



STRATEGY REVIEW DOCUMENT 2026/27 REPORT

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1. INTRODUCTION

1.1 AGENCY OVERVIEW

The UThukela District Development Agency (UEDA), is an entity owned entirely by uThukela District Municipality, which was established in terms of the decision of the Kwazulu-Natal Provincial Cabinet Lekgotla, held on 11 - 13 September 2012. Subsequently, uThukela District Municipality established the Agency in 2017.

The Agency wholly relies on grant funding from UThukela District Municipality to fund its operations in terms of its budget. The District Municipality and the Agency have supportive and collaborative ties with the local Municipalities of Okhahlamba, Alfred Duma and Inkosi Langalibalele which are within the district.

The Agency is working as a developmental organisation, whose objective is to drive economic growth and transformation, based on best business practices.

The Agency has three focus areas to which it concentrate its resources, which are:

- Tourism Development
- Investment and Infrastructure
- Agriculture and RASET

1.2 UTHUKELA DISTRICT OVERVIEW

UThukela District Municipality, which is the parent municipality of uThukela Economic Development Agency; is located on the western boundary of the KwaZulu-Natal Province. It is bordered by three other district municipalities: Amajuba, uMzinyathi and uMgungundlovu. It consists of three local municipalities:

- Okhahlamba;
- Alfred Duma and;
- Inkosi Langalibalele.

The district derives its name from one of the major rivers in KwaZulu-Natal, the UThukela River, which rises from the Drakensberg Mountains and supplies water to a large portion of KZN, as well as Gauteng. It is predominately rural and is characterised by poor socio-economic indicators such as low revenue base, poor infrastructure, limited access to services, and low economic base.

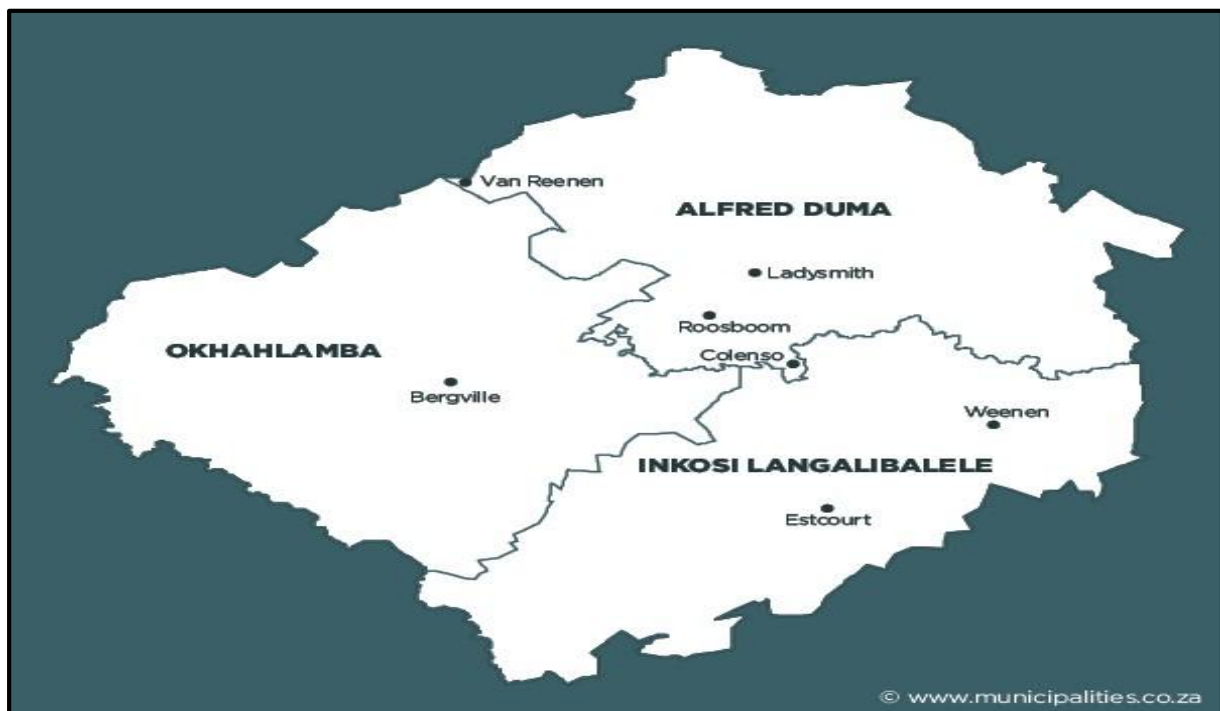
Below is a table indicating major cities/towns in the district:

Municipality	Cities/towns
Alfred Duma Local Municipality	Colenso uMnambithi Van Reenen Uitval
OKhahlamba Local Municipality	Bergville Winterton
Inkosi Langalibalele Local Municipality	Weenen Estcourt

Main Economic Sectors (Source: APR 2023/24):

- Manufacturing (15.39%)
- Wholesale and Retail Trade, Catering and Accommodation (16.56%);
- Finance, Insurance, Real Estate and Business Services (13.55%)

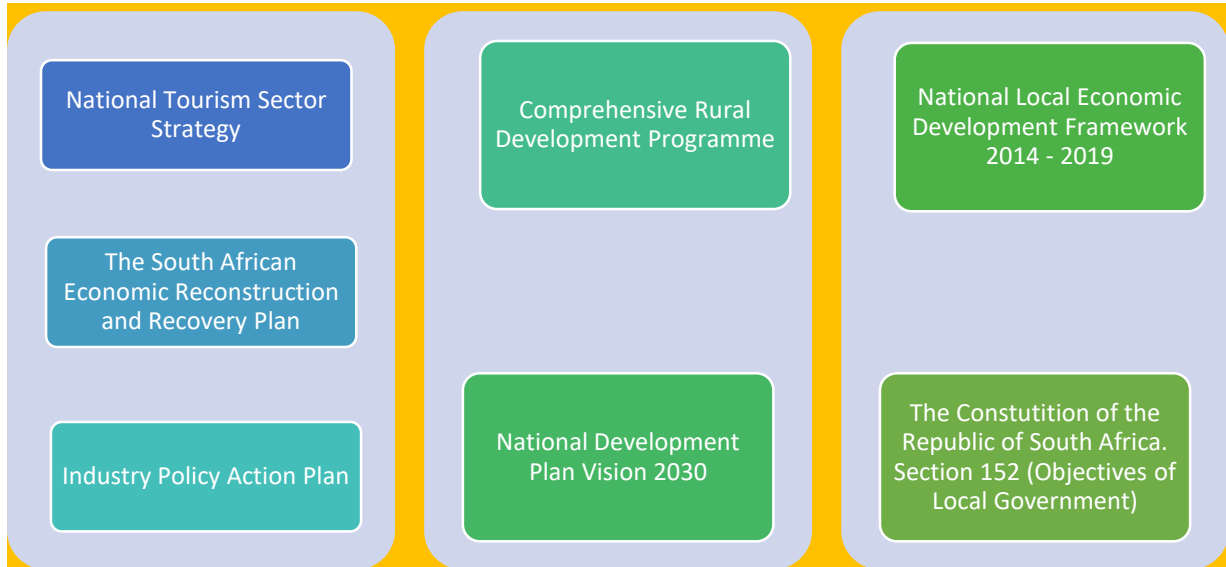
Man1: UThukela District Municipal Area



Source: uThukela District Municipalities website

2. INSTITUTIONAL & POLICY ENVIRONMENT

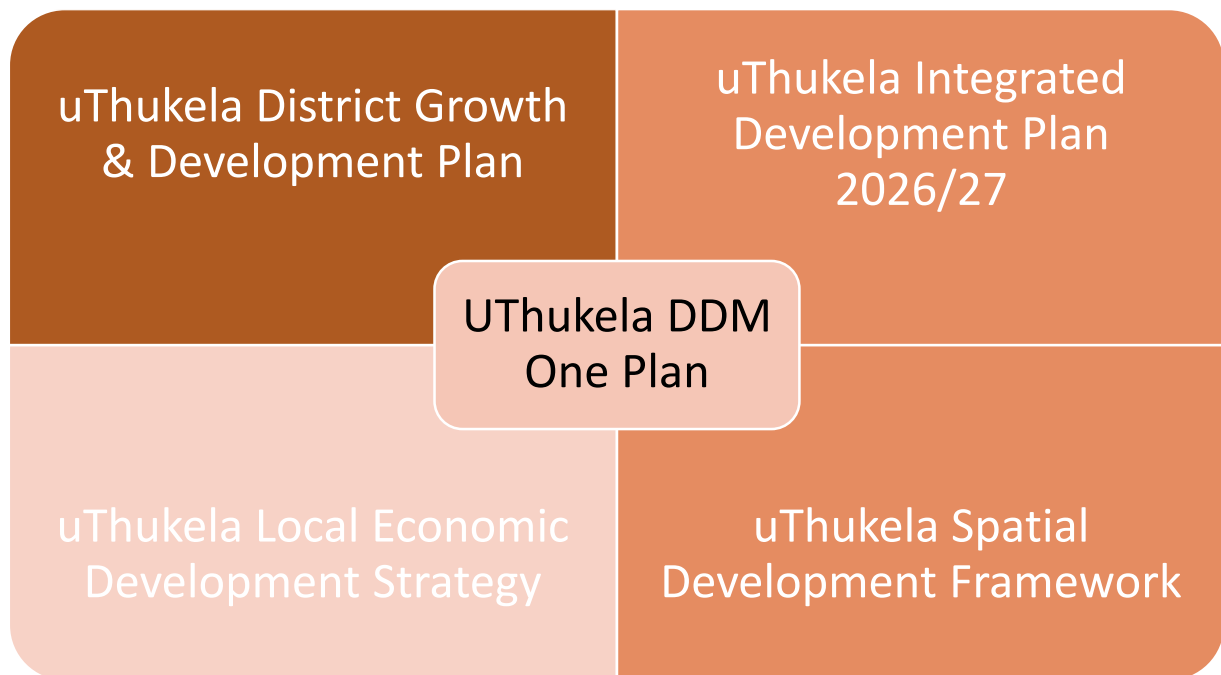
2.1 NATIONAL INSTITUTIONAL & POLICY ENVIRONMENT



2.2 PROVINCIAL INSTITUTIONAL & POLICY ENVIRONMENT



2.3 LOCAL INSTITUTIONAL & POLICY ENVIRONMENT



3. STRATEGIC PLANNING FRAMEWORK

3.1 SWOT ANALYSIS

Strengths	Weaknesses
• Supported by a stable municipality. • Strong leadership, engaging with all municipalities, government and community. • Strategic positioning for economic development. • Planning capacity. • Management of finances. • Upskilling of employees	• UThukela District Municipality's commitment to the Agency not backed by provision of resources. • High staff turn-over rate • The entire staff compliment is non-permanent.
Opportunities	Threats
• Sourcing of funds from various funding agencies. • Absorption of current staff members into permanent positions. • Being skills training facilitator. • Potential partnership with business sectors. • Organised existing Agriculture Structures & Institutions • Rehabilitation of Rail Infrastructure to unlock economic development	• Threat of closure by the municipality. • Budget cut. • Lack of stakeholder collaboration. • Natural disasters. • Lack of service integration • Bottlenecks in simplifying business processes • Political upheavals

3.2 VISION

An economically vibrant and prosperous district that retain and attract businesses encored in unique opportunities and innovation for sustainable economic development.

3.3 MISSION

Create an enabling and business friendly environment thus ensuring the retention and attraction of local and international investments and promote new business ventures working with all social and business partners for achieve a prosperous sustainable economic development for uThukela District.

3.4 OBJECTIVES

The main objectives:

- To create an enabling and conducive environment for both local and international businesses to thrive.
- To facilitate, coordinate and monitor all district economic development projects.
- To restore business confidence stakeholder engagements and establishment of the economic development working group.
- To mobilize and promote the use of local resources and skills thus ensuring maximum local economic development.

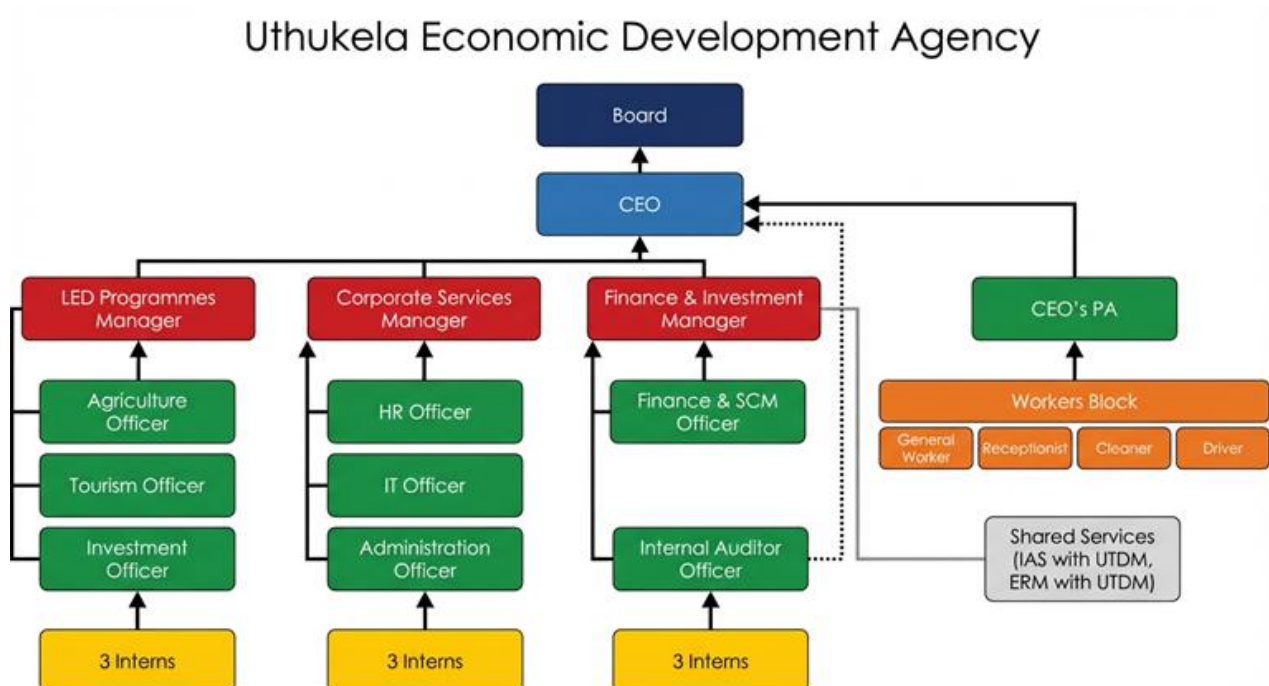
3.5 KEY SERVICES

The typical mandates of UEDA include the following:

- Improve the economic context and opportunity of the territory.
- Fundraising and implementation on high-impact projects.
- Promote healthy competition among businesses.

- Provide tools for economic development that include the weakest and most vulnerable sectors.
- Develop relationships of collaboration and cooperation across sectors.
- To manage the spatial organization of the area in a socially efficient manner, particularly through the use of public land & targeted private projects.
- Stimulating of economic development through development projects and investment support/promotion.
- The identification of catalytic projects.
- Focusing on sector competitiveness such as Industrialisation, Tourism and Agriculture.

3.6 ORGANOGRAM



4. KEY PERFORMANCE AREAS

- Good Governance
- Organisational Development and Transformation
- Financial Viability and Management
- Local Economic Development

5. STRATEGIC OBJECTIVES

- | | |
|------------------------|--|
| Strategic Objective 1: | Ensuring effective education, skills and capacity development, |
| Strategic Objective 2: | Improve the institutional capacity and policy environment for effective LED, |
| Strategic Objective 3: | Development and support for the tourism sector |
| Strategic Objective 4: | Expansion of the agricultural sector |
| Strategic Objective 5: | Support for informal economy and small enterprises |
| Strategic Objective 6: | Expansion and diversification of the manufacturing sector |
| Strategic Objective 7: | Expansion and development of strategic economic infrastructure, |

6. STRATEGIC DRIVERS AND ENABLERS

UThukela Economic Development Agency identified the following strategic drivers:

6.1 STRATEGIC DRIVERS

Agribusiness	Intergovernmental Relations	Investor Attraction Mechanism	Infrastructure Development	Tourism
Fresh produce Market Agricultural Markets Poultry processing Bulk buying	Board Meetings with local municipalities	Business Retention & Expansion Strategy Identification of Investment opportunities	Wembezi Business Hub	Tourism routes Rural and Township tourism support Destination marketing Tourism product development Market access for arts and crafts

6.2 STRATEGIC ENABLERS

UThukela Economic Development Agency identified the following strategic enablers:

1. Formulation and adherence to plans	5. Ensure functionality of Committees	9. Reviewal of plans and policies
2. Regular reporting	6. Review, adoption and implementation of policies	10. Timeous management and reporting
3. Conclusion of an SLA between UTDM and the Agency	7. Ensure legislative compliance	11. Facilitate stakeholder participation
4. Investment attraction	8. SMME support and development	12. Ensuring market access

7. IMPLEMENTATION PLAN

7.1 AGRIBUSINESS

Catalytic Projects	Activities	Stakeholders	Time Frame (Priority)	Deliverables
Fresh Produce Market	Develop and submit fresh produce production plan Submit reports on the sales of fresh produce	uThukela District Municipality, Local Municipalities, Economic Cluster Sector Departments & Agencies, Farmers	31/12/2026 30/06/2027	Production plan Reports
Agricultural Markets	Conduct agricultural markets and auction platform supporting livestock and fresh produce trade	uThukela District Municipality, Local Municipalities, Economic Cluster Sector Departments & Agencies, Farmers	30/06/2027	Reports
Poultry processing	Report on transportation of chicken to abattoir, for processing	uThukela District Municipality, Local Municipalities, Economic Cluster Sector Departments & Agencies, Farmers, private abattoir	30/06/2027	Reports
Bulk buying	Engage Livestock associations on bulk buying of livestock necessities	uThukela District Municipality, Local Municipalities, Economic Cluster Sector Departments & Agencies, Farmers, private wholesalers	31/12/2026	Engagements

7.2 INTERGOVERNMENTAL RELATIONS

Catalytic Projects	Activities	Person Responsible & Strategic Partners	Time Frame (Priority)	Deliverables
Board meetings with local municipalities	Ensure the Board meets with leadership of municipalities	uThukela District Municipality, Local Municipalities	30/06/2027	Meetings

7.3 INVESTOR ATTRACTION MECHANISM

Catalytic Projects	Activities	Person Responsible & Strategic Partners	Time Frame (Priority)	Deliverables
Business Retention & Expansion Strategy	Develop Business attraction, retention and expansion Strategy	uThukela District Municipality, Local Municipalities, Economic Cluster Sector Departments & Agencies, Business Chamber	31/03/2027	Strategy document
Identification of investment opportunities	Engage stakeholders on the identification, packaging and marketing of investments opportunities Report on Identification, packaging and marketing of investment opportunities within the district	uThukela District Municipality, Local Municipalities, Economic Cluster Sector Departments & Agencies, Business Chamber, TIKZN	30/09/2026 30/06/2027	Engagements Reports

7.4 INFRASTRUCTURE DEVELOPMENT

Catalytic Projects	Activities	Person Responsible & Strategic Partners	Time Frame (Priority)	Deliverables
Wembezi Business Hub	Develop and submit a concept document on Business Hub centre at Wembezi Taxi Rank for former FET students	uThukela District Municipality, Local Municipalities, Economic Cluster Sector Departments & Agencies, TVET College, Transport sector	30/06/2027	Concept document

7.5 TOURISM

Catalytic Projects	Activities	Person Responsible & Strategic Partners	Time Frame (Priority)	Deliverables
Tourism routes	Engage with benefiting stakeholders on the development and monitoring of existing tourism routes	uThukela District Municipality, Local Municipalities, Economic Cluster Sector Departments & Agencies, benefiting stakeholders	30/06/2027	Engagements
Rural and township tourism support	Adopt the Strategy for Rural and Township Tourism development and support Report on the status of Rural and Township Tourism Development and Support on UEDA's interventions	uThukela District Municipality, Local Municipalities, Economic Cluster Sector Departments & Agencies, tourism businesses	31/03/2027 30/06/2027	Strategy document Report

Destination marketing	Conduct tourism destination marketing activations	uThukela District Municipality, Local Municipalities, Economic Cluster Sector Departments & Agencies, tourism businesses	30/06/2027	Reports
Tourism product development	Conduct needs analysis on district tourism product gaps	uThukela District Municipality, Local Municipalities, Economic Cluster Sector Departments & Agencies, tourism businesses	31/12/2026	Report
Market access for arts and crafts	Develop and submit proposal to Department of Art and Culture on Product Development and Market Access for souvenirs Report on sales of souvenirs	uThukela District Municipality, Local Municipalities, Economic Cluster Sector Departments & Agencies, SMME's	31/12/2026 30/06/2027	Proposal Reports

8. ANNUAL PERFORMANCE PLAN

2026/2027 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

UTHUKELA ECONOMIC DEVELOPMENT AGENCY

Reference to Multi-Year Business Plan	OBJECTIVE	STRATEGY	Indicator No.	KEY PERFORMANCE INDICATOR	MEASURABLE UNIT	BASELINE 2025/2026		2026/27 Projections					FINANCIAL YEAR ENDED: 30 JUNE 2027		
						Annual Target	Annual Actual	ANNUAL TARGET	Quarter 1	Quarter 2	Quarter 3	Quarter 4	RESPONSIBLE PERSON	BUDGET	PORTFOLIO OF EVIDENCE
NKPA1: GOOD GOVERNANCE															
GG01	Improving the institutional capacity and policy environment for effective LED	Adherence to the Compliance Checklist (MFMA, MSA, Company's Act and KING V)	1	Number of reports submitted to the board on the implementation of the compliance checklist by 30 June 2027	Number	One (1) compliance checklist report, reviewed by the Audit Committee and adopted by the Board by 30 June 2026	One (1) compliance checklist report, reviewed by the Audit Committee and adopted by the Board by 30 June 2026	Four (4) reports submitted to the board on the implementation of the compliance checklist by 30 June 2027	One (1) Report submitted to the board on the implementation of the compliance checklist by 30 September 2026	One (1) Report submitted to the board on the implementation of the compliance checklist by 31 December 2026	One (1) Report submitted to the board on the implementation of the compliance checklist by 31 March 2027	One (1) Report submitted to the board on the implementation of the compliance checklist by 30 June 2027	Ms S Maphalala- Corporate Service Manager	OPEX	Report, proof of submission to the board
GG02		Reviewal of Compliance Checklist	2	Date of submission of 2027/2028 Compliance Checklist to the Board for adoption by 30 June 2027.	Date	One (1) compliance checklist report, reviewed by the Audit Committee and adopted by the Board by 30 June 2026	One (1) compliance checklist report, reviewed by the Audit Committee and adopted by the Board by 30 June 2026	Submission of 2027/2028 Compliance checklist to the board for adoption by 30 June 2027	N/A	N/A	N/A	submission of 2027/28 Compliance Checklist to the Board for adoption by 30 June 2027.	Ms S Maphalala- Corporate Service Manager	OPEX	Compliance Checklist, Board Resolution
GG03		Ensure functionality of Risk Management Committee	3	Number of Risk Management reports submitted to the Board by 30 June 2027	Number	New indicator	New indicator	Four (4) Risk Management reports submitted to the Board by 30 June 2027	One (1) Risk Management Report submitted to the Board by 31 September 2026	One (1) Risk Management Report submitted to the Board by 31 December 2026	One (1) Risk Management Report submitted to the Board by 31 March 2027	One (1) Risk Management Report submitted to the Board by 30 June 2027	Ms. A Ngwenya - Finance&Investment Manager	OPEX	Risk Management Report, proof of submission to the Board
GG04		Regular reporting to Uthukela District Municipality (UTDM)	4	Number of Quarterly Performance Reports submitted to UTDM ten (10) days after the end of each quarter by 30 June 2027	Number	Four (4) quarterly performance reports submitted to UTDM by 30 June 2026	Four (4) quarterly performance reports submitted to UTDM by 30 June 2026	Four (4) Quarterly Performance Reports submitted to the Parent Ten (10) days after the end of each quarter by 30 June 2027	One (1) quarterly Performance report submitted to UTDM ten (10) days after the end of each quarter by 30 September 2026	One (1) quarterly Performance report submitted to UTDM ten (10) days after the end of each quarter by 31 December 2026	One (1) quarterly Performance report submitted to UTDM ten (10) days after the end of each quarter by 31 March 2027	One (1) quarterly Performance report submitted to UTDM ten (10) days after the end of each quarter by 30 June 2027	Ms S Maphalala- Corporate Service Manager	OPEX	Quarterly reports, board resolution and proof of submission to UTDM
GG05		Formulate and adhere to the internal audit action plan	5	Percentage of Internal audit queries resolved by 30 June 2027	Percentage	New indicator	New indicator	One hundred percent (100%) of Internal audit queries resolved by 30 June 2027	One hundred percent (100%) of Internal audit queries resolved by 30 September 2026	One hundred percent (100%) of Internal audit queries resolved by 31 December 2026	One hundred percent (100%) of Internal audit queries resolved by 31 March 2027	One hundred percent (100%) of Internal audit queries resolved by 30 June 2027	Ms. A Ngwenya - Finance&Investment Manager	OPEX	Internal Audit reports, Internal audit Action plan
GG06		Ensuring that quarterly Audit and Performance Audit Committee meetings are coordinated	6	Number of Audit and Performance Audit Committee meetings held by 30 June 2027	Number	New indicator	New indicator	Four (4) Audit and Performance Audit Committee meetings held by 30 June 2027	One (1) Audit and Performance Audit Committee meetings held by 30 September 2026	One (1) Audit and Performance Audit Committee meetings held by 31 December 2026	One (1) Audit and Performance Audit Committee meetings held by 31 March 2027	One (1) Audit and Performance Audit Committee meetings held by 30 June 2027	Ms. A Ngwenya - Finance&Investment Manager	OPEX	Notice, Agenda, Signed minutes and attendance registers
GG07		Ensuring Board meetings are coordinated	7	Number of Board meetings held by 30 June 2027	Number	Four (4) board meetings by 30 June 2026	Four (4) board meetings by 30 June 2026	Seven (7) Board meetings held by 30 June 2027	Two (2) board meetings held by 30 September 2026	One (1) board meeting held by 31 December 2026	Two (2) board meetings held by 31 March 2027	Two (2) board meetings held by 30 June 2027	Ms S Maphalala-Corporate Service Manager	596 250	Notice, Agenda, Signed minutes and attendance registers
GG08		Ensuring that Portfolio Committee meetings are coordinated	8	Number of Portfolio Committee meeting held by 30 June 2027	Number	Twelve (12) portfolio meetings	Twelve (12) portfolio meetings	Twelve (12) Portfolio Committee meetings held by 30 June 2027	Three (3) Portfolio committee meetings held by 30 September 2026	Three (3) Portfolio committee meetings held by 31 December 2026	Three (3) Portfolio committee meetings held by 31 March 2027	Three (3) Portfolio committee meetings held by 30 June 2027	Ms S Maphalala- Corporate Service Manager	198 750	Notice, Agenda, Signed minutes and attendance registers
GG09		Conclusion of an SLA between UTDM and the Agency	9	Date of adoption of the SLA by the Board between UTDM and the Agency by 30 June 2027	Date	New indicator	New indicator	Board adopted SLA between UTDM and the Agency by 30 June 2027	N/A	N/A	N/A	Board adopted SLA between UTDM and the Agency by 30 June 2027	Ms S Maphalala- Corporate Service Manager	OPEX	Signed SLA and Board resolution
GG10		Formulate and adhere to the Succession Plan	10	Number of Succession Plan on Board recruitment process developed and submitted to UTDM by 31 March 2027	Number	New indicator	New indicator	One (1) Succession Plan on Board recruitment process developed and submitted to UTDM by 31 March 2027	N/A	N/A	One (1) Succession Plan on Board recruitment process developed and submitted to UTDM by 31 March 2027	N/A	Ms S Maphalala- Corporate Service Manager	OPEX	Succession Plan signed by Board Chairperson, proof of submission to UTDM

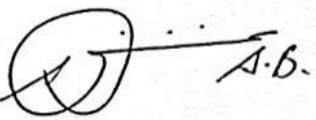
NKPA2: ORGANISATIONAL DEVELOPMENT AND TRANSFORMATION															
OD T01	Improving the institutional capacity and policy environment for effective LED	Formulate and adhere to the multi-year business plan	11	Date of development and adoption of 2027/28-2032/33 multi-year business plan by 31 March 2027	Date	One (1) Strategy Review and 1 SD BIP formulated and adopted by the board by 30 June 2026.	One (1) Strategy Review and 1 SD BIP formulated and adopted by the board.	Development and adoption of 2027/28-2032/33 multi-year business plan by 31 March 2027	N/A	N/A	Development and adoption of 2027/28-2032/33 multi-year business plan by 31 March 2027	N/A	Ms S Maphalala- Corporate Service Manager	255 000	Multi-year business plan and Board resolution
OD T02		To ensure a functional Performance Management System	12	Number of formal CEO's performance reviews conducted by Performance Review Panels by 30 June 2027		New indicator	New Indicator	Two (2) formal section CEO's performance reviews conducted by Performance Review Panels by 30 June 2027	N/A	N/A	N/A	Two (2) formal section CEO's performance reviews conducted by Performance Review Panels by 30 June 2027	N/A	OPEX	Signed Assessment Reports, Attendance Registers
OD T04		Review and adopt of HR and other Corporate Services policies	13	Date of review and adoption of HR and other Corporate Services policies by the board by 30 June 2027	Date	Twenty five (25) policies reviewed and adopted by the board by 30 June 2026	Twenty five (25) policies reviewed and adopted by the board by 30 June 2026	Review and adoption of HR and other Corporate Services policies by the board by 30 June 2027	N/A	N/A	N/A	Review and adoption of HR and other Corporate Services policies by the board by 30 June 2027	Ms S Maphalala- Corporate Service Manager	OPEX	Report, reviewed policies and Board Resolution
OD T05		To ensure a functional Performance Management System	14	Date of adoption Performance Management System by Board by 30 June 2027		New indicator	New Indicator	Date of Adoption of Performance Management System by board by 30 June 2027	N/A	N/A	N/A	Date of Adoption of Performance Management System by board by 30 June 2027	Ms S Maphalala- Corporate Service Manager	OPEX	Resolution Board, PMS Policy
OD T06	Ensuring effective education, skills and capacity development	Implementation of Training and Development policy	15	Number of reports on training and development sessions submitted to the board by 30 June 2027	Number	Two (2) capacity building sessions held for employees by 30 June 2026	Two (2) capacity building sessions held for employees by 30 June 2026	Two (2) reports on training and development sessions submitted to the board by 30 June 2027	One (1) report on training and development sessions submitted to the board by 30 September 2026	N/A	One (1) report on training and development sessions submitted to the board by 31 March 2027	N/A	Ms S Maphalala- Corporate Service Manager	63 600	Signed report, attendance register and proof of submission to the Board

NKPA3: FINANCIAL VIABILITY AND MANAGEMENT															
FVM01		Timeous management and reporting	16	Date of Submission of credible annual financial statements and performance report to the Auditor-General by 31 August 2026	Date	Submission of credible annual financial statements and performance report to the Auditor-General by 31 August 2026	Submission of credible annual financial statements and performance report to the Auditor-General by 31 August 2026	Submission of credible annual financial statements and performance report to the Auditor-General by 31 August 2026	Proof of submission of annual financial statements and performance report to the Auditor-General by 31 August 2026	N/A	N/A	N/A	Ms. A Ngwenya - Finance&Investment Manager	OPEX	Annual Financial Statements, APR, Board resolution and proof of submission to AG
FVM02			17	Date of submission of interim financial statements to the internal auditor by 31 March 2027	Date	New Indicator	New Indicator	Submission of interim financial statements to the internal auditor by 31 March 2027	N/A	N/A	Submission of interim financial statements to the internal auditor by 31 March 2027	N/A	Ms. A Ngwenya - Finance&Investment Manager	OPEX	Interim financial statements and proof of submission
FVM03			18	Date of submission of mid-term budget and performance assessment report to UTD M by 20 January 2027	Date	Submission of mid-term budget and performance assessment report to Board and UTD M by 20 January 2026	Submission of mid-term budget and performance assessment report to Board and UTD M by 20 January 2026	Submission of mid-term budget and performance assessment report to UTD M by 20 January 2027	N/A	N/A	Submission of mid-term budget and performance assessment report to UTD M by 20 January 2027	N/A	Ms. A Ngwenya - Finance&Investment Manager	OPEX	Proof of submission to the board and UTD M
FVM04			19	Number of monthly financial reports submitted to UTD M within Seven (7) days after the end of each month by 30 June 2027	Number	Twelve (12) submissions of monthly financial reports reported to Board and UTD M by 30 June 2026	Twelve (12) submissions of monthly financial reports reported to Board and UTD M by 30 June 2026	Twelve (12) monthly financial reports submitted to UTD M within Seven (7) days after the end of each month by 30 June 2027	Three (3) monthly financial reports by 30 September 2026	Three (3) monthly financial reports by 31 December 2026	Three (3) monthly financial reports by 31 March 2027	Three (3) monthly financial reports by 30 June 2027	Ms. A Ngwenya - Finance&Investment Manager	OPEX	Report and Proof of Submission
FVM05			20	Date of submission of the draft 2027/28 annual budget in terms of S87 of MFMA to UTD M by 31 January 2027	Date	Submission of annual budget in terms of S87 of MFMA by 31 January 2026	Submission of annual budget in terms of S87 of MFMA by 31 January 2026	Submission of the draft 2027/28 annual budget in terms of S87 of MFMA to the parent muni by 31 January 2027	N/A	N/A	Submission of the draft 2027/28 annual budget in terms of S87 of MFMA to the parent muni by 31 January 2027	N/A	Ms. A Ngwenya - Finance&Investment Manager	OPEX	Draft 2027/28 annual budget, board resolution and proof of submission
FVM06	Expansion and development of strategic economy	Ensure legislative compliance	21	Date of review and adoption of finance related policies by the board by 30 June 2027	Date	New Indicator	New Indicator	Review and adoption of finance related policies by the board by 30 June 2027	N/A	N/A	N/A	Review and adoption of finance related policies by the board by 30 June 2027	Ms. A Ngwenya - Finance&Investment Manager	OPEX	Report, reviewed policies and Board Resolution
FVM07		Review and adoption of long-term Financial Plan	22	Date of review and adoption of Long Term Financial Plan by the Board by 31 March 2027	Date	One (1) Long Term Financial Plan adopted by 30 June 2026 and Three (3) Quarterly reports on implementation.	One (1) Long Term Financial Plan adopted by 30 June 2026 and Three (3) Quarterly reports on implementation.	Review and adoption of Long Term Financial Plan by the Board by 31 March 2027	N/A	N/A	Review and adoption of Long Term Financial Plan by the Board by 31 March 2027	N/A	Ms. A Ngwenya - Finance&Investment Manager	OPEX	Long term financial plan and board resolution
FVM08		Review and adoption of 2027/28 procurement plan	23	Date of review and adoption of 2027/28 Procurement Plan by the Board by 30 June 2027	Date	New Indicator	New Indicator	Review and adoption of 2027/28 Procurement Plan by the Board by 30 June 2027	N/A	N/A	N/A	Review and adoption of 2027/28 Procurement Plan by the Board by 30 June 2027	Ms. A Ngwenya - Finance&Investment Manager	OPEX	Procurement plan and board resolution
FVM09		Adherence to the procurement plan	24	Number of quarterly procurement plan reports submitted to provincial treasury by 30 June 2027	Number	New Indicator	New Indicator	Four (4) quarterly procurement plan reports submitted to provincial treasury by 30 June 2027	One (1) quarterly procurement plan report submitted to provincial treasury by 30 September 2026	One (1) quarterly procurement plan report submitted to provincial treasury by 31 December 2026	One (1) quarterly procurement plan report submitted to provincial treasury by 31 March 2027	One (1) quarterly procurement plan report submitted to provincial treasury by 30 June 2027	Ms. A Ngwenya - Finance&Investment Manager	OPEX	Quarterly reports and proof of submission to Treasury
FVM10		Monitor the compliance with relevant legislation regarding financial expenditure	25	Number of quarterly SCM reports submitted to the provincial treasury by 30 June 2027	Number	New Indicator	New Indicator	Four (4) quarterly SCM reports submitted to the provincial treasury by 30 June 2027	One (1) quarterly SCM report submitted to the provincial treasury by 30 September 2026	One (1) quarterly SCM report submitted to the provincial treasury by 31 December 2026	One (1) quarterly SCM report submitted to the provincial treasury by 31 March 2027	One (1) quarterly SCM report submitted to the provincial treasury by 30 June 2027	Ms. A Ngwenya - Finance&Investment Manager	OPEX	Reports and proof of submission to Treasury
FVM11		Implement an audit action plan	26	Percentage of audit queries raised by Auditor General and addressed by 30 June 2027	Percentage	New Indicator	New Indicator	One hundred percent (100%) of audit queries raised by Auditor General and addressed by 30 June 2027	N/A	N/A	N/A	One hundred percent (100%) of audit queries raised by Auditor General and addressed by 30 June 2027	Ms. A Ngwenya - Finance&Investment Manager	OPEX	AG report and audit Action plan

NKPA4: LOCAL ECONOMIC DEVELOPMENT INVESTMENTS															
LED01	Expansion and diversification of the manufacturing sector	Facilitate stakeholder engagement meetings	27	Date of stakeholder engagement meetings coordinated on the identification, packaging and marketing of investments opportunities with TIKZN and Business Chamber within the district by 30 September 2026	Date	New Indicator	New Indicator	Stakeholder engagement meetings coordinated on the identification, packaging and marketing of investments opportunities with TIKZN and Business Chamber within the district by 30 September 2026	Stakeholder engagement meetings coordinated on the identification, packaging and marketing of investments opportunities with TIKZN and Business Chamber within the district by 30 September 2026	N/A	N/A	N/A	Ms. NN Sithole - LED Programmes Manager	OPEX	Reports, notice, agenda, minutes and register
LED02		Investment attraction	28	Number of quarterly reports on identification, packaging and marketing of investment opportunities within the district submitted to the Board by 30 June 2027	Number	Four (4) quarterly reports on identification, packaging and marketing of investment opportunities within the district submitted to the Board by 30 June 2027	Four (4) quarterly reports on identification, packaging and marketing of investment opportunities within the district submitted to the Board by 30 June 2027	Four (4) quarterly reports on identification, packaging and marketing of investment opportunities within the district to the Board by 30 June 2027	One (1) quarterly report on identification, packaging and marketing of investment opportunities within the district to the Board by 30 September 2026	One (1) quarterly report on identification, packaging and marketing of investment opportunities within the district to the Board by 31 December 2026	One (1) quarterly report on identification, packaging and marketing of investment opportunities within the district to the Board by 31 March 2027	One (1) quarterly report on identification, packaging and marketing of investment opportunities within the district to the Board by 30 June 2027	Ms. NN Sithole - LED Programmes Manager	OPEX	Reports and adverts placed on the website.
LED03		Facilitate stakeholder participation in the development of strategy.	29	Date of Development of Business attraction, retention and expansion Strategy and submission to the Council for adoption by 31 March 2027	Date	New Indicator	New Indicator	Development of Business attraction, retention and expansion Strategy and submission to the Council for adoption by 31 March 2027	N/A	N/A	Development of Business attraction, retention and expansion Strategy and submission to the Council for adoption by 31 March 2027	N/A	Ms. NN Sithole - LED Programmes Manager	OPEX	Strategy and Council resolution
LED04	Support for informal economy and small enterprises	SMME support and development	30	Number of quarterly reports on SMMEs supported on funding applications, marketing, CIPC, CSD, SARS, Business plans and logistics by 30 June 2027	Number	Four (4) quarterly reports on SMMEs supported on funding applications, marketing, CIPC, CSD, SARS, Business plans and logistics by 30 June 2027	Four (4) quarterly reports on SMMEs supported on funding applications, marketing, CIPC, CSD, SARS, Business plans and logistics by 30 June 2027	Four (4) quarterly reports on SMMEs supported on funding applications, marketing, CIPC, CSD, SARS, Business plans and logistics by 30 June 2027	One (1) quarterly report on SMMEs supported on funding applications, marketing, CIPC, CSD, SARS, Business plans and logistics by 30 September 2026	One (1) quarterly report on SMMEs supported on funding applications, marketing, CIPC, CSD, SARS, Business plans and logistics by 31 December 2026	One (1) quarterly report on SMMEs supported on funding applications, marketing, CIPC, CSD, SARS, Business plans and logistics by 31 March 2027	One (1) quarterly report on SMMEs supported on funding applications, marketing, CIPC, CSD, SARS, Business plans and logistics by 30 June 2027	Ms. NN Sithole - LED Programmes Manager	OPEX	Reports and proof of submission to the board
LED05			31	Number of SMME trainings coordinated by 30 June 2027	Number	Six (6) SMME trainings coordinated by 30 June 2027	Six (6) SMME trainings coordinated by 30 June 2027	Four (4) SMME trainings coordinated by 30 June 2027	One (1) SMME training coordinated by 30 September 2026	One (1) SMME training coordinated by 31 December 2026	One (1) SMME training coordinated by 31 March 2027	One (1) SMME training coordinated by 30 June 2027	Ms. NN Sithole - LED Programmes Manager	OPEX	Report and attendance register
LED06			32	Number of quarterly reports on support and development of businesses owned by disabled persons and those in secluded areas by 30 June 2027	Number	Identification, assistance, and marketing of products of businesses operated by disabled persons and those in secluded areas (clothing, cultural artifacts, welding, IT, and builders and carpentry)	Identification, assistance, and marketing of products of businesses operated by disabled persons and those in secluded areas (clothing, cultural artifacts, welding, IT, and builders and carpentry)	Four (4) quarterly reports on support and development of businesses owned by disabled persons and those in secluded areas by 30 June 2027	One (1) quarterly report on support and development of businesses owned by disabled persons and those in secluded areas by 30 September 2026	One (1) quarterly report on support and development of businesses owned by disabled persons and those in secluded areas by 31 December 2026	One (1) quarterly report on support and development of businesses owned by disabled persons and those in secluded areas by 31 March 2027	One (1) quarterly report on support and development of businesses owned by disabled persons and those in secluded areas by 30 June 2027	Ms. NN Sithole - LED Programmes Manager	R100 000	Reports and proof of submission to the board
LED07	Expansion and development of strategic economic infrastructure,	Facilitate stakeholder participation in the development of concept document.	33	Date of submission of concept documents developed on Business Hub centre at Wembezi Taxi Rank for former FET students to UTDM and Inkosi Langalibalele Municipality by 30 June 2027	Date	New Indicator	New Indicator	Submission of concept documents developed on Business Hub centre at Wembezi Taxi Rank for former FET students to UTDM and Inkosi Langalibalele Municipality by 30 June 2027	N/A	N/A	N/A	Submission of concept documents developed on Business Hub centre at Wembezi Taxi Rank for former FET students to UTDM and Inkosi Langalibalele Municipality by 30 June 2027	Ms. NN Sithole - LED Programmes Manager	R350 000	Concept document, proof of submission to UTDM and ILM

TOURISM															
LED 08	Development and support for the tourism sector	Facilitate stakeholder engagement meetings	34	Number of engagement sessions with benefiting stakeholders on the development and monitoring of existing tourism routes held by 30 June 2027	Number	Four (4) reports on the business development and marketing support given to the SMMEs operating the Amazizi, Wembezi, and Mkangala tourism routes by 30 June 2026.	Four (4) reports on the business development and marketing support given to the SMMEs operating the Amazizi, Wembezi, and Mkangala tourism routes by 30 June 2026.	Twelve (12) engagement sessions with benefiting stakeholders on the development and monitoring of existing tourism routes	Three (3) engagement sessions with benefiting stakeholders on the development and monitoring of existing tourism routes held by 30 September 2026	Three (3) engagement sessions with benefiting stakeholders on the development and monitoring of existing tourism routes held by 31 December 2026	Three (3) engagement sessions with benefiting stakeholders on the development and monitoring of existing tourism routes held by 31 March 2027	Three (3) engagement sessions with benefiting stakeholders on the development and monitoring of existing tourism routes held by 30 June 2027	Ms. NN Sithole - LED Programmes Manager	50 000,00	Reports , notice, agenda, minutes and register
LED 09		Facilitate stakeholder participation in the development of strategy.	35	Date of adoption of Strategy for Rural and Township Tourism development and support submitted to the board by 31 March 2027	Date	New indicator	New indicator	Adoption of Strategy for Rural and Township Tourism development and support submitted to the board by 31 March 2027	N/A	N/A	Adoption of Strategy for Rural and Township Tourism development and support submitted to the board by 31 March 2027	N/A	Ms. NN Sithole - LED Programmes Manager	OPEX	Strategy and Board resolution
LED 10		Rural and Township tourism SMME support and development	36	Number of status reports on Rural and Township Tourism Development and Support on UEDA's interventions submitted to the board by 30 June 2027	Number	One (1) survey, one (1) programme of action, and two (2) reports by 30 June 2026	One (1) survey, one (1) programme of action, and two (2) reports by 30 June 2026	Four (4) status reports on Rural and Township Tourism Development and Support on UEDA's interventions submitted to the board by 30 June 2027	One (1) status report on Rural and Township Tourism Development and Support on UEDA's interventions submitted to the board by 30 September 2026	One (1) status report on Rural and Township Tourism Development and Support on UEDA's interventions submitted to the board by 31 December 2026	One (1) status report on Rural and Township Tourism Development and Support on UEDA's interventions submitted to the board by 31 March 2027	One (1) status report on Rural and Township Tourism Development and Support on UEDA's interventions submitted to the board by 30 June 2027	Ms. NN Sithole - LED Programmes Manager	50 000,00	Report and proof of submission
LED 11		Facilitate stakeholder engagements	37	Number of needs analysis reports completed on district tourism product gaps by 31 December 2026	Number	New Indicator	New Indicator	One (1) needs analysis reports completed on district tourism product gaps by 31 December 2026	N/A	One (1) needs analysis reports completed on district tourism product gaps by 31 December 2026	N/A	N/A	Ms. NN Sithole - LED Programmes Manager	50 000,00	Report and proof of submission to the board
LED 12			38	Number of surveys on hospitality needs assessment within the district on relevance of TVET Curriculum offerings versus industry requirements conducted and submitted to the Board by 30 June 2027	Number	New indicator	New Indicator	One (1) survey on hospitality needs assessment within the district on relevance of TVET Curriculum offerings versus industry requirements conducted and submitted to the Board by 30 June 2027	N/A	N/A	N/A	One (1) survey on hospitality needs assessment within the district on relevance of TVET Curriculum offerings versus industry requirements conducted and submitted to the Board by 30 June 2027	Ms. NN Sithole - LED Programmes Manager	OPEX	Report and proof of submission to the board
LED 13	Support for informal economy and small enterprises	Ensuring market access	40	Number of tourism destination marketing activations conducted by 30 June 2027	Number	Four (4) reports on destination marketing by 30 June 2026	Four (4) reports on destination marketing by 30 June 2026	Two (2) tourism destination marketing activations conducted by 30 June 2027	N/A	One (1) tourism destination marketing activation conducted by 31 December 2026	One (1) tourism destination marketing activation conducted by 31 March 2027	N/A	Ms. NN Sithole - LED Programmes Manager	150 000,00	Report, attendance register
LED 14		Facilitate stakeholder participation in the development of proposal.	41	Date of Development and submission of proposal to Department of Art and Culture on Product Development and Market Access for souvenirs by 31 December 2026	Date	New Indicator	New Indicator	Development and submission of proposal to the Department of Arts and Culture on Product Development and Market Access for souvenirs by 31 December 2026	N/A	Development and submission of proposal to the Department of Arts and Culture on Product Development and Market Access for souvenirs by 31 December 2026	N/A	N/A	Ms. NN Sithole - LED Programmes Manager	OPEX	Proposal and proof of submission
LED 15		Ensuring market access	42	Number of quarterly reports on sales of souvenirs submitted to the board by 30 June 2027	Number	Four (4) reports on the sales of souvenirs within the district by 30 June 2026	Four (4) reports on the sales of souvenirs within the district by 30 June 2026	Four (4) quarterly reports on sales of souvenirs submitted to the board by 30 June 2027	One (1) quarterly report on sales of souvenirs submitted to the board by 30 September 2026	One (1) quarterly report on sales of souvenirs submitted to the board by 31 December 2026	One (1) quarterly report on sales of souvenirs submitted to the board by 31 March 2027	One (1) quarterly report on sales of souvenirs submitted to the board by 30 June 2027	Ms. NN Sithole - LED Programmes Manager	50 000,00	Report, proof of submission to the board

AGRICULTURE															
LED16		Ensuring market access	43	Number of Agricultural markets and auction platform supporting livestock and fresh produce trade coordinated by 30 June 2027	Number	Four (4) reports on livestock auctions held by, 30 June 2026	Four (4) reports on livestock auctions held by, 30 June 2026	Four (4) Agricultural markets and auction platform supporting livestock and fresh produce trade coordinated by 30 June 2027	One (1) Agricultural market and auction platform supporting livestock and fresh produce trade coordinated by 30 September 2026	One (1) Agricultural market and auction platform supporting livestock and fresh produce trade coordinated by 31 December 2026	One (1) Agricultural market and auction platform supporting livestock and fresh produce trade coordinated by 31 March 2027	One (1) Agricultural market and auction platform supporting livestock and fresh produce trade coordinated by 30 June 2027	Ms. NN Sithole - LED Programmes Manager	250 000,00	Report and proof of submission to the board
LED17			44	Number of reports on transportation to abattoir, for chicken processing, conducted for farmers within the district submitted to the board by 30 June 2027.	Number	One (1) updated Chicken farmers, One (1) report on site visits and one (1) report on chicken indaba reports on chicken abattoir by 30 June 2026	One (1) updated Chicken farmers, One (1) report on site visits and one (1) report on chicken indaba reports on chicken abattoir by 30 June 2026	Four (4) reports on transportation to abattoir, for chicken processing, conducted for farmers within the district submitted to the board by 30 June 2027.	One (1) report on transportation to abattoir, for chicken processing, conducted for farmers within the district submitted to the board by 30 September 2026.	One (1) report on transportation to abattoir, for chicken processing, conducted for farmers within the district submitted to the board by 31 December 2026.	One (1) report on transportation to abattoir, for chicken processing, conducted for farmers within the district submitted to the board by 31 March 2027.	One (1) report on transportation to abattoir, for chicken processing, conducted for farmers within the district submitted to the board by 30 June 2027.	Ms. NN Sithole - LED Programmes Manager	OPEX	Report and proof of submission to the board
LED18	Expansion of the agricultural sector	Facilitate stakeholder participation in the development of the production plan	45	Date of Development and submission of fresh produce production plan by 31 December 2026	Date	New Indicator	New Indicator	Development and submission of fresh produce production plan by 31 December 2026	N/A	Development and submission of fresh produce production plan by 31 December 2026	N/A	N/A	Ms. NN Sithole - LED Programmes Manager	OPEX	Production plan and proof of submission to the board
LED19		Ensuring market access	46	Number of quarterly reports submitted on sales of fresh produce received to the board by 30 June 2027.	Number	Three (3) reports on agricultural market by 30 June 2026	Three (3) reports on agricultural market by 30 June 2026	Four (4) quarterly reports submitted on sales of fresh produce received to the board by 30 June 2027	One (1) quarterly report submitted on sales of fresh produce received to the board by 30 September 2026	One (1) quarterly report submitted on sales of fresh produce received to the board by 31 December 2026	One (1) quarterly report submitted on sales of fresh produce received to the board by 31 March 2027	One (1) quarterly report submitted on sales of fresh produce received to the board by 30 June 2027	Ms. NN Sithole - LED Programmes Manager	OPEX	Report and proof of submission
LED20		Facilitate stakeholder participation on Agro processing engagements	47	Number of engagements held with Agro processing SMME's by 30 June 2027	Number	New Indicator	New Indicator	Four (4) engagements held with Agro processing SMME's by 30 June 2027	One (1) engagement held with Agro processing SMME's by 30 September 2026	One (1) engagement held with Agro processing SMME's by 31 December 2026	One (1) engagement held with Agro processing SMME's by 31 March 2027	One (1) engagement held with Agro processing SMME's by 30 June 2027	Ms. NN Sithole - LED Programmes Manager	30 000,00	Report, notice, agenda, minutes and attendance register
LED21		Facilitate stakeholder participation on bulk buying engagements	48	Number of engagement sessions with Livestock associations conducted on bulk buying of livestock necessities by 31 December 2026	Number	New Indicator	New Indicator	Two (2) engagement sessions with Livestock associations conducted on bulk buying of livestock necessities by 31 March 2027	N/A	One (1) engagement session with Livestock associations conducted on bulk buying of livestock necessities by 31 December 2026	One (1) engagement session with Livestock associations conducted on bulk buying of livestock necessities by 31 March 2027	N/A	Ms. NN Sithole - LED Programmes Manager	30 000,00	Reports and attendance register



SB Sibisi
Chief Executive Officer (Acting)