The White Paper identifies and outlines four characteristics of developmental local government, namely:

- exercising municipal powers and functions in a manner which maximises their impact on social development and economic growth;
- playing an integrating and coordinating role to ensure alignment between public (including all spheres of government) and private investment within the municipal area;
- democratising development; and
- building social capital through providing community leadership and vision and seeking to empower marginalised and excluded groups within the community.

As the South African democracy matures and an ideal of a democratic South Africa unfolds, it is critically important to enhance the capacity of local government to deliver services, respond to the needs of the local communities and promote the involvement of local communities in local government matters. Transformation for developmental local government thus requires a continuous

process of strategy formulation to gear the municipality to meet the considerable challenges of social, economic, and material development in all communities.

2.2.3 National Development Plan

The National Development Plan (NDP) presents a medium to long-term development vision for South Africa and outlines government programmes toward the attainment of the 2030 vision. It commits the government to building a capable and developmental state, a thriving economy, and strong civil society institutions with shared and complementary responsibilities. It identifies decent work, education, and the capacity of the state as particularly important priorities. It also highlights the need to improve the quality of administration of many government activities. It identifies the following priorities:

- Radical economic transformation, rapid economic growth, and job creation.
- Rural development, land and agrarian reform and food security.
- Ensuring access to adequate human settlements and quality basic services.
- Improving the quality of and expanding access to education and training.
- Ensuring quality health care and social security for all citizens.
- Fighting corruption and crime.
- Contributing to a better Africa and a better world.
- Social cohesion and nation building.

The NDP proposes that by 2030 the proportion of people with access to the electricity grid should rise to at least 90%, with non-grid options available for the remainder of households.

2.2.4 National Spatial Development Framework

The National Spatial Development Framework (NSDF) is mandated by the Spatial Planning and Land Use Management Act, 2013 (SPLUMA), and aligns with the 2030-National Development Plan (NDP). The NSDF is based on a 'National Transformation Logic' and presents a national spatial development vision. This entails the evolution of a South Africa where people live together in shared and transformed places in an integrated, sustainable and competitive spatial economy. It therefore:

- Identifies and earmarks broad categories of high potential agricultural land for food security and agrarian reform, and environmentally significant areas for the provision and use of essential ecosystem services.
- Identified and seeks to strengthen regional anchors in 'rural regions', connecting urban to rural regions in mutually beneficial ways. It views regional anchors as catalysts for regional-rural development.
- Recognises urban areas as engines and drivers of radical transformation at scale and need to develop new cities as hubs and in which public space can become a key driver of a new 'people's economy'.

- Promotes greater coordination, integration and collaboration in spatial development planning in all spheres and sectors of government, including the use of spatial targeting, and differentiated responses to the potentials and challenges.

2.2.5 Integrated Urban Development Framework (IUDF)

The Integrated Urban Development Framework (IUDF) aims to manage and guide the growth and development of urban areas. Its primary goal is to achieve spatial transformation, focusing on creating inclusive, resilient, and liveable urban settlements. The IUDF addresses challenges in South African cities and promotes sustainable, compact, and connected urban areas. It recognizes that urban and rural areas are interdependent and requires a comprehensive approach to development. The IUDF seeks to foster spatial integration, improve access to services, and promote social and economic inclusion in both urban and rural areas.

2.2.6 Medium-Term Development Plan

The Medium-Term Development Plan (MTDP) 2024–2029 sets out South Africa's five-year national programme of action for the 7th Administration and serves as a key implementation framework towards the achievement of Vision 2030 of the National Development Plan (NDP). The MTDP is built around three overarching priorities, namely driving inclusive economic growth and job creation, reducing poverty and the high cost of living, and building a capable, ethical and developmental state.

In addition to these overarching priorities, the MTDP emphasises key sectoral focus areas including infrastructure development and service delivery, spatial transformation, environmental sustainability, social development, and strengthened intergovernmental coordination through the District Development Model (DDM). These priorities aim to accelerate delivery, improve governance, and enhance institutional performance across all spheres of government.

The Zululand District Municipality has aligned its Key Performance Areas (KPAs), strategic objectives and programmes to the MTDP 2024–2029. The emphasis on inclusive economic growth supports the Municipality's Local Economic Development initiatives, including SMME development, job creation and rural economic programmes. The priority of reducing poverty and addressing the high cost of living is reflected in the Municipality's service delivery programmes and social development interventions, particularly in rural and vulnerable communities.

Furthermore, the MTDP priority on infrastructure investment and improved service delivery aligns with the Municipality's focus on maintaining and expanding basic services such as water, sanitation and waste management. The focus on spatial transformation and environmental sustainability is reflected in the Municipality's spatial planning and environmental management programmes.

Lastly, the MTDP's focus on building a capable and ethical state strengthens the Municipality's governance agenda, including improved financial management, clean administration, effective public participation, and enhanced intergovernmental coordination through the District Development

Model. This ensures that the Municipality contributes meaningfully to integrated development, improved service delivery, and sustainable socio-economic transformation within the district.

2.2.7 Local Government Back to Basics Strategy

The Local Government Back to Basics Strategy introduces a differentiated approach to local government noting differences in the performance of municipalities since their establishment in 2000. It advocates for an improved level of local government performance which means that municipalities, including the ZDM must:

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

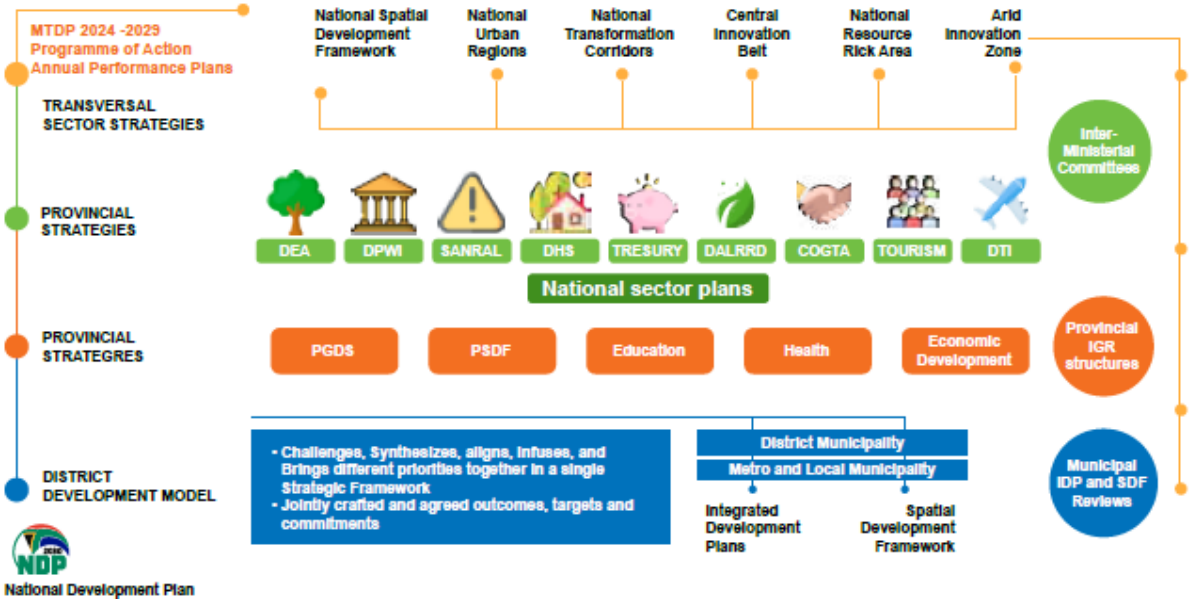
The Municipality supports the Back-to-Basics Programme, which focuses on improving the functioning of local government. The Back-to-Basics pillars are embedded across the Municipality's KPAs and strategic objectives, ensuring improved service delivery, accountability, and organisational performance.

2.2.8 District Development Model

The District Development Model (DDM) is a framework for intergovernmental cooperation. Its primary aim is to improve service delivery and socio-economic development by aligning the three spheres of government at the district level. The DDM focusses on implementation of immediate priority projects, stabilisation of local government and long-term institutionalisation of integrated planning, budgeting and delivery. It is anchored on the development and implementation of the "One Plan". The DDM is positioned in relation to the NDP, MTDP and National Spatial Development Framework to enhance the overall system by synergizing national, provincial and local priorities in relation to the district and metro manner.

The Municipality's IDP is aligned with the DDM by integrating sector plans into a single district development framework, promoting intergovernmental coordination and joint planning and aligning municipal projects with national and provincial programmes. This approach ensures improved coordination, efficient resource utilisation, and enhanced service delivery outcomes.

Figure 2: District Development Model



2.2.9 State of the Nation Address 2026

The 2026 State of the Nation Address, delivered by President Cyril Ramaphosa on 12 February 2026, outlined key national priorities that shape the development trajectory across all spheres of government. Central to the address was the continued implementation of the Economic Reconstruction and Recovery Plan (ERRP), which focuses on driving inclusive economic growth, accelerating job creation, and advancing structural reforms in energy, water, transport, and digital infrastructure to strengthen service delivery systems and unlock broader economic potential. The President further reflected on progress made since 2025, highlighting improvements in governance frameworks as well as notable gains in youth employment, infrastructure rollout, and reform programmes that collectively contribute to long-term national stability and resilience.

The address also underscored the importance of building a capable, ethical, and developmental state, emphasising enhanced cooperation among national, provincial, and local government to promote accountability, efficient resource use, and coherent development planning across spheres. Key national interventions—such as continued youth employment stimulus programmes, Operation Vulindlela Phase II, and the national digital transformation roadmap—further demonstrate government's commitment to reducing poverty, lowering the cost of living, modernising public administration, and strengthening people centred service delivery. Taken together, these national achievements, governance priorities, and sector specific reforms help create an enabling environment that supports the Zululand District Municipality in advancing equitable development, enhancing institutional performance, and building resilient, sustainable communities

The SONA 2026 priorities reinforce and support several critical IDP focus areas:

- Economic Development and Job Creation: National emphasis on ERRP, employment stimulus and structural reforms support local initiatives to expand district employment opportunities and investment attraction.
- Infrastructure Development: Energy, water, transport and digital reforms at national level provide enabling conditions for improved municipal infrastructure planning and implementation.
- Governance and Institutional Capacity: The focus on a capable and ethical state underscores the need for strengthened municipal governance, clean audits, and integrated service delivery planning.
- Social Protection and Poverty Relief: National programmes targeting the cost of living and vulnerable households complement district-level social development strategies.

2.3 KWAZULU-NATAL PROVINCIAL SECTOR PLANS

2.3.1 Provincial Growth and Development Strategy and Plan

The KwaZulu-Natal Provincial Growth and Development Strategy and Plan (PGDS/PGDP) provide the Province's overarching development framework and long-term strategic direction. The current KZN MTDP Implementation Framework 2024–2029 translates this direction into a medium-term programme of implementation aligned to the National Development Plan (NDP) 2030 and the Medium-Term Development Plan (MTDP) 2024–2029 of the 7th Administration. In its current form, the provincial framework is organised around three strategic priorities, namely driving inclusive growth and job creation, reducing poverty and tackling the high cost of living, and building a capable, ethical and developmental state.

These three provincial strategic priorities provide an important policy basis for municipal planning. For the Zululand District Municipality, the first priority reinforces the importance of local economic development, rural enterprise support, catalytic infrastructure, and interventions that stimulate employment and investment. The second priority strengthens the Municipality's focus on reducing service backlogs, supporting vulnerable communities, and improving access to affordable and reliable municipal services. The third priority gives effect to the Municipality's governance agenda, including transparent administration, public participation, sound financial management, improved institutional performance, and strengthened intergovernmental coordination.

The Municipality's strategic framework is therefore aligned to the Province's revised development agenda. This ensures that district planning is responsive to provincial priorities, supports coordinated implementation across spheres of government, and contributes to sustainable socio-economic transformation within KwaZulu-Natal.

The Municipality's strategic goals and Key Performance Areas are aligned to the revised provincial planning framework by directly responding to the three provincial strategic priorities. The priority of inclusive growth and job creation is reflected in the Municipality's Local Economic and Social Development agenda, including support for SMMEs, rural development, sector support, and initiatives

aimed at broadening local economic participation. The priority of reducing poverty and tackling the high cost of living is reflected in the Municipality's Basic Service Delivery and Infrastructure programmes, poverty alleviation interventions, and the continued focus on improving access to reliable water, sanitation, waste management and other essential services, particularly in rural and vulnerable communities.

The provincial priority of building a capable, ethical and developmental state is reflected in the Municipality's focus on Good Governance and Public Participation, Municipal Financial Viability and Management, and Municipal Transformation and Organisational Development. These areas support improved accountability, stronger public participation, enhanced financial governance, professional administration, institutional capacity building, and more effective intergovernmental relations.

The Municipality's strategic alignment to the PGDS/PGDP therefore ensures coherence between municipal, provincial and national planning. It also strengthens the Municipality's contribution to the implementation of the NDP 2030, the MTDP 2024–2029 and the District Development Model by ensuring that local priorities, programmes and budgets are anchored in the broader provincial development trajectory.

2.3.2 Provincial Spatial Development Framework

The KwaZulu-Natal Provincial Spatial Development Framework (PSDF) is a core component of the PGDP. It presents the spatial dimension required to achieve the goals and objectives of the province in a spatially targeted and coordinated manner. It provides logic and services as a framework for the location and implementation of interventions and catalytic projects outlined in the Provincial Growth and Development Plan (PGDP).

It facilitates the alignment between national, provincial, and municipal spatial imperatives. The KZN PSDF thus aims to strengthen the linkages between the three spheres of government towards optimising the returns on public investment to the benefit of affected communities and industries. This in turn should provide greater certainty to communities and the private sector towards the sectoral and geographical focus areas of spatial growth.

It identifies the southern part of the district as one of the areas with a high social need in the province while the northern areas are included within the priority agricultural zone. The ZDM has a poor urban accessibility rate given its rural character. It is surrounded by critical biodiversity areas. It classifies Ulundi, Pongola and Vryheid as tertiary provincial nodes serving vast rural hinterland.

2.3.3 Provincial Spatial Economic Strategy

he Provincial Spatial Economic Strategy highlights key areas of potential within the ZDM which need to be addressed to bring about economic growth, reduce poverty, and/or create jobs. It requires district strategic planning to translate the high-level cluster implementation strategy into detailed programmes and projects in the identified nodes and corridors traversing the Zululand District

Municipality. The programmes and projects should reflect all three spheres of government. The cluster priorities and objectives for Zululand are as follows:

- Agriculture and Land Reform
  - Development of agriculture along Ulundi – Richards Bay corridor
  - Support land reform beneficiaries – Pongola Port dam (Gumbi claim)
  - Support for existing and potential land reform cluster projects across Zululand with
  - respect to livestock, maize, biofuels, green beans etc.
  - Development of livestock and game farming potential on Trust land & land acquired by land reform beneficiaries
  - Develop Ulundi, Nongoma & Vryheid as agricultural service and agri-processing centres
- Tourism:
  - Develop Ulundi, Nongoma & Vryheid as agricultural service and agri-processing centres
  - Zulu heritage route: expansion of this & improve road links
  - Emakhosini eco-tourism hub
  - Ulundi Airport: improve use for charter tourism – link to eco & cultural tourism
  - Improved linkages between eco-tourism opportunities (Ithala) and Mpumalanga

2.3.4 Disaster Risk Management Policy Framework for Kwa Zulu Natal, 2010

In compliance with Section 28 of the Disaster Management Act, Act No. 57 of 2002, the KZN Provincial Disaster Management Centre prepared the Policy Framework for Disaster Risk Management in the Province of KwaZulu-Natal (2010) The framework seeks an integrated and uniform approach to disaster management in the province by all provincial organs of state, provincial statutory functionaries, non-governmental organisations involved in disaster management in the province and by the private sector.

2.3.5 State of the KwaZulu Natal Province 2026

The 2026 KwaZulu-Natal State of the Province Address, delivered by Premier Thami Ntuli on 27 February 2026, set out a focused provincial agenda aimed at accelerating inclusive economic growth, strengthening service delivery, and advancing sustainable development across all districts, including Zululand. The Premier reaffirmed the province's commitment to expanding economic opportunities, particularly for youth and women, through targeted interventions in key sectors such as agriculture, manufacturing, tourism, and township and rural economies, supported by enhanced initiatives for SMMEs and improved investment attraction mechanisms.

Central to the provincial programme is a renewed drive to upgrade and rehabilitate critical infrastructure, including roads, water and sanitation systems, schools, and healthcare facilities, recognising these as catalysts for improved service delivery, local economic stimulation, and long-term resilience. The address also underscored strengthened crime-prevention efforts, particularly school

safety, and called for deeper collaboration among law enforcement agencies, community structures, civil society and the private sector to enhance public safety and social stability.

Collectively, the 2026 SOPA priorities provide an enabling provincial framework that supports the Zululand District Municipality's strategic objectives by reinforcing economic development, infrastructure investment, institutional capacity building, and community wellbeing.

2.4 ZULULAND'S KEY DISTRICT DEVELOPMENT SECTOR PLANS

2.4.1 Environmental Management Framework

The main purpose of an EMF is to identify areas of potential conflict between development proposals and critical or sensitive environments proactively. The Zululand EMF is a framework of spatially represented information connected to parameters, such as ecology, hydrology, infrastructure, and services. The main purpose of an EMF is to proactively identify areas of potential conflict between development proposals and critical/sensitive environments. An EMF is essentially a strategic decision support instrument that assists in environmental planning by:

- Determining the status of the environment and developing a desired state of the environment based on prevailing opportunities and constraints as well as public input;
- Providing detailed environmental information to all stakeholders;
- Indicating strategic environmental management priorities and targets; and
- Facilitating co-operative governance.

It commits the ZDM to the conservation of biodiversity in a manner that enhances the wellbeing of the people in Zululand".

2.4.2 Municipal Spatial Development Framework

The Zululand District Municipal Spatial Development Framework (MSDF) is a core component of the IDP. It identifies spatial development challenges facing the district and presents a spatial translation of the development strategy outlined in the IDP. It adopts a service centre approach and accordingly identifies Ulundi, Phongola and Vryheid as primary development nodes. The secondary nodes are Nongoma and Edumbe. This recognises the role each of these areas plays in the delivery of services and governance, as well as their contribution to the district economy. Tertiary nodes spread unevenly throughout the district and serve as major connectors between settlement areas and major economic/administrative hubs. It aligns with the SDFs of the neighbouring district municipalities and provides a framework for the preparation of local municipality SDFs and land use schemes. It presents a Capital Investment Framework (CIF) linked to the budget and the Medium-Term Expenditure Framework (MTEF).

2.4.3 District Growth and Development Strategy

The Zululand DGDP is not an 'inventory' development plan for the district but rather focuses on limited but strategic, high impact, fast-track interventions that can act as catalysts for accelerated and shared

growth. It integrates the 5-Year Strategic Programme outlined in the Integrated Development Plan and the associated sector plans, with the NDP and the PGDP. As such, it serves as a district translation and an implementation framework for the PDGP. It identifies key economic intervention areas and outlined a shared vision and strategy for increased levels of sustainable investment, cooperation, and innovation. It presents an implementation plan for the PGDP identifying district strategic interventions in relation to each provincial development strategy and sets specific targets in this regard.

2.4.4 Rural Development Plan

The Zululand District Municipality Rural Development Plan seeks to promote rural social and economic development and to enhance linkages between the rural and urban components of the district. It divides the district into functional areas based on commodities and identifies food security, commodity development, agricultural value chains, sustainable livelihoods, urban-rural linkages, disaster management, strategic rural infrastructure, and rural land management as strategic intervention areas. It identifies rural clusters for development focus, economic functional regions, key regional centres, emerging rural hubs, settlement-containing lines, and key access and distribution routes.

2.4.5 Integrated Waste Management Plan

The waste management plan was Adopted in May 2024. Integrated Waste Management Plan (IWMP) is a requirement for certain organs of state in terms of Section 11 of the National Environmental Management: Waste Act, 2008 (Act. 59 of 2008) (NEM:WA) for government to properly plan and manage waste. The compilation of this IWMP will be done in line with the "Guideline for the Development of Integrated Waste Management Plans (IWMP's) (DEA, 2012) and in accordance with Section 12 of NEM:WA.

The IWMP presents an overview and analysis of the status quo of waste management within Zululand, provides a gap and needs assessment and offers solutions to ensure responsible waste management within Zululand.

Issues such as waste generation, waste minimisation and re-use, collection of all waste, disposal infrastructure (disposal facility requirements), and disposal according to environmentally sound practices are addressed to ensure compliance with the requirements of relevant legislation and regulations. The Integrated Waste Management Plan is attached as an annexure.

2.4.6 Water Services Development Plan

The ZDM Water Services Development Plan (WSDP) supports the KZN PGDS/PGDP Strategic Framework. WSDP goals, objectives, interventions, and projects are aligned to place ZDM in a position to fulfil its role as WSA in achieving the provincial PGDP / KZN MTDP Implementation Framework.

It provides for the implementation of ten back-to-back regional water schemes. The WSDP further allows for intermediate stand-alone schemes for areas falling within the regional scheme context,

which will take a long time to be implemented due to costly bulks. These intermediate stand-alone schemes are designed with a sustainable intermediate source, which will all be integrated into the regional scheme once the regional bulk scheme reaches the area.

For remote communities where no bulk services are feasible or possible, a rudimentary water level of service is implemented in the form of boreholes with handpumps or spring protections. In some areas, a small reticulation scheme with RDP level of services will be constructed where possible.

It states that sanitation is being rolled out progressively based on prioritised zones or clusters to make implementation more cost-effective and practical. There is also a future sanitation rollout planned to replace the old Arch Loo, Zinc and block-type VIPs.

2.4.7 Local Economic Development Plan

The ZDM prepared a Local Economic Development Plan in 2022. It establishes an economic development agenda and identifies economic development opportunity areas, projects and programmes.

The context and the direction for the role of municipalities in economic development is provided in the White Paper on Local Government. It states that "Local government is not directly responsible for creating jobs. Rather, it is responsible for taking active steps to ensure that the overall economic and social conditions of the locality are conducive to the creation of employment opportunities". Its role is therefore to create a conducive environment for economic development and growth. This LED Plan serves as the Zululand District Municipality's response to this responsibility. The region faces several challenges to local economic development. Unemployment is high, as is poverty. Economic growth has in the recent past been slow, as the area's development potential has not been exploited fully.

It seeks to provide a vision, strategy, goals, and targets around which ZDM LED (Local Economic Development) Unit can work towards. It is envisioned that the recommendations emanating from this strategy will stimulate, promote, and facilitate LED in the area through the creation of an enabling environment.

2.4.8 Tourism Development Strategy

The Zululand Tourism Development Plan was prepared and adopted in 2021. The Plan intends to fulfil the broader development vision articulated in the Integrated Development Plan; realise tourism development potential of the ZDM; and establish the ZDM as one of the prime tourism destinations in the KZN Province. The proposed tourism strategy will improve tourism governance in the district and contribute towards sustainable economic growth.

The approach of this strategic plan is around strengthening unique selling propositions the district has in terms of culture, heritage and nature-based tourism and using these valuable assets to build a solid foundation over the coming years upon which tourism can thrive in the longer term. Generating enthusiasm, getting the basics right, building skills and capacity, building a diverse, well connected,

private sector that sees the shared value. Once that is achieved, Zululand will naturally start attracting more investment, more tourism projects and new products will start flourishing organically, the market will follow.

The single biggest consideration that underpins this strategy is ensuring the Zululand District has the right people, skills, and organisational capacity to implement effectively in the short term and grow sustainably in the long term.

2.4.9 Cemetery Plan

The Zululand District Cemeteries Plan was finalised in 2024. The cemetery plan identifies the existing cemeteries within Zululand District municipality, including its local municipalities. It assesses the status and condition of the cemeteries, and the capacity thereof, and includes recommendations on how to manage the cemeteries to avoid vandalism and security threats. In addition, the plan identifies space availability for future graves and/or the need to undergo land identification for new cemeteries. The plan will thus guide the Zululand District Municipality and the relevant Local Municipalities on how to allocate cemetery funding and where urgent attention is required.

2.4.10 Community (Social) Facilities Plan

The Zululand District Community Facilities (Social Facilities) Plan was finalised in 2024. The plan analyses existing social facilities within the ZDM and its local municipalities. It serves as a sector plan that forms part of the ZDM IDP and will be a guiding document that can be used toward a more coordinated approach to the provision of social facilities in the district.

The social facilities that were analysed included health, education, and community facilities. These facilities must be provided by the relevant government departments (such as the provincial departments of Education and Health), which requires cooperative governance and management between different spheres of government. Other community facilities are the responsibility of local municipalities.

The Plan was prepared within the context of the municipality's responsibility for the provision of services to communities in a sustainable manner, which includes the maintenance and upgrading of community facilities such as sports fields, municipal parks and open spaces, community halls, and libraries. They are also responsible for the promotion of social and economic development, as well as promoting a safe and healthy environment. The provision of social facilities contributes to social justice and sustainable restructuring of the landscape of the district.

The Plan analyses social facilities in the district and starts with the categorisation of facilities. It identifies available guidelines, norms, and standards for the provision of these facilities, and analyse the existing data available per local municipality, as well as the estimated backlogs based on the application of the service standards. The plan provides a strategic framework with objectives and interventions required to address backlogs, enhance service delivery and quality of life, reduce inequalities, and provide equitable access to community facilities.

2.4.11 District Development Model: Zululand District One Plan

The Zululand District Municipality prepared the District Development Model (One Budget One Plan) profile and analysis report. The report provides an analysis of the main features and context of the ZDM, as well as recommendations for the ZDM. The main recommendations emanating from this plan indicates the need to strengthen relations between local municipalities and traditional councils in their respective areas, given that such a large proportion of the land under rural municipalities is under the custodianship of the Ingonyama Trust. It further suggests that there is a need to commit adequate financial and human resources to maintain the municipal planning function and engineering services in the district. Other important recommendations draw attention to the Shared Services model that offers a key mechanism to ensure access to services to rural communities, and unlocking the potential existing in the national road, N2, coal corridor and the cross-border traffic that links to the Kingdom of Eswatini. Economic and tourism opportunities afforded by Ulundi 19 (Intersection of R34 to Vryheid/Newcastle and R66 towards Nongoma and uPhongolo must be stimulated and the two airports in Zululand, namely Ulundi Airport and Vryheid Airport could be used to boost economic development in this region.

The ZDM established a Political Hub, which is also responsible for the approval and monitoring of the One Plan and One Budget, as well as the District Technical Hub to oversee the development and recommendation of the One Plan and One Budget. Some of the challenges identified by the District Technical Hub include poor participation by local municipalities in the DDM structures; the need to re-allocate Chairpersons for DDM Clusters; and the review and adoption of the One Budget One Plan. The ZDM One Budget One Plan was approved by the Technical Hub in March 2023, while the Political Hub adopted the One Budget One Plan in May 2023.

The ZDM DDM One Plan was reviewed in the 2024/5 financial year to align it with the requirement of the Regulations framing the institutionalisation of the District Development Model (Notice 2486 of 2024) in terms of Section 47(1)(b) of the Intergovernmental Relations Framework Act (13 of 2005).

In addition, the DDM One Plan has been updated to include the latest Census (2022) data and makes use of the 6 focal areas below to frame the analysis and strategies. The review was prepared with in-house capacity as well as through engagements and refinements of the four Clusters, the Technical and Political Hubs.

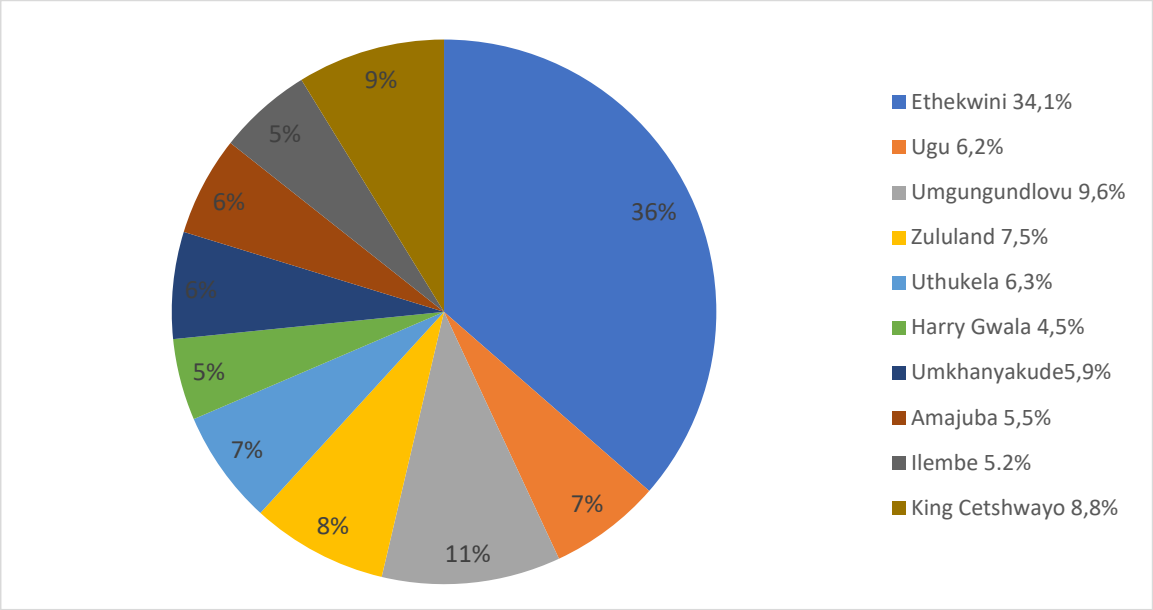
3 SITUATIONAL ANALYSIS

This section of the IDP provides an analysis of the current situation within the ZDM. It opens with an overview of the socio-economic conditions including demographic trends and patterns as well as the spatial structure of the district. It focusses mainly on the review of the state of the district in relation to the five local government key performance areas (KPAs).

3.1 DEMOGRAPHIC PROFILE

3.1.1 Population Size

Figure 3: Zululand District Within KZN Province



Source: Stats SA 2022

The Zululand District has the fourth largest population in the KwaZulu Natal Province, with 942 794 people. It accounts for 7,6% of the total KZN population (12 423 907). According to the Census 2022 (Stats SA), the eThekwini Metropolitan Municipality is the most populated municipality in the province (34,1%), followed by uMgungundlovu District (9,6%) and King Cetshwayo District (8,2%). More than 50% of the provincial population resides in municipalities that has the largest urban centres, that is eThekwini, uMgungundlovu, and King Cetshwayo Municipalities (refer to figure above).

3.1.2 Population Distribution by Local Municipalities

The total population of the ZDM was 803 576 in 2011. It increased to 942 794 in 2022. However, this growth was spread unevenly among the five local municipalities with the However, this growth is spread unevenly among the five local municipalities with the Abaqulusi with 247 263 people, Nongoma with 225 278, Ulundi with 221 977, uPhongolo with 151 541, and eDumbe with 96 735 people. Despite the rural character of the district, none of the local municipalities experienced net population decline during this period.

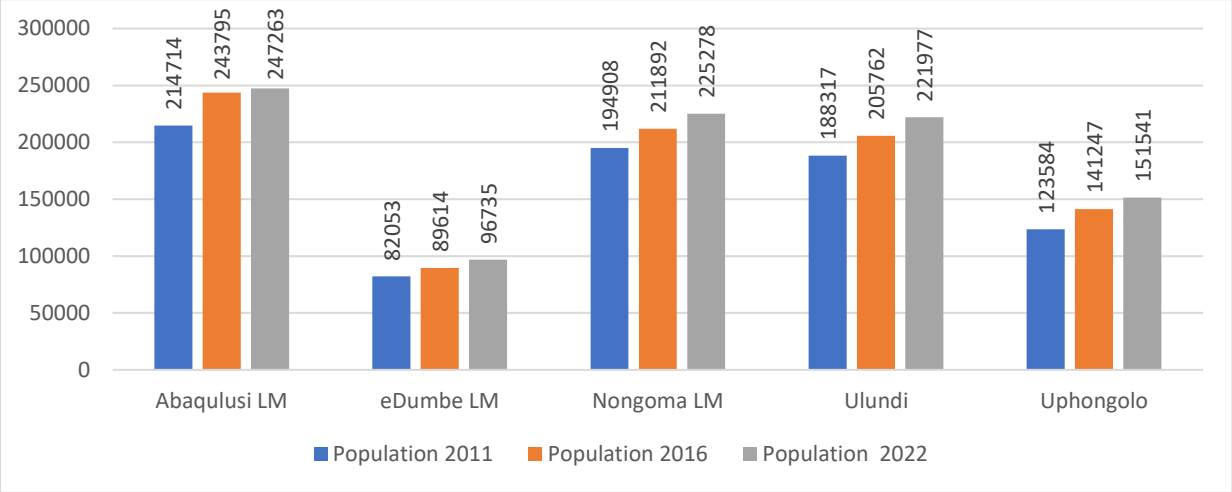
Table 3: ZDM Local Municipalities

MUNICIPALITY	POPULATION 2011	POPULATION 2016	POPULATION 2022	POPULATION GROWTH (% P.A.) 2011-2022
Abaqulusi LM	214,714	243,795	247 263	1.51%
eDumbe LM	82,053	89,614	96 735	1.78%
Nongoma LM	194,908	211,892	225 278	1.5%
Ulundi LM	188,317	205,762	221 977	1.78%
uPhongolo LM	123,584	141,247	151 541	2.26%
Zululand DM	**803,576**	**892,310**	**942 794**	**1.73%**

Source: StatsSA, Census 2022, 2011 Census, 2016 Community

Population distribution by local municipality reveals a high population concentration in the Abaqulusi Municipality with 247 263 people (26% of the ZDM population) and the Nongoma Municipality with 225 278 people (24%). The eDumbe Municipality has the smallest population in the district, with 96 735 people, which is 10% of the total district population (refer to the figure below).

Figure 4: District Population Distribution by Local Municipality (2011, 2016, and 2022)



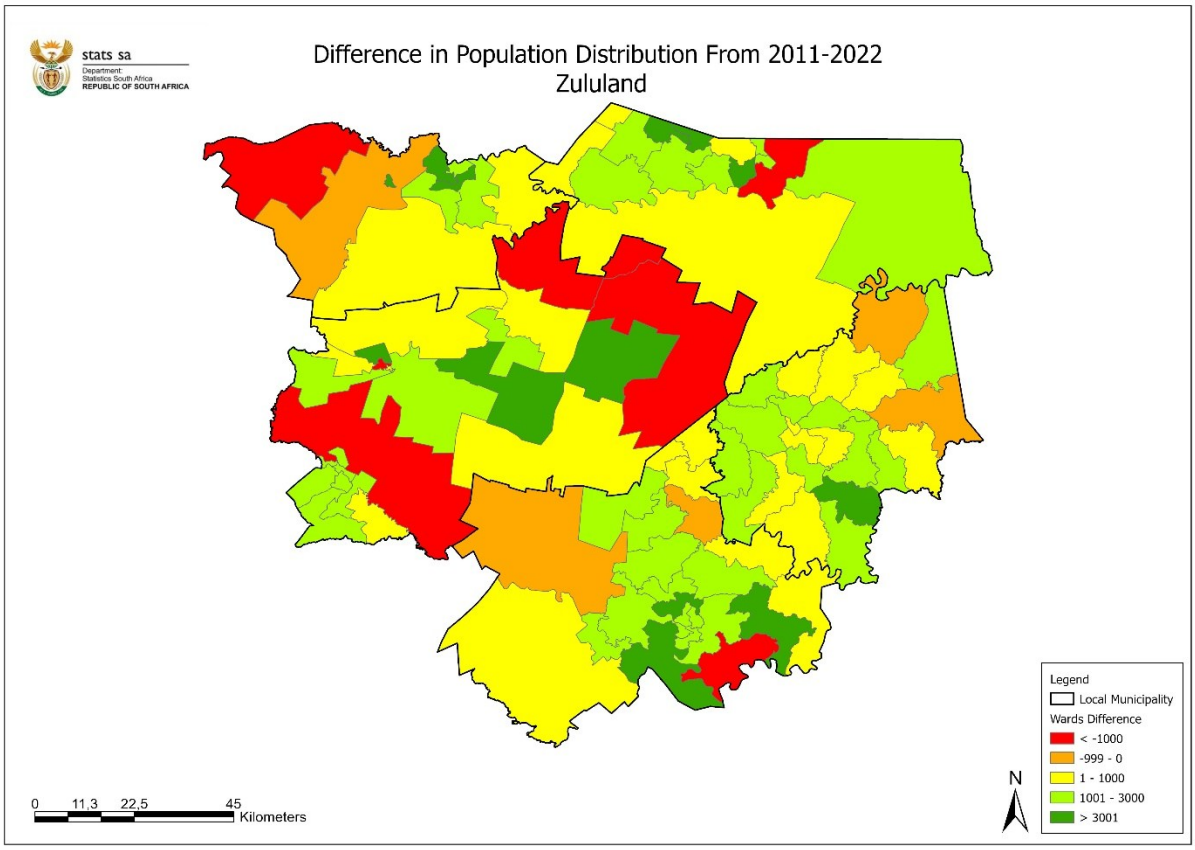
Source: StatsSA, Census 2022

3.1.3 Ward-Level Population Dynamics

Ward-level data from 2011 to 2022 reveals highly polarised demographic shifts across the Zululand District Municipality. The map below indicates that the most notable concentrations of ward-level population decline occur in the north-western, south-western and central-eastern parts of the district, corresponding mainly to eDumbe, AbaQulusi and Nongoma. The strongest positive population shifts are concentrated in the southern and south-eastern parts of the district, particularly within Ulundi, as well as the central parts of AbaQulusi. uPhongolo appears comparatively stable with mainly low to moderate growth.

Importantly, municipal demographic data confirm that all five local municipalities recorded overall population growth between 2011 and 2022, indicating that the map reflects localised redistribution of population within municipalities rather than overall municipal population decline. This spatial pattern has important implications for infrastructure planning, service delivery prioritisation and the targeted allocation of development resources within the IDP.

Map 2: Ward-Level Population Dynamics

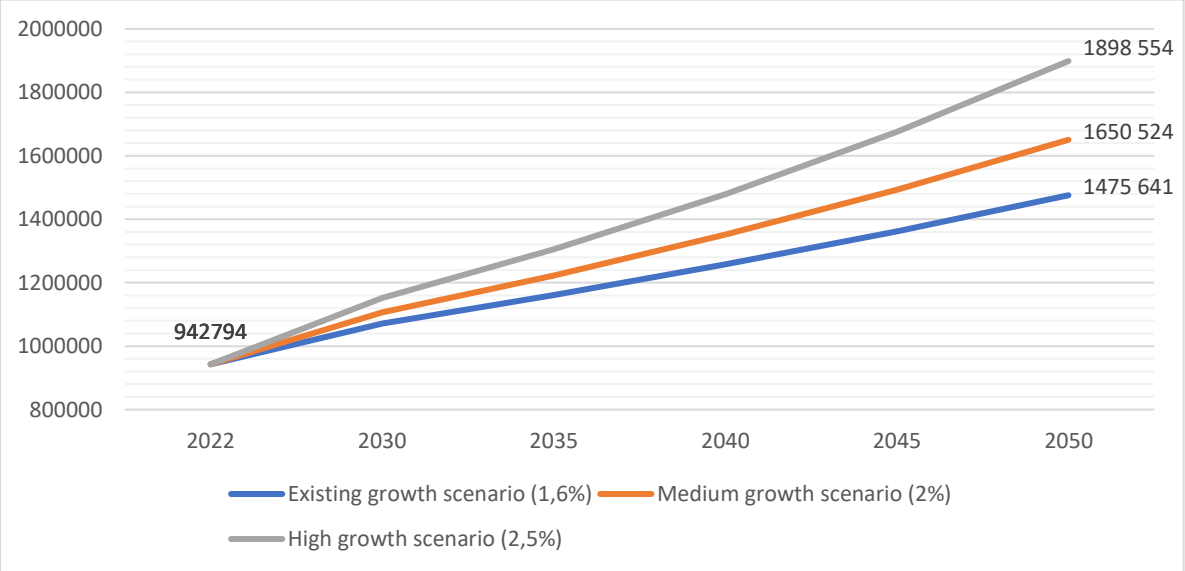


Source: StatsSA

3.1.4 Population Growth Projections

According to the census 2022 (StatSA, 2022), the ZDM has a population of 942 794 people with an average growth of 1.6% between 2011 and 2022.

Figure 5: Zululand District Population Growth Projection (2022 – 2050)



This is below the provincial average of 1.9% per annum and suggests that the Zululand District experienced relatively high population growth rate in the province during this period.

The figure above indicates population growth rate projections based on low, medium, and high growth scenarios. Assuming a high growth rate, the population will reach 1 478 595 by 2040 and 1 898 554 by 2050. Assuming a low growth rate, the population will be about 1 257 458 by 2040 and 1 475 641 by 2050.

3.1.5 Household Structure

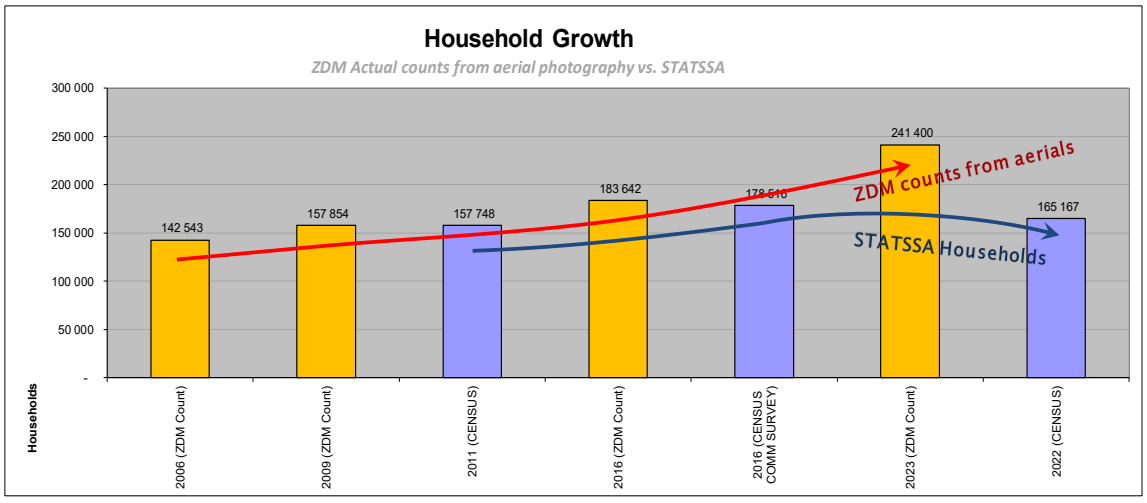
The district has 165 617 households with an average household size of 5,7**,** higher than the provincial average household size of 4,4 people per household. The table below shows that the local municipalities with the highest number of households are Abaqulusi, Ulundi and Nongoma. In relation to household size, Nongoma, Ulundi, and eDumbe local municipalities have the highest household size. 2 034 of these households are Child Headed Households, as heads of these households are children below 18 years of age.

Table 4: Population Distribution by Households and Local Municipalities

	Actual Household Statistics (Captured from aerial photography over 4 consequtive periods) vs CENSUS Data										
Local Municipality	2006 (ZDM Count)	2009 (ZDM Count)	2011 (CENSUS)	2016 (ZDM Count)	2016 (CENSUS COMM SURVEY)	2023 (ZDM Count)	2022 (CENSUS)	Annual household growth rate	Average Population per household (CENSUS 2022)	Total Population (ZDM Count)	Total Population (Census 2022)
AbaQulusi	36 069	40 302	43 784	47 119	51 472	63 575	50 633	0.9%	4.9	311 518	247 263
eDumbe	15 011	16 880	16 138	17 641	17 415	23 592	17 922	1.9%	5.4	127 397	96 735
Nongoma	34 056	38 171	34 341	44 376	36 409	58 030	32 266	-0.9%	7.0	406 210	225 278
Ulundi	35 309	37 365	35 198	44 987	38 553	57 350	36 178	-1.1%	6.1	349 835	221 977
uPongolo	22 098	25 136	28 287	29 519	34 667	38 853	28 168	1.2%	4.4	170 953	151 541
TOTAL (ZDM)	**142 543**	**157 854**	**157 748**	**183 642**	**178 516**	**241 400**	**165 167**	**0.41%**	**5.6**	**1 365 913**	**942 794**

To summarise the above outcomes there is a huge discrepancy between the number of households in the WSDP as the current household count for ZDM taken from the 2023 household count, is 241 400 as compared to 165 167(STATSSA) with a total population of 1 365 913(WSDP) compared with 942 794 (STATSSA. This raises a need for regular district-based statistics reviews to be conducted to enhance planning opportunities through population modelling.

Figure 6: Household Growth 2011 – 2023



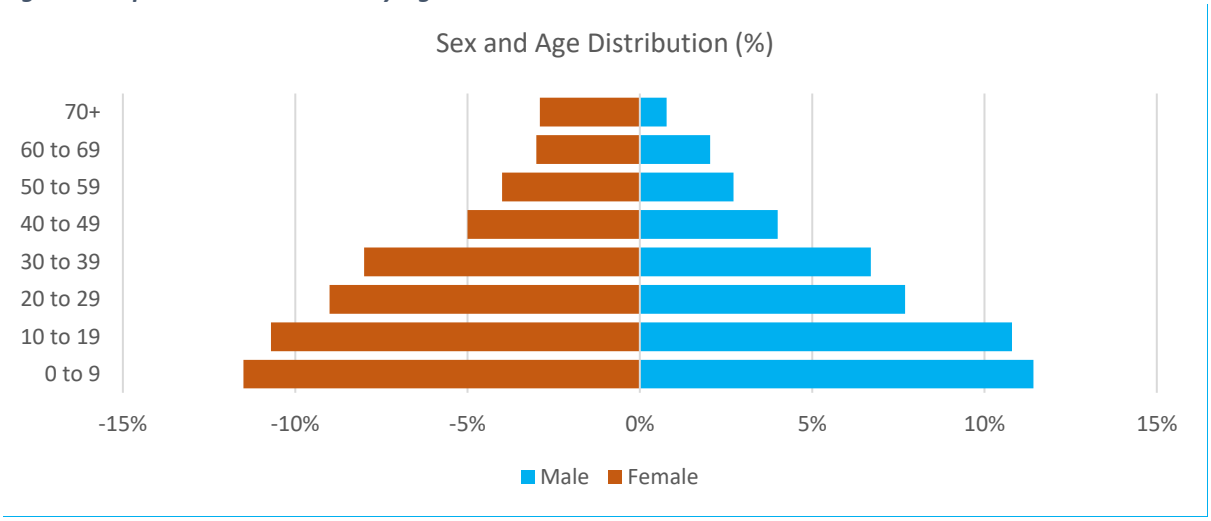
Source: ZDM WSDP, 2024

The migration factor can be seen in the StatSA's statistical release document, where a strong tendency exists specifically toward migrating from KZN to Gauteng.

3.1.6 Population Distribution by Gender Age and Gender

The figure below indicates the percentage distribution of the population by age and gender in 2022. As is evident, females at 506 001 (53.7 percent) outnumber males by 7.4 percent (436 793 or 46.3 percent males). A substantial portion of the district's population (approximately 44.4 percent or 419 055 persons) falls between the age cohorts of 0-19, with 12 percent of the populous being between the 0 - 4 age cohorts. The diagram further illustrates that the district experienced a sharp decline between the 25-49 age cohorts in respect of both genders. The decline may be due to migration emanating from exogenous factors, such as job opportunities in bigger cities.

Figure 7: Population Distribution by Age and Gender



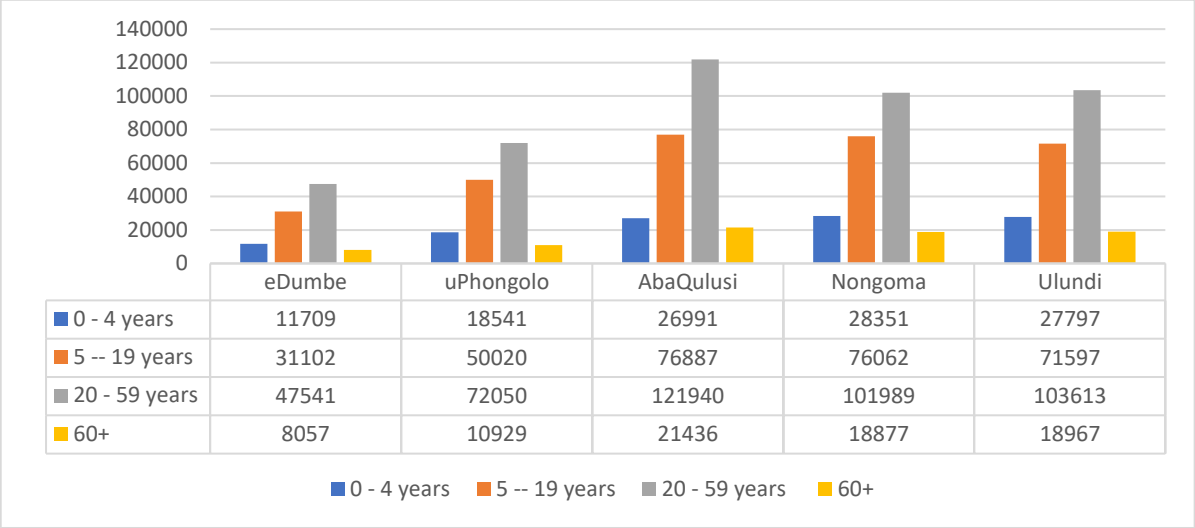
Source: StatsSA, Census 2022

The above population pyramid for Zululand district represents a very young population, i.e., a high population of children, such representation provides a high picture of dependency. Having highlighted this, the district should invest more in children including the provision of healthcare services, ECDs, Education, and welfare of children. On the other hand, retaining economically active age cohorts is also significant, this, therefore, means the district should also invest in youth and ensure that opportunities are created that cater to youth so that this youth can positively contribute to the economic growth of the district. Economic/job opportunities, education including tertiary education, and health services incorporating sexual reproductive health, and rights are important to make informed choices in their reproductive life. The aging population is also observed in Zululand, the population pyramid depicts the aging population and therefore elderly people should also be part of the beneficiaries of the plans/programmes. A planning that promotes gender equality is also encouraged.

The lower percentage of males than females in older age groups means that there is a higher mortality rate of males in older age groups than females. The aged bring along pressures of their own in terms of public healthcare and social welfare responsibilities of the government. In addition, in the medium

to long term, the youthful population will contribute to population growth, increased need for social facilities, and demand for jobs.

Figure 8: Age Distribution by Local Municipality



	eDumbe	uPhongolo	AbaQulusi	Nongoma	Ulundi
0 - 4 years	11709	18541	26991	28351	27797
5 -- 19 years	31102	50020	76887	76062	71597
20 - 59 years	47541	72050	121940	101989	103613
60+	8057	10929	21436	18877	18967

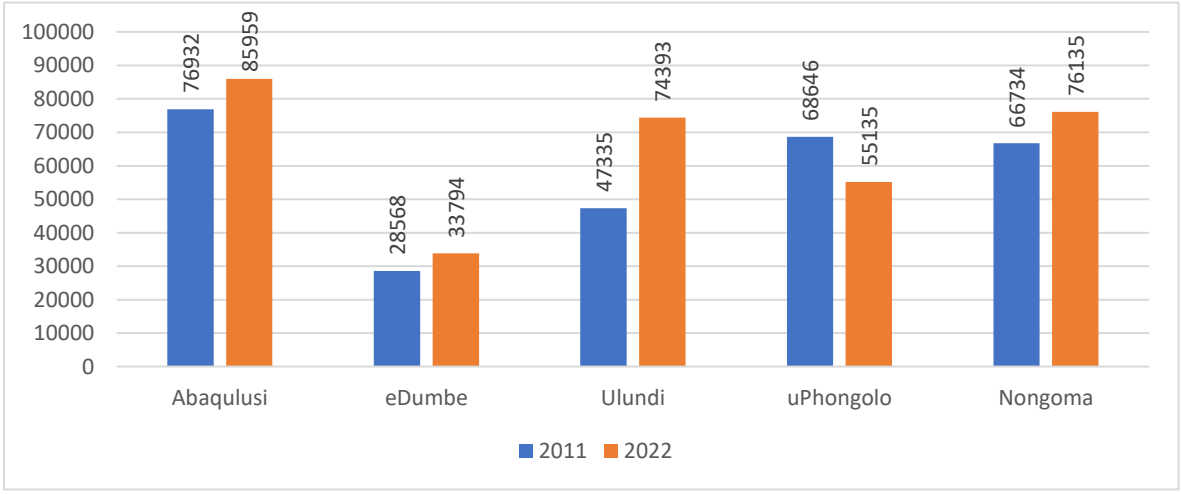
Source: StatsSA, Census 2022

The population structure per local municipality shows that 47% of the population is in the 20-59 age cohort. The 5–19-year age cohort contributes 32,4% to the Zululand population. This signifies the pressure on the government to focus on creating mass job creation opportunities to ensure that these population groups are productive and contribute to the performance of the Zululand economy.

3.1.7 Population By Youth

Zululand has a large population of youth between the ages of 15-34. The graph below demonstrates in greater detail:

Figure 9 Population by Youth per LM trends



Source: StatsSA, Census 2022

Abaqulusi has the largest number of the youth followed by Nongoma and uLundi. The biggest increase in youth during the period 2011-2022 was in Ulundi, while uPhongolo experience a decline.

3.1.8 Population Distribution by Race

The total population of South Africa is divided into four different racial groups; namely African, Indians or Asians, Whites and Coloureds. In this regard it is important to provide a comprehensive analysis reflecting the distribution of the population according to racial groups within the province, the district and local municipalities. The table below provides an analysis of the distribution by race in KZN, Zululand and its five local municipalities in 2022.

Table 5: Distribution of the Population by Race 2022

AREA	TOTAL POPULATION Total Population	2022				
		AFRICAN African	WHITE White	COLOURED Coloured	INDIAN Indian	OTHER Other
KwaZulu-Natal	100	84.8	4.1	1.2	9.3	0.2
Zululand DM	7.5	98.3	1.2	0.3	0.2	0.1
eDumbe	0.7	97.8	1.8	0.2	0.2	0
uPhongolo	1.2	98.3	1.2	0.2	0.2	0.2
Abaqulusi	1.9	96	2.9	0.6	0.4	0.1
Nongoma	1.8	99.7	0.0	0.1	0.1	0
Ulundi	1.7	99.6	0.1	0.2	0.1	0.1

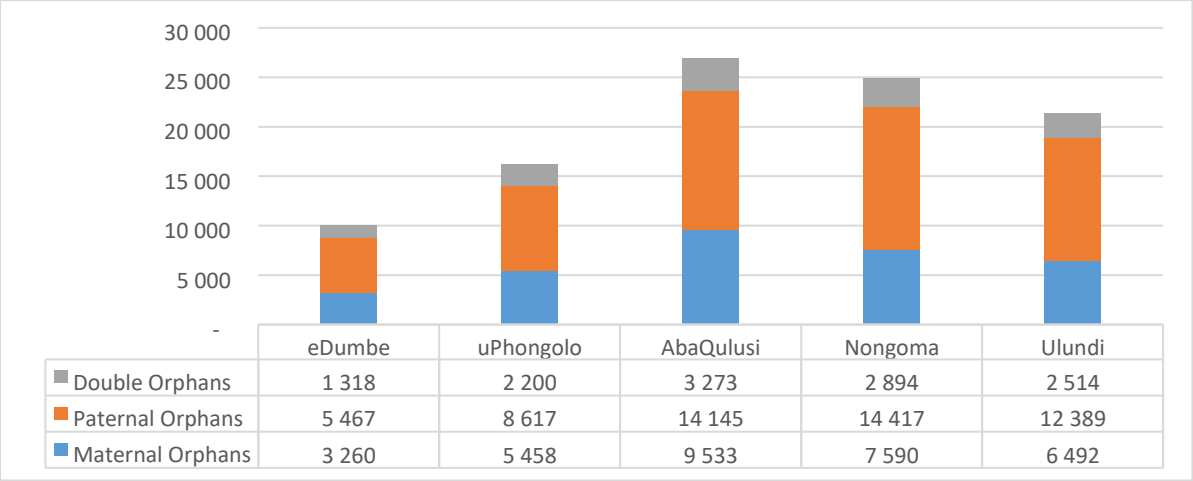
Source: StatsSA, Census 2022

The African population constitutes the largest in the province of KZN at 84.8%. A similar trend is realised in Zululand where the African population far outweighs that of the other racial groups at 98.3. This trend continues into all the district's local municipalities which is widely skewed towards Africans.

3.1.9 Orphaned Children in Zululand District

The total number of orphaned children in the Zululand District is just below 100 000, as indicated in the figure below. Most children who are orphans in the district have lost their fathers (55%), followed by maternal orphans (32%) and double orphans (12%).

Figure 10: Orphaned Children in Zululand District



Source: Community Survey 2016

The figure above shows that most orphaned children are in the Abaqulusi, Nongoma and Ulundi Local Municipalities, with a total number of 26 951; 24 901 and 21 395 (respectively), that is children who

have lost either a single or both parents. Similarly, to the district trends, most orphaned children are paternal orphans, followed by maternal and double orphans.

3.1.10 People Living with a Disability

Disability prevalence in Zululand is lower for children and youth in the age groups 5 to 39, given that the proportions in these cases are below 10%. The disability prevalence starts to increase steadily from age 40, and the highest proportions are evident for persons aged 85 years and older. In these age groups, more than half of the population lived with a disability.

Table 6: Disability

CATEGORY OF DISABILITY	%
Ability to See	
Some Difficulty	6%
A lot of Difficulty	1.5%
Blind	0.1%
Ability to Walk	
Some Difficulty	2.7%
A lot of Difficulty	1%
Cannot walk	0.3%

CATEGORY OF DISABILITY	%
Ability to Communicate	
Some Difficulty	1.6%
A lot of Difficulty	0.3%
Cannot communicate	0.2%
Ability to Hear	
Some Difficulty	2.8%
A lot of Difficulty	0.6%
Deaf	0.1%

3.1.11 Economic Profile

3.1.11.1 Economic Activity

Figure 11: Economic Activity by Population, Census 2011

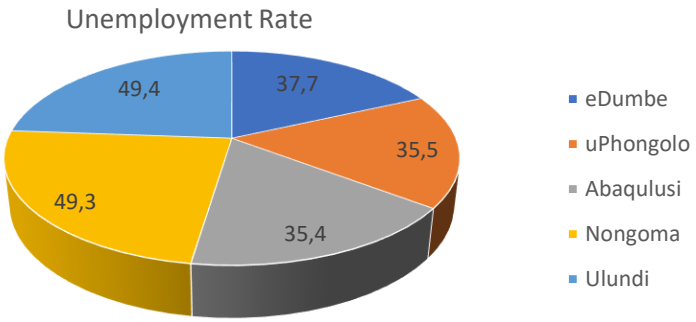
The graph above compares the economic activity or status of the economically active population in Zululand compared to the other districts in the KZN Province. As can be observed in the graph above, of the economically active population, the discouraged work-seeker represents 7.3%. This is the highest percentage of all districts in the KZN province followed by uMkhanyakude (6.3%) and uThukela (6.2%). 57%% of the working age group was not economically active in 2011, with 19 % of this group employed. The representation of the not economically active population is higher compared to the

provincial average of 45% and the national average of 39%. This implies a relatively low labour participation rate of 23,7%.

3.1.11.2 Unemployment Rate

The 41% overall unemployment rate in the Zululand District is higher than the provincial average of 33%. It is the second highest in the province, after uMkhanyakude District. Similarly, youth unemployment rate of 51,2% in the district is higher than the provincial average of 42.1% (refer to figure 12).

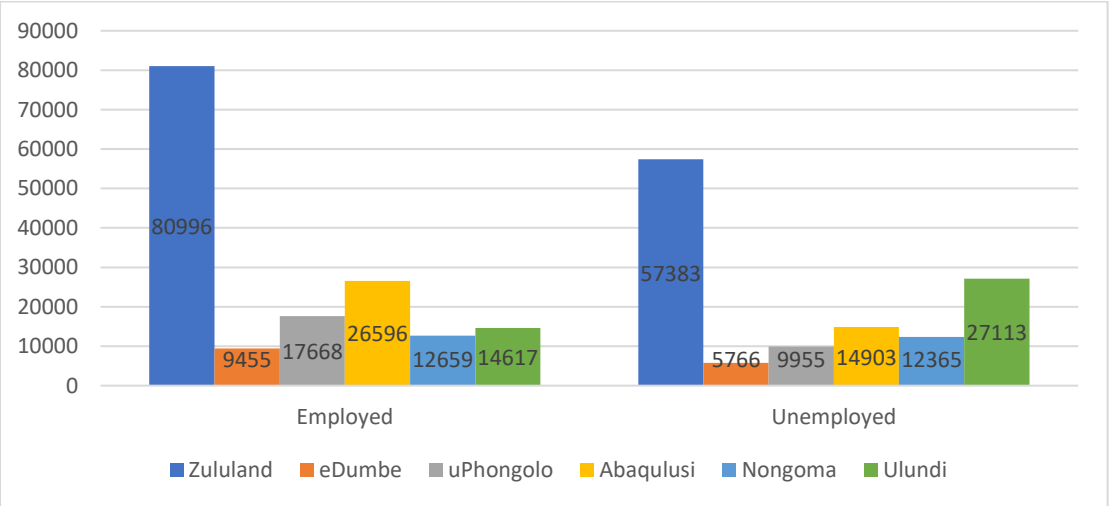
Figure 12: Overall and Youth Unemployment Rates, 2011



Source: Census 2011

The 41% overall unemployment rate in the Zululand District is higher than the provincial average of 33%. It is the second highest in the province, after uMkhanyakude District. Similarly, youth unemployment rate of 51,2% in the district is higher than the provincial average of 42.1% (refer to figure below).

Figure 13: General Labour Indicators

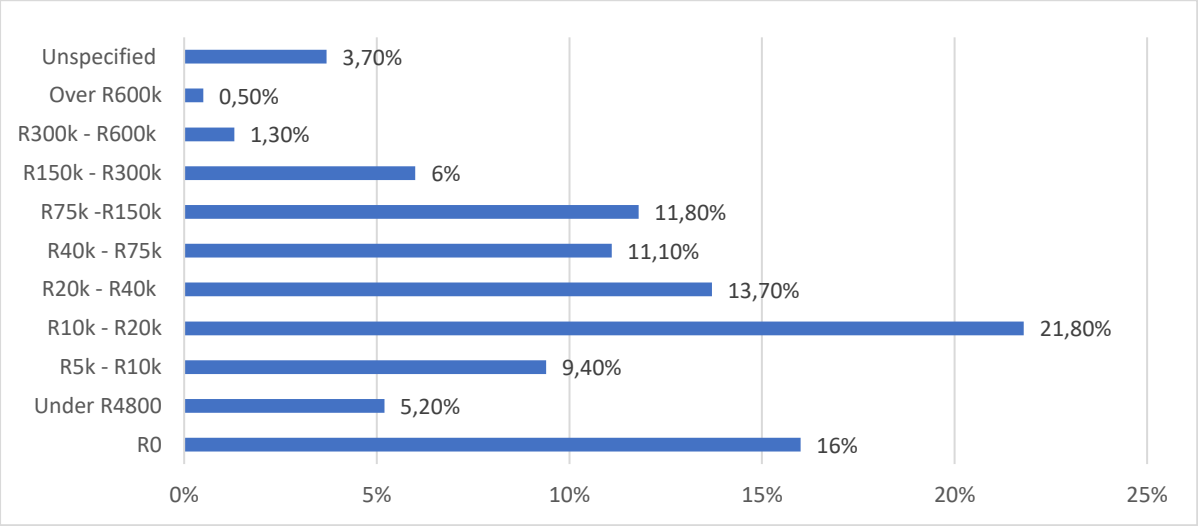


Source: Census 2011

Ulundi has the largest unemployment rate at 49.4.% followed by Nongoma (49.4%); Ulundi (22.7%). The lowest unemployment rate is recorded by Abaqulusi at 35.4% possibly owing to the industrial activity and mines in this town.

3.1.11.3 Annual Household Income

Figure 14: ZDM Annual Household Income



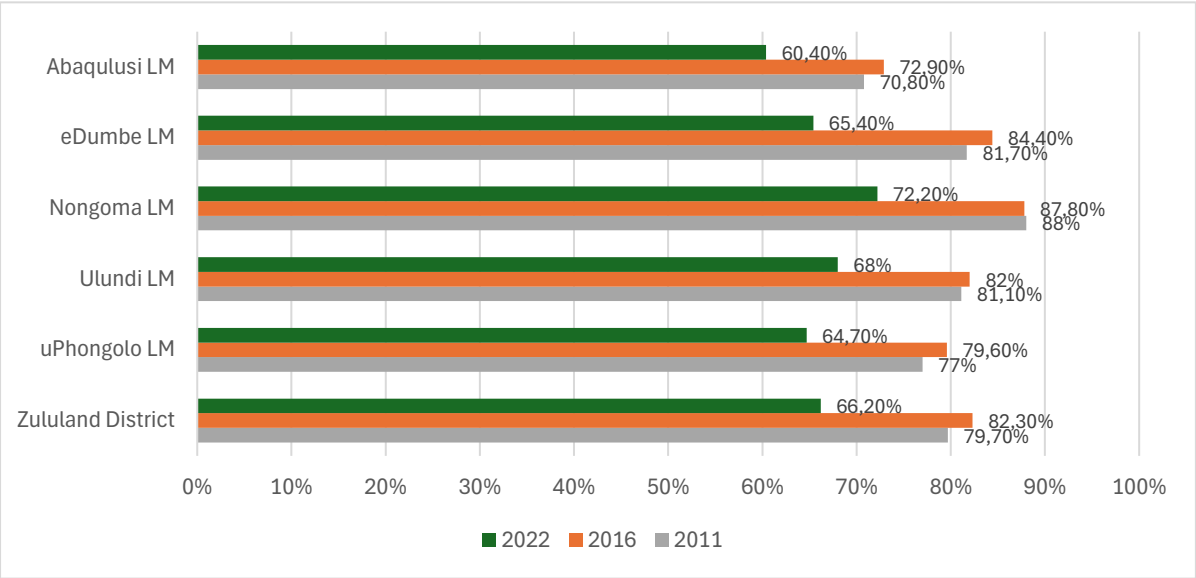
Source: Census 2011

The average annual income for the Zululand households is very low. The figure illustrates that half about 52% of households in the ZDM earn less than R20 000 per annum or R1 600 per month. 16% of households have zero income. 13,7% earn between R20 000 and R40 000 per annum. This takes the figure of households that earn less than R40 000 per annum or R3 333 per month up to 66,1%. This implies relatively low affordability levels for goods and services.

3.1.11.4 Dependency Ratio

The Zululand dependency ratio is and has historically been high from 2011 to 2016 as it is 79,7% and 82,3% respectively, as shown in the figure below.

Figure 15: Dependency Ratio Per Local Municipality 2011, 2016, and 2022



Source: Census 2011, Community Survey 2016 and Census 2022

However there has been a considerable decrease in dependency as it now sits at 66,2%, and can be based on the fact that 47% of the population is between ages 20-59 thus potentially economically

active. The high dependency ratio of more than 66,2% means that there is a high dependency burden in Zululand district, which is consistently the case for the five local municipalities. This means that one person in the working age group looks after two individuals in the non-working age population.

Nongoma had the highest dependency ratio followed by Ulundi and eDumbe. A worrying trend for all the municipalities in Zululand is as much as dependency has decreased between 2011 and 2022, there remains dependency burden especially considering the adverse socio-economic conditions.

3.1.11.5 Indigent Profile

In terms of section 74 (1) of the Local Government: Municipal Systems Act, 2000, the Council of the Municipality is required to adopt and implement a tariff policy on the levying of fees for municipal services. In terms of section 74 (2) (c) of the aforementioned act, the tariff policy must reflect, inter alia, the principle that poor households must have access to at least basic services through (i) tariffs that cover only operating and maintenance costs, or (ii) special tariffs or lifeline tariffs for low levels of use or consumption of services or fore basic levels of service, or (iii) any other direct or indirect method of subsidization of tariffs for poor households.

Because of the level of unemployment and consequent poverty in the municipal area, there are households which are unable to pay for normal municipal services. The Municipality therefore adopted an indigency management policy to ensure that these households have access to at least basic municipal services and is guided in the formulation of this policy by the national government's policy in this regard.

- Basic Municipal Services provided under the policy include:
- Access to a minimum safe water supply as determined by Council
- Adequate sanitation as determined by Council.
- Once-off credit equivalent to the outstanding balance on the dwelling at the date of approval.
- Where there are leaks in the meter or in the property, they may be attended to in terms of the bylaws and the cost may be recovered from the Indigent Support allocation.
- Cost of restriction shall be recovered from the Indigent Support allocation.
- Excess usage in the event of death shall be recovered from the Indigent Support allocation.

Table 7: Indigent households

Local Municipality	Total Households	Indigent Households	% Indigent Households
AbaQulusi	46413	24058	52
eDumbe	17234	9351	54
Nongoma	44373	23841	54
Ulundi	44825	23227	52
uPhongolo	26644	15371	58

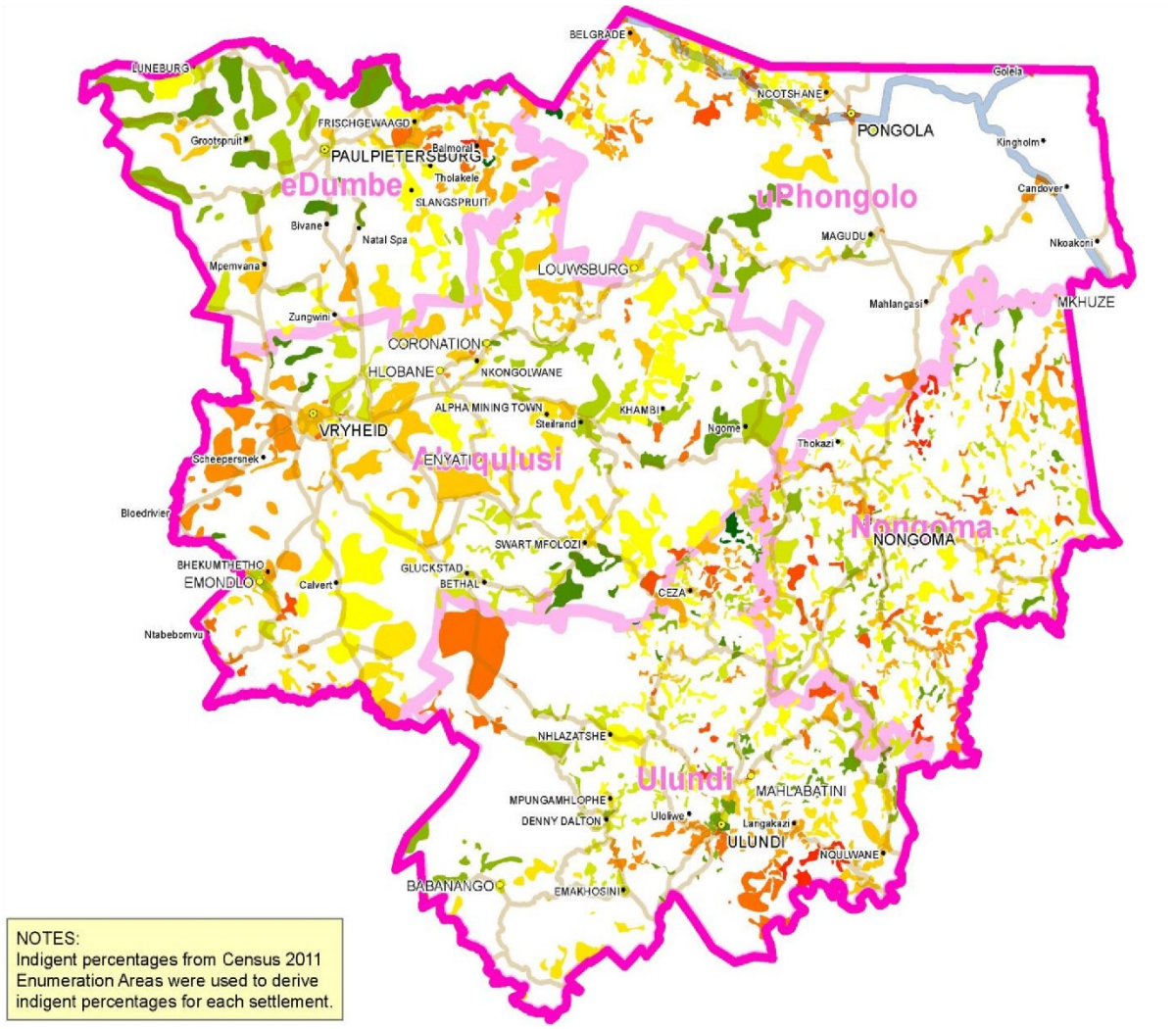
From the table above it can be observed that uPhongolo Local Municipality has the most indigents followed by eDumbe and Nongoma. The percentage figures are pretty much even across the municipalities with an average of 54%.

Out of the total households in the district, 95,848 (52%) households in the district are indigent.

All indigent households are receiving free basic services of 6KL per person per day. In terms of the free basic services policy consumption that exceeds the quota is billed. However, close monitoring has been concluded over the years that indigent households rarely exceed their quota of free basic water.

The map below demonstrates the geographic spread of indigents within the district.

Map 3: Distribution of indigents within the district



The table below is an assessment of indigent households per local municipality:

Table 8: Indigent households

Local Municipality	Total Households	Indigent Households	% Indigent Households
AbaQulusi	46413	24058	52
eDumbe	17234	9351	54
Nongoma	44373	23841	54
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All indigent households are receiving free basic services of 6kl per person per day. In terms of the free basic services policy consumption that exceeds the quota is billed. However, close monitoring has been concluded over the years that indigent households rarely exceed their quota of free basic water. The map below demonstrates the geographic spread of indigents within the district.

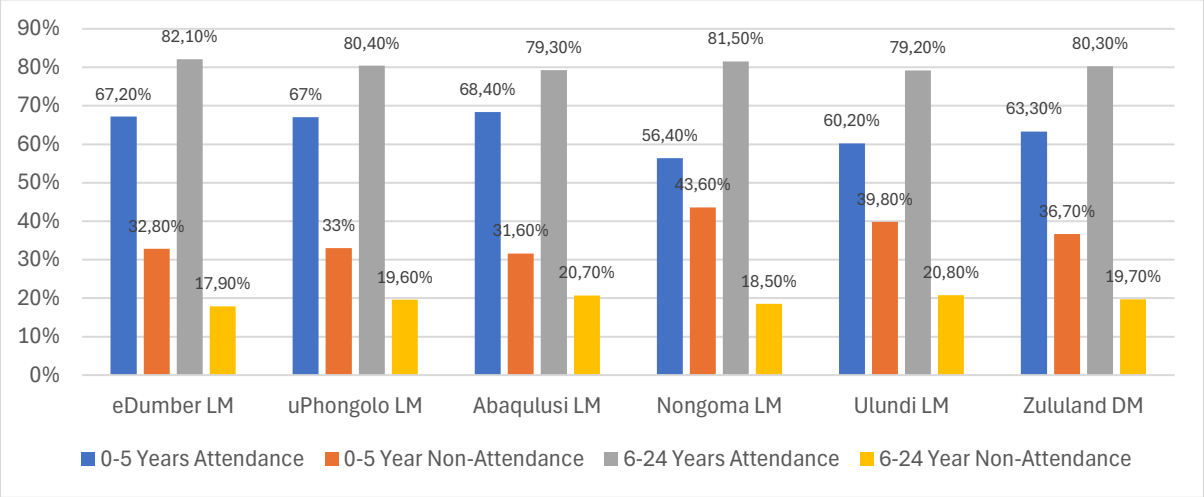
3.1.11.6 Education Profile

3.1.11.6.1 School Attendance

The figure below indicates that more children are attending educational institutions than those not attending in the Zululand District. It also shows that the figures for children not in school are higher in children between the ages of 6 and 24 years, compared to 0 – 5-year-olds.

Further, the district trends are like the trends found in all local municipalities.

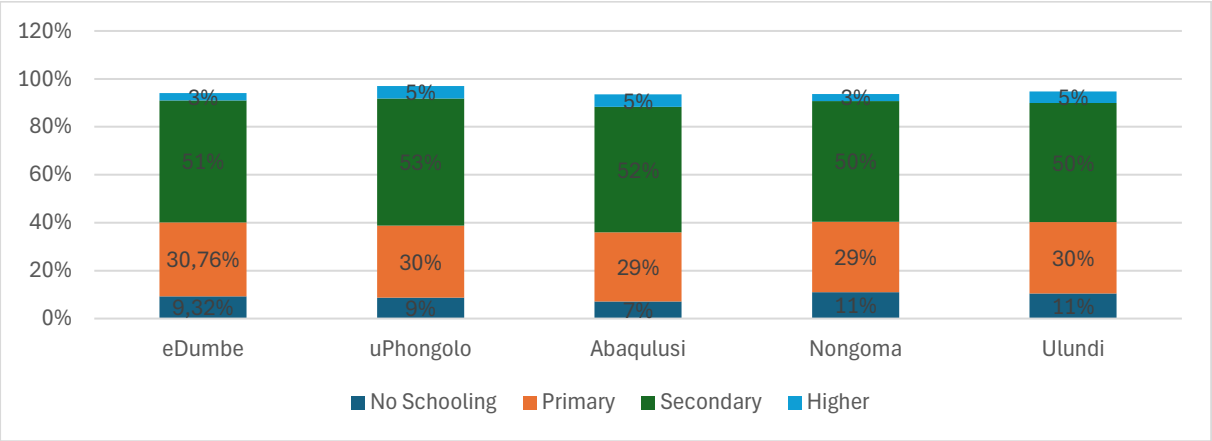
Table 9: Population Attending Educational Institution, 2016



Source: Community Survey 2016

3.1.11.6.2 Highest Levels of Education

Figure 16: Highest levels of education for the population 20 years and older, 2022



Source: Census 2022

Education is one of the basic human rights in South Africa, however, a significant number of people in Zululand District have no formal schooling. The eDumbe, Nongoma and Ulundi LM reported the highest number of people with no schooling in the district, with 9,32%; 11% and 11% respectively. This calls for intervention by the education authorities in the district.

These figures are in line with those of children who are not in school, as discussed above. The figure above indicates that the highest level of education for most of the population in all local municipalities in Zululand is secondary level. LMs with most of the population who have studied up to the secondary level are found in the Abaqulusi (52%), uPhongolo (53%) and Ulundi (50%). LMs with most of the population who have studied up to the secondary level are found in the Abaqulusi (52%), uPhongolo (53%) and Ulundi (50%). The figure further shows that the two local municipalities with the least number of people with secondary education have the highest number of people who have higher education, *viz* Nongoma (3%) and eDumbe (5%).

3.1.11.6.3 District-Level Post-School Qualification Trends

The table below presents a comparative analysis of district-level post-school qualification attainment based on Census 1996 and Census 2022 map classifications. The analysis highlights changes in the relative position of Zululand District in terms of diploma, bachelor's and master's degree attainment over time. While absolute levels of educational attainment have improved, the use of map-based classification bands enables a comparative assessment of the district's position relative to other districts nationally.

Table 10: District-Level Post-School Qualification Trends (Census 1996 – 2022)

Qualification Level	Year	District Baseline Bands (%)	Zululand District (Estimated Band)	Trend Interpretation (1996–2022)
Diploma Graduates (Age 25+)	1996	32.2–38.0 38.1–45.1 45.2–51.6 51.7–59.9 60.0–69.4	38.1–45.1	Relative low participation in diploma-level qualifications in 1996.
	2022	29.6–32.9 33.0–37.7 37.8–40.7 40.8–43.6 43.7–46.2	37.8–40.7%	Slight increase in band position suggests a shift towards higher-level qualifications.
Bachelor's Degree Graduates (Age 25+)	1996	8.8–13.4 13.5–17.0 17.1–19.9 20.0–23.2 23.3–28.9	13.5%–17.0%	Low attainment reflects limited access to higher education and skills constraints at the time.
	2022	23.1–26.0 26.1–28.6 28.7–30.3 30.4–31.7 31.8–41.9	31.8–41.9%	Clear upward shift into the middle band indicates improved access to tertiary education and enhanced human capital development in the district.

Qualification Level	Year	District Baseline Bands (%)	Zululand District (Estimated Band)	Trend Interpretation (1996–2022)
Master's Degree Graduates (Age 25+)	1996	0.5–1.0 1.1–1.5 1.6–2.3 2.4–3.1 3.2–5.9	0.5%–1.0%	Very low postgraduate attainment reflects limited advanced skills and constrained professional capacity.
	2022	1.7–2.5 2.6–3.7 3.8–4.6 4.7–7.1 7.2–10.6	1.7–2.5%	Moderate improvement shows gradual growth in advanced qualifications, but levels remain relatively low, indicating a continued skills gap at higher qualification levels.

Source: Statistics South Africa, Census 2022 Education Profile (Maps 4.1–4.6)

The data presented above is based on map classification bands from the Census 2022 education profile and should be interpreted as indicative ranges rather than exact values for the district.

3.1.12 Key Demographic Findings and Challenges

- Zululand District Municipality had an estimated population of 942,794 in 2022, with continued growth projected over the long term, placing increasing pressure on infrastructure, public services and municipal resources.
- The population is predominantly young, with 44.4% of residents aged 0–19, which indicates a high dependency burden and growing demand for education, healthcare, social services and future employment opportunities.
- Females constitute most of the population (53.7%), while the decline in some working-age groups suggests outward migration in search of employment and better opportunities.
- There are 165,617 households in the district, with a relatively high average household size of 5.7, and the presence of child-headed households and orphaned children points to persistent social vulnerability.
- The demographic profile reflects significant socio-economic stress, including high unemployment (41%), particularly among youth (51.2%), widespread poverty, low household income levels and a generally low-skilled labour force.
- Education levels have improved over time, but many residents still have low levels of formal education, which constrains labour market participation and limits inclusive economic growth.
- The district also faces serious health challenges, including the burden of HIV/AIDS, tuberculosis and other chronic illnesses, which negatively affect household wellbeing and place additional strain on social and health services.
- Significant demographic vulnerability is compounded by high levels of indigence, inequality and dependence on state support, particularly among women, children, the elderly and persons living with disabilities.
- Overall, the demographic analysis highlights the need for targeted, spatially responsive and data-driven planning, with a strong focus on youth development, job creation, poverty reduction, social protection and improved service delivery across the district.

3.2 CROSS-CUTTING ISSUES (SPATIAL, ENVIRONMENTAL, AND DISASTER MANAGEMENT)

3.2.1 Spatial Planning

3.2.1.1 Institutional Capacity

Section 35(1) of the Spatial Planning and Land Use Management Act prescribes that Municipalities must, to determine land use and development applications within their areas, establish a Municipal Planning Tribunal. A Joint Municipal Planning Tribunal was established between uPhongolo, Ulundi, Nongoma, eDumbe and Zululand through Provincial Notice 109 of 2019. The Zululand JMPT sits roughly once a quarter and in the 2023/2024 financial year has issued 12 Record of Decisions.

3.2.1.2 Spatial Planning Policies

The Zululand District Municipal Spatial Development Framework was adopted by Council in 2022. The framework was also published in the government gazette immediately thereafter. In addition, the ZDM provides support to local municipalities in the formulation and review of the spatial planning policies in the form of Municipal Spatial Development Frameworks.

3.2.1.3 Spatial Structure

The ZDM is structured around five towns, each serving as an anchor within its local municipality and having a service threshold that covers the whole municipal area and beyond. These towns are Vryheid in Abaqulusi Municipality Paul Pietersburg in Edumbe Municipality, Phongola in uPhongolo Municipality, Ulundi in Ulundi Municipality and Nongoma in Nongoma Municipality. Nongoma and Ulundi are surrounded mainly by expansive rural settlements while Vryheid, Phongola and Paul Pietersburg (to a limited extent) developed as service centres for the surrounding commercial farmlands. Functional linkages among these towns is weak despite being connected via a network of provincial and regional roads.

Physically, the ZDM could be divided into three zones, that is northern, central, and southern areas. The northern areas refer mainly to the vast rural and peri-urban settlements that form part of Edumbe and Phongola Municipalities. These settlements include Frischgewaagd, Bilanyoni and Ncotshane. These areas have a restricted agricultural potential, are poorly developed with infrastructure, and present very limited economic development opportunities. They were designed to provide labour to the neighbouring farms and the associated towns.

The central area occurs largely along R66 linking Vryheid to the west with Phongola to the east. This area is dominated by vast commercial agricultural farms and has good to moderate agricultural potential. A few dislocated settlements developed to accommodate farm workers and labour tenants are found in this area. Hlahlindlela is a large settlement located along the boundary with Nquthu Municipality. The southern area consists of the whole of Nongoma and Ulundi Local Municipalities. It is generally characterized by low agricultural potential and expansive and underdeveloped rural settlements.

3.2.1.4 Settlement Pattern

The settlement pattern in the ZDM resembles the situation in many parts of the KZN Province. It is characterised by uneven and dualistic development arising from the apartheid past; and reflects the impact of natural features, road network and development initiatives of the post-apartheid democratic government. Settlements in the district take different forms including urban centres, peri-urban settlements, dense rural settlements, low-density rural settlements and farm dweller settlements in the commercial farmlands. Existing settlement types are summarized in the table below.

Vryheid, Ulundi and Phongola are the main economic centres within the ZDM. The economy of Pongola is based on large-scale sugarcane production but also has potential for ecotourism near the Pongolapoort Dam. Vryheid has a much larger commercial and services sector although the economy is also dependant on agriculture and coal mining. Ulundi is the current seat of the Zululand District Municipality and the former seat of KZN Government. It has a strong administrative, commercial, and service-oriented economy. Each of these towns has a substantial residential component. Other urban settlements include Emondlo, Bilanyoni, Paulpieterburg, Nongoma and Louwsburg.

Table 11: Settlement Types

Class	Settlement Type	Number of Settlements	Total Households
Urban	Urban - Formal Town	4	6 986
	Urban – Former Township	6	19 654
	Urban – Ex Homeland Town	13	12 388
	Urban – Woring Town	6	2 011
	Urban – Service Centre	3	442
	Urban – Squatter Camp	1	145
Rural	Rural – Service Centre	4	757
	Urban Fringe – Informal Settlement	23	11465
	Peri-Urban – Squatter Camp	1	343
	Rural – Formal Dense > 5000	2	3885
	Rural – Formal Dense < 5000	36	16378
	Rural – Scattered Dense	4	3038
	Rural – Scattered Medium Density	8	691
	Rural – Scattered Low Density	64	14637
	Rural – Scattered Very Low Density	1109	144951
	Rural – Scattered Households	N/A	3629
TOTAL		**1284**	**241 400**

Source: ZDM WSDP, 2024

Dense rural and peri-urban settlements occur close to and around the urban settlements including the former R293 townships. These include Hlahlindlela near Emondlo Township, Mangosuthu Village and Freshgewaagd near Bilanyoni, settlements around Ulundi and Nongoma Towns, etc. Low-density settlements are scattered unevenly in different parts of the district with a higher concentration in Nongoma and Ulundi Local Municipalities. Low-density rural settlements are also common in Edumbe, Vryheid and Uphongolo Local Municipalities. There also settlements that emerged because of the land reform programme such as KwaGumbi in uPhongolo Municipality and coal mining such as Emnyathi in Abaqulusi Municipality.

3.2.1.5 Settlement Densities

TABLE 7: Population Density by Local Municipalities - 2018

	Population size	% Share of KZN Population	% Share of Zululand Population	Area in Square KM	% Share of KZN area	% Share of Zululand Area	Population Density
KZN	11 288 892	100.0		94 361	100.0		119.6
Zululand	857 502	7.6	100.0	14 799	15.7	100.0	57.9
eDumbe	86 012	0.8	10.0	1 943	2.1	13.1	44.3
UPhongolo	133 850	1.2	15.6	3 110	3.3	21.0	43.0
Abaqulusi	238 928	2.1	27.9	4 314	4.6	29.2	55.4
Nongoma	201 992	1.8	23.6	2 182	2.3	14.7	92.6
Ulundi	196 720	1.7	22.9	3 250	3.4	22.0	60.5

In respect of population density, Nongoma is the highest, at 92.6 persons per square kilometre, while uPhongolo has the lowest at 43 persons per square kilometre. These demographics are tabulated in the table above. Settlement density is high within major towns and lower in traditional council areas. The sparsely distributed population and human settlement pattern can make it difficult to service many of the settlements. However, the node and corridor system that is evident within the district needs to be enhanced so that maximum value can be achieved through these. This may mean, for example, encouraging appropriate development and density levels within nodes, by prioritising the servicing of the nodes accordingly.

3.2.1.6 Land Use Pattern

Land use within the district could broadly be categorised as follows:

- Urban settlements.
- Rural settlements.
- Commercial agriculture and forestry
- Conservation

3.2.1.6.1 Urban Settlements and Land Use

Urban settlements in the ZDM are Vryheid, Ulundi, Pongola, Nongoma, Paul Pietersburg (Edumbe), Louwsburg, Emondlo and Bilanyoni. These areas differ significantly in character reflecting the impact of the apartheid past with Pongola, Vryheid, Louwsburg and Edumbe having a defined spatial structure and a history of orderly development. These towns have Central Business Districts developed around a civic centre and have a structured mix or commercial, business, service industrial and high-density residential. They are surrounded by residential properties with industrial land located in designated areas.

Bilanyoni and Emondlo are the former R293 townships. They developed mainly as residential areas for black people working in the neighbouring towns and farms. Although they are developed with some commercial and public facilities, they remain poorly developed dormitory areas. Relatively dense peri-urban settlements have developed around these townships as more people move closer to access some urban opportunities.

Ulundi is like these two areas but became a much bigger settlement due to its role as the administrative centre of the erstwhile KwaZulu Government. It has since attracted shopping centres, service industry and other commercial facilities. Nongoma developed organically along R66. As such, it occurs in a linear format with a row of shopping and public facilities occurring on both sides of the road. The town lacks orderly and harmonious development.

3.2.1.6.2 Rural Settlements and Land Use

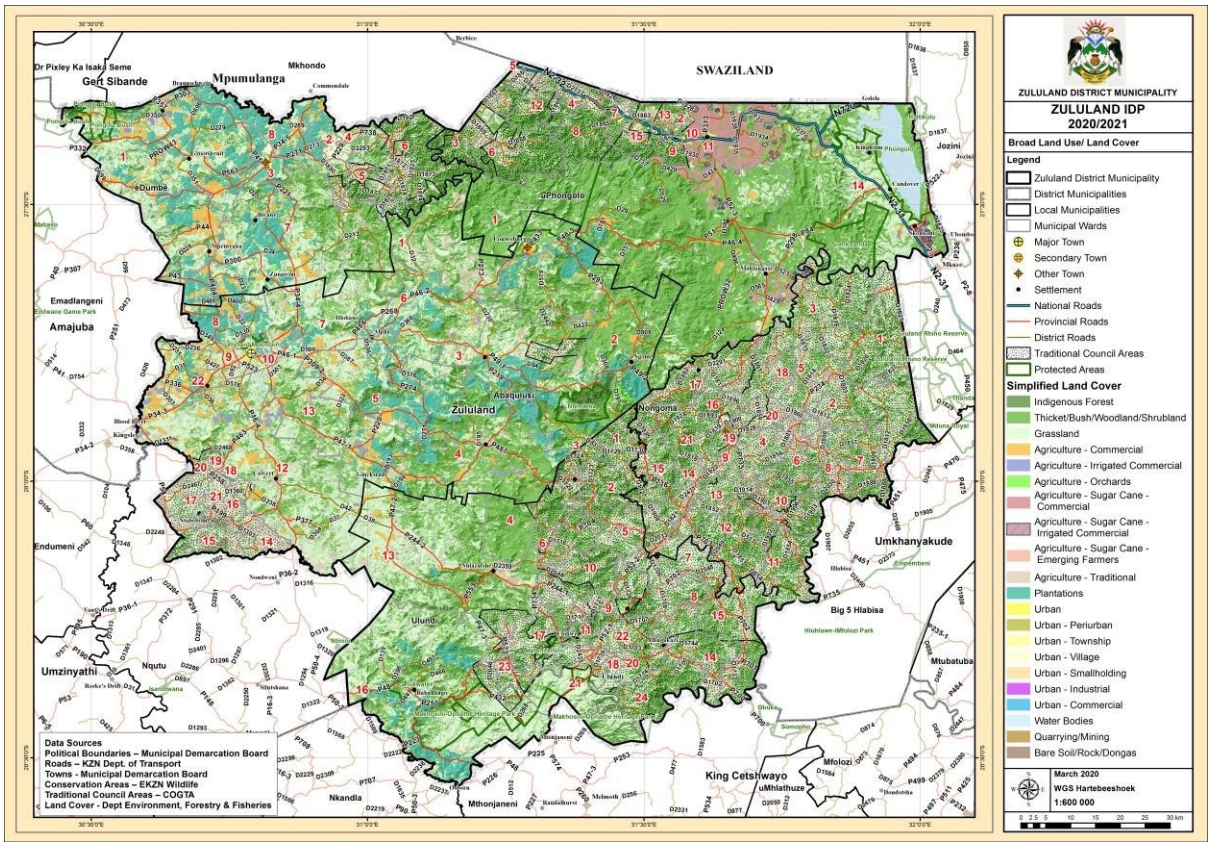
Expansive rural settlement characterises the landscape and settlement pattern in the ZDM. The location of these settlements in space is highly influenced by the livelihood strategies, such as access to arable land, reliable sources of water, grazing land, terrain, etc. Factors such as access to public facilities (schools, clinics, etc), public transport routes and bulk services are fast emerging as critical factors in the growth and expansion of some of the rural settlements.

There are approximately 1269 rural settlements in the ZDM with the majority being in Nongoma and Ulundi Local Municipalities. Rural settlements under traditional leadership developed because of a traditional land allocation system which is implemented by izinduna without any pre-determined spatial structure or specific spatial planning standards. Settlements are scattered in space in an unsystematic manner with some occurring in areas that are not suitable for human habitation. These include wetlands, steep slopes, and other environmentally sensitive areas. Site sizes for different land uses vary significantly within and among settlements. Land use management is based on collective memory where members of the community collectively agree that a piece of land is earmarked for a particular use or belongs to someone.

Settlements also differ in size and density depending on location in relation to road transport networks; access to water and electricity; and access to social facilities such as schools and clinics. Relatively high-density settlements are found along the major transport routes. In some areas, there is a clear separation between residential, crop production and grazing land. This spatial structure or lack thereof results in very expensive service delivery costs.

3.2.1.6.3 Commercial Agriculture & Industry

Map 4: Land Cover

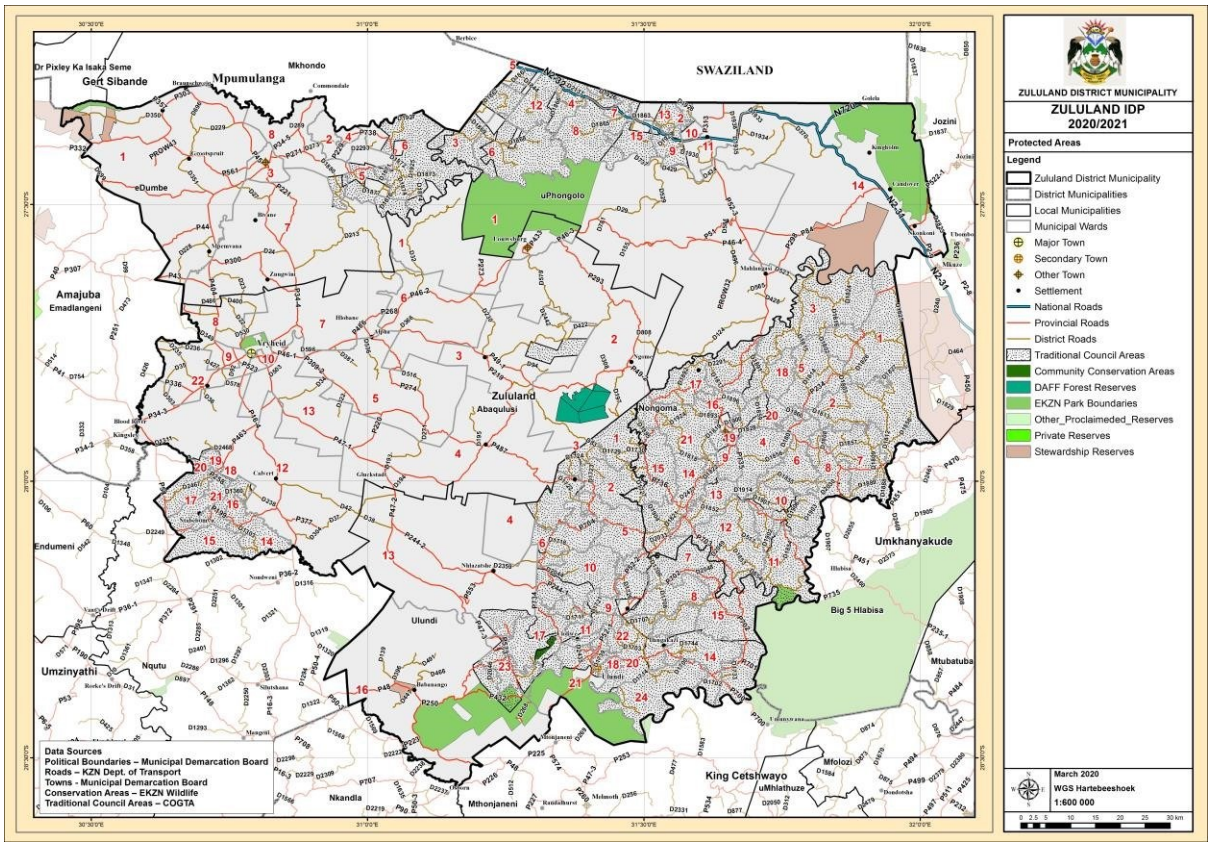


Commercial agriculture is one of the key economic activities in the ZDM and consumes large tracks of the district's land mass. It tends to concentrate in the old farming districts of Paulpietersburg (Edumbe Municipality); Vryheid and Louwsburg in Abaqulusi Municipality; uPhongolo Municipality and Babanango in Ulundi Local Municipality. It occurs in the form of livestock farming, irrigated crop production, sugar cane production (in the uPhongolo Municipality), crop production (in Edumbe and Abaqulusi Local Municipalities), orchards and forestry plantations. Crop production coincides with areas that have relatively moderate to high agricultural production potential while livestock farming is spread throughout the district. Commercial agriculture is under threat from land degradation, invasive species, and land reform programme.

3.2.1.6.4 Conservation and Protected Areas

The Zululand District Municipality contains 11 proclaimed protected areas, 2 areas still awaiting proclamation and 3 community-run nature reserves. In addition, the National Protected Areas Expansion Strategy identifies areas that can be considered for land-based expansion of protected areas. These areas are “large, intact and unfragmented areas of high importance for biodiversity representation and ecological persistence, suitable for the creation or expansion of large, protected areas” (SANBI, 2010).

Map 5: Protected Areas



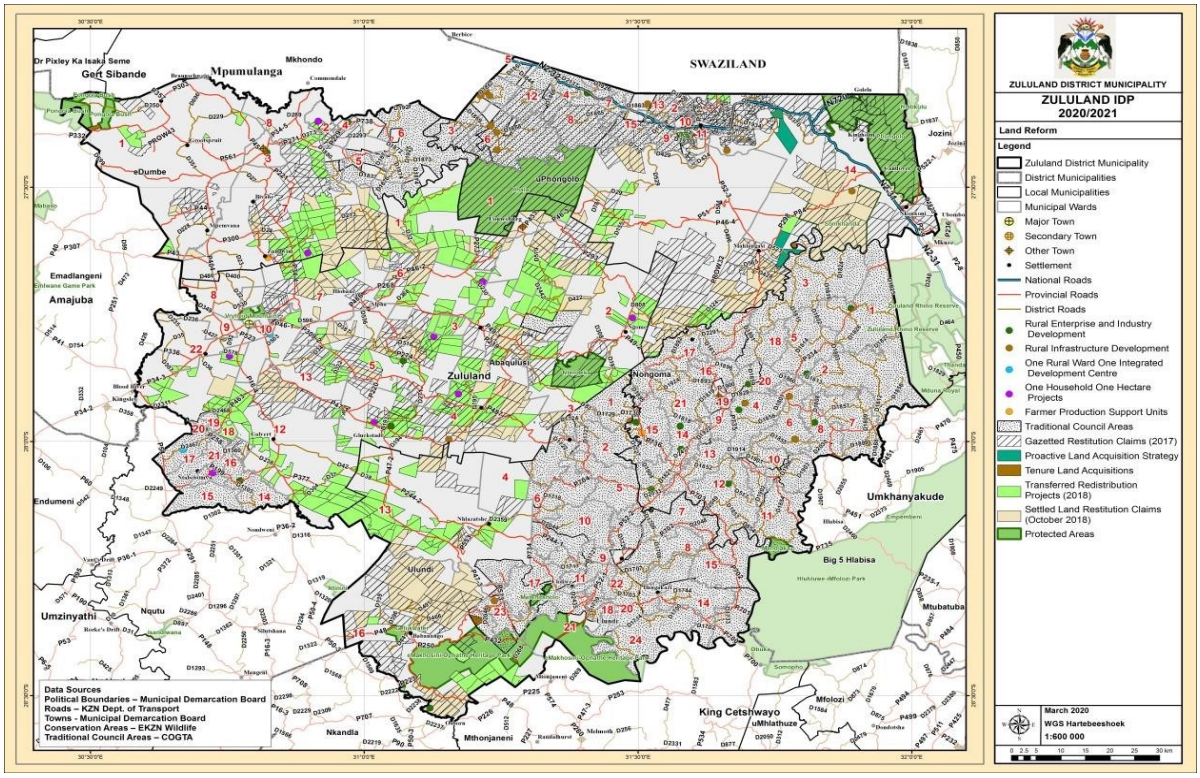
Some of the most notable conservation and protected areas within the district include the Pongola Game Reserve, which contains four of the big five, except for lions. The game reserve boasts more than 70 elephants, as well as rhino, buffalo, leopard, cheetah, hyena, giraffe, zebra, and numerous species of antelope. The Ithala Game Reserve is considered to contain significant habitat diversity with numerous habitats running from high Highveld to low Lowveld at the Pongola River. Other nature reserves of significant importance include the Vryheid Hill Nature Reserve which contains grey duiker, mountain reedbuck, oribi, eland, Burchell's zebra and blesbok as well as a pair of crowned eagles who nest in a Cape ash tree in the forest overlooking the town; and the Klipfontein Bird Sanctuary which includes a large wetland and provides a refuge for many rare wild water-birds species such as African Rail, Red-chested Flufftail, and Black and Baillon's Crakes (ZDM, 2017a). As part of its rewilding programme, Babanango Game Reserve taken delivery of cheetahs. Cheetahs are listed as vulnerable on the Red List of Threatened Species of the International Union for conservation (IUCN). The rewilding programme is important for the area of Zululand because it ensures the survival of endangered wildlife in South Africa.

3.2.1.6.5 Land Reform Programme

The ZDM is characterised by complex and intricate land rights-related challenges. These include upgrading of land tenure rights for both labour tenants and farm dwellers; finalization of land restitution cases; decongestion of the rural settlements; and settlement of the emerging farmers. While some land restitution and labour tenant cases have been settled, a lot more is yet to be finalised.

The majority of these are large community claims and often overlap with labour tenant cases. Some land reform projects have resulted in the establishment of isolated rural settlements. Some of the challenges affecting the finalization of the land restitution claims are the overlap with land redistribution and labour tenant cases; costs associated with the acquisition of large tracks of agricultural land; and the complexity of rural land restitution claims. Reckless implementation of the land reform programme has potential to reduce the amount land used for commercial agriculture which will also reduce the contribution of this sector to the district economy. It also results in the establishment of small, isolated settlements scattered throughout commercial agricultural land. These areas are difficult and expensive to provide basic services due to the lack of bulk infrastructure and public facilities.

Map 6: Land Reform



Ingonyama Trust land covers about 90% of the ZDM land mass the whole area under each of the 19 traditional councils that undertakes day-to-day administration of the land including the allocation of land rights. ITB land generally coincides with the traditional rural settlements (refer to the map below).

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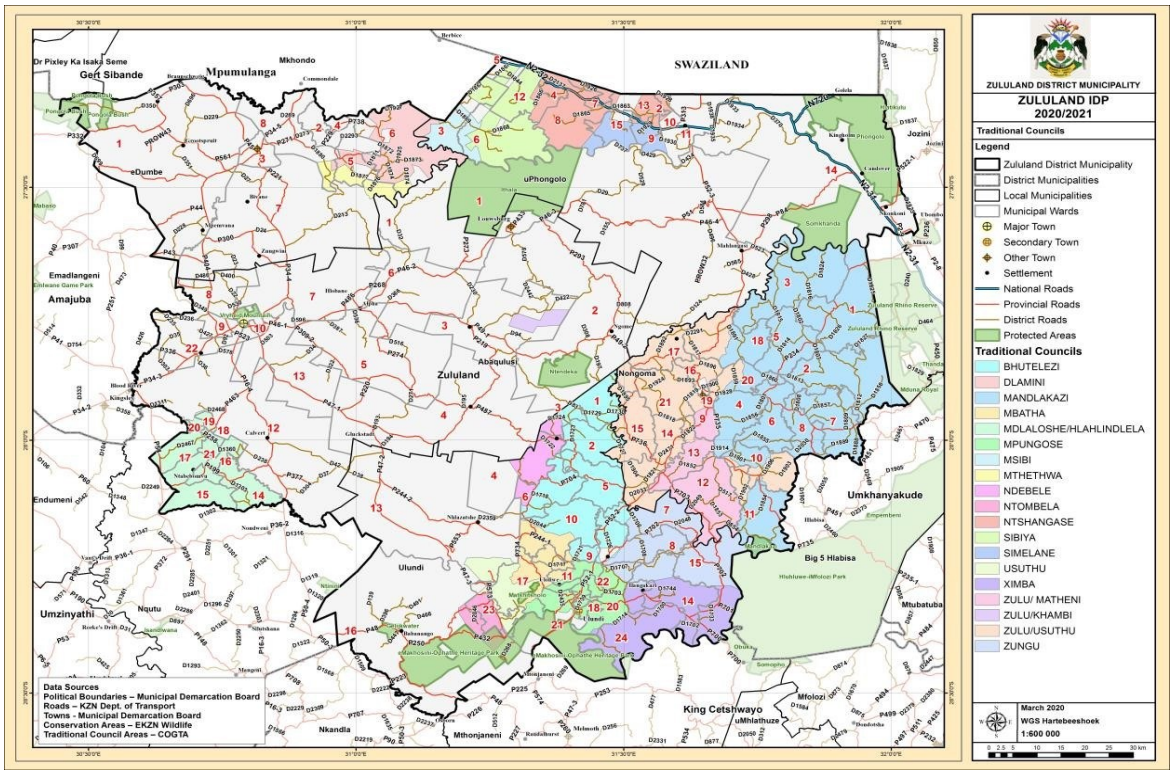
Map 7: Traditional Councils



3.2.2 Environmental Analysis

The Zululand District Municipality comprises significant diversity of relief that is determined by altitude, slope position, aspect, climate, topography, and geology, which translates into exceptional terrestrial and aquatic biodiversity, species richness and endemicity. Geological formations in the district have given rise to predominantly rugged terrain with high habitat heterogeneity across altitudinal gradients. A digital elevation model illustrates this structural diversity within the district. Development planning must incorporate the range of biophysical factors to retain this high biodiversity.

3.2.2.1 Landscape Overview (Terrain)

The biophysical gradient is relatively pronounced in the Zululand District Municipality, particularly as compared to coastal and southern municipalities in KwaZulu-Natal. The highest areas comprise the western boundary of the district, with height generally increasing from south to north along this boundary, the highest point comprising the extreme north-west corner of the district (2068m). The lowest areas comprise the eastern of the district, with height generally decreasing northwards and southwards from the centre of the eastern boundary. The lowest point comprises the Jozini Dam and areas below the dam (approximately 480m a.s.l.), followed by a point on the Black Mfolozi where it exits the district.

The landscape varies from very flat extensive plains, undulating and rolling landscapes, broad valleys, wide and flat valley basins, rocky lowlands, low mountain ranges, steep to gentle slopes, mountainous areas much incised by river gorges, ridges, scarps, and plateaus. Topographical variation includes diversity of aspect associated with the valleys and ridgelines crossing the district, in places providing

localised climate variability in cooler sheltered areas, offering fire refugia and suitable habitat for forests (subridge scarps and moist sheltered kloofs). The central highland area extending from the west has resulted in aspect and altitudinal variations across an exceptional diversity of landforms (as described above).

The terrain therefore plays an integral part in determining settlement patterns or the line of roads which needs to be built cost-effectively. Apart from infrastructure provision and housing, the slope of the land will be a determining factor in potential economic activity especially agricultural product potential. With the above mentioned in mind it is notable how the agricultural activities coincide with the more evenly sloped areas.

3.2.2.2 Vegetation, Plant and Animal Species

The district has exceptional heterogeneity in habitat, which translates into rich vegetation diversity, as described in Mucina & Rutherford (2006), comprising lower altitude dense bushveld, savanna, and grasslands, extending up to higher altitude mist belt grasslands, including significant areas of mist belt and forests. Landscape heterogeneity and reasonably intact vegetation across the municipality offers a high diversity of habitats that support a large proportion of important faunal and floral species.

Approximately half of the vegetation types in the district are classified as Critically Endangered, Endangered, or Vulnerable, respectively comprising 8%, 10% and 39% of the municipality's land surface area; a total of 58% of the remaining natural asset in the district classified Critically Endangered, Endangered or Vulnerable. Most of these vegetation types falls outside of protected areas, private nature reserves and game farms. The demarcation and appropriate management of the best remaining parcels of land within the Zululand District Municipality is therefore critically important for the conservation of these vegetation types in KZN.

Fragmented moist upland grasslands in the district form part of the Ekangala Grasslands Project, specifically high-lying areas in the vicinity of Vryheid and Ngome. The area provides habitat for a significant number of priority Red Data and Endemic faunal species. Several plant species protected in terms of the KwaZulu-Natal Conservation Ordinance and other Red Data species occur within the district, including at minimum 11 Endangered, 28 Vulnerable, and 95 Lower Risk and Data Deficient species. Most of these species are grassland and open savanna species, which are vegetation types at most risk of degradation.

3.2.2.3 Protected Areas

The district includes several Protected Areas and areas of conservation value and sensitivity, including the recently proclaimed Zululand Rhino Reserve (totalling approximately 20 000ha):

- Ithala Game Reserve
- Ngome State Forest
- PongolapoortNature Reserve
- Klipfontein Nature Reserve
- Vryheid Nature Reserve

- Pongola Bush Nature Reserve
- Emakhosini Ophathe Heritage Park
- Zululand Rhino Reserve
- Amatshitsholo Community Conservation Area

The district includes the Ntendeka Wilderness Area within the indigenous Ngome Forest System, comprising 5 250ha of grasslands and forests, which although small includes significant rare and endemic plants and animals, with high genetic diversity.

In the Zululand district municipality, the topography of the areas is more complex in the central and northern interior, which generally have a gradient of 12 – 40%, while the other areas range between 0 – 20%. Owing to the nature of the soils, the majority of which have between 50% (Sandy loams) – 80% (Loamy Sands) sand, the complex topography, especially in the western areas, high-intensity rainfall events and, in many instances, poor land management practices the potential for soil erosion in this area is high. The first figure below highlights that the areas that are most susceptible to water erosion are those areas of complex topography, i.e., the northern and central areas. The other areas are far less susceptible to this form of degradation.

Regarding wind erosion a significant area of this DM can be classified as being moderately susceptible to wind erosion, while there are small areas in the northern and western areas that are susceptible to wind erosion. However, a full soil assessment should be undertaken to establish the actual potential for soil erosion in this area, as well as what can be done to mitigate this erosion.

3.2.2.4 Terrestrial Ecosystems and Biodiversity Priority Areas

Ezemvelo KZN Wildlife has, through a process of systematic conservation planning, selected areas that are critical for meeting regional biodiversity targets and thresholds. These are known as Critical Biodiversity Areas (CBAs) and Ecological Support Areas (ESAs). Within this District municipality, there are areas categorised as no-go / limited development areas. This is due to these areas being of some significance from a biodiversity perspective. In the case of CBAs, they are either unique habitats or they contain unique species of flora and fauna. In the case of ESAs these areas, as indicated in the figure, may form corridors for the migration of species, or perform a supporting role to the CBAs. As indicated in the figure, there are two corridors in the central interior that form ESA corridors. The north-western interior regions of this municipality are comprised more of Optimal Critical Biodiversity Areas, while irreplaceable CBAs are found in the north-eastern area. Furthermore, it should be noted that there is little correlation between the two biodiversity areas, and slope. This may be positive from an agriculture/development perspective, as the flatter areas are, in most instances, better for development.

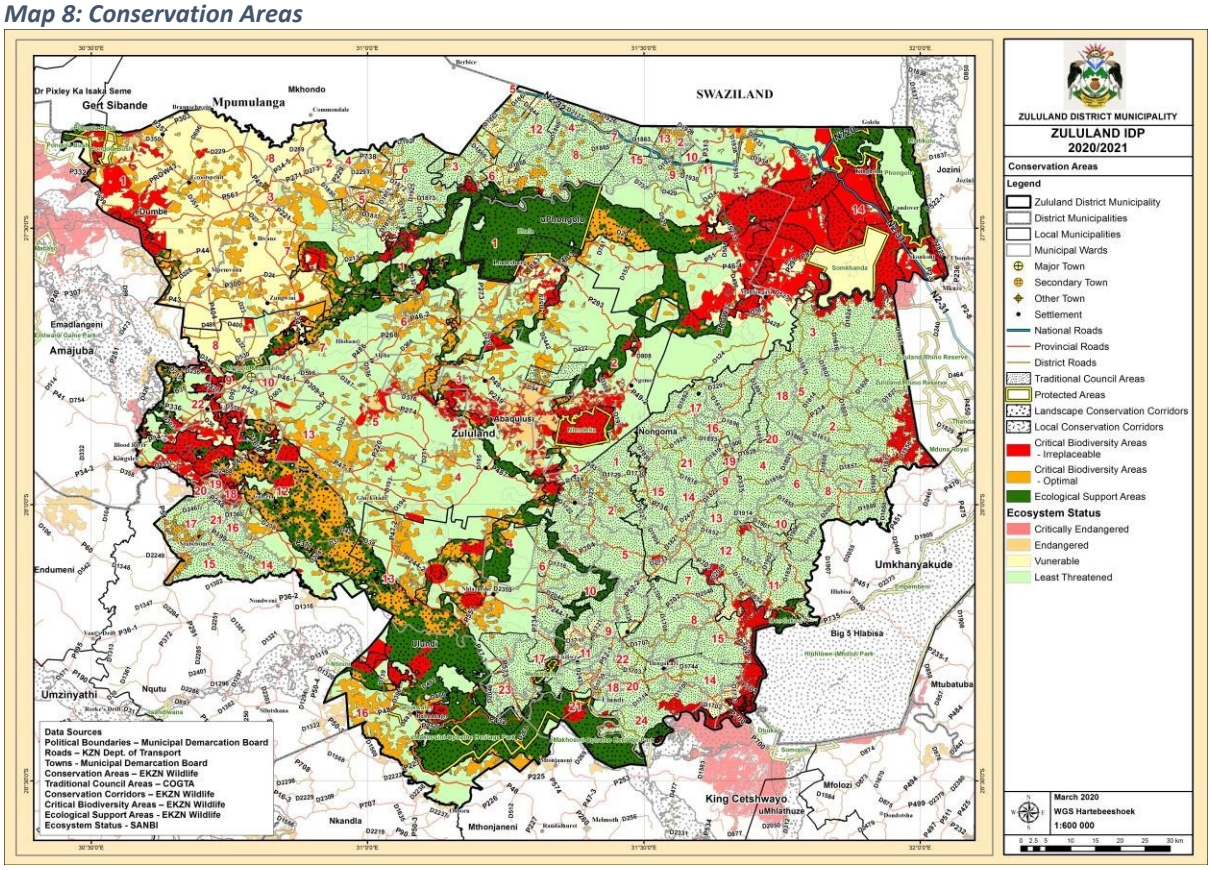
3.2.2.5 Critical Biodiversity Areas

The terrestrial CBAs in the map below are a combination of several datasets, national, provincial, and local, which have been combined to identify priority biodiversity areas. These priority biodiversity areas, with the Protected Areas, form the biodiversity network that is required for the province to

ensure the persistence and maintenance of habitats, ecosystems, and their associated species. The following guidance applies:

- All the *CBA Irreplaceable* identified areas must be protected to ensure the persistence of the species and habitat, as there are no alternative sites.
- *CBA Optimal* uses the least amount of land; loss of these areas would result in a configuration that is more land hungry. Thus, planning should try and avoid modification in these areas.

Map 8: Conservation Areas



3.2.2.6 Ecological Support Areas

Ecological Support Areas (ESAs) are defined as functional but not necessarily entirely natural areas that are required to ensure the persistence and maintenance of biodiversity patterns and ecological processes within critical biodiversity areas. ESAs include the landscape and local corridors and the buffer areas around the CBAs. Ecosystems that have been listed as threatened terrestrial ecosystems in terms of the National Environmental Management Biodiversity Act (NEMBA), 2004 have statutory implications for spatial planning and development activities. These implications and additional guidelines are provided in table below.

Table 12: Terrestrial Ecosystems and the Potential Implications on Proposed Development Projects

STATUTORY IMPLICATIONS OF LISTED THREATENED TERRESTRIAL ECOSYSTEMS FOR DEVELOPMENT ACTIVITIES
In KwaZulu-Natal, the presence of indigenous vegetation may trigger the need for environmental authorisation (refer to the various EIA Listing Notices).

STATUTORY IMPLICATIONS OF LISTED THREATENED TERRESTRIAL ECOSYSTEMS FOR DEVELOPMENT ACTIVITIES	
Any development that proposes to clear an area of 1 hectare or more of natural habitat in a listed ecosystem is therefore likely to require at least a basic assessment in terms of the EIA Regulations (2017) and will require environmental authorisation before development can commence.	
Key requirement	**Guidelines**
Development that may impact on a threatened ecosystem.	If the development site falls within a listed ecosystem, it is important to ground truth the presence of indigenous vegetation of the ecosystem in question, preferably with an ecologist who knows the area. Impacts should be avoided, minimised, mitigated and/or offset as appropriate.
Determining significance of impact on biodiversity.	In determining the significance of impact on biodiversity in an EJA process, loss of natural habitat in a critically endangered or endangered ecosystem should be ranked as highly significant.

3.2.2.7 Wetlands

The wetland systems in the district are distributed in a complex mosaic, occupying a variety of positions in the landscape across altitudinal gradients, ranging from open water bodies, vlei's and marshes, down to extensive wetlands associated with stream and river courses. They are critical for ensuring sustained water quality and quantity from the major water catchments. Upper catchment wetlands are significant for the maintenance of regular streamflow patterns, and acceptable water quality levels.

The rivers and associated wetlands within this District, particularly upper catchment wetlands, are of international, national, and provincial importance, in providing water to Mozambique, Swaziland, KwaZulu-Natal and other provinces. Apart from providing critical ecosystem goods and services, wetlands are also of major importance for biodiversity, because of the variety of natural communities associated with them.

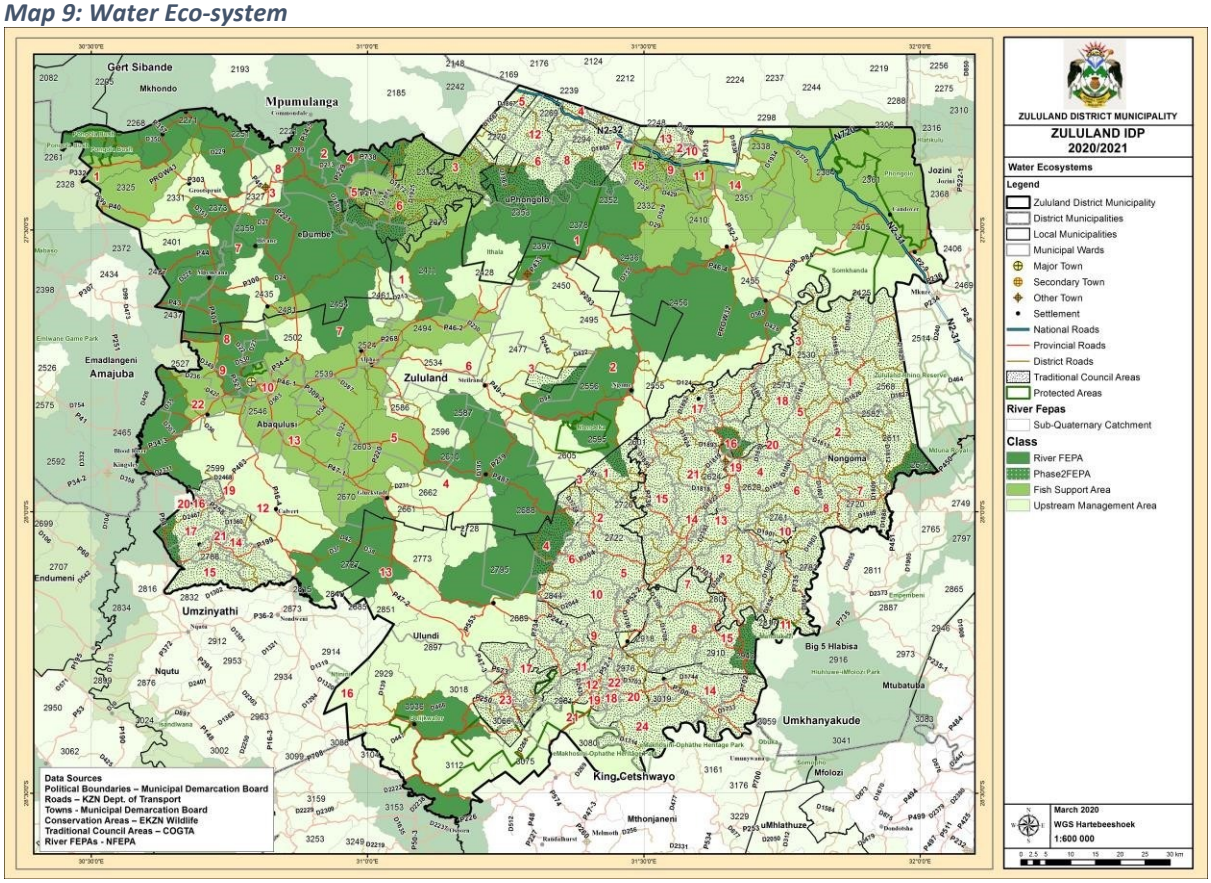
The ZDM includes special wetlands, including the Blood River Vlei Wetland and Lenjane Wetland System; the former is a recommended RAMSAR Site which is nationally listed as an Important Birding Area, recognized as a unique birding area with all three Crane species recorded.

In certain circumstances, unplanned scattered settlements and poorly managed land use have impacted the natural functions of such systems. These wetland systems need to be rehabilitated as they perform a vital service to both local and downstream users.

3.2.2.8 Hydrology & River Catchments

More than 60% of river-flow in South Africa arises from only 20% of the land area. The Zululand District Municipality forms part of this 20% and has a wealth of surface water resources because of the high rainfall over the area.

Map 9: Water Eco-system



The main rivers in the district are the Pongola, Mkuze and the Black and White Mfolozi. The Pongola River flows from the Zululand District Municipality (some catchments lie in Swaziland) through Umkhanyakude District Municipality and into Mozambique, where it becomes the Maputo River. At the boundary between Zululand and Umkhanyakude, where the Pongola River passes through the Lebombo Mountains, it has been dammed to form the Pongolapoort or Jozini Dam. The Mkuze River flows into the St Lucia wetlands, whilst the Black and White Mfolozi confluence in King Cetshwayo District Municipality and flows southeast into the Indian Ocean just north of Richards Bay. Most rivers in the district are still intact, but are classified as vulnerable (NSBA, 2004). Importantly, the Phongola River, White Imfolozi, Black Imfolozi, and Mkuze Rivers have been nationally designated as important rivers for representation of biodiversity.

The White Mfolozi catchment consists mostly of commercial farming in the northwest and Traditional Council land in the southeast, with the main activity being cattle farming. Approximately 120 km^2 of commercial forestry (or 2.5% of the land cover) and 30km^2 of alien vegetation (less than 1% of the land cover) are situated in the upper reaches of the catchment. Only a small portion of the catchment area is irrigated, estimated at about 8km^2, downstream of Klipfontein Dam. Some farmers have reduced their irrigation requirements because of the high cost of water. The Hluhluwe-iMfolozi Park lies at the outlet of the catchments from the Zululand District Municipality. Significant towns include Vryheid, Ulundi and Emondlo.

The Black Mfolozi catchments consist mostly of Traditional Authority land, with the main activity being cattle farming. There is approximately 100km^2 of commercial forestry (or 3% the land cover) and

20km^2 of alien vegetation (or less than 1% of the land cover) situated in the upper reaches of the catchment. Only a small portion of the catchment area is irrigated, estimated at about 15 km^2. The Hluhluwe-iMfolozi Park lies at the outlet of the catchment from the Zululand District Municipality. The only significant town is Nongoma. The water resources of the Black Mfolozi catchments are mostly undeveloped and underutilized. The major water users in these catchments are irrigation and domestic rural water supply. Nongoma receives water from the Vuna River (W22G).

The Mkuze catchments consist mostly of commercial cattle or game farming, with a small area of Traditional Council land located in the southeast. There is a significant amount of afforestation, estimated to be nearly 114km^2 (or 4% of the land cover), and an estimated 49km^2 of alien vegetation (or 2% of the land cover). Irrigation of sugarcane is another significant land use covering area of approximately 68km^2 (2.6% of the land cover). The only significant town in the area is Hlobane that is situated river's headwaters. This system is impacted on by the rain shadow of the Lebombo Mountains.

The water resources are mostly undeveloped, with only a few farm dams for irrigation purposes. The major water users in these catchments are irrigation and commercial forestry. Irrigators abstract water from run-of-river flows or from farm dams, apart from Senekal Estates who receive water from the Pongolapoort Dam. The town of Hlobane obtains its water from the Hlobane and Boulder Dams. There is a deficit in the Mkuze River during both the winter and summer months owing to irrigation utilizing the entire available yield without maintaining water for the Mkhuze Game Reserve.

The Pongola catchments form part of an International River Basin shared with both Swaziland and Mozambique. Although neither of these countries currently has high demands on these water resources, it may be easier to supply Maputo's future requirements from the Pongola River where there is a surplus (sourced from the Pongolapoort Dam) than from the Inkomati River that is stressed. The Pongola catchments are characterised by large-scale afforestation estimated at 480km^2 (or 6% of the land cover) in the upper Pongola and Bivane tributaries, and large-scale irrigation of approximately 200km^2 (or 2,5% of the land cover) in the W44 catchments upstream of the Pongolapoort Dam. The main irrigated crop is sugarcane. There is approximately 150km^2 of alien vegetation (or 2% of the land cover). The significant towns in the area include Pongola, Paul Pietersburg, Louwsburg, and Frischgewaagd.

3.2.2.9 Climate

The mean summer temperatures in this area ranges from <25 - >30^{o}C. The higher temperatures occur in the eastern areas, with the western and interior regions being cooler. During the summer period the humidity as well as the higher temperatures results in the convection rainfall that supplies water to this area. Furthermore, because of higher humidity the evaporation during this period could be lower due to the high percentage humidity of this area. This may have some impacts on agricultural activities as many crops are sensitive to temperature, and this could affect the viability of many proposed developments in this area. Therefore, it is imperative that prior to significant investment in

future development that a thorough study be undertaken to determine the suitability of crops and associated activities for this current temperature range during the summer period.

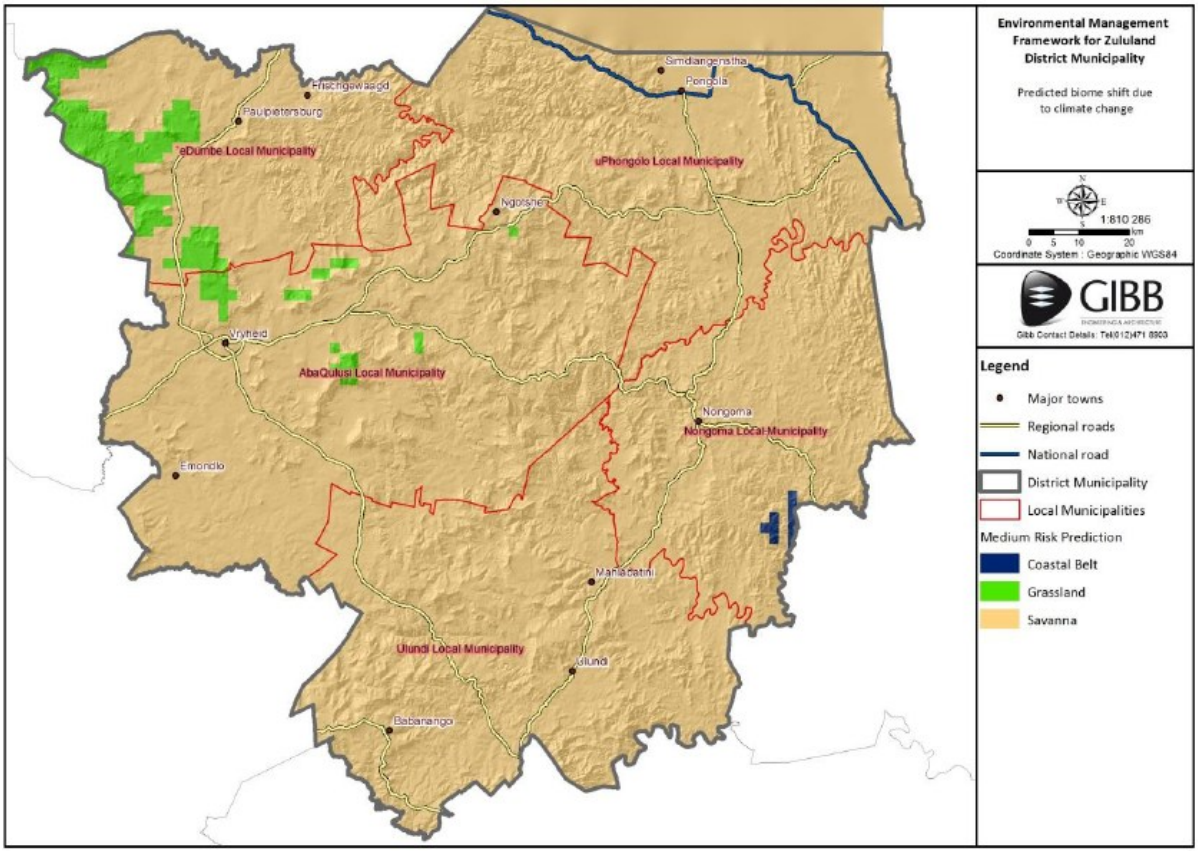
The mean winter night-time temperature of this area ranges from 0 - 2°C in the higher altitude western regions, while rising to > 12°C in the lower altitude eastern regions. During the winter period there is a marked decrease in the humidity, which results in a decrease in the occurrence of rainfall during this period. Hence winters are cool and dry. This decrease in water vapour promotes an increase in evaporation as there is an increase in the atmospheric water deficit, which reduces the availability of water for plant growth and irrigation. Hence, agriculture and developments within this region must be able to accommodate these night-time temperature extremes to allow for an improvement in the local economy (Schulze and Kunz, 2011a).

3.2.2.10 Climate Change

Veld fires, storms and strong winds are common hazards in the district and will likely be exacerbated by climate change. Climate change is also predicted to shift biomes in South Africa, which will result in changes to the ecosystems and vegetation found in the ZDM. It is predicted that under a medium-risk climate scenario, a nearly complete loss of the Grassland Biome will occur with it being replaced by the Savanna Biome and a small patch of Coastal Belt Biome in the south-east of the ZDM (DEA, 2017a).

Under a high-risk climate scenario, it is forecasted that the Grassland Biome will be completely replaced by the Savanna Biome (DEA, 2017a). These predictions are based on an intermediate case scenario looking at temperature increases and changes in rainfall. This change in the biome will have a considerable effect on biodiversity, as habitats for species are lost. This, in turn, affects larger ecosystems through disruptions in food chains, etc. The subsequent loss of habitats also results in the loss of the associated ecosystem services, such as energy dissipation of water run-off during storm events. These losses in ecosystem services have cascading negative effects on the surrounding ecosystem services-dependent local communities.

Map 10: Predicted biome shift due to climate change



3.2.2.11 Vulnerability Assessment - High-Priority Climate Change Indicators

Based on a climate change vulnerability assessment, the following priority indicators were identified as high-priority climate change vulnerabilities for the municipality. The medium and low-priority risk indicators are contained in the Climate Change Response Strategy which is an Annexure to the EMF.

Table 13: Vulnerability Assessment

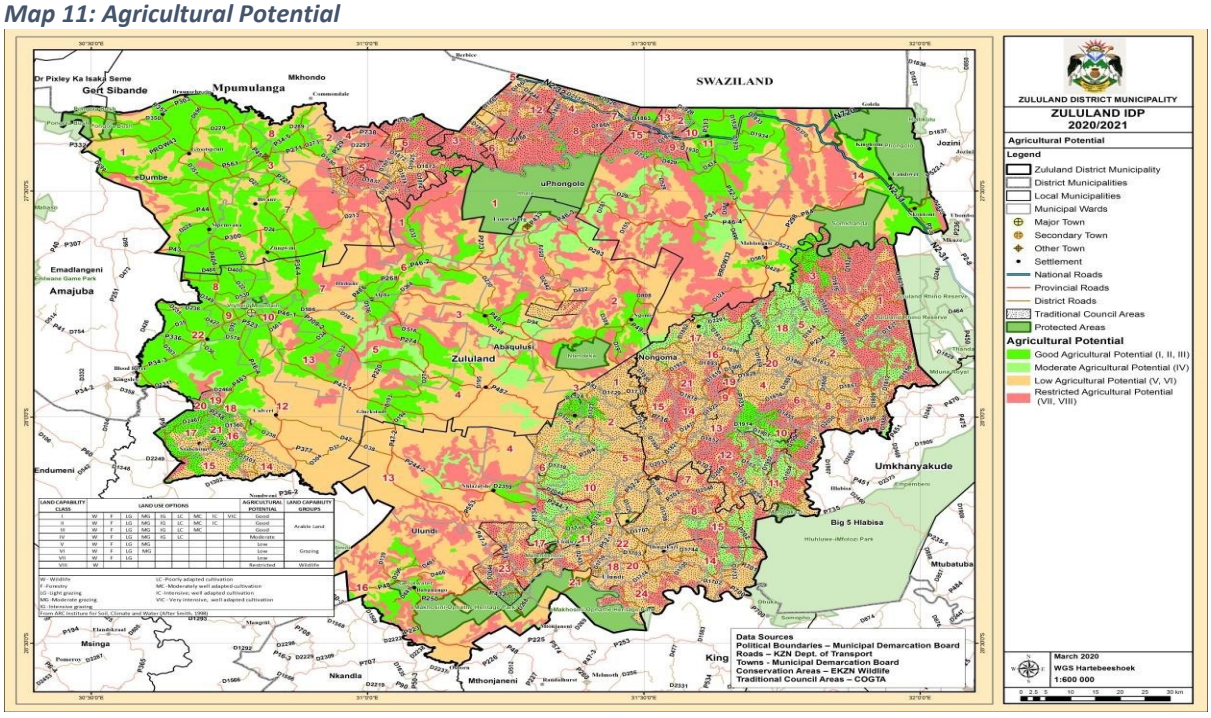
NO	SECTOR	INDICATOR TITLE	EXPOSURE ANSWER	SENSITIVITY ANSWER	ADAPTIVE CAPACITY ANSWER
1	Agriculture	Change in grain (maize, wheat & barley) production	Yes	High	Low
8	Agriculture	Increased areas for commercial plantations	Yes	High	Low
14	Biodiversity and Environment	Increased impacts on environment due to land-use change	Yes	High	Low
25	Human Health	Increased malnutrition and hunger as a result of food insecurity	Yes	High	Low
28	Human Settlements, Infrastructure and Disaster	Management Loss of industrial and labour productivity	Yes	High	Low
30	Human Settlements, Infrastructure and Disaster	Increased impacts on traditional and informal dwellings Management	Yes	High	Low

NO	SECTOR	INDICATOR TITLE	EXPOSURE ANSWER	SENSITIVITY ANSWER	ADAPTIVE CAPACITY ANSWER
31	Human Settlements, Infrastructure and Disaster	Management Increased isolation of rural communities	Yes	High	Low
32	Human Settlements, Infrastructure and Disaster	Management Increased migration to urban and peri-urban areas	Yes	High	Low
33	Human Settlements, Infrastructure and Disaster	Management Increased risk of wildfires	Yes	High	Low
37	Water	Less water available for irrigation and drinking	Yes	High	Low

3.2.2.12 Agricultural Potential

The potential of the land to produce food is largely determined by physical factors such as the terrain, soils, and climate. The KZN Agricultural Land Zoning System (DAFF & DAEA, 2012) is a new initiative by the agricultural authorities that combines available data to classify a region into Agricultural Land Categories, which indicate the ability of an area to produce food under recommended management practices on a sustainable basis.

Map 11: Agricultural Potential



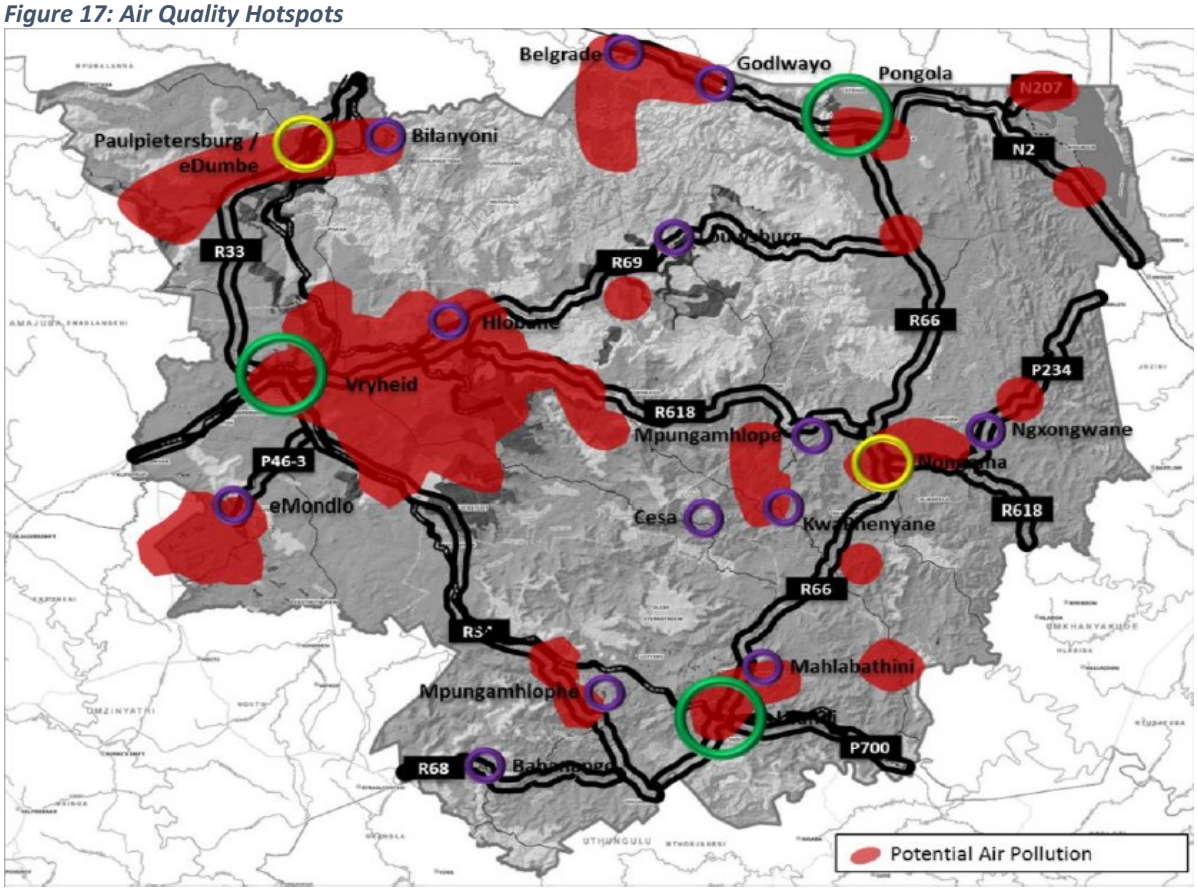
The agricultural authorities regard land with high agricultural potential as a scarce non-renewable resource and accordingly apply a risk-averse and cautious approach when development of such land for purposes other than agricultural production is proposed. To support this risk-averse approach as the basis for decision-making, land with high potential for agriculture is deemed irreplaceable and must thus be legally protected (DAFF & DAEA, 2012).

Irreplaceable land exists in the western highlands of the district, eDumbe Municipality and Abaqulusi Municipality. Irreplaceable land in the Phongola valley is because of irrigation opportunities that have been developed in this area. Current land cover reflects these potentials. The communal areas of Ulundi and Nongoma are however not as fortunate and irreplaceable land is marginal to poor except for the high-lying plateaus in each district. Secondary and mixed agricultural land is found in around these municipalities. However, these make up a small portion of the total area. Valley bushveld of the two Mfolozi Rivers does provide considerable irreplaceable land for the development of irrigation.

Given the high temperatures in these valleys and the moderate winters, these areas are perfectly suited to produce vegetables in the winter or off-season. The deep low-altitude river valleys of Pongola and Mfolozi Rivers provide an excellent opportunity for intensive agricultural production. Where irrigation is available, sugar cane, out of season vegetables and sub-tropical fruits can be planted. Agricultural potential outside these valleys is limited to stock and game farming. The map above depicts agricultural land categories found within the Zululand District Municipality. Irreplaceable land accounts for 49 409Ha; threatened land accounts for 359 421Ha; primary agricultural land accounts for 326 817Ha; secondary agricultural land accounts for 504 926Ha; mixed agricultural land accounts for 165 635ha; permanently transformed land accounts for 13 318Ha; Proclaimed reserves land accounts for 46 571Ha; and water bodies about 11 238Ha.

3.2.2.13 Air Quality

Figure 17: Air Quality Hotspots



Air pollution in the ZDM is experienced within the industrial areas as well as where domestic burning is practiced. Potential air pollution hot spots are illustrated in the map below. As indicated the air pollution is spread out in the area and is mostly spatially distributed within areas of industrial activities. The high amounts of potential air pollution in the Abaqulusi area are largely due to the industrial areas and mines present in this area (ZDM, 2013b).

3.2.3 Integrated Waste Management

Integrated Waste Management Plan (IWMP) is a requirement for certain organs of state in terms of Section 11 of the National Environmental Management: Waste Act, 2008 (Act. 59 of 2008) (NEM:WA) for government to properly plan and manage waste. The compilation of this IWMP will be done in line with the "Guideline for the Development of Integrated Waste Management Plans (IWMP's) (DEA, 2012) and in accordance with Section 12 of NEM:WA.

The IWMP presents an overview and analysis of the status quo of waste management within Zululand, provides a gap and needs assessment and offers solutions to ensure responsible waste management within Zululand.

Issues such as waste generation, waste minimisation and re-use, collection of all waste, disposal infrastructure (disposal facility requirements), and disposal according to environmentally sound practices are addressed to ensure compliance within the requirements of relevant legislation and regulations. The Integrated Waste Management Plan was Adopted in May 2024 and is attached as an annexure.

3.2.3.1 Waste Management Gap Analysis

Several gaps and needs (Gaps Analysis and Needs Assessment) are immediately apparent concerning waste management in the municipality. Foremost of these are the challenges presented by the new Waste Act (Act 59 of 2008) and the NWMS 2020. Below are the headings for the identified gaps and needs in Zululand District Municipality:

- Legislation and Regulatory Issues.
- Waste Collection & Municipal Service Delivery Issues.
- Waste Minimization and Recycling initiatives.
- Technical and Operational Issues.
- Waste Management in the municipality.
- Waste Treatment and Disposal Issues.
- Waste Management Education and Awareness.
- Financial Resources.
- Waste Information Management.

The following problems (gaps and needs) were identified to ensure that the desired end state for waste management services in the Zululand District Municipality would be achieved.

3.2.3.1.1 Legislation and Regulatory Issues

	ISSUE	GAPS & NEEDS
1	National Waste Management Strategy	• The Goals and Objectives of the NWMS are not applied with the ZDM. • Compliance with waste management licencing conditions (All disposal facilities) and National Norms and standards for the storage of waste (applicable to transfer stations proposed for establishment).
2	By-Laws	• The existing by-laws to manage waste management activities at the Ulundi local municipality are outdated.
3	Waste Act	• The by-laws related to waste are not updated- Ulundi Local Municipality.
		• There are currently no standards for the management of waste in the municipality (Refer to Section 9.3 of the Waste Act).
		• The Abaqulusi, Nongoma and uPhongolo local municipalities do not have existing IWMP • The Ulundi and eDumbe local municipalities have developed IWMPs. • Review the existing IWMP (Refer to Section 12.1 of the Waste Act).
		• Resources responsible for all matters relating to waste management are available at the respective municipalities, however, the requirements of the Waste Act regarding the designation of a Waste Officer still requires implementation (See Section 10.3 of the Waste Act).
		• Containers that are provided by the respective municipalities in the district for the recycling of waste materials are insufficient (Section 23.2 of the Waste Act).
4	Municipal Rates	• A very small proportion of the districts' population reportedly pays rates. This will affect the level of service delivered to the public from the municipalities and the ability of public to pay for waste services.
		• The municipality provides poor waste service to rural areas.
5	Zululand District Municipality IDP	• The existing IDP forum meetings used to plan development in the municipality are a useful municipal platform to integrate development planning needs. However, there is a need to provide a platform where other National / Provincial institutional development planning (i.e. Department of Public Works construction of schools, clinics, hospitals, prisons etc.) can be filtered down to the municipality especially in terms of where these development initiatives will require some waste service delivery.

3.2.3.1.2 Waste Collection & Municipal Service Delivery Issues

	ISSUE	GAPS & NEEDS
1	All landfill sites	• There is no regional landfill site at the ZDM, the municipality is in the process of seeking funds for the development of an Integrated Waste Management Plan/Strategy. The total backlog figure in the ZDM is 33,75%. Most of these backlogs comprise of rural scattered households. The costing for such refuse removal has not been assessed yet in any local municipality within the district and only costing for upgrading of existing landfill sites could be obtained. • Some landfill sites at the district municipality are not licensed. • The landfill sites should be upgraded to comply with the license conditions, thereby regular compacting and covering. The fences surrounding the sites are vandalised and should all be repaired.

	ISSUE	GAPS & NEEDS
		• Proper record-keeping of incoming waste is essential and should be conducted. • Reclamation activities on the disposal sites should be formalised and records kept of material recycled. • Burning of waste should be phased out with immediate effect. Waste should be compacted and covered daily. If not possible at least once a week. • At the eDumbe LM, an allocation of R18 million has been granted for the establishment of a new site (the Bilanyoni site). It is projected to have an operational lifespan of at least 50 years. While it has a sound design, it necessitates enhancements and modernization. The application for permit closure has been submitted to the Department of Economic Development, Tourism and Environmental Affairs and the report is still under review by the Department. • A new site has been identified in the eMbonjeni Area of the Nongoma LM and initial preparations are in progress, including the initiation of geo-hydrological studies. • Access roads to the Vryheid landfill are in poor condition. The site is not accessible during inclement weather and signages at the entrance are not available due to theft. Due to the heavy rains, there is a risk that groundwater may have been contaminated at the landfill site.
2	Transfer Stations	• There is only one Transfer station in the Zululand District Municipality (Ulundi LM)

3.2.3.1.3 Waste Minimization and Recycling Initiatives

	Issue	Gaps & Needs
1	Recycling, Reuse, Recovery and Waste Minimization Initiatives	• **<u>Abaqulusi Local Municipality</u>** Abaqulusi municipality has formally implemented waste minimization and recycling as an integral part of its' practices which seeks to reduce the tonnage of waste reaching the landfill sites and subsequently creates jobs for those who are interested to participate in recycling program. Residents are provided with colour plastic to separate at source by the municipality. It is imperative that active encouragement be fostered for the waste minimisation strategies in place, given its significant potential to divert waste from being landfilled. • **<u>eDumbe Local Municipality</u>** An attempt by the municipality is the existing Moduba Environment Project as a partnership project that reaches out to 30 Mondi related schools within eDumbe and Abaqulusi Municipalities, Zululand District, with the objective to promote environmental awareness in schools through teacher workshops, training and projects. Additional strategies to promote recycling and other waste minimisation activities are encouraged. • **<u>Nongoma Local Municipality</u>** While the municipality itself does not directly participate in any formal recycling program, the contractor responsible for managing the dumpsite has engaged three companies to carry out recycling activities at the landfill site. The municipality has a strategy to furnish the residence and business areas with wheelie bins and steel cages for the retail shops. The companies only take paper and plastics and sell to Mondi in Richards Bay. The lack of structured waste separation

	Issue	Gaps & Needs
		initiatives impacts on downstream waste management activities within the municipality. • **Ulundi Local Municipality** The municipality has developed a recycling policy which safeguard the recycling initiatives within Ulundi Municipality which is reviewed annually. This is deemed acceptable; nevertheless, a need exists for the development and execution of recycling initiatives. • **uPhongolo Local Municipality** The uPhongolo Municipality has taken into account and acknowledged the substantial potential benefits that can be obtained through waste diversion. The municipality has then decided to explore this potential by, amongst others, entering into agreement with Hlanganisani Izibi Waste Recycling. It is essential to guarantee that recycling occurs with efficiency.
		• Domestic waste at all the landfill sites was observed to contain large amounts of recyclable material despite the recycling activities. This included plastics and paper grades.
		• General waste at households contains a large amount of recyclable material. This included plastic and paper grades.
		• Limited volumes of garden refuse were observed at the various waste disposal sites during site inspection. • This might be due to the drought phenomenon. Home composting should be encouraged to get to the diversion of 100% by 2030. • The exact volume of garden refuse and builders' rubble generated are not known since no proper record-keeping and sorting of different types of waste takes place at the waste disposal sites.
		• There are no accurate records of the quantities of waste generated in different areas of the municipality. It is therefore not possible to set recycling, reuse, recovery and minimization targets.
2	Existing Initiatives	• For the majority of ZDM, there are no existing waste minimizing initiatives.

3.2.3.1.4 Technical and Operational Issues

	ISSUE	GAPS & NEEDS
1	Staff and Fleet	• Lack of sufficient supervisors at landfill sites.
		• Shortage of general workers who assist with waste collection, street sweeping in the municipalities.
		• Insufficient number of trained staff in waste and environmental issues.
		• There is extreme shortage of waste management equipment.

3.2.3.1.5 Waste Management in the Municipality

	ISSUE	GAPS & NEEDS
1	Public Transport Facilities	• For the bus and taxi rank line of business, it should be kept in mind that these activities are also magnets for formal and informal trade activities,

	ISSUE	GAPS & NEEDS
		which in themselves generate a varied composition of wastes. Therefore, the district municipality must also make adequate provision for a waste service at these public transport facilities.
2	Building and Construction waste	• This includes building rubble from construction and spoil material from road construction and other activities in the district municipality.

3.2.3.1.6 Waste Treatment and Disposal Issues

	ISSUE	GAPS & NEEDS
1	All waste disposal facilities	• Waste Treatment and Disposal Issues
2	Illegal Dumping	• Illegal dumping is reported to be a problem in various areas within the municipality.
3	General Landfill Provisions	

3.2.3.1.7 Waste Management Education and Awareness

	ISSUE	GAPS & NEEDS
1	Educational Awareness, Schemes and Campaigns	• Waste campaigns are not strongly encouraged at schools.
		• Local Municipalities
		• General Public

3.2.3.1.8 Financial Resources

	ISSUE	GAPS & NEEDS
1	Waste Budget	• Lack of funds for waste related services

3.2.3.1.9 Waste Information Management

	ISSUE	GAPS & NEEDS	RECOMMENDATION/S
1	Waste Information System	• Lack of waste information collection, capturing and recording system	• The local municipalities need to report through the provincial system and Waste Information System (WIS). The WIS team then provides the reported data to the National system, the South African Waste Information System (SAWIS).
		• Lack of information management and dissemination systems	• Collect information on environmental impact and resources in general

3.2.4 Disaster Management

Section 53 of Disaster Management Act No. 57 of 2002 "DM Act" requires each municipality to prepare a **Disaster Management Plan** according to the circumstances prevailing in its area. Besides requirements of the DM Act, Section 26 (g) of the Municipal System Act No. 32 of 2000 also requires

Municipal Disaster Management Plans to form an integral part of the municipality's Integrated Development Plan (IDP).

The Disaster Management Act No. 57 of 2002 requires the Zululand Disaster Management Section to take the following actions:

- To prepare a Municipal Disaster Management Plan for its area according to the circumstances prevailing in the area and incorporating all municipal entities as well as external role-players.
- To co-ordinate and align the implementation of its Municipal Disaster Risk Management Plan with those of other organs of state, institutional and any other relevant role-players; and
- To regularly review and update its Municipal Disaster Management Plan (refer to Disaster Management Act No. 57 of 2002 - Section 48).

The fire and rescue services have some legal mandate that we need to follow and fulfil as Zululand District Municipality.

- To provide for the establishment; maintenance; employment; coordination and standardization of fire brigade services and for matters connected therewith.
- National Veld and Forest Fire Act 101 of 1998.
- National Building Regulations and Building Standards Act 103 of 1977.
- National Environmental Management Act 107 of 1998.
- Occupational Health and Safety Act 181 of 1983.
- Safety at Sports and Recreation Act 2 of 2010.
- SANS 10400.
- SANS 10090.
- Major Hazardous Installation Regulations.
- Emergency By-laws.

Until recently, the approach to Disaster Management has been reactive and relief-centric. A paradigm shift has now taken place from the relief-centric pattern to holistic and integrated approach with emphasis on prevention, mitigation and preparedness.

3.2.4.1 Disaster Management Plan

The plan is prepared in accordance with the Disaster Management Act, 2002 (Act No. 57 of 2002) (DMA) which places a legal obligation on all organs of state and other institutional role-players involved in disaster management to develop, regularly review, update, coordinate, share and implement disaster management plans (DMP). The Zululand District Disaster Management Plan is attached herewith as an **Annexure**.

3.2.4.2 Institutional Capacity

3.2.4.2.1 Municipal Disaster Management Centre

The disaster risk management function and Disaster Management Centre (DMC) in the municipality fall under the Community Services Department of the Zululand District Municipality. Zululand District

Municipality Disaster Management Centre was established in 2006 and is fully operational. It is located at Prince Mangosuthu Buthelezi Airport in Ulundi. It operates for 24hours seven days a week. However, this is not sufficient for the Disaster Management Offices and a site to establish the Disaster Management Centre has been identified at the Abaqulusi Local Municipality area (Vryheid).

3.2.4.2.2 Operational Function

The Zululand Disaster Management is placed under the Committee of Health and Safety Portfolio Committee that is where the committee takes decision and makes recommendations to the Council. The Chairperson for the said committee is the councillor responsible for Disaster Management and the other councillors from other Local Municipalities who are responsible for Disaster Management who also participate in the District Disaster Management Advisory Forum.

3.2.4.2.3 Municipal Institutional Capacity

The disaster risk management function and Disaster Management Centre (DMC) in the ZDM are under the Community Services Department. The Municipal Disaster Offices form part of the Protection Services Departments under Community Services. The Disaster Management Centre has a District Disaster Manager and Disaster Management Officers per Local Municipality.

3.2.4.2.4 Zululand District Disaster Advisory Committee (DDMAC)

Zululand District Disaster Advisory Committee is fully functional and was formed in terms of the Disaster Management Act No. 57 of 2002, Section 51 coupled to section 42, which requires the Municipality to establish a multi–disciplined structure consisting of representatives from the District Municipality, all category B Municipalities within the District, Provincial Departments who have a role play in the Disaster Management and have district offices within the area, Senior Representatives of the National Departments within the area and all role players i.e. All NGO'S in the district.

3.2.4.2.5 Municipal Disaster Management Inter-Departmental Committee

The Zululand District Municipality has established a municipal Disaster Management Inter-Departmental Committee comprising the following departments:

- Disaster Management Unit.
- Mayor's Office.
- Technical Services Department.
- Community Services Department.

3.2.4.2.6 Disaster Management Advisory Forum

The Zululand District Disaster Risk Management Advisory Forum was established in 2009. According to subsection (1) a forum is a body in which the municipality and other key stakeholders consult one another and co-ordinate their actions on matters relating to disaster management in areas under their jurisdiction. The Zululand District municipality advisory forum is made up of all relevant stakeholders within the district who may be involved in issues related to disaster management. One of the

challenges faced by the forum is non-attendance of key stakeholders at the meetings, the forum meets quarterly. In addition:

- Local Municipal Disaster Management Committees: Local Municipalities have established local offices to manage and or discus disasters and response to local disasters.
- District Technical Advisory Committee: This committee was established at the district level and comprises local and district political and administrative officials and identified sector departments.
- Municipal Inter-Departmental Disaster Risk Management Committee: This committee is to be established.
- Ward Structures: Ward Structures are a key community awareness and important communication and information link between the municipality and the communities on the ground. Ward structures are operational in all the municipalities.

3.2.4.3 Resources and Equipment

The table below indicates the resources and equipment available within the ZDM to deal with disasters.

Table 14: Disaster Management Capacity

MUNICIPALITY	VEHICLES	PERSONNEL	EQUIPMENT
Zululand District	3X Land Cruiser 4X4 with fitted rescue equipment; 2X Disaster utility Trucks (3 in 1) and 1X fire engine.	13 which comprises of: - • Head of Disaster. • Deputy Director: Disaster Management & Fire Rescue Services • Fire & Disaster Co-ordinator • Admin Officer • 09X Fire Fighters	3X Sets of Jaws of life; 2X Prisma Lights and Fire Rescue.
Abaqulusi	1X Bakkie; 2X Fire Engine 1X Rescue and 1X Tanker.	1X Acting Disaster Management Assistant Manager and 1X Acting Disaster Officer	1X Jaws of Life and Fire Equipment
Edumbe	1X Truck; 1X Bakkie Sakkie; 1X Tanker.	• Head of Disaster; • 1X Centre Manager; • 2X Fire Fighters.	1X Jaws of Life and Fire 15X Fire Beaters
uPhongolo	1X Fire Engine 1X Utility vehicle 1X Skid Unit	• Head of Department; • Manager of Fire; Disaster; • Disaster Officer; • Utility Driver and • 5X Fire Fighters • 2X Interns Fire Fighters.	None
Nongoma	1X Truck; 1X Bakkie; 1X Skid unit	• Head of Department; • 1X Disaster Officer and • 6X Fire Fighters.	15X Fire Beaters and 6X Back pumps.

MUNICIPALITY	VEHICLES	PERSONNEL	EQUIPMENT
Ulundi	1X Fire Engine 1X Bakkie; 2X Skid unit	• Head of Department; • Disaster Officer • Admin Officer and • 09 Fire Fighters.	23X Fire Beaters

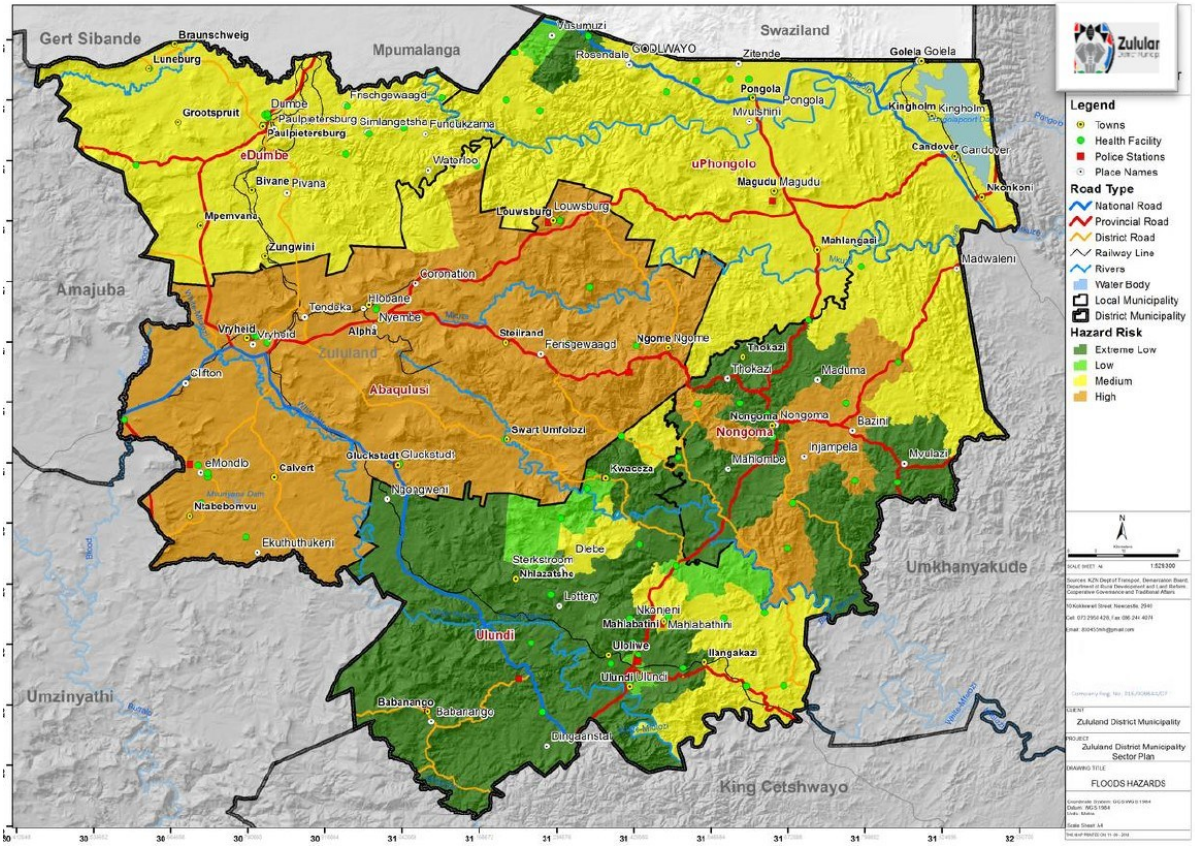
3.2.4.4 Risk Assessment

The Zululand District municipality is exposed to a wide range of natural and human-induced hazards that can cause widespread hardship and devastation. The Zululand Disaster Management Centre has observed that seasonal incidents occur in their extreme and this may be attributed to the effects of climate change. Over the past few seasons, the district has experienced:

Heavy rainfall caused flooding in several areas. Higher rainfall occurring during November to January summer season period causes floods in low-lying areas and erosion of land has become a regular feature in the district. The district has in the past witnessed the worst form of disasters caused by floods and landslides rendering normal life paralyzed by way of disruption of means of communications caused due to damage of roads and bridges and blockage of roads.

The map depicts below the flood hazard index of the different quinary catchments present or intersecting with the municipality. The flood hazard index is based on the catchment characteristics and design rainfall, averaged at the quinary catchment level. Green indicates a low flooding hazard, while red indicates a high flood hazard.

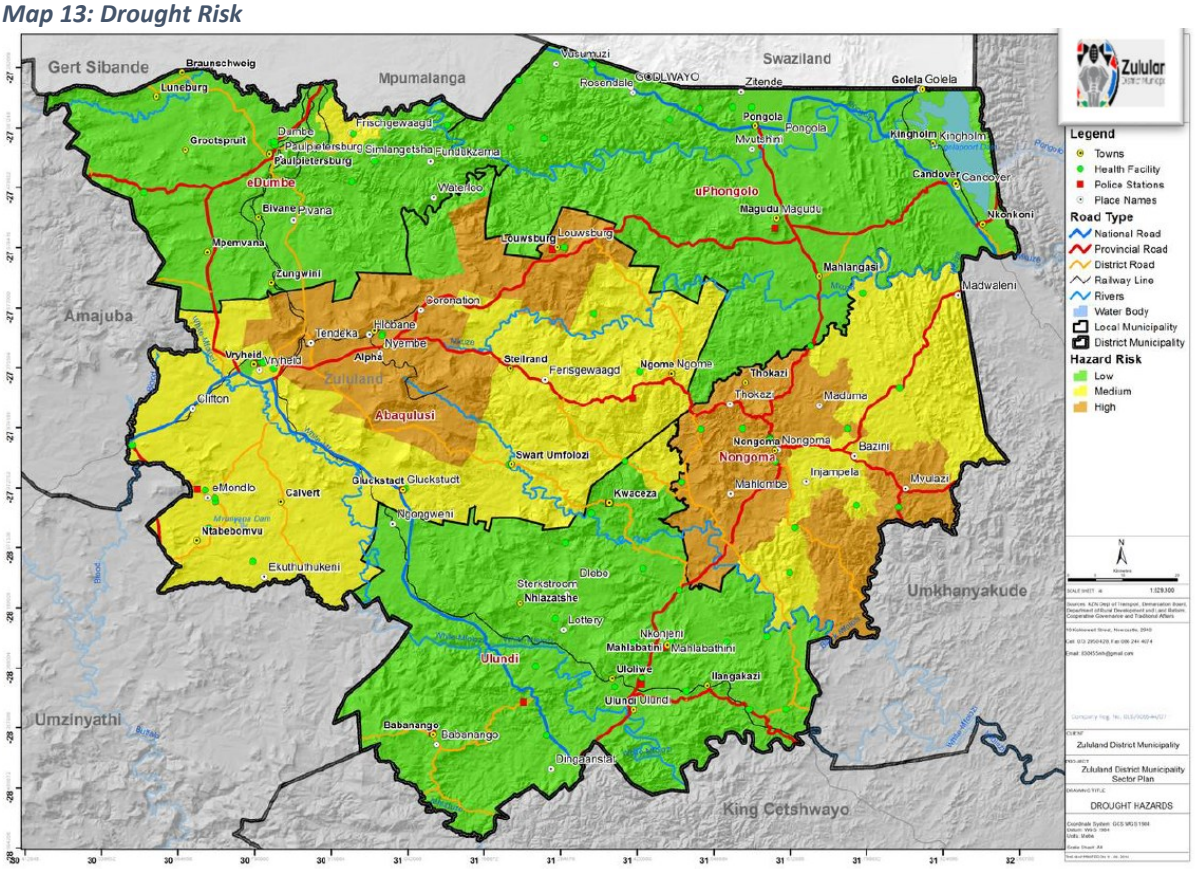
Map 12: Flood Risk Areas in Zululand



The risk assessment map above illustrates areas of Ulundi to have a higher risk of floods. These areas include settlements such as Dindi, Nqulwane, a portion of Ophathe Heritage Park, and Ulundi town. These are settlements situated between existing rivers/streams.

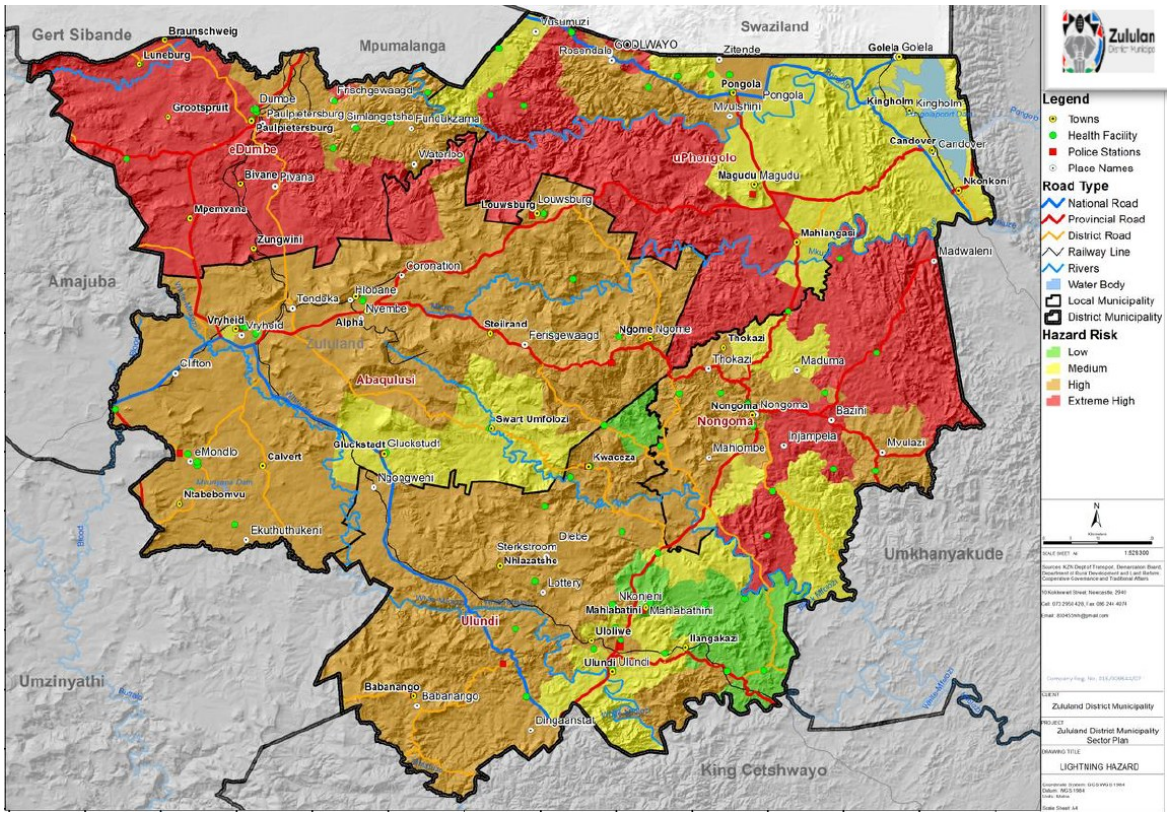
Much of the area of Abaqulusi has been pointed out. Areas around Nongoma, to Abaqulusi and eDumbe are also prone to high flood risk. Severe drought causes serious shortage of water for both domestic and livestock use. According to recent data received from the SA Weather Service, most of these areas have been constantly receiving less than average rain fall in the past five years. As a result of the reduction in rainfall, there has been a constant reduction in crops yielded by farmers as well as a steady decline in water reserve sources. The map below depicts the projected change in drought tendencies (i.e. the number of cases exceeding near-normal per decade) for the period 1995-2024, relative to the 1986-2005 baseline period, under a low mitigation scenario (RCP 8.5). A negative value is indicative of an increase in drought tendencies per 10 years (more frequent than the observed baseline).

Map 13: Drought Risk

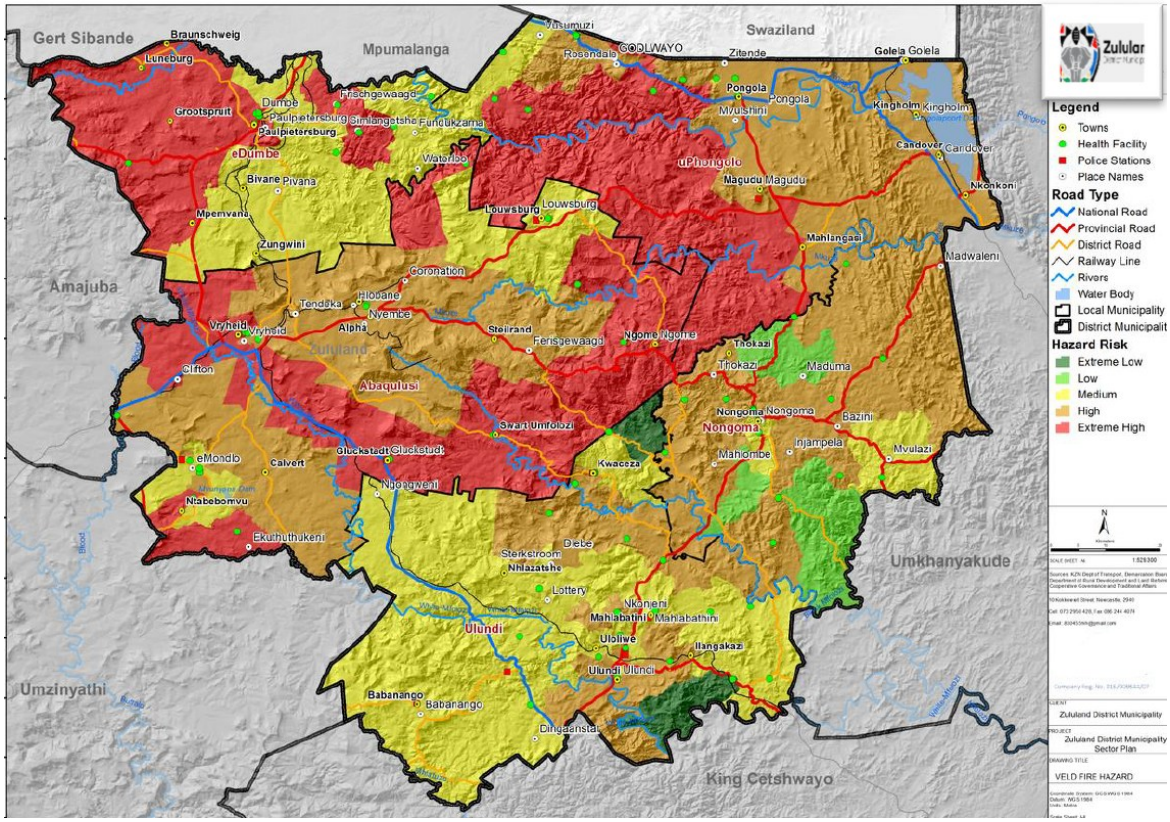


According to the map, areas northeast of Nongoma, centre to north of Abaqulusi are prone to drought. Runaway veld fires have ravaged the district and destroyed a lot of property, livestock, grazing lands and even claimed innocent people's lives. Veld fires have been a persistent problem in Zululand District Municipality area and this situation has worsened over the past several years, the district experienced devastating veld and structural fires across. Those veld fires that resulted from strong winds and extremely dry winter conditions, damaged to land. Plant and animal communities are at greater risk of extinction because their traditional habitats are irreversibly being modified by severe fires. Other notable adverse effects have been loss of livestock, agricultural crops and power outages.

Map 14: Lighting Hazards in Zululand



Map 15: Fire Risk in Zululand



The rise in heat temperatures is one of the causes of fires but can also be hazardous to the health of communities due to heat stroke. The very hot days map below depicts the number of days where the

maximum temperature exceeds 35°C. The annual heat-wave days map depicts the number of where the maximum temperature exceeds the average maximum temperature of the warmest month of the year at that location by 5°C, for a period of at least three consecutive days.

Fatal lightning strike incidents occur during the summer seasons. According to the map above, the northern region of the district, constituting of uPhongolo and eDumbe municipalities experience extremely high levels of lightning hazards. Abaqulusi, Nongoma and Ulundi municipalities experience high-risk ratings The map below depicts the likelihood of wildfires occurring in the wildland-urban interface (the boundary or interface between developed land and fire-prone vegetation) of the settlement.

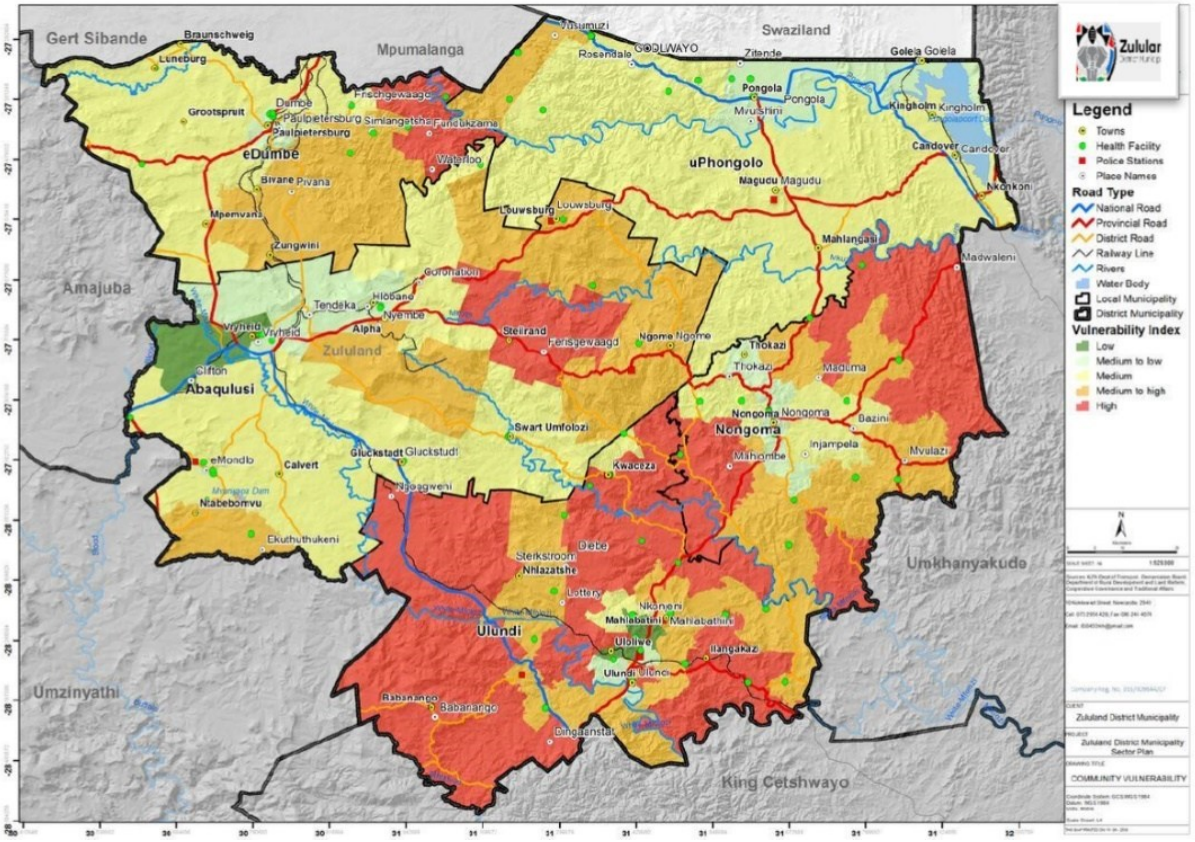
According to the map above, several areas in the district are prone to fires. Areas around Abaqulusi town and to the north of the town, eDumbe town, Ulundi town and surrounds, areas south of Nongoma town are called prone to fires.

Figure 18 Zululand Risk Rating Diagram

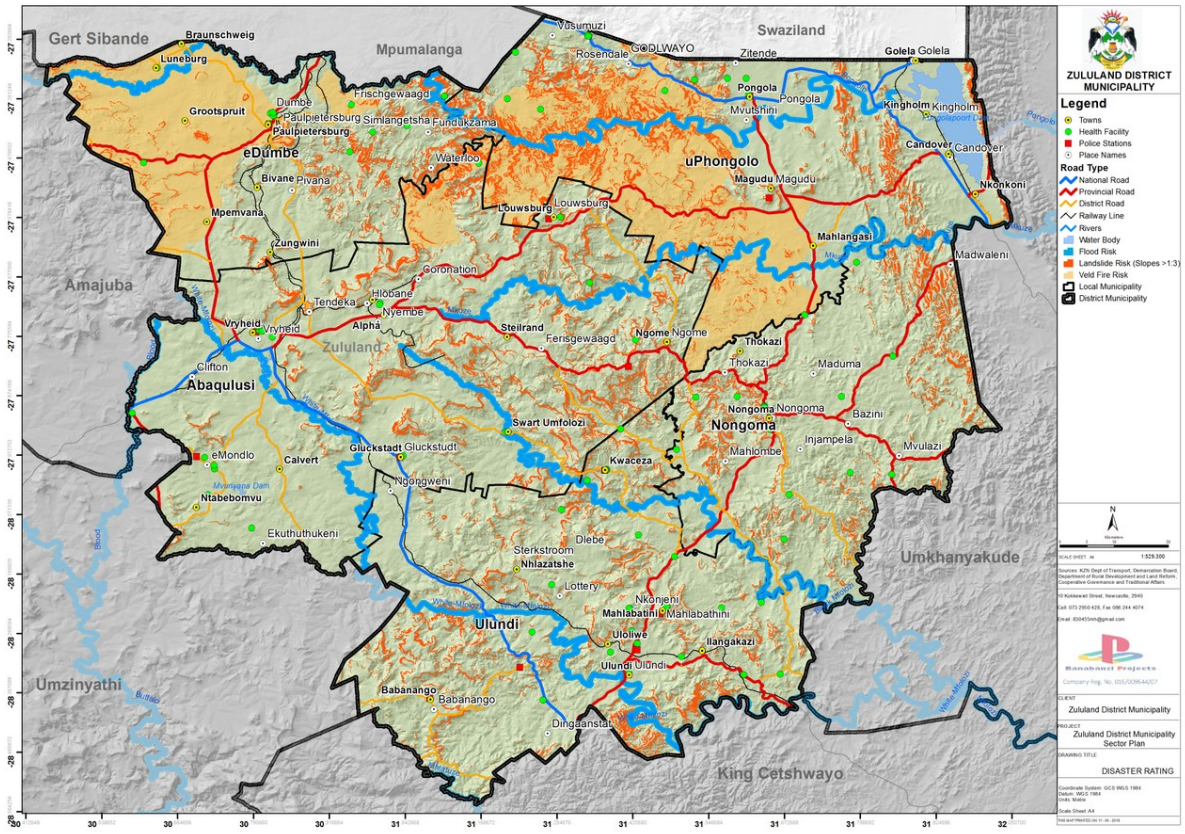
Hazard Name	Risk
Hydro-meteorological Hazards - Severe Storms (Wind, Hail, Snow, Lightning, Fog)	**Higher Priority**
Disease / Health - Disease: Human (HIV/AIDS & TB)	
Fire Hazards - Formal & Informal Settlements / Urban Area	
Fire Hazards - Veld/Forest Fires	
Disease / Health - Disease: Human (Other Disease)	
Hydro-meteorological - Drought	
Infrastructure Failure / Service Delivery Failure - Water	
Hydro-meteorological Hazards - Floods (River, Urban & Dam Failure)	
Infrastructure Failure / Service Delivery Failure - Electrical	
Civil Unrest - Crime	
Civil Unrest - Demonstrations / Riots	
Civil Unrest - Refugees / Displaced People	
Hazardous Material - Hazmat: Fire/Explosion (Storage & Transportation)	
Civil Unrest - Xenophobic Violence	
Infrastructure Failure / Service Delivery Failure - Sanitation	
Infrastructure Failure / Service Delivery Failure - Information Technology	
Infrastructure Failure / Service Delivery Failure - Gas	
Transport Hazards - Road Transportation	
Geological Hazards - Subsidence	
Environmental Degradation - Erosion	
Geological Hazards - Landslides/Mud flows	
Hydro-meteorological Hazards - Extreme Temperatures	
Geological Hazards - Earthquake	
Geological Hazards - Rock-fall	
Infrastructure Failure / Service Delivery Failure - Transport	
Pollution - Water Pollution (Fresh and Sea)	
Civil Unrest - Armed Conflict (Civil/Political War)	
Infestations - Insect Infestation	
Disease / Health - Disease: Animal	
Hazardous Material - Hazmat: Spill/Release (Storage & Transportation)	
Infestations - Animal Infestation / Over Population	
Pollution - Land Pollution	
Transport Hazards - Rail Transportation	
Infestations - Plant Infestations (Intruder Plants)	
Major Event Hazards (Cultural, Religious, Political, Recreational, Commercial, Sport)	

Hazard Name	Risk
Civil Unrest - Terrorism	
Transport Hazards - Water Transportation	
Structural Failure - Dam failure	
Environmental Degradation - Land Degradation	
Environmental Degradation - Deforestation	
Disease / Health - Disease: Plants	
Structural Failure - Building Failure	
Transport Hazards - Air Transportation	
Pollution - Air Pollution	
Structural Failure - Bridge Failure	
Hydro-meteorological Hazards - Desertification	
Environmental Degradation - Loss of Biodiversity	
Infestations - Algal Bloom (Red Tide)	
Oceanographic – Tsunami, Sea Level Rise (Climate Change), Storm Surge.	

Map 16: Vulnerability Index



Map 17: Disaster Risk Rating



3.2.4.5 Risk Reduction and Prevention

3.2.4.5.1 Assistance

It is the responsibility of a municipal disaster management centre to assist both the national- and provincial disaster management centres with:

- The identification and establishment of communication links with disaster management role-players in the municipal area;
- Development and maintenance of the disaster management electronic database; and
- Develop guidelines for the preparation and regular review of disaster management plans and strategies, including contingency plans and emergency procedures, and the integration of the concept and principles of disaster management and particularly the prevention and mitigation strategies, with development plans and programmes.

3.2.4.6 Prevention and Mitigation

The District Municipality's Disaster Management Centre must give guidance to assess and prevent or reduce the risk of disasters, including ways and means of:

- Determining levels of risk;
- Assessing the vulnerability of communities and households to disasters that may occur;
- Increasing the capacity of communities and households to minimise the risk and impact of disasters that may occur; and

- Monitoring the likelihood of, and the state of alertness to disasters that may occur.
- The district municipality is also responsible for the following in terms of prevention and mitigation:
- The development and implementation of appropriate prevention and mitigation methodologies;
- The integration of prevention and mitigation methodologies with development plans, programmes, and initiatives; and
- The management of high-risk developments.

Lastly, it is the responsibility of the disaster management centre of a district municipality in terms of prevention and mitigation to promote formal and informal initiatives that encourage risk avoidance behaviour by organs of state, the private sector, non-governmental organisations, communities, households, and individuals in the municipal area.

3.2.4.7 Response and Recovery

The Council of a District Municipality is primarily responsible for the co-ordination and management of local disasters. This is the first sphere of government from where a local state of disaster may be declared by way of a notice in the Provincial Gazette. When a disastrous event occurs or is threatening to occur in the municipality, the disaster management centre of the municipality concerned must determine whether the event should be regarded as a disaster in terms of the Act and if it is regarded as a disaster, the municipality must immediately:

- initiate efforts to assess the magnitude and severity or potential magnitude and severity of the disaster;
- inform the National Centre and the relevant provincial disaster management centre of the disaster and its initial assessment of the magnitude and severity or potential magnitude and severity of the disaster;
- alert disaster management role-players in the municipal area that may be of assistance in the circumstances; and
- initiate the implementation of any contingency plans and emergency procedures that may be applicable in the said circumstance.
- When reporting the disaster to the National Centre and the relevant provincial disaster management centre, the municipal disaster management centre may make a recommendation regarding the classification of the disaster.

3.2.4.8 Information Management and Communication

The district Disaster Management Centre operates a bulk SMS system to disseminate early warnings of severe weather which are received from the South African Weather Services (SAWS). Once a severe weather warning is received this is passed to relevant stakeholders using the bulk SMS system. Stakeholders include all the local municipalities and members of the advisory forum. The intention is for the local municipalities to ensure that these warnings are disseminated to the communities through ward councillors and ward committees.

3.2.4.9 Public Awareness

The District Disaster Management Centre has developed this Community Awareness, Educational Programme, Capacity Building and Workshops to create resilient communities on disaster management. One of the fundamental aims of this campaign is to ensure the visibility of District Disaster Management Centre (DDMC) at local level. The DDMC collaborates with other stakeholders in the rolling out the campaign. All messages are based on the district risk profiles for those areas. The target audience are community members, community leaders, Operation Sukumasakhe, school children and stakeholders. Municipal Transformation and Institutional Development

3.2.4.10 Disaster Risk Reduction and Climate Change Adaptation Programmes

Table 15: Disaster Risk Reduction and Climate Change Adaptation Programmes

NAME OF THE PROJECT	BUDGET REQUIRED	TARGETED AREAS	DATE
Disaster Relief Material	R1.2 000 000.00 R500 000.00 R500 000.00	Plastic Sheeting Relief Blankets Emergency Boxes	1st July 2026- 31st June 2027.
Project Management / Professional Fees	R950 000.00 R250 000.00 R250 000.00 R600 000.00	Professional Fees Sector Plan Climate Change Strategy Disaster Plan	1st July 2026- 31st June 2027
Lightning Conductors	R2.8 million	Installation of 20 X Amakhosi Traditional Council 36 per Traditional Council.	1st October 2026 - 31st December 2027.
Disaster Management Indaba / Workshops	R250 000.00 R100 000.00 R100 000.00	Broachers Equipment Catering	1st October 2026 - 31st December 2027.
Disaster Management Forums	R100 000.00 R100 000.00 R100 000.00	Practitioners Forum Advisory Forum DCF Forum	On going.
Disaster Management and Fire & Rescue Services Uniform	R300 000.00	Staff Uniform	July to September 26
Furniture	R400 000.00 R200 000.00	Disaster Management Furniture Fire and Rescue Services Furniture	On going
Disaster Management Vehicles	R835 000.00 R15 000.00 R30 000.00 R200 000.00	Assessment Vehicle 4X4 Double cab 4.2 Litre V6 Winch Steal Bulbar Trailer	On going
Training and Campaigns	R300 000.00	Reducing loss of life and minimising economic damage during emergencies	On going
Disaster Management Centre	R20 Million	Coordination Hub: Central location for managing all phases of disaster management (Mitigation, Preparedness, Response and Recovery)	
Fire breaks (Risk Reduction)	N/A	To mitigate the spread of veld fires	On going

NAME OF THE PROJECT	BUDGET REQUIRED	TARGETED AREAS	DATE
Implementation of Environmental issues Planting of trees (Climate Change)	R800 000 00	Throughout the district to the vulnerable communities as per risk assessment.	On going
RBIG	R214 000 000.00	Addressing drought issue within the District.	On going
WSIG	R100 000 000.00	Upgrading water infrastructure	On going
Stationery	R 10 000 .00	Stationery	On going

Table 16: Disaster Risk Reduction and Climate Change Adaptation Programme

NAME OF THE PROJECT	DEPARTMENT	BUDGET	TARGET AREAS	DATE
Disaster Management Awareness Campaign	Community Services (Communication Unit)	R1 000 000	Throughout the district to the vulnerable communities as per risk assessment thought Mayoral slot.	On going
Drought Relief (MIG)	Technical Department	R259 542.00	Throughout the district to the vulnerable communities	1st July 2026
Training of Disaster Management and Fire Services staff	Cooperate Services (LGSETA)	R 2 100 000.00	Municipal staff	1st July 2026
Implementation of Environmental issues Planting of trees (Climate Change)	Community Services Department	R 1 100 000	Throughout the district to the vulnerable communities as per risk assessment	1st July 2026/27

3.2.5 Key Challenges

- Spatial Planning
  - Complex land rights-related issues, including upgrading tenure rights, finalizing restitution cases, and settlement of emerging farmers, and decongestion of rural settlements.
  - The district is characterised by uneven and dualistic development arising from the apartheid past; and reflects the impact of natural features, road network and development initiatives of the post-apartheid democratic government.
  - Spatial segregation and land use separation remain key challenges, which is exacerbated by a scattered low density settlement pattern.
  - The declining quality of urban environment, poverty, underdevelopment, service backlogs, and poor road access, remains issues that must be addressed.
- Environmental Analysis
  - Significant portions of vegetation classified as endangered or vulnerable, often outside protected areas.
  - Waste management presents various challenges, including issues with collection, technical and operational aspects, treatment and disposal, financial resources, and information management.
  - Compliance with waste management legislation and licensing conditions is an issue, and some municipal by-laws related to waste are outdated.
- Disaster Management

- The district is exposed to various natural and human-induced hazards, including extreme seasonal incidents potentially linked to climate change.
- Challenges within the disaster management function include the lack of a fully-fledged Disaster Management Centre, and shortages of tools, equipment, employees, and budget resources.
- Non-attendance of key stakeholders at the Disaster Management Advisory Forum meetings also hinders coordination.
- Disaster management capacity exists in fragmented form.
- No fully established and compliant Disaster Management Centres.
- Inadequate staffing against national norms.
- Insufficient dedicated budget.
- Weak coordination with local Municipalities.
- This undermines district-wide oversight and support functions required by law.
- Fire and disaster management vehicles are ageing and insufficient to service the entire district.
- Strengthen fire services governance and capacity.

3.2.6 SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
• Joint Municipal Planning Tribunal • Policies are in place. • 24hr emergency number in place • Skilled staff members • Early warning system- Social media platforms and radio stations • Protected areas such as Emakhosini Valley and Ithala Game Reserve. • Existing urban centres. • Large and expansive rural settlements. • Agricultural land with high production potential. • Rich Zulu and Afrikaner heritage. • Water resources. • Coal reserves.	• Lack of Financial Resources • Equipment's and vehicles are not in good condition. • Spatial segregation and land use separation. • Scattered low density settlement pattern. • Declining quality of urban environment. • Poverty, underdevelopment, and service backlogs. • Poor road access. • Undulating terrain in Ulundi and Nongoma. • Peripheral location in the Provincial	• Implementation of Integrated Waste Management Plan • To build a disaster centre • Working with other department to mitigate the climate change. • Conduct public awareness. • Increase workforce • N2 national corridor. • Location in relation to Mpumalanga Province and Eswatini. • Mfolozi River Catchment. • Phongolo/Jozini Dam. • Hluhluwe/Imfolozi Park	• Lack of a fully-fledged Disaster Management Centre • Fatalities due to disaster • Damage of infrastructure • Degradation of environment • Provincial spatial integration • Spatial transformation. • Poor access to public facilities and opportunities. • High service backlogs. • Spatial marginalization. • Unsustainable human settlements.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
• Developed Integrated Waste Management Plan	• Environmental Analysis • Limited Spatial Planning Capacity		• Shortage of capital and operational budget resources

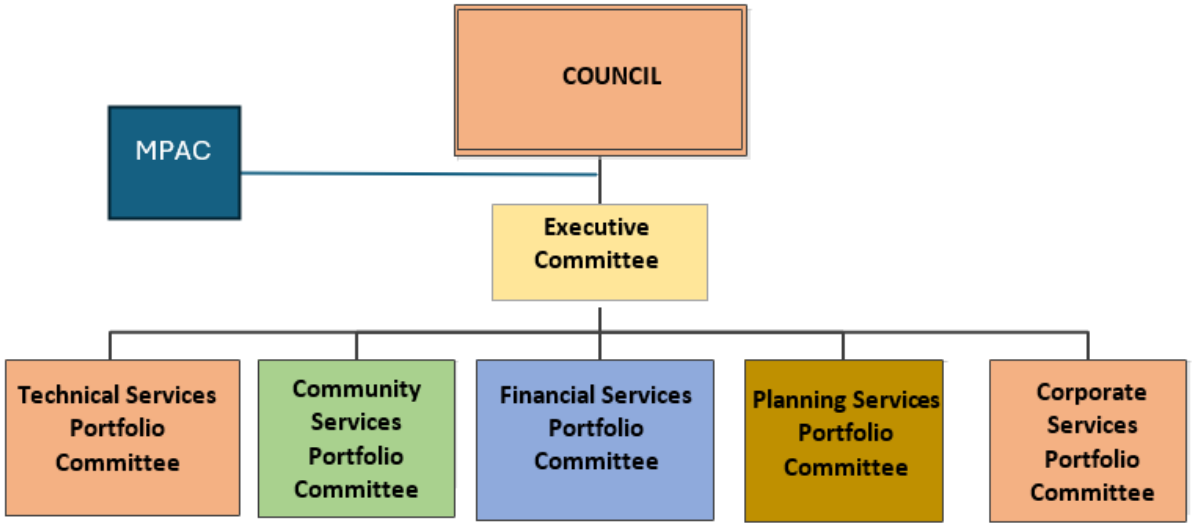
3.3 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

3.3.1 Institutional Arrangements

Political governance in the ZDM comprises the following:

- ZDM Council.
- The Executive Committee.
- Portfolio Committees.

Figure 19: Council and Sub-committees



3.3.1.1 The Council

Zululand District Municipality Council comprises 36 Councillors, of which 40% are proportionally elected, while 60% are appointed from the respective local municipalities within the district. The Mayor, Deputy Mayor, Speaker, and Members of the Executive Committee are elected from among the Councillors. Council meetings are presided over by the Honourable Speaker. In addition, Amakhosi participate in Council meetings as ex-officio members, thereby strengthening traditional leadership participation in local governance matters.

In terms of the Constitution of the Republic of South Africa, the legislative and executive authority of the Municipality is vested in the Municipal Council. The Council is therefore responsible for exercising oversight, governance, and fiduciary responsibilities in accordance with Section 4(2) of the Local Government: Municipal Systems Act.

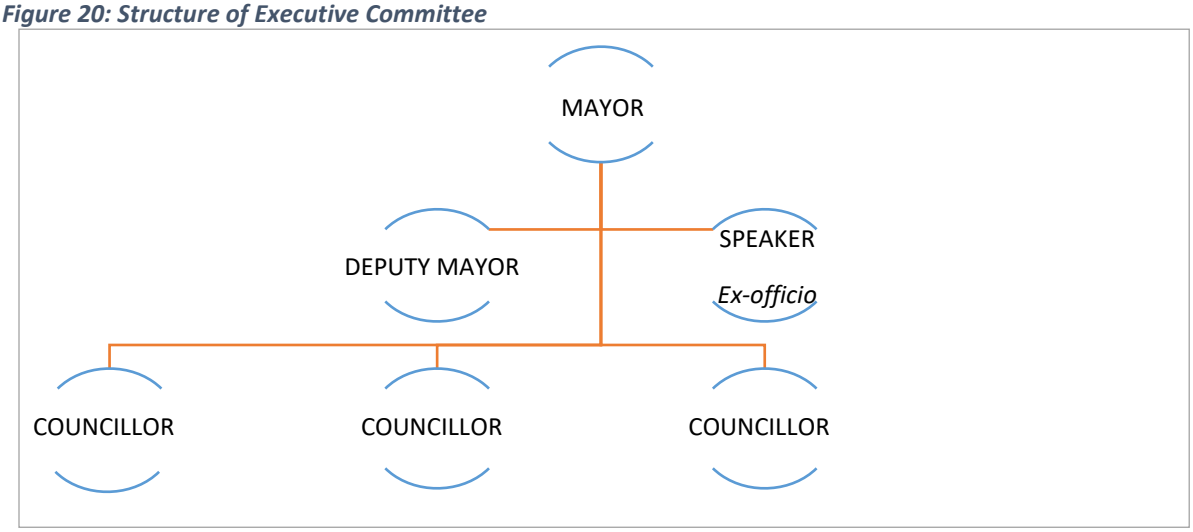
Furthermore, in compliance with Section 19(2) of the Local Government: Municipal Structures Act, the Council annually reviews:

- the developmental needs and priorities of communities within the district;
- the Municipality's priorities and strategies for addressing those needs;
- mechanisms and processes for community participation and stakeholder engagement; and
- the organisational structures, institutional arrangements, and service delivery mechanisms required to effectively respond to community needs and developmental objectives.

The council is functional and meets monthly to receive reports from portfolio committees, the Executive Committee and management.

3.3.1.2 The Executive Committee

Figure 20: Structure of Executive Committee



Source: Human Resources Organogram 2025

ZDM functions under a Collective Executive System which allows for the exercise of executive authority through an Executive Committee (EXCO) in which executive leadership is collectively vested. The ZDM Executive Committee consists of seven members and operates in terms of Sections 42-53 of the Local Government: Municipal Structures Act, as elected by the council. The mayor is elected from the Executive Committee.

The Executive Committee is the principal committee of the council. It receives reports from the other committees of the council. It considers these reports and disposes of those which the committee is authorised to do in terms of its delegated powers and forwards the remainder of the reports together with its recommendations to the municipal council for decision. The Executive Committee meets monthly, and it is fully functional.

3.3.2 Gazetted Powers and Functions

The ZDM performs the functions reflected in the table below as gazetted by the MEC for Local Government in the KwaZulu-Natal Province.

Table 17: ZDM Powers and Functions

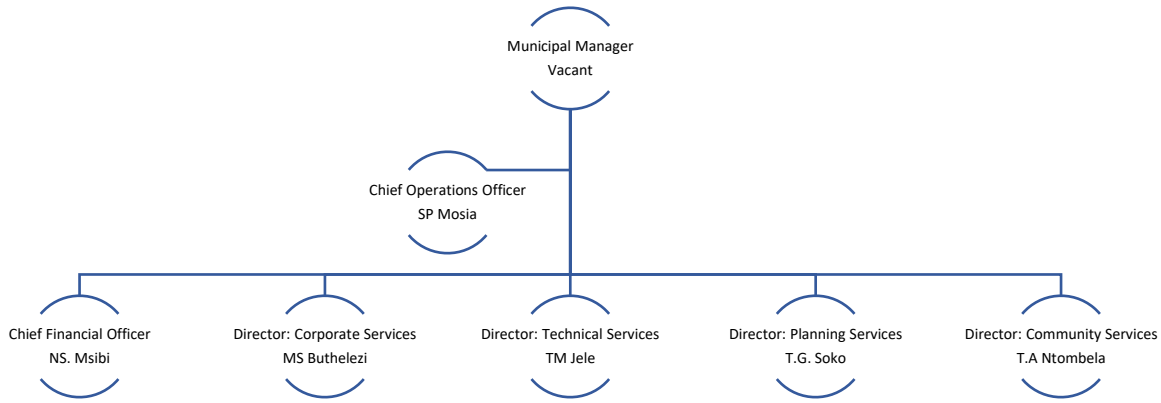
RESPONSIBLE DEPARTMENT	FUNCTION
Budget and Treasury	Grants distribute
	Collection of levies

RESPONSIBLE DEPARTMENT	FUNCTION
Community Development Services	Municipal Health (National Fx)
	District Tourism Disaster Management Fresh Produce Markets, Abattoirs
Corporate Services	Municipal Airports (District)
Planning	Municipal Roads (District)
	IDP
	Regulation of passenger transport services
	District Cemeteries
Technical Services	Water Supply (National Fx)
	Electricity (National Fx)
	Sewerage Systems (National Fx)
	Solid Waste
	Public Works

3.3.3 Municipal Institutional Capacity and Approved Organisational Structure (Organogram)

The organizational structure was approved by Council in May 2025 in line with the IDP. Section 153 of the Constitution requires a municipality to structure and manage administration, budgeting, and planning processes in such a manner that it prioritises the basic needs of the community; promotes social and economic development; and participates in national and provincial development programmes.

Figure 21: Top Management



Accordingly, the ZDM has developed and adopted an organogram that creates capacity and enables the municipality to perform its function efficiently and effectively. The municipality consists of five (5) departments as follows and is attached as an **annexure**:

- **Planning Department:** Provides strategic support to the Council towards ensuring integrated development planning. The Department also houses the Water Services Authority. It has 3 divisions including Planning Administration, Water Services Authority and Project Management Unit.
- **Budget and Treasury Office:** Responsible for Municipal financial management such as Planning and budgeting, revenue, cash and expenditure management, procurement, asset management,

reporting and oversight. Each component contributes to ensuring that expenditure is effective and efficient and that municipalities can be held accountable. The department has 2 divisions including Income and Expenditure where Expenditure includes Supply Chain Management.

- **Corporate Services Department:** Provides an integrated administrative support service to the municipality focusing on institutional development, administration, management, and governance. The Department has divisions including Auxiliary Services, Human Resources, District Airport Management, ICT, Fleet Management, Council and Secretariat Support.
- **Community Services Department:** Promotes the district's economic and social development as well as developing the people's quality of life in an inclusive and sustainable manner. The Department has 6 divisions including social development, Youth, Gender & Disabled, HIV/AIDS, Arts and Craft, Local Economic Development and Municipal Health Services.
- **Technical Services:** Serves as a Water Services Provider for the ZDM through the implementation of Regional Water Supply Schemes Programme (RWSS), Rudimentary Water Supply Schemes (Interim) and Sanitation (VIP Toilet) Programme and Emergency Relief. The Department has 3 divisions including the Project Management Unit (PMU), Bulk Management as well as Operations and Maintenance.

3.3.4 Staff Complement and Vacancy rate

The following summary indicates the number of posts on the establishment, the number of employees and the vacancy rate.

Table 18: Number of posts and vacancies per department

Department	2022/23		2023/24		2024/25	
	No. of posts	No. of vacancies	No. of posts	No. of vacancies	No. of posts	No. of vacancies
Finance	63	06	61	5	59	5
Technical	360	22	374	27	360	19
Planning	22	01	22	2	24	0
Community	81	03	78	9	78	7
Corporate	102	06	125	10	105	4
MM's Office	50	06	61	3	44	5
Total	**678**	**44**	**648**	**56**	**670**	**40**

Source: Zululand Annual Report, 2024/2025

Over the past few years, the number of posts decreased from 729 in 2020/21 to 648 in 2023/2024 due to a new organogram adopted 30 May 2023. However, it must be noted that the number of posts increased from the 2020/21 financial year to the 2021/2022. This was to align organizational capacity to the Municipality's service delivery model. The largest increase was the addition of posts in the Corporate Services Department and the Office of the Municipal Manager. The increase is attributed to strengthening the capacity of corporate services to render support services to the internal departments. In the Office of the MM, it was necessary to strengthen the capacity of the MM to perform his governance responsibilities, including in the areas of risk, legal services, performance and audit, intergovernmental relations and customer care. The leading department with the biggest

number of posts is the Technical Services Department, which is mandated to operate and manage all the municipality's basic service infrastructure and ensure a consistent level of service to its citizens.

In terms of staff complement, the organogram for 2025/26 is as follows:

Table 19: Proposed 2025/26 Organogram

Department	Total No. of Posts	Filled Posts	Funded Vacant Posts	Unfunded Vacant Posts	Number of Interns
Office of the Municipal Manager	50	37	01	13	1
Corporate Services	125	104	05	02	03
Budget & Treasury Office	61	57	04	0	05
Community Services	83	76	7	0	1
Technical Services	369	348	18	3	0
Planning and Development	24	22	02	0	0
Total	**712**	**644**	**37**	**18**	**10**

There were several new employees in vacant posts during the period under review. There were also fewer terminations compared to the 2020/21 financial year. In terms of the 2024/25 organogram the vacancy rate is 5.5%.

3.3.5 Status And Implementation of Human Resource Development

3.3.5.1 Human Resource Strategy

The Human Resource Strategy is in place and was adopted in May 2025 subject to annual review to ensure alignment with strategic objectives, legislative framework, and evolving organisational needs. The Human Resource Strategy is attached as an annexure.

In compliance with Section 51 of the Municipal Systems Act, the Municipality is required to structure and manage its administration in a manner that promotes effective, efficient, and developmental local governance. In this regard, the Human Resource Strategy seeks to ensure that the Municipality's human capital management practices are responsive to the needs of the local community and supportive of a professional, accountable, and service-orientated organisational culture.

Furthermore, the Strategy is aimed at strengthening institutional performance by ensuring that organisational structures, roles, and responsibilities are aligned to the strategic priorities and objectives contained in the Integrated Development Plan. It also promotes organisational agility and operational effectiveness through the establishment of appropriate administrative structures capable of responding to changing delivery demands and priorities.

The Strategy further provides for clear accountability frameworks, efficient communication and decision-making processes, and the delegation of authority to the most appropriate levels within the administration to enhance operational efficiency. In addition, it encourages participative management practices by promoting employee involvement in decision-making processes, where practicable.

Importantly, the Human Resource Strategy reinforces the Municipality's commitment to fair labour practices and the creation of an equitable, inclusive, transparent, and non-discriminatory working

environment that supports employee wellbeing, diversity, transformation, and organisational excellence.

3.3.5.2 Human Resource Strategy Implementation Plan

The HR Plan (Implementation) table is intended to translate the municipality's human resource strategy into clear, actionable steps. It outlines how identified HR priorities will be implemented by specifying key actions, responsible units, timeframes, and performance indicators.

Table 20: Human Resources Strategy Implementation Plan

HUMAN RESOURCES STRATEGY IMPLEMENTATION PLAN					
Strategic Focus Area	**Key Activities / Interventions**	**Timeframe**	**Responsible Department/ Section**	**Key Performance Indicators**	**Means of Verification**
Recruitment and Selection	Review and update Recruitment and Selection Policy	Annually	Corporate Services: HR	Policy reviewed and approved	Approved policy
Recruitment and Selection	Fill funded vacant posts in line with approved organogram	Quarterly	Corporate Services: HR & Line Departments	Percentage reduction in vacancy rate	Appointment letters and recruitment reports
Recruitment and Selection	Conduct competency-based interview training for panel members	Bi-annually	HR Development	Number of officials trained	Attendance registers and reports
Recruitment and Selection	Improve recruitment turnaround time	Ongoing	HR Section	Average recruitment turnaround time reduced	HR reports
Staff Retention	Finalise Staff Retention and Exit Management Policy	Annually	Corporate Services: HR	Strategy approved and implemented	Approved policy
Staff Retention	Conduct employee satisfaction and exit interviews	Quarterly	HR Section	Number of exit interviews conducted	Exit interview reports
Skills Development	Develop and implement Workplace Skills Plan	Annually	Training and Development Unit	WSP implemented	Approved WSP and ATR
Skills Development	Secure SETA grants and external funding opportunities	Quarterly	Training and Development Unit	Amount of funding secured	Grant approval letters
Skills Development	Secure SETA grants and external funding opportunities	Quarterly	Training and Development Unit	Amount of funding secured	Grant approval letters
Employment Equity	Promote representation of women and persons with disabilities	Ongoing	HR Section	Increase in representation levels	Employment statistics
Occupational Health and Safety	Conduct workplace safety audits	Quarterly	OHS Unit	Number of audits conducted	Audit reports
Employment Equity	Review and implement Employment Equity Plan	Annually	HR Section	EE targets monitored and achieved	EE reports submitted
Occupational Health and Safety	Facilitate OHS Committee meetings	Quarterly	OHS Unit	Number of meetings held	Signed minutes

HUMAN RESOURCES STRATEGY IMPLEMENTATION PLAN					
Strategic Focus Area	**Key Activities / Interventions**	**Timeframe**	**Responsible Department/ Section**	**Key Performance Indicators**	**Means of Verification**
Performance Management	Conduct quarterly performance reviews	Quarterly	Line Managers & HR	Number of reviews conducted	Performance reports
Personnel Administration	Conduct induction programmes for new employees	Quarterly	HR Section	Number of induction sessions conducted	Attendance registers

3.3.5.3 Employment Equity Plan

Zululand District Municipality (ZDM) has an approved Employment Equity Plan in place, aligned to the provisions and objectives of the Employment Equity Act and its recent amendments. The Plan is attached as an annexure to the Integrated Development Plan (IDP) and serves as a guiding framework to promote equitable representation and diversity across all occupational levels within the Municipality.

In terms of the current workforce profile, the Municipality has six (6) Top Management positions, of which three (3) are occupied by females. At Senior Management level, there are three (3) positions, all occupied by males. Within the Professionally Qualified and Experienced Specialists and Mid-Management occupational level, the Municipality has a total of 83 employees, of which 32 are females.

The above profile reflects the Municipality's ongoing commitment towards the implementation of employment equity measures aimed at promoting fair representation, advancing designated groups, and ensuring compliance with the Employment Equity Act. The Municipality continues to monitor and review progress against its employment equity targets to promote transformation and inclusivity in the workplace.

Table 21: Employment Equity- Snapshot of workforce profile for all employees, including employees with disabilities

Occupational Levels		*Male*				*Female*				*Foreign Nationals*		*Total*
		A	*C*	*I*	*W*	*A*	*C*	*I*	*W*	*Male*	*Female*	
Top management	*value*	*3*				*3*						*6*
	%	*50.0%*				*50.0%*						*100.00%*
Senior management	*value*	*4*										*4*
	%	*100.00%*										*100.00%*
Professionally qualified and experienced specialists and mid-management	*value*	*49*				*32*	*2*					*83*
	%	*59.04%*				*38.55%*	*2.41%*					*100.00%*
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	*value*	*62*				*61*						*123*
	%	*50.41%*				*49.59%*						*100.00%*

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Semi-skilled and discretionary decision making	value	183	1			77						261
	%	70.11%	0.38%			29.50%						100.00%
Unskilled and defined decision making	value	93				57						150
	%	62.00%				38.00%						100.00%
TOTAL PERMANENT	**value**	**394**	**1**			**230**	**2**					**627**
	%	**62.84%**	**0.16%**			**36.68%**	**0.32%**					**100.00%**
Temporary employees	value	39				25						64
	%	60.94%				39.06%						100.00%
GRAND TOTAL	**value**	**433**	**1**			**255**	**2**					**691**
	%	**62.6**	**0.14%**			**37.0**	**0.29%**					**100.00%**

Source: Employment Equity Plan (as at 30/11/2025)

Zululand District Municipality is geographically located within a predominantly rural area that lies on the periphery of the mainstream national economy. The Municipality is characterised by a limited revenue base and a high dependency on government grant funding, which continues to place financial constraints on institutional operations and capacity.

These socio-economic and geographic realities present ongoing challenges in attracting and retaining highly skilled and professionally qualified personnel, particularly within scarce and critical skills areas such as engineering and financial management. The Municipality also experiences challenges in attracting suitably qualified female candidates in line with employment equity targets and transformation objectives.

Notwithstanding these constraints, the Municipality remains committed to the principles of employment equity, transformation, and inclusive representation. Efforts continue to be made to recruit and retain suitably qualified candidates in accordance with employment equity targets, with particular emphasis on ensuring that the workforce profile reflects the demographic composition and developmental needs of the local communities served by the Municipality.

The Municipality has a total workforce complement of 691 employees, comprising 627 permanent employees and 64 temporary employees.

Overall workforce demographics indicate that:

- Male employees constitute the majority at 62.6% (434 employees).
- Female employees account for 37.0% (257 employees).
- Representation of foreign nationals remains minimal at approximately 0.43% of the total workforce.

At the Top Management level, representation is balanced, with males and females each constituting 50% of the positions. However, at the Senior Management level, all positions are occupied by males, indicating a gender imbalance at this occupational level.

Within the category of Professionally Qualified and Experienced Specialists and Mid-Management, males account for 59.04%, while females represent 40.96%, reflecting moderate female representation in middle management and professional roles.

The category of Skilled Technical and Academically Qualified Workers, Junior Management, Supervisors, Foremen and Superintendents show near gender parity, with males constituting 50.41% and females 49.59%.

Male representation remains significantly higher within the:

- Semi-skilled and discretionary decision-making category at 70.11%, and
- Unskilled and defined decision-making category at 62.00%.

The employment profile demonstrates progress toward gender representation in certain occupational levels, particularly at top management and skilled technical levels. However, further interventions may still be required to improve female representation at senior management and semi-skilled occupational categories in line with employment equity objectives.

Table 22: Snapshot for workforce profile for employees with disabilities ONLY

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value											
	%											
Senior management	value											
	%											
Professionally qualified and experienced specialists and mid-management	value	**2**										**2**
	%	**100.00%**										**100.00%**
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value											
	%											
Semi-skilled and discretionary decision making	value	**2**				**2**						**4**
	%	**50.00%**				**50.00%**						**100.00%**
Unskilled and defined decision making	value											
	%											
TOTAL PERMANENT	value	**4**				**2**						
	%	**66.70%**				**33.30%**						**100.00%**
Temporary employees	value											
	%											
GRAND TOTAL	value	**4**				**2**						**6**
	%	**66.70%**				**33.30%**						**100.00%**

The Municipality currently employs a total of 6 employees living with disabilities, all of whom are permanently employed. Of these employees:

- 66.7% (4 employees) are male; and
- 33.3% (2 employees) are female.

Employees with disabilities are represented within the following occupational categories:

- Professionally Qualified and Experienced Specialists and Mid-Management, with 2 male employees represented; and
- Semi-skilled and Discretionary Decision-Making, with an equal representation of 2 male and 2 female employees.

There is currently no representation of employees with disabilities within the:

- Top Management,
- Senior Management,
- Skilled Technical and Academically Qualified Workers, Junior Management, Supervisors, Foremen and Superintendents; and
- Unskilled and Defined Decision-Making occupational levels.

The Municipality acknowledges the need to strengthen disability inclusion and improve representation across all occupational levels, particularly within management and skilled occupational categories. This highlights the importance of implementing targeted recruitment, retention, workplace accommodation, and employment equity measures aimed at promoting a more inclusive and diverse workforce in line with legislative and transformation objectives.

3.3.5.4 Workplace Skills Plan-Skills Development and Capacity Building

The ZDM Workplace Skills Plan and Annual Training Report have been adopted and is in place. A skills development plan is attached herewith as an Annexure.

The table illustrates the Municipality's planned, actual, and committed expenditure relating to skills development and training initiatives for both employed and unemployed beneficiaries across various funding sources. It reflects the Municipality's investment in capacity building through Mandatory Grants, Outstanding Mandatory Grant funds, Discretionary Grants, and Additional Funding.

The table further demonstrates that most of the actual expenditure was directed toward training and development programmes for unemployed beneficiaries, particularly through additional funding sources. This indicates the Municipality's strong focus on community skills development, youth empowerment, and initiatives aimed at improving employability and addressing unemployment within the district.

In addition, the table highlights the Municipality's ongoing commitment to employee development and organisational capacity building through the utilisation of grant funding to support training interventions for employed staff members.

Table 23: Number of Employees Who Were Trained as Well as Expenditure

Funding Source	Planned Training Budget - Employed	Planned Training Budget - Unemployed	Actual Expenditure – Employed	Actual Expenditure - Unemployed	Committed Expenditure – Employed	Committed Expenditure - Unemployed
Mandatory Grant Funds	500000.00	0.00	0.00	0.00	0.00	0.00
Outstanding Mandatory Grant Funds from previous years	500000.00	0.0	500 000.00	0.00	0.00	0.00
Discretionary Grants	3000000.00	4000000.00	0.00	0.00	0.00	0.00

Funding Source	Planned Training Budget - Employed	Planned Training Budget - Unemployed	Actual Expenditure – Employed	Actual Expenditure - Unemployed	Committed Expenditure – Employed	Committed Expenditure - Unemployed
Additional Funding	1000000.00	2000000.00	630000.00	13861156.86	0.00	5378683.58

Source: ZDM WSP 26/27 & Annual Training Report 25/26

3.3.5.5 Recruitment and Selection Policy

The Municipality reviewed its Recruitment and Selection Policy, which was adopted in May 2025 and is attached as an annexure to the IDP. The policy provides for a fair, efficient, effective and transparent recruitment and selection system aligned with section 67 of the Municipal Systems Act and section 195(1) of the Constitution and promotes compliance with employment equity and affirmative action requirements.

The policy further provides comprehensive guidelines and procedures governing the appointment of employees to the Municipality and ensures compliance with applicable legislative requirements relating to employment equity and affirmative action. In addition, the policy outlines the procedural framework for the advertisement of vacant positions, shortlisting of applicants, interviews, and appointment of suitable candidates to the municipal staff establishment.

3.3.5.6 Retention Policy

Zululand District Municipality recognizes that the retention of skilled and experienced employees is essential for sustaining effective service delivery and achieving its strategic objectives. In this regard, the Municipality has reviewed its Retention Policy, which is scheduled for adoption in May 2026 and is attached as an annexure to the IDP.

The purpose of the revised Retention Policy is to promote a conducive and supportive work environment that enhances employee satisfaction, engagement, and long-term commitment to the Municipality. The policy further seeks to retain critical skills and institutional knowledge, reduce staff turnover and related costs, strengthen continuity in service delivery, and promote professional development and career advancement opportunities. In addition, the policy aims to establish mechanisms for the recognition and rewarding of employee performance and contributions in support of organisational sustainability and service excellence.

3.3.6 ICT Policy Framework

ZDM has an adopted a Corporate Governance of the ICT Municipal Framework Policy, which is attached to the IDP as an annexure. Information and Communication Technology (ICT) Governance has been described as the effective and efficient management of ICT resources and processes to facilitate the achievement of municipal goals and objectives. ICT Governance has escalated in importance due to the widening gulf between what the organization expects and what ICT delivers. A Governance of the ICT framework is expected to align ICT functions to the organizational goals, minimise the risk ICT introduces and ensure that there is value in the investment made in ICT.

The corporate governance of ICT places a very specific responsibility on the Council and Management within a municipality to ensure that the decision-making process for ICT related investments and the operational efficiencies of the municipality's ICT environment remain transparent and are upheld. This accountability enables the municipality to align the delivery of ICT services with the municipality's Integrated Development Plan (IDP) and strategic goals.

Information and Communication Technology (ICT) underpin almost every aspect of the Zululand District Municipality's operations and service delivery. The municipality identified six (6) strategic objectives with key actions/focus areas in the ICT Strategy (2026/2027) as follows:

Table 24: ICT Strategic Objectives

Strategic Objective	Key Actions / Focus Areas
Strengthen ICT Governance and Compliance	• Formalise ICT governance structures • Improve user access management procedures • Conduct periodic system access review • Improve documentation of ICT processes and controls • Strengthen audit readiness relating to IT controls
Provision of Internet Connectivity to Satellite Offices	• Procure and install reliable internet services at all satellite offices • Install required networking equipment • Monitor service provider performance • Ensure stable and secure connectivity
Cybersecurity Enhancement (High Priority)	• Implement advanced firewall protection • Deploy endpoint protection on all devices • Strengthen email security controls • Introduce Multi-Factor Authentication (MFA) • Conduct cyber risk user awareness training • Strengthen POPIA compliance measures
System Stability and Business Continuity	• Train at least two officials per critical system • Prioritise structured skills transfer • Enforce segregation of duties • Document and test backup & disaster recovery procedures • Assign system administration responsibilities clearly
Infrastructure Renewal and Asset Management	• Replace outdated servers • Upgrade network devices • Replace obsolete end-user devices • Improve backup and storage solutions

3.3.7 Key Challenges

KEY CHALLENGE	DESCRIPTION (as stated in the strategy)	IMPLICATIONS / MEASURES TO ADDRESS
Lack of Internet Connectivity at Satellite Offices	Certain satellite offices currently operate without any internet access.	• Affects communication, reporting, and productivity. • Procure and install reliable internet services. Install networking equipment and monitor service provider performance.
Ageing Network and Server Infrastructure	Network and server infrastructure is ageing and requires renewal.	• Causes instability and downtime. Implement ICT asset replacement plan;

KEY CHALLENGE	DESCRIPTION (as stated in the strategy)	IMPLICATIONS / MEASURES TO ADDRESS
		upgrade servers, network devices, and end-user devices.
Dependence on Service Providers	Heavy reliance on external service providers for system administration.	• Risk when providers are unavailable; loss of internal capability. • Train at least two officials per system; formal skills transfer; build internal capacity.
Limited Skills Transfer	Limited internal skills transfer on critical systems.	• Weak continuity and risk during staff absences. • Implement structured skills-transfer programmes and cross-training.
Cybersecurity Vulnerabilities	Cybersecurity weaknesses including poor controls and exposure to cyber risks.	• Exposure to cyber-attacks and data breaches. • Implement advanced firewalls, endpoint protection, MFA, email security, and user cyber-awareness training.
Weak User Access Management Controls	Weaknesses in user access controls and review processes.	• Increases audit findings and access-related security risks. • Improve access procedures; conduct periodic access reviews; enforce segregation of duties.
Some Digital Systems Not Fully Operational	Some municipal systems are not fully functional.	• Reduces efficiency and service delivery performance. • Improve system stability; train administrators; ensure proper system maintenance.
Business Continuity & Backup Weaknesses	Disaster recovery and backup procedures not properly documented or tested.	• High risk of data loss and extended downtime. • Document and test DRP; improve backup solutions; properly assign system administration responsibilities.
Weak ICT Governance & Documentation	Weak governance structures and poorly documented ICT controls.	• Poor audit outcomes; inconsistent control environment. • Formalise ICT governance structures; strengthen documentation and audit readiness.
ICT Risks (Cyber-attacks, Downtime, POPIA, etc.)	Multiple risks identified including cyber-attacks, system downtime, audit findings, and knowledge loss.	• Risks affect compliance, operations, and credibility. • Strengthen monitoring, cybersecurity, controls, risk management, and staff capacity.

3.3.8 SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Regular Training/Capacitation of staff	Availability of financial resources for staff training	The ZDM has developed and is implementing policies in various aspects	Limited funding resources to sustainably

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		of its core business to strengthen management, delivery of services and governance.	implement Powers & Functions
Low Vacancy Rate	Information technology is constantly evolving.	This system needs to be refined and perhaps be automated as well	Cyber Attacks on Institution
The municipality has developed and is implementing an OPMS.	Unclear delegation of authority / power	Bursary allocation alignment to critical skill (internally and externally) Satellite university / tertiary institutions	

3.4 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

3.4.1 Government Led Programmes (Operation Sukuma Sakhe)

Sukuma Sakhe is an initiative of the Provincial Government of KwaZulu-Natal introduced to overcome issues that beset local communities and threaten to undermine the progress the government has made in improving the lives of communities and promoting development in the province. These issues include poverty, unemployment, crime, substance abuse, food security, women and youth empowerment, HIV & AIDS, and TB.

The programme is based on developing ward profiles which identify, inter alia, households facing the above-mentioned issues and mobilise coordinated responses from government departments. The ZDM supports and participates actively in the implementation of this programme. The following are some of the achievements in the ZDM:

- District Task Team (DTT) has been established and is fully operational.
- The DTT annual programmes are being implemented in all wards.
- War Rooms have been established in most electoral wards.
- Councillors have been trained on OSS and understand their roles and responsibilities in the implementation of the programme.
- Local municipalities have embraced OSS and participate actively in its implementation.
- Sector Departments are represented by the District Task Team of the OSS.
- Civil Society programmes have been aligned to OSS
- Ward profiles have been undertaken and completed.

Although this program enjoys support from a wide range of stakeholders and is implemented with a degree of success in the ZDM, there are still challenges in its effective implementation.

These include:

- Dysfunctional war rooms.
- There are wards where no permanent physical structure for OSS programs is available.
- Response from government departments takes very long in some instances.

- The vastness and topography of wards do not allow the ward committee members to visit War Rooms in certain instances.
- Poor or No attendance by sector departments and municipality officials
- Lack of political and traditional leadership support
- Lack of commitment from war room conveners as they are community members volunteering without getting stipends.
- Shortage of furniture and equipment at war rooms and Philamntwana Centres
- Political interferences.
- No attendance by community members.
- Attended and unattended cases have not been closed according to the register by sector departments.

3.4.1.1 Zululand District War Room Functionality

War Rooms form part of the Operation Sukuma Sakhe (OSS) programme and provide a ward-based platform for coordinated responses to local service delivery and development challenges. Their functionality within Zululand District reflects the extent to which local coordination structures are operating effectively to support integrated governance and community-based problem solving.

Table 25: Zululand District War Room Functionality

DISTRICT MUNICIPALITY	**FUNCTIONALITY**		
Total No. of wards (95)	Functional	Poorly/Semi Functional	Dysfunctional
Abaqulusi 22 Wards	13	8	01
Actual wards	1, 2, 3,4,5,10,11,14, 15 ,16, 17, 18 & 22	6, 7, 8,12, 19, & 21	9,11, & 20
eDumbe 10 Wards	09	01	00
Actual wards	1,2,3,4,5,6,7,8,9,10	07	00
Nongoma 23 Wards	21	02	00
Actual wards	2,3,4,5,6,7,8,9,10,11,12,13, 14,15, 16,17,18, 19,20,21, 23	1&2	
Ulundi 24 Wards	22	02	00
Actual wards	01,02, 4, 06, 07, 08, 9, 10, 11, 12,13, 14, 15,16, 17,18, 19, 20, 21, 22, 23,24	03, 05	00
uPhongolo 15 Wards	13	02	00
Actual wards	1,2, 3,4,5, 6,7, 8,9,10,11,12,15	13,14	00

In response to recurring water supply disruptions and maintenance-related community grievances, the Technical Hub proposed the establishment of a dedicated Water War Room within the district. The purpose of this intervention is to improve coordination between local war room structures and technical water maintenance teams, to strengthen rapid-response mechanisms, and to ensure that

water-related issues raised at community level trigger prompt technical follow-up and improved service delivery accountability.

3.4.2 Review of Policies and Bylaws

3.4.2.1 Adopted Policies and Bylaws

Council reviewed 15 policies and developed a further 08 new policies, rules of order and delegation's framework and 3 bylaws as reflected hereunder.

Table 26: ZDM Policies

NO.	POLICY	DATE OFF APPROVAL
	Communications	
1	Social media	27th June 2024
2	Communications	27th June 2024
3	Language	27th June 2024
4	Public Participation	27th June 2024
5	Monitoring and Evaluation	27th June 2024
	Human Resource Management	
1	Delegations Framework	27th June 2024
2	Standing Rules and Orders	27th June 2024
3	Placement	27th June 2024
4	Recruitment & Selection	27th June 2024
5	Travelling and Car allowance	27th June 2024
6	Relocation	27th June 2024
7	Probation	27th June 2024
8	Medical examinations	27th June 2024
9	Hours of work	27th June 2024
10	Termination of service	27th June 2024
11	Overtime	27th June 2024
12	Leave	27th June 2024
13	Acting allowance	27th June 2024
14	Housing/Rental Allowance	27th June 2024
15	Long service bonus	27th June 2024
16	Cellphone/Data bundle allowance	27th June 2024
17	Substance abuse	27th June 2024
18	Employment Equity	27th June 2024
19	Education, training and development	27th June 2024
20	Medical aid	27th June 2024
21	Recording of work attendance	27th June 2024
22	Private work for remuneration	27th June 2024
23	Salary deductions	27th June 2024
24	Bursary schemes	27th June 2024
25	Confidential matters	27th June 2024
26	Disciplinary processes	27th June 2024
27	Risk Management	27th June 2024
28	Insurance	27th June 2024
29	Banking and cash management	27th June 2024
30	Debt collection	27th June 2024
31	Tariffs	27th June 2024
32	Fixed asset management	27th June 2024
33	Supply Chain Management	27th June 2024
34	Credit control	27th June 2024
35	Indigent Management	27th June 2024

NO.	POLICY	DATE OFF APPROVAL
36	Virements	27th June 2024
37	Fleet Management	27th June 2024
38	Subsistence and Travelling (Cllrs)	27th June 2024
39	Subsistence and Travelling (Officials)	27th June 2024
Community Services and stakeholder relations		
1	Honoraria and Special payments	27th June 2024
2	EPWP policy (Phase 4 Policy)	27th June 2024
Bylaws		
1	Municipal Health Services	27th June 2024
2	Water bylaws and services	27th June 2024

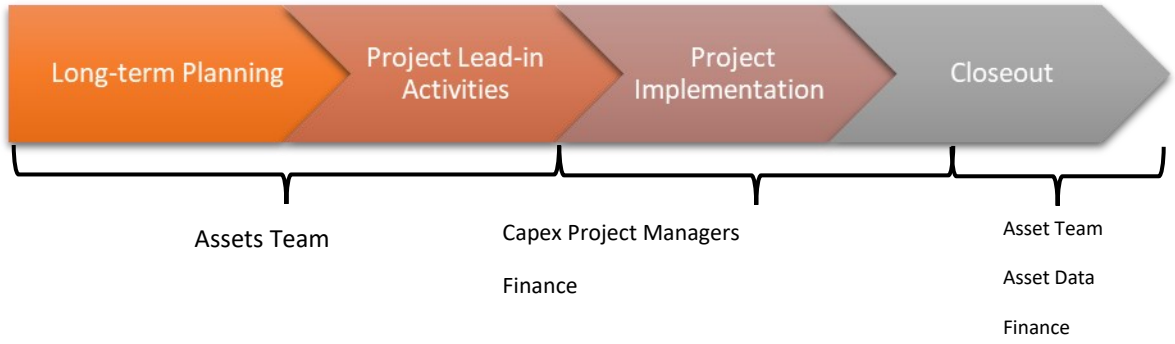
3.4.3 Municipal Technology Systems

3.4.3.1 Implementation Project Management System (IMPI)

Due to the large number of projects implemented by the ZDM a need was identified to develop a management system that would assist with tracking progress on projects. Implementation and Management of Project Information (IMPI) was the result. It provides a methodology for project progress monitoring and cash flow management. It provides control over expenditure and budgets to ensure that projects are not overspent. The system employs a secure logon which prevents the data being corrupted and allows for the restriction of access to certain areas of the system. An example is the approval of budgets which is only allocated to Department Heads of Departments.

The system consists of a central core with which various other systems may be integrated. The system provides planning and visibility of milestones and cash flows, manages, and maintains all payment and retention information and provides comprehensive reporting on progress and financials at any level. Integration with other systems is catered for (integration with financial systems) asset management systems and document management systems. In addition, an integrated GIS viewer allows the provision of spatial progress reports and visualisation of asset location.

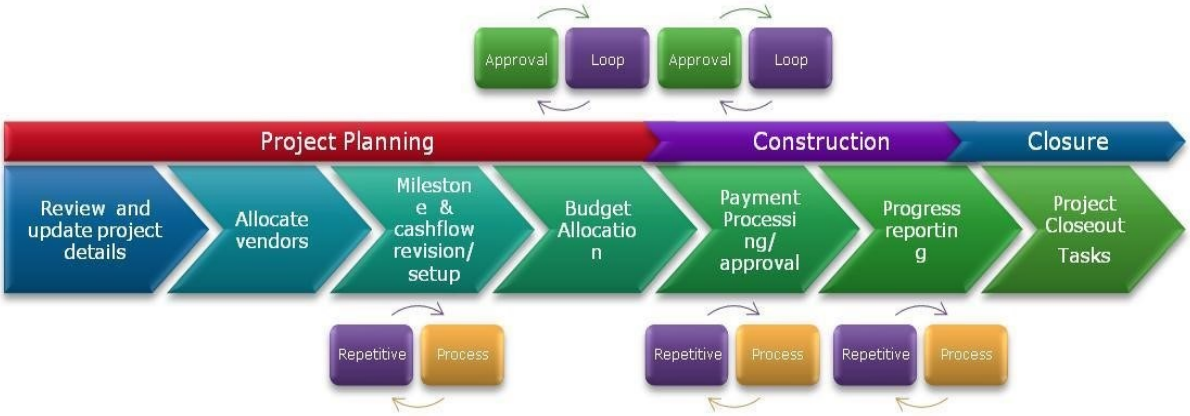
Figure 22: Workflow and User Roles



The tight integration of other systems is key to the implementation of the project management system. This ensures that a single source of reliable data is available for all users and stakeholders for reporting purposes, eliminates duplication of data across systems and assists with maintaining data integrity.

The system is workflow based, guiding the various users through each stage as appropriate. In addition, the workflow has built-in approval loops that allow the project to move from one stage to the next in a logical and auditable manner.

Figure 23:Controls Workflow Through Approvals



3.4.3.2 Issue Management System (SIZA)

The management of water and service-related issues was identified as an area of the ZDM's business that required attention. The ability to trace an issue from its identification to its closeout led to the development of a web-based issue management system (SIZA). SIZA allows for the capture of water and other ZDM business-related issues, into a data base. These issues are then traced through the various responsible people to a conclusion. It allows for the upload of documents and photographs, to add value to the information being managed.

The process begins with either an internal or external (customer) issue being raised. This is captured into Manzi and depending on the nature of the issue is allocated to the appropriate official. The Official is provided with a few options for responding to the issue, these may include:

- A field visit and subsequent report and or photographs uploaded into the system.
- A response is required from the official.

The issue may be referred to another official or back to the originating official, who may conclude the process or re-assign for further investigation.

3.4.3.3 Suppliers Database

The maintenance of supplier information within government organisations has become critical for several reasons. These include the statutory requirements relating to documentation that needs to be obtained from a supplier prior to engagement. The maintenance of current versions of certain documents e.g., Tax Clearance, BBBEE certification etc. The continued checking of supplier ownership information as well as registration with regulatory bodies including CIDB. The management of the Tender, Quotation and Deviation process. The management of contracts. The assessment of supplier performance. These requirements all place a heavy administrative burden on institutions and can lead to audit queries, poor performance and the awarding of work to potentially unsuitable service providers. The supplier database system has been designed to assist in the mitigation of all of these

potential problems and support organisations in the efficient and effective management of vendors providing services.

3.4.3.4 Electronic Performance Management System

The objective of institutionalising a Performance Management System (PMS) is to serve as a primary mechanism to monitor, review and improve the implementation of the Municipality's IDP. In doing so it:

- Promotes accountability;
- Facilitates decision-making and resource allocation;
- Guides development of municipal capacity-building programmes;
- Creates a culture of best practice and shared learning among Municipalities;
- Provides early warning signals and facilitates the development of intervention mechanisms;
- Creates pressure for change at various levels; and
- Contributes to the overall development of a Local Government System.

The Application is a Windows-based application that uses the internet (through web services) to transfer data. This method was preferred due to the increased speed of access to information when compared with a traditional web-based system. Since the user interface is already available through the desktop application, only the actual data is transferred over the internet.

Access to the system is role-based and organogram-based, so specific users only have access to their performance indicators or departments. Users within the performance department can also be assigned roles to be able to access and edit all indicators. As the system is also restricted around the organogram, it can be setup to allow HOD secretaries access to that HOD's performance tree.

The system can also be integrated into the municipality's existing windows active directory, so that their access is dictated so that they login into the corporate network. The application can be divided into 4 (four) main components:

- User and system administration.
- Performance management setup and capture.
- Performance measurement and capture.
- Reporting.

3.4.4 Internal Administrative Management Structures

3.4.4.1 Management Committee

The Management Committee (MANCO) is the primary structure that coordinates the administrative functions of the municipality. Led by the Municipal Manager, the MANCO sits every week, on Mondays. Some key items featured on the decision matrix include but are not exclusive to:

- Financial Management (Expenditure management, supply chain management, revenue collection and generation, grant management)
- Performance Management and Auditing (including risk and compliance)

- Operations and Maintenance (water and sanitation)
- Intergovernmental Relations
- Special Programmes

3.4.4.2 IDP Steering Committee

The Management Committee is a technical working team of Section 57 Managers who give guidance and monitor the planning review process. Chaired by the Municipal Manager the responsibilities of the committee include:

- Provide Terms of Reference for various sub-committees.
- Commission research studies.
- Consider and comment on input from sub-committees.
- Consider and comment on input from Provincial and National Sector Departments e.g. IDP Hearing Assessments, MEC Letter on the IDP Process and summaries and draft outputs Make recommendations.
- Prepare and or facilitate meetings.
- Management Committee meetings take place every Monday.

3.4.4.3 ICT Steering Committee

The ICT Steering Committee was established to support the Accounting Officer in ensuring the development, implementation, and institutionalisation of the Corporate Governance of ICT Policy, ICT Charter, and related governance frameworks within the Municipality. The Committee serves as a strategic oversight structure responsible for promoting effective ICT governance, alignment of ICT initiatives with organisational objectives, and compliance with applicable legislative and governance requirements.

Zululand District Municipality has further established an ICT Steering Committee to provide oversight and strategic direction on ICT systems, initiatives, and governance matters within the Municipality. The Committee convenes on a bi-monthly to quarterly basis to monitor ICT performance, review strategic ICT priorities, assess ICT-related risks, and ensure that ICT investments and operations support the Municipality's service delivery objectives and digital transformation agenda.

3.4.4.4 Portfolio Committees

The Council has established five Portfolio Standing Committees, which convene at least quarterly to consider matters delegated or assigned to them by Council. These committees serve as important governance and oversight structures that support effective decision-making, accountability, and the efficient functioning of the Municipality. The Portfolio Committees are reflected in the figure below.

Section 80 Committees are generally permanent committees established to focus on specific functional areas within the Municipality and, where applicable, may be delegated authority to make decisions on limited operational matters. These committees primarily serve in an advisory capacity to the Executive Committee on policy-related and strategic matters. During the current financial year, all Portfolio Standing Committees remained functional and actively fulfilled their oversight and advisory

responsibilities. The committees deliberate on matters within their respective mandates and submit recommendations to the Executive Committee for consideration. The Executive Committee may confirm, amend, vary, or revoke such recommendations before referring matters to Council for final approval where required.

This committee system enhances governance efficiency by enabling detailed consideration of matters at committee level, thereby reducing the need for Council to engage with all operational and strategic matters in excessive detail. It further strengthens accountability, informed decision-making, and effective oversight within the Municipality.

The functionality of the Portfolio Committees can be demonstrated as follows:

Table 27: Portfolio Committee Functionality

Council	Exco	Corporate Services P/C	Technical Services P/C	Community Services P/C	Financial Services P/C	Planning Services P/C	MPAC
30.07.2025 26.08.2025 23.10.2025 29.10.2025 25.11.2025 21.01.2026 23.02.2026 05.03.2026 29.04.2026	29.07.2025 22.08.2025 28.10.2025 25.11.2025 21.01.2026 23.02.2026 04.03.2026 29.04.2026	10.07.2025 6.11.2025 05.02.2026 14.04.2026	18.09.2025 4.12.2025 (no quorum) 06.03.2026	21.08.2025 12.11.2025 13.02.2026	21.08.2025 22.10.2025 20.02.2026	4.08.2025 13.11.2025 19.03.2026	24.07.2025 07.08.2025 21.08.2025 25.08.2025 20.01.2026 11.02.2026 19.03.2026 20.03.2026

The Members and structure of the Portfolio Committees are attached as an annexure.

3.4.5 Intergovernmental Relations (IGR)

3.4.5.1 Zululand District Development Model

The District Development Model (DDM) is an operational model for improving Cooperative Governance aimed at building a capable, ethical Developmental State. The key overarching objective is to narrow the distance between people and government by focusing on the District Municipality as a centre of joint planning, coordination, monitoring, and evaluation of service delivery initiatives by all 3 spheres of government.

3.4.5.1.1 Zululand District Development Model (DDM) Technical Workshop

The resolution to hold the workshop emanated from the District Development Model (DDM) Technical Hub meeting which was held in March 2025 during the One Plan review process. The meeting noted that various government departments and parastatal organs had failed to submit their catalytic projects within the district, resulting in these critical initiatives being omitted from the DDM One Plan.

The workshop intended to address this gap, ensuring that all key projects are included to align with the DDM's goal of "one district, one plan, one budget, one approach". This initiative aims to foster a clear, shared vision for the district, supporting its long-term development into a visioned city.

The core objectives of the workshop included the following:

- Strengthening DDM Participation: Addressing district sector department directors, municipal managers, planners, LED managers, CFOs, and OSS (Operation Sukuma Sakhe) leadership to enforce active, mandatory participation in DDM structures.
- Project Inclusion: Ensuring all sectoral and LMs catalytic projects are incorporated into the DDM One Plan.
- Monitoring and Evaluation: Implementing a standardized reporting template for the Technical and Political Hubs to improve project tracking and funding alignment.
- Integrated Planning: Moving away from fragmented planning to a single, shared "One Plan" (one budget, one district) that aligns with the Provincial Growth and Development Plan (PGDP).

The workshop served to foster a "mindset shift" from departmental silos to joint accountability and integrated service delivery. The Future Vision for the District as a City and Economic Hub is to transition the Zululand District into a future city and economic hub, and will focus on:

- Infrastructure Investment: Accelerating development in key sectors (e.g., water, sanitation, and transport).
- Strategic Projects: Leveraging initiatives like the revitalization of Prince Mangosuthu Airport as a tourism and logistics hub, including potential cultural hotels and performance spaces.
- Economic Diversification: Resuscitating agencies like the Zululand Development Agency to drive LED projects and attract funding.

Key challenges identified included the following:

- Addressing Missing Data: Departments and parastatals did not submit catalytic projects, stalling the comprehensive development strategy.
- Improving Coordination: The workshop will help integrate siloed planning into a unified, spatially informed One Plan.
- Achieving City Status: The initiative serves as a crucial step in formalizing, aligning, and accelerating investment projects, such as those in the tourism and economic sectors.
- Ensuring Accountability: The DDM Technical Hub, chaired by the District Municipality, requires this information to fulfill its function of managing and accelerating project implementation

It was recommended that the Head of Department notes the report on the functionality of the District Development Model and intergovernmental structures within the Zululand District, and further notes the need to convene the District DDM Technical Workshop as a strategic intervention to strengthen participation, improve planning alignment, and support the effective implementation of the District One Plan.

3.4.5.2 Zululand District Development Model (DDM) Functionality

During the October to December 2025 period, the Zululand District maintained a high level of District Development Model (DDM) functionality and was rated among the top-performing districts in KwaZulu-Natal, achieving maximum scores in both Political and Technical Functionality. The Political and Technical Hubs remained functional, while the JCPS, Social and ESCID clusters continued to operate, although the Governance (GSCID) cluster did not convene during the reporting period. Zululand also maintained strong reporting compliance and remained among the districts that successfully submitted required DDM reports. Notwithstanding this positive performance, the need remains to improve cluster meeting consistency, strengthen attendance and accountability across intergovernmental structures, and enhance integration between the One Plan and broader stakeholder participation, including the private sector. The Technical Hub therefore recommended stronger institutionalisation of the DDM, improved monitoring and attendance tracking, a fixed annual calendar for cluster meetings, and the formalisation of dedicated DDM coordination measures to strengthen implementation.

3.4.5.3 District Political Hub

The District Political Hub is chaired by the District Mayor, Ministerial Champion and MEC Champion. It comprises Local Mayors, Speakers, Chair of District House of Traditional Leaders, Support Teams of the Ministerial Champion, District Mayor and MEC Champion. The purpose of the Political Hub is to oversee the approval, and monitoring of the ONE PLAN & ONE BUDGET, promote greater accountability of government, ensure inclusion of community needs and account to the province for the DDM functionality and impact.

3.4.5.4 District Technical Hub

The District Technical Hub is a key intergovernmental coordination structure within the Zululand District Municipality, established to support the implementation of the District Development Model (DDM), strengthen alignment between the district and local municipalities, and promote the integration of sector plans, catalytic projects and intergovernmental priorities within the District One Plan. The Technical Hub provides a platform for technical coordination, monitoring, reporting and problem-solving across spheres of government and plays an important role in ensuring that district planning is responsive, aligned and implementation focused.

During the reporting period, the Technical Hub considered a range of cross-cutting matters affecting district coordination and implementation. These included the functionality of DDM structures, uneven participation by some local municipalities and sector departments, the need to strengthen cluster performance, the review and implementation of the One Budget One Plan, stakeholder alignment, and the need to improve intergovernmental accountability. The Technical Hub also highlighted the importance of updating district coordination mechanisms so that they remain aligned with the latest DDM regulatory framework and current district development priorities.

The key matters arising from the Technical Hub engagements are summarised in the table below together with the proposed resolutions aimed at strengthening intergovernmental relations, improving coordination, and addressing implementation bottlenecks within the district development system.

Table 28: Zululand DDM Technical Hub -Summary of Key Matters and Resolutions

Key Matter / Theme	Summary of Issue Raised by Technical Hub	Proposed Resolution / Action
DDM functionality and cluster performance	The district continues to perform strongly in relation to DDM political and technical functionality, but some cluster structures, particularly the Governance Cluster, experienced meeting inconsistencies and uneven participation.	Adopt a fixed annual calendar, strengthen secretariat support, monitor attendance, and institutionalise DDM as a standing agenda item in all IGR forums.
Stakeholder attendance and accountability	Inconsistent attendance by national departments, SOEs and senior officials affects the effectiveness of Technical Hub and cluster meetings.	Formalise "DDM Thursdays", conduct attendance monitoring, and integrate participation into performance accountability arrangements.
OSS / War Room functionality	OSS structures remain uneven across municipalities, with differences in war room functionality, local responsiveness and sector participation.	Strengthen municipal participation, improve communication with technical teams, and prioritise ward-based local planning in deprived communities.
Water War Room	Recurring water disruptions and maintenance-related complaints require a more coordinated response mechanism between local structures and technical teams.	Establish a dedicated Water War Room to enable faster reporting, technical follow-up and service delivery accountability.
Leadership vacancies and acting appointments	Acting appointments in key positions across municipalities affect continuity, administrative stability and programme implementation.	Prioritise timely recruitment and strengthen strategic management capacity across the district family of municipalities.
Skills development and HRD implementation	Training initiatives are active, but municipalities differ in funding models and capacity to access grants and coordinate programmes.	Strengthen HRD systems, expand access to SETA and external funding, and improve coordination of training opportunities.
Governance and oversight structures	Councils, EXCO, MPAC and Audit structures remain functional, but continued strengthening of oversight support and coordination is needed.	Maintain functional governance structures and improve committee support, decision-tracking and oversight integration.
Zululand Development Agency (ZDA)	The Agency remains strategically important, although the interim board term has elapsed and a permanent board is being appointed.	Fast-track permanent board appointment, validate high-impact projects, and strengthen the Agency's role in investment mobilisation and catalytic project packaging.
Private sector participation and Economic Indaba	Private sector participation in the One Plan remains weak, limiting catalytic project funding and investment alignment.	Convene an Economic Indaba / Private Sector Summit and improve

Key Matter / Theme	Summary of Issue Raised by Technical Hub	Proposed Resolution / Action
		the packaging of catalytic projects to attract funding and partnerships.
One Plan implementation gaps	Some catalytic projects were not included in the current One Plan, weakening integrated district planning and implementation.	Update the One Plan, improve sector reporting and project packaging, and align municipal, sector and private investment priorities.
JMPT and SPLUMA bottlenecks	Delays in SPLUMA applications and land-use approvals are affecting catalytic projects and infrastructure delivery.	Operationalise a fully functional Joint Municipal Planning Tribunal to reduce approval delays and improve planning efficiency.
P234 Corridor and transport connectivity	The P234 Corridor is a strategic transport and development project with significance for accessibility, rural development and regional connectivity.	Support alignment of the project within district planning and catalytic investment priorities, while monitoring implementation and linkages to social and economic services.
Social Cluster and JCPS matters	The report highlighted community safety, GBV, substance abuse, health interventions, HIV/TB programmes, and environmental health monitoring.	Continue coordinated multi-sector responses through the JCPS and Social Clusters and strengthen interventions in hotspot and high-need areas.
Audit progress	The district family of municipalities has made positive progress, with all municipalities achieving unqualified audit opinions.	Sustain audit improvement efforts, strengthen coordinated reporting, and continue progress toward cleaner administration.

The District Technical Hub resolved that these matters should inform ongoing district planning, intergovernmental coordination and implementation oversight, and that the relevant structures and departments should strengthen collaboration in order to improve delivery, align catalytic projects, and address operational bottlenecks affecting the District One Plan. The Hub further noted that while several issues require sector-specific follow-up, the Technical Hub remains the central coordinating mechanism for tracking implementation progress and escalating strategic matters to the Political Hub where necessary.

Table 29: Zululand IGR Structure Functionality (DDM and Others)

IGR Structure	Activity	Date
Technical Hub	Political Hub Meeting – To Consider One Plan To discuss progress reports on catalytic projects, governance, social and justice.	16/10/25 19/03/26
Political Hub	Political Hub Meeting – To Consider One Plan To discuss Progress made by the cluster in the previous meeting Catalytic Project statues	30/10/25 27/03/26
Economic Cluster	To discuss Progress made by the cluster in the previous meeting Catalytic Project statues	09/12/25 TBC

IGR Structure	Activity	Date
Governance Cluster	To deliberate on governance matter Receive progress reports on catalytic projects	- 29/01/26
Social Cluster	To deliberate on social issues Receive progress reports on catalytic projects	27/11/25 04/03/26
Justice Cluster	To deliberate on safety & security issues issues Receive progress reports on catalytic projects	12/11/25 05/03/26

The table above reflects on the various IGR Structures established to improve communications and deliberate on common issues between the district and local municipalities. The ZDM-Abaqulusi Protocol Structure was established to deliberate on common issues affecting ZDM and Abaqulusi including common debt and shared services. The Section 78 Assessment Structure deliberates on the evaluation of the capacity of both municipalities to provide water in the urban and rural areas of Abaqulusi Local Municipality.

Table 30: IGR Structure & Meeting Schedule

IGR STRUCTURE	POLITICAL HUB	TECHNICAL HUB	GSCID CLUSTER	ESCID CLUSTER	JCPS CLUSTER	SOCIAL CLUSTER
CHAIR-PERSON	Co-Chairperson Cllr MB Khumalo, Co-Chairperson MEC Nomagugu Simelane Co-Chairperson Minister Inkosi Mzamo Buthelezi	Co-Chairperson Mr S Mosia Co-Chairperson HOD Dr NG Zulu	Co- Chairperson Cllr BJ Thwala; Co- Chairperson Cllr MS Mkhabela (eDumbe LM Mayor) Co-Convenors: Mr VB Mbatha and Mr KWG Ngcobo(eDumbe LM MM – Acting & uPhongolo LM MM – Acting)	Chairperson Cllr MW Ntshangase Convenor: Mr SM Khomo (Ulundi LM MM)	Chairperson Cllr SE Mkhwanazi Convenor: Mrs S Dlamini (Abaqulusi LM MM)	Chairperson Cllr M Zondo Convenor: Mr M Mnguni (Nongoma LM MM – Acting)
DATE OF MEETINGS	27th March 2026 19th June 2026 17th September 2026 19th November 2026	27th February 2026 29th May 2026 27th August 2026	29th January 2026 07th May 2026 30th July 2026 1st October 2026	27th February 2026 29th May 2026 27th August 2026	19th February 2026 9th April 2026 6th August 2026 8th October 2026	10th March 2026 14th May 2026 13th August 2026 15th October 2026

The table below reflects the various IGR Structures that convene on a quarterly basis.

Table 31: IGR Structure- Quarterly meetings

NO.	STRUCTURE	QUARTER 4	QUARTER 1	QUARTER 2	QUARTER 3
1.	POLITICAL HUB	Convened	Not Convened	Convened	Convened
2.	TECHNICAL HUB	Convened	Convened	Convened	Convened

NO.	STRUCTURE	QUARTER 4	QUARTER 1	QUARTER 2	QUARTER 3
3.	ESCID CLUSTER	Convened	Convened	Convened	Convened
4.	GSCID CLUSTER	Convened	Convened	Not Convened	Convened
5.	SOCIAL CLUSTER	Convened	Convened	Convened	Convened
6.	JCPS CLUSTER	Convened	Convened	Convened	Convened

3.4.5.5 District Cluster Hubs

The District Cluster Hubs form part of the District Development Model (DDM) institutional arrangements and provide sector-based platforms for coordination, reporting and alignment across municipalities and sector departments. During the reporting period, the Governance Cluster focused on administrative and staffing matters, financial oversight, audit outcomes, committee functionality and progress on community and catalytic development matters. The JCPS Cluster dealt with community safety, justice and traffic law enforcement issues, including the strengthening of Community Safety Forums and coordination among law enforcement and justice stakeholders. The Social Cluster focused on health, social development and community wellbeing, including municipal health interventions, GBVF programmes, substance abuse coordination, HIV and TB responses, and school health support. Across the clusters, key issues included the need to strengthen participation, improve follow-up on resolutions, and enhance intergovernmental coordination and reporting to support the effective implementation of the District One Plan.

3.4.5.5.1 Zululand Development Agency (ZDA) Status

The Zululand Development Agency (ZDA) remains an important institutional mechanism for driving catalytic economic projects and supporting implementation of the District Development Model (DDM) One Plan. During the reporting period, it was noted that the term of the interim board had elapsed and that the Agency was in the process of recruiting a permanent board, while remaining compliant with statutory requirements and operating under a Memorandum of Understanding with the Zululand District Municipality. Despite financial constraints, the Agency has continued to package high-impact projects across the five local municipalities and utilise technical support to source external funding. The Technical Hub further noted that the Agency should play a stronger role in mobilising public-private partnerships, supporting catalytic project implementation, formalising private sector participation in the Economic Cluster, and aligning sector plans, including EDTEA inputs, with the District One Plan.

3.4.5.6 LED Forum

The LED Forum is a collective of LED Practitioners in the Zululand Family of Municipalities to coordinate the affairs of LED. Additional members are invited to attend including Planners and Sector Departments. The forum draws representation from all local municipalities, business and tourism sectors.

3.4.5.7 Planning and Development Technical Forum

The Planning and Development Technical Forum are chaired by the district. It is the key alignment structure between municipalities and other relevant stakeholders. The forum enables the district to play a coordination role in the planning and implementation processes between the district stakeholders to limit duplication, and conflict and promote sharing of resources and best practices. The terms of reference of the District Planners Forum are as follows:

- support the IDP Manager in preparing for the IDP review and throughout its process;
- provide terms of reference for specific planning activities;
- commission research studies;
- consider and comment on inputs from any sub-committees, study teams, consultants, provincial sector departments, or service providers;
- make content recommendations;
- process, summarize and document outputs;
- prepare, facilitate, and document meetings;
- consider Development Planning Shared Services matters;
- consider Planning and Development Act ramifications; and
- configure spatial information and strategies on Geographical Information Systems

3.4.5.8 IDP Representative Forum

The IDP Representative Forum (RF) is the main institutional mechanism for consultation in the IDP process. It establishes a strategic direction, provides guidance, and enables public participation in the IDP process. It is a platform for dialog between the ZDM and stakeholders including government departments and local communities. It enables public participation in the ZDM municipal affairs, particularly integrated development planning. It also provides for horizontal and vertical alignment of government programmes with those of the ZDM and the local municipalities. The composition of the ZDM IDP RF is as follows:

- Executive Councils of the District and Local Municipalities.
- Municipal Section 57 and 56 Managers.
- Provincial and National Sector Department Managers.
- Traditional Councils.
- Resource Persons.
- Community Representatives.
- Other stakeholders as identified, and which responded to advertisements.

3.4.5.8.1 Participation of Sector Departments in IGR Structures

Part of the reason for the collapse of the Cluster Hubs was the poor participation of Sector Departments to table progress reports on their responsibilities. Once the DDM structures are resuscitated, the attendance by Sector Departments will be monitored.

Key actions to improve Sector Department participation can include:

- Develop and implement a Sector Engagement Protocol (including differentiated invitations, follow-ups and escalation procedures).
- Schedule quarterly engagements with priority Sector Departments (based on service delivery impact and performance).
- Ensure ZDM representation at District Sector Meetings hosted by Sector Departments to improve alignment and relationships.
- Maintain an attendance and participation tracker for all IGR forums, with quarterly reporting and follow-up.

3.4.5.8.2 Decision Matrix

The strategic agenda (strategic pronouncements from national and provincial pronouncements included) and decision matrix do not exist at the moment to monitor continuity of discussions and implementation of resolutions. These will be implemented when the sittings of the Cluster Hubs, Technical Hub and Political Hub commence.

Be that as it may, 2 critical issues affecting the Zululand Family of Municipalities is the concerns raised at Cabinet level about the functionality of the ZDM DDM as well as the Zululand Development Agency. As a result, the ZDM has resolved to resuscitate both instruments. These will feature prominently in the strategic agenda and decision matrix of the DDM structures moving forward. The municipality has also heeded the call by Cabinet for District Municipalities to review and adopt the One Budget One Plans in line with the DCOG guidelines. The Plan has so far been approved by the Technical Hub in early March 2023. Adoption by the Political Hub will follow.

3.4.6 Internal Governance Framework

3.4.6.1 Audit Outcome

As it is required by Section 126 of the Municipal Finance Management Act the Municipal Manager of our municipality on an annual basis prepares the annual financial statements of the municipality and submits those annual financial statements to the Auditor-General for auditing purposes by 31 August.

The Auditor General's Report of Zululand District Municipality for the past three years is summarized as follows:

Table 32: History of audit outcomes in Zululand

Item	2020/2021	2021/2022	2022/2023	2023/2024	2025/2025
Opinion	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified

The municipality developed an Audit Action Plan to address external Unqualified audit findings from the Audit Report and Management Report. Implementation of the Audit Action Plan is monitored at MANCO meetings. Progress report on the implementation of the Audit Action Plan is tabled to Audit and Performance Audit Committee meetings.

3.4.6.2 Internal Audit

Internal Audit was outsourced to Bonakude Consulting for the period under review. A Chief Audit Executive was also appointed by the municipality. The audit commences every quarter to produce a

report which is tabled to the Audit and Performance Management Committee. The functional Internal Audit is guided by the Internal Audit Charter and Audit Plan which are tabled to the Audit and Performance Management Committee.

3.4.6.3 Performance Audit Committee

The Zululand District Municipality has an established Audit and Audit Performance Management Committee in accordance with section 166 of the Municipal Finance Management Act, Act no 56 of 2003 (MFMA) and section 14(2)(c) of the Local Government Municipal Planning and Performance Regulations, 2001 (Regulations). Consideration has also been given to section 14(2)(c) of the Regulations and MFMA Circular No. 65 issued by the National Treasury in November 2012 as well as the recommendations contained in the King Report on Governance for South Africa 2016 (King IV).

Audit and Performance Audit Committee is established wholly by non-executive members that have independent advisory capacity and oversight to the municipal Council. Currently, the Committee consists of three (3) non-executive members.

The Committee is guided by Audit and Performance Audit Committee Charter that is reviewed annual and approved by Council. The current APAC Charter was approved by Council in July 2024, Audit and Performance Management Committee. The Committee reports quarterly to the Council of Zululand District Municipality.

Table 33: Audit and Performance Audit Committee Meetings

No	Member's Name	Member's Position	Meetings held
1	E.N Sithole	Chairperson	21/07/2025; 25/11/2025; 26/02/2026; 04/03/2026
2	V.R Nhleko	APAC Member	
3	N.H Thungo	APAC Member	

3.4.6.4 Municipal Public Accounts Committee

The Section 79 Municipal Public Accounts Committee was established as per schedule 5 of the Local Government: Municipal Structures Act 1998 (Act 117 of 1998) to practice oversight over the affairs of a municipality. The committee comprises a chairperson elected by the municipal council, members of the committee as well as a committee secretary.

3.4.6.5 Performance Management

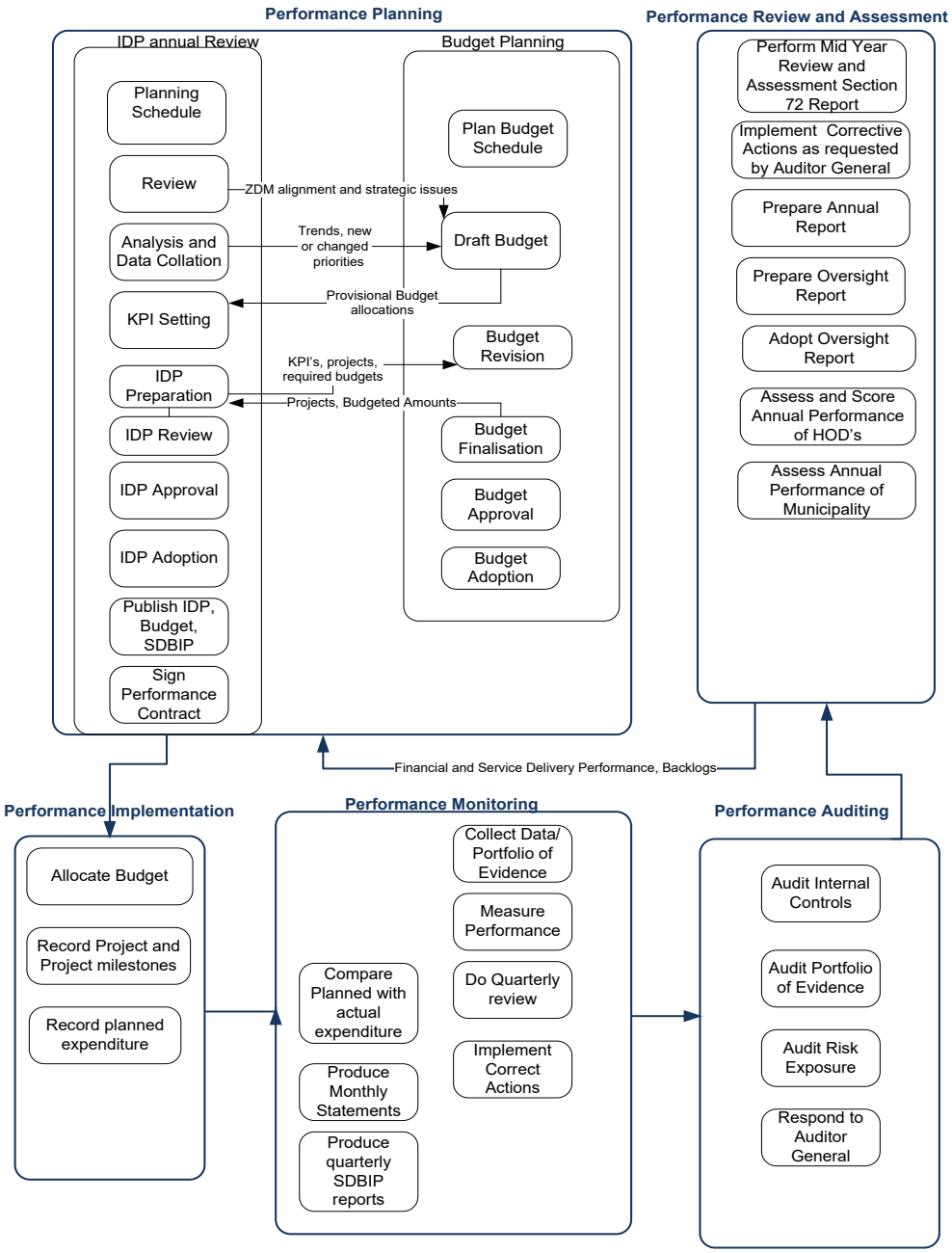
The Municipal Systems Act requires municipalities to develop a performance management system that is suitable for their own circumstances. Performance-based management is a systematic approach to improving performance, via an ongoing process of establishing strategic performance objectives; measuring performance; collecting, analysing, reviewing, and reporting performance data; and using that data to drive performance improvement.

The performance management system or framework describes how the municipality's cycle and processes of performance planning, monitoring, measurement, review, and reporting will happen and be organised and managed while determining the roles of different role-players. The PMS Framework 2022-2027 was adopted by Council on 27 May 2022.

Performance Review and monitoring take place in October, January, April, and August every financial year. Legislation makes provision for performance reporting to be tabled to the Council at least twice in a financial year. As of 30 June 2021, performance evaluation applies to sections 54, 56, and middle managers.

The Performance Management Process (including oversight and audit) aligned with the IDP Review and Budget is displayed below:

Figure 24: Performance Management Process



3.4.6.6 Risk Management

The Local Government: Municipal Finance Management Act, No. 56 of 2003 (Section 62) 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 systems of financial and risk management and internal control.

The municipality has a Risk Management Committee (RMC) that consists of all Directors and the Manager of Information Communication and Technology (ICT). Representatives from the legal and internal audit are standing invitees to RMC. The committee is chaired by an independent non-executive member as it is recommended by King IV Report.

This committee is a sub-committee of APAC. The Chairperson of RMC is also a member of the Audit and Performance Audit Committee. Chairperson of RMC issues quarterly reports to the Audit and Performance Audit Committee on matters of Enterprise Risk Management. The quarterly reports are tabled to the Council quarterly.

This committee has an oversight responsibility to ensure that enterprise risk management is implemented within the municipality i.e. risk management policies are in place, strategic risk assessment is conducted and formulated to Strategic Risk Register and risk mitigation plans are followed up and reported to the RMC.

The committee has its own Charter which was reviewed by the Risk Management Committee in April 2024 and later approved by Council of Zululand District Municipality in July 2024.

Annually, towards the end of the financial year, the municipality conducts a strategic risk assessment workshop where all risks including fraud, ICT as well as disaster risks are identified and incorporated into a Strategic Risk Register. Implementation of risk mitigation plans are followed up and reported quarterly to the Risk Management Committee. The RMC produces quarterly progress reports on the Strategic Risk Register for tabling to the Audit and Performance Audit Committee.

The RMC sat as follows:

Table 34: Functionality of the Risk Management Committee

MEETING DATE	MATTER FOR DISCUSSION
20/04/2026	Reviewal of Risk Management Committee Charter
25/11/2025	Reviewal of Risk Management Policy
26/03/2026	Reviewal of Fraud Prevention Policy
19/01/2026	Reviewal of Strategic Risk Register
	Approval of Fraud Reporting Procedures
	Quarterly Reporting

3.4.6.7 Anti- Fraud and Corruption

According to Section 155 (1) of The Local Government: Municipal Finance Management Act (No. 56 of 2003), the accounting officer of a municipality or municipal entity must 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, favouritism, and unfair and irregular practices.

The operation of the Fraud Prevention Strategy is driven by the effective implementation of the Fraud Prevention Policy. The policy was approved by municipal council on 10th November 2022. Risk Management Committee approved Fraud Reporting Procedures to be followed by any person who has alleged any fraudulent activity within the municipality. These had been made available to both employees and the public for ease of access.

3.4.6.8 Unauthorised, Irregular, Fruitless and Wasteful Expenditure Reduction Strategy

In terms of section 32 of the MFMA, the accounting officer must exercise all reasonable care to prevent and detect unauthorized, irregular fruitless and wasteful expenditure, and must for this purpose implement effective, efficient and transparent processes of financial risk management. Subsequently, the municipality prepared the Unauthorised, Irregular, Fruitless and Wasteful Expenditure Reduction Strategy (adopted 22 May 2025).

The UIFW expenditure reduction strategy sets out the following objectives:

- Emphasizing the accountability of employees for the Zululand District Municipality resources;
- Ensuring that employees have a clear and comprehensive understanding of the procedures they must follow;
- Ensuring that resources made available to employees are utilized efficiently, effectively, economically and for authorized official purposes only
- Ensuring that the Municipal resources are managed in compliance with the MFMA, the Treasury Regulations and other relevant legislation;
- Ensure that UIFW expenditure is detected, processed and recorded timeously.

The strategy is attached as an Annexure to this document.

3.4.6.9 Code of Conduct

Section 112 of The Local Government: Municipal Finance Management Act, No. 56 of 2003 requires that a supply chain management policy must make provision for compulsory disclosure of any conflicts of interest prospective contractors may have in specific tenders and the exclusion of such prospective contractors from those tenders or bids. Supply Chain Management.

The Council had developed and approved its Supply Chain Management (SCM) Policy which is in line with Municipal Supply Chain Management (SCM) Regulations as issued by the national Treasury. In an endeavour to ensure compliance and standardisation of the SCM Policy, all amendments are submitted to Council for approval.

3.4.6.10 Batho Pele Policy and Procedure Manual

The municipality has developed a customer care policy aligned with the Batho Pele core principles, the customer care policy was adopted by the council on 25 February 2022 and is attached on this document as an annexure.

To this effect, the municipality has developed a customer care policy with the following underpinnings:

- Customer focus

- Municipal establishments must be committed to effective complaint management and value the feedback received from users through these mechanisms.

- Visibility
  - Information about how and where to complain must be well publicized to the community.
- Accessibility
  - It must be made as easy as possible for users to lodge a complaint. The public should be encouraged to complain at the point of service.
  - All attempts should therefore be made to reduce potential barriers to access such as race, language, literacy, and attitude. An easy-to-understand complaint procedure is desirable because it is then likely to also be more accessible for vulnerable groups such as blind and deaf people and illiterate people, as well as being easier to use by those managing it.
- Speed
  - The aim of the complaints management system is to resolve queries and provide feedback within the expected time that must be communicated to clients through the Municipal Service Charter.
  - When a response cannot be provided within a stipulated timeframe, an explanation must be provided to clients and keep them informed of the progress and outcome.
- Fairness
  - Complaints must be fairly and impartially handled without fear or favour.
- Confidentiality
  - The Complainant's right to confidentiality of all information pertaining to his or her complaint must always be respected in line with the POPI Act.
  - The complainants expressed consent is not needed if his or her personal information is required to investigate a complaint. However, care must be taken throughout the complaints management procedure to ensure that any information disclosed about the complainant is confined to that which is relevant to the investigation of the complaint and only disclosed to those people who have a demonstrable need to know it for the purpose of investigating the complaint.
- Responsiveness
  - Complaints are acknowledged promptly, addressed according to urgency, and the complainant is kept informed throughout the process. This can help prevent dissatisfaction from growing or further complaints arising about delays. Where a delay is unavoidable, the complainant should be kept informed of progress and told when an outcome can be expected.
- Remedy
  - The municipality must provide a remedy to the complainant in cases where the investigation report indicates that a remedy is required. Effective communication during the entire redress process is essential.
- Accountability
  - Accountabilities for complaint management are clearly established, and complaints and the responses to them are monitored and reported to management and other stakeholders.

- Review
  - The complaint management system must offer opportunities for internal and external review and/or appeal about the Municipality's response to the complaint. The complainant must be informed about this review and/or appeal mechanisms.
  - The Municipality must establish a Complaints Management Committee to deal with complaints and feedback. Such complaints and feedback must be incorporated into the Municipal Complaints Register.
- Continuous improvement
  - Complaints should be a source to trigger improvement within the Municipality.

To achieve customer service excellence, it is necessary that ZDM employees have a common set of values that will guide their interaction with customers. As an organization, ZDM will remind employees that there must be a commitment to the following values that will guide our interactions with customers:

- Integrity: in doing the right thing even if no one is looking.
- Service: to provide a meaningful experience to the people we serve and support.
- Transparency: to increase engagement and to be emotionally involved and committed to serve our community.
- Responsibility: to serve our customers with integrity.
- Reliable: to carefully manage the relationship we develop with our customers,
- Empathy: to promote high commitment and cooperation.
- Accountability: to take responsibility to honour commitments we have made.
- Fairness: through open communication using our web-based customer care management system (SIZA) which facilitates constructive conversation with our customers.

3.4.6.11 Service Delivery Charter

Section 73 (1) [c] require municipalities to ensure that all members of the local community have access to at least the minimum level of basic municipal services.

To this effect, the municipality has developed the following service standards:

Table 35: Service Levels

	Service Description	Service days level
Directorate: Corporate Services		
Corporate Services	General Correspondence.	5
Human Resources	Job Applications: Notification of unsuccessful candidates.	10
Disaster Management	Complaints related to disasters.	1
Records Management	Misplaced & Lost Documents.	5
Directorate: Budget & Treasury		
Account Enquiries	Account Accuracy General Enquiries Water Accounts	1
Credit Control	Indigent Applications Payment Arrangements Rebates	5 3 30
Financial Services	General - Correspondence	5

	Service Description	Service days level
Trade Services	Meter Readings	5
	Suspended Services	1
	Water: New Connections	1
	Water: Reconnections	1
Directorate: Technical Services		
Technical Services	General - Correspondence	5
	Burst Pipe: Minor Leakage	1
	Faulty Meters	3
Water	Meter Testing	1
	Water: Quality Check	1
	Water: Tanker Delivery	3
	Burst Pipe: Major Leakage	1
Directorate: Community Services		
	General Correspondence	5
	Illegal dumping	3
	Sewer spillage	1
	Complaints: agricultural activities	3

The charter offers a redress mechanism should the municipality fail to meet its service delivery standards.

3.4.6.12 Service Delivery Improvement Plan

The Municipality developed a Service Delivery Improvement Plan (SDIP) with the following three top priorities for 2026/2027:

- Cost Containment and cash flow management.
- Reduce Cost of Water Services Augmentation.
- Reduce Unauthorised Irregular, Fruitless & Wasteful Expenditure.

Table 36: Service Delivery Improvement Plan

Key Services	Brief Diagnostic	Strategy/ Solution	Baseline	Target
FINANCIAL VIABILITY				
Budget Management	• Municipality developed and approved an unrealistic funded budget for 2024/2025 up to 2027, the municipality approved the budget limited to funding but having commitments above budget and liabilities. • Limited capital available for revenue generating infrastructure – the municipality is not generating surpluses to supplement the	Develop Budget Funding Plan with clear objectives and financial targets aligned with strategies and activities. Funding plan to include: • Suspend noncritical services. • Budget for your liabilities first, then allocate to your core services. • Negotiate payment plans with creditors. • Ring-fence the available budget to certain core projects. • Start procurement of the project only if cash is ring fenced, or it is certain that it will be available. • Suspend use of virement to start new activities or projects. • Never start new projects that were not approved in the budget unless it is emergency or adjustment has been affected. • Adhere to procurement plans. • Proactive planning on expenditure to manage cashflow.	Develop 2026/2027 Funding Plan annually May 2026	Review 2027/2028 Funding Plan May 2027

Key Services	Brief Diagnostic	Strategy/ Solution	Baseline	Target
	capital grants that it receives and thereby compromising the municipality's ability to invest in capital projects to upgrade the ageing infrastructure. • Inadequate budgeting for effective repair and maintenance of service delivery infrastructure.	• Postpone some projects or activities to the next financial year. • Monitor and improve efficiencies and turn-around time of user department requests. • Apply Zero-based budgeting approach. • Improve budget controls to prevent unauthorized expenditure.		
Supply Chain Management	• Not all municipal procurement is included in the procurement plan. • High levels of UIF-W	• Review SCM policy to deal with any internal control weaknesses identified and ensure they are aligned to all applicable legislation. • Design and implement systems and procedures to ensure total compliance to the policies by the municipality (strengthened controls). • Compliance with SCM processes before any order is issued. • For all procurement processes the official order must be issued and the contract be captured in the contract module. • All contracts appointed must be captured on the contract module SOLAR system. • All payments to attach the copy from the system detailing the remaining balance.	Review SCM policy	ongoing

Key Services	Brief Diagnostic	Strategy/ Solution	Baseline	Target
UIFW	• Overspending on budget. • Non-compliance with supply chain management processes and legislation. • Interests and penalties on late payments of creditors. • No comprehensive register for UIF&W • Review of contracts if they comply with SARS (VAT registered).	• Monitor the UIF&W reduction strategy. • Identify, investigate, and report on irregular, unauthorised, fruitless, and wasteful expenditure as per legislation. • Implement Consequence management for historical irregular expenditure as per Council approved section 32 investigation report. • The detail UIF&W register to be table monthly to council. • Facilitate the update of the UIFW register. • Monitor the clearance of the register. • Measures to curb Irregular expenditure and value for money expenditure. • Stop awarding of contract to non-VAT vender if the amount has exceeded R1 million in one year as regulated by SARS to avoid irregular expenditure.	Review UIF&W reduction strategy by May 2026	Review UIF&W reduction strategy by May 2027
Contract management	• Contract Register in place but incomplete as identified by AG. • Irregular payments without proper contracts. • No monthly performance. monitoring Reports on contracts submitted.	• Audit and review all contracts. • Maintain an updated contract register. • Maintain a panel of service providers for the goods and services that are regularly required as stipulated in KZN SCM circular 7 2024/2025. • Submission of monthly performance monitoring reports on contracts. • Proper recording of extension of time and variation orders. • Clear and proper records of all awards and termination during the year.	Review & Monitor Contract Register	Ongoing

Key Services	Brief Diagnostic	Strategy/ Solution	Baseline	Target
		• Review if there is a valid contract and if we have not yet exceeded the contracted amount before payments. • The contract must align to the budget and cashflow for term of contract. e.g (awarded is R6 million over 3 years, meaning the budget per year is R2 million per year or proportioned otherwise within 3 years.)		
Liability management	• No accurate listing of all creditors. • Not all suppliers accounts are reconciled. • No clear monthly obligations list or commitments or list of all payments due per month. • No active payments to creditors.	• Creditors listing to be provided monthly. • Each supplier's recon to be done monthly and the report be submitted for all supplier's recons. • Creditors recon to be provided monthly with the listing of all payments, including the opening balance and all payments made against the opening balance. • Negotiate payment plans or arrangements with creditors. • Monitor and stick to payment plans • List of all monthly obligations to be submitted and monitored monthly. • Capturing of all creditors on the system. • Utilise invoice tracking system to monitor creditors.	Current liabilities figure	Target decrease

Key Services	Brief Diagnostic	Strategy/ Solution	Baseline	Target
Expenditure management	• Not all payments have purchase order or contract attached to it. • Not All payments are paid within 30 days of receipt of invoice or arrangement made.	• All payments will be captured once the official documentation has been attached such as purchase order or contract appointment letter. • Utilise the invoice tracking system to ensure the accuracy of information. • Priorities the invoices that are due immediately. • HOD to verify if work was done and sign invoices accordingly. • Update payments arrangements list. • Maintain the accurate list of all month end payments, orders and contracts due in that month.	More than 30 days	Turnaround time for payment of creditors within 30 days per quarter
Cost Containment and cash flow management	• Going Concern - for the 2023/24 assessment, most of the ratios calculated and analysed indicate that the municipality is not financially sustainable. • The cash/cost coverage ratio indicates municipality's ability to meet its monthly. • Fixed operating commitments.	• Review accuracy of cashflow forecasting every month. • Develop and/or adopt a template to be used for early warning with regards to the above review. • Due to the declining cash, it is recommended that a cash flow committee is established. • Budget vs Cost comparison to be done. • on monthly basis. This will assist to also curb Unauthorised expenditure. • Municipality must ensure that the Containment policy and regulation is enforced, and that each department should be requested to contain the expenses to 80% of their budgets and the balance to be used to reduce liabilities.	Cost coverage ratio 1 month	3 months

Key Services	Brief Diagnostic	Strategy/ Solution	Baseline	Target
	• These ratios are far below the acceptable norm and indicate that the municipality is vulnerable in the event of a financial shock. • Furthermore, it would be unable to pay its monthly fixed expenses with cash available without collecting any additional revenue. Current ratio is less than the norm. • Cost containment policy is in place.			
Revenue Management	• Not all consumers are metered. • The possibility of unauthorised and illegal connections. • Consumers billed at average due to faulty meters.	• Targets must be set for the revenue Collections. • Consumer segmentation to develop strategies to deal with non-paying Consumers. • Identify new opportunities for revenue.	48,4% Collection Rate	60% Collection Rate
	• Minimal co-ordination between Technical and	• Generation and growth (within its mandate) and determining areas where generation of revenue has been underutilised.		

Key Services	Brief Diagnostic	Strategy/ Solution	Baseline	Target
	Finance on meter readings and disconnections.	• Review the debtor's book and identify long outstanding debts, reconcile with the indigent register, and recommend write offs. • Review of tariffs and tariff structures to ensure that they are cost effective and should be phased in from the 2025/26. • Purchase of new meters. • Budget for revenue based on achievable and/or realistic amounts.		
Financial Control Environment and mSCOA	• mSCOA not fully implemented. • Some modules not available or available but training was never offered.	• Revise and implement plan for non-functional modules. • Training of officials on the modules if needed	Skills development required	Training of officials on the modules if needed by June 2027
BASIC SERVICE DELIVERY				
Water Services Augmentation	Water tankers	• Construct Water Filling Point per each local municipality for all 5 local municipalities to avoid long distance travelled by water tankers delivering water, increase efficiency in service delivery. • Purchase material to fix the nonfunctioning schemes, once the scheme starts functioning remove water tanker. • Have tracking system that will be used to monitor water tankers routes for both privately hired and leased water tankers. • Perform the study to determine the best option between leasing and owning water tankers.	Current cost	Refurbishment of Water draw points to decrease distance Water tankers travel communities from water draw points thus decreasing cost of operating Water Tankers

Key Services	Brief Diagnostic	Strategy/ Solution	Baseline	Target
Rural Schemes	Operations and Maintenance	• Use of internal capacity or capacitate internal staff to do maintenance. • Prioritise supply of material to technical service as the capacity to perform maintenance exist within technical services. • Give work to contactors only if there is no capacity. • Limiting or negotiate the rates of plant hire charges.	Skills development required	Training of staff by June 2027
Bulk	Maintenance	• Conduct the study to check if the municipality can be able to do bulk maintenance internal. • Develop the maintenance plan. • The maintenance contract must align to the budget and cashflow for term of contract. e.g (awarded is R6 million over 3 years, meaning the budget per year is R2 million per year or proportioned otherwise within 3 years.)		Develop and Review Maintenance Plan
Municipal Services	Eskom	• Perform the Study to check which option is best between using prepaid and metered ESKOM electricity. • Verify Eskom meter readings using our internal staff (e.g. Maintenance Officers). • Perform the Study to check if it is possible to source alternative energy.	• Conduct Study to convert to prepaid	• Completion of study
LOCAL ECONOMIC DEVELOPMENT				
Led Funding	No sufficient budget for LED implementation	• The LED projects to be implemented in a cost-effective manner. • Assist community with either seedlings or tractor, if tractor is requested the diesel is filled by the person requesting the tractor.	Assist community with agricultural produce as per request and budget availability	Ongoing support

Key Services	Brief Diagnostic	Strategy/ Solution	Baseline	Target
		• Provide assistance according to available budget.		
MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT				
Communication	Telephone	• Determine the need analysis for the telephone contract. • Recover private calls from employees. • Use Telkom phones to avoid paying the third party for something you can get from line or network owner. • Encourage to use the online communications e.g ZOOM, Teams etc.	Monitor and Review telephone cost and implement consequence management	ongoing
	Hight Internet charge	• Source the suitable and affordable contract for data provision for the employees.		
Human Resources	Employee related cost	• The appoint employees according to approved organogram, appoint in the positions that are funded in the organogram. • The municipality to review all the contract employees, need analysis to be done, re-assigning employees from where there is surplus to where the is shortage of stuff. • Stop using the funding for the existing post in the organogram to fund non existing or new post that was not budgeted.	Review organogram and implement human resource policy	ongoing

3.4.6.13 Municipal Support and Improvement Plan (MSIP)

The Municipality prepared and is implementing a Municipal Support and Improvement Plan (MSIP) as part of the provincial support and oversight framework aimed at strengthening governance, institutional performance, financial management, service delivery and planning. The MSIP identifies priority areas requiring remedial action and provides a structured basis for monitoring progress on municipal improvement measures.

The detailed Municipal Support and Improvement Plan is attached as an annexure to this IDP.

3.4.6.14 Supply Chain Management

3.4.6.14.1 Supply Chain Management Unit

The SCM Unit is centralised and reports to the office of the Chief Financial Officer as required by regulation 7(1) of Municipal Supply Chain Management Regulations. Section 115 of the MFMA which deals with the segregation of duties is complied with.

An SCM Manager has been appointed to streamline and refine the systems and processes of the

SCM unit in line with the MFMA, Municipal Supply Chain Management Regulations, SCM Policy, and other laws and help reduce instances of irregular, fruitless and wasteful expenditure.

3.4.6.14.2 SCM Policy

The SCM policy is developed in accordance with the Preferential Procurement Framework. It makes provision for South Africans from all walks of life to compete for tenders. It was last reviewed and adopted in January 2020.

3.4.6.14.3 SCM Committee Structures

The following SCM structures have also been established and are operational:

- Bid Specifications Committee: This Committee is established in terms of Section 27 of the SCM Policy. There is no standing Committee, but members are appointed to the Committee by the Accounting Officer as and when there is a project that must be processed. The membership is chosen based on the required expertise depending on the nature of the project.
- Bid Evaluation Committee: This Committee is established in terms of Section 28 of the SCM Policy.
- Bid Adjudication Committee: This Committee is established in terms of Section 29 of the SCM Policy. The Committee comprises of Senior Managers (Directors). The CFO is the Chairperson of this Committee.

The BAC submits reports to the Accounting Officer to approve the awarding of bids.

3.4.6.14.4 Procurement Plan

In order to manage the processes of demand and acquisition, Section 42 of the Municipal Supply Chain Management Regulations makes provision for monitoring and evaluation.

The 2026/2027 procurement plan was approved with the budget. It is also attached as an annexure.

3.4.6.14.5 SCM Performance Against Targets

The SCM Policy and the Procurement Plan are the mechanisms used to achieve the goals and targets of the municipality. The latter ensures that grant expenditure can take place in accordance with grant conditions.

The following are some of the indicators pointing to the functionality of SCM in the financial year ended:

Table 37: Deviations

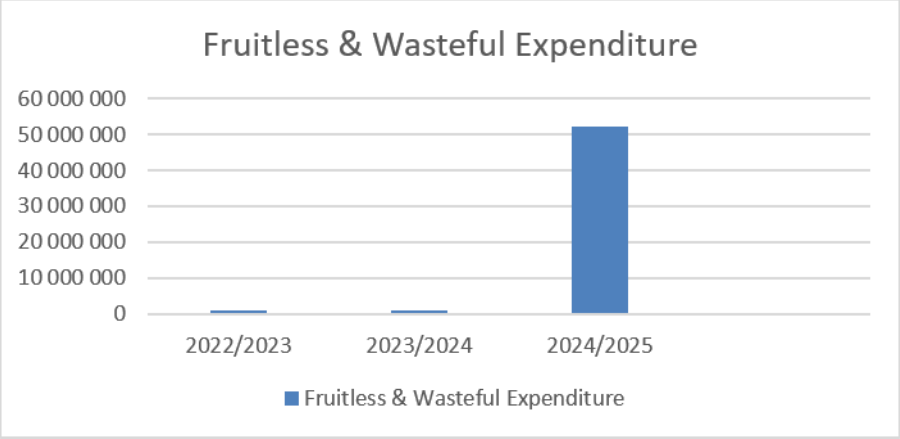
Description	Total Value (2022/23)	Total Value (2023/24)	Total Value (2024/25)
Deviations	R9 756 406	3 115 890	R 3 655 334

During the period under review, the municipality saw an increase of R 539 344.00 in Section 36 deviations compared to the 2023/24 financial year.

The Council had developed and approved its Supply Chain Management (SCM) Policy that is in line with the Local Government: Municipal Supply Chain Management (SCM) Regulations as issued by the National Treasury. In an endeavour to ensure compliance and standardisation of the SCM Policy all amendments are submitted to Council for approval. The SCM Unit is centralised and reports to the office of the Chief Financial Officer as required by regulation 7(1) of Municipal Supply Chain Management Regulations. Section 115 of the MFMA that deals with segregation of duties is complied with.

Fruitless and wasteful expenditure is expenditure that was made in vain and would have been avoided had reasonable care been exercised.

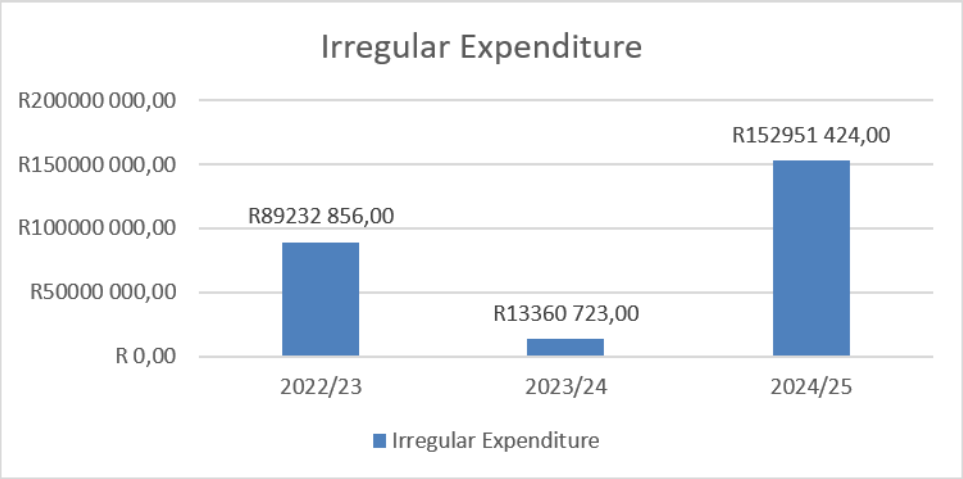
Figure 25: Fruitless & Wasteful Expenditure



According to note 53 (page 99) of the Audited Financial Statements, fruitless and wasteful expenditure for the period under review amounts to R 52 090 445 which has increased by R 48 842 045 from 2023/24 financial year.

The reasons have been listed in the Auditor General's Report.

Figure 26: Irregular Expenditure



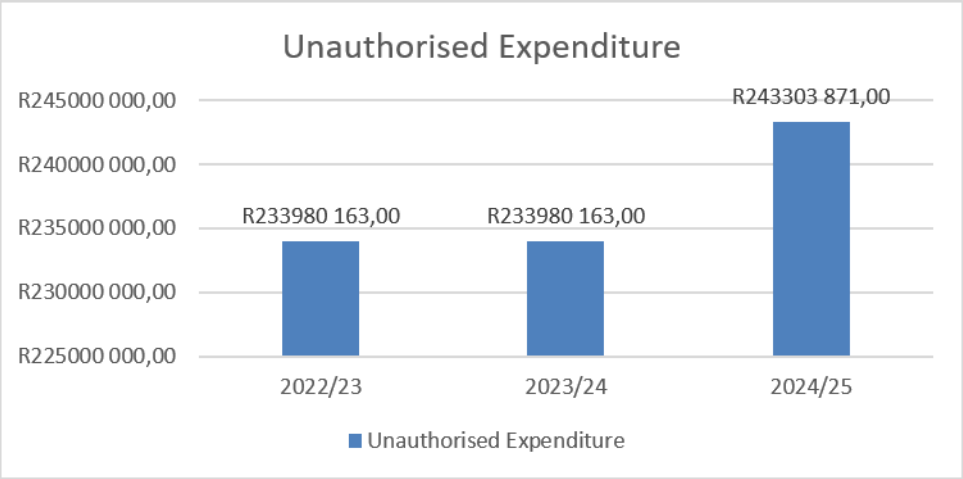
According to note 53 (page 98) of the Audited Financial Statements, Irregular expenditure for the period under review amounts to R 152 951 424 which has increased by R129 398 865 from 2023/24 financial year.

According to note 53, the incidents can be identified as follows:

Item No.	Description	Amount
1	Non- compliance MSCMR	R80 971 395
2	Non-compliance with CIDBR	R66 138 981
3	Non-compliance with PPPFA	R5 841 048

After a forensic investigation was concluded, council committee recommended to write-off R 10 056 166 as no losses were suffered and recovery of R 3 939 150 be pursued as per recommendations of the council committee. Amount written off After the council committee investigations, council adopted the council committee recommendation to write off an amount of R 85 255 022 from the total irregular expenditure amount

Figure 27: Unauthorised Expenditure



According to note 53 (page 97) of the Audited Financial Statements, unauthorised expenditure for the period under review amounts to R 243 303 871 which has increased by R 9 557 777 from 2023/24.

3.4.7 Land Use Management and Development Planning

3.4.7.1 Development Planning Shared Services

The district is the champion for shared services. This includes human resource administration as well as management of payroll on behalf of the participating municipalities. The district also co-ordinates and monitors support activities to its local municipalities. The participating local municipalities are responsible for funding contributions in respect of salaries. These are paid by the district which later recovers these costs through invoicing. COGTA KZN assists with funding as well as monitoring and evaluation of shared services impact in relation to funding support.

The principle of the Development Planning Shared Services is to render statutory and strategic town and regional planning support to local municipalities in the Zululand District Municipal area. The unit provides strategic, development administration, information management, building control and performance management support to local municipalities.

The DPSS Steering Committee was established and is functional. Its role is to coordinate the administration of the Shared Services Unit and the Zululand JMPT.

Due to lack of funds ZDM shared services have been suspended temporarily as of June 2023.

3.4.7.2 Joint Municipal Planning Tribunal

Four municipalities in Zululand elected to form a joint municipal planning tribunal. These are Ulundi, Nongoma, uPhongolo, and eDumbe. Abaqulusi formed their own tribunal. An agreement was signed by all participating municipalities and gazetted. A panel of professionals to serve on the joint tribunal according to SPLUMA is co-ordinated by the district. The JMPT comprises 12 external and seven members from the participating municipalities.

The external members are selected on a rotational basis. The district plays the secretariat role and financial administration which involves the remuneration of external members. The LMs Town Planners form part of the JMPT Panel.

During the 2024/2025 financial year, the JMPT tribunal did not sit to consider development applications as it was not functional. During the 2025/2026 financial year, a new JMPT was established.

The Zululand District Development Model (DDM) Technical Hub resolved to have a fully functional Joint Municipal Planning Tribunal (JMPT) by the end of April 2026, which is a critical milestone for the "One Plan" implementation. The technical hub identified that delays in land-use approvals were a primary bottleneck for Catalytic Projects. By enforcing this April deadline, the district aims to:

- Centralise Decision-Making: Ensure that local municipalities involved, have a single, high-capacity body to process SPLUMA applications.
- Eliminate Backlogs: Address the "stop-start" nature of projects caused by pending land-use rights and environmental authorizations.

- Unlock Investment: Provide certainty for private-sector developments that rely on efficient municipal planning processes.

3.4.7.3 Status Of Sector Plans

The ZDM has prepared and adopted numerous sector plans to elucidate sector-specific issues and facilitate effective implementation of the IDP (refer to Table below). The sector plans provide for structured engagement with stakeholders during both the planning and implementation stages. They also provide detailed information for the refinement of the IDP.

Table 38: Sector Plans Implementation Status

SECTOR PLAN	COMPLETED	ADOPTED	DATE	NEXT REVIEW
Biodiversity Sector Plan	Y	Y	05/2020	TBD
Disaster Management Plan	Y	Y	05/2022	TBD
Environmental Management Framework	Y	Y	05/2022	TBD
Local Economic Development Plan	Y	Y	01/2023	2026
Spatial Development Framework	Y	Y	05/2022	2027
Water Services Development Plan	Y	Y	05/2023	05/2024
Integrated Waste Management Plan	Y	Y	05/2024	TBD
Cemetery Plan	Y	Y	05/2024	TBD
Infrastructure Procurement Strategy for Water and Sanitation	Y	Y	05/2023	05/2024
Infrastructure Programme Management Plan for Water and Sanitation	Y	Y	05/2023	05/2024
End of Year Report for Water and Sanitation	Y	Y	07/2023	05/2024
Updated Asset Register for Water and Sanitation	Y	NA	NA	05/2023
Operations Management Plan for Water and Sanitation	Y	NA	NA	05/2023
Maintenance Management Plan for Water and Sanitation	Y	NA	NA	05/2023
Operations and Maintenance Review Report for Water and Sanitation	Y	NA	NA	05/2023
*NA: Not applicable (administrative document; adopted by Management not Council)				

3.4.8 Public Participation

3.4.8.1 Ward Committees

The table below indicates that 84% of ward committees are functional, and 16% are not functional.

Table 39: Ward Functionality (at 28.04.2026)

Name of municipality	No of wards	No & % of functional ward committees	No & % of non-functional wards
Abaqulusi	23	100%	
Nongoma	23	100%	
eDumbe	10	100%	
uPongolo	15	100%	
Ulundi	24	100%	
TOTAL	**95**	**95 (100%)**	

3.4.8.2 Participation of Amakhosi in Council Meetings

Section 81(1) of the Local Government Municipal Structures Act 1998 states that Traditional authorities that traditionally observe a system of customary law in the area of a municipality may participate through their leaders, identified in terms of subsection (2), in the proceedings of the council of that municipality, and those traditional leaders must be allowed to attend and participate in any meeting of the council. The following traditional leaders represent the District House of Traditional Leaders in the council:

- Inkosi LD Ntshangase.
- Inkosi SQ Mntungwa.
- Inkosi ZN Mbatha.

Notices for Council and Agenda are distributed at the same time as with Councillors. In accordance with section 81(3) of the Local Government Municipal Structures Act, 1998, before a municipal council takes a decision on any matter directly affecting the area of their traditional authority, the council does offer Inkosi an opportunity to express a view on that matter. Generally, attendance of the Amakhosi is good but does get affected by their work in the areas of their subjects and Traditional Authority Meetings.

3.4.8.3 Communication Policy

Public participation is important to determine development needs that exist in the communities in relation to the developmental priorities during the planning processes in a municipality. The Zululand District Municipality has established the following mechanisms for public participation when developing its IDP.

In its Communication Policy, the Zululand District Municipality commits to providing information to its internal and external stakeholders about Municipality programmes and services. This must be done in an accurate, timeous, relevant and understandable manner to ensure that it reports its achievements with regard to its mandate and to ensure that it is visible, accessible and answerable to the public it serves.

In order to achieve the above the municipality seeks to ensure that it imparts information and key milestones that are reliable and accurate and furthermore such information is delivered timeously. Coupled with the above the municipality imparts, as part of its communication programmes, the communications priorities of government to internal and external stakeholders.

Apart from outlining the processes for disclosure of information and handling of confidential information, the policy also sets out the roles and responsibilities of all categories of employees in the municipality in communication.

During the current financial year, the municipality has engaged with various stakeholders and the public where the prescripts of the policy had to be applied. These include various public media statements and comments made by the municipality, disseminating information on municipal services, events and awareness via social media and others.

3.4.8.4 Public Participation Policy

The Policy serves to provide mechanisms, processes and procedures in order to achieve adequate, reasonable and effective public participation by enabling members of the public get access to information, and participate in consultation and decision-making processes of the Municipality.

Like the Communication Policy, the Public Participation Policy outlines the roles and responsibilities of different categories of employees. It further sets out the different public participation platforms and instruments to enable the public to participate in providing information to enable the municipality to make informed decisions.

During the current financial year, there has been several engagements across the municipality to address issues of concerns regarding service provision where the policy has been activated. Several media notices have been published in the media including council notices and tender advertisements and strategies adopted by Council.

3.4.9 Key Challenges

- Inadequate governance reporting and audit readiness, including poor reporting and inaccurate provision of Portfolio of Evidence (POE) and unclear internal communication regarding documentation requirements.
- Public participation shortfalls, including insufficient community engagements and gaps in communication and feedback mechanisms to communities.
- Oversight and accountability delays, including Audit Committee reporting delays, linked to delays in finalising the Annual Financial Statements (AFS).
- Institutional capacity constraints, including skills gaps and new staff unfamiliarity with POE preparation, documentation standards and record-keeping requirements, requiring targeted capacitation and support.
- ICT and process efficiency constraints, including poor network coverage and the impact of load-shedding on online operations, outdated firewall/cybersecurity risks, and satellite offices not linked to the main office systems (need for intranet and improved connectivity).
- Coordination challenges, including ineffective vertical and horizontal coordination and IGR/DDM structures not operating optimally, which affects alignment and implementation across stakeholders.

3.4.10 SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Functional Council and committee structures.	District intergovernmental relations structures require revival.	Support from provincial and national government.	Poor cooperation among and within political parties.
Functional Audit and Risk Management Committee.	Some dysfunctional war rooms. Public	Operation Sukuma Sakhe.	SCM Processes timeframes

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
	participation structures require re-establishment.		
Comprehensive IT security policy in place to minimize the risk of errors, fraud and the loss of data confidentiality, integrity, and availability.	Insufficient community engagements and weak feedback loops.	Resuscitation of Electronic Document Management System to improve late submission of items.	Security vulnerabilities – hacking, malicious or data protection
Numerous organizational arrangements are in place for the IDP preparation process.	Audit Committee reporting and oversight processes face delays.	Staff capacitation/training to improve POE quality, record-keeping, and compliance.	Continued reporting /documentation gaps may trigger governance non-compliance and audit/oversight risks.
Functional shared services centre and JMPT.	ICT constraints (network, load-shedding, outdated firewall, satellite connectivity gaps).	Strengthen internal guidance and communication for governance reporting and roadshow documentation.	Persistent AFS/Audit Committee reporting delays weaken oversight effectiveness.
IDP and budget are approved on time each year.	Reporting, POE and record-keeping weaknesses affect compliance.	Digital enablement: improved broadband/network, backup power, firewall upgrade, intranet linking satellite offices.	Stakeholder disengagement and reduced trust if participation targets and feedback loops are not improved
Performance Management System.	Coordination with traditional councils is not always consistent.	Improve IGR/DDM functionality to strengthen alignment and shared implementation.	
Governance policies are in place. Well established supply chain system.			
All management policies are in place and are implemented effectively.			
Information communication technology systems in place			
Early warning system- Social media platforms and radio stations			

3.5 BASIC SERVICE DELIVERY AND INFRASTRUCTURE

3.5.1 Institutional Capacity

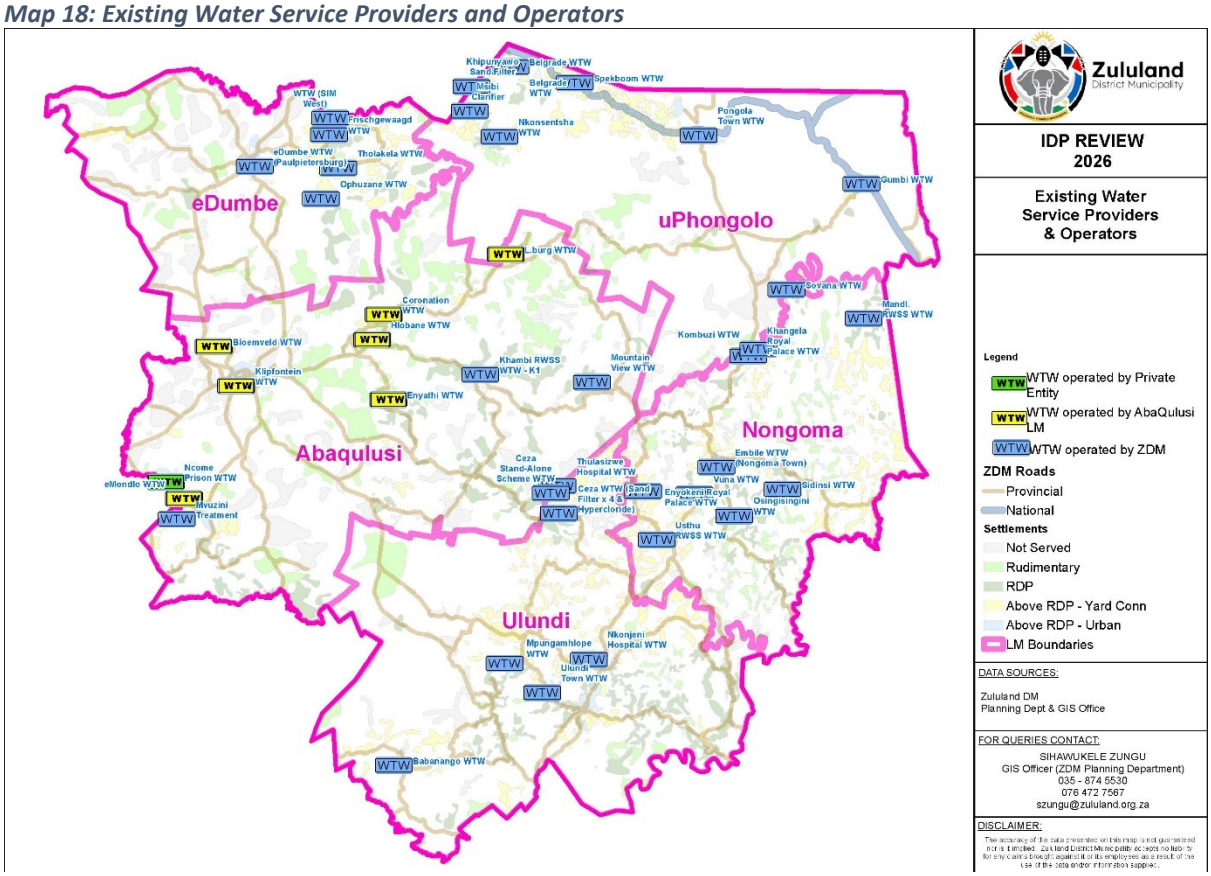
3.5.1.1 Water Services Authority

Since 2003, the Zululand District Municipality has been a designated Water Service Authority within its area of jurisdiction. As a WSA, the municipality is responsible for ensuring access to basic water supply and sanitation services. This includes planning, regulation, and provision of these services, often through a Water Services Development Plan (WSDP). The WSA also plays a role in monitoring and intervening to ensure adequate water and sanitation services.

3.5.1.2 Water Services Providers

All Water Services Provider functions were taken over by ZDM in 2003 from the Local Municipalities, except for the urban reticulation services within the AbaQulusi Local Municipality. ZDM provides the service in the rural area of Abaqulusi. Abaqulusi Local Municipality is an agent of the ZDM for the provision of water in the Vryheid area only. A protocol agreement is in place to regulate this working arrangement between the Zululand District Municipality and Abaqulusi Local Municipality. A Municipal Systems Act Section 78 process is underway to determine the capacity of ZDM and or Abaqulusi Local Municipality to perform this function in the urban area of the latter.

Map 18: Existing Water Service Providers and Operators



The map above illustrates the spatial distribution of existing water service providers and operators across the Zululand District Municipality, including ZDM-operated schemes, local municipality schemes and privately operated water treatment works.

The WSA has several functions and outputs that are mainly associated with governance and regulation. The situation within the ZDM is given in the table below.

Table 40: WSA Functions and Outputs Within The ZDM

WSA FUNCTIONS / OUTPUTS	IN PLACE? (YES/ NO)	IF NO, WHEN WILL IT BE IN PLACE?	SUPPORT REQUIRED (YES/NO)
Policy development			
Indigent policy	Yes	N/A	No
Free basic water policy (including equitable share)	Yes	N/A	No
Free basic sanitation policy (including equitable share)	Yes	N/A	No
Procurement policy	Yes	N/A	No
Regulation and tariffs			
Water services bylaws with conditions as required by the Water Services Act	Yes	N/A	No
Mechanisms to ensure compliance with bylaws	Yes	N/A	No
Tariff structure	Yes	N/A	No
Tariffs promulgated	Yes	N/A	No
Infrastructure development (projects)			
Mechanisms to undertake project feasibility studies	Yes	N/A	No
Criteria for prioritising projects	Yes	N/A	No
Mechanisms to assess and approve project business plans	Yes	N/A	No
Mechanisms for selecting, contracting, managing, and monitoring implementing agents	Yes	N/A	No
Mechanisms to monitor project implementation	Yes	N/A	No
Water conservation and demand management			
Water conservation and demand management strategy	In progress	TBA	No
Performance management and monitoring			
Performance management system	Yes	N/A	No
Water service monitoring and evaluation (M&E) system	Yes	N/A	No
WSDP			
WSDP information system	Yes	N/A	No
Mechanisms for stakeholder participation	Yes	N/A	No
Mechanisms to monitor and report on WSDP implementation	Yes	N/A	No
WSP institutional arrangements			
Criteria to select appropriate WSPs	Yes	N/A	No
Mechanisms to contract, manage and monitor WSPs	Yes	N/A	No
Mechanisms to approve WSP business plans	Yes	N/A	No
WSA overall capacity			
Sufficient staff and systems to fulfil all WSA functions	Yes	N/A	No
Other (state)			

3.5.2 Access to Water

3.5.2.1 Water Level of service/Standards

The table below shows the level of service for water:

Table 41: Water Service Levels

Domestic Water Supply				
Service Level Number	**Level of Service**	**Definition**	**Applicable Tariff Structure**	**Norms and Standards**
DW1	Full-pressure conventional house connection	Full pressure unrestricted individual erf/yard connection	Stepped block tariff	Design specifications
DW2	Yard tank (RDP standard)	Restricted (to 200l per day) individual erf connection with tank in yard	No charge	Design specifications
DW3	Communal street taps (RDP standards)	Unrestricted full pressure standpipe not further than 200m from dwellings (shared by several consumers)	No charge	Design specifications
DW4	Rudimentary	Formalised supply: Borehole equipped with hand pump Protected spring Communal standpipe within 800m from dwellings	No charge	Design specifications

The map on the overleaf shows the spatial distribution of water service levels.

The map demonstrates that the town areas have access to RDP levels of service. In the rural areas, the Zululand District Municipality has made significant strides towards ensuring that settlements have access to above the RDP level of service. The access profile is indicated below:

- 186 839 households in Zululand receive above RDP levels of service.
- 54 561 households have access to an RDP Level of services.

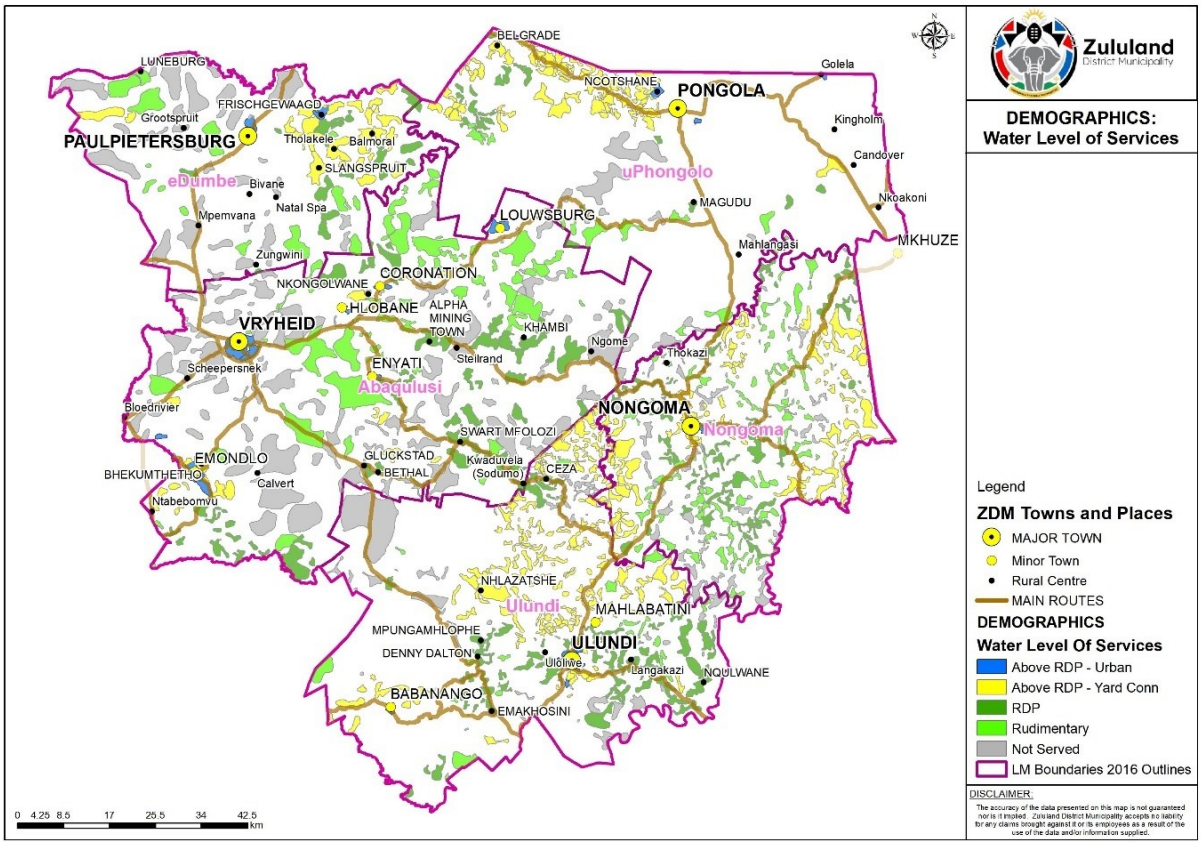
The table below indicates the status in ZDM regarding water services backlogs and progress with the provision of water to at least RDP standards. Out of the 241 400 households in Zululand, approximately 54 561 (20.60 households either do not have access to water or have inadequate access to water (below RDP level of service).

Table 42: Access to Water

WATER	TOTAL HOUSEHOLDS	BACKLOGS	% BACKLOGS in LM	% OF TOTAL BACKLOGS
AbaQulusi LM	63 329	17 120	27,03	31,38
eDumbe LM	23 617	4 900	20,75	8,98
Nongoma LM	58 040	20 748	35,75	38,03
Ulundi LM	57 622	6 591	11,44	12,08
uPhongolo LM	38 792	5 202	13,41	9,53
Total	**241 400**	**28 774**	**22,60**	**100**

Source: WSDP, 2024

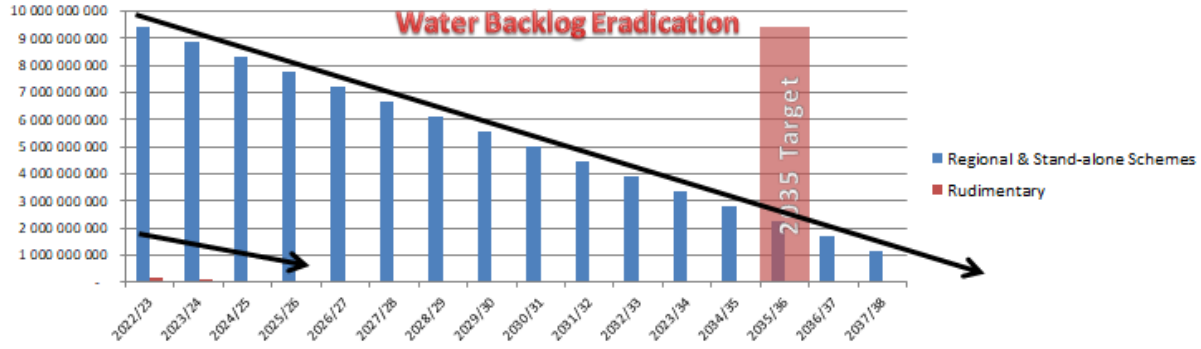
Map 19: Spatial distribution of water service levels



The map on the overleaf demonstrates the spatial representation of water backlogs spread across the 5 local municipalities. From the map, it can be concluded that the worst percentage of backlogs can be found in pockets between Nongoma and Abaqulusi Local Municipality.

At a total remaining cost of nearly R10b and with only an annual funding allocation of R562m, ZDM will only be able to meet all remaining water infrastructure demand by 2039. ZDM will require at least **R700m** annual funding allocation for water alone to reach the 2035 provincial goals.

Figure 28: Projected water backlog eradication at the current rate of funding



The 2030 target will therefore not be met. ZDM will require at least **R700m** annual funding allocation for water alone to reach the 2030 provincial goals.

The table below gives a picture of the municipality's water rollout performance against allocations:

Table 43: Water Roll-Out performance against allocations

FINANCIAL YEAR	BACKLOGS	ALLOCATIONS
	Water	Water
2019-2020	42711	R383 328 220,00
2020-2021	39145	R394 165 250,00
2021-2022	37497	R596 157 000,00
2022-2023	36196	R549 102 401,00
2023-2024	34930	R741 007 860,00
TOTAL		**R2 663 760 731,00**

According to the table, 7 781 new households were given access to water during the 5 previous financial years. This roll-out came at a cost of R2.66Billion. In the 2023/2024 financial year, an allocation of R741 007 860 million has been received.

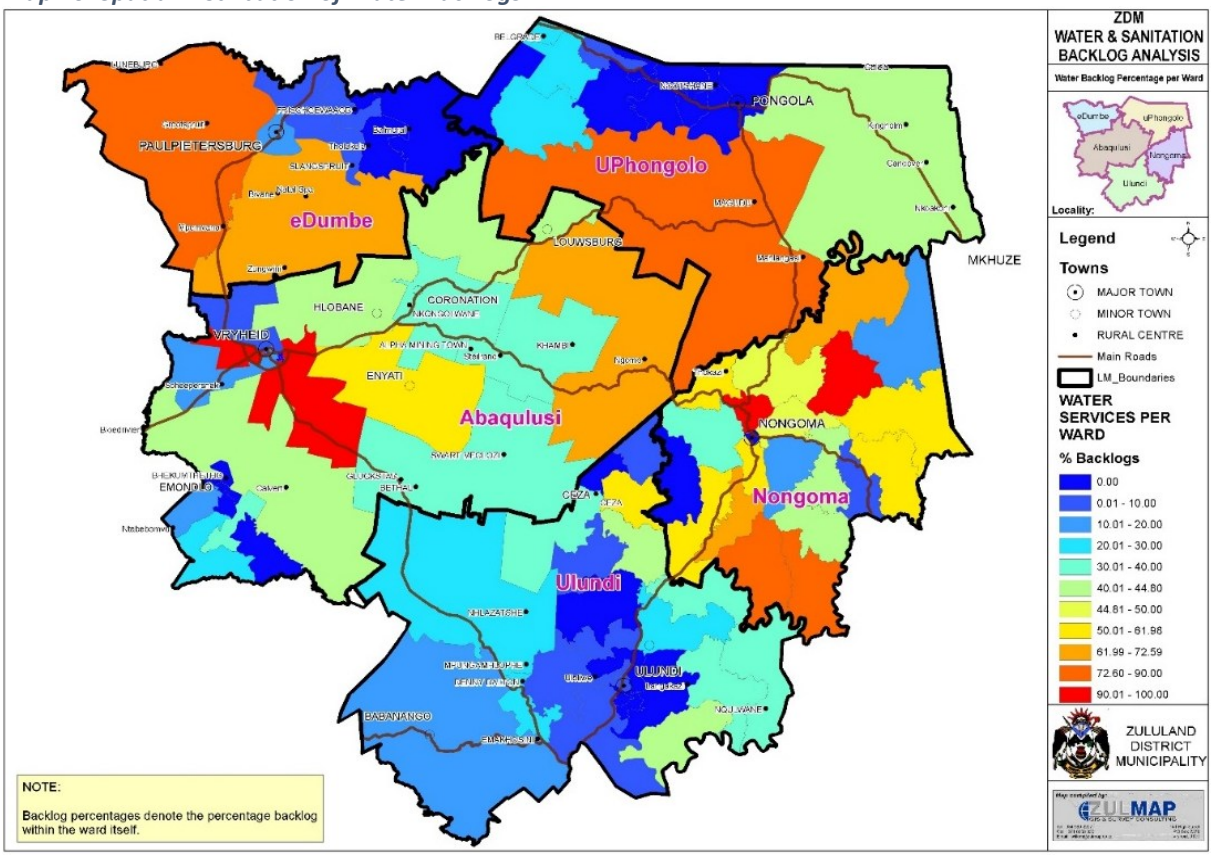
3.5.2.2 Capital Requirements to Eradicate Water Backlogs

Table 44: Total Water Investment Needs (R Mill)

WATER	Capital requirements	2022/2023	2023-2024	2024-2025	2025-2026	2026-2027
Regional bulk	R 7 242 320 161	R 346 335 383	R 519 827 030	R 494 047 695	R 536 953 490	R 534 572 203
Reticulation	R 2 592 990 861	R 282 150 148	R 221 180 830	R 159 813 619	R 105 229 123	R 135 089 108
Total capital (new)	**R 9 835 311 022**	**R 628 485 531**	**R 741 007 860**	**R 653 861 314**	**R 642 182 613**	**R 669 661 311**
Regional bulk (WTW)	R 378 401 219	TBA	TBA	TBA	TBA	TBA
Reticulation	TBA	TBA	TBA	TBA	TBA	TBA
Total capital (refurbishment)	**R 378 401 219**					
Total capital	**R 10 213 712 241**	**R 628 485 531**	**R 741 007 860**	**R 653 861 314**	**R 642 182 613**	**R 669 661 311**

The total estimated budgets to address reticulation, bulk, treatment, and refurbishment are indicated in the table above. The total investment required is R10,21 billion. The bulk and reticulation costs are the largest portion of the total budget.

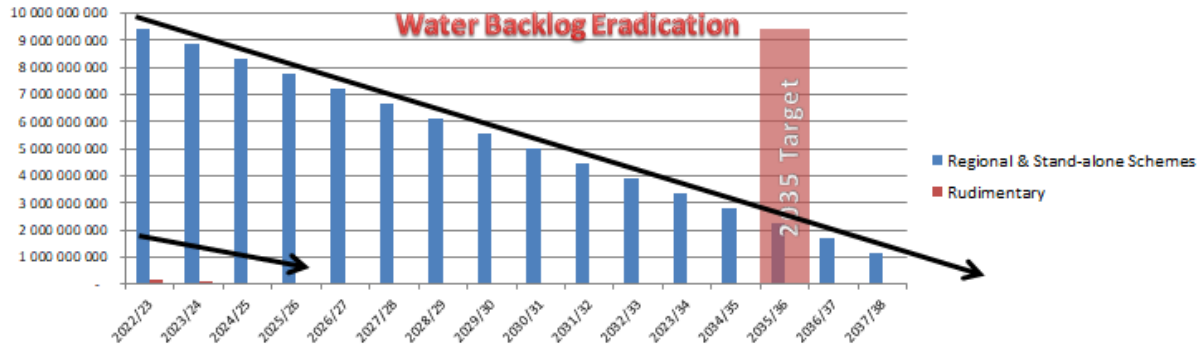
Map 20: Spatial Distribution of Water Backlogs



Source: WSDP, 2022

The figure below depicts the estimated time it will take to eradicate all water backlogs below RDP standard at the current rate of funding. Regional Bulk Infrastructure Grant (RBIG) and Water Services Infrastructure Grant (WSIG) funding allocations fluctuate based on approved funding applications, and future projections have not been included in this review. These funding allocations will however be added as funding is confirmed.

Figure 29: Water Backlog eradication (2035 goals)



3.5.2.3 *District Water Supply Sources*

All water that the ZDM supplies to the community is from sources within its area of jurisdiction, except for the Mandlakazi Regional Water Scheme which obtains water from the Pongolapoort Dam via a private farmer. With a population count of approximately 892 310, ZDM requires at least 2 108 Mℓ of

water per month or 25 295 Mℓ per year to supply the population with basic water services. This does not account for commercial or industrial requirements.

The ZDM falls within the Mfolozi (W2), Mkuze (W3) and Pongola (W4) secondary catchments of the Usuthu/Mhlathuze Water Management Area (WMA)[1]. The ZDM occupies approximately 22% of this WMA. The total available water and requirements as of the year 2000, based on a 98% assurance of supply within these sub-areas, is summarised below. It is evident that apart from the Pongola catchments, water from these sub-areas is currently over-utilised and a deficit is created. However, this deficit is a result of the provision made for future implementation of the Reserve[2] (ZDM, WSDP, 2024/25 Review).

Table 45: Water Balance - Summary of the Water Available and Required Within Zululand District Municipality for the Year 2000 (Million M3 (Kℓ) Per Annum)

			Mfolozi	Mkuze	Pongola	Total
Available water	Natural resource	surface water	36	15	616	667
		groundwater	5	12	8	25
	Usable return flow	Irrigation	5	6	21	32
		Urban	4	0	0	4
		Mining & bulk	1	0	0	1
	Total local yield*		**51**	**33**	**645**	**729**
	Transfers in		0	30	0	30
	Total available		**51**	**63**	**645**	**759**
Water requirements	Consumer groups	Irrigation	51	61	213	325
		Urban**	12	1	1	14
		Rural**	11	10	6	27
		Mining & bulk industrial***	4	0	1	5
		Afforestation****	2	6	34	42
	Total local requirements		**80**	**78**	**255**	**413**
	Transfers out		18	0	30	**48**
	Total used		**98**	**78**	**285**	**461**
Balance			**-47**	**-15**	**360**	**298**

Source: ZDM WSDP 2024

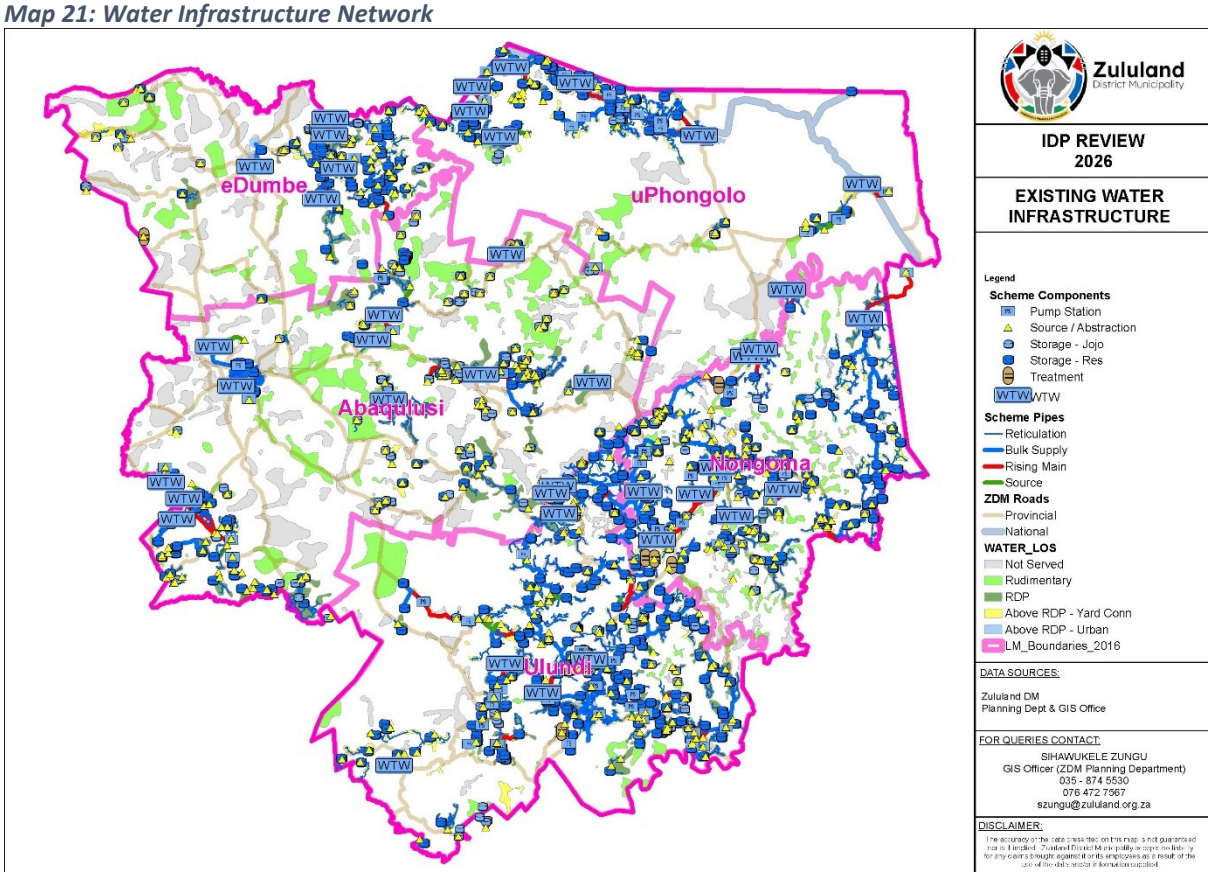
3.5.2.4 District Water Infrastructure

The existing water infrastructure map presents the location of key infrastructure components including water treatment works, reservoirs, pump stations and bulk and reticulation pipelines. It demonstrates the wide geographic spread of assets required to serve dispersed rural settlements and towns. There are 1300 settlements in Zululand that must be serviced.

[1] The Usuthu/Mhlathuze WMA is one of 19 areas defined across South Africa in terms of the National Water Act, 1998 (Act 36 of 1998) to improve water resource management within South Africa.

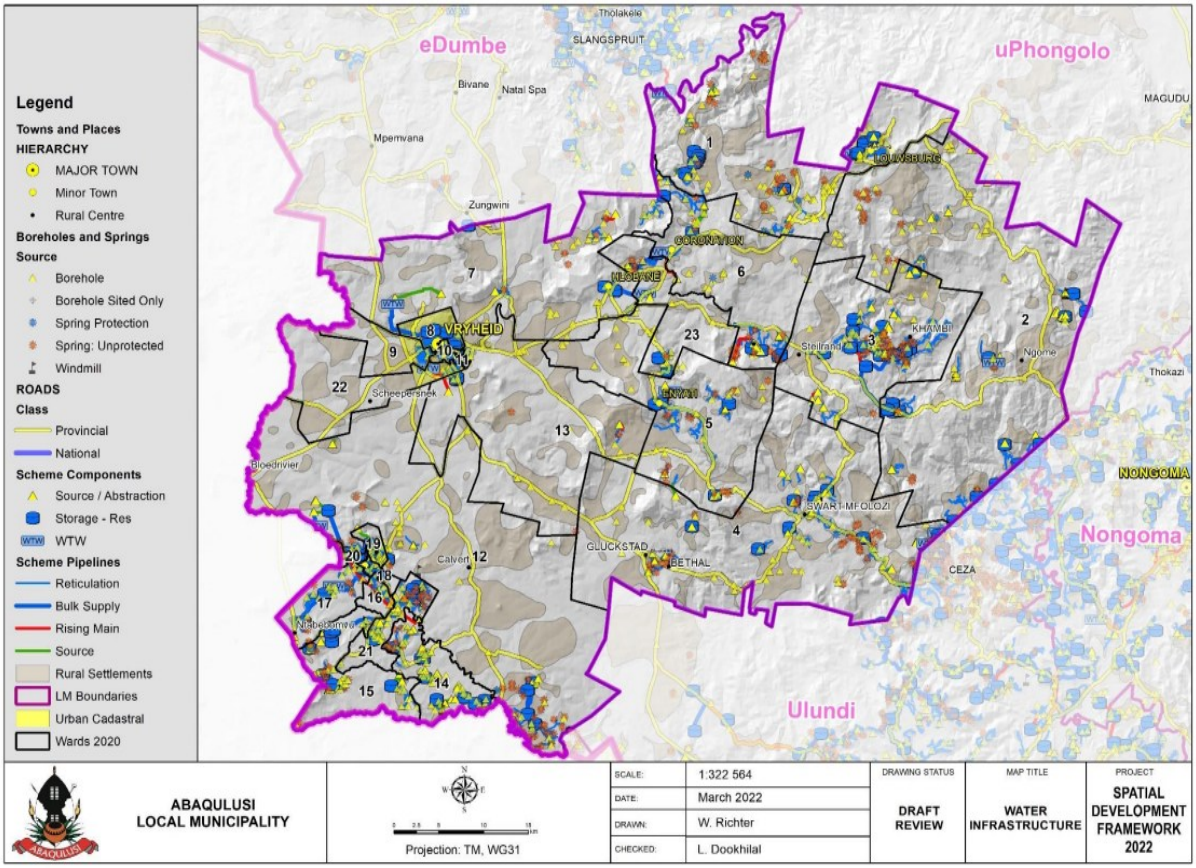
[2] The Reserve is a legislated requirement of the amount of water required to satisfy the ecological needs of a river system (provisionally estimated at 20%), as well as the basic human needs (that have been established as 25 litres per person per day)

Map 21: Water Infrastructure Network



3.5.2.5 *Abaqulusi Water Infrastructure Network*

Map 22: Water infrastructure network-Abaqulusi



Abaqulusi Local Municipality is a water service provider for the urban area only. The map below illustrates Abaqulusi Local Municipality's water infrastructure network.

3.5.2.6 Bulk Regional Water Schemes

3.5.2.6.1 Hlahlindlela Regional Water Supply and Nkonjeni Regional Water Supply Area

ZDM undertook a Water Resource Modelling of the upper White uMfolozi River System during 2011/2012. Areas served by this System are Vryheid Town and surrounding suburbs, Bhekuzulu, Lakeside, eMondlo Town and surrounding areas (Hlahlindlela Regional Water Supply Scheme), Mpumamhlope, Ulundi, Babanango (Nkonjeni Regional Water Supply Scheme) and Nondweni (Umzimyathi District Municipality).

The model indicates that the yield from Mvunyane dam is insufficient to meet the water requirements at the desired levels of assurance and should be augmented very soon, to avoid the risk of restrictions occurring. The operating rules for Mvunyane should be implemented to protect higher assurance users.

- For the low growth scenario, the yield from Klipfontein combined with the other existing dams is sufficient to meet the water requirements of Vryheid and Ulundi as well as the link to eMondlo until at least 2030.
- For the median growth scenario, the yield from Klipfontein combined with the other existing dams is sufficient to meet the water requirements of Vryheid, Ulundi and eMondlo until 2024. After 2024, the existing water resource infrastructure of the White Mfolozi will need augmentation to meet the projected water requirements.
- For the high growth scenario, the yield from Klipfontein combined with the other existing dams is sufficient to meet the water requirements of Vryheid, Ulundi and eMondlo until 2021. After 2021 the existing water resource infrastructure of the White Mfolozi will need augmentation to meet the projected water requirements.

It is therefore important that the required work to plan for the next water resource augmentation be undertaken, due to the long lead times required to implement a water resource development project. During 2016 ZDM was declared a drought-restricted region, which led to emergency interventions. The town of Vryheid was forced to rely on water tankers and water points at designated boreholes and water tank points. Since then, dam levels have normalised again, but the greater Vryheid region is in urgent need of major interventions in terms of sustainable water during dry winter months.

3.5.2.6.2 Usuthu Regional Water Supply

ZDM investigated the available water resources in the upper Black Mfolozi River. The purpose of the investigation was twofold: c

- An assessment was undertaken to determine the available water resources of the upper Black Mfolozi River which involved quantifying the divertible flows at the existing weir on the river near Nongoma upstream of the Kwa Nkweme River confluence. This represents the situation prior to

the construction of the off-channel storage dam on the Kwa Nkweme River. Analyses were performed for 18.6 Ml/day (2025 demand) and 25 Ml/day (2035 demand).

- Detailed yield analyses were undertaken to determine the water resources capability of a proposed system on the upper Black Mfolozi River, which consists of a new off-channel storage dam on the Kwa Nkweme River. Water for this off-channel storage dam will be supplied by diverting available flows from the existing weir on the Black Mfolozi River. The performance of the system was evaluated for a variety of possible configurations including a range of dam (storage) sizes, flow diversion capacities and downstream environmental flow requirements (EFR's).

Based on the results of the water resource assessment it was concluded that prior to the construction of the proposed off-channel storage dam on the Kwa Nkweme River, a run-of-river scheme on the upper Black Mfolozi River could supply a target abstraction of 18.6Ml/day (or 6.8 million m^3/a, the projected water requirement for the proposed scheme in 2025) with an annual risk of failure of 64% (recurrence interval of 1:1.6 years). This risk is well above accepted levels for schemes of this increase the supply capability (assurance of supply) of the system.

A storage capacity of 7.9 million m^3 (30% of the maximum capacity) is adequate to meet the target abstraction of 6.8 million m^3/a. This, however, requires a large diversion works capacity of 0.6m^3/s. For a larger dam of 10.6 million m^3 (40% of the maximum capacity) diversion works with a capacity of only 0.4m^3/s would be adequate to meet the target abstraction.

The option recommended was the construction of a 75m high earth fill dam at an estimated construction cost of R370m, but due to the limited geotechnical information available, the level of the dam options investigation (layouts and design) and related cost estimates can be classified as pre-feasibility.

3.5.2.6.3 Mandlakazi, Mkuze and Simdlangentsha Regional Water Supply Area

The Pongola catchment is currently under-utilised and the only catchment area not under stress. This catchment area supplies the Mandlakazi Regional Water Supply Scheme from Senekal Boerdery via the Jozini Dam.

Due to the high cost involved in the construction of an off-storage Facility for the Usuthu Regional Scheme, the augmentation of the Mandlakazi and Usuthu Regional Water Supply Schemes is currently being investigated. The following items should be considered:

- Alternative sites for the off-channel storage facility should be investigated.
- The possibility of reducing the capacity of the off-channel storage dam on the Kwa Nkweme River should be investigated. The associated risk should be considered.
- The Operational cost should also be considered (including levies payable to Mr. Senekal.)
- ZDM will have to assess their agreement with Senekal and negotiate upgrading and extensions of the existing agreement, if necessary, for the Usuthu supply.
- Additional and future DWA water allocations and licenses from Jozini Dam.
- The existing abstraction works at Jozini Dam need to be investigated.

3.5.2.7 Ground Water

In general, the overall groundwater quality in the ZDM is good in the northern parts with the water quality in eDumbe, uPhongola and Abaqulusi LMs falling within Class 0 and 1 (Kempster Classification). In the southern parts, the water quality is generally poor, however, with most boreholes falling in Class 3. It is pertinent to note that many the Traditional Authority areas are situated within these areas of poorer groundwater quality. The deterioration of groundwater quality from west to east can be ascribed to:

- Declining rainfall from west to east.
- The concentration of dissolved solids from through flow below the Dwyka Formation and coal seams in the Vryheid Formation in the central and eastern regions of the catchments.

The sedimentary rocks that underlie the study area represent a secondary or fractured rock aquifer with negligible primary porosity or permeability. Groundwater storage and movement are therefore mainly confined to fractures and joints that occur within the rock mass and are therefore structurally controlled. The groundwater development potential within each of the quaternary catchments is adequate to meet the basic water demand of rural communities either through stand-alone basic levels of water supply by boreholes equipped with hand pumps; or limited reticulation schemes through production boreholes that target structural features Access to Sanitation,

3.5.3 Access to Sanitation

The table below shows the level of service for sanitation.

Table 46: Sanitation Service Levels

Domestic Sanitation				
Service Level Number	**Level of Service**	**Definition**	**Applicable Tariff Structure**	**Norms and Standards**
DS1	Waterborne	Unrestricted connection to municipal sewerage system	Water consumption-based tariff structure included in water tariff	Design specifications
DS2	Conservancy tank	Localised temporary sewage storage facility	Rate per load disposed by municipality	Design specifications
DS3	Septic tanks	On-site disposal (self-treatment)	No charge	Design specifications
DS4	Ventilated improved pit (VIP)	Dry pit with sufficient capacity on-site disposal based on set standards	No charge	Design specifications

Sanitation in the rural areas is being provided in the form of dry-pit VIP toilets, and the strategy is to implement these simultaneously with the roll-out of water services. This ensures a more effective impact with health and hygiene awareness training.

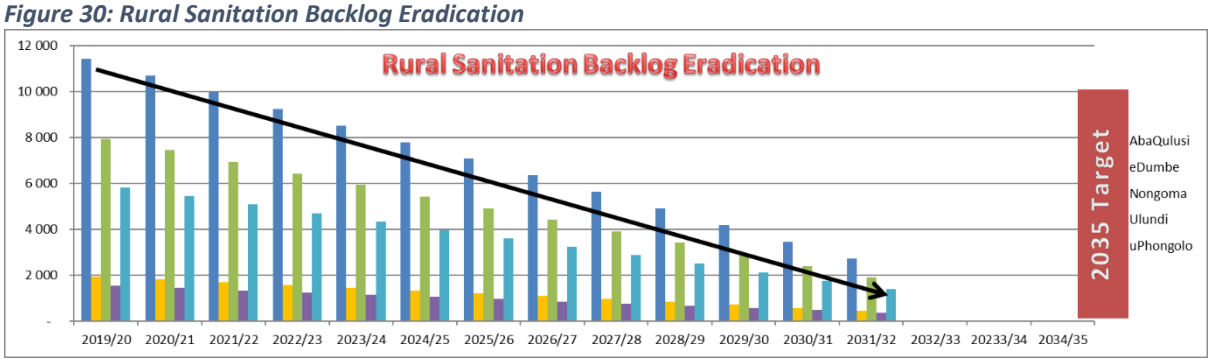
Table 47: Sanitation Backlog

SANITATION	TOTAL HOUSEHOLDS	BACKLOGS	% BACKLOGS in LM	% OF TOTAL BACKLOGS
AbaQulusi LM	63 329	11 568	18,27	40.20

SANITATION	TOTAL HOUSEHOLDS	BACKLOGS	% BACKLOGS in LM	% OF TOTAL BACKLOGS
eDumbe LM	23 617	1 922	8,14	6,68
Nongoma LM	58 040	7 940	13,68	27,59
Ulundi LM	57 622	1 553	2,66	5,33
uPhongolo LM	38 792	5 811	14,98	20,20
TOTAL	**241 400**	**28 774**	**11,92**	**100**

The total estimated budgets for sanitation needs, refurbishment, bulk, and bulk infrastructure are indicated in the table below. The following figure depicts the estimated time it will take to eradicate all sanitation backlogs below RDP standard if current MIG funding allocations remain constant.

Figure 30: Rural Sanitation Backlog Eradication

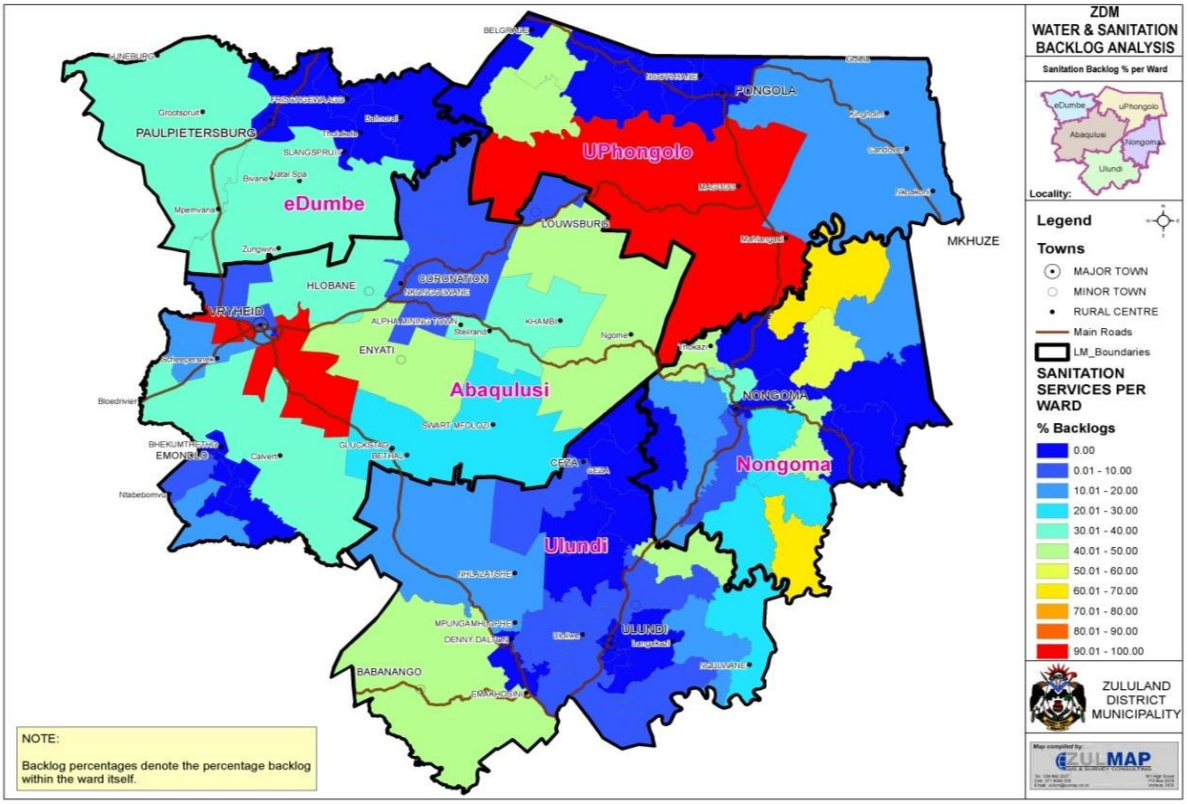


With the 2035 goals in mind, the backlogs in rural sanitation should be eradicated by 2032. However, settlements are continuously expanding, and household growth will maintain an increase in the future.

3.5.3.1 Sanitation Backlogs and Infrastructure

While Map 23 depicts the sanitation backlog. Areas with the highest percentage backlogs are in uPhongola LM and Abaqulusi LM. Approximately 28 774 households currently have below RDP levels of service.

Map 23: Sanitation Backlog

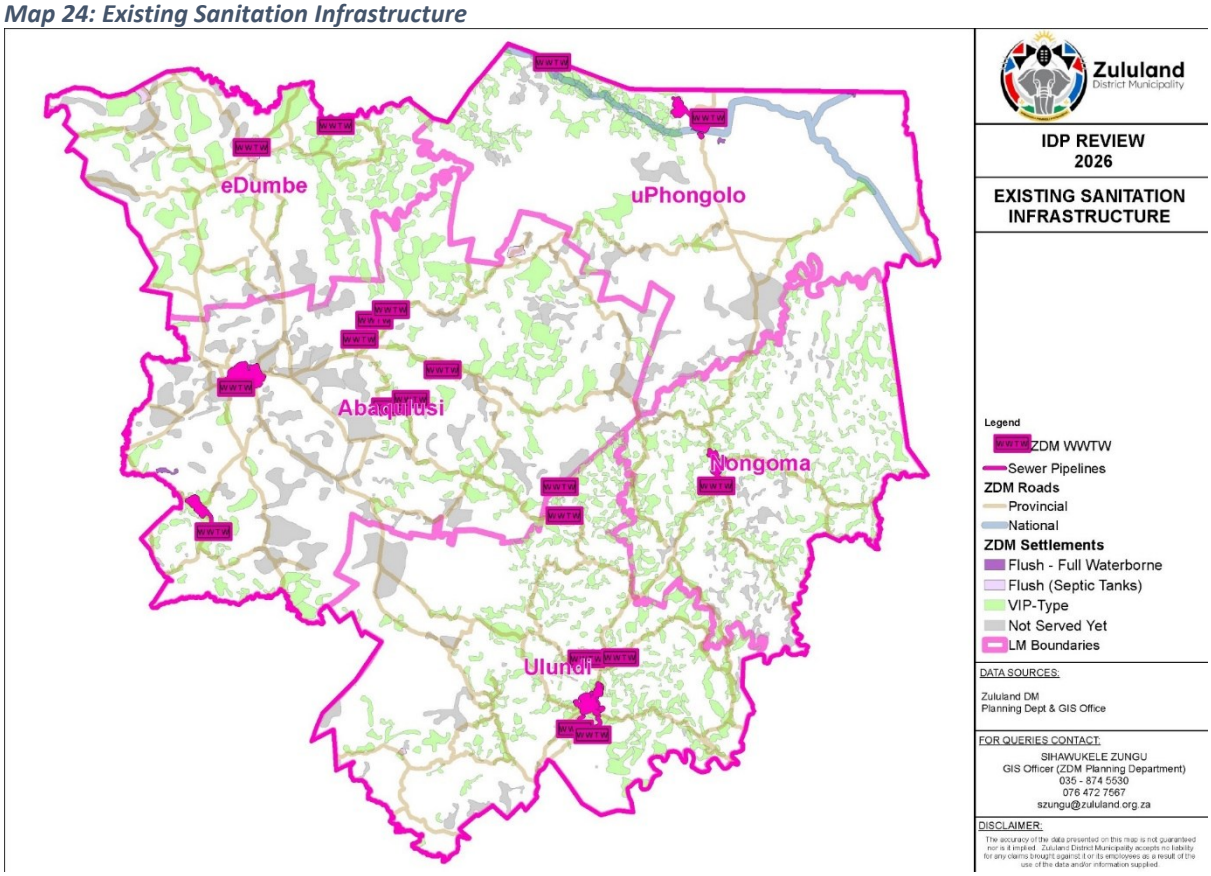


Source: ZDM WSDP, 2024

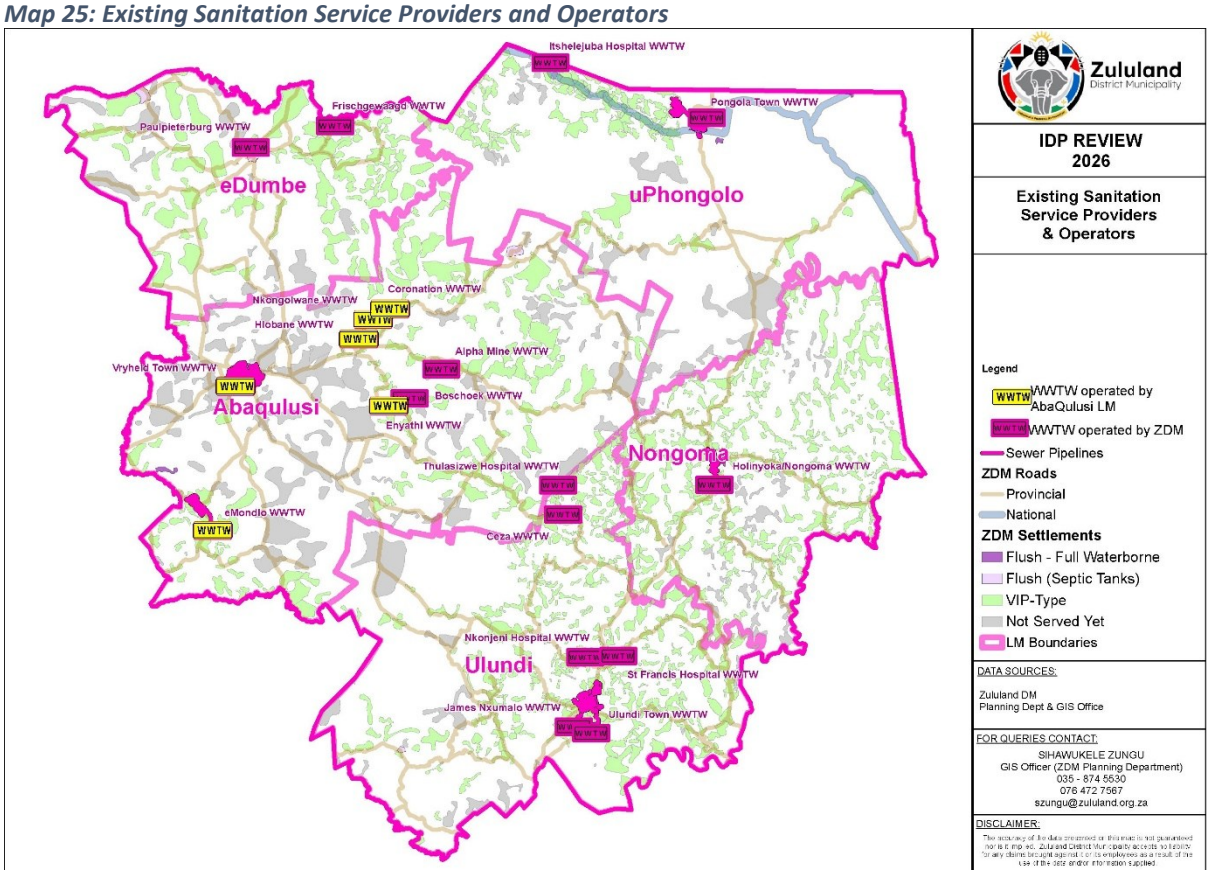
3.5.3.2 Sanitation Infrastructure

Map 24 depicts the distribution of existing sanitation infrastructure across the Zululand District Municipality, including waterborne sewer systems, VIP sanitation and septic tank systems. It highlights the dominance of on-site sanitation in rural areas and the concentration of reticulated sewer systems around urban centres, reinforcing the need for phased sanitation upgrades aligned to settlement density and water availability.

Map 24: Existing Sanitation Infrastructure



Map 25: Existing Sanitation Service Providers and Operators



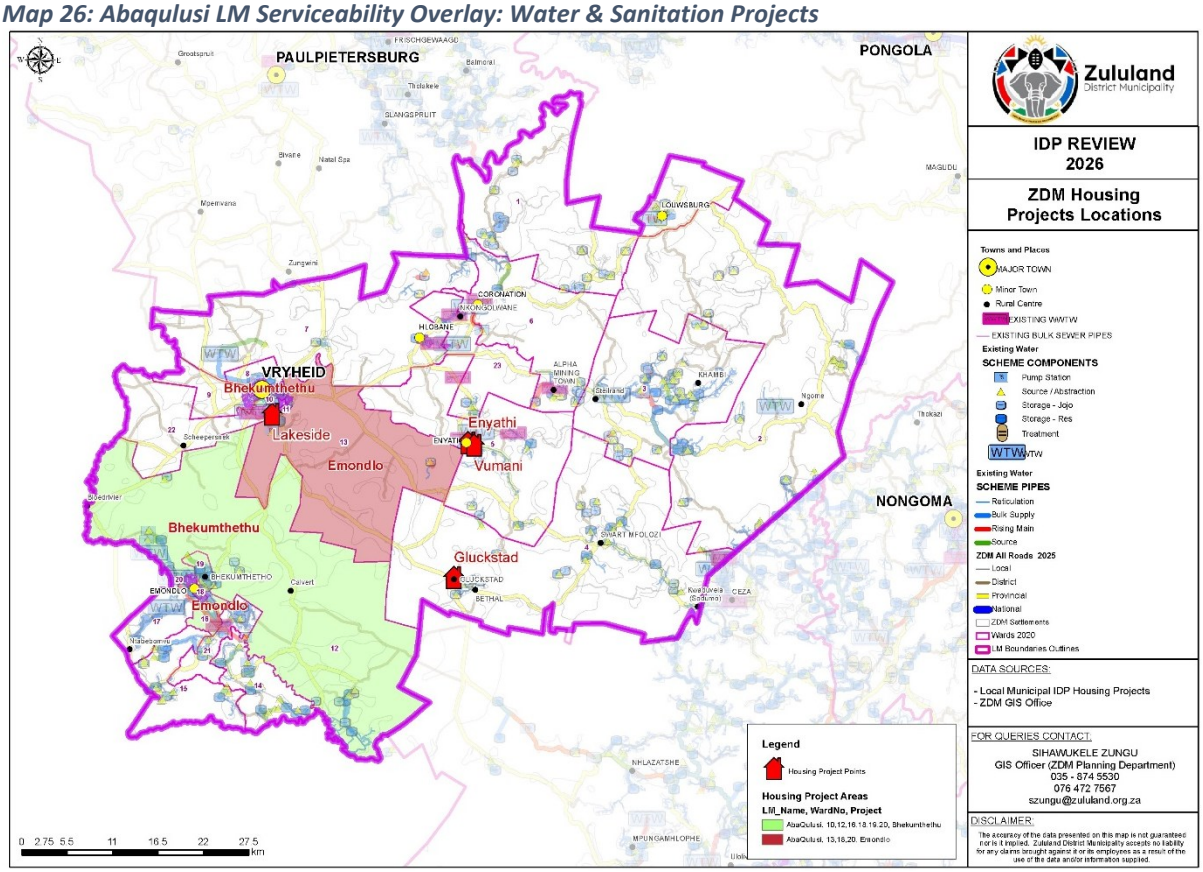
The map above depicts existing sanitation service providers and operators within the district, differentiating between ZDM-operated and local municipality-operated wastewater treatment facilities. It highlights the institutional distribution of sanitation responsibilities and the importance of coordinated planning and operational support across municipalities.

3.5.4 Integrated Water and Sanitation Infrastructure and Human Settlements Projects

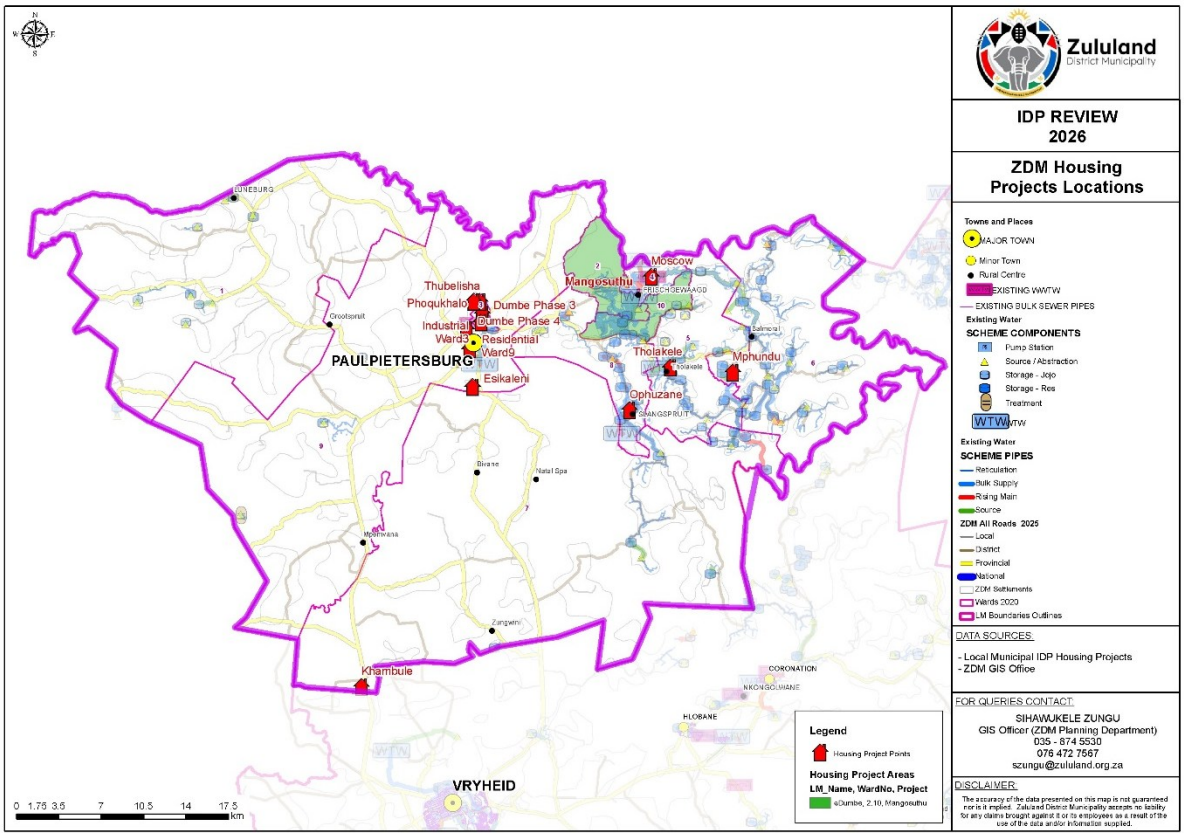
To support sustainable human settlements development, the District Water Services Development Plan (WSDP) must be implemented and reviewed in a manner that is responsive to settlement growth and housing delivery programmes. The WSDP must consider and incorporate the Local Municipalities' Housing Sector Plans. This alignment will ensure that planned housing developments are supported by adequate bulk and reticulation capacity, and that the roll-out of engineering services is synchronised with human settlements delivery.

The IDP identifies the municipality's key investment initiatives and development initiatives, including infrastructure development, supported by spatial evidence. The integrated maps presented in this section overlay key water and sanitation infrastructure (including scheme components, treatment works and bulk/scheme networks) with planned Human Settlements project locations across all local municipalities to demonstrate serviceability and readiness.

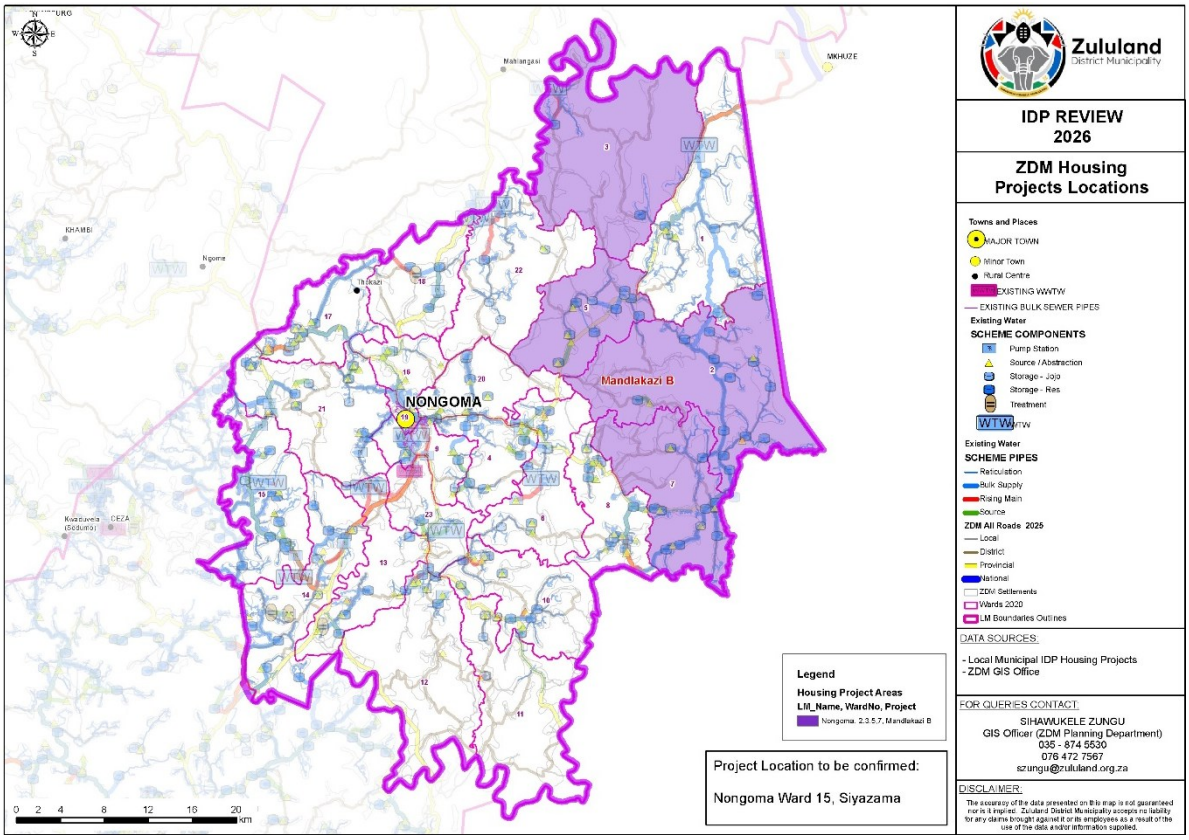
Map 26: Abaqulusi LM Serviceability Overlay: Water & Sanitation Projects



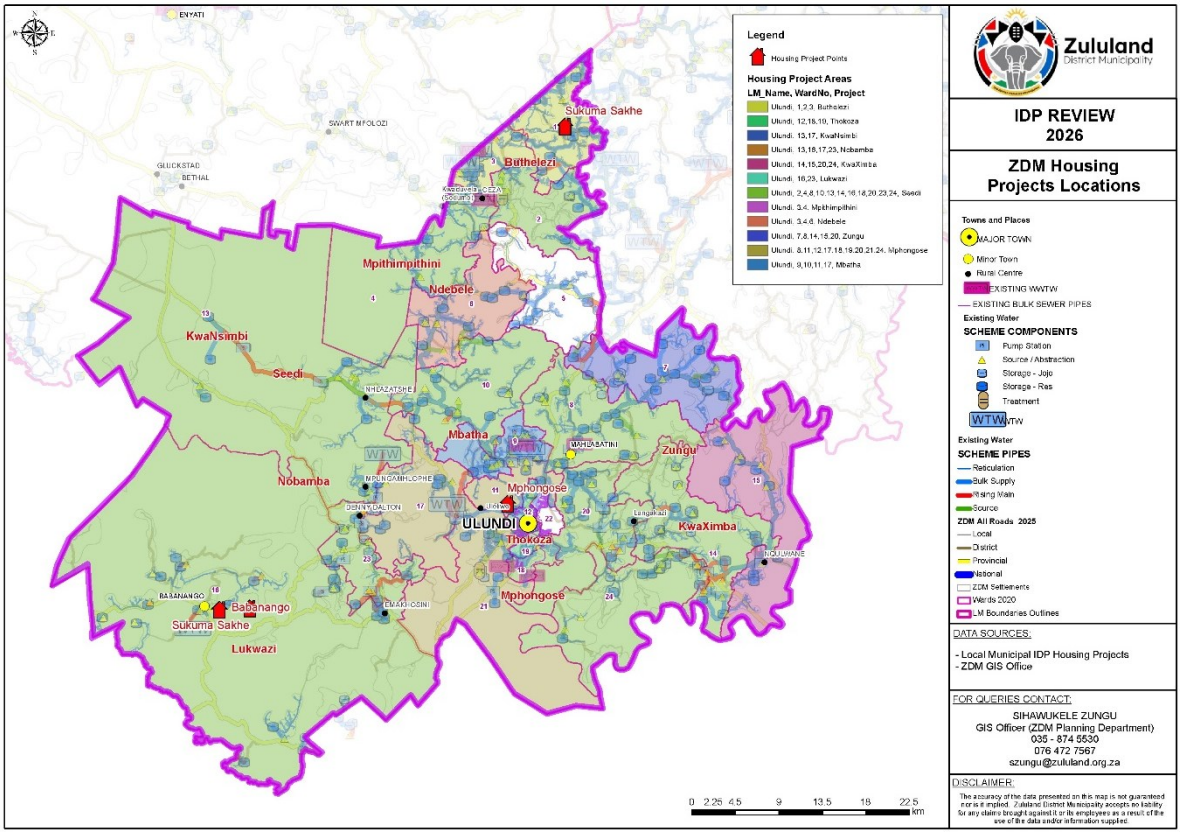
Map 27: eDumbe LM – Serviceability Overlay: Water & Sanitation Projects



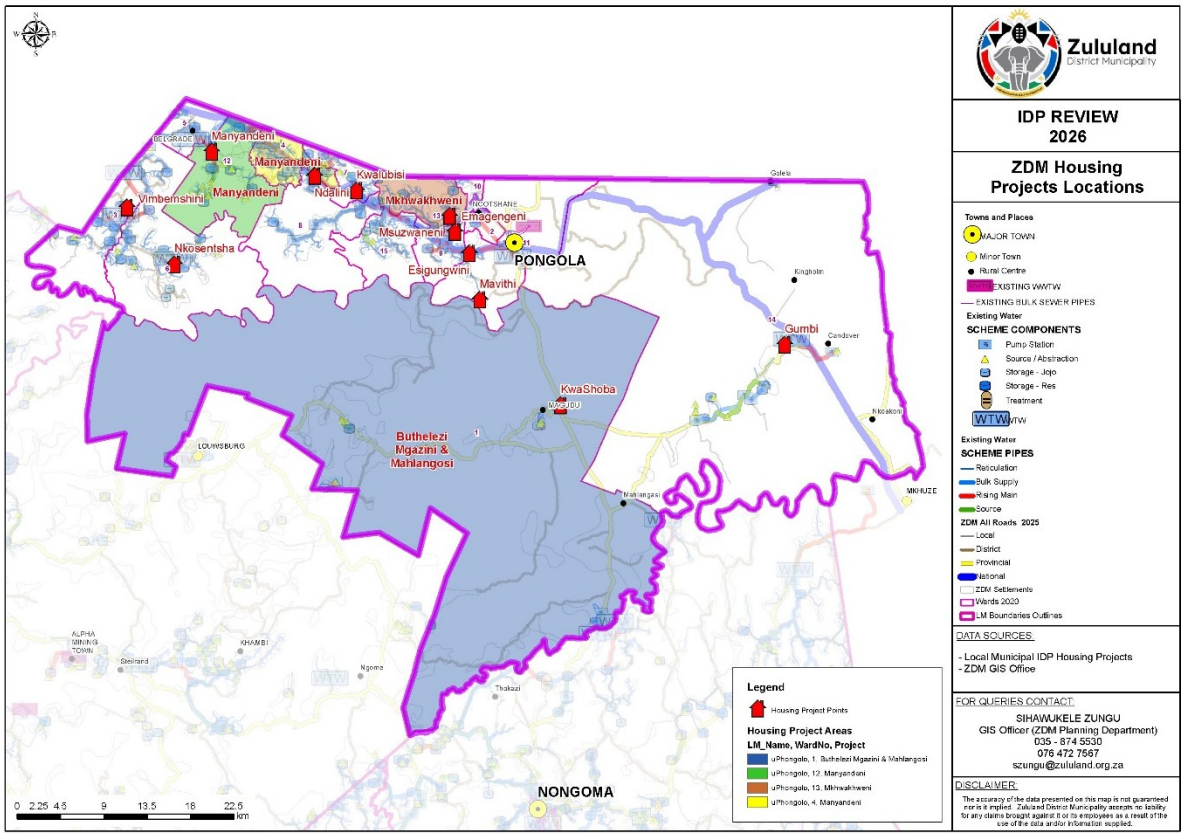
Map 28: Nongoma LM– Serviceability Overlay: Water & Sanitation Projects



Map 29: Ulundi – Serviceability Overlay: Water & Sanitation Projects



Map 30: uPhongola - Serviceability Overlay: Water & Sanitation Projects



3.5.5 Operations and Maintenance (Water and Sanitation)

This section looks at existing infrastructure which have reached its end of lifespan, and whether refurbishment, O&M, or replacement is necessary for sustainable service delivery. This is applicable for water and sanitation components such as WTW's or Pump Stations, but also for scheme networks where infrastructure has deteriorated or reached the end of its lifespan. It furthermore entails O&M for all borehole and spring protection services where O&M plays a significant role. The table below demonstrates the capital investment needed for operations and maintenance in relation to revenue.

Table 48: Operations & Maintenance Projected Costs in relation to revenue

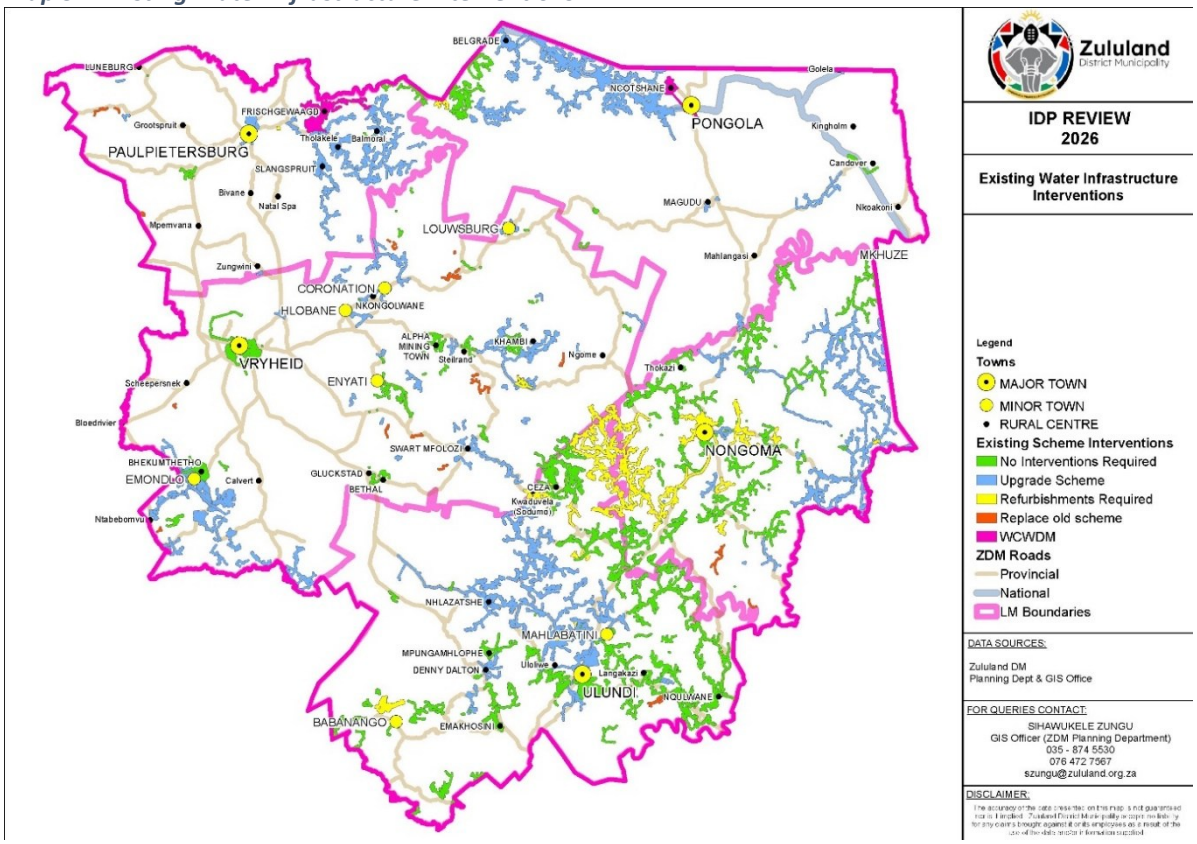
Operating costs and income	Total 5yr projected	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Operational costs	R 2 135 402 037	R 344 986 742	R 317 975 886	R 349 773 474	R 384 750 822	R 423 225 904	R 465 548 494	R 512 103 344
Personnel costs	R 903 187 212	R 134 235 055	R 134 490 718	R 147 939 790	R 162 733 769	R 179 007 146	R 196 907 860	R 216 598 647
Total O&M costs	**R 3 038 589 249**	**R 479 221 796**	**R 452 466 604**	**R 497 713 264**	**R 547 484 591**	**R 602 233 050**	**R 662 456 355**	**R 728 701 990**
Equitable share: FBS	R 2 892 813 490	R 564 272 000	R 524 645 000	R 559 056 000	R 566 225 000	R 577 549 500	R 589 100 490	R 600 882 500
Income: sales (actual payment)	R 290 114 352	R 25 410 596	R 43 200 000	R 47 520 000	R 52 272 000	R 57 499 200	R 63 249 120	R 69 574 032
Total income	**R 3 182 927 842**	**R 589 682 596**	**R 567 845 000**	**R 606 576 000**	**R 618 497 000**	**R 635 048 700**	**R 652 349 610**	**R 670 456 532**
Deficit/surplus	**R 144 338 593**	**R 110 460 800**	**R 115 378 396**	**R 108 862 736**	**R 71 012 409**	**R 32 815 650**	**R -10 106 745**	**R -58 245 458**

The Draft Operations and Maintenance (O&M) plan is attached as an annexure to this report and will be tabled to council in June 2026 for implementation in the 2026/2027 Financial Year.

3.5.5.1 Existing Water Infrastructure Interventions

The map below identifies existing water infrastructure interventions across the district, including upgrades, refurbishments and replacement of aging schemes.

Map 31: Existing Water Infrastructure Interventions



It provides a spatial overview of investment priorities and highlights areas where infrastructure is operating adequately versus areas requiring urgent intervention to improve reliability and service continuity.

ZDM has been systematically updating its infrastructure details and eliminating data gaps where possible within its capability and resources. This process involves both features as well as attribute data and will support the asset management system initiative of ZDM which is currently in development.

The table below shows the current extent of water infrastructure assets.

Table 49: Extent of Water Infrastructure

SUMMARY DATA	DESCRIPTION	TOTAL
Pipelines	Bulk	1586km
	Reticulation	6601km
Installations	Yard connection	33355
	Standpipe – barrel	305
	Standpipe – communal	6659
	Electrical point	72
	Valve	16992
	Meter	1431
	Bulk metering points	234
	Hand-pump	886
	Play-pump	32
	Electrical pump	101
	Diesel Pumps	26
	Equipped BH pumps (Type unverified)	2057
	Pump station	114
	Scheme Source / Abstraction	574
	Break-pressure Tank	618
	Storage – Jojo	249
	Storage – Reservoir	795
	Weir	30
	Treatment (Sand Filters etc)	8
	Water Treatment Works	40
	Boreholes	2690
	Spring protections	73
	Windmills	49
Replacement Value	Civil	R2 187 465 532.77
	Mechanical	R638 857 590.23
	Electrical	R252 906 251.28
	Telemetry	R13 480 747.19

The table above shows examples of infrastructure data that is currently available on the GIS system and MANZI. Some gaps still exist in the infrastructure information, ZDM has been systematically updating its infrastructure details and eliminating data gaps where possible within its capability and resources. This process involves both feature as well as attribute data and will support the asset management system initiative of ZDM which is currently in development.

According to the Zululand District Municipality Audited Financial Statements 2023/2024, the value of Property, Plant and Equipment currently stands at R4,6 billion. This is an increase of approximately R380 Million compared to the 2020/2021 financial year.

3.5.5.2 Water Schemes to be Rehabilitated

There are currently several investigations underway to determine the refurbishment requirements of water services infrastructure in the district. The refurbishment requirements at bulk plants are receiving priority since it is perceived that the most urgent interventions are required at these assets. Investigations are also being commissioned to determine the condition of urban infrastructure and the refurbishment needs in the towns. Whilst new infrastructure has been rolled out in the rural areas to previously neglected communities, the infrastructure in towns has received very little attention and funding since 1994 and it can be expected that most of the refurbishment requirements will be in these areas. The abovementioned investigations have not yet been fully completed, and the results will be included once available.

3.5.5.3 Capital Requirements to Restore Sanitation Infrastructure

The table below demonstrates the capital investment needed to restore sanitation infrastructure to a proper functioning level.

The table below shows the operational costs associated with the provision of water services in the district against the total income. At present a significant decline exists for O&M, and ZDM is addressing these issues through various means.

Table 50: Total Sanitation Budget (R mill)

SANITATION	Capital requirements	2022/2023	2023-2024	2024-2025	2025-2026	2026-2027
Bulk infrastructure	TBA	TBA	TBA	TBA	TBA	TBA
Reticulation	TBA	TBA	TBA	TBA	TBA	TBA
VIP toilets	R 575 480 000	36 334 200	R 62 495 140	R 11 388 135	41 600 000	60 000 000
Total capital (new)	**R 575 480 000**	**R 36 334 200**	**R 62 495 140**	**R 11 388 135**	**R 41 600 000**	**R 60 000 000**
Bulk infrastructure (WWTW)	225 985 526	TBA	TBA	TBA	TBA	TBA
Reticulation	TBA	TBA	TBA	TBA	TBA	TBA
VIP toilets (Replacement Prgrm)	817 760 000	TBA	TBA	TBA	TBA	TBA
Total capital (refurbishment)	**R 1 043 745 526**	**R -**	**R -**	**R -**	**R -**	**R -**
Total capital	**R 1 619 225 526**	**R 36 334 200**	**R 62 495 140**	**R 11 388 135**	**R 41 600 000**	**R 60 000 000**

The total investment requirement is R1.62 billion. Urban infrastructure refurbishment costs have not been available at the time of this report and should therefore be addressed in future revisions.

3.5.5.4 Operations and Maintenance System (From source to Community)

The figures below display the operations and maintenance system from the source to the community.

Figure 31: oPhongolo BWSS

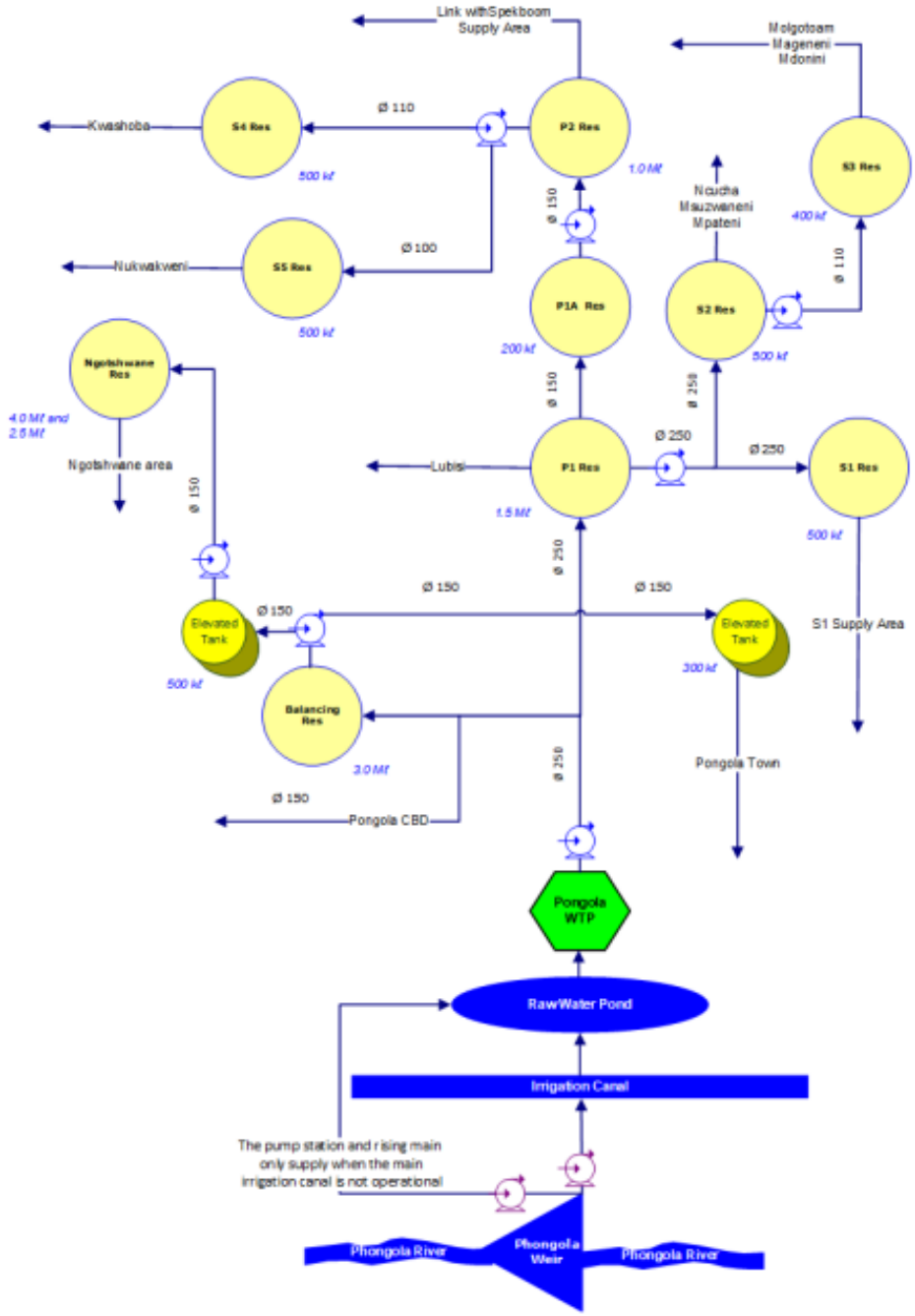


Figure 32: Ulundi - Nkonjeni Water Supply Scheme

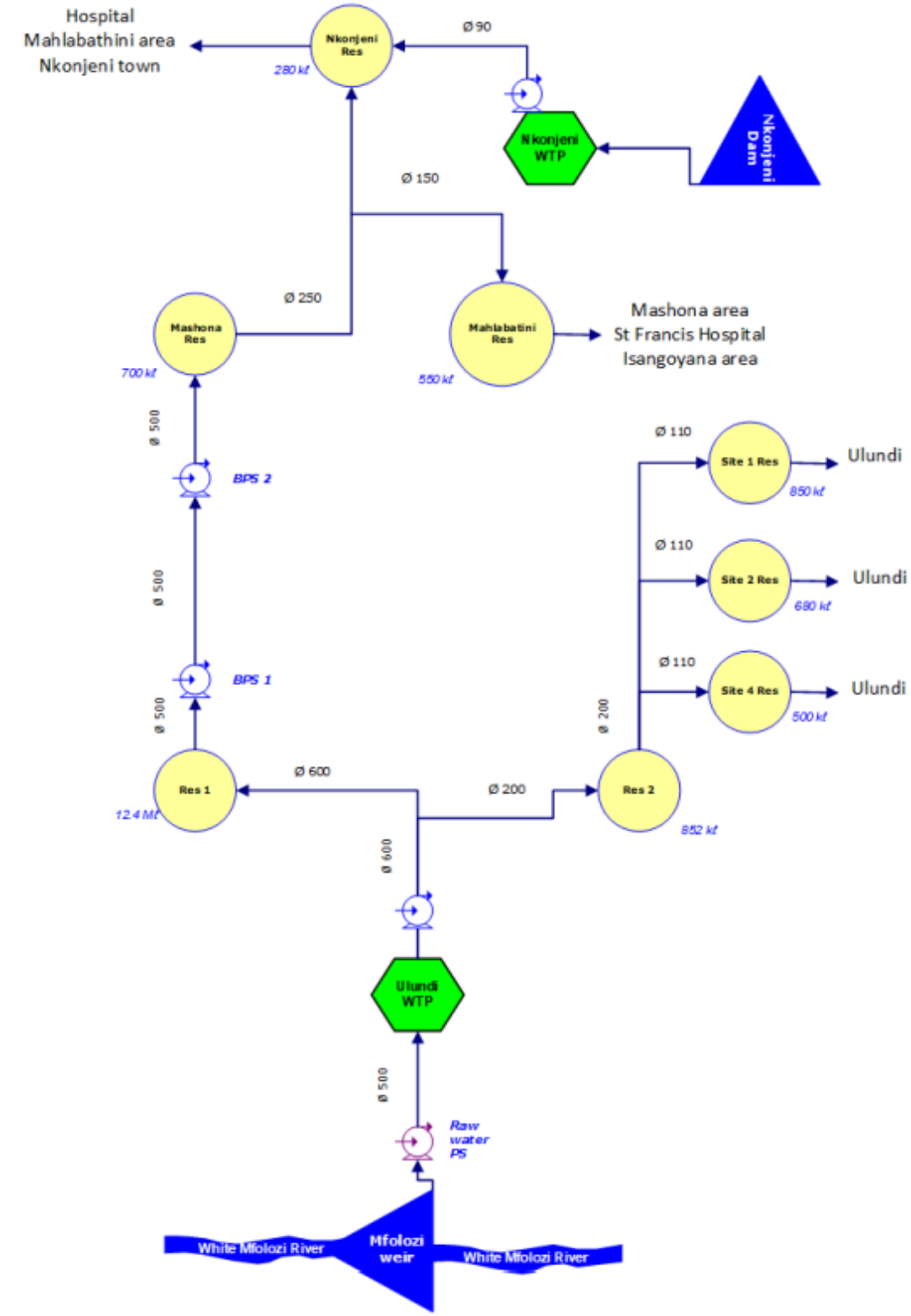


Figure 33: USuthu Water Supply Scheme

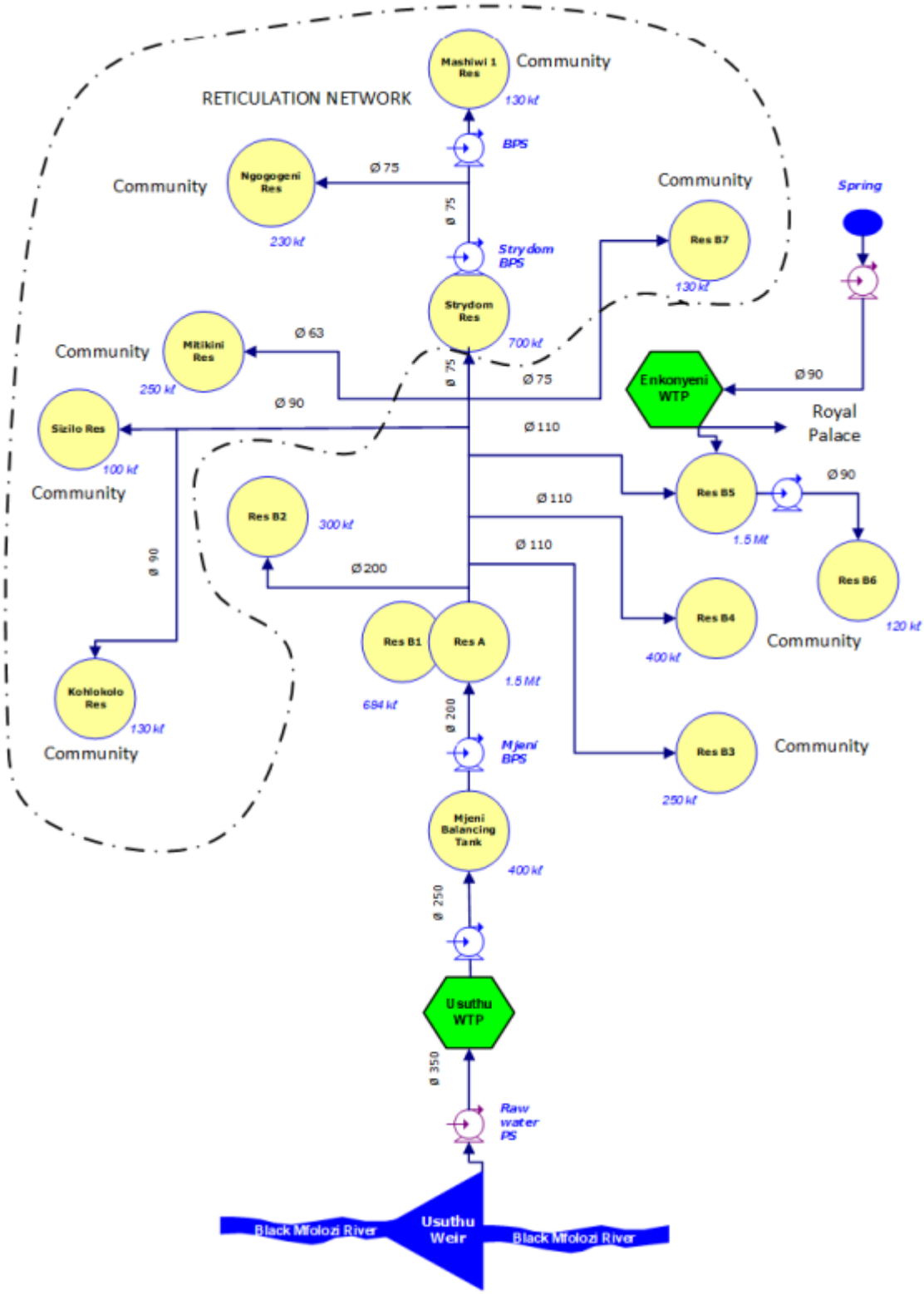


Figure 34: eDumbe Water Supply Scheme

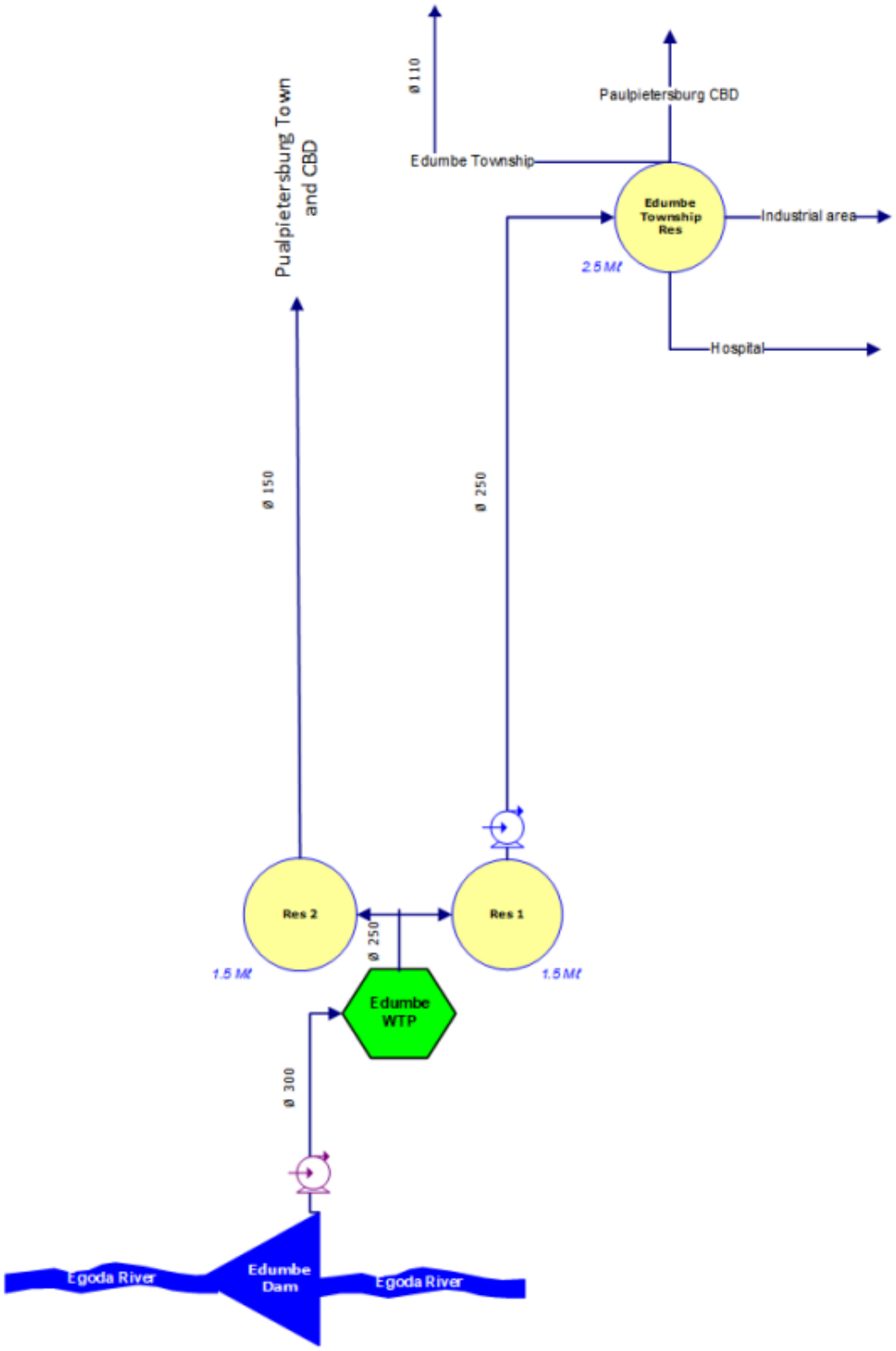


Figure 35: uPhongolo-Belgrade Water Supply Scheme

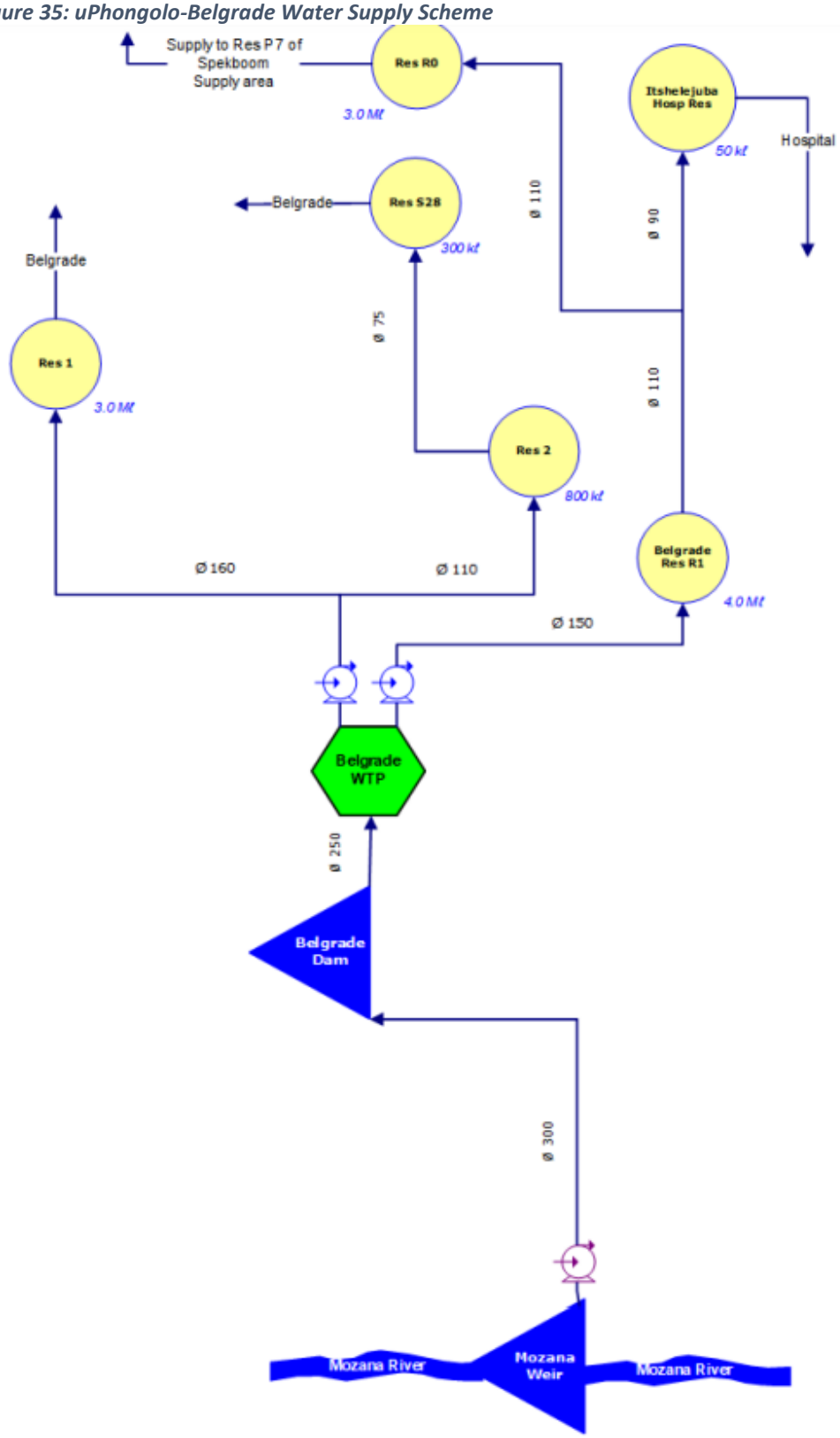


Figure 36: eDumbe-Frischgewaagd Water Supply Scheme

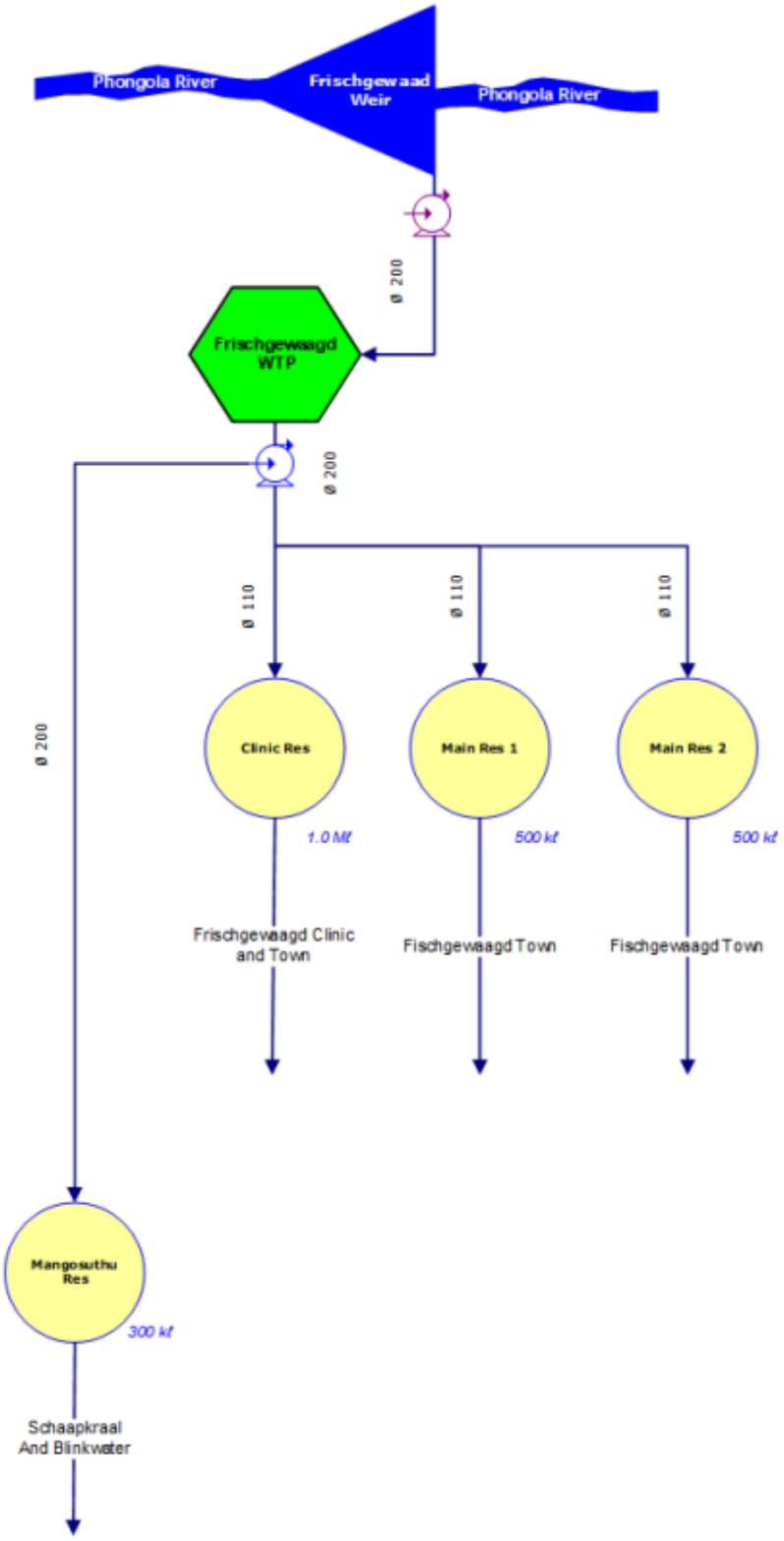


Figure 37: Mondlo WTP

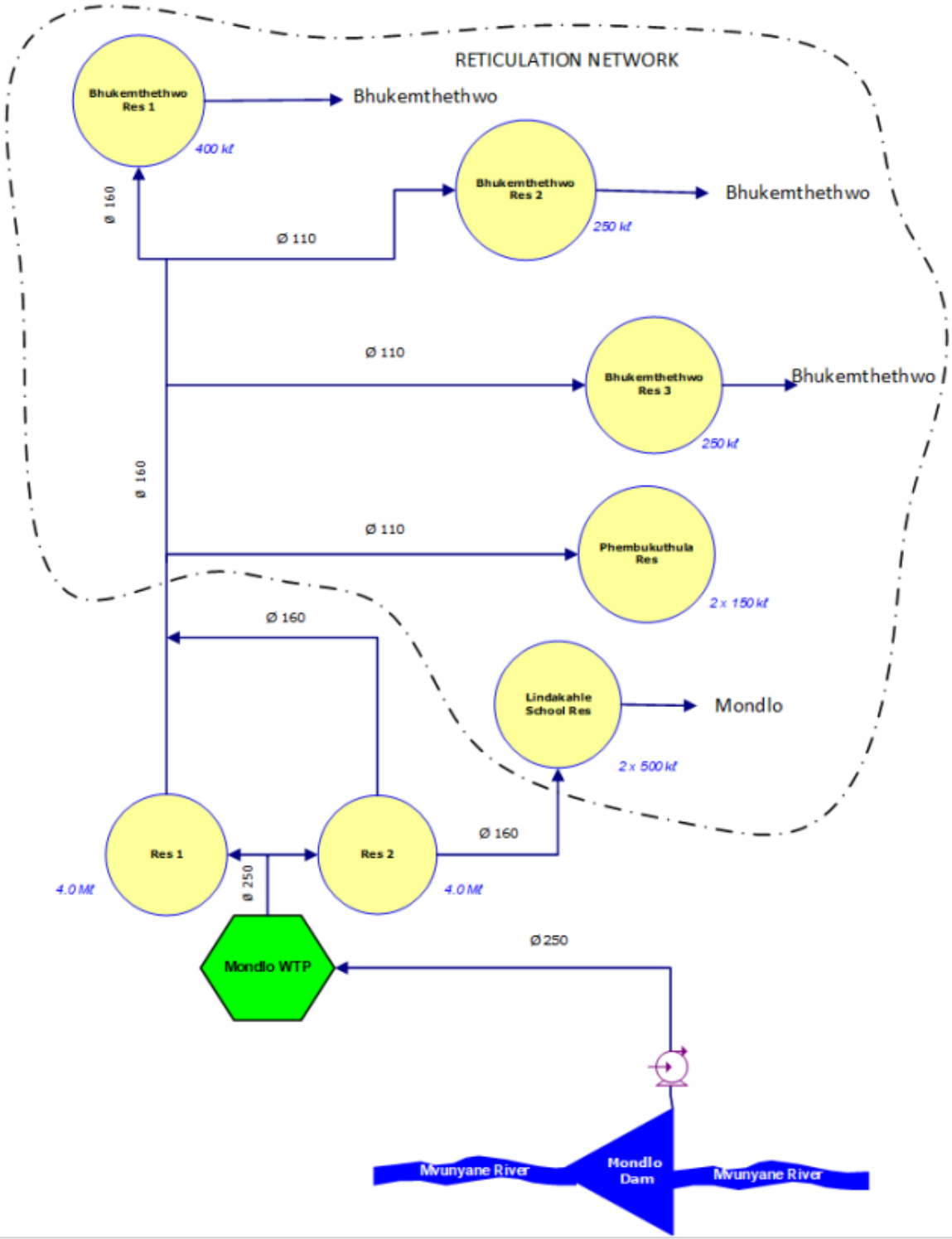


Figure 38: Mpungamhlophe Water Supply Scheme

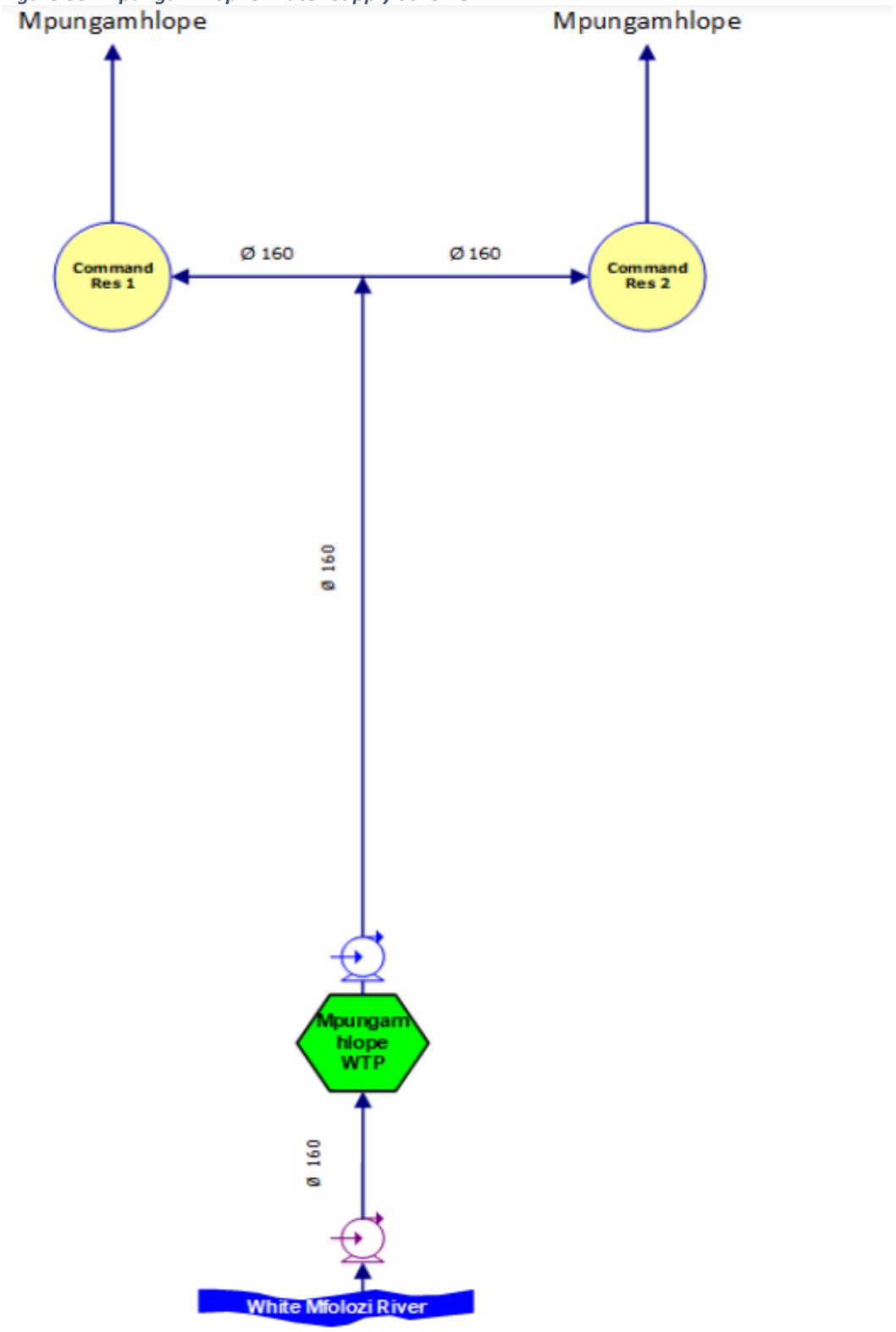
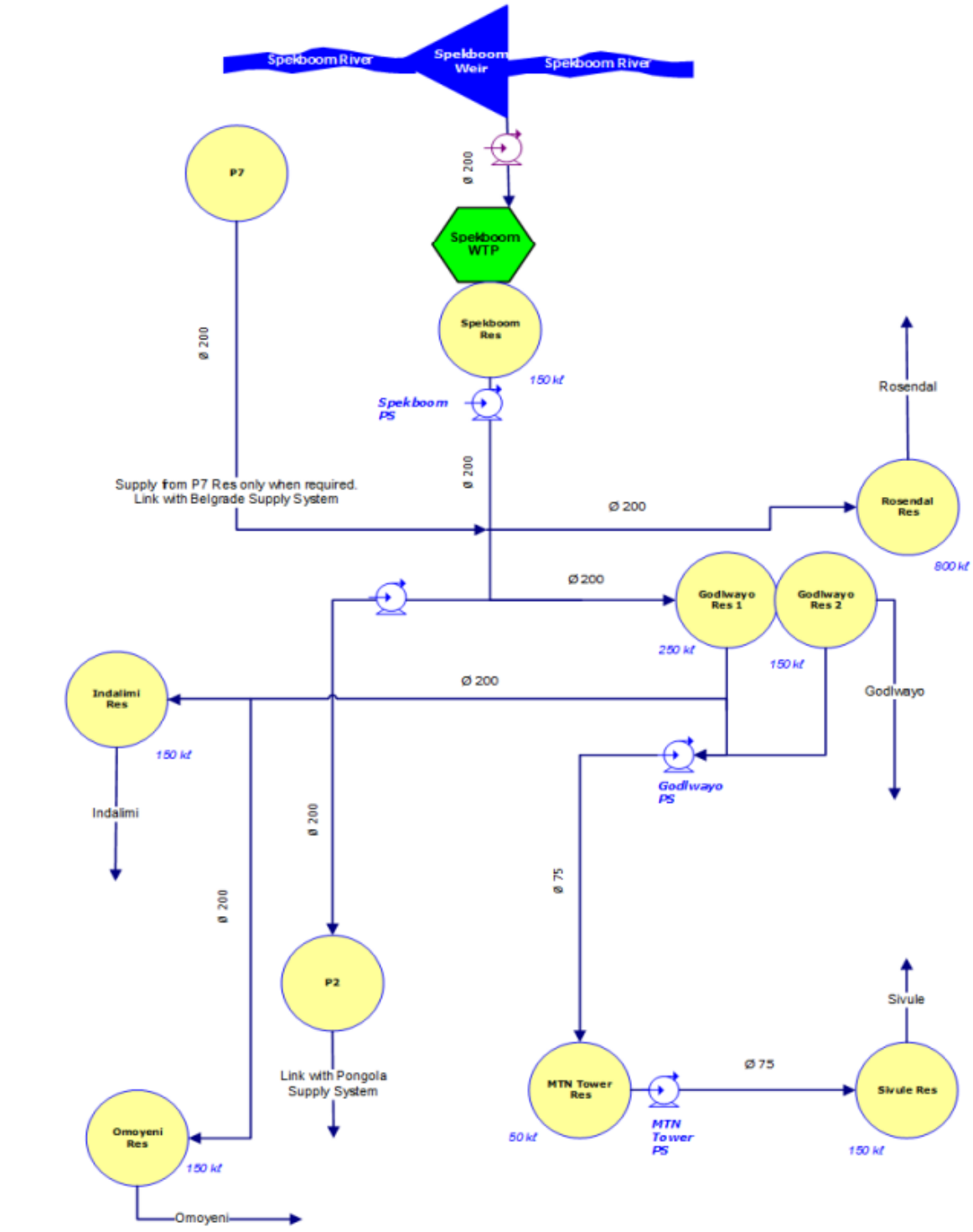


Figure 39: Spekboom Water Supply Scheme



3.5.5.5 Water Quality

ZDM has developed a water quality reporting system where all water quality test results are captured, and management reports drawn for immediate interventions where needed. ZDM also reports monthly to DWA on water quality results, as part of the DWA regulation process. Schemes that indicate inferior water quality results are then immediately acted upon to resolve such issues. The actual report for each month is available from the ZDM MANZI system on request.

The Blue Drop Assessment also serves to evaluate different aspects of water provision and quality within ZDM. The latest results can be reviewed further in this report.

3.5.5.6 Water Loss

According to the Audited Financial Statements 2022/2023, material water losses of R279, 39 million (2021-22: R233, 95 million) were incurred, which represented 75% (2021-22: 77%) of total water purified. The contributing factors to these losses were due to water that is supplied through subsidised schemes in rural areas that are mainly indigent, as well as water leaks, illegal connections and ageing water infrastructure.

3.5.6 Access to Refuse Removal and Disposal

Section 84(e) of the Municipal Structures Act, 1998, mandates the municipality to manage regional solid waste disposal sites, in so far as it relates to:

- the determination of a waste disposal strategy;
- the regulation of waste disposal;
- the establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one local municipality in the district.

Although there is no regional solid waste site, the Municipality has developed an Integrated Waste Management Plan/Strategy. The waste management plan was adopted in May 2024 and is attached as an annexure.

The district does not provide for waste collection within the district, but it is the responsibility of the local municipalities.

The total backlog figures are indicated below; however, most of these backlogs comprise rural scattered households. The cost for such refuse removal has not been assessed yet in any local municipality, and only the cost of upgrading existing landfill sites could be obtained. Recommendations are, however, made.

Table 51: Refuse Removal Backlogs Per Municipality

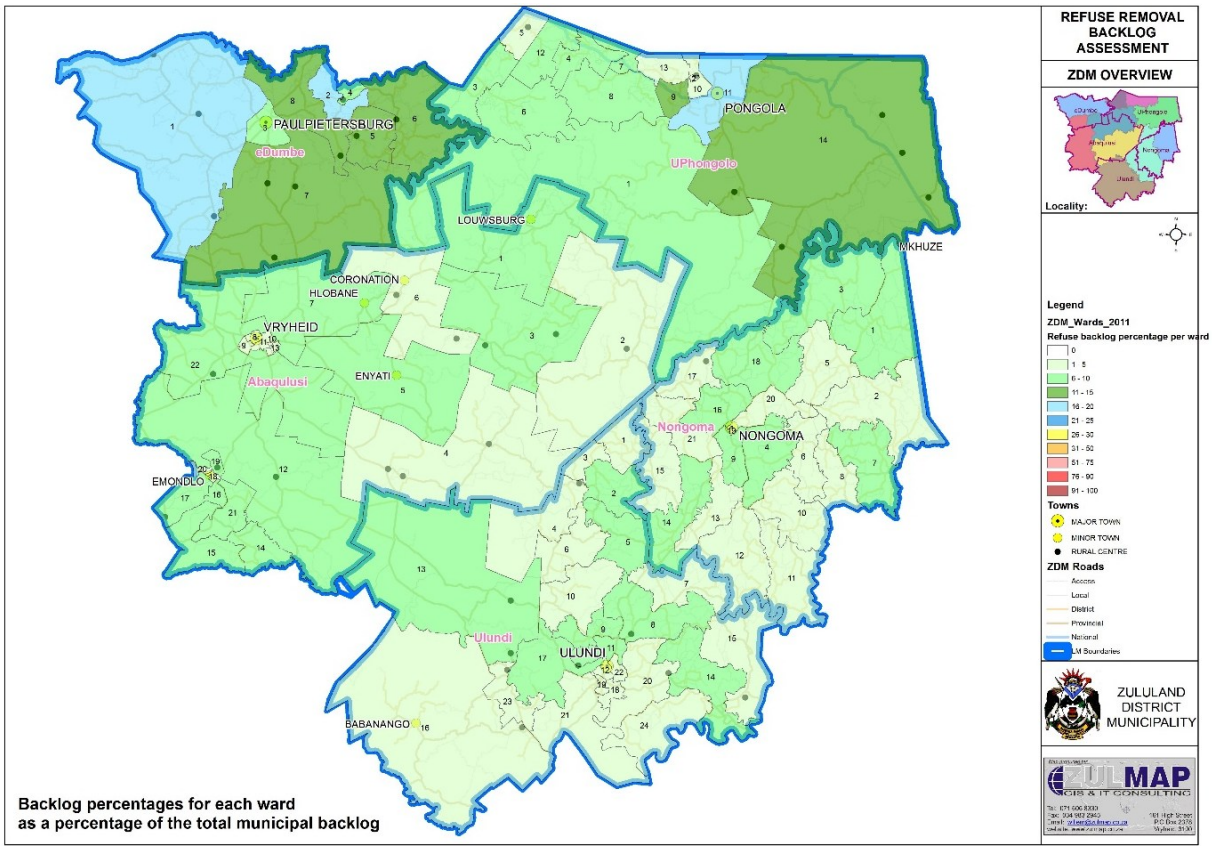
REFUSE	Total Households	No of H/H with refuse removal	No of H/H Backlog	% Backlog per LM
KZN263: Abaqulusi	47 119	25 688	21 431	45.48%
KZN261: eDumbe	17 641	12 738	4 903	27.79%
KZN262: uPhongolo	29 519	22 245	7 274	24.64%
KZN265: Nongoma	44 376	32 769	11 607	26.16%
KZN266: Ulundi	44 987	28 309	16 678	37.07%
Total	**183 642**	**121 749**	**61 893**	**33.70%**

Several waste disposal sites are not suitable for waste disposal and require closure licenses.

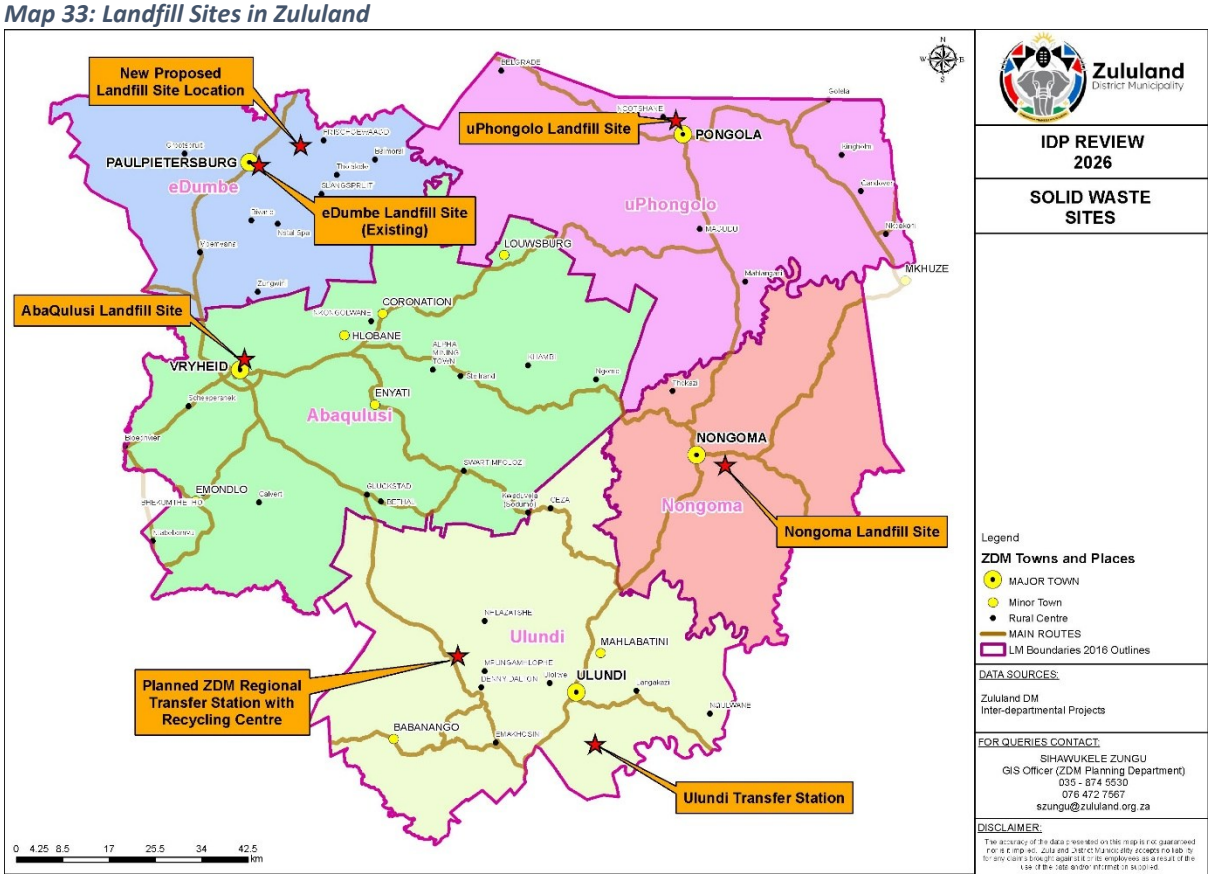
A Waste Disposal Regionalisation Study was done by ZDM to investigate various options for resolving the issue of these illegal sites. Recommendations include regionalisation of waste disposal, which includes regional waste disposal sites in Vryheid and Ulundi, with some sites being used for the transfer station.

The map below displays the refuse removal backlogs.

Map 32: Zululand Refuse Removal Backlogs



Map 33: Landfill Sites in Zululand



The map above indicates the positions of the waste disposal sites as well as the transfer stations.

3.5.6.1 Abaqulusi

The function of refuse removal is currently being outsourced due to capacity and financial constraints within the municipality. All the existing dump sites are deemed to be illegal, as the Vryheid Landfill Site is the only legally recognised one within the municipality. Other dumpsites underwent an assessment in the past, and licenses for closure of in Louwsburg, Coronation and KwaMnyathi were obtained.

In rural areas individuals tend to dispose of waste in pits in their yard and in some areas communal dumping areas are utilized.

The municipality is rendering the following services:

- Kerbside refuse collection (garden and domestic)
- Communal collection
- Daily removal of waste in central business districts.
- Bulk container removal
- Street sweeping and litter picking.
- Cleaning of street litter bins.

The municipality currently collects refuse in urban areas only, namely: Vryheid, eMondlo, Coronation, Hlobane, Vaalbank, Bhekuzulu, Nkongolwane, Louwsburg, Lakeside, Thuthukani, Sasko. Hlobane Hostel, Ithala, Bhokwe, Gadlaza and Cliffdale. The Table belo2 indicates the households being serviced at the municipality.

Table 52: Households Being Serviced Per Area at the Abaqulusi Local Municipality

#	Town or Area in Local Municipality	% household receiving a form of waste management service	Total number of households being serviced
1	CBD (Vryheid)		3 516
2	Bhekuzulu		3 980
3	Ext 16 (6B)		1 100
4	Lakeside		262
5	Emondlo (A&B)		4 045
6	Hlobane &Vaal bank		469
7	Nkongolwane		375
8	Coronation		741
9	Louwsburg		1 164

Below is a summary of waste collection in the Abaqulusi Local Municipality

Table 53: Waste Collection in the Abaqulusi Local Municipality

#	Area / Customer	Frequency of service: Households	Frequency of service: Businesses
1	Residential areas	Once a week	
2	Hospitals	Daily in Public Hospital Once a week in Private	
3	Schools	Once a week in Vryheid, Daily at States	Daily in Pioneer-
4	Industrial areas		Once a week

#	Area / Customer	Frequency of service: Households	Frequency of service: Businesses
5	Lodges	Once a week	Others three times a week
6	Restaurants		469
7	SAPS/		375

Table 54: Service Delivery Type Per Area

#	Area	Type Of Service
1	CBD (Vryheid)	
2	Bhekuzulu	
3	Ext 16 (6B)	
4	Lakeside	
5	Emondlo (A&B)	
6	Hlobane &Vaal bank	
7	Nkongolwane	
8	Coronation	
9	Louwsburg	

3.5.6.1.1 Waste Receptacles

The municipality provides receptacles in all areas where the waste collection service is being rendered. The Table below indicates the types of receptacles per area in the Abaqulusi Local Municipality.

Table 55: Waste Collection in the Abaqulusi Local Municipality

#	Customer or Type	Type of receptacles used (e.g. black bag, half drum, wheelie bin)	Supplied By
1	Residential	Black bags	Municipality
2	Hospitals	Skip bins and Drums	Municipality
3	Municipal areas	Concrete bins and wheelie bins	Municipality and the Department of Agriculture, Forestry and Fisheries
4	Lodges	Wheelie bins	Municipality
5	Schools	Skip bins	Municipality
6	Taxi rank	Skip bins	Municipality
7	Shops	Black bags	Municipality
8	Industries/Factories	Skip bins	Municipality
9	Restaurants	Skip bins	Municipality

Residential serviced areas at the Abaqulusi municipality utilise 85-litre bins with black bags as receptacles for weekly waste collection. Residents supply their own black bags and 85 litre bins, 6m3 bins and 240 litre bins are used for business/industrial waste collection and are supplied.

3.5.6.1.2 New Developments

New residential and industrial developments are planned for the Abaqulusi Local Municipality, where refuse collection service must be rendered in future. The current areas in the Abaqulusi Local Municipality are the CBD, Eastern Towns, as well as Mondlo Mall. Future development areas include Mkabayi Mall, Vryheid Plaza, where the waste collection service will be rendered.

3.5.6.1.3 Municipal By-Laws on Waste

The Abaqulusi Municipality does have a comprehensive set of by-laws developed for Solid Waste Management. These by-laws need to be reviewed, updated and inter alia include the requirements of

the NEMA and address aspects of waste minimisation, illegal dumping and offences and penalties. These by-laws need to be used and enforced by the Abaqulusi Municipality.

3.5.6.1.4 Waste Characteristics

The Abaqulusi Local Municipality does not separate domestic waste, garden waste and building rubble at source. It is being dealt with as one type of waste. Furthermore, the municipality has not conducted a waste characterisation study recently, and thus there was a gap in knowledge regarding the common type of waste generated within the municipality.

3.5.6.1.5 Illegal Dumping

The Abaqulusi Local municipality experiences sporadic dumping and littering in all regions, mainly due to huge service delivery backlogs, particularly within un-formalized settlement. Areas affected by illegal dumping include the Bhekuzulu township, Lakeside, Corronation, Ngoje, Mondlo and Hlobane

The Abaqulusi Municipality currently monitors and clears illegal dumps as well as conducting awareness campaigns on monthly basis. The municipality must collect illegal dumping at an unnecessary cost.

3.5.6.1.6 Status of Waste Disposal Sites

The municipality has jurisdiction over eight waste disposal facilities within the Abaqulusi area viz:

- Vryheid Waste Landfill Site
- Louwsburg Landfill Site
- Coronation Landfill Site
- eMondlo Landfill Site
- Enyathi Landfill Site
- Alpha, Hlobane and Nkongolwana Landfill Sites

The Alpha, Hlobane and Nkongolwana Landfill Sites' co-ordinates from the DEA database do not correspond with the actual sites on the ground.

Each of these settlements was associated with large mining operations, which were discontinued in 1997 and 1998, after which these towns were largely abandoned. In addition, general waste is now collected and transported to the Vryheid Waste Disposal Site.

Vryheid Waste Landfill Site

The Vryheid Landfill Site is located at the outskirts of Vryheid. It is situated to the northeast of the town of Vryheid, on Portion 0 (remaining extent) of the farm Townlands of Vryheid No. 6711 (N0HT00000000671100000) and is accessed via Bloekom Street. The landfill site serves the Vryheid town and the villages of eMondlo; Coronation; Hlobane; Vaalbank; Bhekuzulu; Nkongolwane and Louwsburg. Waste is collected and transported to the site by a private waste collection company.

The site is currently unlicensed and has been receiving waste for more than 10 years. Had the site been classified, it would be a G:C:B+ site. The site was initiated in about 1989 and therefore prior to

the EIA regulations being promulgated. The site is located approximately 350m from the nearest building (Vryheid Abattoir) and is approximately 350m from the nearest drainage line. A borehole however, was identified upslope of the site (approximately 100m).

It has associated infrastructure including a maintained gravel access road and a precast fence, which requires maintenance. Access roads to the Vryheid landfill are in poor condition. The site is not accessible during inclement weather and signage at the entrance is not available due to theft. Due to the heavy rains, there is a risk that groundwater may have been contaminated at the landfill site. The site has an onsite storage room, an office and a compactor, which was not functioning at the time of the site inspection. There are no ablution facilities and no security guards at the site. Informal recycling is taking place.

There site is not accessible during heavy rains. As a result, the community members illegally dump waste along the road leading to the entrance, or several other illegal places around town. There is no weighbridge to keep exact figures of waste that is being disposed of.

Louwsburg Landfill Site

This waste site located 1000m west of the town of Louwsburg on Portion 0 of the Farm Phongolo No. 83 (N0HU00000000008300000). It is not licensed and treated as a dumpsite The site is a communal waste disposal site with no permanent associated infrastructure. The waste is disposed of behind a berm. It is not fenced; therefore, access is not controlled. The site has been in operation for less than 10 years, but the exact start date is uncertain. The site is approximately 450m from the boundary of Ithala Game Reserve. There is no weighbridge to keep exact figures of waste that is being disposed of. Photographs of the site could not be obtained.

Coronation Landfill Site

The Coronation Landfill Site is an abandoned site to the north of the village on Portion 1 (remaining extent) of the Farm Veelsgeluk No.171. It is a dumpsite rather than a landfill site. The facility previously served the mining town which was abandoned by miners following the cessation of the mining activities. At present the waste generated in the village is transported to the landfill site at Vryheid. The site is located approximately 100m from a wetland.

There are no records detailing the quantity of waste which has been disposed of at the site. The site has not been rehabilitated, and illegal dumping is taking place.

eMondlo Landfill Site

The eMondlo Landfill Site is a small landfill site located within the confines of the town on Portion 0 (remaining extent) of Farm Trado No. 133. It is a dumpsite rather than a landfill site. The site has no formal management and does not have any associated infrastructure. It is located approximately 50m from a residential area (and restaurant) and 50m from a wetland. The site is not fenced and has a litter problem.

Enyathi Landfill Site

The Enyathi Landfill Site is located on the Portion 3 (remaining extent) of the farm Bloemendal No. 18. Waste from the town is now transported to the landfill site in Vryheid and the only dumping that takes place at the site is illegal. The site should be correctly rehabilitated and closed. Records of the quantity of waste being disposed of at the site are not kept. There is evidence of illegal dumping at the site.

Alpha, Hlobane and Nkongolwana Landfill Sites

3.5.6.2 eDumbe

Waste management consists of the collection, transportation and disposal of refuse. Refuse is collected from residential premises, streets, public open spaces, commercial and industrial premises, hospital and clinic premises, government institutions, schools, community halls, sports grounds, parks and municipal premises by the municipality in accordance with a weekly collection schedule.

All refuse collected is transported to the Paulpietersburg Landfill Site. Refuse removal is currently limited to the urban areas of the municipality; this service is not available to the existing rural areas, the majority of the population disposes of their own refuse in informal dump sites, probably by burning it which impacts negatively on the sustainability of the environment.

According to stats SA community profile and censuses 2016, 24.9% of households in the municipal area receive refuse removal service.

Households being serviced with waste management services are reflected in the table below.

Table 56: Households Being Serviced Per Area Within eDumbe Local Municipality

#	Town or Area in Local Municipality	% household receiving a form of a waste management service	Total number of households being serviced
1	Bilanyoni		
2	Madelakufa		
3	eDumbe location		
4	Paulpietersburg residential		
5	Paulpietersburg CBD		

Waste collection frequency of waste within the serviced areas is reflected in the table below.

Table 57: Waste Collection Frequency in the eDumbe Local Municipality

#	Area	Frequency of service: Households	Frequency of service: Businesses
1	Bilanyoni	once a week	not applicable
2	Madelakufa	once a week	not applicable
3	eDumbe location	once a week	not applicable
4	Paulpietersburg residential	once a week	not applicable
5	Paulpietersburg CBD	not applicable	five times a week

The method of waste collection may differ from area to area and from customer to customer and is detailed in the table below.

Table 58: Service Delivery Per Area

#	Area	Type Of Service
1	Bilanyoni	Kerb collection
2	Madelakufa	Kerb collection
3	eDumbe location	Kerb collection
4	Paulpietersburg residential	Kerb collection
5	Paulpietersburg CBD	Kerb collection and Communal collection

3.5.6.2.1 Waste Receptacles

Residential serviced areas such as the Paulpietersburg town (CBD) and surrounding areas, eDumbe location, Madelakufa and Bilanyoni utilise 85 litre bins with black bags as receptacles for waste collection, which are supplied by the municipality. At towns and public institutions, the municipality supplies 210 litre waste drums for collection.

Table 59: Waste Receptacles Used at the eDumbe Local Municipality

#	Town or Area in Local Municipality	Type of Receptacles used (e.g. black bag, half drum, wheelie bin)	Supplied By
1	Bilanyoni	Black bags and 85 litre bins	Municipality
2	Madelakufa	Black bags and 85 litre bins	Municipality
3	eDumbe location	Black bags and 85 litre bins	Municipality
4	Paulpietersburg residential	Black bags and 85 litre bins	Municipality
5	Paulpietersburg CBD	210 litre waste drum	Municipality

3.5.6.2.2 New Developments

The Paulpietersburg town is expanding, with a new commercial centre that has been constructed. All new developments that are currently being planned and/or developed will have to be incorporated into the current waste collection service. This needs to be planned for as the current resources may not be able to handle the additional workload.

3.5.6.2.3 Municipal By-laws on Waste

The eDumbe Municipality has a set of municipal by-laws that were adopted by the Council. In the process of being Gazetted. The by-laws should address aspects of waste minimisation, illegal dumping and offences and penalties.

3.5.6.2.4 Community Based Contractors

External service providers have been contracted by the municipality to collect refuse daily from the Paulpietersburg CBD, taxi rank, eDumbe Township and Bilanyoni twice a week respectively. The municipality has two new refuse trucks to undertake its refuse removal responsibility; these trucks have been financed in terms of a full maintenance lease and suitably qualified drivers for the vehicles appointed.

3.5.6.2.5 Waste Characteristics

The eDumbe Local Municipality does not separate domestic waste, garden waste and building rubble at source. It is being dealt with as one type of waste. A waste characterisation study was recently

conducted as part of the 2019 IWMP review. Data captured in Table 7-9 shows results that were obtained from the study.

Table 60: Waste Stream Summarisation of the eDumbe Local Municipality (eDumbe IWMP, 2019)

#	Area	Waste Characterisation
1	paper	6%
2	Plastics	25%
3	Glass	10%
4	Cardboard Boxes	8%
5	Metal (Tins)	3%
6	Non-Recyclables	48%

It was found that the typical waste stream for the municipality consists mainly of non-recyclable material. This study indicates for the municipality, that the total amount of recyclables present in the waste body is more or less 52%.

3.5.6.2.6 Illegal Dumping

The municipality does not have adequate fleet for waste collection which leads to poor service in some areas. The landfill site is a long distance from other areas and communities cannot afford to travel to the landfill. Collection of waste bins by the municipality is not consistent due to the shortage of equipment and break-down of refuse collection vehicles. The eDumbe Local Municipality is struggling to clean the illegal dumping spots and is reacting on requests only if received. Prevention strategies that are in place include conducting awareness and clean-up campaigns with the assistance from Community Work Programme (CWP) and the Extended Public Works Programme (EPWP) personnel.

3.5.6.2.7 Status of Waste Disposal Sites

The eDumbe Municipality is responsible for the development of a landfill site, however it does not have the legal landfill site for its jurisdiction area, but it is currently utilizing a dumpsite. The municipality was awarded funding by the Department of Forestry, Fisheries and the Environment (DFFE), for the establishment of landfill site. The implementing agent was appointed in 2014, unfortunately they later felt the scope was too much and they had difficulties and failed to comply with the conditions of the contract over a period and the department ended up terminating their contract on mutual agreement.

The DFFE had started the process of appointing another implementing agent and they assured the municipality that this project was supposed to be implemented in the 2019-2020 financial year. During the process, the Auditor started auditing the Department. However, there has been a slow progress on this issue. The municipality wrote a letter to the Department requesting the Department to prioritize their case once an audit is done. However, the department remains committed to fund the initiatives that respond to the protection of environmental quality, environmental assets and natural resources.

The funding of R18 million has been set aside to ensure that a new landfill site is being organized.

3.5.6.2.8 Paulpietersburg Landfill Site

The Paulpietersburg Landfill Site is located 2.5km southeast of Paulpietersburg town. (Co-ordinates: 27°26'17.90"S and 30°49'40.76"E). It has been licensed in terms of Section 20 (b) of NEM:WA for the decommissioning of the waste disposal site (license number DC26/WML/0005/2012). It is a class G, and a cell method of operation is being followed, although it is not operated according to the license conditions. The landfill site is operational between 8am to 5pm, Monday to Friday.

Compaction and covering of waste do not take place. There is informal recycling taking place at the site. Waste is being disposed of illegally outside the boundaries of the site, especially along the gravel road leading into the landfill site. Heaps of garden refuse and building rubble were noted to be piling up during the site visit. There is no waste record keeping in place. There is no access control nor security guard on site. There are no ablution facilities and the only personnel available on site was the maintenance person. During the site visit. No equipment was noted on site.

3.5.6.3 uPhongolo

The waste service delivery of the uPhongolo Local Municipality will be coordinated from the municipal main office. The table below shows the percentage of households being services at the uPhongolo Local Municipality.

Table 61: Percentage of Households Being Serviced at the uPhongolo Local Municipality

#	Town or Area in Local Municipality	% household receiving a form of a waste management service	Total number of households being serviced
1	Ncotshane	70%	
2	Golela	90%	
3	Phongola town	100%	
4	Town suburbs	100%	
5	Itshelejuba	50%	

Table 62: Frequency of Services Rendered by the uPhongolo Local Municipality

#	Town or Area in Local Municipality	Frequency of service: Households (e.g. Once per week)	Frequency of service: Businesses (e.g. five times a week)
1	Ncotshane	Twice a week	
2	Golela	Once a week	
3	Pongola town	Daily	
4	Town suburbs	Twice a week	
5	Itshelejuba	Once a week	

The uPhongolo Municipality currently collects waste from Ncotshane Township, Belgrade, Golela and Magudu residential areas (semi-urban areas) as well as the uPhongolo Town and industrial areas. Waste disposed of monthly consists of garden refuse, domestic waste, builders' rubble and sawdust. Table 8-5 indicates the tons of waste are produced in the following areas per day/week.

Table 63: Service Delivery Type in uPhongolo Local Municipality

#	Area	Type Of Service
1	Ncotshane	Kerb Collection

#	Area	Type Of Service
2	Golela	Kerb Collection
3	Pongola town	Kerb Collection
4	Town suburbs	Kerb Collection
5	Itshelejuba	Communal Collection

Table 64: Waste Produced and Collected at the uPhongolo Local Municipality

#	Area	Type Of Service
1	Belgrade	6 tons/week
2	uPhongolo	25 tons/day
3	Townships & Sugar Mill	4 tons/week

3.5.6.3.1 Waste Receptacles

Residential serviced areas in the uPhongolo Local Municipality utilise 85 litre bins with black bags as receptacles for weekly kerbside waste collection. Waste bins and skips are also placed at strategic locations.

Table 65: Waste Receptacles Used at the uPhongolo Local Municipality

#	Town or Area in Local Municipality	Type of Receptacles used (e.g. black bag, half drum, wheelie bin)	Supplied By
	Town	Block bay, waste cages, half drums	Business owners and the municipality
	Business	Waste cages	Business owners and the municipality
	Residence	Black bags and 85 litre bins	Municipality

3.5.6.3.2 New Developments

New developments that are currently being planned and/or developed will also have to be incorporated into the current waste collection service. This needs to be planned for as the current resources may not be able to handle the additional workload.

3.5.6.3.3 Municipal By-laws on Waste

The uPhongolo Municipality has developed and adopted several relevant Municipal By-Laws which include waste management by-laws. However, most of them were never gazetted due to a lack of funds to affect these requirements. Could not confirm whether the waste management by-laws were gazetted. These by-laws need to be used and enforced by the uPhongolo Municipality.

3.5.6.3.4 Garden Refuse

The amount of garden waste generated within the uPhongolo Municipality area is not known due to the fact that most of it is disposed of with general waste. This type of waste is collected separately by a truck. There is a garden refuse dump site adjacent to the fence at the uPhongolo Landfill Site, although heaps of refuse material were evident during the site visit.

3.5.6.3.5 Illegal Dumping

The uPhongolo Municipality has implemented a cleaning campaign programme introduced by the Department of Forestry, Fisheries and the Environment, to clear illegally dumped waste. Official signage prohibiting illegal dumping has been strategically installed throughout the municipal area.

3.5.6.3.6 Status of Waste Disposal Sites

The municipality has jurisdiction over two (2) waste management facilities within the Municipal area viz:

- uPhongolo Landfill
- Belgrade Disposal Site

The uPhongolo Landfill Site is permitted and approximately 1058.8 tons of wate is disposed at this site monthly. Only domestic waste is accepted and has 15 years remaining lifespan (uPhongolo IDP 2023/202). Below is a map showing the Waste Disposal Facilities in the uPhongolo Local Municipality.

uPhongolo Landfill Site

The uPhongolo Landfill Site is a permitted and operational. The site is being operated by the municipality and operated in a fair condition. The site has a guard house with ablution facilities that are in good condition. Formal recycling is taking place, which is very organised. Waste streams that is being recycled are paper, metal, plastic. There is a garden refuse dump site adjacent to the fence although heaps of refuse material were evident during the site visit. Access to the site is thorough Sugar Cane Road.

Belgrade Landfill Site

The Belgrade Landfill Site is not permitted. Approximately 2 tons of wate is disposed at this site monthly. Domestic and garden refuse and builder's rubble. The remaining lifespan of the site is unknown (uPhongolo IDP 2023/2024).

3.5.6.4 Nongoma

The Nongoma Local Municipality is a rural municipality and is grant-dependent. The municipality plans to service 100% Nongoma households, however is constrained financially.

The table below indicates the households being serviced per area in the Nongoma Local Municipality:

Table 66: Households Being Serviced Per Area in the Nongoma Local Municipality

#	Town or Area in Local Municipality	% household receiving a form of a waste management service	Total number of households being serviced
1	Nongoma Town	100%	
2	White City	100%	
3	Dilini	100 %	
4	Lindizwe	75%	
5	Ophalule	40%	
6	Nongoma Wards level	30% through EPWP clearance of illegal dumps	

About 4.3% of the households have their waste removed by the municipality at least once a week, whereas about 75.3% households use their own refuse dumps. Lack of access to refuse removal could contribute to indiscriminate dumping of waste and eruption of dumping spots, especially in those neglected spots.

The frequency of collection at the Nongoma Local Municipality is summarised in the table below.

Table 67: Frequency of Waste Collection at the Nongoma Local Municipality

#	Area	Frequency of service: Households	Frequency of service: Businesses
1	Nongoma Town	7 days a week	
2	White City	2 days a week	
3	Deline	3 days a week	
4	Lindizwe	2 days a week	
5	Ophalule	4 days a week	

The extension of the waste collection service to at least by 9 wards through skip bins is planned.

Table 68: Waste Services Rendered by the Nongoma Local Municipality

#	Area	Type Of Service
1	Nongoma town	Kerb collection, refuse bags and communal, refuse truck and tractor
2	Whita City	Refuse bags, kerb collection and truck
3	Dilini	Kerb collection, refuse bags and truck and tractor
4	Lindizwe	Refuse bags and truck
5	Ophalule	Kerb collection, tractor ,truck and refuse bags
6	Nongoma ward level	Refuse bags and truck

The results of the 2011 Census indicate that there has been an overall reduction in the number of households without waste disposal from 9417 in 1996 to 5852 in 2011. It is possible that the above is the result of an increase in the use of communal or own refuse disposal dump sites. There has also been a steady increase in the number of households that benefit from local authority or private company refuse removal. The latter could be as a result of the increased number of households in the Nongoma town.

There is no litter picking in the residential areas hence the area is polluted with litter. Skips are provided at points of high litter generation (such as taxi ranks, bus stops and shops) and are cleared once full. During busy periods mostly month end and public holidays, an additional frequency of waste collection and cleaning up is done to clear the high volumes of waste produced.

Two townships, White City and Delini with the total of 195 and 415 respectively, are not on the billing system because of title deeds issues. Nongoma Local Municipality is servicing 1200 households in total, this includes suburbs, Nongoma Town, White City, Hospital and Delini. Nongoma Local Municipality is also conducting waste collection service to Public and Private Institutions, Business premises, CBD, formal and two township areas.

There is a myriad of issues contributing to the municipality's inability to provide waste collection services beyond the Nongoma town and its adjacent settlement (namely white city, Deline and Redhill). This includes inadequate equipment and the costs associated with providing the service vs the return on investment in terms of households having to pay for the service rendered.

Industries in the municipal area dispose of their own waste privately. No landfill that is licensed to handle hazardous waste. Campus waste is contracted to collect medical waste on a weekly basis which is incinerated in Pinetown.

3.5.6.4.1 Waste Receptacles

Residences at the Nongoma Local Municipality are supplied provided with three plastic bags for collection twice a week. Institutions within the service areas such as schools are provided with skips which is emptied once full. Skips are provided at points of high litter generation (such as taxi ranks, bus stops and shops) and are cleared once full. The municipality is planning to eliminate the use of refuse bags and rather utilise wheelie bins for households and initiate separation at source by means of yellow recycle refuse.

The table below provides details of the types of receptacles that are being used at the Nongoma Local Municipality.

Table 69: Types of Receptacles Used at the Nongoma Local Municipality

#	Town or Area in Local Municipality	Type of Receptacles used (e.g. black bag, half drum, wheelie bin)	Supplied By
1	Nongoma Town	Refuse bags, bins, skip bins	Municipality
2	White City	Bins, refuse bags and skip bin	Municipality
3	Dilini	Bins, skips and refuse bags	Municipality
4	Lindizwe	Bins, refuse bags	Municipality
5	Ophalule	Bins, refuse bags ,Skip bin	Municipality
6	Nongoma Wards level		

3.5.6.4.2 New Developments

New developments that are currently being planned and/or developed will also have to be incorporated into the current waste collection service. This need to be planned for as the current resources may not be able to handle the additional workload.

3.5.6.4.3 Municipal By-Laws on Waste

Nongoma Local Municipality has a set of municipal solid waste management by-law that were gazetted in the year 2022. The by-laws must be reviewed as and when required by the municipality.

3.5.6.4.4 Community-Based Contractors

Nongoma Local Municipality has community-based contractors that are responsible for the overall function of the landfill operations. Waste collection service is solely provided by municipality without any contracting of private companies. Small-scale reclaiming occurs at the landfill site where communities sell recyclable materials to private buy-back centres.

The municipality has the waste brigades (EPWP initiative) who are assisting with the waste management within the municipality. Through EPWP programme, the municipality has employed eighteen personnel including: one supervisor, four administrators, six administrators and seven landfill site assistants.

The Youth Community Outreach Programme (YCOP) is a community based environmental education and awareness programme. The program mostly deals with waste management, community based environmental awareness, school-based environmental awareness and environmental education and other environmental related activities within the municipality. There are 20 EPWP waste pickers and

environmental educators working hand in hand with the municipality permanent waste pickers in Nongoma town and the surrounding areas.

Nongoma has come up with a strategy to combat illegal dumping and targeting the hot spots. Clean-up campaigns are conducted twice a week (Wednesday and Fridays) and regular “walkabouts” are conducted as a collective to clean the whole town.

3.5.6.4.5 Waste Characteristics

The Nongoma Local Municipality does not separate domestic waste, garden waste and building rubble at source. It is being dealt with as one type of waste. Furthermore, the municipality has not conducted a waste characterisation study recently and thus there was a gap in knowledge regarding the common type of waste generated within the municipality.

The three recyclers that deal with different waste, namely;

- Mphathikahle Company collecting cardboards, plastic, and papers
- Sant and Sons collecting papers, cardboards and plastic. They also deal with green waste like glass and bottles.
- Baba ka Baba recycler deals with paper, plastics and bottles. The recycler won R150 000 in the “cleanest rural town competition’’ (2021/2022).

The municipality has a strategy to furnish the residence and business areas with wheelie bins and steel cages for the retail shops. This will enable the shops and residents to separate waste from source, and the recyclers can collect clean recyclables, and animal farmers can collect perishable foods at source. Waste will be diverted from being landfilled. There is a buyback in Nongoma Town which assists in enabling waste minimization and recycling.

3.5.6.4.6 Illegal Dumping

The Nongoma central business district (CBD) is mostly polluted during the day, especially during the busiest hours, which is between 06H00 to 18H00. During that time, littered waste is found everywhere, especially around big and busy supermarkets such as Boxer, Cambridge Spar and Ithala Centre. The taxi rank also falls within those areas that are prone to waste littering.

As a mitigating factor, the municipality has strategically placed skip bins along areas identified as busy and prone to waste littering. The municipality has also, through it Waste Management Forum, engaged businesses to install waste cages, with the aim of integrating recycles into its waste management process. Waste will be separated and placed in the waste cages; thus allowing waste pickers to harvest their resources of interest. Furthermore, the municipality has revised tariffs, for enforcement against illegal dumping.

Nongoma municipality has embarked on an exercise of identifying and mapping of all illegal dumping spots in an around Nongoma town. The mapping process allowed the municipality to quantify and understand the extent of the problem. It also allowed the municipality to a clear strategy of dealing

and eradicating these illegal dumping spots. Each time a spot is cleared, the map is update. The same is true when a new dumping spot is discovered.

3.5.6.4.7 Garden Refuse

There is no separate provision for garden waste at the Nongoma Municipality. It gets collected with the rest of household waste and gets disposed of at the same landfill site. The municipality currently does not compost any of its collected organic waste.

The amount of garden waste generated within the municipal area is not known due to the fact that the municipality does not weigh and keep records of this type of waste produced within its area of jurisdiction.

3.5.6.4.8 Buy-Back Centre

The municipality has one buy-back centre in Nongoma Town, that enables waste minimization and recycling.

3.5.6.4.9 Status of Waste Disposal Sites

Nongoma municipality has one waste landfill site. The site is about 1km away from town, Erf No: E-5000. The site is classified as communal G:CB+ landfill site and has a dimension of 30 521.55 m^2. Figure 10-2 shows the locality of the Nongoma waste disposal facility.

Nongoma Landfill Site

The site is licensed for closure (DC26/WML/0004/2014/REV2021/01), and the initial license was reviewed in 2021. The site does not comply with the norms and standards for disposal of waste to landfill and informal recycling is taking place. It is located partially within a heritage resource and may have a negative impact on the environment since it is operating illegally. There is a proper access control with precast fencing. Personnel at the site is a security guard on and the landfill site gate is kept locked during the night. Ablution facilities are available at the site.

It is operated by a private contractor. Nongoma Local Municipality is in the process of decommissioning and capping the Nongoma waste disposal site. The decommissioning will consist of the following activities:

- Covering and capping of the site in accordance with the DWAF Minimum Requirements for Waste Disposal by Landfill 2nd ed., 1998;
- Revegetation of the site with an appropriate grass seed mix;
- Water quality monitoring and site maintenance to ensure there is no environmental degradation.

The municipality has done the following to prepare for the site closure and to comply with the environment conditions:

- Improved access control on site: Security personnel have been deployed on site, and three personnel are responsible for keeping record of vehicles and waste entering the site. The

municipality has fenced the site and there is proper access gate to ensure controlled access into the site.

- The rehabilitation process has started, and 20% of the disposal site has been closed off.

While there has been an improvement, Nongoma municipality is still not compliant in terms of operating the waste disposal site.

- The operational plan is not properly followed
- The working phase of the landfill site is unlined
- Cover material at the site is not sufficient
- Shortage of landfill equipment to ensure proper operation of the landfill site
- There is no leachate and storm water management as well as groundwater monitoring
- Landfill site audits are not conducted as required
- No waste record keeping in place
- Not enough recycling activities taking place

Planning at this landfill site includes securing a service provider to conduct a feasibility study for new landfill site.

3.5.6.5 Ulundi

The municipality is collecting waste in all formal settlements around Ulundi, CBD and in all three hospitals (Nkonjeni, Ceza and Thulasizwe). These formal settlements are in ward 12, 18, 19, 8, 21 (Mandleni), 22 and ward 16. The remaining 17 wards do not have access to waste removal service.

Table 70: Households Being Serviced Per Area

#	Town or Area in Local Municipality	% household receiving a form of a waste management service	Total number of households being serviced
1	Babanango Town and location only	100%	100
2	Unit A	100%	1300
3	Unit B-South	100%	400
4	Unit B-North	100%	600
5	Unit C	100%	1200
6	Unit D	100%	1250
7	Unit L	100%	590
8	Unit K	100%	1300
9	Sishwili	20%	N/A
10	Mbhoshongweni	20%	N/A
11	Mashona	100	105
12	Ulundi CBD		

The frequency of service waste collection per area and frequency are indicated in the table below.

Table 71: Ulundi Waste Collection and Street Cleansing Frequency

#	Town or Area in Local Municipality	Frequency of service: Households (e.g. Once per week)	Frequency of service: Businesses (e.g. five times a week)
1	Babanango Town and location only	Once per week	Twice per week
2	Unit A	Once per week	N/A

#	Town or Area in Local Municipality	Frequency of service: Households (e.g. Once per week)	Frequency of service: Businesses (e.g. five times a week)
3	Unit B-South	Once per week	N/A
4	Unit B-North	Once per week	N/A
5	Unit C	Once per week	N/A
6	Unit D	Once per week	N/A
7	Unit L	Once per week	N/A
8	Unit K	Once per week	N/A
9	Sishwili	Daily	N/A
10	Mbhoshongweni	Daily	N/A
11	Mashona		
12	Ulundi CBD	N/A	Daily

All the residents of low-income housing projects are not charged for refuse collection. These include houses located in Babanango, Ulundi Unit K, and Ulundi Unit L.

Three big refuse skips have been provided for communal disposal. These are located in the following areas:

- Sishwili area along R66
- Next to the Airport along P700
- Mboshongweni area

Furthermore, the community of Mkhazane constructed a small cage for the disposal of nappies and that cage is emptied once a week.

The municipality is rendering the following services:

- Kerbside refuse collection (garden and domestic) from Monday to Friday in the residential area.
- Communal disposal
- Skip bins placed near business districts and collected twice per week.

Table 72: Summary of the Types of Service Delivery Per Area in the Municipality

#	Area	Type Of Service
1	Babanango Town and location only	Kerbside waste collection
2	Unit A	Kerbside waste collection
3	Unit B-South	Kerbside waste collection
4	Unit B-North	Kerbside waste collection
5	Unit C	Kerbside waste collection
6	Unit D	Kerbside waste collection
7	Unit L	Kerbside waste collection
8	Unit K	Kerbside waste collection
9	Sishwili	Communal (Skip is provided)
10	Mbhoshongweni	Communal (Skip is provided)
11	Mashona	
12	Ulundi CBD	

Below is a summary of the basic types of service delivery in the Ulundi municipality between the years 2001 to 2019. Between 1996 and 2001 and between 2011 and 2016, there was a significant increase in the number of households who had their own or a communal refuse dump. What is encouraging

also to note is that there has been more than a 50% decrease in the number of households, between 2011 and 2016, that had no method of rubbish disposal. Also noteworthy, is that the number of households that have their refuse removed by the municipality increased between 2016 and 2019.

Table 73: Summary of the Basic Types of Service Delivery in the Municipality

Refuse Removal	Year			
	2001	2011	2016	2019
Removed by local authority/private company	6 640	7 227	6 402	6807
Communal/Own refuse dump	19 196	23 802	28 708	28 391
No rubbish disposal	7 940	3 750	1 838	7 940
Other			1606	

Waste management at the Ulundi Municipality consists of the collection, transportation and disposal of refuse. Refuse is collected from residential premises, streets, public open spaces, commercial and industrial premises, hospital and clinic premises, government institutions, schools, community halls, sports grounds, parks and municipal premises by the municipality in accordance with a weekly collection schedule.

Two external service providers have been contracted by the municipality to collect refuse on a daily basis from the Ulundi CBD and taxi rank and from Babanango Town and township twice a week respectively, as well as management and transfer of waste from Ulundi transfer station to King Cetshwayo Landfill Site. Street cleaning (litter picking, sweeping, and cleaning of ablution facilities) is done on a daily basis in the CBD. Approximately 6807 households receive a communal waste collection service.

Refuse removal is currently limited to the urban areas of the municipality; this service is not available to the existing informal settlements and rural areas; however, hospitals are covered by Ulundi Municipality. Consequently, most of the population disposes of their own refuse in informal dump sites, probably by burning it which impacts negatively on the sustainability of the environment.

All refuse collected is transported to a transfer station located on a site owned by the Zululand District Municipality and managed by the Ulundi Municipality. It is then transported to Richards Bay for disposal in terms of a service level agreement entered with an external service provider. The cost of transporting refuse from the transfer station to Richards Bay escalated significantly when the service fee of the current contract with the service provider was reviewed in March 2011 – the refuse removal from Ulundi Transfer Station to Uthungulu contract budget cost the municipality about R4 980 000.00 in the 2019 / 2020 financial year alone. The municipality owns a small Landfill site in Babanango to cater for the Babanango community, and this landfill only accepts general/domestic waste and the building rubble.

3.5.6.5.1 Waste Receptacles

The Ulundi Municipality utilises a black refuse bag system for all the households and businesses in the municipal area. The municipality provides the residents in all townships with one black bag per week. Towns and selected schools utilise skip, concrete bins. The municipality accepts any number of bags per household. The bags are placed outside the house or business and collected from there.

Businesses provide their own bins or refuse area for larger supermarket. The table below summarises the waste receptacles utilised in different areas.

Table 74: Types of Receptacles Used at the Ulundi Local Municipality

#	Town or Area in Local Municipality	Type of Receptacles used (e.g. black bag, half drum, wheelie bin)	Supplied By
	Town	Skips and concrete bins	Municipality
	Businesses	Privately fenced refuse area	Businesses
	Households	Black refuse bags	Municipality
	Selected Schools	Trolley colour coded bins	Municipality

3.5.6.5.2 New Developments

New developments that are currently being planned and/or developed will also have to be incorporated into the current waste collection service. This need to be planned for as the current resources may not be able to handle the additional workload.

3.5.6.5.3 Municipal By-Laws on Waste

The Ulundi Municipality has a set of by-laws, promulgated in 2007, pertaining to solid waste disposal. Although the by-laws are quite comprehensive, it is recommended that the by-laws should be expanded to include aspects of waste minimisation, e.g. recycling and other issues as set out in the National Environmental Management: Waste Management Act, 2008 to promote integrated waste management.

The municipality has further developed the recycling policy, which safeguard the recycling initiatives within Ulundi Municipality. All waste management policies, including the IWMP are reviewed annually.

3.5.6.5.4 Waste Characterisation

The municipality does not separate domestic waste, garden waste and building rubble at source. It is being dealt with as one type of waste. Furthermore, the municipality has never conducted a waste characterisation study before and thus there was a gap in knowledge regarding the common type of waste generated within the municipality.

The following waste types are known to be generated within Ulundi municipal area

- Household waste
- Business waste
- Farm waste
- Medical waste

3.5.6.5.5 Garden Waste

The municipality does not collect garden refuse. The amount of garden waste generated within the Ulundi Local Municipality area is not known. In some instances, garden waste is disposed of with general household waste.

3.5.6.5.6 Buy-Back Centres

The municipality does have a buy-back centre that needs to be rehabilitated.

3.5.6.5.7 Illegal Dumping

Like all municipalities in the country, Ulundi Local Municipality is experiencing sporadic illegal dumping and littering mainly due to huge service delivery backlogs, particularly within informal settlement and rural areas. The municipality must collect this waste at an unnecessary cost.

The illegal dumping problems areas in the municipality are namely:

- Unit A: Umfolozi Street
- Unit D: Nandi Street
- Unit L: main Road
- Unit C: Nqabakucasha Street
- Unit D2: main entrance
- Zondela: main road

The municipality has the following illegal dumping prevention strategies in place:

- Erection of “No dumping” signboards
- Strategic placement of skips
- Waste awareness campaigns
- Clean- up campaigns
- Installation of “No dumping” sign boards.

3.5.6.5.8 Status of Waste Disposal Sites

The municipality has jurisdiction one (1) small waste disposal facility in Babanango, which only accepts general/domestic waste and the building rubble. This site caters for the Babanango community. Future planning includes developing a new regional waste disposal site, recycling facility and transfer of solid waste to Richards Bay by the Zululand District Municipality.

Babanango Landfill Site

The Babanango Landfill Site is owned by the municipality and is licensed under the Environmental Conservation Act, 1989 (Act of 1989), permit number 16/2/7W121/D2/Z1/P467. This site is operated as a dumpsite. The Department of Forestry, Fisheries and the Environment conducted an audit in 2020. The audit outcome indicated that it will be impossible for the site to comply with all the conditions stipulated in the licence. The department then intended to issue a notice in addressing its findings. The municipality decided to resume a closure process, and consultants have been appointed to conduct an EIA process and apply for the closure licence of the Babanango Landfill Site. The application for permit closure has been submitted to the Department of Economic Development, Tourism and Environmental Affairs and the report is still under review by the Department.

3.5.6.5.9 Transfer Stations

There is one transfer station in the Ulundi Local Municipality that is owned by the Zululand District Musicality. The transfer station is licensed in terms of Section 20(b) of the National Environmental Management Waste Act, Act No. 59 of 2008 (Permit number 12/9/11/L54/4). It is managed and operated by the Ulundi municipality. The site only accepts general/domestic waste and the building rubble. Formal recycling of paper, metal and plastic is taking place at the site.

The site is properly fenced, and there is controlled access to the site with a security guard during the night. Access to the site is a tared road that is in good condition. The transfer station has a service provider contract responsible for transferring solid waste to Empangeni.

The table below indicates the estimated costs for closure and operational licensing according to the ZDM Solid Waste Facility Backlog Study, as well as implementation costs for the Ulundi Integrated Waste Management Plan.

Table 75: Total Budget for Landfill Site Upgrading

LM	SITE	DESCRIPTION	COST
AbaQulusi	Enyathi Landfill Site	Closure License	R 6 996 905
	eMondlo	Closure License	R 1 712 812
	Coronation	Closure License	R 1 475 858
	Louwsburg	Operational License	R 3 412 278
	Vryheid	Operational License	R 5 500 000
eDumbe	Paupietersburg	Closure License	R 6 464 724
	Bilanyoni	Operational License	R 4 137 925
Nongoma	Nongoma	Closure License	R 1 281 333
Ulundi	Ulundi	Closure License	R 3 892 943
	Mahlabathini	Closure License	R 1 282 695
	Integrated Waste Management Plan	Implementation Plan Cost	R 4 180 000
uPhongolo	uPhongolo	Operational License	R 9 849 549
	Belgrade	Closure License	R 1 015 196

3.5.7 Access to Transport Infrastructure

3.5.7.1 Road Network

Although Section 84 mandates the municipality to take care of district roads, no such district roads have been allocated officially and published by the Minister/MEC for transport.

Be that as it may, the municipality is developing a district roads asset management system that focuses on the collection of data on the condition and usage of rural roads in line with the Road Infrastructure Strategic Framework for South Africa. This information guides investments to maintain and improve these roads. District municipalities collect data on all the municipal roads in their area, ensuring that infrastructure spending (from the *municipal infrastructure grant* and elsewhere) can be properly planned to maximise impact.

In addition to the above, the Municipality is responsible for the planning and coordination of transport-related issues within the district. The District Municipality will therefore prioritise the development of the Integrated Transport Plan (ITP) as a key planning instrument to guide the

coordination and integration of transport interventions across all local municipalities. Due to limited financial resources, the Municipality has approached the Department of Transport to assist with funding for the development of an ITP.

3.5.7.2 Road Network Condition

The table below shows the entire road network, including other spheres of government, within the Zululand District Municipality.

Table 76: Road Network

Municipality	National Road Network (KM)	Provincial Road Network (KM)	Local Road Network (KM)	Totals (KM)
Abaqulusi	0	344,7	1643,5	1988,2
eDumbe	0	184,3	450,1	634,4
Nongoma	0	221,3	558,8	780,1
Ulundi	0	316,4	742,4	1058,8
uPhongolo	110	155	1054	1319
TOTAL	**110**	**1221,7**	**4448,8**	**5780,5**

From the table above it can be observed that Abaqulusi Local Municipality has the largest extent of road network 1,988.2km comprising provincial and local municipal roads. uPhongolo Local Municipality follows with 1,319km comprising of national, provincial and local roads. Ulundi local municipality has 1058km comprising of provincial and local roads.

The municipal road network is approximately 4444.8km and is currently under review. So far, has been captured according to the following categories:

- Paved= 265,07 km (includes flexible, block and pavement)
- Unpaved= 2231,664 km

The table below illustrates the RISFSA classification of all roads separated by different road surfaces.

Table 77 RISFSA Road Classification by Local Municipality

Municipality	Class 1	Class 2	Class 3	Class 4	Class 5	Class 6	Totals
Abaqulusi	0	275,1	89,2	152,7	83,2	0	600,2
eDumbe	0	180,8	16,4	23,9	12,8	0	233,9
Nongoma	0	213,5	0	7,5	10,5	0	231,5
Ulundi	0	289,3	0	44,8	59	0	393,1
uPhongolo	110,3	155,1	3	35,9	5,3	0	309,6
TOTAL	**110,3**	**1113,8**	**108,6**	**264,8**	**170,8**	**0**	**1768,3**

From the table above, it can be observed that all local municipalities have no class 1 (primary distributor) nor class 6 roads (non-motorised accessways) except uPhongolo Local Municipality with class 1.

Class 2 roads (regional distributor) are by far the most common category of road network found in all of the municipalities(1113km). These roads cut through large towns and municipal administrative centres.

Class 4 roads (district collector) are the second largest type of road found in the district(264.8km). Class 4 roads cut through farming areas, villages and scattered rural settlements which provide access to social services and markets.

Table 78: District Paved Network Condition by Municipality

Local Municipality	Paved Road Condition (%)					
	Very Good	Good	Fair	Poor	Very Poor	Length (km)
Abaqulusi	1,93	6,09	13,32	27,96	50,70	139,62
eDumbe	0,00	6,98	29,75	34,69	28,57	33,07
Nongoma	6,53	1,58	22,46	27,34	42,08	8,55
Ulundi	8,94	10,27	16,26	22,82	41,72	81,33
uPhongolo	6,23	7,64	22,53	39,71	23,89	37,05

Source: DC 26 Rural Roads Asset Management Plan

From the table above it is clear that most of the paved road network is in a poor condition in all the municipalities. Abaqulusi, Ulundi and Nongoma are leading the district in this regard. The table below outlines the unpaved road network condition by Municipality.

Table 79: District Unpaved Network Condition by Municipality

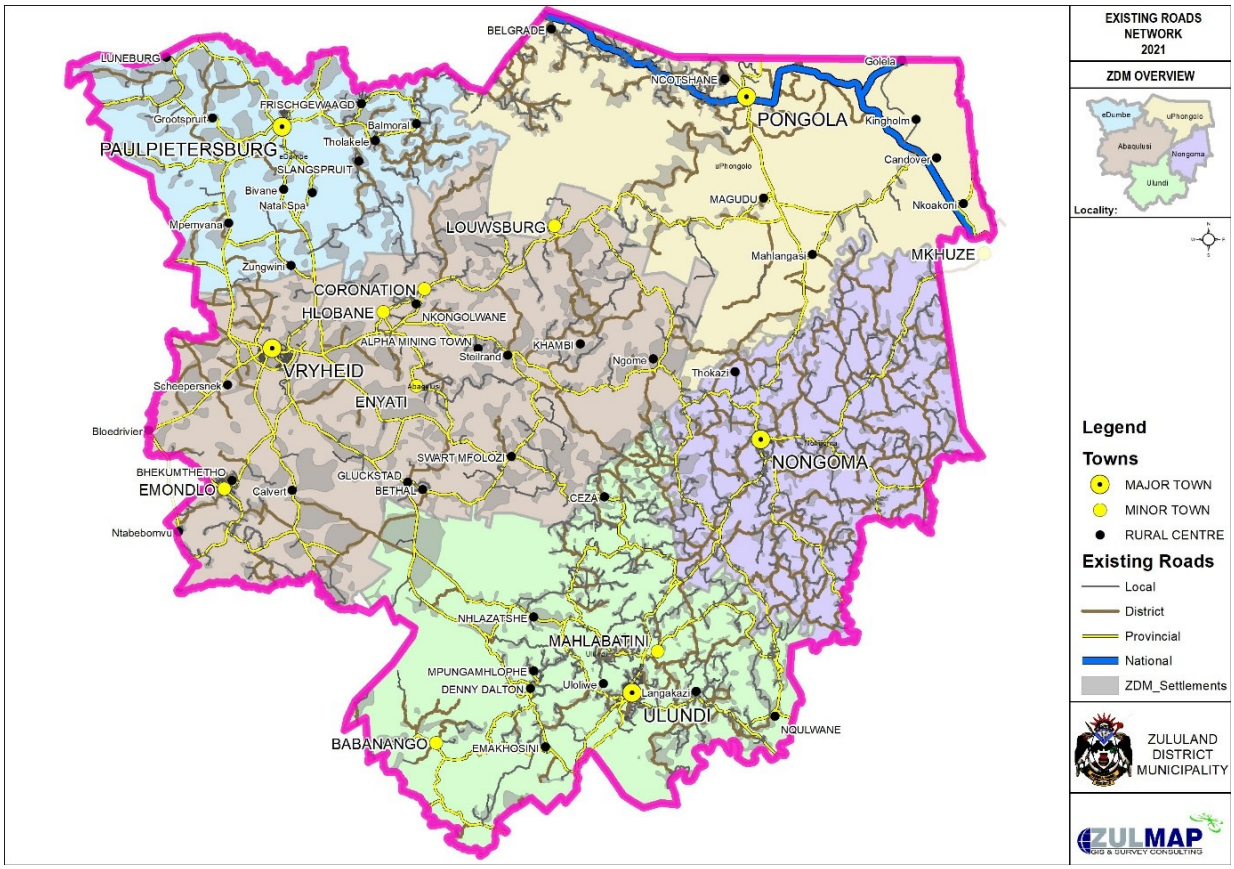
Local Municipality	Unpaved Road Condition (%)					
	Very Good	Good	Fair	Poor	Very Poor	Length (km)
Abaqulusi	4,29	5,2	20,05	34,07	36,4	633,97
eDumbe	31,12	1,97	14,05	23,74	29,12	157,66
Nongoma	0,03	4,03	8,17	9,18	78,59	417,29
Ulundi	5	7,9	23,22	16,13	47,68	452,88
uPhongolo	38,15	10,7	15,23	8,66	27,26	199,37

Source: DC 26 Rural Roads Asset Management Plan

As with the paved network, most of the unpaved network is in a dire state in all the municipalities. Leading this trend are Nongoma, Ulundi and Abaqulusi, respectively.

The map below displays the road network in the Zululand District Municipal area.

Map 34: Zululand road network



3.5.7.3 Road Network Capital Investment Needs

The table below outlines the capital investment required to bring the paved roads to the best possible condition. The different methods of treating the roads are categorised as rehabilitation, special and periodic maintenance.

Table 80: District Road Paved Network Capital Investment Needs by Municipality

Local Municipality	Rehabilitation	Special Maintenance	Periodic Maintenance	Total by Municipality
Abaqulusi	R 1 403 587,15	R 631 614,22	R 210 538,07	R 1 925 359,60
eDumbe	R 806 121,22	R 362 754,55	R 120 918,18	R 1 105 790,43
Nongoma	R 681 081,23	R 350 898,94	R 1 071 190,05	R 1 803 129,47
Ulundi	R 3 578 297,50	R 1 610 233,87	R 526 744,62	R 4 908 501,37
uPhongolo	R 4 970 257,00	R 2 236 615,65	R 745 538,55	R 6 817 910,83
Total by District	**R 11 439 344,10**	**R 5 192 177,23**	**R 2 674 929,47**	**R 19 306 390,80**

Source: DC 26 Rural Roads Asset Management Plan

Observing the table above, it can be concluded that uPhongolo and Ulundi need the largest capital injection considering the state of their paved road network. The biggest priority in both municipalities is to rehabilitate their road network.

The entire district needs a capital investment of R19,3 million to bring its unpaved road condition to a ‘very good’ status.

The table below outlines the district's unpaved toad network capital investment requirements. The methods of improving unpaved roads have been categorized as construction, re-graveling, and reshaping.

Table 81: District Unpaved Road Network Capital Investment Needs By Municipality

Local Municipality	Construction	Regravelling	Reshaping	Total by Municipality
Abaqulusi	R 4 507 552,90	R 2 588 953,47	R -	R 7 096 506,37
eDumbe	R 2 050 683,21	R 1 177 828,29	R 382 278,30	R 3 610 789,80
Nongoma	R 212 586,57	R 122 101,00	R 5 449,76	R 340 137,33
Ulundi	R 11 384 884,28	R 6 539 010,46	R 1 365 571,99	R 19 289 466,73
uPhongolo	R 1 047 673,52	R 601 740,69	R -	R 1 649 414,21
Total by District	**R 19 203 380,48**	**R 11 029 633,90**	**R 1 753 300,05**	**R 31 986 314,44**

Source: DC 26 Rural Roads Asset Management Plan

Ulundi, Abaqulusi and eDumbe are the municipalities that have the biggest capital investment needs. The entire district needs R31,0 million to bring its unpaved road network to a 'very good' condition.

3.5.7.4 Public Transport Infrastructure

The ZDM is the planning authority responsible for preparing the PTP for its entire area with the participation of the Local Authorities. The KwaZulu Natal Department of Transport is, however, the financier as well as the provincial co-ordinator of the PTP preparation process.

Each district municipality that is a planning authority is responsible in terms of the National Land Transport Transition Act (Act 20 of 2000) for preparing a Current Public Transport Record (CPTR) for its entire area.

The table below is an indication of taxi facilities in the area of Zululand District Municipality.

Table 82: Record of taxi facilities in Zululand

Local Authority	No. of Taxi Facilities	No. of Formal	% Formal	No. of Informal	% Informal	% District Backlog
Abaqulusi	9	1	11.1	8	88.9	34.6
eDumbe	3	1	0	3	100	11.5
Nongoma	3	1	0	3	100	11.5
Ulundi	8	1	12.5	7	87.5	30.8
uPhongolo	3	1	0	3	100	11.5
TOTAL	**26**	**5**	**23.6**	**24**	**476.4**	**99.9**

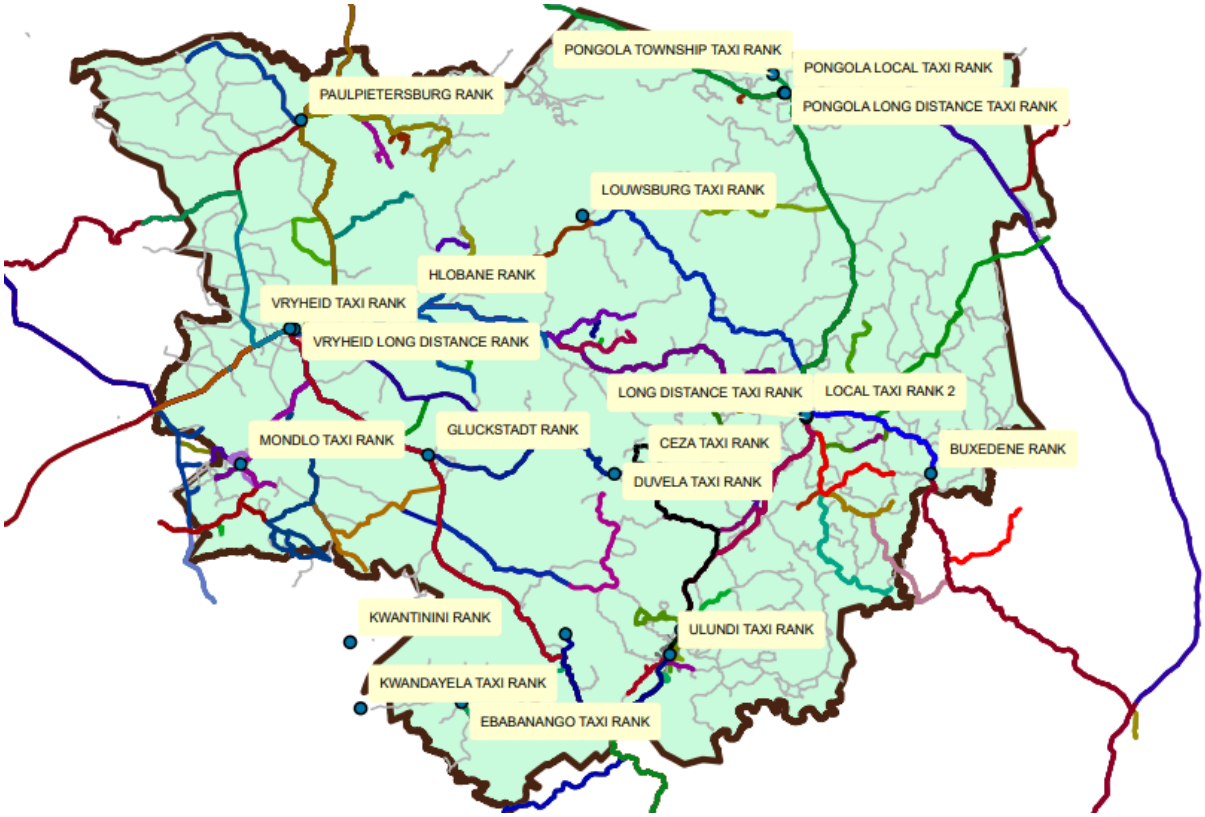
Abaqulusi and Ulundi carry the largest backlog of taxi ranks among the 5 local municipalities.

The map below displays the spatial distribution of taxi ranks in Zululand.

Figure 40: Distribution of taxi Ranks in Zululand

The map below shows the major public transport corridors in Zululand.

Figure 41: Major Public Transport Corridors in Zululand



3.5.7.5 Rail Infrastructure

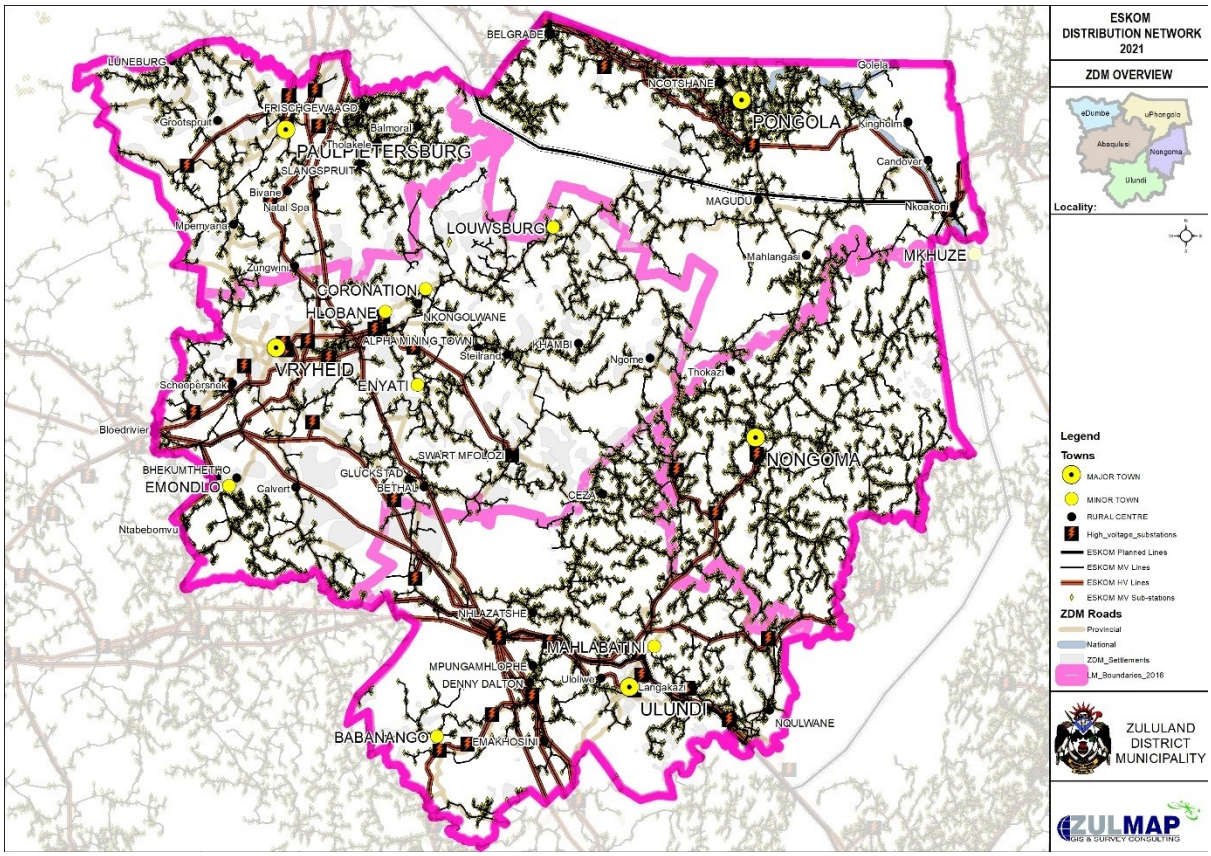
The “coal line” railway line passes through Zululand carrying coal from the Mpumalanga mines to Richards Bay. This is a highly specialized line and rail system, which carries 200 trucks, dedicated coal trains (23/day in 1999), which do not stop at stations within Zululand except to change crew. Also, on this line are freight trains transporting goods through Richards Bay. Most of their cargo is loaded in the Northern province and Mpumalanga, but a considerable amount of timber is loaded from stations in the northern parts of the Zululand district around Paul Pietersburg and Vryheid. The ROVOS rail, on its “African Rail Tour” Travels into Zululand. Its route extends from the Dolphin Coast, up to Richards Bay, along the KwaZulu-Natal north coast and inland into Zululand, including the towns of Vryheid and Ulundi.

3.5.8 Access to Energy

Energy provision focuses on rural backlogs, as urban electricity is provided as part of municipal services. Electricity provision and backlogs from the StatsSA 2016 Community Survey figures were reviewed. However, these are outdated and only provided per LM and not per ward.

Electricity is regulated by NERSA. In Zululand there are two service providers, namely ESKOM and Zululand Municipality. Current electricity reticulation networks were obtained from Eskom and overlayed on the existing Settlements. The map below displays the current ESKOM electricity network.

Map 35: Zululand ESKOM Electricity network



The Eskom network does not indicate household connections, and spatial analysis was therefore done based on settlements having electricity reticulation. A household is regarded as not served if further away than 1km from the Eskom network. These figures have been used to analyse where electricity backlogs still exist but may vary because figures were derived from spatial analysis.

Table 83: Energy Backlogs Per Municipality

ELECTRICITY	Total Households	No of H/H electrified	No of H/H Backlog	% Backlog per LM	% Backlog in ZDM
KZN263: Abaqulusi	47 119	44 280	3 386	7.2%	53.8%
KZN261: eDumbe	17 641	15 852	1 122	6.4%	17.8%
KZN262: uPhongolo	29 519	28 201	307	1.0%	4.9%
KZN265: Nongoma	44 376	42 284	429	1.0%	6.8%
KZN266: Ulundi	44 987	43 179	1 054	2.3%	16.7%
Total	**183 642**	**173 796**	**6 298**		**17.9%**

According to ESKOM, the current average cost to provide electricity to a rural household is approximately R22,000. The table below provides a breakdown per LM on the total estimated cost for eradicating all backlogs.

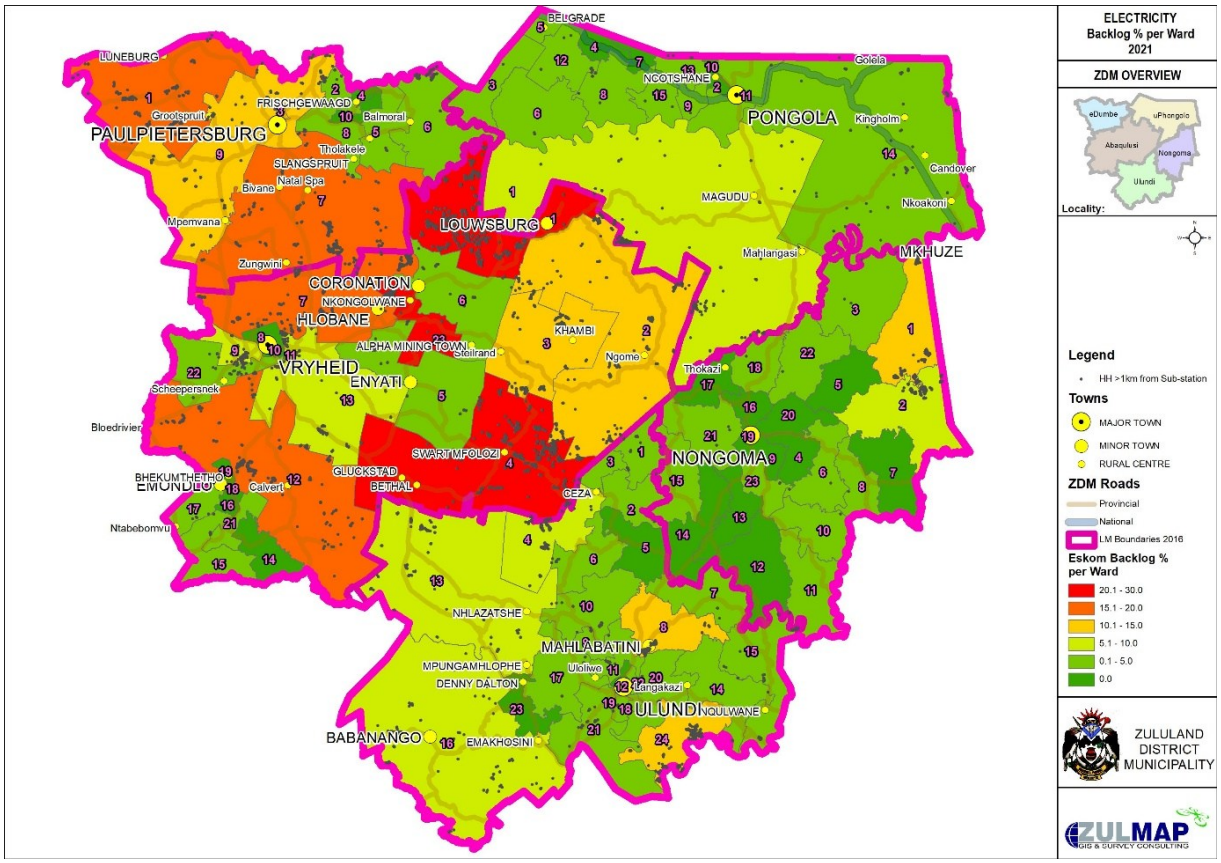
Table 84: The total estimated cost for eradicating all backlogs

ELECTRICITY	HH Backlog	Budget (Rmil) @ R22,000 per HH
Abaqulusi	3 386	R62.46
eDumbe	1 122	R39.36
uPhongolo	307	R39.78
Nongoma	429	R46.02
Ulundi	1 054	R39.78
Total	**6 298**	**R433.22**

The highest backlog is in Abaqulusi, eDumbe Ulundi. Collectively, the district requires an investment of R433M to eradicate the energy backlog through electrification.

There are two electricity distribution service providers within the area of jurisdiction of the Ulundi Municipality (the Municipality itself and Eskom), each having a distribution license issued by the National Electricity Regulator of South Africa (NERSA). The provision of electricity within the Ulundi municipal area is sourced from four substations.

Map 36: Zululand Electrification Backlogs

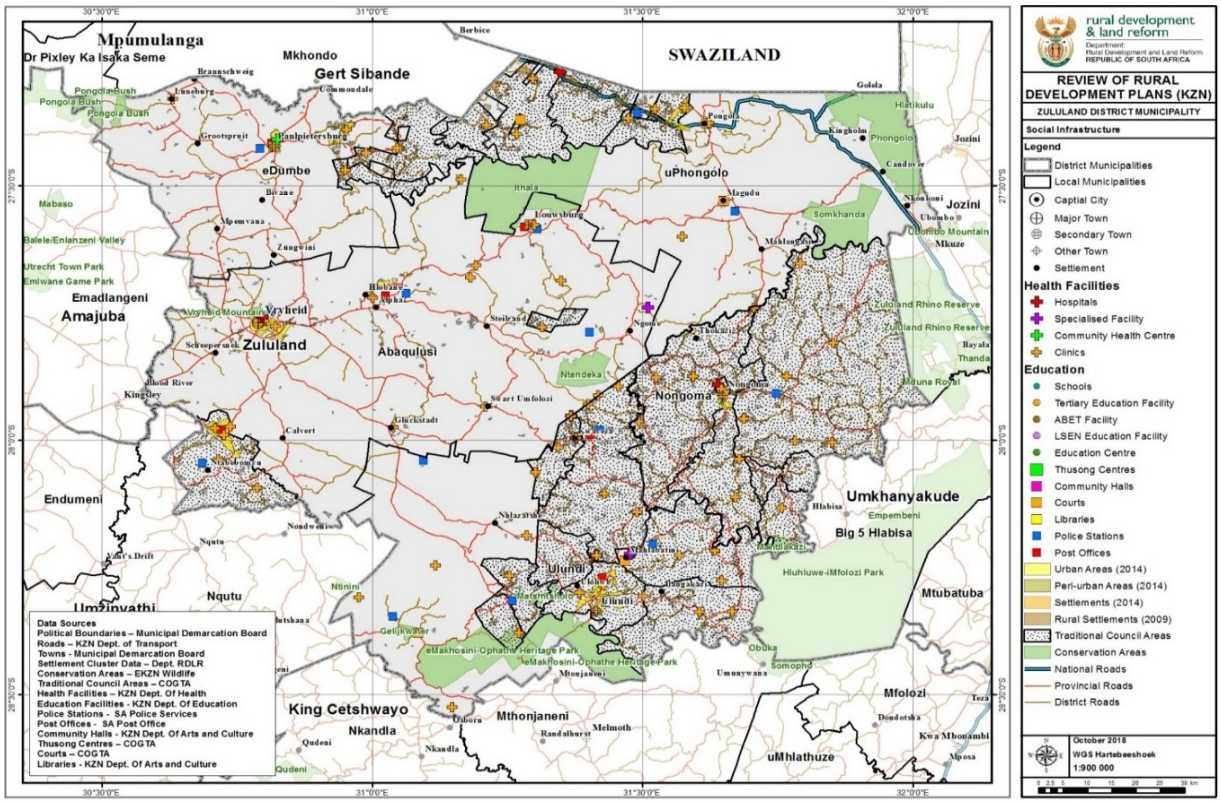


3.5.9 Access to Community Facilities and Services

Urban areas in municipalities such as Abaqulusi Local Municipality and uPhongolo Local Municipality are reasonably well developed with social facilities and services. However, there is a need to extend access to these facilities to accommodate the increasing population and demand arising from urbanisation. An even bigger challenge is to address improved access to a range of public facilities in rural areas where backlogs are huge due to the history of apartheid past and the associated neglect.

The map below indicates the existing social service infrastructure in the Zululand area.

Figure 42 Distribution of social facilities in Zululand



The evaluation of the different social facilities below must be viewed within the context of the map above.

The analysis of existing data reveals that overall, there are enough cemeteries in each local municipality. There seems to be an over-supply of community halls in the district, especially in Nongoma. However, the spatial data for community halls seems to be outdated. The table below captures the existing and facilities for social services, health facilities and educational facilities within the district.

Table 85: Existing Community Facilities

Facility Type	Population Threshold	Abaqulusi		eDumbe		Nongoma		Ulundi		uPhongolo		ZDM	
		Existing	Required	Existing	Required	Existing	Required	Existing	Required	Existing	Required	Existing	Required
Social Services													
Community Hall	10 000 - 60 000 people	15	4.1	8	1.6	47	3.8	8	3.7	13	2.5	91	15.7
Cemetery and Crematorium	Large: 17.2 ha/100 000 ppl.; Medium: 8.8 ha/50 000 ppl.; Small: 4.4 ha/25 000 ppl.; Very small: 0.88 ha/5 000 ppl. Crematorium: 200 000+ ppl.	10	2.5	4	1	2	2.3	2	2.2	2	1.5	20	9.4

Facility Type	Population Threshold	Abaqulusi		eDumbe		Nongoma		Ulundi		uPhongolo		ZDM	
		Existing	Required	Existing	Required	Existing	Required	Existing	Required	Existing	Required	Existing	Required
Post Office/ Agency and Post Boxes	10 000 – 20 000 people	1	12	1	5	1	11	1	11	1	8	21 (17 Satellite)	47
*Calculations are based on the higher end of population threshold **Cemetery calculations are based on large cemeteries													
Analysis of the Backlog / need for Health Facilities													
District Hospital	300 000 – 900 000	1	0.8	-	0.3	1	0.8	2	0.7	1	0.5	5	3.1
CHC	60 000 - 140 000	-	4.1	1	1.6	-	3.8	-	3.7	-	2.5	1	15.7
Clinic- Primary Health Clinic	Optimal 40 000 people	19	6.2	7	2.4	15	5.6	27	5.5	10	3.8	78	23.6
*Calculations based on lower end of population threshold													
Backlog of Educational Facilities													
Combined	No specific norms and standards	23	-	12	-	4	-	4	-	10	-	53	-
Primary	7 000 people	107	35.3	57	13.8	140	32.2	125	31.7	78	21.6	507	135
Secondary	12 500 people (for large secondary school)	33	19.8	17	7.7	61	18	54	17.8	29	12.1	194	75.4
Special (incl. disabled)	Regional demand – needs-driven	1	-	1	-	1	-	1	-	1	-	5	-

3.5.9.1 Universal Access and Disability Inclusion in Community Facilities

The Municipality recognises that access to community facilities is not only determined by distance and spatial distribution, but also by whether facilities can be safely and independently used by persons with physical disabilities, older persons, and other vulnerable groups. In the absence of census data on disability for the district, the Municipality will apply a standards-based and needs-driven approach to facility planning and upgrading, ensuring that universal access principles are incorporated into the design, maintenance and refurbishment of community facilities. This approach is aligned to the objectives of the District Community Facilities (Social Facilities) Plan, which seeks to improve equitable access and reduce inequalities in service provision.

The Municipality has requested data on universal access of people with disabilities to community facilities from stakeholders. It is work in progress and Nongoma Municipality provided the following:

Table 86: Nongoma Community Facilities with universal access

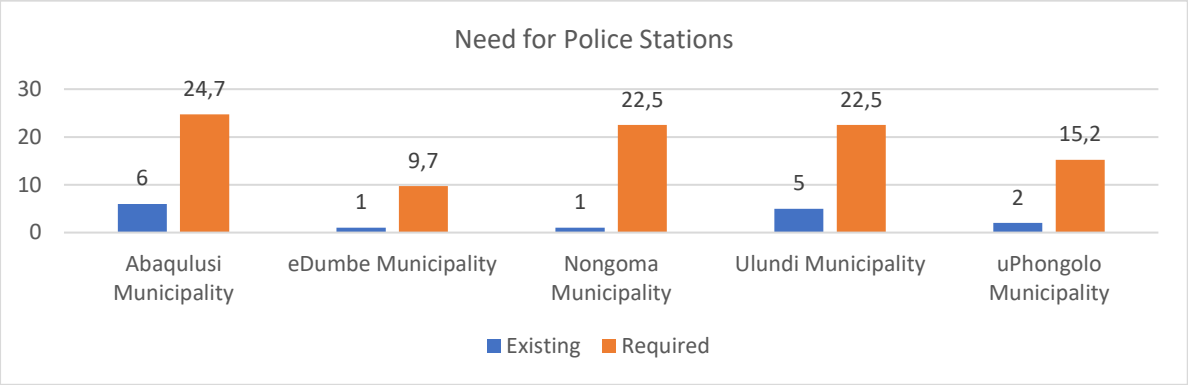
NO	COMMUNITY HALL	WARD	PROVISION OF ACCESS TO PERSONS WITH PHYSICAL DISABILITY
1	Bhanganoma; Manyoni	Ward 1	Bhanganoma: No access; Manyoni: Full access
2	Ndema; Sibonelo	Ward 2	Ndema: Full access; Sibonelo: Full access
3	Sovane	Ward 3	Full access
4	Manqwashu; Mnqeleni	Ward 4	Manqwashu: Full access; Mnqeleni: Full access
5	Toyisa; Ophaphasi	Ward 5	Toyisa: No access; Ophaphasi: Full access
6	Ekhenani; Edengeni	Ward 6	Ekhenani: Full access;

NO	COMMUNITY HALL	WARD	PROVISION OF ACCESS TO PERSONS WITH PHYSICAL DISABILITY
			Edengeni: Full access
7	Manqomfini	Ward 7	Full access
8	Bhekumthethwa; Odayeni	Ward 8	Bhekumthethwa: Full access; Odayeni: No access
9	There's no community facility		
10	Nkosikhona; KwaDuma	Ward 10	Nkosikhona: Full access; KwaDuma: No access
11	Maye; Nzobo	Ward 11	Maye: Full access; Nzobo: No access
12	Esigubudo; Nzama	Ward 12	Esigubudo: Full access; Nzama: No access
13	Kwankulu	Ward 13	No access
14	Ezimpakaneni; Odayeni; Zwide; Kwansele	Ward 14	Ezimpakaneni: Full access; Odayeni: Full access; Zwide: No access; Kwansele: Full access
15	Mhambuma	Ward 15	Full access
16	Nqokotho	Ward 16	No access
17	Mojomela	Ward 17	No access
18	Mzweni	Ward 18	No access
19	Mult-Purpose Hall	Ward 19	Full access
20	Manzimakhulu; Bungazeleni	Ward 20	Manzimakhulu: Full access; Bungazeleni: Full access
21	Kwaminya; Kwayiphethe	Ward 21	Kwaminya: No access; Kwayiphethe: Full access
22	Kwazibusele	Ward 22	Full access
23	Holinyoka; Masundwini	Ward 23	Holinyoka: Full access; Masundwini: Full access

3.5.9.2 Safety, Security and Justice

The figure below indicates the existing number of emergency facilities (police stations) per municipality, as well as the required number of facilities based on population estimates. It must also be noted that the information on the required number of facilities (potential backlogs), can be misleading since it does not consider the geographical distribution of the aforesaid facilities, particularly the access distance as reflected in the guidelines, norms, and standards of these facilities. The existing number of police stations is in line with the requirements of the CSIR Guidelines. However, according to the KZN Provincial Norms and Standards, which are based on a much lower population threshold, there are many more police stations required.

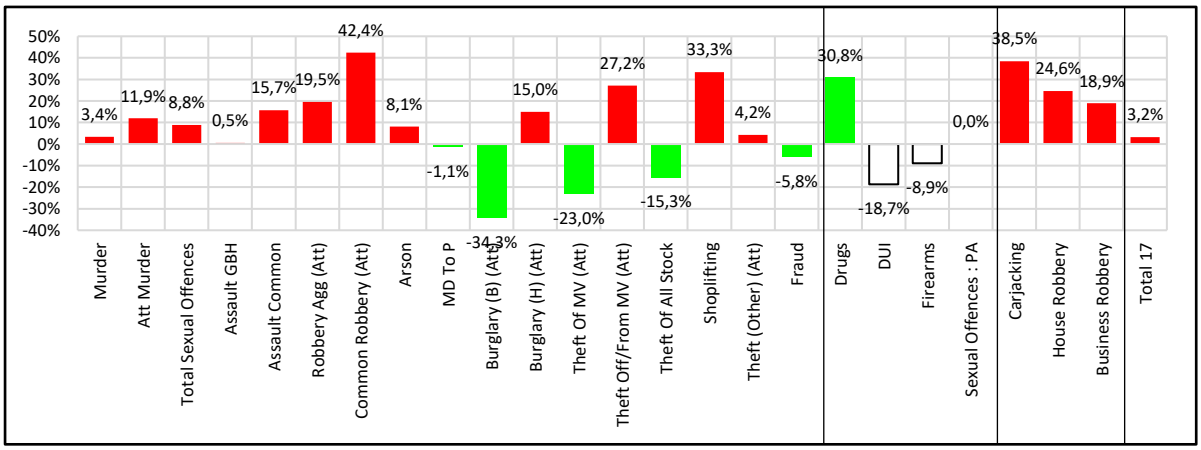
Figure 43: Police Station Backlog in Zululand



Source: Local municipality IDPs (AbaQulusi, eDumbe, Nongoma, Ulundi, uPhongolo) 2023/24, KwaZulu-Natal Provincial Planning and Development Norms and Standards Spatial Imperatives for Public Social Infrastructure, 2022

The most prevalent crime in the district during the defined period was murder, sexual offences and assault. This therefore calls for a specialised response and strategies to turn the situation around.

Figure 44: Crime Trends between April - November 2022



3.5.9.3 Civic Service Facilities

The table below indicates the civic service facilities in the district. The available data is however very limited and where it is available, it is very outdated. Available data indicates that there are nine (9) magistrate courts in the ZDM and three (3) prisons. Each local municipality, as well as the ZDM has a municipal office. The table below indicates that there is a need for additional magistrate courts, while municipal offices are provided as per the guidelines.

Table 87: Backlog of Civic Facilities

Facility Type	Population Threshold	Abaqulusi		eDumbe		Nongoma		Ulundi		uPhongolo		ZDM	
		Existing	Required	Existing	Required	Existing	Required	Existing	Required	Existing	Required	Existing	Required
Magistrate's Court	Minimum of 1 Regional Court per District Municipality; 1 or more District Courts per Local Municipality	2	Adequate	1	Adequate	1	Adequate	2	Adequate	3	Adequate	9	13.5
Municipal Office	1 per Local Municipality	1	1	1	1	1	1	1	1	1	1	1	6

Facility Type	Population Threshold	Abaqulusi		eDumbe		Nongoma		Ulundi		uPhongolo		ZDM	
		Existing	Required	Existing	Required	Existing	Required	Existing	Required	Existing	Required	Existing	Required
Prison and Place of Safety	Highly dependent on criminal profile of communities and workings of justice system	21	No specific N & S	0	No specific N & S	1	No specific N & S	0	No specific N & S	0	No specific N & S	3	No specific N & S

Source: Application of the CSIR Guidelines for Social Facilities, 2012 (reprint 2015); Spatial data

3.5.9.4 Public Services in the District

The table below indicates the public service facilities, which reflect available data for libraries in the district. It indicates that each local municipality has a library, with Abaqulusi LM having five (5) libraries and eDumbe two (2) The only data available for museums were extracted from the municipal IDPs.

- Nongoma LM: Nongoma town Library is in Nongoma. Modular libraries are found in oSuthu and the recently constructed KwaKhetha library.
- Ulundi LM: There is a library in Ulundi, a satellite library at Babanango Hall, and a mobile unit in Kwa-Nondayane. The Ondini Museum is mentioned as the only museum in Ulundi.
- uPhongolo LM has 2 fully-fledged libraries. The first one is situated at Ncotshane and the second one is at Pongola Town. In addition, the Belgrade Thusong Service Centre has a satellite library office.
- Abaqulusi LM: The three libraries are in Vryheid, Emondlo and Bhekuzulu. The one in Louwsburg (ward 1) must be re-established. It is also indicated that there is a need to expand the service to rural areas, particularly in ward 2, 3 and 4. AbaQulusi Municipality has one museum (the Lucas Meijer Museum).

The table below indicates the existing library facilities per municipality, as well as the required number of facilities based on population numbers. The most recent Census 2022 population data was used during this exercise.

Table 88: Public Facilities Backlog

Facility Type	Population Threshold	Abaqulusi		eDumbe		Nongoma		Ulundi		uPhongolo		Zululand DM	
		Existing	Required	Existing	Required	Existing	Required	Existing	Required	Existing	Required	Existing	Required
Library (local)	Local: 5 000 - 70 000 people	5	3.5	2	1.4	1	3.2	1	3.2	1	2.2	10	13.5
Library (regional)	Regional: 200 000 people		1.2		0.5		1.1		1.1		0.8		4.7
*Calculations for a Library (local) are based on higher end of population threshold													

Source: Application of the CSIR Guidelines for Social Facilities, 2012 (reprint 2015); Spatial data

3.5.10 Access To Housing (Human Settlement)

While the district is not mandated to provide housing to its communities, it is nonetheless responsible for coordination in so far as it relates to integrated development planning.

The status quo for housing is presented in the table below, which shows that a total of **41 590** households currently does not have sufficient housing.

At present the total inclusive cost to provide an RDP-level house for a household earning less than R3500 is approximately R190,000 per household (including a contribution towards land purchase costs, services installation and the construction of the top structure). The expected cash flow required to meet this backlog is dependent on external funding.

Table 89: Zululand Housing Backlogs

HOUSING	Total Households (ZDM Count)	Housing Backlog (Below RDP)	% BACKLOGS within LM	% BACKLOGS within ZDM
Abaqulusi	47 119	10 811	22.9%	26.1%
eDumbe	17 641	3 776	21.4%	9.1%
Nongoma	29 519	12 446	42.2%	29.9%
Ulundi	44 376	10 554	23.8%	25.4%
uPhongolo	44 987	4 004	8.9%	9.6%
TOTAL	**183 642**	**41 590**		**22.6%**

Source: ZDM Comprehensive Infrastructure Plan

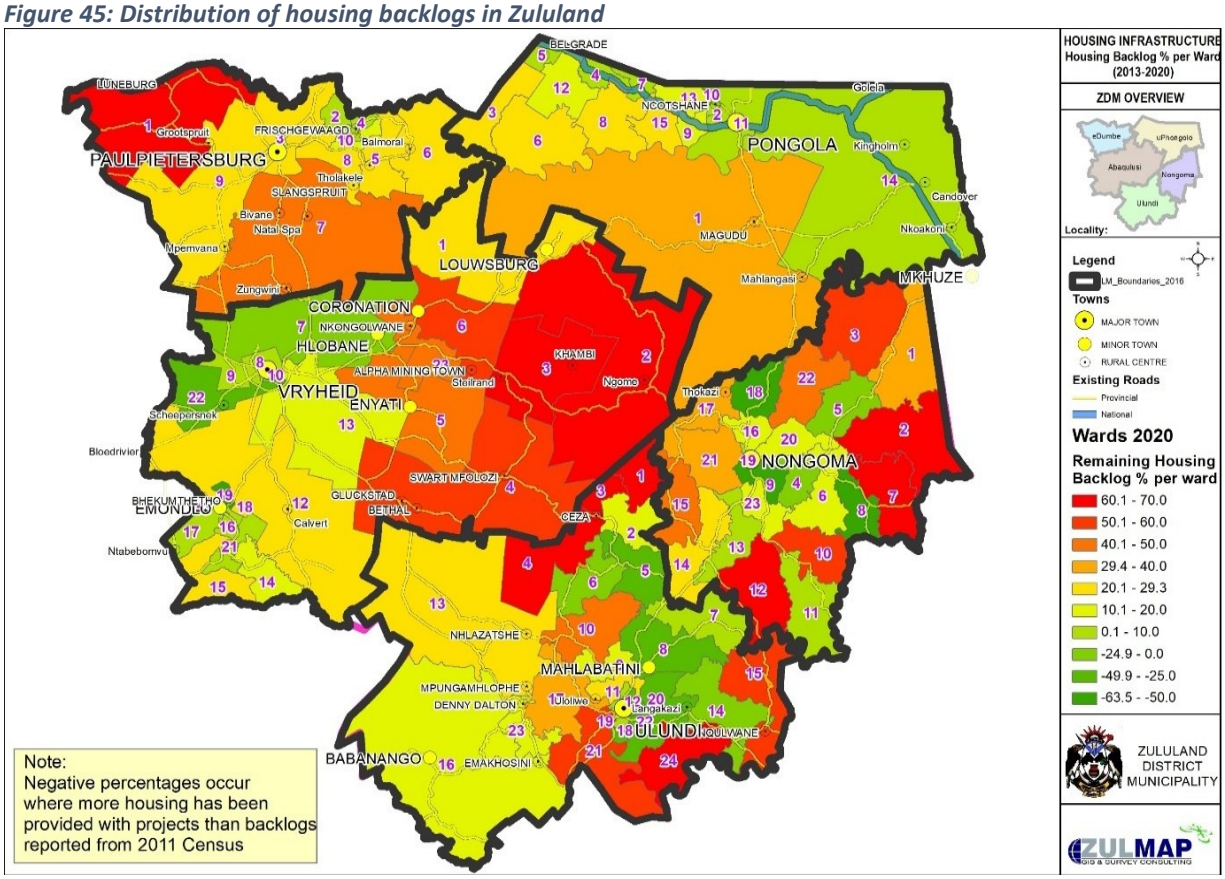
There are however various housing project intervention types, such as low-cost urban housing, in-situ rural housing, etc. The cost estimate reflects the cost for a low-cost RDP house. The table below is an indication of the capital required to eradicate the human settlement backlog.

Table 90: Capital investment to eradicate human settlement backlog

HOUSING	HH Backlog	Budget (Rmil) @ R22,000 per HH
Abaqulusi	10 811	R2054.1
eDumbe	3 776	R717.4
uPhongolo	12 446	R750.8
Nongoma	10 554	R2364.7
Ulundi	4 004	R2005.3
Total	**41 590**	**R7902.1**

Below is a map showing the distribution of human settlement backlogs.

Figure 45: Distribution of housing backlogs in Zululand



3.5.11 Access To Telecommunications

Telecommunications is not a competence of local government. However, the sector is an important instrument for access to information and communication between Zululand and its citizens.

The telecommunications or ICT sector has the potential to fulfil an important role in the specifically in rural areas found in the Zululand District Municipality. A well-developed ICT Sector will have direct benefits to local people and the district as a whole in terms of:

- Interpersonal communications
- Business Development
- Education & Training
- Leisure Activities

The table below compares access to telecommunications between 2001 and 2011.

Table 91: Access to telecommunications

Sector	Radio		Television		Computer		Landline		Cellphone	
Municipality	**2001**	**2011**	**2001**	**2011**	**2001**	**2011**	**2001**	**2011**	**2001**	**2011**
Zululand	99744	108615	42363	91323	2554	11344	12954	7240	31848	138124
Abaqulusi	11716	11771	3952	9021	265	933	1568	649	2792	13663
eDumbe	16652	17876	6541	15559	421	1812	1495	993	5923	24810
uPhongolo	27340	32423	14408	27362	1293	4877	6037	3252	9873	38702
Nongoma	21582	22745	7621	17942	153	1371	1335	830	5176	29591
Ulundi	22455	23801	9842	21169	422	2352	2520	1516	8084	31358

The table below gives a picture of the state of internet access:

Table 92: Household Internet Access in Zululand

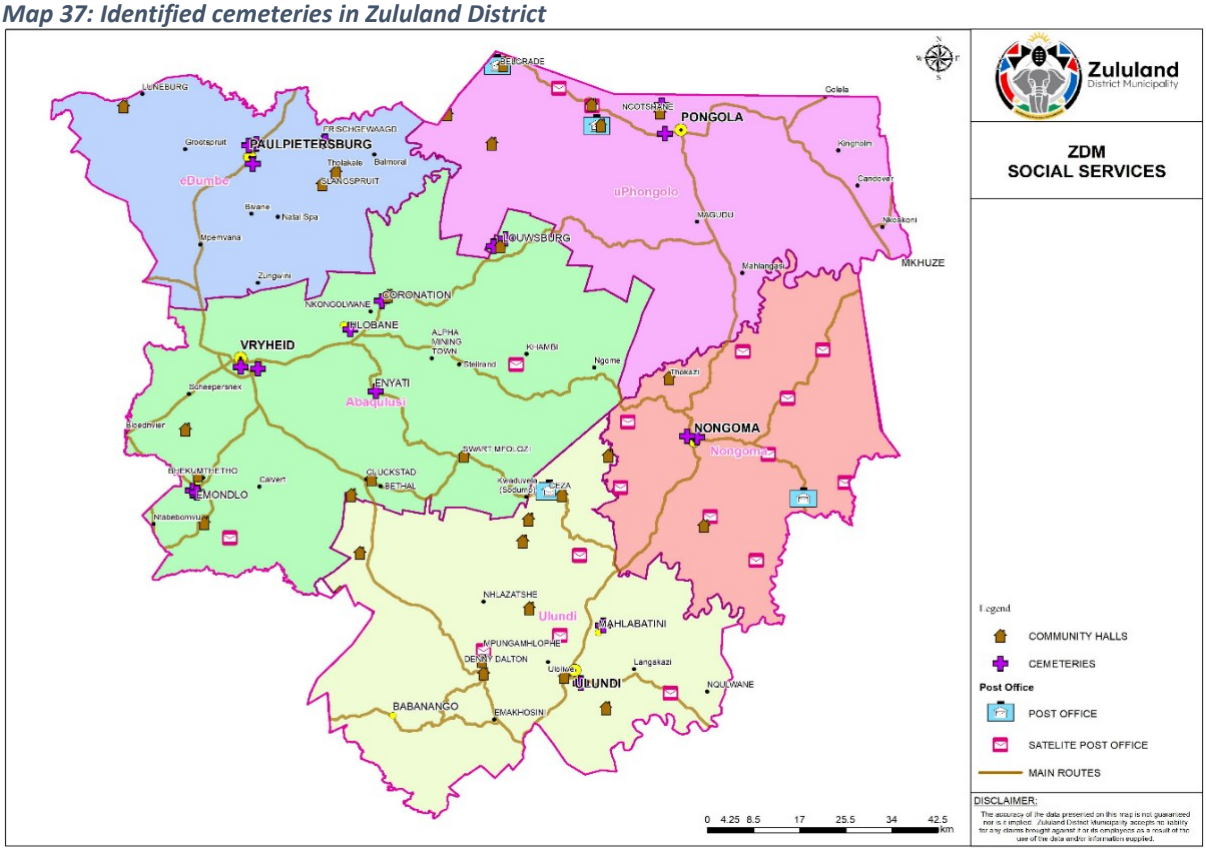
LOCAL MUNICIPALITY	ACCESS TO INTERNET	NO ACCESS TO INTERNET
eDumbe LM	1525	15 621
uPhongolo LM	1260	32 938
Abaqulusi LM	2252	47 747
Nongoma LM	1891	33 545
Ulundi LM	1241	36 395
Zululand DM	**8169**	**169 706**

According to the table above, the largest backlogs to internet access in households is found in Abaqulusi, Ulundi and uPhongolo.

3.5.12 Access to Cemeteries

The Zululand District Municipality commissioned the development of a Cemetery Plan. The Cemetery Plan aimed to assess the status, condition, and capacity of all the cemeteries owned by the various Local Municipalities within the District. The plan identified 20 cemeteries owned by the various Local Municipalities spread across the district as shown in the Map and Table below.

Map 37: Identified cemeteries in Zululand District



The table below captures each identified cemetery together with underlying details.

Table 93: Identified cemeteries and underlying factors

LOCAL MUNICIPALITY	CEMETERIES	Area (Ha)	Capacity	Maintained	Fence	Security Personnel	Internal Roads	Ablution Blocks
Abaqulusi Local Municipality	Vryheid Cemetery	21.7		Fair	No	No	No	No
	Bhekuzulu Cemetery	8.42		Poor	No	No	No	No

LOCAL MUNICIPALITY	CEMETERIES	Area (Ha)	Capacity	Maintained	Fence	Security Personnel	Internal Roads	Ablution Blocks
	Tutukani Cemetery	1.9	Full	Fair	Yes	No	No	No
	Coronation Cemetery	3.67		Poor	Partially	No	Yes	Yes
	Louwsburg Cemetery	0.52		Good	Yes	No	Yes	No
	Louwsburg Traditional Cemetery	1.23		Poor	No	No	Yes	
	Enyathi Cemetery	1.2	Full	Poor	No	No	No	No
	Nkologwane Cemetery			Poor	No	No	No	
	eMondlo Cemetery (Old)	2.78		Poor	No	Yes	No	No
	eMondlo Cemetery (New)	30.35		Good	No	Yes	No	No
eDumbe Local Municipality	Paulpietersburg Town Cemetery			Good	No	No	-	No
	EDumbe Township Cemetery (Old)			Poor	Partially	No		No
	EDumbe Township Cemetery (New)			Good	Yes	No		No
	Frischgewaagd Cemetery			Fair	Partially	No		
uPhongolo Local Municipality	UPhongolo Main Cemetery			Good	Yes	No		Yes
	Ncotshane Cemetery		Full	Fair	Yes	No		Yes
Nongoma Local Municipality	Nongoma Town Cemetery (Old-Kwaphethe)			Poor	No	No		No
	Nongoma Town Cemetery (New)			Poor	Yes	No		No
Ulundi Local Municipality	Ntukwini Cemetery			Good	Yes	No		Yes
	St Francis Cemetery			Poor	Yes	No		Yes

Source: Zululand DM (2024: 10 - 33)

Further to the municipal-owned cemeteries, there are sites that are not the responsibility of the municipality. They include traditional burial grounds, private community burial grounds, and cemeteries at churches. These sites are not a municipal responsibility and are therefore impossible to register and keep track of.

The Zululand Cemeteries Plan identified several existing challenges affecting the management of these cemeteries. The challenges identified are common in several of these cemeteries, including, amongst others:

- Vandalisms of existing infrastructure (i.e. memory walls, fences and boundary walls, ablution blocks): The vandalism comes in the form of the distraction of existing infrastructure over time due to the lack of security and uncontrolled access,
- The lack of access control through gates and security personnel has proven problematic and a perpetuating factor to vandalisms and safety,
- Most of the cemeteries are either without fences and boundary walls, or, where these are installed, they are incomplete and have been vandalised. This challenge perpetuates the uncontrolled growth and expansion of the cemeteries beyond the surveyed boundaries,

- Due to high mortality rates and delays in continuously identifying land for the expansion of cemeteries, some of the municipal graves are at their full capacity,
- Several existing cemeteries lack infrastructure such as ablution block, parking and internal roads, and
- Lack of dedicated personnel for each of these cemeteries presents a special set of challenges such as no formal arrangements of graves, and no maintenance (grass cutting).

Given the challenges, status and conditions of the municipal-owned cemeteries within the Zululand District, most of the cemeteries are not being well maintained. Some cemeteries do not have fencing or security personnel to control access. This poses a security threat to visitors, neighbouring communities, and motorists. There are several opportunities which exist and can be realised through the following strategies captured in the Zululand Cemeteries Plan:

The various Local Municipalities need to identify and prioritise land for purposes of expansion of cemeteries. The identification will be accompanied by prescribed assessment for all necessary approvals,

- Budget should be allocated to fencing purposes for unfenced cemeteries, to complete fencing where some sections have been vandalised, building non-existent ablution blocks, and renovation of vandalised ablution blocks,
- Security personnel and caretakers should be deployed on site to ensure management of the cemeteries and improve on safety and access control to circumvent vandalism,
- The Local Municipalities should continuously ensure compliance with respective Cemeteries By-laws and update the register for a grave to ascertain the capacity of the various cemeteries, and
- Demarcation and formalisation of internal roads to ensure access in and out of the cemeteries.

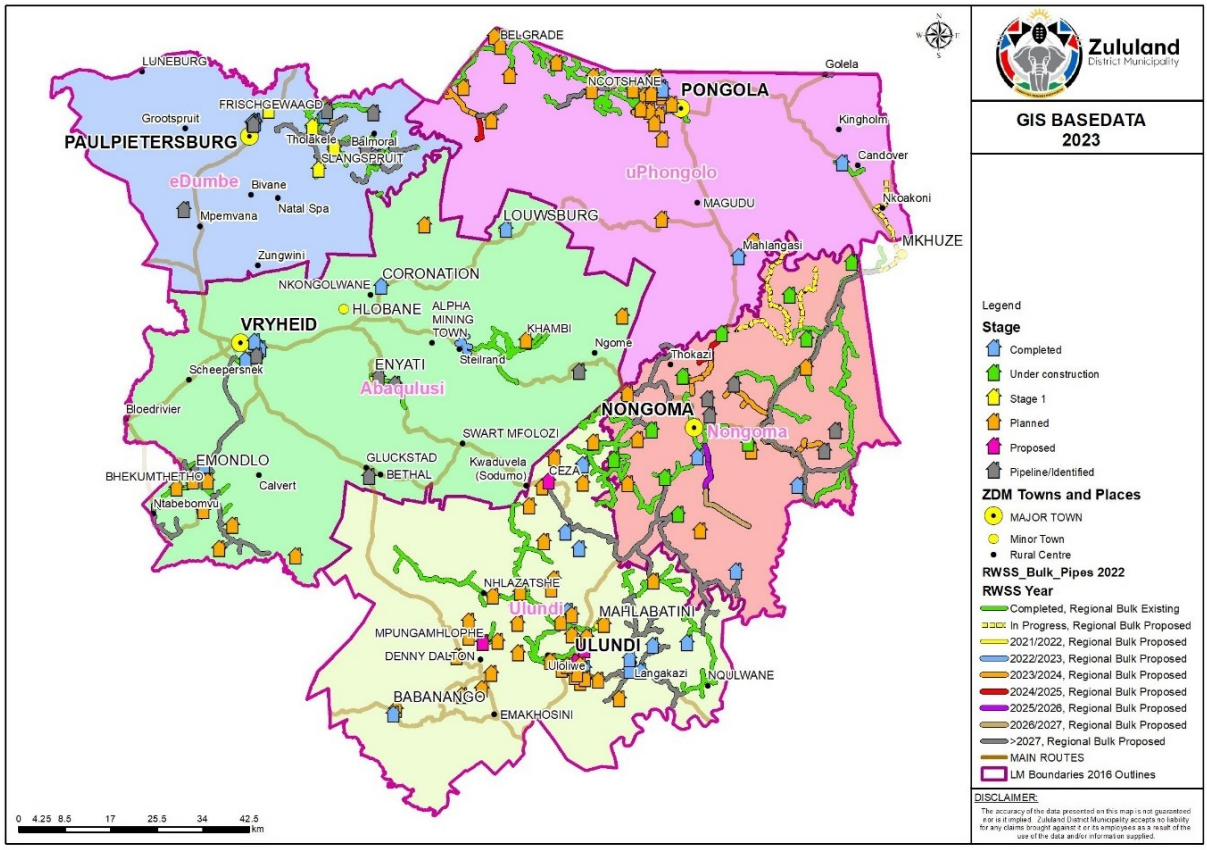
3.5.13 Applications and Water Infrastructure

The table below is a list of applications that were considered by the Zululand JMPT since July 2022.

Local Municipality	Erven/Farm Description	Application Details
eDumbe	Erf 474	Rezoning
	Erf 301	Rezone, increase coverage, Relax Building Lines
	Erf 1 of 137	Rezone and Increase coverage
	Erf 329-334	Consolidation to form Erf 1643
	Erf 118	Removal of restrictive conditions, condonation for registration
uPhongolo	Erf 172	Special consent: Telecommunication Mast Install
	Mahlangosi Project - A Portion of Portion 2 of the Farm Uitschot No. 650	Rural Housing Development
	Portion 2 of The Farm Simdlangentsha No. 16956	Special consent: Telecommunication Mast Install
	Palm Villa - Erf 777 and Erf 781 Pongola	Consolidation, subdivision and permanent road closure
Nongoma	Lot 40	Special consent for Unjani Clinic
	Portion 1 of Erf 13	Special consent: Telecommunication Mast Install

The spatial location of the most recently approved development applications and housing projects is seen below. The map shows the applications within the context of the water and sanitation roll-out as follows:

Map 38: Spatial Location of Development Application Projects



3.5.14 Infrastructure Asset Management Plans

The Local Government Municipal Finance Management Act No. 56 of 2003 states that the accounting officer must, for the purposes of subsection (1) take all reasonable steps to ensure that the municipality has and maintains a management, accounting and information system that accounts for the assets and liabilities of the municipality.

The Zululand District Municipality has its property plant and equipment valued at R5.3 Billion. The carrying value is R4,6Billion.

The following is an assessment of the infrastructure plans per infrastructure category that the municipality is responsible for.

3.5.14.1 Airport And Landing Strips

In terms of Section 84 (h), the municipality is responsible for Municipal airports serving the area of the district municipality.

The district has two aerodromes, that is, the Prince Mangosuthu Buthelezi Airport situated in ward nine (9) in Ulundi town and the Vryheid Airport. However, due to a discontinuation of scheduled flights to Vryheid in the mid-1980s, the Vryheid airport is no longer licensed, and the municipal parks

department maintains the airport. This facility constantly assists this part of the province with efficient emergency services when patients need to be flown to institutions that are equipped for advanced medical interventions, as well as ferrying relief doctors in the morning to assist in nearby hospitals each day and flown out in the afternoon.

The newly built Tourism Hub building at the airport houses the ZDM Tourism offices, Car Rental offices, a training facility, and a coffee/restaurant facility.

AIRPORT LICENSE

Currently, the Prince Mangosuthu Buthelezi Airport is licensed to Category 2 which mostly caters for general aviation flying. Zululand District is contemplating upgrading the airport license to Category 4 which will accommodate both commercial and general flying.

NAVIGATIONAL EQUIPMENT

The airport currently operates with Non-Directional Beacons (NDB) as navigational equipment, but the challenge faced with NDB's is the fact that world-wide the NDB's are being phased out with the preference of Global Navigation Satellite Systems (GNSS).

The process to implement GNSS starts with WGS 84 survey, this is the preferred navigational system with less maintenance once implemented. The regulator (SACAA) has already indicated that the NDB's will no longer be audited, and airports must find the modernized navigation system.

BUILDING, PLUMBING & ELECTRICITY

The following challenges have been identified in and around the terminal building by the service providers with the assistance of the Municipal Supply Chain Management (SCM):

- Plumbing
- Electrical
- Building
- Apron, parking, and runway makings
- Xray machine and walk-through metal detector
- Compliance manuals

Plumbing

The building's plumbing system needs some attention. Ablution and kitchen also need some improvements.

Electrical

Part of the terminal building is experiencing electrical challenges namely, lighting system, plug-point system, tripping electrical breakers, loose electrical wiring and labelling of electrical breakers.

Building

Part of the building is roofed with corrugated roof sheeting and the other sections are concrete roofed. Both roof sections are leaking during severe rainfalls affecting the roof celling and electrical cabling and lights.

Apron, Parking and Runway Marking

The makings on the above-mentioned points have faded and require repainting.

Xray Machine and Walk-Through Metal Detector

The above-mentioned equipment requires service by a reputable and accredited service provider. Alternatively, a new X-ray machine can be procured.

Compliance Manuals

The Aerodrome will require the following documents to be formulated to comply for category 4 status:

- Aerodrome manual,
- Airport security program,
- Quality Management System; and
- Safety Management System.

This can be achieved through reputable external professional aviation service providers.

3.5.14.2 Public Transport

Vehicle ownership is very low in the rural areas of Zululand with the result that most people rely on public transport for most of their transport needs. The three main public transport modes within the district are bus, taxi, and bakkie-taxi. Currently, bus services are generally run by private operators and largely provide a long-distance service between towns or urban centres.

The dominant mode of public transport in the district is minibus taxi. Taxis generally provide a service from the rural or peri-urban settlement areas towards the urban shopping and employment centres, but also feed the ranks in these centres with passengers bound for longer distance destinations. Based on this, the current status quo is that there are ranks at the major urban centres, from each of which several routes originate. Also developing in smaller centres are several smaller (generally informal) ranks which act as collector/feeder ranks for the larger ranks.

Surveys conducted during the development of the Public Transport Plan found that facilities ranged from formal ranks to informal bus/taxi bays/stops along each route. A total of 1 155 facilities were logged, with only 35 being formal facilities, the majority of which are in the Abaqulusi Local Municipality (21). Most of the facilities were in poor condition, with only 49 paved, 24 having access to electricity, and 4 with ablution facilities34.

3.5.14.3 Water And Sanitation

Section 63(1) states that the accounting officer must for the purposes of subsection (1) take all reasonable steps to ensure—

- that the municipality has and maintains a management, accounting and information system that accounts for the assets and liabilities of the municipality;
- that the municipality's assets and liabilities are valued in accordance with standards of generally recognised accounting practice; and
- that the municipality has and maintains a system of internal control of assets and liabilities, including an asset and liabilities register, as may be prescribed.

ZDM has done extensive work on the development of a database that will serve as an asset register but also be used as the basis for the development of an asset management system and to capture asset-related information electronically for ongoing use. The system has been named 'MANZI' and access can be gained on the ZDM website at www.zululand.org.za once the user has been issued with a username and password.

Commissioned in 2008, the system is designed to cater to all categories of infrastructure.

The Water and Sanitation Asset Management Plan is updated frequently as infrastructure is rolled out, refurbished, or replaced.

3.5.14.4 Electricity & Energy Provision

Section 84(c) mandates the District Municipality to provide bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity.

However, although the function is not performed due to the national structuring for the rollout of electricity, the Municipality has secured funds to develop an Energy Masterplan in the next financial year, which will incorporate an Electricity Infrastructure Asset Management Plan.

3.5.14.5 Refuse Removal

Section 84(e) mandates the municipality to manage solid waste disposal sites, in so far as it relates to-

- the determination of a waste disposal strategy;
- the regulation of waste disposal;
- the establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one local municipality in the district.

Although there is no regional solid waste site, the Municipality has developed of an Integrated Waste Management Plan/Strategy, which incorporates a Solid Waste Asset Management Plan.

3.5.14.6 Housing/Human Settlement

While the district is not mandated to provide housing to its communities, it is nonetheless responsible for coordination in so far as it relates to integrated development planning. Therefore, there is no Housing Asset Management Plan.

3.5.14.7 Transport Infrastructure

In terms of Section 84 (f) the municipality is responsible for Municipal roads which form an integral part of a road transport system for the area of the district municipality.

Although the mechanism for the allocation and gazetting of district municipal roads has not been finalised by the National Department of Transport, the municipality is collecting data and the condition of the district road network. The collection is done in accordance with the RISFSA classification.

The collected data is analysed and stored in a cloud-based asset management system which includes a register of all road links.

The Rural Roads Asset Management System was commissioned in 2012.

3.5.14.8 Airports

In terms of Section 84 (h) the municipality is responsible for Municipal airports serving the area of the district municipality as a whole.

The airport has an Asset Management Plan with all its infrastructure components including its Disaster Management wing in place.

3.5.14.9 Other Asset Management Plans

The municipality has other Infrastructure Asset Management Plans in place including its buildings and vehicle plant and fleet.

3.5.15 Key Challenges

CHALLENGE	DESCRIPTION	IMPLICATIONS/ MEASURES TO ADDRESS
Basic Service backlogs	Although the ZDM has made substantial progress in improving the living conditions, service backlogs are still relatively high. 19,7% do not have access to water, 12,2 % does not have access to sanitation, 18% have no access to energy and 23% do not have access to housing	Improve access to basic services to improve the quality of life; collect adequate revenue and improve tariffs for operations and maintenance
Lack of refuse management system in rural communities	Rural settlements do not have access to a waste removal service. They use own dump to dispose refuse. As a result, refuse is not	Initiate refuse recycling programmes in rural areas; investigate regional solid waste management; Educate the community about waste management.

CHALLENGE	DESCRIPTION	IMPLICATIONS/ MEASURES TO ADDRESS
	collected and disposed appropriately. 34% of households in Zululand do not have access to refuse removal.	
Quality of access roads	More than 80% of the road network in Zululand is in a poor and or very poor state	Support road upgrading programme.
Not optimally utilised airport	The Prince Mangosuthu Buthelezi Airport is operating below its full capacity and potential due to lack of passenger flights.	Utilise the airport as a catalyst for economic growth(economic and tourism); introduce measures to enable the airport to self-operate.

3.5.16 SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Well-developed and implemented Water Services Development Plan.	Relatively high-water services backlog, especially in rural areas.	Grant funding from the national government.	Withdrawal of funding for bulk infrastructure.
Established Water Services	Poor quality of ground and surface water in certain areas.	ESKOM as a generator and supplier of electricity.	Deterioration in the condition of gravel roads.
Water Services Authority is capacitated and functioning	Inadequate maintenance the existing infrastructure.	Regional roads that run through the district.	
Bulk Regional Water Schemes. Waste disposal sites in major towns.	Relatively high electricity backlog.	Good road linkages between and within different municipalities.	
	Poor road access in deep isolated rural settlements.	Ulundi airport.	
		Introduction of alternative sources of energy.	
		Recycling of refuse in rural areas.	

3.6 ECONOMIC & SOCIAL DEVELOPMENT ANALYSIS

Section 152(1)[d] of the Constitution of the Republic of South Africa mandate the Zululand District Municipality to promote social and economic development.

In the first instance, the context and the direction for the role of municipalities in economic development are provided in the White Paper on Local Government. It states that "Local government is not directly responsible for creating jobs. Rather, it is responsible for taking active steps to ensure that the overall economic and social conditions of the locality are conducive to the creation of employment opportunities". Its role is therefore to create a conducive environment for economic development and growth.

Secondly, the Local Government Municipal Structures Act, 1998 states that a district municipality is responsible for Integrated development planning for the district municipality as a whole including a framework for integrated development plans for the local municipalities within the area of the district municipality. Considering the integrated development plans of those local municipalities. Integrated Development Planning includes the coordination of Local Economic Development.

3.6.1 Local Economic Development

The ZDM Local Economic Development Strategy was prepared in 2022 and adopted in 2023.

3.6.1.1 LED Unit

The ZDM established and located the Local Economic Development Unit within the Community Services Department. The LED unit is responsible for creating an enabling framework for district economic development. This includes strategic economic development planning; identification of economic development opportunities; packaging of economic development proposals; coordinating economic development initiatives within the district; and mobilizing funds for local economic development.

The Zululand Municipality has set aside a budget of R1 500 000 for the implementation of LED Projects.

3.6.1.2 Zululand Development Agency

In 2014 Zululand District Municipality (ZDM) established and registered its District Development Agency (Zululand Development Agency – ZDA) in terms of Companies Act 71 of 2008 and Companies Bill 40 of 2010. *(ZDMC 14/264 Establishment of District Development Agency for ZDM)*.

The Zululand Municipality has set aside a budget of R2 500 000 for the functioning of the Zululand Development Agency.

The ZDM acknowledges the existence of the Zululand Development Agency (ZDA) as the district's development vehicle and affirms its strategic role in support of inclusive economic growth. Building on the Agency's establishment, the district will prioritise the stabilisation and strengthening of the ZDA through securing more sustainable and predictable funding streams, strengthening administrative and technical capacity through targeted training and the allocation of appropriate

operational resources, and finalising outstanding establishment and governance processes to ensure full institutional functionality. The ZDM will further ensure that the ZDA operates with a clear, approved mandate aligned to the IDP and LED priorities, with defined roles and accountability arrangements that enable the Agency to drive catalytic economic programmes, facilitate partnerships, and support investment attraction across the district.

3.6.1.3 Regulatory Environment

Other than the legislation listed in the early chapter of this IDP, the following legislation regulates LED:

3.6.1.3.1 National Framework for Local Economic Development in South Africa (2018-2028)

The adopted revised 2018-2028 National Framework for Local Economic Development aims to support the development of "sustainable, robust and inclusive local economies exploiting local opportunities, real potential and competitive advantages, addressing local needs and contributing to national development objectives.

3.6.1.3.2 National Industrial Policy Framework

The National Industrial Policy Framework (NIPF) sets out Government's broad approach to re-industrialise the economy and double exports. Implementation of industrial policy was set out in the Industrial Policy Action Plan (IPAP), which was later revised to incorporate a longer-term 10-year view of industrial development, to form the IPAP 2. The analysis indicated that seven sets of policies are critical to achieve a scale-up of industrial policy and a shift towards strengthening the productive side of the economy in general.

3.6.1.3.3 Regional Industrial Development Strategy

The RIDS provides guidelines for the implementation of policy and the targeting of regions to reduce the regional disparities in SA and promote sustainable economic and employment growth. It accepts it, is impossible to achieve a spatially uniform distribution of economic activity and encourage industrial development at a relatively limited number of locations that are able to develop a competitive edge in regional and international markets.

3.6.1.3.4 Joint Initiative on Priority Skills Acquisition (JIPSA) o National Spatial Development Perspective

As part of ASGISA, new national stakeholder's body was launched in March 2006 with an immediate focus on skills identified by ASGISA. These include skills needed for infrastructure development in government, private sector, state-owned enterprises, and social services delivery, with a view to skills development benefiting SMMEs within the sectors identified. Beyond the urgent scare skills, JIPSA will consider long-term fundamentals for the supply of skills needed for sustained shared economic growth. Established educational institutions such as universities, FETs and schools, will form the training backbone of JIPSA.

3.6.1.3.5 Policies, Strategies and Frameworks

The following documents have been adopted by the Council to regulate and guide the strategy of LED:

- LED Strategy (adopted 26 May 2023)
- Economic Recovery Plan (26 May 2023)
- One Budget One Plan (adopted April 2023)
- EPWP Phase 4 Policy (27 January 2023)

The implementation plans of these documents will be reviewed annually from 2024.

The review process for the LED Plan was co-ordinated by the LED Steering Committee (LED Plan PSC) which saw the participation of all the Zululand Municipalities and identified Provincial Departments including COGTA (LED) and EDTEA.

3.6.1.3.6 Red tape

Municipalities experience various challenges in fulfilling their role in creating an effective environment for doing business. Red Tape 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 or unanticipated costs (DTI, 2013). Actions that can be taken to reduce red tape and contribute to the ease of doing business, are as follows:

- Poor state of some of the roads and other infrastructure, which increases the effective cost of doing business in Zululand District.
- Inadequate entrepreneurial business support from organisations such as SEDA.
- Small entrepreneurial base which means that only a few individuals own businesses. This introduces inertia and reduces innovation and diversity of activity.
- Lack of awareness of potential business opportunities in Zululand leads to low diversity and high concentration in a few forms of activity.
- Prospects of looting that might hinder business retention within Zululand.
- Regulatory framework might also give threats to the ease of doing business in Zululand.

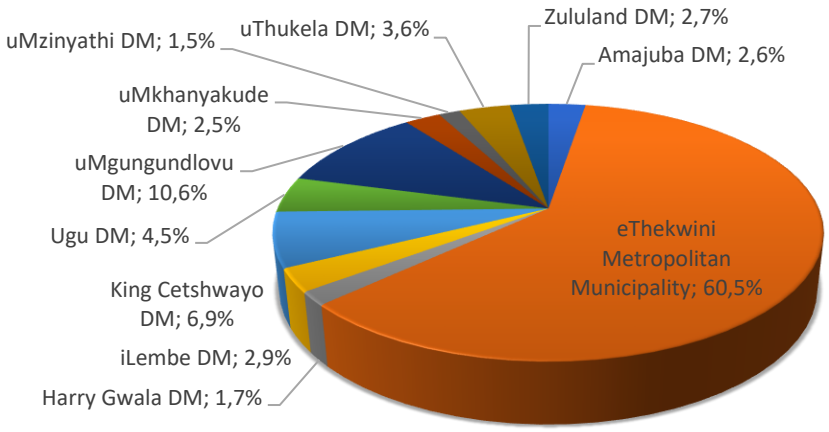
Further details are contained in the LED Strategy.

3.6.1.4 Size and Structure of the ZDM Economy

3.6.1.4.1 Gross Value Added (GVA)

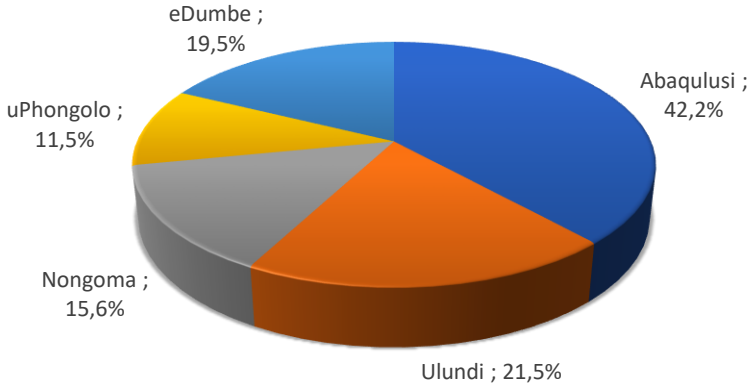
The Zululand district contributes 2.7 percent of KZN's GDP making it the seventh largest provincial contributor out of the 11 districts. The figure below shows the contribution to Zululand's GDP by its respective local municipalities. The largest contributor to Zululand's GDP is Abaqulusi at 42.2%, followed by Ulundi at 21.5%, Nongoma at 15.6%, uPhongolo at 11.2% and eDumbe at 19.5%, respectively. As stated previously, Vryheid is the major economic hub of the region and is based within the Abaqulusi local municipality, hence this municipality constitutes the largest portion of the district's GDP. In contrast, eDumbe is mainly a rural municipality, hence it contributes the lowest portion of GDP to the Zululand District.

Figure 46: Contribution to KZN provincial GDP by district municipalities, 2018



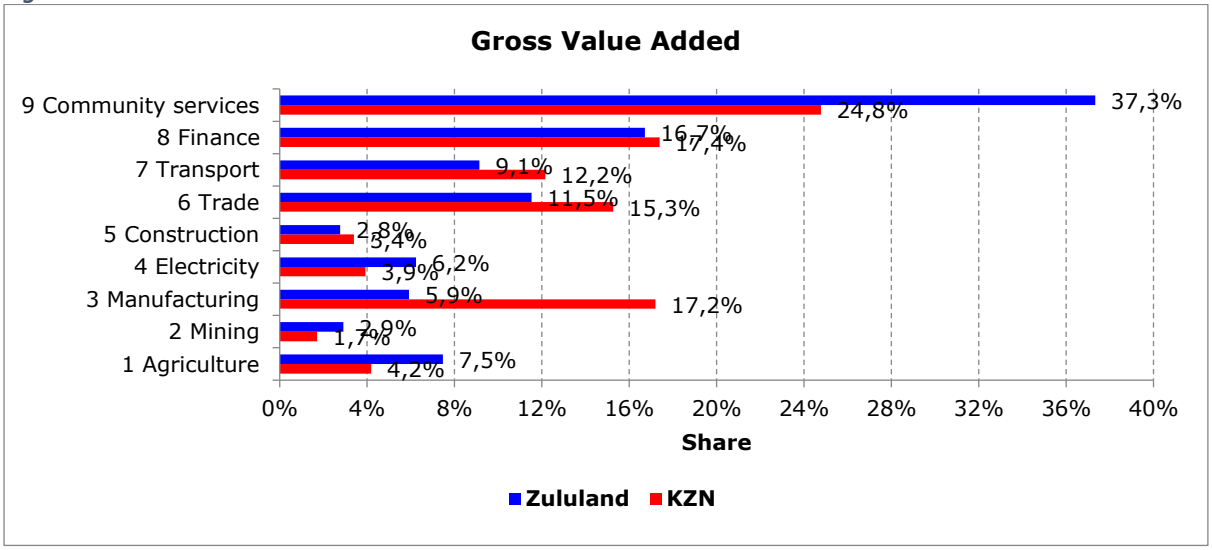
Source: IHS Markit, 2019

Figure 47 : Contribution to Zululand GDP by local municipalities, 2018



In terms of GVA contribution per local municipality, economic growth in Zululand is not equally distributed amongst its local municipalities. Abaqulusi is the economic hub of the Zululand District and has the highest contributing economy, at 42% of total district GVA (refer to the figure above).

Figure 48: GVA



Source: IHS Markit, 2021

The main contributor to the Zululand local economy is the Community/ government services (37.3%), which demonstrate public sector dependency. The primary sector and basic service-related tertiary sector are predominately leading sectors in Zululand. Mining and quarrying (2.9%) are a vital sector in the district compared to the entire province (1.7%). The district manufacturing sector's (5.9%) contribution to the region's economy compared to that of the entire province (17.2%) is somewhat modest an indication of an underdeveloped industrial economy.

3.6.1.4.2 Sector performance and contribution to GDP

The structure of an economy is inherently divided into primary, secondary, and tertiary sectors. Ideally, economic performance should be driven mainly by the primary and secondary sectors as these are the main catalysts for export and employment opportunities. However, like the country and the province, the economy of the district is driven by the services sector. The tertiary sector constituted 67.6% of the total district GDP-R in real terms in 2008. The table below provides a sector performance analysis for Zululand over the period 2009 through 2018.

Table 94: Sector performance analysis, 2009 to 2018

Sector	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Primary Sector	**19**	**19.3**	**18.7**	**17.9**	**18.2**	**18.3**	**16.2**	**16.5**	**16.8**	**16.2**
Agriculture	10.3	9.4	8.8	7.7	7.5	7.3	7.1	7.4	7.7	7
Mining	8.7	9.9	9.9	10.2	10.7	11	9.1	9.1	9.1	9.2
Secondary Sector	**10.3**	**9.9**	**9.5**	**9.1**	**9.2**	**9.5**	**9.6**	**9.4**	**9.3**	**9.1**
Manufacturing	6.2	6	5.5	5.5	5.5	5.7	5.8	5.9	5.8	5.7
Construction	4.1	3.9	4	3.6	3.7	3.8	3.8	3.5	3.5	3.4
Tertiary Sector	**66.7**	**66.1**	**66**	**66.4**	**65.9**	**65.8**	**67.3**	**67.4**	**67**	**67.6**
Trade	12	11.8	12.1	12	11.5	11.2	11.5	11.7	11.6	11.5
Transport	9.3	8.7	9.1	9.7	10.2	10.3	10.3	9.9	9.7	9.6
Finance	14.4	13.9	13.5	13.8	13.5	13.3	13.6	13.4	13.4	13.3
Community Service	31	31.7	31.3	30.9	30.7	31	31.9	32.4	32.3	33.2

Source: IHS Markit, 2019

In respect of the Zululand District, the Tertiary Sector, which constitutes Trade, Transport, Finance and Community services, is the primary driver of growth. During the period 2009 through 2018 this Sectors' contribution to the GDP-R recorded an average of 66.6 per cent. The major contributors to the GDP-R within this sector, over the respective period, were Trade and Government services, with the former sector's contribution being mainly due to a mix of retail and tourism attractions. Over a ten-year period, the annual contribution to the GDP-R from the Primary sector, comprising Agriculture and Mining, equated to an averaged 17.7 percent.

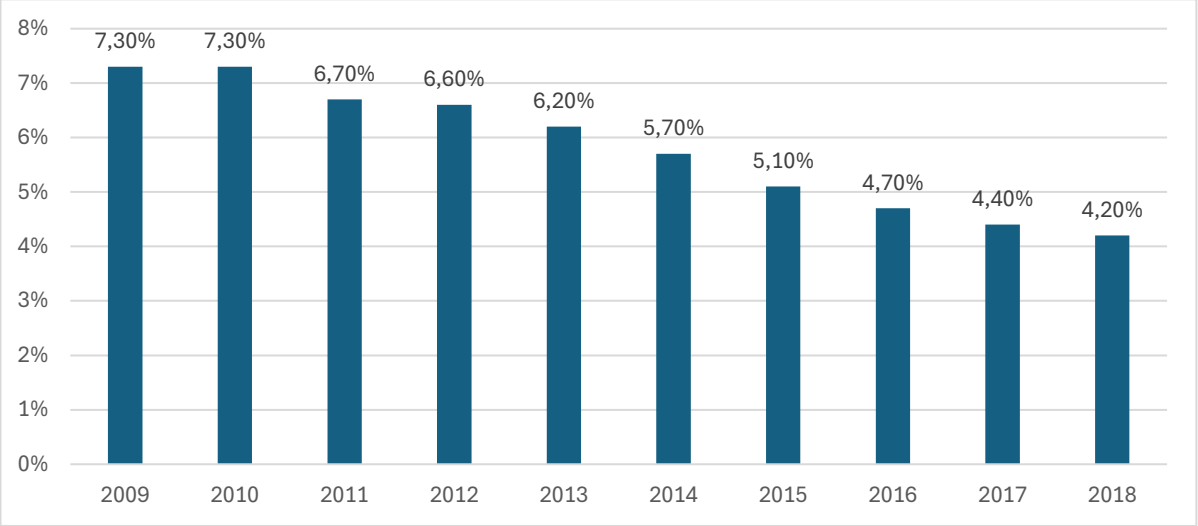
3.6.1.5 Economic Sectors

3.6.1.5.1 Tourism

Tourism is made up of three different sectors mainly direct, and indirect contributions as well as induced expenditure. The direct contributions to GDP include accommodation, transportation and travel, entertainment, visitor attractions, food and beverage, cultural activities and sport and

recreation, and government "individual" spending for posterity on cultural and recreational sites – i.e., museums and national parks. The indirect contribution extends to the multiplier effect of the purchase of goods and services external to the sector, such as, printing and publishing, marketing and promotion, construction, fuel sales, maintenance, cleaning, security services, investment spending i.e. – the purchase of an aircraft or the construction of a new hotel, and government "collective" spending. The induced contribution "measures the GDP and jobs supported by the spending of those who are directly or indirectly employed by the Travel and tourism industry" (World Travel and Tourism Council (WTTC), 2018). The area faces major challenges in growing the tourism industry and some of the key challenges include the distance of Zululand from major centres, the quality of infrastructure in the district, the lack of coordination in tourism marketing and others.

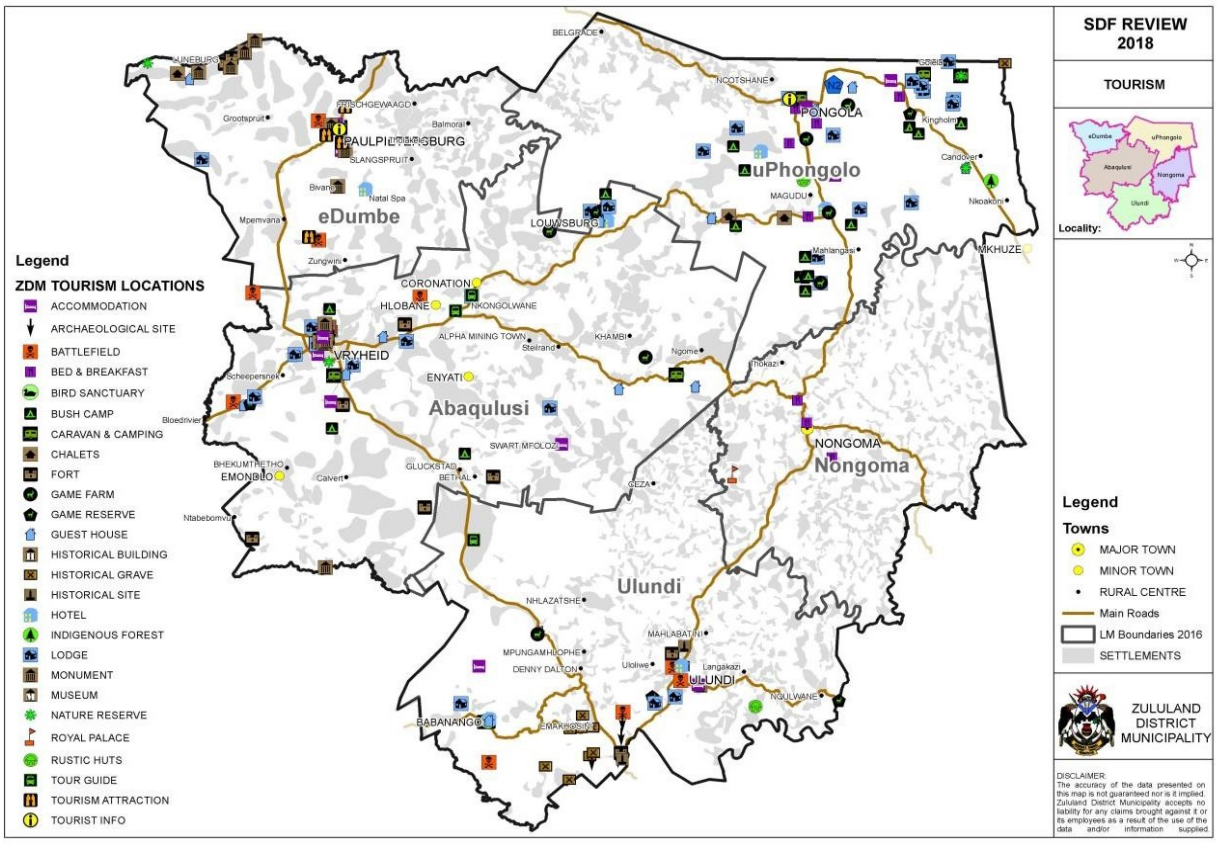
Figure 49: Total tourism spend as a percentage of GDP in Zululand, 2009 to 2018



Source: IHS Markit, 2019

It is important to reflect on the current status of tourism attractions in Zululand. The following map displays these in detail.

Map 39: Tourism Sites

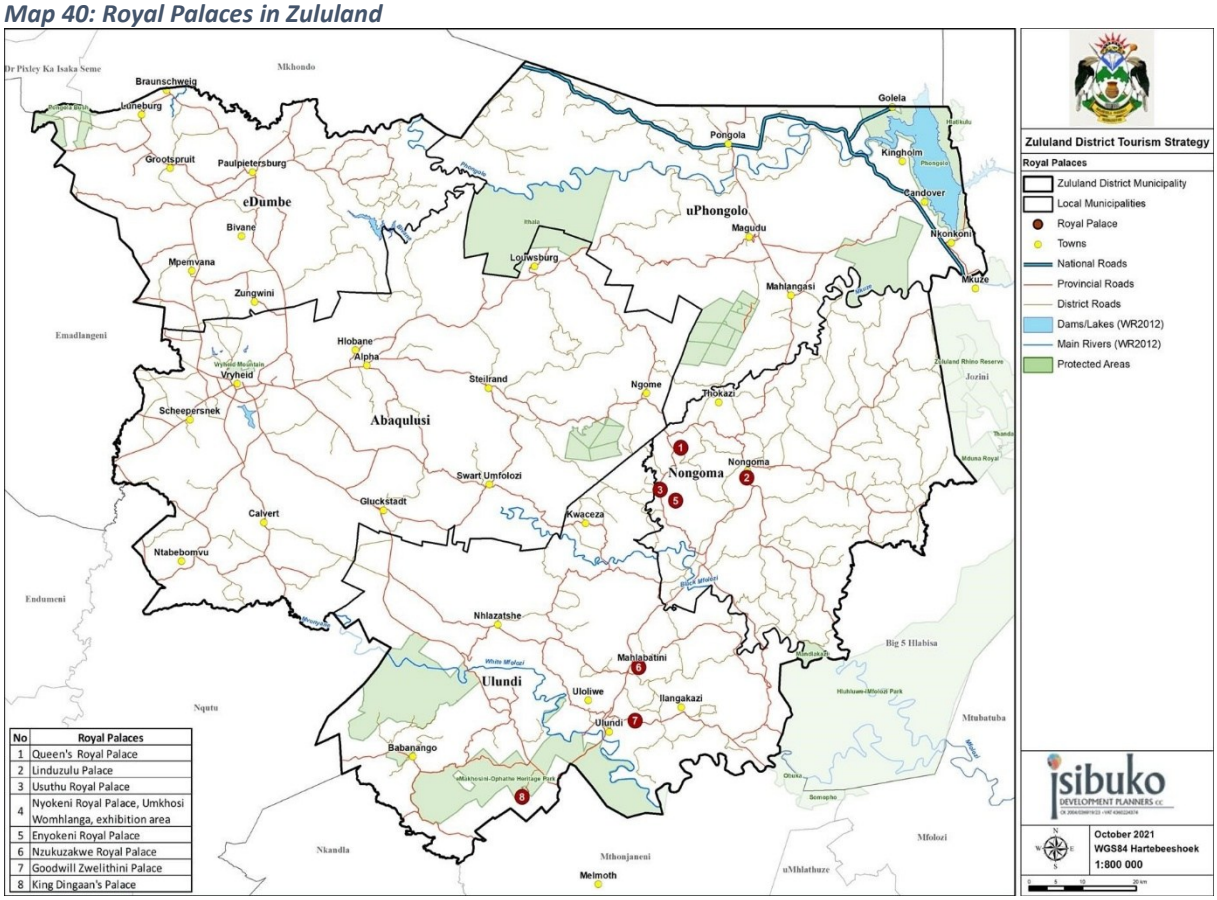


In line with the promotion of tourism, King Goodwill Zwelithini has revived cultural functions such as the colourful and symbolic reed dance ceremony and the first fruit's festival (a traditional function). Zululand has a wide variety of wildlife reserves, most notably the Hluhluwe-Umfolozi Park, which is the largest reserve in KwaZulu-Natal, and is known for 'spotting the Big Five'. It is also home to the rhino conservation programme. The Ithala Game Reserve offers an extraordinary experience of geological diversity as the rock formations date back 3 000 million years. Zululand is also home to the second oldest reserve in the world, the Pongola Game Reserve. Zululand houses the Zululand Rhino Reserve (ZRR). The ZRR is a 20 000-hectare reserve consisting of 15 individually owned farms that have lowered their fences to further conservation. Further, there are several battlefields that can be visited, birdlife is rife, and visits to national monuments, museums etc. are a must. Figure 49 shows the total tourism spending as a percentage of GDP in Zululand over the period 2009 to 2018.

The spending on tourism in Zululand showed a decreasing trend over the ten-year period under review from 7.3 percent in 2009 to 6.2 percent in 2013, dropping substantially to 4.2 percent in 2017. The reason for this is that GDP is increasing at a much faster pace than the corresponding increase in tourism.

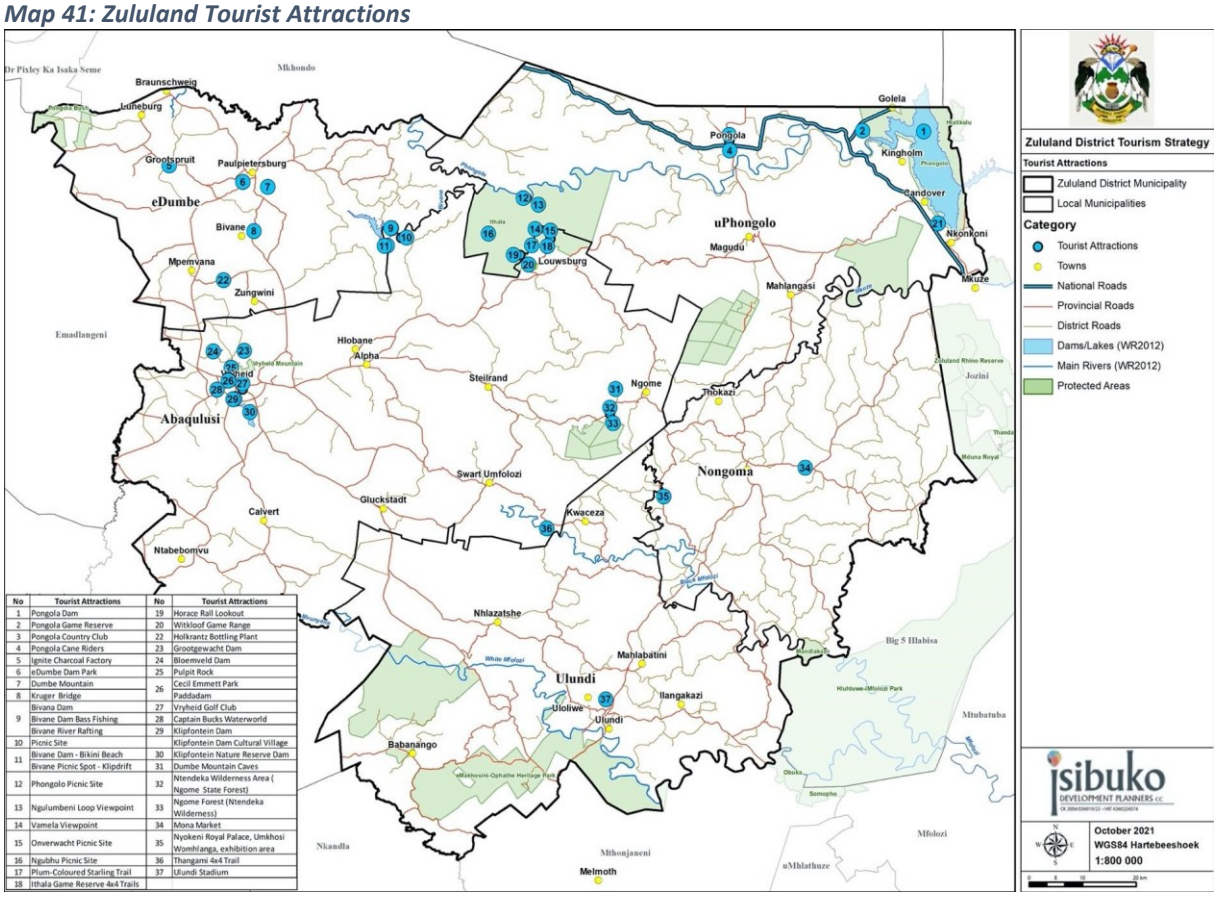
With Zululand being a seat of the Zulu Monarch, the map below identifies its royal palaces:

Map 40: Royal Palaces in Zululand



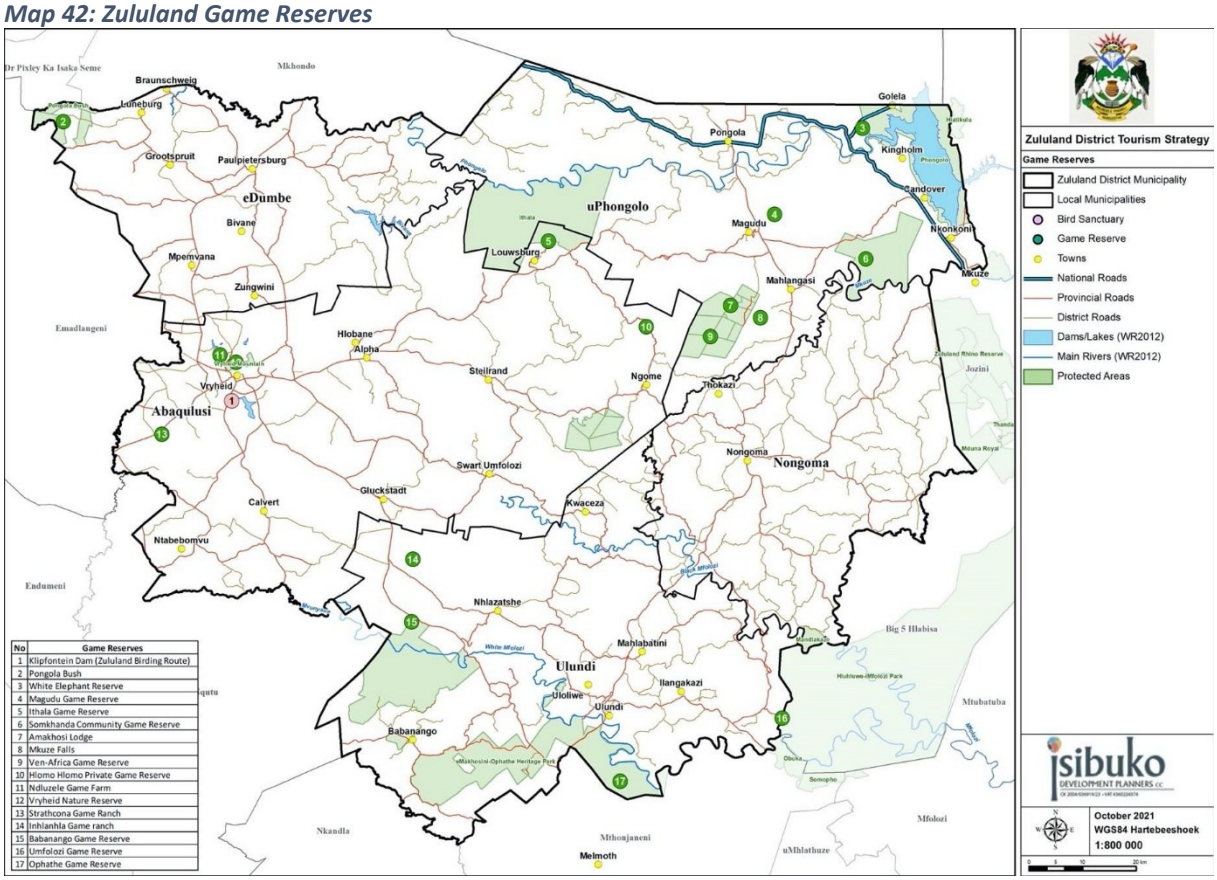
No	Royal Palaces
1	Queen's Royal Palace
2	Linduzulu Palace
3	Usuthu Royal Palace
4	Nyokeni Royal Palace, Umkhosi Womhlanga, exhibition area
5	Enyokeni Royal Palace
6	Nzukuzakwe Royal Palace
7	Goodwill Zwelithini Palace
8	King Dingaan's Palace

Map 41: Zululand Tourist Attractions



No	Tourist Attractions	No	Tourist Attractions
1	Pongola Dam	19	Horace Rall Lookout
2	Pongola Game Reserve	20	Witkloof Game Range
3	Pongola Country Club	22	Holkrantz Bottling Plant
4	Pongola Cane Riders	23	Grootgewacht Dam
5	Ignite Charcoal Factory	24	Bloemveld Dam
6	eDumbe Dam Park	25	Pulpit Rock
7	Dumbe Mountain	26	Cecil Emmett Park
8	Kruger Bridge		Paddadam
9	Bivana Dam	27	Vryheid Golf Club
	Bivane Dam Bass Fishing	28	Captain Bucks Waterworld
	Bivane River Rafting	29	Klipfontein Dam
10	Picnic Site		Klipfontein Dam Cultural Village
11	Bivane Dam - Bikini Beach	30	Klipfontein Nature Reserve Dam
	Bivane Picnic Spot - Klipdrift	31	Dumbe Mountain Caves
12	Phongolo Picnic Site	32	Ntendeka Wilderness Area (Ngome State Forest)
13	Ngulumbeni Loop Viewpoint	33	Ngome Forest (Ntendeka Wilderness)
14	Vamela Viewpoint	34	Mona Market
15	Onverwacht Picnic Site	35	Nyokeni Royal Palace, Umkhosi Womhlanga, exhibition area
16	Ngubhu Picnic Site	36	Thangami 4x4 Trail
17	Plum-Coloured Starling Trail	37	Ulundi Stadium
18	Ithala Game Reserve 4x4 Trails		

Map 42: Zululand Game Reserves


Zululand District Tourism Strategy
Game Reserves
Zululand District Municipality
Local Municipalities
Bird Sanctuary
Game Reserve
Towns
National Roads
Provincial Roads
District Roads
Dams/Lakes (WR2012)
Main Rivers (WR2012)
Protected Areas
isibuko DEVELOPMENT PLANNERS cc
October 2021
WGS84 Hartebeeshoek
1:800 000
Braunschweig
Luneburg
Grootspruit
Paulpietersburg
eDumbe
Bivane
Mpemvana
Zungwini
Emadlangeni
Hlobane
Alpha
Vryheid
Abaqulusi
Ntabebomvu
Calvert
Endumeni
Nkandla
Golela
Pongola
Kingholm
Candover
Nkonkoni
Mkuze
uPhongolo
Magudu
Louwsburg
Mahlangasi
Steilrand
Ngome
Thokazi
Jozini
Nongoma
Swart Umfolozi
Gluckstadt
Kwaceza
Nhlazatshe
Mahlabatini
Ulundi
Uloliwe
Ilangakazi
Babanango
Mthonjaneni
Melmoth
Big 5 Hlabisa
Mtubatuba
Mfolozi
uMhlathuze
Mkhondo
Dr Pixley Ka Isaka Seme
Mthonjaneni
Obuka
Semopho
Mdletsheni
Mbuyazi
Mona Royal
Thanda
Zululand Rhino Reserve
Hluhluwe-iMfolozi Park
Makhosini-Ophathe Heritage Park
White Mfolozi
Black Mfolozi
Mona
Ntshaka
Phongolo
Ithala
Mkuze
Mona
Mona Royal
Thanda
Zululand Rhino Reserve
Hluhluwe-iMfolozi Park
Obuka
Semopho
Mdletsheni
Mbuyazi

A wide suite of diverse attractions exists which should have a compelling value proposition across several core markets, these include:

- The Zululand District has an estimated 2363 beds spread across 141 accommodation establishments, of which only 17 are Star Graded.
- 155 documented attractions ranging from adventure activities to hunting, nature-based activities, cultural activities and heritage sites. Of note is the high levels of attractions for which economic activities have yet to be unlocked.
- Numerous Spas and resorts with decent family-level product offering.
- Over 32 sites of cultural or historical significance cultural museums and heritage sites, including significant investments into anchor attractions such as the uMgungundlovu multi-Media Centre and associated eMakhosini Ophate Heritage Park.
- 18 Nature or game reserves, public and private, with diverse accommodation offerings including high end luxury lodges, hunting lodges, as well as reserves such as Somkhanda Game Reserve which is proving to be a valuable community-based tourism model.
- Significant non wildlife related nature-based attractions including wetlands of international importance including the Blood River Vlei and forest reserves such as Pongola Bush and Ngome Forest.

The region also enjoys excellent profiling along several well-established tourism routes, namely;

- The Zululand Birding Route.
- Zululand Route 66.
- Battlefields Route.

All of the above routes are well established and have been in operation for well over 10 years but remain relatively under resourced in terms of marketing and development capacity.

Zululand's nature-based tourism assets are very significant, with over 20 nature reserves and game reserves, these include:

- A wide range of privately owned game farms offering high end luxury accommodation options and hunting safaris.
- Other notable nature-based attractions include Babanango Game Reserve and Loziba Wilderness which both form part of the Imfolozi Biodiversity Economy Node. The node consists of the Hluhluwe-iMfolozi Park (HiP) and eMhakosini-Ophathe Heritage Park. These are linked with private protected areas, stewardships sites, private game farms and communal land. The area has the potential to create a conservation area in excess of 150 000ha.
- The 30 000-hectare Ithala Game reserve is considered a flagship Ezemvelo KZN Wildlife with upmarket tourist facilities and access to four of the "big five".
- The community owned Somkhanda Game Reserve is fast gaining traction as a Big 5 destination.
- Numerous smaller forests and wetlands of significant biodiversity potential exist with high tourism opportunity levels. This includes the Tendeka Wilderness area and Ngome Forest.
- The area also enjoys good connectivity to areas such as iSimangaliso Wetland Park.

Key obstacles to tourism growth lie in lack of awareness and information, lack of accessibility and the failure to package these establishments in an attractive way that distinguishes from the other two districts forming the greater Zululand area: King Cetshwayo and uMkhanyakude. These two districts currently attract the overwhelming majority of tourists travelling north of the Tugela (Zululand Siyaphambili LED plan, 2013).

There is a general lack of data around key markets in Zululand, however, pre-covid-19 trends suggest the Battlefields Route attract mainly German and British tourists. Some reports state that pre-2020, 5 – 8 overseas tourist busses enter Zululand District via Golela Border Post 'ever-day' translating to 8700 foreign visitors per month or 104 400 per annum. However, this data may be out-dated with no clear numbers in 2019 and 2020. Conversely, another source claims 'more than 30 tour buses enter the district at Golela every day, however, do not spend time and money in the district'

In 2008 TKZN reported that the Zululand area is visited by some 2 million domestic tourists. There may be trend suggesting Zululand receives more domestic tourism than foreign considering in 2015, 19% of all domestic tourist trips were to Zululand compared to 5% of all foreign tourist trips to Zululand.

Certain areas of the district have focused on developing the tourism sector and its assets; however, hurdles persist to the benefits of the sector that impact the socio-economic conditions of the communities within Zululand. Some of the challenges in the tourism sector include:

- Distance of Zululand from major urban centres and routes
- Access and quality of road infrastructure in the district
- Lack of coordination in tourism marketing
- Lack of political support for tourism within local government structures.
- Inadequate funding for tourism from local government structures.
- The need for councillors and decision makers to understand the potential positive economic impacts of tourism.
- Lack of road signage and poor road access in many areas.
- High level bureaucracy which hinders tourism development.
- The spending on tourism in Zululand showed a decreasing trend over the ten-year period under review from 7.3 percent in 2009 to 6.2 percent in 2013, dropping substantially to 4.2 percent in 2017. The reason for this is that GDP is increasing at a much faster pace than the corresponding increase in tourism.
- A lack of institutionalised data collection on tourism numbers and occupancy rates over the years results in significant difficulty in calculating the economic impact of tourism.

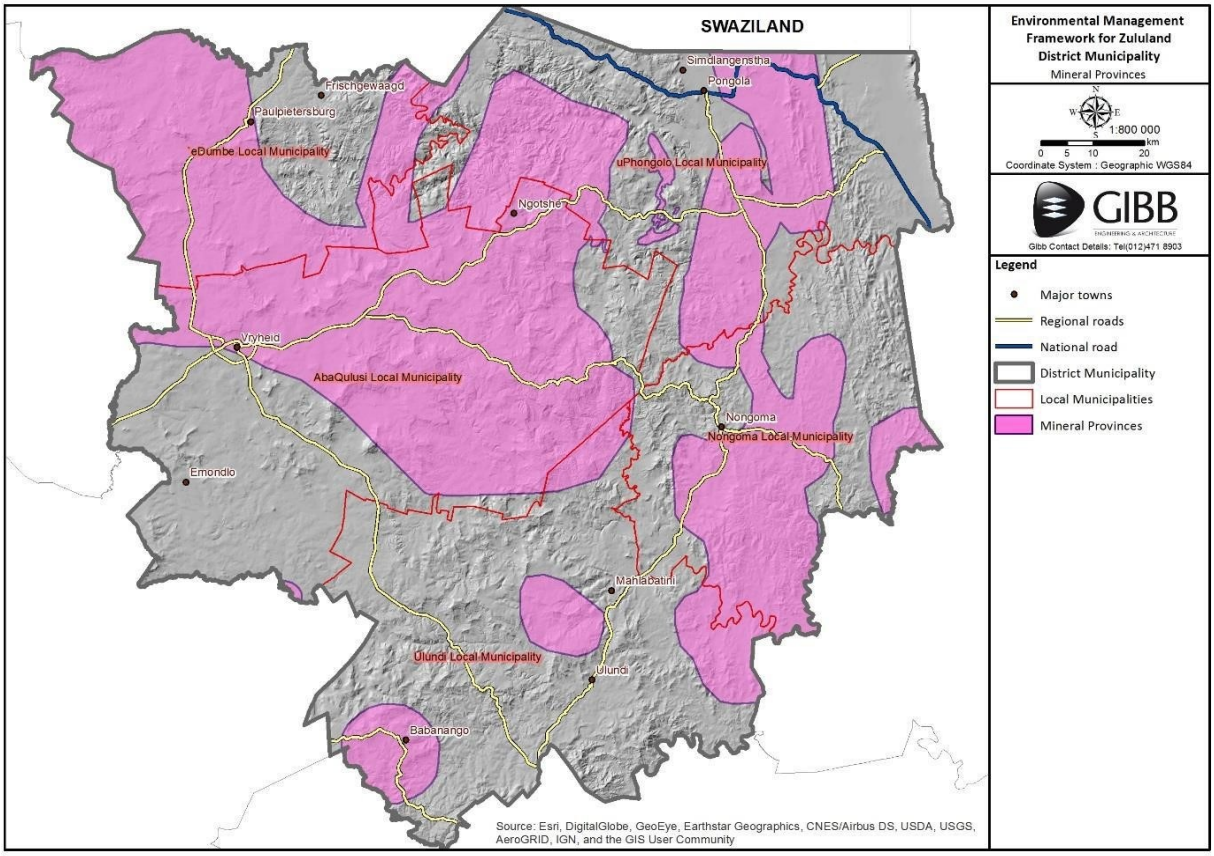
3.6.1.5.2 Mining

The mining industry in Zululand is the main sector within the primary sector category and constitutes the Zululand Anthracite Colliery (ZAC) in Emakhalathini. ZAC is the sole anthracite colliery in South Africa and prides itself on "the superior quality attributed to each product, which places it in a unique

and favoured position as a supplier of reductant [3] to the metallurgical industry" (Zululand Anthracite Colliery, 2019). In addition, ZAC's location, being close to Richards Bay, positions it well for exports and service to the local South African market. ZAC has not only created a few job opportunities, but it also has a few social projects, and delivers 3.5 million tons of potable water to the community each month.

The mining sector has traditionally been a key driver of the districts' economy. However, mining activities in the district decreased in the mid 1990's mainly due to closure of mines because of the open market in coal mining and agriculture. The mines had significant forward and backward linkages to all the economic sectors, particularly those located in Vryheid and surrounding areas. Nonetheless, the sector GVA analysis reflects that, even with the decline, mining still plays an important role for the district's economy. The CAAGR reflects this decline as -4.2% for the period 2012 to 2017. Mining and quarrying contributed 10.18% of total GVA in 2017. The major mining activity is coal extraction, which makes use of the Coal Line corridor that runs across the district from Mpumalanga to Richards Bay.

Map 44: Areas with Mineral Deposits in ZDM



Source: EMF, 2017

[3] A reducing agent which as it is oxidized is capable of bringing about the reduction of another substance.

Mining in the Pongola Mtamvuna Water Management Area consists of predominantly coal mining. Even though many of these mines are no longer active, water quality is impacted due to discharge from these mines. Rehabilitation of mines has not been done for a few mines in the area, which has the potential to cause leaching, as well as create conditions for standing water accumulation which, if used by humans, would result in health impacts.

The map above illustrates the mineral provinces in the ZDM. Mineral provinces are mineralised zones that contain related characteristics of the host rock geology and minerals. Mineral provinces are found in the central and eastern parts of the AbaQulusi Local Municipality, the eastern and western parts of the èDumbe Local Municipality and across the eastern parts of the uPhongolo Local Municipality. The Nongoma Local Municipality contains mineral provinces in central parts of the municipality. The Ulundi Local Municipality contains smaller scattered provinces.

3.6.1.5.3 Manufacturing

In 2017, manufacturing accounted for 6% of the district's total GVA and 7% of total employment. The only agri-processing of note in the district is the Illovo sugar mill in the uPhongola Municipality. There is an opportunity to expand agri-processing, bio-processing and business support services to help develop the manufacturing sector. Growth activities in this sector include focusing on arts and crafts production and marketing, taxidermy, mineral water, and charcoal manufacturing for export, as well as, establishing new industries such as clothing and textiles and building materials.

3.6.1.5.4 Agriculture

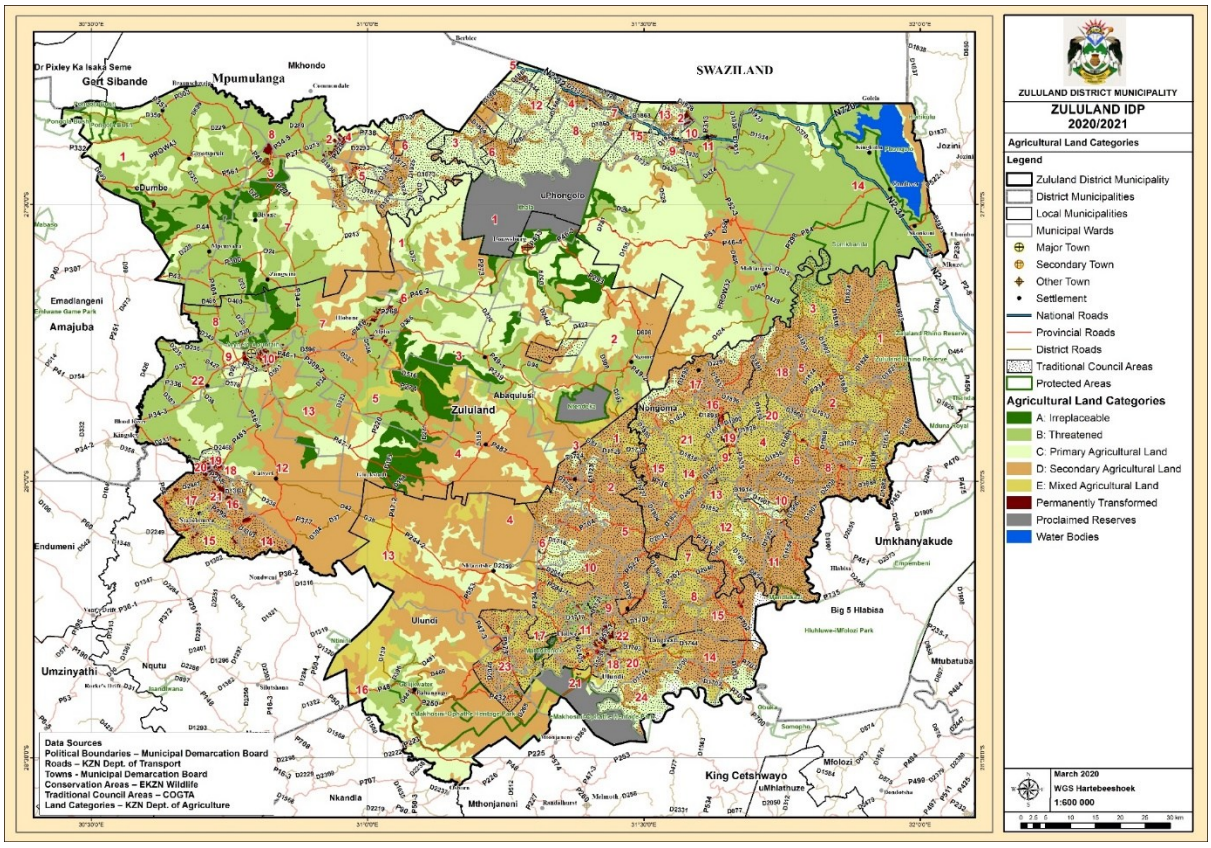
Other than Tourism, Agriculture is one of the comparative advantages of the Zululand District Municipality. Agriculture has seen a decreasing trend over the period 2009 through 2018 from 10.3 percent in 2009 to 7 percent in 2018. The decrease is more than likely due the drought conditions which prevailed over KZN in 2016. Despite the overall decrease in this sector, Agriculture saw a slight increase from 2016 to 2017 of 0.3 percent, this possibly being due to relief in the drought. It is essential that this sector be revived, and agri-processing and beneficiation encouraged to improve food security in the district and consequently the province and the country at large.

The Department of Rural Development and Land Reform working together with numerous government departments, their respective agencies and the private sector have embarked on rolling-out Agri-parks to all 44 Districts in South Africa, including the Zululand district. The project will kick-start the Rural Economic Transformation for identified rural regions creating jobs in production, farmer support, and processing.

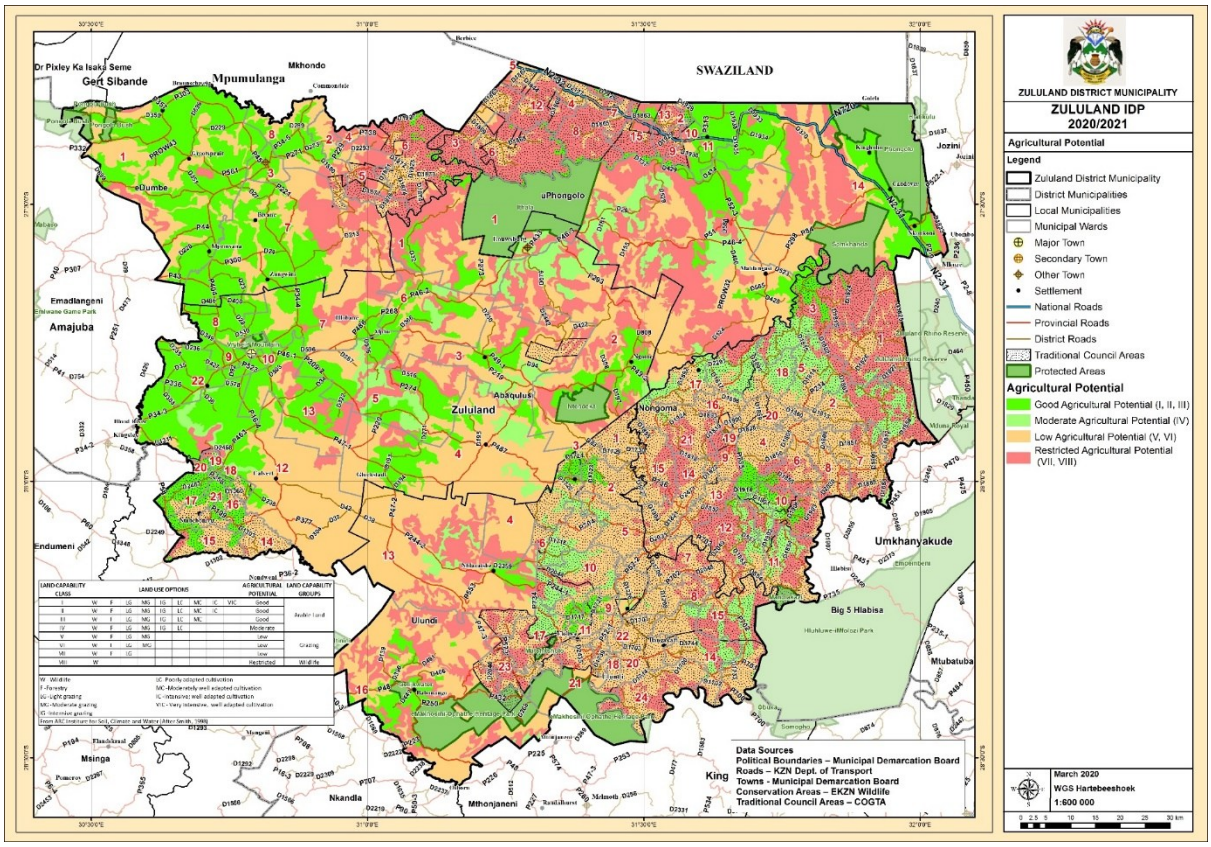
Agricultural potential in the ZDM is dependent on climatic variables such as rainfall and has the potential to contribute towards economic growth within the district. The Western parts of the district contain large amounts of arable land while the eastern parts of the district remain poor arable conditions.

The map below displays the Agricultural Land categories and land potential.

Map 45: Agricultural Land Categories in Zululand



Map 46: Agricultural Land Potential in Zululand



The north-western parts of the district contain high to very high potential land while the eastern and southern parts of the district contain low agricultural potential. These areas, although not suitable for agricultural production, are suitable for livestock and game production (ZDM, 2006a). The highest potential for agriculture is in the Abaqulusi, eDumbe, and uPhongolo local municipalities. High agricultural potential within the uPhongolo valley is attributed to factors such as high irrigation opportunities within the area (DRDLR, 2018). Communal areas of Ulundi and Nongoma do not contain the same amount of agricultural potential apart from the high-lying plateaus within each municipality which do not make up a large portion of the land.

The Valley bushveld within the two Mfolozi Rivers contains the potential for the development of irrigation and agricultural potential.

Additionally, agricultural potential for sugarcane, out-of-season vegetables and sub-tropical fruit, exists within the low-altitude rivers of the valley of uPhongolo and Mfolozi Rivers. However, outside the scope of these valleys is restricted to livestock and game farming and production (DRDLR, 2016).

The terrain of the area also determines the agricultural potential and patterns. The central and north-western parts of the district contain mountainous slopes of 1:3 (33% incline) and steeper with the slopes becoming less steep moving east of the district.

Elevation of the district also influences agricultural activities and potential. The elevation of the district rages from about 0m above sea level to 6987m above sea level. The height above sea level decreases from the coast moving inland. The uPhongolo local municipality and the Nongoma local municipality consist of 1m to 910m above sea level. The eDumbe and Abaqulusi local municipalities range from 655m to 4559m above sea level (DRDLR, 2016).

Table 95: Households involved in agricultural activity type by district

Municipality	Livestock production	Poultry production	Grain and food crops	Industrial crops	Fruit production	Vegetables production	Other
Ugu	20131	27201	30923	160	6332	19214	839
uMgungundlovu	19071	23248	15498	628	6240	28650	1191
uThukela	31368	33745	11599	128	5662	15624	231
uMzinyathi	32186	31548	6410	273	2918	10939	731
Amajuba	12292	17042	7326	61	7013	19201	148
Zululand	**32802**	**36094**	**9111**	**70**	**2085**	**11720**	**662**
uMkhanyakude	24042	31638	7626	212	2180	8432	530
King Cetshwayo	27188	32083	11173	206	6976	21146	1033
iLembe	15427	20766	15502	154	3397	13954	933
Sisonke	23399	27586	16523	205	5221	14691	421
eThekwini	18139	29506	11787	261	7895	24871	1731

From the table above it can be observed that Zululand District Municipality dominates other districts in both poultry and livestock production at 35,4% and 39,0%, respectively. This is a competitive advantage.

Crop, fruit and vegetable production is however lagging far behind and is concerned about the state of food security in Zululand.

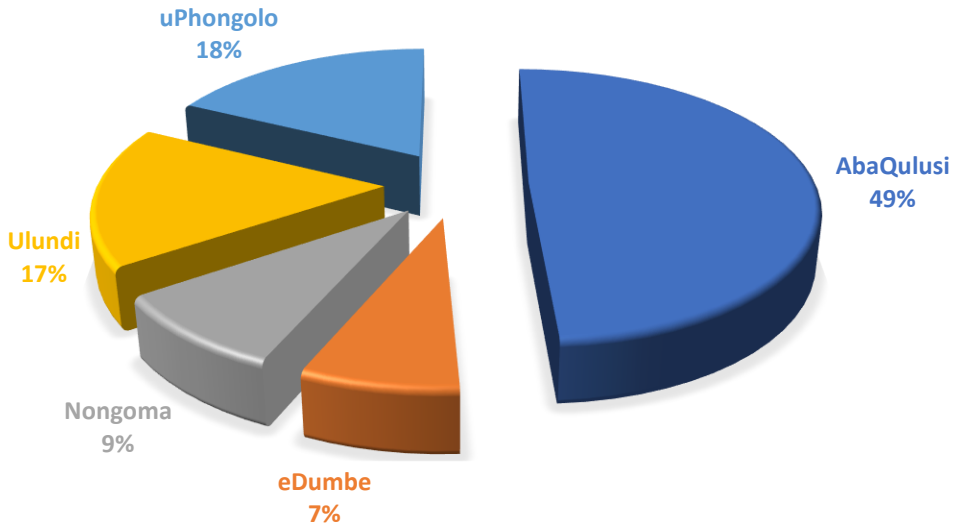
3.6.1.5.5 Commercial Sector (Includes Retail and Services)

Economic activities tend to concentrate in the major towns. Abaqulusi Municipality, particularly Vryheid has the largest commercial and services sectors (49%) in the district. It functions as a service centre for the surrounding rural population (refer to figure below). Agriculture and mining contribute to its economy, and Vryheid act as a service centre for these activities, followed by uPhongolo and Ulundi with 18% and 17% respectively. The economy of Pongola is based on large-scale commercial production of sugarcane. A major employer in the centre is the Illovo sugar mill. The area has eco-tourism due to its natural resources such as the highly sensitive areas adjacent to the Pongolapoort Dam and the areas between the R69 and the N2. Pongola's retail sector also services the passing N2 traffic.

Ulundi, as the current seat of the Zululand District Municipality, and the former seat of KZN, has a strong public service-oriented economy. Commercial and light industrial activities have developed in support of the administrative function and the surrounding vast rural settlements. In the town of Ulundi there is a substantial formal and informal retail sector.

Nongoma and Edumbe have the least concentration of economic activities. Nongoma is the only urban centre within the Nongoma municipality. It is principally a large rural market town with both formal and informal economies. There is no industry in the town. Paul Pietersburg in Edumbe Municipality, on the other hand, developed as a service centre for the agriculture sector and the surrounding rural population.

Figure 50: Concentration of business across the district



However, only part of the population can access these services. These nodes are not easily accessible for most of the rural population that currently account for 75% of the district population. In the rural services centres, retail and services are limited. The map reflecting the business and commercial

buildings shows the concentration of these in the nodes of Vryheid, Phongola, Ulundi, Paulpietersburg and Nongoma followed by secondary nodes more as service centres.

3.6.1.5.6 Government Sector

The government sector has a strong presence in the district and makes a major contribution to the Gross Value Added (GVA). This sector is best represented in the Ulundi and Nongoma Municipalities where various regional offices and facilities of provincial government are located. However, Ulundi losing its status as Provincial Capital in the last decade negatively impacts the contribution of this sector.

3.6.1.5.7 Construction Sector

The construction sector has experienced negative growth in recent years. Some of the major recent and current construction activities in the district include:

- The general residential market.
- Major infrastructure construction, e.g., the Paris Dam, major roads such as the P700 and other strategic linkages.
- The building of lodges and tourism facilities, e.g., lodges to be built at Emakhosini, in areas surrounding the Pongolapoort Dam and on private game farms.
- The provision of basic services to the previously disadvantaged urban and rural communities within the district municipality.
- The provision of low-income housing to the urban and rural communities of the district.
- Building of municipal and public sector buildings, e.g., the offices of the District Municipality.

3.6.1.5.8 Transport Sector

The distinction in the transport industry in the Zululand District Municipality can be made between various sub-sectors, viz. road freight transport, public road transport (dominated by the taxi industry), air transport and rail freight transport. In terms of the "informal" sector, stakeholders also identify the so-called "bakkie" industry responsible for the transport of goods from distributors/wholesalers to a range of retailers located in the rural areas. Some of the opportunities that are presented in this sector include rural road maintenance and upgrading of rural roads which will continue to establish better linkages between settlements, rural nodes, and municipal centres, thus increasing access to economic opportunities whilst increasing access to job opportunities. The need for establishing a stopover point for trucks in the Vryheid area has been identified in various planning studies.

3.6.1.6 Employment by Sectors

The Quarterly Employment Statistics (QES) shows that all four sectors in the first quarter of 2019 witnessed a decrease, with the Formal sector recording the largest employment losses of 126 000, followed by the Informal sector at 68 000. The number of discouraged work seekers and the number of people who were not economically active for some reason other than discouragement increased by 156 000 and 169 000, respectively, between the fourth quarter of 2018 and the first quarter of 2019, resulting in a net increase of 325 000 in the not economically active population (Stats SA, 2019).

Figure 51: Employment by Industry

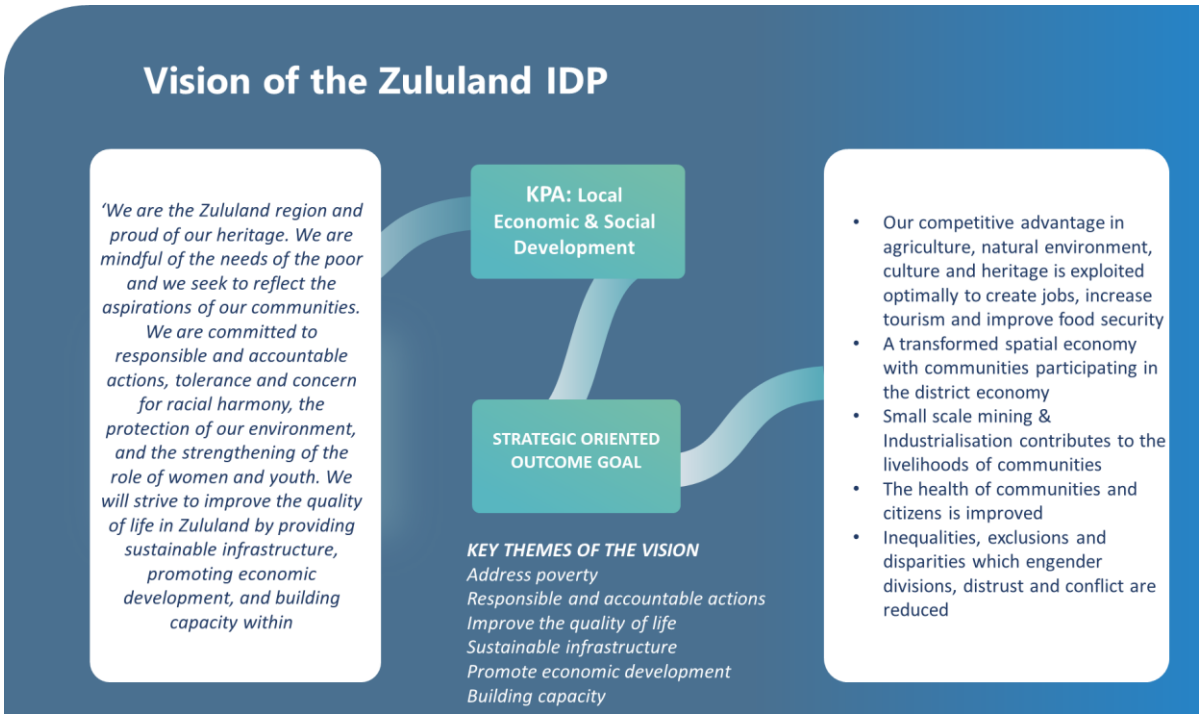
	KZN	Zululand	eDumbe	uPhongolo	Abaqulusi	Nongoma	Ulundi
Primary Sector	**6.5**	**9.3**	**24.5**	**25.8**	**5.1**	**5.3**	**4.1**
Agriculture	6.0	8.4	22.9	25.4	4.6	4.3	2.8
Mining	0.5	0.9	1.6	0.4	0.5	1.0	1.3
Secondary Sector	**19.2**	**13.8**	**13.5**	**11.0**	**18.0**	**12.0**	**8.7**
Manufacturing	13.1	7.5	8.5	4.1	11.5	4.1	3.8
Electricity	0.4	0.5	0.1	0.9	0.4	0.8	0.3
Construction	5.7	5.8	4.9	6.0	6.1	7.1	4.6
Tertiary Sector	**74.4**	**77.0**	**61.9**	**63.3**	**76.8**	**82.6**	**87.1**
Trade	17.5	15.9	10.5	13.7	17.9	17.2	14.7
Transport	5.2	4.0	3.7	3.0	4.7	3.5	3.4
Finance	16.0	14.9	10.2	8.2	18.4	12.6	15.5
Community services	25.0	32.5	21.8	23.7	26.4	43.7	45.7
Households	10.7	9.7	15.7	14.7	9.4	5.6	7.8

Source: IHS Markit, 2019

The table above shows that employment in the province is concentrated predominantly in the community services sector at 25 percent in 2018. This is closely followed by Trade and Finance at 17.5 and 16 percent, respectively. Hence, the tertiary sector is the largest employer in the province with approximately 74.4 percent of jobs emanating from the sector. This trend is undesirable in a developing country like South Africa which strives to create jobs for the growing labour force. Rather, the secondary sector should be the largest employer as it involves more labour-intensive industries such as manufacturing and construction.

3.6.1.7 Strategic Goals and Objectives for LED

The development vision for ZDM specifically highlights the promotion of economic development. It further outlines certain strategic outcomes as part of the Local Economic and Social Development KPA.



Source: ZDM IDP 2022/23

These outcomes emphasise the competitive advantages that should be exploited, the need to transform the spatial economy, and the promotion of livelihood strategies and the eradication of inequalities.

Strategic Objectives

The ZDM Local Economic Development Strategy serves as a refinement of the municipal strategic intent outlined in the IDP and a strategic guide towards the economic development and growth. Economic development is identified in the IDP as one of the key performance areas and a priority area for intervention. As indicated below, the long-term strategic objectives are as follows:

Figure 52: Strategic Objectives

- Create employment opportunities directly and indirectly.
- Alleviate poverty and promote socio-economic development.
- Create opportunities for youth and women empowerment.
- Support SMMEs and create opportunities for growth.
- Provide direct strategic support to key economic sectors while promoting new economic sectors.
- Unlock rural economic development opportunities.
- Address strategic infrastructure issues in support of economic development opportunities.

Development Strategies

Figure 53: Development Strategies

3.6.1.8 Implementation of LED Plan

The Municipality will intensify implementation of the District LED Strategy as the primary instrument to improve the enabling environment for local economic growth, investment attraction and enterprise development. The Municipality will also strengthen municipal–business communication through regular engagement platforms and clearer communication channels to improve responsiveness, resolve bottlenecks and support investment facilitation. In addition, the district will pursue red-tape reductions by reviewing administrative procedures, reducing regulatory barriers where legally permissible, and improving approval turnaround times, thereby supporting a more efficient business environment and improved service delivery outcomes that enable LED.

SMME Promotion/ Development

- SMME Policy Framework Plan has been developed to stimulate economic activities.
- The Zululand SMMEs Framework provides a comprehensive qualitative and quantitative framework for the development of SMMEs in Zululand District Municipality.
- It recognises the unique roles performed by this diverse and dynamic sector in the province in the creation of employment, contribution to economic growth, and the provision of sustainable livelihoods

Agricultural Sectoral Development

In order to achieve the aforementioned, we employ different approaches which include the provision of support of economic activities e.g. equipment and inputs, facilitating institutions that could help businesses within the district e.g. Co-ops, direct intervention in the form of capacity building, and funding in some instances.

Ukulima Program

The primary objective of LED in the Agricultural Sector is based on the vision of a modern and effective Municipality that is inspired and activated to achieve higher service objectives, aiming constantly:

- Exploit the potential of the agricultural sector through Ukulima.
- Effective utilization of available, yet limited resources.

The unavailability of implements (i.e. ploughs) as well as agricultural inputs (seeds, seedlings and fertilizers) has a negative impact on our communities. We are receiving a number of different requests that we are “unable” to execute. Agriculture is one of the sectors that employs a number of people and also reduces poverty, as we are facing the current situation ZDM is at risk of being unable to fight poverty. The unavailability of ploughs is hindering the municipality to assist small farmers who are solely depending on this programme.

Table 96: Ukulima Co-Op Support Programme Implementation

LOCAL MUNICIPALITY	QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
	CO-OPS	LAND (Ha)	CO-OPS	LAND (Ha)	CO-OPS	LAND (Ha)	CO-OPS	LAND (Ha)
Ulundi	71	84	73	80	48	50	23	34
Nongoma	58	68	62	70	40	65	21	44

uPhongolo	25	56	39	78	47	94	12	19
eDumbe	10	25	25	49	14	32	6	10
Abaqulusi	18	38	34	71	27	55	5	23
TOTAL	**182**	**271 Ha**	**233**	**348 Ha**	**176**	**296 Ha**	**130**	**67 Ha**

The table below summarizes agricultural output and estimated turnover generated from the supply of cabbage, spinach, and maize across five municipalities. It highlights the volume of produce distributed (in tons) and the corresponding turnover margins achieved through sales to formal retailers (such as Spar and Boxer), local tuckshops, and nutrition-focused SMMEs. Abaqulusi and Ulundi show the highest production volumes and turnover, while eDumbe and Uphongolo contribute smaller but meaningful outputs, reflecting localized market participation and food supply impact across the district.

Table 97: Tons Produced And Turnover Made Through Supply Of Produce After Distribution As Output

MUNICIPALITY	TONES OF PRODUCTION AS OUTPUT	TURNOVER MARGIN	MARKET
Uphongolo	45 Tones Cabbage, spinach, maize	+-R3,510 million	Spar, Boxer, Local Tuckshops, Nutrition SMMEs
Nongoma	75 Tones Cabbage, spinach, maize	+-R1,950 million	Spar, Boxer, Local Tuckshops, Nutrition SMMEs
Abaqulusi	120 Tones Cabbage, spinach, maize	+-R9,360 million	Spar, Boxer, Local Tuckshops, Nutrition SMMEs
eDumbe	24 Tones Cabbage, spinach, maize	+-R1,872 million	Spar, Boxer, Local Tuckshops, Nutrition SMMEs
Ulundi	98 Tones Cabbage, spinach, maize	+-R7,644 million	Spar, Boxer, Local Tuckshops, Nutrition SMMEs

Economic Recovery Plan

The Economic Recovery Plan is currently under implementation. Several community members and small businesses in Zululand have benefited from the Zululand Economic Recovery Fund ringfenced solely to cushion the effects of the national state of disaster.

The implementation of the catalytic projects is outlined in the catalytic project implementation section.

3.6.2 Social Development Indicators

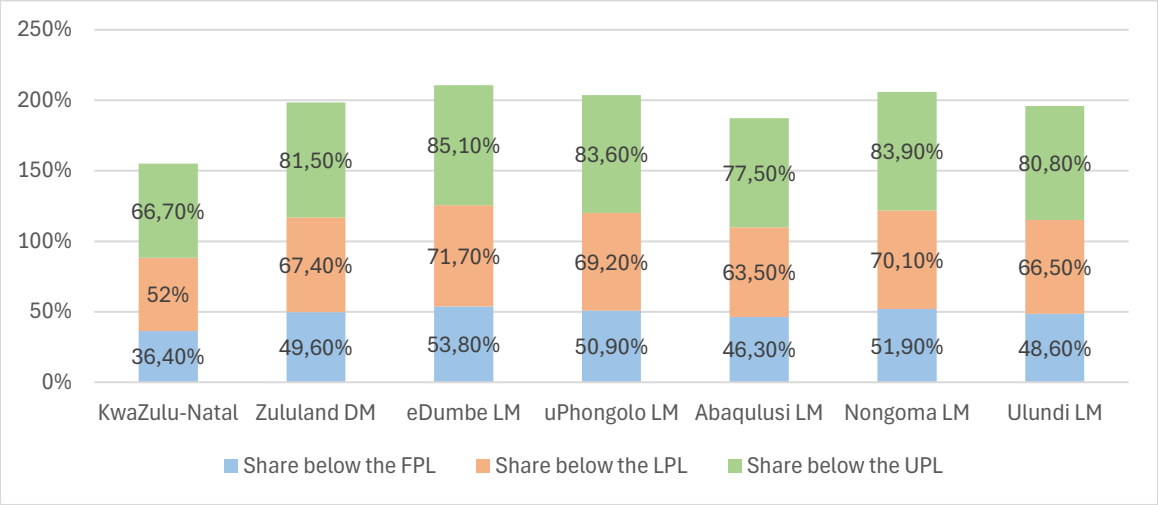
Section 152(1)[d] of the Constitution of the Republic of South Africa mandate the Zululand District Municipality to promote social and economic development.

The United National (UN) member countries adopted the United Nations Sustainable Development Goals in 2015, which are building on the successes of the UN Millennium Development Goals (MDGs). This sub-section focuses on the development indicators that KZN and Zululand district municipality use to track progress and identify areas that still need attention. The four main development indicators traditionally used are poverty, the Gini coefficient, the Human Development Index (HDI) and functional literacy rates. Indicators such as health, crime, and access to basic services (electricity, water, and sanitation), and housing statistics are discussed under the socio-economic profile above.

3.6.2.1 Poverty

A poverty line establishes a minimum socially acceptable standard for a predetermined welfare indicator to separate the poor from the non-poor (Stats SA, 2015). Currently, three poverty lines are being used: the food poverty line[4] (FPL), lower-bound poverty line (LBPL) and the upper-bound poverty line (UBPL).

Figure 54: Poverty levels in KZN and Zululand 2018



Source: IHS Markit, 2019

The figure above illustrates the poverty rate as separated according to its respective poverty lines (FPL, LBPL, and UBPL). The province had a lower proportion of people living under the food poverty line (36.4 percent) in 2018 compared to those living under the lower-bound poverty line (52 percent) and the upper bound poverty line (66.7 percent). The district has a similar trend with 49.6 percent of the populous living below the FPL, compared to a higher rate of persons living under the LPL (67.4 percent) and the UBPL (81.5 percent). The rate of the district is higher than that of the province in respect of all poverty lines.

[4] The FPL's are defined by Stats SA as follows: the "FPL refers to the amount of money that an individual will need to afford the minimum required daily energy intake, the LBPL refers to the food poverty line plus the average amount derived from non-food items of households whose total expenditure is equal to the food poverty line, and the UBPL refers to the food poverty line plus the average amount derived from non-food items of households whose food expenditure is equal to the FPL" (Stats SA: National Poverty Lines, 2018).

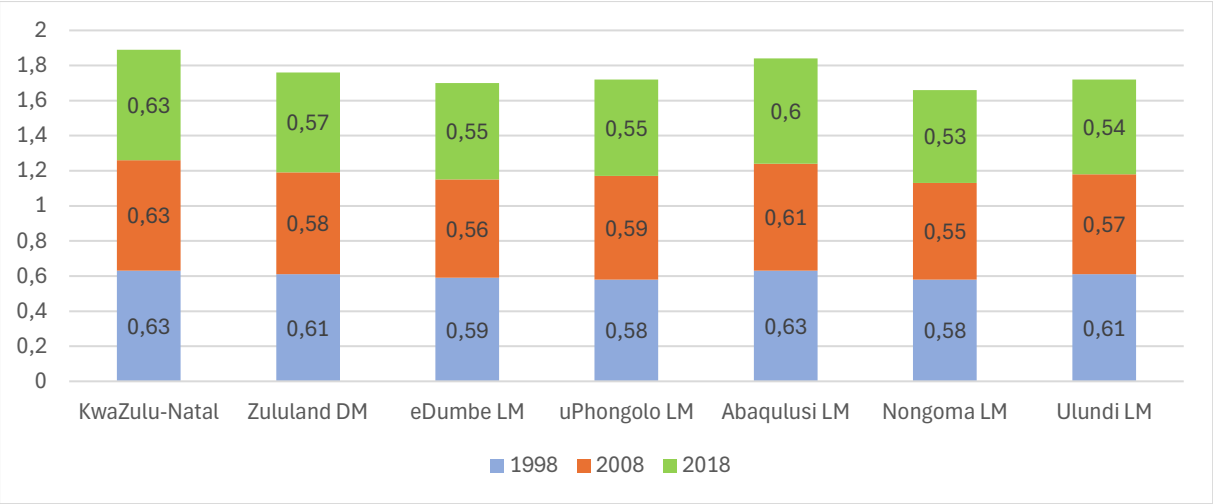
This is mainly because Zululand is largely rural and as such access to basic services, as well as job opportunities are somewhat lacking.

Regarding the local municipalities, eDumbe has the highest rate of people living under all three poverty lines (53.8 per cent under the FPL, 71.7 percent under the LPL, and 85.1 percent under the UPL). This can mainly be ascribed to the fact that the bulk of the population within this local municipality live in rural areas and lack basic services. Abaqulusi has the lowest number of persons living below the FPL (46.3 percent), LPL (63.5 percent) and UPL (77.5 percent), mainly since the main economic hub (Vryheid) of Zululand is based within this local municipality.

3.6.2.2 Income Inequality

Income inequality is one of the triple challenges currently facing South Africa; these being high poverty, high inequality, and high unemployment. A conventional statistical measure used worldwide to explore the status quo in terms of income inequality is the Gini coefficient[5] which ranges from zero to one.

Figure 55: Gini Coefficient, 1998, 2008 And 2018



Source: IHS Markit, 2019

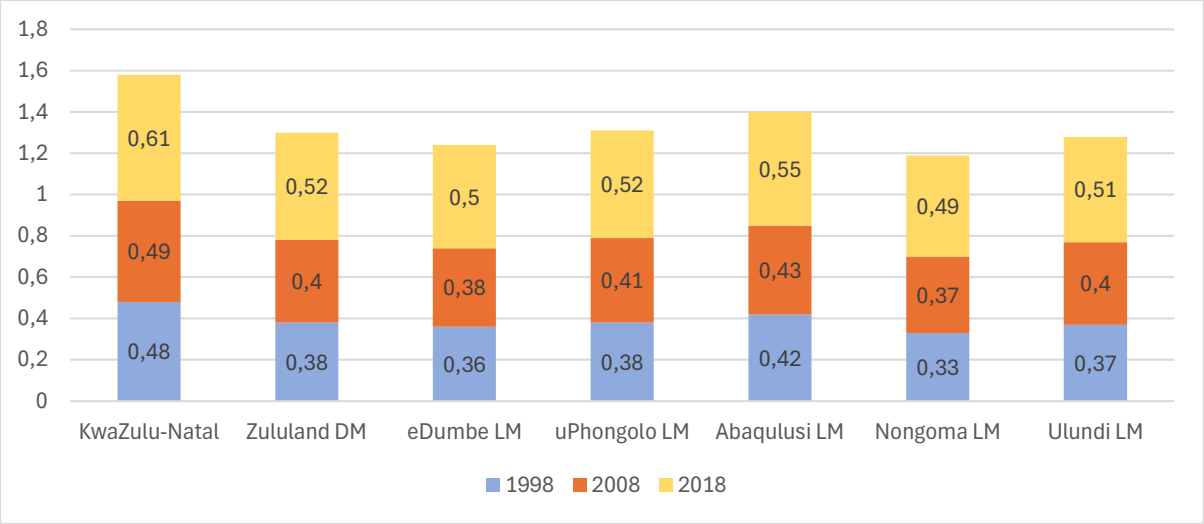
The figure above illustrates the Gini coefficients of KZN, Zululand and its local municipalities for the periods 1998, 2008 and 2018. The income inequality of the province remained stable 0.63 percent over all three years. Although income inequality decreased in Zululand from 0.61 in 1998 to 0.57 in 2018 it remains high. All the local municipalities showed a decline in inequality from 2008 to 2018, however, all hovered around the 0.55 percent mark, with Abaqulusi at 0.6 percent. This is disturbing, as it implies extremely high inequality, and is an indication that policies need to be put in place to reduce this challenge.

[5] The Gini coefficient measures the degree of inequality in the distribution of income among people living in a society. Given the interval of this statistic, a coefficient closer to zero indicates low inequality, and a coefficient closer to one indicates high inequality.

3.6.2.3 Human Development

In 2018, with an average Human Development Index[6] (HDI) of 0.52 (at the local municipality level), it is apparent from Figure 35 that the Zululand district inclines towards the medium. It stands at 0.54 below the provincial average of 0.61, indicating that the rate of human development in Zululand is progressing at a slower pace relative to KZN. At a local municipality level, Abaqulusi had the highest HDI at 0.55, whilst Nongoma had the lowest at 0.49.

Figure 56: HDI For The Province, The District, And Its Municipalities In 1998, 2008 And 2018



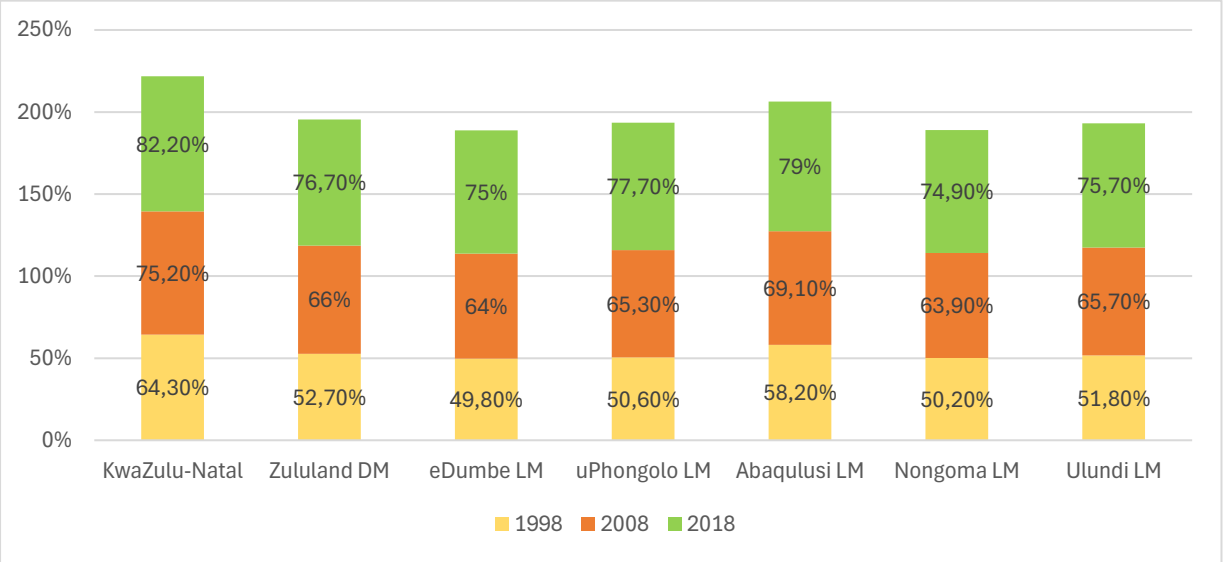
Source: IHS Markit, 2019

3.6.2.4 Literacy Rate

Literacy is defined as the ability to read and write with understanding, a short simple sentence about one's daily life. The literacy rate in KZN has increased substantially between the periods 1998 to 2018, from 64.3 per cent in the former year to 82.2 per cent in the latter. This reflects the outcomes of all strategic measures aimed at ensuring that people can read and write; this includes the elderly and the provision of support to disadvantaged communities in terms of school needs for children. The district and all local municipalities show a similar achievement. The figure below shows the literacy rate in KZN, Zululand and its local municipalities in 1998, 2008, and 2018.

[6] The Human Development Index (HDI) focuses on assessing and ranking the development of countries in achieving long and healthy lives, improving knowledge of its citizens and ensuring a better standard of living.

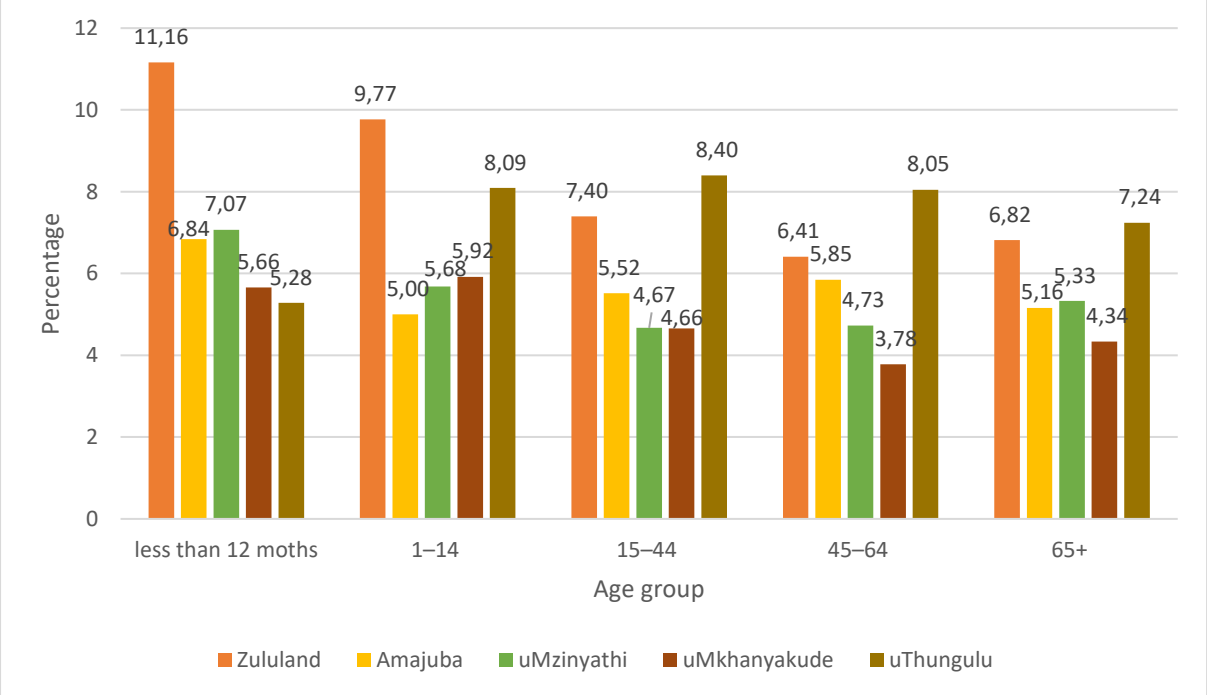
Figure 57: Literacy rate in KZN and Zululand, 1998, 2008 and 2018



Source: IHS Markit, 2019

3.6.2.5 Mortality Rate

Figure 58: No. of Deaths by Age & District



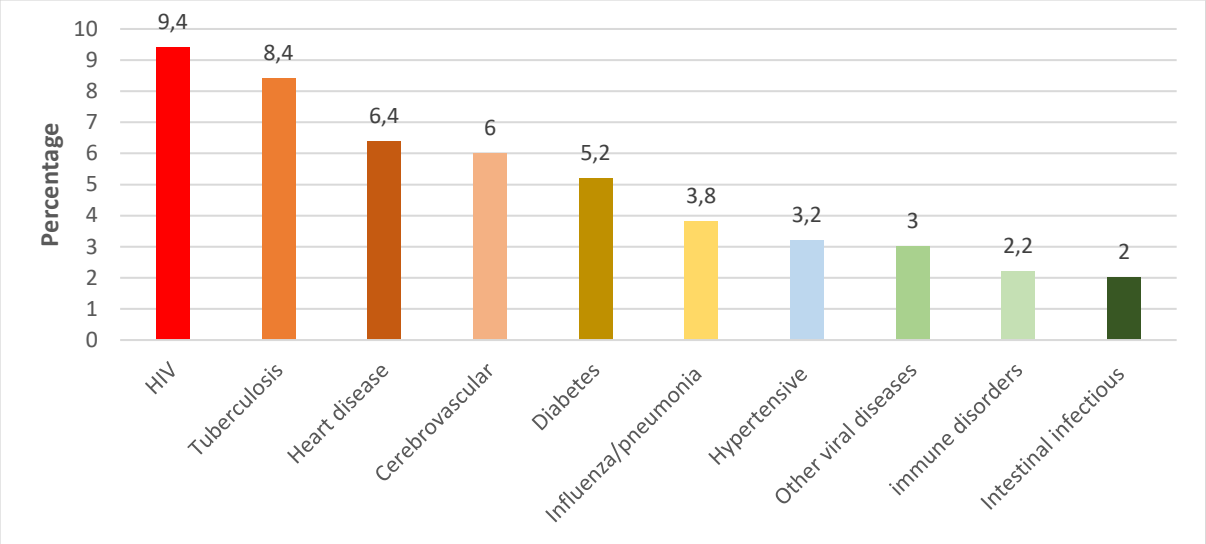
Source: StatSa, 2016

A presentation of deaths by age is depicted graphically on the figure above Zululand district has high levels of infant mortality (11,16 %) for those less than 12 months old compared with its neighbouring districts in the province. It also has a death rate in age group 1 to 14 years and fares second to uThungulu/King Cetshwayo in the age groups 15 to 44 years 45 to 64 years and those above 65 years of age. These statistics are of great concern as they reflect a situation where the health of the

population is under threat, and this tends to cut across other sectors with adverse impacts on the population in the district.

The Human immunodeficiency virus (HIV) was the leading cause of death in Zululand in 2016 making up 9,4 % of deaths in the district as shown on the figure below. Tuberculosis and heart disease followed HIV with 8,4 % and 6,4 % respectively. The scourge of HIV is a complex one in which ARVs have proved effective in lowering mortality but have not been effective in lowering infection, transmission and spread of the pandemic.

Figure 59: Ten Underlying Causes of Death in the Zululand District



Source: Stats SA, 2016

Social Development of the community sectors, namely women, senior citizens, men, people with disabilities, and children is the core priorities of Zululand District Municipality. One of the community development objectives in the District's IDP states that Zululand District Municipality is to initiate and implement social upliftment programmes/projects. Over and above the municipal projects and services rendered to ensure that communities of Zululand have an enabling and safe environment to live in, there are currently four major social programmes that the Department of Community Development is implementing to ensure that the quality of life in Zululand is improved.

3.6.2.6 Municipal Social Development Programmes

3.6.2.6.1 Vulnerable Groups

One of the social developments IDP Objectives of the ZDM is the social upliftment of communities in the ZDM. It entails the reduction of poverty by implementing community development projects. One of the indicators of this objective is the number of people participating in Capacity Building Programmes. Community Development is further embedded in many ways in the Community Services Department.

Zululand District Municipality has gone the extra mile to ensure that widows, orphans, and people living with disabilities are on the map and are fully recognized and involved in all social and economic development programmes by providing them with a platform and a budget to cater to their projects

and moreover, have their special celebration day known as widows, orphans, and disability day. Typical activities include the Women's Summit and Women's Day; Youth Summit; and Quality of Life Forum.

3.6.2.6.2 Development of Women

The aim of the Women's summit is to empower women citizens through developmental information dissemination by ZDM and other development external organs. This is a platform where women share information and enter dialogues on issues pertaining to their development. The topics for discussion cover business opportunities, self-help programmes/projects, and education on gender-based violence, women's health, HIV/AIDS and Local Economic Development (LED) initiatives, etc.

These summits have great effect in improving the quality of the lives of women of Zululand District Municipality. Women also do seize business opportunities availed through the municipal LED programmes to alleviate poverty.

3.6.2.6.3 Children's Programmes

Zululand district is rural and poor with high HIV/AIDS infection rate therefore most of the children in the district come from indigent homes some of which are child headed. The Honourable Mayor therefore initiated a Play and Party programme for children of Zululand whereby she brings together over 5 000 children from the 5 ZDM local municipalities and brings various playing equipment and set them in a sports field for children to truly experience being children and play. Each child is then given a year end (Christmas) gift in the form of toys. Thereafter children are treated to a party with entertainment and a feast with the Mayor.

3.6.2.6.4 Senior Citizens

There are programs for the Senior citizens whereby 6 000 of them together to meet with the council annually at an event to be addressed by the Mayor on issues pertaining to their general welfare and they are afforded an opportunity to also discussed their social issues as well. This meeting takes place in December. The mayor gives them gifts and has lunch with them.

There are also community LED ward projects which assist the communities to start self-help projects which may be block making, poultry farming, vegetable gardens, sewing, etc. This programme has proven to have a great impact on the lives of people of Zululand.

3.6.2.6.5 Widows and Orphans

The Council's concern about the welfare of widows and orphans prompted it to start a programme to assist widows to improve their lives through self-help projects. Zululand district municipality implements programmes which were designed and are targeting widows, orphans and people living with disabilities to ensure that their welfare and health is equal to that of their fellow citizens. These citizens are equally recognized and are involved in all social and economic development programmes by providing them with a platform and a budget to cater for their projects, and have their annual special days where they come together to share with the municipality and with themselves their

experiences of life and ideas. A Quality-of-Life Forum has been formed with representation from local Municipal forums of Gender, Disability, Elderly and Children.

3.6.2.6.6 Disability Programmes

Working with organizations such as CREATE has been beneficial to the Municipality; workshop programmes for Disability Forums of the Local Municipalities are periodically arranged for people living with disabilities to get exposed to their rights and opportunities relating to projects that they may start and opportunities for employment. On their special day, the municipality stages an event where the Council meets with them and assists with handing out wheelchairs and other equipment to make their lives easy.

3.6.2.6.7 Social Support and Indigent

Like many other Districts, most of the population in the Zululand District Municipality is indigent (approximately 80%) and that means a small revenue base. Therefore, a significant portion of the budget goes towards infrastructure development with very little revenue generated.

National Government Policy derives its standard for free basic water supply from that of the World Health Organisation (25l/p/p/day) which is regarded as sufficient to promote healthy living. The ZDM has an average household rate of 8 persons, meaning that the standard is equal to 6 kilolitres per household per month.

3.6.3 Nation Building and Social Cohesion

Sports Development is one of the community's activities that cut across racial, gender and culture. It promotes development, personal discipline, leadership, teamwork skills and entertainment through sporting activities. It also contributes to the development and empowerment of local communities and encourages interest of learning and gaining more skills. The Zululand District Municipality held a very successful and developmental Mayoral Cup Games. The Zululand District Municipality 56 km Marathon competition races from Nongoma (KwaGqikazi) to Ulundi (Ulundi Regional Stadium). Hundreds of runners from all over the country of South Africa as well as other African Countries took part in this event.

3.6.3.1 Sport Programmes

Sport programmes in ZDM are vibrant; there are annual games for the aged called Golden Games, an ultra-marathon, Mayoral Cup, and Indigenous Games, and ZDM participates in SALGA Games every year. These games have seen our people being selected to represent the province and national level and some proceeding to represent the country at the world games. The Mayor of ZDM initiated this race in 2005 for the communities of Zululand to be exposed to professional running to be able to run even in big international races. This Comrades Marathon qualifying marathon is organized in conjunction with KwaZulu-Natal athletics and runs between the towns of Nongoma and Ulundi. The 2015 race was in March this year celebrating 10 years of existence and running without fail since its inception. Male and female runners who came first won cars that were donated by local businesses. The marathon is instrumental in the social and economic development of the community of this

district because people win money prizes which they use to improve their lives and it boosts local businesses and provides local vendors with the opportunity to sell their goods and service.

3.6.4 Care and Support Programmes

3.6.4.1 Lovelife Programme

The partnership between ZDM and the Love Life Trust keeps growing. This partnership was lobbied by the Hon. Mayor with the intention of improving the quality of healthy lifestyles for young people in Zululand.

Youth is employed at the centre to implement the 'Make Your Move' campaign at schools which is the concept of educating young people to assist them to make informed decisions and to eradicate teenage pregnancy.

3.6.4.2 Aids Council

Zululand District Aids Council (DAC) was officially launched on the 14 December 2007. All Local Municipalities have been assisted to launch their functional Local AIDS Councils. ZDM HIV and AIDS Unit has also successfully established Ward Aids Committees (WAC), all 89 ZDM wards have their WAC established.

3.6.4.3 Youth Skills Development Programmes

Indonsa Arts & Craft Centre is based in Ulundi and it is one of best community art centres in the KZN province. It has grown from strength to strength helping young people to acquire skills in fashion design, music (instruments) and visual arts. The courses are of duration of six months. Admission is free. The courses are aimed to assist young people that complete matric but lack funds to further their studies at tertiary institutions and assist those that have academic qualifications but are unemployed so that their opportunities to get employed are improved.

Graduates are encouraged by being given starter packs on graduation day to start their own businesses; they are however encouraged to form cooperatives in order improve their chances of accessing better funding. Through the Centre an annual Art Festival/Competition called 'Umbele Wethu' is held in all the five municipalities under the Zululand District Municipalities and a big District final event in which the youth compete in all genres of music, dances, drama, and painting. They win money prizes to encourage them to advance their talents into careers. The music winners are assisted with free recording their music at the Indonsa Art Centre studio. Several musicians that were trained at Indonsa and those that were picked from Umbele Wethu have grown to become professional musicians.

Over the past year, the following was achieved:

- 168 have been trained in Visual Arts and graphic designing of which 13 are self-employed.
- School educators also register for training as well as those who run their own companies.
- 198 in Fashion Designing graduates,
- 63 in Music and instruments,

- 22 in Drama, 16 have been afforded a chance to perform overseas.
- +/-4550 school learners in one day training programme in visual arts.

3.6.5 Key Challenges

- Economic stagnation in the district economy.
- The district's economy contributes only 2.7% to KZN's GDP.
- High unemployment and poverty, with slow economic growth and the area's development potential not fully exploited.
- Business and commercial activity concentrated in existing towns, often far from most of the population, resulting in limited investment and job opportunities in rural areas.
- Limited capacity/skills within ZDM to plan and manage diverse LED initiatives.
- Tourism-sector constraints, include distance from major urban centres, poor road infrastructure access and quality, lack of marketing coordination, and inadequate funding.
- Red tape due to inefficient procedures and systems, which hinders an effective business environment.
- Lack of funds for Social Upliftment Initiatives
- High Unemployment, Low Wages and indigent population
- Shortage of Hospitals, clinics and police stations
- High HIV rate

3.6.6 SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Established commercial centres in each local municipality.	Very low contribution to provincial GDP.	High agricultural potential.	Technological advancement.
Established agricultural sector. Tourist destinations of national significance.	Concentration of the district economy in Ulundi and Vryheid. Lack of investment and job opportunities in rural areas.	Coal mining	Mechanisation of the agricultural sector.
Extensive timber plantations.	Dependence on community services.	Expansion and strengthening of the tourism sector (eco-tourism, cultural heritage, etc.).	Exposure to international markets and trade.
Maize and sugar cane processing.	Economic stagnation and slow GDP growth at district level.	Enhanced marketing and coordination to promote investment and tourism.	Diseases.
Availability of a Local Economic Development (LED) Strategy to guide development initiatives.	High unemployment and poverty levels, limiting economic participation.	Unlocking rural economic potential through decentralisation of	Geographic isolation (distance from major urban centres), limiting investment attraction.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		investment and job creation.	
Potential for SMME development and sector support programmes within municipal strategies.	Limited municipal capacity and skills to plan and manage LED programmes effectively.	Infrastructure improvements (roads, access, services) to support economic development.	Poor road infrastructure and accessibility, especially to tourism and rural areas.
Good access to schools.	Inefficient systems and red tape, affecting ease of doing business.	Large growing Population.	Persistent high unemployment and poverty, reducing consumer spending and growth.
Existing social facilities such as hospitals.	Income inequality.	Processing of various agricultural products.	Continued bureaucratic inefficiencies (red tape) discouraging business development.
	Low human development index.	Existing TVET Colleges.	
	High mortality (child) rate.	Satellite campus of one of the universities in the province.	
	Communities that access schools and clinics beyond a 5km radius.	Established economic centres.	

3.7 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

3.7.1 Capital Funding and Expenditure

3.7.1.1 Income

Zululand District Municipality's (ZDM) operating revenues grew from R 1 514 021 033 in 2023 to R 1 619 278 118 in 2025. The increase resulted from an increase in our revenue from non-exchange transactions (government grants and subsidies).

Revenue from government grants and subsidies has increased by R117 862 604 from R1 414 205 685 in 2024 to R1 532 068 289 in 2025.

Revenue from interest from investments has decreased from R15 458 240 in 23/24 to R 8 128 592 in 2425.

Total operating revenue indicates that the Municipality is more dependent on grant funding from National and Provincial Government. The figure below illustrates operating revenue over a period of three (3) years.

Table 98: Operating Revenue

Financial Year	2024-2025	2023-2024	2022-2023
Amount	R1 619 278 118	R1 514 021 033	R1 340 433 836

The table below indicates the conditional grants the ZDM received over the last three years.

Table 99: Conditional Grants over the past 3 Years

GRANT	2022/2023	2023/2024	2024/2025
EQUITABLE SHARE	586 390 977.00	631 671 000.00	670 187 000.00
FMG	1 200 000	1 200 000	1 200 000
EPWP	8 517 000	7 077 000	5 227 000
ART CENTRES SUBSIDIES(INDONSA)	1 911 000	1 911 000	955 500
LGSETA	478 000	1 693 864	723 600
AMAFA RESEARCH INSTITUTE	200 000	200 000	180 000
NATIONAL SKILLS FUND	59 613 288	100 633 987	42 036 585
AVIATION	500 000	2 000 000	0
ART COUNCIL SA	19 657	57 343	68 201
KWAMAJOMELA MAN CENTRE	1 641 817	0	0
MUNICIPAL DISASTER RELIEF GRANT			9 085 000.00
RURAL ROAD ASSET MNG SYS GRANT	2 529 000	2 969 000	1 857 000
MIG GRANT	259 530 000	256 512 000	262 939 000
RBIG GRANT	250 247 000	413 905 000	431 247 000
WSIG GRANT	95 000 000	95 000 000	155 434 000
TOTAL	**1 267 777 739**	**1 514 830 194**	**1 581 139 886**

3.7.1.2 Expenditure

The table below illustrates operating expenditure over a period of three (3) years.

Table 100: Operating Expenditure

Financial Year	2024-25	2023-24	2022-23
Amount	R 1 205 248 635	R 1 057 231 127	R 1 040 756 456

The increase is attributable to a combination of the salary increases year on year and the filling of vacancies during the current financial year. This type of expenditure contributes 28% to the current total expenditure. Employees and councillors' remuneration costs have increased by 11% during the current financial year whilst the increase was 10% in 2024.

The table below analyses trends in capital grant funding.

Table 101: Capital grant funding over a 3-year period

GRANT			2022-23			2023-24			2024-2025
	BUDGET	RECEIPTS	EXPENDITURE	BUDGET	RECEIPTS	EXPENDITURE	BUDGET	RECEIPTS	EXPENDITURE
MIG	259 530 000	259 530 000	259 530 000	256 512 000	256 512 000	256 512 000	262 939 000	262 939 000	262 939 000
RBIG	250 247 000	250 247 000	250 247 000	413 905 000	413 905 000	413 905 000	431 247 000	431 247 000	431 247 000
WSIG	95 000 000	95 000 000	95 000 000	95 000 000	95 000 000	95 000 000	155 434 000	155 434 000	155 434 000
RRAMS	2 529 000	2 529 000	2 529 000	2 969 000	2 969 000	2 969 000	1 857 000	1 857 000	1 857 000
TOTAL	1 209 522 634	1 209 522 634	1 209 718 555	1 414 138 864	1 414 138 864	1 414 196 207	1 540 058 801	1 539 103 301	1 531 392 617

3.7.1.2.1 Roll-over Grants

The rollover in 2024-2025 is R9 219 279.

3.7.1.2.2 Investment Register

Immediately after receipt of the grant, the available cash that will not be used to disburse payments is invested in a separate account to ring-fence that specific grant.

The table below illustrates the investment register of the municipality for April 2025/2026.

Table 102: DC 26 Investment Register April 2025/2026

INVESTMENT REGISTER APRIL 25/26														
	5		6	7	8	9	10	11	12	13	14	15	16	
	Institution where a/c is held		Period	Interest	Investment	Amount	Interest	INTEREST		JNL if	Withdrawal	Receipt	Accumulated	BALANCE
	and Maturity date		(days)	Rate	Account Number	Invested	(days)	ACCRUED	Received	capitalised	Amount	No.	Interest	
ACCOUNT NO	**INVESTMENT MOVEMENTS**	**VOTE NUMBER**												
93781345 28	ABSA INVESTMENT TRACKER 01/07/2025	15055053120ZZZZZZZ11		7,70%		9 000 000,00								9 000 000,00
93781345 28	INTEREST WITHDRAWAL 01/08/2025	15055053130ZZZZZZZ11									-9 000 000,00			- 9 000 000,00
93781345 28	INTEREST WITHDRAWAL 28/11/2025	15055053140ZZZZZZZ11							800 684,09					
93781345 28	ABSA INVESTMENT TRACKER 07/11/2025	15055053120ZZZZZZZ11				80 000 000,00								80 000 000,00
93781345 28	WITHDRAWAL 07/11/2025	15055053130ZZZZZZZ11									-80 000 000,00			-80 000 000,00
ACCOUNT NO	**INVESTMENT MOVEMENTS**	**VOTE NUMBER**												
93733727 71	ABSA INVESTMENT TRACKER 14/07/2025	15055053120ZZZZZZZ11		7,70%		98 000 000,00								98 000 000,00
93733727 71	TRANSFER TO INVESTMENT TRACKER (30/09/2025)	15055053120ZZZZZZZ11		7,70%		50 000 000,00								50 000 000,00

INVESTMENT REGISTER APRIL 25/26														
	5		6	7	8	9	10	11	12	13	14	15	16	
	Institution where a/c is held		Period	Interest	Investment	Amount	Interest	INTEREST		JNL if	Withdrawal	Receipt	Accumulated	BALANCE
	and Maturity date		(days)	Rate	Account Number	Invested	(days)	ACCRUED	Received	capitalised	Amount	No.	Interest	
937337271	WITHDRAWAL 09/10/2025	150550531302ZZZZZZZ11									- 60 000 000,00			-60 000 000,00
937337271	WITHDRAWAL 10/10/2025	150550531302ZZZZZZZ11									- 50 000 000,00			- 50 000 000,00
937337271	WITHDRAWAL 23/10/2025	150550531302ZZZZZZZ11									- 20 000 000,00			- 20 000 000,00
														18 000 000,00
937337271	**ABSA INVESTMENT TRACKER 07/11/2025**	**150550531202ZZZZZZZ11**				**60 000 000,00**								**60 000 000,00**
937337271	WITHDRAWAL 10/11/2025	150550531302ZZZZZZZ11									- 5 000 000,00			- 5 000 000,00
937337271	WITHDRAWAL 10/11/2025	150550531302ZZZZZZZ11									- 10 000 000,00			- 10 000 000,00
937337271	WITHDRAWAL 17/11/2025	150550531302ZZZZZZZ11									- 20 000 000,00			- 20 000 000,00
937337271	WITHDRAWAL 24/11/2025	150550531302ZZZZZZZ11									- 35 000 000,00			- 35 000 000,00
937337271	WITHDRAWAL 28/11/2025	150550531302ZZZZZZZ11									- 2 000 000,00			- 2 000 000,00
937337271	WITHDRAWAL 01/12/2025	150550531302ZZZZZZZ11									- 2 000 000,00			- 2 000 000,00
														4 000 000,00
937337271	**NEW INVESTMENT TRANSFER 05/12/2025**	**150550531302ZZZZZZZ11**				**66 000 000,00**								**66 000 000,00**
937337271	WITHDRAWAL 07/01/2026	150550531302ZZZZZZZ11									- 40 000 000,00			- 40 000 000,00

INVESTMENT REGISTER APRIL 25/26														
	5		6	7	8	9	10	11	12	13	14	15	16	
	Institution where a/c is held		Period	Interest	Investment	Amount	Interest	INTEREST		JNL if	Withdrawal	Receipt	Accumulated	BALANCE
	and Maturity date		(days)	Rate	Account Number	Invested	(days)	ACCRUED	Received	capitalised	Amount	No.	Interest	
937337271	WITHDRAWAL 08/01/2026	15055053130ZZZZZZZ11									- 20 000 000,00			- 20 000 000,00
937337271	WITHDRAWAL 12/01/2026	15055053130ZZZZZZZ11									- 4 000 000,00			- 4 000 000,00
937337271	WITHDRAWAL 16/01/2026	15055053130ZZZZZZZ11									- 4 000 000,00			- 4 000 000,00
937337271	WITHDRAWAL 29/01/2027	15055053130ZZZZZZZ11							500 000,00		- 2 000 000,00			- 2 000 000,00
ACCOUNT NO	**INVESTMENT MOVEMENTS**	**VOTE NUMBER**												
940017591 9	ABSA INVESTMENT TRACKER 25/07/2025	15055053120ZZZZZZZ11		7,70%		40 000 000,00								40 000 000,00
940017591 9	INTEREST WITHDRAWAL 01/08/2025	15055053140ZZZZZZZ11							16876,71					
940017591 9	INTEREST WITHDRAWAL 03/12/2025	15055053140ZZZZZZZ11									-30000000			-30000000
940017591 9	WITHDRAWAL 30/01/2026	15055053130ZZZZZZZ11									-10000000			-10000000
ACCOUNT N0	**STD BANK INVESTMENT**													
348465874-031	STD BANK FIXED DEP 19/12/2025-19/01/2025	15055053420ZZZZZZZ11				30 000 000,00								30 000 000,00

INVESTMENT REGISTER APRIL 25/26														
	5		6	7	8	9	10	11	12	13	14	15	16	
	Institution where a/c is held		Period	Interest	Investment	Amount	Interest	INTEREST		JNL if	Withdrawal	Receipt	Accumulated	BALANCE
	and Maturity date		(days)	Rate	Account Number	Invested	(days)	ACCRUED	Received	capitalised	Amount	No.	Interest	
348465874-031	WITHDRAWAL 19/01/2026	150550531302ZZZZZZZ11							187273,97		-30000000			- 30 000 000,00
348465874-032	**STD BANK FIXED DEP 19/12/2025-19/02/2026**	**150550534202ZZZZZZZ11**				**30 000 000,00**								**30 000 000,00**
	WITHDRAWAL 19/02/2026	150550531302ZZZZZZZ11									-30000000			- 30 000 000,00
	INTEREST RECEIVED 19/02/2026	150550531402ZZZZZZZ11							375821,92					
ACCOUNT NO	**INVESTMENT MOVEMENTS**													
937337271	ABSA INVESTMENT TRACKER 19/02/2026	150550531202ZZZZZZZ11				28 000 000,00								28 000 000,00
937337271	WITHDRAWAL TRANSFER 20/02/2026	150550531302ZZZZZZZ11									-5000000			- 5 000 000,00
937337271	WITHDRAWAL TRANSFER 24/02/2026	150550531302ZZZZZZZ11									-15000000			- 15 000 000,00
937337271	TRANSFER NEW INVESTMENT /DEP 06/03/2026	150550531202ZZZZZZZ11				50 000 000,00								50 000 000,00
937337271	TRANSFER NEW	150550531202ZZZZZZZ11				30 000 000,00								30 000 000,00

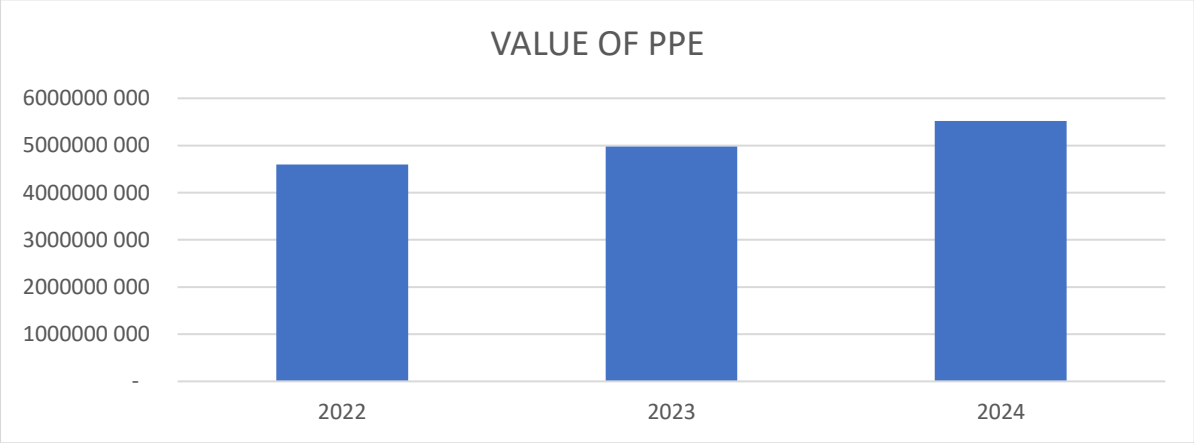
INVESTMENT REGISTER APRIL 25/26														
	5		6	7	8	9	10	11	12	13	14	15	16	
	Institution where a/c is held		Period	Interest	Investment	Amount	Interest	INTEREST		JNL if	Withdrawal	Receipt	Accumulated	BALANCE
	and Maturity date		(days)	Rate	Account Number	Invested	(days)	ACCRUED	Received	capitalised	Amount	No.	Interest	
	INVESTMENT /DEP 12/03/2026													
9373372771	TRANSFER NEW INVESTMENT /DEP 13/03/2026	150550531 20ZZZZZZZ11				20 000 000,00								20 000 000,00
9373372771	TRANSFER NEW INVESTMENT /DEP 27/03/2026	150550531 20ZZZZZZZ11				24 000 000,00								24 000 000,00
9373372771	TRANSFER NEW INVESTMENT /DEP 20/03/2027	150550531 20ZZZZZZZ11				20 000 000,00								20 000 000,00
9373372771	WITHDRAWAL TRANSFER 31/03/2026	150550531 30ZZZZZZZ11									-120000000			- 120 000 000,00
9373372771														32 000 000,00
9373372771	WITHDRAWAL TRANSFER 02/04/2026	150550531 30ZZZZZZZ11									-10000000			- 10 000 000,00
9373372771	WITHDRAWAL TRANSFER 09/04/2026	150550531 30ZZZZZZZ11									-2500000			- 2 500 000,00
9373372771	WITHDRAWAL TRANSFER 17/04/2026	150550531 30ZZZZZZZ11									-4000000			- 4 000 000,00

INVESTMENT REGISTER APRIL 25/26														
	5		6	7	8	9	10	11	12	13	14	15	16	
	Institution where a/c is held		Period	Interest	Investment	Amount	Interest	INTEREST		JNL if	Withdrawal	Receipt	Accumulated	BALANCE
	and Maturity date		(days)	Rate	Account Number	Invested	(days)	ACCRUED	Received	capitalised	Amount	No.	Interest	
														15 500 000,00
ACCOUNT NO	**INVESTMENT MOVEMENTS**													
9400175919	ABSA INVESTMENT TRACKER 13/03/2026	15055053120ZZZZZZZZ11				90 000 000,00								90 000 000,00
9400175919	WITHDRAWAL 24/04/2026	15055053130ZZZZZZZZ11									-35000000			- 35 000 000,00
														55 000 000,00
						725 000 000,00			**1 880 656,69**		**-654 500 000,00**			**70 500 000,00**

3.7.2 Repairs and Maintenance

According to the 2023/2024 Zululand District Municipality Annual Financial Statement, the value of Property, Plant and Equipment can be classified as follows:

Figure 60: Value of Property, Plant and Equipment



The graph demonstrates that property plant and equipment increased by R380 197 253,86 between the 2021/2022 and 2023-2024 financial years. This is a testament to the pace of the rollout of water and sanitation infrastructure in the municipality.

Maintenance of this infrastructure is paramount to achieving a consistent and good level of service to communities. To this effect, the following annual investments have been made toward the maintenance of the infrastructure.

Table 103: Repairs and Maintenance Budgeted vs Actual

Item	2022/2023	2023/2024	2024/2025
Repairs & Maintenance Budgeted	R71 197 162.00	R73 043 882.00	R117 514 644.00
Repairs & Maintenance Actual	R124 092 777.00	R 162 527 007.00	R177 923 055.00

From the table above, it is evident that the level of investment has been fluctuating during the budget planning process. However, over the past 2 financial years, the ever-changing dynamic of service delivery demand necessitated that the budget adjustments make provision for an increase in the budget spent to ensure the level of service to communities is maintained.

The municipality has a high asset book value. The current financial position does not allow the municipality to afford to allocate the standard/norm of 8% regulated towards operations and maintenance. The table below points to the difficulty for the municipality to afford the 8% allocation norm at the moment.

Table 104: Grant Dependency Analysis

	FORMULA	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Grant dependency;	Own funded Capital Expenditure (Internally generated funds + Borrowings) to Total Capital Expenditure	3%	2%	11%	1%	1%
	Own funded Capital Expenditure (Internally Generated Funds) to Total Capital Expenditure	3%	2%	0%	1%	0%
	Own Source Revenue to Total Operating Revenue(Including Agency Revenue)	9%	5%	10%	5%	4%
collection rate and capacity	(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/Billed Revenue x 100	64%	58%	65%	48%	60%
Capital expenditure to total expenditure	Total Capital Expenditure / Total Expenditure (Total Operating expenditure + Capital expenditure) x 100	35%	41%	52%	39%	48%

With 8% of R6 billion being R 488.7 million and the Municipality having a budget of only R 1.7 billion, it is evident that it is not practical at the moment to meet the norm, knowing the current financial position.

The following measures are being taken to mitigate this impact:

- Appointment of qualified and adequately skilled employees has been prioritised to reduce the burden of paying contractors
- Municipality is utilising a percentage of the MIG allocation towards repairs and maintenance of infrastructure.
- The maintenance plan has been established and the methodology for how the maintenance will be implemented and budgeted.
- The municipality's infrastructure is ageing, and more attention is required; the municipality will try to at least provide for high-risk assets that need immediate attention.

3.7.3 Supply Chain Management

The Municipality has developed and adopted a Supply Chain Management (SCM) Policy in compliance with the Municipal Finance Management Act, 2003 (Act No. 56 of 2003), the Municipal Supply Chain Management Regulations, and other applicable National Treasury guidelines and circulars. The SCM Policy gives effect to Section 217 of the Constitution of the Republic of South Africa, which requires that procurement systems be fair, equitable, transparent, competitive, and cost-effective.

The SCM Policy is reviewed annually to ensure alignment with legislative amendments, National Treasury instructions, Municipal SCM Regulations, Preferential Procurement Regulations, and evolving municipal operational requirements. All amendments to the SCM Policy are submitted to Council for approval.

The Municipality continues to implement procurement processes aimed at supporting service delivery objectives, infrastructure development, economic transformation, and sound financial governance. SCM processes further promote participation by historically disadvantaged individuals and local

economic development in line with applicable preferential procurement legislation and specific goals adopted by Council.

3.7.3.1 Procurement and Service Delivery Targets

The Supply Chain Management Unit supports the implementation of the Municipality's service delivery programmes through the procurement of goods, services, and infrastructure-related projects. Procurement planning is aligned with the approved budget, Service Delivery and Budget Implementation Plan (SDBIP), Annual Procurement Plan (APP), and Integrated Development Plan (IDP).

The Municipality continuously monitors procurement performance to improve turnaround times, contract management, and compliance with legislative requirements. Performance reporting is undertaken through monthly, quarterly, and annual reporting mechanisms.

The SCM Unit further facilitates:

- Demand Management and Procurement Planning;
- Acquisition Management;
- Contract and Supplier Performance Management;
- Logistics and Disposal Management; and
- Compliance Monitoring and Reporting.

3.7.3.2 Institutional Capacity (SCM)

The SCM Unit is centralised within the Budget and Treasury Office and reports directly to the Chief Financial Officer in compliance with Regulation 7(1) of the Municipal Supply Chain Management Regulations.

The current SCM structure consists of:

- SCM Manager;
- Senior SCM Practitioner;
- Procurement Officers; and
- SCM Administrative Support Personnel.

The Municipality continues to strengthen internal controls, segregation of duties, compliance monitoring, and governance processes within the SCM environment.

3.7.3.3 Bid Committees and Procurement

The Municipality has established Bid Specification, Bid Evaluation, and Bid Adjudication Committees in accordance with the Municipal Supply Chain Management Regulations and the approved SCM Policy.

These committees ensure that procurement processes are conducted in a fair, transparent, competitive, and cost-effective manner. Bid committees are appointed by the Accounting Officer and operate within approved terms of reference and delegated authority.

The SCM Unit coordinates the functioning of bid committees and facilitates the evaluation and adjudication of quotations and competitive bids within prescribed turnaround times.

3.7.3.4 Procurement Planning and Contract Management

The Municipality developed and approved the 2026/2027 Annual Procurement Plan in line with the approved budget and departmental procurement requirements. The implementation of the Procurement Plan is monitored continuously to improve procurement efficiency, expenditure management, and service delivery performance.

Contract management and supplier performance monitoring are undertaken throughout the duration of contracts to ensure compliance with contractual obligations, delivery timelines, and quality standards.

Quarterly SCM reports are submitted to Management and relevant oversight structures to support governance, accountability, and continuous improvement within the procurement environment.

The 2026/2027 Procurement Plan is an annexure to this document.

Bid spec Committee

- Mr SI Buthelezi
- Mr S Gule
- Mr L Ndwandwe
- Ms SN Shelembe
- Mr NS Mlambo

Bid Evaluation Committee

- MR S Kheswa
- MR T Buthelezi
- MR R Gumede
- MIS N Zungu
- MR S Funeka

Bid Adjudication Committee

- Mis S Msibi Chairperson
- Mr TS Zulu
- Mr TG Soko
- Mrs M Buthelezi
- Mr T Jele
- Mrs T Ntombela

3.7.4 Indigent Management

3.7.4.1 Indigent Policy/Register

The indigent policy and register are attached as an annexure. The objective of the Indigent Policy is to ensure that poor and vulnerable households have access to basic municipal services in a fair, transparent and financially sustainable manner. The policy seeks to ensure equitable use of the equitable share, prevent fraud, strengthen accountability, support proper indigent management, promote sustainable service delivery through appropriate tariffs and cross-subsidisation, and establish a clear framework for identifying, managing and exiting indigent households, while enhancing cooperative governance and municipal capacity.

3.7.4.2 Indigent Relief and Social Package

In terms of the Municipality's Indigent Policy, indigent relief is provided through a free basic services/social package aimed at ensuring that qualifying poor and vulnerable households maintain access to basic municipal services in a sustainable and equitable manner. On approval of an indigent application, the Municipality provides support that includes basic municipal services (water and sanitation), with a minimum free basic water allocation of 6kl per household per month, and sanitation relief that includes a 100% rebate on the monthly sanitation charge where applicable. In addition, the policy provides for a once-off credit equivalent to the outstanding balance on the dwelling at the date of approval, and allows certain administration-related costs (such as restriction costs and approved leak-related interventions) to be recovered from the indigent support allocation, subject to applicable requirements. Where there is no infrastructure, the policy further provides for alternative water supply interventions (e.g., water tanks) to support indigent households in rural areas.

3.7.4.3 Improvements and Strengthening of Indigent Relief Administration

To improve the effectiveness, integrity and sustainability of indigent relief, the Municipality continues to strengthen the administration of indigent management through improved verification, monitoring and regular register maintenance. The Indigent Policy provides for screening and verification processes, including the use of external verification mechanisms (such as TransUnion or an approved agent) and the recording of verification outcomes in the indigent register, with applicants informed in writing of the outcome and the period of validity of the assistance. The policy further confirms that indigent relief is granted for a period not extending beyond the financial year and must be renewed annually, with random verifications permitted to confirm continued eligibility. In addition, the Municipality has established governance measures for improved monitoring and evaluation, including an Indigent Policy Implementation, Management and Evaluation Committee that meets and reports quarterly, conducts audits of the indigent register, manages appeals, and reviews stakeholder inputs for the annual review of the policy. These measures strengthen accountability, reduce the risk of fraud, and support continual improvement in the indigent relief programme.

3.7.4.4 Budget for Free Basic Services

Most of the population in the Zululand District Municipality is indigent (approximately 53%-poverty/indigence estimate) and that means a small revenue base. National Government Policy derives its standard for free basic water supply from that of the World Health Organisation (25l/p/p/day) which is regarded as sufficient to promote healthy living. The ZDM has an average household rate of 8 persons, meaning that the standard is equal to 6 kilolitres per household per month.

All households in ZDM receive 6 kilolitres of free water. The Municipality budgeted a provision of R3million for free basic water to those declared as indigent households.

3.7.4.5 Developing an Indigent Register

The Municipality is in the process of compiling an indigent register for 2026/2027 FY. Developing an indigent register has advantages and disadvantages.

While the advantages are obvious, the municipality has grappled with the disadvantages. Administering an indigent management system asks poor households to present themselves to the Municipality as poor. This is often regarded as undignified, and it results in a situation where many potential beneficiaries prefer not to come forward. Another disadvantage is that 'means testing' is extremely onerous administratively. The system is expensive to run. It is time-consuming. It is open to fraud. It also requires that the Municipality can check whether the applicants' statement of income is correct or not and keep this information continuously updated. The indigent register, while quite effective is prohibitively expensive to run, especially considering the current financial position of the municipality. Combining the indigent registers of local municipalities has also been found to be challenging because it is under-inclusive. The services provided by a district (water) and those of the municipality vary in terms of coverage and level of service and are not always accurate for water services. These discrepancies have also been raised during audits. The municipality will continue using this system until it completes its own.

A two-year comparative analysis of the indigent registers shows a significant increase in approved indigent households, rising from 67 households in 2024/25 to 100 households recorded in 2025/26 (refer to Indigent Register annexures). This increase indicates accelerating indigent dependency driven by persistent unemployment and growing pensioner vulnerability, compounded by the upward adjustment of the income eligibility threshold from R3 500 to R4 500. Although the registers do not quantify the Rand value of subsidies, the growth in indigent households clearly implies increased pressure on municipal finances.

3.7.5 Revenue Management

The total revenue for ZDM was R1 619 278 118 for the 2024/2025 financial year. The source of revenue is locally generated revenue/income from residents paying for water and electricity, rates, licenses and fines, and from interest and investments.

Chapter 2 section 4C(ii) of the Municipal Systems Act allows a municipality to impose surcharges on fees, rates on property and, to the extent authorised by national legislation, other taxes, levies and duties.

As a result, the municipality collects revenue for the provision of water and sanitation services to its consumers as per revenue performance as follows:

Table 105: Revenue collection performance by vote

Vote Description	2023/24	Current budget 2024/2025			Variences	
R thousand	Audited Outcome	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
Revenue by Vote						
Vote 01 - Council	-	-	-			
Vote 02 - Corporate Services	105 558 737.92	89 962 484	43 496 414	1 279 357	- 88 683 127	- 42 217 057
Vote 03 - Finance	655 775 704.14	680 029 540	680 755 457	682 608 840	2 579 300	1 853 383
Vote 04 - Community Development	2 285 425.46	3 215 379	11 558 679	2 873 555	- 341 824	- 8 685 124
Vote 05 - Planning & Wsa	775 605 615.71	581 490 000	856 704 000	856 704 000	275 214 000	-
Vote 06 - Technical Services	-	-	-		-	-
Vote 07 - Water Purification	-	-	-		-	-
Vote 08 - Water Distribution	59 562 120.84	69 060 988	62 083 904	56 065 921	- 12 995 067	- 6 017 983
Vote 09 - Waste Water	16 380 488.72	18 106 402	17 965 036	18 312 447	206 045	347 411
Total Revenue by Vote	**1 615 168 092.79**	**1 441 864 793**	**1 672 563 490**	**1 617 844 119**	**175 979 326**	**- 54 719 371**

Variances are calculated by dividing the difference between the actual and original/adjustments budget by the actual.

Table 106: Total revenue

Description	2023/24	Current budget 2024/2025			Variences	
R thousand	Audited Outcom	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
Revenue						
Exchange Revenue						
Service charges - Water	58 876 864.73	68 294 245.00	61 317 161.00	55 414 085	- 12 880 160.00	- 5 903 076.00
Service charges - Waste Water Management	16 024 006.19	17 732 004.00	17 732 004.00	18 129 405	397 401.00	397 401.00
Sale of Goods and Rendering of Service	760 200.90	578 301.00	230 419.00	627 005	48 704.00	396 586.00
Interest earned from Receivables	691 100.13	822 778.00	822 778.00	745 747	- 77 031.00	- 77 031.00
Interest earned from Current and Non Current Assets	15 458 239.94	7 500 000.00	7 500 000.00	8 128 592	628 592.00	628 592.00
Rental from Fixed Assets	558 834.40	503 998.00	503 998.00	462 924	- 41 074.00	- 41 074.00
Licence and permits	106 560.86	176 276.00	282 678.99	276 956	100 680.00	- 5 722.99
Operational Revenue	593 899.62	565 265.00	1 288 245.00	1 542 178	976 913.00	253 933.00
Non-Exchange Revenue					-	-
Fines, penalties and forfeits	875 060.74	1 466 871.00	580 220.99	448 937	- 1 017 934.00	- 131 283.99
Licences or permits					-	-
Transfer and subsidies - Operational	746 444 194.02	768 030 055.00	730 905 985.00	680 582 791	- 87 447 264.00	- 50 323 194.00
Interest	-	-			-	-
Fuel Levy					-	-
Operational Revenue	-	-			-	-
Gains on disposal of Assets	679 653.16	-			-	-
Other Gains	5 704 000.00	-		1 706 000	1 706 000.00	1 706 000.00
Discontinued Operations					-	-
Total Revenue (excluding capital transfers and contributions)	**846 772 614.69**	**865 669 793.00**	**821 163 489.98**	**768 064 620.00**	**- 97 605 173.00**	**- 53 098 869.98**

Revenue according to the audited financial statements.

Table 107: Billed revenue

Financial Year	Amount
2020-21	R57 987 694,46
2021-22	R58 636 044,32
2022-23	R54 000 979,00

Financial Year	Amount
2023-24	R74 900 871.00
2024-25	R85 308 099.13[N

Table 108: Collected revenue

Financial Year	% Collected
2021-22	61,00%
2022-23	58%
2022-23	48%
2024-25	57%

Collections on current debtors for the 2024/2025 financial year was 57%. Collections on current and aged debtors (total debt) stand at R273 683 248.77.

3.7.5.1 Revenue Enhancement Strategies

The Municipality has adopted a Revenue Enhancement Strategy, which is an annexure to the document.

Section 229(1) of the Constitution states that, subject to subsections (2), (3) and (4), a municipality may impose rates on property and surcharges on fees for services provided by or on behalf of the municipality.

The debt recovery for Zululand District Municipality should be prioritised. The following has been considered:

- Zululand District Municipality has appointed a debt collector whose payments are commission-based. The advantage of this option is that this will not incur additional staff costs, and the Debt Collectors are paid from the recovered debt income. This also eliminates the high costs associated with the use of legal attorneys to recover debt.
- Debt Factoring – at a later stage, the municipality can also consider debt factoring, whereby debt is sold at a discount to third parties who would then own the debt and initiate recovery effort. This can only be an option if the above option does not materialize.

The municipality ensures that staff adhere to the following proposal:

- An effective billing and cash receipt system is always used and there are no deviations on billing and cash receipt systems.
- Credit control and debt collection policies are strictly adhered to.
- Accurate meter readings and the readings are verified by senior personnel afterwards.
- Introduce a facility that allows debtors to enter into arrangements to pay, this is to be extended to business clients as well due to so many factors such as Covid-19 that have distracted their operations.
- A good Debt Management Strategy has been put in place. This strategy includes an emphasis on the monitoring of the Top 100 debtors (based on 80-20 principle).
- The pursuance of government debt with possible intervention by Provincial Structures and National Treasury.

- Enhance service delivery provision to encourage payment.

3.7.5.1.1 Meter Readers

It should be noted that Meter readers are a critical component of the billing chain. Their failure to read meters correctly and timely affects the entire billing chain. Therefore, meter readers operations need to be monitored, and they need to be consistently evaluated on their performance.

3.7.5.1.2 Tariffs

Expenditure and tariff reviews need to be in line with inflation and be realistic in terms of providing a reasonable level of service. Tariffs must be cost reflective meaning the cost charge should cater for all costs involved during the means to supply water.

3.7.5.1.3 Indigent Policy

- The approval process of indigent applications is made shorter within a three-month period. Proper indigent registration assists in reducing the debt book which is growing by the day and is likely to be difficult to recover due to high levels of indigence.
- The implementation of the policy criteria requires closer scrutiny to ensure that only eligible consumers benefit from this policy. This also includes all policies guiding the verification process.
- The challenges and financial implications associated with the management of indigent debtors should be streamlined.
- The indigent register is recompiled in accordance with the classifications in the indigent policy.
- As a priority the indigent registration process is reopened with a clear framework and evaluation criteria to ensure only qualifying debtors are subsidized and are subsidized in a correct manner.

It is imperative that the indigent register only reflects people who really qualify. In this regard, a cost-effective way would be to subject all the indigent debtors on the register to a credit check through an agency or credit bureau where their financial ratings and credit profiles can be determined. This credit check provides valuable information on employment details, credit records and ratings, postal addresses, contact details. It is also imperative that all applications will only be valid for the current financial year therefore consumers renew their registration on an annual basis.

The registration process for Zululand District Municipality is done in two ways, namely:

- Requesting consumers to complete an application form and submit it to the municipality; or
- Conduct house-to-house research where more than just indigent information is meter details, and more can be collected. This option is more expensive but in the long term it provides valuable information, which makes it worthwhile.

3.7.5.1.4 Bad Debt Policy

The distinction between irrevocable debt and neglected debt must be made in greater detail. The credibility of the data of debtors and the management thereof is an important area of implementation of this policy. If not managed properly it could result in negligent debt being categorized as irrevocable debt.

3.7.5.1.5 Enhancement Of the Debt Collection Unit

The municipality currently has a dedicated debt collection unit or Credit Control Unit. Staff members focus on all debts. The main aim of these section staff members is to dedicate their time and energy only on the allocated accounts, build the necessary relations with the respective debtors and ensure that the debts are recovered in the shortest possible time. A debt collector called Amanquhe Data Doctors was appointed in 2021/2022 financial year to assist the municipality in collecting from its debtors. The appointment is for a period of three years (36 months terms).

3.7.5.1.6 Flat Rate

The council resolved that Rural households that have unmetered tap water inside dwelling should pay a flat rate of R50 for water usage per month while the municipality is trying to source funding to install meters. During the budget community participation, the Zululand community agreed to the flat rate fee of R50 per month. According to WSDP, Zululand has about 75 thousand households with unmetered taps. Some receive water on interval basis, and some receive water throughout the month. The Municipality has started the process of billing R50 on households that receive water throughout the month.

3.7.6 Debt Category

3.7.6.1 Debtors Age Analysis

The debtors' age analysis is reflected in the table below.

Category	2020-21	2021-22	2022-23	2023-24	2024-25
Residences	R9 412 258,00	R9 530 741,00	22 215 334	R189 676 960	R207 730 358
Businesses	R10 588 141,00	R15 305 068,00	2 255 235	R17 207 436	R17 623 308
Government	R17 797 666,00	R7 862 253,00	16 455 998	R26 685 496	R34 206 426

3.7.6.2 Write-Offs

The write-offs over the past 3 years.

Financial Year	Amount
20-21	R5.300,000.00
21-22	R0.00
22-23	R 2 191 696
23-24	R3 467 941.96
24-25	R1 208 183.48

3.7.6.3 Bad Debt Provision

Bad debt provision over the past 3 financial years is indicated below.

Financial Year	Amount
20-21	R1, 115 598 498
21-22	R138 614 150
22-23	R 167 876 180
23-24	R227 350 202
24-25	R259 560 092

3.7.6.4 Debt Collection Improvement Programme

The following programs are being implemented to improve the level of debt collection in Zululand:

- Debt Incentive Program
- Revise Tariffs
- Intensify disconnection
- Replace meters on time
- Invest in Government Collection
- Invest in Business Collection
- Intensify indigent registration through extra programmes that were made or developed to assist in improving the municipal indigent register.

3.7.7 Financial Viability/Ratios

The municipality has made a self-assessment of liquidity management. The municipality uses the current ratio and cash/cost coverage ratio to assess its ability to settle current obligations and meet its monthly fixed operating commitments.

3.7.7.1 Current Ratio

The municipality used the current ratio to assess its ability to pay its short-term liabilities within its short-term assets. The determination of this ratio considers the possibility that the council can cede its receivables and inventories to settle its short-term liabilities. The norm of this ratio ranges from 1.5 to 2: 1. The current ratio (CA/CL) is 0,21:1. However included in this calculation is the retention of R119 295 276 which is dependent on the future grant receipts and R 446 727 731 creditors at year-end. This retention does not have to be cash-backed. The table below depicts current ratios over the period of three years (restated).

Table 109: Current Ratios

Indicator	Formula	2021/2022	2022/2023	2023/2024	2024/2025
Cost Coverage Ratio	Cash / Cost Coverage Ratio (Excl Unspent Conditional Grants)	0%	0%	1 month	0.14 Month
Current Ratio	Current Assets / Current Liabilities	0,37	0,33	0,36:1	0.21:1
Capital Expenditure	Total Capital Expenditure / Total Expenditure (Total Operating expenditure + Capital expenditure) x100	35%	33%	37%	39%
Debt To Revenue	[Overdraft + Current Finance Lease Obligation + Non-current Finance Lease Obligation + Short Term Borrowings + Long term borrowing] / (Total (Operating Revenue-Operational Conditional Grants) x	0%	0%	99%	12%

Indicator	Formula	2021/2022	2022/2023	2023/2024	2024/2025
Collection Rate	(Gross Debtors Closing Balance + Billed Revenue - Debtors Opening	64%	58%	46%	48%
Remuneration	Remuneration (Employee Related Costs and Councillors' Remuneration) / Total Operating Expenditure x100	31%	30%	28%	29%
Distribution Losses	(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified x100	77%	75%	25%	12%
Creditors Days	Trade Creditors Outstanding / Credit	157 days	183 days	135 days	187 Days
Budget Funding Status		Funded	Funded	Unfunded	Unfunded
Conditional Grants Backed		100%	100%	100%	100%
Grant Dependency	Own funded Capital Expenditure {Internally generated funds + Borrowings} to Total Capital Expenditure	3%	1%	0,35%	1%
Grant Dependency	Own funded Capital Expenditure (Internally Generated Funds) to Total Capital Expenditure	3%	1%	0,35%	0%
Grant Dependency	Own Source Revenue to Total Operating Revenue (Including Agency Revenue)	9%	11%	12%	11%
Loans		0%	0%	0%	0%

The above assessment indicates that current ratios are below the norm for the period of over three years. Our current liabilities exceed our current assets.

3.7.8 Debtors Impairment Percentage

The municipality has experienced an increase on the debtor's impairment percentage when comparing the two financial years. The gross debtor's balances were R233 569 891 million (2023/2024). While in 2024/2025-year gross debtors balance was R270 233 409 million showing an increase. Total impairment being R259 560 092.

Table 110: Current Debtors Collection Rate

Current Debtors Collection Rate			
	2022/2023	2023/2024	2024/2025
Debtors opening balance	R176 087 361.38	R201 234 558.39	R238 295 936.68
+Billing	R61 936 249.73	R84 681 098.15	R85 308 099.13
_Closing balance	R201 234 558.39	R238 295 936.68	R273 683 248.77
_ Bad debt written off	R2 192 675.50	R5 048 745.79	R1 208 183.48
Collection rate	56%	50%	57%

3.7.9 Current Debtors' Collection Rate

Debtors Impairment Percentage/ Current Debtors Collection Rate

The municipality status has remained the same on the collection rate when comparing the two financial years which was 50% in 2023/2024 and 57% in 2024/2025 financial year. The status is still concerning as there is no increase on the debt collection rate urgent attention is still needed. However the disconnections are conducted monthly for non-payments but there is a high rate of tampering done by consumers after being disconnected.

3.7.10 Data Cleansing

Challenges exist in the data cleansing, write-offs and impairments as a result of the majority of our consumers who are not traceable due to data from the deeds office which has no ID numbers.

3.7.11 Financial Performance

3.7.11.1 Asset Management

The assets management system was effectively implemented during the year. Council approved the Asset Management Policy for implementation. Assets Register is in place and is balanced monthly. Despite the inadequate funding to maintain assets, the assets are in a functional condition.

3.7.11.2 Cashflow Management And Investments

The cash flow position has improved as compared to the previous year. The municipality had a positive cash flow balance for both 2023 and 2024 financial years. Cash flow is being monitored regularly to ensure budget savings. The budget and Finance Committee comprising all Directors is in place and meeting every week to monitor the actual expenditure vs expenditure projections.

3.7.11.3 Financial Recovery Plan

During the financial year under review, it was evident that the Zululand district municipality was facing significant fiscal and service delivery difficulties, which undermined the effective and efficient performance of its function and mandate. Cash flow reports were presented to Council that showed the situation where the municipality may fail to finish that financial year with a positive position. Management engaged in the cash flow position and agreed on a financial recovery plan.

The principal strategic objective of this financial recovery plan is to identify key priority areas as an immediate intervention and to set out specific intervention projects that will address the financial problems identified for a new financial year. The plan would and continues to set parameters that bind the municipality in the preparation of future budgets until the long-term financial plan is sustainable.

Several historic financial challenges were identified including lack of restraint in cashflow management, limited oversight, limited application of budgeting controls, unsustainable adjustment budget, lack of policy review and implementation, appointments without following established processes, ailed debt collection and credit control, litigations, residential and government consumers owing large debts to the municipality, small rates base, high dependency on outsourcing, impractical tariff structure and others.

A report on the review of the financial plan will be tabled in various structures to ensure oversight over the implementation of the plan.

3.7.11.4 Municipal Standard Chart Of Accounts (MSCOA)

The overall objective of the project was to ensure that Zululand District Municipality complies with the National Treasury regulation by implementing a Municipal Standard Chart of Accounts (MSCOA) which aims at achieving an acceptable level of uniformity and quality on financial and non-financial data, incorporating all transaction types, appropriation of funds, spending on service delivery, capital and operating spending, policy outcome and legislative reporting. The financial system for the municipality was upgraded to Solar which is MSCOA compliant.

3.7.11.5 Financial Performance

Table 111: Financial Performance 2021 To 2027

DC26 Zululand - Table A1 Budget Summary

Description	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year	Budget Year +1	Budget Year +2
Financial Performance										
Property rates	–	–	–	–	–	–	–	–	–	–
Service charges	54 001	74 901	73 543	82 448	68 196	68 196	60 245	99 766	103 058	106 356
Investment revenue	7 433	15 458	8 129	8 000	5 804	5 804	4 048	8 000	8 264	8 528
Transfer and subsidies - Operational	658 830	746 444	680 583	720 384	772 595	772 595	728 454	758 474	797 882	816 894
Other own revenue	10 521	9 969	5 810	4 406	3 593	3 593	2 529	4 323	4 466	4 593
Total Revenue (excluding capital transfers and contributions)	730 785	846 773	768 065	815 238	850 188	850 188	795 276	870 564	913 671	936 371
Employee costs	286 293	315 068	343 349	302 013	302 098	302 098	303 583	384 180	391 355	403 878
Remuneration of councillors	9 276	10 362	10 539	11 640	11 640	11 640	8 681	14 283	14 755	15 227
Depreciation, amortisation and impairment	100 254	114 269	120 749	95 000	95 108	95 108	109 153	91 000	94 003	96 822
Interest, Dividends and Rent on Land	553	8 113	18 115	7 575	7 354	7 354	8 999	7 593	7 844	9 099
Inventory consumed and bulk purchases	51 978	45 332	59 492	10 250	10 045	10 045	1 924	10 600	10 938	11 277
Transfers and subsidies	4 683	3 534	9 064	–	3 269	3 269	12 168	200	207	213
Other expenditure	568 547	658 490	653 649	127 288	376 478	376 478	428 082	84 752	91 581	100 233
Total Expenditure	1 021 583	1 155 168	1 214 957	553 766	805 992	805 992	872 589	592 609	610 682	636 751
Surplus/(Deficit)	(290 798)	(308 396)	(446 893)	261 472	44 197	44 197	(77 313)	277 955	302 988	299 621
Transfers and subsidies - capital	610 502	768 386	851 477	916 219	917 665	917 665	728 039	760 484	765 479	824 871
Transfers and subsidies - capital (in-kind)	–	9	8	–	–	–	39	–	–	–
Surplus/(Deficit) after capital transfers & contributions	319 704	460 000	404 593	1 177 691	961 861	961 861	650 765	1 038 439	1 068 467	1 124 492
Share of Surplus/Deficit attributable to	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	319 704	460 000	404 593	1 177 691	961 861	961 861	650 765	1 038 439	1 068 467	1 124 492
Capital expenditure & funds sources										
Capital expenditure	498 342	662 543	781 494	742 877	757 083	757 083	577 272	661 377	665 721	717 366
Transfers recognised - capital	492 948	660 580	732 522	742 877	750 410	750 410	570 530	661 377	665 721	717 366
Borrowing	191	–	48 200	–	6 673	6 673	4 342	–	–	–
Internally generated funds	5 203	1 963	772	–	–	–	2 400	–	–	–
Total sources of capital funds	498 342	662 543	781 494	742 877	757 083	757 083	577 272	661 377	665 721	717 366
Financial position										
Total current assets	144 961	199 465	170 523	677 146	453 458	453 458	146 220	867 006	1 278 595	1 704 732
Total non current assets	5 000 233	5 529 332	6 107 453	5 982 751	6 769 429	6 769 429	468 119	6 582 723	6 495 058	6 450 934
Total current liabilities	509 937	564 126	822 963	406 164	658 279	658 279	(444 089)	721 056	725 955	731 253
Total non current liabilities	45 231	128 414	126 218	254 146	263 526	263 526	9 036	195 893	186 025	177 413
Community wealth/Equity	4 597 982	5 047 151	5 644 236	4 821 896	5 339 107	5 339 107	699 752	5 494 341	5 793 206	6 122 509
Cash flows										
Net cash from (used) operating	1 928 362	3 029 956	2 861 418	1 250 945	1 025 833	1 025 833	1 962 524	1 052 755	1 071 637	1 132 657
Net cash from (used) investing	(496 567)	(661 863)	(780 983)	(854 309)	(862 515)	(862 515)	(577 272)	(760 584)	(761 579)	(824 971)
Net cash from (used) financing	(1 532)	89 447	(18 304)	(17 712)	(17 712)	(17 712)	(9 068)	(17 712)	(17 712)	(17 712)
Cash/cash equivalents at the year end	1 450 730	2 484 967	2 119 201	367 748	168 710	168 710	1 376 184	554 802	847 148	1 137 123
Cash backing/surplus reconciliation										
Cash and investments available	1 450 730	2 484 967	2 119 201	367 748	168 710	168 710	1 376 184	554 802	847 148	1 137 123
Application of cash and investments	(744 211)	(1 699 289)	(1 051 278)	89 865	276 687	276 687	(168 604)	403 906	338 249	257 024
Balance - surplus (shortfall)	2 194 942	4 184 256	3 170 479	277 883	(107 977)	(107 977)	1 544 788	150 896	508 899	880 099
Asset management										
Asset register summary (WDV)	3 684 881	4 174 396	4 636 412	4 627 814	5 298 388	5 298 388		5 111 682	5 024 017	4 979 893
Depreciation	100 254	114 269	120 749	95 000	95 108	95 108		91 000	94 003	96 822
Renewal and Upgrading of Existing Assets	191	–	–	–	–	–		–	–	–
Repairs and Maintenance	147 925	167 322	182 804	45 589	91 704	91 704		17 400	18 045	18 790
Free services										
Cost of Free Basic Services provided	4 710	(348)	(36)	5 063	–	–		11 427	11 804	12 181
Revenue cost of free services provided	–	–	–	–	–	–		–	–	–
Households below minimum service level										
Water:	–	–	–	–	–	–		–	–	–
Sanitation/sewerage:	6	6	–	7	7	7		6	7	7
Energy:	–	–	–	–	–	–		–	–	–
Refuse:	–	–	–	–	–	–		–	–	–

3.7.11.6 Budget Summary

The 2026/2027 Final budget is R1.6 billion, which represents a decrease of R136 million from the 2025/2025 adjusted budget of R1.7 billion. This represents a decrease of 8%. This increase is a result of a positive change in Capital Grants as per the Division of Revenue Bill (DORA). Based on the above background, it is important to highlight components of the annual budget, operating revenue,

operating expenditure, capital expenditure and financing, financial position, cashflow and Cash backed reserves/accumulated surplus reconciliation.

Operating Revenue Framework - The **2026/2027** Final Operating Revenue budget is **R870 million**. This represents an increase of **R20.3 million** or **2%** from **2025/2026** budget of **R776 million**. This net increase is largely attributed to changes in operating revenue.

This increase is due to a positive change in operating transfers, Service charges, and Fines. The Operating Revenue amount largely comprises of equitable share and operating conditional grants in terms of Division of revenue Act.

Operating Expenditure Framework - The **2026/2027** Final Operating Expenditure budget is **R592 million**. This represents a decrease of **R213 million** or **less than 36%** from **2025/2026** budget of **R805 million**.

Capital Expenditure and Financing Framework - The 2026/2027 final Capital Expenditure budget is R760 million VAT exclusive. The % percent of MIG was allocated to refurbishment maintenance. This represents a decrease of R103 million from 2025/2026 budget of R863 million.

Budgeted Financial Position - The budgeted financial position indicates current ratio that has not improved compared to 2024/2025 Audited AFS, the municipality has budgeted for cash at year end of R654 million. The municipality has budgeted to reduce liabilities to improve going concern and liquidity position, additions to assets will amount to R750 million which is funded mostly by grants.

Budgeted Cashflow - The municipality has budgeted to generate total cash of **R1.7billion**, this receipt is comprised of capital and operating grants, service charges collection, interest on investment and other revenue. The municipality has budgeted to pay **R1.4million**, operating expenditure payments is **R650.million,** and capital asset payments is **R760. million** vat exclusive. The payment to suppliers and employees is VAT inclusive and Capital acquisition is VAT exclusive due to limitations from the system.

3.7.12 Auditor-General's Opinion

ZDM received an unqualified audit opinion with findings on other matters for the 2024/2025 financial year. Audit Outcomes for the past few years are as follows:

- 2024/25: Financially unqualified
- 2023/24: Financially unqualified
- 2022/23: Financially unqualified
- 2021/22: Financially unqualified
- 2020/21: Financially unqualified

An Audit Improvement Plan has been prepared to address issues raised by the Auditor-General.

3.7.13 Key Challenges

CHALLENGES	IMPACT	SOLUTIONS / INTERVENTIONS
BUDGETING & FINANCIAL PLANNING		

CHALLENGES	IMPACT	SOLUTIONS / INTERVENTIONS
Unfunded budgets (historical trend)	Non-compliance with MFMA section 18	Implement budget funding plan (BFP) with weekly monitoring
Low revenue collection (47%)	Cash flow constraints	Align budget to realistic collection trends
Over-reliance on conditional grants	Limited operational flexibility	Diversify revenue through revenue enhancement strategy
Misalignment between budget and cash flow	Inability to meet obligations	Adopt cash-backed budgeting approach
High creditor obligations (R644 million)	Pressure on future budgets	Implement structured creditor payment plans
Unrealistic revenue projections	Funding gaps and budget shortfalls	Strengthen revenue assumptions using actual data
REVENUE MANAGEMENT		
Low collection rate (47%)	Severe cash flow constraints	Implement revenue enhancement strategy with weekly monitoring and targets
High debtor impairment (96%)	Reduced recoverability of debt	Prioritise high-value debtors (government & business)
Inaccurate billing / interim billing	Revenue leakage and disputes	Conduct data cleansing and meter verification
Weak credit control enforcement	Culture of non-payment	Enforce disconnections and penalties as per tariffs
Limited prepaid metering	Uncontrolled consumption and arrears growth	Accelerate prepaid meter rollout
High government & business arrears	Stagnant high-value debt	Engage stakeholders and implement payment arrangements
Indigent register gaps	Revenue loss and misclassification	Verify and update indigent register through door-to-door programmes
EXPENDITURE CONTROL		
Overspending on certain votes	Budget overruns and unauthorised expenditure	Enforce strict budget controls and monthly variance analysis
Weak expenditure discipline	Irregular and wasteful expenditure (UIFW)	Strengthen approval processes and accountability
Unfunded expenditure commitments	Increased financial pressure	Enforce “no budget, no spending” principle
Late invoice processing	Interest charges (fruitless expenditure)	Implement centralised invoice management system
Poor cash flow alignment	Inability to pay creditors on time	Align expenditure to cash flow projections
High contracted services spending	Strain on operational budget	Review and reduce non-core expenditure
Lack of cost containment	Excessive spending	Enforce MFMA circular 82 cost containment measures
Weak monitoring and reporting	Delayed corrective actions	Introduce weekly expenditure tracking and reporting

CHALLENGES	IMPACT	SOLUTIONS / INTERVENTIONS
Lack of reconciliation of supplier invoices	Incorrect creditor balances, financial misstatements, audit findings due to lack of supplier reconciliation.	Perform monthly reconciliation of supplier statements to ledger and invoices
SUPPLY CHAIN MANAGEMENT		
Non-compliance with SCM regulations (process deviations, incorrect procurement methods)	Irregular expenditure (UIFW) and repeat audit findings	Enforce strict adherence to SCM regulations through standardised processes and pre-award compliance certification
Procurement not guided by approved procurement plan	Ad-hoc procurement and poor planning	Develop and enforce an annual procurement plan aligned to the approved budget and cash flow
Weak demand management and planning	Delays and emergency procurement (deviations)	Strengthen demand management and early procurement planning
Decentralised SCM processes	Inconsistent application of SCM rules and increased UIFW risk	Centralise SCM under finance department for control, standardisation, and compliance
Weak contract management and expired contracts	Irregular expenditure and service delivery disruptions	Implement robust contract management framework with contract register, monitoring, and expiry alerts
Awards made without correct CIDB grading	Irregular expenditure and compliance risk	Enforce mandatory CIDB grading verification prior to award
Procurement without confirmed budget	Unauthorised and irregular expenditure	Enforce “no budget = no procurement” principle with budget office verification
Excessive use of deviations (regulation 36)	High audit risk and lack of transparency	Tighten deviation approvals and enforce reporting and oversight
Conflict of interest not properly managed (regulation 44)	Governance failures and reputational risk	Strengthen declaration processes and independent verification
Weak bid committee processes (BSC, BEC, bac), including lack of clarity and adherence to prescribed roles and responsibilities in terms of SCM regulations and MFMA, as well as ineffective leadership and oversight by chairpersons (e.g. poor specifications, non-compliant evaluations, weak adjudication decisions, and inadequate governance)	Non-compliant awards, irregular expenditure (UIFW), repeat audit findings, and increased litigation risk	• Strengthen bid committee governance by standardising templates, compliance checklists, and enforcing clear roles and accountability: • BSC: develop compliant, unbiased specifications aligned to budget and procurement plan • BEC: evaluate bids in line with advertised criteria, PPPFA, and verify bidder compliance (tax, CIDB, capacity) • BAC: review compliance, confirm budget availability, and approve or refer recommendations Chairpersons (all committees): • Provide leadership and ensure meetings are properly constituted

CHALLENGES	IMPACT	SOLUTIONS / INTERVENTIONS
		• enforce compliance with SCM regulations and MFMA • Ensure all members declare conflicts of interest (reg. 44) • Guide deliberations to ensure fairness, transparency, and consistency • Ensure decisions are properly recorded with clear justification • Confirm that all required documentation and compliance checks are completed before progressing to next stage • Prevent irregular decisions and escalate non-compliance where necessary • Enforce pre-award compliance certification, full audit trail documentation, and continuous SCM training
ASSET MANAGEMENT		
Poor control over asset movement and disposals	Loss, misuse, or theft of assets	Implement asset tracking, tagging, and approval controls
Weak accountability of asset custodians	Lack of responsibility and control	Assign asset custodians and enforce accountability

3.7.14 SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Clear identification of financial, revenue, expenditure, SCM and asset management challenges	Unfunded budgets and non-compliance with MFMA section 18	Implement Budget Funding Plan with weekly monitoring to restore MFMA compliance	Continued non-compliance could result in adverse audit opinions and regulatory intervention
Existing regulatory framework (MFMA, SCM Regulations, Circular 82) to guide corrective action	Low revenue collection rate (47%) and high debtor impairment (96%)	Revenue enhancement strategies (billing corrections, prepaid rollout, debt prioritisation)	Persistent low collection undermines service delivery and liquidity
Availability of proposed corrective interventions (BFP, revenue enhancement, cost containment)	Over-reliance on conditional grants limiting flexibility	Engagement with government and business debtors to unlock high-value arrears	Growing creditor balances may lead to litigation and service interruptions
Recognised need for cash-backed budgeting	High creditor obligations (R644 million) putting	Cost containment measures (MFMA	Interest on late payments increases fruitless expenditure

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
and improved cash flow alignment	pressure on future budgets	Circular 82) to stabilise expenditure	
Identified governance structures (Bid Committees, asset custodians) that can be strengthened	Weak expenditure discipline leading to UIFW	Centralised SCM under finance to reduce irregular expenditure	Repeated SCM irregularities expose municipality to reputational damage and legal challenges
Existence of asset register and SCM systems (though weakly controlled)	Weak billing accuracy, poor credit control enforcement, limited prepaid metering	Strengthened bid committee governance to reduce UIFW and audit findings	Excessive use of deviations risks corruption perceptions and audit escalation
Awareness of supplier reconciliation and invoice management failures	Poor SCM compliance, excessive deviations, weak bid committee governance	Improved contract and asset management to protect municipal resources	Asset losses/theft due to poor controls weaken financial position
		Data cleansing, meter verification, and indigent verification to improve billing credibility	Public resistance to enforcement actions (disconnections, penalties)
		Structured creditor payment plans to rebuild supplier confidence	Cash flow insolvency risk if reforms are delayed or poorly implemented

3.8 STRATEGIC ANALYSIS

Since its establishment in 2000, the ZDM has made significant progress in improving the living conditions of all communities within its area of jurisdiction and constitutional competencies. Access to water and sanitation in the district has improved while efforts have been made to stabilise the regional economy, create employment opportunities, and reduce poverty. However, a myriad of challenges remain. Some households still do not have adequate access to basic services. Unemployment, particularly among the youth segment of the population, continues to plague the district. The district economy is stagnant and shows signs of contraction. The settlement pattern still reflects the spatial impact of the apartheid past, with the poor residing far from opportunities in areas with low agricultural production potential.

3.8.1 Trends And Patterns

3.8.1.1 Socio-Economic Trends and Patterns

Within the Zululand District there are several social issues, which, if left unchecked, will impede growth and development within the Municipality. The critical social issues facing the district include:

- High levels of poverty
- Low education levels and unskilled people entering the job market.
- Unemployment and job creation

- HIV AIDS and Health
- Planning for population growth
- Poverty within the District is a critical issue. General employment levels have stagnated and are affected by the following issues:
- Low skilled working age population
- Weak domestic consumer markets
- Limited infrastructure
- Limited opportunities in key sectors
- A decline in agriculture within the district

Furthermore, in terms of pure income levels, approximately 66% of households receive no income or less than R2 400 per month. The traditional and rural areas are the most poverty stricken. There are also high levels of Dependency. Those people in poverty are also affected by issues such as backlogs, poor education levels and so forth. Education is also a major issue within the district. Not only does a large proportion of the population have no matric, but those who have a matric still do not have the skills necessary to obtain work within the district.

A large portion of the population within Zululand is unemployed, especially in the youth demographic, largely due to education levels and a limited job opportunity base. This is especially relevant in the face of an agricultural sector that has experienced a decline in output and therefore employment, in recent years. For the district to grow, an increase in the number of jobs is essential backed by skills training.

3.8.1.2 Spatial Trends And Patterns

The vast majority of Zululand is rural and agricultural in nature and approximately half of the area is under the jurisdiction of traditional councils whole the remained is divided between commercially owned farms and conservation areas. As such, large tracts of the District reflect a sparse settlement typology typical of such an area. However, there are concentrations of development and intensified densities along transportation routes, and primarily at key intersections. These concentrations of development have over the years, developed into nodes of varying levels of intensity and servicing. It is also at these nodes that pockets of the population now dwell.

The District Municipality does not have notable National Level access. However, access to the uPhongolo in the northeast is via the N2. This access allows the district to tie into the Kingdom of Zululand, as well as to the important nodes of Richards Bay, and further away, eThekwini. Key main provincial roads through the Municipality are critical in providing access at a local level within the district and to the surrounding areas. Finally, there are also several District level roads which provide further access within the municipality. Through the various routes, access to Mpumalanga Province and Port Shepstone is possible.

Zululand District has, for the large part, a very hilly topography. Whilst this makes for a very scenic (which increases tourist opportunities) Municipality, this makes servicing areas outside of the nodes difficult to realistically achieve.

3.8.1.3 Environmental Trends and Patterns

Zululand District Municipality contains some of the key environmental assets in the province, and these have a direct impact on the district's rural areas. The following are key points that are worthy of note:

- Irreplaceable land is particularly evident in the north-western parts of the municipal area (Vryheid, eDumbe, and uPhongolo). The key economic opportunities in this largely rural district (viz. tourism and agriculture) are thus directly linked to the environment. Water, climate, soil, biodiversity, and scenic beauty are especially relevant.
- Water is a key environmental resource that needs to be more effectively harnessed, but in a sustainable manner. For agriculture to continue to benefit from good natural catchments, requires proper catchment management strategies.
- Climate change is an issue and effects are already evident in unpredictable weather patterns, extreme climate events (and associated disasters). This affects both agriculture and tourism – the key economic sectors. Climate change needs to be addressed through local mitigation and adaptation strategies. Maintaining natural biodiversity is key to environmental resilience, as well as a tourism asset.

3.8.1.4 Economic Development Trends And Patterns

The following key findings based on the economic assessment of the district are as follows:

- Although rural settlements are scattered throughout the district, it is found that several settlements have conglomerated around transport linkages, which provide some level of connectivity and accessibility to rural nodes and urban centres and areas of economic opportunities.
- Several rural settlements are already located on high/good to moderate potential agriculture land. This provides opportunities for rural communities to participate in agricultural activities.
- The success of the development of the district is dependent on the strength and its linkages between nodes within its jurisdiction, as well as between rural settlements and nodes. The above-mentioned corridors, especially the secondary corridors, provide opportunities for rural settlements to be linked to business nodal areas. Therefore, it is essential to support the creation of linkages between rural settlements and urban nodes, through development of infrastructure corridors, that will in turn allow the strengthening and development of rural nodes.
- It is evident that rural activity is largely driven from urban nodes and rural settlements have important linkages to developed nodes such as Ulundi, Vryheid, and Pongola.
- The natural environment of the Zululand District Municipality has both a high ecotourism and adventure tourism potential.

3.8.1.5 Agricultural Development Trends And Patterns

The district is well known for high agro-ecological potential due to an abundance of high-quality soils, high altitude, and abundant water. Commercial farms and to large extent commercial forestry plantations form the basis of its economy. The district is also a suitable area to produce a variety of agricultural products including maize, beef, and timber and sugar production. From the agricultural assessment, the following key issues are highlighted:

- The Zululand DGDS Vision 2035 notes that the Agricultural sector is critical to the economy of the district.
- The Agricultural sector is not playing enough of a role in the economy of the district due to a lack of beneficiation of products within the district and lack of skills base among land reform beneficiaries.
- A large portion of the district's rural population who have direct access to agricultural land appears not to be making use of agricultural land resources and an opportunity, therefore, exists to free up un-utilised areas for agricultural production where potential allows.
- The agricultural sector can be harnessed in efforts to diversify the economy of the district and enable the absorption of the local populace in sector opportunities call for semi and unskilled, as well as informal employment categories.
- If the development of agri-processing activities in Zululand was to be considered as a possible major driver of economic and rural development it may make sense to develop these facilities within Vryheid, which is a strategic town to enable the development.
- Forestry is also an important part of the economy for the Zululand. Opportunities exist in increasing the forestry resource base in Ingwe through the establishment of new forestry and increase participation of previously disadvantaged small farmers in the forestry sector.

3.8.1.6 Infrastructure Services Trends and Patterns

Water, electricity, and sanitation are key services, which relate to growth of the rural areas and these need improvements if the rural areas are to develop to its potential.

- Water is the most critical servicing issue facing the district, which is reflected in the fact that most rural areas do not have access to potable water. The IDP for Zululand acknowledges this need.
- The need for adequate sanitation within the nodes in the Municipality is also highlighted as a concern. This is important, not only for economic development, but also for basic health and safety.
- Large parts of the district still do not have access to electricity despite electricity being a driver of the economy. The sprawling nature of rural settlements contributes partly to this problem.
- Many of the district roads are poorly maintained, which impacts on the locational advantages of some of the rural service nodes.

3.8.2 SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Agriculture	High levels of poverty	job creation	Low skilled working age population
Eco-Tourism	Weak domestic consumer markets	Planning for population growth	Limited infrastructure
Young Population of working age	HIV AIDS and Health Access		

4 STRATEGIC OBJECTIVES AND DEVELOPMENT STRATEGIES

The ZDM has formulated a long-term development strategy within the context of a suite of local government legislation; national development agenda; and the provincial development programme. The strategy responds directly to the development issues facing the ZDM and seeks to reposition the district to cease opportunities the outside environment presents, defend the gains of recent years, and withstand challenges that may arise at any given time.

4.1 MUNICIPAL PRIORITIES

Chapter 2 Section 6 of the Local Government Municipal Performance Management Regulations of 2001 state that a municipality's integrated development plan must:

- inform the municipality's annual budget that must be based on the development priorities and objectives referred to in section 26(c) of the Municipal System Act and the performance targets set by the municipality in terms of regulation 12; and
- be used to prepare action plans for the implementation of strategies identified by the municipality.

Section 34 (a) of The Municipal Systems Act no 32 of 200 states that a municipal council must review its integrated development plan:

- Annually in accordance with an assessment of its performance measurements in terms of section 4 i; and
- to the extent that changing circumstances so demand.

MFMA recommends that the strategic objectives for service delivery and development including backlogs for the next 3-year budget including reviews of other municipal, provincial and national government sector and strategic plans be determined by 31 August.

MFMA also recommends that initial consultation and review, establishment of direction and policy, confirmation of priorities, identification of other financial and non-financial budget parameters including government allocations to determine revenue envelope and financial outlook to identify need to review fiscal strategies be concluded.

In its Strategic Planning Session held from February 2023 Council convened to outline its priorities for the 5-year term.

Key challenges identified are as follows:

- Poor revenue generation
- Municipal Service Infrastructure backlogs
- State of finances
- Non-functioning institutions (Airport, Development Agency)
- Legislative Compliance

These challenges would be achieved using the following strategic framework:

- Basic Service Delivery & Infrastructure

- Economic & Social Development
- Municipal Financial Viability & Management
- Institutional & Organizational Development
- Good governance & Public Participation
- Spatial Planning & Environmental Management

4.2 POLICY & STRATEGIC INFORMANTS

The policy and strategic informants are instrumental in guiding the strategic inputs per priority area. They include plans, frameworks, strategies, and policies of the Zululand District Municipality.

4.2.1 Basic Service Delivery & Infrastructure

4.2.1.1 Water Services Development Plan

Sections 11 of the Water Services Act of 1997, entrusts the ZDM as the Water Service Authority (WSA) with a responsibility to progressively ensure efficient, affordable, economical, and sustainable access to water services to all customers or potential customers within her area of jurisdiction. Section 12 of the Act further requires the district to prepare a Water Services Development Plan (WSDP) for her area of jurisdiction. As such, planning work related to various aspects of water services are being dealt with on a continuous basis and the results of such work are then systematically used to update and review the WSDP.

The latest 2023/2024 WSDP was adopted in May 2023. The 2024/2025 review is currently underway and it was completed in May 2024.

4.2.1.2 By-laws Affecting Water Services

By-laws are laws passed by the Executive Council of a municipality (Zululand District Municipality) to regulate the affairs and the services it provides within its area of jurisdiction. A municipality derives the powers to pass a by-law from the Constitution of the Republic of South Africa, which gives certain specified powers and competencies to local government as set out in Part B of Schedules 4 and Part B of 5 to the Constitution.

These Water Services by-laws were adopted by resolution of the Zululand District Municipality (ZDM) Council on the 24th of January 2022 and are promulgated in terms of section 156(2) of the Constitution of the Republic of South Africa, act 108, 1996 and in accordance with section 13(a) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000). The documents are available on the ZDM website at www.zululand.org.za for information.

4.2.1.3 Integrated Waste Management Plan

Integrated Waste Management Plan (IWMP) is a requirement for certain organs of state in terms of Section 11 of the National Environmental Management: Waste Act, 2008 (Act. 59 of 2008) (NEM:WA) for government to properly plan and manage waste. The compilation of this IWMP will be done in line with the "Guideline for the Development of Integrated Waste Management Plans (IWMP's) (DEA, 2012) and in accordance with Section 12 of NEM:WA.

The IWMP presents an overview and analysis of the status quo of waste management within Zululand, provides a gap and needs assessment and offers solutions to ensure responsible waste management within Zululand.

Issues such as waste generation, waste minimisation and re-use, collection of all waste, disposal infrastructure (disposal facility requirements), and disposal according to environmentally sound practices are addressed to ensure compliance with the requirements of relevant legislation and regulations. The Integrated Waste Management Plan is attached as an annexure.

4.2.1.4 Social Facilities Plan

The Social facilities plan seeks to analyze existing social facilities within the ZDM and its local municipalities. It will serve as a sector plan that will form part of the ZDM IDP and will be a guiding document that can be used toward a more coordinated approach to the provision of social facilities in the district. The social facilities that will be analyzed include health, education, and community facilities. These facilities must be provided by the relevant government departments (such as the provincial departments of Education and Health), while community facilities are the responsibility of local municipalities. The objectives include the following:

- A brief analysis of the policy and legislative framework that has a bearing on the provision of social facilities.
- Analysis of available data and service standards per type of facility.
- Application of servicing standards to identify backlogs.
- A spatial indication of existing facilities per category, as per existing data available.
- A strategic framework for the future provision of social facilities in the district.
- An implementation plan outlining existing projects identified within each local municipal area.
- The Social facilities plan is attached as an annexure.

4.2.1.5 Cemetery Plan

The KwaZulu Natal Cemeteries and Crematoria Act provides for the establishment, control, management maintenance, operation, closure, reopening and regulation of cemeteries and crematoria, and the exhumation, re-internment or disposal or cremation of human remains.

In terms of the relevant Act cemeteries and crematoria may be established in the following two sets of circumstances:

A Regional Council, Local Council, Tribal Authority, or the Administration may establish or extend a cemetery or crematorium if:

- it has satisfied itself that such establishment or extension will not constitute an actual or potential source of atmospheric or water pollution or any other health hazard;
- it retains the plans as a permanent record;
- it is satisfied that the establishment or extension will not be likely to interfere with any public amenity or give rise to any nuisance or endanger the public health; and
- the required records are maintained.

In terms of regulation 2, a person or body other than a Regional Council, local council, tribal authority or the Administration may apply for approval to establish or extend any cemetery. Such application must be made in writing to the local council or tribal authority in whose jurisdiction the cemetery is or will be situated. In the absence of a local council or tribal authority, an application must be made to the Regional Council within whose area of jurisdiction the cemetery will be situated and must be accompanied by certain information as specified in the Act.

This cemetery plan seeks to identify the existing cemeteries within Zululand District municipality, including its local municipalities. It assesses the status or condition of the cemeteries and the capacity thereof. It further makes suggestions or recommendations on how to manage the cemeteries to avoid vandalism and security threats. In addition, the plan identifies space availability for future graves and/or the need to undergo land identification for new cemeteries.

The plan will guide the Zululand District Municipality and the relevant Local Municipalities on how to allocate cemetery funding and where urgent attention is required. The ZDM Cemetery Plan is attached as an annexure.

4.2.2 Economic and Social Development

4.2.2.1 District Economic Development Plan

The ZDM prepared a Local Economic Development Plan and the associated agriculture and tourism development plans during the early 2000s. Most of these plans are outdated and due for comprehensive review. However, the strategy section of the LED Plan was reviewed in 2015. This included the identification of new catalytic projects and the preparation of conceptual business plans for priority projects. The LED plan (2015) identifies stakeholders and clarifies their roles and responsibilities; identifies tourism, agriculture, and business as key economic activities in the district; and outlines a strategy for economic development.

In addition, it noted that the capacity of the ZDM to plan and manage the implementation of a diverse range of LED initiatives is severely constrained and that it lacks skills in areas such as agriculture, capacity building, informal economy, etc. It, therefore, supports the establishment of the District Development Agency as a municipal entity entrusted with the practical implementation of catalytic LED projects as part of the Sethembe programme.

The Plan has been reviewed and adopted in 2022.

4.2.2.2 District Growth and Development Strategy

The ZDM has also developed a District Growth and Development Strategy (DGDS). It localises and provides for an effective implementation of the PGDP / KZN MTDP Implementation Framework within the ZDM. The DGDS promotes, *inter alia*, inclusive economic growth with a particular focus on agriculture; trade and commerce; tourism; and structured support to Small Medium Enterprises (SMMEs).

4.2.2.3 One Budget One Plan

The One Plan provides a strategic long-range framework including short, medium and long-term objectives/interventions to guide all state and private investment in relation to the Zululand District.

The One Plan expresses the alignment across government as an outcome of joint planning and takes the form of an Intergovernmental and Social Compact covering the elements of a Protocol described above and outlining:

- Shared understanding of the district/metro space
- Agreement on priorities, joint resourcing, and implementation
- Common vision and measurable outcomes
- Targets and Commitments

As at 30 March 2025, the municipality has presented the One Budget One Plan to the DDM Clusters as well as the Technical Hub.

4.2.2.4 Indigent Policy

All indigent households are receiving free basic services of 6KL per person per day. In terms of the free basic services policy consumption that exceeds the quota is billed. However, though close monitoring it has been concluded over the years that indigent households rarely exceed their quota of free basic water.

4.2.3 Municipal Financial Viability & Management

4.2.3.1 Financial Recovery Plan

The principal strategic objective of this financial recovery plan is to identify key priority areas as an immediate intervention and to set out specific intervention projects that will address the financial problems identified for a new financial year. The plan would and continues to set parameters that bind the municipality in the preparation of future budgets until the long-term financial plan is sustainable.

4.2.3.2 Cost containment measures

Cost containment measures continue as our resolution. Hence the budget is largely informed by this. We continue to make it our practice, a call by the cost containment regulation to eliminate expenditures on the following: Travel, Conferences, Catering, Entertainment, social functions, telephones, and wasteful expenditures.

4.2.3.3 Performance Management System

The Municipal Systems Act requires municipalities to develop a performance management system that is suitable for their own circumstances. Performance-based management is a systematic approach to improving performance, via an ongoing process of establishing strategic performance objectives; measuring performance; collecting, analysing, reviewing, and reporting performance data; and using that data to drive performance improvement.

The performance management system or framework must describe how the municipality's cycle and processes of performance planning, monitoring, measurement, review, and reporting will happen and be organised and managed, while determining the roles of different role-players. The PMS Framework 2022-2027 was adopted by Council on 27 May 2022.

Performance Review and monitoring take place in October, January, April, and August every financial year. Legislation makes provision for performance reporting to be tabled to Council at least twice in a financial year. As of 30 June 2021, performance evaluation applies to section 54, 56 and middle managers.

4.2.3.4 Back To Basics

Table 112: Alignment of ZDM IDP to the Back-to-Basics Programme

Municipal Strategic Framework Outcomes	**Back to Basics Principles**	**District Growth & Development Goals**
Effectively handling community enquiries and responding through an effective customer care service Promoting transparent and accountable governance through regular community engagements and effective administration	Pillar 3: Good Governance Oversight structures (S79, AC and ICR)	A communication plan is in place and regular consultation between counsellors and the community is monitored according to the plan. Furthermore, hotspot areas are minimized through accelerated service delivery within council priority programmes. The customer care system is also utilized to effect to identify area specific trends and respond to those areas politically and administratively.
To promote good governance, accountability & transparency	Pillar 3: Good Governance Oversight structures (S79, AC and ICR) Create conditions for decent living by consistently delivering municipal services to the right quality and standard. This includes planning for and delivery of infrastructure and amenities, maintenance, and upkeep, including the budgeting to do this. Ensure no failures in services and where there are, restore services with urgency.	Communities are engaged through IDP roadshows and other community engagements at least quarterly
Systematic development and or review and monitoring implementation of all municipal policies, bylaws, strategies, plans and frameworks in line with any applicable legislation Monitoring, review and progressively improve service	Pillar 5: Building capacity- organised labour engagement	NA

Municipal Strategic Framework Outcomes	Back to Basics Principles	District Growth & Development Goals
delivery performance through improvement of business processes and systems, performance auditing, risk management and oversight To discourage fraud and corruption through effective enforcement of fraud and corruption policy as well as monitoring and implementation of consequence management Simplifying processes through the use of systems and ICT Preserving the municipality's administrative actions through litigation		
Establishing and maintaining a sound and sustainable management of the fiscal and financial affairs of the municipality and its entities. Apply sound financial management practises to keep a positive cash balance, coverage and liquidity ratios Manage, monitor and review existing financial systems to support accurate and credible reporting, budget monitoring and compliance Refine procurement systems and processes to respond to the demand for services	Pillar 4: Sound Financial Management- Functional Management system and Rigorous controls	Communities are engaged through IDP roadshows and other community engagements at least quarterly
Continuously managing all existing infrastructure capital assets to minimize the total cost of owning and operating these assets Establishing and maintaining partnerships with government and private sector to accelerate provision of universal, equitable & consistent access to the municipal services that local communities are entitled to.	Pillar 2: Infrastructure delivery and Maintenance and reduced losses with regards to Water and Sanitation	The IDP through its sector plans comprehensively quantifies backlogs and costs to eradicate backlogs where applicable.

4.2.3.5 Audit Improvement Plan

An audit plan has been developed consisting of audit findings raised in the audit report, management report and the information systems audit findings. Management will monitor the implementation of the proposed interventions. (Annexure 5: Audit Action Plan)

4.2.4 Municipal Transformation & Institutional Development

4.2.4.1 Skills Development Plan

A Skills Plan has been developed to address the training and development needs in the workplace based on the skills needed within the municipality, describing the range of skills interventions that an organisation will address and implement.

4.2.5 Spatial Planning & Environmental Management

4.2.5.1 Spatial Development Framework

The Zululand District Municipal Spatial Development Framework (MSDF) is a core component of the IDP. It identifies spatial development challenges facing the district and presents a spatial translation of the development strategy outlined in the IDP. (Annexure 2: Spatial Development Framework)

4.2.5.2 Environmental Management Framework

The main purpose of an EMF is to identify areas of potential conflict between development proposals and critical or sensitive environments proactively. The Zululand EMF is a framework of spatially represented information connected to parameters, such as ecology, hydrology, infrastructure, and services. (Annexure 10: Environmental Management Framework)

4.2.5.3 Integrated Waste Management Plan

Chapter 3, section 11 of the Waste Act requires that all government spheres must develop Integrated Waste Management Plans (IWMPs), Integrated Waste Management (IWM) plans are required as they ensure that all waste generators are compliant, aware, and informed about the municipalities' waste management regulations. The purpose of the Integrated Waste Management Plan is to ensure an efficient and cost-effective way to reduce open dumping, effectively manage solid waste, and protect human health and the environment. The Integrated Waste Management Plan, the plan was developed during the 2022/23 financial year. (Annexure 7: Integrated Waste Management Plan)

4.2.6 The Vision

VISION

"We are the Zululand region and proud of our heritage. Communities are content, their needs and aspirations are met. There are tolerance and racial harmony, the environment is protected and preserved, women and youth are playing a strong role in all facets. Infrastructure is sustainable, the package of municipal services is reliable, economic development is accomplished, and communities are capacitated to be self-sustainable."

4.2.7 The Mission

MISSION

To create an affluent district by:

- Promoting bulk infrastructural development and services for the district as a whole;
- Establishing and maintaining a culture of active and effective public participation in the development of services and infrastructure in communities through traditional leadership and councillors;
- Promoting a culture of self-sustainability in communities through participation in a receptive local economy; and
- Promoting awareness of the package of services and standards communities available to communities.

4.2.8 Core Values

4.2.9 The Strategy Definitions

The Zululand District Municipality Council adopted the following strategic framework structure and definitions:

KEY PERFORMANCE AREA

The key performance areas as depicted in the IDP guidelines. They include Basic Services & Infrastructure, Economic & Social Development, Municipal Financial Viability & Management, Municipal Institutional Transformation & Organizational Development, Good governance & Public Participation and Spatial Planning & Environmental Management.

GOAL

Strategic goals are desired end results. Goals are an intermediary step between mission statements and objectives. They are usually not measurable and need to be further developed as separate distinguishable outcomes. They are primarily used for general planning and are used as the starting point to the development and refinement of outcomes.

STRATEGIC OBJECTIVE

Strategic objectives states clearly what the institution intends doing (or producing) to achieve its strategic outcomes-oriented goals. The objectives generally are stated in the form of an output statement, although in exceptional circumstances might be specified in relation to inputs and activities or outcomes. Each objective is written as a performance statement that is SMART and outlines a set a performance targets the municipality can achieve by the end of the period of the Strategic Plan. The strategic objective is a combination of the objective and strategy.

INFRASTRUCTURE & SERVICE COMPONENT

Refers to the infrastructure/service provided in terms of the Municipal Systems and Municipal Structures Act.

PROGRAMME

A budget programme is a main division within a department's budget that funds a clearly defined set of objectives based on the services or functions within the department's legislative and other mandates.

SUB-PROGRAMME

A subprogramme is a constituent part of a programme, that defines the services or activities which contribute to the achievement of the objective(s) of the programme of which it forms a part.

4.3 GOALS, OBJECTIVES AND STRATEGIES

The Table below presents the Municipality's strategic framework, translating the IDP's strategic direction into a consolidated set of goals, strategic objectives and strategies.

Table 113: Strategic Framework

Key Performance Area	Back to Basics Pillar	SOOG Reff.	Strategic Oriented Outcome Goal(SOOG)	SO Reff.	Strategic Objective (SO)	Strategies
Basic Service Delivery & Infrastructure	Pillar 2: Infrastructure delivery and Maintenance and reduced losses with regards to Water and Sanitation	SOOG 1.1	All categories of Municipal Infrastructure and resources are stable and maintained	1.1.1	Continuously managing all existing infrastructure capital assets to minimize the total cost of owning and operating these assets	Develop, Review, Monitor & Implement ZDM Water Services Development Plan; Develop & Submit Business Plans to Funding agents; Continuous implementation of Rural Roads Asset Management system & Provision and maintenance of access roads; Review Operations; and Maintenance Plan ; Eradicate water services backlogs through provision of basic water services Eradicate sanitation services backlogs through provision of basic sanitation services; Provision of public transport infrastructure facilities; Review and
		SOOG 1.2	Access to the full package of municipal services offered to the community is efficient, affordable, economical, acceptable quality, sustainable and supports economic growth	1.2.1	Establishing and maintaining partnerships with government and private sector to accelerate provision of universal, equitable & consistent access to the municipal services that local communities are entitled to.	

Key Performance Area	Back to Basics Pillar	SOOG Reff.	Strategic Oriented Outcome Goal(SOOG)	SO Reff.	Strategic Objective (SO)	Strategies
						Implement Fleet management Plan
Local Economic & Social Development	Pillar 3: Good Governance Intervention	SOOG 2.1	The overall economic and social conditions of the district are conducive for the creation of employment opportunities	2.1.1	Support SMMEs and create opportunities for growth	Develop, Review, Monitor & Implement LED Strategy; Indonsa Youth Skills Training Centre to capacitate youth; Health Awareness Campaigns; Develop, Review, Monitor & Implement Tourism Strategy; Assist Emerging Farmers with agricultural tractor; Funded & Functional Development Agency; Engineering Graduate Programme; Sports development & promotion; Promoting economic growth by providing employment opportunities for Women, Youth and People Living with Disabilities; Promote economic growth by successful implementation of EPWP
				2.1.2	Unlock rural economic development opportunities	
				2.1.3	Address strategic infrastructure issues in support of economic development opportunities	
				2.1.4	Provide direct strategic support to key economic sectors while promoting new sectors	
		SOOG 2.2	Effects of poverty is minimised	2.2.1	Alleviate poverty and promote socio-economic development	
		SOOG 2.3	The health of Zululand communities and citizens is improved	2.3.1	Regulating, monitoring and evaluating compliance of service providers to municipal health standards	
		SOOG 2.4	Arts culture and heritage is preserved	2.4.1	Promoting arts, culture and heritage	

Key Performance Area	Back to Basics Pillar	SOOG Reff.	Strategic Oriented Outcome Goal(SOOG)	SO Reff.	Strategic Objective (SO)	Strategies
						and CWP community based projects
Municipal Financial Viability & Management	Pillar 4: Sound Financial Management- Functional Management system and Rigorous controls	SOOG 3.1	The Municipality is financially viable with sound financial management	3.1.1	Establishing and maintaining a sound and sustainable management of the fiscal and financial affairs of the municipality and its entities.	Develop, Review, Monitor & Implement Revenue Enhancement Strategy; Develop, Review, Monitor & Implement Debt incentive programme; Accurate and timeous billing and receipting of revenue; Develop, Review, Monitor & Implement SCM policy; develop, review & implement indigent register & policy; Accurate and timeous payments of creditors & prevent interest payments; Review and Implement Fleet management Plan; mSCOA compliant; Asset Management
				3.1.2	Apply sound financial management practises to keep a positive cash balance, coverage and liquidity ratios	
				3.1.3	Manage, monitor and review existing financial systems to support accurate and credible reporting, budget monitoring and compliance	
				3.1.4	Refine procurement systems and processes to respond to the demand for services	
Good Governance & Public Participation	Pillar 3: Good Governance Oversight structures (S79, AC and ICR)	SOOG 4.1	The municipality is a well-governed institution, transparent, accountable and responsive to the	4.1.1	Effectively handling community enquiries and responding through an effective customer care service	Provide administrative support for all Council Committees; Strengthening Council Oversight through training on Legislation
				4.1.2		

Key Performance Area	Back to Basics Pillar	SOOG Reff.	Strategic Oriented Outcome Goal(SOOG)	SO Reff.	Strategic Objective (SO)	Strategies
			needs of the community. A sound customer/client relationship, transparency, improved accountability and responsiveness to the community is achieved and sustained		Promoting transparent and accountable governance through regular community engagements and effective administration	and Policies; Effective Audit Committee; Effective internal audit; Implement Batho Pele Service Charter to meet set standards; Facilitation of Stakeholder and Community participation in policy making; develop review communication strategy; Develop & Review Audit Action Plan; Develop, Review, Monitor & Implement ICT Framework Strategy; Budget & IDP Roadshows
				SO 4.1.3	Systematic development and or review and monitoring implementation of all municipal policies, bylaws, strategies, plans and frameworks in line with any applicable legislation	
				SO 4.1.4	Monitoring, review and progressively improve service delivery performance through improvement of business processes and systems, performance auditing, risk management and oversight	
				SO 4.1.5	To discourage fraud and corruption through effective enforcement of fraud and corruption policy as well as	

Key Performance Area	Back to Basics Pillar	SOOG Reff.	Strategic Oriented Outcome Goal(SOOG)	SO Reff.	Strategic Objective (SO)	Strategies
					monitoring and implementation of consequence management	
				SO 4.1.6	Simplifying processes through the use of systems and ICT	
				SO 4.1.7	Preserving the municipality's administrative actions through litigation	
Municipal Transformation&Organizational Development	Pillar 5: Building capacity-organised labour engagement	SOOG 5.1	The municipality is adequately resourced with a skilled workforce capable of carrying out its developmental mandate. Strong career pathing is achieved	SO 5.1.1	Investing in a workforce to meet service delivery demand through implementing a culture of continuous learning and improvement	Monitor evaluate measure and review the performance of the municipality against indicators and targets set in the IDP; Create and maintain sound labour relations between employer and employees; Develop Workplace Skills Plan; Review and implement Employment Equity Policy; Review and Implement EAP Policy and plans; Compliance with the Occupational Health and Safety Act and Compensation for occupational injuries and diseases; Review and
				SO 5.1.2	Promoting sound labour relations through promoting effective human resource practises	
				SO 5.1.3	Optimise workforce productivity by enforcing a sound organizational culture	

Key Performance Area	Back to Basics Pillar	SOOG Reff.	Strategic Oriented Outcome Goal(SOOG)	SO Reff.	Strategic Objective (SO)	Strategies
				SO 5.1.4	Building adequate infrastructure, equipment and resources to respond to service interruptions	implement, Recruitment and Retention strategies; Maintenance of an organizational structure in line with organizational objectives
				SO 5.1.5	Establishing consistency and alignment between the district and locals by regular co-ordination of Intergovernmental Relations	
				SO 5.1.6	Monitor and enhance compliance with health and safety standards to improve employee working conditions and the public	
Spatial Planning & Environmental Management	Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance wrt Human Settlements	SOOG 6.1	The system of spatial planning and land use management promotes social and economic development in an environmentally sustainable manner. Compact human settlements that are socially cohesive	SO 6.1.1	Promoting integrated human settlements using spatial development strategies, frameworks and policies	Develop, Review, Monitor & Implement Spatial Development Framework; Develop, Review, Monitor & Implement Environmental Management Framework; Develop, Review, Monitor & Implement Disaster Management Strategy; Review and Implementation of Integrated Waste Management Plan;
				SO 6.1.2	Promoting and conserving the natural environment through land use management	

Key Performance Area	Back to Basics Pillar	SOOG Reff.	Strategic Oriented Outcome Goal(SOOG)	SO Reff.	Strategic Objective (SO)	Strategies
					policies, plans and frameworks	Compliance with national SPLUMA, SPLUM Bylaw, National Building Regulations and Municipal Building Control Bylaw; Efficient processing of development application; Utilise Geoghraphic Information System

4.4 ALIGNMENT OF ZULULAND'S OBJECTIVES WITH POLICY

The table below shows how the Municipality's strategic objectives and strategy focus areas, aligned to the relevant Key Performance Areas and key policy frameworks.

Table 114: Alignment of Zululand's Objectives and Strategies to Key Policy Frameworks

KPA	Strategic Objective	Strategy Focus	NDP Focus	MTDP Priority	PGDS / PGDP Focus	DDM /One Plan Alignment	Back-to-Basics
Basic Service Delivery & Infrastructure	Continuously manage all existing infrastructure capital assets to minimise total lifecycle cost and ensure reliability of operations.	Maintain and protect core infrastructure through systematic asset management and operational readiness.	Infrastructure, service delivery, spatial transformatio n	Growth and jobs; cost of living	Infrastructure and service delivery	Integrated infrastructure planning and coordinated delivery through the One Plan.	Pillar 2: Infrastructure delivery and Maintenance and reduced losses with regards to Water and Sanitation
	Establish and maintain partnerships with government and private sector to accelerate universal, equitable and consistent access to municipal services.	Expand and sustain equitable access to municipal services through partnerships and coordinated delivery.	Basic services, poverty reduction, inclusive development	Cost of living; growth and jobs	Access to services; poverty reduction	One Plan service alignment across spheres and sectors.	Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance with Human Settlements

KPA	Strategic Objective	Strategy Focus	NDP Focus	MTDP Priority	PGDS / PGDP Focus	DDM /One Plan Alignment	Back-to-Basics
Local Economic & Social Development	Support SMMEs and create growth opportunities.	Stimulate local enterprise and broaden economic participation.	Inclusive growth, jobs, enterprise development	Growth and jobs	Growth and jobs	District economic coordination and project alignment through the One Plan.	Pillar 3: Good Governance Intervention Pillar 2: Delivering Basic Services – Response to Service Delivery Outages Pillar 2: Delivering Basic Services – Community Works Program (& EPWP)
	Unlock rural economic development opportunities.	Expand rural economic activity and access to opportunity.	Rural development, jobs	Growth and jobs	Growth and jobs	Integrated rural development and district opportunity unlocking through the One Plan.	
	Address strategic infrastructure issues in support of economic development opportunities.	Align infrastructure to unlock economic opportunities.	Economic infrastructure	Growth and jobs	Growth and jobs	Coordinated catalytic infrastructure planning in the district.	
	Provide direct strategic support to key economic sectors while promoting new sectors.	Support priority sectors and diversify the local economy.	Economic transformation, competitiveness	Growth and jobs	Growth and jobs	One Plan support for priority sectors and district diversification.	
	Alleviate poverty and promote socio-economic development.	Deliver targeted poverty-reduction and social upliftment programmes.	Poverty reduction, social protection	Cost of living	Poverty and livelihoods	Integrated social and economic interventions in the district.	

KPA	Strategic Objective	Strategy Focus	NDP Focus	MTDP Priority	PGDS / PGDP Focus	DDM /One Plan Alignment	Back-to-Basics
	Regulate, monitor and evaluate compliance of service providers to municipal health standards.	Strengthen municipal health compliance and awareness.	Health and well-being	Cost of living	Human development	Coordinated district support for compliant and responsive services.	
	Promote arts, culture and heritage.	Promote heritage and culture as development and tourism assets.	Social cohesion, nation-building	Growth and jobs	Social development	Place-based development and district identity through the One Plan.	
Municipal Financial Viability & Management	Establish and maintain sound and sustainable management of fiscal and financial affairs of the municipality and its entities.	Strengthen fiscal discipline and financial sustainability.	Capable state, financial governance	Capable state	Capable state	One Budget / One Plan financial credibility and implementation discipline.	Pillar 4: Sound Financial Management – Number of Disclaimers Pillar 4: Sound Financial Management – Realistic and cash backed budget Pillar 4: Sound Financial Management – Percentage Revenue Collected Pillar 4: Sound Financial Management – Efficiency and Functionality of
	Apply sound financial management practices to keep positive cash balance, coverage and liquidity ratios.	Maintain healthy liquidity, cash flow and expenditure control.	Efficient public finance	Capable state	Capable state	Coordinated district budgeting and implementation sustainability.	
	Manage, monitor and review financial systems to support accurate and credible reporting, budget monitoring and compliance.	Improve financial systems, reporting credibility and compliance.	Capable institutions	Capable state	Capable state	One Plan monitoring, reporting and accountability support.	
	Refine procurement systems and processes to respond to the demand for services.	Improve SCM responsiveness, control and compliance.	State capability, value for money	Capable state	Capable state	Coordinated implementation and resource use	

KPA	Strategic Objective	Strategy Focus	NDP Focus	MTDP Priority	PGDS / PGDP Focus	DDM /One Plan Alignment	Back-to-Basics
						under the One Plan.	Supply Chain Management. Pillar 4: Sound Financial Management – Functional Financial Management System and Rigorous Controls Pillar 4: Sound Financial Management – Cut Wasteful Expenditure (UIFW) Pillar 4: Sound Financial Management – Culture of Payment for Services Campaigns
Good Governance & Public Participation	Effectively handle community enquiries and respond through an effective customer care service.	Improve customer care and responsiveness to community enquiries.	Active citizenship, capable state	Capable state	Capable state	Responsive district governance and improved citizen-government interface.	Pillar 3: Good Governance – Regular Engagement with Communities Pillar 3: Good Governance – Service Delivery Protests Pillar 3: Good Governance – Oversight Structures (S79, AC and ICR) Pillar 3: Good Governance – Anti-corruption measures
	Promote transparent and accountable governance through regular community engagements and effective administration.	Strengthen accountability through structured public engagement and administration.	Accountability, participation	Capable state	Capable state	Stronger IGR and stakeholder participation for One Plan implementation.	

KPA	Strategic Objective	Strategy Focus	NDP Focus	MTDP Priority	PGDS / PGDP Focus	DDM /One Plan Alignment	Back-to-Basics
	Systematic development/review/monitoring implementation of municipal policies, by-laws, strategies, plans and frameworks in line with legislation.	Keep governance instruments current, aligned and enforceable.	Rule of law, capable state	Capable state	Capable state	Policy and planning alignment across sectors and spheres.	Pillar 3: Good Governance - Interventions
	Monitor, review and progressively improve service delivery performance through business process improvement, performance auditing, risk management and oversight.	Improve service delivery performance through oversight, audit and process improvement.	Efficient state, service delivery	Capable state	Capable state	Joint monitoring and oversight in support of One Plan delivery.	
	Discourage fraud and corruption through enforcement of policy and consequence management.	Strengthen integrity, consequence management and anti-corruption controls.	Ethical state, anti-corruption	Capable state	Capable state	Stronger district accountability and implementation integrity.	
	Simplify processes through systems and ICT.	Improve efficiency through digital systems and streamlined processes.	State capability, innovation	Capable state	Capable state	Integrated digital governance and improved coordination.	
	Preserve the municipality's administrative actions through litigation.	Protect administrative decisions through legal compliance and litigation management.	Rule of law	Capable state	Capable state	Legal governance support for coordinated implementation.	

KPA	Strategic Objective	Strategy Focus	NDP Focus	MTDP Priority	PGDS / PGDP Focus	DDM /One Plan Alignment	Back-to-Basics
Municipal Transformation & Organisational Development	Invest in workforce to meet service delivery demand through continuous learning and improvement.	Build workforce capability through continuous learning and skills development.	Build capabilities, capable state	Capable state	Capable state	Stronger district capacity to implement and monitor the One Plan.	Pillar 5: Building Capacity – Filling of Senior Management Posts Pillar 5: Building Capacity – HR Development and Management Pillar 5: Building Capacity – Organised Labour engagements Pillar 5: Building Capacity – Establish, Resilient systems, ie. Billing Pillar 5: Building Capacity – Signing of performance agreements (all employees) Pillar 5: Building Capacity – Implementation of Performance Management Systems
	Promote sound labour relations through effective HR practices.	Strengthen labour stability and HR effectiveness.	Professional public service	Capable state	Capable state	Stable institutional environment for coordinated district implementation.	
	Optimise workforce productivity through a sound organisational culture.	Improve productivity through organisational discipline and culture.	State capability	Capable state	Capable state	More effective district administration to support the One Plan.	
	Build adequate infrastructure, equipment and resources to respond to service interruptions.	Ensure operational readiness and continuity.	Service delivery capability	Capable state	Capable state	Better district operational readiness for coordinated delivery.	
	Establish consistency and alignment between district and locals by regular coordination of intergovernmental relations.	Strengthen district-local alignment through regular IGR coordination.	Partnerships, capable state	Capable state	Capable state	Direct support to district-local coordination and One Plan alignment.	

KPA	Strategic Objective	Strategy Focus	NDP Focus	MTDP Priority	PGDS / PGDP Focus	DDM /One Plan Alignment	Back-to-Basics
	Monitor and enhance compliance with health and safety standards to improve employee working conditions and the public.	Strengthen occupational health, safety and compliance.	Human capability, well-being	Capable state	Capable state	Safe and compliant institutional operations supporting implementation.	
Spatial Planning & Environmental Management	Promoting integrated human settlements using spatial development strategies, frameworks and policies.	Improve spatial planning, land use coordination and development management.	Spatial transformation	Growth and jobs; cost of living	Growth, inclusion and sustainability	Integrated district spatial planning through the One Plan.	Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance with Human Settlements Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance withWaste Management
	Promoting and conserving the natural environment through land use management policies, plans and frameworks.	Protect natural resources and promote sustainable environmental management.	Environmental sustainability	Cost of living; capable state	Sustainability and resilience	Integrated environmental planning and resilience in the One Plan.	

4.5 ONE BUDGET ONE PLAN

In August 2019, Cabinet approved the District Development Model as a government approach to improve integrated planning and delivery across the three spheres of government with District and Metropolitan spaces as focal points of government and private sector investment.

The DDM is anchored on the development of the "One Plan". The One Plan is an intergovernmental plan setting out a long-term strategic framework to guide investment and delivery in the District space. Most of the content in the One Budget One Plan is sourced from the IDP. It operates from the main strategic framework in this document. However, it contains several projects from various municipalities and sector departments. There are also some catalytic projects of the various municipalities. These projects are displayed under the Capital Investment Framework chapter.

<table>
<tr><th colspan="4">ECONOMIC POSITIONING</th></tr>
<tr><th>STATUS QUO/KEY CHALLENGES:</th><th>ALIGNMENT TO NATIONAL & PROVINCIAL PLANS</th><th>THE DDM STRATEGIC GOAL:</th><th>DDM STRATEGIES:</th></tr>
<tr><td>❑ Zululand falls outside of the national economy spine.</td><td>Drive inclusive growth and create jobs
Inclusive economic growth and job creation
Rebuilding the Economy</td><td>❑ Regional economic development and growth.
❑ Agricultural value chain.
❑ Infrastructure improvement.
❑ SMME and Informal Trading Support.</td><td rowspan="3">❑ Development of mining opportunities - ESCID
❑ Regional Economic development and growth - ESCID
❑ Agricultural Value Chain - ESCID
❑ Infrastructure Improvement -ESCID
❑ SMME and Informal Trading Support - ESCID
❑ Development Finance Strategy implementation – GSCID & ESCID</td></tr>
<tr><td colspan="2">SUB-PROGRAMME/PROJECTS:</td><td colspan="2">PROGRAMMES:
To unlock opportunities from mining.
To unlock opportunities for tourism; Heritage tourism development.
To facilitate developmental land reform outcomes; RASET implementation; Development of Packhouse/ Cold Rooms; Mechanisation Support; Agricultural Relief Programme implementation; National School Nutrition Programme; Organic vegetable farm establishment.
To provide and maintain bulk services in economic development opportunity areas.
Trading infrastructure development; Relief programme implementation; Craftwork sector development; Support local recycling initiatives.
Procurement reforms; Development funding application</td></tr>
<tr><td colspan="2">❑ Detergent Manufacturing
❑ Proposed Bhekuzulu Commercial Centre
❑ Lumbatho Boutique Hotel(Requiring funding assistance)
❑ Emakhosini Valley</td><td colspan="2"></td></tr>
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<table>
<tr><th colspan="4">SPATIAL & THE ENVIRONMENT</th></tr>
<tr><th>STATUS QUO/KEY CHALLENGES:</th><th>ALIGNMENT TO NATIONAL & PROVINCIAL PLANS</th><th>THE STRATEGIC GOAL:</th><th>STRATEGIES:</th></tr>
<tr><td>❑ Susceptibility to natural disasters
❑ Inadequate management of natural water resources
❑ More than 1200 settlements across the district makes service delivery very costly per capita.</td><td></td><td>❑ Facilitate Spatial Equity and Integration.
❑ Develop spatial sustainability.
❑ Foster resilient settlements and land use patterns.
❑ Ensure spatial efficiency.</td><td>❑ Facilitate Spatial Equity and Integration- ESCID
❑ Develop spatial sustainability- ESCID
❑ Foster resilient settlements and land use patterns - ESCID
❑ Ensure spatial efficiency - ESCID
❑ Ensure good spatial governance- ESCID</td></tr>
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<table>
<tr><th colspan="4">SPATIAL & THE ENVIRONMENT</th></tr>
<tr><th>STATUS QUO/KEY CHALLENGES:</th><th>ALIGNMENT TO NATIONAL & PROVINCIAL PLANS</th><th>THE STRATEGIC GOAL:</th><th>STRATEGIES:</th></tr>
<tr><td>❑ There is a disconnect between administration of tribal land and municipal land.
❑ There is still vast disparity between town and places of residence of the workforce and potential workforce which makes economic growth difficult.
❑ The natural/soft environment is not well preserved in certain instances and is sacrificed to the hard environment.</td><td></td><td>❑ Ensure good spatial governance.
.</td><td rowspan="2"></td></tr>
<tr><td>CATALYTIC PROJECTS:</td><td colspan="2">PROGRAMMES:
To create an integrated and functional spatial structure; To develop a hierarchical network of development nodes (focus areas) throughout the district; To integrate urban nodes and the surrounding rural areas spatially and functionally; To facilitate regeneration of the existing small towns; To guide and inform spatial and development planning throughout the ZDM.
To protect and conserve freshwater resources; To protect and conserve all environmentally sensitive areas; To protect and preserve agricultural land with high production potential; To mobilize communities to adopt practices that sustain long-term benefits of biodiversity; To facilitate investment in ecological infrastructure to enhance resilience and ensure benefits to society.
To provide bulk infrastructure and basic services equitably throughout the district; To facilitate equitable access to public and community facilities; To build resilience and adaptive capacity to respond to climate change risk and vulnerability.
To facilitate developmental land reform outcomes
To facilitate effective public participation in planning process; To develop a GIS database indicating all households in the traditional settlement areas; To develop capacity to support local municipalities in the implementation of the SPLUMA; To guide spatial planning in the District Development Model initiative.</td></tr>
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<table>
<tr><th colspan="4">INFRASTRUCTURE ENGINEERING</th></tr>
<tr><th>STATUS QUO/KEY CHALLENGES:</th><th>ALIGNMENT TO NATIONAL & PROVINCIAL PLANS</th><th>THE DDM STRATEGIC GOAL:</th><th>DDM STRATEGIES:</th></tr>
<tr><td>❑ 19,7% do not have access to water
❑ 12,2 % does not have access to sanitation
❑ 18% have no access to energy
❑ 23% do not have access to housing
❑ 33.7% do not have access to refuse removal
❑ 80% of the road network is in a poor condition
❑ 77% Non-Revenue Water loss</td><td>Strategic Priority 2: Reduce poverty and tackle the high cost of living and Strategic Priority 1: Inclusive economic growth and job creation
Delivering Better Human Settlements and Infrastructure</td><td>❑ Minimize the total cost of owning and operating municipal infrastructure capital assets by applying asset management practices
❑ The package of services to the community is efficient, affordable, economical, acceptable quality, sustainable and supports economic growth
❑ Building adequate internal capacity to meet the demand for operations and maintenance
❑ Attracting an increased level of investment into Zululand by servicing strategic municipal land reserved for large scale development
❑ Improving access into and within Zululand through the upgrade of district roads, airport and rail
❑ Increase the impact of infrastructure roll-out through co-ordination and collaboration with local municipalities, province and national spheres of government.</td><td rowspan="2">❑ Minimize the total cost of owning and operating municipal infrastructure capital assets by applying asset management practices.- ESCID
❑ The package of services to the community is efficient, affordable, economical, acceptable quality, sustainable and supports economic growth.- ESCID
❑ Building adequate internal capacity to meet the demand for operations and maintenance- ESCID
❑ Attracting an increased level of investment into Zululand by servicing strategic municipal land reserved for large scale development - ESCID
❑ Improving access into and within Zululand through the upgrade of district roads, airport and rail- ESCID
❑ Increase the impact of infrastructure roll-out through co-ordination and collaboration with local municipalities, province and national spheres of government - ESCID</td></tr>
<tr><td colspan="2">CATALYTIC PROJECTS:
❑ Usuthu Off-Storage Dam
❑ eDumbe Waterborne Sewerage
❑ Proposed Upgrade of Klipfontein Water and Waste Water Treatment Works</td><td colspan="2">PROGRAMMES:
Ensure adequate provision of infrastructure to meet the current and future needs.
Timeous engagement with service authorities to provide infrastructure to benefit any future housing projects.
Develop internal expertise to operate and administer bulk engineering services.
Facilitate programmatic service level agreements with ESKOM and the ZDM in respect of electricity and bulk services
Facilitate the upgrade of district roads; Facilitate the upgrade of the airport; Facilitate the upgrade of rail.
Eradicate water backlog by 2040; Eradicate sanitation backlog by 2040; Eradicate energy backlog by 2040; Eradicate waste collection backlog by 2040; Eradicate Non Revenue Water by 2040</td></tr>
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<table>
<tr><th colspan="4">INTEGRATED SERVICE DELIVERY</th></tr>
<tr><th>STATUS QUO/KEY CHALLENGES:</th><th>ALIGNMENT TO NATIONAL & PROVINCIAL PLANS</th><th>THE STRATEGIC GOAL:</th><th>STRATEGIES:</th></tr>
<tr><td>❑ Poor access to public facilities</td><td>Strategic Priority 2: Reduce poverty and tackle the high cost of living and Strategic Priority 1: Inclusive economic growth and job creation; Delivering Better Human Settlements and Infrastructure; Reduce Poverty And Address High Cost Of Living ; Improving Health Care And Education, Building A Capable, Ethical, And Developmental State</td><td>❑ Increase the impact of infrastructure roll-out through co-ordination and collaboration with local municipalities, province and national spheres of government.
❑ Facilitate spatial integration and the development of sustainable human settlements
❑ To ensure efficient identification, acquisition and release of land for human settlements development`
❑ Facilitate the provision of social services
❑ Ensure the creation of effective synergistic partnerships and intergovernmental relations to improve governance</td><td rowspan="2">❑ Increase the impact of Social infrastructure roll-out through co-ordination and collaboration with local municipalities, province and national spheres of government- ESCID
❑ Facilitate spatial integration and the development of sustainable human settlements- ESCID
❑ To ensure efficient identification, acquisition and release of land for human settlements development- ESCID
❑ Facilitate the provision of social services – ESCID&OCIAL
❑ Ensure the creation of effective synergistic partnerships and intergovernmental relations to improve governance- ESCID & GSCID</td></tr>
<tr><td colspan="2">CATALYTIC PROJECTS:
❑ Usuthu Off-Storage Dam
❑ eDumbe Waterborne Sewerage
❑ Proposed Upgrade of Klipfontein Water and Waste Water Treatment Works
❑ eMakhosini Valley</td><td colspan="2">PROGRAMMES:
Eradicate community facility backlog by 2036
Prioritise projects located within development nodes and along development corridors; Ensure effective and efficient processes in planning for sustainable human settlement projects; Promote densification in human settlement projects as identified in the SDF; Promote diversification of housing typologies and encourage the development of mixed income housing in high density areas; Promote inclusionary housing whereby a portion of market-related units within a new residential development are allocated to affordable units for low-income households; Urban regeneration programmes to guide housing roll-out.
.Undertake a detailed land audit and create a database of all potential land based on land availability in the District; Identify suitable land for development of human settlements in the short, medium or long term, with a particular focus on the urban core; Identify, initiate and action any land acquisition and land release processes that may be required; Facilitate PPPs and negotiate with private landowners regarding land for strategic human settlement projects.
Ensure adequate provision of social infrastructure to meet current and future needs; Timeously engage with relevant service authorities to provide social infrastructure in human settlements.
Create strategic PPPs to promote human settlement development.</td></tr>
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<table>
<tr><th colspan="4">INSTITUTIONAL & GOVERNANCE</th></tr>
<tr><th>STATUS QUO/KEY CHALLENGES:</th><th>ALIGNMENT TO NATIONAL & PROVINCIAL PLANS</th><th>THE STRATEGIC GOAL:</th><th>STRATEGIES:</th></tr>
<tr><td>❑ Non-functional IGR structures DDM.
❑ Dysfunctional War Rooms.
❑ Need for monitoring financial viability in government.
❑ Tracking and monitoring of critical vacant posts.
The Prince Mangosuthu Airport is not self-sustainable and is dependent on the municipality. Uncontrolled development around the airport creates limitations for it as a catalytic project</td><td></td><td>❑ efficient, effective and functional IGR structures
❑ Sound and sustainable financial management
❑ Enhancing capable work force.</td><td rowspan="3">❑ Implementation of a development agency- GSCID
❑ Efficient, effective and functional IGR structures- GSCID
❑ Sound and sustainable financial management - GSCID
❑ Enhancing capable work force– GSCID</td></tr>
<tr><td>CATALYTIC PROJECTS:</td><td colspan="2" rowspan="2">PROGRAMMES:
Establishment and effective functioning of a development agency
Improve relationships between traditional authorities and government.; Develop advocacy programmes on conflict resolution; Revive and monitor DDM structures.
Develop an integrated funding implementation management framework for various funding sources (MIG, RBIG, MWIG); Create single window of coordination between provincial government, municipalities and non-government forums; Develop and implement an audit action plan; Monitoring of grant expenditure.
Ensure adequate provision of social infrastructure to meet current and future needs; Timeously engage with relevant service authorities to provide social infrastructure in human settlements.
Create strategic PPPs to promote human settlement developmentDevelop an Integrated HRD and professional support programme; Promote shared services amongst municipalities in Zululand; Align DDM interventions to staff performance agreements; Monitor filling of vacant posts within 6 months.</td></tr>
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<table>
<tr><th colspan="4">DEMOGRAPHIC DEVELOPMENT</th></tr>
<tr><th>STATUS QUO/KEY CHALLENGES:</th><th>ALIGNMENT TO NATIONAL & PROVINCIAL PLANS</th><th>THE DDM STRATEGIC GOAL:</th><th>DDM STRATEGIES:</th></tr>
<tr>
<td>❑ A total of 324 800 (36.4%) population live in hunger
❑ More than 40% of households in the district are indigent.
❑ HIV and Aids related diseases was the leading cause of death in Zululand in 2016, making up 14.3% of death. TB 16.1%, and hypertensive heart disease at 14.1%.(DHB barometer 2017/18)
❑ Females have a high mortality rate due to maternal issues. (Latest stats) DGDP, 23% do not have access to housing
❑ 41% of population in Zululand is unemployed, that is 365 847 of the total population.
❑ 80% of the road network is in a poor condition
❑ There is high rate of crime in the district</td>
<td>❑ Reduce Poverty And Address High Cost Of Living
❑ Improving Health Care And Education
❑ Building A Capable, Ethical, And Developmental State</td>
<td>❑ Reduce levels of unemployment, poverty and inequality.
❑ Improve education and skills development.
❑ Improve health and social welfare.
❑ Sustainable Social Service delivery.</td>
<td>❑ Reduce levels of unemployment, poverty and inequality - ESCID
❑ Improve education and skills development – Social Cluster
❑ improve health and social welfare – Social Cluster
❑ Sustainable Social Service Delivery – Social Cluster</td>
</tr>
<tr>
<td>DDM CATALYTIC PROJECTS:
❑ University Of Zululand Campus
❑ Louwsburg TVET College</td>
<td colspan="3">PROGRAMMES:
Develop infrastructure for local market; Development of the informal economy; Skills development to support local agricultural production; 100 ha programme by traditional councils (promote the availability of land at least 100 ha within each traditional area towards agricultural purposes); Identify and Support the Child headed Household.
Improve ECD to tertiary levels; Enrolment of 3 to 5year old children in educational institutions (ECD); Focus on grade 10 to 12 retention in the District; Participation in Adult Education and Training; Increase the number of ECD facilities (DOE to provide baseline data); Availability of FET collages for NC(V), N courses and educational programmes; Support youth access with National Skills Fund, SETAs and other youth programs which are explicitly designed to create employment.
Expand on school health programs (vehicle); Initiate monthly Gender Based Violence programs; Accelerate implantation of HIV and AIDs related diseases; Early identification and follow- up on children with malnutrition; Develop and implementation of crime prevention programs; Reduce Inequalities and unemployment; Embark programs focusing on vulnerable groups (children, women, elderly and people living with disabilities).
Expand on school health programs (vehicle); Initiate monthly Gender Based Violence programs; Accelerate implantation of HIV and AIDs related diseases; Early</td>
</tr>
</table>

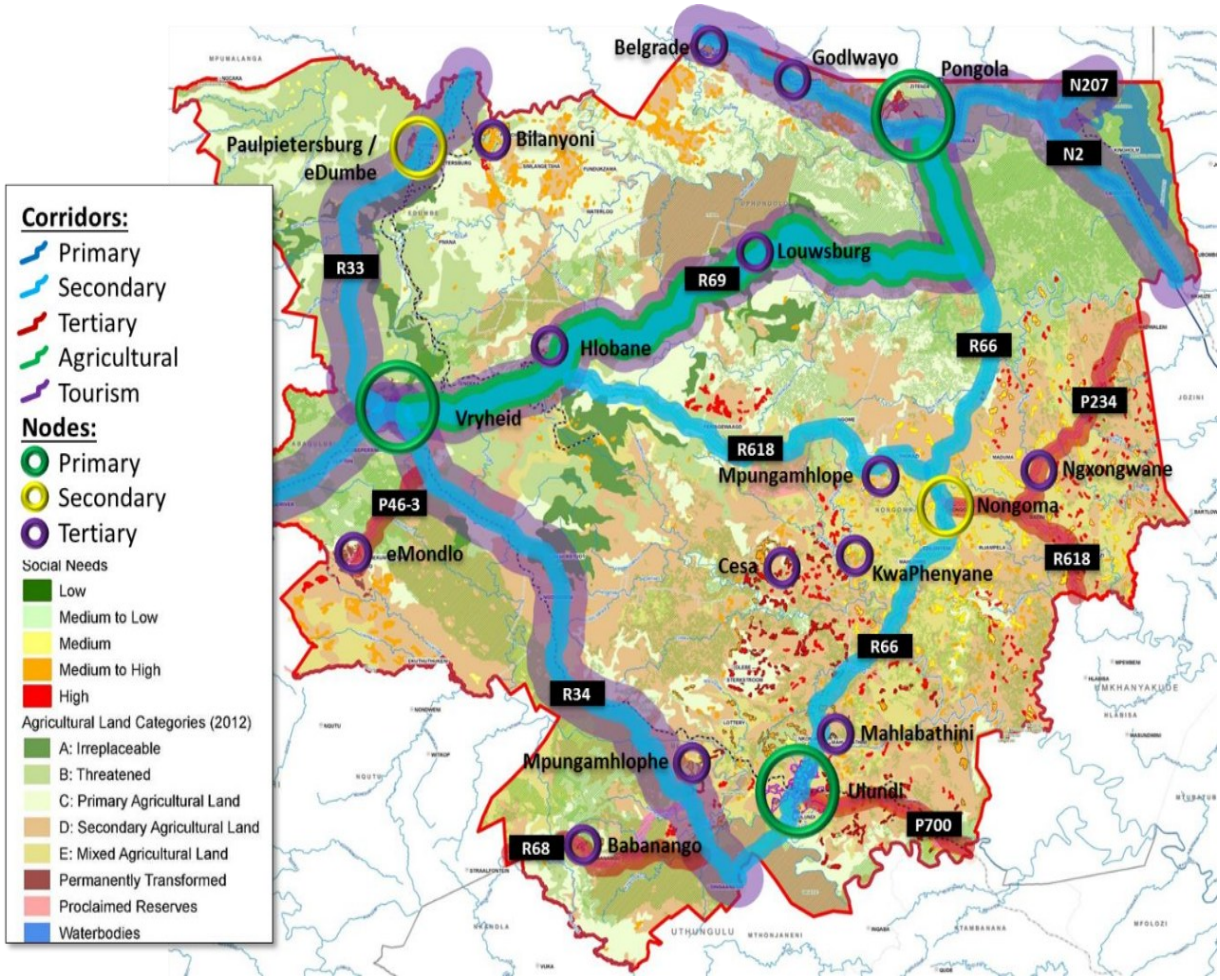
DEMOGRAPHIC DEVELOPMENT			
STATUS QUO/KEY CHALLENGES:	**ALIGNMENT TO NATIONAL & PROVINCIAL PLANS**	**THE DDM STRATEGIC GOAL:**	**DDM STRATEGIES:**
	identification and follow- up on children with malnutrition; Develop and implementation of crime prevention programs; Reduce Inequalities and unemployment; Embark programs focusing on vulnerable groups (children, women, elderly and people living with disabilities).		

4.6 SPATIAL PERSPECTIVE

4.6.1 Spatial Vision of the ZDM

The Image depicts the conceptual spatial framework and the relation of the various proposed land uses, nodes, and corridors in relation to each other. These will be discussed in more detail in the following sections. The combination of the elements discussed in the sections below results in the draft Spatial Development Framework Plan, as well as the proposed overlays relating to Biodiversity, Land Capability and Settlement Clusters.

Map 47: ZDM Spatial Vision



4.6.2 Development Nodes

The relative importance of development nodes reflects an area's economic development potential and the range of service that should be provided. The nodal hierarchy in the District SDF should therefore be interpreted in a district context. Notwithstanding the broad level of indication of nodes at a district level, it is of the utmost importance at the local level that any identified nodes be clearly demarcated on a cadastral basis. Such demarcation is important to:

- Optimise the use of existing bulk infrastructure and social facilities.
- Discourage urban sprawl.

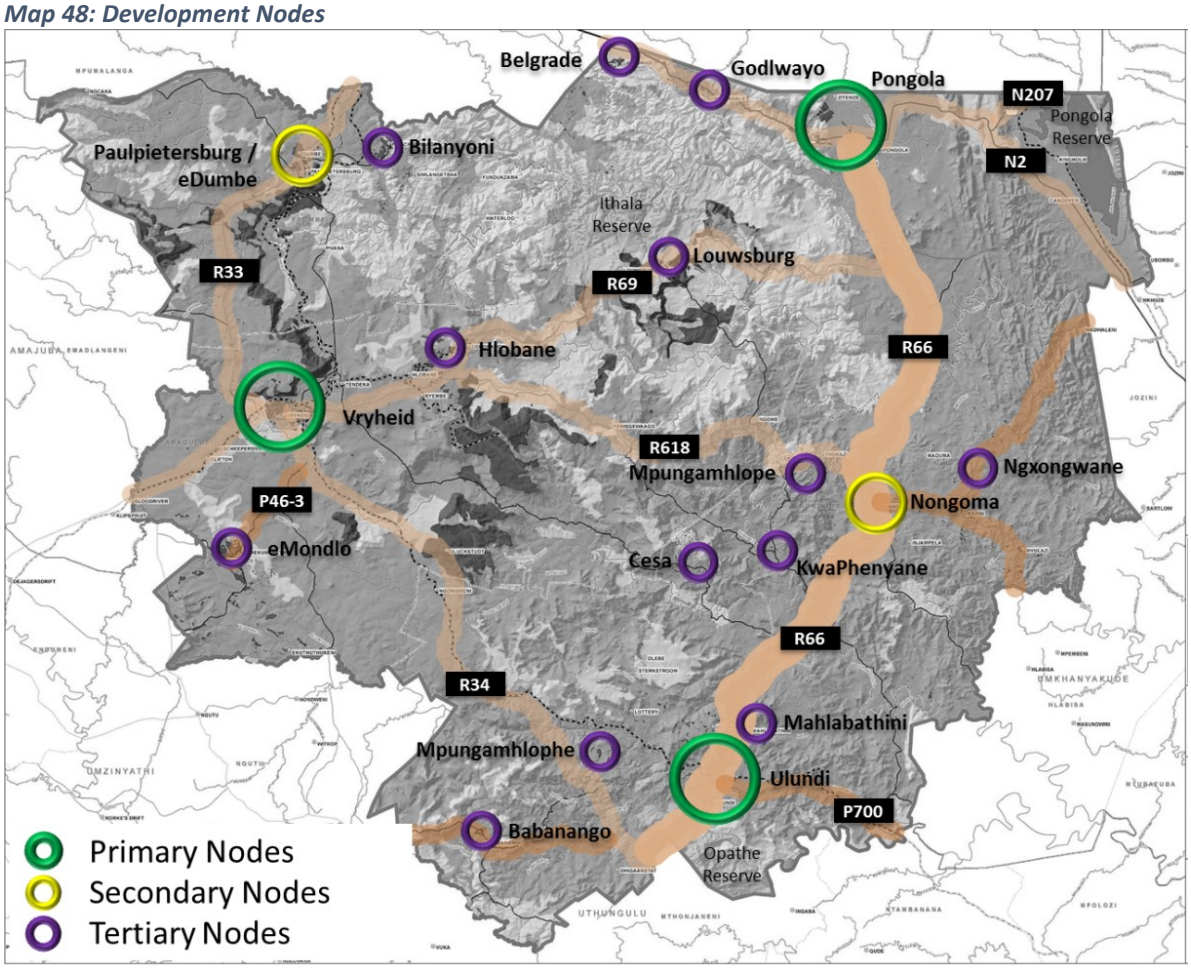
- Ensure compact and efficient urban areas.
- Protect agricultural land with high production potential.
- Provide guidance to both public and private sectors investors.
- Promote economic, social, and environmental sustainability.
- Accommodate reasonable future demand for development.

Table 115: Development Nodes

Name of Municipality	Primary Development Nodes	Secondary Development Node	Tertiary Development Nodes	
Abaqulusi Local Municipality	Vryheid	x	eMondlo Hlobane	Louwsburg
Ulundi Local Municipality	Ulundi	x	Babanango Ceza	Mpungamhlophe Nqulwane
uPhongolo Local Municipality	Pongola	x	Belgrade Godlwayo	
Nongoma Local Municipality	x	Nongoma	Kwaphenyane Maphophoma	Mahashini Ngxongwane
eDumbe Local Municipality	x	Paul Pietersburg/ eDumbe	Bilanyoni / Mangosothu	

4.6.2.1 Primary Nodes

Map 48: Development Nodes



- **Pongola –** the economy of Pongola is based on large scale commercial production of Sugarcane. The uPhongolo natural features further allow for eco-tourism opportunities in the highly sensitive areas adjacent the Pongola Poort Dam, and the areas between the R69 and the N2.
- **Ulundi –** Ulundi, as the current seat of the Zululand District Municipality and has a strong public service-oriented economy. It is a service centre for a vast rural hinterland.
- **Vryheid –** In comparison to Pongola and Ulundi, Vryheid has a much larger commercial and services sector, although the economy is also dependant on agriculture, and mining.

These nodes are mainly centres which should provide service to the sub-regional economy and community needs. These centres were identified as Third Order Development nodes within the PGDS. The following functions are envisaged for these centres.

- Secondary Economic Growth Areas
- Promote as Secondary Node in support of Corridor Development
- Promote Compact Urban Development & Combat Urban Sprawl
- Promote Focused Investment & Managed Growth
- Promote Densification (Brown Agenda) & Infill Development
- Provide Economies of Scale for Effective & Affordable Service Delivery
- Infill where High Levels of Services are Available (Restructuring Nodes) ○ Increased Residential Density (number of dwellings)
- Promote Socio-Economic Upliftment
- Promote provision of sufficient Bulk Infrastructure Services (Demand & Supply)
- Priority spending on Infrastructural Upgrading Needs (New & Maintain)
- Promote Effective & Efficient Public Transportation Systems linked to Multi Modal Facilities

4.6.2.2 Secondary Development Nodes

The following 2nd order nodes have been identified in the District Area.

- Paul Pietersburg
- Nongoma

These nodal areas do not provide services or economic advantages significant on Provincial Level but fulfil very important service delivery functions within the local economies of the municipalities and are the only areas providing commercial choice to the residents of the respective municipalities.

These nodes were identified as fourth order nodes within the KZN PSDF. Key strategic interventions specifically targeted at these nodes and their directly surrounding areas might include:

- Focused investment in areas of Poverty Concentrations
- Promote Integration (Green Agenda)
- Integration in terms of Mixed Densities & Uses
- Improve Transportation linkages to Nodes
- Promote Social-economic Integration
- Eradicate Backlogs & Promote Basic Service Infrastructure & Delivery

- Promote Socio-Economic Upliftment
- Promote provision of sufficient Bulk Infrastructure Services (Demand & Supply)
- Priority spending on Infrastructural Upgrading Needs (New & Maintain)
- Rural Service Delivery Point
- Promote & Establish PPP's
- Promote Cultural & Community Based Tourism

4.6.2.3 Tertiary Development Nodes

A total of 14 third order nodes have been identified throughout the district. The functions of these nodes consist of basic government service delivery to the surrounding communities with very limited commercial opportunities. The services sector within these areas is basically non-existent.

4.6.3 Development Corridors

One of the major structuring elements determining the existing and future concentration of development, activity and investment in a municipality are the corridors. A mixture and a hierarchy of the mentioned corridors should be provided to facilitate different levels of developmental and movement functions.

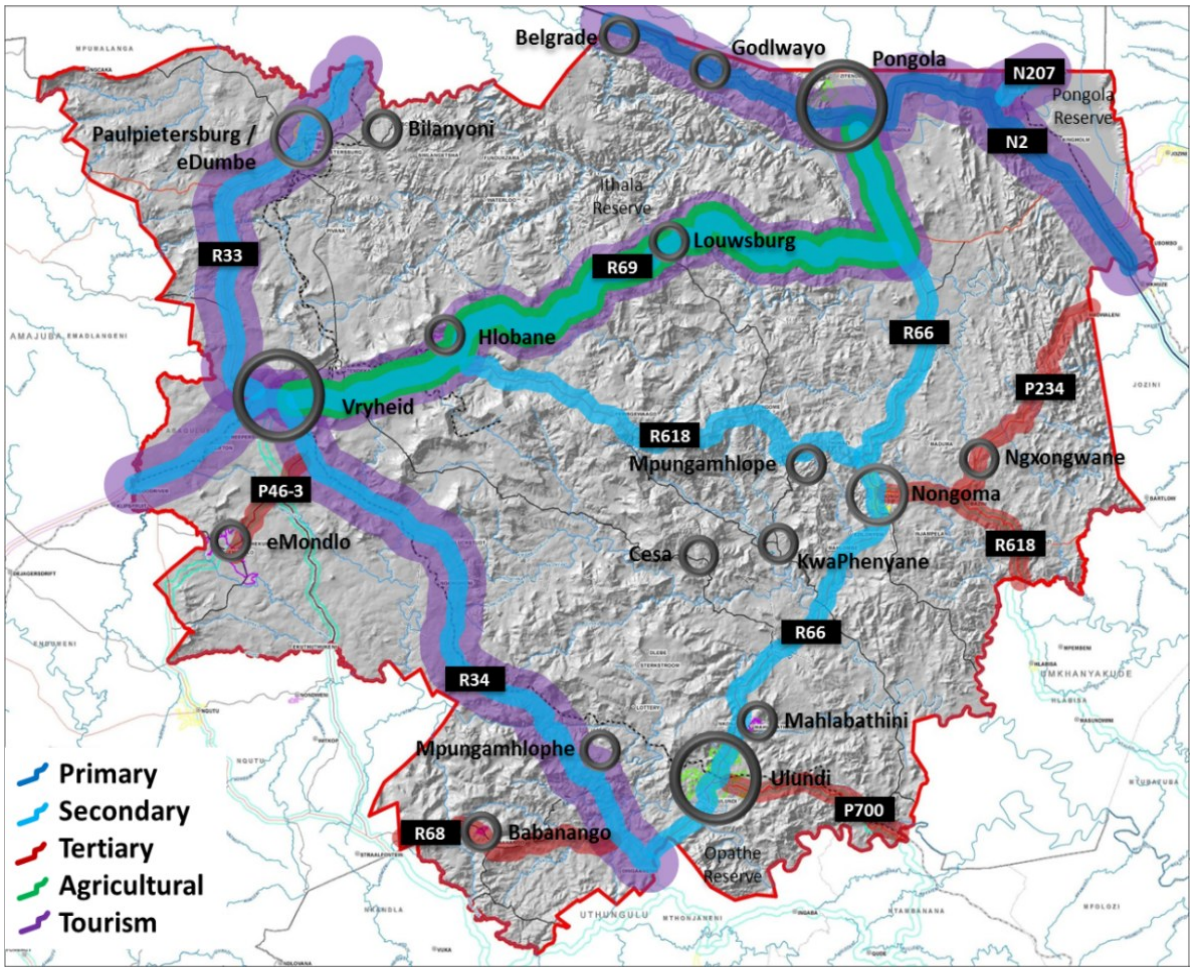
The table below and image below identify the proposed Hierarchy of movement routes within the district.

Table 116: Description of Corridor Developments

Municipality	Primary Corridor	Secondary Corridor	
Nongoma	R66	P234 & R618	P735
aBaqulusi uPhongolo Ulundi eDumbe	P34-3 & P46 (R69) P47 (R34) P404 (R33)	P463 P258 P253 P34-4 D1303 D1309 P199	P523 P274 P220 P49-1 P49-2 P293
	N2 & N720	P52-3 (R66)	P46-4 (R69)
	R34 & R66	R68	P700
	P34-5 (R33) P404 (R33)	P271 P229	P34-4 P221

Source: Individual SDF documents of Municipalities

Map 49: Development Corridors



The combination of the above corridors ensures connectivity between all Municipalities within the District. Public interventions envisaged in this area relate to:

Constant Inter Governmental communication and co-ordination relating to the development of the Major Economic Corridors and its impact on the Zululand District Municipality.

- Tarring of roads which will provide transport services access to the remote regions and open up additional economic opportunity in opening the areas. Accessibility is of key importance.
- Developing a localized Corridor Development Strategies, will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.
- Ensure multimodal transport integration occurs along these roads at key points.

The KZN PSDF identifies an agricultural corridor traversing the District in a North-South Direction along the R66 from Pongola through Nongoma, to Ulundi and further south, and might refer to a corridor for the distribution of agricultural produce. Agricultural activities are actually intensifying along the R69 towards Vryheid, where high-potential agricultural land is situated. It is therefore proposed that this route be earmarked as an agricultural corridor to allow for economies of scale to develop in the agricultural sector. This area consists of high-potential agricultural land.

4.6.4 Spatial Strategic Intervention Areas

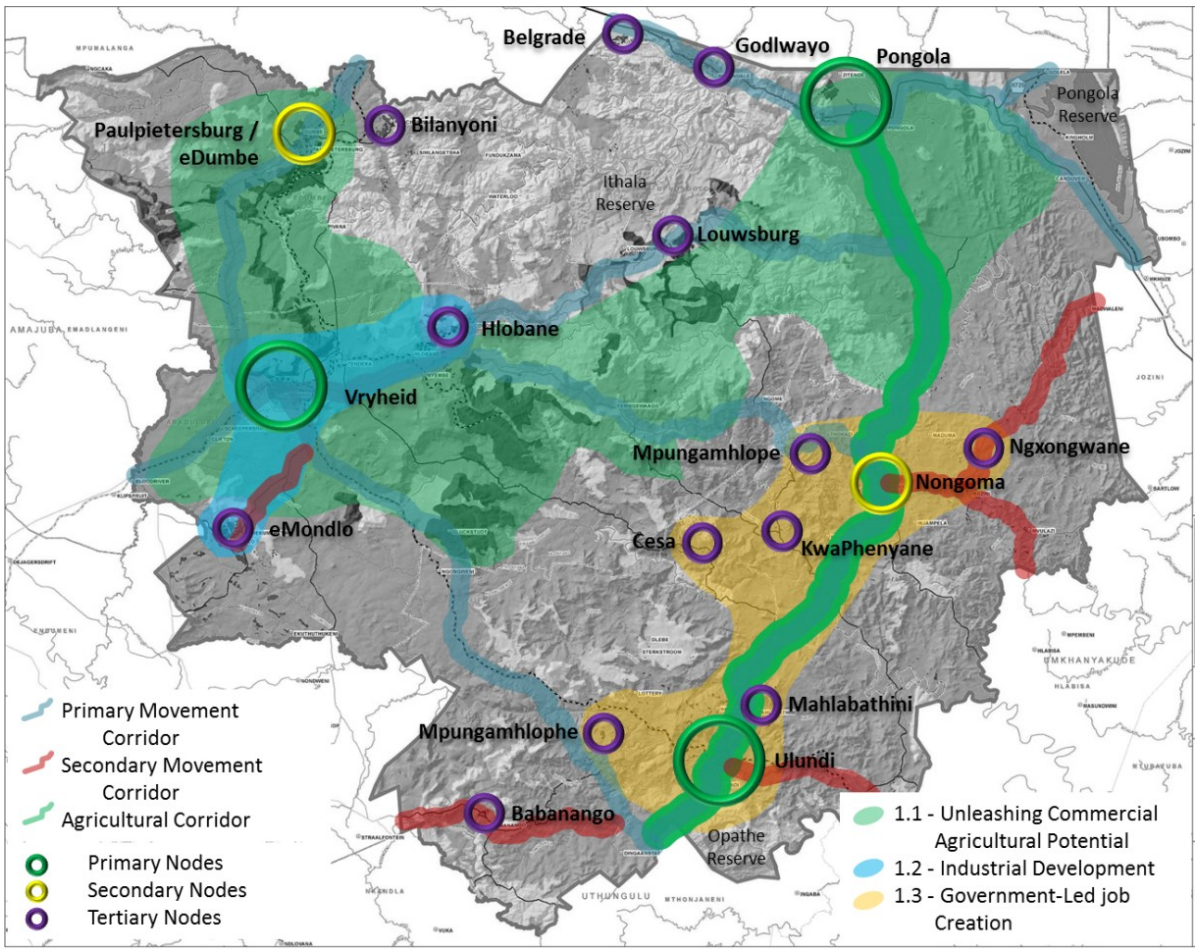
4.6.4.1 Zululand DGDP Strategic Goal 1 - Job Creation

The Map overleaf depicts the areas where the strategic objectives of the KwaZulu-Natal Provincial Growth and Development Strategy need to be addressed urgently to allow for overall economic growth of the district.

The above strategic goals have the collective aim of investing in areas with the potential of obtaining a high "rate of return". Resources are therefore identified which has not yet reached its full potential and can be developed in order to do so.

Agricultural potential that can be developed is situated within the municipalities of uPhongolo, Abaqulusi and eDumbe LM, where conditions are favourable for agricultural production. Industrial Expansion is proposed within the Abaqulusi Local municipality where the best-developed infrastructure for Industrial Development exists.

Map 50: Job Creation

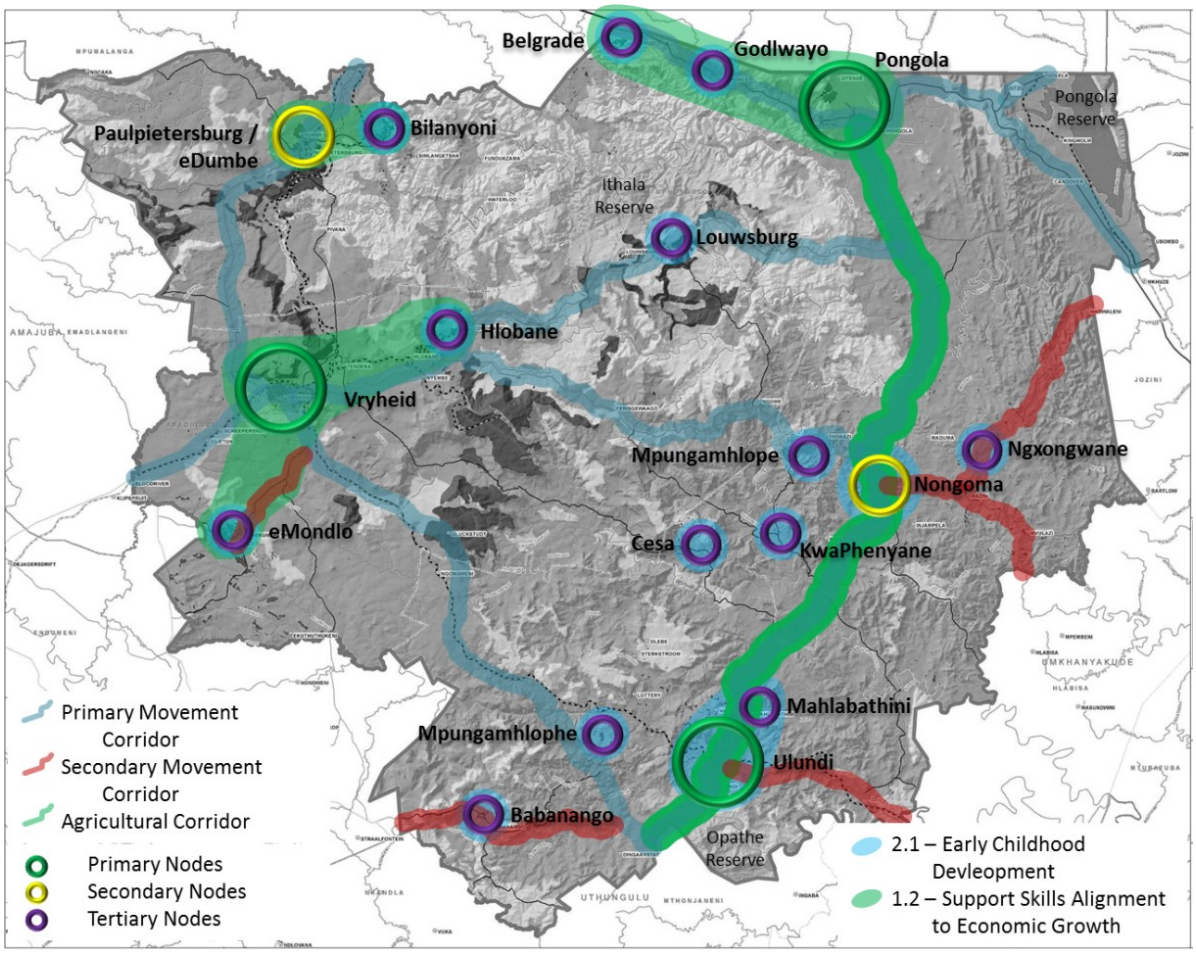


4.6.4.2 Zululand DGDP Strategic Goal 2 – Human Resource Development

The Map depicts the areas of intervention for early Childhood Development, and skills development which should be improved to assist with economic growth within areas. Basically, the nodal areas are targeted for early childhood development. And skills development.

Areas within the Abaqulusi LM (Vryheid Hlobane and Emondlo), eDumbe LM (Paul Pietersburg, eDumbe & Bilanyoni) and uPhongolo LM (Pongola, Godlwayo & Belgrade) have economic potential that can only be tapped if the skills of the communities are developed to allow for them to participate in the economy. The economic base within these municipalities is largely private-sector driven, and therefore skills development to allow for active participation in this economy is required and could be achieved through tertiary training facilities.

Map 51: Human Resource Development

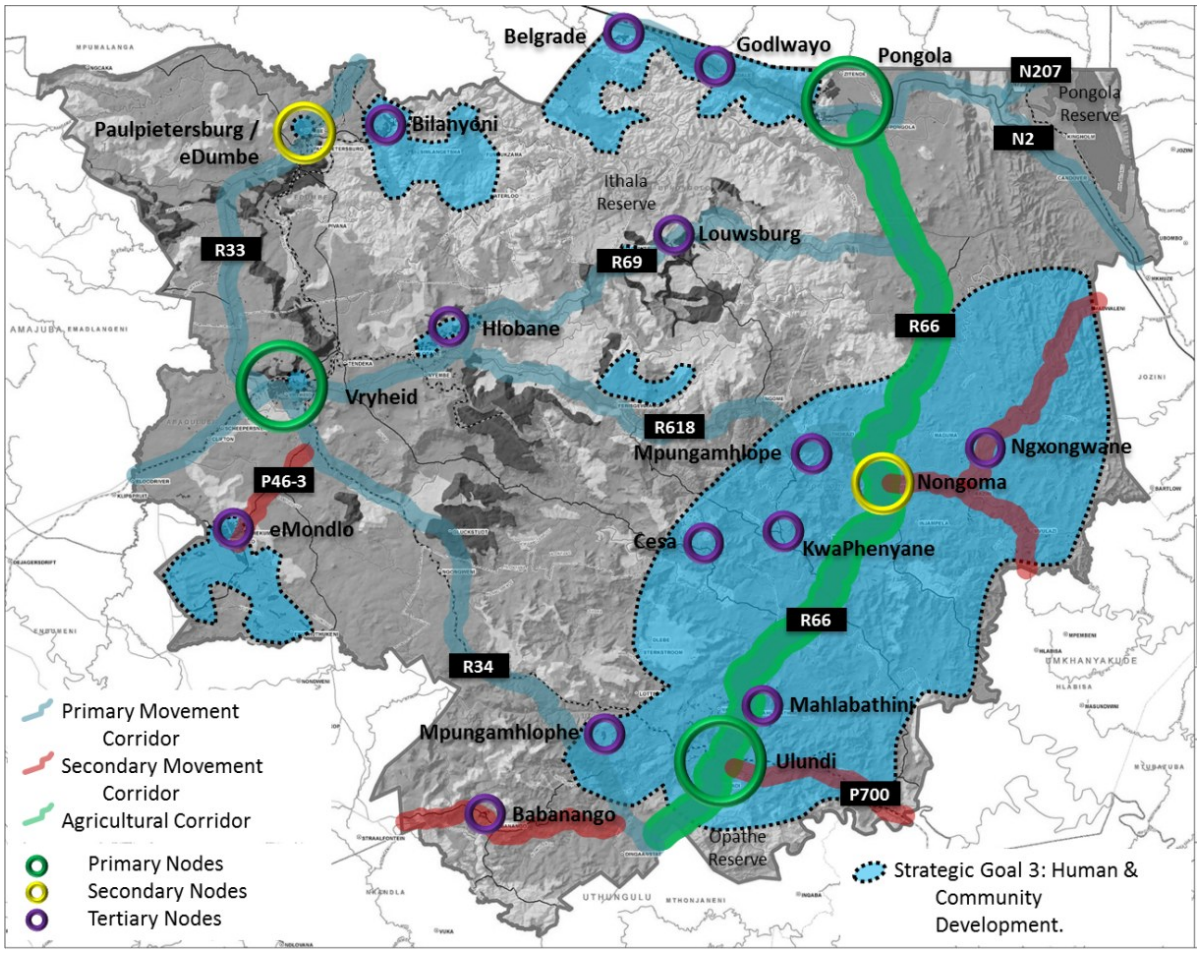


4.6.4.3 Zululand DGDP Strategic Goal 3 – Human and Community Development

The above strategic goals are to a large extent applicable to the same geographic area, as these are aimed at developing and improving the lives of communities with the highest levels of deprivation. The areas in need of these interventions are largely situated on Ingonyama Trust Land. Subsequently, large portions of the Ulundi and Nongoma Local Municipalities are earmarked for interventions under this Strategic Goal.

In addition to the identified areas hatched in blue, the nodal areas as well as all new housing projects should be targeted for initiatives related to Human and Community Development. Without achieving this goal, economic development is not possible as the population who participates in the economy needs to be healthy to do so.

Map 52: Human and Community Development

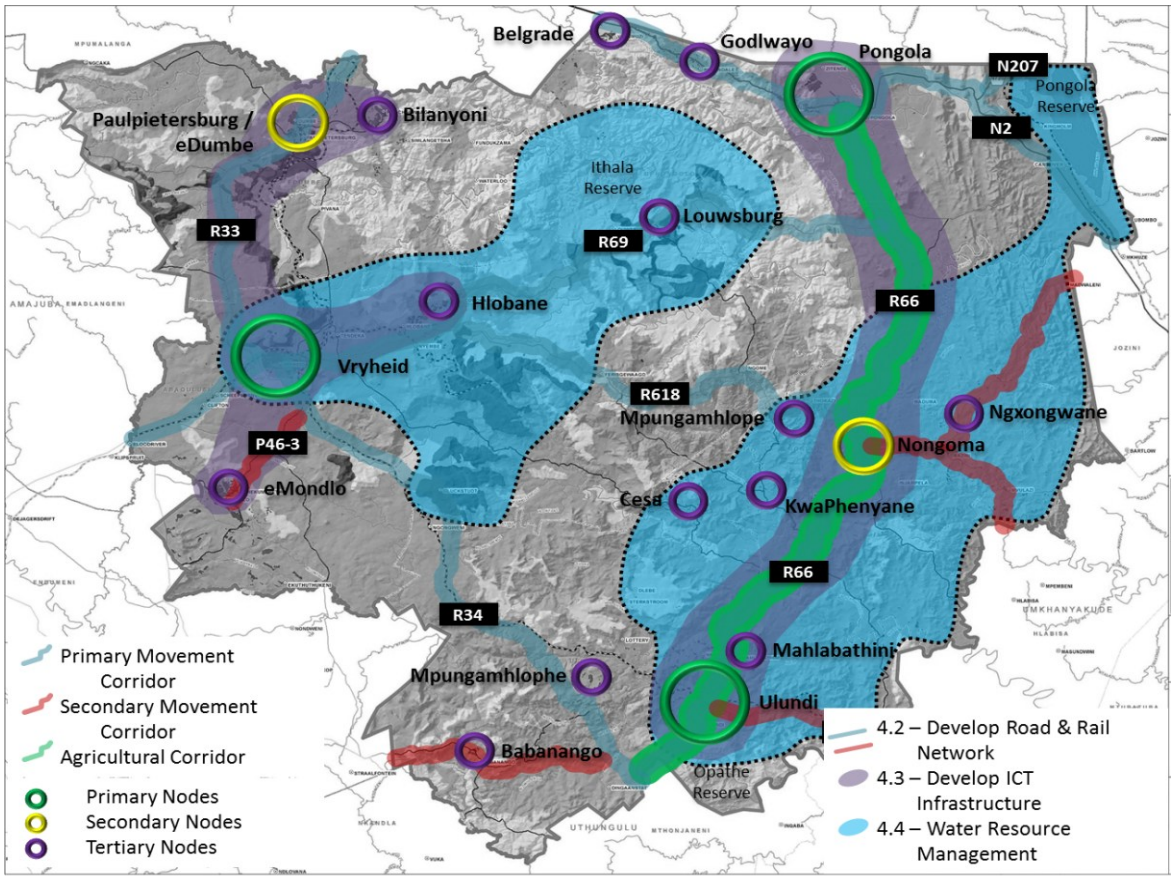


4.6.4.4 Zululand DGDP Strategic Goal 4 – Strategic Infrastructure

The transportation network is the only manner for transporting economic goods and subsequently, an integrated system is required to allow for a fully functional district.

The map depicts the most important connections within the Municipality which is critical for accessibility to economic areas and movement of economic goods. Information & Communications Technology is critical to ensure competitiveness with economic competitors and ensuring accessibility to the global markets. It is therefore important that ICT is highly accessible within the Nodal Areas. Strategic Infrastructure is further aimed at addressing the most pressing needs within the district. Subsequently, water resource management is earmarked within areas where the highest need exists.

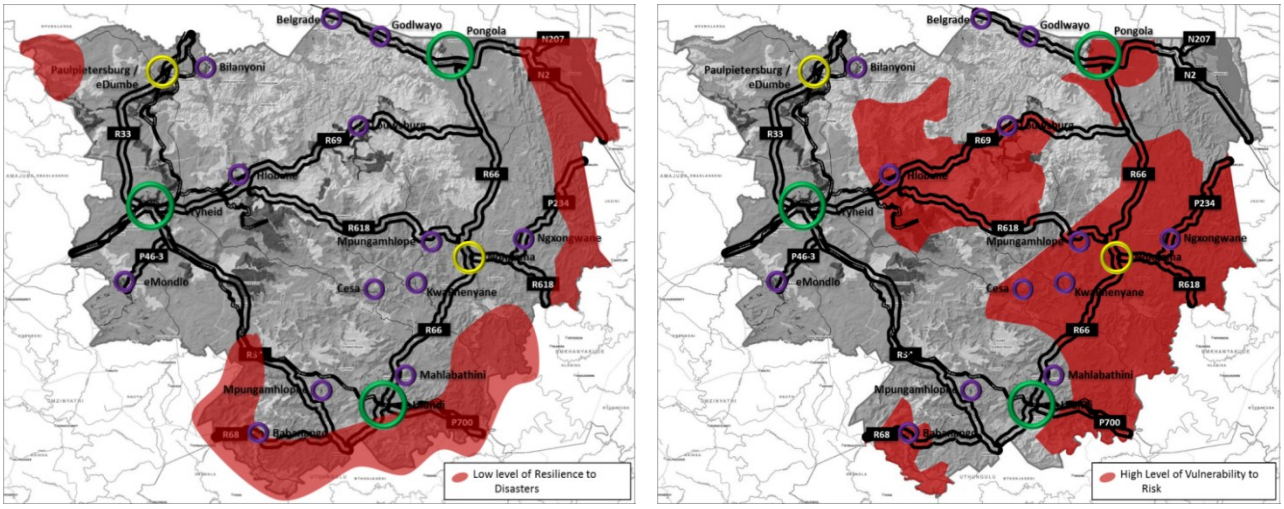
Map 53: Strategic Infrastructure



4.6.4.5 Zululand DGDP Strategic Goal L 5 – Response to Climate Change

The Map below depicts the areas identified earlier as environmentally sensitive, and which is important for the maintenance of ecological and biodiversity integrity. These areas consist of the environmentally sensitive areas identified on the informant maps as well as the environmental corridors identified by the KZN PGDS and Spatial Development Framework.

Map 54: Response to Climate Change



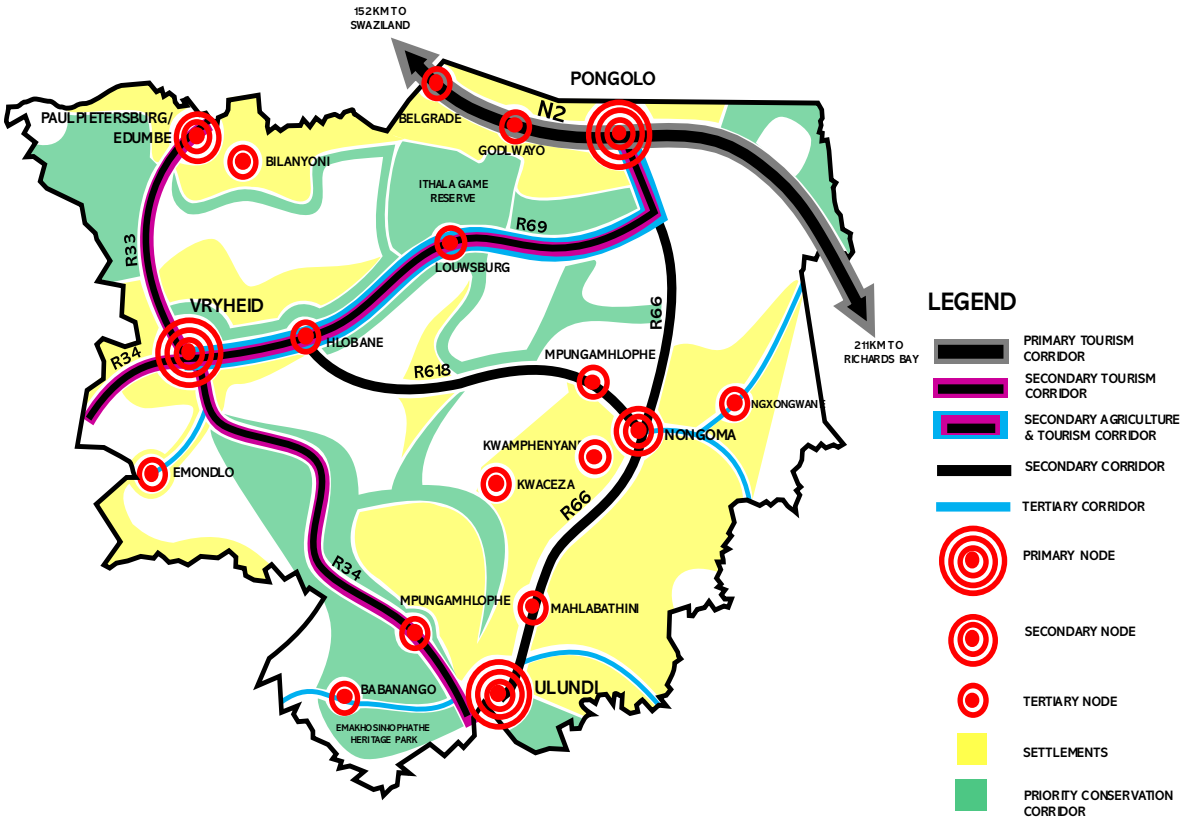
4.6.4.6 Zululand DGDP Strategic Goal 7 – Spatial Equity

Spatial Equity promotes spatial transformation and provides a framework for effective land use management and spatial planning.

4.6.5 High-Value Agricultural Land

The intention is to identify areas with agricultural potential in order to expand the agricultural Sector. This will also address the protection of vulnerable agricultural land. The locality of the different levels of agricultural potential is depicted in the image below.

Map 55: High-Value Agricultural Land



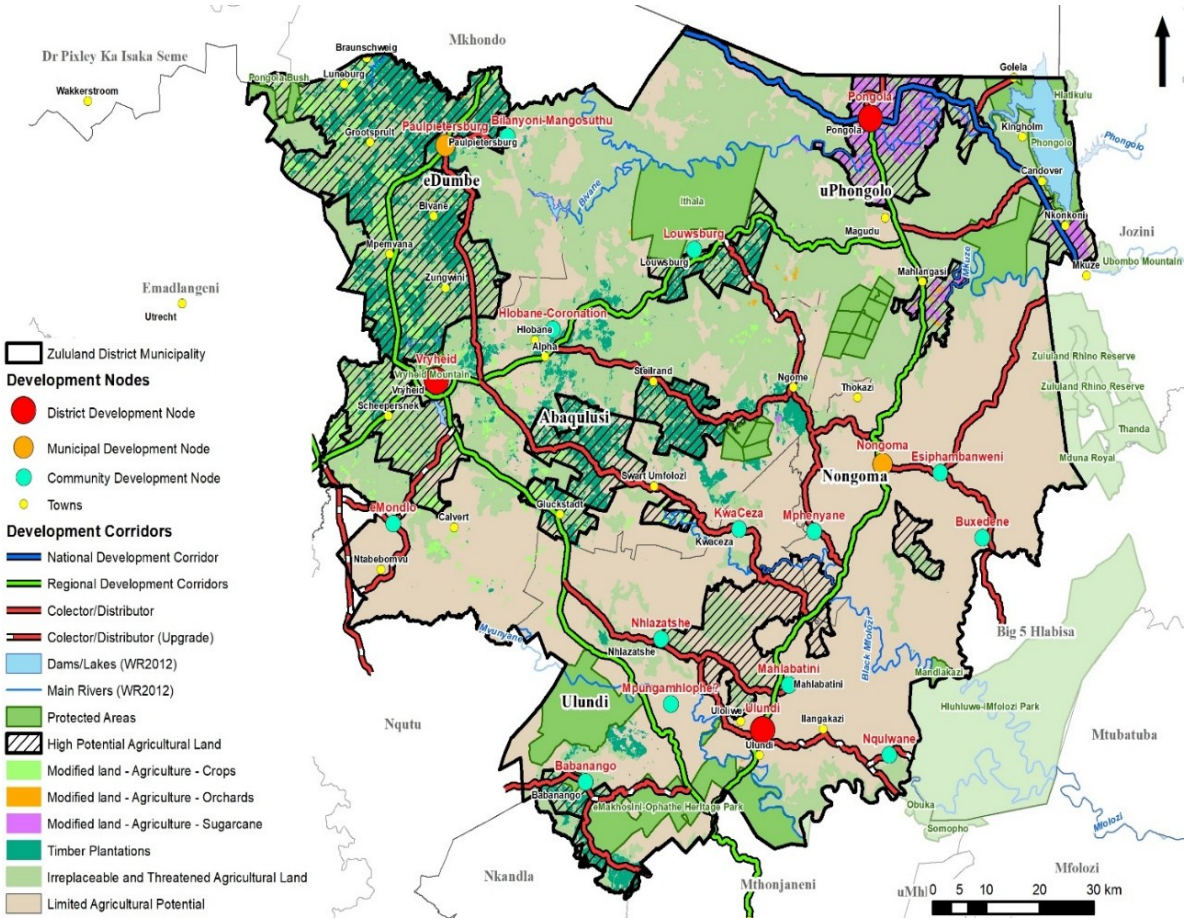
The agricultural activities within the Zululand District can be grouped into four distinct areas which deal with arable agriculture, Forestry, Grazing Activities, and Subsistence Agriculture. The highest potential agricultural land is situated in the northern halve of the district and more specifically in the more evenly sloped areas of uPhongolo, Abaqulusi, and eDumbe Local Municipalities.

In general, the subdivision of prime agricultural land will be discouraged. The development of this land for non-agricultural purposes should only be allowed if:

- The land has already been subdivided to such an extent that it is no longer agriculturally viable;
- The land has already been developed for non-agricultural purposes;
- The proposed development does not compromise the primary agricultural activity of the property;

- The proposed development comprises a secondary activity to supplement a landowner's income;
- It will facilitate the implementation of the Land Reform Programme and Labour Tennant Projects.

Map 56: Preservation of Agricultural Land



The Department of Agriculture Forestry and Fisheries does not consider anything less than 20ha as a viable unit, and subsequently subdivision of less than 20ha will not be allowed. The arable land identified is under severe pressure from settlement expansion and land uses such as mining. Mining activities specifically threaten the areas south of the Hlobane Coronation area where the highest agricultural potential for the district is situated.

As agriculture is one of the main employment sectors in the district and forms a large part of the economic base of three of the five municipalities, sound land management approaches must be developed and implemented. The southern parts of the Municipality are characterised by secondary Agricultural Land which coincides with the subsistence agricultural activities. There is still a lot of potential to develop the agricultural sector within these areas, although projects need to be implemented to ensure expansion of the large-scale agricultural activities.

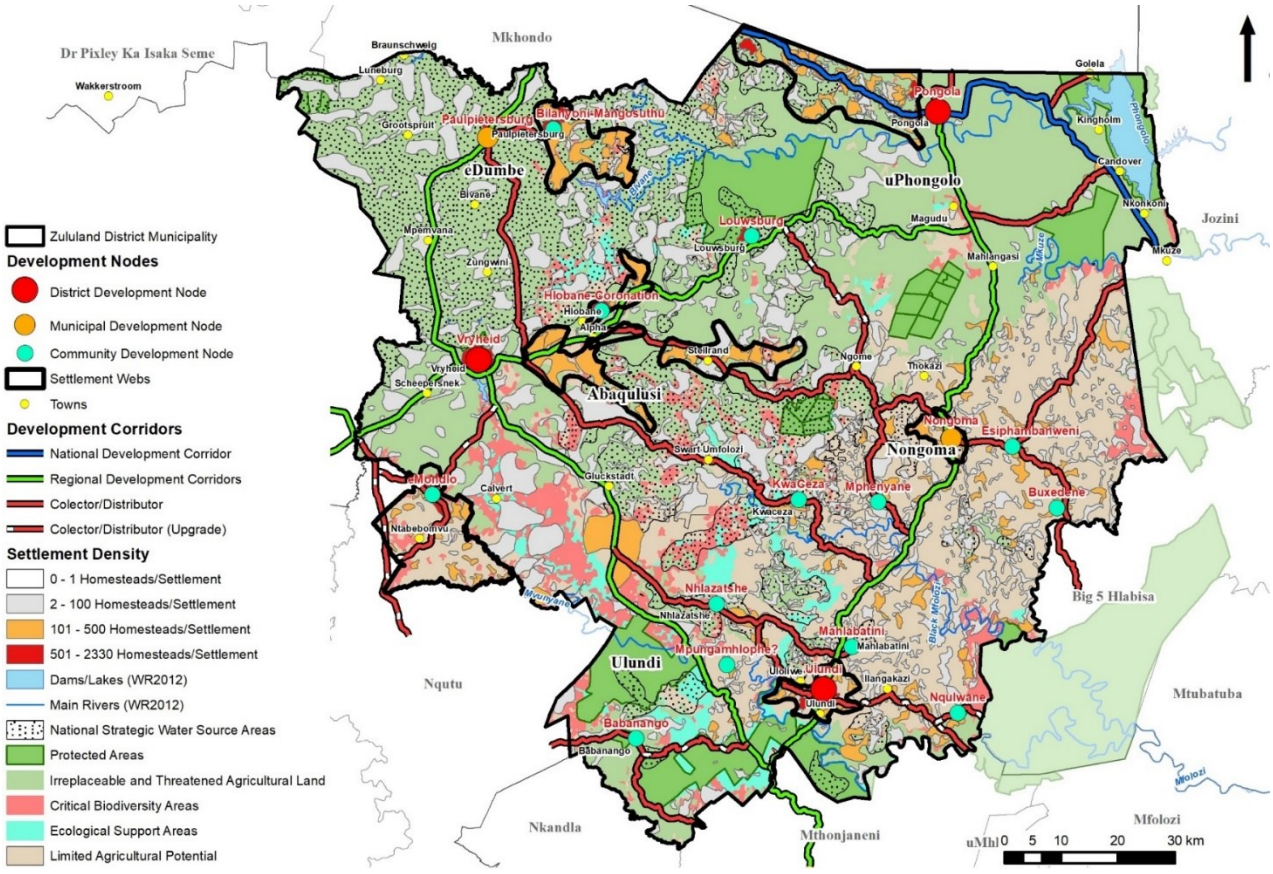
It will be necessary to, through a participatory process with traditional authorities and communities undertake a detailed assessment of arable land within the district and more specifically the rural municipalities of Ulundi and Nongoma. It will be necessary to agree on measures to be implemented

to on the one hand protect/reserve land, but also on the other, to make it available for intensive agricultural production activities.

Such an investigation should also identify opportunities for irrigation, and the development of farming infrastructure (e.g. dams, pipelines, fences, and the like). The development of these should be prioritised. With regards to cropping, there is a range of options to be considered, which is beyond the scope of this spatial framework to identify. The Bio-Resource Unit information of the National Department of Agriculture Forestry and Fisheries provides guidelines in this regard. Important opportunities relating to agricultural development to be pursued in the arable areas and areas in close proximity include:

- Implementation of the massification programme of the Department of Agriculture;
- ensuring easy access to relevant extension services;
- input supply opportunities;
- specialist agricultural support opportunities, e.g., ploughing, harvesting etc; and
- Agri-processing opportunities.

Map 57: ZDM Municipal Spatial Development Framework

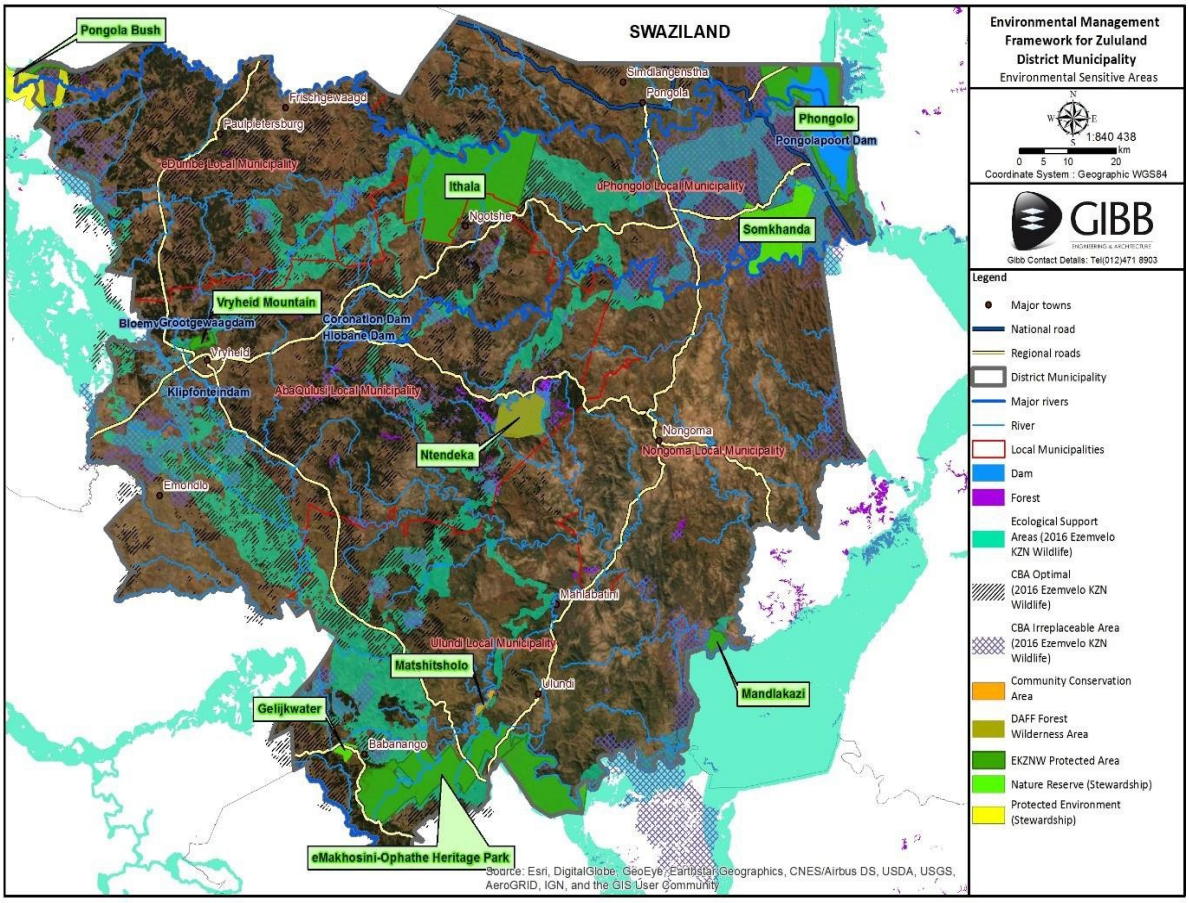


4.7 STRATEGIC ENVIRONMENTAL MANAGEMENT PLAN

4.7.1 Environmental Sensitivities

The environmental sensitivity analysis entailed the identification of environmental features; these are predominantly areas that have already been identified as being sensitive (refer to Map below). Once environmental features were determined, sensitivity weightings were assigned to each feature. Aquatic features and EKZNW Protected Areas are defined as 'No-go areas', on which no development should take place. High to low ratings for other environmental features is shown in the table on the overleaf. Once the weightings for each sensitive feature were established, the features were given a cumulative sensitivity rating. For example, if an area consisted of a CBA irreplaceable area as well as a Forest Wilderness Area, the total sensitivity rating for this area would be higher than another area in which only one sensitive environmental feature is present.

Map 58: Environmental Sensitivity



4.7.2 Environmental Management Zones

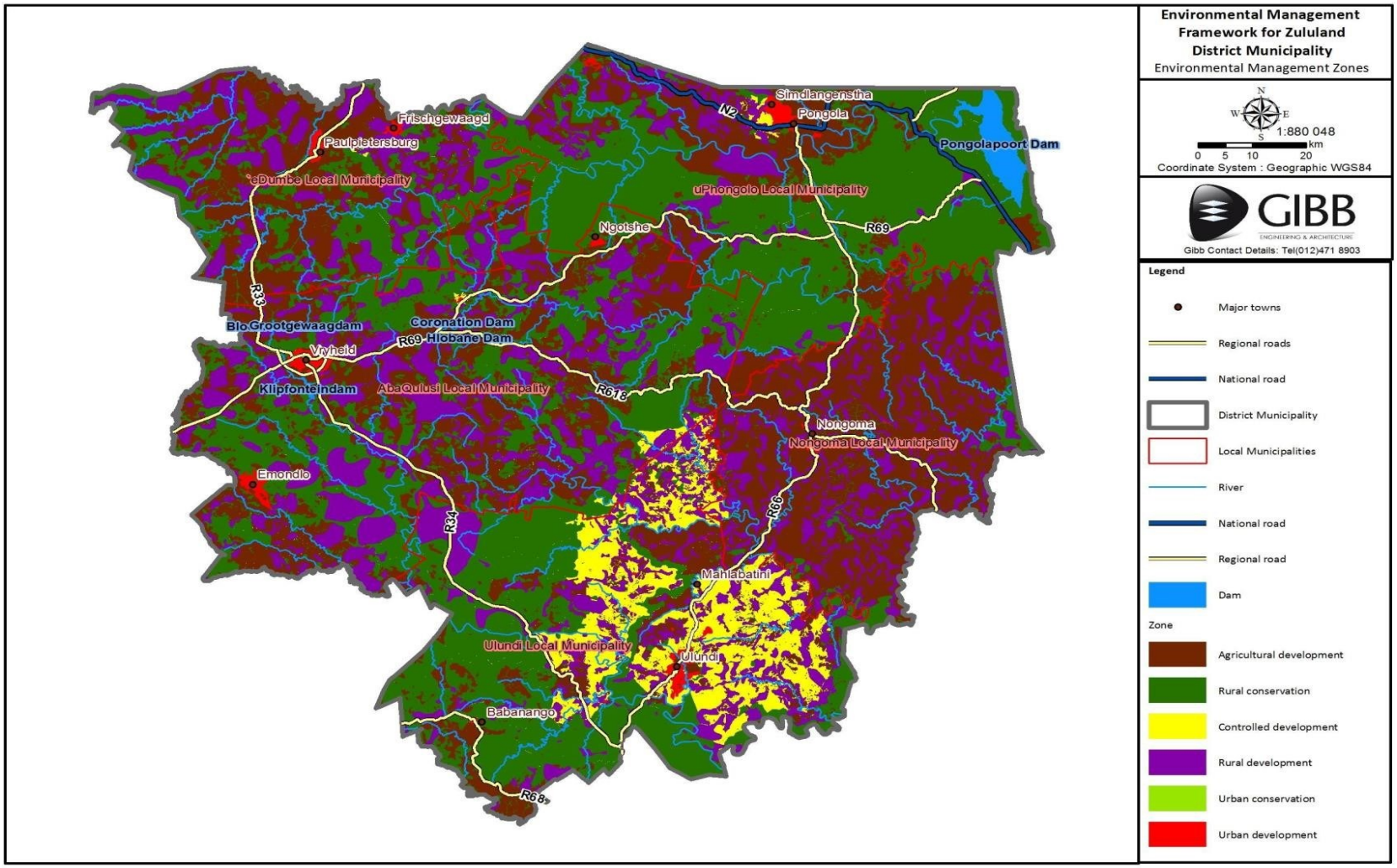
Environmental management Zones in the ZDM are as follows:

Table 117: Environmental management Zones in the ZDM

Zone	Conflicts resolved
Agricultural development zone	• Farm boundaries that conflicted with the Urban edge. • Farm boundaries that conflicted with conservation zone.
Rural conservation zone	• Medium to high sensitivity that conflicted with good or high potential agriculture. • Medium to high sensitivity that conflicted with the Urban development zone (but not the urban edge) and agricultural zone but not farm boundaries.
Controlled development	• Low environmental sensitivity that conflicted with urban development zone (but not the urban edge).
Rural development zone	• Rural settlements that conflicted with all zones remained as rural development.
Urban development zone	• Urban development zone that conflicted with the agricultural zone (but not farm boundaries) . • The urban edge that conflicted with low environmental sensitivity.

Policies, plans, and programmes of spatial and environmental planning are devised to facilitate sustainable development of an area, which includes the spatial location of developments that would inform the location of settlements, built-up areas, and infrastructure, that would allow for service delivery, in the most cost-effective way; and to allow for the preservation of environmental attributes in the area on which fauna and flora and humans depend. Achieving the spatial and environmental vision of an area requires buy-in and support of all relevant stakeholders and landowners, especially that of traditional authorities, who own large tracts of land, and who should be made aware of the developmental principles followed when spatial and environmental planning is done.

Map 59: Environmental Management Zones



4.7.2.1 Zone 1: Agricultural development zone

Map 60: Zone 1- Agricultural development zone

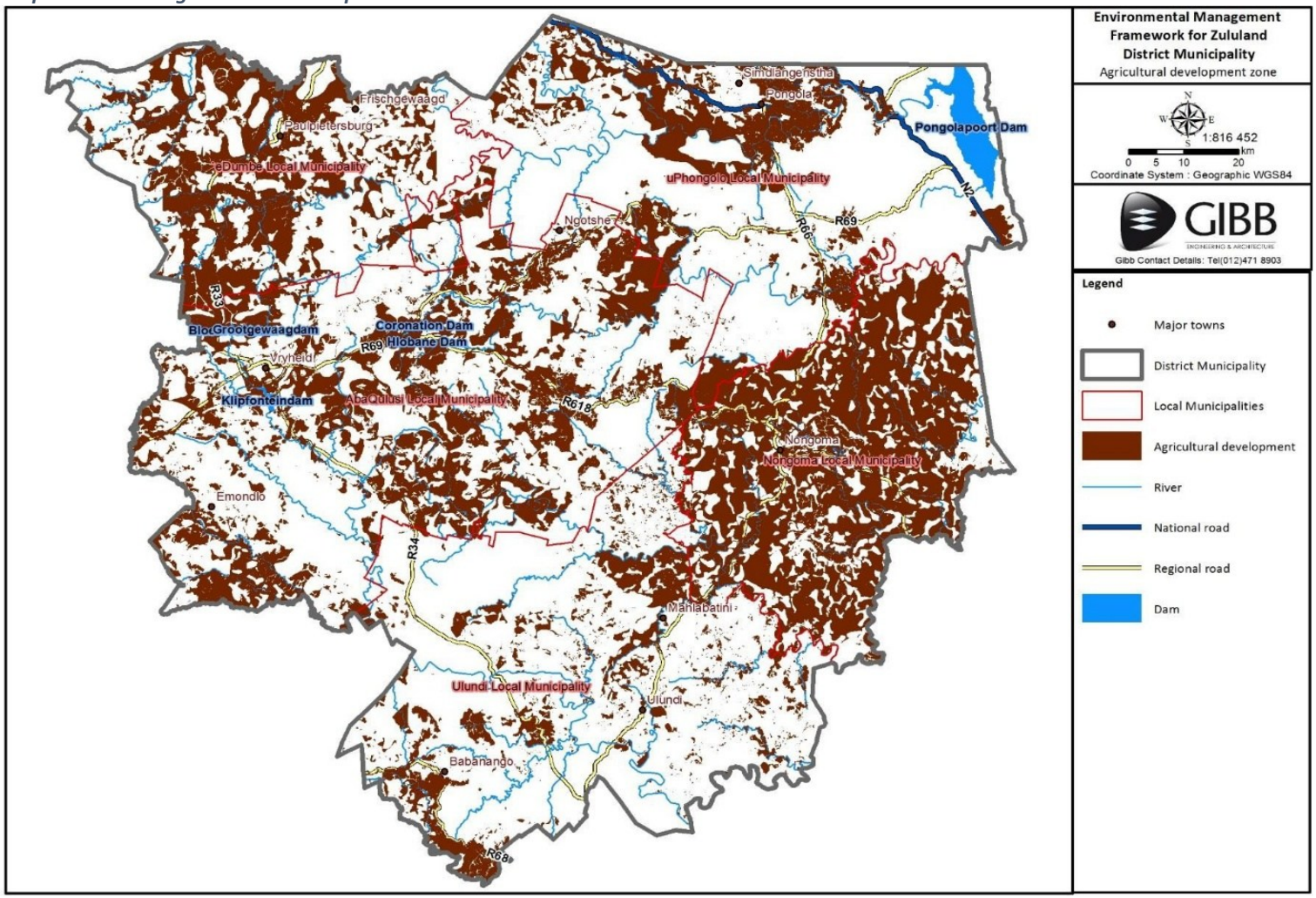


Table 118: Agricultural Development Zone Intention And Zone Attributes

Intention			
The agricultural sector is important to the local economy and job creation in the area. Therefore, sustainable agricultural development is critical for resources that are important for food security, livelihoods, economic activity and job creation. This zone was established to promote sustainable agricultural development with the intention of boosting the agricultural sector's contribution to the economy; to protect uncultivated areas with agricultural potential from being lost to other development types or degradation, and to conserve natural resources.			
Attributes included	**Rationale (why attributes are included)**	**Attributes excluded**	**Rationale (why attributes are excluded)**
• Good and high agricultural potential areas. • Cultivated land (subsistence farming, and existing farm boundaries). • Agricultural investment areas. • Farm boundaries.	• Agriculture is an important economic activity within this area and are earmarked by various developmental plans and strategies as the sector with economic growth opportunities. • Therefore, areas suitable for agricultural activity should be conserved for agricultural practices only to prevent loss of agricultural output and job creation, if such land was occupied by other activities. This allows preservation of the relevant land for future agricultural practices and could contribute to reducing future food security challenges and resultantly reduce vulnerability to food security. • Existing cultivated areas were found to have overlapped with areas previously identified as areas with different attributes, such as high sensitive areas, or urban areas. Since these areas are already altered to farming practices, these areas were included in this zone.	• Areas of low agricultural potential. • Areas with environmental sensitivity ratings of low-medium and higher.	• Natural environments need to be conserved to promote and protect ecosystem functioning as farmers • also benefit from a wellfunctioning ecosystem. • Areas with low agricultural potential may be better used for alternative activities. • Built-up areas cannot be converted to agricultural land.

4.7.2.2 ZONE 2: RURAL CONSERVATION ZONE

Map 61: Rural Conservation Zone

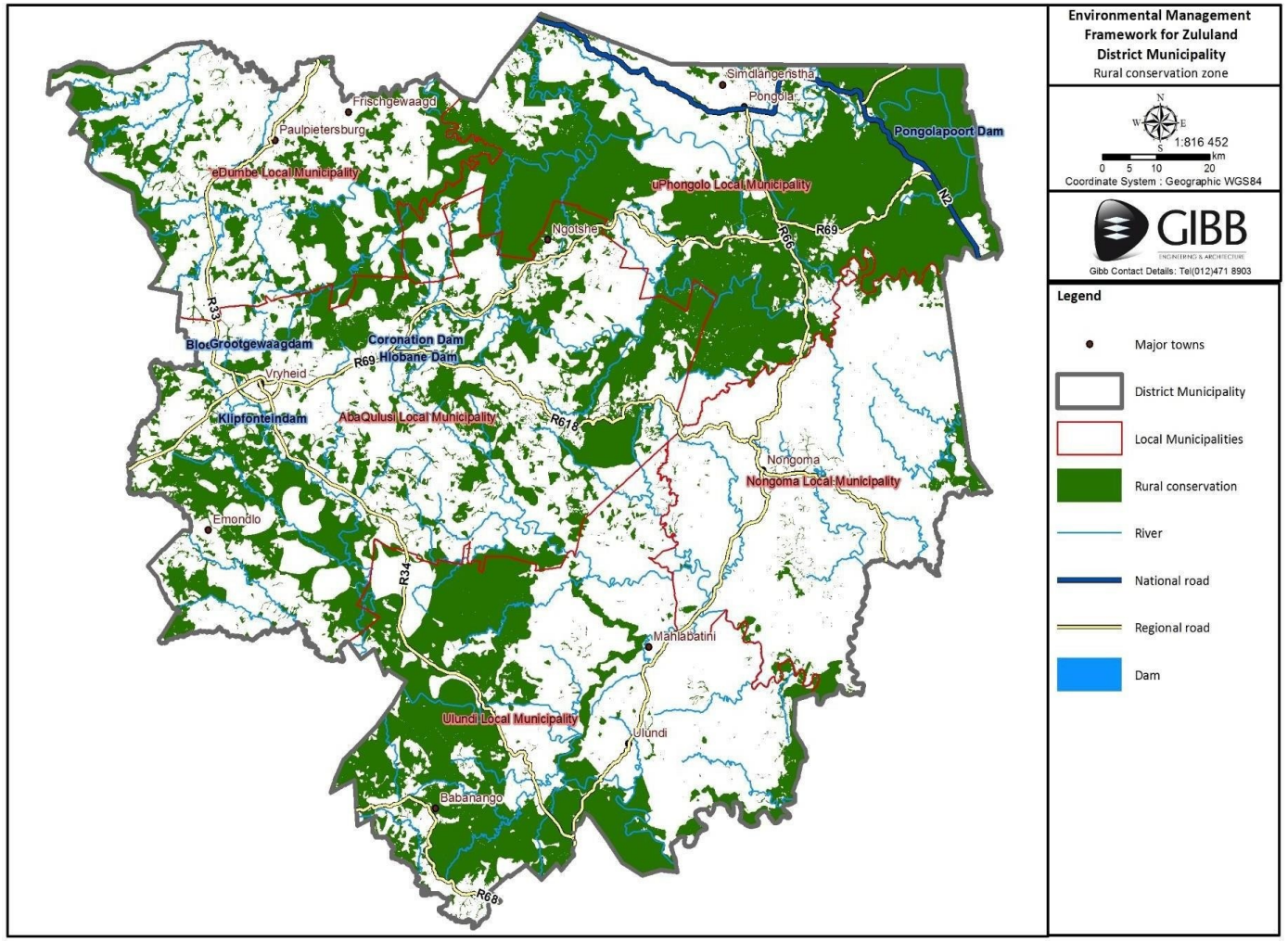


Table 119: Rural Conservation Zone Intention And Zone Attributes

Intention			
The rural conservation zone is developed with the intention to protect sensitive environments, ecosystem components, and ecosystem services within areas that do not fall within urban areas.			
Attributes included	**Rationale (why attributes are included)**	**Attributes excluded**	**Rationale (why attributes are excluded)**

• All sensitive environments including:
  ○ Dams
  ○ Rivers
  ○ Wetlands
  ○ Forest
  ○ DAFF Forest wilderness areas
  ○ EKZN Wildlife protected areas
  ○ Nature reserves (stewardship reserves)
  ○ Protected environment (stewardship)
  ○ CBA optimal
  ○ CBA irreplaceable
  ○ Ecological support areas
  ○ Ecological corridors
  ○ Community conservation area.
• Medium to very high sensitive environment areas that overlapped with data sets for good to high agricultural potential land, and investment agriculture, but was not yet cultivated.
	• The environmental features within the district have to be protected to ensure a functioning ecosystem, which would continue to deliver quality ecosystem goods and services upon which current and future livelihoods depend.
	• Areas of good and high agricultural potential which also has medium to high sensitivity ratings were included in this zone since the conservation of the natural state of the environment would also conserve the agricultural potential of the land, which may be required for agricultural development in future (where if this land was zoned to agriculture, it would require rehabilitation to convert back to its natural state).
		• Areas within environmental sensitivity that were inside the urban boundary.
		• Cultivated land data sets that overlapped with environmental sensitivity areas datasets.
			• The attributes not included relate to land upon which various land uses area already practiced and therefore cannot be included as areas that should be conserved.

4.7.2.3 Zone 3: Controlled Development Zone

Map 62: Controlled Development Zone

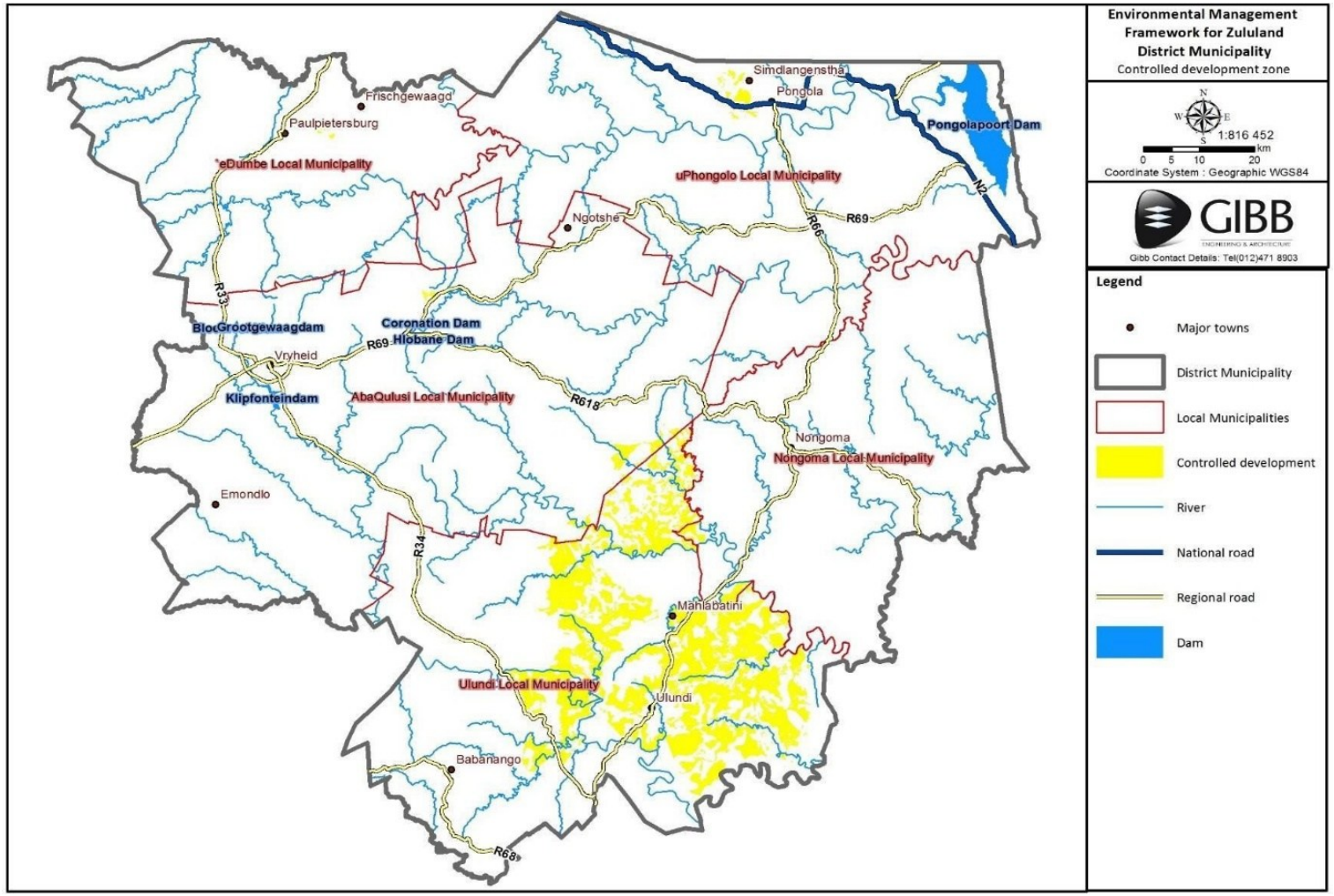


Table 120: Controlled Development Zone Intention And Zone Attributes

Intention			
The controlled development zone was established with the intention of ensuring sustainable development on landscapes with low environmental sensitivity, that should also be able to withstand lower developmental impacts. Development activity is allowed if it is controlled and monitored to ensure such is done in a sustainable manner and to prevent degradation of surrounding environments.			
Attributes included	**Rationale (why attributes are included)**	**Attributes excluded**	**Rationale (why attributes are excluded)**
• Environmental features that have a low environmental sensitivity rating, inside and outside urban boundaries.	• Areas for development expansion may be required in urban areas, as well as in rural areas. This zone allows for expansion onto environments with low sensitivity rating but should occur with adherence to the guidelines provided to prevent high- risk impacts of developments on natural environments.	• Areas with no environmental sensitivity, and with low-medium to very high environmental sensitivity. • Built-up areas. • Rural settlements. • Areas with attributes included in the agricultural zone, and the conservation zones.	• The attributes excluded include attributes that form base data for other zones in this EMF for which other management guidelines apply.

4.7.2.4 Zone 4: Rural development zone

Map 63: Rural Development Zone

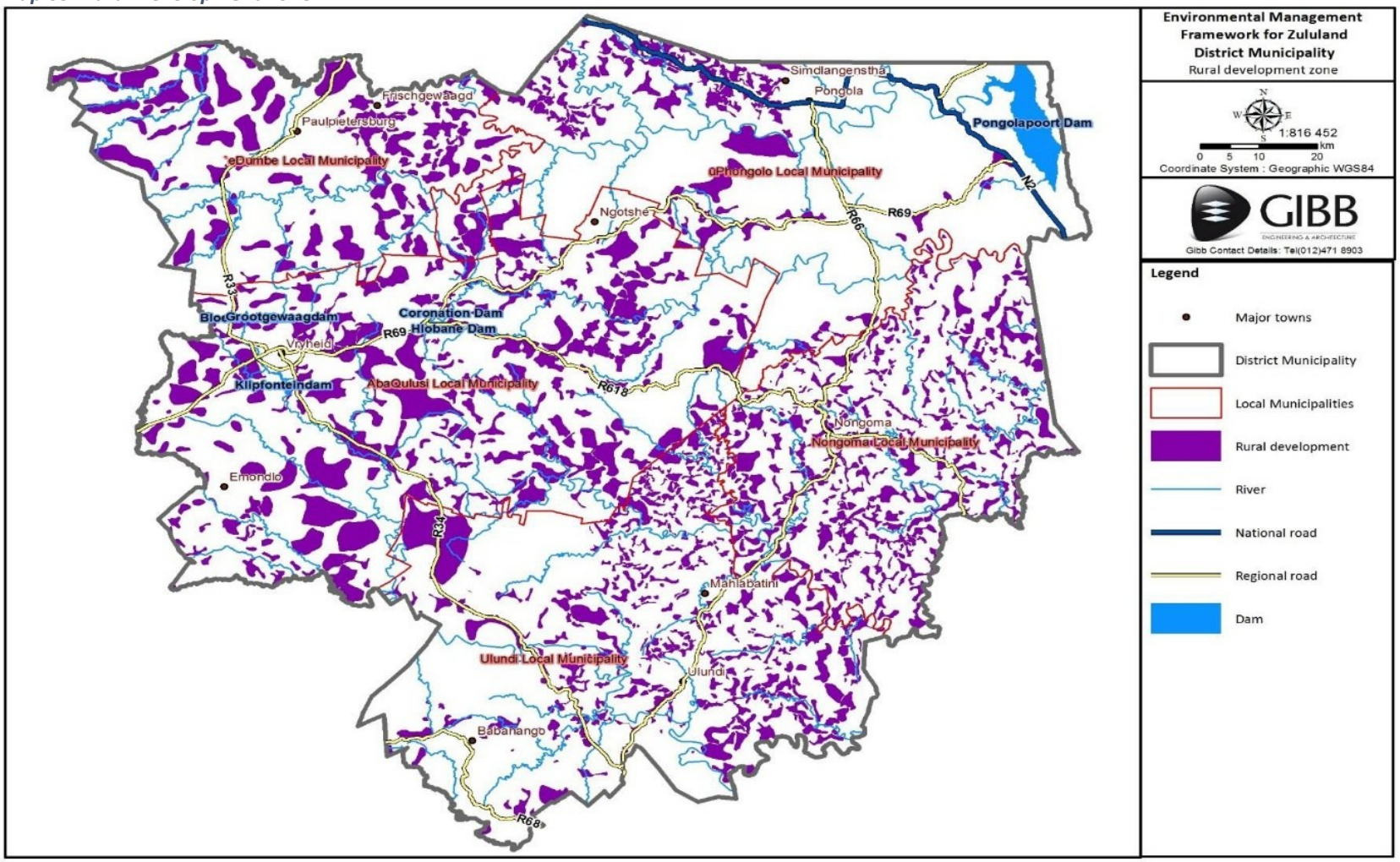


Table 121: RURAL Development Zone Intention And Zone Attributes

Intention			
The purpose of the rural development zone is to allow for rural settlement and related activities to be developed within areas of low environmental sensitivity; to encourage development on non-marginal land to reduce risks that would be faced by settlements that develop in flood risk areas and in areas that would result in increased service delivery costs.			
Attributes included	**Rationale (why attributes are included)**	**Attributes excluded**	**Rationale (why attributes are excluded)**
• Attributes included in this zone are rural settlements, which includes settlements and the related land uses practiced by owners and occupiers of the land.	• Rural settlements are existing settlements that may include space or areas around built homes which may be utilised for various activities by the occupiers of the land.	• All features that are not included in rural settlement data are excluded from this zone.	• The occupiers of the land in rural settlements may have already utilised the land for various practices. Large parts of rural settlements are on land that is under Traditional Authority ownership.

4.7.2.5 Zone 5: Urban Conservation Zone

Map 64: Urban Conservation Zone

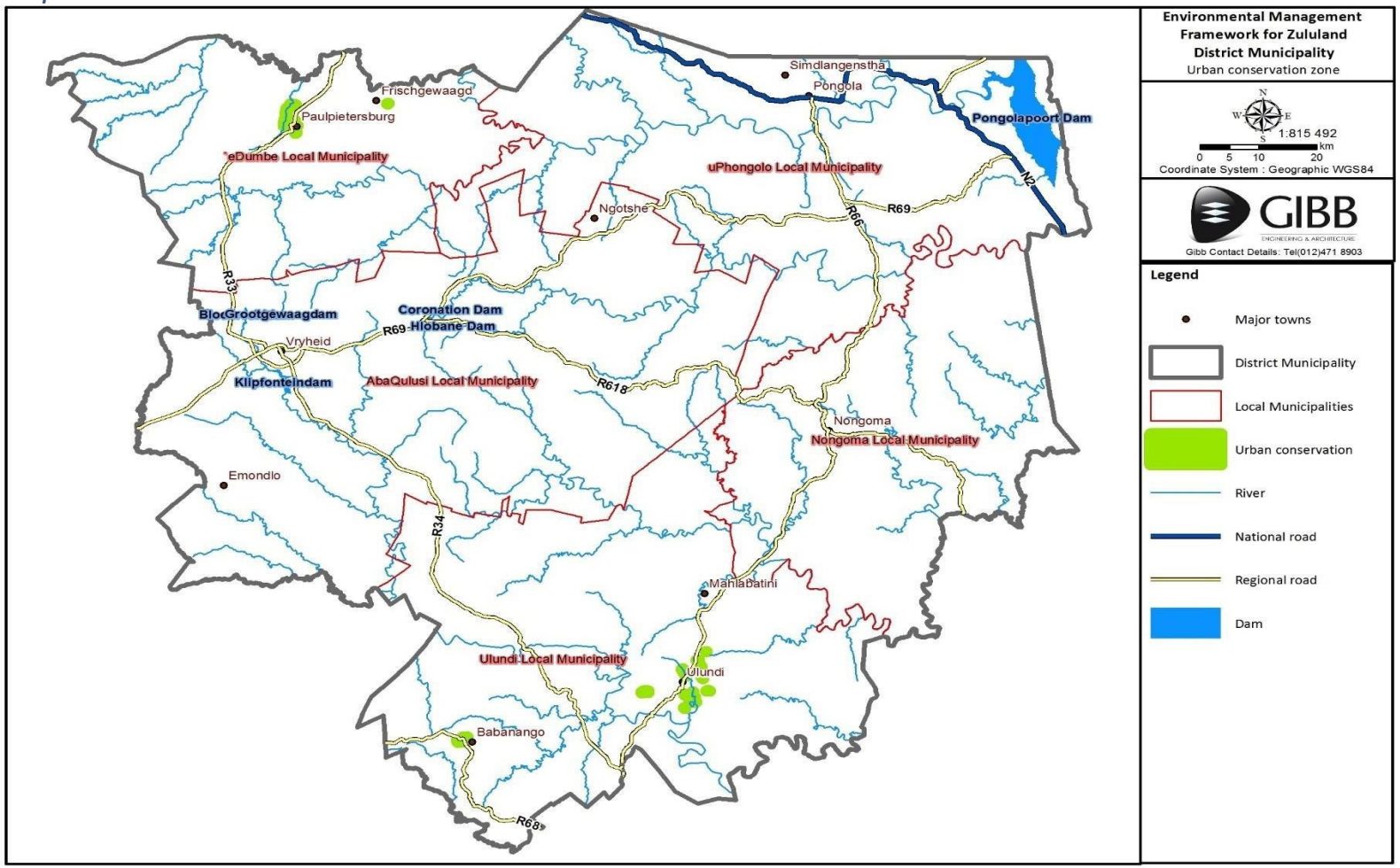


Table 122: Urban Conservation Zone Intention and Zone Attributes

Intention			
The urban conservation zone is intended to map sensitive environments, ecosystem components, and ecosystem services within urban areas. These environments may be exposed to development pressures and could be lost if not protected. The aim of the zone is to promote the protection and conservation of irreplaceable and valuable resources. The urban conservation zone also intends to encourage sustainable resource use.			
Attributes included	**Rationale (why attributes are included)**	**Attributes excluded**	**Rationale (why attributes are excluded)**
• Open space and environmental features within the urban boundary that had a low-medium to very high cumulative environmental sensitivity rating.	• Due to the sensitivity of the environment, and the potential pressures placed thereon by urban development, these attributes were included to encourage protection of the environment by steering urban development away from sensitive environments, and to encourage development expansion on areas with less environmental sensitivity within the urban boundaries.	• All environmental sensitive features with a low sensitivity rating, within the urban boundary.	• The reason for excluding these features was to allow for development to expand within the urban boundary where the environmental sensitivity was low. This allows space for development expansion, but to encourage such from not occurring on areas with cumulative environmental sensitivity ratings of low-medium to very high.

4.7.2.6 Zone 6: Urban development zone

Map 65: Zone 6: Urban development zone

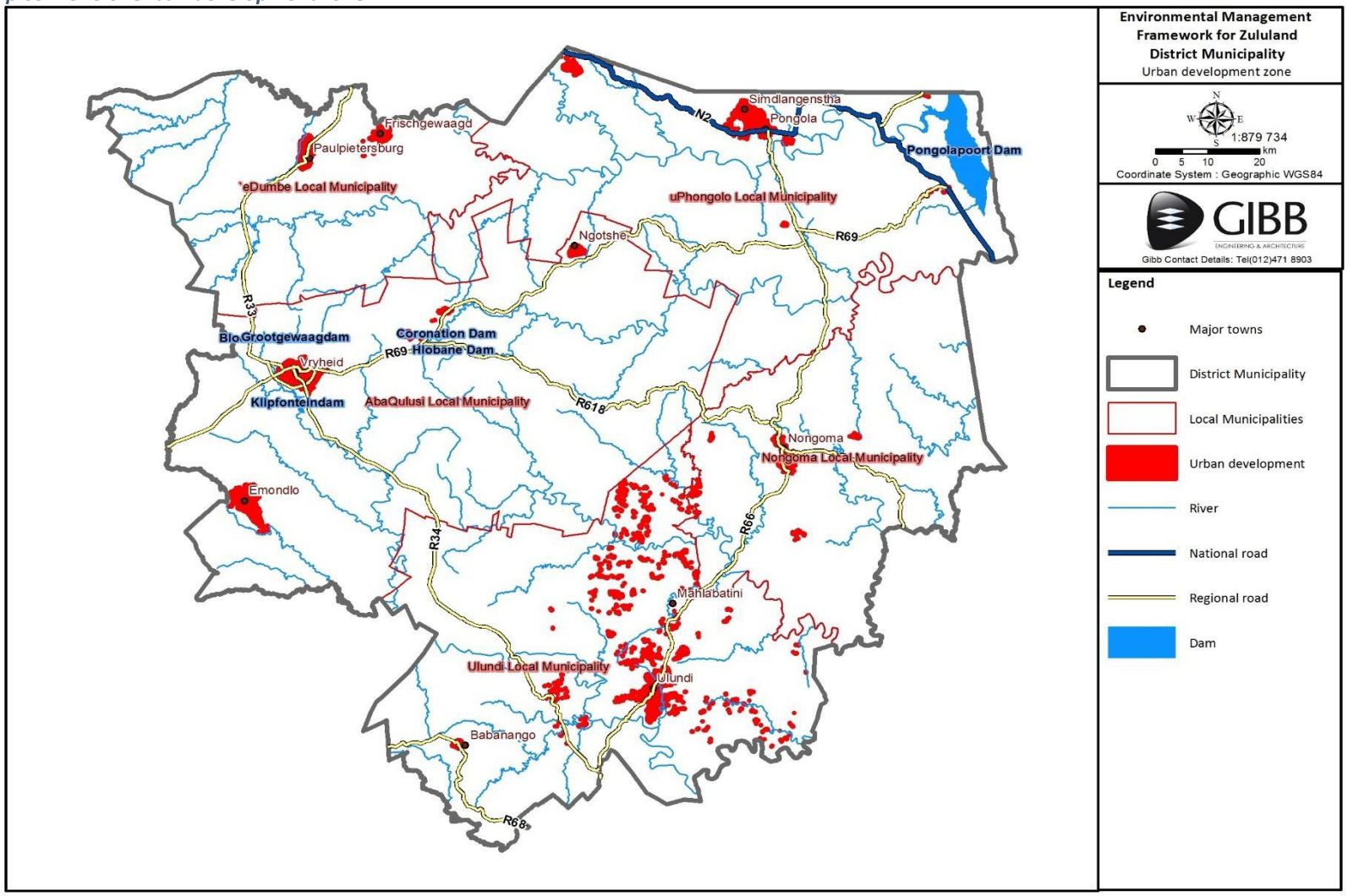


Table 123: Urban Development Zone Intention And Zone Attributes

Intention			
The purpose of establishing an urban development zone was to promote sustainable development within urban areas and discourage urban sprawl into areas outside of the urban edge.			
Attributes included	**Rationale (why attributes are included)**	**Attributes excluded**	**Rationale (why attributes are excluded)**
• Urban boundaries. • Urban fringe. • Urban Edge. • Urban expansion or densification areas. • Open space and environmental features with no sensitivity ratings.	• These are areas that have been built up, are earmarked for expansion, or densification, and are areas which • were not identified as environmentally sensitive and hence do not need to be conserved.	• Features with a cumulative environmental sensitivity rating of low-medium to very high, within the urban boundary. • Already cultivated fields within the urban boundary.	• The identified sensitive environmental features are valuable ecosystem components within and outside the urban boundary, which delivers valuable ecosystem services upon which people, and fauna and flora, within and outside the urban areas depend. • Cultivated land may already be used by the landowner for such desired practices and hence may not be available for urban development.

4.7.3 Integrated Waste Management Targets & Guidelines

TARGET	RECOMMENDATIONS	IMPLEMENTATION DETAIL
Goal 1: Ensure safe and proper disposal of waste		
Target 1: Ensure that all the landfill sites in the Zululand District Municipality are licensed and comply with legislative requirements	• Existing landfills should be licensed in terms of NEM: WA. All landfill sites with closure licenses must be closed in line with the closure licence conditions. • The **Vryheid and uPhongolo Landfill Sites** should be upgraded in the immediate to short term, including the site operations. • The **Louwsburg, Coronation, eMondlo, Enyathi, Alpha, Hlobane and Nkongolwana** and **Belgrade dumpsites** should be closed and rehabilitated. Transfer stations should be established on the same properties from where waste will be transported to the Vryheid and uPhongolo (waste from Belgrade) Landfill Sites. • The existing **Paulpietersburg and Nongoma Landfill Sites** should be closed and rehabilitated (according to issued decommissioning license). New landfill sites should be developed. Transfer stations should be established at the eDumbe area from where waste will be transported to the recommended new landfill. • Follow up on the progress of the establishment of the new site at the identified location, the eMbonjeni area of the Nongoma LM. • Ensure that the proposed and existing transfer station (in **Ulundi**) adhere to the National Norms and Standards for the Storage of Waste and the Norms and Standards for the Sorting, Shredding, Grinding, Crushing, Screening or Bailing of General Waste.	• Rehabilitation plan needs to be drafted for landfill sites with decommissioning licenses. • Ulundi's application status of the closure permit that was submitted to DFFE should be regularly followed up with DEDTEA., by the WMO of the Ulundi LM. • Provide Proper Training to the Waste Management Facility staff or alternatively investigate the feasibility to outsource the operations of the subject facilities. • The required upgrades will assist the site staff to operate the site in accordance with the Minimum Requirements for Waste Disposal by Landfill and the license conditions. To further assist the staff to properly operate the site, it is recommended that an Operational Plan be compiled for the operation of the landfill site. The Operational Plan of the landfill sites should *inter alia* address proper access control, recording of incoming waste volumes and volumes recycled, operational principles to follow for compliance with the approved cell development plan, recycling operations, handling of special waste streams i.e., tyres, and basic operational principles of sanitary landfilling such as daily compaction and covering of waste. The haphazard disposal of waste should be phased out immediately. • A rehabilitation plan needs to be drafted for the **Paulpietersburg and Nongoma Landfill Site**s to comply with its closure license conditions. • Follow up on the progress of the establishment of the new site at the identified location, at the eMbonjeni area of the Nongoma LM. • Develop Operational Plans for the exiting and the proposed transfer stations

TARGET	RECOMMENDATIONS	IMPLEMENTATION DETAIL
	• An allocation of R18 million has been granted for the establishment of a new site (Bilanyoni site). The WMO within the municipality should regularly follow up on the status of the District possible regional landfill for the municipality in the identified site, to ensure proper planning • Upgrade access roads to operational landfill sites. • The **Ulundi Transfer Station** should be upgraded to include a properly designed MRF. • Provide skips and a skip loader truck in the town as well as the surrounding low-cost areas.	• Provide proper Training to the waste management facility staff or alternatively investigate the feasibility to outsource the operations of the subject facilities. • Follow up on the progress of the establishment of the new site at the identified location, at the Bilanyoni area of the eDumbe LM. • The district municipality's waste management officials can have an agreement with construction sites in different regions within the district to collect their builder's rubble, excess pavement and similar waste material to reuse for building temporary roads. These roads will be temporary until the municipality is able to source funds to construct more durable access roads. • Upgrade site and provide skips and a skip loader truck in the town as well as the surrounding low-cost areas.
	Conduct Compliance Audit for operation of existing Ulundi transfer station, to be maintained and properly operated in accordance with the National Norms and Standards for the Storage of Waste as well as the Norms and Standards for the Sorting, Shredding, Grinding, Crushing, Screening or Bailing of General Waste.	A professional service provider should be appointed on an annual basis to audit the existing and proposed transfer station. The audit reports will enable the Municipalities to take corrective steps on non-conformance items in order to improve the management at the subject facilities in order to comply with applicable legislation.
	Investigate the feasibility establishing centralised regional landfill sites the Zululand District area to serve the densely populated areas in the immediate to short term. In the meantime, existing landfills should be operated in accordance with license conditions.	A feasibility study should be conducted to investigate the feasibility of establishing a regional landfill site in the Zululand District Municipality area to serve the densely populated area. **If proven to be feasible**, the regional landfill site should be properly located, designed and constructed.
	Should the option to investigate the feasibility of establishing a regional landfill site at the Zululand District Municipality area, be proven to be feasible, technical designs should be prepared, and put out on tender for the construction work for	A professional service provider should be appointed by the municipality to compile technical designs for the proposed regional landfill in the A professional service provider should be appointed on an annual basis to audit the existing transfer stations and the proposed centralised transfer stations in the district. The audit reports will enable the Municipalities to

TARGET	RECOMMENDATIONS	IMPLEMENTATION DETAIL
	the establishment of the regional landfill site and ancillary infrastructure.	take corrective steps on non-conformance items in order to improve the management at the subject facilities in order to comply with applicable legislation. and to prepare drawings for construction. The service provider needs to assist with the tender letting process and site supervision of the construction work at the transfer station.
	Conduct a Section 78 service delivery- assessment to determine the privatisation of waste management facility operations at the proposed transfer station.	In order to establish the feasibility to privatise the waste management facility operations at the proposed - transfer station, a Section 78 service delivery- assessment should be conducted to assess potential service delivery mechanisms for the provision of a municipal service (waste management operational services).
Goal 2: Provide effective and efficient delivery of waste services.		
Target 1: Extend service delivery to all areas within the Zululand District Municipality and extend service delivery to all indigent populations where possible.	Extend services to un-serviced areas	The ZDM should also extend the free basic refuse removal service to indigents in serviced settlements on an on-going basis.
Target 2: Effectively plan to extend service delivery to any new developments within the municipality	Add new residential development areas as it develops	Extend services to include the proposed new developments in service delivery system.
	Privatise waste collection for new or rural unserviced developments	Privatization of waste collection may be a viable option for middle and high-income developments, whereas waste collection in rural villages can be structured as a Public-Private Partnership (PPP) with Small, Medium, and Micro Enterprises (SMMEs), with all waste transported to the various landfill sites or transfer stations accordingly.

TARGET	RECOMMENDATIONS	IMPLEMENTATION DETAIL
Target 3: Conduct a Study to Identify Collection Points and Routes in Order to Optimise Collection	Optimise Collection Routes	Revise and improve the waste transportation system by conducting a transportation study. Explore alternative vehicles and transportation solutions.
Target 4: Establish receptacle requirements within the Zululand District Municipality and supply the receptacles to residents in order to optimise collection efforts.	Continue with current refuse collection system and phase in new receptacles	Continue with current refuse removal system and phase in new receptacles i.e., wheelie bins.
Goal 3: Provision of sufficient resources to provide an effective waste management service		
Target 1: Effective structure and extension of human resources	Compile a detailed organogram of waste management personnel	Each municipality should compile a detailed organogram of waste management personnel. Firstly, any vacant positions should be filled, thereafter, the need for additional positions should be identified, the organogram updated, and the new vacant positions filled.
	Employ new staff as vacancies develop	Fill current vacant positions and create posts to extend human resources capacity to fulfil service requirements, if necessary.
	Provide training for low level staff and for specialised positions.	Locally train low level staff and provide specialised training for specialised positions and ensure proper training of contracted personnel.
Target 2: Extend and maintain waste collection fleet/ equipment for service delivery	Compile equipment replacement plan	Compile equipment replacement plan.

TARGET	RECOMMENDATIONS	IMPLEMENTATION DETAIL
	New vehicles are required to collect waste from households since majority the existing vehicles and the tractor trailer systems are old or in fair condition.	Ensure budgeting and/or funding is in place to purchase/lease and replace fleet as and when required through the equipment replacement plan. The following vehicles and equipment are required in the immediate to short term: Abaqulusi Local Municipality: 1 x additional truck for waste collection. 2 x skip loader trucks 16 x 6m^3 skips eDumbe Local Municipality 2 x additional truck for waste collection. 2 x skip loader trucks 16 x 6m^3 skips Nongoma Local Municipality 3 x additional truck for waste collection. 2 x skip loader trucks 16 x 6m^3 skips Ulundi Local Municipality 1 x skip loader trucks 8 x 6m^3 skips uPhongolo Local Municipality 2 x skip loader trucks 16 x 6m^3 skips
	• A tractor trailer system can be considered for waste collection in areas where the roads are not accessible for a waste collection truck. • Replace the tractor trailer systems to fulfil the collection needs in the immediate to short term (phased in over three financial years for budgeting purposes). The tractor trailer systems can be used for waste collection in areas where the roads are not accessible for REL or cage truck vehicles. • Collection vehicles can be purchased or leased.	
	Waste collection by community-based collection models.	Increase SMME participation by encouraging locals to explore opportunities in waste through using labour intensive collection models.

TARGET	RECOMMENDATIONS	IMPLEMENTATION DETAIL
Target 3: Effective financial management for waste management	Perform Detailed Financial Investigation	Perform Detailed Financial Investigation
Target 4: Implement improved tariff model	Evaluate Level of Service Delivery. Develop Standardised Tariffs for Specific Levels of Service and update on a yearly basis	To provide a cost-effective waste management service, the payment of service tariffs should be improved and the tariff structure should be investigated to be viable and be standardised. A distinction should be made between the tariffs for waste collection at domestic, businesses and Government Institutions and will ensure that the generators of waste pay for the waste they generate. This can also be an incentive for businesses to minimise their waste streams.
Target 5: Decrease non – payment of tariffs.	Implement pre-paid system	Implement pre-paid system.
Target 6: Ring fence the budget for waste management	Each municipality in the Zululand District Municipality needs to separate its' budget from the entire local municipality budget such that it can keep track of the funds received and those owed by communities and businesses.	Each municipality in the Zululand District Municipality needs to separate its' budget from the entire local municipality budget.
All Goals and Targets	Compile and update By-laws to comply with NEM:WA requirements. Review every five years.	Compile and update by-laws to comply with NEM:WA requirements. Review every five-years.
Goal 4: Promote waste minimisation, re-use, recycling and recovery		
Target 1: Formalise and encourage recycling activities.	Provide Recycling Containers throughout Town - locate containers at drop off facilities.	Provide Recycling containers throughout Town - locate containers at drop off facilities.
	Add additional containers to service new development areas	Add additional containers to service new development areas.
Target 2: Encourage waste minimisation	Promote Waste Minimisation under residents and businesses	Promote Waste Minimisation under residents and businesses.
	Formal agreements between waste recycling industries and companies/businesses (Partnership agreements)	Formal agreements between waste recycling industries and companies/businesses. Approach DFFE for assistance on their agreements

TARGET	RECOMMENDATIONS	IMPLEMENTATION DETAIL
		with the plastic, glass, waste tyre and Poly-Ethylene Terephthalate (PET) industries. Identify, monitor and evaluate recycling opportunities and initiatives within the district municipal area.
	Regular forum meetings with stakeholders to co-ordinate waste minimisation and to encourage growth on the recycling section	Regular forum meetings with stakeholders to co-ordinate waste minimisation and to encourage growth on the recycling section.
	Implement incentive Schemes for In-House Recycling for business and homes	Implement incentive Schemes for In-House Recycling for business and homes.
Goal 5: Minimise/prevent illegal activities		
Target 1: Develop an Illegal Dumping Management Strategy	Establish Community Watch Programme with incentive schemes	Establish Community Watch Programme with incentive schemes.
	Provide Accessible Containers for Illegal Dumping Throughout Towns and Settlements	Provide Accessible Containers for Illegal Dumping Throughout Towns and Settlements.
	Budget for protective clothing particularly for the EPWPs who assist the Municipalities with cleaning the streets and recycling.	
Target 2: Improve removal of illegally dumped waste	Clean Illegally Dumping Hot Spot Areas	Clean Illegally Dumping Hot Spot Areas.
Goal 6: Develop waste information system to achieve waste management planning.		
Target 1: Reporting of Waste Management Information on a regular basis	Ensure consistent and accurate reporting of all waste information to the provincial government.	DEA (now DFFE) has developed a generic WIS that may be provided to municipalities for implementation. Ensure regular and accurate reporting of waste information to DETEA.

TARGET	RECOMMENDATIONS	IMPLEMENTATION DETAIL
Target 2: Contribute to Inter Municipal Waste Information Workshops	Attend workshops	Attend workshops.
Goal 7: Raise awareness on the impact of waste on their health, well-being and the environment		
Target 1: Build Community Awareness Using a Variety of Awareness Campaigns	Raise community awareness through newspaper notices and distribution of flyers. Organize road shows to promote waste awareness and foster recycling.	Build Community Awareness
Goal 8: Ensure implementation of actions from IWMP		
Target 1: Monitor annual progress of implementation of IWMP actions.	**Target 1:** Monitor annual progress of implementation of IWMP actions.	**Target 1:** Monitor annual progress of implementation of IWMP actions.

5 IMPLEMENTATION PLAN

5.1 STRATEGIC IMPLEMENTATION PLAN

Key Performance Area	Back to Basics Pillar	SOOG Reff.	Strategic Oriented Outcome Goal(SOOG)	SO Reff.	Strategic Objective(SO)	Strategies	Projects/Activities	2026/ 2027	2027/ 2028	2027/ 2028	2028/ 2029	2028/ 2029
Basic Service Delivery & Infrastructure	Pillar 2: Infrastructure delivery and Maintenance and reduced losses with regards to Water and Sanitation	SOOG 1.1	All categories of Municipal Infrastructure and resources are stable and maintained	1.1.1	Continuously managing all existing infrastructure capital assets to minimize the total cost of owning and operating these assets	Develop, Review, Monitor & Implement ZDM Water Services Development Plan; Develop & Submit Business Plans to Funding agents; Continuous implementation of Rural Roads Asset Management system & Provision and maintenance of access roads; Review Operations; and Maintenance Plan ; Eradicate water services backlogs through provision of basic water services Eradicate sanitation services backlogs through provision of basic sanitation services; Provision of public	Water Tankers	6 500 000,00	R6 799 000,00	R7 111 754,00	R7 438 894,68	R7 781 083,84
							ESKOM fees	17 500 000,00	R18 305 000,00	R19 147 030,00	R20 027 793,38	R20 949 071,88
							Operations & Maintenance Bulk	R8 500 000,00				R0,00
							Operation and Maintenance Rural Scheme	7 000 000,00	R7 322 000,00	R7 658 812,00	R8 011 117,35	R8 379 628,75
							MACHINERY & EQUIPMENT LEASES	R0,00	R0,00	R0,00	R0,00	R0,00
							INVENTORY WATER-BULK PURCHASE	R8 500 000,00	R8 891 000,00	R9 299 986,00	R9 727 785,36	R10 175 263,48
		SOOG 1.2	Access to the full package of municipal services offered to the community is	1.2.1	Establishing and maintaining partnerships		Municipal Infrastructure Grant	272 515 000,00	R285 050 690,00	R298 163 021,74	R311 878 520,74	R326 224 932,69

Key Performance Area	Back to Basics Pillar	SOOG Reff.	Strategic Oriented Outcome Goal(SOOG)	SO Reff.	Strategic Objective(SO)	Strategies	Projects/Activities	2026/ 2027	2027/ 2028	2027/ 2028	2028/ 2029	2028/ 2029
			efficient, affordable, economical, acceptable quality, sustainable and supports economic growth		with government and private sector to accelerate provision of universal, equitable & consistent access to the municipal services that local communities are entitled to.	transport infrastructure facilities; Review and Implement Fleet management Plan	Regional Bulk Infrastructure Grant	R370 085 000,00	R387 108 910,00	R404 915 919,86	R423 542 052,17	R443 024 986,57
							Water Services Infrastructure Grant	115 000 000,00	R120 290 000,00	R125 823 340,00	R131 611 213,64	R137 665 329,47
							Rural Roads Asset Management	2 884 000,00	R3 016 664,00	R3 155 430,54	R3 300 580,35	R3 452 407,05
							Prince Mangosuthu Airport Grant	700 000,00	R732 200,00	R765 881,20	R801 111,74	R837 962,88
							WSDP & IDP	R0,00	R0,00	R0,00	R0,00	R0,00
									R0,00	R0,00	R0,00	R0,00
									R0,00	R0,00	R0,00	R0,00
								R0,00	R0,00	R0,00	R0,00	R0,00
							METER MANAGEMENT	R200 000,00	R209 200,00	R218 823,20	R228 889,07	R239 417,96
							Gardening	R1 000 000,00	R1 046 000,00	R1 094 116,00	R1 144 445,34	R1 197 089,82
Total Basic Services and Infrastructure								**R810 384 000,00**	**R838 770 664,00**	**R877 354 114,54**	**R917 712 403,81**	**R959 927 174,39**

Key Performance Area	Back to Basics Pillar	SOOG Reff.	Strategic Oriented Outcome Goal(SOOG)	SO Reff.	Strategic Objective(SO)	Strategies	Projects/Activities	2026/ 2027	2027/ 2028	2027/ 2028	2028/ 2029	2028/ 2029
Local Economic Social Development	Pillar 3: Good Governance Intervention	SOOG 2.1	The overall economic and social conditions of the district are conducive for the creation of employment opportunities	2.1.1	Support SMMEs and create opportunities for growth	Develop, Review, Monitor & Implement LED Strategy; Indonsa Youth Skills Training Centre to capacitate youth; Health Awareness Campaigns; Develop, Review, Monitor & Implement Tourism Strategy; Assist Emerging Farmers with agricultural tractor; Funded & Functional Development Agency; Engineering Graduate Programme; Sports development & promotion; Promoting economic growth by providing employment opportunities for Women, Youth and People Living with Disabilities; Promote economic growth by successful implementation of	LED	R200 000,00	R209 200,00	R218 823,20	R228 889,07	R239 417,96
				2.1.2	Unlock rural economic development opportunities			R0,00	R0,00	R0,00	R0,00	R0,00
				2.1.3	Address strategic infrastructure issues in support of economic development opportunities		Zululand Development Agency	200 000,00	R209 200,00	R218 823,20	R228 889,07	R239 417,96
				2.1.4	Provide direct strategic support to key economic sectors while promoting new sectors		INDONSA PROJECTS	R1 719 000,00	R1 798 074,00	R1 880 785,40	R1 967 301,53	R2 057 797,40
		SOOG 2,2	Effects of poverty is minimised	2.2.1	Alleviate poverty and promote socio-economic development			-	R0,00	R0,00	R0,00	R0,00

Key Performance Area	Back to Basics Pillar	SOOG Reff.	Strategic Oriented Outcome Goal(SOOG)	SO Reff.	Strategic Objective(SO)	Strategies	Projects/Activities	2026/ 2027	2027/ 2028	2027/ 2028	2028/ 2029	2028/ 2029
		SOOG 2.3	The health of Zululand communities and citizens is improved	2.3.1	Regulating, monitoring and evaluating compliance of service providers to municipal health standards	EPWP and CWP community based projects	HEALTH AWARENESS CAMPAIGNS	R0,00	R0,00	R0,00	R0,00	R0,00
		SOOG 2.4	Arts culture and heritage is preserved	2.4.1	Promoting arts, culture and heritage		TOURISM	R0,00	R0,00	R0,00	R0,00	R0,00
Total Local Economic & Social Development								**R2 119 000,00**	R2 216 474,00	**R2 318 431,80**	**R2 425 079,67**	**R2 536 633,33**
Municipal Financial Viability & Management	Pillar 4: Sound Financial Management- Functional Management system and Rigorous controls	SOOG 3.1	The Municipality is financially viable with sound financial management	3.1.1	Establishing and maintaining a sound and sustainable management of the fiscal and financial affairs of the municipality and its entities.	Develop, Review, Monitor & Implement Revenue Enhancement Strategy; Develop, Review, Monitor & Implement Debt incentive programme; Accurate and timeous billing and receipting of revenue; Develop, Review, Monitor & Implement SCM policy; develop, review & implement indigent register & policy;	Bank Charges	R395 809,00	R414 016,21	R433 060,96	R452 981,76	R473 818,93
							Loan Payments	R7 500 000,00	R7 845 000,00	R8 205 870,00	R8 583 340,02	R8 978 173,66
							Debt Collection	R0,00	R0,00	R0,00	R0,00	R0,00
							Insurance	R2 504 000,00	R2 619 184,00	R2 739 666,46	R2 865 691,12	R2 997 512,91
				3.1.2	Apply sound financial management practises to keep a positive cash balance,		FMG PROJECTS	990 233,00	R1 035 783,72	R1 083 429,77	R1 133 267,54	R1 185 397,85

Key Performance Area	Back to Basics Pillar	SOOG Reff.	Strategic Oriented Outcome Goal(SOOG)	SO Reff.	Strategic Objective(SO)	Strategies	Projects/Activities	2026/ 2027	2027/ 2028	2027/ 2028	2028/ 2029	2028/ 2029
					coverage and liquidity ratios	Accurate and timeous payments of creditors & prevent interest payments; Review and Implement Fleet management Plan; mSCOA compliant; Asset Management						
				3.1.3	Manage, monitor and review existing financial systems to support accurate and credible reporting, budget monitoring and compliance		Debt Impairment	R5 580 000,00	R5 836 680,00	R6 105 167,28	R6 386 004,97	R6 679 761,20
				3.1.4	Refine procurement systems and processes to respond to the demand for services		Review of financial statements	R27 900,00	R29 183,40	R30 525,84	R31 930,02	R33 398,81
Total Municipal Financial Viability & Management								**R16 997 942,00**	**R17 779 847,33**	**R18 597 720,31**	**R19 453 215,44**	**R20 348 063,35**

Key Performance Area	Back to Basics Pillar	SOOG Reff.	Strategic Oriented Outcome Goal(SOOG)	SO Reff.	Strategic Objective(SO)	Strategies	Projects/Activities	2026/ 2027	2027/ 2028	2027/ 2028	2028/ 2029	2028/ 2029
Good Governance Public Participation	Pillar 3: Good Governance Oversight structures (S79, AC and ICR)	SOOG 4.1	The municipality is a well-governed institution, transparent, accountable and responsive to the needs of the community. A sound customer/client relationship, transparency, improved accountability and responsiveness to the community is achieved and sustained	4.1.1	Effectively handling community enquiries and responding through an effective customer care service	Provide administrative support for all Council Committees; Strengthening Council Oversight through training on Legislation and Policies; Effective Audit Committee; Effective internal audit; Implement Batho Pele Service Charter to meet set standards; Facilitation of Stakeholder and Community participation in policy making; develop review communication strategy; Develop & Review Audit Action Plan; Develop, Review, Monitor & Implement ICT Framework Strategy; Budget & IDP Roadshows	Medical Aid to Amakhosi	R435 756,48	R0,00	R0,00	R0,00	R0,00
				4.1.2	Promoting transparent and accountable governance through regular community engagements and effective administration		Internal Auditors	700 000,00	R732 200,00	R765 881,20	R801 111,74	R837 962,88
							Council Sittings	R79 514,02	R83 171,67	R86 997,57	R90 999,45	R95 185,43
							Vehicle Maintenance	R1 000 000,00	R1 046 000,00	R1 094 116,00	R1 144 445,34	R1 197 089,82
							Community participation	R0,00	R0,00	R0,00	R0,00	R0,00
							Municipal Services	1 000 000,00	R1 046 000,00	R1 094 116,00	R1 144 445,34	R1 197 089,82
							Traveling Claims for Councillors	700 000,00	R732 200,00	R765 881,20	R801 111,74	R837 962,88
				SO 4.1.3	Systematic development and or review and monitoring implementation of all municipal policies,		Bargaining Council	R924 000,00	R966 504,00	R1 010 963,18	1057467,49	1106110,995

Key Performance Area	Back to Basics Pillar	SOOG Reff.	Strategic Oriented Outcome Goal(SOOG)	SO Reff.	Strategic Objective(SO)	Strategies	Projects/Activities	2026/ 2027	2027/ 2028	2027/ 2028	2028/ 2029	2028/ 2029
					bylaws, strategies, plans and frameworks in line with any applicable legislation							
				SO 4.1.4	Monitoring, review and progressively improve service delivery performance through improvement of business processes and systems, performance auditing, risk management and oversight		Auditing	R3 000 000,00	R3 138 000,00	R3 282 348,00	R3 433 336,01	R3 591 269,46
				SO 4.1.5	To discourage fraud and corruption through effective enforcement of fraud and corruption policy as well as monitoring and implementati		Wet Fuel	1 500 000,00	R1 569 000,00	R1 641 174,00	R1 716 668,00	R1 795 634,73

Key Performance Area	Back to Basics Pillar	SOOG Reff.	Strategic Oriented Outcome Goal(SOOG)	SO Reff.	Strategic Objective(SO)	Strategies	Projects/Activities	2026/ 2027	2027/ 2028	2027/ 2028	2028/ 2029	2028/ 2029
					on of consequence management							
				SO 4.1.6	Simplifying processes through the use of systems and ICT		Software Licences	R3 000 000,00	R3 138 000,00	R3 282 348,00	R3 433 336,01	R3 591 269,46
				SO 4.1.7	Preserving the municipality's administrative actions through litigation		Legal Services	R0,00	R0,00	R0,00	R0,00	R0,00
Total Good governance & Public Participation								**R12 339 270,50**	**R12 451 075,67**	**R13 023 825,15**	**R13 622 921,11**	**R14 249 575,48**
Municipal Transformation Organizational Development	Pillar 5: Building capacity- organised labour engagement	SOOG 5.1	The municipality is adequately resourced with a skilled workforce capable of carrying out its developmental mandate. Strong career pathing is achieved	SO 5.1.1	Investing in a workforce to meet service delivery demand through implementing a culture of continuous learning and improvement	Monitor evaluate measure and review the performance of the municipality against indicators and targets set in the IDP; Create and maintain sound labour relations between employer and employees; Develop Workplace Skills Plan; Review and implement Employment Equity Policy; Review and	Consumable stores	R500 000,00	R523 000,00	R547 058,00	R572 222,67	R598 544,91
							Fleet Lease	R5 000 000,00	R5 230 000,00	R5 470 580,00	R5 722 226,68	R5 985 449,11
							Medical Testing	R139 500,00	R145 917,00	R152 629,18	R159 650,12	R166 994,03
							Accommodation	R0,00	R0,00	R0,00	R0,00	R0,00
							Rent Building	R643 000,00	R672 578,00	R703 516,59	R735 878,35	R769 728,76
				SO 5.1.2	Promoting sound labour relations through promoting		Rental of Machine	430 000,00	R449 780,00	R470 469,88	R492 111,49	R514 748,62

Key Performance Area	Back to Basics Pillar	SOOG Reff.	Strategic Oriented Outcome Goal(SOOG)	SO Reff.	Strategic Objective(SO)	Strategies	Projects/Activities	2026/ 2027	2027/ 2028	2027/ 2028	2028/ 2029	2028/ 2029
					effective human resource practises	Implement EAP Policy and plans; Compliance with the Occupational Health and Safety Act and Compensation for occupational injuries and diseases; Review and implement, Recruitment and Retention strategies; Maintenance of an organizational structure in line with organizational objectives							
				SO 5.1.3	Optimise workforce productivity by enforcing a sound organizational culture		Cell phone Contact	R39 595,57	R41 416,96	R43 322,14	R45 314,96	R47 399,45
							Vehicle licence & registration	R300 000,00	R313 800,00	R328 234,80	R343 333,60	R359 126,95
							Systems Support	R1 000 000,00	R1 046 000,00	R1 094 116,00	R1 144 445,34	R1 197 089,82
								-	R0,00	R0,00	R0,00	R0,00
				SO 5.1.4	Building adequate infrastructure, equipment and resources to respond to service interruptions		Committees	R354 500,00	R370 807,00	R387 864,12	R405 705,87	R424 368,34
							Subsistence & Travelling	R100 000,00	R104 600,00	R109 411,60	R114 444,53	R119 708,98
				SO 5.1.5	Establishing consistency and alignment between the district and locals by regular co-ordination of Intergovernmental Relations		Telephone	R200 000,00	R209 200,00	R218 823,20	R228 889,07	R239 417,96
							INTEREST ON FINANCE LEASE (COMPUTERS)	93 000,00	R97 278,00	R101 752,79	R106 433,42	R111 329,35
				SO 5.1.6	Monitor and enhance		Security Services	R6 500 000,00	R6 799 000,00	R7 111 754,00	R7 438 894,68	R7 781 083,84

Key Performance Area	Back to Basics Pillar	SOOG Reff.	Strategic Oriented Outcome Goal(SOOG)	SO Reff.	Strategic Objective(SO)	Strategies	Projects/Activities	2026/ 2027	2027/ 2028	2027/ 2028	2028/ 2029	2028/ 2029
					compliance with health and safety standards to improve employee working conditions and the public		Skills Development Levy	R2 593 889,77	R2 713 208,70	R2 838 016,30	R2 968 565,05	R3 105 119,04
							SATELITE SIGNALS	R30 801,60				
							ACTUARIES	R27 900,00				
							Workmens Compensation	R2 350 000,00	R2 458 100,00	R2 571 172,60	R2 689 446,54	R2 813 161,08
Total Municipal Institutional Transformation and Organizational Development								**R20 302 186,94**	**R21 174 685,66**	**R22 148 721,20**	**R23 167 562,38**	**R24 233 270,25**
Spatial Planning & Environmental Management	Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance wrt Human Settlements	SOOG 6.1	The system of spatial planning and land use management promotes social and economic development in an environmentally sustainable manner. Compact human settlements that are socially cohesive	SO 6.1.1	Promoting integrated human settlements using spatial development strategies, frameworks and policies	Develop, Review, Monitor & Implement Spatial Development Framework; Develop, Review, Monitor & Implement Environmental Management Framework; Develop, Review, Monitor & Implement Disaster Management Strategy; Review and Implementation of Integrated Waste Management Plan; Compliance with national SPLUMA, SPLUM Bylaw,	Reviewing the Municipal Spatial Development Framework	R0,00	R0,00	R0,00	R0,00	R0,00
							DISASTER MANAGEMENT	R0,00	R0,00	R0,00	R0,00	R0,00
				SO 6.1.2	Promoting and conserving the natural environment through land use management policies, plans		Co-ordinating and monitoring environmental conservation through the Environmental	R0,00	R0,00	R0,00	R0,00	R0,00

Key Performance Area	Back to Basics Pillar	SOOG Reff.	Strategic Oriented Outcome Goal(SOOG)	SO Reff.	Strategic Objective(SO)	Strategies	Projects/Activities	2026/ 2027	2027/ 2028	2027/ 2028	2028/ 2029	2028/ 2029
					and frameworks	National Building Regulations and Municipal Building Control Bylaw; Efficient processing of development application; Utilise Geoghraphic Information System	Management Framework					
Total Spatial Planning & Environmental Management - CROSS CUTTING								**R0,00**	**R0,00**	**R0,00**	**R0,00**	**R0,00**

5.1.1 Service Delivery and Infrastructure

5.1.1.1 Water

There were originally 10 back-to-back Regional Water Supply Schemes. Coronation is however currently under review to rather implement stand-alone schemes. Each regional scheme footprint has a sustainable water source from where infrastructure is progressively being rolled out to all households within the supply area. The supply footprints have been identified in such a way that water can be provided to all households within the area in a sustainable manner and at the lowest possible cost (R/kl). Due to time and budget constraints with implementation of costly bulk infrastructure, ZDM has initiated an intervention (Intermediate Stand-alone Schemes) to alleviate the severe water shortage in areas where a sustainable local source can be developed.

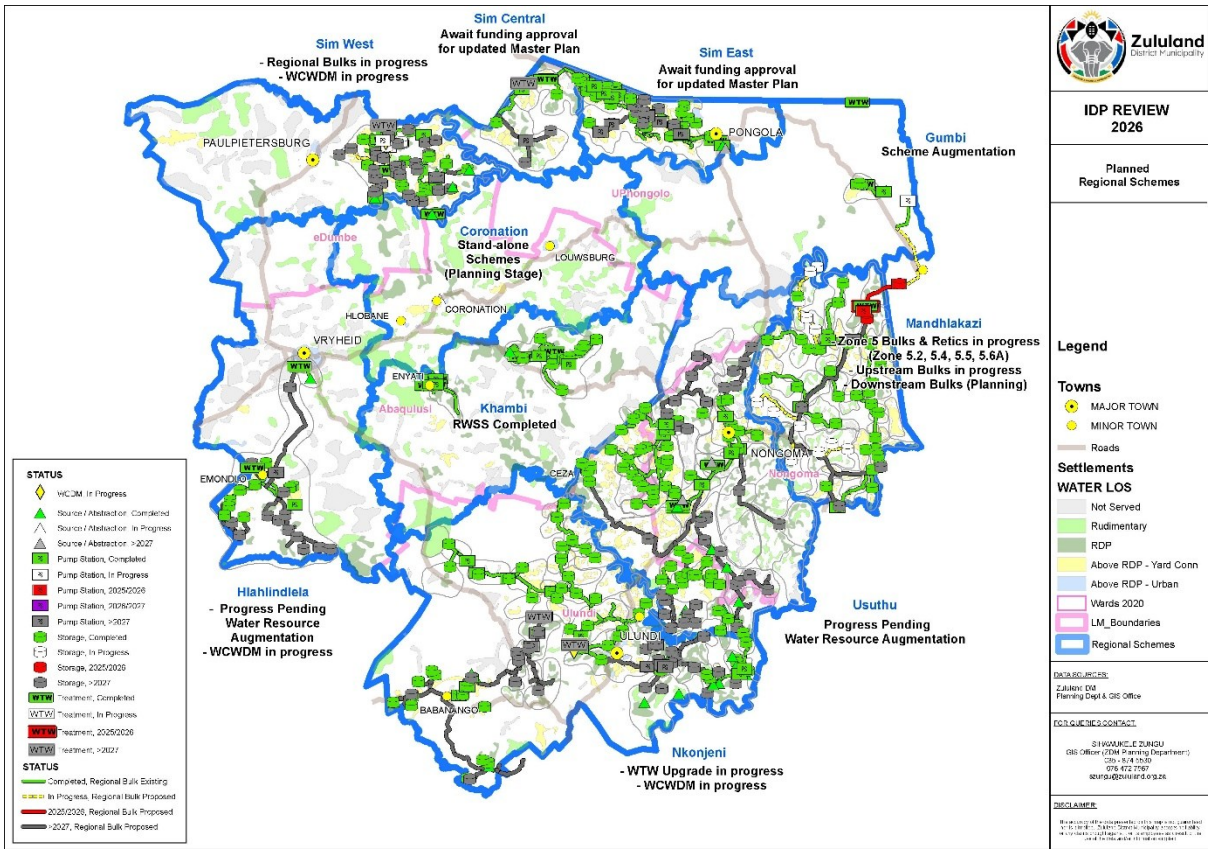
These water sources will supply several settlements in the surrounding area and will become part of the Regional Scheme infrastructure in future. Implementation will be done according to the ZDM Prioritisation Model for water services within each Regional Scheme. In areas where settlements cannot be served in the near future by the Regional Schemes or Intermediate Schemes, local water sources will be used to provide a survival level of water on a rudimentary level. Implementation is done according to the ZDM Prioritisation Model for water services.

Table 124: Status of Water Schemes

NAME	STATUS QUO
Coronation	Masterplan under review to implement stand-alone schemes instead of regional scheme
Khambi	Completed
Hlahlindlela	On hold due to water shortage
Mandhlakazi	In progress
Mkhuze	Completed
Nkonjeni	In progress
Simdlangentsha East	Upgrades to cater for increased water demands
Simdlangentsha Central	In progress
Simdlangentsha West	In progress
Usuthu	In progress

The planned regional water schemes map on the overleaf outlines the strategic bulk water infrastructure programmes intended to provide sustainable long-term water supply to the district. These schemes form the backbone of future service delivery, integrating multiple local supply areas into coordinated regional systems.

Map 66: Planned Regional Water Schemes



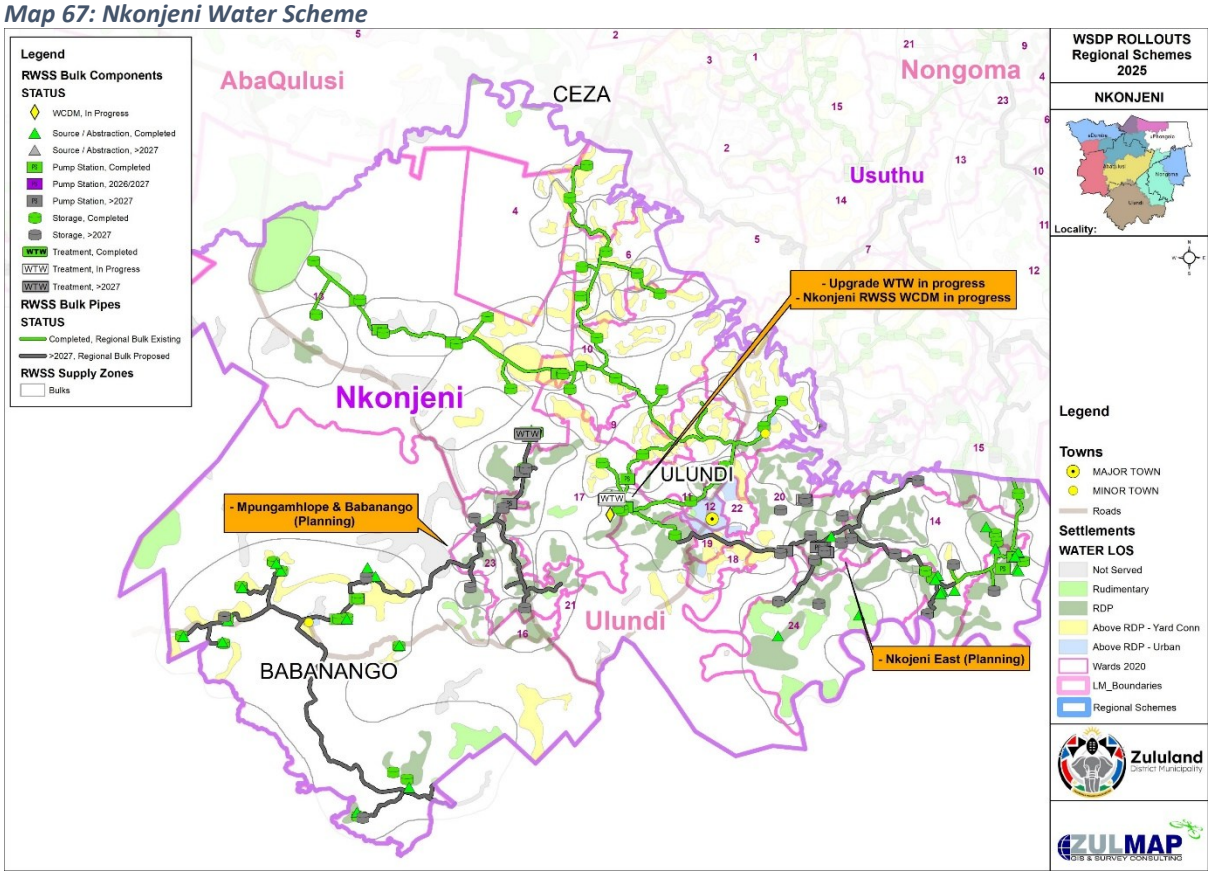
5.1.1.1.1 Nkonjeni

The Nkonjeni regional scheme is in the privileged position of having a well-developed and sustainable water source. Therefore, the bulk of the available funding can be applied towards the progressive rollout of water services to the respective communities. The sustainability of the scheme is threatened by water losses in existing networks and excessive water usage from unmetered consumers.

A water audit was done in 2006 (Ulundi Water Audit – October 2006) that indicated the inefficiency of water usage in Ulundi town to be 68% of the volume of water put into the system. ZDM has initiated a water-loss management programme where these water losses have systematically been addressed.

Due to limited spatial information that was available for planning purposes at the start of the Regional Schemes, the area around Babanango was not covered initially under Nkonjeni Regional Scheme. During 2008 a demographic verification process was done which allowed ZDM to identify existing settlements footprints in the Babanango area. A business plan was submitted to DWA and MIG in 2009 which included these settlements is complete.

Map 67: Nkonjeni Water Scheme



5.1.1.1.2 Usuthu

The Usuthu Regional Scheme is the largest water supply scheme in the district and also represents the biggest portion of the total backlogs. The scheme required the development of a new water source from the Black Mfolozi river and expensive bulk infrastructure to be rolled out over vast distances to scattered rural communities.

The biggest challenge with this scheme is the funding of the enormous capital investment of more than R500m that is required to provide the required infrastructure. ZDM has acquired additional DWA funding to fast-track the implementation of bulk services for this scheme.

The huge capital investment required eradicating the backlogs through the regional scheme infrastructure and the resulting slow progress with the roll-out of services requires an intermediate solution to be developed to alleviate immediate water supply needs. The existing rudimentary supply programme, whereby local groundwater sources are developed within 800m walking distance from households, was hampered in Usuthu area due to difficulty in finding reliable and good quality water sources close to communities. ZDM has initiated intermediate, stand-alone water schemes to address the delay in providing reticulation to communities. These intermediate schemes are developed from production boreholes where available and are designed in such a way that they can easily be integrated into the bulk services network in future.

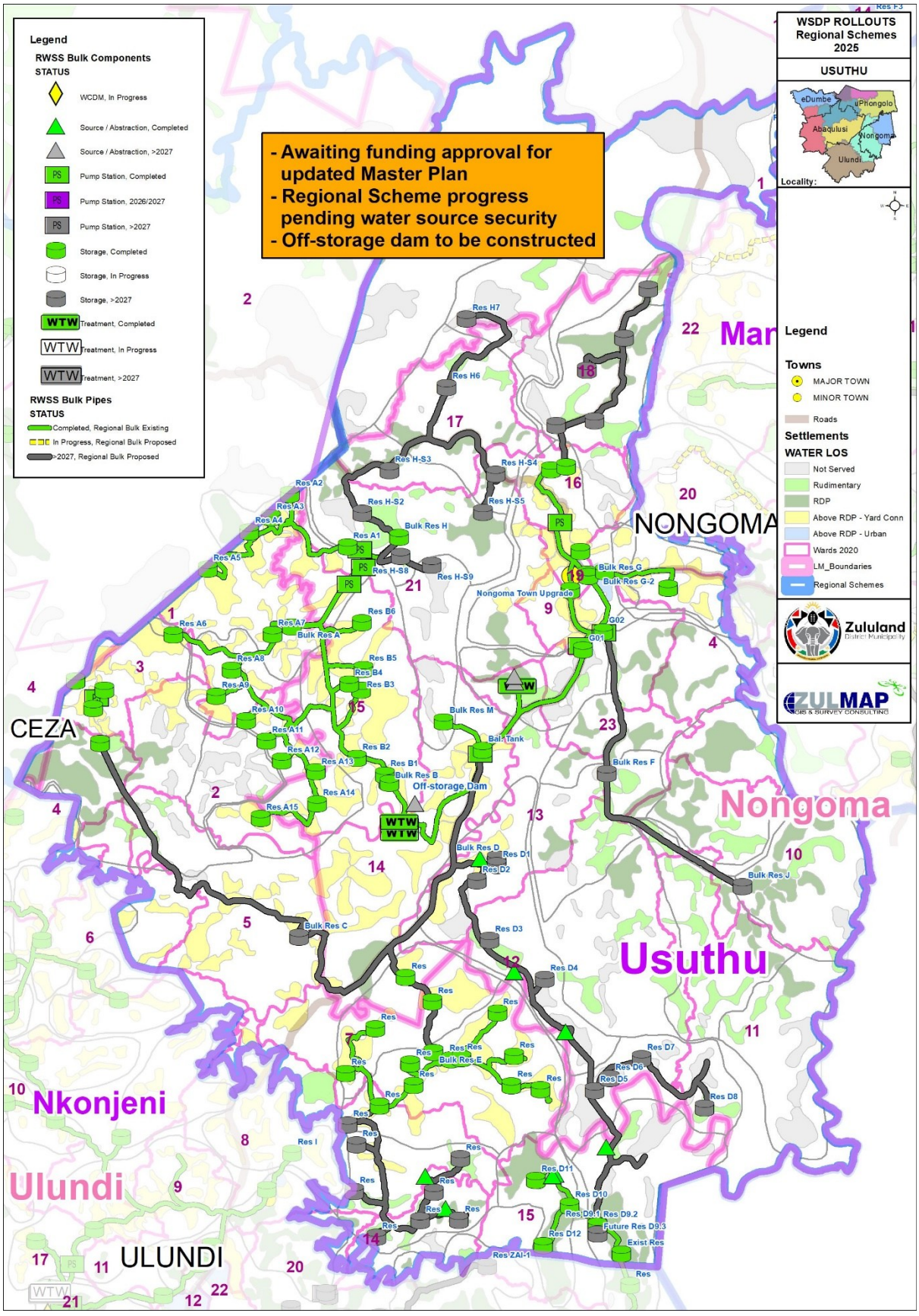
The sustainability of the main water source of Nongoma town is under severe strain and no longer sustainable during drought periods. The installation of a bulk pipeline from the Black Mfolozi river to

Nongoma is currently in progress to address this issue. The internal bulks for Nongoma town will also be upgraded to augment the existing water supply.

Nongoma town frequently experiences intermittent water supply to consumers and businesses, even outside of drought periods. Excessive water usage by unmetered consumers and high-water losses contribute to the problem. A water loss study conducted in 2003 indicated that unaccounted water supply in Nongoma was in excess of 41%. A water loss and water demand strategy is in progress as part of the Usuthu Regional Scheme planning.

Funding is provided by MIG as well as RBIG (Bulks).

Map 68: Usuthu Water Scheme



5.1.1.1.3 Mandhlakazi

The Mandlakhazi Regional Scheme represents the second largest supply area in the district and also the second biggest portion of the total backlogs of the municipality. There are no towns in the supply area and the communities are sparsely scattered and vast distances apart. The provision of water services to all communities are therefore extremely expensive and will take a long time to conclude.

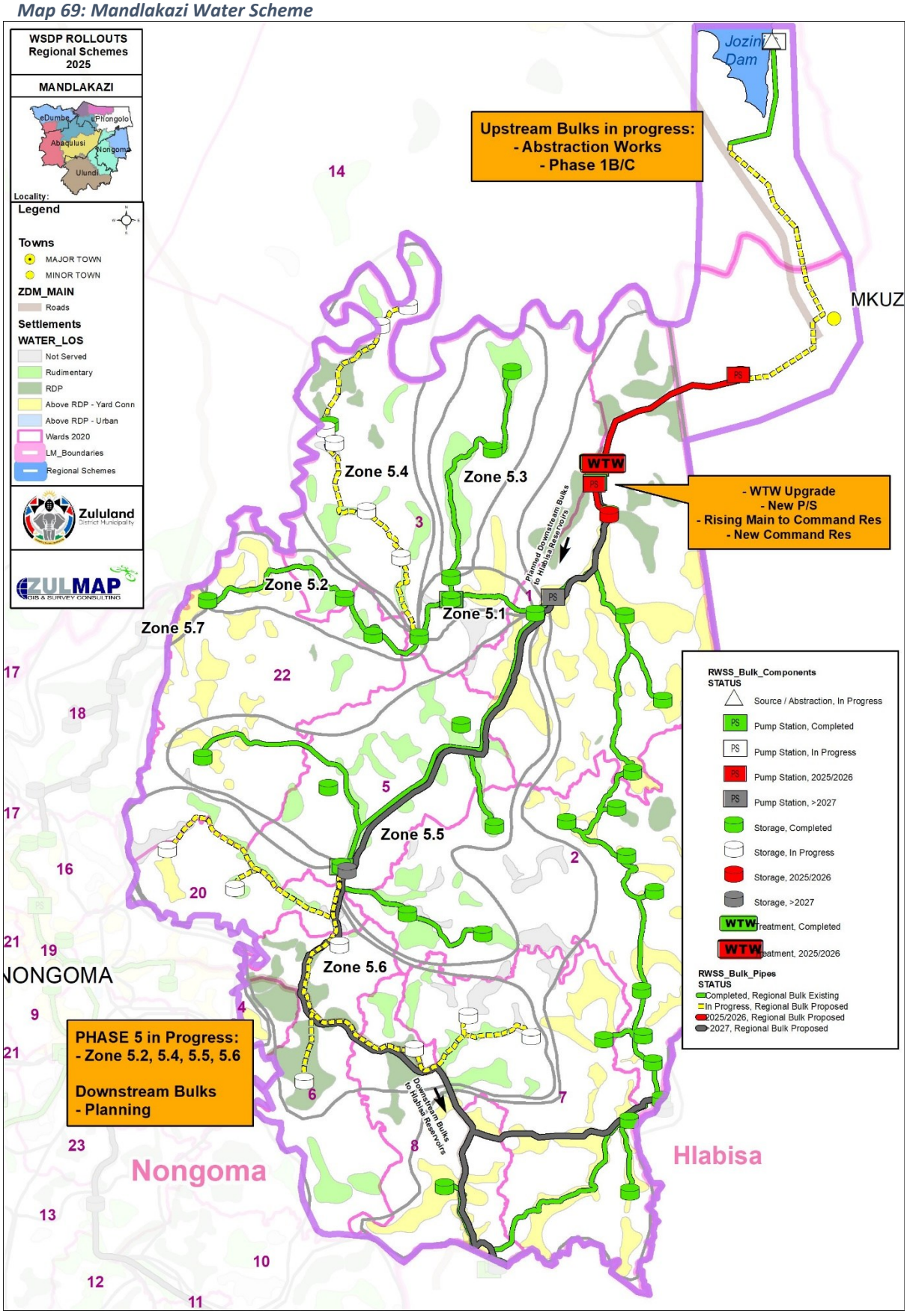
Water supply problems in the neighbouring Hlabisa area have resulted in a change of priorities and the construction of a bulk supply pipeline to supply the eastern side of Mandlakazi and eventually reach the Hlabisa communities.

The scheme is supplied with raw water from a privately-owned dam outside of the Zululand municipal area. The dam is supplied by the owner from the Pongolapoort Dam, which is a very reliable water source. Bulk water supply agreements are in place with the owner and the supply is secured. ZDM is however investigating the possibilities for an individual allocation and raw water abstraction permit from DWA for abstraction from the Pongolapoort Dam for long-term sustainability.

The Mandlakazi area is also in need of an intermediate solution to accelerate the provision of services to households until the regional scheme bulk infrastructure can eventually reach all the communities. Drought problems are frequent in the area and the rudimentary programme has limited success in finding sustainable and potable local sources. However, success has been achieved in some areas for good production boreholes, and this will be developed as intermediate stand-alone schemes which will be integrated into the regional scheme in future.

The regional scheme is funded by MIG as well as an allocation from RBIG to accelerate the implementation of the bulk services.

Map 69: Mandlakazi Water Scheme



5.1.1.1.4 Mkhuze

The Mkhuze Regional Scheme area comprises of mostly formal farm areas and a small number of sparsely scattered rural communities. The construction of a single regional scheme to supply the entire footprint is not feasible, but rather individual schemes from local sources.

An existing land reform project at the Gumbi settlement has resulted in a dramatic influx of families that settled without any water or sanitation infrastructure being in place. This resulted in the construction of an emergency supply from the neighbouring Pongolapoort Dam. This project is completed. The abstraction point at the dam is however not ideal and in future a second abstraction point from a more ideal position should be investigated.

There is huge potential for economic development on the western side of the Pongolapoort Dam but abstraction on that side of the dam is unfortunately very difficult. Groundwater sources in the area are also of poor quality and insufficient yield to sustain large scale development.

Funding is provided by MIG.

Map 70: Mkhuze Water Scheme

5.1.1.1.5 Simdlangentsha East

The Simdlangentsha East Regional Scheme is a well-served area and consist of the lowest backlogs in the district. The scheme supplies Pongola town as well as a vast rural area. Water is abstracted from irrigation channels next to the Pongola River and with an emergency supply that is available further

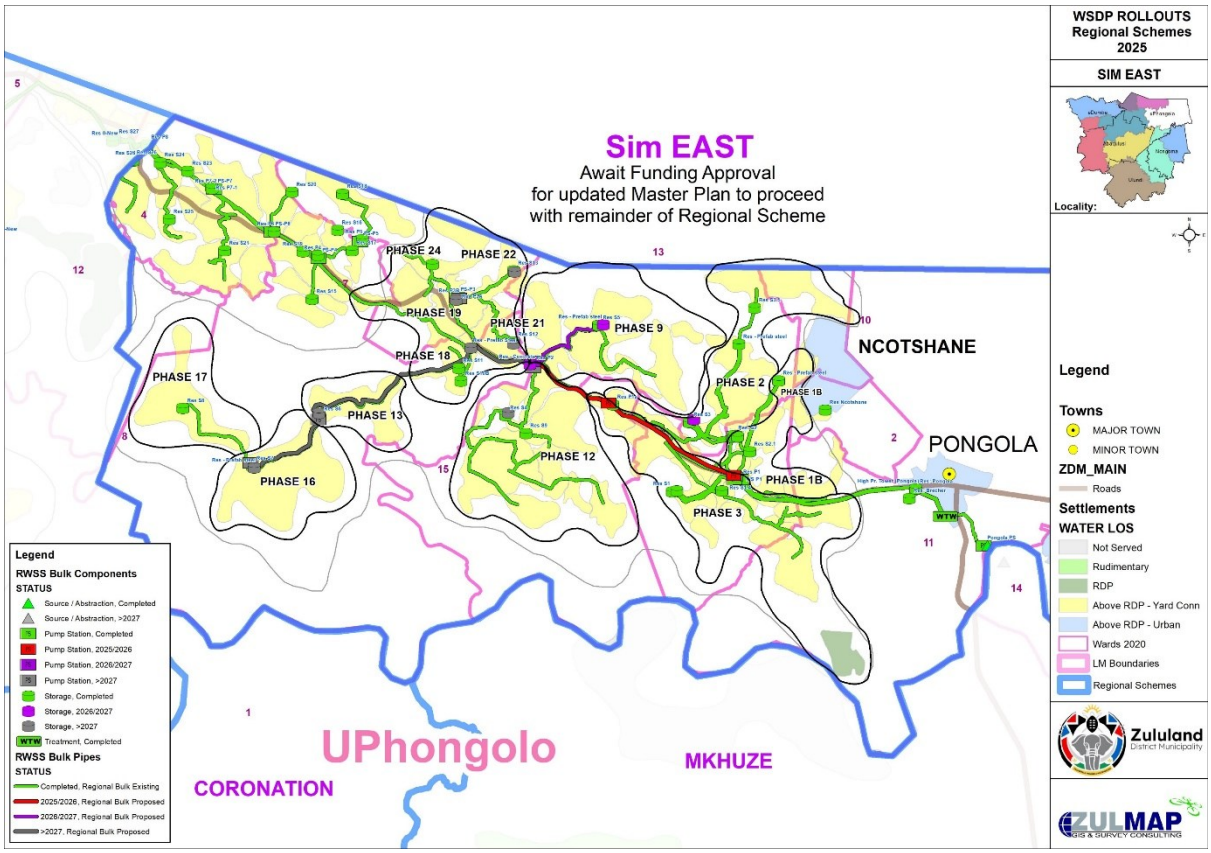
down at the Pongola River. The irrigation channels are managed by DWA and the supply is mostly reliable, except when the channels are closed for maintenance. ZDM also pays DWA a raw water charge for water abstracted from the channels.

Water supply in the rural areas is under severe pressure with frequent interruptions to the supply. Excessive water usage and high water losses due to illegal and unmetered connections are the main contributors to the problem. Apart from the above problems the bulk infrastructure is also in need of upgrade as a result of population growth since the inception of the scheme. The challenges on the scheme therefore require a combination of water demand management interventions and the upgrade of bulk infrastructure to address the long-term sustainability of the scheme. The water loss management programme initiated by ZDM is addressing this at present, and the upgrading of the existing bulk infrastructure for the southern part of the scheme is in progress.

Pongola town has experienced significant development over the recent years, and this was hampered by especially the absence of waterborne sanitation throughout the town. There is a need to compile a sewerage master plan for the area and plan upgrade requirements systematically.

Funding is provided by MIG.

Map 71: Sim East Water Scheme



5.1.1.1.6 Central

The planning of the Simdlangentsha Central scheme is complete, and the first phases of the bulk infrastructure have been completed. The project also requires a substantial investment in bulk infrastructure before communities will be reached with water supply. The area is however quite well served with localised schemes from local sources. The challenge is to keep these schemes operational until the bulk scheme can reach all the areas.

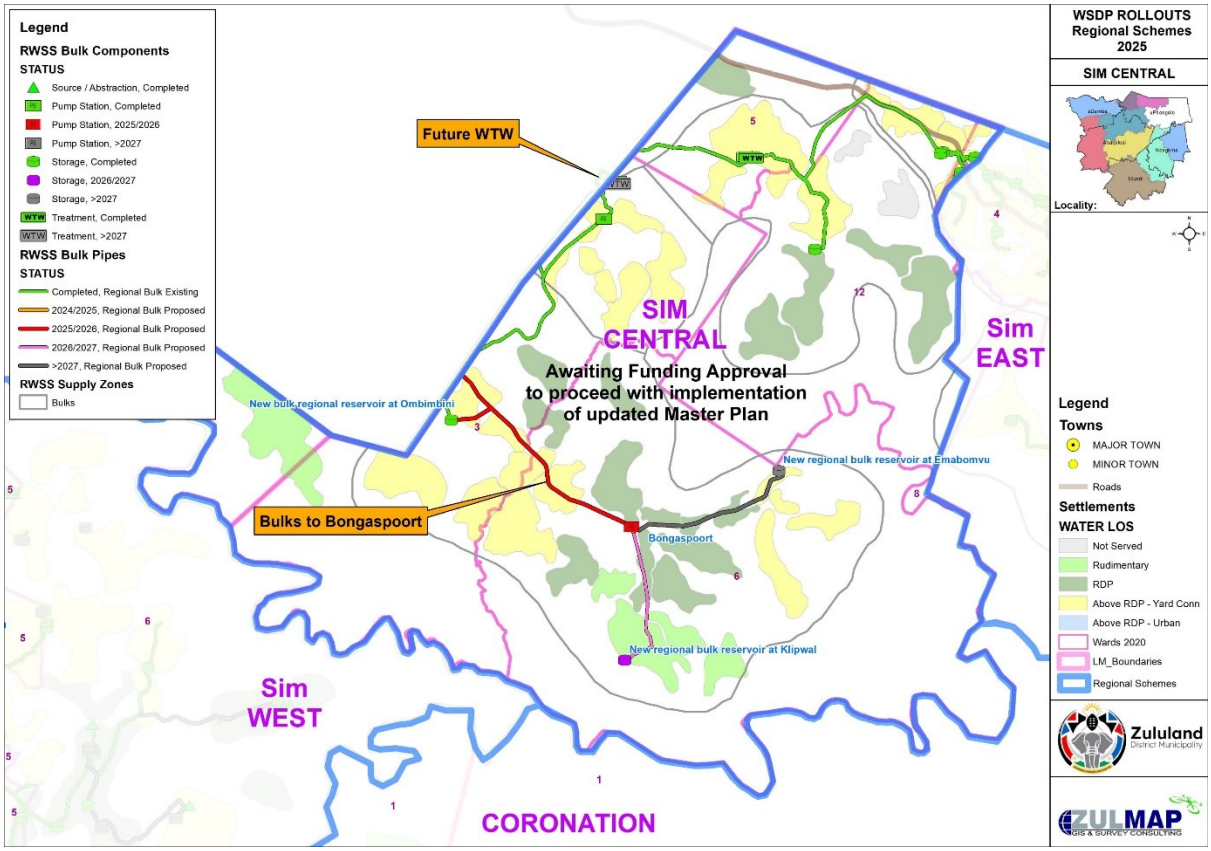
The Simdhlangentsha East Regional Scheme experienced water pressure problems, and the Simdhlangentsha Central Regional Scheme is used to augment water supply to these settlements.

The Simdlangentsha Central scheme contributes a small portion to the total backlogs of the ZDM and therefore also receives a small portion of the available capital funds, although a substantial capital investment is still required to provide the necessary infrastructure.

Although the area is generally well-served, all schemes are old and the regional scheme planning will include infills to provide water to additional households.

Funding is provided by MIG.

Map 72: Sim Central Water Scheme



5.1.1.1.7 Simdlangentsha West

Simdhlangentsha West Regional Scheme mainly consists of rural areas to the east of Paulpietersburg town. The area is generally wellserved although existing networks are old and infills and waterloss management are required.

The current capacity of the rising main line from the existing weir in the Pongola River to the existing Water Treatment Works at Frischgewaagd Township is 2ML/day (Supplies Frischgewaagd and Mangosuthu with raw water), and the current capacity of the existing Water Treatment Works at Frischgewaagd town is 3Ml/day. New networks were installed at Frischgewaagd during 2007/2008. and the water demand was reduced from the maximum possible supply of 2ML/day to 0.7Ml/day. The balance of the water (1.3ML/day) is consumed by Mangosuthu (with only 20% of the population of Frischgewaagd). A new rising main line from the Pongola weir to Frischgewaagd will be constructed. The Frischgewaagd Water Treatment Works will be relocated to the Pongola River Weir, and will provide treated water to Ezimbomvu, Tholakela, Mangosuthu and Opuzane.

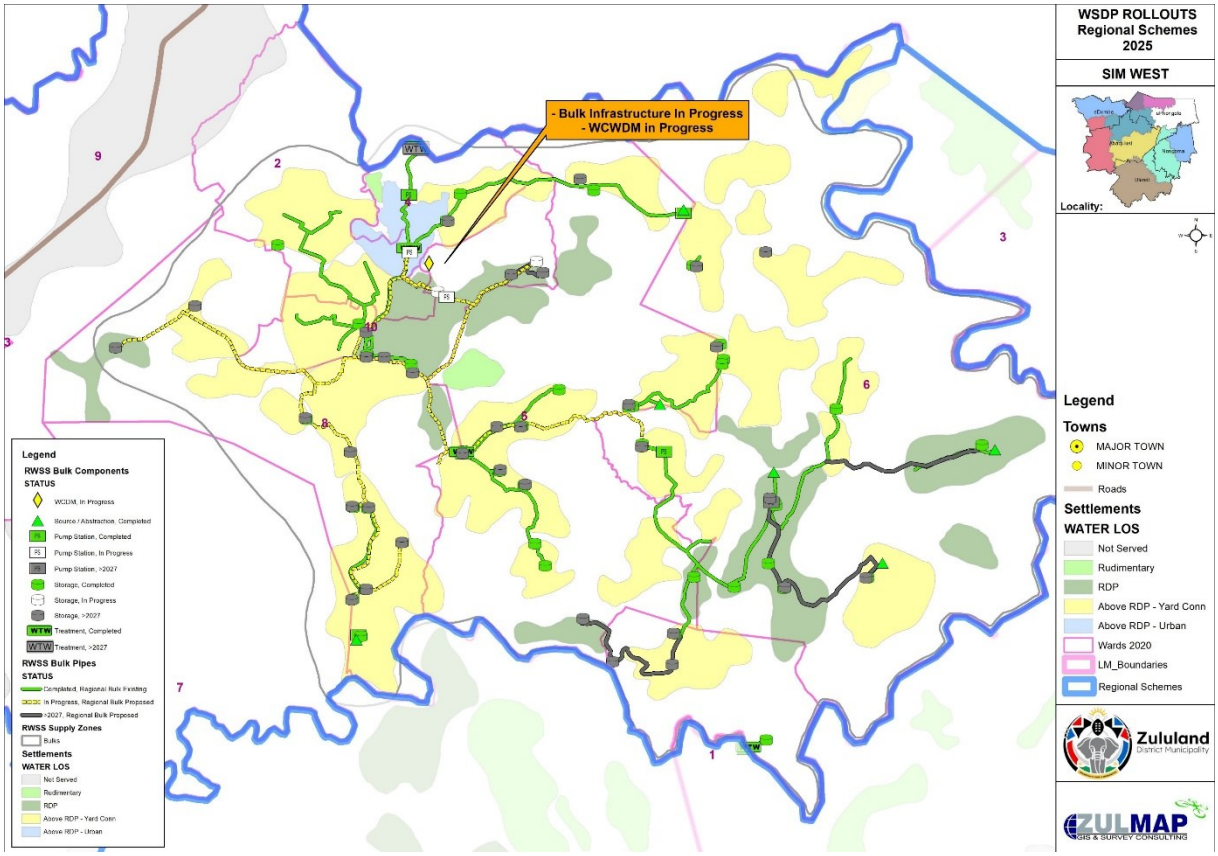
High waterlosses are evident, especially in the Mangosuthu area. ZDM has addressed this issue and the construction of new networks at Mangosuthu is completed. Construction includes metered yard connections and consumers will be restricted to 200 litres per household. Consumers will be able to register for a higher level of service but will be billed for the balance.

Soon Frischgewaagd will also be restricted to 200 litres per day, with the option to register and pay for a higher level of service.

The biggest challenge is to obtain funding for the proposed bulk infrastructure. Funding of more than R120M will be needed just to supply Frischgewaagd and Mangosuthu with treated water.

Existing funding is provided by MIG.

Map 73: Sim West Water Scheme



5.1.1.1.8 Khambi

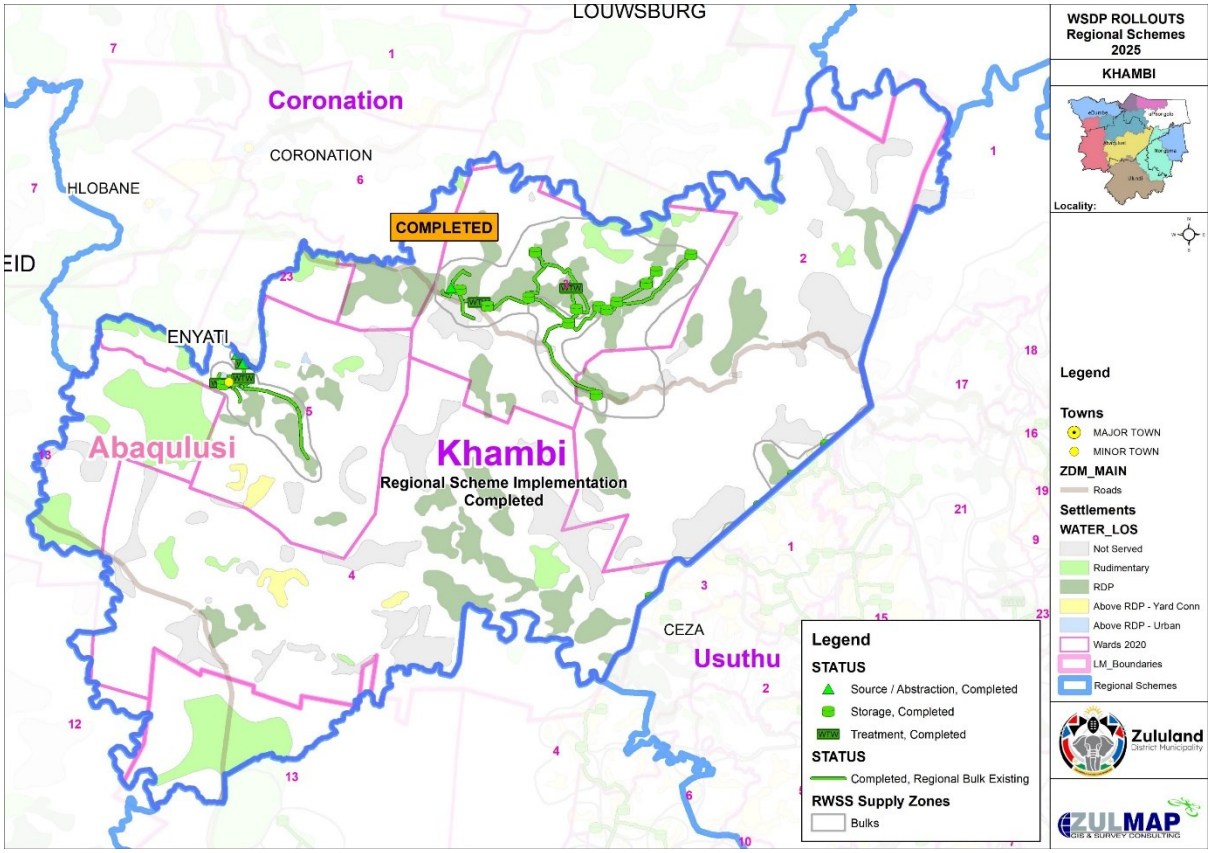
The Khambi Tribal Authority area is well-served with several small standalone schemes. (Esihlengeni, Kwamakweshe, Ngenetsheni, Cibilili and Ntumbane Community Water Supply schemes). Not all of these schemes, however, have had a sustainable water source. The clinic at Ntumbane is often without water during the dry winter periods.

A weir was constructed in the KwaMthazi River, and a new water treatment works was constructed. This supplies water to the Khambi Tribal Authority and the integration of all the stand-alone schemes to this bulk service is completed.

The long-term planning was to supply water from the Coronation Dam to the Khambi area, but an in-depth study by ZDM concluded that the Coronation Dam would not be a sustainable solution for the long-term additional demand, and the cost per capita would be too high. ZDM is currently equipping sustainable local sources closer to Khambi area, which will result in a substantial saving in bulk infrastructure.

Funding is provided by MIG.

Map 74: Khambi Water Scheme



5.1.1.1.9 Emondlo/Hlahlindlela

The eMondlo area is well-served with existing stand-alone schemes. eMondlo town receives water from the Mvunyane dam. These existing sources are however not sustainable for future use and will receive water in future from the Klipfontein dam situated next to Vryheid town. Mvunyane dam is silted up to such an extent that it is no longer a sustainable source for eMondlo town.

During 2000 a new water reticulation network at eMondlo A and B was installed in order to lessen the water demand from 12 Ml/day to 4 Ml/day. The eMondlo water treatment works can supply 8 Ml/day. This meant that 4 Ml/day would have been available towards the settlements surrounding eMondlo A and B after the installation of the new networks. Networks were installed at these settlements and connected to eMondlo A and B. The old network at Emondlo A and B was never decommissioned and expected savings of 4Ml/day never realised. The residents of eMondlo also connected the new network to the old network with pipes in their yards.

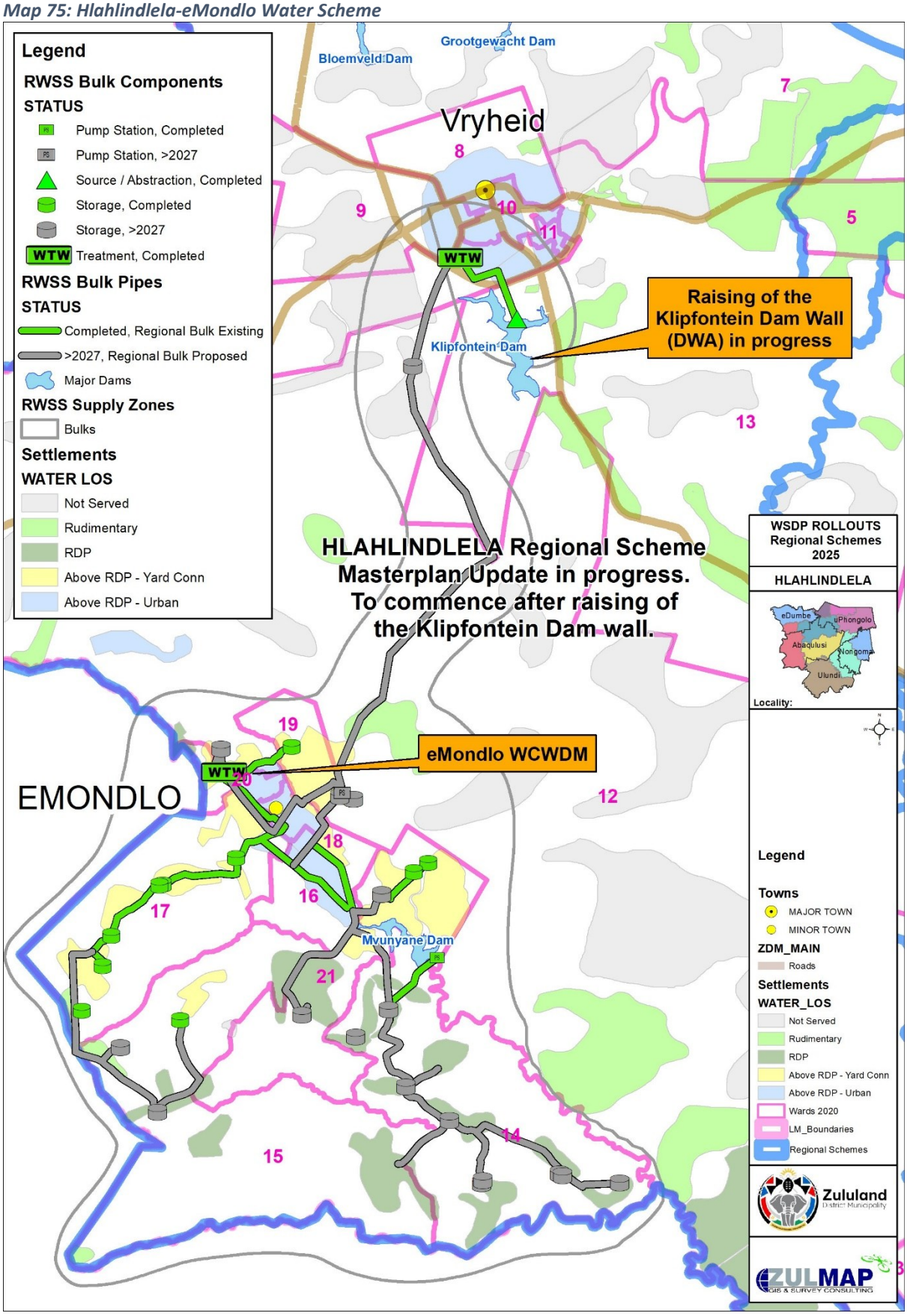
The eMondlo water treatment works have been refurbished and upgraded to supply 12Ml/day, but the water demand has grown from 8Ml/day in 2000 to 16 Ml/day currently. With the refurbishment completed there is still a shortfall of 4 Ml/day. The existing rising main line from Mvunyane Dam to eMondlo Water Treatment works can furthermore only supply 12 Ml/day.

The above issues will all be addressed with the bulk services implementation through the Hlahlindlela Regional Scheme. In future water will be supplied from Klipfontein Dam to Vryheid Water Treatment works. Water will then be pumped from the Vryheid Water Treatment works to Hlahlindlela (including eMondlo Township). A regional water supply assessment will first be done during 2015 before water can be supplied to eMondlo area.

The funding available to implement the Hlahlindlela Regional water supply is not adequate, but ZDM is reviewing the annual budget allocation for this scheme to fast-track the implementation of bulk services. The estimated cost to implement the water supply from Klipfontein Dam to eMondlo is well over the R200M.

AbaQulusi as the WSP for urban areas has initiated a waterloss programme at eMondlo B. This is crucial towards the sustainability of water supply to the area. The ZDM has allocated funding for the remaining Emondlo B as well as eMondlo A to resolve the excessive waterlosses experienced in these two areas. Funding is provided by MIG.

Map 75: Hlahlindlela-eMondlo Water Scheme



5.1.1.1.10 Coronation

The Coronation Regional Scheme consists of a few small and isolated towns and a number of scattered and very isolated rural settlements within

The towns have a high level of service, but the infrastructure is very old and urgent refurbishment is required in most cases. The Coronation scheme however is a small contributor to the total backlogs of the district and receives a small portion of the total capital funds. Refurbishment needs are competing with new infrastructure requirements for limited available funds. There is a need for refurbishment funding over and above funding for the eradication of backlogs.

The original planned regional scheme is currently under revision.

The Coronation dam is not sustainable to supply Khambi Regional Scheme with additional water, and bulk services to the rural scattered settlements of Coronation area will be too costly to supply from a bulk infrastructure network. A revised Master Plan is currently in progress whereby stand-alone schemes from local sustainable sources will be developed to cover as many settlements as possible. Khambi Regional Scheme will also receive additional water needed from local sustainable sources.

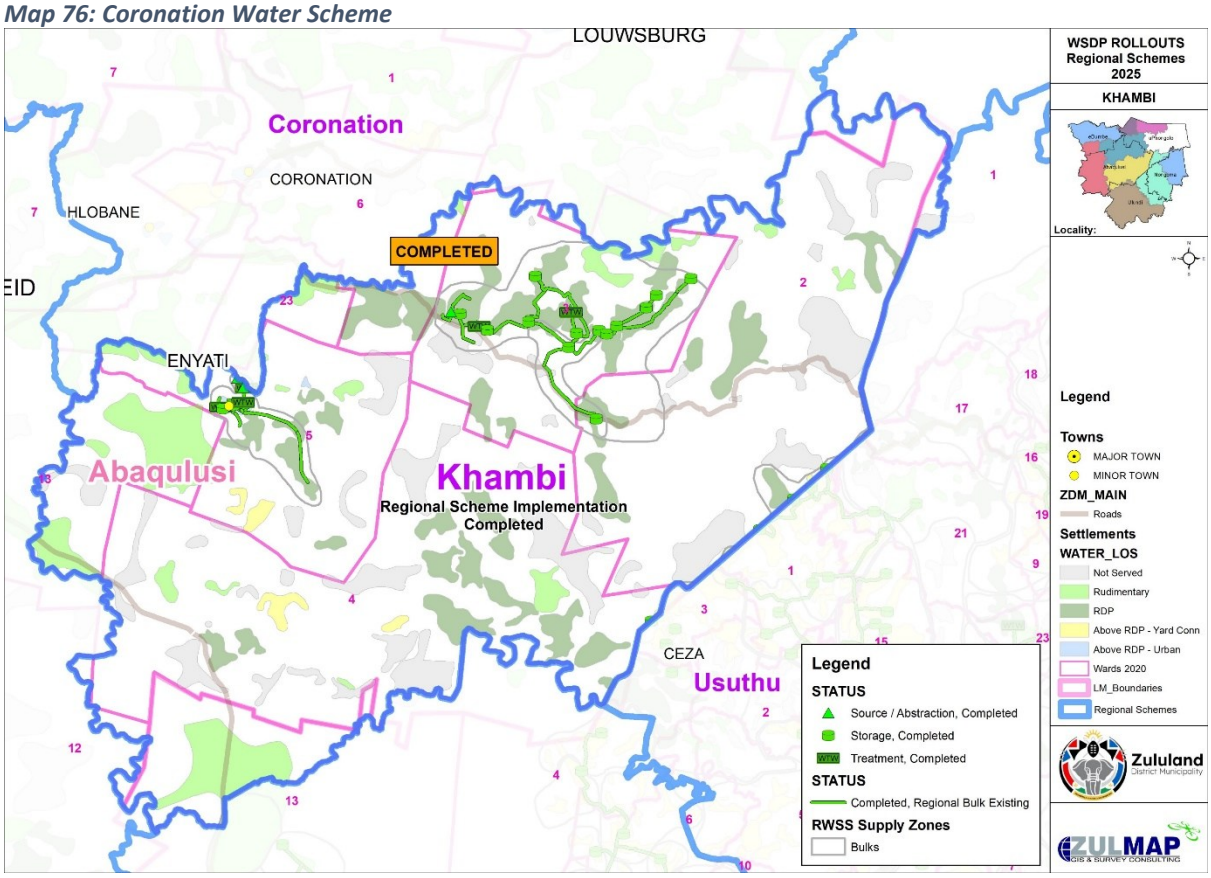
The town of Louwsburg within the Coronation regional scheme area has a water resource challenge that will not be easy to solve. The existing dam has a limited catchment and groundwater is difficult to find due to the locality of the town. Any possible solutions will be very costly and there is insufficient funding at this stage to address the issue. The town is also in need of waterborne sewage, but the water problems receive a higher priority at present.

A revised Master Plan for Coronation is in progress to assess local water sources for stand-alone schemes in areas where no sustainable water is present.

Funding is provided by MIG.

- Establishment of stand-alone schemes (including new Land Reform areas)

Map 76: Coronation Water Scheme



5.1.1.1.11 Identified Stand-alone Schemes

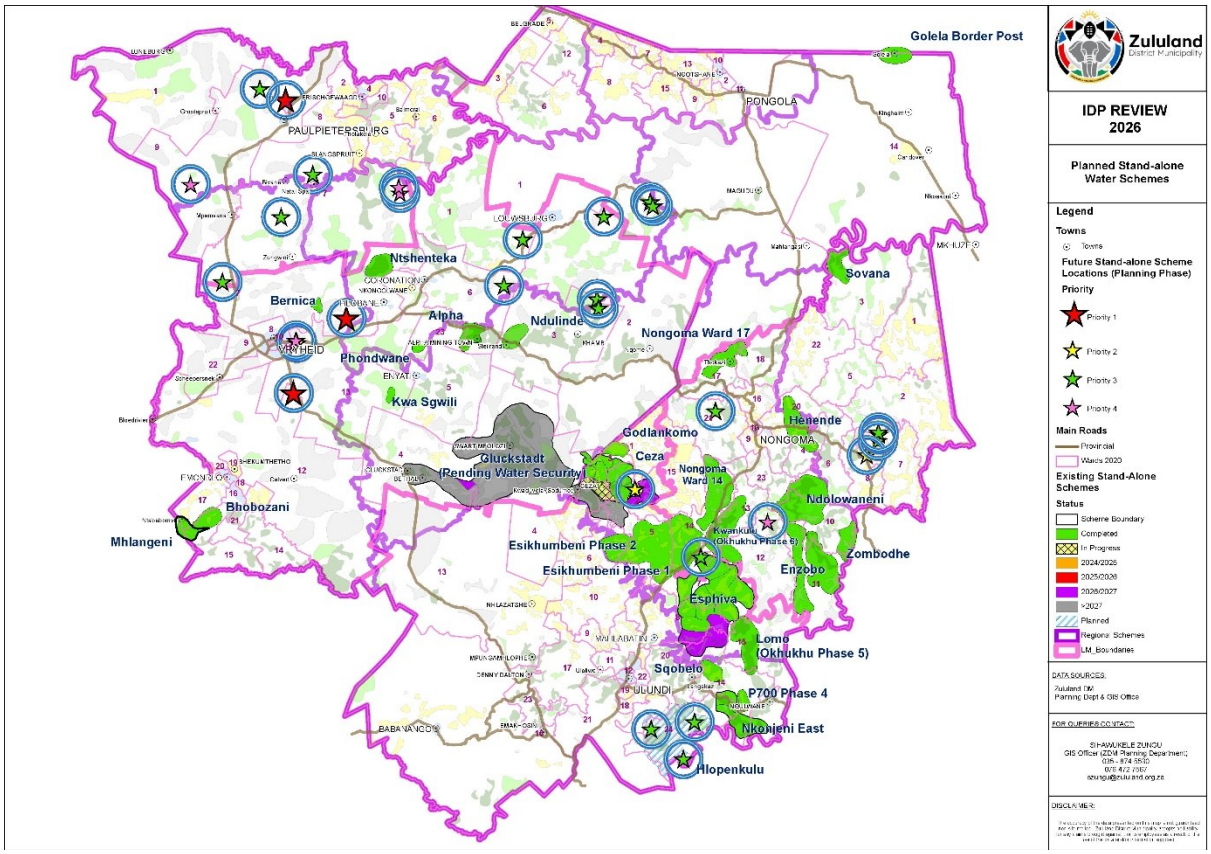
Due to time and budget constraints with implementation of costly bulk infrastructure, ZDM has initiated an intervention to alleviate the severe water shortage in areas where a sustainable local source can be developed. These water sources will supply several settlements in the surrounding area, and will become part of the Regional Scheme infrastructure in future.

New production boreholes are continuously been identified under the Rudimentary Programme, and if suitable, an intermediate stand-alone scheme will be designed around these production boreholes.

Implementation are done according to the ZDM Prioritisation Model for water services within each Regional Scheme. The following map depicts the rollouts of the current intermediate stand-alone schemes.

The planned stand-alone water schemes map on the overleaf identifies future scheme locations and priority levels for communities not immediately served by regional bulk systems.

Map 77: Planned Stand-Alone Schemes

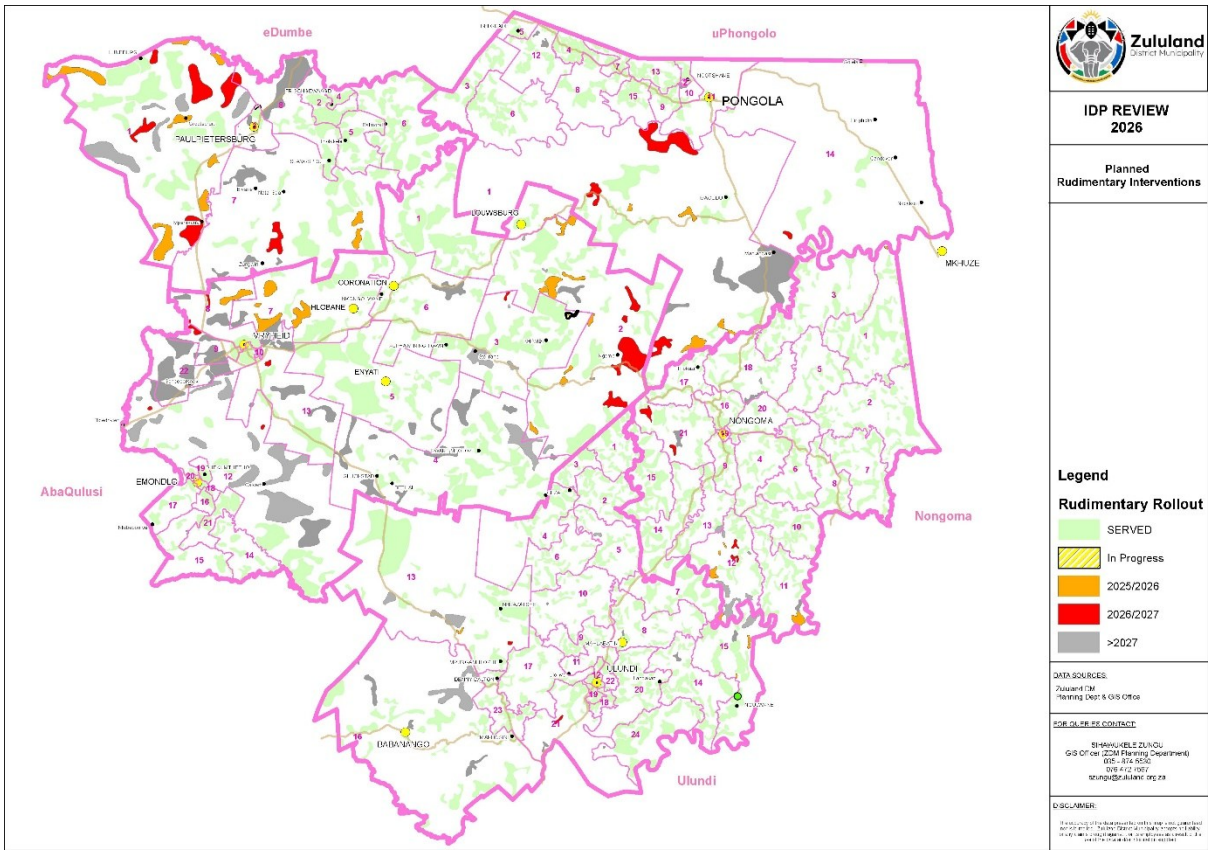


5.1.1.1.12 Rudimentary Water Supply

In areas where settlements cannot be served in the near future by the Regional Schemes or Intermediate Schemes, local water sources will be used to provide a survival level of water on a rudimentary level. Implementation is done according to the ZDM Prioritisation Model for water services. Through the rudimentary programme production boreholes are also identified for possible implementation of stand-alone schemes. The following map depicts the rollouts of the rudimentary programme.

The map on the overleaf shows the rollout status of rudimentary water supply interventions across the district, distinguishing between completed, in-progress and future phases. It reflects ZDM's interim service delivery approach in deep rural and remote settlements, ensuring minimum access to water while long-term regional schemes are developed.

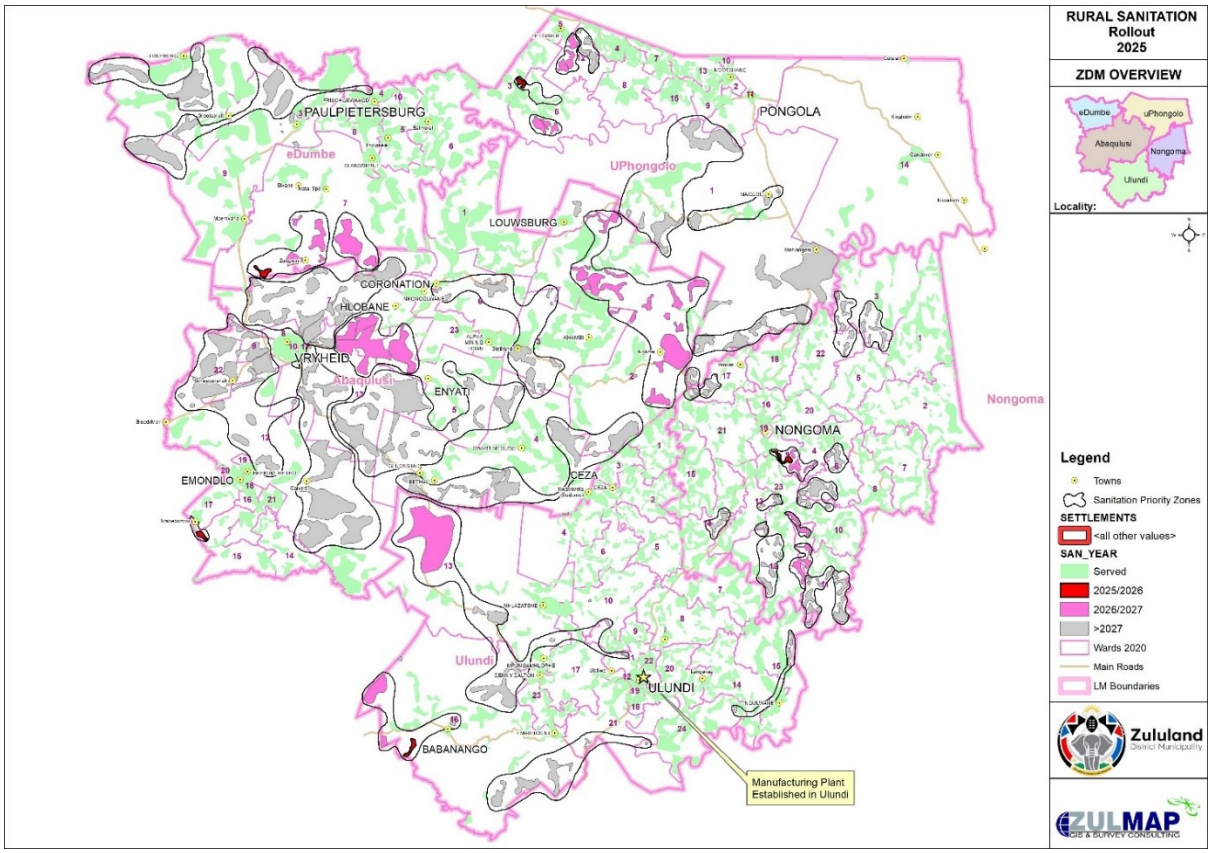
Map 78: Planned Rudimentary water supply interventions



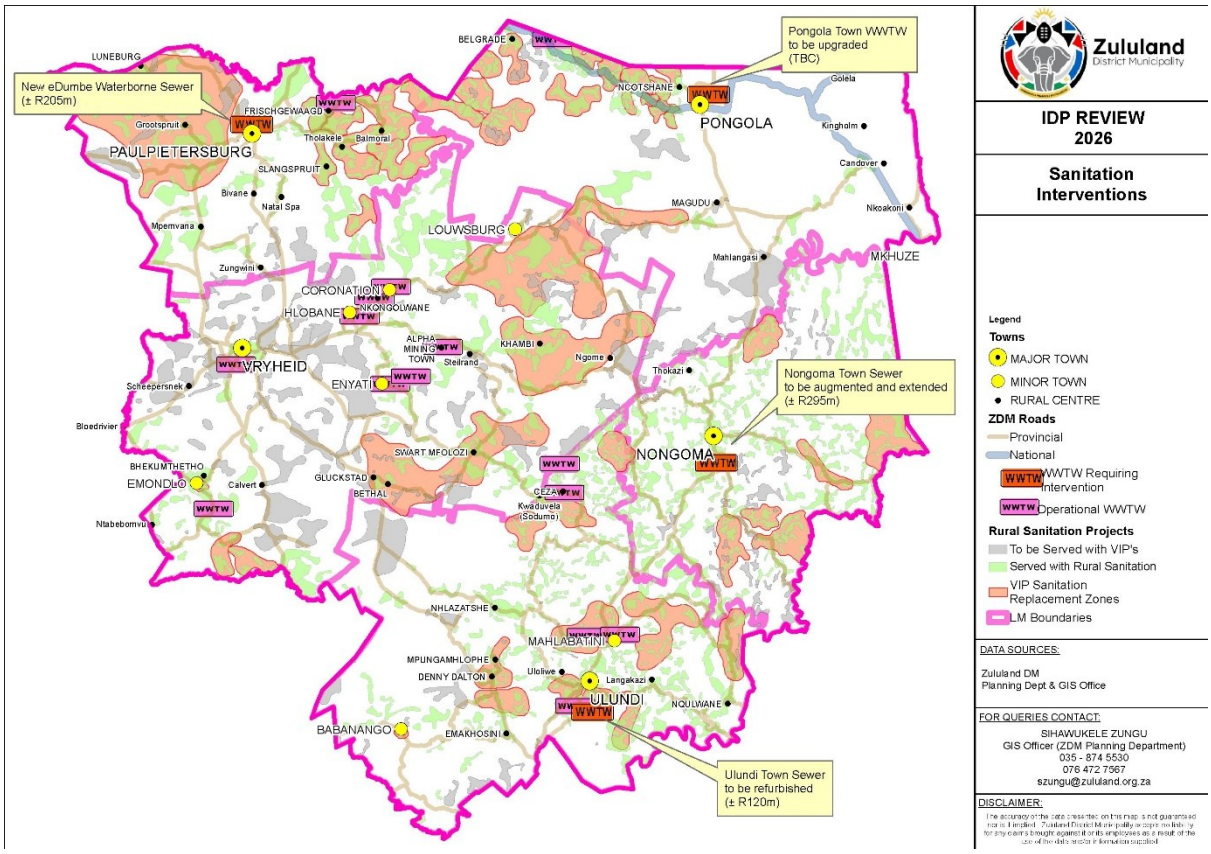
5.1.1.2 Rural Sanitation

Sanitation in the rural areas is being provided in the form of dry-pit VIP toilets. Implementation is done according to the ZDM Prioritisation Model for rural sanitation services. A Rural Sanitation Replacement Programme has also been deemed necessary in 2013 to replace the old Archloo-, Block- and Zink-type VIP's. This programme's implementation will commence after the current outstanding settlements have been served. The following map depicts the rollouts of the sanitation programme.

Map 79: ZDM Rural Sanitation



Map 80: Sanitation Interventions



The map above illustrates planned sanitation interventions, including wastewater treatment works upgrades, sewer network extensions and rural VIP replacement programmes. It spatially demonstrates how sanitation investments are targeted in the district.

5.1.1.3 5-Year Water & Sanitation Reliability Service Delivery Projects

This section provides a summary of Water and Sanitation Infrastructure that needs to be decommissioned, to be replaced, to be repaired, to be upgraded, to be augmented and the new water infrastructure that are needed.

PHASE 2: PROJECT PIPELINE DEVELOPMENT

5. 5-YR PROJECT PIPELINES

5.1 Year 1

PROJECT NAME	RELIABILITY CATEGORY Functionality Water Security Governance New Infrastructur	PRIORITY AS PER PROJECT PRIORITISATION PROCESS	CURRENTLY FINANCIALLY COMMITTED Is this a Y/N answer? What about following years?	PROJECT CATEGORY Water / Sanitation	ESTIMATED PROJECT COST	OUTER YEARS IMPL BUDGET (Is this project going to be implemented in year 2, 3, 4, 5 with required budget	FUNDING SOURCE RBIG / WSIG / MIG / ES / Own / Human Settlement	PROJECT STATUS	LM	WSIG	RBIG	MIG	REVENUE	ES
Upgrade existing water reticulation networks, including reticulation pipework, storage capacity and house connections for the following settlements:		1	N					Concept	Abaqulusi					
Ntendeka 3 - 113 Households	Functionality	1	N	Water	R565 000.00		OWN	Concept	Abaqulusi				R565 000.00	
St Paul - 334 Households	Functionality	1	N	Water	R1 670 000.00		OWN	Concept	Abaqulusi				R1 670 000.00	
Mphezulu - 445 Households	Functionality	1	N	Water	R2 225 000.00		OWN	Concept	Abaqulusi				R2 225 000.00	
Nceceni - 542 Households	Functionality	1	N	Water	R2 710 000.00		OWN	Concept	Abaqulusi				R2 710 000.00	
Ezibomvu 4 - 395 Households	Functionality	1	N	Water	R1 975 000.00		OWN	Concept	Abaqulusi				R1 975 000.00	
Amahlathi - 67 Households	Functionality	1	N	Water	R335 000.00		OWN	Concept	Abaqulusi				R335 000.00	
Myunjane Simashwini - 467 Households	Functionality	1	N	Water	R2 335 000.00		OWN	Concept	Abaqulusi				R2 335 000.00	
Nhloshana - 90 Households	Functionality	1	N	Water	R450 000.00		OWN	Concept	Abaqulusi				R450 000.00	
Khuthuza - 79 Households	Functionality	1	N	Water	R395 000.00		OWN	Concept	Abaqulusi				R395 000.00	
Ngonini - 46 Households	Functionality	1	N	Water	R230 000.00		OWN	Concept	Abaqulusi				R230 000.00	
Mdunduberizi - 73 Households	Functionality	1	N	Water	R365 000.00		OWN	Concept	Abaqulusi				R365 000.00	
Engilandi - 346 Households	Functionality	1	N	Water	R1 730 000.00		OWN	Concept	Abaqulusi				R1 730 000.00	
Ncengumusa / Mkhumbane - 587 Households	Functionality	1	N	Water	R2 935 000.00		OWN	Concept	Abaqulusi				R2 935 000.00	
Madresi D2 - 267 Households	Functionality	1	N	Water	R1 335 000.00		OWN	Concept	Abaqulusi				R1 335 000.00	
Mawombe - 33 Households	Functionality	1	N	Water	R165 000.00		OWN	Concept	Abaqulusi				R165 000.00	
Mvuzini - 427 Households	Functionality	1	N	Water	R2 135 000.00		OWN	Concept	Abaqulusi				R2 135 000.00	
Upgrade existing water reticulation networks, including reticulation pipework, storage capacity and house connections for the following settlements:	Functionality	1		Water					Nongoma					
Emvomveni - 85 Households	Functionality	1	N	Water	R425 000.00		OWN	Concept	Nongoma				R425 000.00	
Kwasabela - 240 Households	Functionality	1	N	Water	R1 200 000.00		OWN	Concept	Nongoma				R1 200 000.00	
Sigangeni - 107 Households	Functionality	1	N	Water	R535 000.00		OWN	Concept	Nongoma				R535 000.00	
Tshonono - 87 Households	Functionality	1	N	Water	R435 000.00		OWN	Concept	Nongoma				R435 000.00	
Ziphete - 576 Households	Functionality	1	N	Water	R2 880 000.00		OWN	Concept	Nongoma				R2 880 000.00	
Canaan (Ophalule) - 696 Households	Functionality	1	N	Water	R3 480 000.00		OWN	Concept	Nongoma				R3 480 000.00	
Canaan (Ophiyaneni) - 396 Households	Functionality	1	N	Water	R1 980 000.00		OWN	Concept	Nongoma				R1 980 000.00	
Holoba - 33 Households	Functionality	1	N	Water	R165 000.00		OWN	Concept	Nongoma				R165 000.00	
Mangomhlophe - 300 Households	Functionality	1	N	Water	R1 500 000.00		OWN	Concept	Nongoma				R1 500 000.00	
Mcwembe - 105 Households	Functionality	1	N	Water	R525 000.00		OWN	Concept	Nongoma				R525 000.00	
eHlabathini 1 - 173 Households	Functionality	1	N	Water	R865 000.00		OWN	Concept	Nongoma				R865 000.00	
Mememe - 332 Households	Functionality	1	N	Water	R1 660 000.00		OWN	Concept	Nongoma				R1 660 000.00	
Masimba-Ndawonye - 54 Households	Functionality	1	N	Water	R270 000.00		OWN	Concept	Nongoma				R270 000.00	
Qoqoda - 51 Households	Functionality	1	N	Water	R255 000.00		OWN	Concept	Nongoma				R255 000.00	
Emangomfini 2 - 38 Households	Functionality	1	N	Water	R190 000.00		OWN	Concept	Nongoma				R190 000.00	
Gomabaqaqu - 57 Households	Functionality	1	N	Water	R285 000.00		OWN	Concept	Nongoma				R285 000.00	
Ezinhlabeni 2 - 63 Households	Functionality	1	N	Water	R315 000.00		OWN	Concept	Nongoma				R315 000.00	
Ndikandika - 170 Households	Functionality	1	N	Water	R850 000.00		OWN	Concept	Nongoma				R850 000.00	
Emangomfini 1 - 77 Households	Functionality	1	N	Water	R385 000.00		OWN	Concept	Nongoma				R385 000.00	
Masundwini - 273 Households	Functionality	1	N	Water	R348 684.21		OWN	Concept	Nongoma				R348 684.21	
Mfankomo - 89 Households	Functionality	1	N	Water	R445 000.00		OWN	Concept	Nongoma				R445 000.00	
Edlabe - 153 Households	Functionality	1	N	Water	R765 000.00		OWN	Concept	Nongoma				R765 000.00	
Ethokoza - 91 Households	Functionality	1	N	Water	R455 000.00		OWN	Concept	Nongoma				R455 000.00	
Khokhwaneni - 170 Households	Functionality	1	N	Water	R850 000.00		OWN	Concept	Nongoma				R850 000.00	
Badlaneni - 142 Households	Functionality	1	N	Water	R710 000.00		OWN	Concept	Nongoma				R710 000.00	
Itshodo - 80 Households	Functionality	1	N	Water	R400 000.00		OWN	Concept	Nongoma				R400 000.00	
Ezimpisini (Entuthukweni) - 71 Households	Functionality	1	N	Water	R355 000.00		OWN	Concept	Nongoma				R355 000.00	
Egeleni - 28 Households	Functionality	1	N	Water	R140 000.00		OWN	Concept	Nongoma				R140 000.00	
Upgrade existing water reticulation networks, including reticulation pipework, storage capacity and house connections for the following settlements:	Functionality	1		Water					Ulundi					
Godlankomo - 322 Households	Functionality	1	N	Water	R1 610 000.00		OWN	Concept	Ulundi				R1 610 000.00	
Denny Dalton - 40 Households	Functionality	1	N	Water	R200 000.00		OWN	Concept	Ulundi				R200 000.00	
Goje - 208 Households	Functionality	1	N	Water	R1 040 000.00		OWN	Concept	Ulundi				R1 040 000.00	
Maqwatha 2 - 36 Households	Functionality	1	N	Water	R180 000.00		OWN	Concept	Ulundi				R180 000.00	
Ngogelana 1 - 22 Households	Functionality	1	N	Water	R110 000.00		OWN	Concept	Ulundi				R110 000.00	
Silanda - 38 Households	Functionality	1	N	Water	R190 000.00		OWN	Concept	Ulundi				R190 000.00	
Mdumela - 111 Households	Functionality	1	N	Water	R555 000.00		OWN	Concept	Ulundi				R555 000.00	
Phambukelweni - 149 Households	Functionality	1	N	Water	R745 000.00		OWN	Concept	Ulundi				R745 000.00	
Nhloye - 40 Households	Functionality	1	N	Water	R200 000.00		OWN	Concept	Ulundi				R200 000.00	
Ezidwadweni - 135 Households	Functionality	1	N	Water	R675 000.00		OWN	Concept	Ulundi				R675 000.00	
Ezikwebezani - 137 Households	Functionality	1	N	Water	R685 000.00		OWN	Concept	Ulundi				R685 000.00	
Gabazi - 70 Households	Functionality	1	N	Water	R350 000.00		OWN	Concept	Ulundi				R350 000.00	
Mgquphansi 2 - 25 Households	Functionality	1	N	Water	R125 000.00		OWN	Concept	Ulundi				R125 000.00	
Cencethu - 101 Households	Functionality	1	N	Water	R505 000.00		OWN	Concept	Ulundi				R505 000.00	
Mpikanisweni - 96 Households	Functionality	1	N	Water	R480 000.00		OWN	Concept	Ulundi				R480 000.00	
Mayidwebu - 35 Households	Functionality	1	N	Water	R175 000.00		OWN	Concept	Ulundi				R175 000.00	
Gogo - 90 Households	Functionality	1	N	Water	R450 000.00		OWN	Concept	Ulundi				R450 000.00	
Mgquphansi - 67 Households	Functionality	1	N	Water	R335 000.00		OWN	Concept	Ulundi				R335 000.00	
Ekwandeni - 59 Households	Functionality	1	N	Water	R295 000.00		OWN	Concept	Ulundi				R295 000.00	
Ezibomvu 2 - 62 Households	Functionality	1	N	Water	R310 000.00		OWN	Concept	Ulundi				R310 000.00	

PHASE 2: PROJECT PIPELINE DEVELOPMENT

5. 5-YR PROJECT PIPELINES

5.1 Year 1

PROJECT NAME	RELIABILITY CATEGORY Functionality Water Security Governance New Infrastructur	PRIORITY AS PER PROJECT PRIORITISATION PROCESS	CURRENTLY FINANCIALLY COMMITTED Is this a Y/N answer? What about following years?	PROJECT CATEGORY Water / Sanitation	ESTIMATED PROJECT COST	OUTER YEARS IMPL BUDGET (Is this project going to be implemented in year 2, 3, 4, 5 with required budget)	FUNDING SOURCE RBIG / WSIG / MIG / ES / Own / Human Settlement	PROJECT STATUS	LM	WSIG	RBIG	MIG	REVENUE	ES
Upgrade existing water reticulation networks, including reticulation pipework, storage capacity and house connections for the following settlements:	Functionality	1		Water					uPhongolo					
Mavithi - 219 Households	Functionality	1	N	Water	R1 095 000.00		OWN	Concept	uPhongolo				R1 095 000.00	
Mgomane - 356 Households	Functionality	1	N	Water	R1 780 000.00		OWN	Concept	uPhongolo				R1 780 000.00	
Moya Wamampondo - 102 Households	Functionality	1	N	Water	R510 000.00		OWN	Concept	uPhongolo				R510 000.00	
Moyeni - 156 Households	Functionality	1	N	Water	R780 000.00		OWN	Concept	uPhongolo				R780 000.00	
Kwanximfi - 55 Households	Functionality	1	N	Water	R275 000.00		OWN	Concept	uPhongolo				R275 000.00	
Gulukudu (Kwazwane) - 63 Households	Functionality	1	N	Water	R315 000.00		OWN	Concept	uPhongolo				R315 000.00	
Mgababa 1 - 68 Households	Functionality	1	N	Water	R340 000.00		OWN	Concept	uPhongolo				R340 000.00	
Godlwayo - 763 Households	Functionality	1	N	Water	R3 815 000.00		OWN	Concept	uPhongolo				R3 815 000.00	
Mabophe 1 - 122 Households	Functionality	1	N	Water	R610 000.00		OWN	Concept	uPhongolo				R610 000.00	
Mabophe 2 - 249 Households	Functionality	1	N	Water	R1 245 000.00		OWN	Concept	uPhongolo				R1 245 000.00	
Liba 2 - 83 Households	Functionality	1	N	Water	R415 000.00		OWN	Concept	uPhongolo				R415 000.00	
Waterbus - 223 Households	Functionality	1	N	Water	R1 115 000.00		OWN	Concept	uPhongolo				R1 115 000.00	
Thengizwe 1 - 619 Households	Functionality	1	N	Water	R3 095 000.00		OWN	Concept	uPhongolo				R3 095 000.00	
Thengizwe 3 - 197 Households	Functionality	1	N	Water	R985 000.00		OWN	Concept	uPhongolo				R985 000.00	
Thengizwe 2 - 315 Households	Functionality	1	N	Water	R1 575 000.00		OWN	Concept	uPhongolo				R1 575 000.00	
Liba 1 - 184 Households	Functionality	1	N	Water	R920 000.00		OWN	Concept	uPhongolo				R920 000.00	
Kwazibhedlu - 29 Households	Functionality	1	N	Water	R145 000.00		OWN	Concept	uPhongolo				R145 000.00	
Mpemvane - 45 Households	Functionality	1	N	Water	R225 000.00		OWN	Concept	uPhongolo				R225 000.00	
Highlands A - 168 Households	Functionality	1	N	Water	R840 000.00		OWN	Concept	uPhongolo				R840 000.00	
Mshololo - 359 Households	Functionality	1	N	Water	R1 795 000.00		OWN	Concept	uPhongolo				R1 795 000.00	
Mboloba - 246 Households	Functionality	1	N	Water	R1 230 000.00		OWN	Concept	uPhongolo				R1 230 000.00	
Ncotshane Township - 3725 Households	Functionality	1	N	Water	R18 625 000.00		OWN	Concept	uPhongolo				R18 625 000.00	
Mhushulu - 409 Households	Functionality	1	N	Water	R2 045 000.00		OWN	Concept	uPhongolo				R2 045 000.00	
Upgrade existing water reticulation networks, including reticulation pipework, storage capacity and house connections for the following settlements:	Functionality	1	N	Water				Concept	eDumbe					
Mangosuthu - 2126 Households	Functionality	1	N	Water	R10 630 000.00		OWN	Concept	eDumbe				R10 630 000.00	
Bilayini - 64 Households	Functionality	1	N	Water	R320 000.00		OWN	Concept	eDumbe				R320 000.00	
Enkembeni B - 22 Households	Functionality	1	N	Water	R110 000.00		OWN	Concept	eDumbe				R110 000.00	
Enkembeni C - 99 Households	Functionality	1	N	Water	R495 000.00		OWN	Concept	eDumbe				R495 000.00	
Enkembeni A - 65 Households	Functionality	1	N	Water	R325 000.00		OWN	Concept	eDumbe				R325 000.00	
Ophuzane - 929 Households	Functionality	1	N	Water	R4 645 000.00		OWN	Concept	eDumbe				R4 645 000.00	
Edumbe Township - 1802 Households	Functionality	1	N	Water	R9 010 000.00		OWN	Concept	eDumbe				R9 010 000.00	
Paulpietersburg Town - 561 Households	Functionality	1	N	Water	R2 805 000.00		OWN	Concept	eDumbe				R2 805 000.00	
Development and implementation of an Operation and Maintenance Program	Governance	1	N	Water / Sanitation	R38 918 918.92		ES	Concept	Abaqulusi					R38 918 918.92
Development of a Water Conservation and Demand Management Program	Governance	1	N	Water / Sanitation	R500 000.00		ES	Concept	Abaqulusi					R500 000.00
Development of a Groundwater management system	Governance	1	N	Water / Sanitation	R350 000.00		ES	Concept	Abaqulusi					R350 000.00
Development of a No Drop program	Governance	1	N	Water / Sanitation	R500 000.00		ES	Concept	Abaqulusi					R500 000.00
Development and implementation of an Operation and Maintenance Program	Governance	1	N	Water / Sanitation	R29 189 189.19		ES	Concept	Nongoma					R29 189 189.19
Development of a Water Conservation and Demand Management Program	Governance	1	N	Water / Sanitation	R500 000.00		ES	Concept	Nongoma					R500 000.00
Development of a Groundwater management system	Governance	1	N	Water / Sanitation	R350 000.00		ES	Concept	Nongoma					R350 000.00
Development of a No Drop program	Governance	1	N	Water / Sanitation	R500 000.00		ES	Concept	Nongoma					R500 000.00
Development and implementation of an Operation and Maintenance Program	Governance	1	N	Water / Sanitation	R16 216 216.22		ES	Concept	Ulundi					R16 216 216.22
Development of a Water Conservation and Demand Management Program	Governance	1	N	Water / Sanitation	R500 000.00		ES	Concept	Ulundi					R500 000.00
Development of a Groundwater management system	Governance	1	N	Water / Sanitation	R350 000.00		ES	Concept	Ulundi					R350 000.00
Development of a No Drop program	Governance	1	N	Water / Sanitation	R500 000.00		ES	Concept	Ulundi					R500 000.00
Development and implementation of an Operation and Maintenance Program	Governance	1	N	Water / Sanitation	R22 702 702.70		ES	Concept	uPhongolo					R22 702 702.70
Development of a Water Conservation and Demand Management Program	Governance	1	N	Water / Sanitation	R500 000.00		ES	Concept	uPhongolo					R500 000.00
Development of a Groundwater management system	Governance	1	N	Water / Sanitation	R350 000.00		ES	Concept	uPhongolo					R350 000.00
Development of a No Drop program	Governance	1	N	Water / Sanitation	R500 000.00		ES	Concept	uPhongolo					R500 000.00
Development and implementation of an Operation and Maintenance Program	Governance	1	N	Water / Sanitation	R12 972 972.97		ES	Concept	eDumbe					R12 972 972.97
Development of a Water Conservation and Demand Management Program	Governance	1	N	Water / Sanitation	R500 000.00		ES	Concept	eDumbe					R500 000.00
Development of a Groundwater management system	Governance	1	N	Water / Sanitation	R350 000.00		ES	Concept	eDumbe					R350 000.00
Development of a No Drop program	Governance	1	N	Water / Sanitation	R500 000.00		ES	Concept	eDumbe					R500 000.00

PHASE 2: PROJECT PIPELINE DEVELOPMENT

5. 5-YR PROJECT PIPELINES

5.1 Year 1

PROJECT NAME	RELIABILITY CATEGORY Functionality Water Security Governance New Infrastructur	PRIORITY AS PER PROJECT PRIORITISATION PROCESS	CURRENTLY FINANCIALLY COMMITTED Is this a Y/N answer? What about following years?	PROJECT CATEGORY Water / Sanitation	ESTIMATED PROJECT COST	OUTER YEARS IMPL BUDGET (Is this project going to be implemented in year 2, 3, 4, 5 with required budget	FUNDING SOURCE RBIG / WSIG / MIG / ES / Own / Human Settlement	PROJECT STATUS	LM	WSIG	RBIG	MIG	REVENUE	ES
Conditonal assessment at Mvuzini WTW	Functionality	1	N	Water	R100 000.00		WSIG	Concept	Abaqulusi	R100 000.00				
Conditonal assessment at Coronation WTW	Functionality	1	N	Water	R100 000.00		WSIG	Concept	Abaqulusi	R100 000.00				
Conditonal assessment at Klipfontein WTW	Functionality	1	N	Water	R100 000.00		WSIG	Concept	Abaqulusi	R100 000.00				
Conditonal assessment at Bloemveld WTW	Functionality	1	N	Water	R100 000.00		WSIG	Concept	Abaqulusi	R100 000.00				
Conditonal assessment at eMondlo WTW	Functionality	1	N	Water	R100 000.00		WSIG	Concept	Abaqulusi	R100 000.00				
Conditonal assessment at Hlobane WTW	Functionality	1	N	Water	R100 000.00		WSIG	Concept	Abaqulusi	R100 000.00				
Conditonal assessment at Thulasizwe Hospital WTW	Functionality	1	N	Water	R100 000.00		WSIG	Concept	Abaqulusi	R100 000.00				
Conditonal assessment at Louwsburg WTW	Functionality	1	N	Water	R100 000.00		WSIG	Concept	Abaqulusi	R100 000.00				
Conditonal assessment at Khambi WTW	Functionality	1	N	Water	R100 000.00		WSIG	Concept	Abaqulusi	R100 000.00				
Conditonal assessment at Mountain View WTW	Functionality	1	N	Water	R100 000.00		WSIG	Concept	Abaqulusi	R100 000.00				
Conditonal assessment at Enyathi WTW	Functionality	1	N	Water	R100 000.00		WSIG	Concept	Abaqulusi	R100 000.00				
Conditonal assessment at Purim WTW	Functionality	1	N	Water	R100 000.00		WSIG	Concept	Abaqulusi	R100 000.00				
Conditonal assessment/Pipe inspections for all bulk pipelines in the LM	Functionality	1	N	Water	R1 400 481.11		WSIG	Concept	Abaqulusi	R1 400 481.11				
Conditonal assessment/Inspection of all reservoirs in the LM	Functionality	1	N	Water	R3 465 000.00		WSIG	Concept	Abaqulusi	R3 465 000.00				
Conditonal assessment/Inspection of all pumpstations in the LM	Functionality	1	N	Water	R840 000.00		WSIG	Concept	Abaqulusi	R840 000.00				
Conduct Hydrocensus for all boreholes in the LM	Functionality	1	N	Water	R4 165 000.00		WSIG	Concept	Abaqulusi	R4 165 000.00				
Conditonal assessment at Frischgewaagd WTW	Functionality	1	N	Water	R100 000.00		WSIG	Concept	eDumbe	R100 000.00				
Conditonal assessment at eDumbe WTW (Paulpietersburg)	Functionality	1	N	Water	R100 000.00		WSIG	Concept	eDumbe	R100 000.00				
Conditonal assessment at Tholakele WTW	Functionality	1	N	Water	R100 000.00		WSIG	Concept	eDumbe	R100 000.00				
Conditonal assessment at Ophuzane WTW	Functionality	1	N	Water	R100 000.00		WSIG	Concept	eDumbe	R100 000.00				
Conditonal assessment/Pipe inspections for all 195 bulk pipelines in the LM	Functionality	1	N	Water	R958 294.91		WSIG	Concept	eDumbe	R958 294.91				
Conditonal assessment/Inspection of all 92 reservoirs in the LM	Functionality	1	N	Water	R3 220 000.00		WSIG	Concept	eDumbe	R3 220 000.00				
Conditonal assessment/Inspection of all 9 pumpstations in the LM	Functionality	1	N	Water	R315 000.00		WSIG	Concept	eDumbe	R315 000.00				
Conduct Hydrocensus for all boreholes in the LM	Functionality	1	N	Water	R3 780 000.00		WSIG	Concept	eDumbe	R3 780 000.00				
Conditonal assessment at Vuna WTW	Functionality	1	N	Water	R100 000.00		WSIG	Concept	Nongoma	R100 000.00				
Conditonal assessment at Osingisingini WTW	Functionality	1	N	Water	R100 000.00		WSIG	Concept	Nongoma	R100 000.00				
Conditonal assessment at Mandlakazi WTW	Functionality	1	N	Water	R100 000.00		WSIG	Concept	Nongoma	R100 000.00				
Conditonal assessment at Khangela Palace WTW	Functionality	1	N	Water	R100 000.00		WSIG	Concept	Nongoma	R100 000.00				
Conditonal assessment at Kombuzi WTW	Functionality	1	N	Water	R100 000.00		WSIG	Concept	Nongoma	R100 000.00				
Conditonal assessment at Enyokeni Royal Palace WTW	Functionality	1	N	Water	R100 000.00		WSIG	Concept	Nongoma	R100 000.00				
Conditonal assessment at Sidinsi WTW	Functionality	1	N	Water	R100 000.00		WSIG	Concept	Nongoma	R100 000.00				
Conditonal assessment at Usuthu WTW	Functionality	1	N	Water	R100 000.00		WSIG	Concept	Nongoma	R100 000.00				
Conditonal assessment at Embile WTW (Nongoma Town)	Functionality	1	N	Water	R100 000.00		WSIG	Concept	Nongoma	R100 000.00				
Conditonal assessment/Pipe inspections for all 2263 bulk pipelines in the LM	Functionality	1	N	Water	R2 369 903.82		MIG	Concept	Nongoma			R2 369 903.82		
Conditonal assessment/Inspection of all reservoirs in the LM	Functionality	1	N	Water	R7 595 000.00		MIG	Concept	Nongoma			R7 595 000.00		
Conditonal assessment/Inspection of all pumpstations in the LM	Functionality	1	N	Water	R1 050 000.00		MIG	Concept	Nongoma			R1 050 000.00		
Conduct Hydrocensus for all boreholes in the LM	Functionality	1	N	Water	R5 285 000.00		MIG	Concept	Nongoma			R5 285 000.00		
Conditonal assessment at Ulundi WTW	Functionality	1	N	Water	R100 000.00		MIG	Concept	Ulundi			R100 000.00		
Conditonal assessment at Babanango WTW	Functionality	1	N	Water	R100 000.00		MIG	Concept	Ulundi			R100 000.00		
Conditonal assessment at Mpungamhlope WTW	Functionality	1	N	Water	R100 000.00		MIG	Concept	Ulundi			R100 000.00		
Conditonal assessment at Ceza WTW	Functionality	1	N	Water	R100 000.00		MIG	Concept	Ulundi			R100 000.00		
Conditonal assessment at Masokaneni (Nkonjeni Hospital) WTW	Functionality	1	N	Water	R100 000.00		MIG	Concept	Ulundi			R100 000.00		
Conditonal assessment/Pipe inspections for all 1916 bulk pipelines in the LM	Functionality	1	N	Water	R3 315 746.35		MIG	Concept	Ulundi			R3 315 746.35		
Conditonal assessment/Inspection of all 265 reservoirs in the LM	Functionality	1	N	Water	R9 275 000.00		MIG	Concept	Ulundi			R9 275 000.00		
Conditonal assessment/Inspection of all 44 pumpstations in the LM	Functionality	1	N	Water	R1 540 000.00		MIG	Concept	Ulundi			R1 540 000.00		
Conduct Hydrocensus for all boreholes in the LM	Functionality	1	N	Water	R6 860 000.00		MIG	Concept	Ulundi			R6 860 000.00		
Conditonal assessment at Belgrade WTW	Functionality	1	N	Water	R100 000.00		MIG	Concept	Uphongolo			R100 000.00		
Conditonal assessment at Pongola WTW	Functionality	1	N	Water	R100 000.00		MIG	Concept	Uphongolo			R100 000.00		
Conditonal assessment at Khiphunyawo WTW	Functionality	1	N	Water	R100 000.00		MIG	Concept	Uphongolo			R100 000.00		
Conditonal assessment at Msibi WTW	Functionality	1	N	Water	R100 000.00		MIG	Concept	Uphongolo			R100 000.00		
Conditonal assessment at Gumbi WTW	Functionality	1	N	Water	R100 000.00		MIG	Concept	Uphongolo			R100 000.00		
Conditonal assessment at Spekboom WTW	Functionality	1	N	Water	R100 000.00		MIG	Concept	Uphongolo			R100 000.00		
Conditonal assessment at Nkonsentsha WTW	Functionality	1	N	Water	R100 000.00		MIG	Concept	Uphongolo			R100 000.00		
Conditonal assessment/Pipe inspections for all 505 bulk pipelines in the LM	Functionality	1	N	Water	R1 400 481.11		MIG	Concept	Uphongolo			R1 400 481.11		
Conditonal assessment/Inspection of all 99 reservoirs in the LM	Functionality	1	N	Water	R3 465 000.00		MIG	Concept	Uphongolo			R3 465 000.00		
Conditonal assessment/Inspection of all 24 pumpstations in the LM	Functionality	1	N	Water	R840 000.00		MIG	Concept	Uphongolo			R840 000.00		
Conduct Hydrocensus for all boreholes in the LM	Functionality	1	N	Water	R4 165 000.00		MIG	Concept	Uphongolo			R4 165 000.00		
Conditonal assessment program for Nkongolwane WWTW	Functionality	1	N	Sanitation	R180 000.00		MIG	Concept	Abaqulusi			R180 000.00		
Conditonal assessment program for Thulasizwe Hospital WWTW	Functionality	1	N	Sanitation	R48 000.00		MIG	Concept	Abaqulusi			R48 000.00		
Conditonal assessment program for Alfa Mine WWTW	Functionality	1	N	Sanitation	R500 000.00		MIG	Concept	Abaqulusi			R500 000.00		
Conditonal assessment program for Cliffdale-Vrede WWTW	Functionality	1	N	Sanitation	R120 000.00		MIG	Concept	Abaqulusi			R120 000.00		
Conditonal assessment program for Coronation WWTW	Functionality	1	N	Sanitation	R1 200 000.00		MIG	Concept	Abaqulusi			R1 200 000.00		
Conditonal assessment program for Enyathi WWTW	Functionality	1	N	Sanitation	R500 000.00		MIG	Concept	Abaqulusi			R500 000.00		
Conditonal assessment program for Klipfontein WWTW	Functionality	1	N	Sanitation	R9 600 000.00		MIG	Concept	Abaqulusi			R9 600 000.00		
Conditonal assessment program for Hlobane WWTW	Functionality	1	N	Sanitation	R3 600 000.00		MIG	Concept	Abaqulusi			R3 600 000.00		
Conditonal assessment program for Edumbe WWTW	Functionality	1	N	Sanitation	R120 000.00		MIG	Concept	eDumbe			R120 000.00		
Conditonal assessment program for Frischgewaagd WWTW	Functionality	1	N	Sanitation	R90 000.00		MIG	Concept	eDumbe			R90 000.00		
Conditonal assessment program for James Nxumalo College WWTW	Functionality	1	N	Sanitation	R102 000.00		MIG	Concept	Ulundi			R102 000.00		
Conditonal assessment program for Nkonjeni Hospital WWTW	Functionality	1	N	Sanitation	R180 000.00		MIG	Concept	Ulundi			R180 000.00		
Conditonal assessment program for St Francis Hospital WWTW	Functionality	1	N	Sanitation	R72 000.00		MIG	Concept	Ulundi			R72 000.00		
Conditonal assessment program for Ceza Hospital WWTW	Functionality	1	N	Sanitation	R120 000.00		MIG	Concept	Ulundi			R120 000.00		
Conditonal assessment program for Pongola WWTW	Functionality	1	N	Sanitation	R1 200 000.00		MIG	Concept	Uphongolo			R1 200 000.00		
Conditonal assessment program for Itshelejuba Hospital WWTW	Functionality	1	N	Sanitation	R108 000.00		MIG	Concept	Uphongolo			R108 000.00		
TOTAL FOR YEAR 1					**R339 048 591.51**									

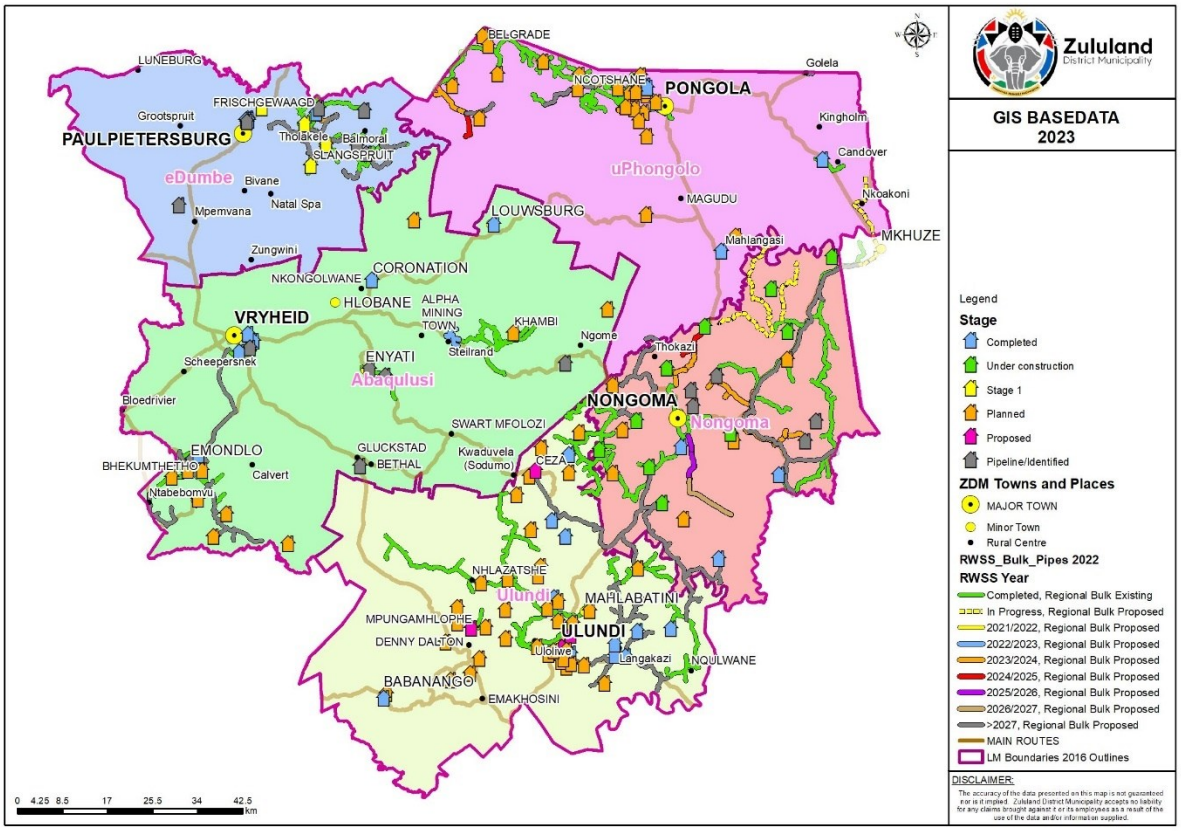
5.1.1.4 SPLUMA Applications & Water and Sanitation Infrastructure

The table below is a list of applications that were considered by the Zululand JMPT since July 2022.

Local Municipality	Erven/Farm Description	Application Details
eDumbe	Erf 474	Rezoning
	Erf 301	Rezone, increase coverage, Relax Building Lines
	Erf 1 of 137	Rezone and Increase coverage
	Erf 329-334	Consolidation to form Erf 1643
	Erf 118	Removal of restrictive conditions, condonation for registration
uPhongolo	Erf 172	Special consent: Telecommunication Mast Install
	Mahlangosi Project - A Portion of Portion 2 of the Farm Uitschot No. 650	Rural Housing Development
	Portion 2 of The Farm Simdlangentsha No. 16956	Special consent: Telecommunication Mast Install
	Palm Villa - Erf 777 and Erf 781 Pongola	Consolidation, subdivision and permanent road closure
Nongoma	Lot 40	Special consent for Unjani Clinic
	Portion 1 of Erf 13	Special consent: Telecommunication Mast Install

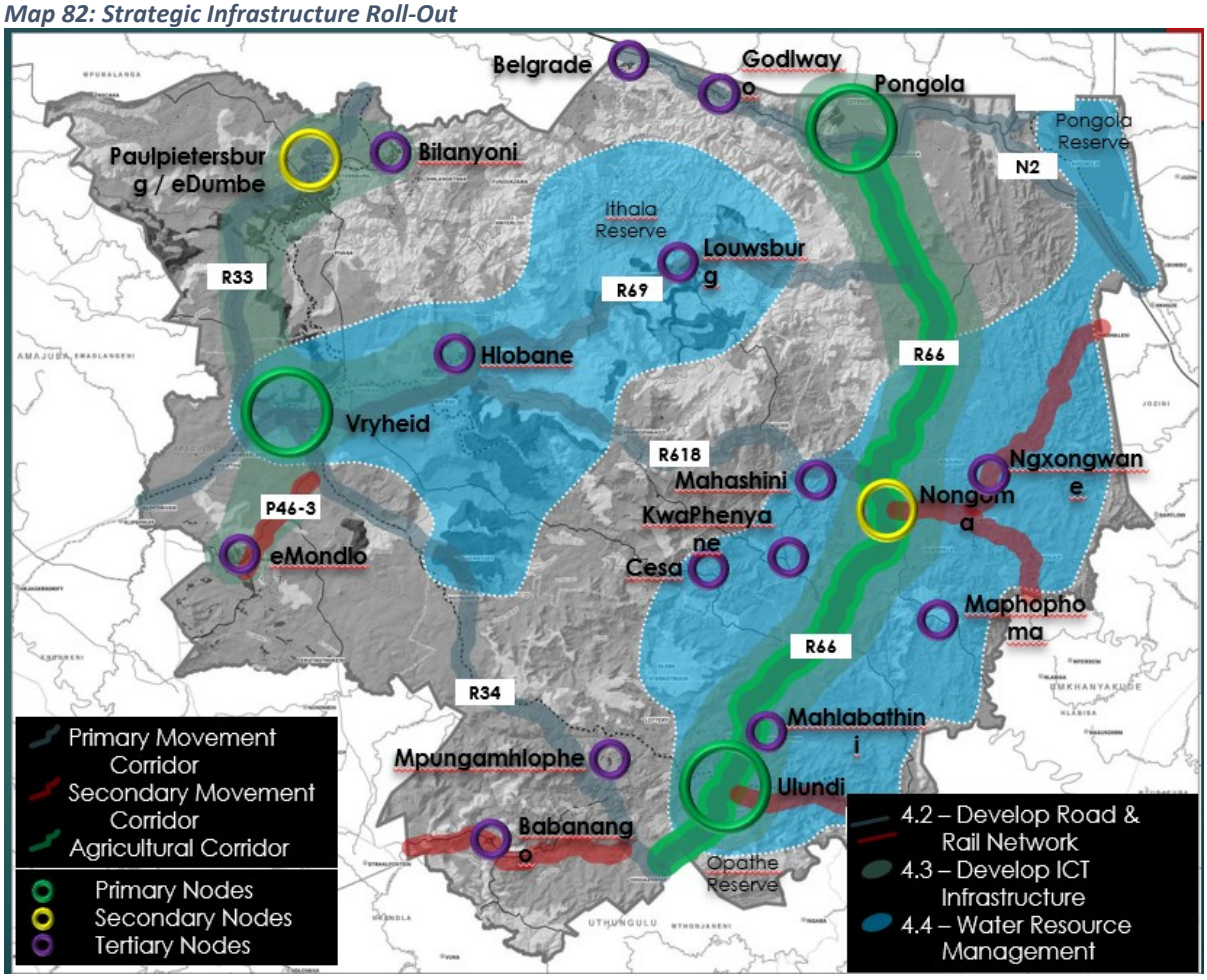
The spatial location of the most recently approved development applications and housing projects is seen below. The map shows the applications within the context of the water and sanitation roll-out as follows:

Map 81 Spatial Location of Development Application Projects



The map below demonstrates the strategic area-based infrastructure roll-out for other infrastructure focus areas:

Map 82: Strategic Infrastructure Roll-Out



Planned water projects are included in the Capital Investment Framework section of this document.

5.1.2 Local Economic Development

Economic development is identified in the IDP as one of the key performance areas and a priority area for intervention. As indicated below, the long-term strategic objectives are as follows: The overall objective of the LED Strategy is to transform and build the Zululand Economy.

This objective firstly acknowledges the developmental history of Zululand and the need for fundamental transformation before economic growth, benefitting all the people of the region, can be achieved. Colonial and apartheid development approaches shaped the spatial and economic environment over the past 150 years. Undoing the impact of these policies will require focused effort (as opposed to a 'scattering' of projects).

Once such transformation has been achieved the building of the economy can be focused on. Zululand possesses a number of economic sectors offering significant opportunities to impact positively on the development trajectory. Through the building of the Zululand economy the "Zululand story", featuring poverty, hopelessness, and underdevelopment, can be fundamentally changed.

5.1.2.1 LED Strategic Objectives (What)

The seven strategic objectives of the ZDM are outlined below:

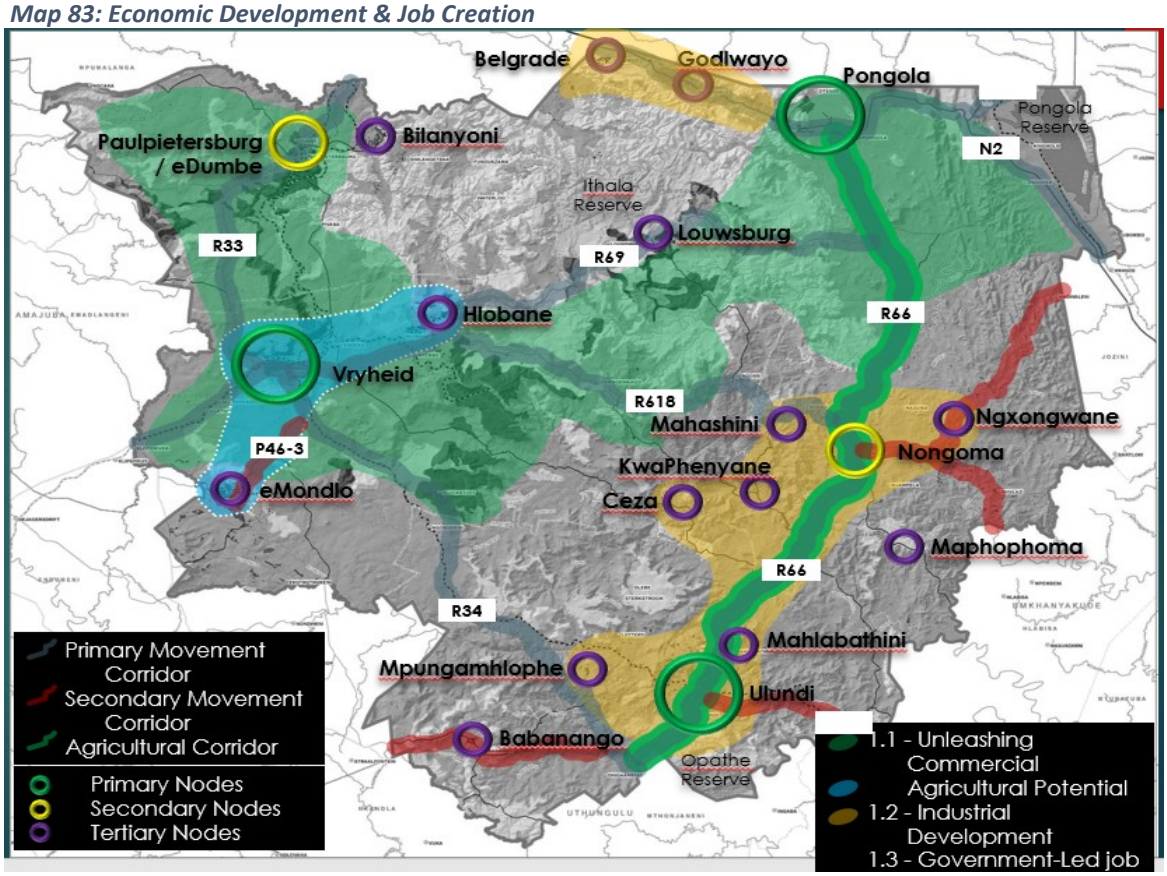
- Create employment opportunities directly and indirectly.
- Alleviate poverty and promote socio-economic development.
- Create opportunities for youth and women empowerment.
- Support SMMEs and create opportunities for growth.
- Provide direct strategic support to key economic sectors while promoting new economic sectors.
- Unlock rural economic development opportunities.
- Address strategic infrastructure issues in support of economic development opportunities.

5.1.2.2 Strategic Focus Areas (The How)

Figure 61: Sethembe LED Strategy Goal

The map below demonstrates the LED strategic area- based focus under job creation:

Map 83: Economic Development & Job Creation



5.1.2.3 LED Implementation Plan

Table 125: LED Implementation Plan

PROGRAMME	DEVELOPMENT STRATEGY	PROJECT NAME	PROJECT LOCATION	ESTIMATED PROJECT BUDGET	RIORITISATIO N			POSSIBLE FUNDING / FUNDING SOURCE
Strategic Sector Support, Innovation and Diversification	Tourism Development	Ulundi 19 Tourism Gateway Project	Ulundi (ward 9)	R5 million				Not funded
	Tourism Development	Expansion of Indonsa Arts and Crafts Centre	Ulundi	R 4 million				
	Tourism Development	Kind Goodwill Zwelithini Monument	Ulundi	R 8 million				
	Agricultural Development	Mona Market Development	Nongoma	R 70 million				Not funded
	Agricultural Development	Aloe Processing Facility	Ulundi/Nongoma	R 25 million				
	Manufacturing support	Tyre Recycling Centre	Vryheid (Collection and storage stations in all LMs)	R 12 million				
Strategic Infrastructure Development and Support	Water and Sanitation	eDumbe Waterborne Sewerage	Zululand DM	R 350 million	x			
		Usuthu Off-storage Dam	Nongoma	R 700 million	x			Not funded
	Airports	Prince Mangosuthu Airport	Ulundi	R 150 million	x			Not funded
	Roads	Upgrade of Ulundi CBD Roads and Sidewalks	Ulundi	R4 376 909,00				MIG/Ulundi
	Information and Communication Technology (ICT)	Zululand Centre of Technology	Ulundi (ward 12)	R 15 million				
		ZDM Digital Transformation Programme		R 30 million				
Informal Economy	Support And Growth of SMMEs	Bilanyoni SMME Centre	Edumbe (Ward 4)	R4 000 000				MIG/eDumbe
LED Governance Systems and Procedures	Forward Planning	Pongolapoort Development Node	uPhongola (ward 14)	R 32 million				Not funded
		AbaQulusi SDF and SEA	AbaQulusi LM	R750 000				
Strategic Sector Support, Innovation and Diversification	Tourism Development	Tourism Graduate Development Programme		R4,995,128.48				EDTEA
		Koppie Guest House	UPhongolo LM	R4 000 000.00				EDTEA
		Mkuze Falls Lodge and Game Reserve	UPhongolo LM	R5 500 000.00				EDTEA
		Pongola Bush Nature Reserve Development	Pongola, Edumbe	Process to source funding has begun	X			DALRRD: RID
		Expansion of Ithala Game Reserve	Edumbe	Unknown	X			DALRRD: SPLUM
		Imbube Cultural Village	Phongolo	R15 000 000	X			COGTA
	Agricultural Development	Grain Hills Animal Feeds	Abaqulusi ward 9	R2,000,000.00				EDTEA
		Amandla Power Piggery	eDumbe ward 7	TBC				EDTEA

PROGRAMME	DEVELOPMENT STRATEGY	PROJECT NAME	PROJECT LOCATION	ESTIMATED PROJECT BUDGET	RIORITISATIO N			POSSIBLE FUNDING / FUNDING SOURCE
		Sizisizwe primary co operative	Ulundi ward 13	TBC				EDTEA
		Makhosini Valley beef	Ulundi ward 16	R3,157,000.00				EDTEA
		MGSM solutions Pty LTD	Abaqulusi ward 09	TBC				EDTEA
		Sesifikile Maphondwane	Nongoma ward 2	TBC				EDTEA
		Thangos Trading and Projects	Abaqulusi ward 5	R4,200,000.00				EDTEA
		Blackhorses Farm Holdings Pty Ltd	Abaqulusi ward 7	TBC				EDTEA
		Ukukhanyakwasemvuzini primary co op	Abaqulusi ward 22	TBC				EDTEA
		Zuwande umnotho agricultural and farming activities PTY LTD	Ulundi ward 16	R1,800,000.00				EDTEA
		Isiqalokuhle holdings PTY LTD	Ulundi ward 10	TBC				EDTEA
		Mbangweni logistics	Ulundi ward 13	R2,000,000.00				EDTEA
		Mampontshi piggery	Abaqulusi ward 22					EDTEA
		Buxedene poultry project	Buxdene, Nongoma	R2 000 000	X			Private cooperatives, funded by EDTEA
	Manufacturing support	Infrastructure Upgrade - Industrial	Edumbe, ward 3	R4 300 000	X			INEP
LED Governance Systems and Procedures	Forward Planning	Nongoma Town Regeneration	Nongoma	Unknown				DEDTEA
Green Economy	Green economy opportunities	Alien Control	Nongoma (Matheni, Ngolotshe, Mahhashini, Usuthu)	R250 000	X			Department of Environmental Affairs
		eDumbe Waste Management Project	Edumbe	R3 000 000	X			COGTA
LED PROJECTS (PROPOSED)								
Strategic Sector Support, Innovation and Diversification	Tourism Development	Nongoma Royal Household Signage	Nongoma LM	R 600 000	X			
	Mining Development	Small-scale mining revitalisation	ZDM	TBC				
	Agricultural Development	Feasibility study for meat and leather processing	ZDM	TBC				EDTEA
		Revitalisation of Abaqulusi Agri-Park	Abaqulusi LM	R40 000 000				ZDM
		Boer Goat Farming Project (feasibility study one)	Nongoma LM	R12 000 000				
		Revitalization and support to Maphophoma Milling	Nongoma LM	R12 000 000				
		Bululwane Irrigation Scheme	Nongoma LM	R7 000 000				
		Agricultural land use awareness and education programme	ZDM	TBC				DARD

PROGRAMME	DEVELOPMENT STRATEGY	PROJECT NAME	PROJECT LOCATION	ESTIMATED PROJECT BUDGET	RIORITISATIO N			POSSIBLE FUNDING / FUNDING SOURCE
		Eradication of alien invasive species	ZDM	TBC				*National Land Care Programme. *DARD *Invasive Alien Species Programme (DEDTEA)
	Commercial Sector Support (Includes Retail and Services)	Land identification and packaging for commercial projects		TBC				
	Skills Alignment to Economic Sectors	Preparation of a database of graduates	ZDM	TBC	X			
Strategic Infrastructure Development and Support	Water and Sanitation	(covered under IDP projects)		TBC				
	Airports	(covered under IDP projects)		TBC				
	ICT	Provide WIFI-hot spots in rural centres	ZDM	TBC				
Area Advertising and Investment Promotion	Marketing Strategy Investment Portfolio	Development of a comprehensive district marketing strategy and investment portfolio	ZDM & Zululand Development Agency	R750 000,00	X			ZDM / EDTEA / Zululand Development Agency
	Marketing Strategy	Trade Shows and Exhibitions	ZDM	R500 000				ZDM
	Municipal Website	Development of a separate LED web page on the municipal website	ZDM	R250 000	X			
LED Governance Systems and Procedures	Red Tape Reduction	Red Tape Reduction Programme and Action Plan		TBD	X			ZDM
		Business Process Management Programme		TBC				
	Forward Planning	E-Lodgement system in LMs to fast-track planning approvals		TBC				
	Business Retention and Expansion Program	Develop a business retention and expansion programme.	District wide	TBC				
Invest in the Green Economy	Green economy opportunities	Green Economy Strategy and plan	District wide	TBC				TIKZN
		Working for Wetland project	District wide	TBC				Forestry, Fisheries & the Environment (DFFE);
		Working for Water project	District wide	TBC				DFFE
		Recycling programme	District wide	TBC				DFFE
		Training programme to develop green economy skills	District wide	TBC				

5.1.2.4 Funding and Implementation

5.1.2.4.1 Resources for implementing LED

LED is one of the key priorities of the Zululand District Municipality. To this effect, the LED Programmes do find expression in the budget. Details can be found in the budget section of the IDP. Owing to the rural nature of the district and low tax base and less than ideal financial situation, it is not possible to implement all the LED programmes identified in the LED Strategy and IDP at once. Furthermore, the LED programmes are competing with other key mandates of the municipality namely water and sanitation which is a basic human right that is a stimulant for economic development.

Most of the catalytic projects have no funding source but Business Plans have been completed and funding sought in various institutions but to no avail.

Be that as it may, the KZNEDTEA funded the construction of the **KwaMajomela Manufacturing Facility** to the tune of R16 Million in Nongoma which was completed in 2022/2023.

Some funding has been allocated for the **EDumbe Waterborne Sewerage** project. However, the funding is not adequate to complete the project and the community will be consulted on the potential methods and mechanisms to fund the project.

The **University of Zululand Campus** in Ulundi is one of the key projects funded by the Department of Higher Learning. The project is at an advanced planning stage with architectural drawings, EIAs and engineering studies completed.

In the absence of a functional Development Agency, the municipality's LED Unit assumes the role of marketing, soliciting funds and implementing of the LED Catalytic projects. The projects have been presented to the Zululand District Development Model's Cluster Hubs, Technical Hub and Political Hub. The project implementation will be monitored in these structures.

The municipality does not receive any non-governmental funding in this financial year nor upcoming. The spatial location of the catalytic projects can be found in the Catalytic Project section.

The Office of the Municipal Manager has established a Research and Development Policy Unit. It is common cause that this unit will drive all the organizations research and development initiatives, including LED. Details can be found in the Budget Section of the IDP.

5.1.2.5 Prince Mangosuthu Buthelezi Airport as a catalyst for Economic Development

From an Economic perspective, the Rehabilitation of Prince Mangosuthu Buthelezi Airport is aimed at achieving the following outcomes that will benefit the communities in the project area which is within Zululand District Municipality:

- A safe and reliable domestic Airport
- An airport that connects Zululand directly with the industrial and economic hubs of the country
- Maximize the facility`s ability to be financially self-sustaining.
- Catalyst for the economic growth and development of Zululand through agriculture, tourism, arts, culture and heritage

- To have an efficient and effective public facility
- Create within the local community, greater capacity to understand the management of Airport resources within the region
- Create employment opportunities for the local community using the airport.

Proposed Improvements

- Rehabilitation of Airport building
- Secondary Water Supply
- Repairing and Calibration of Airport Navigation Systems
- Refurbishment of Airport Civil Infrastructure Especially Apron and Taxiways
- Rehabilitation of the main Airport reception and administrative building, fire station and fuel bay.

5.1.2.6 Red-tape Reduction

The following measures will be implemented as part of the LED Strategy to reduce and or eliminate red-tape and promote investment.

- Ensure that all Councillors and officials uphold the Batho Pele and good governance principles and adhere to a Code of Conduct to which they hold each other accountable.
- Identify reducing Red Tape as a priority objective of the Municipality and integrate a Red Tape Reduction Programme into all relevant departmental Business Plans as well as into the Integrated Development Plan.
- Establish a Red Tape Reduction Task Team to initiate and manage Red Tape reduction projects.
- Establish and support a Municipal-Business communication platform or forum to facilitate dialogue on municipal priorities, service delivery and Red Tape reduction initiatives.
- Continued support in respect of the Joint Municipal Planning Tribunal (MPT) where four municipalities in Zululand elected to form a Joint Municipal Planning Tribunal (Ulundi, Nongoma, uPhongolo, and eDumbe). This contributes to more streamlined land use management decisions in a district context and the reduction of red tape.
- Ensure that the automated system used by the municipality for business licensing and informal economy permits are kept functional and updated to ensure alignment to procedures and process that was adopted by the Provincial Department of Economic Development, Tourism and Environmental Affairs (EDTEA).

5.1.3 Social Development

5.1.3.1 Strategic Objectives

Based on the current of the Vision as well as the capacity that has been built in the Social Programmes Section the following strategic objectives for the Plan of the Section have been formulated:

- Achieving better District Coordination in terms of social development.
- Fulfilling functions that can be better managed by the district
- Fulfilling functions in areas where there may be a general lack of capacity in local municipalities.
- Organising and implementing events of a District nature.

- Managing facilities serving the district as a whole.

5.1.3.2 STRATEGIC FOCUS AREAS

Several strategic focus areas have been identified through participatory planning processes. However, important to be noted, the Social Programmes Section is implementation focused. The field of Social Development covers a range of sub-sectors. The focus of the ZDM Social Programmes Section will in future be on five functions. This coordination function will see the establishment of capacity in the district to ensure effective district level coordination in the following focus areas:

- Youth and Children: The Focus is on mobilising the youth and children's bodies to participate in developmental opportunities and platforms at all aspects of life.
- Sport and Recreation**:** The focus is on a wide range of sport and recreation related activities, ranging from the hosting of sport events to ensuring effective participation of Zululand people in sport activities.
- Quality of Life**:** The focus will be on empowering and improving the quality of life working through the various social sectors active in the district, viz. women, men, disabled and senior citizens.
- Arts and Culture**:** Arts and culture encompasses a wide field of involvement in the district that will potentially be from supporting skills development to the coordination and hosting of related events.
- HAST (HIV, AIDS, STIs, TB)**:** This function will focus on the coordination of all HIV / AIDS related functions (from prevention through to care and treatment) throughout the district.
- Other: Health, Education, Social Welfare, Safety and Security.

5.1.3.3 *Core Objectives*

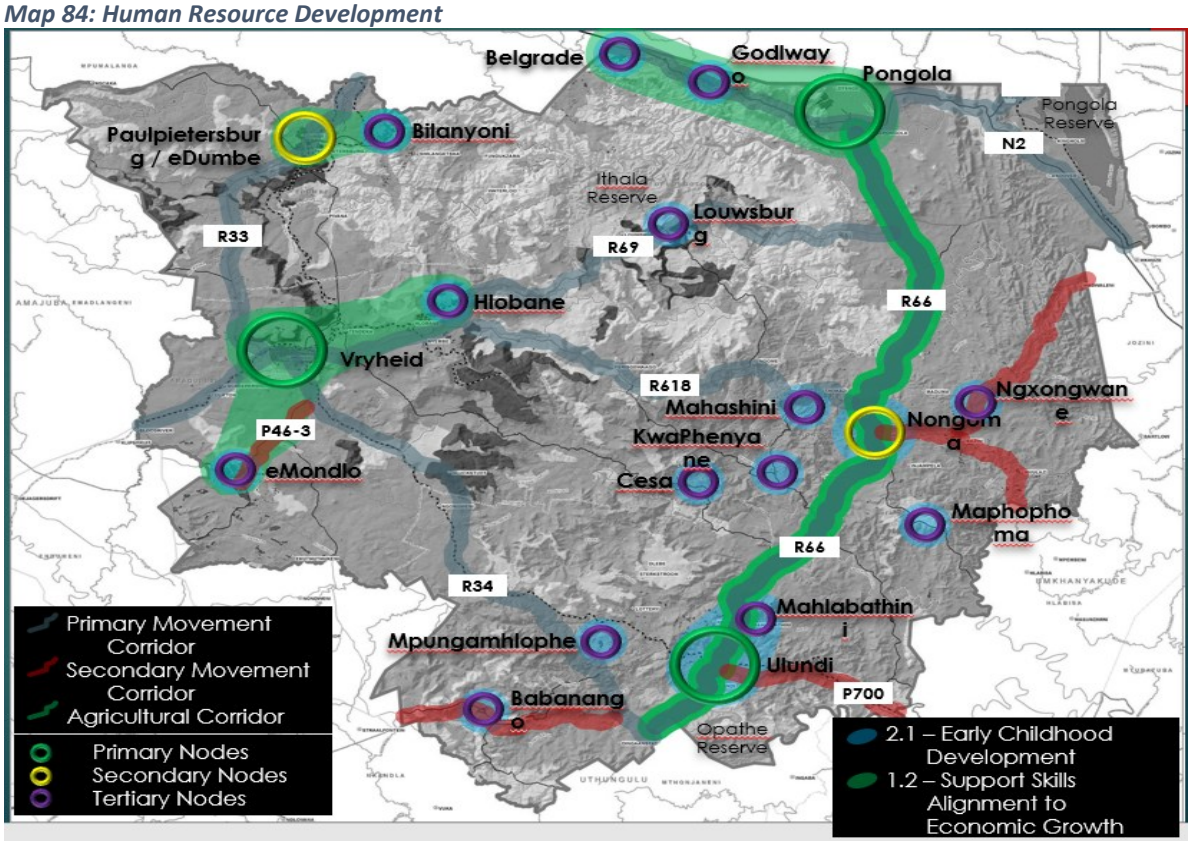
It is important that activities within each of the above sectors are focused and relevant. For this reason, a 'core objective' was identified for each of the focus areas. The core objective for each focus area is reflected on below.

Table 126: Core Objectives

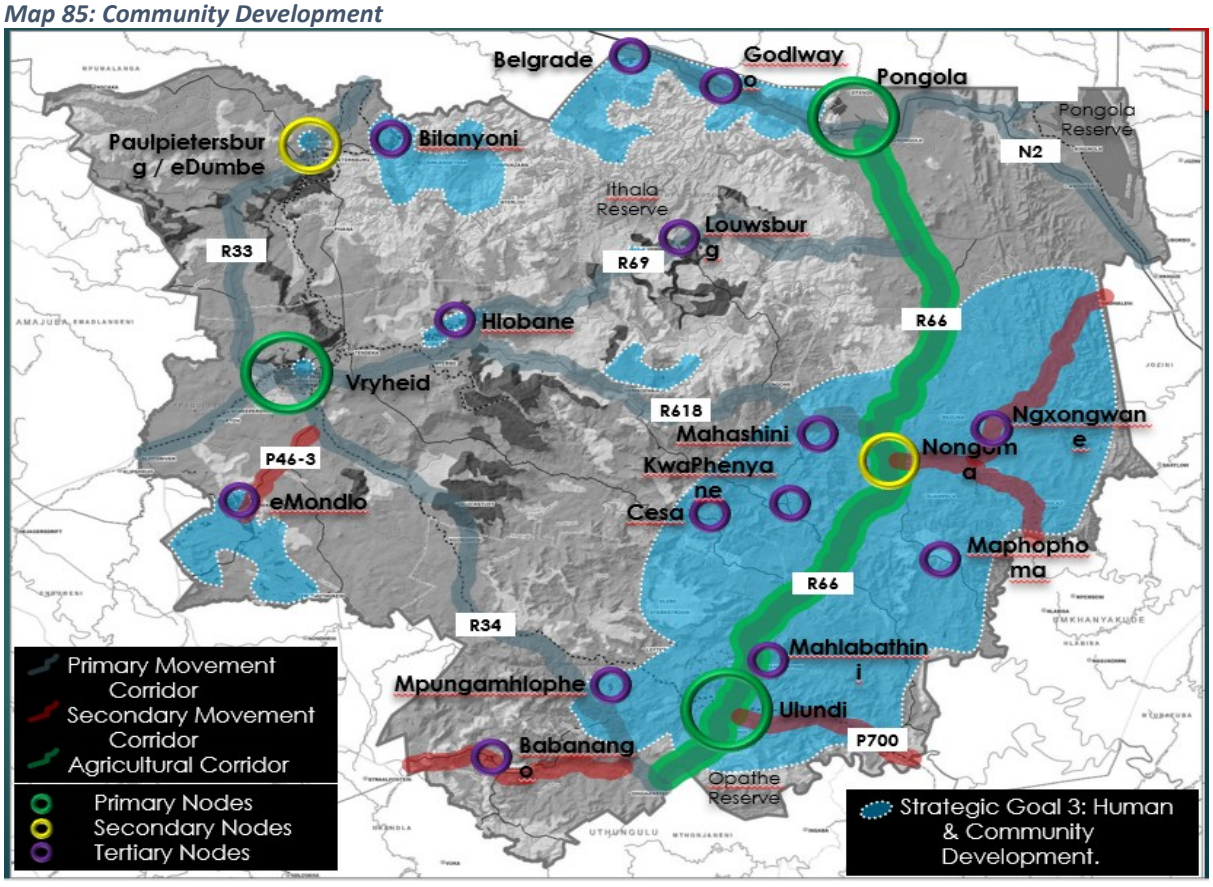
FOCUS AREA	CORE OBJECTIVE
Youth and Children	To promote active participation of youth and children in developmental programmes.
Sport and Recreation	To actively grow participation in sport through awareness and capacity building.
Quality of Life	To impact positively on the quality of life of vulnerable groups in the district.
Arts and Culture	To promote arts and culture by encourage active participation.
HAST (HIV, AIDS, STI's, TB)	To coordinate HIV / AIDS programmes in the District (through implementation of the District Plan).

The maps below demonstrate the social development area-based approach.

Map 84: Human Resource Development



Map 85: Community Development



5.2 ORGANISATIONAL PERFORMANCE MANAGEMENT

The Municipal Systems Act, enacted in November 2000, requires all municipalities to:

- Develop a performance management system
- Set targets, monitor and review performance based on indicators linked to their integrated development plan (IDP)
- Publish an annual report on performance for the councillors, staff, the public and other spheres of government
- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government
- Conduct an internal audit on performance before tabling the report
- Have their annual performance report audited by the Auditor-General
- Involve the community in setting indicators and targets and reviewing municipal performance

5.2.1 Organisational Performance System

Each municipality is required by legislation to develop a performance management framework. The framework should describe how the process of performance planning, monitoring, measurement, review and reporting will happen.

The framework also needs to indicate how the process will be organized and managed, by determining the functions of each role-player in the process.

In terms of Local Government Municipal Planning and Performance Regulations, a system must:

- Comply with all requirements set out in the Municipal Systems Act;
- Demonstrate how it is to operate and be managed from the planning stage up to the stages of performance review and reporting;
- Clarify the roles and responsibilities of each role player, including the local community, in the functioning of the system;
- Clarify the processes of implementing the system within the framework of the integrated development planning process;
- Determine the frequency of reporting and the lines for accountability for performance;
- Relates to the Municipality's employee performance management process.

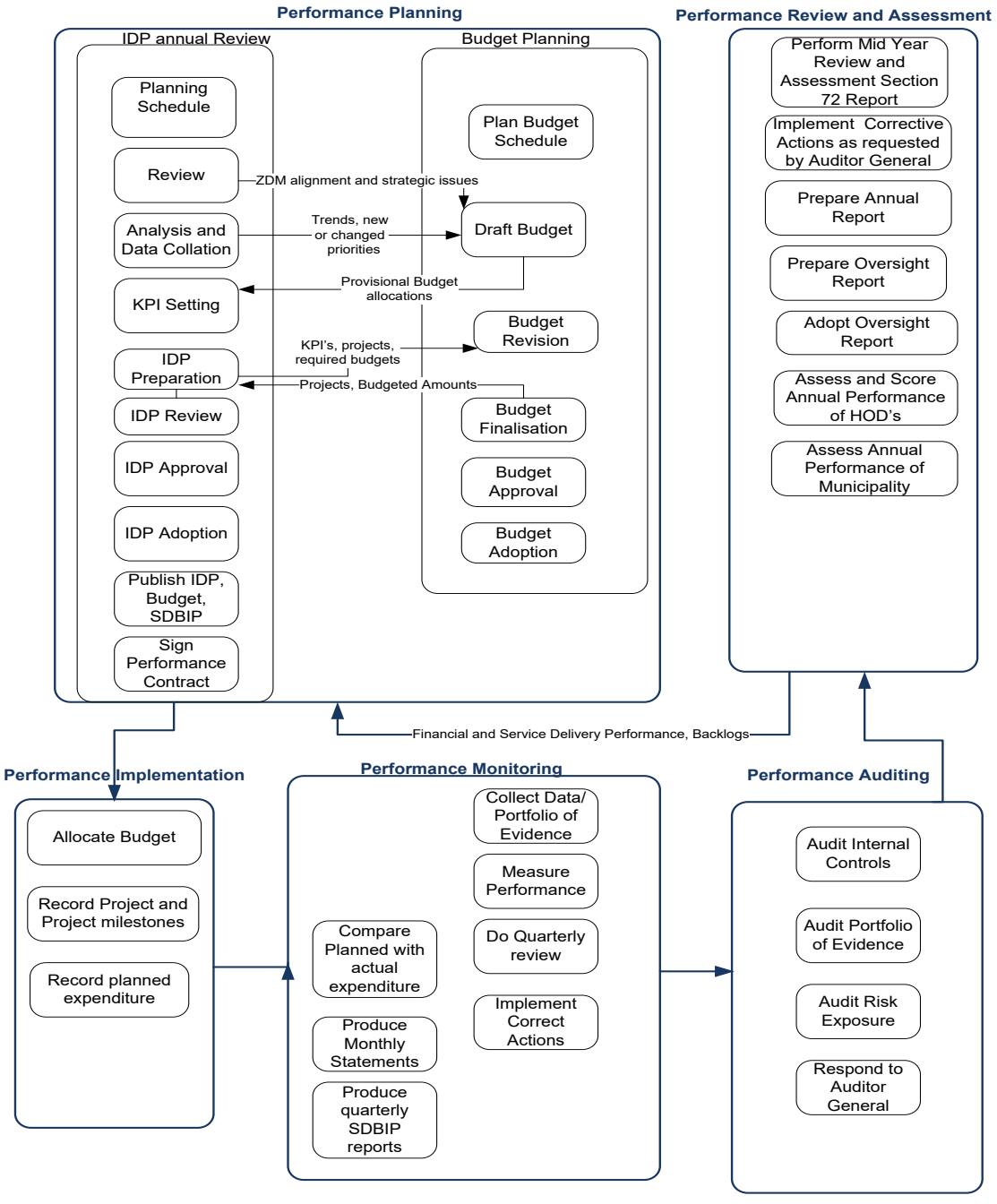
The Zululand District Municipality Performance Management Framework is a tool used by management to gain a better understanding of the ability of the organization to fulfil its mandate and achieve its goals.

The Municipal Systems Act requires municipalities to develop a performance management system that is suitable for their own circumstances. Performance-based management is a systematic approach to improving performance, via an ongoing process of establishing strategic performance objectives; measuring performance; collecting, analysing, reviewing, and reporting performance data; and using that data to drive performance improvement.

The performance management system or framework describes how the municipality's cycle and processes of performance planning, monitoring, measurement, review, and reporting will happen and be organised and managed, while determining the roles of different role-players. The PMS Framework 2022-2027 was adopted by Council on 27 May 2022. Performance Review and monitoring take place in October, January, April, and August every financial year. Legislation makes provision for performance reporting to be tabled to Council at least twice in a financial year.

The Performance Management Process (including oversight and audit) aligned with the IDP Review and Budget is displayed below:

Figure 62 Performance Management Process



The Zululand District Municipality Performance framework has the following steps:

Table 127: Steps In Preparing the ZDM OPMS

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
Amendments identified in the revision process	All previous years' amendments to be taken into consideration in updating the IDP	Council; Exco; MM; HODs
Adoption of a process for drafting the IDP	Process adopted to guide the planning, drafting, adoption & review of the IDP	Council; Exco; MM; HODs
	Constitute ZDM Representative forum as Community Participation structure	Planning; Depts
	Advertise for Community Participation	Depts
	As part of IDP process, identify key development challenges	Council; Exco; MM; HODs
	Arrange for notices and agendas to be distributed at least 14 days before the meeting	Planning; Depts
	Document meeting comments and representations and include in Performance sheet	Planning; Depts
	Confirm key development priorities	Exco; Depts
Drafting of the IDP	Exco to delegate responsibility of drafting the IDP, whilst continuously monitoring it	Planning
Adoption of the developed IDP	Submit draft IDP to Council for adoption	Planning
	Community given 21 days to comment on draft prior to plan being submitted to Council for adoption	Planning; Depts
Implementation of the developed IDP	Convene regular meetings with Community to monitor IDP implementation	Planning; Depts
	Community forum members given 14 days before meetings to allow consultation with their constituencies regarding matters to be discussed at the meeting	Planning; Depts
	Municipality formally adopted the IDP	Council; Exco; MM; HODs
Disclose requirements of the IDP	MM to submit copy of IDP to the MEC for local Govt within 10 days of its adoption by Council	MM
	Copy of IDP to MEC must contain : Summary of process adopted; Statement confirming that IDP development process has been complied with and a copy of the adopted framework	MM
	Municipality to give notice to Public, within 14 days of IDP adoption and makes copies available for Public inspection	Planning; Depts
	Municipality to publicize, within 14 days of IDP adoption, a summary of the Plan	Depts
Proposals on the IDP received from the MEC	If proposals received from MEC, proof must be obtained that : 1) IDP has been adjusted if proposals agreed to 2) Reasons have been provided to MEC where proposals not agreed to	Council; Exco; MM; HODs
Proposals for amending the IDP	If IDP amended, proof to be held that proposals were introduced by a member or committee of the Council	Council; Exco; MM; HODs
Amending the IDP	Proof must be obtained that notice was given by Municipality to all Council members before amendment adopted	Planning
	Proof must be obtained that prior to IDP amendment being adopted, public notice was issued for public comment allowing at least 21 days to comment on the proposed amendment	Planning; Depts
	Confirmation required that local Municipalities were consulted and that their comments were considered	Planning; Depts
	Proof must be held that the MM submitted copy of subsequent amendment to the MEC for local Govt within 10 days of the amendment of the Plan	MM

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
2. DEVELOPMENT OF A FRAMEWORK FOR THE PMS		
Review of framework for PMS together with PMS for year under review	Municipality review its framework for the PMS together with PMS for year under review	Dev Planning
Development of a framework for the PMS	Municipality has a documented framework for it s PMS	Dev Planning
	Keep minutes of meetings that were convened with Community Forum to consult regarding the development of the framework for the PMS	Planning; Depts
	Community must be given at least 14 days before each meeting to consult their constituencies regarding the matters to be discussed at the meeting	Corporate Serv; Depts
Development of the PMS	Proof that Exco managed the development of the municipality's PMS	Exco
	Convene meetings with community forum to consult	Planning; Depts
	Delegation of responsibilities assigned to the MM by Exco with regard to the development of the PMS in place	Planning
Adoption of the PMS	Proof required that Exco submitted the proposed PMS to Council for adoption	MM; Planning
	Proof required that Council adopted the PMS before or at the same time as setting up of KPIs and targets as per IDP	Exco; Council; MM; HODs
Implementation of the PMS	Proof that the municipality did implement the PMS	Dev Planning
	Proof that the community forum was consulted through regular meetings regarding the implementation of the PMS	Planning; Depts
Monitoring and review of the PMS	Proof that the municipality did establish mechanisms to monitor and review its PMS	Planning; Depts
	Proof that the municipality does monitor and review its PMS	Dev Planning
	Confirm that the community forum was given enough time to consult their constituencies regarding matters to be discussed at meetings	Dev Planning
	Proof that the municipality made know internally and to the public, the KPIs and performance targets set by it for the purposes of its PMS	Planning; Depts
Evaluating the framework for the PMS	Proof that the PMS framework describes how the municipality's cycle and processes of Performance Planning, Monitoring, Measurement, Review, Reporting and Improvement will be conducted, organized and managed	Dev Planning
Evaluating the PMS	Proof that the municipality's PMS shows how it is to operate, clarifies roles and responsibilities of role-players, clarifies system implementation, frequency of reporting and accountabilities, relates to the municipality's employee performance management process, provide a procedure to link PMS to IDP planning process and is devised to serve as an early warning of under-performance	Planning; Depts
3. PROCESS FOR SETTING & REVIEWING KPIs		
Prescribed process for setting Key Performance Indicators	Confirmation required that the PMS prescribes a process of setting KPI's	Planning; HODs
Prescribed process for the Review of the Key Performance Indicators	Confirmation that the PMS prescribes an annual performance review process for the review of KPIs	Planning; HODs

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
Developing KPIs	Proof required that the municipality's PMS sets KPIs which are used as a yardstick for measuring performance, including outcomes and impact	Planning; HODs
	Proof required that the community through a forum was allowed to participate in the setting of appropriate KPIs for the municipality	Planning; HODs
Reviewing the KPIs	Proof that the municipality does review its KPIs on an annual basis in accordance with the PMS's review process	Planning; HODs
Evaluating the Key Performance Indicators	Proof required that the KPIs are reflected in the IDP of the municipality	Planning; HODs
	Ensure that KPIs set include the general national KPIs prescribed according to Regulation 10	Dev Planning
	Include KPIs for all municipal entities and Service Providers with whom the municipality has entered into a service delivery agreement	Planning; HODs
4. PROCESS FOR SETTING PERFORMANCE TARGETS		
Prescribed process for setting Performance targets	Confirmation that the municipality's PMS prescribes process for setting performance targets	Planning; MM; HODs
Setting Performance targets	Ensure performance targets are set in terms of the PMS	Planning; MM; HODs
	Ensure that Community involvement was sought in setting Performance targets for the municipality	Planning; Depts
	If the IDP and subsequently the KPIs were amended, confirm that performance targets were also amended in accordance with the amendments of the KPIs	Planning; Depts
Evaluating the Performance targets	Proof that targets were set for each of the KPIS	Planning; Depts
	Ensure that the performance targets are practical and realistic and measure the efficiency, effectiveness, quality and impact of the performance of the municipality and its constituencies	Planning; Depts
5. TRACK PERFORMANCE OF STAFF AND SERVICE PROVIDERS		
Framework to track the performance of staff and Service Providers of the Municipality	Confirmation that the municipality has a framework in terms of its PMS to track performance of staff and Service Providers	Planning; Depts
Service delivery process	Ensure that all municipal staff reported in accordance with their lines of accountability and at the required intervals	MM; HOD's
	Proof that each service provider has reported to the municipality in accordance with their responsibilities and at the required reporting intervals	HOD's
	Ensure that resource allocation to service providers is in accordance with the municipality's development priorities and objectives	HOD's
Evaluating the framework for the tracking of the performance of the municipality's staff and service providers	Proof required that the framework has clarified breakdown of performance targets at all levels of the organization	HOD's
	Ensure that the framework clarifies the lines of accountability within the municipality and the intervals for reporting thereto (Staff & SPs)	MM; HOD's
	Ensure that framework clarifies methods for tracking performance of municipality's staff and that of Service Providers	HOD's

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
6. DEVELOPMENT OF A MONITORING FRAMEWORK		
Monitoring framework	Ensure that the municipality has, as part of its PMS, a monitoring framework	Exco; Council; MM; HODs
Development of a monitoring framework	Proof that the municipality developed its monitoring framework after consultation with some form of Community forum	Planning; Depts
	Where Forum was used, proof required that notice was given at least 14 days prior to each meeting, giving them a chance to consult with their constituencies	Planning; Depts
Performance Monitoring	Proof that the monitoring of municipality's and service providers' performance are monitored in accordance with the monitoring framework	Planning; Depts
	Proof required that performance of staff and that of service providers is monitored on an ongoing basis throughout the financial year	MM; Exco; Council; HODs
	Where under-performance detected, proof that corrective measures were taken	MM; Exco; Council; HODs
Evaluating the monitoring framework	Confirm that the monitoring framework identifies roles of role-players in monitoring, collecting and analysing data; allocating tasks and gathering data; determines what data to be collected, how data is to be collected, stored, verified and analysed; gives timeframes for the data collection, times for report submissions and how they are to be submitted	Depts
	Confirmation that the framework provides for corrective measures where under-performance has been identified	MM; HODs
	There must be reporting to Council at least twice a year	MM
7. INTERNAL CONTROLS		
Internal control	Ensure that the municipality has, as part of its internal control, an Internal Audit Activity	CFO
	Ensure that a Performance Audit Committee has been set	Depts
Internal control exercised	Proof that the Audit Committee performs continuous audits assessing : 1) Functionality of the PMS 2) Compliance of the PMS with Systems Act 3) The extent to which measurements are reliable measures of the municipality's performance against KPIs	Depts
	Ensure that Performance Audit Committee has at least 3 members	Depts
	Ensure majority of Committee members are not involved as councilor or employee of the municipality, with at least 1 member being a PMS expert	Depts
	Performance Audit committee to submit at least 2 Audit reports to Council during the financial year	Planning
Characteristics of the Performance Audit Committee	The Committee must have unrestricted access to records deemed necessary for it to perform its duties; it may also request any relevant person to attend its meetings to provide information considered important/relevant; it may liaise directly with Council/MM or internal and external auditors; it may also investigate any matter it deems necessary for the performance of its audits	Depts

5.2.2 Previous Years Performance 2024/2025

This section of the report summarises Zululand District Municipality's overall performance for the 2024/2025 financial year, which ended on June 30, 2025. The Zululand District Municipality scorecard's supporting portfolio of evidence is cited to support this claim. Six (6) National Key Performance Areas are included in the Zululand District Municipality's Performance Management System report, which complies with Section 46 of the Municipal Systems Act of 2000. As a result, it will:

- draw attention to and consider the municipality's overall strategic performance for the reviewed fiscal year;
- offer a genuine comparison with the results of the preceding fiscal year;
- offer convincing justifications for any deviations from the goals set for each KPI that were not met, and
- above all, a list of the remedial measures that need to be done in order to enhance performance in the Zululand District Municipality is included in this report.

5.2.3 Background To the Municipal Scorecard

The organizational scorecard enables a more thorough analysis of the municipality's performance by reflecting local goals and the six national KPAs. The performance report is based on the metrics included in the organizational scorecard. The Zululand District Municipality's strategic IDP goals are linked to 46 Top Layer indicators that are covered by the scorecard. During the 2024–2025 Adjustment Budget period, the Council modified the previously set objectives to ensure that they adhered to "SMART" principles and were measured in accordance with Section 12 of Chapter 3 of the Municipal Planning Performance Management Regulations, 2001. The Council has also enhanced the indicators to ensure that they are exact, relevant, objective, and quantitative in order to meet the requirements of Chapter 3, Section 9, and other criteria. The Council adopted these on 25 February 2025.

5.2.4 Annual Organisational Performance Information

Performance Management must conduct quarterly assessments of the stated goals in order to ensure effective financial management and value for money in the implementation of the municipal Integrated Development Plan. These assessments are carried out in order to quickly identify and implement the necessary corrective action, increasing the likelihood that the objectives will be met, and the inhabitants of the Zululand District Municipality will receive quality services.

The organizational scorecard created in conjunction with the adjustment budget comprises performance goals for fiscal year 2024/2025. The resolution was put on the municipal website for public access, discussion, and information after the Council approved the revision.

The Zululand District Municipality's achievement is demonstrated in this yearly performance report in relation to its defined objectives and targets on the organizational scorecard. By August 31, 2025, the Auditor General's Office will receive both the Annual Performance Report and the Annual Financial Statements.

The summary of performance results of the organization is outlined below.

5.2.4.1 Overall performance of the Municipality for 2024/2025 compared to 2023/2024 FY

The table below provides an overview of the Municipality's overall performance for the financial year ending on June 30, 2025. Consequently, a picture of the Municipality's performance is produced by tabulating the total percentage of objectives established by all directorates.

Despite obstacles, the Zululand District Municipality managed to obtain performance of the municipality to the level of 89% for the 2024/2025 financial year in comparison to 82% in the 2023/2024.

This presents an improvement of 7% from the previous financial year. As previously reported in the 23/24 Financial year, the Municipality focused its efforts towards improving service delivery indicators and zoom in on the performance of the core mandate of the Municipality and employed monitoring controls that ensure we attend to issues that create a gap in the standard of the service delivery provided by the Municipality. The Municipality will continuously monitor its performance extremely carefully to improve as we are not yet where we are aiming to be, which is 100% efficiency in the provision of our core mandate of service delivery.

Table 128: Overall performance of the Municipality for 2024/2025

2023/2024		**2024/2025**	
Achieved	Not Achieved	Achieved	Not Achieved
82%	18%	89%	11%

5.2.4.2 Overall performance of the Municipality for 2024/2025 financial year per National KPA

The table below illustrates the summary of overall performance of the Municipality for the financial year ending June 2025. This indicates that the total number of objectives established for all directorates combined is tabulated, providing an overview of the Municipality's performance. This straightforward summary showed that, of the 46 KPIs that were set for the municipality, the Zululand District Municipality succeeded in achieving 41 of them, with only 5 KPIs remaining unmet. Each KPI's causes for deviation have been included in the report, along with a description of the remedial measures that must be taken to raise performance. It provides a thorough explanation of the causes for deviation and corrective measures per KPI and provides a complete report for each.

Table 129: Overall number the targets achieved/ not achieved per National KPA

KPA No.	KPA	No. of Targets	No. of Targets achieved	No. of Targets not achieved
1	Service Delivery and Infrastructure Provision	10	10	0
2	Local Economic Development	14	12	2
3	Municipal Financial Viability and Management	9	7	2
4	Good Governance and Public participation	6	5	1
5	Municipal Transformation and Organizational Development	6	5	1
6	Cross cutting interventions	1	1	0

KPA No.	KPA	No. of Targets	No. of Targets achieved	No. of Targets not achieved
	Total	**46**	**41**	**5**

5.2.4.3 Performance on Basic Service Delivery & Infrastructure (KPA 1)

- Performance Highlights: the overall score for KPA 1 relating to Service Delivery and Infrastructure Provision was 100% for 2023/2024 financial year and it is still 100% for 2024/2025 financial year. The Municipality managed to maintain the standard of performance from previous financial year.
- Challenge: None
- Improvement Measures: None.

5.2.4.4 Performance on Social and Economic Development (KPA 2)

- Performance Highlights: the overall score for KPA 2 relating to Local Economic Development was 100% for 2023/2024 financial year and 85,7% for 2024/2025 financial year.
- Challenges: Delayed processing of payments.
- Improvement Measures: The Finance department has appointed service provider to make all payments.

5.2.4.5 Performance on Municipal Financial Performance and Viability (KPA 3)

- Performance Highlights: the overall score for KPA 3 relating to Municipal Financial Viability and Management was 80% for 2023/2024 financial year and 78% for 2024/2025 financial year.
- Challenges: Customers do not pay on time for water bills and system malfunction, ZDM produces a lot of water and collects less.
- Improvement Measures: Debtor Collector performance will be monitored for improved results.

5.2.4.6 Performance on Good Governance & Public Participation (KPA 4)

- Performance Highlights: the overall score for KPA 4 relating to Good Governance and Public participation was 50% for 2023/2024 financial year and 100% for 2024/2025 financial year.
- Challenges: None.
- Improvement Measures: None

5.2.4.7 Performance on Municipal Institutional and Organizational Development (KPA 5)

- Performance Highlights: the overall score for KPA 5 relating to Municipal Transformation and Organizational Development was 100% for 2023/2024 financial year and 83% for 2024/2025 financial year.
- Challenges: The department of public works adjusted the reporting frequency, which affected the target.
- Improvement Measures: Ther reporting target date will be adjusted.

5.2.4.8 Performance on Cross cutting interventions (KPA 6)

- Performance Highlights: The overall score for KPA 6 relating to Cross cutting interventions was 0% for 2023/2024 financial year and 100% for 2024/2025 financial year.

- Challenges: None
- Improvement Measures: None.

5.2.5 Key Performance Areas to Note

This section contains the key areas that must be noted by Zululand District Municipality.

5.2.5.1 Deteriorating Performance

The decline in the Local economic development by 14,3% is due to delay in the processing of payments; Corrective measures are in place for implementation. However, there is a decline in Municipal viability of 2% and 50% in Good Governance there is an improvement of 50% by the Municipality Performance in this financial year.

The table below presents the outcome of each Key Performance Area (KPA) in a two-year comparison.

Table 130: Key Performance Area (KPA) - two-year comparison

KEY PERFORMANCE AREA (KPA)	2023/2024 %	2024/2025 %	INCREASE / DECLINE
Basic Service Delivery	100%	90%	⇧
Local Economic Development	100%	85,7%	⇩
Municipal Financial Viability and Management	80%	78%	⇩
Good Governance and Public Participation	50%	100%	⇧
Municipal Transformation and Organisational Development	100%	83%	⇩
Cross Cutting Interventions	0%	100%	⇧

5.2.6 Under Performing KPIs - 2024/2025

ANNUAL PERFORMANCE REPORT -TOP LAYER/ORGANISATIONAL FINANCIAL YEAR - 2024/2025																
							2023/24		2024/25							
KPI NO.	PROGRAM DRIVER	OUTCOME	IDP Strategic Objective Ref No.	STRATEGY	PROJECTS	INDICATOR	ANNUAL TARGET 01 JULY 2023- 30 JUNE 2024	ANNUAL ACTUAL 01 JULY 2023- 30 JUNE 2024	ANNUAL TARGET 01 JULY 2024- 30 JUNE 2025	ANNUAL ACTUAL 01 JULY 2024- 30 JUNE 2025	ACCUMULATIVE /NON-ACCUMULATIVE5	UNIT OF MEASURE	Q4 Actual	STATUS	REASON FOR VARIANCE	MEASURE OF IMPROVEMENT	PORTFOLIO OF EVIDENCE
22	HOD (COMMUNITY)					Number of water samples within ZDM collected for independent laboratory testing per quarter	New KPI	New KPI	96 water samples within ZDM collected for independent laboratory testing by 30 June 2025	77 water samples within ZDM collected for independent laboratory testing	Accumulative	Number		**Not Achieved**	In the Fourth Quarter of the 2024/2025 Financial Year, though, we could not achieve the KPI based on the fact that the NHLS would not take samples as there was an outstanding payment from previous samples. Several attempts were made by the Department to remedy the situation (proof of requests/correspondence/emails is available) but no payment was made. This then put us in a situation whereby by the end of the quarter, we could not achieve the Indicator.	The Municipality will be able to address the issue for the upcoming Quarter by selecting the new service provider because of the urgency of the problem, which has been discussed with the CFO.	Summary of Inspection Register

ANNUAL PERFORMANCE REPORT -TOP LAYER/ORGANISATIONAL FINANCIAL YEAR - 2024/2025																	
							2023/24		2024/25								
KPI NO.	PROGRAM DRIVER	OUTCOME	IDP Strategic Objective Ref No.	STRATEGY	PROJECTS	INDICATOR	ANNUAL TARGET 01 JULY 2023- 30 JUNE 2024	ANNUAL ACTUAL 01 JULY 2023- 30 JUNE 2024	ANNUAL TARGET 01 JULY 2024- 30 JUNE 2025	ANNUAL ACTUAL 01 JULY 2024- 30 JUNE 2025	ACCUMULATIVE /NON-ACCUMULATIVES	UNIT OF MEASURE	Q4 Actual	STATUS	REASON FOR VARIANCE	MEASURE OF IMPROVEMENT	PORTFOLIO OF EVIDENCE
23	HOD (COMMUNITY)					Number of food samples within ZDM collected for independent laboratory testing per quarter	New KPI	New KPI	96 food samples within ZDM collected for independent laboratory testing by 30 June 2025	75 food samples within ZDM collected for independent laboratory testing	Accumulative	Number		**Not Achieved**	In the Fourth Quarter of the 2024/2025 Financial Year, though, we could not achieve the KPI based on the fact that the NHLS would not take samples as there was an outstanding payment from previous samples. Several attempts were made by the Department to remedy the situation (proof of requests/correspondence/emails is available) but no payment was made. This then put us in a situation whereby by the end of the quarter, we could not achieve the Indicator.	The Municipality will be able to address the issue for the upcoming Quarter by selecting the new service provider because of the urgency of the problem, which has been discussed with the CFO.	Summary of Inspection Register
B2B PILLAR 4: SOUND FINANCIAL MANAGEMENT																	
KPA 3: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT = 09 indicators																	

ANNUAL PERFORMANCE REPORT -TOP LAYER/ORGANISATIONAL FINANCIAL YEAR - 2024/2025																
							2023/24		2024/25							
KPI NO.	PROGRAM DRIVER	OUTCOME	IDP Strategic Objective Ref No.	STRATEGY	PROJECTS	INDICATOR	ANNUAL TARGET 01 JULY 2023- 30 JUNE 2024	ANNUAL ACTUAL 01 JULY 2023- 30 JUNE 2024	ANNUAL TARGET 01 JULY 2024- 30 JUNE 2025	ANNUAL ACTUAL 01 JULY 2024- 30 JUNE 2025	ACCUMULATIVE /NON-ACCUMULATIVES	UNIT OF MEASURE	Q4 Actual	STATUS	REASON FOR VARIANCE	MEASURE OF IMPROVEMENT	PORTFOLIO OF EVIDENCE
25	HOD (FINANCE)	The Municipality is financially viable with sound financial management	SO 3.1. 1	Establishing and maintaining a sound and sustainable management of the fiscal and [illegible]	Debt Collection	Percentage of Collection Rate achieved per quarter	60% Collection Rate achieved by 30 June 2024	49,7% Collection Rate achieved by 30 June 2024	60% Collection Rate achieved by 30 June 2025	57% Collection Rate achieved	Non - Accumulative	Percentage		NOT ACHIEVED	long-outstanding accounts where agreed, payment arrangements were not honoured Reduced inflow during the winter months resulted to water consumption decreases.	Implemented focused campaigns for account holders, including SMS payment reminders, formal demand notices, and on-site visits to high-value defaulters Launched and promoted settlement discount offers to encourage the settlement of long-term arrears.	Copy of Collection Report

ANNUAL PERFORMANCE REPORT -TOP LAYER/ORGANISATIONAL FINANCIAL YEAR - 2024/2025																	
							2023/24		2024/25								
KPI NO.	PROGRAM DRIVER	OUTCOME	IDP Strategic Objective Ref No.	STRATEGY	PROJECTS	INDICATOR	ANNUAL TARGET 01 JULY 2023- 30 JUNE 2024	ANNUAL ACTUAL 01 JULY 2023- 30 JUNE 2024	ANNUAL TARGET 01 JULY 2024- 30 JUNE 2025	ANNUAL ACTUAL 01 JULY 2024- 30 JUNE 2025	ACCUMULATIVE /NON-ACCUMULATIVES	UNIT OF MEASURE	Q4 Actual	STATUS	REASON FOR VARIANCE	MEASURE OF IMPROVEMENT	PORTFOLIO OF EVIDENCE
26	HOD(CORP)				Training & Development	Percentage of budget spent on implementing WSP	100% of budget spent on implementing WSP by 30 June 2024	110% of budget spent on implementing WSP by 30 June 2024	100% of budget spent on implementing WSP by 30 June 2025	96,83 of budget spent on implementing WSP	Non - Accumulative	Percentage		NOT ACHIEVED	The Advert was issued for the employees to apply for the busaries, unfortunately we have received few number of the application compare to the budget that has been allocated	Training will conduct more wellness to outline the importance of studying in this Financial Year 2025/2026	Expenditure report
45	HOD (COM)				EPWP	Date of submission of narrative 2023/2024 Annual Report on EPWP to Department of Public Works	New KPI	New KPI	Submission on narrative 2023/2024 Annual Report on EPWP to Department of Public Works by 15 July 2024	Submission on narrative 2023/2024 Annual Report on EPWP to Department of Public Works by 18 July 2024	Non-Accumulative	Date		NOT ACHIEVED	Department of Public works reviewed and ammended the submission date of the Annual report to 31 August due to that the municipalities were unable to meet the previous stipulated date of 15 July. The dates were changed after the adjustment has occurred, due to that the reporting target was not changed which resulted to a non-achieved of the target.	The reporting target date will be ammended in 3rd Quarter on adjustment budget in new financial year 2025/2026.	Proof of submission and copy of report

5.3 TOP LAYER SDBIP 2026/27

TOP LAYER -SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) - ZULULAND DISTRICT MUNICIPALITY - 2026/2027

KPI NO.	PROGRAM DRIVER	Strategic Oriented Outcome Goal(SOOG)	B2B PILLARS	IDP Strategic Objective Ref No.	STRATEGIC OBJECTIVES	STRATEGIES	PROJECTS	LOCAL MUNICIPALITY	INDICATOR	ANNUAL TARGET 2026/2027	ACCUMULATIVE /NON-ACCUMULATIVE5	UNIT OF MEASURE	Q1 -Target 30.9.2026	Q2 - Target 31.12.2026	Q3-Target 30.3.2027	Q4 - Target 30.6.2027	ANNUAL TARGET 2027/2028	ANNUAL TARGET 2028/2029	PORTFOLIO OF EVIDENCE
KPA 1: BASIC SERVICE DELIVERY= 11 indicators																			
1	HOD (PLANNING)	Access to the full package of municipal services offered to the community is efficient, affordable,economical, acceptable quality, sustainable and supports economic growth	Pillar 2: Infrastructure delievery and Maintenance and reduced losses with regards to Water and Sanitation	SO 1.2.1	Establishing and maintaining partnerships with government and private sector to accelerate provision of universal, equitable & consistent access to the municipal services that local communities are entitled to	Develop, Review, Monitor & Implement ZDM Water Services Development Plan; Develop & Submit Business Plans to Funding agents; Continmuous implementation of Rural Roads Asset Management system & Provision and maintenance of access [illegible]	Water Infrastructures Supply	AL L	Number of households within ZDM to be provided with access to water within RDP standard per quarter	800 households within ZDM to be provided with access to water within RDP standard by 30 June 2027	Accumulative	Number	200 households within ZDM to be provided with access to water within RDP standard per quarter	200 households within ZDM to be provided with access to water within RDP standard per quarter	200 households within ZDM to be provided with access to water within RDP standard per quarter	200 households within ZDM to be provided with access to water within RDP standard per quarter	900 households within ZDM to be provided with access to water within RDP standard by 30 June 2028	1000 households within ZDM to be provided with access to water within RDP standard by 30 June 2029	List of beneficiaries and GPS co-ordinates
2	HOD (PLANNING)						Water Infrastructures Supply	AL L	Number of households within ZDM to be provided with access to Sanitation within RDP standard per quarter	200 households within ZDM to be provided with access to Sanitation within RDP standard by 30 June 2027	Accumulative	Number	50 households within ZDM to be provided with access to Sanitation within RDP standard per quarter	50 households within ZDM to be provided with access to Sanitation within RDP standard per quarter	50 households within ZDM to be provided with access to Sanitation within RDP standard per quarter	50 households within ZDM to be provided with access to Sanitation within RDP standard per quarter	300 households within ZDM to be provided with access to Sanitation within RDP standard by 30 June 2028	400 households within ZDM to be provided with access to Sanitation within RDP standard by 30 June 2029	List of beneficiaries and GPS co-ordinates
3	HOD (PLANNING)						Water Infrastructures Supply	AL L	Number of ZDM water contracts completed annually	12 ZDM contracts completed by 30 June 2027	Non - Accumulative	Number	N/A	N/A	N/A	12 ZDM contracts completed by 30 June	12 ZDM contracts completed by 30 June	12 ZDM contracts completed by 30 June	Certificate of completion
4	HOD (PLANNING)						Water Infrastructures Supply	AL L	Number of ZDM water contracts under construction annually	23 ZDM water contracts under construction by 30 June 2027	Non - Accumulative	Number	N/A	N/A	N/A	23 ZDM water contracts under construction by 30 June	23 ZDM water contracts under construction by 30 June	23 ZDM water contracts under construction by 30 June	Contract lists and appointment letters of service providers
5	HOD (TECH)						Bulk Water	AL L	Percentage of kilolitres produced by ZDM water treatment plants per quarter	70% kilolitres produced by ZDM water treatment plants by 30 June 2027	Accumulative	Percentage	70% kilolitres produced by ZDM water treatment plants per quarter	70% kilolitres produced by ZDM water treatment plants per quarter	70% kilolitres produced by ZDM water treatment plants per quarter	70% kilolitres produced by ZDM water treatment plants per quarter	70% kilolitres produced by ZDM water treatment plants by 30 June	70% kilolitres produced by ZDM water treatment plants by 30 June	Monthly production report
6	HOD (TECH)						Water Quality Sampling	AL L	Percentage of ZDM Water determinants that pass laboratory tests per quarter	85% ZDM Water determinants that pass laboratory tests by 30 June 2027	Non - Accumulative	Percentage	85% ZDM Water determinants that pass laboratory tests per quarter	85% ZDM Water determinants that pass laboratory tests per quarter	85% ZDM Water determinants that pass laboratory tests per quarter	85% ZDM Water determinants that pass laboratory tests per quarter	85% ZDM Water determinants that pass laboratory tests by 30 June	85% ZDM Water determinants that pass laboratory tests by 30 June	Lab results

TOP LAYER -SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) - ZULULAND DISTRICT MUNICIPALITY - 2026/2027

KPI NO.	PROGRAM DRIVER	Strategic Oriented Outcome Goal(SOOG)	B2B PILLARS	IDP Strategic Objective Ref No.	STRATEGIC OBJECTIVES	STRATEGIES	PROJECTS	LOCAL MUNICIPALITY	INDICATOR	ANNUAL TARGET 2026/2027	ACCUMULATIVE /NON-ACCUMULATIVE5	UNIT OF MEASURE	Q1 -Target 30.9.2026	Q2 - Target 31.12.2026	Q3-Target 30.3.2027	Q4 - Target 30.6.2027	ANNUAL TARGET 2027/2028	ANNUAL TARGET 2028/2029	PORTFOLIO OF EVIDENCE
7	HOD (TECH)	All categories of Municipal Infrastructure and resources are stable and maintained		SO 1.1.1	Continuously managing all existing infrastructure capital assets to minimize the total cost of owning and operating		Operations and Maintenance	AL L	The average time taken to fix spillages per quarter	24Hrs average time taken to fix spillages by 30 June 2027	Non - Accumulative	Hours	24Hrs average time taken to fix spillages per quarter	24Hrs average time taken to fix spillages per quarter	24Hrs average time taken to fix spillages per quarter	24Hrs average time taken to fix spillages per quarter	24Hrs average time taken to fix spillages by 30 June	24Hrs average time taken to fix spillages by 30 June	Job card summary report, Job Cards and SIZA system report
8	HOD (TECH)							AL L	The average time taken to suck septic tanks within ZDM per quarter	24Hrs taken to suck septic tanks within ZDM by 30 June 2027	Non - Accumulative	Hours	24Hrs taken to suck septic tanks within ZDM per quarter	24Hrs taken to suck septic tanks within ZDM per quarter	24Hrs taken to suck septic tanks within ZDM per quarter	24Hrs taken to suck septic tanks within ZDM per quarter	24Hrs taken to suck septic tanks within ZDM by 30 June	24Hrs taken to suck septic tanks within ZDM by 30 June	Job card summary report, Job Cards and SIZA system report
9	HOD (FINANCE)								Date verification on ZDM infrastructure assets performed	Verification on ZDM infrastructure assets performed by 30 June 2027	Non - Accumulative	Date	N/A	N/A	N/A	Verification on ZDM infrastructure assets performed by 30 June	Verification on ZDM infrastructure assets performed by 30 June	Verification on ZDM infrastructure assets performed by 30 June	Engineers Certificate
10	HOD (PLANNING)	Access to the full package of municipal services offered to the community is efficient, affordable,economical, acceptable quality, sustainable and supports economic growth		SO 1.2.1	Establishing and maintaining partnerships with government and		Water Infrastructures Supply	AL L	Number of assessment report of ZDM water service provider (contractorss) performed per quarter	4 assessment report of ZDM water service provider (contractots) performed by 30 June 2027	Non - Accumulative	Number	1 assessment report of ZDM water service provider (contractors) performed per quarter	1 assessment report of ZDM water service provider (contractors) performed per quarter	1 assessment report of ZDM water service provider (contractors) performed per quarter	1 assessment report of ZDM water service provider (contractors) performed per quarter	4 assessment report of ZDM water service provider (contractots) performed by 30 June	4 assessment report of ZDM water service provider (contractots) performed by 30 June	Assessment Report
11	HOD (PLANNING)								Number of assessment report of ZDM water service provider (consultants) performed per quarter	4 assessment report of ZDM water service provider (consultants) performed by 30 June 2027	Non - Accumulative	Number	1 assessment report of ZDM water service provider (consultants) performed per quarter	1 assessment report of ZDM water service provider (consultants) performed per quarter	1 assessment report of ZDM water service provider (consultants) performed per quarter	1 assessment report of ZDM water service provider (consultants) performed per quarter	4 assessment report of ZDM water service provider (consultants) performed by 30 June	4 assessment report of ZDM water service provider (consultants) performed by 30 June	Assessment Report
BASIC SERVICE DELIVERY BUDGET ALLLOCATION R810 384 000.00																			
KPA2: LOCAL ECONOMIC & SOCIAL DEVELOPMENT = 14 indicators																			
12	HOD (COMMUNITY)	The overall economic and social conditions of the district are conducive for the creation of employment opportunities	Pillar 3: Good Governance	SO 2.1.1	Support SMMEs and create opportunities	Develop, Review, Monitor & Implement	LED	AL L	Number of SMMEs / Co-operatives supported annually	10 SMMEs / Co-operatives supported by 30 June 2027	Non - Accumulative	Number	N/A	N/A	N/A	10 of SMMEs / Co-operatives supported by 30 June 2027	10 of SMMEs / Co-operatives supported by 30 June	10 of SMMEs / Co-operatives supported by 30 June	List of supported SMMEs and signed distribution form

TOP LAYER -SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) - ZULULAND DISTRICT MUNICIPALITY - 2026/2027

KPI NO.	PROGRAM DRIVER	Strategic Oriented Outcome Goal(SOOG)	B2B PILLARS	IDP Strategic Objective Ref No.	STRATEGIC OBJECTIVES	STRATEGIES	PROJECTS	LOCAL MUNICIPALITY	INDICATOR	ANNUAL TARGET 2026/2027	ACCUMULATIVE /NON-ACCUMULATIVE5	UNIT OF MEASURE	Q1 -Target 30.9.2026	Q2 - Target 31.12.2026	Q3-Target 30.3.2027	Q4 - Target 30.6.2027	ANNUAL TARGET 2027/2028	ANNUAL TARGET 2028/2029	PORTFOLIO OF EVIDENCE
13	HOD (COMMUNITY)	Promoting Arts, Culture and heritage is preserved		SO 2.4.1	Promoting arts, culture and heritage		Tourism	ALL	Number of tourism awareness campaigns held per quarter	20 tourism awareness campaigns held by 30 June 2027	Accumulative	Number	5 tourism awareness campaigns held per quarter	5 tourism awareness campaigns held per quarter	5 tourism awareness campaigns held per quarter	5 tourism awareness campaigns held per quarter	20 tourism awareness campaigns held by 30 June	20 tourism awareness campaigns held by 30 June	OOP and Attendance Register
14	HOD (COMMUNITY)						Indonsa	ALL	Number of students trained in music within ZDM annually	10 Students trained in music within ZDM by 30 June 2027	Non - Accumulative	Number	N/A	N/A	N/A	10 Students trained in music within ZDM by 30 June 2027	10 Students trained in music within ZDM by 30 June	10 Students trained in music within ZDM by 30 June	Graduation ceremony list
15	HOD (COMMUNITY)						Indonsa	ALL	Number of students trained in drama within ZDM annually	20 Students trained in drama within ZDM by 30 June 2027	Non - Accumulative	Number	N/A	N/A	N/A	20 Students trained in drama within ZDM by 30 June 2027	20 Students trained in drama within ZDM by 30 June	20 Students trained in drama within ZDM by 30 June	Graduation ceremony list
16	HOD (COMMUNITY)						Indonsa	ALL	Number of students within ZDM trained in visual art annually	7 students within ZDM trained in visual art by 30 June 2027	Non - Accumulative	Number	N/A	N/A	N/A	7 students within ZDM trained in visual art by 30 June 2027	7 students within ZDM trained in visual art by 30 June	7 students within ZDM trained in visual art by 30 June	Graduation ceremony list
17	HOD (COMMUNITY)						Indonsa	ALL	Number of students within ZDM trained in fashion design annually	20 students within ZDM trained in fashion design by 30 June 2027	Non - Accumulative	Number	N/A	N/A	N/A	20 students within ZDM trained in fashion design by 30 June 2027	20 students within ZDM trained in fashion design by 30 June	20 students within ZDM trained in fashion design by 30 June	Graduation ceremony list
18	COO	Effect of Poverti is maximised social and economic development		SO 2.2.1	Alleviate poverty and promote socio-economic development		Special Programmes	ALL	Number of Special Programmes implemented annually	2 Special Programmes implemented by 30 June 2027	Non - Accumulative	Number	N/A	N/A	N/A	2 Special Programmes implemented by 30 June 2027	2 Special Programmes implemented by 30 June	2 Special Programmes implemented by 30 June	Programmes; Attendance registers and Pictures
19	HOD (FINANCE)						Reduction of poverty	ALL	Number of implementation reports on Indigent Policy submitted to EXCO per quarter (Previous quarter)	4 implementation reports on Indigent Policy submitted to EXCO by 30 June 2027	Accumulative	Number	1 implementation report on Indigent Policy submitted to EXCO per quarter (Previous quarter)	1 implementation report on Indigent Policy submitted to EXCO per quarter (Previous quarter)	1 implementation report on Indigent Policy submitted to EXCO per quarter (Previous quarter)	1 implementation report on Indigent Policy submitted to EXCO per quarter (Previous quarter)	4 implementation reports on Indigent Policy submitted to EXCO by 30	4 implementation reports on Indigent Policy submitted to EXCO by 30	Copy of Indigent Policy Implementation report and proof of submission
20	HOD (COMMUNITY)							ALL	Number of jobs created through the ZDM municipal EPWP initiatives including	1370 jobs created through the ZDM municipal EPWP initiatives including capital	Non - Accumulative	Number	N/A	N/A	N/A	1370 jobs created through the ZDM municipal EPWP initiatives including capital	1370 jobs created through the ZDM municipal EPWP initiatives including capital	1370 jobs created through the ZDM municipal EPWP initiatives including capital	Report retrieved from the EPWP system

TOP LAYER -SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) - ZULULAND DISTRICT MUNICIPALITY - 2026/2027

KPI NO.	PROGRAM DRIVER	Strategic Oriented Outcome Goal(SOOG)	B2B PILLARS	IDP Strategic Objective Ref No.	STRATEGIC OBJECTIVES	STRATEGIES	PROJECTS	LOCAL MUNICIPALITY	INDICATOR	ANNUAL TARGET 2026/2027	ACCUMULATIVE /NON-ACCUMULATIVE5	UNIT OF MEASURE	Q1 -Target 30.9.2026	Q2 - Target 31.12.2026	Q3-Target 30.3.2027	Q4 - Target 30.6.2027	ANNUAL TARGET 2027/2028	ANNUAL TARGET 2028/2029	PORTFOLIO OF EVIDENCE
									capital projects	projects by 30 June 2027						projects by 30 June 2027	projects by 30 June	projects by 30 June	
21	HOD (COMMUNITY)	The health of Zululand communities and citizens is improved		SO 2.3.1	Regulating, monitoring and evaluating compliance of service providers to municipal health standards		Health Awareness Campaigns	ALL	Number of funeral parlours inspected within ZDM per quarter	140 funeral parlours inspected within ZDM by 30 June 2027	Accumulative	Number	35 funeral parlours inspected within ZDM per quarter	35 funeral parlours inspected within ZDM per quarter	35 funeral parlours inspected within ZDM per quarter	35 funeral parlours inspected within ZDM per quarter	140 funeral parlours inspected within ZDM by 30 June	140 funeral parlours inspected within ZDM by 30 June	Summary of Inspection Register
22	HOD (COMMUNITY)							ALL	Number of food premises inspected within ZDM per quarter	192 food premises inspected within ZDM by 30 June 2027	Accumulative	Number	48 food premises inspected within ZDM per quarter	48 food premises inspected within ZDM per quarter	48 food premises inspected within ZDM per quarter	48 food premises inspected within ZDM per quarter	192 food premises inspected within ZDM by 30 June	192 food premises inspected within ZDM by 30 June	Summary of Inspection Register
23	HOD (COMMUNITY)							ALL	Number of water samples within ZDM collected for independent laboratory testing per quarter	96 water samples within ZDM collected for independent laboratory testing by 30 June 2027	Accumulative	Number	24 water samples within ZDM collected for independent laboratory testing per quarter	24 water samples within ZDM collected for independent laboratory testing per quarter	24 water samples within ZDM collected for independent laboratory testing per quarter	24 water samples within ZDM collected for independent laboratory testing per quarter	96 water samples within ZDM collected for independent laboratory testing by 30 June	96 water samples within ZDM collected for independent laboratory testing by 30 June	Copy of Lab results
24	HOD (COMMUNITY)							ALL	Number of food samples within ZDM collected for independent laboratory testing per quarter	96 food samples within ZDM collected for independent laboratory testing by 30 June 2027	Accumulative	Number	24 food samples within ZDM collected for independent laboratory testing per quarter	24 food samples within ZDM collected for independent laboratory testing per quarter	24 food samples within ZDM collected for independent laboratory testing per quarter	24 food samples within ZDM collected for independent laboratory testing per quarter	96 food samples within ZDM collected for independent laboratory testing by 30 June	96 food samples within ZDM collected for independent laboratory testing by 30 June	Copy of Lab results
25	HOD (COMMUNITY)							ALL	Number of ZDM Municipal Health awareness campaigns held per quarter	20 ZDM Municipal Health awareness campaigns held by 30 June 2027	Accumulative	Number	5 ZDM Municipal Health awareness campaigns held per quarter	5 ZDM Municipal Health awareness campaigns held per quarter	5 ZDM Municipal Health awareness campaigns held per quarter	5 ZDM Municipal Health awareness campaigns held per quarter	20 ZDM Municipal Health awareness campaigns held by 30 June	20 ZDM Municipal Health awareness campaigns held by 30 June	OOP and Attendance Register

LOCAL ECONOMIC & SOCIAL DEVELOPMENT BUDGET ALLLOCATION - R2 119 000.00

TOP LAYER -SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) - ZULULAND DISTRICT MUNICIPALITY - 2026/2027

KPI NO.	PROGRAM DRIVER	Strategic Oriented Outcome Goal(SOOG)	B2B PILLARS	IDP Strategic Objective Ref No.	STRATEGIC OBJECTIVES	STRATEGIES	PROJECTS	LOCAL MUNICIPALITY	INDICATOR	ANNUAL TARGET 2026/2027	ACCUMULATIVE /NON-ACCUMULATIVE5	UNIT OF MEASURE	Q1 -Target 30.9.2026	Q2 - Target 31.12.2026	Q3-Target 30.3.2027	Q4 - Target 30.6.2027	ANNUAL TARGET 2027/2028	ANNUAL TARGET 2028/2029	PORTFOLIO OF EVIDENCE
KPA 3: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT = 09 indicators																			
26	HOD (FINANCE)	The Municipality is financially viable with sound financial management	Pillar 4: Sound Financial Management- Functional Management system and Rigorous controls	SO 3.1.1	Establishing and maintaining a sound and sustainable management of the	Develop, Review, Monitor & Implement Debt	Debt Collection	ALL	Percentage of Collection Rate achieved per quarter	60% Collection Rate achieved by 30 June 2027	Non - Accumulative	Percentage	60% Collection Rate achieved per quarter	60% Collection Rate achieved per quarter	60% Collection Rate achieved per quarter	60% Collection Rate achieved per quarter	60% Collection Rate achieved by 30 June	60% Collection Rate achieved by 30 June	Copy of Collection Report
27	HOD(CORP)						Training & Development	ALL	Percentage of budget spent on implementing WSP	100% of budget spent on implementing WSP by 30 June 2027	Non - Accumulative	Percentage	N/A	N/A	N/A	100% of budget spent on implementing WSP by 30 June 2027	100% of budget spent on implementing WSP by 30 June	100% of budget spent on implementing WSP by 30 June	Expenditure report
28	HOD (FINANCE)			SO 3.1.2	Apply sound financial	Develop, Review, Monitor & Implement Revenue Enhancement Strategy; Develop, Review, Monitor & Implement SCM incentive programme; Accurate and timeous billing and receipting of revenue; Develop,	Financial; Administration	ALL	Date Report on Sec 13 of the MFMA submitted to AG	Report on Sec 13 of the MFMA submitted to AG by 31 July 2026	Non - Accumulative	Date	Report on Sec 13 of the MFMA submitted to AG by 31 July 2026	N/A	N/A	N/A	Report on Sec 13 of the MFMA submitted to AG by 31 July	Report on Sec 13 of the MFMA submitted to AG by 31 July	Proof of submission and copy of Sec 13 report
29	HOD (FINANCE)			SO 3.1.3	Manage, monitor and review existing financial systems to support accurate and credible reporting, budget monitoring and		On going process	ALL	Number of Sec 52 reports submitted to Council and Provincial Treasury per quarter (Previous quarter)	4 Sec 52 reports submitted to Council and Provincial Treasury by 30 June 2027	Accumulative	Number	1 Sec 52 report submitted to Council and Provincial Treasury per quarter (Previous quarter)	1 Sec 52 report submitted to Council and Provincial Treasury per quarter (Previous quarter)	1 Sec 52 report submitted to Council and Provincial Treasury per quarter (Previous quarter)	1 Sec 52 report submitted to Council and Provincial Treasury per quarter (Previous quarter)	4 Sec 52 reports submitted to Council and Provincial Treasury by 30 June	4 Sec 52 reports submitted to Council and Provincial Treasury by 30 June	Council Resolution and copy of Sec 52 report
30	HOD (PLANNING)						On going process	ALL	Date 2024/2025 IDP process plan including Budget timetable submitted to Council	2024/2025 IDP Process Plan including Budget time table submitted Council by 31 August 2026	Non - Accumulative	Date	2024/2025 IDP Process Plan including Budget time table submitted Council by 31 August 2026	2024/2025 IDP Process Plan including Budget time table submitted Council by 31 August 2026	N/A	N/A	IDP Process Plan including Budget time table submitted Council by 31 August	IDP Process Plan including Budget time table submitted Council by 31 August	Council resolution and copy of IDP process plan including budget timetable
31	HOD (FINANCE)						On going process	ALL	Date of Submission of Sec 72 Mid - Year Budget & Performance Assessment to the Mayor & Provincial Treasury	Submission of Sec 72 Mid Year Budget & Performance Assessment to the Mayor & Provincial Treasury by 25 January 2027	Non - Accumulative	Date	N/A	N/A	Submission of Sec 72 Mid Year Budget & Performance Assessment to the Mayor & Provincial Treasury by 25 January 2027	N/A	Submission of Sec 72 Mid Year Budget & Performance Assessment to the Mayor & Provincial Treasury by 25 January	Submission of Sec 72 Mid Year Budget & Performance Assessment to the Mayor & Provincial Treasury by 25 January	Proof of submission and copy of Sec72 Mid - Year Budget & Performance Assessment

TOP LAYER -SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) - ZULULAND DISTRICT MUNICIPALITY - 2026/2027

KPI NO.	PROGRAM DRIVER	Strategic Oriented Outcome Goal(SOOG)	B2B PILLARS	IDP Strategic Objective Ref No.	STRATEGIC OBJECTIVES	STRATEGIES	PROJECTS	LOCAL MUNICIPALITY	INDICATOR	ANNUAL TARGET 2026/2027	ACCUMULATIVE /NON-ACCUMULATIVE5	UNIT OF MEASURE	Q1 -Target 30.9.2026	Q2 - Target 31.12.2026	Q3-Target 30.3.2027	Q4 - Target 30.6.2027	ANNUAL TARGET 2027/2028	ANNUAL TARGET 2028/2029	PORTFOLIO OF EVIDENCE
32	HOD (FINANCE)						On going process	ALL	Date adjustment Budget submitted to council	Adjustment Budget submitted to council by 28 Feb 2027	Non - Accumulative	Date	N/A	N/A	Adjustment Budget submitted to council by 28 Feb 2027	N/A	Adjustment Budget submitted to council by 28 Feb	Adjustment Budget submitted to council by 28 Feb	Council Resolution and copy of adjustment Budget
33	HOD (FINANCE)						On going process	ALL	Date Final Budget approved by Council	Final Budget approved by Council by 31 May 2027	Non - Accumulative	Date	N/A	N/A	N/A	Final Budget approved by Council by 31 May 2027	Final Budget approved by Council by 31 May	Final Budget approved by Council by 31 May	Council Resolution and copy of the final budget
34	HOD (FINANCE)			SO 3.1.4	Refine procurement systems and		Revision of the SCM policy	ALL	Number of SCM quarterly reports submitted to EXCO per quarter (Previous quarter)	4 SCM quarterly reports submitted to EXCO by 30 June 2027	Accumulative	Number	1 SCM quarterly report submitted to EXCO per quarter (Previous quarter)	1 SCM quarterly report submitted to EXCO per quarter (Previous quarter)	1 SCM quarterly report submitted to EXCO per quarter (Previous quarter)	1 SCM quarterly report submitted to EXCO per quarter (Previous quarter)	4 SCM quarterly reports submitted to EXCO by 30 June	4 SCM quarterly reports submitted to EXCO by 30 June	Proof of submission and Copy of SCM Quarterly reports
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT BUDGET ALLLOCATION - R16 997 942.00																			
KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION = 06 indicators																			
35	COO	The municipality is a well-governed institution, transparent, accountable and responsive to the needs of the community. A sound customer/client relationship,transparency, improved accountability and responsiveness to the community is achieved and sustained	Pillar 3: Good Governance Oversight structures (S79, AC and ICR)	SO4.1.2	Promoting transparent and accountable governance through regular community engagements and effective	Provide administrative support for all Council Committees; Strengthening Council Oversight through training on	LEGAL	ALL	Number of reports on legal functions submitted to MM per quarter	4 report on legal functions submitted to MM by 30 June 2027	Accumulative	Number	1 report on legal functions submitted to MM per quarter	1 report on legal functions submitted to MM per quarter	1 report on legal functions submitted to MM per quarter	1 report on legal functions submitted to MM per quarter	4 report on legal functions submitted to MM by 30 June	4 report on legal functions submitted to MM by 30 June	Proof of submission and report
36	COO						Communications	ALL	Number of ZDM newsletter published on ZDM Website per quarter	4 ZDM newsletter published on ZDM Website by 30 June 2027	Accumulative	Number	1 ZDM newsletter published on ZDM website per quarter	1 ZDM newsletter published on ZDM website per quarter	1 ZDM newsletter published on ZDM website per quarter	1 ZDM newsletter published on ZDM website per quarter	4 ZDM newsletter published on ZDM Website by 30 June	4 ZDM newsletter published on ZDM Website by 30 June	Print Screen of ZDM Wesite & Newsletter
37	COO						Budget and IDP Roadshow	ALL	Number of Community engagements held Bia annual	8 Community engagements held Bia annual	Accumulative	Number	N/A	4 Community engagement held Bia annual	N/A	4 Community engagements held Bia annual	8 Community engagements held Bi annual	8 Community engagements held Bi annual	Notice, OOP, And copy of report

TOP LAYER -SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) - ZULULAND DISTRICT MUNICIPALITY - 2026/2027

KPI NO.	PROGRAM DRIVER	Strategic Oriented Outcome Goal(SOOG)	B2B PILLARS	IDP Strategic Objective Ref No.	STRATEGIC OBJECTIVES	STRATEGIES	PROJECTS	LOCAL MUNICIPALITY	INDICATOR	ANNUAL TARGET 2026/2027	ACCUMULATIVE /NON-ACCUMULATIVE5	UNIT OF MEASURE	Q1 -Target 30.9.2026	Q2 - Target 31.12.2026	Q3-Target 30.3.2027	Q4 - Target 30.6.2027	ANNUAL TARGET 2027/2028	ANNUAL TARGET 2028/2029	PORTFOLIO OF EVIDENCE
38	HOD (COMMUNITY)			SO4.1.3	Systematic development and or review and		LED	ALL	Number of implementation reports on the ZDM LED strategy submitted to Community Services Portfolio Committee per quarter	4 implementation reports on the ZDM LED strategy submitted to Community Serives Portfolio Committee by 30 June 2027	Accumulative	Number	1 implementation report on the ZDM LED strategy submitted to Community Services Portfolio Committee per quarter	1 implementation report on the ZDM LED strategy submitted to Community Services Portfolio Committee per quarter	1 implementation report on the ZDM LED strategy submitted to Community Services Portfolio Committee per quarter	1 implementation report on the ZDM LED strategy submitted to Community Services Portfolio Committee per quarter	4 implementation reports on the ZDM LED strategy submitted to Community Serives Portfolio Committee by 30 June	4 implementation reports on the ZDM LED strategy submitted to Community Serives Portfolio Committee by 30 June	Copy of report and proof of submission
39	COO			SO 4.1.4	Monitoring, review and progressively improve service		Auditing	ALL	Number of reports tabled by the Audit Comm Chairperson to Council	2 reports tabled by the Audit Comm Chairperson to Council by 30 June 2027	Accumulative	Number	N/A	1 reports tabled by the Audit Comm Chairperson to Council by 31 Dec 2026	1 reports tabled by the Audit Comm Chairperson to Council by 30 March 2027	N/A	2 reports tabled by the Audit Comm Chairperson to Council by 30 June	2 reports tabled by the Audit Comm Chairperson to Council by 30 June	Copy of Audit Committee Report & Agenda
40	HOD (CORP)						Council Support	ALL	Number of MPAC meetings coordinated per quarter	4 MPAC meetings coordinated by 30 June 2027	Accumulative	Number	1 MPAC meeting coordinated per quarter	1 MPAC meeting coordinated per quarter	1 MPAC meeting coordinated per quarter	1 MPAC meeting coordinated per quarter	4 MPAC meetings coordinated by 30 June	4 MPAC meetings coordinated by 30 June	Notice, Agenda and attendance register
GOOD GOVERNANCE AND PUBLIC PARTICIPATION BUDGET ALLLOCATION - R12 339 270.00																			
KPA 5: MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT = 07 indicators																			
41	HOD (CORP)	The municipality is adequately resourced with a skilled workforce capable of carrying out its developmental mandate. Strong career pathing is achieved	Pillar 5: Building capacity- organised labour engagement	SO 5.1.1	Investing in a workforce to meet service delivery demand through implementing a	Monitor evaluate measure and review the performance of the municipality against indicators and targets set in the IDP; Create	Employee Assistance Programme	ALL	Number of EAP health awareness campaign conducted per quarter	4 EAP health awareness campaign conducted by 30 June 2027	Accumulative	Number	1 EAP health awareness campaign conducted per quarter	1 EAP health awareness campaign conducted per quarter	1 EAP health awareness campaign conducted per quarter	1 EAP health awareness campaign conducted per quarter	4 EAP health awareness campaign conducted by 30 June	4 EAP health awareness campaign conducted by 30 June	Notice, OOP, Attendance register and Copy of Presentation
42	HOD (CORP)						Training & Development	ALL	Date WSP report submitted to LGSETA	WSP report submitted to LGSETA by 30 June 2027	Non-Accumulative	Date	N/A	N/A	N/A	WSP report submitted to LGSETA by 30 June 2027	WSP report submitted to LGSETA by 30 June	WSP report submitted to LGSETA by 30 June	Copy of WSP Report and Proof of submission
43	HOD (CORP)			SO 5.1.2	Promoting sound labour relations		Training & Development	ALL	Date employment equity reports submitted to Department of Labour	Employment equity reports submitted to Department of Labour by 15 Jan 2027	Non-Accumulative	Date	N/A	N/A	Employment equity reports submitted to Department of Labour by 15 Jan 2027	N/A	Employment equity reports submitted to Department of Labour by 15 Jan	Employment equity reports submitted to Department of Labour by 15 Jan	Proof of submission and copy of employment equity plan report

TOP LAYER -SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) - ZULULAND DISTRICT MUNICIPALITY - 2026/2027

KPI NO.	PROGRAM DRIVER	Strategic Oriented Outcome Goal(SOOG)	B2B PILLARS	IDP Strategic Objective Ref No.	STRATEGIC OBJECTIVES	STRATEGIES	PROJECTS	LOCAL MUNICIPALITY	INDICATOR	ANNUAL TARGET 2026/2027	ACCUMULATIVE /NON-ACCUMULATIVE5	UNIT OF MEASURE	Q1 -Target 30.9.2026	Q2 - Target 31.12.2026	Q3-Target 30.3.2027	Q4 - Target 30.6.2027	ANNUAL TARGET 2027/2028	ANNUAL TARGET 2028/2029	PORTFOLIO OF EVIDENCE
44	COO			SO 5.1.5	Establishing consistency and		DDM	ALL	Number of Municipal Manager Technical IGR/DDM meetings coordinated per quarter	4 Municipal Manager Technical IGR/DDM meetings coordinated by 30 June 2027	Accumulative	Number	1 Municipal Manager Technical IGR/DDM meeting coordinated per quarter	1 Municipal Manager Technical IGR/DDM meeting coordinated per quarter	1 Municipal Manager Technical IGR/DDM meeting coordinated per quarter	1 Municipal Manager Technical IGR/DDM meeting coordinated per quarter	4 Municipal Manager Technical IGR/DDM meetings coordinated by 30 June	4 Municipal Manager Technical IGR/DDM meetings coordinated by 30 June	Notice, Agenda and Attendance Register
45	HOD (FINANCE)			SO 5.1.3	Optimize workforce productivity enforcing a sound organizational culture		Auditing	ALL	Date 2024/2025 AFS and APR submitted to AG	2024/2025 AFS and APR submitted to AG by 31 Aug 2026	Non-Accumulative	Date	2024/2025 AFS and APR submitted to AG by 31 Aug 2026	N/A	N/A	N/A	AFS and APR submitted to AG by 31 Aug	AFS and APR submitted to AG by 31 Aug	Proof of submission and copy of report
46	HOD (COM)						EPWP	ALL	Date of submission of narrative 2024/2025 Annual Report on EPWP to Department of Public Works	Submission on narrative 2024/2025 Annual Report on EPWP to Department of Public Works by 31 Aug 2026	Non-Accumulative	Date	Submission on narrative 2024/2025 Annual Report on EPWP to Department of Public Works by 31 Aug 2026	N/A	N/A	N/A	Submission on narrativeAnnual Report on EPWP to Department of Public Works by 31 Aug	Submission on narrativeAnnual Report on EPWP to Department of Public Works by 31 Aug	Proof of submission, Acknowledgment of receipt and copy of report
47	HOD (FINANCE& OMM)						AUDITING	ALL	Date AFS and APR audit opinion 2024/2025 achieved	AFS and APR audit opinion 2024/2025 achieved by 31 December 2026	Non-Accumulative	Date	N/A	AFS and APR audit opinion 2024/2025 achieved by 31 December 2026	N/A	N/A	AFS and APR audit opinion achieved by 31 December	AFS and APR audit opinion achieved by 31 December	Audit Report

MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT BUDGET ALLLOCATION - R20 302 187.00

5.4 CAPITAL INVESTMENT FRAMEWORK

5.4.1 General Projects

EXPENDITURE DESCRIPTION	FINAL BUDGET
MUNICIPAL SERVICES (ESKOM)	- 17 500 000
OPERATIONS AND MAINTENANCE (BULK) PJS	- 8 500 000
INVENTORY WATER-BULK PURCHASE	- 8 500 000
FLEET LEASE (FLEET HORIZON)	- 5 000 000
SECURITY	- 6 500 000
WATER TANKERS	- 6 500 000
OPERATIONS AND MAINTENANCE (RURAL SCHEME)	- 7 000 000
INTEREST ON LOAN	- 7 500 000
WET FUEL- TECHNICAL	- 1 500 000
DEBT IMPAIRMENT	- 5 580 000
EXTERNAL AUDIT	- 3 000 000
MUNICIPAL SERVICES (REFUSE, RATES, etc)	- 1 000 000
WET FUEL	- 1 500 000
SOFTWARE LICENSES	- 3 000 000
CLEANING/GARDENING	- 1 000 000
BARGAINING COUNCIL	- 924 000
CONSUMABLE STORES	- 500 000
WORKSMAN COMPENSATION	- 2 350 000
INSURANCE	- 2 504 000
SKILLS DEVELOPMENT FUND LEVY	- 2 593 890
MAINTENANCE OF VEHICLES	- 1 000 000
SYTEMS SUPPORT	- 1 000 000
TRAVELLING CLAIMS COUNCILLORS	- 700 000
INDONSA PROJECTS	- 1 719 000
INTERNAL AUDITORS	- 700 000
LED	- 200 000
RENT BUILDING	- 630 000
RENTAL OF MACHINE	- 430 000
TELEPHONE/Net work	- 200 000
FMG PROJECTS	- 990 233
COMMITTEES, Audit com & DC	- 354 500
MEDICAL AID TO AMAKHOSI	- 435 756
AIRPORT/ AVIATION	- 700 000
BANK CHARGES	- 395 809
TRAVELLING CLAIMS EMPLOYEES	- 100 000
VEHICLE LICENCE & REGISTRATIONS	- 300 000
METER MANAGEMENT	- 200 000
MEDICAL EXAMINATION	- 139 500
INTEREST ON FINANCE LEASE (COMPUTERS)	- 93 000
COUNCIL SITTINGS	- 79 514
CELL PHONE CONTRACT	- 39 596
SATELITE SIGNALS	- 30 802
ACTUARIES	- 27 900
ZDA	- 200 000
AFS REVIEW	- 27 900
	-592 608 638

5.4.2 Capital Projects

Table 131: MIG- Water And Sanitation Projects

Project Title	Project Type (Water, Sanitation, Roads, Sports fields Community Halls, Creches, Public Lighting, Other)	Total Project Cost	Total planned expenditure on MIG funds for 2026/2027	Total planned expenditure on MIG for 2027/2028
DC26 PMU Topslice	N/A	R13 448 450,00	R13 625 750,00	R15 210 100,00
Khambi RWSS Water Supply AFA (VO#1)	Water	R74 457 182,14	R0,00	R0,00
Hlahlindlela/ Mondlo Regional Water Supply	Water	R167 578 900,00	R0,00	R0,00
Simdlangetsha East Water Supply - Phase 2 (AFA - 419583)	Water	R122 054 000,00	R6 493 131,51	R0,00
Simdlangentsha Central Water Supply Project: Phase 3	Water	R148 006 808,34	R0,00	R0,00
Mandlakazi Regional Water Supply - Phase 5	Water	R447 768 400,00	R61 905 980,91	R72 398 064,75
Zululand Small Water Supply Scheme VAT Variation AFA 539665	Water	R12 930 438,60	R0,00	R0,00
Simlangentsha West RWSS Phase 3	Water	R525 867 918,56	R76 610 410,12	R40 118 389,25
Zululand Rudimentary Water Supply Programme - Phase 5	Water	R159 694 096,80	R10 806 320,91	R0,00
Upgrade of Ulundi Water Treatment Works -Phase 2	Water	R159 279 944,70	R30 570 180,77	R0,00
Zululand 3 Year Operations & Maintenance Programme : 2023/2027	Water & Sanitation	R85 439 200,00	R28 765 421,00	R35 148 797,85
Zululand 2023/2026 Stand-Alone Water Intervention Programme	Water	R150 000 000,00	R21 765 436,90	R33 848 988,20
Zululand Rural Sanitation : Phase 3a	Sanitation	R79 981 012,00	R11 234 567,00	R31 656 759,95
Zululand 2026/2029 Rudimentary & Small Scheme Revitalisation Intervention Programme	Water	R 250 000 000,00	R7 863 595,71	R52 232 936,00
Refurbishment Of Ulundi Wastewater Treatment Works And Zondela Outfall Line	Sanitation	R119 414 344,00	R2 874 205,16	R23 587 964,00

Table 132: RBIG Mandlakazi Bulk Water Supply Project Implementation Plan (Phase 5 Bulk)

Contract description	Contract Value	Cumulative expenditure since CONTRACT start date up to 30 June 2026	Budget Allocations to Contracts for 2026-27 Financial Year	Budget Allocations to Contracts for 2027-28 Financial Year	Budget Allocations to Contracts for 2028-29 Financial Year
2025 DoRA Published Grant Allocation			**R370 085 000,00**	**R308 278 000,00**	**R372 120 000,00**
Mandlakazi Phase 5.4 Sovana Bulk Water Supply	R79 025 497,01	R77 288 299,60	R1 737 197,41	R0,00	R0,00
Mandlakazi BWS: Upstream Bulks- Section 1B - (Jozini Road to Mkuze River)	R240 016 500,00	R236 342 127,35	R0,00	R0,00	R0,00
Mandlakazi BWS: Upstream Bulks- Section 1C- (Mkuze Bridge to Intermediate PS)	R420 581 000,00	R398 950 521,94	R0,00	R0,00	R0,00
Mandlakazi Phase 5.6A Ekubungazeleni Bulk Water Supply (Construction)	R185 482 653,12	R134 281 310,84	R45 801 342,28	R0,00	R0,00
Mandlakazi Phase 5: Upstream Bulks- Abstraction Works and Highlift Pump Stations x 2	R573 727 409,34	R278 606 088,45	R162 302 020,97	R100 819 299,92	R0,00
Mandlakazi Phase 5: Upstream Bulks- Post-tensioned Pipe Bridge	R134 715 607,57	R92 242 895,70	R30 832 946,23	R11 639 765,64	R0,00
Management and Operation of Mpuphusi River Sand Mining Borrow Pit for 36 Months	R67 486 866,10	R3 407 880,54	R11 695 633,00	R20 653 870,00	R35 137 363,10
Mandlakazi Phase 5: Upstream Bulks Phase 2 - Intermediate PS to Mandlakazi WTW	R373 499 173,35	R84 408 116,53	R50 209 245,34	R40 209 245,34	R40 209 245,34
Downstream Bulk - Portable Water Rising Mains and Pump Station to Command Reservoir	R182 082 635,60	R0,00	R20 719 008,33	R30 023 658,00	R50 546 784,00
Downstream Bulk - New 30Ml Command Reservoir and Upgrade of Gravity Mains to Reservoir I1 and Reservoir H	R218 740 107,79	R0,00	R25 807 297,82	R32 932 809,97	R54 423 764,88
Downstream Bulk - WTP Upgrade 60Ml/day	R293 411 309,65	R0,00	R0,00	R0,00	R68 234 561,00
Mandlakazi Phase 5.6B Emanqeleni Bulk Water Supply	R173 663 533,41	R0,00	R0,00	R0,00	R51 123 998,00
Provision of professional services	R224 675 698,36	R94 184 679,28	R20 660 966,33	R26 699 104,20	R25 689 933,00
Provision of professional services	R249 791 810,11	R97 327 955,50	R254 342,29	R45 078 963,00	R46 754 350,68

Contract description	Contract Value	Cumulative expenditure since CONTRACT start date up to 30 June 2026	Budget Allocations to Contracts for 2026-27 Financial Year	Budget Allocations to Contracts for 2027-28 Financial Year	Budget Allocations to Contracts for 2028-29 Financial Year
Provision of tender advertising services	R450 000,00	R163 716,07	R65 000,00	R221 283,93	R0,00
Projects on previous financial years expenditure	R865 422 915,57	R865 422 915,57	R0,00	R0,00	R0,00
TOTALS	**R4 282 772 716,98**	**R2 362 626 507,37**	**R370 085 000,00**	**R308 278 000,00**	**R372 120 000,00**

Table 133: WSIG -Water And Sanitation Projects

Contract description	Contract Value	Cumulative expenditure since CONTRACT start date up to 30 June 2026	Budget allocation to CONTRACT for 2026/27FY	Budget allocation to CONTRACT for 2027/28 FY	Budget allocation to CONTRACT for 2028/29 FY
2025 DoRA Published Grant Allocation			**R115 000 000,00**	**R150 000 000,00**	**R135 388 000,00**
The phase 1 project scope includes the following construction works: Upgrade of floating abstraction works and BPT. Abstraction pumps and high-lift raw water pump station Mechanical & Electrical works with 2 x centrifugal pumps. New 200mm dia steel raw water rising main from Jozini Dam and Abstraction works to BPT and Gumbi WTW.	R28 738 618,70	R6 484 345,15	R18 038 618,70	R10 700 000,00	R0,00
Professional Fees : Gumbi Phase 1 : Engineers Professional Fees	R5 150 910,34	R430 000,00	R1 628 230,20	R3 522 680,14	R0,00
GUMBI WSS UPGRADES: PHASE1	**R33 889 529,04**	**R6 914 345,15**	**R19 666 848,90**	**R14 222 680,14**	**R0,00**
The phase 2 project scope includes the following construction works: Upgrade and Optimization of production at Gumbi WTW to produce 1500m3/day. Civil, Mechanical and Electrical works including centrifugal pumps for the new pump station at Gumbi WTW and 1 40mm dia uPVC rising main from Gumbi WTW to Hlambanyathi and Bethel.	R19 159 079,13	R7 154 530,10	R12 158 242,95	R7 000 836,19	R0,00
Professional Fees : Gumbi Phase 2 : Engineers Professional Fees	R4 496 029,31	R293 302,00	R2 341 757,06	R2 154 272,25	R0,00
GUMBI WSS UPGRADES: PHASE2	**R23 655 108,44**	**R7 447 832,10**	**R14 500 000,00**	**R9 155 108,44**	**R0,00**

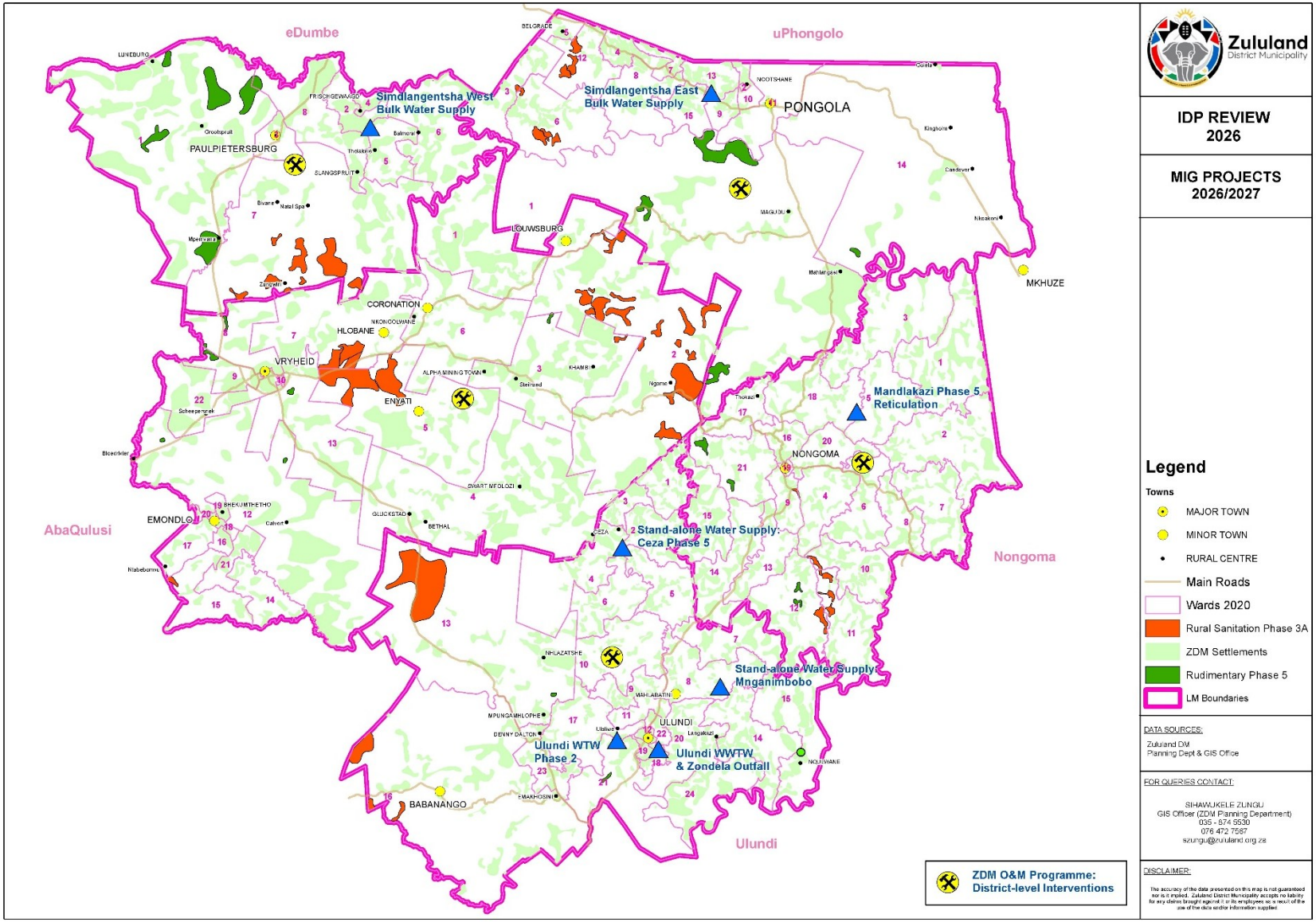
Contract description	Contract Value	Cumulative expenditure since CONTRACT start date up to 30 June 2026	Budget allocation to CONTRACT for 2026/27FY	Budget allocation to CONTRACT for 2027/28 FY	Budget allocation to CONTRACT for 2028/29 FY
The phase 3 project scope includes the following construction works: 120kl Bethel (Gumbi Extension) ground steel reservoir including concrete platforms.100kl elevated Gumbi steel reservoir at Gumbi WTW.90kl elevated Hlambanyathi steel reservoir.Access, fencing and other civil works at reservoir sites. 90mm dia x 6.0km long HDPE reticulation pipelines. 50mm dia x 10km long HDPE reticulation pipelines and 166 standpipes.	R35 000 000,00	R5 000 000,00	R5 000 000,00	R30 000 000,00	R0,00
Professional Fees : Gumbi Phase 3 : Engineers Professional Fees	R4 900 000,00	R2 900 000,00	R2 900 000,00	R2 000 000,00	R0,00
GUMBI WSS UPGRADES: PHASE3	**R39 900 000,00**	**R7 900 000,00**	**R7 900 000,00**	**R32 000 000,00**	**R0,00**
Construction of 67,7km of pipe line (12,06km 200-90DN Opvc and 46,6km 75 - 20 DN HDPE) with 596 yard connections including 5 LW break pressure tanks, 6x zonal meters with chambers, 29x PRV's, 10 AV and 9 SV with chambers.	R46 276 313,20	R6 877 100,03	R21 797 398,91	R24 478 914,29	R0,00
Provision of professional services	R7 702 587,93	**R138 326 152,63**	R3 232 363,95	R4 470 223,98	R0,00
ENZONDWANE DOMESTIC RETICULATION ZONE i3 TOTALS	**R46 276 313,20**	**R6 877 100,03**	**R25 029 762,86**	**R24 478 914,29**	**R0,00**
Construction of 250 Kl reservoir with 270m of 250mm dia steel external main, 3,5km of 250 - 200mm dia. o-PVC external main and associated infrastructure, 3km of 160mm dia. oPVC internal distribution line,9,9km 110-50mm dia. HDPE reticulation line and associated infrastructure. initiate WCDM, install zone meters including 160 house connections and all necessary compliance applications required.	R36 889 161,72	R8 141 001,65	R18 423 669,99	R18 465 491,73	R0,00
Provision of professional services	R5 164 482,64	R2 938 152,63	R2 046 330,01	R3 118 152,63	R0,00
NHLOHLELA WATER SUPPLY TOTALS	**R42 053 644,36**	**R11 079 154,28**	**R20 470 000,00**	**R21 583 644,36**	**R0,00**
Replace the Asbestos concrete pipelines in Site I Sub Zone - and more specifically at Unit B North and Unit C. Refurbish infrastructure (valves including associated fittings and chambers).Update the Nkonjeni RWSS Water model with latest data. Update of ZDM billing model. Update the Water Balance for Nkonjeni	R59 910 643,37	R0,00	R0,00	R0,00	R32 943 631,13

Contract description	Contract Value	Cumulative expenditure since CONTRACT start date up to 30 June 2026	Budget allocation to CONTRACT for 2026/27FY	Budget allocation to CONTRACT for 2027/28 FY	Budget allocation to CONTRACT for 2028/29 FY
Provision of professional services	R8 387 490,07	R0,00	R0,00	R0,00	R5 884 505,81
NKONJENI REGIONAL WATER SUPPLY- WDM Phase 4	**R68 298 133,44**	**R0,00**	**R0,00**	**R0,00**	**R38 828 136,94**
Construction of a 100kl, 150kl and 300kl reinforced concrete reservoir; internal distribution pipeline; reticulation lines including 373 metered yard connections.	R49 391 589,09	R0,00	R6 112 509,93	R0,00	R9 311 530,78
Professional Fees : Mnganimbobo : Engineers Professional Fees	R6 914 822,47	R0,00	R2 387 490,07	R0,00	R1 325 168,47
MNGANIMBOBO WATER SUPPLY	**R56 306 411,55**	**R0,00**	**R8 500 000,00**	**R0,00**	**R10 636 699,25**
Construction of 150kl and 300kl reinforced concrete reservoir; pump station, internal distribution pipeline, reticulation lines including 224 metered yard connections.	R59 910 643,37	R0,00	R5 220 000,00	R0,00	R8 564 750,63
Provision of professional services	R8 387 490,07	R0,00	R2 280 000,00	R0,00	R1 258 752,00
MABULULWANE WATER SUPPLY	**R68 298 133,44**	**R0,00**	**R7 500 000,00**	**R0,00**	**R9 823 502,63**
The Scope comprises the Construction of approximately 45.48km medium pressure pipeline (355mm dia, oPVC - 20mm dia, HDPe), installation of 2 X steel Break Pressure Tanks, 7 X Pressure Reducing Valves complete with chambers, 3 X Air valves complete with chambers, 1 Scour valve complete with chamber, 6 X zonal meters complete with chambers, telemetry and 538 yard tap connections.	R34 305 454,55	R33 002 406,04	R1 303 048,51	R0,00	
Provision of professional services	R1 628 124,04	R1 628 124,04	R0,00	R0,00	
Provision of professional services	R5 525 416,52	R4 888 543,70	R636 872,82	R0,00	
ESIPHAMBANWENI WATER SUPPLY	**R41 458 995,11**	**R39 519 073,78**	**R1 939 921,33**	**R0,00**	**R0,00**
The Scope of work comprises the Construction of approximately 52.35km medium pressure pipeline (250mm dia, oPVC - 20mm dia, HDPe), installation of 2 X steel Break Pressure Tanks, 1X 50kl Reinforced concrete Break Pressure Tank, 3 X Pressure Reducing Valves complete with chambers, 5 X Air valves complete with chambers, 3 Scour valve complete with chamber, 5 X zonal meters complete with chambers and telemetry and 781 yard tap connections.	R41 311 977,18	R35 543 478,82	R5 768 498,36	R0,00	
Provision of professional services	R976 393,39	R976 393,39	R0,00	R0,00	

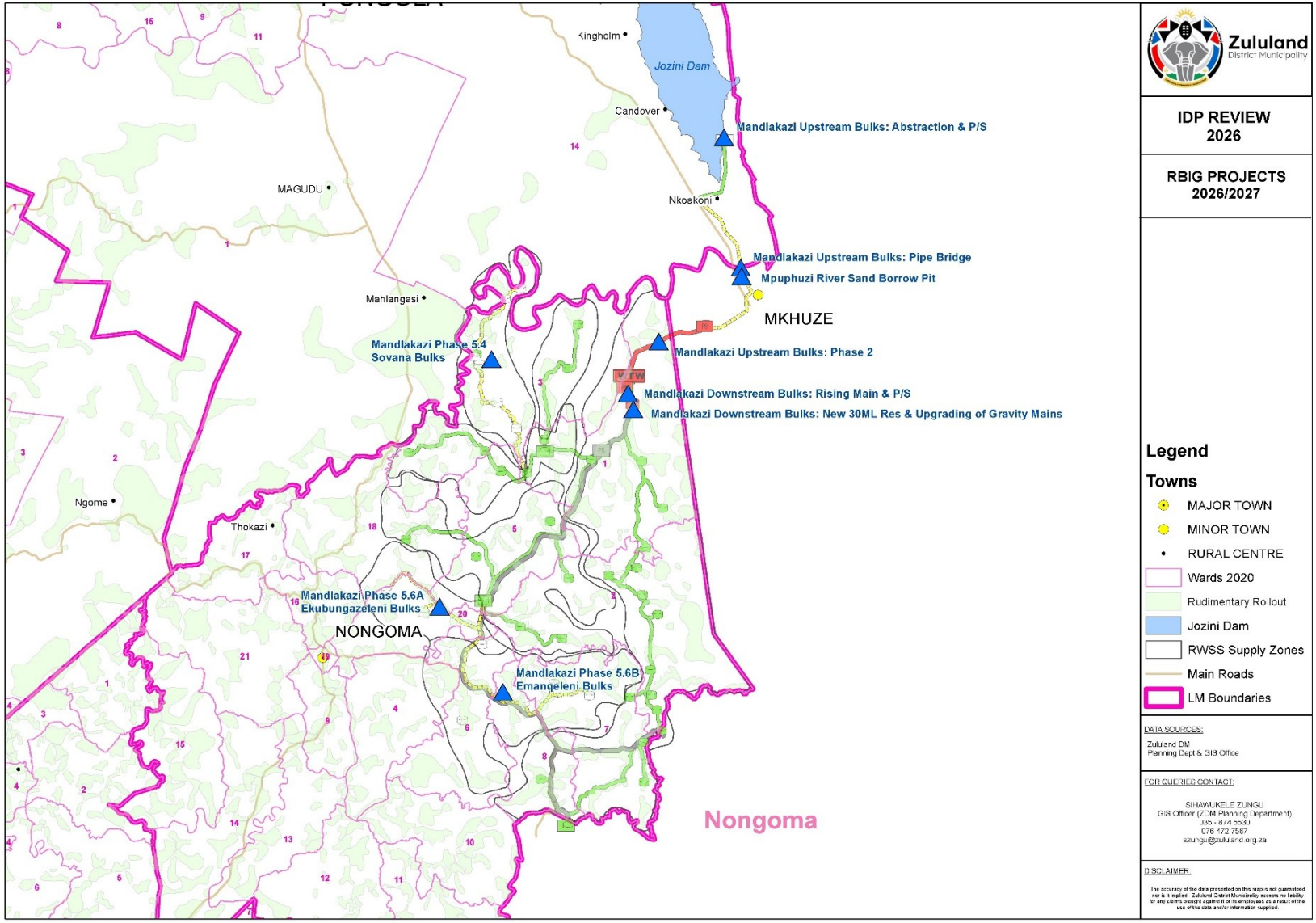
Contract description	Contract Value	Cumulative expenditure since CONTRACT start date up to 30 June 2026	Budget allocation to CONTRACT for 2026/27FY	Budget allocation to CONTRACT for 2027/28 FY	Budget allocation to CONTRACT for 2028/29 FY
Provision of professional services	R5 809 117,79	R5 544 846,80	R264 270,99	R0,00	
ODUSHWINI WATER SUPPLY	**R48 097 488,36**	**R42 064 719,01**	**R6 032 769,35**	**R0,00**	**R0,00**
The Scope of work comprises the construction of approximately 56.52km medium pressure pipeline (250mm dia, oPVC - 20mm dia, HDPe), install 5 X steel Break Pressure Tanks, 22 X Pressure Reducing Valves complete with chambers, 2 X Air valves complete with chambers, 2 Scour valve complete with chamber, 3 X zonal meters complete with chambers and telemetry and 813 yard tap connections	R34 552 362,81	R31 195 204,52	R3 357 158,29	R0,00	
Provision of professional services	R1 002 565,58	R1 002 565,58	R0,00	R0,00	
Provision of professional services	R4 905 528,49	R4 831 989,22	R73 539,27	R0,00	
MANQASHI WATER SUPPLY	**R40 460 456,88**	**R37 029 759,32**	**R3 430 697,56**	**R0,00**	**R0,00**
Advertisement			R30 000,00		
			R115 000 000,00	**R101 440 347,23**	**R59 288 338,82**

The maps on the overleaf spatially depict the MIG, RBIG, and WSIG -Water And Sanitation Projects for 2026/2027 in the district.

Map 86: MIG Projects (2026/2027)



Map 87: RBIG Projects (2026/2027)



Map 88: WSIG Projects (2026/2027)

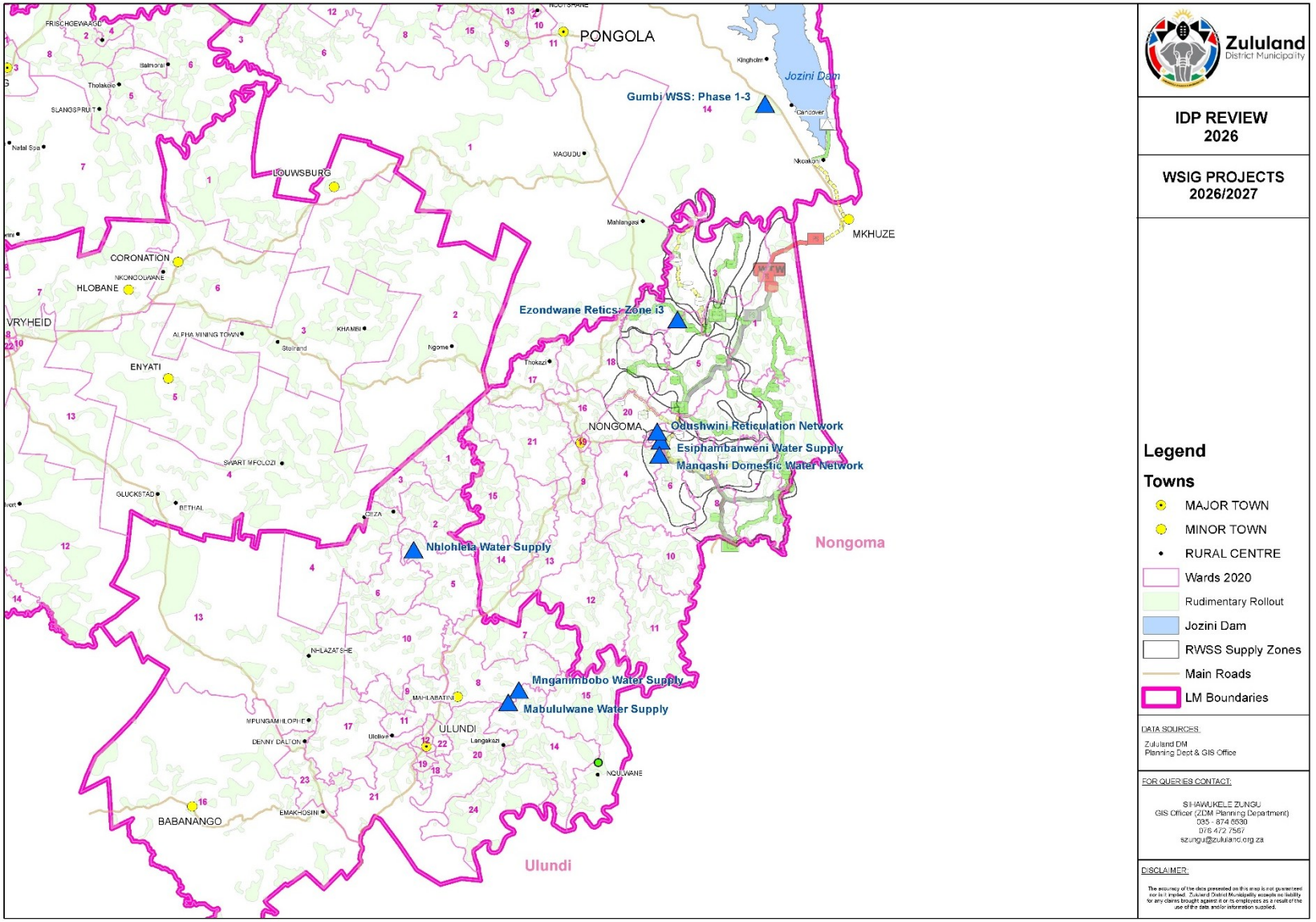


Table 134: Water And Sanitation Projects RBIG - Contractor/consultant

Contract description	Contract Value
Mandlakazi Phase 5.4 Sovana Bulk Water Supply: Soundrite Construction	R79 025 497,01
Mandlakazi BWS: Upstream Bulks- Section 1B - (Jozini Road to Mkuze River): Afrostructures (PTY) LTD	R240 016 500,00
Mandlakazi BWS: Upstream Bulks- Section 1C- (Mkuze Bridge to Intermediate PS): Afrostructures (PTY) LTD	R420 581 000,00
Mandlakazi Phase 5.6A Ekubungazeleni Bulk Water Supply (Construction): Icon Construction (PTY) LTD	R185 482 653,12
Mandlakazi Phase 5: Upstream Bulks- Abstraction Works and Highlift Pump Stations x 2: Icon Construction (PTY) LTD	R573 727 409,34
Mandlakazi Phase 5: Upstream Bulks- Post-tensioned Pipe Bridge: Afrostructures (PTY) LTD	R134 715 607,57
Management and Operation of Mpuphusi River Sand Mining Borrow Pit for 36 Months: Mela Okuhle Trading Enterprise	R67 486 866,10
Mandlakazi Phase 5: Upstream Bulks Phase 2 - Intermediate PS to Mandlakazi WTW: Contractor 14	R373 499 173,35
Downstream Bulk - Portable Water Rising Mains and Pump Station to Command Reservoir: Contractor 15	R182 082 635,60
Downstream Bulk - New 30Ml Command Reservoir and Upgrade of Gravity Mains to Reservoir I1 and Reservoir H: Contractor 16	R218 740 107,79
Downstream Bulk - WTP Upgrade 60Ml/day: Contractor 17	R293 411 309,65
Mandlakazi Phase 5.6B Emanqeleni Bulk Water Supply: Contractor 18	R173 663 533,41
Provision of professional services: ECA	R224 675 698,36
Provision of professional services: MSW	R249 791 810,11
Provision of tender advertising services: Ayanda Mbanga	R450 000,00
Projects on previous financial years expenditure: Various Contracts	R865 422 915,57

5.4.3 Tourism Infrastructure Projects

- Tourism Signage-Whole District
- Erection of stalls: eMona Market- Nongoma
- Development of Ulundi 19 Tourism Hub- Ulundi
- King Zwelithini Statue Precinct- Ulundi (statue installed, curio shop restaurant to be established)
- Refurbishment of Royal Palaces- Nongoma (EDTEA has started with preliminary work)
- Development of Lumbathi Boutique Hotel- Ulundi (Business Plans completed)
- Spice Village and Estate (Hotel and Entertainment – Abaqulusi (busy with business plans)
- Upgrading of Tourism Information Centres- Edumbe
- Upgrading of Somkhanda Game Reserve-oPhongolo
- Upgrading of Tourism Signage-oPhongolo
- Installation of billboards in Ophongolo entry points- Ophongolo
- Establishment of Tourism Office in Town and Golela Border Post- oPhongolo
- Mabevu Communal Property Trust Projects- oPhongolo (Preliminary work has started by Dept of Tourism (National)
- Revamping of Klipfontein Dam-Abaqulusi
- Establishment of Cultural Centre- Abaqulusi
- Ntinginono Environmental Centre-Abaqulusi
- Installation of Nobhiyana Madonda Statue (Isangoma)- In collaboration with Umsunduzi Municipality. (Planning stage)
- Building of Tourism Information Centre- Nongoma
- Erection of signage in Royal Palaces- Nongoma
- Continuation of Ulundi Tourism Hub project.
- Thokazi Royal Lodge refurbishment

5.4.4 ZDM Planned Tourism Projects

- Training and development for tourism related projects (Staff and community)
- Zululand Tourism Career Expo (February 2024)
- Educators Seminar (13 July 2023)
- Student Enhancement workshop
- King Dinuzulu Route-Zululand, Majuba and Msunduzi District Municipalities' (planning stage)

5.4.5 Catalytic Projects

The table below is an extract of the catalytic projects within the district for the 2026/27 – 2030/2031 period.

Table 135: Catalytic Projects Overview

Project name	Project level	Estimated budget	Project location	Beneficiary size *(for community projects only)*	Project timeframe		Project sector / industry	Stakeholders / Social partners	Project owner/s / Implementing entity
					Estimated start date	Estimated end date			
Project name.	*There are three project levels provided, each defined according to its characteristics.*	*Estimated budget over the duration of the project.*	*Coordinates of project to be provided.*	*Number of households / people that will benefit from the project.*	*Estimated projects start date.*	*Estimated project end date.*	*For example, services, economy, agriculture, education, infrastructure.*	*Include all stakeholders involved.*	*This refers to the main project sponsor – the project custodian.*
Usuthu Off-Storage Dam	Construction of a dam to provide a reliable source of water to the region, and to cater for future demand	R840,000,000,00	Ward 15, 16km south-west of Nongoma, on the KwaNkweme River, a tributary of the Black Mfolozi River		TBD		Infrastructure	ZDM	DWS
University Of Zululand Campus	Upgrade of a section of the former KZN Legislature into a University of Zululand Tertiary Campus	R100,000,000,00	Erf 231, Section B, Ulundi Town		Town Planning Phase		Education	DHET	UniZulu
eDumbe Waterborne Sewerage	Installation of a waterborne sewer sewer for the town of eDumbe to	R760,000,000,00	eDumbe Town		TBD Funding sourcing Phase		Infrastructure	DWS	ZDM

Project name	Project level	Estimated budget	Project location	Beneficiary size *(for community projects only)*	Project timeframe		Project sector / industry	Stakeholders / Social partners	Project owner/s / Implementing entity
					Estimated start date	Estimated end date			
	replace the current septik tank method.								
Babanango Property Development	Babanango Property Development	R100 000 000	Ulundi Babanango					Edtea/Ulundi	TIKZN
Mandlakazi Water Project	Phase 5 & 6 Mandlakazi Water Project	R 2,87bln	Jozini Dam			2029/2030	Infrastrcuture	DWS	ZDM
Ulundi Crossing Shopping Centre	Development of Ulundi Crossing Shopping Centre	TBD	-28.300068, 31.419167 (Erven 401 and 402 Ulundi B)		Town Planning stage		Commercial	Private	
Ulundi Mall	Development of Ulundi Mall	TBD	-28.300035, 31.429681 (Remainder of Erf 158 Ulundi BA)		Town Planning stage		Commercial	Private	
Nursing College	Upgrade of a section of the former KZN Legislature into a Nursing College	TBD	-28.291511, 31.420555 (Erf 231 Ulundi B)		Town Planning stage		Health	DOH	DPW
Senzelwisihe Private Hospital	Development of Senzelwisihe Private Hospital	TBD	-28.302019, 31.424354 (Remainder of Erf 125, Ulundi BA)		TBD		Health	Private	
King Cetshwayo	Development of King Cetshwayo Private Hospital	TBD	-28.300290, 31.416506		TBD		Health	Private	

Project name	Project level	Estimated budget	Project location	Beneficiary size *(for community projects only)*	Project timeframe		Project sector / industry	Stakeholders / Social partners	Project owner/s / Implementing entity
					Estimated start date	Estimated end date			
Private Hospital			(Remainder of Erf 400, Ulundi B)						
Mandlakazi P234 Road Upgrade	Upgardaging of P234 from Gravel to Tar	745,705,000.00	Mandlakazi Tradional Council T Junction – Mkhuze N2 T Junction		2026/2027		infrastructure	Nongoma/Jozini	DOT
Belgrade Fitness Centre	Fitness Centre Construction	R300 000 000.00	Belgrade		2026/2027	2031	Social/Health	DSAC	
KwaCeza Sports Field	Sports Field Construction	R22 000 000.00	KwaCeza		2026/2027	2028	Social/Health	DSAC	
Mona Sports Field	Upgrade of Mona Sports Field	R7 000 000.00	eMona		2026/2027	2028	Social/Health	DSAC	
Bawelise Special School	Building of Special School and Boarding Facility	R350 000 000			2026/2027			DoE/eDumbe	DoE

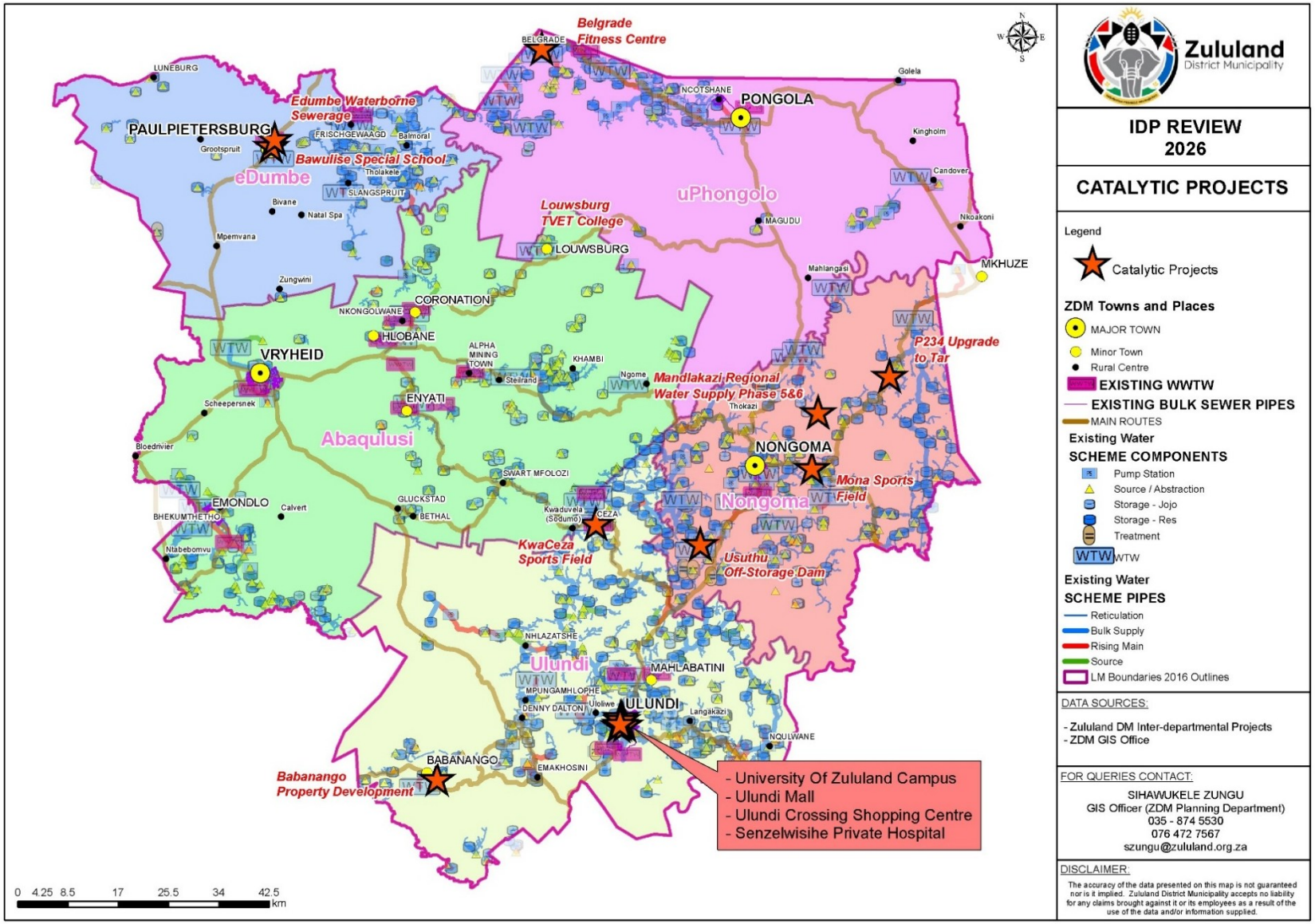
Table 136: Catalytic And Strategic Infrastructure Delivery Projects (KZN Provincial Government)

CLIENT DEPARTMENT	PROJECT DESCRIPTION	LOCATION	INVESTMENT VALUE	JOBS CREATION	PROGRESS
Department of Transport	Nongoma RTI – Construction of New Office	Nongoma	R131 864 000	67	Project was re advertised and closed on the 29 January 2026, construction anticipated to commence April 2026.
Department of Health	Benedictine Hospital Construction of additional staff accommodation to serve mainly Medical Interns and Officers	Zululand	R89 751 406	45	Project on site 70% progress

Source: Presentation - KZN PROVINCIAL GOVERNMENT

A catalytic project is an intervention that has a strong leverage and/or multiplier effect by addressing three or more strategic goals, or by creating a strong leverage factor toward the achievement of the overall objectives of the Zululand DGDP. A catalytic project addresses the root cause of obstacles to development in Zululand, rather than symptoms. It unlocks resources and opportunities that exist within the government and private sector. The map below shows the catalytic projects in a spatial form.

Map 89: Zululand Catalytic Projects

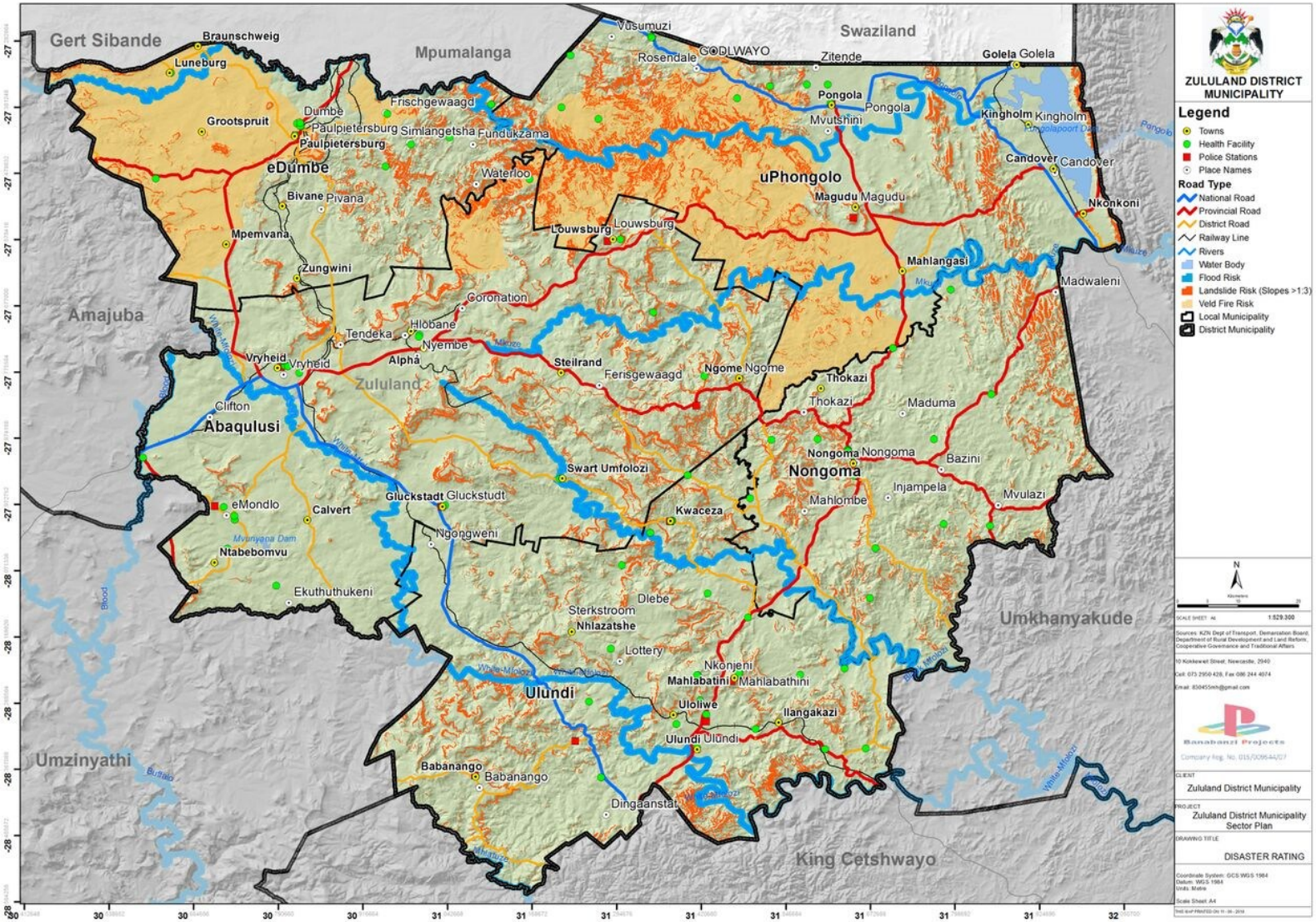


5.4.6 Disaster Risk Reduction Projects

Table 137: Disaster Risk Reduction Programmes/Projects

NAME OF THE PROJECT	BUDGET REQUIRED	TARGETED AREAS	DATE
Installation of lightning conductors (Climate Change)	R600 000.00 Not Funded	Throughout the district where lightning strikes have proved to be a high risk.	1st July 2026- 31st June 2027.
Purchase the Disaster Management relief material.	R1 400 000 .00	Throughout the district to support the disaster management victims.	1st July 2026- 31st June 2027
Purchase of fire services Uniform.	R 400 000 .00	Municipal Fire & Rescue Services	1st October 2026 - 31st December 2027.
Stationery	R 10 000 .00	To capacitate them on Fire and Disaster hazard and prevention majors.	1st October 2026 - 31st December 2027.
Public awareness campaigns (Risk Reduction)	N/A	Throughout the district especially schools, creche, war rooms and tribunal authorities	On going.
Fire breaks (Risk Reduction)	N/A	To mitigate the spread of veld fires	July 2026 to September 2027
Implementation of Environmental issues Planting of trees (Climate Change)	R800 000 00	Throughout the district to the vulnerable communities as per risk assessment.	On going
RBIG	R214 000 000.00	Addressing drought issue within the District	On going
WSIG	R100 000 000.00	Upgrading water infrastructure	On going

Map 90: Disaster Risk and Reduction Projects



5.4.7 Zululand District Economic Projects (proposed for 2026/2027)

NO	PROJECT NAME	LOCAL MUNICIPALITY	TARGETED GROUP	ESTIMATED BUDGET	CURRENT STATUS
01.	ZDM Youth Business Seminar and Exhibition	All LMs	Youth in Business	R1,8 Million	Planning stage
02.	Launch of ZDM Planting Season	All LMs	Local farmers	R5 Million	Draft programme of action and operational plan
03.	Facilitate, coordinate, and forge partnership with SOEs and Sector Dpts, in Open for Funding Proposals for SMMEs, Coops, (Agric, Manufacturing, other sectors)	All LMs	ZDM Cooperatives and SMMEs	R300 000	Continuous engagements with sector departments, SOEs and Local Municipalities.
04.	Coordination, facilitation and the implementation of Cooperatives Management capacity building programmes (Compliance Docs Capacity Building) in partnership with Insonsa Art Centre to all trained Youth for Zululand to be self employed (ZDM, EDTEA, LM)	All LMs	Trained Youth by Indonsa Art and Craft Centre	R500 000	Planning stage
05.	Capacity Building for SMME and Cooperatives in Business Management.	All LMs	ZDM Cooperatives and SMMEs	R2,5 Million	Planning stage
06.	Implementation of Ward Based Projects, Poverty Alleviation Programme	All LMs	SMMEs and Coops	R10 Million	Draft programme in place for implementation
07.	ZDM, SMME and Coop Youth Grant Funding Programme	All LMs	SMMEs and Coop	R10 Million	Draft Programme, TORS, Advert, Evaluation form. (Implementation Plan)
08.	ZDM, Business Week 5Days (Business Seminar D1, Liquor Business Workshop D2, Women in Business Workshop D3, Capacity Building Workshop D4, Exhibition and Flea Market D5)	All LMs	SMMEs and Coop, Youth	R5 Million	Planning stage
09.	Review of ZDM-LED Strategy and Emerging Farmers Plan	ZDM	ZDM	R800 000	Planning stage
10.	Tractor Mechanization Programme (Procurement of at least 5 more agricultural tractors)	ZDM	ZDM	R10,5 Million	Planning stage
11.	Redirect certain portion of ZDM-MIG Projects from (Social base to Socio Economic Infrastructural Based Prijects) Economic Infrastructural Projects Focused (fresh produce mkt, auction facility, Mona Centre, Market Centre to trade veg, art and craft)	ZDM	ZDM-SMMEs, Cooperatives, Youth and Women	R50 Million	Planning stage

5.4.8 Sector Department Projects

5.4.8.1 EDTEA Projects

Table 138: Sector Department Projects EDTEA

Project Name	Lead Department	Locality	Duration	Budget
Ondini Plaza Roof Refurbishment	IDFC	Ulundi	12 months	R4.5 million
Ondini Plaza fire rebuild	IDFC	Ulundi	12 months	R9.2 million
Nongoma Shopping Center Roof Repair	IDFC	Nongoma	12 months	R 1 million
Nongoma Shopping Center Fire rebuild	IDFC	Nongoma	12 months	R 6 million
Business Finance funding for SMMEs	IDFC	All 5 LMs	24 months	16 million
Invasive Allien Species Removal	EDTEA	All 5 LMs	12 months; 600 Job Opportunities	R6 973 445
Training on Artisan skill and Entrepreneurship	EZEMVELO	All 5 LMs	3 Months	TBC
Cellphone Repairs Training and digitisation	Moses Kotane Research Institute	All 5 LMs	3 Months	TBC
Maize Silo	SAFDA	Uphongolo	12 months	TBC
Digital Platform for all Cane Farmers	EDTEA	All 5 LMs	12 months	1 million
Maphitha Butchery Franchising	EDTEA/IDFC	Ulundi	12 months	R3 million
SMME business support	EDTEA	All 5 LMs	ONCE OFF In April	R2 million
Digital Innovation Hub	EDTEA	eDumbe	3 months	R2 750 000
Babanango Property Development	TIKZN	ULundi	Multiphase	100 million
SMME business support – Phase 2	EDTEA	All 5 LMs	Once Off -December	2 million

5.4.8.2 ESKOM

Table 139: Sector Department Projects ESKOM

Project Name	Form Status	Project Category	Schedule Completion Date
Candover 132kV Switching Station additional 132kV Feeder Bay Establish	PRE - CRA	Strengthening	2031 and beyond
Iphiva Pongola & Hluhluwe	CRA	Strengthening	2030
Ncwane Nongoma 88kV Line Retemplating	CRA	Strengthening	2031 and beyond
Nongoma NB4 Voltage Regulator Installation	ERA	Strengthening	2029
Hlabisa Nongoma 88kV line	PRE - CRA	Strengthening	2031 and beyond
Nongoma 88 kV Feeder Bay Establish	PRE - CRA	Strengthening	2031 and beyond
Nyokeni 2nd 20 MVA transformer installation	PRE - CRA	Strengthening	2031 and beyond
Nyokeni NB99 conductor upgrade	CRA	Strengthening	2031
Nyokeni Est of 8MVAr Capacitor	CRA	Strengthening	2031
Emmondlo 2nd 88/22 MVA Transformer	PRE - CRA	Strengthening	2031 and beyond

Map 91: Eskom Infrastructure Projects

5.4.8.3 Department of Education Projects

Table 140: Department of Education Projects

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Amakhwatha Junior Secondary School	Abaqulusi Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Babanango Primary School	Ulundi Local Municipality	Development Bank of South Africa	Design	R4 400 000,00	R2 646 753	R2 000 000,00	R1 400 000,00
Babanango Primary School	Ulundi Local Municipality	Development Bank of South Africa	Practical Completion (100%)	R5 173 119,68	R49 850	R0,00	R0,00
Bambanani High School	UPhongolo Local Municipality	Independent Development Trust	Construction 26% - 50%	R105 474 132,23	R6 387 826	R6 849 248,72	R0,00
Bambanani Junior School	UPhongolo Local Municipality	Independent Development Trust	Practical Completion (100%)	R4 000 000,00	R600 000	R0,00	R0,00
Bantubaningi High School	Ulundi Local Municipality	Independent Development Trust	Construction 1% - 25%	R95 119 900,87	R11 422 954	R2 266 296,96	R561 603,49
Bantubaningi High School	Ulundi Local Municipality	Department of Public Works	Practical Completion (100%)	R5 316 142,12	R797 421	R0,00	R0,00
Banzana Secondary School	Nongoma Local Municipality	Development Bank of South Africa	Feasibility	R18 000 000,00	R250 000		R250 669,00
Baqulusini Combined School	eDumbe Local Municipality	Development Bank of South Africa	Practical Completion (100%)	R31 537 540,32	R338 426	R0,00	R0,00
Bawelise Special School (Lsen)	eDumbe Local Municipality	Independent Development Trust	Design	R86 127 983,28	R8 000 000	R200 000,00	R500 000,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Bhadeni Primary School	eDumbe Local Municipality	Development Bank of South Africa	Practical Completion (100%)	R1 908 947,34	R49 850	R0,00	R0,00
BHAMU HIGH SCHOOL	Ulundi Local Municipality	Coega Development Corporation	Project Initiation	R2 467 828,13	R2 376 669	R700 000,00	R450 669,00
Bhanganomo P	Nongoma Local Municipality	Department of Public Works	Final Completion	R5 309 048,09	R210 714	R0,00	R0,00
Bhaqalwesizwe Secondary School	Nongoma Local Municipality	Department of Public Works	Design	R12 500 000,00	R0	R554 797,00	R937 500,00
Bhekamakhosi Primary School	Ulundi Local Municipality	Department of Public Works	Terminated (Construction)	R4 598 000,00	R476 400	R200 000,00	R500 000,00
Bhekumthetho Primary School	Nongoma Local Municipality	Coega Development Corporation	Tender	R2 650 000,00	R0	R342 906,00	R530 000,00
Bhekuzulu	Abaqulusi Local Municipality	Department of Public Works	Practical Completion (100%)	R10 082 649,32	R500 736	R0,00	R0,00
Bombolo Intermediare School	Nongoma Local Municipality	Independent Development Trust	Project Initiation	R35 400 000,00	R30 000	R0,00	R790 669,00
Bongaspoort Primary School	UPhongolo Local Municipality	Department of Public Works	Practical Completion (100%)	R6 983 549,12	R847 532	R0,00	R0,00
Bonginhlanhla Secondary School	UPhongolo Local Municipality	Department of Public Works	Tender (Ready To Award)	R8 308 230,60	R2 868 563	R919 491,12	R547 814,08
Buhlebuzile Primary School (Completion)	UPhongolo Local Municipality	Independent Development Trust	Construction 1% - 25%	R25 055 372,13	R8 709 691	R888 780,92	R566 979,95
Buhlebuzile Primary School (Upgrades)	UPhongolo Local Municipality	Independent Development Trust	Terminated (Construction)	R90 000 000,00	R1 342 318	R200 000,00	R500 000,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Busekhaya Secondary School	Abaqulusi Local Municipality	Coega Development Corporation	Tender	R7 788 698,20	R2 527 392	R577 906,00	R1 000 000,00
Ceza Public Primary School	Ulundi Local Municipality	Department of Public Works	Practical Completion (100%)	R7 301 814,12	R895 272	R0,00	R0,00
Christopher Nxumalo Primary	Ethekwini Metropolitan Municipality	Coega Development Corporation	Feasibility	R2 514 985,00	R0	R249 676,91	R648 435,82
Cibilili Primary School	Abaqulusi Local Municipality	Department of Public Works	Feasibility	R10 000 000,00	R0	R304 797,00	R1 100 000,00
Completion Of Buhlebelanga Primary School (Sop)	Ulundi Local Municipality	Coega Development Corporation	Practical Completion (100%)	R471 107,74	R0	R0,00	R0,00
Dikana High School	Ulundi Local Municipality	Independent Development Trust	Practical Completion (100%)	R1 630 762,00	R244 614	R0,00	R0,00
Dikana High School	Ulundi Local Municipality	Independent Development Trust	Project Initiation	R3 540 000,00	R0	R131 906,00	R108 000,00
Dingukwazi High School (Upgrades)	UPhongolo Local Municipality	Independent Development Trust	Construction 76% - 99%	R110 934 057,32	R8 217 354	R2 854 520,09	R0,00
Dlakuse Primary School	Nongoma Local Municipality	Coega Development Corporation	Project Initiation	R4 211 760,00	R4 120 601	R700 000,00	R450 669,00
Dongothule Primary School	Nongoma Local Municipality	Independent Development Trust	Feasibility	R3 100 000,00	R0	R387 906,00	R620 000,00
Dumenkungwini Primary School	UPhongolo Local Municipality	Independent Development Trust	Practical Completion (100%)	R4 200 000,00	R630 000	R0,00	R0,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Dwarsrand Primary School	UPhongolo Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Ebuhlenibenkosi Primary School	Nongoma Local Municipality	Department of Public Works	Feasibility	R6 634 388,00	R0	R741 344,80	R426 877,60
Ebuhlenibenkosi Primary School	Nongoma Local Municipality	Department of Public Works	Practical Completion (100%)	R2 275 734,96	R341 360	R0,00	R0,00
Efefe C.P School	Nongoma Local Municipality	Department of Public Works	Practical Completion (100%)	R1 150 000,00	R172 500	R0,00	R0,00
Ekhombela Primary School	eDumbe Local Municipality	Department of Public Works	On Hold	R5 000 000,00	R0	R577 906,00	R1 000 000,00
Ekhombela Primary School	eDumbe Local Municipality	Department of Public Works	Practical Completion (100%)	R5 771 154,89	R865 673	R0,00	R0,00
Eklolweni Primary School	Nongoma Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Elangeni Primary School	Msinga Local Municipality	Coega Development Corporation	Feasibility	R3 012 540,00	R0	R679 532,92	R303 253,83
Emadulwini Primary School	eDumbe Local Municipality	Department of Public Works	Tender	R3 600 613,79	R1 777 184	R582 235,08	R439 860,59
Emadulwini Primary School	eDumbe Local Municipality	Department of Public Works	Practical Completion (100%)	R2 074 574,83	R262 708	R0,00	R0,00
Emandleni P	Abaqulusi Local Municipality	Department of Public Works	Tender	R1 317 929,77	R488 123	R362 812,27	R0,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Emaphayini Primary School	eDumbe Local Municipality	Department of Public Works	Practical Completion (100%)	R1 683 765,38	R19 078	R0,00	R0,00
Emayeni Primary School	Nongoma Local Municipality	Coega Development Corporation	Design	R6 500 000,00	R0	R650 000,00	R1 300 000,00
Emhlangeni Senior Primary School	Nongoma Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Emhlangeni Senior Primary School	Nongoma Local Municipality	Department of Public Works	Practical Completion (100%)	R9 385 854,30	R603 939	R0,00	R0,00
Empakama Public School	UPhongolo Local Municipality	Department of Public Works	Practical Completion (100%)	R2 850 000,00	R427 500	R0,00	R0,00
Emvunyane Senior Primary School	Abaqulusi Local Municipality	Department of Public Works	Tender	R2 304 365,26	R488 123	R461 262,68	R0,00
Endlovukazi High School	Nongoma Local Municipality	Department of Public Works	Tender	R1 669 609,99	R488 123	R407 684,31	R0,00
Endlozana Primary	Nongoma Local Municipality	Department of Public Works	Project Initiation	R3 840 000,00	R0	R0,00	R634 669,00
Enhlanhleni High School	UPhongolo Local Municipality	Independent Development Trust	Practical Completion (100%)	R3 000 000,00	R450 000	R0,00	R0,00
Enkonjeni Primary School	Ulundi Local Municipality	Independent Development Trust	Practical Completion (100%)	R1 736 225,96	R186 925	R0,00	R0,00
Entuthukweni Primary	Nongoma Local Municipality	Department of Public Works	Project Initiation	R3 840 000,00	R0	R0,00	R634 669,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Entuthukweni Primary School	Nongoma Local Municipality	Coega Development Corporation	Tender	R13 642 332,92	R5 454 209	R827 906,00	R1 000 000,00
Enyathi Primary School	Abaqulusi Local Municipality	Department of Public Works	Tender	R1 957 201,34	R488 123	R340 927,62	R201 744,41
Enzondwane Primary School	Nongoma Local Municipality	Coega Development Corporation	Project Initiation	R4 524 351,56	R4 433 193	R700 000,00	R450 669,00
Esifisweni Secondary School (Mangosuthu Area)	eDumbe Local Municipality	Department of Public Works	Project Initiation	R36 000 000,00	R0	R720 000,00	R7 200 000,00
Esiphiva Primary School	Ulundi Local Municipality	Department of Public Works	Tender	R2 097 491,30	R568 123	R434 619,79	R0,00
Esiyalwini Primary	eDumbe Local Municipality	Department of Public Works	Project Initiation	R3 840 000,00	R0	R0,00	R634 669,00
Esusweni P	Nongoma Local Municipality	Department of Public Works	Practical Completion (100%)	R6 014 281,54	R183 559	R0,00	R0,00
Esusweni Primary School	Nongoma Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Esweni Primary School	Nongoma Local Municipality	Department of Public Works	Tender	R684 554,51	R730 582	R105 302,59	R44 661,06
Falaza High School	Nongoma Local Municipality	Development Bank of South Africa	Feasibility	R1 600 000,00	R0	R237 906,00	R320 000,00
Filidi High School/Sizakancane	Abaqulusi Local Municipality	Independent Development Trust	Design	R44 840 000,00	R0	R687 351,00	R899 709,00
Filidi Secondary School	Abaqulusi Local Municipality	Independent Development Trust	Feasibility	R53 607 400,00	R1 030 778	R5 737 972,00	R3 129 490,00
Filidi Secondary School	Abaqulusi Local Municipality	Development Bank of South Africa	Design	R20 455 544,68	R0	R577 906,00	R500 000,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Freiburg Primary School	eDumbe Local Municipality	Department of Public Works	Practical Completion (100%)	R6 496 050,78	R974 408	R0,00	R0,00
Fumana High School	Nongoma Local Municipality	Independent Development Trust	Practical Completion (100%)	R5 000 000,00	R750 000	R0,00	R0,00
Fumana Secondary School	Nongoma Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Fundukhaliphe High School	Nongoma Local Municipality	Department of Public Works	Design	R24 000 000,00	R0	R527 367,00	R1 450 669,00
Fundukhaliphe High School	Nongoma Local Municipality	Coega Development Corporation	Project Initiation	R4 039 012,03	R3 947 853	R700 000,00	R450 669,00
Gabangaye Primary	Ulundi Local Municipality	Department of Public Works	Project Initiation	R3 840 000,00	R0	R0,00	R634 669,00
Gcinuxolo Primary School	Ulundi Local Municipality	Independent Development Trust	Practical Completion (100%)	R7 901 740,00	R985 261	R0,00	R0,00
Gibindlala Combined Primary	Nongoma Local Municipality	Development Bank of South Africa	Practical Completion (100%)	R4 510 362,88	R49 850	R0,00	R0,00
Godlumkhonto P	Ulundi Local Municipality	Department of Public Works	Practical Completion (100%)	R3 504 122,30	R153 616	R0,00	R0,00
Goje Primary	Ulundi Local Municipality	Department of Public Works	Project Initiation	R3 840 000,00	R0	R0,00	R634 669,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Goje Primary School	Ulundi Local Municipality	Independent Development Trust	Practical Completion (100%)	R2 893 970,47	R150 688	R0,00	R0,00
Goqo Primary School	Abaqulusi Local Municipality	Development Bank of South Africa	Feasibility	R4 025 000,00	R0	R480 406,00	R805 000,00
Gudu Secondary School	Abaqulusi Local Municipality	Department of Public Works	Feasibility	R13 603 577,00	R0	R665 154,70	R258 215,40
Gwavumane Primary School	Nongoma Local Municipality	Coega Development Corporation	Project Initiation	R3 989 655,47	R3 898 496	R700 000,00	R450 669,00
Hambangendlela High School	Nongoma Local Municipality	Department of Public Works	Tender	R1 897 362,97	R568 123	R412 683,83	R0,00
Heshe Secondaryschool	Nongoma Local Municipality	Independent Development Trust	Feasibility	R442 500,00	R0	R122 156,00	R88 500,00
Hlanganakahle Primary School	Ulundi Local Municipality	Department of Public Works	Practical Completion (100%)	R4 060 628,67	R609 094	R0,00	R0,00
Hlanganakahle Primary School	Ulundi Local Municipality	Coega Development Corporation	On Hold	R44 632 058,60	R0	R0,00	R875 343,96
HLANGANANI P SCHOOL	Ulundi Local Municipality	Coega Development Corporation	Project Initiation	R2 467 828,13	R2 376 669	R700 000,00	R450 669,00
Hlangananimazulu Secondary School	Nongoma Local Municipality	Coega Development Corporation	Tender	R9 713 758,40	R3 489 922	R405 879,00	R590 000,00
Hlathingwe Primary School	Abaqulusi Local Municipality	Coega Development Corporation	Tender	R8 067 241,49	R1 666 664	R577 906,00	R1 000 000,00
Hlengingqondo Primary School	Abaqulusi Local Municipality	Department of Public Works	Tender	R1 202 068,39	R568 123	R346 805,53	R0,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Hlobani Primary School	Abaqulusi Local Municipality	Development Bank of South Africa	Practical Completion (100%)	R4 102 107,44	R49 850	R0,00	R0,00
Hlophekhulu Primary School	Ulundi Local Municipality	Independent Development Trust	Practical Completion (100%)	R4 700 000,00	R290 334	R0,00	R0,00
Hluma Intermediate	Abaqulusi Local Municipality	Department of Public Works	Project Initiation	R3 840 000,00	R0	R0,00	R634 669,00
Hlushwana Primary School	Ulundi Local Municipality	Independent Development Trust	Practical Completion (100%)	R2 462 794,43	R198 756	R0,00	R0,00
Hoërskool Pionier	Abaqulusi Local Municipality	Department of Public Works	Project Initiation	R12 625 000,00	R0	R567 297,00	R962 500,00
Idlebe Primary School	Ulundi Local Municipality	Independent Development Trust	Feasibility	R16 511 740,00	R495 352	R603 869,00	R402 348,00
Idlebe Primary School	Ulundi Local Municipality	Development Bank of South Africa	Practical Completion (100%)	R5 852 629,62	R49 850	R0,00	R0,00
Igugulabanguni Primary School	Ethekwini Metropolitan Municipality	Coega Development Corporation	Feasibility	R2 315 244,00	R0	R679 532,92	R303 253,83
Ikhethelo High	Abaqulusi Local Municipality	Coega Development Corporation	On Hold	R46 727 131,24	R0	R0,00	R911 602,55
Ikusasa Elihle High School(Grootspruit)	eDumbe Local Municipality	Coega Development Corporation	Project Initiation	R3 923 846,72	R3 832 688	R700 000,00	R450 669,00
Imbuthuma Primary School	eDumbe Local Municipality	Department of Public Works	Tender	R8 300 961,77	R1 777 184	R757 950,23	R726 950,82

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Impumelelo High School	Ulundi Local Municipality	Independent Development Trust	Feasibility	R2 970 000,00	R0	R374 906,00	R594 000,00
IMPUMELELO YETHU PRIMARY SCHOOL	Abaqulusi Local Municipality	Coega Development Corporation	Project Initiation	R2 467 828,13	R2 376 667	R700 000,00	R450 669,00
Impumelelo Yethu Primary School (Mange Primary School)	Abaqulusi Local Municipality	Department of Public Works	Design	R7 536 000,00	R0	R831 506,00	R607 200,00
Impuphusi Cp School	Nongoma Local Municipality	Department of Public Works	Tender	R3 963 342,20	R664 457	R419 693,66	R792 668,44
Imveloyamaswazi Public Primary School	Ulundi Local Municipality	Department of Public Works	Final Completion	R2 706 642,87	R405 996	R313 348,15	R0,00
Indabikhulunywayo P School	Nongoma Local Municipality	Independent Development Trust	Final Completion	R5 645 082,61	R445 328	R418 232,01	R0,00
Indabikhulunywayo Primary School	Nongoma Local Municipality	Independent Development Trust	Feasibility	R2 970 000,00	R0	R374 906,00	R594 000,00
Indluyamandla Cp School	Ulundi Local Municipality	Development Bank of South Africa	Feasibility	R4 250 000,00	R0	R502 906,00	R850 000,00
Indluyamandla Primary	Ulundi Local Municipality	Department of Public Works	Project Initiation	R3 840 000,00	R0	R0,00	R634 669,00
Indluyamandla Primary School	Ulundi Local Municipality	Development Bank of South Africa	Practical Completion (100%)	R2 710 620,51	R49 850	R0,00	R0,00
Indluyamanola Primary School	Ulundi Local Municipality	Independent Development Trust	Feasibility	R721 016,00	R0	R150 007,60	R144 203,20
Induduzo Primary School	Abaqulusi Local Municipality	Department of Public Works	Final Completion	R6 124 817,70	R618 723	R577 294,08	R0,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Inhlosenhle Secondary School	Abaqulusi Local Municipality	Independent Development Trust	Tender	R4 965 000,00	R1 076 041	R237 270,00	R993 000,00
Inkhanyiso Special School	Abaqulusi Local Municipality	Development Bank of South Africa	Design	R54 704 823,06	R791 661	R6 166 528,18	R1 590 529,20
Inkosentsha Primary School	UPhongolo Local Municipality	Independent Development Trust	Practical Completion (100%)	R5 846 201,28	R876 930	R0,00	R0,00
Intathakusa Intermediate School	Abaqulusi Local Municipality	Department of Public Works	Design	R575 000,00	R0	R92 682,42	R29 552,85
Intathakusa Primary School	Nongoma Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Intonga High School	UPhongolo Local Municipality	Development Bank of South Africa	Feasibility	R4 250 000,00	R0	R502 906,00	R850 000,00
Iqhawelesizwe Combined School	Abaqulusi Local Municipality	Department of Public Works	Practical Completion (100%)	R6 563 984,85	R984 598	R0,00	R0,00
Iqhawelesizwe Primary School	Abaqulusi Local Municipality	Independent Development Trust	On Hold	R10 253 815,06	R40 000	R0,00	R755 349,45
Isihlahlasenkosi High School	Nongoma Local Municipality	Department of Public Works	Tender	R2 145 838,64	R568 123	R474 420,54	R0,00
Isikhalisethu Primary School	eDumbe Local Municipality	Development Bank of South Africa	Feasibility	R1 600 000,00	R0	R237 906,00	R320 000,00
Isikhalisethu Primary School	eDumbe Local Municipality	Department of Public Works	Practical Completion (100%)	R6 003 180,76	R900 477	R0,00	R0,00
Itshelejuba Primary School	UPhongolo Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Itshobhane Secondary School	Nongoma Local Municipality	Coega Development Corporation	Project Initiation	R5 651 326,41	R2 610 167	R880 691,00	R450 669,00
Ivungu High School	Ulundi Local Municipality	Department of Public Works	Practical Completion (100%)	R9 864 322,64	R208 277	R0,00	R0,00
Jikaza Primary School	Ulundi Local Municipality	Independent Development Trust	Practical Completion (100%)	R2 740 226,17	R198 926	R0,00	R0,00
Jongimfundo Primary School	Ulundi Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Kaleni Primary School	eDumbe Local Municipality	Independent Development Trust	Feasibility	R442 500,00	R0	R122 156,00	R88 500,00
Kanyekanye High School	eDumbe Local Municipality	Development Bank of South Africa	Design	R81 300 000,00	R0	R8 314 405,00	R2 283 169,00
Khambula Combined School	eDumbe Local Municipality	Department of Public Works	Design	R29 572 442,91	R0	R654 106,29	R1 451 988,58
Khawuleza Primary School	Abaqulusi Local Municipality	Department of Public Works	Final Completion	R3 858 439,22	R220 157	R0,00	R0,00
Khethukuthula Secondary School	Abaqulusi Local Municipality	Department of Public Works	Tender	R1 177 399,55	R568 123	R359 068,02	R0,00
Khulumezulu High School	UPhongolo Local Municipality	Coega Development Corporation	Project Initiation	R3 191 724,38	R3 100 565	R700 000,00	R450 669,00
Khumoleni Primary School	Abaqulusi Local Municipality	Independent Development Trust	Tender (Ready To Award)	R5 930 787,16	R2 427 069	R604 229,88	R152 647,75
King Bhekuzulu College	Nongoma Local Municipality	Coega Development Corporation	Tender	R49 758 620,53	R5 712 353	R577 906,00	R1 000 000,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
King Dinuzulu High School	Nongoma Local Municipality	Coega Development Corporation	Design	R1 900 000,00	R0	R228 311,00	R630 669,00
King Dinuzulu Secondary School	Nongoma Local Municipality	Development Bank of South Africa	Practical Completion (100%)	R1 477 402,75	R49 850	R0,00	R0,00
Klein-Eden Primary School	Abaqulusi Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Kohlokolo Primary School	Nongoma Local Municipality	Department of Public Works	Tender	R1 848 098,32	R568 123	R377 019,58	R0,00
Kombuzi Primary School	Nongoma Local Municipality	Coega Development Corporation	Project Initiation	R3 594 802,97	R3 503 644	R700 000,00	R450 669,00
Konfoor Combined School	Ulundi Local Municipality	Development Bank of South Africa	Feasibility	R1 600 000,00	R0	R237 906,00	R320 000,00
Konfoor Combined School	Ulundi Local Municipality	Department of Public Works	Tender	R2 670 183,95	R568 123	R540 172,53	R0,00
Konfoor Cs	Ulundi Local Municipality	Coega Development Corporation	On Hold	R48 273 626,12	R0	R0,00	R942 346,38
Koningsdal Primary School	Ulundi Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Kuneningi/Sinothile P	UPhongolo Local Municipality	Department of Public Works	Final Completion	R1 972 785,21	R153 136	R0,00	R0,00
Kwa Mame Primary	Ulundi Local Municipality	Department of Public Works	Project Initiation	R3 840 000,00	R0	R0,00	R634 669,00
Kwa Nogcoyi Primary	Nongoma Local Municipality	Department of Public Works	Project Initiation	R3 840 000,00	R0	R0,00	R634 669,00
Kwadenge High School	Nongoma Local Municipality	Coega Development Corporation	Tender (Ready To Award)	R20 280 488,21	R1 773 287	R577 906,00	R1 000 000,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Kwadenge High School/Ramarobi	Nongoma Local Municipality	Independent Development Trust	Project Initiation	R35 400 000,00	R0	R0,00	R738 850,63
Kwafuzokuhle Primary School	Abaqulusi Local Municipality	Development Bank of South Africa	Construction 76% - 99%	R5 449 625,36	R562 014	R940 075,33	R0,00
Kwamadamu Primary School	Nongoma Local Municipality	Independent Development Trust	Practical Completion (100%)	R2 570 442,40	R132 668	R0,00	R0,00
Kwamaduma Primary School	Nongoma Local Municipality	Coega Development Corporation	Tender (Ready To Award)	R9 822 940,80	R3 544 513	R577 906,00	R1 000 000,00
Kwamame Primary School	Ulundi Local Municipality	Independent Development Trust	Project Initiation	R17 233 400,00	R203 876	R623 557,00	R546 680,00
Kwamlimisi Primary School	UPhongolo Local Municipality	Independent Development Trust	Practical Completion (100%)	R3 000 000,00	R450 000	R0,00	R0,00
Kwamnyayiza High School	eDumbe Local Municipality	Department of Public Works	Tender	R3 742 631,60	R642 386	R353 480,48	R748 526,32
Kwamphikwa Primary School	UMuziwabantu Local Municipality	Coega Development Corporation	Feasibility	R3 215 621,00	R0	R277 906,00	R500 000,00
Kwampunzi Combined School	eDumbe Local Municipality	Department of Public Works	Practical Completion (100%)	R4 793 123,11	R256 061	R0,00	R0,00
Kwamusi Primary School	Ulundi Local Municipality	Development Bank of South Africa	Feasibility	R4 025 000,00	R0	R480 406,00	R805 000,00
Kwanogcoyi Primary School	Nongoma Local Municipality	Coega Development Corporation	design	R73 039 113,45	R500 000	R691 473,27	R2 076 646,84
Kwanqokotho Primary School	Nongoma Local Municipality	Department of Public Works	Feasibility	R7 550 000,00	R0	R832 906,00	R610 000,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Kwanqokotho Primary School	Nongoma Local Municipality	Department of Public Works	Practical Completion (100%)	R5 773 883,23	R258 178	R0,00	R0,00
Kwansele Primary School	Nongoma Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Kwansele Primary School	Nongoma Local Municipality	Department of Public Works	Practical Completion (100%)	R4 000 000,00	R600 000	R0,00	R0,00
Kwasokoyi Primary School	Abaqulusi Local Municipality	Department of Public Works	On Hold	R4 200 000,00	R0	R497 906,00	R840 000,00
Kwazikhonele Primary School	Ulundi Local Municipality	Department of Public Works	Practical Completion (100%)	R1 150 000,00	R172 500	R0,00	R0,00
Kwaziphethe Secondary School (Upgrades)	Nongoma Local Municipality	Independent Development Trust	Design	R99 866 173,14	R583 947	R867 166,36	R796 160,79
Lalela Primary School	UPhongolo Local Municipality	Independent Development Trust	Construction 51% - 75%	R6 345 026,00	R2 018 389	R619 120,41	R0,00
Landokwakhe School	UPhongolo Local Municipality	Independent Development Trust	Practical Completion (100%)	R1 144 618,53	R176 780	R0,00	R0,00
Landulwazi Primary School	Ulundi Local Municipality	Development Bank of South Africa	Construction 51% - 75%	R4 127 827,43	R954 621	R341 605,82	R0,00
Langalesizwe Primary School	Nongoma Local Municipality	Department of Public Works	Feasibility	R12 625 000,00	R0	R0,00	R881 919,00
Langeni Combined School	Abaqulusi Local Municipality	Development Bank of South Africa	Design	R9 000 000,00	R550 000	R900 000,00	R1 800 000,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Lelieshoek Primary School	UPhongolo Local Municipality	Independent Development Trust	Practical Completion (100%)	R4 511 589,00	R170 282	R0,00	R0,00
Lenjane Primary School	Abaqulusi Local Municipality	Department of Public Works	On Hold	R2 033 490,30	R0	R281 255,03	R406 698,06
Lethithemba Primary School	Ulundi Local Municipality	Development Bank of South Africa	On Hold	R1 600 000,00	R0	R237 906,00	R320 000,00
Lethithemba Primary School	Ulundi Local Municipality	Department of Public Works	Tender	R1 522 796,97	R568 123	R387 848,19	R0,00
Lethukukhanya Primary School	Nongoma Local Municipality	Independent Development Trust	Construction 51% - 75%	R5 560 541,53	R1 140 965	R243 081,82	R0,00
Lindizwe Primary School	Nongoma Local Municipality	Department of Public Works	Feasibility	R1 926 705,30	R0	R270 576,53	R385 341,06
Mabedlana Primary School (Ulundi)	Ulundi Local Municipality	Department of Public Works	Project Initiation	R12 500 000,00	R0	R554 797,00	R937 500,00
Madaka Primary School	Ulundi Local Municipality	Development Bank of South Africa	Practical Completion (100%)	R3 760 045,28	R49 850	R0,00	R0,00
Magcekeni Primary School	Nongoma Local Municipality	Independent Development Trust	Practical Completion (100%)	R4 000 000,00	R564 210	R0,00	R0,00
Magenqeza Primary School	Nongoma Local Municipality	Development Bank of South Africa	Practical Completion (100%)	R10 147 119,22	R491 838	R0,00	R0,00
Magqezulana High School	Ulundi Local Municipality	Department of Public Works	Practical Completion (100%)	R2 850 000,00	R427 500	R0,00	R0,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Magubulundu Junior Secondary School	eDumbe Local Municipality	Department of Public Works	Tender	R7 200 332,01	R1 777 184	R663 448,77	R377 119,18
Magwegwana Secondary School	UPhongolo Local Municipality	Department of Public Works	Tender	R1 274 582,86	R568 123	R344 008,97	R0,00
Magwegwana Secondary School	UPhongolo Local Municipality	Coega Development Corporation	On Hold	R89 407 704,11	R0	R0,00	R851 266,42
Mahlabathini Public Primary School	Ulundi Local Municipality	Department of Public Works	Construction 1% - 25%	R2 900 000,00	R2 016 857	R830 352,00	R0,00
Mahlabathini Secondary School	Ulundi Local Municipality	Department of Public Works	Construction 26% - 50%	R12 545 428,87	R3 048 366	R1 028 110,93	R0,00
Makateeskop Primary School	eDumbe Local Municipality	Department of Public Works	Practical Completion (100%)	R8 170 621,48	R512 797	R0,00	R0,00
Makheme Primary School	Nongoma Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Makheme Primary School	Nongoma Local Municipality	Independent Development Trust	Practical Completion (100%)	R5 805 000,00	R870 750	R0,00	R0,00
Mananjalo Primary School	eDumbe Local Municipality	Department of Public Works	Practical Completion (100%)	R1 569 739,01	R88 755	R0,00	R0,00
Mandlana Primary School	eDumbe Local Municipality	Independent Development Trust	Feasibility	R4 600 000,00	R0	R537 906,00	R920 000,00
Mandlana Primary School	eDumbe Local Municipality	Department of Public Works	Tender	R1 348 744,51	R568 123	R344 810,10	R0,00
Mandlezulu C.P. School	Nongoma Local Municipality	Coega Development Corporation	Project Initiation	R3 973 203,28	R3 882 044	R700 000,00	R450 669,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Mangqwashu Primary School	Nongoma Local Municipality	Coega Development Corporation	Tender (Ready To Award)	R5 000 000,00	R633 043	R577 906,00	R1 000 000,00
Mangqwashu Primary School	Nongoma Local Municipality	Department of Public Works	Final Completion	R3 605 259,96	R540 789	R672 794,98	R0,00
Mankulumane Primary School	Nongoma Local Municipality	Independent Development Trust	Feasibility	R442 500,00	R0	R122 156,00	R88 500,00
Manyandeni Primary School	UPhongolo Local Municipality	Department of Public Works	Tender	R11 436 612,16	R1 777 184	R1 364 212,20	R468 625,47
Manyoni Primary School	Nongoma Local Municipality	Independent Development Trust	Practical Completion (100%)	R5 460 000,00	R819 000	R0,00	R0,00
Manzamhlophe Secondary School	UPhongolo Local Municipality	Independent Development Trust	Design	R5 000 000,00	R0	R577 906,00	R1 000 000,00
Manzampofu Primary School	Abaqulusi Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Manzezulu P	Nongoma Local Municipality	Department of Public Works	Final Completion	R5 576 891,31	R119 006	R0,00	R0,00
Manzimakhulu Primary School	Nongoma Local Municipality	Department of Public Works	Design	R3 054 000,00	R0	R383 306,00	R610 800,00
Maphambili Primary School	Nongoma Local Municipality	Department of Public Works	Practical Completion (100%)	R5 360 463,57	R158 415	R0,00	R0,00
Maphovela High School	Ulundi Local Municipality	Development Bank of South Africa	On Hold	R24 725 000,00	R0	R0,00	R618 125,00
Maphovela High School	Ulundi Local Municipality	Department of Public Works	Practical Completion (100%)	R4 591 834,32	R688 775	R0,00	R0,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Maqhingendoda High School	Ulundi Local Municipality	Development Bank of South Africa	Design	R7 828 873,30	R1 161 746	R439 810,15	R613 350,86
Mashiyane Primary School	Ulundi Local Municipality	Independent Development Trust	Practical Completion (100%)	R664 829,00	R207 385	R0,00	R0,00
Masibhekane H	Nongoma Local Municipality	Department of Public Works	Final Completion	R4 395 016,73	R111 663	R0,00	R0,00
Masibumbane Primary School	Ulundi Local Municipality	Independent Development Trust	Feasibility	R5 400 000,00	R0	R617 906,00	R180 000,00
Masihlangane Sp	Nongoma Local Municipality	Department of Public Works	Final Completion	R4 586 046,56	R181 579	R0,00	R0,00
Masiphula High School	UPhongolo Local Municipality	Independent Development Trust	Practical Completion (100%)	R6 230 312,76	R934 547	R0,00	R0,00
Masiphula Junior Secondary School (Upgrades)	UPhongolo Local Municipality	Independent Development Trust	Construction 76% - 99%	R65 372 693,61	R2 719 663	R477 894,62	R0,00
Masithokoze Combinde Primary School	UPhongolo Local Municipality	Development Bank of South Africa	Practical Completion (100%)	R2 599 652,25	R49 850	R0,00	R0,00
Masokaneni Primary School	Nongoma Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Masokaneni Primary School	Nongoma Local Municipality	Department of Public Works	Practical Completion (100%)	R4 260 150,60	R639 023	R0,00	R0,00
Mathangetshitshi High School	Nongoma Local Municipality	Independent Development Trust	Feasibility	R442 500,00	R0	R122 156,00	R88 500,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Mathangetshitshi High School	Nongoma Local Municipality	Coega Development Corporation	Design	R1 900 000,00	R0	R228 311,00	R630 669,00
Mathole High School	Ulundi Local Municipality	Department of Public Works	Practical Completion (100%)	R45 039 092,77	R500 000	R0,00	R0,00
Mathole High School	Ulundi Local Municipality	Independent Development Trust	Practical Completion (100%)	R1 567 968,66	R216 582	R0,00	R0,00
Mathunjwa Secondary School (Upgrades)	Abaqulusi Local Municipality	Independent Development Trust	Project Initiation	R35 400 000,00	R200 000	R0,00	R790 669,00
Matimane Primary School	Nongoma Local Municipality	Independent Development Trust	Feasibility	R5 000 000,00	R0	R577 906,00	R1 000 000,00
Mbandleni Primary School	Nongoma Local Municipality	Independent Development Trust	Project Initiation	R17 700 000,00	R0	R270 000,00	R540 000,00
Mbandleni Primary School	Nongoma Local Municipality	Independent Development Trust	Design	R5 000 000,00	R0	R577 906,00	R1 000 000,00
Mbhekwa High School	UPhongolo Local Municipality	Development Bank of South Africa	Practical Completion (100%)	R44 732 951,18	R888 360	R0,00	R0,00
Mbizeni Combined Primary	eDumbe Local Municipality	Department of Public Works	Project Initiation	R3 840 000,00	R0	R0,00	R634 669,00
Mboloba P	UPhongolo Local Municipality	Department of Public Works	Practical Completion (100%)	R4 233 091,74	R32 832	R0,00	R0,00
Mbusomusha Primary School	Ray Nkonyeni Local Municipality	Coega Development Corporation	Feasibility	R2 984 521,00	R0	R367 906,00	R580 000,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Mdumela Secondary School (New School)	Ulundi Local Municipality	Independent Development Trust	Project Initiation	R17 700 000,00	R0	R270 000,00	R540 000,00
Mduna High School	Nongoma Local Municipality	Development Bank of South Africa	Practical Completion (100%)	R1 918 010,82	R49 850	R0,00	R0,00
Metzelfontein C	Abaqulusi Local Municipality	Department of Public Works	Practical Completion (100%)	R3 561 297,01	R206 355	R0,00	R0,00
Meyama High School	Nongoma Local Municipality	Independent Development Trust	Feasibility	R5 000 000,00	R0	R577 906,00	R1 000 000,00
Mgabhanyongo Primary School	Nongoma Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Mgabhanyongo Primary School	Nongoma Local Municipality	Department of Public Works	Practical Completion (100%)	R1 775 030,37	R293 549	R0,00	R0,00
Mgazini Primary School	UPhongolo Local Municipality	Department of Public Works	Design	R11 500 000,00	R0	R556 768,00	R825 669,00
Mgazini Primary School	UPhongolo Local Municipality	Department of Public Works	Practical Completion (100%)	R6 587 889,88	R2 549 501	R0,00	R0,00
Mgulwane Primary School	UPhongolo Local Municipality	Independent Development Trust	Project Initiation	R2 700 000,00	R0	R270 000,00	R540 000,00
Mgulwane Primary School	UPhongolo Local Municipality	Independent Development Trust	Practical Completion (100%)	R3 586 995,80	R157 118	R0,00	R0,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Mhawukelwa Combined Primary School	Ulundi Local Municipality	Development Bank of South Africa	Practical Completion (100%)	R2 950 017,40	R49 850	R0,00	R0,00
Mhlambansila Secondary School	Ulundi Local Municipality	Department of Public Works	Practical Completion (100%)	R11 889 214,05	R783 858	R0,00	R0,00
Mhlambansila Secondary School	Ulundi Local Municipality	Independent Development Trust	Practical Completion (100%)	R4 950 000,00	R422 085	R850 832,00	R0,00
Mhlathuze P	Ulundi Local Municipality	Department of Public Works	Practical Completion (100%)	R4 669 952,44	R189 270	R0,00	R0,00
Mhongozini Primary School	Ulundi Local Municipality	Department of Public Works	Feasibility	R8 292 000,00	R0	R907 106,00	R758 400,00
Mhongozini Primaryschool	Ulundi Local Municipality	Independent Development Trust	Feasibility	R721 016,00	R0	R150 007,60	R144 203,20
Minya Primary School	Nongoma Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Mkhazane Primary School	Ulundi Local Municipality	Development Bank of South Africa	Feasibility	R8 500 000,00	R0	R0,00	R1 100 669,00
Mkhuphane Primary School	eDumbe Local Municipality	Department of Public Works	Practical Completion (100%)	R1 182 363,34	R211 987	R0,00	R0,00
Mlomokazulu Secondary School	UPhongolo Local Municipality	Independent Development Trust	Final Completion	R3 018 461,04	R158 337	R422 231,56	R0,00
Mnkunzi Primary School	Nongoma Local Municipality	Coega Development Corporation	Tender	R5 000 000,00	R422 556	R577 906,00	R1 000 000,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Mnyamana Memorial High School	Ulundi Local Municipality	Department of Public Works	Project Initiation	R6 250 000,00	R0	R702 906,00	R350 000,00
Mnyamana Memorial High School	Ulundi Local Municipality	Coega Development Corporation	Tender	R29 757 683,29	R2 511 885	R577 906,00	R1 000 000,00
Mnyamana Memorial High School	Ulundi Local Municipality	Development Bank of South Africa	Practical Completion (100%)	R4 166 020,31	R49 850	R0,00	R0,00
Mona Primary School	Nongoma Local Municipality	Coega Development Corporation	Tender	R13 490 875,75	R5 378 481	R577 906,00	R1 000 000,00
Mpemvaan Intermediate School	eDumbe Local Municipality	Independent Development Trust	On Hold	R5 310 000,00	R0	R0,00	R439 424,94
Mpemvaan Intermediate School	eDumbe Local Municipality	Department of Public Works	Construction 76% - 99%	R3 841 142,65	R2 944 407	R779 968,16	R0,00
Mphotholo Primary School	Ulundi Local Municipality	Independent Development Trust	Construction 76% - 99%	R2 205 758,00	R176 834	R781 966,80	R0,00
Mpikanina High School	Nongoma Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Mpindiso High School	UPhongolo Local Municipality	Coega Development Corporation	Design	R7 580 000,00	R7 002 556	R835 906,00	R616 000,00
Mpofini Secondary School	Abaqulusi Local Municipality	Independent Development Trust	Design	R2 678 304,42	R0	R425 459,00	R500 000,00
Mpumalanga Senior Primary School	Nongoma Local Municipality	Independent Development Trust	Feasibility	R442 500,00	R0	R122 156,00	R88 500,00
Mqiniseni Secondary School	Ulundi Local Municipality	Department of Public Works	Practical Completion (100%)	R4 332 960,00	R649 944	R0,00	R0,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Mqubula Primary School	Nongoma Local Municipality	Development Bank of South Africa	Feasibility	R4 025 000,00	R0	R480 406,00	R805 000,00
Msebe Primary School	Nongoma Local Municipality	Coega Development Corporation	Tender	R11 571 264,73	R4 418 675	R577 906,00	R1 000 000,00
Msebe Primary School	Nongoma Local Municipality	Department of Public Works	Practical Completion (100%)	R6 000 000,00	R900 000	R0,00	R0,00
Msenteli Primary School	Nongoma Local Municipality	Independent Development Trust	Practical Completion (100%)	R1 866 330,00	R256 704	R0,00	R0,00
Msenteli Primary School	Nongoma Local Municipality	Department of Public Works	Construction 76% - 99%	R1 396 525,14	R945 078	R85 284,21	R0,00
Mshanelowesizwe High School	Nongoma Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Mshanelowesizwe High School	Nongoma Local Municipality	Department of Public Works	Practical Completion (100%)	R5 913 528,42	R247 708	R0,00	R0,00
Mtakayise Primary School	Nongoma Local Municipality	Department of Public Works	Practical Completion (100%)	R5 911 929,09	R309 484	R0,00	R0,00
Mthingana Secondary School	eDumbe Local Municipality	Independent Development Trust	Project Initiation	R10 471 320,00	R163 876	R351 929,00	R531 764,00
Mthombowesizwe High Sch/Idlebe (Upgrades)	Nongoma Local Municipality	Independent Development Trust	Tender	R48 254 304,54	R557 108	R905 266,47	R577 970,31
Mthunziwoxolo High School	Ulundi Local Municipality	Coega Development Corporation	Project Initiation	R3 101 237,34	R3 010 078	R700 000,00	R450 669,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Mthunziwoxolo Secondary School	Ulundi Local Municipality	Independent Development Trust	Construction 51% - 75%	R4 866 962,00	R367 319	R389 675,10	R0,00
Mthwadlana Primary School	Nongoma Local Municipality	Department of Public Works	Final Completion	R3 203 758,76	R2 460 210	R0,00	R0,00
Mtshekula High School	UPhongolo Local Municipality	Department of Public Works	Construction 76% - 99%	R5 582 610,55	R1 111 657	R406 327,26	R0,00
Musa Lsen School (Completion)	Nongoma Local Municipality	Independent Development Trust	Construction 1% - 25%	R344 324 472,16	R13 787 644	R11 284 647,46	R3 968 000,00
Muziwengqondo S	Ulundi Local Municipality	Department of Public Works	Practical Completion (100%)	R5 951 280,04	R243 637	R0,00	R0,00
Mvulazi Primary School	Nongoma Local Municipality	Development Bank of South Africa	Design	R8 711 247,21	R0	R949 030,72	R842 249,44
Myekeni Secondary School (Upgrades)	UPhongolo Local Municipality	Independent Development Trust	Construction 76% - 99%	R68 228 881,39	R2 497 148	R4 188 832,94	R0,00
Nceceni Primary School	Abaqulusi Local Municipality	Development Bank of South Africa	Practical Completion (100%)	R3 138 647,08	R49 850	R0,00	R0,00
Ndabambi Intermediate School	eDumbe Local Municipality	Department of Public Works	Tender	R2 203 509,89	R568 123	R492 121,00	R0,00
New Dungambili Primary School	#N/A	Department of Public Works	Project Initiation	R30 000 000,00	R0	R1 634 127,00	R6 000 000,00
Ngadumbili Primary School	Nongoma Local Municipality	Department of Public Works	Project Initiation	R5 000 000,00	R0	R577 906,00	R1 000 000,00
Ngadumbili Primary School	Nongoma Local Municipality	Department of Public Works	Tender	R1 900 000,00	R568 123	R608 311,00	R380 000,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Ngali Secondary School	Abaqulusi Local Municipality	Department of Public Works	Design	R7 054 062,42	R0	R755 086,40	R454 360,79
Ngazana Primary School	Ethekwini Metropolitan Municipality	Coega Development Corporation	Feasibility	R3 120 452,00	R0	R367 444,76	R579 077,51
Ngebhuzana High School	eDumbe Local Municipality	Department of Public Works	Practical Completion (100%)	R5 445 000,00	R816 750	R0,00	R0,00
Ngengeni Primary School	Nongoma Local Municipality	Independent Development Trust	Practical Completion (100%)	R4 000 000,00	R600 000	R0,00	R0,00
Ngolotsha Primary School	Nongoma Local Municipality	Independent Development Trust	Practical Completion (100%)	R2 927 000,00	R362 836	R0,00	R0,00
Ngolotsha Primary School	Nongoma Local Municipality	Department of Public Works	Tender	R1 707 642,64	R786 639	R453 349,52	R0,00
Ngome Primary School	Abaqulusi Local Municipality	Department of Public Works	Practical Completion (100%)	R5 244 257,77	R404 540	R0,00	R0,00
Ngongoma Primary School	Ulundi Local Municipality	Department of Public Works	Practical Completion (100%)	R5 982 651,28	R450 000	R0,00	R0,00
Ngotshe Secondary School	Abaqulusi Local Municipality	Development Bank of South Africa	Practical Completion (100%)	R2 465 364,49	R49 850	R0,00	R0,00
Ngoza Primary School	Ulundi Local Municipality	Coega Development Corporation	Tender	R8 236 061,95	R2 751 074	R577 906,00	R1 000 000,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Ngwabi Primary School	Nongoma Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Ngwabi Primary School	Nongoma Local Municipality	Department of Public Works	Final Completion	R4 097 989,85	R172 500	R0,00	R0,00
Ngwenyabeyigwinya Primary School	Nongoma Local Municipality	Department of Public Works	Practical Completion (100%)	R2 471 902,02	R172 500	R0,00	R0,00
Ngxongwane Primary School	Nongoma Local Municipality	Independent Development Trust	Design	R5 000 000,00	R0	R577 906,00	R1 000 000,00
Ngxongwane Primary School	Nongoma Local Municipality	Coega Development Corporation	On Hold	R14 097 697,76	R0	R0,00	R685 779,36
Nhlakanipho Combined School	eDumbe Local Municipality	Independent Development Trust	Practical Completion (100%)	R5 460 000,00	R819 000	R0,00	R0,00
Nhlanhlayethu Secondary School	Nongoma Local Municipality	Coega Development Corporation	Design	R13 507 501,33	R5 386 794	R577 906,00	R1 000 000,00
Nhlanhlayethu Secondary School	Nongoma Local Municipality	Department of Public Works	Final Completion	R4 154 443,97	R87 735	R0,00	R0,00
Nhlazatshe P	Ulundi Local Municipality	Department of Public Works	Practical Completion (100%)	R4 047 748,58	R137 256	R0,00	R0,00
Nhliziyonhle Primary	Abaqulusi Local Municipality	Department of Public Works	Project Initiation	R1 635 601,22	R0	R0,00	R414 229,12
Nhlophenkulu Primary School	Nongoma Local Municipality	Coega Development Corporation	Tender	R6 281 220,18	R1 773 653	R577 906,00	R1 000 000,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Ningizimu Primary School	Ulundi Local Municipality	Development Bank of South Africa	Practical Completion (100%)	R8 445 429,00	R767 051	R0,00	R0,00
Njomelwane Primary School	Ulundi Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Nkabane Primary School	Nongoma Local Municipality	Department of Public Works	Practical Completion (100%)	R4 890 762,30	R153 274	R0,00	R0,00
Nkalakuthaba Junior Secondary School	Nongoma Local Municipality	Coega Development Corporation	Project Initiation	R5 618 422,03	R3 027 263	R430 691,00	R450 669,00
Nkalakuthaba Secondary School	Nongoma Local Municipality	Development Bank of South Africa	Feasibility	R4 025 000,00	R0	R480 406,00	R805 000,00
Nkamelwane Primary School	Ulundi Local Municipality	Coega Development Corporation	Feasibility	R3 201 421,00	R0	R405 879,00	R590 000,00
Nkamelwane Primary School	Ulundi Local Municipality	Department of Public Works	Tender	R1 375 387,07	R568 123	R348 007,86	R0,00
Nkande Primary School	Nqutu Local Municipality	Coega Development Corporation	Feasibility	R3 012 421,00	R0	R367 906,00	R580 000,00
Nkowane High School	Nongoma Local Municipality	Development Bank of South Africa	Practical Completion (100%)	R2 773 186,33	R49 850	R0,00	R0,00
Nkweme Primary School	Nongoma Local Municipality	Department of Public Works	Practical Completion (100%)	R1 150 000,00	R172 500	R0,00	R0,00
Noju Secondary School	Nongoma Local Municipality	Coega Development Corporation	Tender	R13 021 276,09	R5 143 681	R577 906,00	R1 000 000,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Noju Secondary School	Nongoma Local Municipality	Department of Public Works	Tender	R1 450 930,03	R568 123	R269 459,80	R0,00
Nomzinto High School	Nongoma Local Municipality	Independent Development Trust	Feasibility	R721 016,00	R0	R150 007,60	R144 203,20
Nongoma Intermediate S	Nongoma Local Municipality	Coega Development Corporation	On Hold	R17 614 385,29	R0	R0,00	R722 041,89
Nongoma Primary School	Nongoma Local Municipality	Department of Public Works	Tender	R1 765 319,82	R1 777 184	R237 936,87	R208 318,58
Nqabayembube High School	Nongoma Local Municipality	Independent Development Trust	Practical Completion (100%)	R6 723 944,60	R808 592	R0,00	R0,00
NQOBIZITHA COMMERCIAL SCHOOL	Nongoma Local Municipality	Coega Development Corporation	Project Initiation	R2 467 828,13	R2 376 669	R700 000,00	R450 669,00
Nqulwane Primary School	Ulundi Local Municipality	Coega Development Corporation	Project Initiation	R4 500 000,00	R0	R0,00	R700 669,00
Nsikayempilo Public Primary School	Ulundi Local Municipality	Department of Public Works	Practical Completion (100%)	R5 078 315,21	R761 747	R0,00	R0,00
Nsikayendlu High School	Ulundi Local Municipality	Coega Development Corporation	Project Initiation	R5 836 000,00	R0	R0,00	R834 269,00
Nsikayezwe Higher Primary School	Nongoma Local Municipality	Coega Development Corporation	On Hold	R5 982 700,82	R0	R657 475,53	R259 139,05
Ntabasuka High School	Ulundi Local Municipality	Independent Development Trust	Practical Completion (100%)	R5 460 000,00	R208 277	R0,00	R0,00
Ntombazi Primary	Nongoma Local Municipality	Department of Public Works	Project Initiation	R3 840 000,00	R0	R0,00	R634 669,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Ntombazi Primary School	Nongoma Local Municipality	Coega Development Corporation	Tender	R3 165 481,54	R215 784	R577 906,00	R1 000 000,00
Ntshiyangibone Primary School	UPhongolo Local Municipality	Department of Public Works	Practical Completion (100%)	R3 600 000,00	R540 000	R0,00	R0,00
Ntsonyane	Nongoma Local Municipality	Independent Development Trust	Feasibility	R721 016,00	R0	R150 007,60	R144 203,20
Ntsonyane Junior Primary School	Nongoma Local Municipality	Department of Public Works	Final Completion	R3 719 989,06	R208 277	R0,00	R0,00
Ntsonyane Primary School	Nongoma Local Municipality	Development Bank of South Africa	On Hold	R4 025 000,00	R0	R480 406,00	R805 000,00
Ntswalakahla Senior Primary School	Abaqulusi Local Municipality	Development Bank of South Africa	Feasibility	R4 025 000,00	R0	R480 406,00	R805 000,00
Nyawoshane Primary School	UPhongolo Local Municipality	Independent Development Trust	Final Completion	R3 638 407,26	R279 552	R0,00	R0,00
Nyonebomvu Primary School	Nongoma Local Municipality	Department of Public Works	Design	R1 614 664,03	R0	R210 260,03	R264 708,07
Nzobo P	Nongoma Local Municipality	Department of Public Works	Practical Completion (100%)	R4 575 257,30	R138 444	R0,00	R0,00
Okhalweni Primary School	UPhongolo Local Municipality	Coega Development Corporation	On Hold	R13 427 071,80	R0	R0,00	R646 344,59
Okhukho Primary School	Ulundi Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Okhukho Primary School	Ulundi Local Municipality	Department of Public Works	Construction 76% - 99%	R1 974 607,34	R635 159	R146 018,97	R0,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Ongane Secondary School	UPhongolo Local Municipality	Department of Public Works	Final Completion	R6 000 000,00	R2 265 166	R0,00	R0,00
Oningeni Primary School	Nongoma Local Municipality	Department of Public Works	Practical Completion (100%)	R4 395 124,91	R659 269	R0,00	R0,00
Ophuzane Primary School	eDumbe Local Municipality	Department of Public Works	Construction 76% - 99%	R2 066 678,51	R752 074	R311 035,12	R0,00
Ophuzane Primary School	eDumbe Local Municipality	Coega Development Corporation	Project Initiation	R5 836 000,00	R0	R0,00	R834 269,00
Osingisingini Primary School	Nongoma Local Municipality	Department of Public Works	Tender	R4 913 900,80	R759 513	R704 861,24	R982 780,16
Osingisini Primary School	Nongoma Local Municipality	Coega Development Corporation	Tender	R15 129 136,89	R5 197 611	R577 906,00	R1 000 000,00
Ovukaneni Primary School	Nongoma Local Municipality	Department of Public Works	Design	R4 179 000,00	R0	R495 806,00	R835 800,00
Paddafontein Combined School	eDumbe Local Municipality	Independent Development Trust	Practical Completion (100%)	R1 184 564,25	R107 432	R0,00	R0,00
Paulpietersburg Primary School (Dumbe)	eDumbe Local Municipality	Department of Public Works	Project Initiation	R12 500 000,00	R0	R554 797,00	R937 500,00
Paulpietersburg Primere School	eDumbe Local Municipality	Department of Public Works	Tender	R1 900 000,00	R568 123	R608 311,00	R380 000,00
Paulpietersburg Public Primary School (Dumbe)	eDumbe Local Municipality	Independent Development Trust	Feasibility	R3 600 000,00	R0	R437 906,00	R720 000,00
Phembumuzi Primary	Nongoma Local Municipality	Department of Public Works	Project Initiation	R4 602 790,27	R0	R0,00	R710 948,03

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Philibana Primary School	Ulundi Local Municipality	Independent Development Trust	Practical Completion (100%)	R6 169 756,75	R1 608 958	R443 650,03	R0,00
Prince Mnyayiza High School	Nongoma Local Municipality	Coega Development Corporation	Tender	R7 057 974,67	R2 162 030	R577 906,00	R1 000 000,00
Prince Mnyayiza High School	Nongoma Local Municipality	Department of Public Works	Practical Completion (100%)	R2 275 734,96	R341 360	R0,00	R0,00
Prince Mpikanina Primary School	Nongoma Local Municipality	Independent Development Trust	Final Completion	R6 508 311,61	R976 247	R730 691,64	R0,00
Prince Ndabuko High School	Nongoma Local Municipality	Department of Public Works	Construction 1% - 25%	R2 500 000,00	R788 235	R310 352,00	R0,00
Prince Nomatiyela High School (Nomatiyela High School)	Nongoma Local Municipality	Department of Public Works	Feasibility	R19 777 000,00	R0	R0,00	R1 239 519,00
Prince Nomatiyela Secondary School	Nongoma Local Municipality	Coega Development Corporation	Project Initiation	R4 277 568,75	R4 186 410	R700 000,00	R450 669,00
Prince Silwane High School	Nongoma Local Municipality	Department of Public Works	Tender	R1 012 000,00	R568 123	R329 072,62	R0,00
Protes Primary School	eDumbe Local Municipality	Department of Public Works	Practical Completion (100%)	R1 395 928,04	R309 215	R0,00	R0,00
Pumula Primary School	UPhongolo Local Municipality	Development Bank of South Africa	Feasibility	R4 025 000,00	R0	R480 406,00	R805 000,00
Qalakancane Primary School	Mtubatuba Local Municipality	Coega Development Corporation	Feasibility	R3 012 541,00	R0	R237 906,00	R320 000,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Qalokusha Primary School	Nongoma Local Municipality	Coega Development Corporation	Tender	R17 046 460,68	R2 156 273	R577 906,00	R1 000 000,00
Qambushilo Primary School	UPhongolo Local Municipality	Independent Development Trust	Practical Completion (100%)	R3 431 859,50	R236 850	R0,00	R0,00
Qondisani Primary	Abaqulusi Local Municipality	Department of Public Works	Project Initiation	R3 840 000,00	R0	R0,00	R634 669,00
QONQO PRIMARY SCHOOL	Nongoma Local Municipality	Coega Development Corporation	Project Initiation	R2 492 506,41	R2 401 347	R700 000,00	R450 669,00
Queen Thomo Junior Primary School	Nongoma Local Municipality	Independent Development Trust	Project Initiation	R17 700 000,00	R120 000	R270 000,00	R540 000,00
Queen Thomo Primary School	Nongoma Local Municipality	Independent Development Trust	Feasibility	R3 600 000,00	R0	R437 906,00	R720 000,00
Sakhikusasa Primary School	Abaqulusi Local Municipality	Independent Development Trust	Construction 76% - 99%	R4 115 951,58	R281 592	R628 943,60	R0,00
Sakhikusasa Primary School (Ihlathi)	Abaqulusi Local Municipality	Coega Development Corporation	Project Initiation	R3 306 889,69	R3 215 731	R700 000,00	R450 669,00
Sakhumuzi Primary School	UPhongolo Local Municipality	Independent Development Trust	Feasibility	R3 600 000,00	R0	R437 906,00	R720 000,00
Schwurweberg Primary School	Ulundi Local Municipality	Independent Development Trust	Construction 76% - 99%	R3 975 429,68	R291 282	R599 303,93	R0,00
Sekethwayo Senior Secondary School	Abaqulusi Local Municipality	Independent Development Trust	Construction 51% - 75%	R4 024 354,60	R283 097	R629 588,50	R0,00
Selinde Primary School	UPhongolo Local Municipality	Independent Development Trust	Practical Completion (100%)	R3 565 559,98	R562 154	R141 700,56	R0,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Senzokuhle Js	Nongoma Local Municipality	Department of Public Works	Final Completion	R4 120 397,03	R223 471	R595 922,56	R0,00
Sheleza Primary School	Nongoma Local Municipality	Independent Development Trust	Practical Completion (100%)	R2 698 600,00	R294 316	R0,00	R0,00
Sheleza Primary School	Nongoma Local Municipality	Department of Public Works	Practical Completion (100%)	R5 770 628,79	R865 594	R0,00	R0,00
Shoba High School	Abaqulusi Local Municipality	Independent Development Trust	Construction 76% - 99%	R6 500 000,00	R1 840 128	R542 723,00	R0,00
Sibanisakhe High School	Ulundi Local Municipality	Coega Development Corporation	Project Initiation	R3 175 272,19	R3 084 113	R700 000,00	R450 669,00
Sibiyangankomo Primary School	UPhongolo Local Municipality	Department of Public Works	Practical Completion (100%)	R4 183 759,67	R215 729	R0,00	R0,00
Sibonile Primary School	UPhongolo Local Municipality	Independent Development Trust	Feasibility	R5 600 000,00	R0	R637 906,00	R220 000,00
Sibonile Primary School	UPhongolo Local Municipality	Department of Public Works	Design	R4 200 000,00	R0	R497 906,00	R840 000,00
Sibonile Primary School	UPhongolo Local Municipality	Independent Development Trust	Construction 76% - 99%	R4 265 135,29	R561 216	R114 329,34	R0,00
Sibumbene High School	UPhongolo Local Municipality	Department of Public Works	Design	R4 200 000,00	R0	R497 906,00	R840 000,00
Sibusiso High School	Nongoma Local Municipality	Development Bank of South Africa	Practical Completion (100%)	R10 412 046,85	R560 595	R0,00	R0,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Sibusiso High School	Nongoma Local Municipality	Department of Public Works	Feasibility	R7 600 000,00	R0	R837 906,00	R620 000,00
Sigqamise High School	UPhongolo Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Sigubudu P	Nongoma Local Municipality	Department of Public Works	Final Completion	R4 015 061,99	R29 778	R0,00	R0,00
Sigubudu Primary School	Nongoma Local Municipality	Independent Development Trust	Final Completion	R2 621 840,00	R161 211	R0,00	R0,00
Sikhalelumuzi Primary School	Ulundi Local Municipality	Department of Public Works	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Sikhiye	Abaqulusi Local Municipality	Coega Development Corporation	On Hold	R37 781 696,72	R0	R0,00	R736 319,67
Silanda Combined Primary School	Ulundi Local Municipality	Development Bank of South Africa	Practical Completion (100%)	R1 198 207,00	R49 850	R0,00	R0,00
Silindele Primary School	UPhongolo Local Municipality	Coega Development Corporation	On Hold	R64 900 000,00	R0	R599 984,62	R4 244 688,11
Simandlangentsha Higher Primary School	UPhongolo Local Municipality	Development Bank of South Africa	Feasibility	R1 600 000,00	R0	R237 906,00	R320 000,00
Singana Primary School	Abaqulusi Local Municipality	Department of Public Works	Practical Completion (100%)	R5 533 932,47	R830 090	R0,00	R0,00
Sinkonkonko High School	Nongoma Local Municipality	Department of Public Works	Design	R6 836 000,00	R0	R761 506,00	R467 200,00
Sinothando Primary School	UPhongolo Local Municipality	Department of Public Works	Tender	R3 692 746,14	R1 777 184	R613 465,46	R458 670,98

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Siphalaza Primary School	eDumbe Local Municipality	Independent Development Trust	Practical Completion (100%)	R6 410 812,48	R961 622	R0,00	R0,00
Siqhoshangemfundo (Klipwal) Primary School	UPhongolo Local Municipality	Department of Public Works	Construction 76% - 99%	R5 652 504,59	R835 934	R288 160,24	R0,00
Sishongani Primary School	Abaqulusi Local Municipality	Department of Public Works	Final Completion	R5 936 686,48	R220 157	R0,00	R0,00
Siyangempumelelo Secondary School	Ulundi Local Municipality	Department of Public Works	Practical Completion (100%)	R10 260 717,22	R669 554	R0,00	R0,00
Siyaphakama H	Nongoma Local Municipality	Department of Public Works	Final Completion	R4 945 172,08	R150 021	R0,00	R0,00
Siyaphambili Primary	Abaqulusi Local Municipality	Department of Public Works	Project Initiation	R3 840 000,00	R0	R0,00	R634 669,00
Siyazenzela Higher Primary School	UPhongolo Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Siyazenzela Higher Primary School	UPhongolo Local Municipality	Independent Development Trust	Practical Completion (100%)	R2 306 791,29	R346 019	R0,00	R0,00
Siyethemba Primary School	UPhongolo Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Siyeza Primary School	UPhongolo Local Municipality	Development Bank of South Africa	Practical Completion (100%)	R7 053 382,59	R640 000	R0,00	R0,00
Sizabonkesecondary School	Nongoma Local Municipality	Independent Development Trust	Feasibility	R721 016,00	R0	R150 007,60	R144 203,20

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Sizakala Primary School	UPhongolo Local Municipality	Department of Public Works	Practical Completion (100%)	R5 620 406,38	R843 061	R0,00	R0,00
Sizana Combined School	Ulundi Local Municipality	Coega Development Corporation	Tender	R10 857 107,28	R4 061 597	R577 906,00	R1 000 000,00
Sizana Combined School	Ulundi Local Municipality	Department of Public Works	Practical Completion (100%)	R6 780 614,07	R817 092	R0,00	R0,00
Sizuzulu Primary School	eDumbe Local Municipality	Department of Public Works	Construction 76% - 99%	R4 539 614,74	R2 822 486	R727 716,42	R0,00
Sizuzulu Primary School	eDumbe Local Municipality	Department of Public Works	Practical Completion (100%)	R1 553 034,30	R228 448	R0,00	R0,00
Sizwelabantu Primary School	Nongoma Local Municipality	Independent Development Trust	Design	R5 600 000,00	R0	R485 459,00	R220 000,00
Sobethu Primary School	UPhongolo Local Municipality	Department of Public Works	Tender	R2 500 000,00	R518 123	R788 311,00	R500 000,00
Sogaduzela High School	eDumbe Local Municipality	Department of Public Works	Practical Completion (100%)	R3 356 977,57	R503 547	R0,00	R0,00
Somile High School	UPhongolo Local Municipality	Department of Public Works	Design	R7 610 000,00	R0	R838 906,00	R622 000,00
Sondaba Primary School	UPhongolo Local Municipality	Department of Public Works	Design	R8 082 107,44	R0	R882 727,39	R709 642,79
Sondaba Primary School	Abaqulusi Local Municipality	Independent Development Trust	Practical Completion (100%)	R4 096 791,29	R288 490	R0,00	R0,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Sonkeshana Primary School	Nongoma Local Municipality	Independent Development Trust	Feasibility	R721 016,00	R0	R150 007,60	R144 203,20
Thakazela Primary School	Abaqulusi Local Municipality	Coega Development Corporation	On Hold	R13 968 158,55	R0	R0,00	R676 445,86
Thamsanqa Primary School	Abaqulusi Local Municipality	Department of Public Works	On Hold	R4 200 000,00	R0	R497 906,00	R840 000,00
Thandokwakhe Intermediate School	Abaqulusi Local Municipality	Independent Development Trust	Tender	R31 024 209,00	R1 370 340	R7 624 786,70	R1 742 341,80
Thandokwakhe Intermediate School	Abaqulusi Local Municipality	Coega Development Corporation	design	R56 700 000,00	R500 000	R0,00	R817 669,00
Thandokwakhe Primary	Abaqulusi Local Municipality	Department of Public Works	Project Initiation	R3 840 000,00	R0	R0,00	R634 669,00
Thandulwazi Secondary School	Nongoma Local Municipality	Department of Public Works	Practical Completion (100%)	R3 387 500,00	R508 125	R0,00	R0,00
Thaphokuhle Primary School	Ulundi Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Thaphokuhle Primary School	Ulundi Local Municipality	Independent Development Trust	Practical Completion (100%)	R5 356 500,00	R803 475	R0,00	R0,00
Thembokuhle Primary School	UPhongolo Local Municipality	Coega Development Corporation	On Hold	R64 900 000,00	R0	R602 797,00	R4 258 750,00
Thembokuhle Primary School	UPhongolo Local Municipality	Department of Public Works	Project Initiation	R24 747 000,00	R0	R601 808,00	R486 900,00
Thokazi Primary School	Nongoma Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Tholimfundo Secondary School	UPhongolo Local Municipality	Independent Development Trust	Feasibility	R17 700 000,00	R50 000	R238 500,00	R477 000,00
Tholimfundo Secondary School	UPhongolo Local Municipality	Department of Public Works	Tender	R4 275 850,29	R1 777 184	R687 025,26	R777 430,84
Tholulwazi Primary School (Upgrades)	UPhongolo Local Municipality	Independent Development Trust	Construction 26% - 50%	R106 168 063,99	R2 494 542	R827 016,87	R0,00
Tholulwazi Senior Primary School	UPhongolo Local Municipality	Department of Public Works	Practical Completion (100%)	R3 590 000,00	R538 500	R0,00	R0,00
Thombothi Primary School	Ulundi Local Municipality	Independent Development Trust	Practical Completion (100%)	R2 384 380,00	R412 119	R0,00	R0,00
Thusane Primary School	Nongoma Local Municipality	Independent Development Trust	Design	R2 950 000,00	R457 292	R993 568,00	R590 000,00
Thusane Primary School	Nongoma Local Municipality	Department of Public Works	Tender	R2 025 000,00	R568 123	R458 674,09	R0,00
Tshendlovu Public Primary School	Ulundi Local Municipality	Department of Public Works	Final Completion	R3 731 499,90	R559 725	R723 290,96	R0,00
Tshenilokwazi Primary School	eDumbe Local Municipality	Coega Development Corporation	Project Initiation	R2 986 072,03	R2 894 913	R700 000,00	R450 669,00
Twasana Primary School	Ulundi Local Municipality	Development Bank of South Africa	Design	R8 033 507,41	R0	R881 256,74	R706 701,48
Twasana Primary School	Ulundi Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Twasana Primary School	Ulundi Local Municipality	Department of Public Works	Construction 76% - 99%	R1 995 829,09	R653 806	R268 920,63	R0,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Ubumbano P	Nongoma Local Municipality	Department of Public Works	Practical Completion (100%)	R4 300 904,88	R206 436	R0,00	R0,00
Ubumbano Primary School	Nongoma Local Municipality	Department of Public Works	Design	R2 701 000,00	R0	R348 006,00	R540 200,00
Ubumbano Primary School	Nongoma Local Municipality	Development Bank of South Africa	Feasibility	R1 600 000,00	R0	R237 906,00	R320 000,00
Umfolozi Secondary School	Abaqulusi Local Municipality	Coega Development Corporation	Project Initiation	R7 362 353,91	R4 321 195	R880 691,00	R450 669,00
Umgnama Combined School	UPhongolo Local Municipality	Independent Development Trust	Feasibility	R1 427 829,94	R0	R220 688,99	R285 565,99
Uqweqwe Secondary School	Abaqulusi Local Municipality	Department of Public Works	Construction 51% - 75%	R10 021 209,87	R4 036 741	R583 027,76	R0,00
Usuthu Primary	Nongoma Local Municipality	Department of Public Works	Project Initiation	R3 840 000,00	R0	R0,00	R634 669,00
Usuthu Primary School	Nongoma Local Municipality	Department of Public Works	Project Initiation	R15 761 000,00	R0	R476 317,00	R252 200,00
Usuthu Primary School	Nongoma Local Municipality	Development Bank of South Africa	Feasibility	R4 250 000,00	R0	R502 906,00	R850 000,00
Uzwano High School	eDumbe Local Municipality	Department of Public Works	Practical Completion (100%)	R3 787 250,00	R568 088	R0,00	R0,00
Velankosi Primary School	Abaqulusi Local Municipality	Department of Public Works	Tender	R1 613 271,09	R568 123	R423 938,76	R0,00
Velankosi Primary School	Abaqulusi Local Municipality	Coega Development Corporation	Tender	R1 613 271,09	R650 459	R423 938,76	R0,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Vezubuhle Secondary School	Ray Nkonyeni Local Municipality	Coega Development Corporation	Feasibility	R3 142 151,00	R0	R277 906,00	R500 000,00
Vezukukhanya Primary School	Nongoma Local Municipality	Department of Public Works	Construction 51% - 75%	R3 463 553,62	R3 852 208	R435 897,42	R0,00
Vryheid Comprehensive School (R&R)	Abaqulusi Local Municipality	Independent Development Trust	Project Initiation	R3 540 000,00	R163 876	R131 906,00	R108 000,00
Vukanimazulu Secondary School	UPhongolo Local Municipality	Department of Public Works	Construction 51% - 75%	R4 500 000,00	R1 336 601	R502 732,00	R0,00
Vulamehlo Primary School	UPhongolo Local Municipality	Coega Development Corporation	Project Initiation	R4 500 000,00	R0	R450 000,00	R900 000,00
Vuthela Primary School	Ulundi Local Municipality	Development Bank of South Africa	Practical Completion (100%)	R5 419 598,27	R135 490	R0,00	R0,00
William Booth Primary	Abaqulusi Local Municipality	Department of Public Works	Project Initiation	R3 840 000,00	R0	R0,00	R634 419,00
William Booth Primary School	Abaqulusi Local Municipality	Independent Development Trust	Practical Completion (100%)	R2 832 115,27	R208 277	R0,00	R0,00
Xasana Primary School	Ulundi Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Zalizwi Primary School	Ulundi Local Municipality	Independent Development Trust	Feasibility	R2 900 000,00	R0	R367 906,00	R580 000,00
Zamangothando School	Abaqulusi Local Municipality	Department of Public Works	Construction 26% - 50%	R5 031 867,44	R3 569 656	R857 509,18	R0,00
Zamangothando Secondary School	Abaqulusi Local Municipality	Department of Public Works	Final Completion	R4 421 012,81	R208 277	R0,00	R0,00

School Name	Local Municipality	Implementing Agent	Current Project Status	Total Project Budget over multiple financial years	Final 2026/27 allocation	Estimate Budget 2027/2028	Estimate Budget 2028 /2029
Zamani C Primary School	Nongoma Local Municipality	Department of Public Works	Practical Completion (100%)	R3 916 885,20	R587 533	R0,00	R0,00
Zamimpilo Lsen School	Ulundi Local Municipality	Development Bank of South Africa	Design	R27 101 876,00	R10 850 270	R8 602 127,00	R2 624 000,00
Zicabangele Primary School	eDumbe Local Municipality	Independent Development Trust	On Hold	R5 310 000,00	R0	R0,00	R439 424,94
Zicabangele Primary School	eDumbe Local Municipality	Independent Development Trust	Construction 76% - 99%	R4 233 666,04	R942 672	R388 502,68	R0,00
Zihlalo Primary School	Ulundi Local Municipality	Department of Public Works	Tender	R1 688 129,68	R568 123	R349 601,80	R0,00
Zilulwane Primary	Ulundi Local Municipality	Department of Public Works	Project Initiation	R3 840 000,00	R0	R0,00	R634 669,00
Zombode Primary School - Storm	Ulundi Local Municipality	Independent Development Trust	Practical Completion (100%)	R5 975 341,35	R160 672	R0,00	R0,00
Zwelonke High School	Ulundi Local Municipality	Development Bank of South Africa	Practical Completion (100%)	R3 890 802,48	R49 850	R0,00	R0,00

5.4.8.4 Department of Transport Projects

5.4.8.4.1 MTEF Budget Allocation: 2026/2027

The Construction Directorate has an overall budget for the 2026-2027 financial year of R 1,401,366,000. This is allocated for New or Replaced Infrastructure, and Upgrades and Additions, and the fund sources in the tables below.

Table 141: Nature of DOT Investment

Nature of Investment	Number of Projects	2026-27 Budget allocation	2027-28 Budget allocation	2028-29 Budget allocation
New or Replaced Infrastructure	51	187 027 693	269 217 000	236 352 952
Upgrades and Additions	92	1 140 943 307	1 132 539 000	1 167 195 048
Total	**143**	**1 401 366 000**	**1 401 756 000**	**1 403 548 000**

Table 142: DOT Funding Source

Fund Source	Number of Projects	2026-27 Budget allocation	2027-28 Budget allocation	2028-29 Budget allocation
Equitable Share	142	1 327 971 000	1 401 756 000	1 403 548 000
Provincial Roads Maintenance Grant (PRMG)	1	73 395 000	-	-
Total	**143**	**1 401 366 000**	**1 401 756 000**	**1 403 548 000**

5.4.8.4.2 Active Projects Under Construction

Table 143: Active Projects under Construction

No.	Project Status	District	Municipality/ Region	Project Cost	Project Status
1	Construction of Phethu River Bridge No. 3526 on P736	DC26	Nongoma	21,000,000.00	Stage 5 Works 76 to 99%
2	Construction of Kwasitholane River Bridge No. 3527 on P736	DC26	Nongoma	24,000,000.00	Stage 5 Works 76 to 99%
3	Construction of Mabedlana Portal Culvert Structure No. 3886	DC26	Ulundi	14,166,861.38	Stage 5 Works 26 to 50%
4	Upgrade of D1867 (km 6.00 to km 16.873) & Mozana Bridge No. 3518 (km 7.20)	DC26	uPhongola	447,329,048.87	Stage 5 Works 26 to 50%
5	Upgrade of D1880 (km 5.00 to km 9.00) & L3620 (km 0.00 to km 2.90)	DC26	eDumbe	233,827,416.65	Stage 5 Works 26 to 50%
6	Upgrade of D1925 (km 0.00 to km 3.00)	DC26	eDumbe	50,507,851.11	Stage 5 Works 1 to 25%
7	Upgrade of P303 (km 8.50 to km 14.24)	DC26	eDumbe	176,358,552.00	Stage 5 Works 76 to 99%
8	Upgrade of P52-3 (km 24.00 to km 27.90) Nkunzana River Bridge No.3047	DC26	Nongoma	330,000,000.00	Stage 5 Works 76 to 99%
	TOTAL			**R1,297,189,730.01**	

5.4.8.4.3 Kwa-Zulu Natal Department of Transport: Catalytic Project

NATMAP 2050, aims to deliver a dynamic, long-term, and sustainable transportation systems framework. It reflects the shifting ideology in transport in support of the government's current radical economic transformation process, which aims to develop the country, not in the typical demand responsive way

(e.g. providing transport infrastructure in response to sufficient demand), but rather by using a developmental and transformative approach. This means that transport projects have to be used as a catalyst to unlock development and support transformation in our country even though there is not always sufficient demand (in support of the classic planning principle supporting infrastructure provision or expansion).

The Kwa-Zulu Natal Department of Transport had identified routes which fall within the classification of Catalytic Projects, as indicated in the table below.

Table 144: KZN DOT Catalytic Project in ZDM

No.	Project Status	District	Municipality/Region	Project Cost	Project Status
1	Upgrade of P234 (km 16.23 to km 61.00)	DC26	Nongoma	745,705,000.00	Stage 1 Project Initiation/ Prefeasibility

5.4.8.4.4 DOT Completed Projects Within DC26

Table 145: Completed DOT Projects in ZDM

No.	Project Description	Local Municipality	Project Value	Completion date
1	Rehabilitation of Main Road P47 - 1 from (km 11+000 to km 22+000)	Abaqulisi	R 40 043 981.83	September 2018
2	Rehabilitation of Main Road P47 Section 2 from (km 0+000 to km10+000, from km 20+000 to km 38+000)	Abaqulisi	R 78 087 190.76	August 2019
3	Rehabilitation of Main Road P46 Section 2 from(km 0+000 to km16+000)	Abaqulisi	R 57 574 740.69	September 2019
6	The Reseal of P700 (Km 3+200 to Km 25+900)	Ulundi	R 11 430 000.00	February 2017
8	The Reseal of P52-1 (Km 0+000 to Km 12+000)	Ulundi	R 23 219 000.00	March 2018
9	The Reseal of P47 -3 (Km 9+000 to Km 17+000)	Ulundi	R 25 564 410.15	March 2019
10	The Reseal of P49-1 (Km 24+000 to Km 30+000)	Abaqulisi	R 23 624 724.89	June 2020

5.4.8.4.5 DOT Planned Projects Within DC26

No.	Project Description	Local Municipality	Estimated Project Value	Project Stage
1	Rehabilitation of Main Road P52-1 from (km 22+000 to km 25+650)	Ulundi	R 95 394 064.68	Initiation Stage
2	The Reseal of P49-1 (Km 14+000 to Km 25+700)	Abaqulusi	R 149 892 593.33	Initiation Stage
3	Upgrade of P234 (km 16.23 to km 61.00)	Nongoma	R 745 705 000.00	Initiation Stage
4	Rehabilitation of P34-3 (km7,00 - km22,00)	Abuqulusi	R 532 434 394	Initiation Stage
5	Rehabilitation of P404 (km34,00 to km48,00)	eDumbe	R 270 408 700	Initiation Stage

No.	Project Description	Local Municipality	Estimated Project Value	Project Stage
6	Reseal of P235-2 (km0 to km4) (KPI)	Nongoma	R42 020 535	Draft Preparation Stage

5.4.8.5 Department of Human Settlement

5.4.8.5.1 Zululand District Municipality Human Settlements Budget

Table 146: Zululand District Planning Budget

Project Name	2025/2026	ANTICIPATED BUDGET PROJECTION FOR 2026/2027	ANTICIPATED BUDGET PROJECTION FOR 2027/2028
HSDG	R13 431 957,17	R31 105 856,00	R26 814 843,00
UISP / BULKS	R26 178 129,80	R103 808 710,43	R112 700 631,43

5.4.8.5.2 Local Municipalities Human Settlements Budgets

Table 147: Zululand Local Municipalities' 2025/2026 Annual Budget

Project Name	2025/2026
Abaqulusi Local Municipality	
HSDG	R4 445 507,17
UISP / BULKS	R6 104 345,00
Edumbe Local Municipality	
HSDG	R2 752 000,00
UISP / BULKS	R0,00
Uphongolo Local Municipality	
HSDG	R2 670 275,00
UISP / BULKS	R18 523 784,80
Ulundi Local Municipality	
HSDG	R678 175,00
UISP / BULKS	R1 550 000,00
Nongoma Local Municipality	
HSDG	R2 886 000,00
UISP / BULKS	R0,00

5.4.8.5.3 uPhongolo Local Municipality

Table 148: uPhongolo Municipality Human Settlement Projects -Status of Projects in Planning

Project Name	Project Value	Remaining Balance	2025/26 Allocation
Belgrade Urban Housing Project (K16040007/1)	R3,326,590.00	R1,162,888.00	R400 475.00
Emagengeni Rural Housing Project (K23040006/1)	R2,420,000.00	R582,600.00	R1 082 600.00
Esigungwini Housing Project (Planning) (K20090007/1)	R3 506 230.00	R463 380.00	R1 289 874.00
Esigungwini Housing Project (Bulks) (K20090007/1)	R71,182,960.00	R64,372,898.00	R6 000 000.00

Table 149: uPhongolo Municipality Pipeline Projects

PROJECT PIPELINE	IMPLEMENTATION	WARD	STATUS	PROJECT TYPE	NUMBER OF SITES
Mahlangosi Housing Project (Farmworkers project)	Planning	14	Feasibility	Rural	1,000
Mavithi Housing Project	Planning	11	Feasibility	Rural	500
Msuzwaneni Housing Project	Planning	9	Feasibility	Rural	250
Mdonini Housing Project	Planning	9	Feasibility	Rural	250
Mphafeni Housing Project	Planning	9	Feasibility	Rural	250
Mkhwamkhweni Housing Project	Planning	13	Feasibility	Rural	500
Pongolo Portion 435	Planning	10	Feasibility	IRDP/CRU	500
Mboloba Housing Project	Planning	10	Feasibility	Rural	500
Sgungwini Housing Project	Planning	11	Stage one recommended at TEC July 2018. Awaiting final approval	IRDP	500
Magengeni Housing Project	Planning	13	Feasibility	Rural	500
Mhhushulu Housing Project	Planning	13	Feasibility	Rural	500
Intshiyangibone Housing Project	Planning	11	Stage one application pack submitted.	Rural	500
Belgrade Rural	Planning	5	Feasibility	Rural	1000

Table 150: uPhongolo Municipality Title Deed Restoration

TITLE DEEDS RESTORATION	LOCATION	BUDGET	PROJECT TYPE	NUMBER OF SITES	STATUS
NCOTSHANE	Ward 2 & 10	R40 326 590.00	IRDP	480	None transferred at the moment. Township establishment and bulks services (sewer)
PROPOSED LAND PURCHASES	(WARD 10 & 11)				

Portion 146 on the Farm Pongola No. 61 Portion 242 on the Farm Pongola No. 61 Portion 243 on the Farm Pongola No. 61 Portion 381 on the Farm Pongola No. 61 Portion 388 on the Farm Pongola No. 61	Appointment of service provider to undertake valuations

5.4.8.5.4 eDumbe Local Municipality

Table 151: eDumbe Municipality Human Settlement Projects -Status of Projects in Planning

Project Name	Project Value	Remaining Balance	2025/26 Allocation
Thubelisha IRDP Housing Project (K16050003/1)	R3,326,590.00	R1,618,695.00	R500 000.00
Mbizeni IRDP Housing Project (K23080007/1)	R20,354,400.00	R2,558,200.00	R952 000.00
Edumbe Phase 4 IRDP Housing Project	R8 481 000.00	R8 481 000.00	R1 300 000.00

Table 152: eDumbe Municipality Pipeline Human Settlement

PROJECT PIPELINE EDUMBE	STAGE	LOCATION (WARD)	STATUS	PROJECT TYPE	SITES
Nkembeni/Madulini	Planning	6	Feasibility	Rural	1,000
Obivane (The IA for Luneberg withdrew from the project and Luneberg is now part of this project)	Planning	1	Feasibility	Rural	500
Mbizeni	Planning	6	Feasibility	Rural	1000
eDumbe Phase 4	Planning	3	Feasibility	IRDP	2000
Ngwanya/ Mahloni	Planning	2&7	Feasibility	Rural	1500

5.4.8.5.5 Ulundi Local Municipality

Table 153: Ulundi Municipality Human Settlement Projects

PLANNING	LOCATION	BUDGET	PROJECT TYPE	SITES	STATUS
Mbatha	Wards 9, 10, 11 & 17	R3 086 740.00	Rural	1000	Stage one 30% complete
Nobamba	Ward 13, 16, 17 & 23	R3 086 740.00	Rural	1000	Stage one 30% complete
Ndebele	Ward 2, 3, 4 & 6	R3 086 740.00	Rural	1000	Stage one 30% complete
Zungu	Wards 7, 8, 14, 15 & 20	R40 896 899.00	Rural	300	17 slabs ,0 wall plates
TOTAL		**R50 157 199.00**			

Table 154: Ulundi Municipality Human Settlement Pipeline

PROJECT PIPELINE ULUNDI					
Babanango Phase 3	Planning	6	Feasibility	Rural	1,000
Lukhwazi	Planning	13, 16 and 14	Feasibility	Rural	500
KwaNsimbi	Planning	10, 13 and 17	Feasibility	Rural	1000
Emphithimphithi	Planning	4	Feasibility	IRDP	2000
Mpungose	Planning	8, 11, 12, 17, 18, 19, 20, 21 and 24	Feasibility	Rural	1500
KwaXimba	Planning	14, 15 and 20	Feasibility	Rural	1000
Buthelezi	Planning	1, 2, 3,6, 9 and 10	Feasibility	Rural	1500

5.4.8.5.6 Nongoma Local Municipality

Table 155: Nongoma Municipality Human Settlement Projects-Status of Projects in Planning

Project Name	Project Value	Remaining Balance	2025/26 Allocation
Maduma Rural Housing Project (K23040007/1)	R7,260,000.00	R3,998,760.00	R1 886 000.00
Nqokotho Rural Housing Project (K23040008/1)	R10,164,000.00	R5,598,264.00	R1 000 000.00

5.4.8.5.7 Abaqulusi Local Municipality

Table 156: Abaqulusi Municipality Human Settlement Projects-Status of Projects in Planning

Project Name	Project Value	Remaining Balance	2025/26 Allocation
Vumani IRDP Housing Project (K17090049/1)	R6,538,600.00	R5,124,088.00	R1 000 000.00
Abaqulusi Pre Feasibilities (K22010002/1)	R34,707,000.00	R2,821,000.00	R2 256 800.00
Enyathi IRDP Housing Project (K14110004/1)	R2,593,086.92	R421,072.00	R188 707.17
Vryheid Ext16 Phase 2 IRDP Housing Project (K22040002/1)	R13,077,200.00	R10,111,900.00	R1 000 000.00
Abaqulusi UISP (K23050002/3)	R13,560,882.00	R6,986,250.00	R4 680 000.00
Bhekumthetho Housing Project (K20110012/1)	R10,518,690.00	R3,795,372.00	R1 424 345.00

5.4.9 Local Municipal Projects

5.4.9.1 Ulundi LM

Table 157: Local Municipal Projects Ulundi

MUNICIPALITY	PROJECT NAME	PROJECT DESCRIPTION	LEAD DEPARTMENT	GIS COORDINATES	OFFICIAL RESPONSIBLE	DURATION	BUDGET		
							2026/2027	2027/2028	2028/2029
Ulundi Local Municipality	Construction of the University Of Zululand Ulundi Campus	Upgrade of a section of the former KZN Legislature into a University of Zululand Tertiary Campus	DHET/UNIZULU	-28.296235, 31.418678 (Erf 231 Ulundi B)	DHET/UNIZULU Official		R100,000,000,00		
eMakhosini Valley	Develop and promote the existing heritage sites	KZN AMAFA			KZN AMAFA Official				develop and promote the existing heritage sites
Ulundi Local Municipality	Nursing College	Upgrade of a section of the former KZN Legislature into a Nursing College	DOH/DPW	-28.291511, 31.420555 (Erf 231 Ulundi B)	DOH/DPW Official				
Ulundi Local Municipality	Senzelwisihe Private Hospital	Development of Senzelwisihe Private Hospital	Private	-28.302019, 31.424354 (Remainder of Erf 125, Ulundi BA)	Bongumusa Mpulo				

MUNICIPALITY	PROJECT NAME	PROJECT DESCRIPTION	LEAD DEPARTMENT	GIS COORDINATES	OFFICIAL RESPONSIBLE	DURATION	BUDGET		
							2026/2027	2027/2028	2028/2029
Ulundi Local Municipality	King Cetshwayo Private Hospital	Development of King Cetshwayo Private Hospital	Private	-28.300290, 31.416506 (Remainder of Erf 400, Ulundi B)	Bongumusa Mpulo				
Ulundi Local Municipality	Ulundi Crossing Shopping Centre	Development of Ulundi Crossing Shopping Centre	Private	-28.300068, 31.419167 (Erven 401 and 402 Ulundi B)	Bongumusa Mpulo				
Ulundi Local Municipality	Ulundi Mall	Development of Ulundi Mall	Private	-28.300035, 31.429681 (Remainder of Erf 158 Ulundi BA)	Bongumusa Mpulo				

- Prince Mangosuthu Buthelezi Airport & Regional Tourism Hub (PMBARTH)
- University of Zululand Campus Development (old Legislature Building)
- Ulundi 19 Tourism Gateway Project
- Regional Solid Waste/Landfil Site
- Municipal Solid Waste to energy facility
- Expansion of Indonsa Arts and Crafts Centre
- Zululand Youth Centre Hub
- Aloe Processing Facility
- ZDM Digital Transformation Programme
- Kind Goodwill Zwelithini Monument

5.4.9.2 eDumbe LM

Table 158: Local Municipal Projects eDumbe

MUNICIPALITY	PROJECT NAME	PROJECT DESCRIPTION	LEAD DEPARTMENT	GIS COORDINATES	OFFICIAL RESPONSIBLE	DURATION	BUDGET		
eDumbe LM	eDumbe waterborne sewerage	Waste water treatment	ZDM		MS Khanyile	500 MILLION			
eDumbe Disaster Management Centre	Disaster Management centre	Disaster management centre	CoGTA		MS Khanyle				
eDumbe Hospital	Extention of eDumbe Community Health Clinic	Upgrading of eDumbe CHC	DoH		MS Khanyile				
eDumbe LM	Bawelise Special School	Building of Special School and Boarding Facility	DoE		MS Khanyile	350 million			
eDumbe LM		Building School and Boarding	DoE		MS Khanyile				
eDumbe LM	Tholakele,Mphundu,Thubelisha, Mbizeni	Facility	DoHS		MS Khanyile				
eDumbe LM	Dumbe Phase 3 and 4	Building of complete houses			MS Khanyile				
eDumbe LM	Recostruction of R33 from corner Hoog Street to Piet Retief	Rebuilding R33 (10KM) from eDumbe towards Commondale	DoT		MS Khanyile				

5.4.9.3 Abaqulusi

Table 159: Local Municipal Projects Abaqulusi

Roads -2026/2027			
Project Description	**Ward**	**Budget '000**	**Source of Funding**
Upgrade of the road industrial Area to sport field in Extension 16 (SASKO)	8	R9 600 000,00	MIG (R40 207 600)
Construction of Stanela Gravel Road	23	R4 450 000,00	
Construction of Sigodini Gravel Road	15	R6 137 999,96	
Construction of Emondlo Police Station Asphalt	20	R7 615 068,04	
Construction of Marastein Bridge	13	R7 370 000,00	
Upgrading of Shoba Road Phase 1	5	R2 934 532,00	
Mpongoza Access Road and Bridge structure Phase 2	4	R2 100 000,00	
Repair and refurbishment of Ezibomvu Gravel Road	14	R1 767 000,00	KZN Disaster Management Grant (R28 000 000)
Repair and refurbishment of Mbilani Gravel Road	5	R1 767 000,00	
Repair and refurbishment of mbonga Gravel Road	22	R1 767 000,00	
Repair and refurbishment of Alpha Gravel Road	2	R3 000 000,00	
Repair and refurbishment of Khence Gravel Road	3	R1 767 000,00	
Repair and refurbishment of Mbambongocu Gravel Road	2	R1 767 000,00	
Repair and refurbishment of Sasko Gravel Road	8	R942 670,56	
Repair and refurbishment of Hluma Gravel Road	13	R1 767 000,00	
Repair and refurbishment of Bhekumthetho Gravel Road	19	R1 767 000,00	
Repair and refurbishment of Emkhumbanae Gravel Road	18	R1 387 950,59	
Repair and refurbishment of Khokhoba Gravel Road	16	R1 381 253,96	
Repair and refurbishment of Mzwezwe Gravel Road	6	R1 765 559,68	
Repair and refurbishment of St Jute Gravel Road	21	R1 835 728,32	
Repair and refurbishment of Emvuzini Gravel Road	17	R1 767 000,00	
Repair and refurbishment of Nkongolwane Gravel Road	23	R1 767 000,00	
Repair and refurbishment of Ngotshe Gravel Road	1	R1 783 836,89	
Repairs to Utrecht Street	8	R15 739 000	Internal (R48 435 000)
Repairs to Lamdrost Street	8	R16 957 000	
Repairs to Stretch Crescent	8	R15 739 000	
Electricity – 2026/2027 - INEP			

Roads -2026/2027				
Project Description		**Ward**	**Budget '000**	**Source of Funding**
Project Name	**Project Type**	**Budget**	**Number of Connections**	**Ward**
Mason Substation	Refurbish	R7 000 000.00	-	8,9,11,13, 22
Ward 4 Electrification Project	Households	R1 000 000.00	-	4
Emondlo Substation	Refurbish	R9 013 000.00	-	16,18,19,20
EDSM	Replacements	R3 000 000		
Total		**R20 130 000**	**-**	-

Halls – 2026/2027 - MIG			
Name of Project	**Budget '000**	**Ward**	**Status**
Construction of Sithende Community Hall	R3 500 000,00	21	Under Construction
Total	**R3 500 000.00**		

5.4.9.4 uPhongola LM

Table 160: Local Municipal Projects uPhongolo

Capital Expenditure Allocations	Ward	Budget Year 2026/27	Budget Year 2027/28	Budget Year 2028/29	Source of Funds
Programme					
Belgrade fitness centre	05	R17 391 304.35	R17 391 304.35	R17 391 304.35	SPORT GRANT
Ncotshane Storm Water	10	R1 208 695.65	R2 173 913.04	R4 782 608.70	INTERNALLY FUNDED
Upgrade of Hhanafu sports facility in Ward 6	06	R1 183 505.99			MUNICIPAL INFRASTURE GRANT
Construction of Kwashoba Community Hall in Ward 15	15	R604 652.43			MUNICIPAL INFRASTURE GRANT
Resurfacing of Ncotshane Road in Ward 2	02	R10 837 037.48			MUNICIPAL INFRASTURE GRANT
Construction of Itshelejuba Community Hall in Ward 12	12	R3 525 074.08			MUNICIPAL INFRASTURE GRANT
Construction of Esinqeni Community Hall in Ward 3	03	R990 185.13			MUNICIPAL INFRASTURE GRANT
Construction of Extension 7 Road in Ward 11	11	R6 849 542.57			MUNICIPAL INFRASTURE GRANT
Construction of Access Road in Ward 7	07	R529 438.44			MUNICIPAL INFRASTURE GRANT
Construction of Access Road in Ward 13	13	R4 163 955.17			MUNICIPAL INFRASTURE GRANT

5.4.9.5 Nongoma LM

Table 161: Local Municipal Projects Nongoma

No	Project Name	Ward No	Description	Budget	Base Line
1.	Delini Road Phase 2	16&19	Completion of 0.98 KM Delini Road	R530,701.75	94%

No	Project Name	Ward No	Description	Budget	Base Line
2.	Access Road at Ezikleleni to Mbuzi	22	5.7KM Gravel Road at Ezikleleni to Mbuzi Area.	R4,633,998.12	Project completed
3.	Matshamhlophe Gravel Road	12	4KM Matshamhlophe Gravel Road	R3,180,495.00	Project completed
4.	Gravel Road at Kwatshonono and Ezimpisini	08	4.3KM Kwatshonono and Ezimpisini Gravel Road	R4,960.278.87	Project completed
5.	Gravel Road at Sizumphakathi to Nguduza	17	5.8KM Gravel Road at Sizumphakathi to Nguduza Area	R4,793,807.50	Project completed
6.	Completion of Gobamagagu Road	13	3KM Gobamagagu Road	R1,358,217.82	97%
7.	Completion Ngolotshe Community Hall & creche	11	Ngolotshe Hall & Creche	R5,217,746.10	Project completed
8.	Holinyoka Gravel Road	23	Gravel Road at Holinyoka area	R4,960.278.87	56%
9.	Hlushwaneni to Mngamunde Road	03	Gravel Road at Hlushwaneni to Mngamunde	R5,096.744.00	40%
10.	Ngangayiphi to Esixeni Road	02	Ngangayiphi to Esixeni Gravel Road	R4,065.000.00	20%
11.	Upgrade of Imona Sportfield	04	Upgrade of Imona Sport field	R7 000 000 .00	75%
12.	Mona market development construction (pavement, carport, container, gazebos, gate)	06	Development of Mona Market	R5 000 000.00	

5.4.10 Procurement Plan

Table 162: ZDM Procurement Plan

ZDM PLANNING 2026-2027 PROCUREMENT PLAN											
Consultant	Programme	BID No.	Contract Title	Procurement Criteria	Funding Source	Estimated Total Value	Project duration (Months)	Date for Advertisement	Closing date	Date of award	Comment
2026-2027 Financial Year											
Urbanru	Stand- Alone Water Supply Scheme Intervention Programme	TBC	Stand- Alone Water Supply Scheme - North	Tender Processes	MIG	R67 304 347,83	12 months	23-Oct-26	23-Nov-26	16-Feb-27	NONE
Paradox Young & Associates		TBC	Stand- Alone Water Supply Scheme - South	Tender Processes	MIG	R45 012 791,00	12 months	23-Oct-26	23-Nov-26	17-Feb-27	NONE
BTMN	Rural Sanitation Programme Phase 3	TBC	Rural Sanitation: Installation of Pre-cast VIP toilet ZDM - North	Tender Processes	MIG	R12 832 546,90	12 months	04-Aug-26	04-Sept-26	30-Oct-26	NONE
		TBC	Rural Sanitation: Installation of Pre-cast VIP toilet ZDM - South	Tender Processes	MIG	R12 832 546,90	12 months	04-Aug-26	04-Sept-26	30-Oct-26	NONE
ECA	ZULULAND 2026/2029 RUDIMENTARY	TBC	Zululand 2026/2029 Rudimentary & Small Scheme revitalisation intervention programme	Tender Processes	MIG	R15 863 595,71	12 months	28-Oct-26	30-Nov-26	29-Jan-27	NONE
Zimile Consulting	Zululand Operations and Maintenance Programme	TBC	Zululand Three Year Operations & Maintenance Programme 2023/2027 (Phase 2) Refurbishment of Bulk Infrastructure - Northern Region	Tender Processes	MIG	R13 449 300,00	12 months	02-Jul-26	03-Aug-26	28-Aug-26	NONE
	Zululand Operations and Maintenance Programme	TBC	Zululand Three Year Operations & Maintenance Programme 2023/2027 (Phase 2) Refurbishment of Bulk Infrastructure - Southern Region	Tender Processes	MIG	R13 449 300,00	12 months	02-Jul-26	03-Aug-26	28-Aug-26	NONE
DLV	Water Demand Management	TBC	Refurbishment of Ulundi waste water treatment works and Zondela outfall line	Tender Processes	MIG	R119 414 344,00	12 months	04-Aug-26	04-Sept-26	30-Oct-26	NONE
ECA	Sphiva Stand Alone Water Supply	TBC	Mabululwane Water Supply	Tender Processes	WSIG	R44 720 000,00	12 months	01-Jul-26	03-Aug-26	03-Mar-27	NONE
	Sphiva Stand Alone Water Supply	TBC	Mnganimbobo Water Supply	Tender Processes	WSIG	R57 620 643,00	12 months	01-Jul-26	03-Aug-26	04-Mar-27	NONE
Paradoux	Gumbi RWSS	TBC	Gumbi Water Supply Scheme Upgrades : Phase 3	Tender Processes	WSIG	R31 090 128,40	12 months	03-Sept-26	05-Oct-26	09-Feb-27	NONE
MSW	Esiphambanweni WSS		Esiphambanweni, Odushwini, Manqashi Water Supply Scheme	Tender Processes	WSIG	R1 939 921,33	7months	15-Sept-26	15-Oct-26	13-Jan-27	NONE
	Odushwini WSS			Tender Processes		R6 032 769,35					
	Manqashi WSS			Tender Processes		R3 430 697,56					
Consultants Roster	Civil Engineering Consultants Roster	TBC	Panel of Professional Service Providers to Assist in the Undertaking of Institutional Water and Sanitation Infrastructure Projects for the Period of three years for Zululand District Municipality.	Tender Processes	All grants	N/A	36 months	30-Apr-26	15-May-26	01-Jun-26	NONE
MSW	Mandlakazi Phase 5	TBC	Downstream Bulks: Portable Water Rising Mains and Pump Station to Command Reservoir	Tender Processes	RBIG	R435 277 839,00	28 months	30-Apr-26	9-Jun-26	8-Jul-26	NONE
	Mandlakazi Phase 5	TBC	Downstream Bulk - New 30Ml Command Reservoir and Upgrade of Gravity Mains to Reservoir I1	Tender Processes	RBIG	R219 142 946,00	28 months	30-Apr-26	9-Jun-26	8-Jul-26	NONE
MSW	Mandlakazi Phase 5	TBC	Downstream Bulk - WTP Upgrade 60Ml/day	Tender Processes	RBIG	R325 171 033,00	28 months	30-Oct-26	9-Dec-26	15-Jan-27	NONE

6 FINANCIAL MANAGEMENT PLAN

The municipality's business and service delivery priorities were reviewed as part of this year's planning and budget process. Where appropriate, projects were priorities according to their necessity while maintaining stable and sound financial. The expenditure was also reviewed to minimise costs while maintaining service delivery.

The municipality has given revenue enhancement attention, this will assist in maximising revenue, collecting from previous outstanding debtors and make sure the billing is correct, the municipality is in the pursued of sourcing money to fund new meter installation where there were no meters before but there is possibility of capitalising on revenue.

The National Treasury's MFMA Circular No. 132 &134 were used to guide the compilation of the 2026/2027 MTREF.

The following macro-economic forecasts must be considered when preparing the 2026/27 MTREF municipal budgets.

Table 163: Macroeconomic performance and projections, 2025-2029

Fiscal Year	2024/25 Estimates	2025/26	2026/27	2027/28	2028/29
	Actual	Estimate	Forecast		
CPI Inflation	4.4%	3.2%	3.4%	3.3%	3.2%

The municipality is trying to recover from unfunded position; therefore, the above guide was not fully utilised because some items are on the funding plan need to be monitored and the municipality is in the process of minimizing cost.

6.1 ZULULAND DISTRICT GRANT ALLOCATION 2024- 2027

Table 164: Zululand District Grant Allocation 2024/25 To 2026/27

CAPITAL EXPENDITURE 2024-2025	BUDGET YEAR 2024/2025	FINAL BUDGET 2024/2025	BUDGET YEAR 2025/2026	BUDGET YEAR 2026/2027
Municipal Infrastructure Grant	259 542 000,00	253 831 096,55	272 856 000,00	297 634 000,00
Regional Bulk Infrastructure Grant	214 000 000,55	214 000 000,55	276 363 000,00	508 200 000,00
Water Services Infrastructure Grant	99 999 999,15	99 999 999,15	99 999 999,15	115 000 000,00
Rural Road Asset Management Grant	2 653 000,00	2 653 000,00	2 775 038,00	2 902 689,75
Kwamajomela Roll Over	-	-	-	-
Indonsa Grant	200 000,00	200 000,00	209 200,00	218 823,20
Accelerated Water Intervention Program	-	-	-	-
Capital Expenditure - External Loan Funding	-	-	-	-
Internally Funded Assets	5 000 000,00	5 000 000,00	5 230 000,00	5 470 580,00
TOTAL CAPITAL EXPENDITURE	581 395 000	575 684 096	657 433 237	929 426 093

6.2 MEDIUM TERM EXPENDITURE FRAMEWORK

Table 165: Medium Term Expenditure Framework

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Revenue											
Exchange Revenue											
Service charges - Electricity	2	-	-	-	-	-	-	-	-	-	-
Service charges - Water	2	39 170	58 877	55 414	63 954	51 217	51 217	45 751	78 508	81 099	83 694
Service charges - Waste Water Management	2	14 831	16 024	18 129	18 494	16 979	16 979	14 495	21 258	21 959	22 662
Service charges - Waste Management	2	-	-	-	-	-	-	-	-	-	-
Sale of Goods and Rendering of Services	2	1 426	760	627	800	1 502	1 502	1 010	1 903	1 966	2 029
Agency services	2	-	-	-	-	-	-	-	-	-	-
Interest		-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables	2	75	691	746	858	648	648	515	1 015	1 049	1 083
Interest earned from Current and Non Current Assets	2	7 433	15 458	8 129	8 000	5 804	5 804	4 048	8 000	8 264	8 528
Dividends	2	-	-	-	-	-	-	-	-	-	-
Rent on Land	2	-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets	2	181	559	463	504	482	482	409	195	201	207
Licence and permits	2	88	107	277	295	184	184	163	200	207	213
Special rating levies	2	-	-	-	-	-	-	-	-	-	-
Construction Contract Revenue	2	-	-	-	-	-	-	-	-	-	-
Development Charges	2	-	-	-	-	-	-	-	-	-	-
Operational Revenue	2	563	594	1 542	1 344	519	519	226	610	631	651
Non-Exchange Revenue											
Property rates	2	-	-	-	-	-	-	-	-	-	-
Surcharges and Taxes	2	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	2	910	875	449	605	258	258	207	400	413	426
Licences or permits	2	-	-	-	-	-	-	-	-	-	-
Transfer and subsidies - Operational	2	658 830	746 444	680 583	720 384	772 595	772 595	728 454	758 474	797 882	816 894
Interest	2	-	-	-	-	-	-	-	-	-	-
Fuel Levy	2	-	-	-	-	-	-	-	-	-	-
Operational Revenue	2	-	-	-	-	-	-	-	-	-	-
Gains on disposal of Fixed and Intangible Assets	2	2 894	680	-	-	-	-	-	-	-	-

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Other Gains	2	4 385	5 704	1 706	-	-	-	-	-	-	-
Discontinued Operations		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		**730 785**	**846 773**	**768 065**	**815 238**	**850 188**	**850 188**	**795 276**	**870 564**	**913 671**	**936 388**
Expenditure											
Employee related costs	2	286 293	315 068	343 349	302 013	302 098	302 098	303 583	384 180	391 355	403 878
Remuneration of councillors	2	9 276	10 362	10 539	11 640	11 640	11 640	8 681	14 283	14 755	15 227
Bulk purchases - electricity	2	-	-	-	-	-	-	1	-	-	-
Inventory consumed	2, 8	51 978	45 332	59 492	10 250	10 045	10 045	1 923	10 380	10 718	11 057
Debt impairment	3	26 735	30 812	30 773	4 000	4 000	4 000	-	5 580	5 764	5 949
Depreciation, amortisation and impairment	2	100 254	114 269	120 749	95 000	95 108	95 108	109 153	91 000	94 003	97 011
Interest, Dividends and Rent on Land	2	553	8 113	18 115	7 575	7 354	7 354	8 999	7 593	7 844	9 099
Contracted services	2	363 587	374 946	277 295	87 677	179 181	179 181	195 993	82 238	38 306	45 423
Transfers and subsidies	2	4 683	3 534	9 064	-	3 269	3 269	12 168	200	207	213
Irrecoverable debts written off	2	2 192	8 134	2 724	-	-	-	-	-	-	-
Operational costs	2	175 045	244 092	342 579	35 611	190 297	190 297	232 089	46 498	47 731	49 230
Disposal of Fixed and Intangible Assets	2	679	506	6	-	-	-	-	-	-	-
Other Losses	2	309	-	272	-	-	-	-	-	-	-
Total Expenditure		**1 021 583**	**1 155 168**	**1 214 957**	**553 766**	**802 992**	**802 992**	**872 589**	**641 952**	**610 682**	**637 088**
Surplus/(Deficit)		**(290 798)**	**(308 396)**	**(446 893)**	**261 472**	**47 197**	**47 197**	**(77 313)**	**228 612**	**302 988**	**299 300**
Transfers and subsidies - capital (monetary allocations)	6	610 502	768 386	851 477	916 219	917 665	917 665	728 039	760 484	765 479	824 871
Transfers and subsidies - capital (in-kind)	6	-	9	8	-	-	-	39	-	-	-
Surplus/(Deficit) after capital transfers & contributions		**319 704**	**460 000**	**404 593**	**1 177 691**	**964 861**	**964 861**	**650 765**	**989 096**	**1 068 467**	**1 124 171**
Income Tax		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after income tax		**319 704**	**460 000**	**404 593**	**1 177 691**	**964 861**	**964 861**	**650 765**	**989 096**	**1 068 467**	**1 124 171**

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Share of Surplus/Deficit attributable to Joint Venture		-	-	-	-	-	-	-	-	-	-
Share of Surplus/Deficit attributable to Minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		**319 704**	**460 000**	**404 593**	**1 177 691**	**964 861**	**964 861**	**650 765**	**989 096**	**1 068 467**	**1 124 171**
Share of Surplus/Deficit attributable to Associate	7	-	-	-	-	-	-	-	-	-	-
Intercompany/Parent subsidiary transactions		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	1	**319 704**	**460 000**	**404 593**	**1 177 691**	**964 861**	**964 861**	**650 765**	**989 096**	**1 068 467**	**1 124 171**

Table 166: Table A 1 Budget Summary

DC26 Zululand - Table A1 Budget Summary										
Description	**2022/23**	**2023/24**	**2024/25**	**Current Year 2025/26**				**2026/27 Medium Term Revenue & Expenditure Framework**		
R thousands	**Audited Outcome**	**Audited Outcome**	**Audited Outcome**	**Original Budget**	**Adjusted Budget**	**Full Year Forecast**	**Pre-audit outcome**	**Budget Year**	**Budget Year +1**	**Budget Year +2**
Other own revenue										
Total Revenue (excluding capital transfers and contributions)	730 785	846 773	768 065	815 238	850 188	850 188	795 276	870 564	913 671	936 388
Employee costs	286 293	315 068	343 349	302 013	302 098	302 098	303 583	384 180	391 355	403 878
Remuneration of councillors	9 276	10 362	10 539	11 640	11 640	11 640	8 681	14 283	14 755	15 227
Depreciation, amortisation and impairment	100 254	114 269	120 749	95 000	95 108	95 108	109 153	91 000	94 003	97 011
Interest, Dividends and Rent on Land	553	8 113	18 115	7 575	7 354	7 354	8 999	7 593	7 844	9 099
Inventory consumed and bulk purchases	51 978	45 332	59 492	10 250	10 045	10 045	1 924	10 380	10 718	11 057
Transfers and subsidies	4 683	3 534	9 064	–	3 269	3 269	12 168	200	207	213
Other expenditure	568 547	658 490	653 649	127 288	373 478	373 478	428 082	134 316	91 801	100 602
Total Expenditure	1 021 583	1 155 168	1 214 957	553 766	802 992	802 992	872 589	641 952	610 682	637 088
Surplus/(Deficit)	(290 798)	(308 396)	(446 893)	261 472	47 197	47 197	(77 313)	228 612	302 988	299 300
Transfers and subsidies - capital (monetary	610 502	768 386	851 477	916 219	917 665	917 665	728 039	760 484	765 479	824 871
Transfers and subsidies - capital (in-kind)	–	9	8	–	–	–	39	–	–	–
Surplus/(Deficit) after capital transfers & contributions	319 704	460 000	404 593	1 177 691	964 861	964 861	650 765	989 096	1 068 467	1 124 171
Share of Surplus/Deficit attributable to	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	319 704	460 000	404 593	1 177 691	964 861	964 861	650 765	989 096	1 068 467	1 124 171
Capital expenditure & funds sources										
Capital expenditure	498 342	662 543	781 494	742 877	760 083	760 083	577 272	612 034	665 721	717 366
Transfers recognised - capital	492 948	660 580	732 522	742 877	753 410	753 410	570 530	612 034	665 721	717 366
Borrowing	191	–	48 200	–	6 673	6 673	4 342	–	–	–
Internally generated funds	5 203	1 963	772	–	–	–	2 400	–	–	–
Total sources of capital funds	498 342	662 543	781 494	742 877	760 083	760 083	577 272	612 034	665 721	717 366
Financial position										
Total current assets	144 961	199 465	170 523	677 146	453 458	453 458	146 220	916 550	1 408 751	1 909 443
Total non current assets	5 000 233	5 529 332	6 107 453	5 982 751	6 772 429	6 772 429	468 119	6 533 380	6 491 256	6 444 080
Total current liabilities	509 937	564 126	822 963	406 164	658 279	658 279	(444 089)	641 548	646 867	652 356
Total non current liabilities	45 231	128 414	126 218	254 146	263 526	263 526	9 036	275 287	265 419	256 807
Community wealth/Equity	4 597 982	5 047 151	5 644 236	4 821 896	5 339 107	5 339 107	699 752	5 543 999	5 919 252	6 320 189
Cash flows										
Net cash from (used) operating	1 928 362	3 029 956	2 861 418	1 250 945	1 025 833	1 025 833	1 962 524	1 052 956	1 134 435	1 193 254
Net cash from (used) investing	(496 567)	(661 863)	(780 983)	(854 309)	(862 515)	(862 515)	(577 272)	(703 839)	(765 579)	(824 971)
Net cash from (used) financing	(1 532)	89 447	(18 304)	(17 712)	(17 712)	(17 712)	(9 068)	(17 712)	(17 712)	(17 712)
Cash/cash equivalents at the year end	1 450 730	2 484 967	2 119 201	367 748	168 710	168 710	1 376 184	611 748	962 892	1 313 464
Cash backing/surplus reconciliation										
Cash and investments available	1 450 730	2 484 967	2 119 201	367 748	168 710	168 710	1 376 184	611 748	962 892	1 313 464
Application of cash and investments	(744 211)	(1 699 289)	(1 051 278)	89 865	276 687	276 687	(168 604)	337 879	276 689	197 992
Balance - surplus (shortfall)	2 194 942	4 184 256	3 170 479	277 883	(107 977)	(107 977)	1 544 788	273 869	686 203	1 115 472
Asset management										
Asset register summary (WDV)	3 684 881	4 174 396	4 636 412	4 627 814	5 301 388	5 301 388		5 062 338	5 020 214	4 973 039
Depreciation	100 254	114 269	120 749	95 000	95 108	95 108		91 000	94 003	97 011
Renewal and Upgrading of Existing Assets	191	–	–	–	–	–		–	–	–
Repairs and Maintenance	147 925	167 322	182 804	45 589	91 114	91 114		44 823	17 955	18 700
Free services										
Cost of Free Basic Services provided	4 710	(348)	(36)	5 063	–	–		11 427	11 804	12 181
Revenue cost of free services provided	–	–	–	–	–	–		–	–	–
Households below minimum service level										
Water:	–	–	–	–	–	–		–	–	–
Sanitation/sewerage:	6	6	6	7	7	7		6	7	7
Energy:	–	–	–	–	–	–		–	–	–
Refuse:	–	–	–	–	–	–		–	–	–

6.3 CAPITAL PROJECTS TO BE IMPLEMENTED BY CAPITAL BUDGET

Table 167: Capital Projects from Capital Budget

Vote Description	**Ref**	**2022/23**	**2023/24**	**2024/25**	**Current Year 2025/26**				**2026/27 Medium Term Revenue & Expenditure Framework**		
R thousand	1	**Audited Outcome**	**Audited Outcome**	**Audited Outcome**	**Original Budget**	**Adjusted Budget**	**Full Year Forecast**	**Pre-audit outcome**	**Budget Year 2026/27**	**Budget Year +1 2027/28**	**Budget Year +2 2028/29**
Capital expenditure - Vote											
Multi-year expenditure ***to be appropriated***	2										
Vote 01 - Council		–	–	–	–	–	–	–	–	–	–
Vote 02 - Corporate Services		–	155	–	–	–	–	–	–	–	–
Vote 03 - Finance		–	–	511	–	–	–	–	–	–	–

Vote Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Vote 04 - Community Development		–	–	–	–	–	–	–	–	–	–
Vote 05 - Planning & Wsa		–	–	–	–	15 670	15 670	4 975	–	–	–
Vote 06 - Technical Services		–	–	–	–	–	–	–	–	–	–
Vote 07 - Water Purification		–	–	–	–	–	–	–	–	–	–
Vote 08 - Water Distribution		–	–	–	–	–	–	–	–	–	–
Vote 09 - Waste Water		–	–	–	–	–	–	–	–	–	–
Vote 10 - .		–	–	–	–	–	–	–	–	–	–
Vote 11 - .		–	–	–	–	–	–	–	–	–	–
Vote 12 - ,		–	–	–	–	–	–	–	–	–	–
Vote 13 - ,		–	–	–	–	–	–	–	–	–	–
Vote 14 - *		–	–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	7	**–**	**155**	**511**	**–**	**15 670**	**15 670**	**4 975**	**–**	**–**	**–**
Single-year expenditure *to be appropriated*	2										
Vote 01 - Council		173	167	–	–	–	–	–	–	–	–
Vote 02 - Corporate Services		833	1 551	37	–	–	–	2 400	–	–	–
Vote 03 - Finance		2 064	70	164	–	–	–	–	–	–	–
Vote 04 - Community Development		3 277	286	–	87	174	174	–	87	87	87
Vote 05 - Planning & Wsa		491 521	660 294	732 582	742 790	737 566	737 566	565 554	611 947	665 634	717 279
Vote 06 - Technical Services		–	–	–	–	–	–	–	–	–	–
Vote 07 - Water Purification		474	20	–	–	–	–	–	–	–	–
Vote 08 - Water Distribution		–	–	48 200	–	6 673	6 673	4 342	–	–	–
Vote 09 - Waste Water		–	–	–	–	–	–	–	–	–	–
Vote 10 - .		–	–	–	–	–	–	–	–	–	–
Vote 11 - .		–	–	–	–	–	–	–	–	–	–
Vote 12 - ,		–	–	–	–	–	–	–	–	–	–
Vote 13 - ,		–	–	–	–	–	–	–	–	–	–
Vote 14 - *		–	–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–

Vote Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Capital single-year expenditure sub-total		**498 342**	**662 388**	**780 983**	**742 877**	**744 413**	**744 413**	**572 297**	**612 034**	**665 721**	**717 366**
Total Capital Expenditure - Vote		**498 342**	**662 543**	**781 494**	**742 877**	**760 083**	**760 083**	**577 272**	**612 034**	**665 721**	**717 366**
Capital Expenditure - Functional											
Governance and administration		**3 061**	**1 943**	**712**	**–**	**–**	**–**	**2 400**	**–**	**–**	**–**
Executive and council		173	167	–	–	–	–	–	–	–	–
Finance and administration		2 888	1 621	712	–	–	–	2 400	–	–	–
Internal audit		–	155	–	–	–	–	–	–	–	–
Community and public safety		**1 551**	**286**	**–**	**87**	**174**	**174**	**–**	**87**	**87**	**87**
Community and social services		1 551	286	–	87	174	174	–	87	87	87
Sport and recreation											
Public safety											
Housing											
Health		–	–	–	–	–	–	–	–	–	–
Economic and environmental services		**1 726**	**75**	**61**	**2 410**	**2 410**	**2 410**	**1 334**	**2 508**	**2 608**	**2 689**
Planning and development		1 726	75	61	2 410	2 410	2 410	1 334	2 508	2 608	2 689
Road transport											
Environmental protection											
Trading services		**491 995**	**660 239**	**780 722**	**740 380**	**757 499**	**757 499**	**573 539**	**609 439**	**663 026**	**714 590**
Energy sources											
Water management		491 995	660 239	780 722	740 380	757 499	757 499	573 539	609 439	663 026	714 590
Waste water management		–	–	–	–	–	–	–	–	–	–
Waste management											
Other		**9**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total Capital Expenditure - Functional	3	**498 342**	**662 543**	**781 494**	**742 877**	**760 083**	**760 083**	**577 272**	**612 034**	**665 721**	**717 366**
Funded by:											
National Government		490 152	660 294	732 522	742 790	751 790	751 790	569 234	611 947	665 634	717 279
Provincial Government		2 797	277	–	87	1 620	1 620	1 257	87	87	87
District Municipality											
Transfers and subsidies - capital (monetary		–	9	–	–	–	–	39	–	–	–

Vote Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)											
Transfers recognised - capital	4	**492 948**	**660 580**	**732 522**	**742 877**	**753 410**	**753 410**	**570 530**	**612 034**	**665 721**	**717 366**
Borrowing	6	191	–	48 200	–	6 673	6 673	4 342	–	–	–
Internally generated funds		5 203	1 963	772	–	–	–	2 400	–	–	–
Total Capital Funding	7	**498 342**	**662 543**	**781 494**	**742 877**	**760 083**	**760 083**	**577 272**	**612 034**	**665 721**	**717 366**

6.4 MAIN BUDGET SUMMARY

The Summary of the budget is prepared in terms of the prescribed budget formats, detailing revenue by source type and expenditure type. The summary report indicates the following:

Table 168: Main Budget Summary

	BUDGET 2026/2027	CHANGE	BUDGET 2026/2027	BUDGET 2027/2028	BUDGET 2028/2029
OPERATING REVENUE	870 563 653		870 563 653	909 663 636	933 371 360
CAPITAL REVENUE	760 484 000		760 484 000	742 784 995	801 116 251
TOTAL BUDGET REVENUE	**1 631 047 653**	**-**	**1 631 047 653**	**1 652 448 631**	**1 734 487 611**
OPERATING EXPENDITURE	863 489 017	270 880 378	592 608 639	610 682 190	636 750 712
CONTRIBUTION TO CAPITAL	661 377 391		661 377 391	665 720 870	717 366 087
TOTAL BUDGET EXPENDITURE EXC. VAT	**1 524 866 408**	**270 880 378**	**1 253 986 030**	**1 276 403 059**	**1 354 116 799**
CAPITAL EXPENDITURE - GRANTS AND TRANSFERS	661 377 391		661 377 391	665 720 870	717 366 087
CAPITAL EXPENDITURE - EXTERNAL LOAN					
CAPITAL EXPENDITURE - INTERNALLT FUNDED					
TOTAL CAPITAL	**661 377 391**	**-**	**661 377 391**	**665 720 870**	**717 366 087**
TOTAL REVENUE	**1 631 047 653**	**-**	**1 631 047 653**	**1 652 448 631**	**1 734 487 611**
TOTAL EXPENDITURE	**1 524 866 408**	**270 880 378**	**1 253 986 030**	**1 276 403 059**	**1 354 116 799**

Table 169: Operating Surplus (Deficit)

OPERATING SURPLUS(DEFICIT)			
	BUDGET YEAR 2026/2027	BUDGET YEAR 2027/2028	BUDGET YEAR 2028/2029
OPERATING REVENUE	870 563 653	909 663 635.60	933 371 359.94
OPERATING EXPENDITURE	592 608 639	610 682 189.60	636 750 711.87

OPERATING SURPLUS(DEFICIT)			
OPERATING SURPLUS	277 955 014.48	298 981 446.00	296 620 648.07

The Municipality is largely dependent on government grants for its operations, and the small portion is generated from service charges. The adjustment budget was tabled with budget funding plan which meant the municipality had to move to a funded position in the following financial year which is **2026/2027** as per National Treasury circular 129. The municipality budget is highlighted below which shows the decrease in capital budget and increase in operating budget.

The **2026/2027** total revenue budget is **R1.6 billion**, and it has not changed from the draft budget but has shown decrease from R135 million from the **2025/2026** budget of billions of **R1.7 million**. This represents a decrease of 8% from previous.

The reduction is on total expenditure which has decreased from **R 1.5 million** draft budget to **R1.2 million**. The reason for the reduction is that the municipality is trying to ensure that the budget is funded.

Table 170: Summary of grants allocation

	BUDGET 2026/2027	BUDGET 2027/2028	BUDGET 2028/2029
FINANCIAL MANAGEMENT GRANT (FMG)	1 500 000	1 600 000	1 800 000
EQUITABLE SHARE	749 176 000	789 763 000	809 375 000
GRANT	5 379 000	-	-
INDOSA GRANT	1 719 000	1 719 000	1 719 000
ENERGY	-	4 000 000	3 000 000
PRINCE MANGOSUTHU AIRPORT GRANT	700 000	800 000	1 000 000
MUNICIPAL INFRASTRUCTURE GRANT (MIG)	272 515 000	304 202 000	314 271 000
WATER SERVICES INFRASTRUCTURE GRANT (WSIG)	115 000 000	150 000 000	135 388 000
RURAL ROAD ASSET MANAGEMENT	2 884 000	2 999 000	3 092 000
REGIONAL BULK INFRASTRUCTURE GRANT (RBIG)	370 085 000	308 278 000	372 120 000

6.4.1 Operating Revenue Framework

Table 171: Operating Revenue

	BUDGET 2026/2027	CHANGE	BUDGET 2026/2027	BUDGET 2027/2028	BUDGET 2028/2029
Service charges - water revenue	78 508 275		78 508 275	81 099 048	83 694 218
Service charges - sanitation revenue	21 257 884		21 257 884	21 959 394	22 662 095
Rental of facilities	194 624		194 624	201 047	207 480
Interest earned - external investments	8 000 000		8 000 000	8 264 000	8 528 448
Interest earned - outstanding debtors	1 015 466		1 015 466	1 042 000	1 066 056
Fines, penalties and forfeits	400 000		400 000	413 200	426 422
Licences and permits	100 404		100 404	103 717	107 036
Transfers and subsidies	758 474 000		758 474 000	793 882 000	813 894 000
Other revenue	2 613 000		2 613 000	2 699 229	2 785 604
Total operating revenue	**870 563 653**	**-**	**870 563 653**	**909 663 636**	**933 371 360**

The revenue budgets

An increase of 10% is proposed to be affected on Tariffs.

Water tariffs have been determined as follows:

Kilolitres	**Percentage increase**
0- 6kl	10%
6- 30kl	10%
30-40kl	10%
>40kl	10%

The municipality is providing free 6kl to households that are registered as indigent.

The assumed collection rate based on the current collection level and strategies in place to improve collection is expected to be 60% of billable revenue.

The **2026/2027** Operating Revenue budget is **R870 million**. This represents an increase of **R20 million** or **2%** from **2025/2026** budget of **R850 million**. This net increase is largely attributed to changes in operating revenue sources.

The Equitable share has increased by **R38.7 million** from **R710 million** in **2025/2026** budget to **R749 million** in **2026/2027** budget.

In the **2025/2026** budget the municipality received a grant from the KwaZulu-Natal Amafa and Research Institute amounting to **R200 thousand**, a grant from National Skills Fund amounting to **R12 million,** a grant from Local Government Sector Education and Training Authority amounting to **R327 thousand** which are not part of the **2026/2027** budget as per provincial gazette. These grants have effect on budget decrease.

Service charges revenue for water and sanitation have increased by **R31 million** from **R68 million** in 2025/2026 budgets to **R99 million** in **2026/2027** budget. This results from the increase in tariffs and installation of new meters. The new meters are to be installed in estimated 25000 households, but this was not affected by the budget since it has not materialised. The tariffs increased by **10%** considering the CPI and the municipality is also trying to move closely to cost effective tariffs gradually without putting much strain on consumer.

The municipality increased all other revenue streams for 2026/27 budget except for the rent where there are tenants that have evacuated the building. This includes interest in investment and outstanding debtors, licenses and permits, fines, penalties and forfeits.

6.4.2 Operating Expenditure Framework

The **2026/2027** Operating Expenditure budget is **R592 million**. This represents a decrease of **R271 million** or **31%** from **2026/2027** draft budget of **864 million**.

Table 172: Operating Expenditure

	BUDGET 2026/2027	CHANGE	BUDGET 2026/2027	BUDGET 2027/2028	BUDGET 2028/2029
Employees cost	391 589 832	7 410 086	384 179 746	391 355 095	403 878 458
Remuneration of councillors	14 283 492	-	14 283 492	14 754 848	15 227 003
Debt impairment	5 580 000	-	5 580 000	5 764 140	5 948 592
Depreciation & asset impairment	91 000 000	-	91 000 000	93 820 134	96 822 378
Finance charges	8 093 000	500 000	7 593 000	7 843 569	9 099 143
Inventory consumed	52 295 035	41 695 055	10 599 980	10 938 230	11 277 054
Contracted services	145 714 278	112 865 262	32 849 016	38 046 787	45 015 924
Transfers and subsidies		200 000	200 000	206 600	213 211
Other expenditure	155 471 441	109 148 036	46 323 405	47 769 921	49 268 948
Total expenditure	**864 027 078**	**271 818 440**	**592 608 639**	**610 499 324**	**636 750 712**

The municipality has adopted the funding plan. The municipality is trying to minimize costs by reviewing all SLAs. The municipality has decided to use internal employees where capacity is available to reduce contracted services.

The salaries have increased due to bargaining council agreement, contracted employees and EPWP employees funded by municipality, however the municipality has reduced the EPWP budget by R7.4 million in trying to make it equal to the budget. The salaries are 67% of the operating budget, which is beyond the norm of 25%-40% set by the National Treasury.

Most of the expenditure line items have decreased as per adherence to the approved funding plan, the plan will be monitored monthly and progress reported to Exco monthly.

6.4.3 Capital Expenditure and Funding

Table 173: Capital Expenditure

	BUDGET 2026/2027	CHANGE	BUDGET 2026/2027	BUDGET 2027/2028	BUDGET 2028/2029
MUNICIPAL INFRASTRUCTURE	236 969 565		236 969 565	264 523 478	273 279 130
REGIONAL BULK INFRASTRATURE	321 813 043		321 813 043	268 067 826	323 582 609
WATER SERVICES INFRASTRUCTURE	100 000 000		100 000 000	130 434 783	117 728 696
RURAL ROAD ASSET MANAGEMENT	2 507 826		2 507 826	2 607 826	2 688 696
INDONSA GRANT	86 957		86 957	86 957	86 957
TOTAL	**661 377 391**	**-**	**661 377 391**	**665 720 870**	**717 366 087**

The **2026/2027** Capital Expenditure budget is **R661 million** VAT exclusive. This represents an decrease of **R89 million** or **12%** from **2025/2026** budget of **R750 million**.

Circular no. 58 capital grants are reported as VAT exclusive, total Capital financing amount to **be R661 million**.

MFMA mSCOA circular number 13 requires that capital expenditure be budgeted exclusively.

Table 174: Capital Expenditure

	BUDGET 2026/2027	CHANGE	BUDGET 2026/2027	BUDGET 2027/2028	BUDGET 2028/2029
MUNICIPAL INFRASTRUCTURE	236 969 565		236 969 565	264 523 478	273 279 130
REGIONAL BULK INFRASTRATURE	321 813 043		321 813 043	268 067 826	323 582 609
WATER SERVICES INFRASTRUCTURE	100 000 000		100 000 000	130 434 783	117 728 696
RURAL ROAD ASSET MANAGEMENT	2 507 826		2 507 826	2 607 826	2 688 696
INDONSA GRANT	86 957		86 957	86 957	86 957
TOTAL	**661 377 391**	**-**	**661 377 391**	**665 720 870**	**717 366 087**

Table 175: Capital Expenditure VAT inclusive

	BUDGET 2026/2027	CHANGE	BUDGET 2026/2027	BUDGET 2027/2028	BUDGET 2028/2029
MUNICIPAL INFRASTRUCTURE	272 515 000		272 515 000	304 202 000	314 271 000
REGIONAL BULK INFRASTRATURE	370 085 000		370 085 000	308 278 000	372 120 000
WATER SERVICES INFRASTRUCTURE	115 000 000		115 000 000	150 000 000	135 388 000
RURAL ROAD ASSET MANAGEMENT	2 884 000		2 884 000	2 999 000	3 092 000
INDONSA GRANT	100 000		100 000	100 000	100 000
TOTAL	**760 584 000**	**-**	**760 584 000**	**765 579 000**	**824 971 000**

VAT on capital grants amounts to **R760 million** in 2026/2027 financial year from **R 863 million** in 2025/2026, this results from measure change in RBIG allocation in 2025/2026 to 2026-2027.

6.5 FINANCIAL POSITION

Table 176: Financial Position

	BUDGET 2026/2027	CHANGE	BUDGET 2026/2027	BUDGET 2027/2028	BUDGET 2028/2029
Current Assets	602 083 559		867 006 172	1 278 595 048	1 704 732 335
Non current Asset	6 582 723 145		6 582 723 145	6 495 058 274	6 450 933 964
Current Liabilities	720 949 458		721 056 393	725 955 042	731 253 089
Non current Liabilities	147 413 574		916 949 616	911 980 158	908 665 672
Accumulated surplus	6 316 443 672		6 532 779 701	6 861 673 164	7 247 000 627

The municipality has a higher number of debtors, but the collection level is an average of 50% from the previous financial year. In 2026/27 the collection rate is expected to be between 55-60% of the current billing.

The municipality also has a large number of creditors that result from the cost drivers that are key to service delivery and the municipality cannot do without them.

Since the municipality has established and tabled the funding plan, it was highlighted that the municipality will not be able to pay all the creditors at once. Therefore, for 2026/27 budget, the municipality has already started negotiations with some of the creditors to make affordable payments arrangements that will go beyond the 2026/27 financial year.

6.6 NATIONAL POLICY KEY IMPERATIVES

After the State of the Nation Address by the President and the Budget speech by the Minister of Finance key priorities were noted and became our policy imperative. National Treasury subsequently issued MFMA Circular No. 129 to give guidance on these imperatives.

There are key factors that have been taken into consideration in the compilation of the 2025/26 MTREF:

The general **inflationary outlook** and the impact on Municipality's residents and businesses

Fiscal Year	2024/25 Estimates	2025/26	2026/27 forecast	2027/28 Forecast
CPI Inflation	4.4%	4.3%	4.6%	4.4%

An increase of 4.3% is proposed to be affected on Tariffs. The assumed collection rate based on the current collection level is expected to be **60%** of billable revenue.

6.7 COST CONTAINMENT MEASURES

Cost containment measures continue as our resolution. Hence the budget is largely informed by this. We continue to make it our practice, a call by the cost containment regulation to eliminate expenditure on the following:

- Travel, Conferences, Catering, Entertainment, social functions, telephones, and wasteful expenditure.

Based on the funding plan, the municipality has started to access and review existing SLAs to identify those services that the municipality can do internally.

6.7.1 Budget Related Policies

The municipality in implementing this budget will rely mostly on its policies as being reviewed for the financial year.

ANNEXURE 1.1: DISASTER MANAGEMENT PLAN

ANNEXURE 1.2: DISASTER MANAGEMENT PLAN 2026

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