

**HARRY GWALA DISTRICT MUNICIPALITY 40 MAIN STREET,  
PRIVATE BAG X 401, IXOPO, 3276 TEL: 039-834 8700**



**HARRY GWALA DISTRICT MUNICIPALITY 2023-2024 DRAFT INTEGRATED  
DEVELOPMENT PLAN**

## Contents

HOW WAS THIS PLAN DEVELOPED? (IDP PROCESS PLAN SUMMARY)	<b>ERROR! BOOKMARK NOT DEFINED.</b>
WHAT ARE THE KEY CHALLENGES? .....	<b>Error! Bookmark not defined.</b>
WHAT IS OUR LONG TERM VISION? .....	<b>Error! Bookmark not defined.</b>
WHAT ARE WE GOING TO DO TO UNLOCK OUR CHALLENGES? .....	<b>Error! Bookmark not defined.</b>
SUMMARY OF DEVELOPMENT OBJECTIVES AND TARGETS .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
HOW WILL PROGRESS BE MEASURED .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
CHAPTER 2: PLANNING AND DEVELOPMENT PRINCIPLES, GOVERNMENT POLICIES AND IMPERATIVES .....	<b>Error! Bookmark not defined.</b>
GOVERNMENT POLICIES AND IMPERITIVES .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
CHAPTER 3: SITUATIONAL ANALYSIS .....	<b>Error! Bookmark not defined.</b>
SECTION C .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
REGIONAL CONTEXT .....	47
STRUCTURAL ELEMENTS.....	49
EXISTING NODES AND CORRIDORS.....	49
BROAD LAND USE .....	52
LAND OWNERSHIP.....	55
LAND REFORM.....	56
INSTITUTIONAL ARRANGEMENT .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
RISK ASSESSMENT .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
RESPONSE AND RECOVERY .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
TRAINING AND AWARENESS .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
DISASTER MANAGEMENT SWOT ANALYSIS .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
DEMOGRAPHIC CHARACTERISTICS ANALYSIS .....	<b>Error! Bookmark not defined.</b>
DEMOGRAPHIC PROFILE .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
KEY FINDINGS OF THE ABOVE ANALYSIS .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT ANALYSIS	<b>ERROR! BOOKMARK NOT DEFINED.</b>
▪ .....	FINANCE AND CORPORATE SERVICES COMMITTEE
▪ .....	INFRASTRUCTURE SERVICES COMMITTEE
▪ .....	SOCIAL SERVICES AND DEVELOPMENT PLANNING COMMITTEE
▪ .....	WATER SERVICES COMMITTEE

HARRY GWALA DISTRICT MUNICIPALITY FULL ORGANOGRAM	<b>Error! Bookmark not defined.</b>
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT .....	<b>Error! Bookmark not defined.</b>
WATER AND SANITATION STATUS QUO.....	1
BULK WATER INFRASTRUCTURE .....	<b>Error! Bookmark not defined.</b>
REGIONAL UNDER IMPLEMENTATION.....	<b>Error! Bookmark not defined.</b>
ACCESS TO WATER.....	116
ACCESS TO SANITATION .....	119
OPERATIONS AND MAINTENANCE.....	127
SOLID WASTE MANAGEMENT .....	141
TRANSPORTATION .....	143
ENERGY .....	147
ACCESS TO COMMUNITY FACILITIES.....	152
SASSA OFFICES.....	152
HOME AFFAIRS .....	152
SAPS OFFICES.....	152
HUMAN SETTLEMENTS.....	153
SERVICE DELIVERY SWOT ANALYSIS.....	155
LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT ANALYSIS	<b>Error! Bookmark not defined.</b>
LOCAL ECONOMIC DEVELOPMENT .....	<b>Error! Bookmark not defined.</b>
STAKEHOLDER PARTICIPATION .....	<b>Error! Bookmark not defined.</b>
POLICY/REGULATORY ENVIRONMENT .....	<b>Error! Bookmark not defined.</b>
INVESTMENT/RETENTION POLICY.....	<b>Error! Bookmark not defined.</b>
LOCAL ECONOMIC DEVELOPMENT BUDGET .....	<b>Error! Bookmark not defined.</b>
RESEARCH INSTITUTIONS .....	<b>Error! Bookmark not defined.</b>
PLAN TO MOBILIZE PRIVATE SECTOR RESOURCES .....	<b>Error! Bookmark not defined.</b>
SOCIAL DEVELOPMENT ANALYSIS.....	<b>Error! Bookmark not defined.</b>
BROAD BASED COMMUNITY NEEDS.....	<b>Error! Bookmark not defined.</b>
EDUCATION.....	<b>Error! Bookmark not defined.</b>
HEALTH.....	<b>Error! Bookmark not defined.</b>
SAFETY AND SECURITY.....	<b>Error! Bookmark not defined.</b>
COMMUNITY DEVELOPMENT WITH PARTICULAR FOCUS ON VULNERABLE GROUPS	<b>Error! Bookmark not defined.</b>
YOUTH DEVELOPMENT.....	<b>Error! Bookmark not defined.</b>
DEVELOPMENT OF PEOPLE WITH DISABILITY .....	<b>Error! Bookmark not defined.</b>
DEVELOPMENT OF THE ELDERLY .....	<b>Error! Bookmark not defined.</b>
DEVELOPMENT OF WOMEN .....	<b>Error! Bookmark not defined.</b>
PEOPLE AFFECTED BY HIV/AIDS .....	<b>Error! Bookmark not defined.</b>
EARLY CHILDHOOD DEVELOPMENT.....	<b>Error! Bookmark not defined.</b>

SPORT AND RECREATION.....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
SOCIAL DEVELOPMENT ANALYSIS SWOT ANALYSIS .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS .....	<b>Error! Bookmark not defined.</b>
CAPITAL FUNDING AND EXPENDITURE TO ADDRESS SERVICE DELIVERY .....	203
<i>DETAILED CAPITAL BUDGET PER MUNICIPAL VOTE</i> .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
7.4 REVENUE .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
7.5 SOCIAL AND ECONOMIC REDRESS VIA INDIGENT MANAGEMENT .....	
THREE YEAR FINANCIAL PLAN .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
PUBLIC PARTICIPATION ANALYSIS .....	256
OPERATION SUKUMA SAKHE (OSS).....	264
GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS .....	273
KEY CHALLENGES.....	<b>Error! Bookmark not defined.</b>
CHAPTER 4: VISION, GOALS, OBJECTIVES AND STRATEGIES .....	<b>Error! Bookmark not defined.</b>
SECTION D .....	<b>Error! Bookmark not defined.</b>
MISSION STATEMENT .....	276
CORE VALUES .....	276
CHAPTER 5: STRATEGIC PLANNING AND IMPLEMENTATION PLAN ...	<b>Error! Bookmark not defined.</b>
SECTION E.....	<b>Error! Bookmark not defined.</b>
SECTOR DEPARTMENT PROJECTS .....	<b>Error! Bookmark not defined.</b>
CHAPTER 6: FINANCIAL PLAN .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
SECTION F.....	<b>Error! Bookmark not defined.</b>
CHAPTER 8: ORGANISATIONAL PERFORMANCE AND INDIVIDUAL MANAGEMENT SYSTEM	<b>Error! Bookmark not defined.</b>

## **ABBREVIATIONS USED IN THIS DOCUMENT**

BEE	Black Economic Empowerment
CDP	Capital Development Plan
CIP	Comprehensive Infrastructure Plan
COGTA	Co-operative Governance and Traditional Affairs
DEAT	Department of Environment, Agriculture and Tourism
DFP	Development Framework Plan
DCOG	Department of Co-operative Governance
DMC	Disaster Management Centre
DMP	Disaster Risk Management Plan
DOE	Department of Education
DOHS	Department of Human Settlements
DOT	Department of Transport
DWAF	Department of Water Affairs
ECD	Early Child Development
EIA	Environmental Impact Assessment
EMF	Environmental Management Framework
EXCO	Executive Committee
FY	Financial Year
GE	Gender Equity
GIS	Geographical Information System
HIV/AI	Human Immunodeficiency Virus/Acquired Immunodeficiency
DS	Syndrome
ICT	Information Communication Technology
IDP	Integrated Development Plan
IWMP	Integrated Waste Management Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
KZN	KwaZulu-Natal
LED	Local Economic Development
LM	Local Municipality
LUMF	Land Use Management Framework
LUMS	Land Use Management System
MANC	
O	Management Committee
MEC	Member of the Executive Council (Local Government and Traditional Affairs)
MFMA	Municipal Finance Management Act No. 46 of 2003
MIG	Municipal Infrastructure Grant
MTCT	Mother-To-Child HIV Transmission

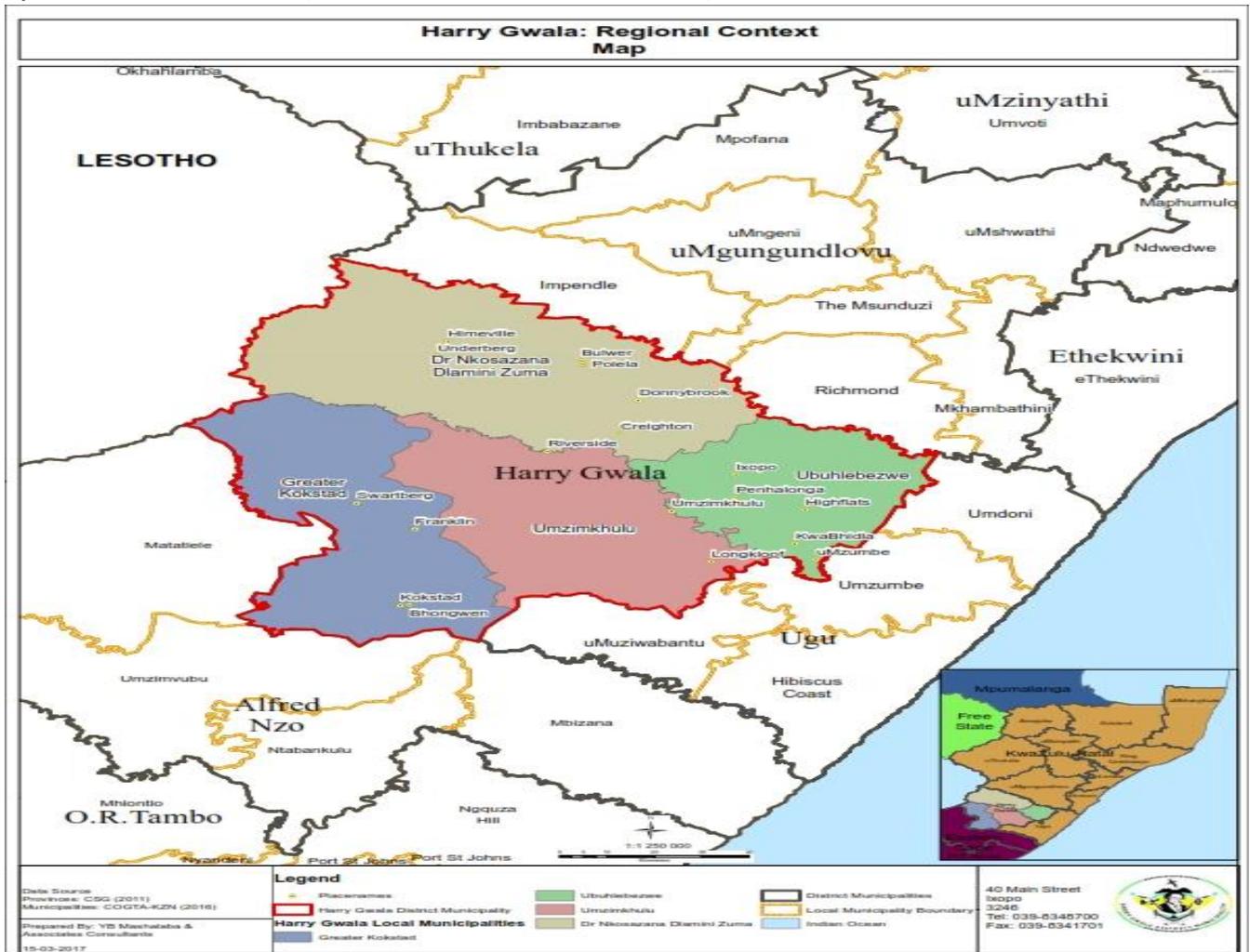
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NDP	National Development Plan
PGDP	Provincial Growth and Development Plan
PMS	Performance Management System
PMU	Project Management Unit
PPP	Public-Private Partnership
SEA	Strategic Environmental Assessment
SDF	Spatial Development Framework
SDBIP	Service Delivery and Budget Implementation Plan
SMME	Small, Medium and Micro Enterprise
SONA	State of the Nation Address
TA	Tribal Authority
WSB	Water Services Backlog
WSDP	Water Services Development Plan

## CHAPTER 1: EXECUTIVE SUMMARY

### SECTION A

#### 1. WHO ARE WE?

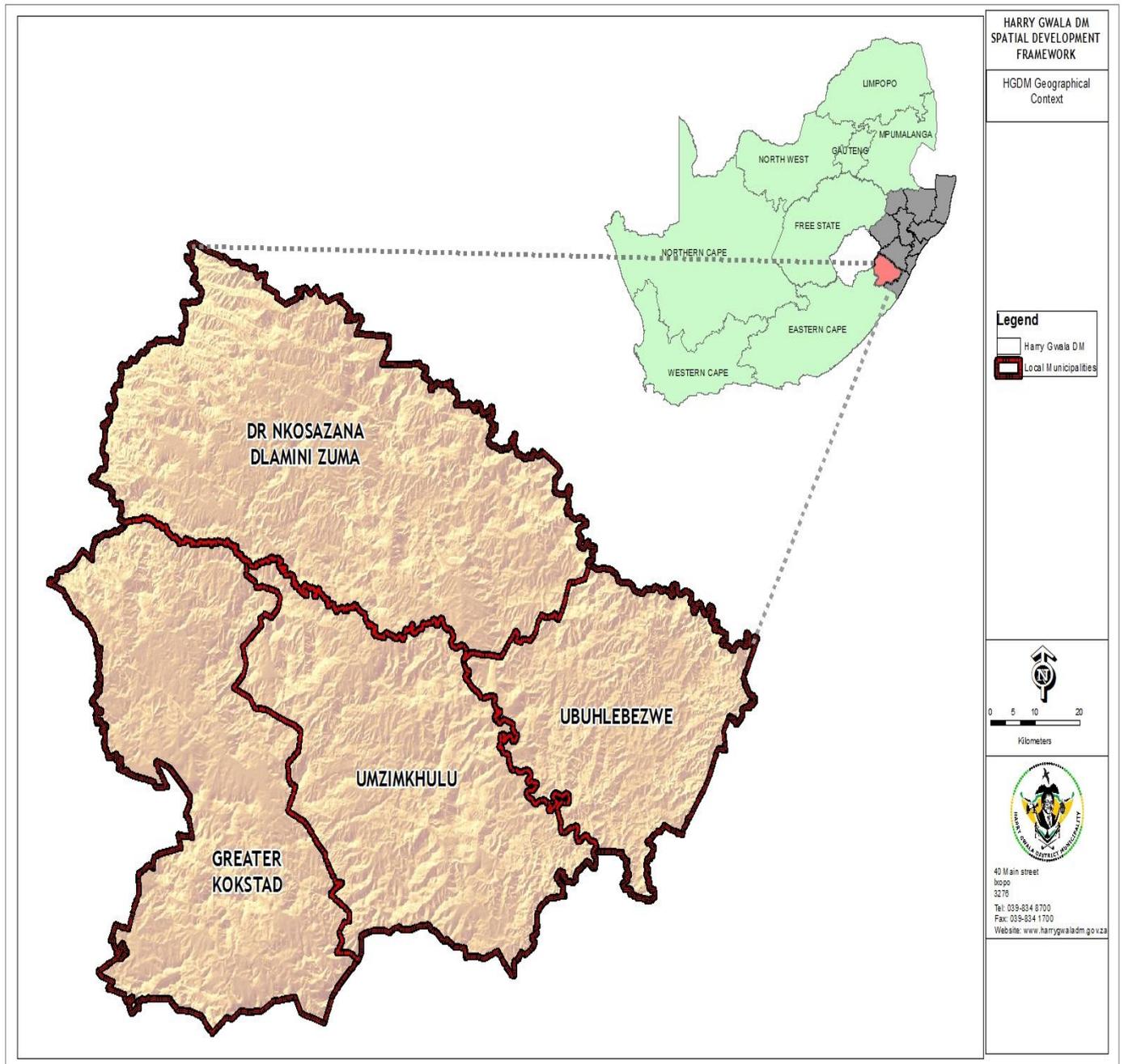
The Harry Gwala District Municipality is located to the South West of the KwaZulu-Natal province. Its population is sparsely spread throughout an area of 10 618.0 km<sup>2</sup>. The Harry Gwala District municipality forms part of the border between KwaZulu-Natal and Eastern Cape Province. The Harry Gwala District Municipality (DC43) is composed of the following four local municipalities: UBuhlebezwe; Dr. Nkosazane Dlamini Zuma; Greater Kokstad and UMzimkhulu.



#### Historical Perspective

The southern section of the uKhahlamba Drakensberg Park World Heritage Site falls within the Harry Gwala District. This uKhahlamba Drakensberg Park World Heritage Site forms part of the Maloti-Drakensberg Transfrontier Conservation and Development Area which was established in 2001 between Lesotho and South Africa. On 22 June 2013 this Transfrontier Conservation Area was designated as a Transfrontier World Heritage Site

when UNESCO inscribed Lesotho's Sehlabathebe National Park as an extension to South Africa's uKhahlamba Drakensberg Park World Heritage Site. The Transfrontier World Heritage Site is now to be named the Maloti Drakensberg Transboundary World Heritage Site (Peace Parks Foundation).



The ***Dr Nkosazana Dlamini Zuma Local Municipality*** is named in honour of the first woman chairperson of the African Union Commission and national order recipient, who comes from the area. The municipality is the largest municipality of four in the district, accounting for just over a third of its geographical area at 3 602 km<sup>2</sup>. The municipality borders Lesotho and shares boundaries with the Eastern Cape. It was established by the amalgamation of the Ingwe and Kwa Sani Local Municipalities in August 2016. The municipality fulfils the role of being the administrative and commercial centre for the district. The rest of the municipal area consists of tribal lands, which dominate the area. The municipality is known for the World Heritage Site of Ukhahlamba. Key towns are Creighton, Himeville, Bulwer and Underberg. The main economic activities are agriculture and tourism.

The ***Greater Kokstad Local Municipality*** derives its name from the Dutch Adam Kok III, and it means "town of Kok". The Griquas trekked from Philippolis over the Drakensberg and settled at Mount Currie. With the help of Rev. William Dower and Rev. William Murray the Griquas had, in 1871, surveyed the town. This was done from the centre of the town, now known as the Market Square. In the middle of 1872 Adam Kok called a Volksraad meeting (at the larger) on the slopes of Mount Currie. After a brief review he had them all mount up with an order them to load all government property and they moved into town. At the Market Square each burger was told to build their houses in town. Mr Charles Bisley then addressed the gathering and suggested that out of respect to Kaptein Adam Kok and with the approval of the council the new town should be named Kokstad. It shares boundaries with Matatiele Local Municipality and a border with Lesotho to the west. To the north is Dr Nkosazana Dlamini Zuma Local Municipality, Umuzimkhulu Local Municipality to the south-east and Eastern Cape to the east. Kokstad serves as the service centre and commercial hub for most of East Griqualand and nearby parts of the Eastern Cape, with which it shares borders. The main economic activities are agriculture (36%), trade (20%), community services (18%), finance (16%), transport (4%), manufacturing (3%), electricity (2%)

The ***Ubuhlebezwe Local Municipality*** derives its name from isiZulu meaning "The Beauty of the Land". The name is derived from Alan Paton's world famous novel, Cry, the Beloved Country, which novel is set in Ixopo which is the administrative centre of the municipality. Ixopo is located approximately 85km south-east of Pietermaritzburg, the capital of KwaZulu-Natal. It is a major education and health centre as well as the primary base for the operation of many departments and service providers.

## PROFILE: HARRY GWALA DISTRICT MUNICIPALITY

*"THE UBUHLEBEZWE LOCAL MUNICIPALITY DERIVES ITS NAME FROM ISIZULU MEANING****THE BEAUTY OF THE LAND"***

It is strategically located at the intersection of four major provincial routes leading to Pietermaritzburg, the Drakensberg, the Eastern Cape and the South Coast. The town of Ixopo forms the primary development node of the municipality and has also been selected as the seat of the Harry Gwala District Council. The importance of Ixopo cannot be underestimated in the socio-economic development of the area as a whole. Ixopo plays an important role in terms of the possible location for industry, commerce and other economic activity. The key economic drivers are agriculture, tourism and business.

The ***uMzimkhulu Local Municipality*** spanning 2 436 km<sup>2</sup> accounts for a quarter of the Harry Gwala District's geographical area. It is the most populated of the Harry Gwala municipalities. It derives its name from isiXhosa and isiZulu meaning "Big / Great house". The name is derived from the areas of cultural and multi - tribal richness where each small tribe is accommodated by the first three tribes, namely, the AmaBhaca, Intlangwini and the Amachunu, which were joined by the Griquas later.

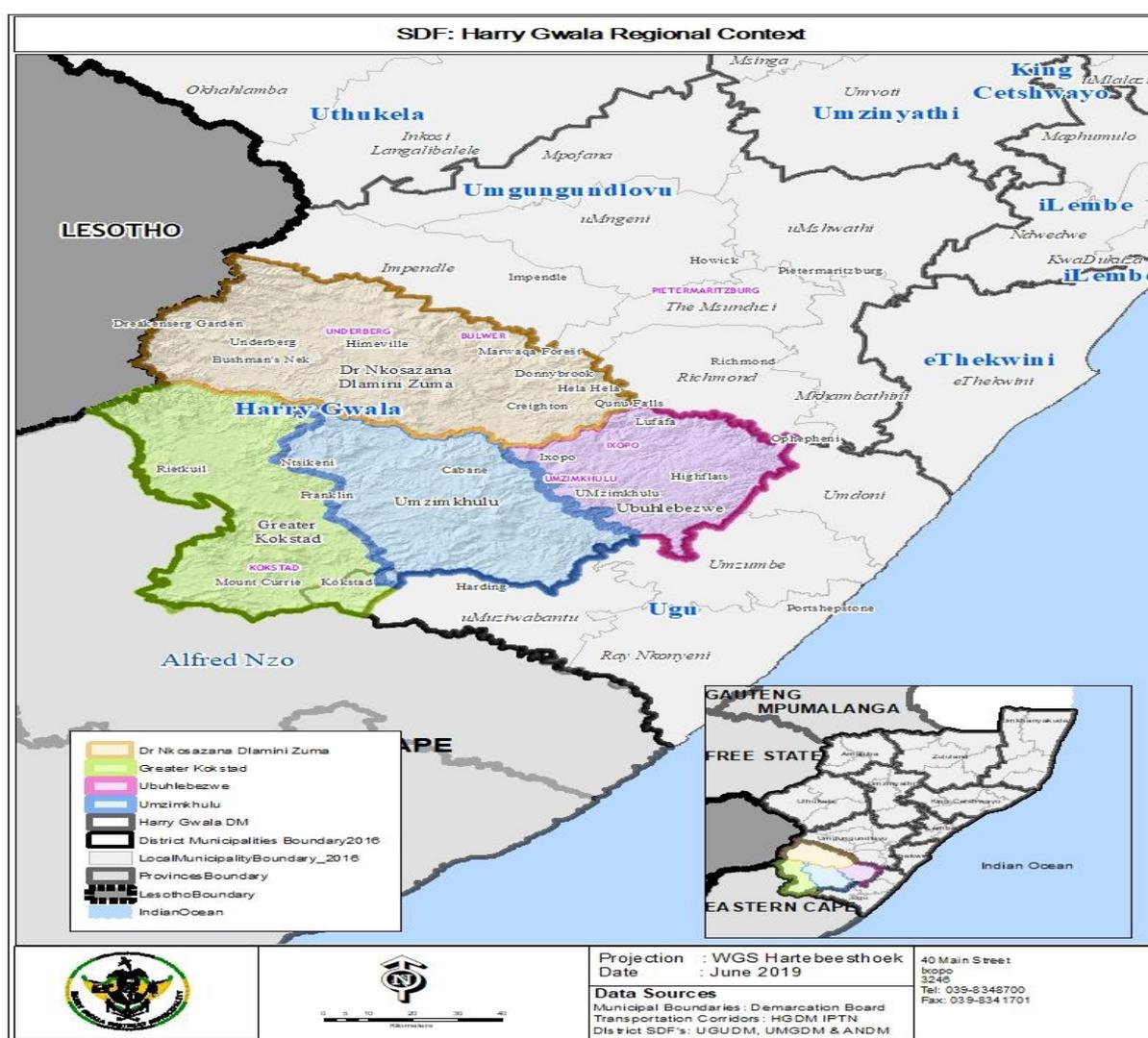
The name assures all tribes that there is ample land to occupy following certain traditional principles and procedures. It is the most populated of the Harry Gwala municipalities. Households headed by women are in the majority of the population. There is a need to implement youth development programmes and, for the most part, to target women in stimulating nodal economic growth.

uMzimkhulu Town (and adjoining Clydesdale peri-urban area) is regarded as the primary node, both administrative and economic, in the municipal area. Rietvlei, Riversdale and Ibisi are regarded as secondary nodes as rural service centres.

Other settlements such as Mountain Home, Glengarry, Ntsikeni and Ncambele (Gowan Lea) can be regarded as minor service centres. The towns of Creighton and Franklin are accessible to the north-western part of the municipal area and Harding is accessible to the southern part, as economic service centres. The main and only town is uMzimkhulu and the main economic activities are agriculture; forestry; community, social and personal services; trade and tourism.

### PROVINCIAL LOCATION CONTEXT

The Harry Gwala District Municipality is one of the ten District Municipalities that forms part of the KwaZulu-Natal Province. It is located at the extreme south of the Province. The Harry Gwala District Municipality is bordered by the following District Municipalities: Uthukela to the North; Umgungundlovu to the North East; Alfred Nzo and Ugu to the South East. The location of the District in relation to the aforesaid District municipalities means that, any planning and development-taking place in each District will have an impact on the neighboring Districts. It is therefore imperative to align planning and development activities between the Harry Gwala District Municipality and the respective District Municipalities.



### DEMOGRAPHIC PROFILE

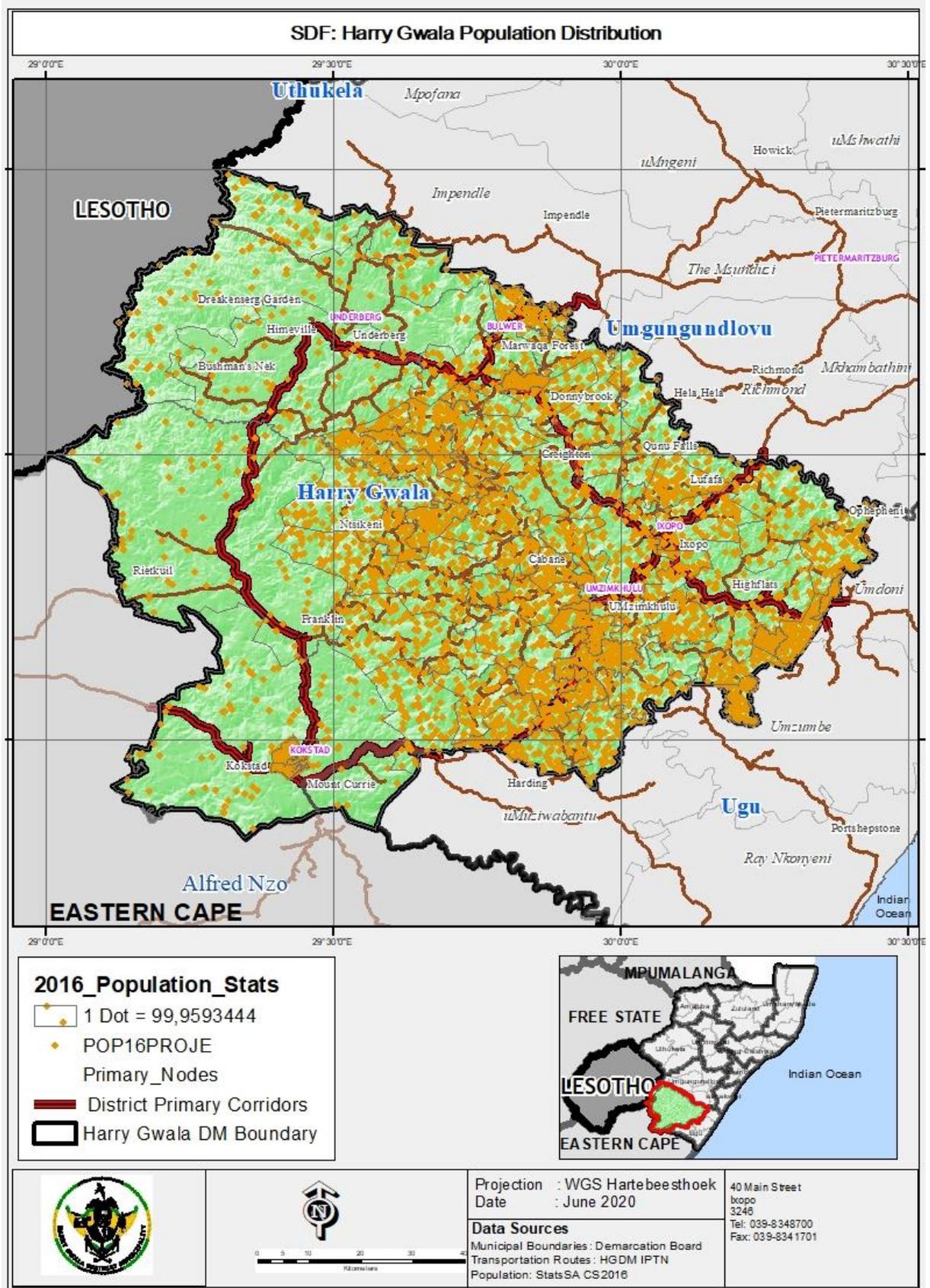
The Harry Gwala District Municipality (DC43) is one of the ten District Municipalities in KwaZulu-Natal Province and is located South-West of the province. The District Municipality forms part of the border between KwaZulu-Natal and Eastern Cape

Province. The municipality area size is 10 618.0 km<sup>2</sup> and the population spread is 48.1 people per square kilometer. Key rivers in the district are the UMzimkhulu and Umkomaas rivers

PROFILE: HARRY GWALA DISTRICT  
MUNICIPALITY

## Population by and number of wards per local municipality

Municipality	Male	Female	Total	Number of wards	No. of Households
Harry Gwala District Municipality	239582	271284	510865	61	122 973
Greater Kokstad Local Municipality	36878	39875	76753	10	17 842
UBuhlebezwe Local Municipality	55513	62834	118346	14	26 801
UMzimkhulu Local Municipality	90459	106827	197286	22	49 616
Dr Nkosazana Dlamini Zuma Local Municipality	56732	61748	118480	15	28 714



## 2. HOW WAS THIS PLAN DEVELOPED? (IDP PROCESS PLAN SUMMARY)

For the purpose of this Harry Gwala DM development plan of a 2022-2023, IDP shall be referred to as the "principal IDP". This principal IDP undertook a comprehensive review and analysis of the Harry Gwala DM District Municipality, specifically highlighting socio- economic, environmental and infrastructural backlogs, together with the developmental challenges. These serve as the baseline for municipal service delivery, monitoring and performance that the principal IDP set out specific objectives and strategies to address these backlogs and challenges. The development focused on previous shortcomings raised in various platforms including the MECs for Cogta comment(s). The development of this IDP is also done within the context of the guidelines of the KwaZulu-Natal Co-operative Governance and Traditional Affairs (COGTA).

A Process and Framework Plan to guide the Harry Gwala DM 2021-2022 IDP was considered and approved by the Council in September 2021. The Plan sets out comprehensively the process of review, including timeframes for achieving certain milestones. It details responsibilities, methodology, mechanism for community participation and mechanism for alignment with other stakeholders. The Plan has also aligns to the Process Plans of the Harry Gwala DM Family of Local Municipalities, which plays an important role in determining and influencing the budgetary processes within the context of the Harry Gwala DM District IDP.

A detailed IDP Framework and Process detailing stakeholders, partners and all other role players is available on request and was submitted to Cogta as per the Municipal Systems Act, No. 32 of 200.

**Hereunder is a summary of the IDP Process Plan followed:**

<b>Phase s</b>	<b>ACTION</b>	<b>PURPOSE</b>	<b>RESPONSIB LE</b>	<b>TARGET DATE</b>
	Initiate the IDP/Budget/SDBIP and SDF Planning circle	Section 53 and 63 of MFMSA	IDP Director-Municipal Manager	July-August 2022

<b>Pre-Planning Phase</b>	<p>meeting (1<sup>st</sup> IDP Alignment Meeting)</p> <p>Prepare and submit to Cogta &amp; Council the draft IDP Framework and Process Plan and advertise for public comment</p> <p>Gathering of 2016 Community Survey information from Stats SA; Treasury; and comments from MEC Cogta</p>	<p>Compliance with Chapter 4 of MSA</p> <p>To reflect the changes in relation to socio-economic and environmental issues in the fourth generation of the IDP</p>		
	<p>2<sup>ND</sup> IDP Alignment Meeting on Public Participation</p>	<p>In order to adhere to Chapter 4 of the MSA and ensure that members of the community partake in the affairs of the municipality. Social media like face book municipal website air media and any</p>	<p>IDP Director-Municipal Manager</p>	<p>Mid-August 2022</p>

		possible strategy will be used to solicit the needs of the public in relation to service delivery as well as budget processes.		
	Tabling of the 2021/2021 IDP draft IDP Process/ Framework Plan to council	The council confirm the process to be followed in relation to the fourth generation of the IDP before it is submitted to COGTA	IDP- Municipal Manager	End of August 2022
<b>Analysis Phase</b>  An assessment of the existing level of development  Details on priority issues and problems and their causes  Information on available resources	Public Participation	To solicit new issues from the community	IDP Director and the Office of the Mayor/Speaker	September /October 2022
	First Quarter Performance Report	In compliance with performance regulation	IDP/PMS and Office of the Municipal Manager	
	Submission of key issues raised by the public to relevant departments (both internally and externally)	To effect the process of prioritization and seeking strategic partnership on matters of common interests  To discuss issues raised during the IDP Road Shows	IDP Manager and the office of the Municipal Manager  IDP Manager and the office of the	Mid-October 2022

	1 <sup>st</sup> IDP Stakeholders Forum		Municipal Manager	
<b>Strategies Phase</b>  Develop a vision  Define development objectives  Develop strategies	Review of Strategic Risks	To identify risks that may hinder achieving certain objectives	Risk Manager/ Municipal Manager	November 2022
	Mid-Year Performance Assessments for the 2020-2021 SDBIP	In order to reflect any possible shift in the budget during the adjustment budget	IDP- Municipal Manager	January 2023
<b>Projects Phase</b>	Submission of projections (Strategic Matrix) by departments	To compile draft budget	Departments	November 2022-
	Draft Budget is compiled	Define Service Delivery objective for each function for recommendations to council	IDP/MM/CFO /HODs	November 2022- February 2023
	Review of Operational Risks	Assessing of budget allocation in line with priorities and key risks identified	Risk Manager/ Municipal Manager	February 2023
	Risk Awareness	Workshop Departments on risks identified	Risk Manager/ Municipal Manager	March 2023

<b>Integration Phase</b>	Integrate programs and projects	Identify areas and sector plans that need integration in order to share the scarce resources and to forge alignment and synergies	IDP Director/ Municipal Manager and all Departments	March 2023
<b>Approval Phase</b>	Table Draft Budget/IDP/SDF& SDBIP	For Council's recommendations and approval	IDP/MM/CFO	March 2023
	Table the risks policies and draft risk register to council	For Council's recommendations and approval	Risk Manager/ Municipal Manager	March 2023
	Submission of the draft IDP/SDF/Budget and SDBIP to COGTA and relevant departments	Compliance	MM/IDP/Planning/PMS & Budget	End March 2023
	Public Comments on draft budget/IDP/SDF&SDBIP  3 <sup>rd</sup> Quarter Performance Report	To obtain input from the communities  In compliance with performance regulations	Council  IDP/PMS and the Office of the Municipal Manager	April 2023  April 2023
	Mayor responds to submissions during consultations by proposing amendments	Community participation	MM/CFO/MAYOR	April 2023

	in the draft IDP/Budget/SDF &SDBIP			
	Council engage with the input from various stakeholders	Councilors engage with draft IDP/Budget/SDF &SDBIP to confirm the said documents are a true reflection of the needs of the general populace within the Harry Gwala DM	Council	May 2023
	Finalise the Strategic and Operational risk register	Table the final strategic risk register and operational plan to council for approval	Risk Manager/ Municipal Manager and Council	May 2023
	The Mayor tables the IDP/Budget/SDF/SDBIP/PMS and related policies in Council and send copy to National Treasury and COGTA	Council to adopt and confirm that all the needs of the community were taken into account during the compilation of the key strategic documents	Council	End May 2023
	Submission of SDBIP to the Mayor	To ensure existence of an implementation plan before the start of the financial year	Municipal Manager/PMS	June 2023
	Conclusion of Annual Performance	To ensure a performance driven	Mayor/ Municipal Manager	July 2023

	Agreements by Mayor	management and to comply with the legislation		
	Performance Agreements	Include risk management responsibilities in Performance Management Agreements	Risk Manager/ Municipal Manager	July 2023
	The Mayor submits the approved SDBIP and Performance Agreements to Council, MEC for corporative governance		Mayor/MM	End July 2023
	Performance Agreements/ SDBIP are posted to the Harry Gwala website	For accountability and transparency	PMS	August 2023

### 3. WHAT ARE THE KEY CHALLENGES?

The development challenges and key issues that need to be addressed by Harry Gwala DM are by and large, a result that are communities are located in skewed and mountainous areas and are severely affected by poverty and service backlogs than the urban community.

#### Infrastructure related challenges

Service infrastructure in Harry Gwala DM's urban areas needs upgrading and maintenance.

Bulk water supply is a major constraint that effects the entire District and in urgent need of attention.

In the main, urban areas have proper water borne sanitation systems, but rural areas rely on pit latrines or no system at all. This places tremendous strain on the environment and poses a health risk.

Waste Management has been identified as a major challenge. Dumping of refuse has become a major problem. This poses serious environmental problems and risks. Efforts are needed to increase people’s awareness of the advantages of good waste management practices.

Funding for bulk infrastructure remains a significant hindrance to the municipality’s ability to execute its legislative obligations to citizens.

Socio-Economic related and other key challenges

HIV/ AIDS

Crime, particularly burglary and stock theft

Sustainable Local Economic Development initiatives

Prone to disasters, especial snow and heavy winds

Youth unemployment and poverty

Attracting investment and growing the Economy of Harry Gwala District Municipality

Improving the financial viability and management in order to have a self- sustainable municipality

Information and Communication Technology

Retention and Scarce Skills Policy

To address these key challenges Harry Gwala DM engaged in a process of identifying its Strength, Weaknesses within the organisation to determine the extent to which it can successfully address the challenges. Moreover, external Opportunities and Threats were also identified. These will assist the municipality in developing working strategies and tactics to improve service delivery. Below is an Organisational SWOT analysis depicting the Harry Gwala DM situation :

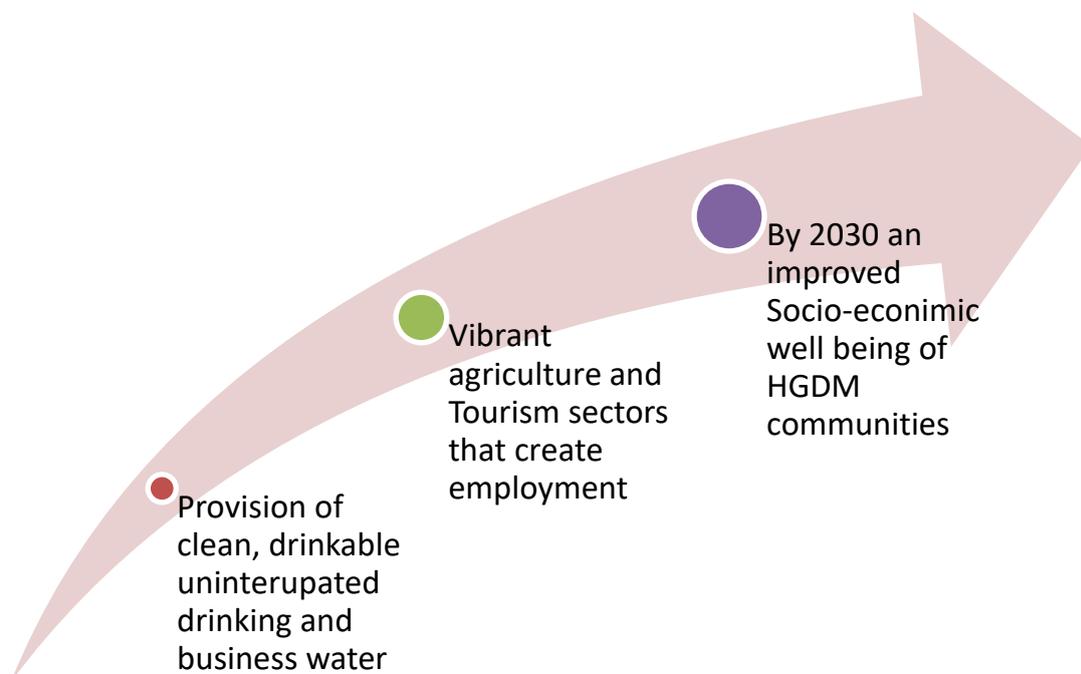
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Committed staff compliments that is willing to learn and grow</li> <li>• A conducive working environment with limited red-tapes and bureaucracy</li> <li>• Strong administrative leadership</li> <li>• Strong political leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of rare skills i.e. engineers</li> <li>• Limited funding to effectively deal with backlog.</li> <li>• Rural based municipality</li> </ul>

<ul style="list-style-type: none"> <li>• <b>OPPORTUNITIES</b></li> <li>• Easy access to major cities</li> <li>• Large pool of labor</li> <li>• World class tourist destination</li> <li>• Stable political environment for investment</li> <li>• Conducive weather for agricultural activities</li> </ul>	<ul style="list-style-type: none"> <li>• <b>THREATS</b></li> <li>• Disasters</li> <li>• Low revenue base</li> <li>• Unskilled labor</li> <li>• dilapidating infrastructure</li> <li>• Brain drain to major cities</li> <li>• Theft (stock theft)</li> <li>• HIV/AIDS</li> <li>• Crime (burglary)</li> <li>• Pandemics (Covid 19)</li> <li>• Insurrections (Looting)</li> </ul>
---	--

**WHAT IS OUR LONG TERM VISION?**

By 2030 Harry Gwala District Municipality will be a leading water services provider in the whole of KZN with its communities benefitting from a vibrant agriculture and tourism sectors.

Hereunder is the envisaged developmental trajectory



## **WHAT ARE WE GOING TO DO TO UNLOCK OUR CHALLENGES?**

To finalise the implementation of bulk water infrastructure projects and dams in the next five years.

Ensure eradication of both water and sanitation backlogs by **2030** by identifying other possible funding sources.

Ensure full adherence to the Operations and Maintenance Plans to avoid water interruptions. A continuous, innovative and deliberate marketing of the district as the best tourist destination using the Drakensburg World Heritage site as the first destination and a destination of choice.

Continue to develop SMMEs to play a meaning full role in tourism, agriculture, industrial and manufacturing by identifying potential markets wherein they can show case, promote and sell their products.

The district municipality will continue to support sport development and special Programs as pillars in the fight against crime, drug abuse and any other social ills that characterises our communities.

The institutional arrangement will specifically focus on ensuring that human resources is well capacitated and correctly placed to successfully execute the key strategic objectives in the IDP. But moreover, policies will be reviewed and developed where needed, in order to give effect to the core functions of Harry Gwala District Municipality, that of delivering basic services to its communities.

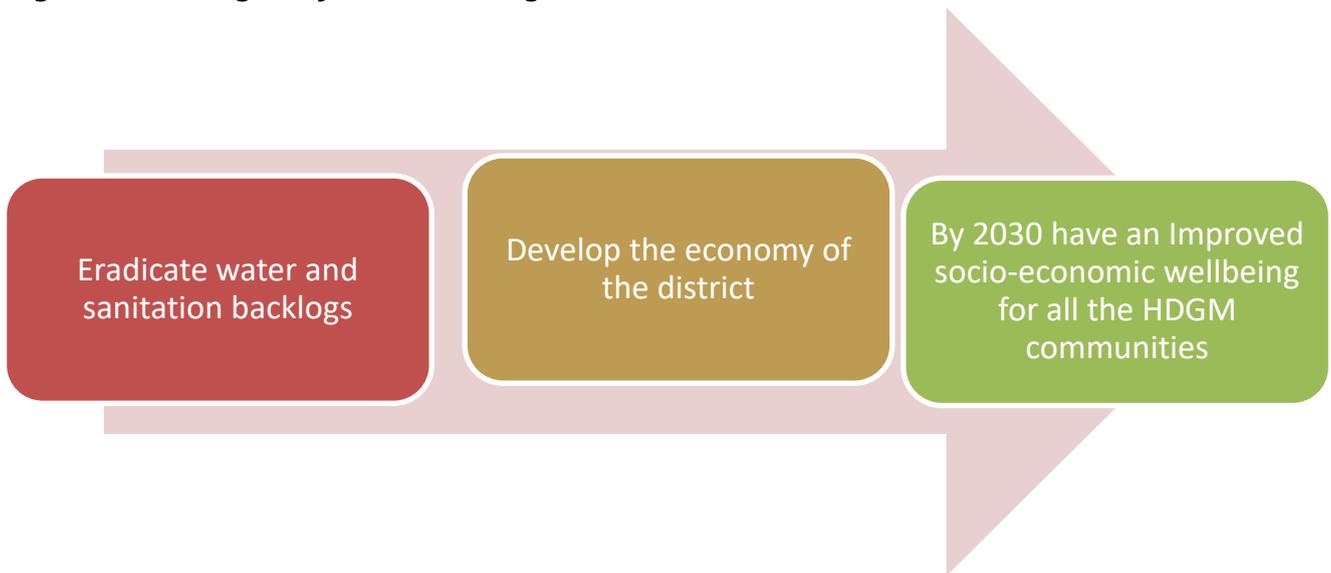
Spatial Vision (SDF Map)



**SUMMARY OF DEVELOPMENT OBJECTIVES AND TARGETS**

Development Objective	KPA (Responsible Department)	Target
To provision of clean drinkable Water and proper Sanitation	Water and Infrastructure Department	100% of all the water and sanitation projects that will be implemented in 2022/2023 financial year
To develop Municipal Strategic documents (SDF, Annual Report and SDF)	Social Services and Development Planning	3 Strategic Documents for 2022/2023 financial year
To attract investment and grow the economy of the HGDM	Harry Gwala Development Agency	To increase the economy of the district by 3% in 2030
Prone to Disasters	Social Services and Development Planning	To train 25 staff members in 2022/2023 identified in the WSP
Spatial Planning and link it to infrastructure planning and development of Harry Gwala Towns	Social Services and Development Planning	To have developed a five year Spatial Development Framework by 2022/2033 financial year
Increase Revenue collection and speed up service delivery	Budget and Treasury Office	To have improved our revenue by 75% in the 2022/2023 financial year.

High level strategic objective and target



## **HOW WILL PROGRESS BE MEASURED**

As prescribed in Section 40 of the Municipal Systems Act 2000, Harry Gwala District Municipality must create mechanisms to monitor and review its Performance Management System (PMS) so as to measure, monitor, review, evaluate and improve performance at organizational, departmental, and individual employee levels. Section 34 of the Municipal Systems Act further requires the Integrated Development Plan to be reviewed on an annual basis which should also encompass the review of key performance indicators and performance targets.

The organizational scorecard is submitted to the Executive Committee for consideration and review on a quarterly basis. The reporting takes place in October (for the period July to end of September) January (for the period October to the end of December), April (for the period January to end of March), and July (for the period April to the end of June). The review in January will coincide with the mid-year performance assessment as per Section 72 of the MFMA. This Section determines that the accounting officer must, by 24 January of each year, assess the performance of the municipality and report to the Executive Committee via the Mayor on, inter alia, its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators as set out in its SDBIP.

**CHAPTER 2**

**SECTION B**

- **PLANNING AND DEVELOPMENT PRINCIPLES**
- **GOVERNMENT POLICIES AND PRINCIPLES**

**B 1. PLANNING AND DEVELOPMENT PRINCIPLES**

PLANNING AND DEVELOPMENT PRINCIPLES	APPLICATION OF PRINCIPLES
Development / investment must only happen in locations that are sustainable (NDP)	Section 7.1.1, Page 94
Balance between urban and rural land development in support of each other (SPLUMA Principles)	Section 7.4.1.2, Pg 145 (to be further elaborated on)
The discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also promoting densification. Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres (SPLUMA Principles)	Section 7.4
The direction of new development towards logical infill areas (SPLUMA Principles)	Section 7.4.1.3, Section 7.5.4
Compact urban form is desirable (SPLUMA Principles)	Section 7.4.1.3, Section 7.5.4

Development should be within limited resources (financial, institutional and physical). Development must optimize the use of existing resources and infrastructure in a sustainable manner (SPLUMA Principles, CRDP, National Strategy on Sustainable Development)	Page 117 (to be further elaborated on)
Stimulate and reinforce cross boundary linkages.	Section 7.2.6.1
Basic services (water, sanitation, access and energy) must be provided to all households (NDP)	Section 7.5.2
Development / investment should be focused on localities of economic growth and/or economic potential (NDP)	To be elaborated on further in the next SDF Development Phase
In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief Programs (NDP)	A competency of local municipalities
Land development procedures must include provisions that accommodate access to secure tenure (CRDP)	A competency of local municipalities
Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised	A competency of Agriculture and Environmental affairs
Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective planning and development.	Pg 13, 114, 130, 195

<p>If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity (“Breaking New Ground”: from Housing to Sustainable Human Settlements)</p>	<p>A competency of local municipalities</p>
<p>During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted (National Strategy on Sustainable Development)</p>	<p>Section 4.2</p>
<p>Environmentally responsible behaviour must be promoted through incentives and disincentives (National Strategy on Sustainable Development, KZN PGDS).</p>	<p>Section 4.2.6,</p>
<p>-The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each areas unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency (KZN PGDS)</p>	<p>Section 4.3</p>

Development / investment must only happen in locations that are sustainable (NDP)	Page 76
Balance between urban and rural land development in support of each other (SPLUMA Principles)	Page 76 (to be elaborated on further in the next SDF Development Phase)
The discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also promoting densification. Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres (SPLUMA Principles)	Page 91 (to be elaborated on further in the next SDF Development Phase)
The direction of new development towards logical infill areas (SPLUMA Principles)	To be elaborated on further in the next SDF Development Phase
Compact urban form is desirable (SPLUMA Principles)	To be elaborated on further in the next SDF Development Phase
Development should be within limited resources (financial, institutional and physical). Development must optimise the use of existing resources and infrastructure in a sustainable manner (SPLUMA Principles, CRDP, National Strategy on Sustainable Development)	To be elaborated on further in the next SDF Development Phase
Stimulate and reinforce cross boundary linkages.	To be elaborated on further in the next SDF Development Phase
Basic services (water, sanitation, access and energy) must be provided to all households (NDP)	Contained in the WSDP

Development / investment should be focused on localities of economic growth and/or economic potential (NDP)	
In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief Programs (NDP)	To be dealt with in the next SDF Development Phase
Land development procedures must include provisions that accommodate access to secure tenure (CRDP)	LM's Function
Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised	
Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective planning and development.	To be addressed in the next SDF Development Phase
If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity ("Breaking New Ground": from Housing to Sustainable Human Settlements)	LM's Function
During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted (National Strategy on Sustainable Development)	To be elaborated on further in the next SDF Development Phase
Environmentally responsible behaviour must be promoted through incentives and disincentives (National Strategy on Sustainable Development, KZN PGDS).	To be elaborated on further in the next SDF Development Phase

<p>-The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each areas unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency (KZN PGDS)</p>	<p>Further details to be found in LM's SDFs, to be elaborated on further in the next SDF Development Phase</p>

**GOVERNMENT POLICIES AND IMPERATIVES**

The Harry Gwala District Municipality Key Performance Areas are aligned with those of National Government and they are the following:

- Cross Cutting Issues (Spatial Development Framework, Environmental and Disaster Management)
- Municipal Transformation and Institutional Development
- Basic Service Delivery
- Local Economic Development and Social Development
- Financial Viability and Management
- Good Governance and Public Participation

NATIONAL/ PROVINCIAL PERSPECTIVE	ISSUE RAISED	NATIONAL KEY PERFORMANCE AREA	KEY CHALLENGE	HGDM KEY OBJECTIVE
National Development Plan	Infrastructure Development	Infrastructure and Basic Service Delivery	Lack of water resource	To improve the coverage, quality, efficiency and



<p>National Development Plan</p>	<p>Staff at all levels has the authority, experience, competence and support they need to do their jobs.</p>	<p>Municipal Transformation and Organizational Development</p>	<p>Skills development of municipal employees in order for them to successfully deliver basic services and support council</p>	<p>To provide administrative support to Council and its structures and</p>
<p>KZN GDS Goals</p>	<p>Human Resource Development</p> <p>Governance Policy</p>			<p>Skills development of municipal employees in order to deliver basic services to our communities.</p>
<p>Sustainable Development Goals</p>	<p>Achieve gender equality and empower all women and girls</p> <p>A skilled and capable workforce</p>			<p>REF. NO. 02 TRANS 2022-2027</p>

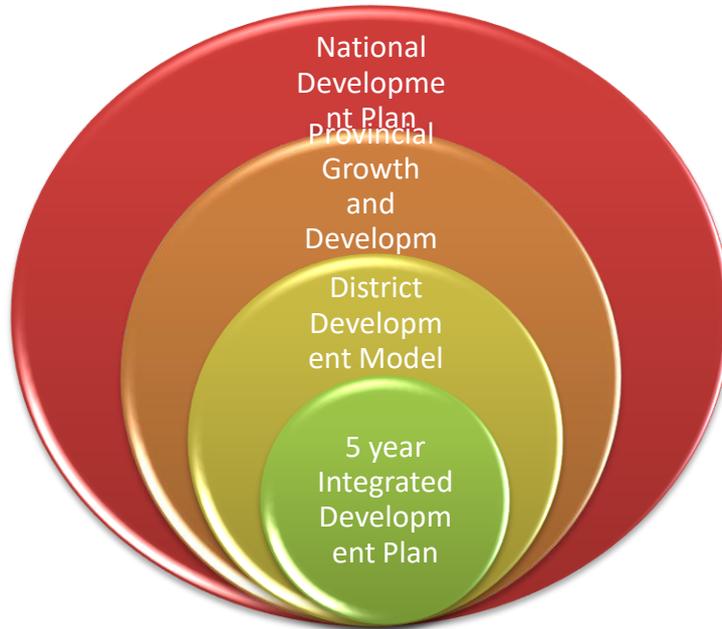
<p>Outcome 4</p>	<p>to support an inclusive growth</p>			
<p>National Development Plan</p> <p>Outcome 9</p>	<p>Relations between national, provincial and local government are improved through a more proactive approach to managing the intergovernmental system.</p> <p>A responsive and accountable, effective and efficient local</p>	<p>Good Governance and Public Participation</p>		<p>To uphold the highest municipal performance standard and to increase interaction between the municipality and the community in order to deepen democracy.</p> <p>REF. NO. 03 GGP 2022-2027</p>

	government system			
--	----------------------	--	--	--



		Municipal Financial Viability and Management	Low revenue base and non-payment of services by some customers	To improve the Financial Affairs and Viability of the Municipality in order to have a self-sustainable municipality  REF. NO. 04 FIN 2022-2027
National Development Plan  KZN GDS Goals  Sustainable Development Goals	Strong and efficient spatial planning system, well integrated across the spheres of government.  Spatial Equity  Sustainable cities and communities Climate Action	Cross Cutting Issues	Interpretation of spatial planning and linking it to infrastructure planning and development of Harry Gwala towns	To create functional urban, regional and human settlements whilst protecting the environment  REF. NO. 06 SE 2022-2027

## Analysis of Government Perspective



A brief summary of the above government perspective

## **INTRODUCTION TO THE NATIONAL DEVELOPMENT PLAN**

The National Development Plan aims to eliminate poverty and reduce inequality by 2030. South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society.

## **WATER**

A comprehensive management strategy including an investment Program for water resource development, bulk water supply and wastewater management for major centres which is reviewed every five years.

Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry, recognizing the trade-offs in the use of water.

## **ECONOMY AND DEVELOPMENT**

Public employment Programs should reach 1 million by 2014 and 2 million people by 2030. Broaden the expanded public works Program to cover 2 million fulltime equivalent jobs by 2020.

Gross Domestic Product (GDP) should increase by 2.7 times in real terms, requiring average annual GDP growth of 4.4 percent over the period. GDP per capita should increase from about R40 000 per person in 2010 to R110 000 per person in 2030 in constant prices.

Rural economies will be activated through improved infrastructure and service delivery, a review of land tenure, service to small and micro farmers, a review of mining industry commitments to social investment, and tourism investments

An additional 643 000 direct jobs and 326 000 indirect jobs in the agriculture, agro processing and related sectors by 2030.

## **CROSS CUTTING**

- Strong and efficient spatial planning system, well integrated across the spheres of government.
- Upgrade all informal settlements on suitable, well located land by 2030.
- More people living closer to their places of work.
- Better quality public transport.
- More jobs in or close to dense, urban townships.

Therefore to realize the above:

- Reforms to the current planning system for improved coordination.
- Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements.
- Substantial investment to ensure safe, reliable and affordable public transport.
- Introduce spatial development framework and norms, including improving the balance between location of jobs and people.

### **INSTUTIONAL ARRANGMENT THAT CAN AFFORD THE FOLLOWING**

- A state that is capable of playing a developmental and transformative role.
- A public service immersed in the development agenda but insulated from undue political interference.
- Staff at all levels have the authority, experience, competence and support they need to do their jobs.
- Relations between national, provincial and local government are improved through a more proactive approach to managing the intergovernmental system.

### **PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY**

This PDGS provides KwaZulu-Natal with a responsive strategic framework for accelerated and shared economic growth through catalytic and development interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments.

### **SEVEN KZN PROVINCIAL OBJECTIVES**

- Job creation
- Human Resource Development
- Human and Community Development
- Strategic Infrastructure
- Environmental Sustainability
- Governance Policy
- Spatial Equity

### **SUSTAINABLE DEVELOPMENT GOALS**

It's a powerful set of goals, and one that builds upon the successes and setbacks of the Millennium Development goals.

### **17 STEPS TO BETTER WORLD**

- End poverty in all its forms everywhere
- End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Ensure healthy lives and promote well-being for all at all ages
- Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Achieve gender equality and empower all women and girls
- Ensure availability and sustainable management of water and sanitation for all
- Ensure access to affordable, reliable, sustainable and modern energy for all
- Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- Reduce inequality within and among countries
- Make cities and human settlements inclusive, safe, resilient and sustainable
- Ensure sustainable consumption and production patterns
- Take urgent action to combat climate change and its impacts
- Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- Strengthen the means of implementation and revitalize the global partnership for sustainable development.

#### **14 NATIONAL OUTCOMES:**

*Outcome 1:* Improve the quality of basic education *Outcome 2:* A long and healthy life for all South Africans

*Outcome 3:* All people in South Africa are and feel safe.

*Outcome 4:* Decent employment through inclusive economic growth *Outcome 4:* A skilled and capable workforce to support an inclusive growth.

*Outcome 6:* An efficient, competitive and responsive economic infrastructure network

*Outcome 7:* Vibrant, equitable and sustainable rural communities with food security for all.

*Outcome 8:* Sustainable human settlements and improved quality of household life

*Outcome 9:* A responsive and accountable, effective and efficient local government system

*Outcome 10:* Environmental assets and natural resources that is well protected and continually enhanced

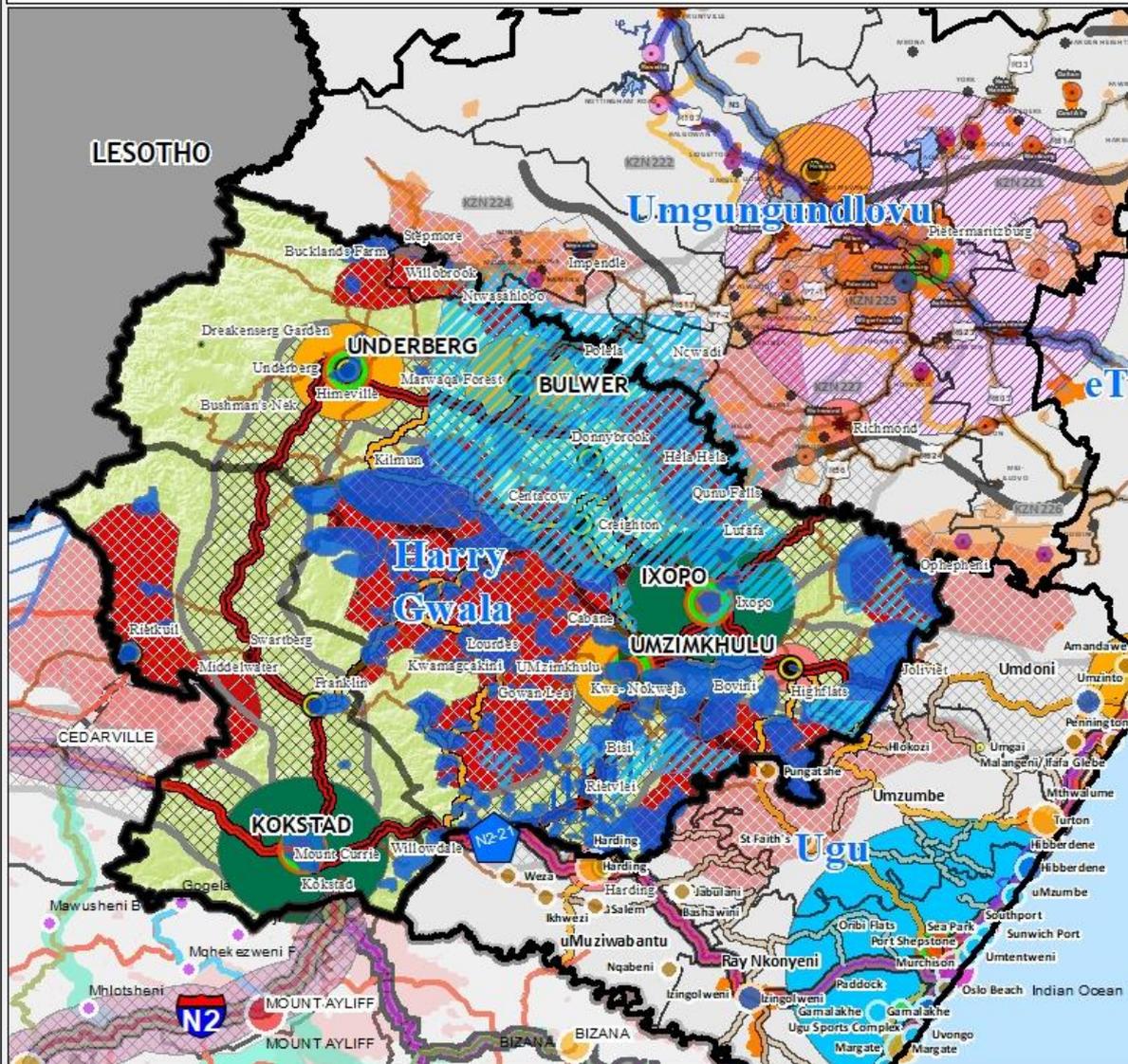
*Outcome 11:* Create a better South Africa and contribute to a better and safer Africa and World

*Outcome 12:* An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship

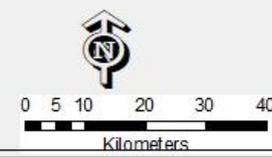
*Outcome 13:* Inclusive and responsive social system

*Outcome 14:* Transforming and unifying the country

SDF: Harry Gwala Water Schemes & Priority Intervention Aes



District/Municipal Boundary 2016	Tertiary Node	5 km
<b>Water Scheme Areas</b>	Tourism	Regional Corridor Buffer
<b>Scheme Status</b>	Rural Service Centre	Service Gap Area
Existing	District Primary Corridors	Alfred Nzo Study Area
Future	Secondary Corridor	national roads
<b>Nodes</b>	<b>Spheres of Influence Extent</b>	
Primary Node	10 km	
Secondary Node	15 km	
	2 km	
	30 km	
	35 km	



Projection : WGS Hartebeesthoek  
 Date : Mar 2020  
**Data Sources**  
 Municipal Boundaries : Demarcation Board  
 Transportation Corridors : HGDM IPTN  
 District SDF's : UGUDM, UMGDM & ANDM

40 Main Street  
 bopo  
 3248  
 Tel: 039-8348700  
 Fax: 039-8341701

## **CHAPTER 3: SITUATIONAL ANALYSIS**

### **1. CROSS CUTTING INTERVENTION ANALYSIS**

#### **SECTION C**

***A Summary of the HGDM SDF Document: See IDP Annexures for a full SDF Document***

#### **REGIONAL CONTEXT**

The Harry Gwala District Municipality (DC43) is one of the ten District Municipalities in KwaZulu-Natal Province and is located South-West of the province. The Harry Gwala District Municipality is located in KwaZulu-Natal, approximately 250 kilometres south of the major metropolitan area of eThekweni and it forms part of the border between KwaZulu-Natal and Eastern Cape Province. The District Management Area (DMA) is located to the West of the District and it forms part of the border between the KwaZulu-Natal Province and Lesotho (Harry Gwala IDP).

Harry Gwala District Municipality includes the southernmost part of the UKhahlamba Drakensberg National Park adjacent to Lesotho and borders Eastern Cape Province in the west. The municipality area size is 11 127. 89997 km<sup>2</sup> (COGTA). Key rivers in the district are the UMzimkhulu, Umkomaas, Ibisi and Umzimvubu rivers which run from the mountains of Drakensberg to the coastal shores of KwaZulu-Natal and Eastern Cape respectively. At approximately 1,054,700 hectares, this district has a population density of approximately 0.5 persons per hectare.



The Harry Gwala District Municipality (HGDM) is comprised of four Local Municipalities which are:

- Greater Kokstad Municipality
- Dr. Nkosazane Dlamini Zuma Municipality
- UBuhlebezwe Municipality
- UMzimkhulu Municipality

Harry Gwala 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 plantations form the bedrock of the economy of the region. Climatic extremes make the area suitable for a variety of products including crops and vegetables, livestock and sugar cane around Ixopo/ Highflats area.

### **ADMINISTRATIVE ENTITIES**

The HGDM is predominantly rural characterized by small urban centers with larger agricultural, plantations, natural vegetation and traditional authority land. These small urban centers serve as economic hubs for these sub-regions and as administrative areas. According to the municipal demarcation, these administrative areas have been arranged to form four Local Municipalities as depicted in (Map ....)

### **STRUCTURAL ELEMENTS**

See 1.4 below

#### EXISTING NODES AND CORRIDORS

Harry Gwala District Municipality is in the process of preparing its comprehensive Integrated Development Plan (IDP) in 2017/22 which includes a Spatial Development Framework (SDF). The elements of the IDP have been reviewed during annual reviews as required by legislation and so does the Spatial Development Framework has to be reviewed. This IDP/SDF preparation will consider a five year plan and the requirements as set out by Spatial Planning and Land Use Management Act. A Review of the Spatial Development Framework is now required to take into account some of the changes that have occurred within the district as well as those that are of regional, national and also those of global significance. The attached SDF is currently in draft process and the final document will be finalised together with this IDP.

#### Development Nodes

The SDF that forms part of this IDP provides the spatial dimension of economic trends and objectives, and on this basis it present a hierarchy of nodes consisting of primary nodes, secondary nodes, tertiary nodes, rural service nodes and tourism and recreation nodes.

#### Primary Nodes

The Primary Nodes are proposed to be the urban centres of Kokstad, Umzimkulu, Ixopo and Underberg /Himeville as having potential high levels of economic development, growth and expansion. These proposed nodes serve the sub-regional economy of the district. There is however a need for these nodes to undertake detailed master-planning for infrastructural and services requirement for expansion. Typical services that are expected in these centres including Agri industrial development, large scale tourism projects, housing development, shopping centers, wide range of retail services, police services, primary, secondary and tertiary high level of education centers, hospitals, clinics, government departments, satellite offices (especially land affairs, social welfare.

#### Secondary Nodes

Secondary Nodes, these are the urban centres of Franklin, Creighton, Donnybrooke, Bulwer and Highflats which have potential for growth and good existing levels of economic development. Typical services that can be expected at these nodes can include police stations, low level retail services, low levels of housing development (less than 1000 lots), small scale tourism, education facilities (primary and secondary), clinics, pension payout points, community halls etc. Although Bulwer is categorized as Secondary Node, it is being treated as a primary node considering the potential posed by its strategic location once planned properly.

#### Tertiary Nodes

Tertiary Nodes, urban areas of Swartberg, Riverside, Ibisi and Rietvlei are tertiary nodes with lower potential for economic potential providing services mainly to the local communities. Proper formalization in terms of planning and development control is required in these areas to enhance their development potential. Typical services to be expected in these centres can include low level retail services, police stations, education (primary and secondary), clinics, pension payout points, community halls and taxi ranks.

#### Rural Nodes

Rural Service Nodes represent the lowest order of locality, where a range of service and economic activities could be concentrated in a sustainable way. These are the most accessible locations within an acceptable distance of communities.

The level of service that are normally found at these nodes are:

Clinic / Mobile Service

Post Boxes

Shops

Secondary and Primary School

Weekly Service

Weekly / Mobile Service

Pension Payout Point

Taxi Rank; and

## Traditional Authority Court

These were identified in Ntsikeni, Lourdes, Gowan Lea, Centacow, Kilmon, Ncwadi, Stepmore, Ntwasahlobo, Makhoba, Nokweja and Jolivet.

## Tourism and Recreation Nodes

Tourism and Recreation Nodes: These nodes comprising Garden Castle, Sani Pass and Bushman's Nek are located within areas which are attractive, provide good views, a feeling of "being in the mountains" and have potential for resource orientated activities. These have ready access to the wilderness / natural areas through controlled points". All these nodes are on private land, adjacent to the UDP, and are accessible to the public entry points leading to the Park.

In Kokstad urban fringe on the N2, Ntsikeni Nature Reserve, Nazareth, Ophepheni (P68), Indlovu Clan (Ubuhlebezwe to west of R46) Qunu falls, Umzimkulu and Creighton have potential for tourism development.

Greater diversity of tourism in the district could be achieved through wider range of facilities and attractions including historical (eg. Mission tourism), cultural events and eco-tourism adventures (Avi tourism, River rafting (in Umzimkulu, Ngwagwane, Pholela, Ndawane Rivers) 4 X 4 trail, Mountain biking trails (berg to Coast) etc.

## Development Corridors

The corridors suggested in this SDF are based on the recommendations in the PGDS, the various development informants identified in the earlier phase of the study and the goals and objectives of the SDF, with specific reference to the need to integrate district space and link the various nodes and opportunities into a meaningful whole; improve or extend access to areas with economic potential within areas of high poverty; maximise interest opportunities and potentials within the district in way which promotes growth and investment, and ensure the sustained growth of existing centres and corridors of economic development.

### Provincial Priority Corridors (SC2 and SC6)

SC 2: Kokstad – Umzimkulu – Msunduzi (Secondary Corridor), and

SC6: Port Shepstone – St Faiths – Ixopo (Secondary Corridor)

### Primary Corridors:

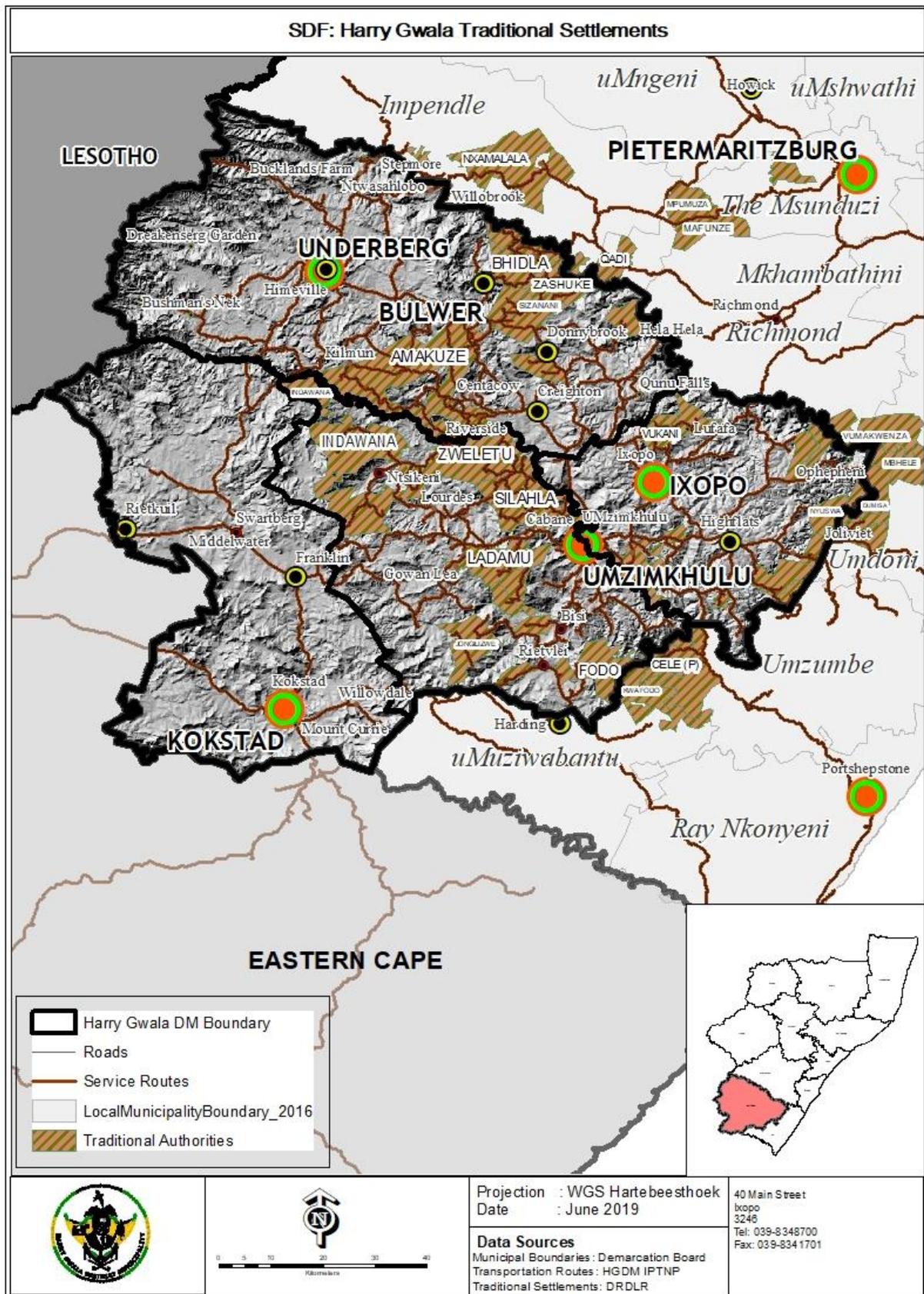
The rationale for these corridors is provided by the PGDS, and although their primary function is long distance traffic movement, development should be encouraged at appropriate locations along the corridors. More detailed planning will be required as part of the local SDF's. The proposed primary corridors are detailed in the main SDF document.

### Secondary Corridors:

These corridors link nodes inside the District, and also provide linkages with external nodes. The proposed secondary corridors are detailed in the main SDF document. It must be emphasized that the identification of corridors does not imply that development should be allowed to occur on an ad-hoc basis along the length of such a corridor, a phased approach is encouraged along these corridors which must conform to the development vision of the corridor. As part of the local SDF's, more detailed planning of the corridors will be required.

### **BROAD LAND USE**

The greater part of the land within the HGDM is covered by commercial agricultural land (grazing, crop farming and sugar cane) plantation, and natural vegetation and traditional human settlement areas. Map (map of land categorization) reflects the broad land use at a District level so as to give guidance to the entire district whilst the local municipalities concentrate their efforts to the finer details of each land parcel. In as far as the Ukhahlamba Drakensberg Park World Heritage Site, a different set of land uses have been developed by Ezemvelo KZN Wildlife in partnership with local and district municipalities affected by the world heritage site.

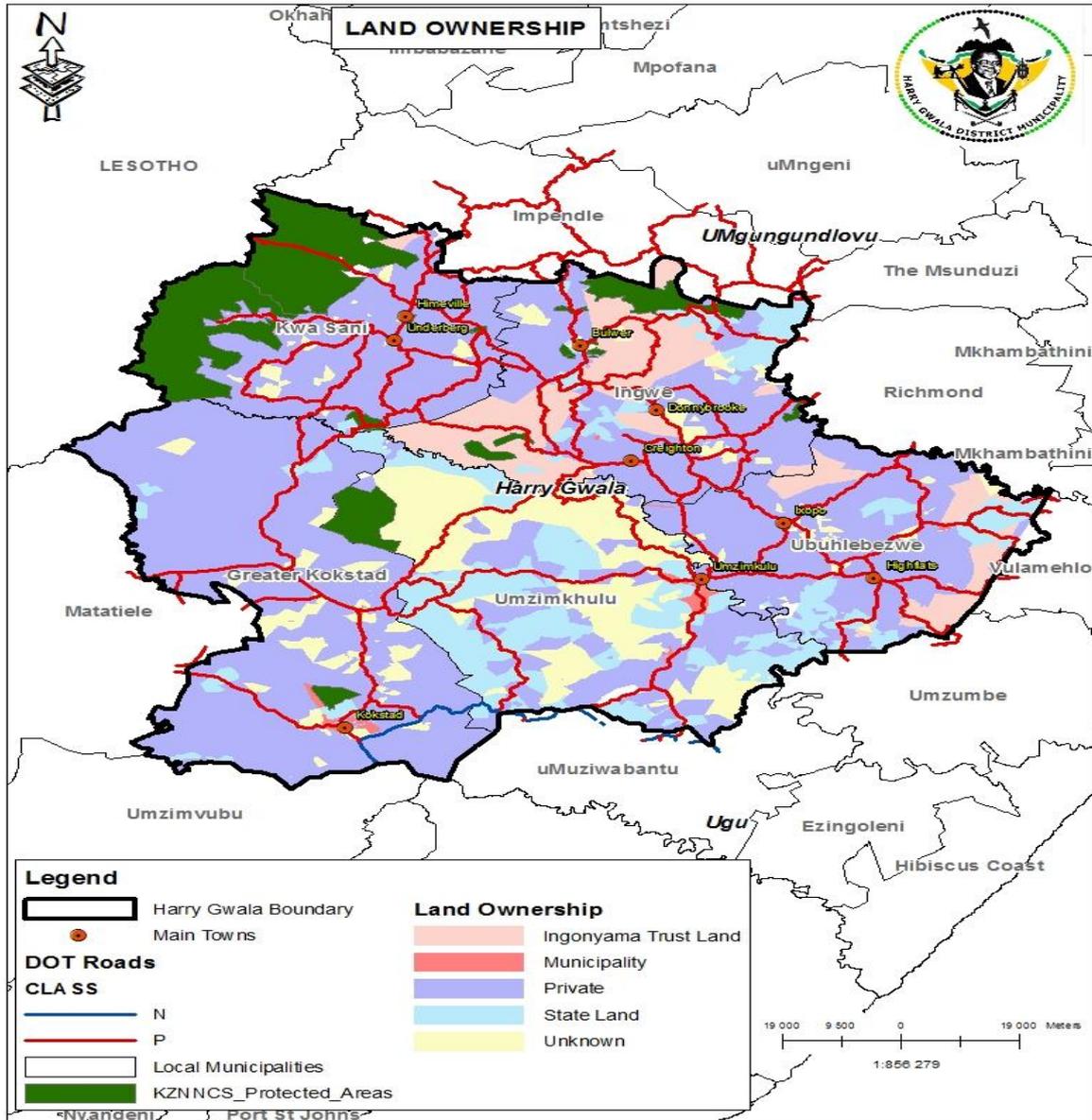


Settlement Patterns

UMzimkhulu has the largest area that is covered by traditional areas in the district, followed by Dr Nkosazana Dlamini-Zuma and then UBuhlebezwe. Greater Kokstad does not have any traditional areas within its jurisdiction (refer to Figure 30: Traditional Areas).

There has been an expansion of traditional boundaries and encroachment of both privately owned land and state land over the years. This has created new dialogue whereby COGTA has to establish new traditional boundaries as well as provide guidelines that should be followed when a settlement has encroached privately or state owned land.

### LAND OWNERSHIP



The protection of productive agricultural land from unplanned residential / urban development is essential to maintain the future productivity and efficiency of rural farming communities. Good quality agricultural land is a finite resource that must be protected and managed for the long term.

As a general scale plans should aim at protecting productive agricultural land from development that leads to its diminished productivity.

Residential development should be planned with a view to abide by these principles in the spirit of integrated and sustainable development as these will be a need to develop land for this purpose. It is against this background that HDGM is planning in undertaking a settlement and densification study that will also be linked with transportation linkages study. The main objective of this study is ensure that there is orderly and well planned human settlements in order to improve the provision of infrastructure services.

### **Loss of land with agricultural potential in poor rural areas**

The survival of South Africa's rural communities and the health of the rural economy depends upon the condition and availability of natural resources. The traditional and widespread view that land is almost a limitless resource is a myth.

Over-crowding, poverty and poor farming methods amongst other reasons have led to loss of significant areas of good agricultural and land degradation is now widely regarded as one of the greatest challenges facing rural areas.

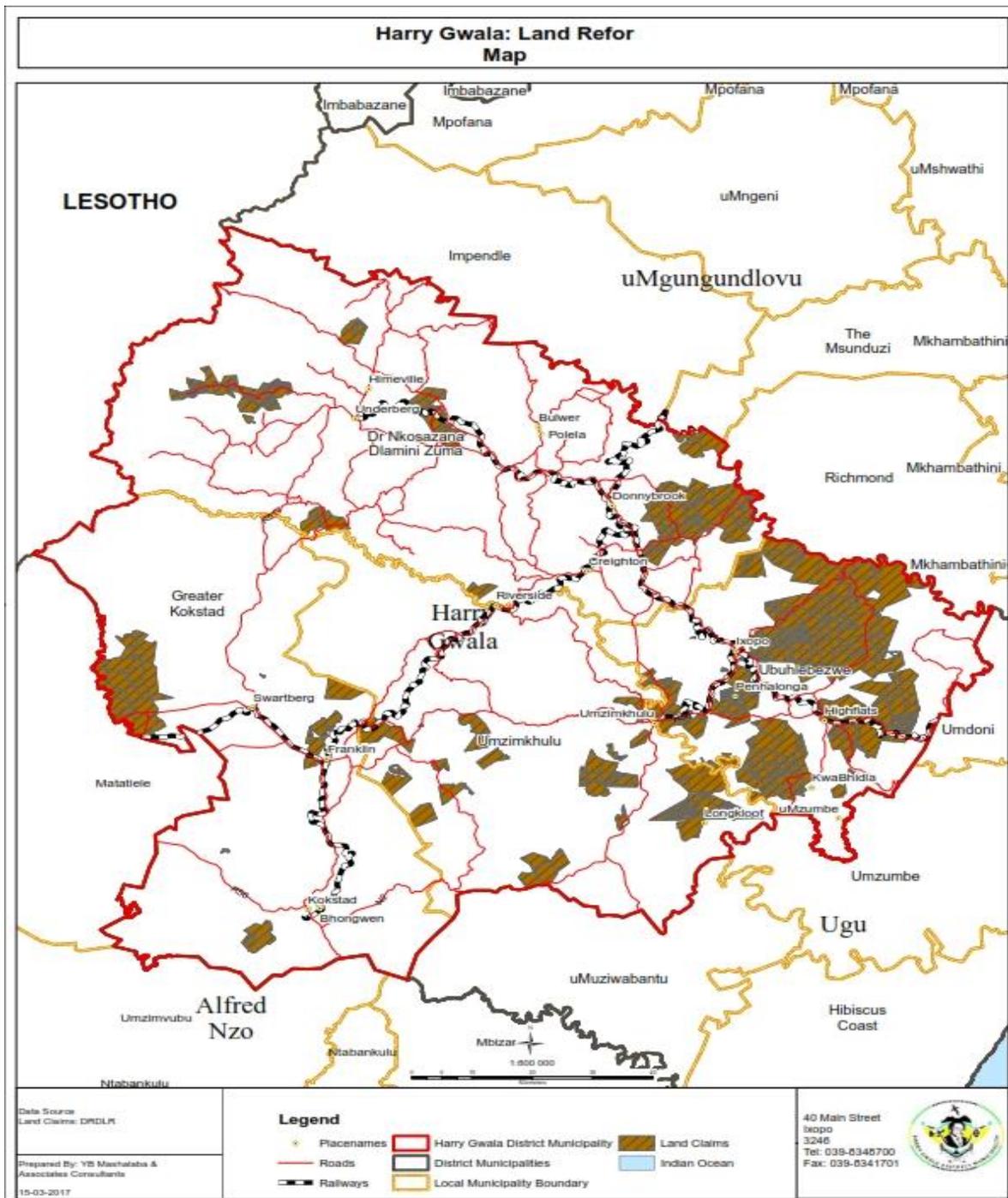
### **LAND REFORM**

Land reform resulting in a loss of productive commercial agriculture

Land reform encompasses three distinct components which are restitution, tenure reform, and the redistribution Programs. Land reform should not necessarily equate in a loss of products agricultural land.

The Land Redistribution for Agricultural Development sub –Program (LRAD) amongst others recognises the need to provide grants for agricultural projects. Amongst types of projects that can be catered for include: Food safety nets, equity schemes, production for markets.

With respect to agriculture in communal areas it is evident that many people already have secure access to agricultural land but may not have the means to make productive use of that land. LRAD assists in the process of minimising the loss of good potential agricultural land by providing schemes to make productive investments in communal land such as infrastructure or land improvements through the Department of Land Affairs.



## Land Reform

### Description of habitats and vegetation communities

The Harry Gwala District contains a variety of different vegetation types and distributions (Figure 12), grouped into five biomes, namely, Forest, Grassland, Savanna and Azonal Vegetation (Table 1). These biomes provide the basic template for defining the extent of species-specific habitat that potentially supports a wide variety of biodiversity.

The Savanna biome is categorized as being Endangered and Critically Endangered; The Forest biome in the District is Near Threatened; the Grassland biomes are Near Threatened with the Midlands Mistbelt Grassland being Critically Endangered and the Southern KwaZulu Natal Moist Grassland having an endangered status.

## **Savannah**

Pockets of savannah occur throughout the drier north-western areas of the Midlands. These grasslands are characterized by patches of woodland, consisting mainly of tall "thatch (*Themeda triandra*, *Hyparrhenia .sp*, *Cymbopogon.sp*) grass" with Paperbark Acacia (*Acacia sieberiana*) as the dominant tree.

### The Natal Mistbelt

Ngongoni Veld, also known as Natal Misbelt includes grasslands and forests. Although originally high in both species-richness and plant-endemism, tragically very little is conserved, or in its natural state. The Blue Swallow is typically a Mistbelt grassland species.

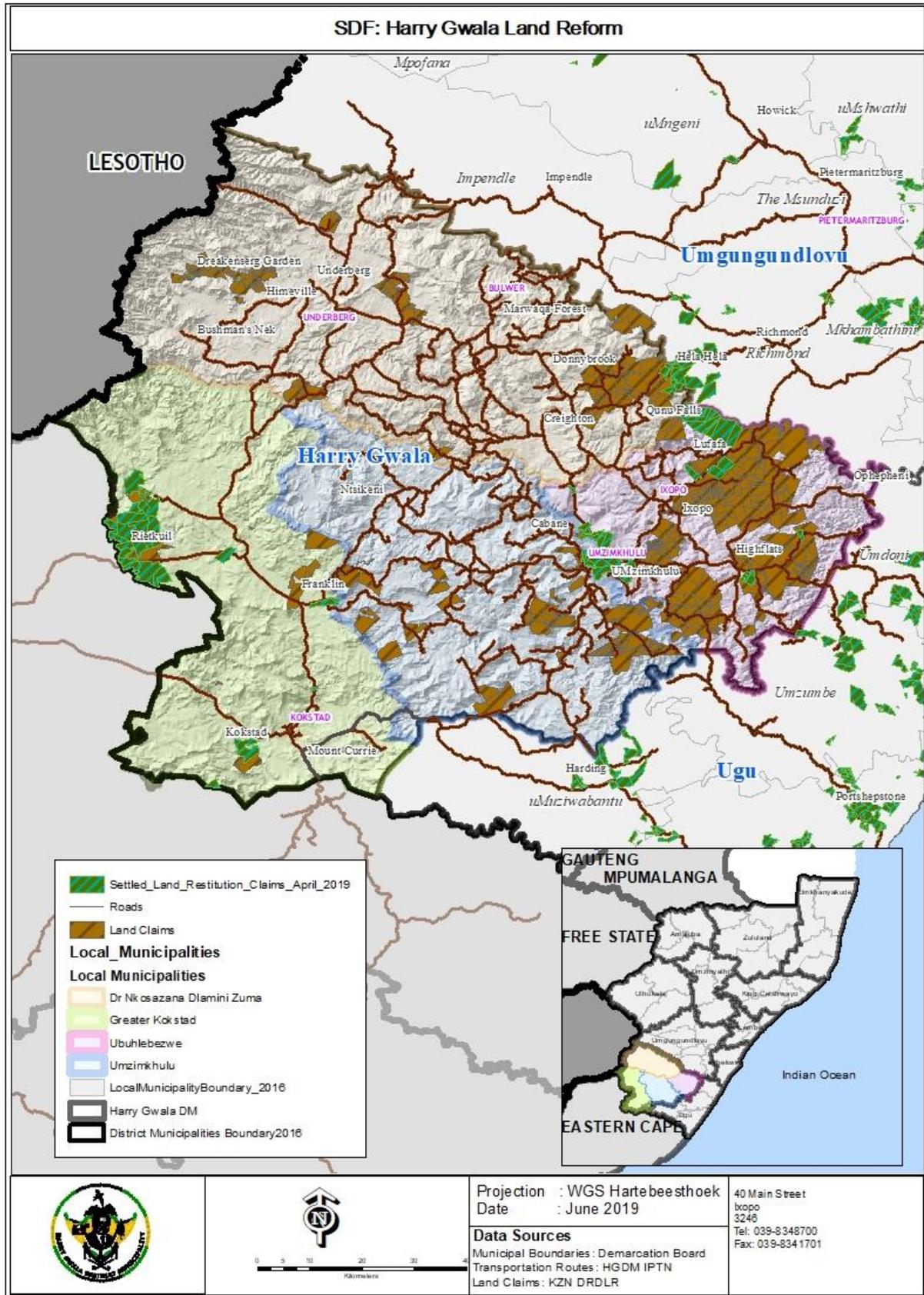
### IUCN Red List of Threatened Species

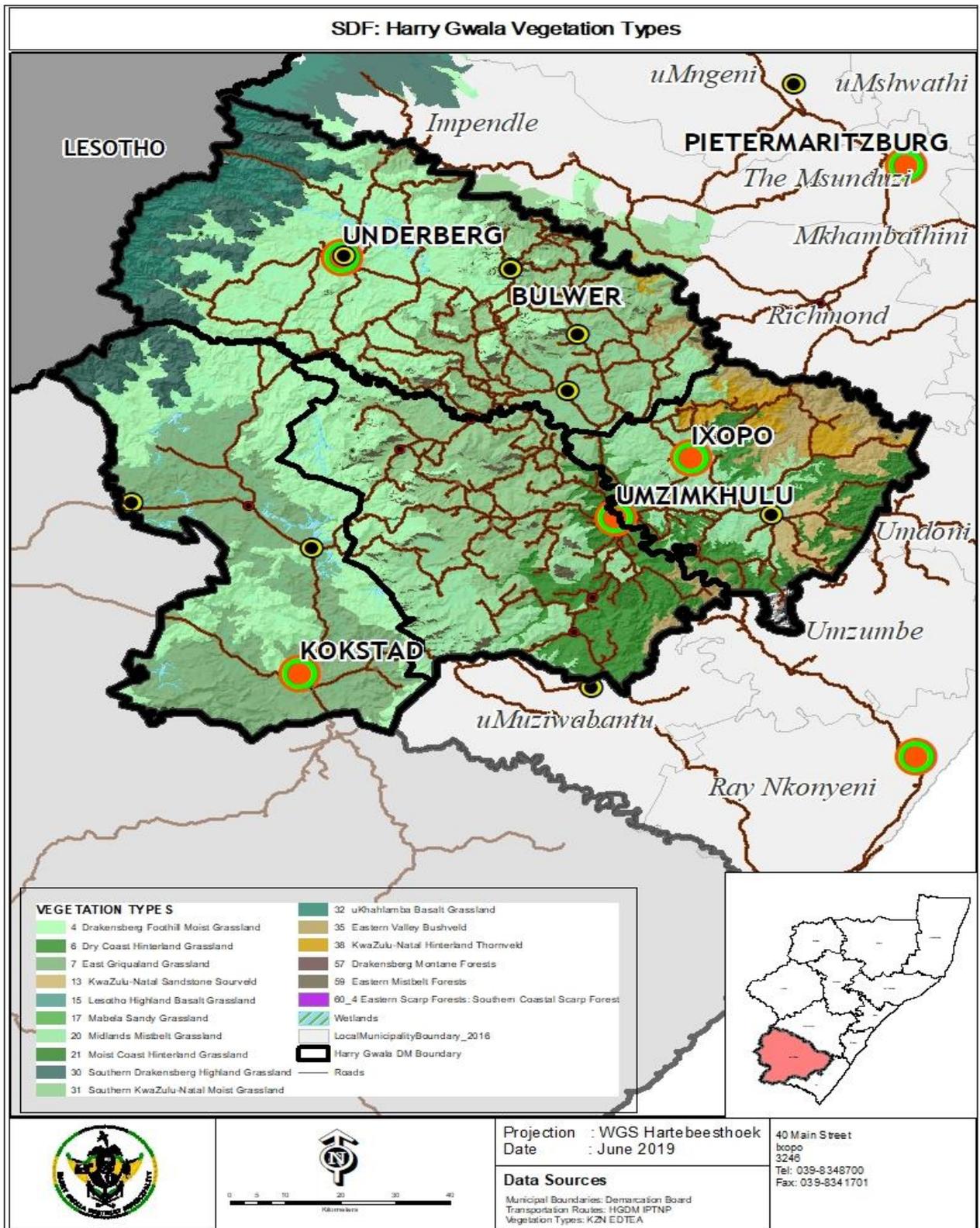
The IUCN Red List of Threatened Species (also known as the IUCN Red List or Red Data List) is the world's most comprehensive inventory of the global conservation status of plant and animal species. The International Union for Conservation of Nature (IUCN) is the world's main authority on the conservation status of species. The status of the all species is determined using the categories determined by IUCN ICUN categories:

- Critically Endangered (CR) - species are considered to be facing an extremely high risk of extinction in the wild
- Endangered (EN) – species considered to be facing a very high risk of extinction in the wild
- Vulnerable (VU) - species considered to be facing a high risk of extinction in the wild
- Near Threatened (NT) – species do not qualify for the threatened category but is close to be classified under one of the categories in the near future
- Data Deficient (DD) - the data are inadequate to determine the degree of threat faced by a taxon to determine the appropriate listing
- Flora
- The Harry Gwala District is known to support a number of Red Data species, including Critically Endangered, Endangered, Vulnerable and Near Threatened. A detailed list of Red Data plant species provided in Appendix1.

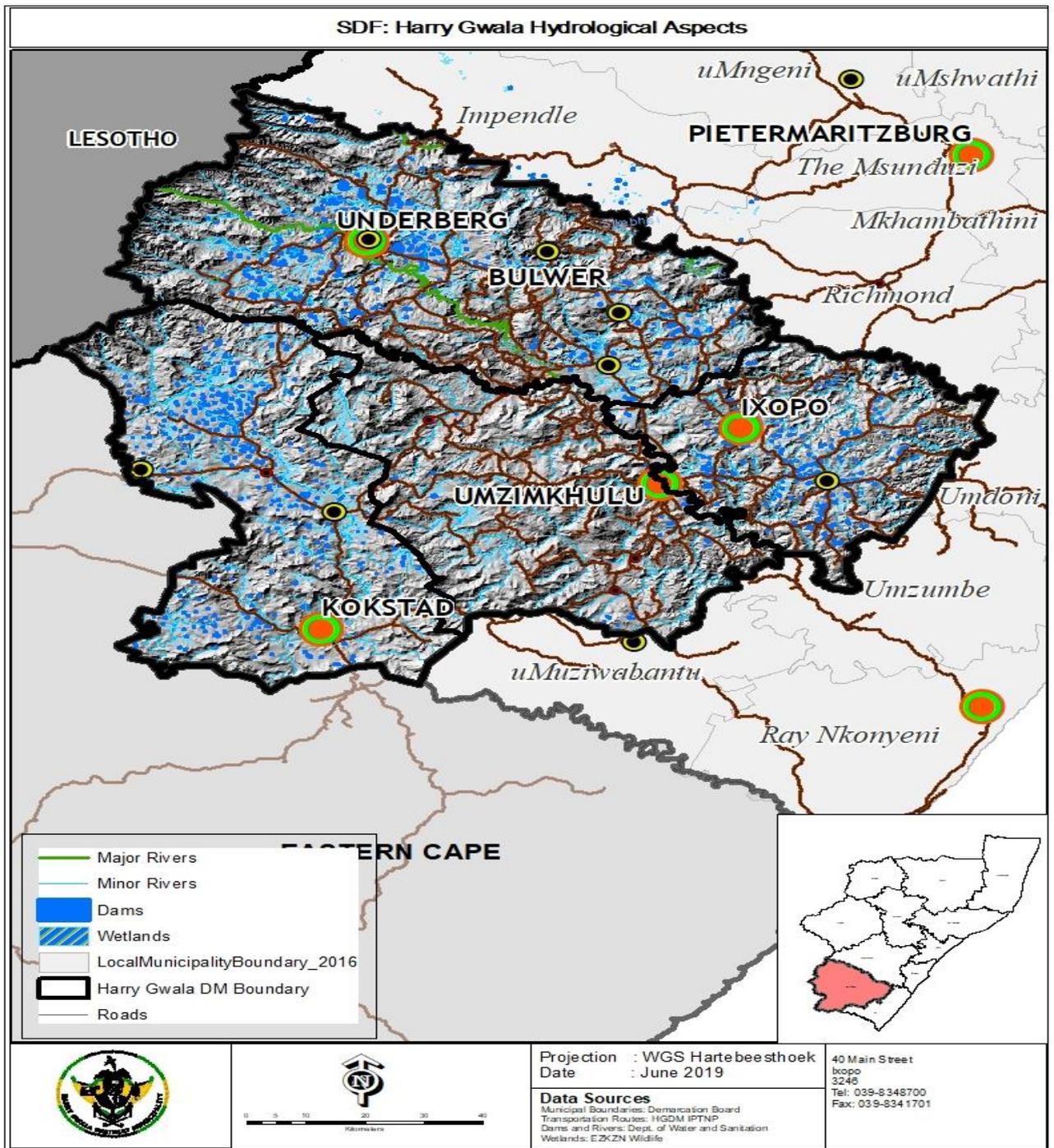
### Fauna

In terms of Red Data fauna, there are Critically Endangered, Endangered, Vulnerable, Near Threatened, Data Deficient and rare species are found within Harry Gwala District Municipality. A detailed list of Red Data fauna is provided in





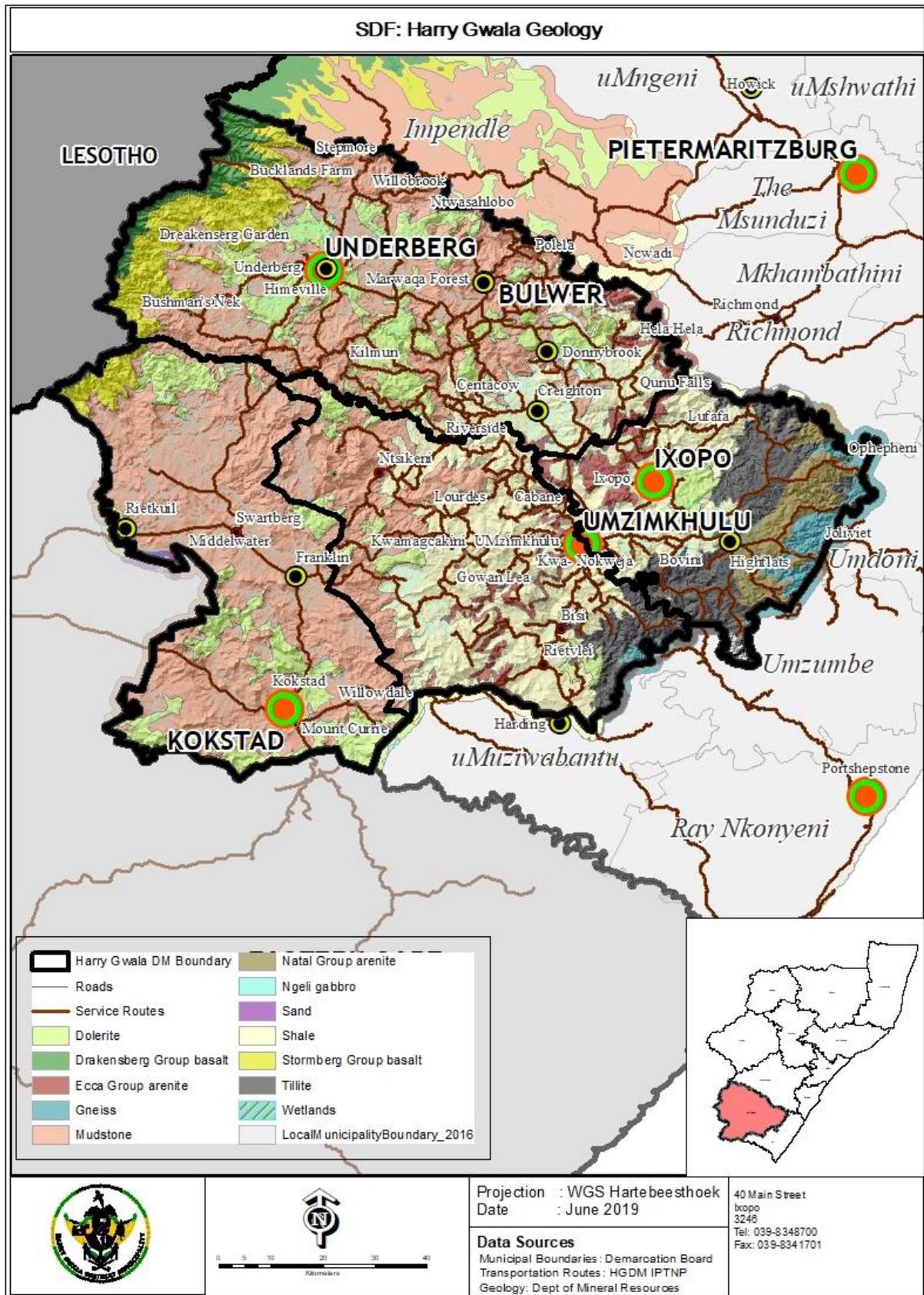
Vegetation types of the Harry Gwala District Municipality



### Hydrology

The rivers of KZN are fed by water from the Drakensberg, the highlands of the Free State and the grasslands further north. Much of the river water in KZN is used for irrigation and storage dams, which supply local needs as well as those of the industrial heartland of Gauteng, The Mkomazi River has its source at an elevation of approximately 3000 m above sea level in the Drakensberg Mountains. The river flows in a south-easterly direction and enters the Indian

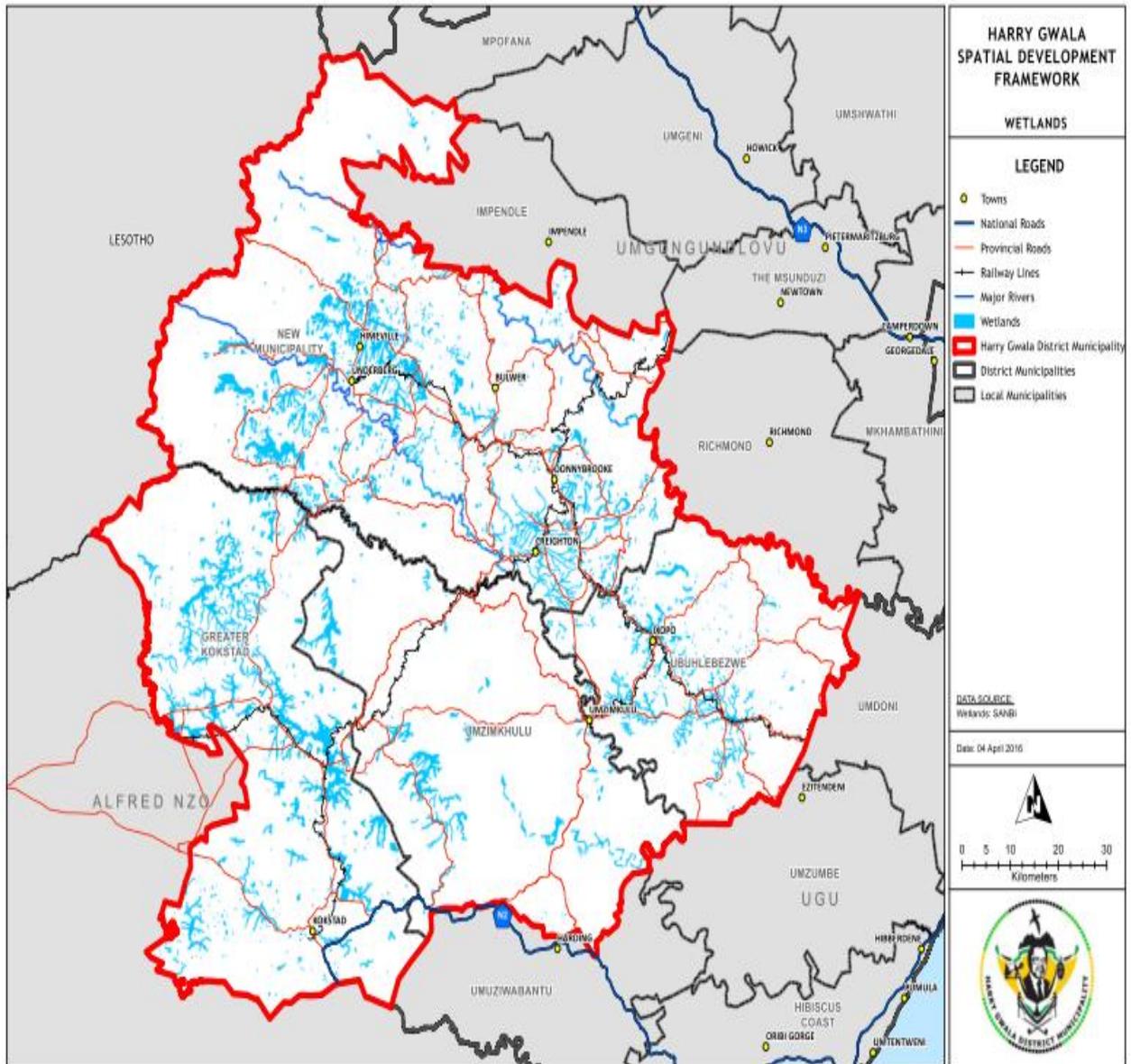
Ocean near the town of Umkomaas about 40 km south of Durban. Several large tributaries, including the Loteni, Nzinga, Mkomazane, Elands and Xobho rivers flow into the Mkomazi River. The region includes the small towns of Bulwer, Impendle, Ixopo, Mkomazi, Craigieburn and Magabheni which have small water requirements. The main land use activities in the catchment are large industry (Sappi Saiccor) located at the mouth of the catchment, irrigation and afforestation. The Ngwagwane catchment in the Harry Gwala district municipality is important from a conservation point of view, due to the abundance of important natural forest and wetland areas. (Camp, 1999).



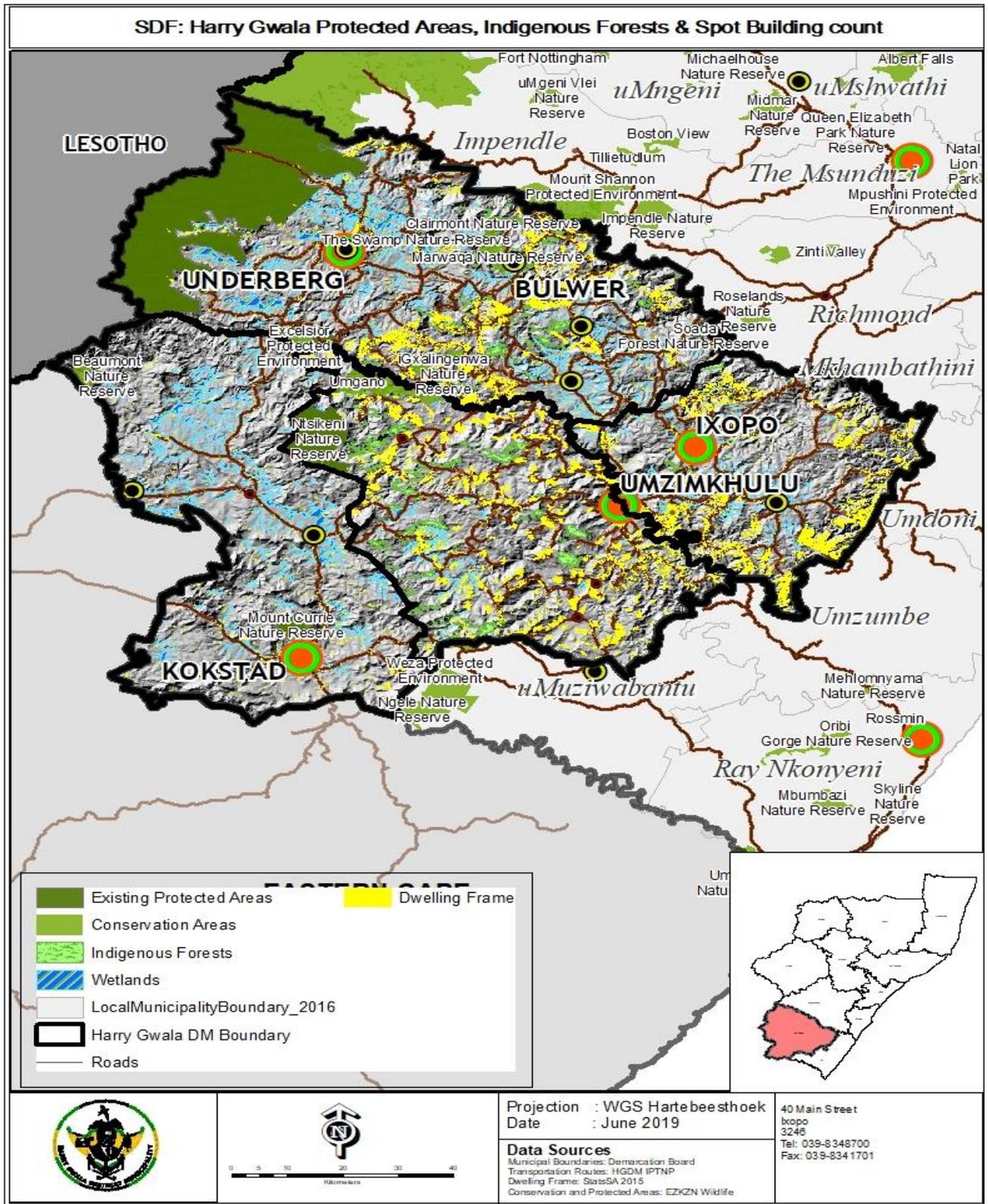
**Geohydrology**

The Dwyka Tillite formation has the smallest coverage in comparison to the other lithological units in the catchment. It occurs just south of Richmond where it lies exposed in the river

banks of the Mkomazi. The Ecca Group is represented by the mudstones/shale of the Pietermaritzburg, Vryheid and Volksrust Formation. The foothills of the Drakensberg Mountains at the head of the Mkhomazi River and the central areas of the catchment are dominated by these lithologies. These lithologies support marginal to poor borehole yields. However the presence of extensive intrusive dolerite in the form of sheets and dykes has greatly enhanced the potential of the mudstones to store and yield groundwater.



Wetlands of the Harry Gwala District Municipality



**PROTECTED AREAS AND CONSERVATION AREAS**

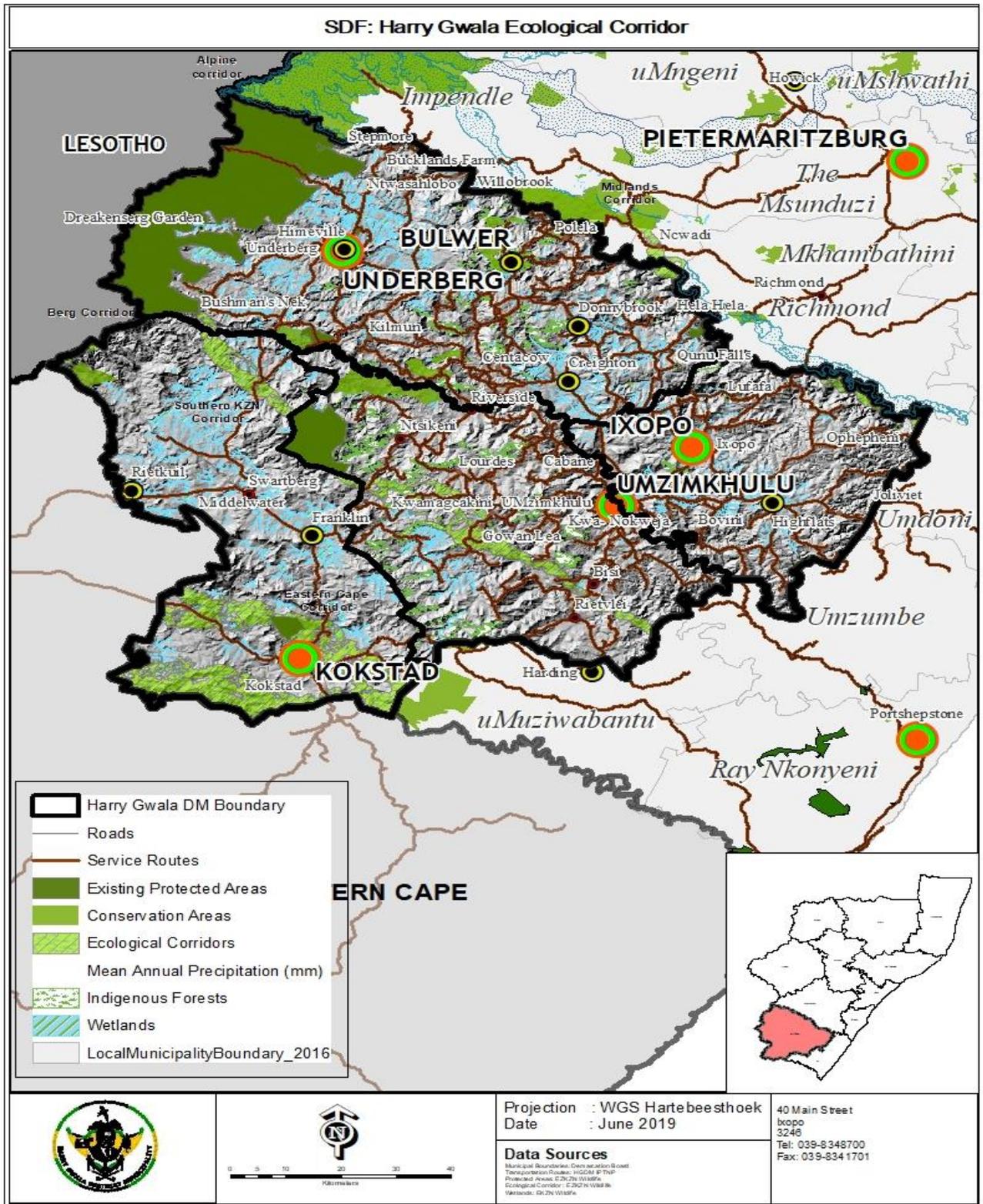
A Protected Area is defined as any area declared or proclaimed as such in terms of section or listed in the Second Schedule to the KwaZulu-Natal Nature Conservation Management Act No.

9 of 1997; or any of the protected areas referred to in section 9 of the National Environmental Management: Protected Areas Act No. 47 of 2003.

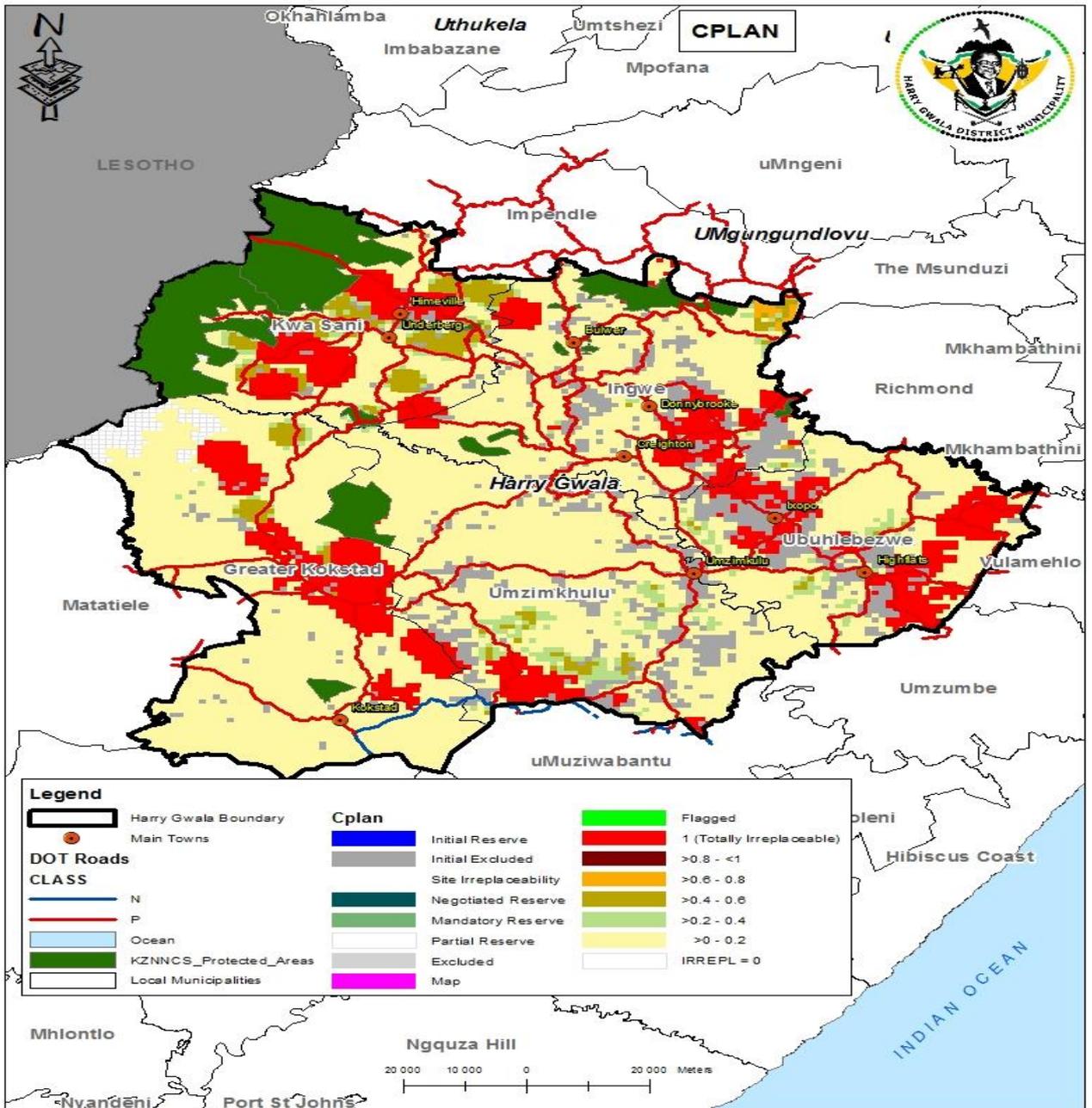
In terms of the Harry Gwala District Municipality Strategic Environmental Assessment 2013, the following areas within the Harry Gwala District Municipality are considered as protected areas;

#### EKZNW's PROVINCIAL BIODIVERSITY PLAN

The Provincial Biodiversity Conservation Plan (also known as the C-Plan) forms the core focus of EKZNW's activities, identifying the provinces' to the national and International conservation portfolio. The Biodiversity Conservation Plan is the underlying plan for all the other types of conservation Plans in the province (such as Bioregional Plans for the districts, PA Expansion Plan, Stewardship Plans, and so on). It contains all the most up-to-date information regarding the terrestrial, coastal and aquatic environments, natural resources, species and transformation, and combines this spatially to produce the most effective and efficient plan to conserve a functional and representative sample of biodiversity in KZN.



Ecological Corridors within Harry Gwala District Municipality



Conservation Category	Area	Name	Area (ha)
Conservancies		Mahwaqa Mountain Oribi	19484
		Two Rivers	27964
		Kokstad Research Farm	2267
		Hlabeni Mondi	5761
		Comrie/Sappi	5485
		Donnybrook Mondi	3412
		Glenbain/Sappi	8530
		Ka Hele	1287
		Maxwell/Sappi	1563
		Mahelle/Mondi	1563
		Ixopo/Sappi	14170
		The Valley	9578
		Nhlavini Game Ranches	14361
		Ngwempisi	12632
		Masonite	1424
		Mondi Ngulu	2764
		Sappi Highfl8ats	10557
		Sappi	2344
		Tendeni	2136
		Masonite Rockvale	1579
		Sappi	1266
		Mahwaqa Mountain Oribi	19484
		Two Rivers	27964
		Kokstad Research Farm	2267
		Hlabeni Mondi	5761
		Comrie/Sappi	5485
	Nature Reserves and Game Ranches		Highover Nature Reserve
		Highover Nature Reserve	1501

	Penwan Lodge	Country	1134
	Duma Manzi		4914

### SITES OF CONSERVATION SIGNIFICANCE

Sites of Conservation Significance	Name
	Two Rivers (Mt Currie)
	Hebron Wetland
	Epsom Vlei
	Highlands
	Lammermoor
	Sangwana Mountain
	Mzimkulwana Gorge
	Giants Cup Wilderness
	Faraway
	The Duffryn Oribi
	Citeaux
	Dublin Wetland
	Scaffel Dam Wetland
	Clouds
	Nafika Catchment
	Cycad Colony
	Springfield Catchment
	Mingay's Valley
	Tatton Forest
	Clairmont Bulwer
	Mount Shannon Nature Reserve
	Corrie Bottle Brush
	Donny Brook Vlei
	Epsom Indigenous Forest
	Epsom Wetland 2
	Corrie Bottle Brush
	Donny Brook Vlei
	Epsom Indigenous Forest
	Epsom Wetland 2
	Mosbank Wetland
	Soada Falls
	Imfne Forest
	Lilydale
	Carlslogie Bush
	Gaunu Falls

	Sculcoates Valley
	Cragie Lee
	Linford valley
	Crystal Manor Valley
	Sutton Wetland
	Echo Valley
	Wolseley
	Longlands
	Lonely Dell
	Gloria
	Kia Ora
	Dawn Valley
	Ponderosa
	Downside
	Rockvale Mountain Wetland
	Flufftail Valley
	Mgodi Valley
	Oribi Valley
	Avonmore Wetland
	Erskine Wetland
	Aloe Valley
	Freeland Grassland Site
	Crotton Dam and Wetland
	Masonite Rockvale

Source: Sisonke District Municipality Strategic Environmental Assessment 2013

The following Projects forms part of the protected areas in Harry Gwala District Municipality

#### MALOTI –DRAKENSBERG TRANSFRONTIER PROJECT

The Maloti Drakensberg Mountains comprises of approximately 300km long alpine and montane zone along the southern, eastern and northern Lesotho and South Africa. This area is characterised by internationally important plants and animal biodiversity with a unique habitats and high level of endemism. Maloti Drakensberg consists of the greatest gallery of rock art with hundreds of sites and many thousands of images painted by the Bushmen. The Maloti Drakensberg deals with conservation and community development matters and portion of this area falls under Harry Gwala District Municipality.

#### UKHAHLAMBA –DRAKENSBERG PARK WORLD HERITAGE SITE

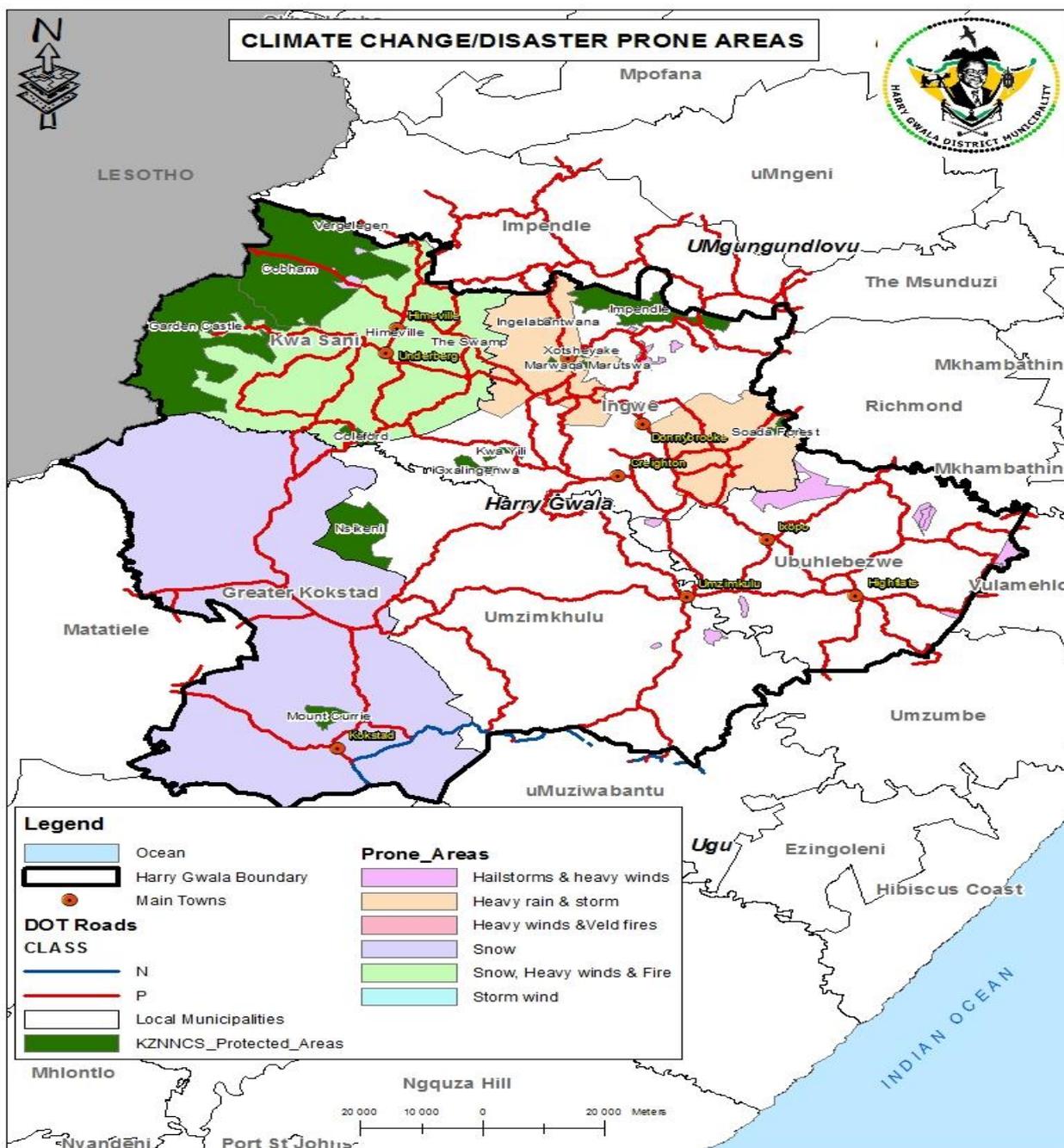
The uKhahlamba-Drakensberg Park World Heritage Site operated by Harry Gwala and the EKZNW. It comprises of natural landscapes of the Drakensberg Park which consist of many

caves and rock shelters with paintings made by the San people approximately over 400 years ago.

#### THE NGWANGWANE CATCHMENT

The Ngwagwane catchment has been initiated by the Ezemvelo KwaZulu-Natal Wildlife due to threatened natural environment. The Ngwagwane catchment comprises of important grasslands, wetlands and indigenous forest and provides opportunity for biodiversity conservation. The Ngwagwane catchment consists of important reserves of natural ecological assets.

The development of power lines, human settlements and commercial timber within the area results in natural environment disturbance whereby vegetation and species composition is altered. Map 6 shows protected areas within Harry Gwala District Municipality.



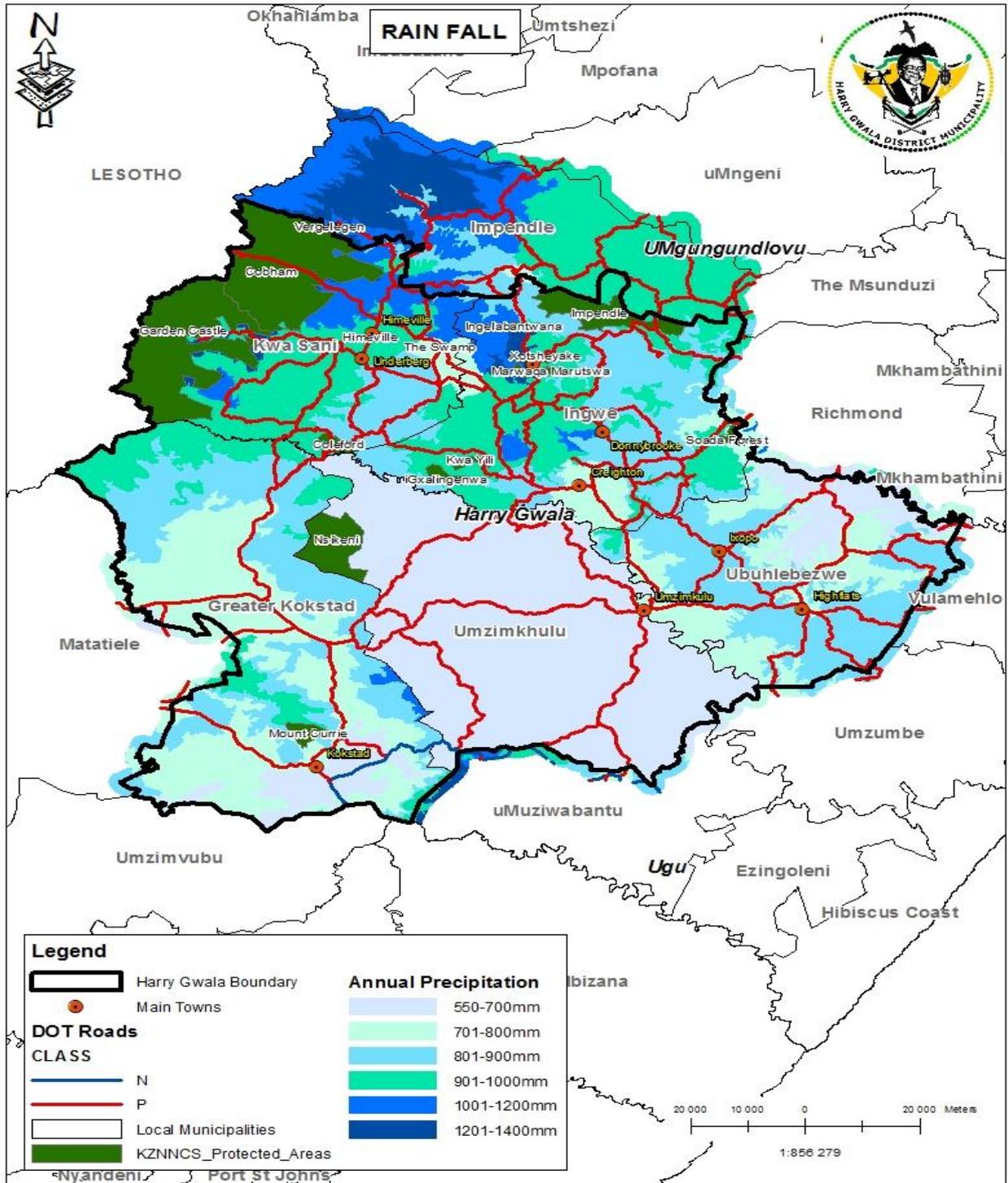
### CLIMATE AND CLIMATE CHANGE

The climate of Harry Gwala is influenced by the cool Drakensberg Mountains to the west. Temperatures vary with altitude, so in KZN we have a range from warm and humid conditions at sea level, contrasting with very hot and often dry in the bushveld, to very cold at 2000-3000 m above sea level in the Drakensberg. The highest rainfall areas are in the Drakensberg, in winter, spring and early summer most of the rain is caused by cold fronts, moving in from the south-west. These are often preceded by hot, desiccating, dry "Berg" winds from the north and north-west.

Snowfalls are common mainly in the Drakensberg, where snow usually melts within a few days, though heavy snowfalls can blanket the summit for weeks. Many species of plants are adapted to the harsh conditions, and thrive in areas prone to frost and snow.

During this IDP process HGDM has noted the need to develop the Climate Response Strategy that will help in unpacking the impact of climate change within the District. The focus areas that this Climate Response Strategy should focus on include economic impact in the agricultural sector, tourism and environmental related, disaster management and engineering infrastructure standards.

This Response Strategy is expected to come up with proposed adaptations and mitigation strategies in order to minimise the negative impact of climate change and also change in behaviour to minimise human contribution towards climate change. However, the HGDM has mapped out the areas that are considered to be prone to flood and any other climate change impact.



Annual Rainfall for the Harry Gwala District



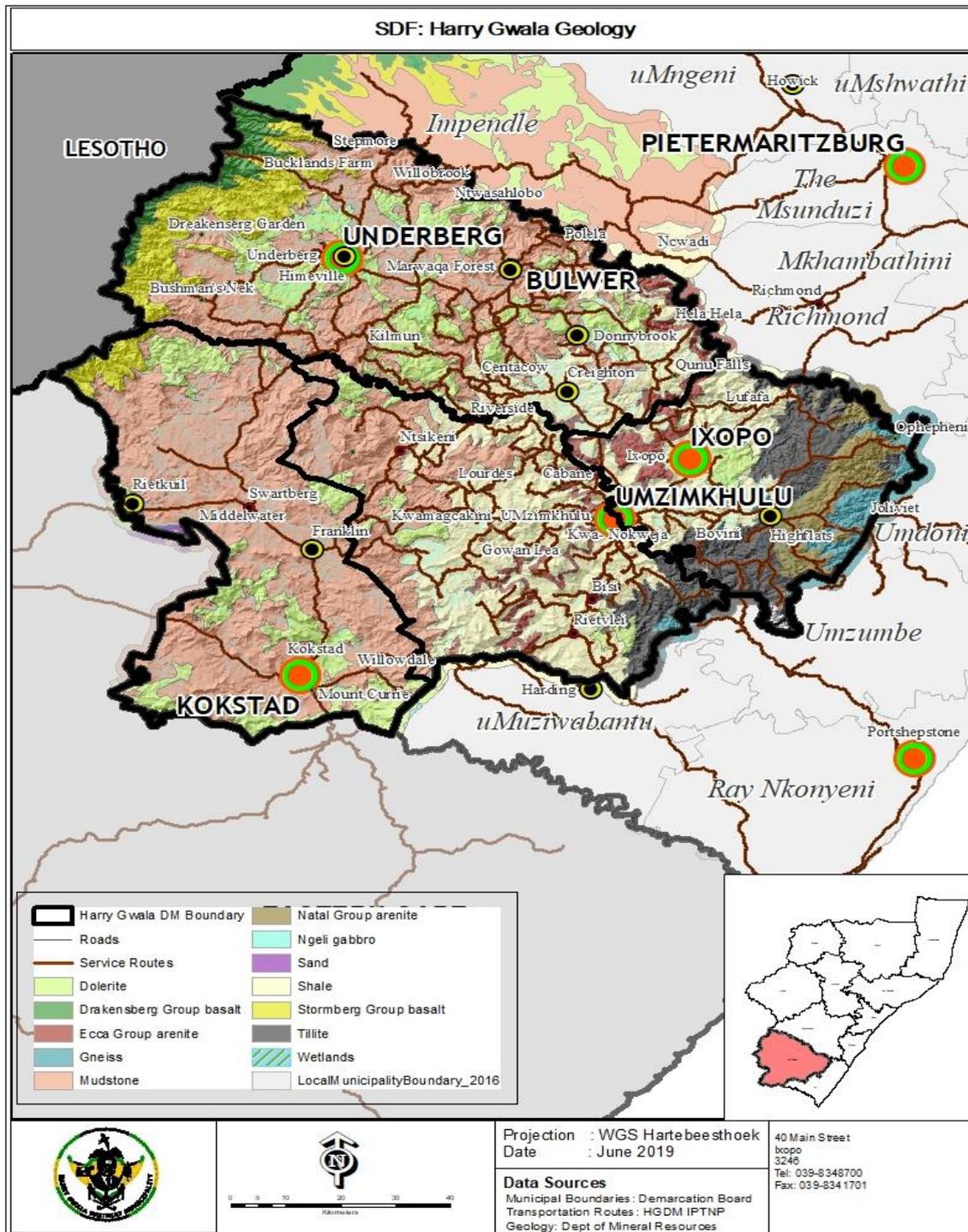
Indigenous Forest

**INDIGENOUS FORESTS**

Indigenous forests refer to the forests that are exclusively native to the biota of a specific place. The Kwa Zulu-Natal Mistbelt (Ngongoni) is rich in species and plant endemism. It

includes grasslands and forests and the blue swallow. Map 4 shows indigenous forests within Harry Gwala District Municipality.

As illustrated in the figure below, indigenous forests are prevalent in the centre of the municipality and can also be found near Bulwer, Polela, Donny brook and Creighton. Areas around the north-western border of the municipality, in areas prone to disasters (indicated a high level of snow) do not have any indigenous forests. Indigenous forests hold potential that can be harnessed from the growing trend towards nature tourism.



*Geology*

**GEOLOGY**

Harry Gwala District Municipality is characterised by various geological material. The Geological material is comprised of the following groups;

- The Natal Group Sandstone
- The Dwyka Group Tillite
- The Drakensburg

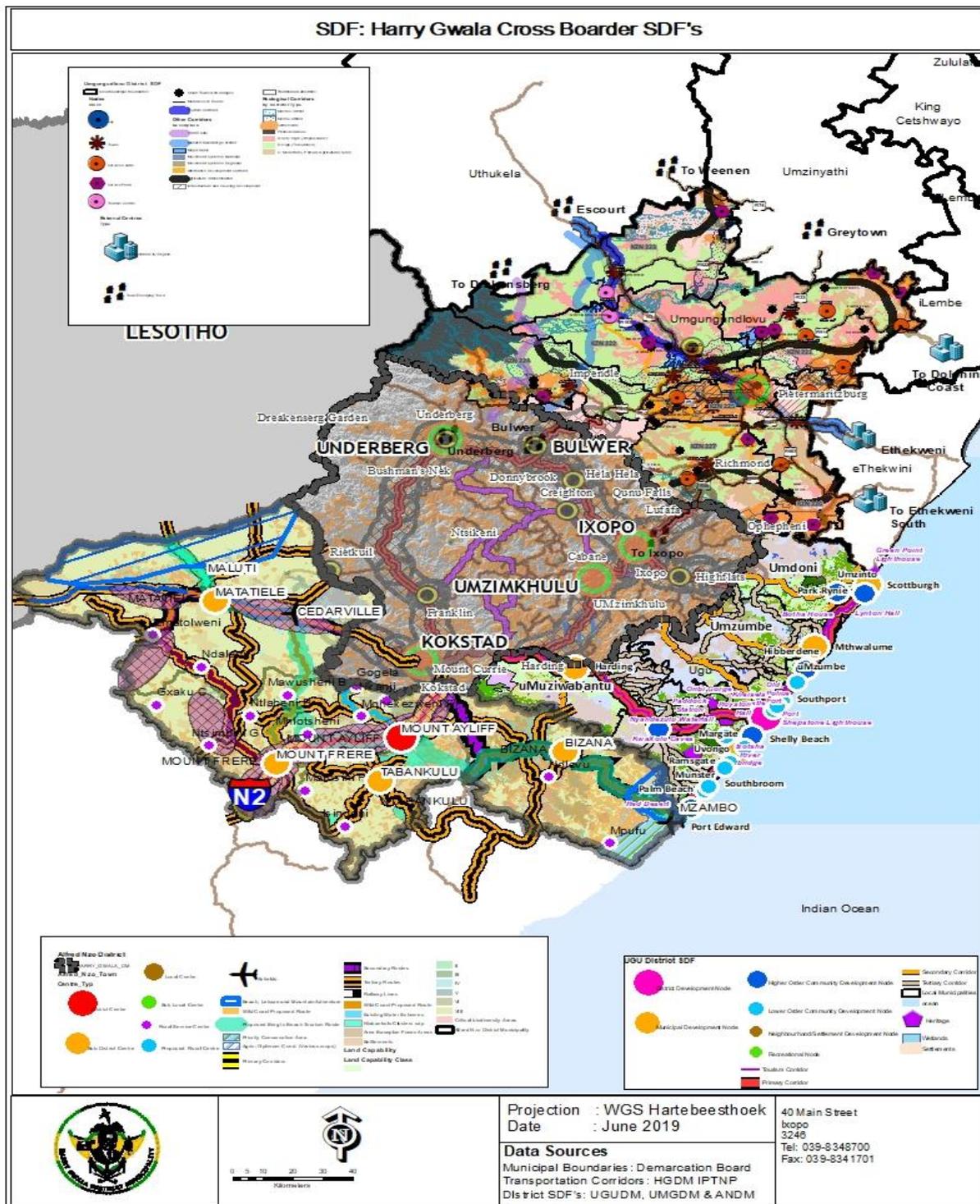
The Natal Group Sandstone forms the most beautiful appearance of the vertical cliff in the central and Southern part of the province. The Eastern part of the Harry Gwala District Municipality comprises of granites, gneisses and schists and it is characterised by minerals such as feldspar, hornblende and mica. The older weathered granite and quartzites produced the basal layers and the sandy material which produced these strata was laid down as sediments and it differs from layer to layer. The upper part of the Natal Group Sandstone comprises of micaceous, sandy beds of different grain sizes (Biodiversity Plan Sector, 2014).

The Dwyka Group Tillite on the Eastern part comprises of rock types which are granite, gneiss, quartzite, sandstone and orthoquartzite. Above the Dwyka lies the Eccca shale and sandstone in extensive bodies of fresh water during cold temperatures. This vital sandstone of Eccca group extends from the Thukela River to the west of the Greytown, Pietermaritzburg and Ixopolo as far as the Umzimkhulu River (Biodiversity Plan Sector, 2014). The Drakensburg comprises of the Molteno, Red beds, and Caves Stone and basalt formations. Figure 5 shows the geological characteristics within Harry Gwala District Municipality.



field crops (maize, soybean) and vegetables, livestock (beef and milk) as well as sugarcane around the Ixopo/Highflats area. Some of the key issues relating to agricultural assessment are highlighted below:

- Recently, there has been a slight decline in the agricultural output within the district;
- This may have been caused by uncertainties surrounding land reform;
- There is also an issue of lack of skills from the land reform beneficiaries; and
- Poor infrastructure and underdevelopment of Traditional Authority areas has also played a role in the decline of agricultural output.



Cross Border Alignment

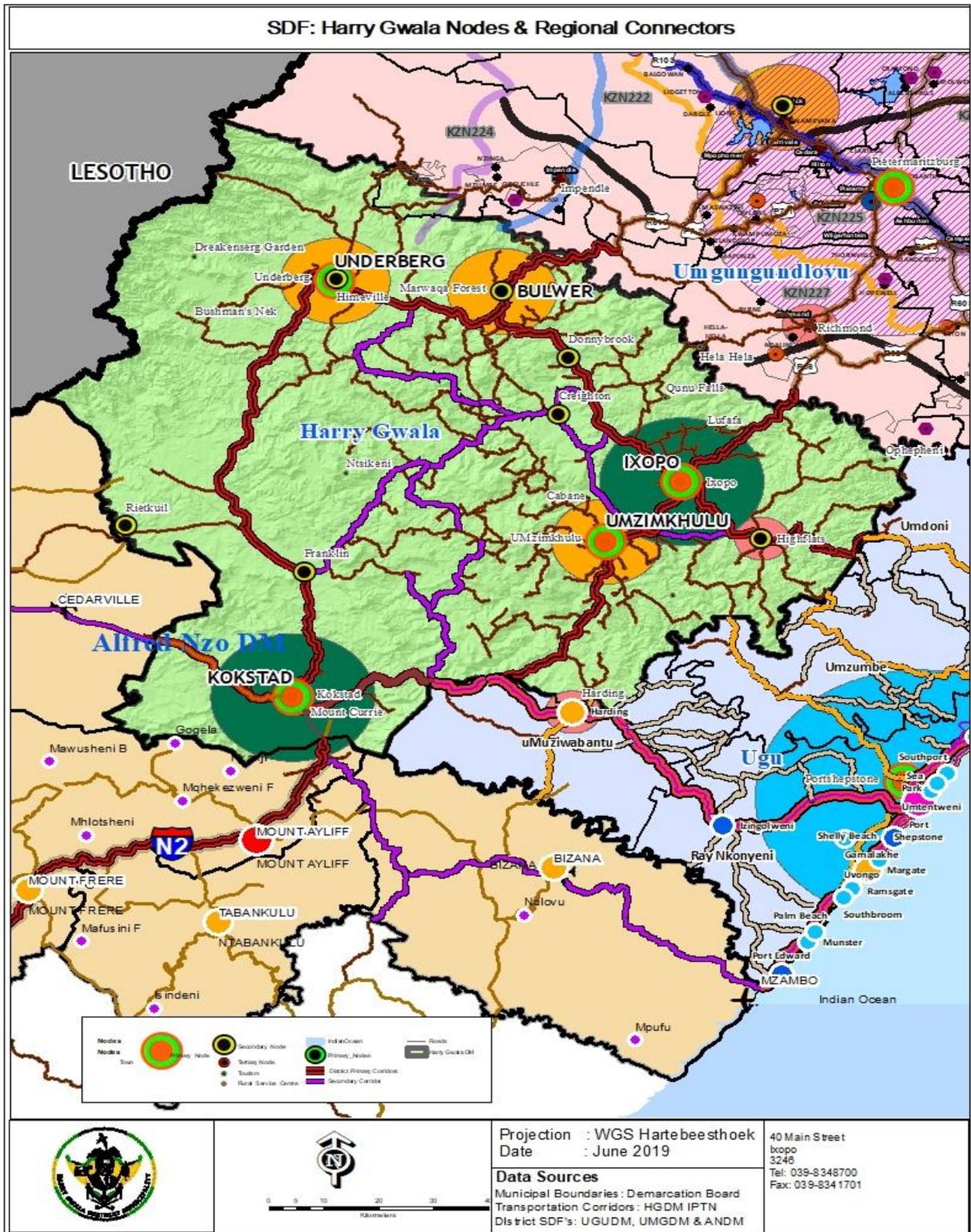
Within the peripheral of Dr Nkosazana Dlamini Local Municipality, cross border linkage encompasses local and international linkage. On the north, P27-2 links the Dr Nkosazana Dlamini Local Municipality to Impendle Municipality while on the south western side, P318-2 provides a link to Lesotho. Ukhahlamba Drakensburg Park lies on along Lesotho border where the formal border gate of Sani pass is present. Issues concerning cross-border planning in this municipality includes the following economic aspects;

The establishment of connectivity in terms of tourism sector with neighbouring municipalities Mobilizing support for the retail sector with commuters from Mokhotlong area, which links up with Lesotho through trade.

Enhancing support for cross border trade through supporting Mokhotlong Mohair/wool trade  
Strengthening cross border tourism development (Trans-Maloti integration)

Within the Jurisdiction of the Greater Kokstad Local Municipality, R617, N2 and R56 plays a fundamental role in terms of providing a linkage between this municipality and other neighbouring municipalities. These roads have been identified as primary corridors within this municipality and thus facilitate strong cross border economic opportunities within the municipal area.

UBuhlebezwe identified P612 and the R52 as primary corridors which plays a fundamental role in connecting this municipality with other neighbouring municipalities and economic nodes. Agricultural activities and businesses have been identified on the R56 route along Richmond down to Ixopo. This route links this municipality with Pietermaritzburg and Kokstad. As a result, a strong economic development along this corridor should be embodied. The R56 and P612 also provides access to Creighton and the South Coast and connects N2 with the Eastern Cape Province. Agro-tourism should therefore be facilitated along these borders in order to increase trade between Ixopo, Creighton, Bulwer, Underberg as well as Umzinto.



Nodes and Regional connectors

**REGIONAL CONNECTOR**

Transportation and movement networks are mainly reinforced through activity spines, more particularly the road network of nodes. Activity spines are therefore linked to major routes to support public transports. Activity spines are mainly characterised by; high density residential and mixed land use developments, near public transportation, encompass high degree of

infrastructure and investment, promotes accessibility, pedestrian movement and accommodate mobility.

Public transportation assists commuters to travel across the district to access various economic and social amenities. There are major public transport corridors which have been identified in the district.

### **HARRY GWALA RURAL COMMUNITIES**

Rural communities in different parts of South Africa are still characterised by poverty, inequality, limited access to basic social infrastructure, underdevelopment, and lack of economic opportunities, fragmented spatial patterns and environmental degradation. As a result, this has compromised the ability of these rural communities to rely on agriculture and subsistence farming for food and income/exchange benefits.

Given the past planning practices in South Africa, inequality is most prevalent in rural areas since spatial planning never prioritised these areas. Proper land use practices in these areas were in most cases done in unsustainable manner. There were no proper plans in place to manage and guide development to maximise improvement of livelihoods of these rural communities. Consequently, these areas have been left displaced, segregated, underdeveloped and impoverished.

The Department of Rural Development and Land Reform has published the Comprehensive Rural Development Programme (CRDP) to deal with various challenges with delivery from identification, initiation, planning and implementation.

As a tool to address these challenges and to achieve the goals of the CRDP, the Department of Rural Development & Land Reform (DRDLR) has developed Rural Development Plans for all the District Municipalities in the country. These plans are well integrated and aligned with different spheres of government developmental activities. The purpose of the plans is to assist in identifying the development potential of the rural areas of and also ensure that the District's full development potential is achieved. The overall objective of the rural development plan for Harry Gwala District Municipality is to establish and grow economic development within the rural areas of the district. The more specific objectives are:

- Unlocking rural economy through agriculture and tourism
- Linking rural areas to opportunities through services
- Linking rural population to opportunities
- Harnessing and promoting natural assets

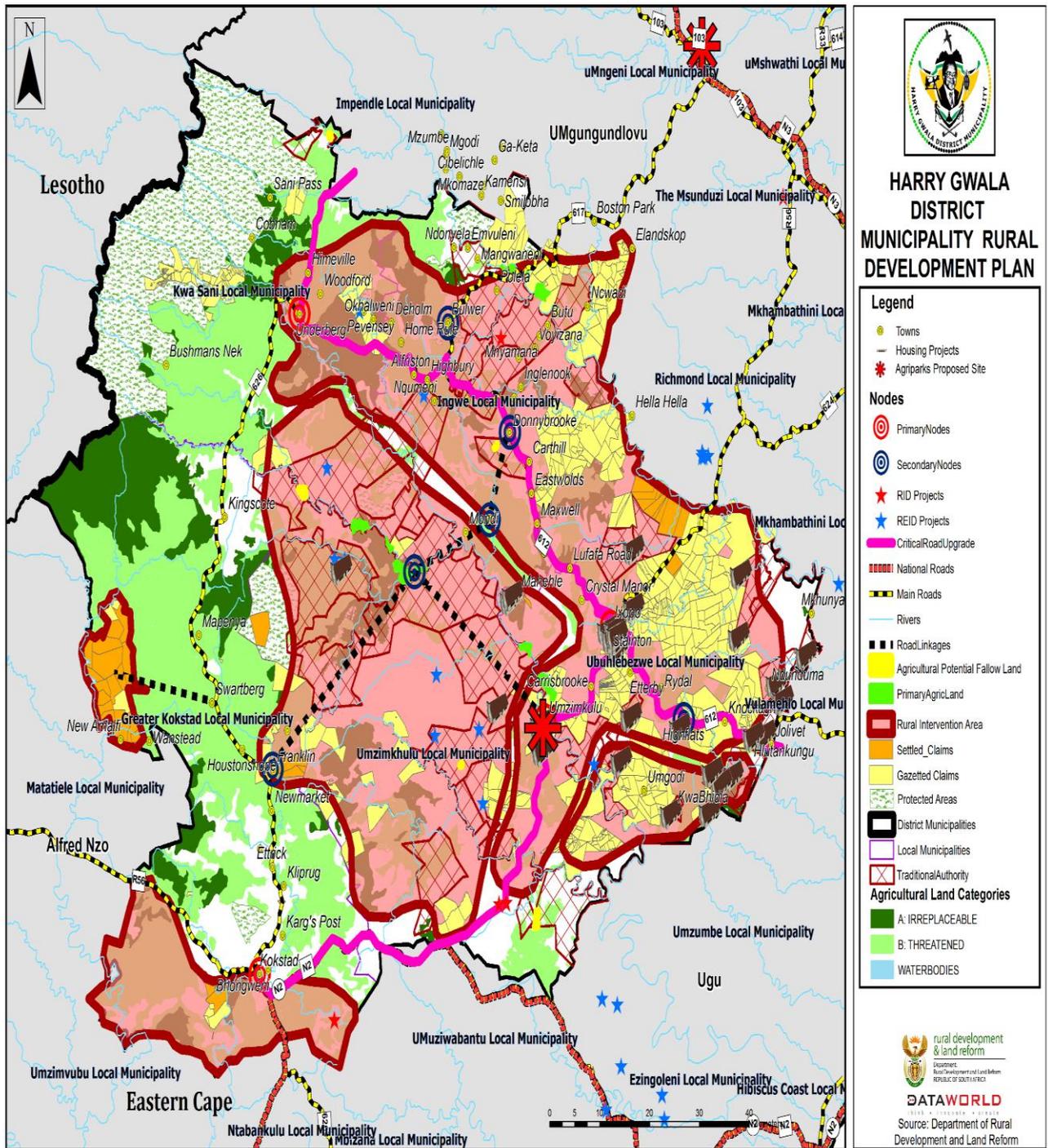
The plan is a practical working document with programs and projects reflected within the implementation plan, indicating priority programmes and projects in a phased manner, with the relevant monitoring and evaluation tools to measure progress of implementation. The rural

plans aim at unlocking rural economy through agriculture and tourism, linking rural areas to opportunities through services and harnessing and promoting natural assets.

The Department of Rural Development and Land Reform have committed catalytic projects from the various branches within the KwaZulu-Natal provincial office for the 2017/18 financial year that will be aligned and give effect to the implementation of the Harry Gwala District Municipality Rural Development Plan.

As the plan is not a static document, it will need to be reviewed regularly. Great emphasis are been placed on Rural Development in the Spatial Planning and Land Use Management Act and the objective is to incorporate the DRDP into the IDP.

The Harry Gwala District Rural Development projects have therefore been attached as Annexure under Sector Department Projects.



### Climate Change/Disaster Prone Areas Strategic Environmental Assessment

The Environmental Management Framework (EMF) acts as the principal environmental management tool within the District. Any other environmental management tools that will be developed by HGDM such as the Climate Response Strategy will be developed using this Framework as the principal informer for environmental management. It is important to gauge Implications of development that is proposed within Harry Gwala in terms of its environmental impact. This is the reason why the EMF has been prepared by the District family of municipalities funded by the Department of Economic Development, Tourism and Environmental Affairs.

We therefore have been able to close the gap in approach to development within the district family of municipalities because the EMF has become one of the critical documents within which the HDGM screens all developments (i.e. public and private, small scale and large scale).

Below, the Disaster management section of this IDP provides a detailed analysis of the linkage of the environment, climate change and disaster management within the District. The currently being revised Disaster Management Plan will also detail the disaster prone areas and the proposed strategies to mitigate the impact of such disaster.

## **GLOBAL PANDEMIC**

From the time Global Pandemic struck the shores of South Africa, the manner in which business is conducted has had to change. To make matters worse, the COVID 19 pandemic came at the time where the South Africa was experiencing a decline in the performance of its economy with unemployment levels at their peak. The Harry Gwala District Municipality was no exception, as a district that is predominantly rural and with an economy that depends on the performance of the economies of Metropolitan as well as bigger municipalities, this district was largely affected.

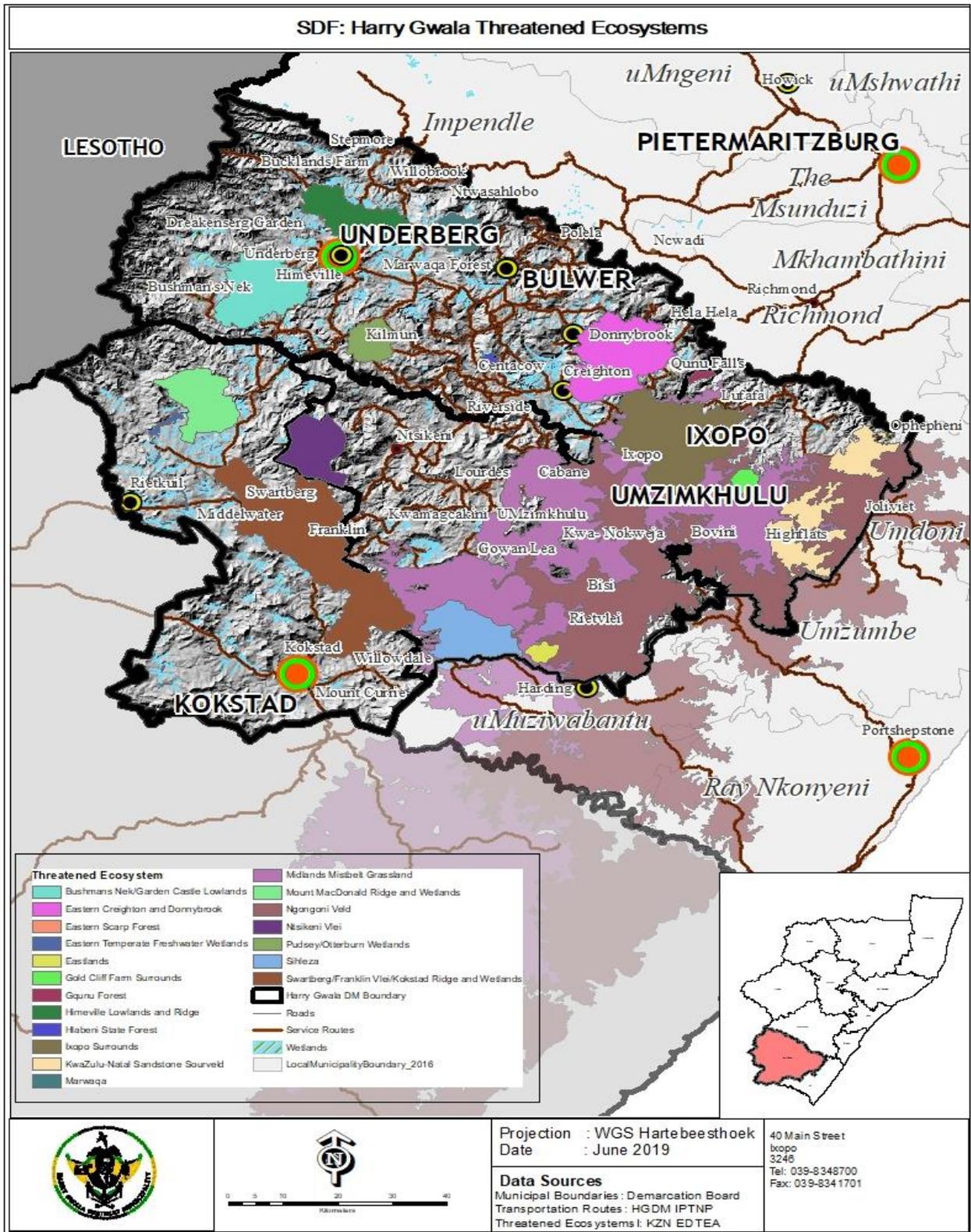
The impact of this pandemic was felt largely on:

- Environmental Management
- Economic Development
- Service Delivery of both the District and its Local Municipalities
- Public Spaces and Public Gathering
- Health and Education
- Burial and Cemeteries
- Public Transport

As schools across the district, province and the country closed during the Alert Level 5 and 4 of the country's lockdown and parents returned home either because of the resultant loss of jobs, working from home principle, closing of certain institutions or a combination of some sort, domestic violence also came to the spotlight. The ban of the sale of alcohol, tobacco, places of public amusement and many other social and cultural activities brought may have contributed negatively or, in some instances, positively to the family life and its quality time.

The abovementioned areas require a paradigm shift to the manner in which municipalities approach them. Some of these issues require a high level of sensitivity when addressing them because they are connected to people's cultures and the different religions that are found within the Harry Gwala geography. The way in which funerals are/were conducted from the time the Disaster Management Restrictions began left many family members and extended relatives somewhat aggrieved. On the same score, the challenge of the lack of available space for burial escalate as most cemeteries within the district moved closer to full capacity.





## Spatial and Environment: SWOT Analysis

<b>Strength</b>	<b>Weakness</b>
<ul style="list-style-type: none"> <li>• The Municipality comprise of diverse natural attraction, areas of scenic beauty, rail tourism and rare bird species which have the capacity to enhance the tourism sector of the municipality.</li> <li>• The Agricultural industry is more labour intensive and is located strategically along the R612 and R56.</li> <li>• A fairly developed institutional arrangement has been created for emerging farmers to provide support in terms of education though public and private enterprises.</li> <li>• Nodal Development and Precinct Plan Studies have been undertaken for areas which require urban regeneration.</li> </ul>	<ul style="list-style-type: none"> <li>• The most effective tourism strategy has not been established to unlock development opportunities in this regard.</li> <li>• Although the Agricultural sector provides employment opportunities, especially in Ixopo; lack of housing opportunities provides constraints with regards to productivity as employees travel far to access workplace.</li> <li>• Roads within the municipality are in poor condition. This also hinders flexible transportation of people and trade of goods.</li> <li>• There is lack of proper maintenance and rehabilitation of infrastructure</li> <li>• There is lack of capital for emerging farmers and limited funding for development projects outlined for prioritization in Urban Regeneration Plans for Noda Developments</li> <li>• Dispersed settlements patterns increasing costs for basic service maintenance and rehabilitation</li> </ul>

### **Opportunity**

The rail tourism industry can be expanded to unlock opportunities to enhance tourism attraction through a variety of natural and diverse bird species to provide a unique experience of tourism within the municipality.

Ixopo is strategically located where development opportunities for industries, commercial and other economic activities can be unlocked.

Opportunities which can be explored to enhance the economy of the municipality includes:

- Organic Farming
- Fresh Produce Market
- Chicken Abattoir

### **Threats**

- The implementation of strategic projects for tourism depends on the buy-in of all stakeholders and availability of funding. Without these, the process of enhancing the tourism industry may be in stalemate.
- External factors such as HIV/AIDS and climate conditions influencing the supply and demand of the market force can hinder success of production within the agricultural sector.
- Unsettled Land claims impacting on sustainability of agricultural production
- Lack of interest in agriculture by the youth
- Stock theft which may lead to demotivation of emerging farmers
- Continues lack of proper maintenance and rehabilitation of roads
- The emergence of uncoordinated land uses and urbanizations may pose a threat to the environmental land scape of the district.

## **DISASTER MANAGEMENT**

### **INTRODUCTION**

The Disaster Management Sector Plan is a core component of the Integrated Development Plan (IDP). Section 53 (2) of the Disaster Management Act 57 of 2002 stipulates that a Disaster Management Sector Plan for a municipal area should form an integral part of the IDP. Furthermore, section 26(g) of the Municipal Systems Act, 32 of 2000 requires each unit, municipal entity, or sector to give input to be implemented in the municipal IDP in a particular financial year. The Disaster Management Plan must be included in the IDP as a sector plan to ensure that the disaster management strategies form part of the municipal strategy and that funding can be made available to effectively implement the disaster management plan. The IDP should incorporate disaster risk reduction activities that provide for appropriate risk reduction, prevention and mitigation strategies, SWOT Analysis, Mapping of hazards, capacity etc. This sector plan will further outline legislative context, key pillars and enablers to demonstrate how these elements are properly aligned to the Municipal IDP as required by the legislation.

### **DEMOGRAPHIC PROFILE**

The Harry Gwala District Municipality (DC43) is one of the ten District Municipalities in KwaZulu-Natal Province and is located South-West of the province. The District Municipality forms part of the border between KwaZulu-Natal and Eastern Cape Province. The Municipality area size is 11 127.89997 square kilometres and the population spread is 48.1 people per square kilometre. Key rivers in the district are the uMzimkhulu and uMkomas rivers. The Harry Gwala District Municipality (DC43) is comprised of the following local municipalities: Dr Nkosazana Dlamini-Zuma, Greater Kokstad, Ubuhlebezwe and uMzimkhulu.

#### **Population distribution in the wards per Local Municipality.**

<b>Municipality</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Number of Wards</b>	<b>Number of Households</b>
Harry Gwala District Municipality	239582	271284	510865	61	122 973

Greater Kokstad Local Municipality	36878	39875	76753	10	17 842
Dr. Nkosazana Dlamini-Zuma Local Municipality	56732	61748	118480	15	28 714
Ubuhlebezwe Local Municipality	55513	62834	118346	14	26 801
uMzimkhulu Local Municipality	90459	106827	197286	22	49 616

### Harry Gwala District Municipality Map



### **3. MUNICIPAL LEGISLATIVE MANDATE**

#### **3.1. Constitution of the Republic of South Africa Act 108 of 1996**

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

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

#### **3.2. Municipal Systems Act (Act No. 32 of 2000)**

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

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

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

#### **3.3. The National Disaster Management Framework**

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

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

#### **3.4. Disaster Management Act (Act No. 57 of 2002)**

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

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

#### **3.5. Municipal Structures Act (Act 117 of 1998)**

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

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

The Local Government: Municipal Structures Act, 1998 in Section 84(1) (j) read

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

### **3.6. Fire Brigade Services Act 99 of 1987**

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

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

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

### **3.7. National Veld and Forest Act 101 of 1998**

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

## **STATUS OF MUNICIPAL INSTITUTIONAL CAPACITY**

**Objective:** To establish integrated institutional capacity within the municipal sphere to enable the effective implementation of disaster risk management policy and legislation; and which will give explicit priority to the application of principles of cooperative governance and place appropriate emphasis on the involvement of all stakeholders in disaster risk management.

### **Status of Municipal Disaster Management Centre**

In terms of the Disaster Management Act, 57 of 2002 and the Disaster Management Amendment Act, Section 16 (4) stipulates that Metropolitan and District Municipalities are required to establish Disaster Management Centre's in consultation with the relevant local municipalities.

It is in accordance with the above-mentioned legislative imperative that the HGDM Disaster Management Centre was established in 2015. The Centre is fully functional. The Disaster Management Centre is situated at 419 Stuarts Drive, MORNING SIDE in IXOPO. GPS Co-Ordinates: **Latitude: 30°09'26"S, Longitude 30°03'53"E**

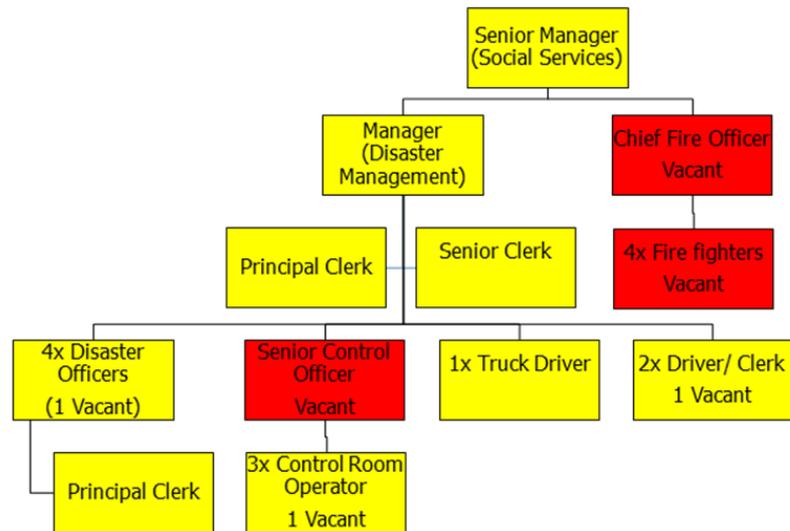
The Disaster Management Centre supports four local municipalities that fall under its jurisdiction, namely: Greater Kokstad, Dr. Nkosazana Dlamini-Zuma, Ubuhlebezwe, and uMzimkhulu Local Municipality. The Disaster Management Centre is a central point from which all disaster risk management policy planning and operations are directed and executed. The district is striving to promote a continuous and integrated multi-sectoral, multi-disciplinary process of planning and implementation of measures that aimed at:

- Preventing or reducing the risks of disasters
- Mitigating the severity or consequences of disasters
- Emergency preparedness
- Rapid and effective response to disasters
- Post-disaster recovery and rehabilitation

## **HARRY GWALA DISTRICT MUNICIPALITY DISASTER MANAGEMENT CENTRE**



### Disaster Management and Fire & Rescue Services Organogram



As outlined by the Policy Framework and Disaster Management Act, 57 of 2002, district municipality must provide support and guidance to local municipalities in the event of disaster occurrence or threaten to occur. Furthermore, the district should coordinate other relevant role-players to activate their available resources to support disaster risk management. The district disaster management team consists of 12 employees who are always on standby to respond to incidents that may occur within the district.

#### ➤ **Disaster Management Equipment and Humanitarian Aid**

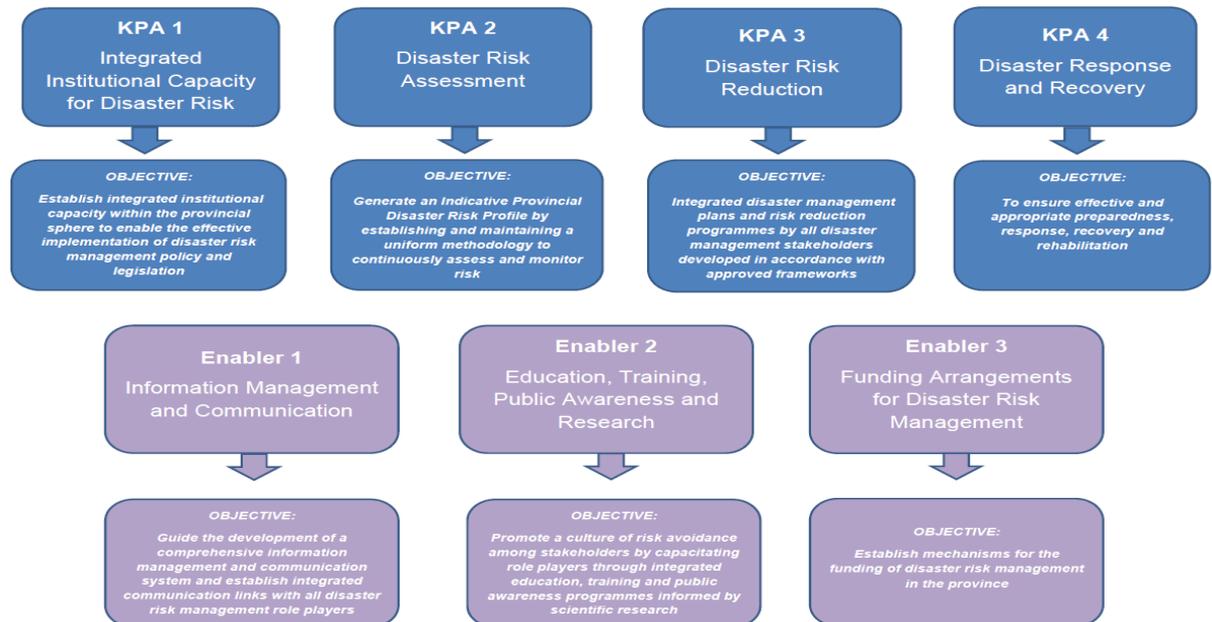
- 3 x Disaster Management Vehicles
- Relief Material in a form of Blankets, sponges, Box B, food parcels and funeral groceries
- Fire Beaters & Knapsack sprayers
- Plastic Sheeting's and tents

## Disaster Management Legislative Compliance

Municipality	DM Framework (Section 42)	Establish DM Centre (Section 43)	Appoint Head of the Centre (Section 45)	Number of DM Staff	Establish Communication Links	Prepare specific contingency plans (section)	Prepare DM Annual Report (Section 50)	Establish DMAF (Section 51)	Disaster Management Sector Plan in the IDP (Section 52 (2) (a))	Prepare DM Plan (Section 53)	Establish Volunteer Unit (Section 58)	Appoint Chief Fire Officer	Establish Fire Services	Number of Fire Services Staff: Permanent & Temporal	Funding (Section 44 & 56)	MAA / MOU's
									☺					N I L		

### Status of the Disaster Management Policy Framework

Chapter 5, Section 42 (1) of the Policy Framework for Disaster Management provides for the establishment and implementation of the Disaster Management Policy Framework in the municipality aimed at ensuring an integrated and uniform approach to disaster management in its area. The Harry Gwala District Municipality applied both the National and Provincial Disaster Management Policy Framework to ensure an integrated and uniform approach to disaster risk management in its area.



### Status of a Disaster Management Plan

The Harry Gwala District Municipality Disaster Management Plan was reviewed and adopted by Council in May 2021. Risk Reduction projects and programs are identified in the disaster risk management plan AND risk assessment to prevent/mitigate disaster risks that occurred or may occur and budget to implement these projects and programs.

## **Status Of Fire Services in the District**

### **Background**

The functions of the Fire and Rescue services is to respond to, all fire incidents, rescue incidents, medical emergency, vehicle entrapments, hazmat incidents, and humanitarian services. The Fire and Rescue Services are as well responsible for fire prevention and mitigation through public fire and safety awareness, fire safety inspections, evacuation drills, provision of fire safety compliance certificates to institutions, provision of firefighting training to institutions, communities, and the development of fire by-laws in their area of jurisdiction.

In terms of the Powers and Functions of the Municipalities as legislated in the Constitution; have executive authority in respect of and has the right to administer – the Local Government matters listed in Part B of schedule 4 and Part B of schedule 4 entail, the function of Fire and Rescue services is Municipal competence.

Furthermore, the Municipal Structures Act Chapter 4, Section 84 (1) states the division of functions and powers between the District and Local Municipalities.

(J) One of the functions of the district is to provide for the Fire Fighting services serving the area of the district as a whole which will include -

- ✓ Planning and co-ordination and regulation of fire services.
- ✓ Specialized firefighting services such as a mountain, veld, and chemical fire services.
- ✓ Co-ordination of the standardization of infrastructure, vehicles, equipment, and procedures.
- ✓ Firefighting training

The National Fire Brigade Services Act No 99 of 1987 provides for the establishment of a Fire Service. SANS 10090 provides for community protection against fire. However, Harry Gwala District Municipality is not compliant with any of these fire legislations as it does not have Fire Services.

- **Fire Services in The District**

The Harry Gwala District municipality does not have Fire & Rescue Services. The Harry Gwala Disaster Management Centre caters for Fire and Rescue based on the structure of the building however the fire services are not yet established due to financial constraints. Upon a fully functional Disaster Management Centre Fire Services will then be able to support the local municipalities. The District Municipality is currently not in a position to employ a Chief Fire Officer in the financial year 2023/24.

All four Local Municipalities within the District have established their Fire & Rescue Services.

- **Fire Protection Association (FPA)**

The District Municipality has partnered with Fire Protection Association. The FPA has been accommodated in the District Disaster Management Centre. The FPA is formed by forestry such as SAPPI, Mondi, Masonite. The Fire Protection association support and serve as a backup when there are fires that occurs within the district.

## **MUNICIPAL DISASTER MANAGEMENT INTER-DEPARTMENTAL COMMITTEES**

- **Portfolio Committee Meeting**

The Harry Gwala District Disaster Management reports all activities carried out by the unit in the Social Services and Development Planning Committee. The Committee recommends the resolutions taken and send to EXCO and Council for approval. This committee sits on a monthly basis and is represented by Councillors, Traditional Leaders, Executive Directors, Senior Managers and Managers. The committee is chaired by the Portfolio Head of the department.

- **Departmental Management Committee Meeting**

This is an internal committee that consists of the Executive Director, Senior Managers, and Managers within the Department where all activities that are carried out by the different Directorates are being discussed in line with the Service Delivery Budget Implementation Plan (SDBIP). The committee provides support to the units in the implementation of all the activities of the department.

- **Municipal Managers Forum**

This is an internal coordination forum at the Manager level where resolutions taken from the Joint Disaster Management and Municipal Health Services Advisory Forum can be implemented, followed, and serves as a coordination forum for disaster management issues within the municipality. All Municipal Managers from all Local Municipalities sit in this forum.

- **HGDM Joint Disaster Management Practitioners Meeting and the District Coordinating Forum for Fire Services (DCF)**

The District Practitioners Forum meetings are convened on a quarterly basis before the Disaster Management Advisory Forum in the Disaster Management Centre. It was resolved that these meeting must rotate. All Local Municipality Fire Services participate and report on Local Disaster Management

Programs/Projects in line with their Service Delivery Budget Implementation Plans (SDBIP). All issues that pertain to disaster management and fire services are discussed in this meeting. Reports from Local Municipalities on all activities carried out are presented to this forum. Challenges in the implementation of Key Performance Areas and all Disaster Management activities are also shared so that the practitioners can share possible solutions. The Committee serves a coordination structure for all planned operational activities within the district to ensure proper alignment of activities, joint planning and implementation as well as monitoring of interventions.

- **Schedule of the Joint DMPM and DCF**

<b>Name of the meeting</b>	<b>Date</b>	<b>Time</b>	<b>Venue</b>
Joint Disaster Management Practitioners Meeting and Fire Services Coordinating Forum	30/11/2022	10h00	HGDM DMC Boardroom
	23 February 2023	10h00	uMzimkhulu Council Chamber
		10h00	uMzimkhulu Council Chamber

- **Municipal Disaster Management Advisory Forum**

Chapter 5, section 51 of the Disaster Management Act states that District and Local Municipalities must establish a Municipal Disaster Management Advisory Forum. The fundamental objective of the District Disaster Management Advisory Forum is to provide a mechanism for relevant disaster management role players to consult one another and to coordinate activities regarding matters related to disaster management. The District Disaster Management Advisory Forum was established in 2008 and is functional.

The forum sits quarterly in accordance with Chapter 5, Section 51 Of the Disaster Management Act 57 of 2002. All relevant stakeholders participate to deal with all disaster management issues that affect the communities. The number of stakeholders and partnerships expands each year. The forum provides a platform for all stakeholders to present and discuss contingency plans and plans for all activities for the term. Reports on incidents and responses provided are also presented and discussed to provide.

The District Development Model was launched in the district in the year 2021 by the MEC for Corporative Governance and Traditional Affairs. A decision to do away with the Disaster Management advisory forum in the District Municipality was taken and implemented. The Disaster Management Advisory Forum now forms part of the Justice, Crime prevention and Security Cluster as per the new DDM. The Disaster Management unit is however in the process of re-establishing the Disaster Management Advisory forum to comply with the legislation.

## DISASTER MANAGEMENT & FIRE SERVICES SWOT ANALYSIS

	<b>Helpful</b> to achieving the objective	<b>Harmful</b> to achieving the objective
<b>Internal origin</b> (attributes of the system)	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Institutional arrangement</li> <li>• The Reviewed Disaster Management Plan, 2021</li> <li>• The reviewed Disaster Management Framework, 2021</li> <li>• Budget to perform Disaster Management mandate.</li> <li>• Improved coordination during disasters</li> <li>• Review of Mutual Assistance Agreement (Cross-border cooperation) between Harry Gwala and Alfred Nzo District Municipality</li> <li>• Developed comprehensive programmes .</li> <li>• Establishment of Disaster / Fire Services by 4 Local Municipalities.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Inadequate funds to establish Fire Services in the district.</li> <li>• Delay in the appointment of Chief Fire Officer and 2x Disaster Management Officers</li> <li>• Lack of specialized disaster response vehicles to support the Local Municipalities</li> <li>• Lack of communication management between Disaster Management and stakeholders.</li> <li>• Lack of disaster management volunteers to support the district when there are incidents/disasters.</li> <li>•</li> </ul>

	<ul style="list-style-type: none"> <li>• Adoption of Climate change response strategy by Council.</li> <li>• Establishment of Ward Based DM Structures</li> </ul>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>origin</b></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>External</b> (attributes of the environment)</p>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Employment of more staff.</li> <li>• Sharing of best practices and capacity building obtained from other municipalities, National Disaster Management Centre, Provincial Disaster Management</li> <li>• Securing of political buy-in particularly at Local Municipality level</li> <li>• Develop and update review of disaster risk management plans for local municipalities.</li> <li>• Establishment of Fire Services by Local Municipalities</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Unexpected disasters that far exceed our capacity.</li> <li>• Lack of comprehensive understanding of disaster risk management amongst other stakeholders</li> <li>• Lack of cooperation from other sectors</li> <li>• Climate change impact and adaptation challenges i.e. delay in conducting fire breaks</li> <li>• Illegal connection of electricity which results to injuries and fatalities due to electric shock and structural fire.</li> </ul>

## DEMOGRAPHIC CHARACTERISTICS ANALYSIS

Distribution per local municipality

Dr. Nkosazane Dlamini Zuma Local Municipality	15	118 480
Greater Kokstad Local Municipality	10	76 753
UBuhlebezwe Local Municipality	14	118 346
UMzimkhulu Local Municipality	22	197 286
Total	61	510 865

**Stats SA CS 2016**

### Population Group

Black Africans	Colourds	Indian/Asians	Whites
97%	1%	0%	1%

**Stats SA CS 2016**

## DEMOGRAPHIC INDICATORS

This section looks at overall District demographic makeup. The population projection were worked on two growth scenarios in line with generic growth parameters being applied across the country as well as taking into cognizance the effect of AIDS in population growth.

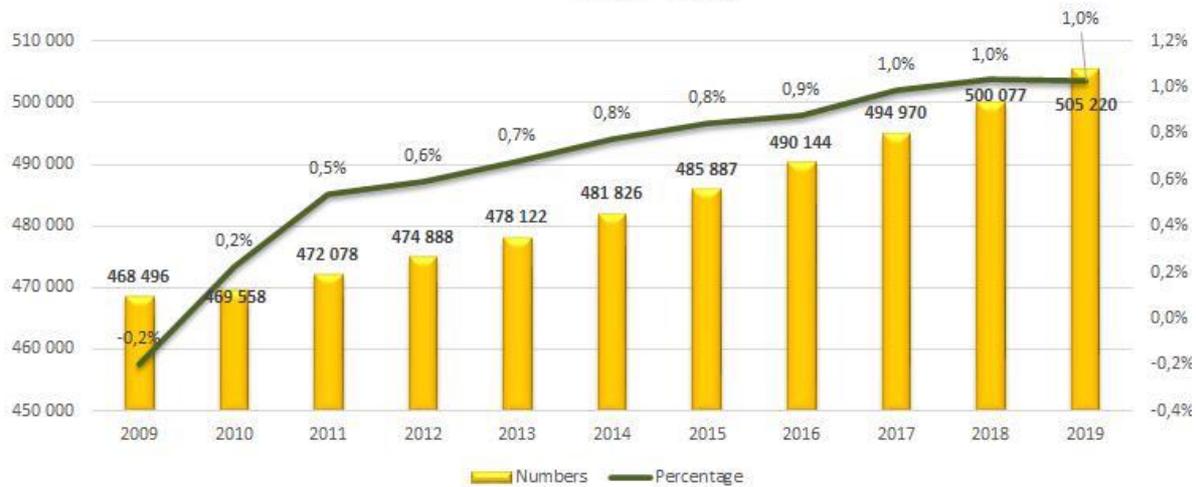
### Social Development Profile

-Key Social Demographics

-Population

With 505 220 people, the Harry Gwala District Municipality housed 1.0% of South Africa's total population in 2019. Between 2009 and 2019 the population growth averaged 0.76% per annum which is about half than the growth rate of South Africa as a whole (1.61%).

**KZN Harry Gwala Population Growth in Numbers and Percentage:  
2009 - 2019**



[http://www.ruraldevelopment.gov.za/component/content/article/347-land-claim/re-opening/771-faq#.W2AQ\\_NIzY2w](http://www.ruraldevelopment.gov.za/component/content/article/347-land-claim/re-opening/771-faq#.W2AQ_NIzY2w)

### **Race, Gender and Age**

In 2019, the Harry Gwala District Municipality's population consisted of 96.88% African (490 000), 1.19% White (6 030), 1.56% Coloured (7 880) and 0.36% Asian (1 840) people.

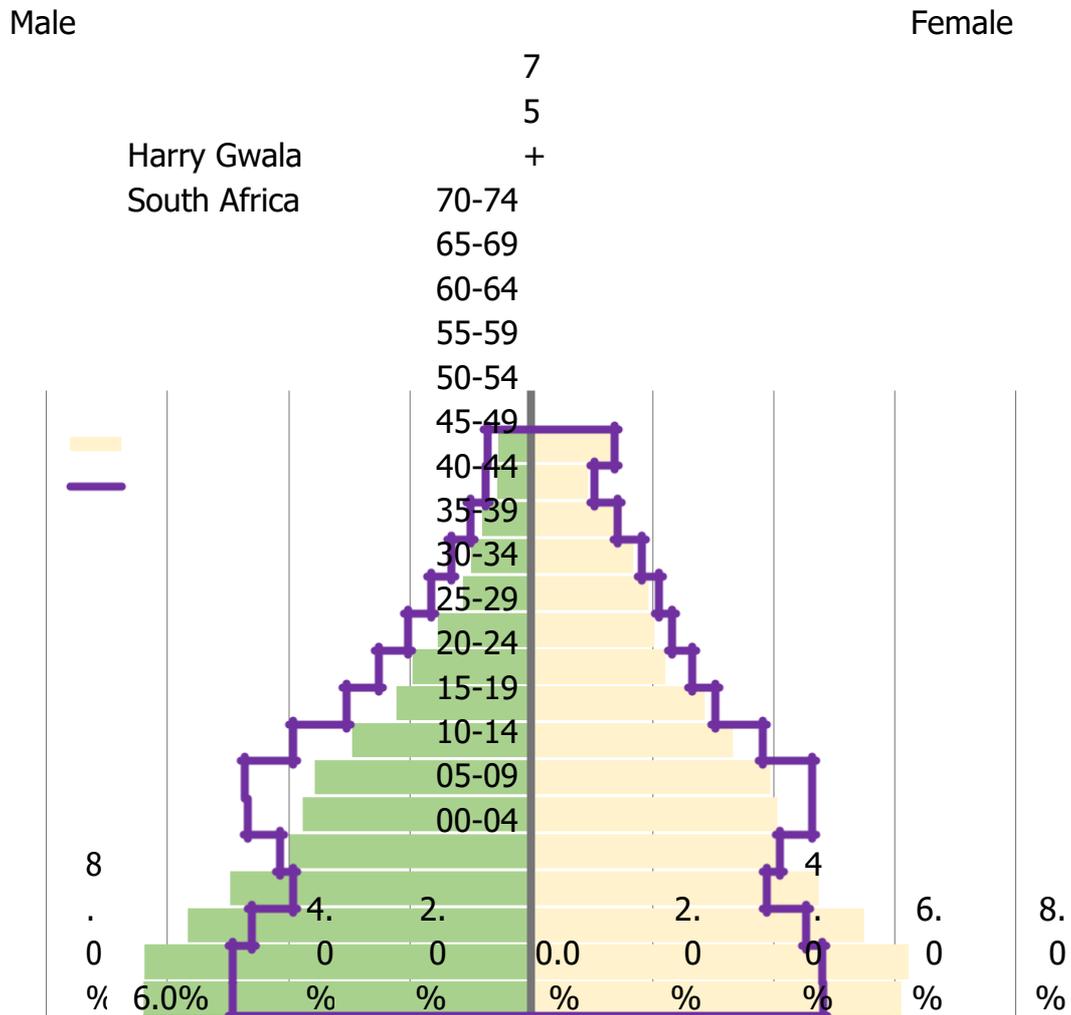
In total there were 266 000 (52.65%) females and 239 000 (47.35%) males in Harry Gwala District Municipality in 2019. The Harry Gwala District Municipality has significantly more females (52.65%) than males, when compared to a typical stable population, indicating that this is most probably an area with high male out migration to look for work elsewhere.

By comparing the population pyramid of the Harry Gwala District Municipality with the national age structure, the most significant differences are:

- There is a significant smaller share of young working age people - aged 20 to 34 (23.5%) - in Harry Gwala, compared to the national picture (26.9%).

### Population structure

Harry Gwala vs. South Africa, 2019



Source: IHS Markit Regional Explorer version 1946

- The area seems to be a migrant sending area, with many people leaving the area to find work in the bigger cities.
- Fertility in Harry Gwala is significantly higher compared to South Africa as a whole.
- The share of children between the ages of 0 to 14 years is significantly larger (36.3%) in Harry Gwala compared to South Africa (28.6%). Demand for expenditure on schooling as percentage of total budget within Harry Gwala District Municipality will therefore be higher than that of South Africa.

## Households

In 2019, the Harry Gwala District Municipality comprised of 123 013 households. This equates to an average annual growth rate of 0.95% in the number of households from 2009 to 2019. With an average annual growth rate of 0.76% in the total population, the average household size in the Harry Gwala District Municipality is by implication decreasing.

## Child-Headed Households

The 2016 Community Survey found that there were 1 961 households in the District with heads under 18 years old. This was about 10% of the figure KZN (20,048).

### Child Headed Households

Geography by Gender of head of household and Age of household head	Male		Female	
	10 - 14	14 - 18	10 - 14	14 - 18
Harry Gwala District Municipality	192	1046	186	837
Dr. Nkosazane Dlamini Zuma Local Municipality	45	221	48	180
Greater Kokstad Local Municipality	14	104	6	81
UBuhlebezwe Local Municipality	33	201	42	146
UMzimkhulu Local Municipality	93	431	90	423

**Source: Stats SA Survey 2016**

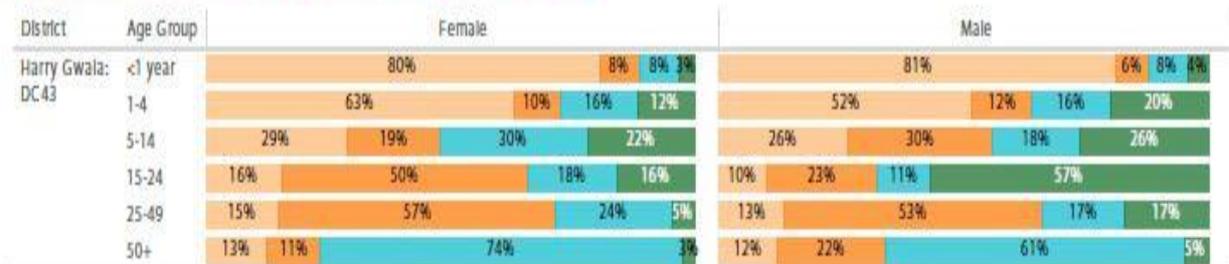
## Women Headed Households

According to the 2016 Community Survey, 53,9% of households in the District were headed by women.

## Health Profile

For the percentage of deaths by broad cause, deaths are classified into four groups, namely: (i) injuries; (ii) noncommunicable diseases; (iii) HIV and TB; and (iv) communicable diseases together with maternal, perinatal and nutritional conditions. Data are given by gender and age group for the period 2013 - 2015.

### Percentage of deaths by broad cause, 2013 - 2015



Source: Stats SA.



Most deaths are caused by the following: HIV/AIDS, Tuberculosis, Cerebrovascular disease (20.0%), Hypertensive heart disease 12.8%, Diabetes Mellitus 9.7%, Lower respiratory infections and Asthma.

In 2019, 94 100 people in the Harry Gwala District Municipality were infected with HIV. This reflects an increase at an average annual rate of 1.53% since 2009, and in 2019 represented 18.62% of the district municipality's total population.

**DISABILITY STATUS****Communication**

	Greater Kokstad Local Municipality	UBuhlebezwe Local Municipality	UMzimkhulu Local Municipality	Dr. Nkosazane Dlamini Zuma Local Municipality
No difficulty	66249	98430	161787	100754
Some difficulty	651	1749	4041	1598
A lot of difficulty	141	661	1069	295
Cannot do at all	29	232	356	222
Do not know	-	-	-	13
Unspecified	-	28	-	30
Not applicabl	9682	17247	30032	15568

**Source: Stats SA Survey 2016****Use of eye glasses**

	Greater Kokstad Local Municipality	UBuhlebezwe Local Municipality	UMzimkhulu Local Municipality	Dr. Nkosazane Dlamini Zuma Local Municipality
Yes	3658	3151	4268	2911
No	63401	97869	162914	99971
Do not known	12	53	72	-
Unspecified	-	28	-	30
Not Applicable	9682	17247	30032	15568

**Source: Stats SA Survey 2016**

**Use of hearing aids**

	Greater Kokstad Local Municipality	UBuhlebezwe Local Municipality	UMzimkhulu Local Municipality	Dr. Nkosazane Dlamini Zuma Local Municipality
Yes	57	398	1020	344
No	67014	100629	166136	102495
Do not know	-	45	86	43
Unspecified	-	28	11	30
Not applicable	9682	17247	30032	15568

**Source: Stats SA Survey 2016****Difficulty hearing by geography hierarchy**

	Greater Kokstad Local Municipality	UBuhlebezwe Local Municipality	UMzimkhulu Local Municipality	Dr. Nkosazane Dlamini Zuma Local Municipality
No difficulty	65438	95837	159634	97909
Some difficulty	1413	3976	6237	3857
A lot of difficulty	220	1088	1226	956
Cannot do at all	-	138	144	138
Do not know	-	39	12	22
Unspecified	-	22	-	30
Not applicable	9682	17247	30032	15568

**Source: Stats SA Survey 2016**

**Difficulty remembering by geography hierarchy**

	Greater Kokstad Local Municipality	UBuhlebezwe Local Municipality	UMzimkhulu Local Municipality	Dr. Nkosazane Dlamini Zuma Local Municipality
No difficulty	65173	93125	152025	95934
Some difficulty	1374	5509	12704	5246
A lot of difficulty	445	2176	2311	1398
Cannot do at all	19	235	214	153
Do not know	59	28	-	150
Unspecified	-	28	-	30
Not applicable	9682	17247	30032	

**Source: Stats SA Survey 2016****Difficulty seeing by geography hierarchy**

	Greater Kokstad Local Municipality	UBuhlebezwe Local Municipality	UMzimkhulu Local Municipality	Dr. Nkosazane Dlamini Zuma Local Municipality
No difficulty	62691	91906	156523	95092
Some difficulty	3879	7122	8788	6364
A lot of difficulty	453	1945	1814	1360
Can not do at all	47	104	104	24
Do not know	-	-	24	42
Not applicable	9682	17247	30032	15568
Unspecified	-	22	-	30

**Source: Stats SA Survey 2016**

**Use of any other assistance device/ aid by geography hierarchy**

	Greater Kokstad Local Municipality	UBuhlebezwe Local Municipality	UMzimkhulu Local Municipality	Dr. Nkosazane Dlamini Zuma Local Municipality
Yes	21	72	1140	97
No	67050	101000	166042	102714
Do not know	-	-	72	71
Unspecified	-	28	-	30
Not applicable	9682	17247	30032	15568

**Source: Stats SA Survey 2016****Use of walking stick; walking frame or crutches by geography hierarchy**

	Greater Kokstad Local Municipality	UBuhlebezwe Local Municipality	UMzimkhulu Local Municipality	Dr. Nkosazane Dlamini Zuma Local Municipality
Yes	697	1879	2364	2034
No	66374	99178	164824	100833
Do not know	-	15	54	15
Unspecified	-	28	11	30
Not applicable	9682	17247	30032	15568

**Source: Stats SA Survey 2016**

**Difficulty walking by geography hierarchy**

	Greater Kokstad Local Municipality	UBuhlebezwe Local Municipality	UMzimkhulu Local Municipality	Dr. Nkosazane Dlamini Zuma Local Municipality
No difficulty	64873	93164	157282	94835
Some difficulty	1459	4923	7091	5693
A lot of difficulty	507	2579	2309	1960
Cannot do at all	216	378	562	363
Do not know	16	28	10	32
Unspecified	-	28	-	30
Not applicable	9682	17247	30032	15568

**Source: Stats SA Survey 2016**

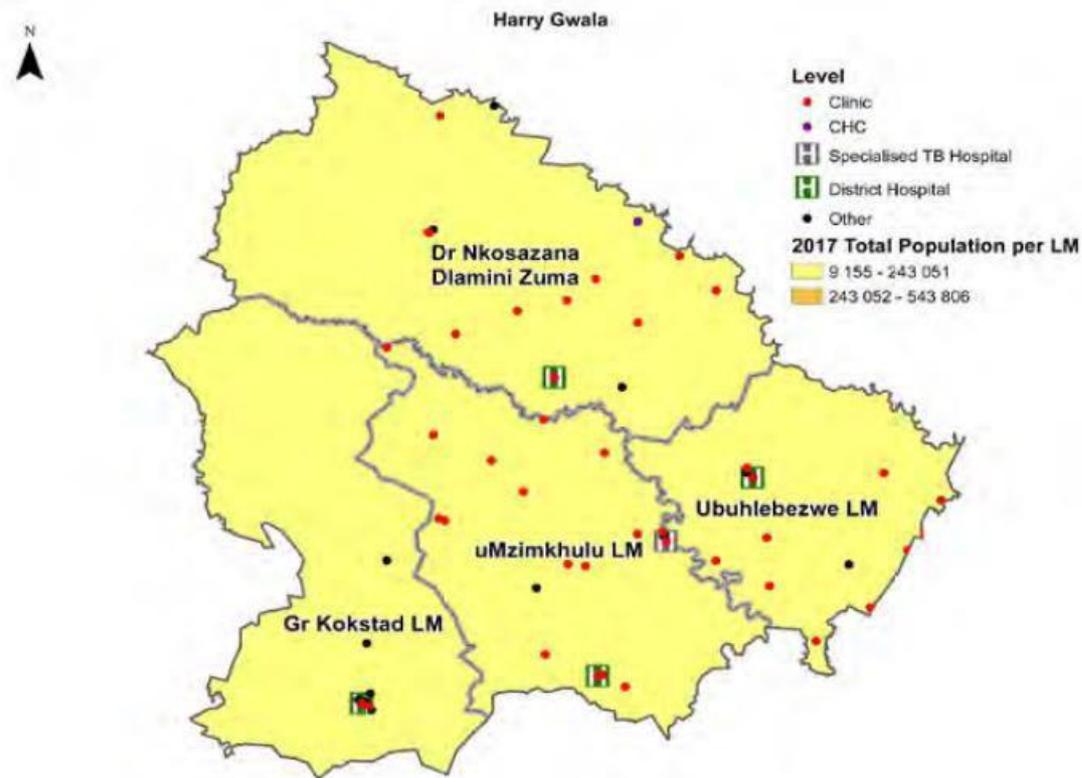
**Use of wheelchair**

	Greater Kokstad Local Municipality	UBuhlebezwe Local Municipality	UMzimkhulu Local Municipality	Dr.Nkosazane Dlamini Zuma Local Municipality
Yes	119	416	624	346
No	66952	100621	166549	102524
Do not know	-	35	81	12
Unspecified	-	28	-	30
Not applicable	9682	17247	30032	15568

**Source: Stats SA Survey 2016**

In total, Harry Gwala has 38 clinics, 2 in Great Kokstad, 12 in Dr Nkosazana, 9 in Ubuhebezwe, and 15 in Umzimkhulu. In total there are 4 hospitals with each municipality having a hospital. Two specialised hospitals are found in Umzimkhulu while the district has 12 mobile clinics/points. In terms of clinics within the District, there are currently 67 Medical Facilities (with 1 to be built shortly). These are dispersed across the District, although there tends to be higher numbers towards the eastern parts of the District. The distribution of the health facilities is depicted below:

## Population distribution, local municipality boundaries and health facility locations



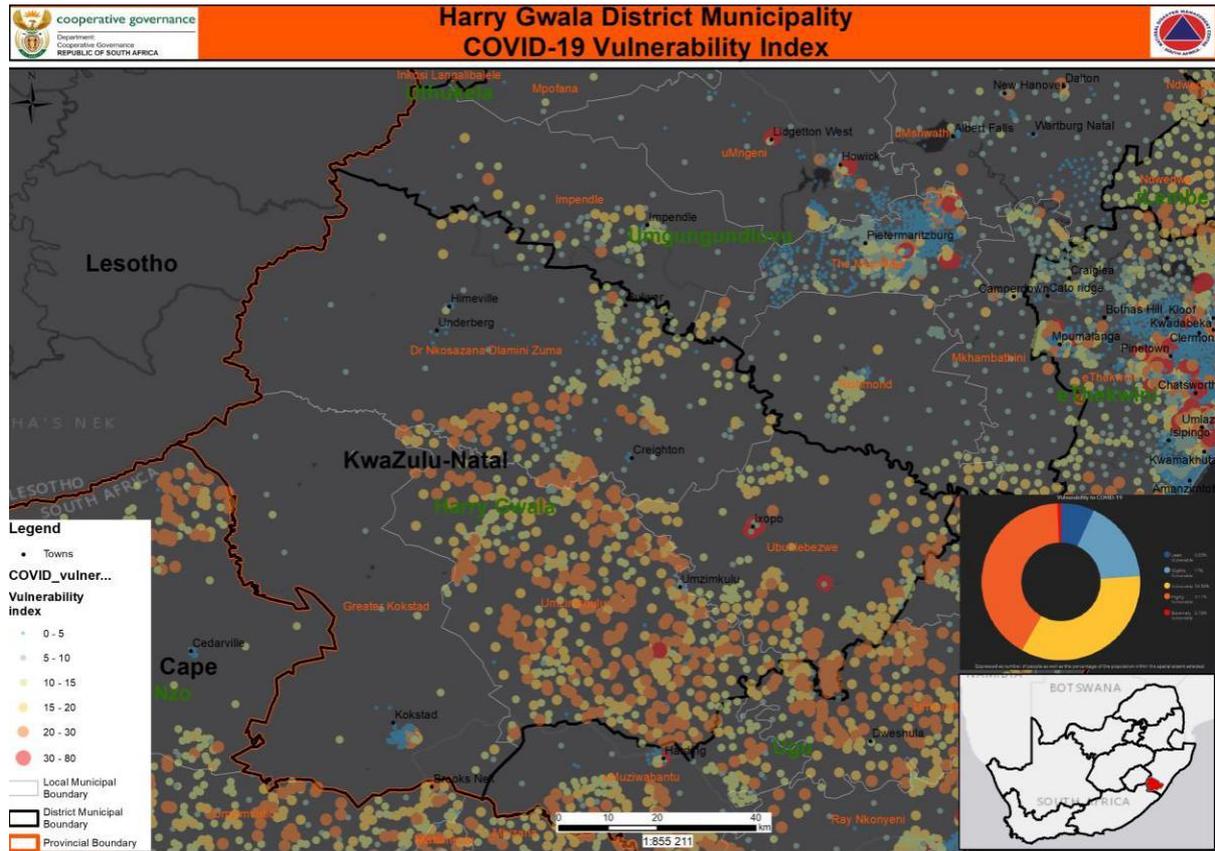
*"IN 2019, 94 100 PEOPLE IN THE HARRY GWALA DISTRICT MUNICIPALITY WERE INFECTED WITH HIV."*

### **Covid-19**

On the 1st of July 2020 there were 172 confirmed cases in Harry Gwala District, 26 recoveries and 6 deaths. The Council for Scientific and Industrial Research (CSIR) in collaboration with Albert Luthuli Centre for Responsible leadership have developed a set of COVID-19 Vulnerability Indicators using available data and knowledge. It identifies vulnerabilities present in communities and identifying areas in need of targeted coordinated interventions and early response. The purpose of the indicators is intended to support the early prevention/mitigation and preparedness phase of the disaster management cycle and informing disaster management decision making. It is not based on epidemiological modelling but a response to highlighting intervention areas due to underlying situation. The composition of the index follows two main factors, namely: transmission potential and health susceptibility.

Transmission potential areas identify areas that prevent social distancing to be practiced and where limitations of practicing good basic hygiene. The health susceptibility index denotes areas where large number of people are potential more susceptible to being adversely affected by COVID-10 due to factors such as age and underlying health conditions. The Harry Gwala vulnerability profile is presented below.

The map shows low vulnerability areas (blue dotted areas) versus areas with higher vulnerability (red dotted areas)



The area generally has moderate vulnerability however areas of high deprivation and density show extreme vulnerability. In Ubehlebezwe it is Ixopo and in Umzimkhuku it is the areas surrounding the uMzimkhulu town. Area specific live GIS vulnerability maps are available courtesy of CSIR at:

<https://pta-gis-2-web1.csir.co.za/portal2/apps/opstdashboard/#/390a74fb10844c7a85396e60555a866d>

The following quarantine sites were identified<sup>2</sup>

TOWN	BUILDING NAME	STATUS OF FACILITY	NO OF ROOMS AVAILABLE	NO OF BEDS AVAILABLE	CHECKLIST COMPLETED AND COMPLIANT	Activated Site
Rietvlei	Rietvlei Hospital	Assessed and approved by DPW or Province	16	16		Activated

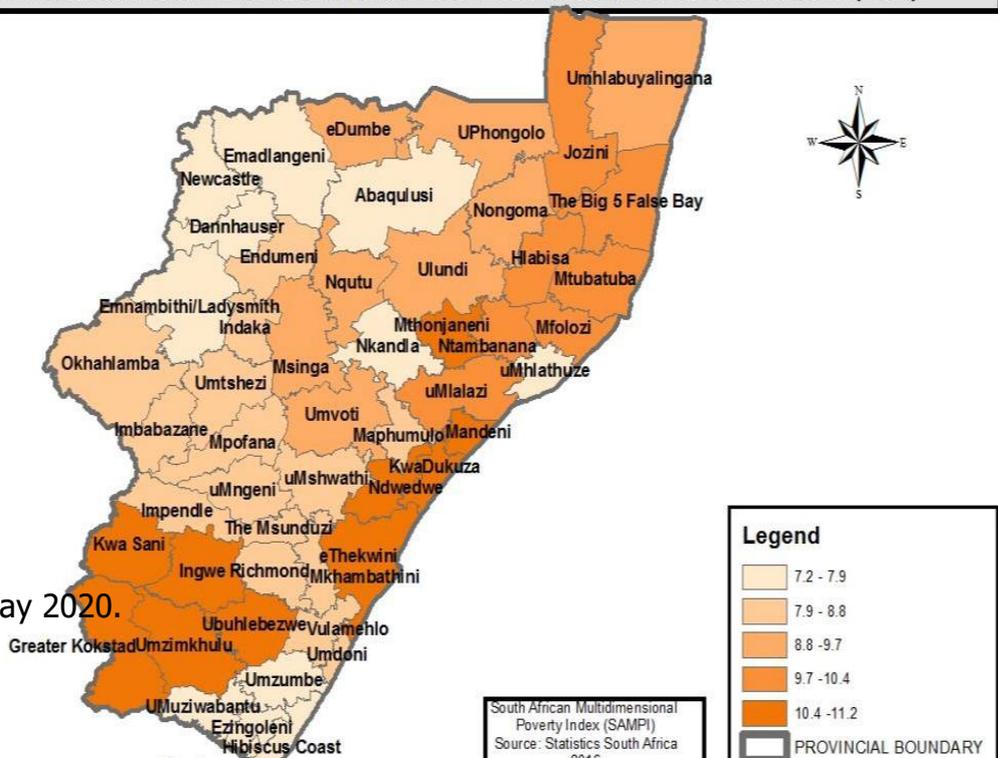
The district has a total of 42 grave sites with 11 of these owned by the Roman Catholic Church. Across the 4 municipalities there is a total of 34 funeral parlours.

### Poverty Dimensions

#### Distribution

The map below depicts the distribution of poverty according to the South African Multidimensional poverty index (SAMPI):

MULTIDIMENSIONAL POVERTY HEADCOUNT HOTSPOTS IN THE KZN MUNICIPALITIES (2016)



<sup>2</sup>DPW. 29 May 2020.

In 2019, there were 325 979 people living in poverty, using the lower poverty line definition, across Harry Gwala District Municipality - this is 7.3% higher than the 303 715 in 2009. The per capita income in Harry Gwala District Municipality is R 26,700 and is lower than both the National Total (R 60,800) and of the KwaZulu-Natal Province (R 46,900) per capita income.

The percentage of people living in poverty has decreased from 64,8% in 2009 to 64,5% in 2019, which indicates a decrease of 0.3 percentage points.

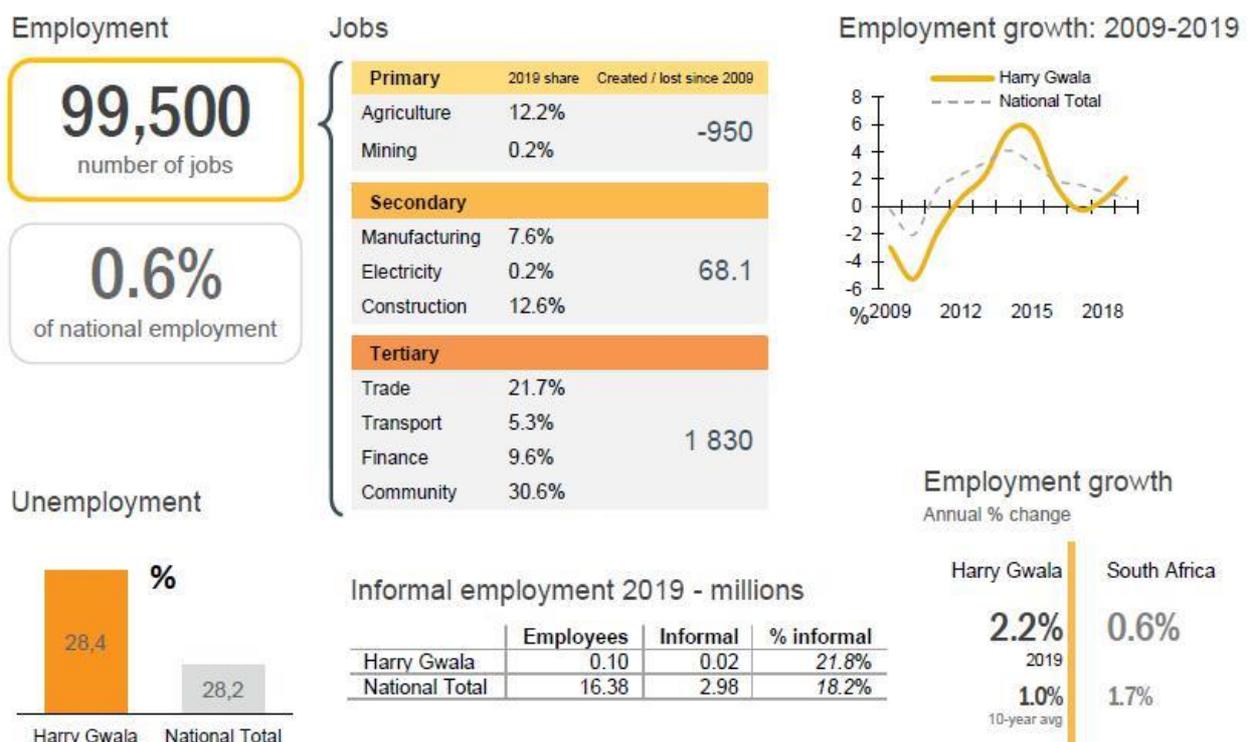
### Inequality

In 2019, the Gini coefficient in Harry Gwala District Municipality was at 0.571, which reflects a marginal decrease in the number over the ten-year period from 2009 to 2019. The KwaZulu-Natal Province and South Africa, both had a more unequal spread of income amongst their residents (at 0.627 and 0.63 respectively) when compared to Harry Gwala District Municipality.

### Unemployed / Employed

In 2019, there were a total number of 42 200 people unemployed in Harry Gwala, which is an increase of 13 100 from 29 100 in 2009.

In 2019, Harry Gwala employed 99 500 people which is 3.69% of the total employment in KwaZulu-Natal Province (2.69 million), 0.61% of total employment in South Africa (16.4 million). Employment within Harry Gwala increased annually at an average rate of 1.03% from 2009 to 2019 as illustrated in the graph below:

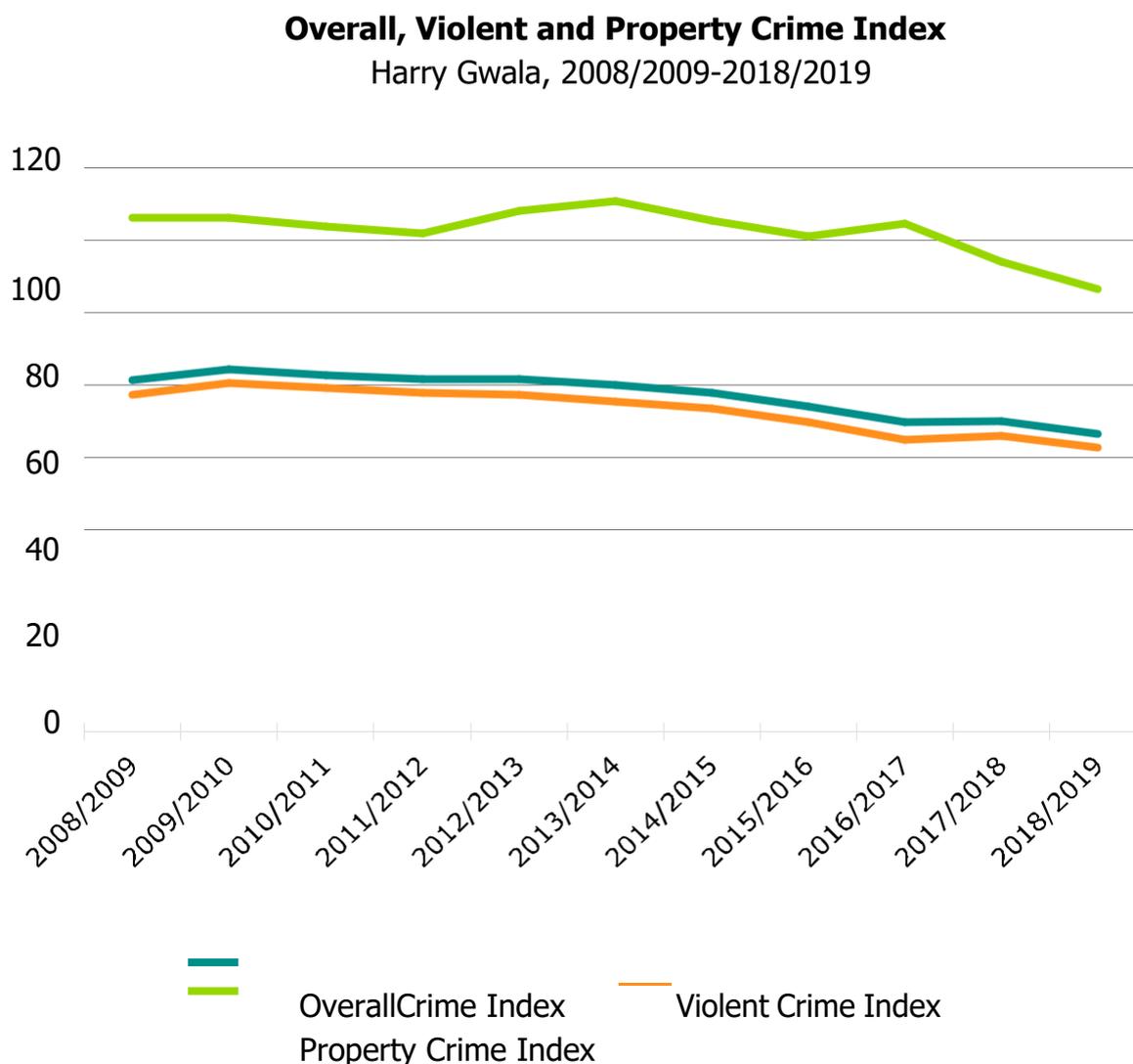


When comparing unemployment rates among regions within Harry Gwala District Municipality, uMzimkhulu Local Municipality has indicated the highest unemployment rate of 36.3%, which has increased from 29.9% in 2009. Ubuhlebezwe Local Municipality had the lowest unemployment rate of 23.4% in 2019, which increased from 19.5% in 2009.

## Crime

For the period 2008/2009 to 2018/2019 overall crime has decrease at an average annual rate of 2.75% within the Harry Gwala District Municipality. Violent crime decreased by 2.88% since 2008/2009, while property crimes decreased by 2.02% between the 2008/2009 and 2018/2019 financial years.

Despite the decrease, the chart below illustrates that property crime is a major problem relative to violent crime in the District.



*Source: IHS Markit Regional Explorer version 1946*

Stock theft is prevalent in the Dr Nkosazana Dlamini Zuma Municipal area, Umzimkhulu Municipality and the Drakensberg in the Dr Nkosazana Dlamini Zuma Local Municipality, both areas forming the border of Harry Gwala District Municipality and Lesotho. To deal with stock theft the Harry Gwala District Municipality undertook to engage SANDF, SAPS and Community members.

**"FOR THE PERIOD 2008/2009 TO 2018/2019 OVERALL CRIME HAS DECREASE AT AN AVERAGE ANNUAL RATE OF 2.75% WITHIN THE HARRY GWALA DISTRICT MUNICIPALITY."**

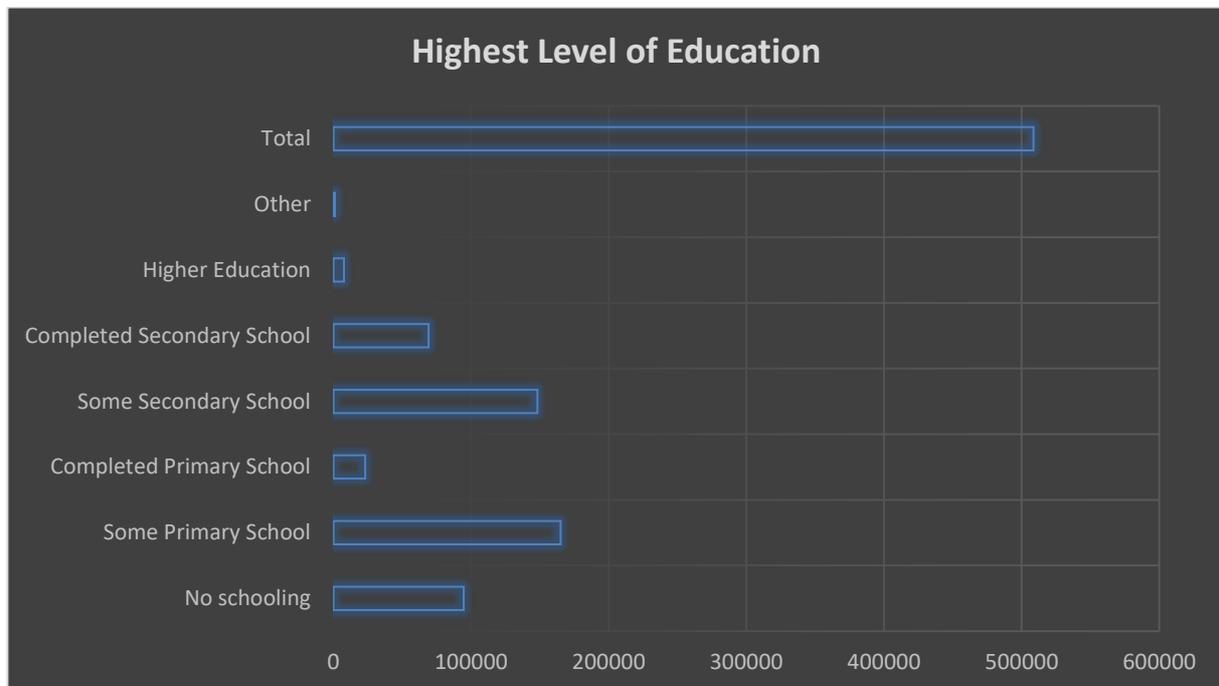
Recorded cases indicate that in overall, common assault, burglary at residential premises and stock theft are three measure crime activities in the District. This is a call to all the stakeholders to critically analyze these findings and come up with remedial interventions to address the situation. The district municipalities will have to work closely with SAPS and its sister municipalities to combat the scourge of crime in the district. There is a total of 14 police stations spread across the district for law enforcement.

The Police Stations per local municipality is indicated in the table below:

	Dr.Nkosazane Dlamini Zuma Local Municipality	UBuhlebezwe Local Municipality	UMzimkhulu Local Municipality	Greater Kokstad Local Municipality
Town Name	1.Donybrook 2.Bulwer 3.Creighton 4.Himvile 5.Bushmansnak	1.Ixopo 2.Highflats	1.Umzimkhulu 2.Insike 3.Ibisa	1.Kokstad 2.Evatt 3.Franklinburg 4.Swartburg

### **Education and Skills profile**

The number of people without any schooling decreased from 2009 to 2019 with an average annual rate of -1.95%, while the number of people within the 'matric only' category, increased from 37,400 to 53,900. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 2.21%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 7.20%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.



### 2016 Community Survey

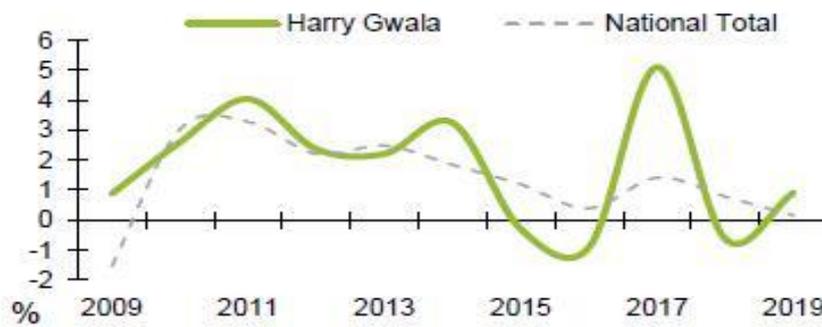
Harry Gwala District has 134 Combined schools, 234 Primary schools, and 76 Secondary schools. These schools are dispersed across the District, however there are higher numbers around the nodes and along the access roads (as to be expected). Though the District appears to have adequate schools, much of education-associated problems are experienced in farm and rural schools. Existing schools do not offer up-to-standard science and technical subjects. School property is continuously vandalized. Most schools lack water and sanitation.

### Drivers of the Economy

**With a GDP of R 13.9 billion in 2019 (up from R 7.25 billion in 2009), the Harry Gwala District Municipality contributed 1.73% to the KwaZulu-Natal Province GDP of R 805 billion in 2019. In 2019, the Harry Gwala District Municipality achieved an annual growth rate of**

**0.92% which is a significantly higher GDP growth than the KwaZulu-Natal Province's -0.07%, and is higher than that of South Africa, where the 2019 GDP growth rate was 0.15%.**

### Economic growth: 2009-2019



### Economic growth annual % change

	2018-2019	10 year avg.
Harry Gwala	0.9%	1.8%
National Total	0.2%	1.7%

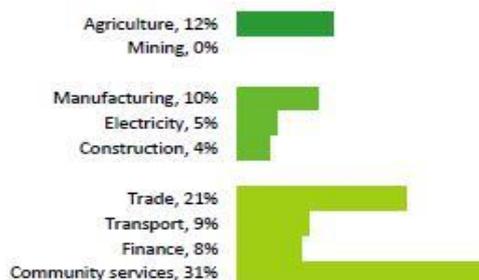
The greatest contributor to the Harry Gwala District Municipality economy is the uMzimkhulu Local Municipality with a share of 26.63% or R 3.7 billion, increasing from R 1.9 billion in 2009. The economy with the lowest contribution is the Greater Kokstad Local Municipality with R 2.91 billion growing from R 1.55 billion in 2009.



## Structure of the Economy

In 2019, the community services sector is the largest within Harry Gwala District Municipality accounting for R 3.89 billion or 31.0% of the total GVA in the district municipality's economy. The sector that contributes the second most to the GVA of the Harry Gwala District Municipality is the trade sector at 21.1%, followed by the agriculture sector with 11.7%. The sector that contributes the least to the economy of Harry Gwala District Municipality is the mining sector with a contribution of R 38.1 million or 0.30% of the total GVA.

### Sector composition



### Top 10 sectors (GVA) - R billions

	2019
Education	1.73
Retail trade and repairs of goods	1.22
Agriculture and hunting	1.17
Health and social work	1.00
Wholesale and commission trade	0.93
Land and Water transport	0.86
Public administration and defence activities	0.81
Food, beverages and tobacco products	0.54
Electricity, gas, steam and hot water supply	0.52
Finance and Insurance	0.48
All other smaller sectors	3.29

In 2019, Harry Gwala's Tress Index was estimated at 47.2 which are higher than the 42.2 of KZN province and higher than the 42.2 of the South Africa as a whole. This implies that - on average - Harry Gwala District Municipality is less diversified in terms of its economic activity spread than the national's economy.

The more diverse an economy is, the more likely it is to create employment opportunities across all skills levels (and not only - for instance - employment opportunities that cater for highly skilled labourers), and maintain a healthy balance between labour-intensive and capital-intensive industries. The Harry Gwala District Municipality has a very high concentrated agriculture sector.

In Harry Gwala District Municipality, the economic sectors that recorded the largest number of employment in 2019 were the community services sector with a total of 27 700 employed people or 27.8% of total employment in the district municipality. The trade sector with a total of 19 700 (19.8%) employs the second highest number of people relative to the rest of the sectors. The mining sector with 137 (0.1%) is the sector that employs the least number of people in Harry Gwala District Municipality, followed by the electricity sector with 217 (0.2%) people employed.

### **Primary Sector**

The primary sector consists of two broad economic sectors namely the mining and the agricultural sector.

The economy of Harry Gwala is largely characterised by commercial farming and commercial forestry plantations. The most important commercial enterprises in HGDM include:

- Dairy - supplies 10% of all milk consumed in South Africa, and 35% of Clover's total milk intake.
- Cash crops such as maize and potatoes, and
- Beef Farming. Poverty and poor farming methods, amongst other reasons, have led to loss of high potential agricultural areas.

Between 2009 and 2019, the agriculture sector experienced the highest positive growth in 2017 with an average growth rate of 29.0%. The mining sector reached its highest point of growth of 12.8% in 2010. The agricultural sector experienced the lowest growth for the period during 2016 at -9.3%, while the mining sector reaching its lowest point of growth in 2018 at -11.5%. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period.

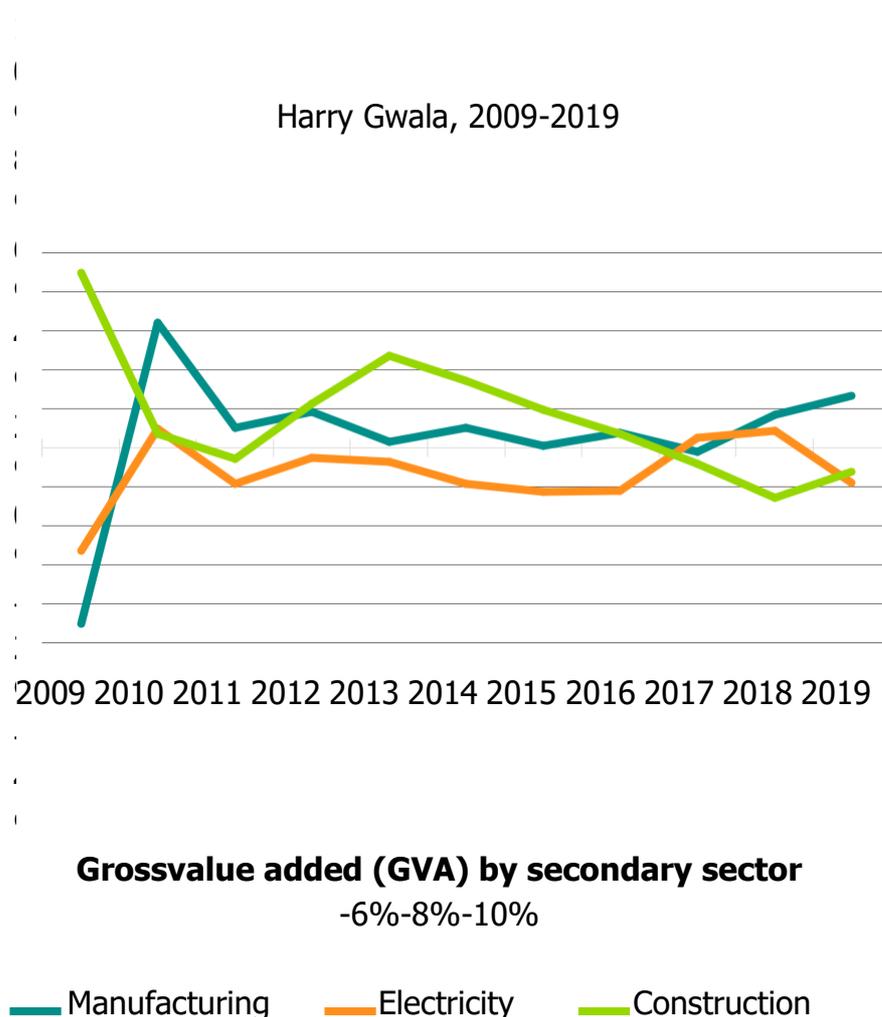
The district also enjoys suitable conditions for a wide array of agricultural products including field crops (maize, soybean) and vegetables, livestock (beef and milk) as well as sugarcane around the Ixopo/Highflats area. The soil and climatic conditions in Harry Gwala are suitable for potato farming making 44% of gross value of vegetable production. There is an opportunity in making flour from sweet potatoes. Some of the key issues relating to agricultural assessment are highlighted below:

- Recently, there has been a slight decline in the agricultural output within the district.

- This may have been caused by uncertainties surrounding land reform.
- There is also an issue of lack of skills from the land reform beneficiaries; and
- Poor infrastructure and underdevelopment of Traditional Authority areas has also played a role in the decline of agricultural output.

## Secondary Sector

The secondary sector consists of three broad economic sectors namely the manufacturing, electricity and the construction sector. The following chart represents the average growth rates in the GVA for these sectors in Harry Gwala District Municipality from 2009 to 2019.



*Source: IHS Markit Regional eXplorer version 1946*

Growing demand for timber with most of the land that is arable for forestry provides an economic growth opportunity and business incubator programs for SMMEs in timber production. The Durban harbour provides access to local maize

farmers in terms of exportation of produce. Adequate investment in infrastructure, business networks and viable transport access will ensure a boom in agro-processing and an increase in job creation.

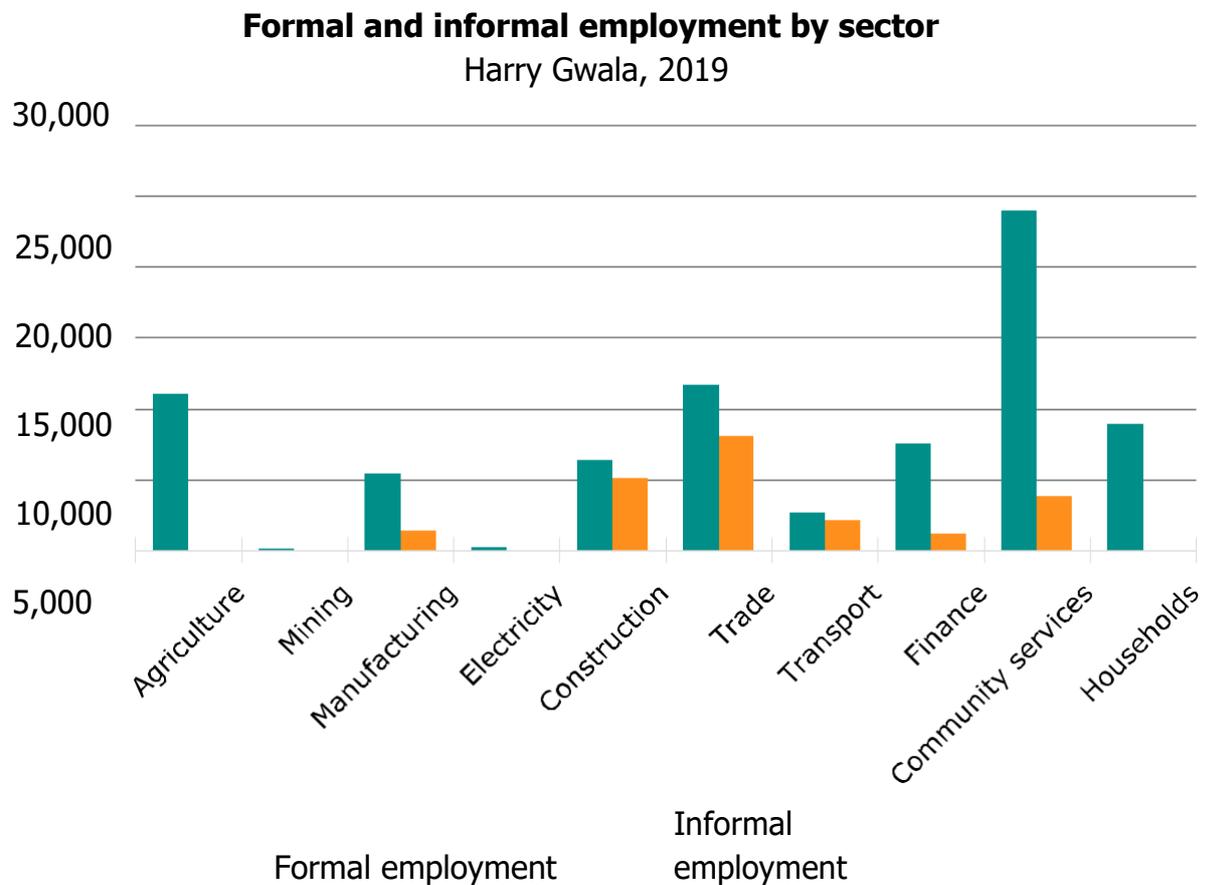
### Tertiary Sector

The tertiary sector consists of four broad economic sectors namely the trade, transport, finance and the community services sector. The following chart represents the average growth rates in the GVA for these sectors in Harry Gwala District Municipality from 2009 to 2019.

The trade sector experienced the highest positive growth in 2010 with a growth rate of 5.0%. The transport sector reached its highest point of growth in 2014 at 3.3%. The finance sector experienced the highest growth rate in 2011 when it grew by 5.7% and recorded the lowest growth rate in 2018 at 0.7%.

### Informal Sector

Informal employment in Harry Gwala increased from 21 000 in 2009 to an estimated 21 700 in 2019.



In 2019 the Trade sector recorded the highest number of informally employed, with a total of 7 980 employees or 36.77% of the total informal employment. This can be expected as the barriers to enter the Trade sector in terms of capital and skills required is less than with most sectors. The Finance sector has the lowest informal employment with 1 200 and only contributes 5.50% to total informal employment.

The informal economy in Harry Gwala municipal area is heterogenic, ranging from street traders and shebeen owners to child carers and domestic workers. Informal traders provide a variety of merchandises to their clients that cut across many economic activities. Some of them include barbershops, bead sellers, cardboard collectors, muthi traders, live chicken seller, tailor, dressmaker and hatters, fruit seller, hairdresser, Mr Phone dealer, mealie cookers, newspapers vendors, second hand clothes, shoe repairer, spaza shop with variety of goods, street foods, tavern and shebeen.

The custodians of the informal economy are local municipalities. They have developed informal economy policies with some of them not yet adopted by council. The local municipalities with adopted policies are giving out permits to street vendors. There are designated and zoned areas for street vending. Trainings are conducted with the Department of Small Business Development and SEDA for street traders in local municipalities focusing on basic business and financial management. The District will embark on the process of developing comprehensive Regional Informal Economy Policy by June 2020.

## Service Delivery

### *Water Services*

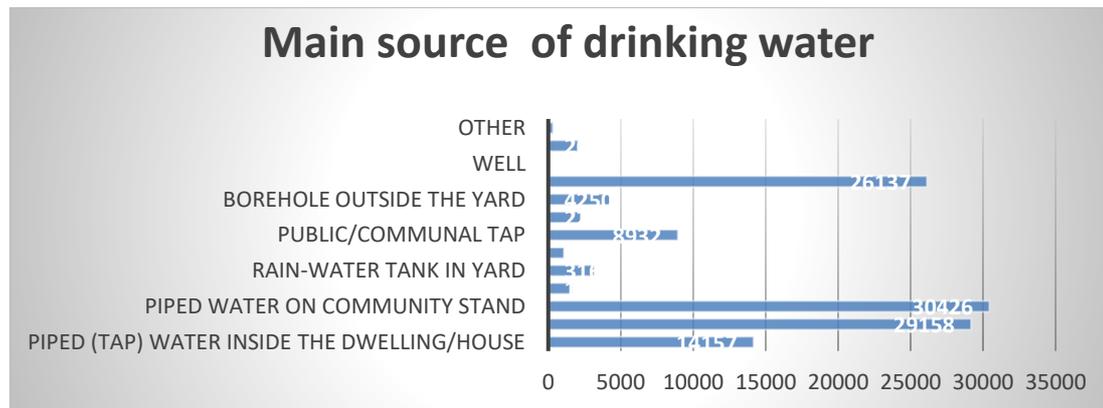
**Harry Gwala District Municipality had a total number of 14 471 (or 12.08%) households with piped water inside the dwelling, a total of 22 476 (18.76%) households had piped water inside the yard and 52 193 (43.56%) households had no formal piped water.**

The regions within Harry Gwala District Municipality with the highest number of households with piped water inside the dwelling is Greater Kokstad Local Municipality with 6 507 or a share of 44.96% of the households with piped water inside the dwelling within Harry Gwala District Municipality. The region with the lowest number households with piped water inside the dwelling is Nkosazana Dlamini-Zuma Local Municipality with a total of 2 081 or a share of 14.38% of the total households with piped water inside the dwelling.

TABLE HOUSEHOLDS BY TYPE OF WATER ACCESS - HARRY GWALA DISTRICT MUNICIPALITY, 2018  
[NUMBER]

	Piped water inside dwelling	Piped water in yard	Communal piped water: less than 200m from dwelling (At RDP-level)	Communal piped water: more than 200m from dwelling (Below RDP)	No formal piped water	Total
Greater Kokstad	6,507	9,958	2,573	1,067	1,459	21,564
Ubuhlebezwe	2,547	4,130	3,240	4,299	12,206	26,421
uMzimkhulu	3,336	3,361	8,520	5,185	24,330	44,732
Nkosazana	2,081	5,027	2,457	3,350	14,199	27,114
Dlamini-Zuma						
<b>Total Harry Gwala</b>	<b>14,471</b>	<b>22,476</b>	<b>16,791</b>	<b>13,900</b>	<b>52,193</b>	<b>119,831</b>

Source: IHS Markit Regional eXplorer version 1946



**2016 community Survey**

## Sanitation

Harry Gwala District Municipality had a total number of 34 600 flush toilets (28.86% of total households), 49 800 Ventilation Improved Pit (VIP) (41.58% of total households) and 32 500 (27.15%) of total household pit toilets. The region within Harry Gwala with the highest number of flush toilets is Greater Kokstad Local Municipality with 12 700 or a share of 36.78% of the flush toilets within Harry Gwala. The region with the lowest number of flush toilets is Nkosazana Dlamini-Zuma Local Municipality with a total of 4 310 or a share of 12.46% of the total flush toilets within Harry Gwala District Municipality.

TABLE HOUSEHOLDS BY TYPE OF SANITATION - GREATER KOKSTAD, UBUHLEBEZWE, UMZIMKHULU AND NKOSAZANA DLAMINI-ZUMA LOCAL MUNICIPALITIES, 2018 [NUMBER]

	Flush toilet	Ventilation Improved Pit (VIP)	Pit toilet	Bucket system	No toilet	Total
Greater Kokstad	12,721	5,421	2,895	44	483	21,564
Ubuhlebezwe	5,191	15,107	5,462	151	511	26,421
uMzimkhulu	12,362	14,695	16,889	80	707	44,732
Nkosazana Dlamini-Zuma	4,311	14,605	7,289	495	413	27,114
<b>Total Harry Gwala</b>	<b>34,584</b>	<b>49,829</b>	<b>32,534</b>	<b>770</b>	<b>2,114</b>	<b>119,831</b>

Source: IHS Markit Regional eXplorer version 1946

## Human Settlements

Harry Gwala District Municipality had a total number of 12 239 (10.21% of total households) very formal<sup>3</sup> dwelling units, a total of 35 909 (29.97% of total households) formal dwelling units and a total number of 23 092 (19.27% of total households) informal dwelling units.

TABLE HOUSEHOLDS BY DWELLING UNIT TYPE - GREATER KOKSTAD, UBUHLEBEZWE, UMZIMKHULU AND NKOSAZANA DLAMINI-ZUMA LOCAL MUNICIPALITIES, 2018 [NUMBER]

	Very Formal	Formal	Informal	Traditional	Other dwelling type	Total
Greater Kokstad	6,593	11,954	1,240	1,730	47	21,564
Ubuhlebezwe	1,831	5,456	5,754	13,329	51	26,421
uMzimkhulu	1,501	11,286	10,932	20,965	48	44,732
Nkosazana Dlamini-Zuma	2,314	7,212	5,167	12,340	81	27,114
<b>Total Harry Gwala</b>	<b>12,239</b>	<b>35,909</b>	<b>23,092</b>	<b>48,364</b>	<b>228</b>	<b>119,831</b>

Source: IHS Markit Regional eXplorer version 1946

*"THE DISTRICT IS CHARACTERIZED BY LARGE POCKETS OF SETTLEMENTS ON INGONYAMA TRUST AND STATE LAND, THUS RESULTING IN THE HOUSING NEEDS BEING PREDOMINANTLY FOR RURAL INTERVENTIONS"*

The region within the Harry Gwala District Municipality with the highest number of very formal dwelling units is the Greater Kokstad Local Municipality with 6 590 or a share of 53.87% of the total very formal dwelling units within Harry Gwala District Municipality. The region with the lowest number of very formal dwelling units is the uMzimkhulu Local Municipality with a total of 1 500 or a share of 12.27% of the total very formal dwelling units within Harry Gwala District Municipality.

The District is characterized by relatively large pockets of settlements on Ingonyama Trust and State Land, thus resulting in the housing needs being predominantly for rural interventions, through normal project application processes or Operation Sukuma Sakhe Program for the more urgent interventions.

---

<sup>3</sup>Very formal dwellings are structures built according to approved plans, e.g. houses on a separate stand, flats or apartments, townhouses, rooms in backyards that also have running water and flush toilets within the dwelling, whilst formal dwellings do not have the services.

## **Waste Management**

Municipalities reported to the StatsSA non-financial census that these domestic and non-domestic consumer units received waste management services in 2018:

<b>Municipality Name</b>	<b>Domestic and Non-Domestic Consumer units receiving Solid waste management services</b>	
	<b>2017*</b>	<b>2018</b>
<b>Dr. Nkosasana Dlamini Zuma Local Municipality</b>	2 204	2 204
<b>Greater Kokstad Local Municipality</b>	10 401	10 401
<b>Ubuhlebezwe Local Municipality</b>	1 411	1 411
<b>Umzimkulu Local Municipality</b>	8 699	8 699
<b>Harry Gwala District Municipality</b>	0	0

The district municipality does not own land as is the case with local municipality and as result does not have its own waste disposal sites. The District reported in its 2020/21 IDP as follows with regard to landfill management:

Municipality	Waste Disposal Facility	Status	Comment
UBuhlebezwe Local Municipality	Not available	Disposes at UMzimkhulu Local Municipality	Harry Gwala District Municipality to provide oversight to waste disposal facilities within the district and provide economical and compliant options
UMzimkhulu Local Municipality	Mankofu Dumpsite	Unlicensed. To be closed and rehabilitated when the new landfill site is operational.  Establishment of new landfill site funded by Department of Environmental Affairs	
Greater Kokstad Local Municipality	Existing Unlicensed landfill site	License for the new landfill site acquired.  Closure license for the existing disposal site available.	
Dr. Nkosazana Dlamini Zuma Local Municipality	Bulwer Landfill site  Creighton landfill site  Underberg Transfer Station	Licensed	

### ***Roads and Transport***

The municipality has a well- developed road network on a national, district, and local scale, but the condition of the majority of the local roads are poor, and access is problematic in wet conditions. The Harry Gwala District Municipality has prepared an Integrated Transportation Plan which will designate roads in need of upgrade thus hopefully improving local movement.

#### **Roads Backlogs**

Local Municipality	No of Km
Greater Kokstad	178km
Dr Nkosazana Dlamini Zuma	389km
UBuhlebezwe	322km
UMzimkhulu	697km
<b>Total</b>	<b>1586km</b>

## Electricity

Harry Gwala District Municipality had a total number of 33 100 (27.61%) households with electricity for lighting only, a total of 68 700 (57.32%) households had electricity for lighting and other purposes and a total number of 18 100 (15.07%) households did not use electricity.

The region within Harry Gwala with the highest number of households with electricity for lighting and other purposes is uMzimkhulu Local Municipality with 26 400 or a share of 38.42% of the households with electricity for lighting and other purposes within Harry Gwala District Municipality. The Region with the lowest number of households with electricity for lighting and other purposes is Ubuhlebezwe Local Municipality with a total of 10 400 or a share of 15.22% of the total households with electricity for lighting and other purposes within Harry Gwala District Municipality.

TABLE HOUSEHOLDS BY TYPE OF ELECTRICAL CONNECTION - GREATER KOKSTAD, UBUHLEBEZWE, UMZIMKHULU AND NKOSAZANA DLAMINI-ZUMA LOCAL MUNICIPALITIES, 2018 [NUMBER]

	Electricity for lighting only	Electricity for lighting and other purposes	Not using electricity	Total
Greater Kokstad	1,289	18,760	1,515	21,564
Ubuhlebezwe	10,109	10,455	5,858	26,421
uMzimkhulu	12,263	26,389	6,079	44,732
Nkosazana Dlamini-Zuma	9,420	13,085	4,609	27,114
<b>Total Harry Gwala</b>	<b>33,081</b>	<b>68,689</b>	<b>18,061</b>	<b>119,831</b>

Source: IHS Markit Regional eXplorer version 1946

## KEY FINDINGS OF THE ABOVE ANALYSIS

- Sparsely populated community.
  - The greater majority of the population is youth.
  - High teenage pregnancy
  - Significant number of households who still do not have access to clean drinkable water supply.
  - Unemployment at 36% which is higher than that of the Province at 34%.
  - Youth unemployment at 44%.
  - 29% of those that are employed earn between R1-R400 and 44.1% have no income at all.
  - A huge number of gender and child headed households characterises our community.
  - A significant number of disabled individuals are found in the district.
  - HIV/ AIDS prevalent
  - Sustainable Local Economic Development initiatives
  - Prone to disasters, especial snow and heavy winds
- Development of Harry Gwala Town



PROFILE: HARRY GWALA DISTRICT MUNICIPALITY

## **2. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT ANALYSIS**

Municipal Transformation and Institutional Development is made up of the functional areas listed hereunder.

### **FUNCTIONAL AREAS**

- Administration (Document Management, Council and Committee Support, Security Services, Cleaning services, Information and Communication Technology, Fleet Management, Facilities Management)
- Labour Relations
- Development of the Institutional Structure
- Performance Management and Development (individual)
- Recruitment, selection, placement and induction
- Training and development
- Benefit administration
- Leave administration
- Employment Equity
- Occupational Health and Safety
- Employee Health and Wellness



## Institutional arrangements



## Institutional structures

The institutional structure of the Harry Gwala District Municipality (HGDM) is divided into two sections, namely **Political** and **Administrative Structure**. The Administrative Structure is responsible for implementation of the Council policies, procedures and by-laws and other related matters and is accountable to the Political Structure.

### Political structure

The centre of the Harry Gwala District Municipality Political Structure is Council, which operates through a number of Committees. The Executive Committee (EXCO) is the Principal Committee of Council, which assists the Council in carrying out its political responsibilities and mandates. A list of the Portfolio Committees that exist in the municipality is listed below:

- Corporate Services Committee
- Budget and Treasury Office Committee

- Infrastructure Services Committee
- Social Services and Development Planning Committee
- Water Services Committee

### Political Structure Composition

COUNCIL COMPOSITION	COUNCILLORS
Mayor	1
Deputy Mayor	1
Speaker	1
EXCO Members	3
Directly Elected Representatives	12
Other Councillors	11
Traditional Leaders	6
	<b>29 Councillors</b>
	<b>6 Traditional Leaders</b>

All Councillors were sworn in the Harry Gwala District Municipality in the inauguration held on 26 November 2021.

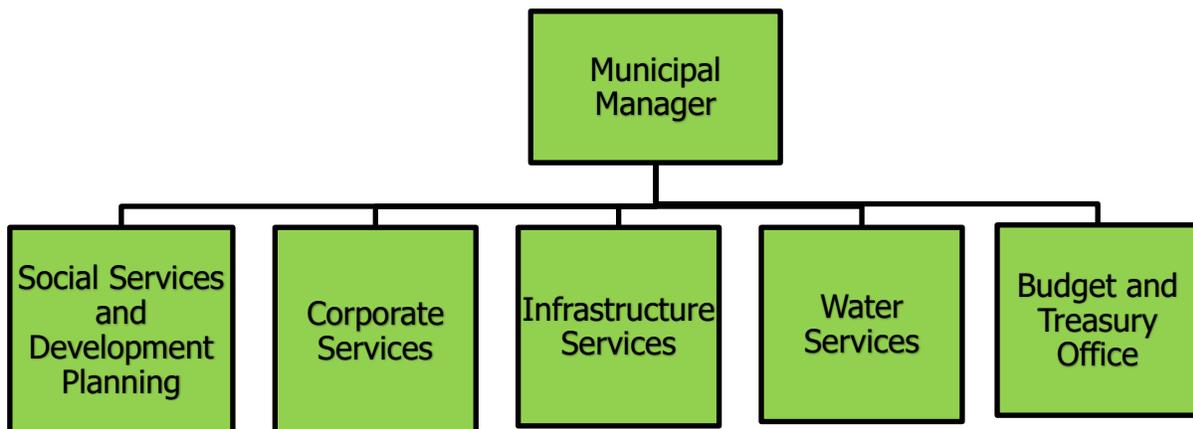
### Powers and Functions

District Councils have to see to the development of their areas as a whole. They must build the capacity of local municipalities in their areas so that the local councils can carry out their functions. District Councils also have to make sure those resources and services are distributed fairly amongst the local municipalities.

These are some of the powers and functions of District Councils:

- To plan for development for the district municipality as a whole.
- Bulk supply of water that affects a large proportion of the municipalities in the district.
- Bulk supply of electricity that affects a large proportion of the municipalities in the district. Bulk sewage purification works and main sewage disposal.
- Waste disposal sites for the whole district council area.
- Municipal roads for the whole district council area.
- Regulating passenger transport services.
- Municipal health services for the whole area.
- Fire-fighting services for the whole area.
- Control of fresh produce markets.
- Control of cemeteries.
- Promoting local tourism for the whole area.
- Municipal public works.

### Organizational Structure / Organogram



#### 3.2.4 Municipal Institutional capacity and status of critical posts

The organizational structure for the 2021/2022 financial year was approved and it reflects that the HGDM has the following six (6) departments:

- Office of the Municipal Manager
- Budget and Treasury Office Department
- Corporate Services Department
- Social Services and Development Planning Department
- Infrastructure Services Department

- Water Services Department

The position of the Municipal Manager (Section 54A) and Managers directly accountable to the Municipal Manager (Section 56) have been filled (the organizational structure is attached for easy reference). The HGDM strives for a 50/50 representation in the appointment of its Section 54A and 56 Managers as depicted below:

<b>POSITION</b>	<b>FILLED / NOT FILLED</b>	<b>GENDER</b>
Municipal Manager	Filled	Female
Chief Financial Officer	Filled	Male
Executive Director: Social Services and Development Planning	Filled	Female
Executive Director: Corporate Services	Filled	Female
Executive Director: Infrastructure Services	Filled	Male
Executive Director: Water Services	Filled	Male

The total vacancy rate in the Municipality is 9,09% (based on the total funded vacant positions):

- Total number of employees 420
- Vacant positions (funded) 111
- Frozen positions (unfunded) 285
- Total positions in the structure 816

Breakdown of the positions per Department:

<b>DEPARTMENT</b>	<b>NUMBER OF POSITIONS FILLED</b>	<b>NUMBER OF VACANT FUNDED POSITIONS</b>	<b>VACANCY RATE PER DEPARTMENT</b>	<b>VACANCY RATE (CALCULATED ON VACANT FUNDED POSITIONS)</b>
Office of the Municipal Manager	22	14 positions	12,61%	12,61%
Budget and Treasury Office	71	4 positions	3,60%	3,60%
Corporate Services	44	7 positions	6,30%	6,30%
Social Services & Development Planning	39	5 positions	4,50%	4,50%
Infrastructure Services	19	6 positions	5,40%	5,40%
Water Services	225	75 positions	67,56%	67,56%

## **HUMAN RESOURCE DEVELOPMENT**

### **OVERVIEW**

By 2030, South Africa needs an education system with the following attributes:

- High-quality, universal early childhood education;
- Quality school education, with globally competitive literacy and numeracy standards;
- Further and higher education and training that enables people to fulfil their potential;
- An expanding higher-education sector that can contribute to rising incomes, higher productivity and the shift to a more knowledge-intensive economy; and
- A wider system of innovation that links universities, science councils and other research and development role players with priority areas of the economy (National Development Plan).

Guided by this imperative, the Harry Gwala District Municipality's Skills Development Section is committed and working towards the realization of the ideals captured in the National Development Plan, the Provincial Growth and Development Strategy; and the Integrated Development Plan (IDP) of the Municipality.

### **REGULATORY FRAMEWORK**

The Constitution sets out the nature, structure, composition and areas of competence of municipalities. It also creates various rights, one of which is the right to "fair labour practices". Part of the interpretation of "fair labour practices" includes fair treatment with regard to provision of training. This is captured in section 186 (2) (a) of the Labour Relations Act.

The Municipal Structures Act provides a framework for the establishment of different types of municipalities. It impacts on skills development in municipalities because skills development within municipalities takes place within the structures defined by the Act.

The Municipal Systems Act provides for core principles, mechanisms and processes that are necessary to enable municipalities to provide essential services that are affordable. It impacts on skills development in municipalities in the following ways:

- It provides for Integrated Development Planning, which feeds into workplace skills planning;

- It provides for performance management in municipalities, which will generate skills development needs;
- It provides for human resource training and development in municipalities, which is the context of skills development; and
- It provides for different service delivery mechanisms, which may generate skills development needs.

The Municipal Finance Management Act introduces provisions for the management of finances in local government institutions. It impacts on skills development in municipalities, in that employees may require training in its provisions and implementation.

The Skills Development Act and regulations provide for a new approach to training and development, which aims to benefit both employers and employees. They impact on skills development in Municipalities in that they set out provisions for:

- Sector skills planning;
- Workplace skills planning;
- Funding of skills development;
- Involvement of trade unions and employee representatives in the skills development processes;
- Learnerships;
- Skills programmes; and
- Reporting on skills development implementation.

The Skills Development Levies Act provides for the levy payment to fund skills development and increase employer investment in skills development. It impacts on skills development in municipalities in that they are required to pay 1% of the monthly remuneration in the form of a levy and may claim back a percentage of this amount in the form of a grant.

The South African Qualifications Authority Act provides a national system for recognition of learning against set standards and the assurance of quality training against these standards. It impacts on skills development in the municipalities in that it creates the mechanisms for municipalities to:

- Identify the standards of learning required in municipalities;

- Participate in the standards-generation process;
- Identify the standards against which employee competence should be measured;
- Ensure that training providers are accredited; and
- Ensure that assessors are registered.

The Human Resources Development Strategy for South Africa has two roles to play: firstly, to ensure that all parts of the state work together in a coordinated way to deliver opportunities for human development, and secondly, to ensure that those who have suffered discrimination in the past are given first place in terms of priorities.

The Department of Co-operative Governance and Traditional Affairs' Capacity Building Strategy commits to assisting local government to improve their capacity. The strategy integrates skills development into all other municipal processes.

### **A SYSTEMATIC APPROACH TO SKILLS DEVELOPMENT**

An approved **Workplace Skills Plan (WSP) for 2021/2022** is in place and is being currently implemented. It was submitted to the Local Government Sector Education and Training Authority (LGSETA) and approved on 22 April 2021. A new Workplace Skills Plan for 2022/2023 and an Annual Training Report for 2021/2022 will be submitted on or before 30 April 2022 to the LGSETA. **Please note the WSP for the following financial year is always submitted in April of the current year.** The Harry Gwala District Municipality has developed a programme to address the skills and competency needs of its Councillors, Traditional Leaders and employees. Programmes included in the Workplace Skills Plan (WSP) are those that respond to the skills gaps identified in the Municipality during the skills audit process and those that are in line with the municipal objectives. However, the Municipality, will from time to time implement programmes that are not included in the WSP as and when necessary.

The Harry Gwala District Municipality is guided by the skills development legislation, which is based on the premise that organizations need to be encouraged to implement a good practice approach to education and training in the workplace if objectives of the legislation are to be met.

The Harry Gwala District Municipality approaches skills development guided by the following principles:

- Building Commitment;
- Planning;
- Implementation; and
- Reporting and Evaluation.

### **Building Commitment**

The Harry Gwala District Municipality ensures that it secures the commitment of senior managers, Councillors, Traditional Leaders and employees to training and development in the workplace. This is done through communication with all stakeholders during the skills audit process and through continuous engagement on skills development with the Skills Development and Employment Equity Committee.

The Municipality utilises the Skills Development and Employment Equity Committee as the consultation platform on skills development. The Skills Development and Employment Equity Committee ensures the following in terms of skills development:

- Assessing and monitoring training needs of the Employees/Councillors/Traditional Leaders and those of the Committee members;
- Assisting in prioritizing the identified training needs of their constituencies;
- Overseeing ongoing communication and feedback on all matters relating to training practices;
- Assessment and evaluation of the Workplace Skills Plan;
- Assessment and evaluation of the effectiveness of training;
- Making recommendations on allocation of training funds to the training programme;
- Reviewing and formulating training and development policies of the Municipality;
- Liaising with the Corporate Services Department on matters relating to skills development activities;
- All recommendations made by this sub-committee shall be submitted to the relevant Committee of the Municipality preferably to the Local Labour Forum; and
- Reports to be submitted to the relevant committees of the Council.

## **Planning**

The skills planning process is locked into the municipal planning and budgeting cycle. A resolution by the South African Local Government Association (SALGA) requires that all municipalities conduct skills audit. The skills audit is a formal assessment of individual competences against organizational and job requirements. The information obtained from the skills audit is used to complete the Workplace Skills Plan, which is submitted annually (April each year) by the Harry Gwala District Municipality to the LGSETA.

The Harry Gwala District Municipality annually conducts a skills audit involving the following steps:

- Identifying skills needs;
- Identifying the skills employees have; and
- Identifying the skills gaps.

The Harry Gwala District Municipality prioritized the following skills areas for the next five years, which are in line with the LGSETA Sector Skills Plan:

- Management/Leadership Skills
- Project Management/Planning Skills
- Client Service Skills
- Disaster Risk Management programme
- Financial Management Skills
- Support Services Skills
- Administration Skills
- Policy Development Skills
- Information and Communication Technology Skills
- Specialist Technical Skills
- Life Skills and Basic Education Skills
- Training Skills
- Computer Literacy Skills
- Plumbing Skills
- Plant Operating Skills
- Local Economic Development Skills
- Asset Management Skills
- Risk Management Skills

## **MUNICIPAL SKILLS GAPS 2021/2022**

The municipality conducted a skills audit process in the year 2021/2022, it was to determine skills gaps in the municipality, which will be addressed in the 2022/2023.

### **Technical Skills (Infrastructure Services and Water Services)**

In order to be an effective Water Services Authority and Provider, the Municipality needs technical skills to develop and maintain infrastructure in the form of project management, water reticulation, and water and waste water process control. The following skills shortages were identified:

- Further Education and Training Certificate in Water Purification Processes
- National Certificate in Plumbing: FET Phase (Trade Test)

The following interventions are planned for the financial year 2022/2023:

- Further Education and Training Certificate in Water Purification Processes
- National Certificate in Plumbing: FET Phase (Trade Test)

### **Support Services Skills (Corporate Services)**

In order to provide support services to all departments in the municipality, there is a need for skilled support services in the Corporate Services Department. The following skills gaps were identified:

- Human Resource Skills Update
- Skills Development
- Labour Law
- Contract Management
- Human Resources Information and System (PayDay)
- Communication Skills

The following training interventions were implemented successfully in the 2021/2022 municipal financial year:

- Asset Management
- Risk Management
- Report Writing and Minute Taking
- Supply Chain Management
- Essentials of Digital Media Management
- Municipal Governance for Councillors
- Labour Relations Symposium
- Municipal Finance Management Programme
- Payday Leave Module and report Writing
- Payday Basic Principles of Payroll
- Talent Management
- COBIT Foundation
- Windows Server 2016
- IIA Annual Training
- The Safe Handling of Chlorine
- Recognition of Prior Learning Plumbing Trade Test (Assessment)
- Computer Training

The following training interventions are planned for the 2022/2023 financial year:

1. Disaster Risk Management NQF Level 5
2. Municipal Finance Management Programme
3. Risk Management
4. ODETDP
5. GRAAP
6. Public Participation
7. Municipal Governance
8. Councillor Practice
9. Internal Audit Training
10. Supply Chain Management Training
11. Executive Office Management
12. Payday
13. Advanced driving
14. Post-Graduate Diploma in Labour Law/Relations
15. COBIT 5
16. Electronic Records Management

17. Computer Literacy
18. Contracts and Service Level Agreement Management
19. Paralegal Studies
20. Financial Management
21. COVID-19 training
22. Health and Safety Training

### **Financial Skills (Budget and Treasury Office)**

In order for the municipality to provide effective and efficient financial assistance to the operations of the municipality, a skilled financial workforce is essential. The following skills shortages were identified:

- Municipal Finance Management Skills
- Supply Chain Management Skills
- Payroll Management Skills
- Credit Management Skills
- Bank and Grants Reconciliation Skills
- Financial Information Systems Skills

The following training interventions are planned for the 2022/2023 financial year:

- Payroll Management
- Credit Control training
- Supply Chain Management training
- Revenue training
- Asset Management training

### **General and Office Management Skills (Office of the Municipal Manager)**

In order to ensure an effective strategic planning approach by senior management and legislators, there is a need for skills support services for the municipal leadership. The following skills shortages were identified:

- Risk Management
- Advanced Driving
- Compliance Management
- Internal Audit Skills
- Municipal Governance

- Advanced Computer Literacy

The following training interventions are planned for the 2022/2023 financial year:

- IIA Training Intervention
- Risk Management
- Information Record Keeping
- Office Administration

### **Social Services Skills (Social Services and Development Planning)**

Since our municipality is also tasked with environmental management, disaster management, strategic planning and town planning for the whole District; it becomes incumbent that employees need to be competent in these skills. The following skills shortages were identified during the skills audit process:

- Disaster Risk Management

The following interventions are planned for the 2022/2023 financial year:

- Disaster Risk Management

### **Implementation**

The Harry Gwala District Municipality utilises the following learning programme options to skill Councillors, Traditional Leaders, management, employees, and unemployed people:

- Learnerships
- Skills Programmes
- Credit-bearing Short Courses
- Non-credit-bearing short courses
- Apprenticeships
- Bursaries
- Internships

Then implementation involves scheduling training, keeping records, preparing monthly reports and other strategic and administrative tasks.

## **Reporting and evaluation**

The Harry Gwala District Municipality reports skills development initiatives to the Office of the Premier (OTP), Department of Co-operative Governance and Traditional Affairs (COGTA), SALGA, LGSETA, Council, Executive Committee, Portfolio Committee, Local Labour Forum, Skills Development and Employment Equity Committee, Management Committee; and the community through quarterly municipal newsletters.

Post-training evaluation procedures are in place to assist Line Managers and Section Heads to measure and comment on training effectiveness (ROI = Return on Investment). The process is monitored closely.

## **Scarce Skills**

The LGSETA identified the following as the strategic focus areas in their Sector Skills Plan:

- Infrastructure and service delivery
- Financial viability
- Community Based Participation and Planning
- Management and Leadership
- Workplace training systems
- Adult Education and Training (AET) and foundational learning (remains a fundamental priority area as it defines the employee's ability to access further education and training and opportunities and career pathing) and Recognition of Prior Learning (RPL).

## **HUMAN RESOURCE STRATEGY**

The Harry Gwala District Municipality adopted its reviewed Human Resource Strategy on 27 May 2021 so as to consolidate the solid gains of the last five years and offer better quality services and performance such as exemplary political and administrative governance, it is crucial to build human resource capital to support the needs of the five-year IDP. The Municipality will embark on the review of the strategy as the new term of Council commenced in November 2021.

The strategy will ensure that the municipality has the right number of people, the right kinds of the people, in the right places, at the right time doing things that are economically most useful for the municipality. The Human Resource Strategy also deals with demands such as those posed by the implementation of the Skills Development Act, other labour legislation including programmes and policies related to the HIV/AIDS pandemic. The strategy is reviewed together with other municipal policies every financial year. The Harry Gwala District Municipality has managed to make solid gains in terms of its recommendations in the Human Resource Strategy by employing skilled individuals within the respective departments i.e. Water Services, Infrastructure Services, Budget and Treasury, etc. The plan to implement the strategy was also approved on 27 May 2021.

## **HUMAN RESOURCE PLAN**

The Implementation Plan contains *only* those interventions that were prioritised and budgeted for in the current annual budget. Progress against the plan and the performance indicators will need to be monitored. The impact and effectiveness of each of the interventions must be measured and if necessary corrective action taken and interventions made to direct human resource activities towards their objectives. The following monitoring and evaluation mechanisms will be utilised to measure effective implementation of the Human Resource Strategy roll-out plan:

- Organizational Structure;
- Recruitment and Selection;
- Workplace Skills Plan and Annual Training Report;
- Capacity Building of Councillors, Traditional Leaders and Employees;
- Monthly management reporting;
- Leave Reconciliation;
- Labour Forum;

- Integrated Health and Wellness Plan;
- Occupational Health and Safety;
- Employment Equity Reporting; and
- Skills Development and Annual Reporting.

The LGSETA through its funding has offered training on wastewater and water treatment at lower NQF Levels at their own cost. As part of beneficiaries to the training, we have also included the unemployed so that they could benefit from the training programmes.

In addressing some of the recommendations in the Human Resource Strategy, the Municipality implemented these training interventions during 2021/2022:

<b>Beneficiaries</b>	<b>Occupational Category</b>	<b>Name of intervention</b>	<b>Type of Intervention</b>
5 interns	Clerical	<ul style="list-style-type: none"> <li>• Municipal Finance Management Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Learnership</li> </ul>
1 employee	Professionals	<ul style="list-style-type: none"> <li>• Business Continuity Management</li> </ul>	<ul style="list-style-type: none"> <li>• Workshop</li> </ul>
1 employee	Professionals,	<ul style="list-style-type: none"> <li>• CPMD</li> </ul>	<ul style="list-style-type: none"> <li>• Learnership</li> </ul>
45 employees (Water Services)	Elementary Workers	<ul style="list-style-type: none"> <li>• Chlorine Handling Training</li> </ul>	<ul style="list-style-type: none"> <li>• Short Course</li> </ul>
7 employees	Professional, Clerical and Administration	<ul style="list-style-type: none"> <li>• Payday Training</li> </ul>	<ul style="list-style-type: none"> <li>• Short Course</li> </ul>
4 employees	Clerical and Administration	<ul style="list-style-type: none"> <li>• Minute Taking and Report Writing</li> <li>• Coordination of Virtual Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Workshop</li> </ul>
10 Councillors	Legislators	<ul style="list-style-type: none"> <li>• Municipal Governance</li> </ul>	<ul style="list-style-type: none"> <li>• Learnership</li> </ul>

6 employees	Professionals and Clerical	<ul style="list-style-type: none"><li>• Local Government Supply Chain Capacity Building</li></ul>	<ul style="list-style-type: none"><li>• Skills Programme</li></ul>
-------------	----------------------------	---	--

The following bursaries were awarded in the first and second semester of 2021 academic year:

<b>Name of the programme</b>	<b>Number of beneficiaries</b>	<b>Department</b>	<b>Institution</b>
Bachelor of Public Administration	2	Corporate Services	MANCOSA
Bachelor of Art in Public Governance	1	Office of the Municipal Manager	North West University
Post Graduate Diploma in Information Technology Management	1	Corporate Services	MANCOSA
Post Graduate Diploma in Business Management	1	Water Services	MANCOSA
Bachelor of Commerce in Supply Chain Management	1	Budget and Treasury Office	MANCOSA
Advanced Certificate in Management Studies	1	Budget and Treasury Office	MANCOSA
Bachelor of Arts Honours in Development Studies	1	Social Services and Development Planning	UNISA
Master of Philosophy in Internal Auditing	1	Office of the Municipal Manager	University of Pretoria

<b>Name of the programme</b>	<b>Number of beneficiaries</b>	<b>Department</b>	<b>Institution</b>
Bachelor of Commerce in Information Technology Management	1	Corporate Services	MANCOSA
Master of Commerce in Development Finance	1	Budget and Treasury Office	University of Cape Town
Bachelor of Commerce in Financial Management	1	Budget and Treasury Office	MANCOSA
Advanced Diploma in Business Management	1	Office of the Municipal Manager	MANCOSA
Higher Certificate in Water and Waste Water Purification	1	Water Services Department	Berea Technical College

The Municipality experienced a very low staff turnover rate. In its efforts to retain employees, the Municipality offered bursaries for both undergraduate and postgraduate studies to its employees. Other retention strategies were those of providing training to employees; constant sitting of the Management Committee, Departmental Management Committee and Departmental meetings in order to communicate goals and objectives as well as ensuring that the vision and mission of the Municipality is known to each and every employee of the Municipality; and offering tools of trade for better performance e.g. laptops with 3G cards, mini tablets, subsidized motor vehicle allowance, cellphone allowance, etc.

### Employee retention rate

Currently, the Harry Gwala District Municipality has a staff complement of 420 employees. In the past year, there were nine (9) employees that left the institution due to resignation, death, retirement and contracts that expired.

### Retention rate calculation

Number of stayers	<i>Divided by</i>	Number of personnel at beginning of period	<i>Times 100</i>	<i>Equals</i>	Your retention rate
( 420	÷	402 )	X 100	=	<b>104%</b>

### Turnover Rate calculation

Number of leavers	<i>Divided by</i>	Number of people employed	<i>Times 100</i>	<i>Equals</i>	Your turnover rate
( 09	÷	420 )	X 100	=	<b>2.1%</b>

### Staffing and remuneration

The Job Evaluation process commenced in all regions in the KwaZulu-Natal Province. The Job Evaluation seeks to address all staffing, grading and remuneration matters in municipalities. The Harry Gwala District Municipality (HGDM) falls under Region 2 (City of Umsunduzi), which has a Job Evaluation Committee that is functional. The Chairperson of the Job Evaluation Committee currently works for Umngeni Municipality. The Job Evaluation process for Harry Gwala District Municipality was finalized and the Final Outcomes Report was presented to the Municipality in November 2019. The Municipality has implemented the T.A.S.K. System for all levels in the Municipality in August 2021.

### **Succession planning**

The Municipality views the development of succession and career management plans for employees as of critical importance, save to say that the successful implementation of such will need working hand-in-hand with both the Political and Administrative Structures. The aim is to prepare a pool of candidates within the municipality so that when there is a departure of management, the organization will not be left in a vacuum nor collapse as a result of that. As the contracts of senior management approach expiry, it is imperative that the Municipality engages meticulously in succession planning.

### **Employment Equity**

The Employment Equity Act dictates that all work places must promote equity in terms of gender, race and disability.

The Employment Equity Act stipulates that every employer should have an **Employment Equity Plan** in place, which must contain affirmative action measures, objectives for each year of the plan, and numerical goals for achieving equitable representation. The Employment Equity Plan of Harry Gwala District municipality was reviewed and was adopted by the Council on 27 May 2021. The Municipality will embark on the review of the Employment Equity Plan as the new term of Council commenced in November 2021.

The Employment Equity Plan broadly aims to:

- Foster diversity in the workplace;
- Eliminate all forms of unfair discrimination;
- Ensure that all the people of South Africa are equitably represented in the HGDM environment;
- Prepare the ground for effective change through appropriate and ongoing investment in training and development;
- Prohibit and combat unfair discrimination and harassment among employees; and
- Provide reasonable facilities to designated groups, in particular people with disabilities.

### **Planned targets for Council employment ratios that reflect the demographics of the HGDM community**

The Harry Gwala District Municipality reviewed and approved its Employment Equity Plan on 27 May 2021. The Employment Equity Report of HGDM was completed in the 2020/2021 reporting period, which started on 1 October 2020 to 30 September 2021. After completing the report, it was submitted to the Department of Labour on 13 January 2022.

Below is the current municipal employee profile in the HGDM:

African	97,16%
Coloured	2,13%
Indians	0,24%
Whites	0,47%
People with Disabilities	0,74%

### **Employee Wellness Programmes**

The Council of HGDM adopted an Integrated Health and Wellness Strategy, which aims to improve the quality of life of all employees by providing support and helping to alleviate the impact of everyday work and personal and family problems. Employee Wellness is a strategic approach that is workplace-based and directed at the improvement of the quality of life of employees and their families.

The Employee Wellness Programme recognizes that short-term personal and psychological related problems may adversely affect an employee's well-being and ability to effectively execute their functions. It is further imperative that involvement in the programmes does not jeopardize an employee's job security, compensation, promotional opportunities and / reputation, hence the need to have an integrated and well planned policy to govern implementation.

### **HIV/AIDS**

The management of HIV/AIDS is an important challenge facing every organization in South Africa. The HGDM has determined that HIV/AIDS will have an impact on the following risk areas: operations, supplier risk, legal risk and health risk. While all these risks are under further investigation, the HGDM will have to adopt the following core principles as the primary basis for a HIV/AIDS policy and action plans:

- To continuously assess risks posed by HIV/AIDS;
- To limit the number of new infections amongst employees;
- To ensure that employees living with HIV/AIDS are aware of their rights and that their rights are respected and protected; and
- To provide care and support to employees living with HIV/AIDS.

Fulltime employees who are Peer Educators have shown passion and willingness to assist the HIV positive colleagues. The specific cost implications of the pandemic on the HGDM

employees has not yet been determined but is estimated to have a severe impact that necessitates prompt action to limit the organizational risk linked to HIV/AIDS. Ongoing education programmes have been initiated to create awareness.

HIV/AIDS awareness and information kiosks have been embarked upon. Employees have been encouraged to go for HIV Testing Services (HTS) where the pre-test counselling, actual testing and post-test counselling are conducted.

### **Information and Communication Technology (ICT)**

The Municipality has a fully-fledged ICT Unit. ICT is a strategic and a business enabler of the Municipality. Currently, the Unit is composed of ICT Manager (vacant), Senior IT Officer, ICT Security Officer, 2x IT Support Officers (1 vacant), Systems Administrator, and Administrator (Network and Server). The municipality reviews the ICT Policies, Procedures and ICT Governance Framework on an annual basis. The ICT Unit also conducts policy workshop to Councillors, Traditional Leader and employees and have established a network drive where all ICT policies are accessible. All ICT projects are monitored and reported to the ICT Steering Committee on a quarterly basis.

In 2021/2022 financial year, the Municipality upgraded the ICT infrastructure by procuring a backup server for the financial system (Solar) in order to implement the testing of the ICT Disaster Recovery and Business Continuity plans. During the level five (5) lockdown period (which was as a result of COVID 19) , the ICT Unit made means for employees to be able to work from home by providing virtual platforms, rolling out of laptops and third-generation (3G) internet routers. This enabled the municipality to continue with its normal business activities under trying times.

As a business enabler, this unit needs to ensure that all software products being used by the municipality is licensed correctly and timeously. All software licenses are procured on an annual basis and the licensing of software forms part of the municipal Service Delivery Budget Implementation Plan (SDBIP). In addition, ICT security awareness is part of the SDBIP under ICT projects.

The ICT Steering Committee is functional and sits every quarter to advise and apprise the Municipality on all ICT related issues. With the assistance of the Risk Management and Internal Audit Units, the ICT Audit Action plan and Risk Register are updated regularly and presented to the ICT Steering Committee on a quarterly basis. As a part of their daily functions, the ICT personnel reviews the AG Action plan to monitor the progress made, timelines and the completeness of the accompanying evidence of each action on the plan.

## **ARCHIVES AND RECORDS MANAGEMENT**

Records management is a process of ensuring the proper creation, maintenance, use and disposal of records to achieve efficient, transparent and accountable governance. Sound records management implies that records are managed in terms of an organizational records management programme (file plan) governed by an organizational records management policy.

According to the KwaZulu-Natal Archives Act, the Records Management Unit is responsible for the proper management and care of records whilst still in the custody of governmental bodies in KwaZulu-Natal. To facilitate this, this unit is responsible for:

- The design, approval and implementation of records classification systems;
- The disposal of records; and
- The inspection of records.

Section 13(2)(a) of National Archives and Records Service Act of 1996 states that no public record shall be transferred, destroyed or otherwise disposed of without prior authorization of the National Archivist. The Municipality has an approved Access to Information Manual, which was approved by Council and the South African Human Rights Council (SAHRC). The Manual indicates who the Chief Information Officer of the Municipality and delegation thereof, and processes to be followed when the community wants to access records, which are at the disposal of the Municipality.

### **Electronic Document Management System (EDMS)**

Harry Gwala District Municipality is using Orbit Electronic Document Management System (EDMS) which is a module integrated in the eVenus system. The system is well-recognized as it used by most municipalities including Greater Kokstad and UMzimvubu Local Municipalities. The system has now been installed in other Units within the Harry Gwala District Municipality.

The municipality implements an electronic document management system, which will make it easy to access information and ensure safe record keeping for a longer period of time.

### **Objectives of Records Management**

- Efficient and reliable management of information;
- Well managed records support sound decision making and good governance;
- Easy access to information; and
- Documenting significant events and preserving historically and culturally important records.

### **PROTECTION OF PERSONAL INFORMATION ACT (POPI ACT)**

One of the most important pieces of legislation with regards to records management is Protection of Personal Information Act (POPI Act). The Municipality is in a process of incorporating the POPI Act into our Promotion of Access to Information Act (PAIA) Manual.

The POPI Act was promulgated in order to promote the protection of personnel information processed by public and private bodies. The Act introduces certain conditions so as to establish minimum requirements in terms of processing of personal information. It also provides for the establishment of an information regulator to exercise certain powers, and to perform certain duties and functions in terms of this Act and the Promotion of Access to Information Act, 2000. It further provides for the issuing of codes of conduct and the regulation of flow of personal information thereof.

## **AUDITOR GENERAL CONCERNS**

The Harry Gwala District Municipality received its final audit report for 2020/2021 financial year on the 17<sup>th</sup> November 2021. The Municipality developed an action plan, which seeks to address Auditor General's findings for 2020/2021. The audit action plan will be submitted to the Executive Committee and Council for reporting purposes. Progress on implementation will be submitted to the ICT Steering Committee, Corporate Service Committee, Executive Committee and Council throughout the 2021/2022 financial year up until the Municipality receives another Auditor General report.

### **Key challenges identified include the following:**

- Information Technology Security Management;
- User Access Management;
- Information Technology Service Continuity;
- Program Change Management; and
- Electronic Funds Transfer Review.

**SWOT ANALYSIS FOR MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT:**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Functional Council and its Committees</li> <li>• Functional IGR Forum</li> <li>• Functional ICT Steering Committee</li> <li>• Functional Municipal Public Accounts Committee (MPAC), Audit Committee, and Risk Management Committee</li> <li>• Human Resource policies are in place</li> <li>• Organizational structure approved</li> <li>• Safety standards in place</li> <li>• Training and development of Councillors, Traditional Leaders and employees</li> <li>• Bursary for employees</li> <li>• Employment Equity Plan in place</li> <li>• Vehicle tracking system in place</li> <li>• Council adopted retention and scarce skills policy</li> <li>• Council adopted Integrated Health and Wellness Strategy</li> <li>• Council adopted Human Resource Plan/Strategy</li> <li>• Continuous upgrade of ICT infrastructure</li> <li>• Publication of newsletters</li> <li>• Business Continuity Plan (ICT)</li> <li>• Disaster Recovery Plan</li> <li>• Disaster Recovery site</li> <li>• Backing-up of information</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining sound and effective labour relations</li> <li>• Employee benefits</li> <li>• Retention of critical scarce skills</li> <li>• Succession planning and career pathing</li> <li>• Cascading performance management to levels just below s54A &amp; 57 Managers</li> <li>• Inadequate office accommodation or space</li> <li>• Shortage of yellow fleet</li> <li>• Lack of technical skills</li> <li>• Failure to fill in positions within a specified period</li> <li>• Full functionality of the District Development Model Hubs</li> </ul>
<ul style="list-style-type: none"> <li>• <b>OPPORTUNITIES</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>THREATS</b></li> </ul>

<ul style="list-style-type: none"><li>• Capacitation of community members through offering of bursaries and training in technical fields.</li></ul>	<ul style="list-style-type: none"><li>• Private sector competitive salaries and wages</li><li>• Upper limits payable to Municipal Managers and Managers accountable to the Municipal Manager</li><li>• Amendment of legislation</li></ul>
---	---

### **HARRY GWALA DISTRICT MUNICIPALITY FULL ORGANOGRAM**

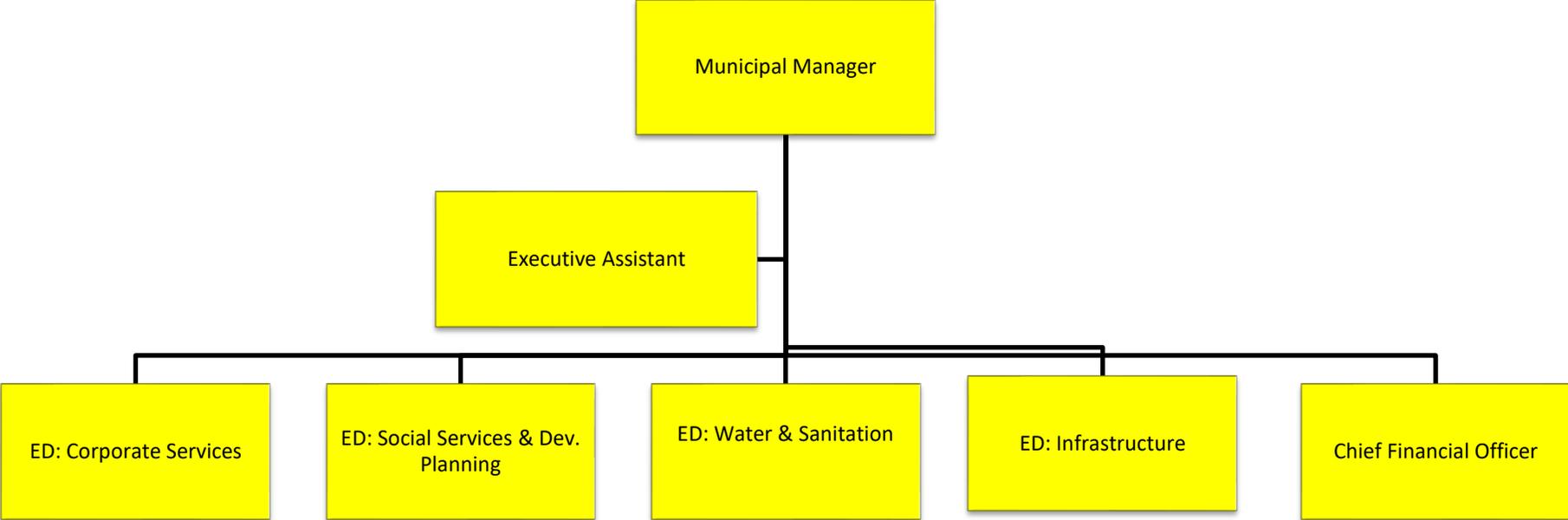
Positions that have been filled are indicated with the **Yellow** box.

Positions that have not been filled are indicated with the **Red** box

### **HARRY GWALA DISTRICT MUNICIPALITY ORGANIZATIONAL STRUCTURE**

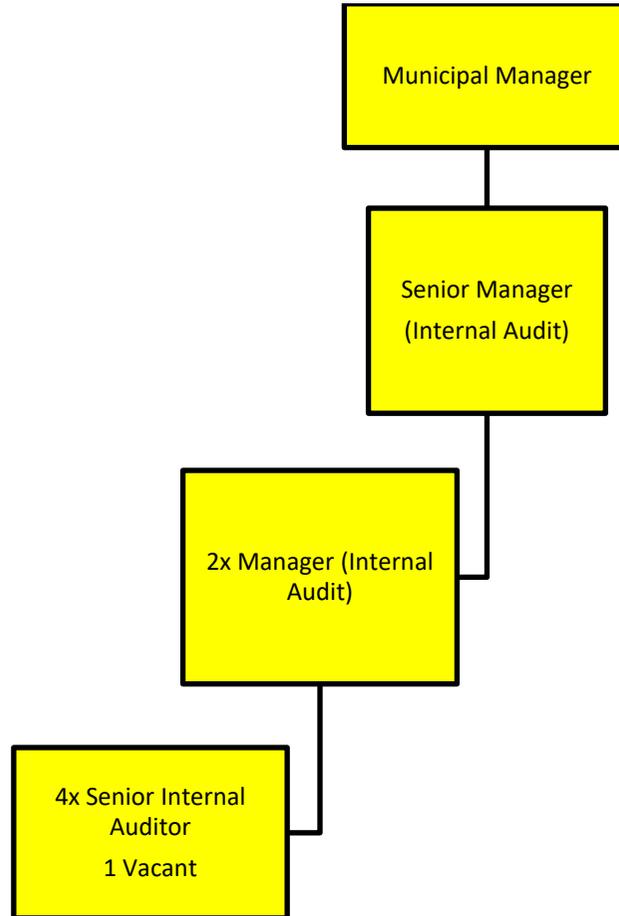
2021-2022

**TOP STRUCTURE**



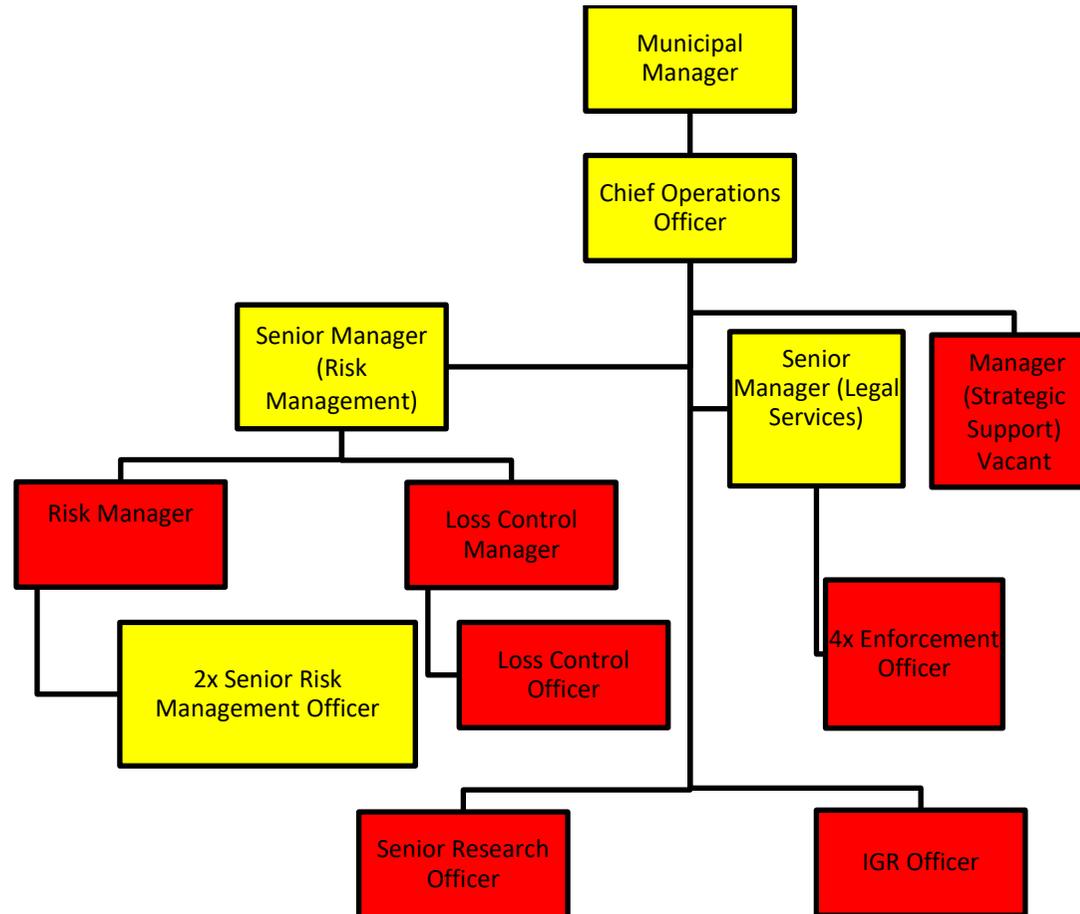
7 filled

**OFFICE OF THE MUNICIPAL MANAGER**



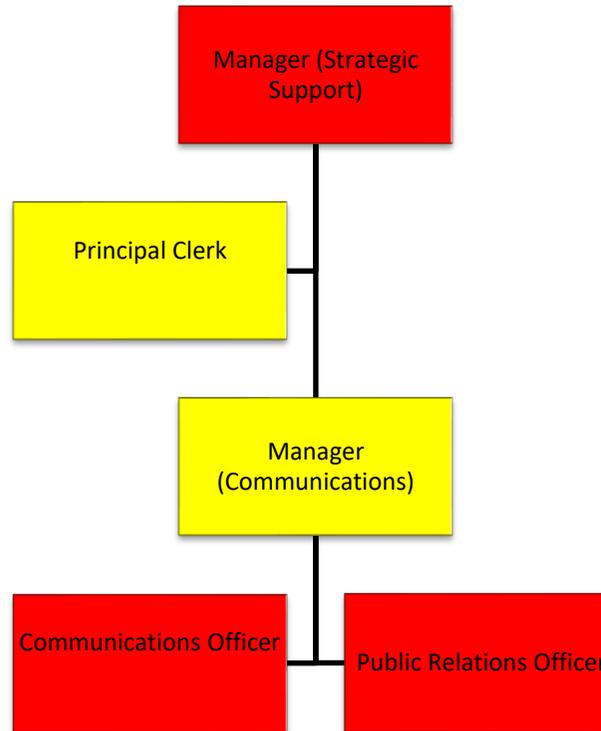
6 filled (excl. MM)  
1 vacant

### OFFICE OF THE MUNICIPAL MANAGER



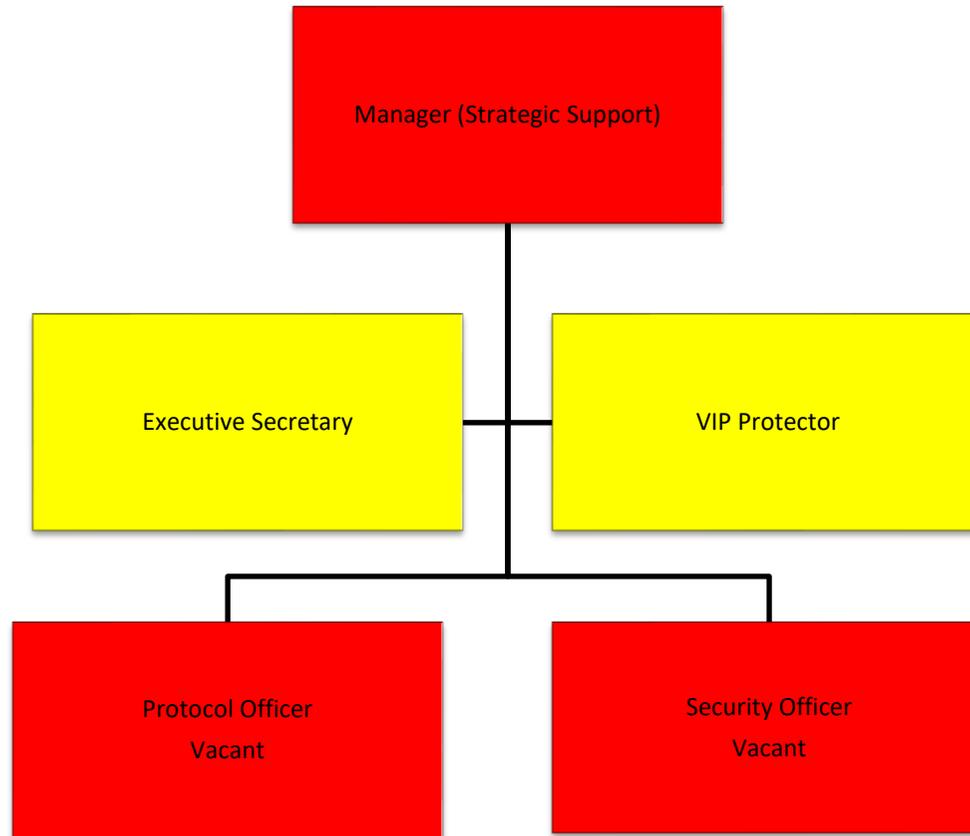
5 Filled (Excl MM)  
10 Vacant

**STRATEGIC SUPPORT: COMMUNICATIONS SECTION**



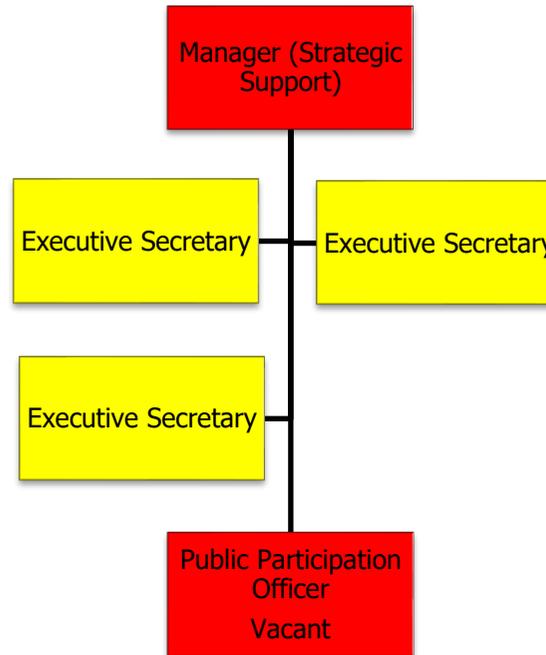
2 FILLED (EXCL. MNGR. STRATEGIC SUPPORT)  
2 VACANT

**STRATEGIC SUPPORT SECTION: MAYOR'S OFFICE**



2 FILLED (EXCL. MNGR. STRATEGIC SUPPORT)  
2 VACANT

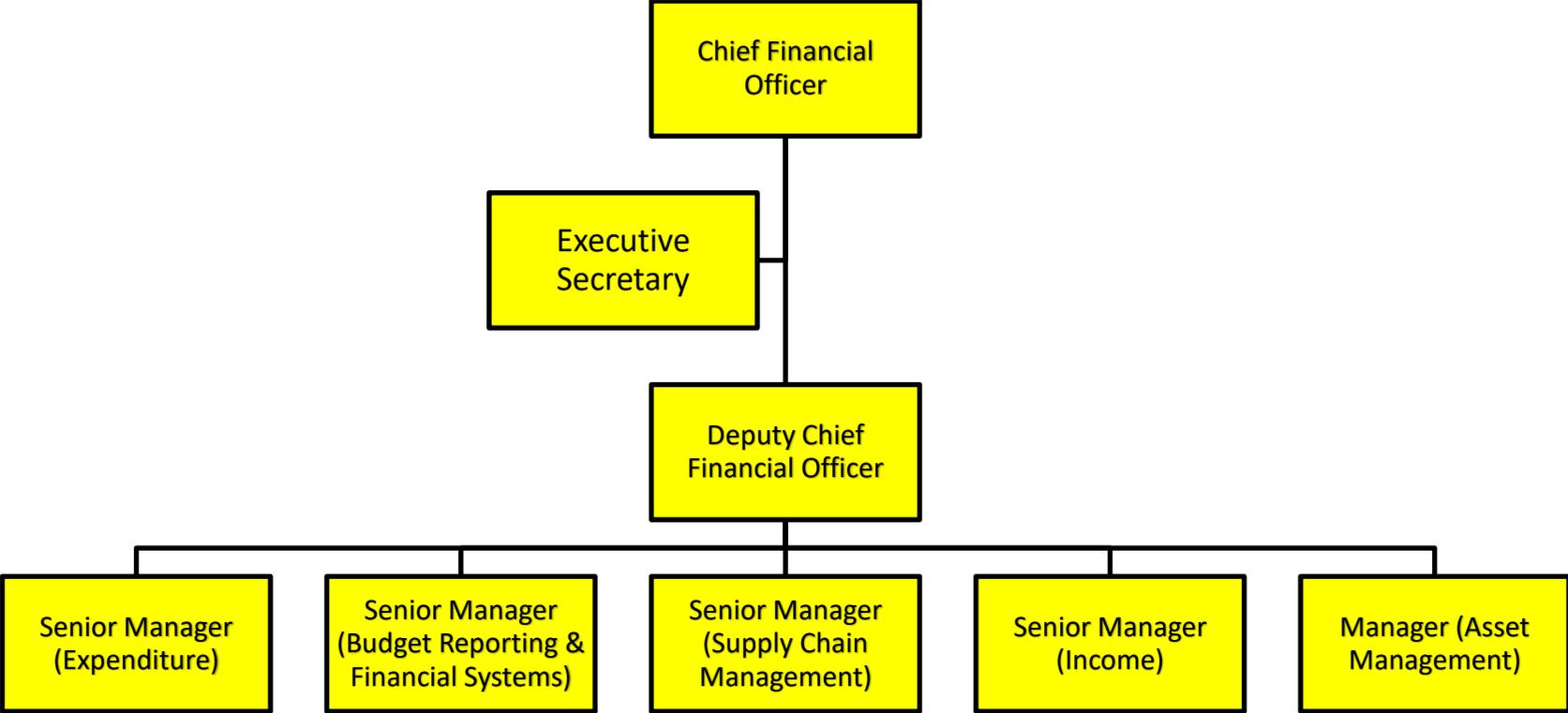
**STRATEGIC SUPPORT SECTION: SPEAKER'S & EXCO'S OFFICES**



3 FILLED (EXCL. MNGR. STRATEGIC SUPPORT)

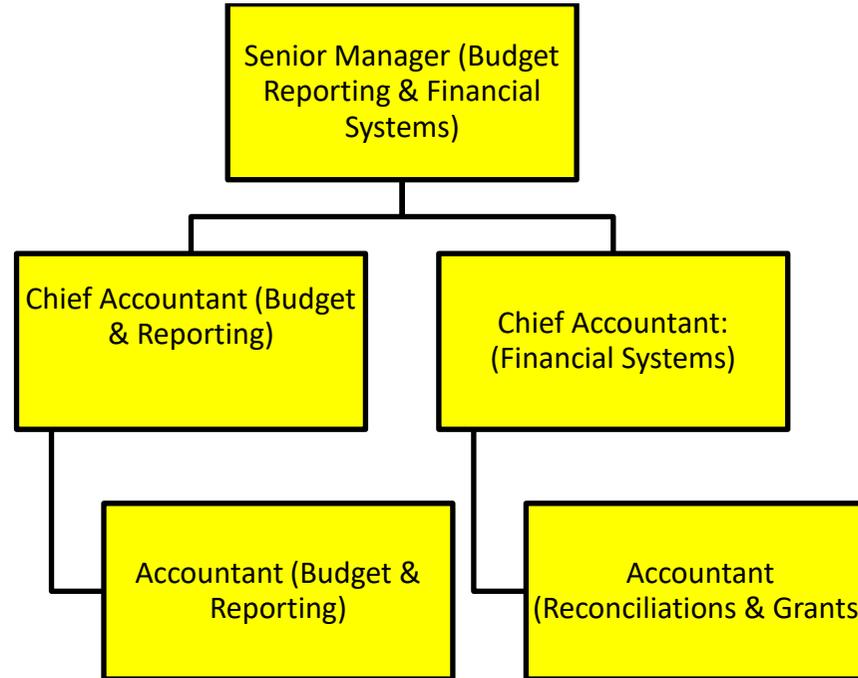
1 VACANT

**TOP STRUCTURE**



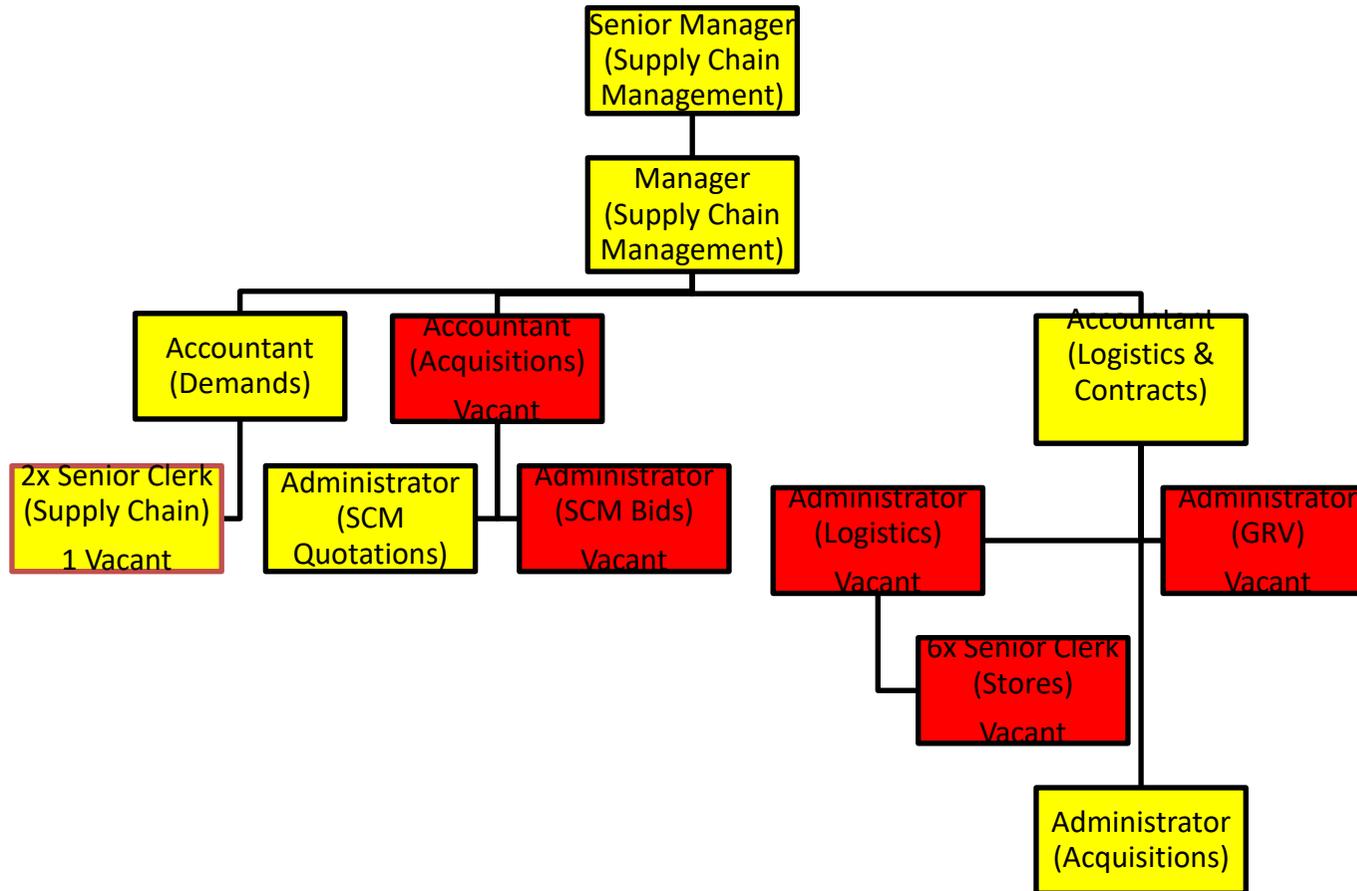
8 Filled

### BUDGET REPORTING & FINANCIAL SYSTEMS SECTION



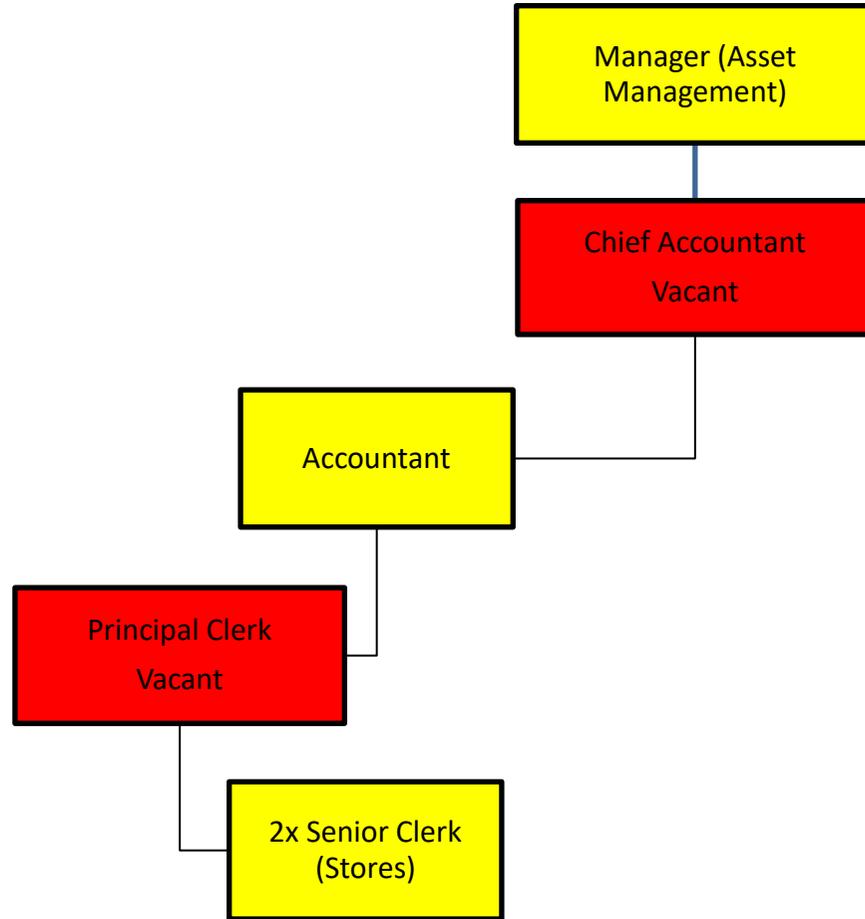
4 Filled (excl. Snr Mngr.)

### SUPPLY CHAIN MANAGEMENT SECTION



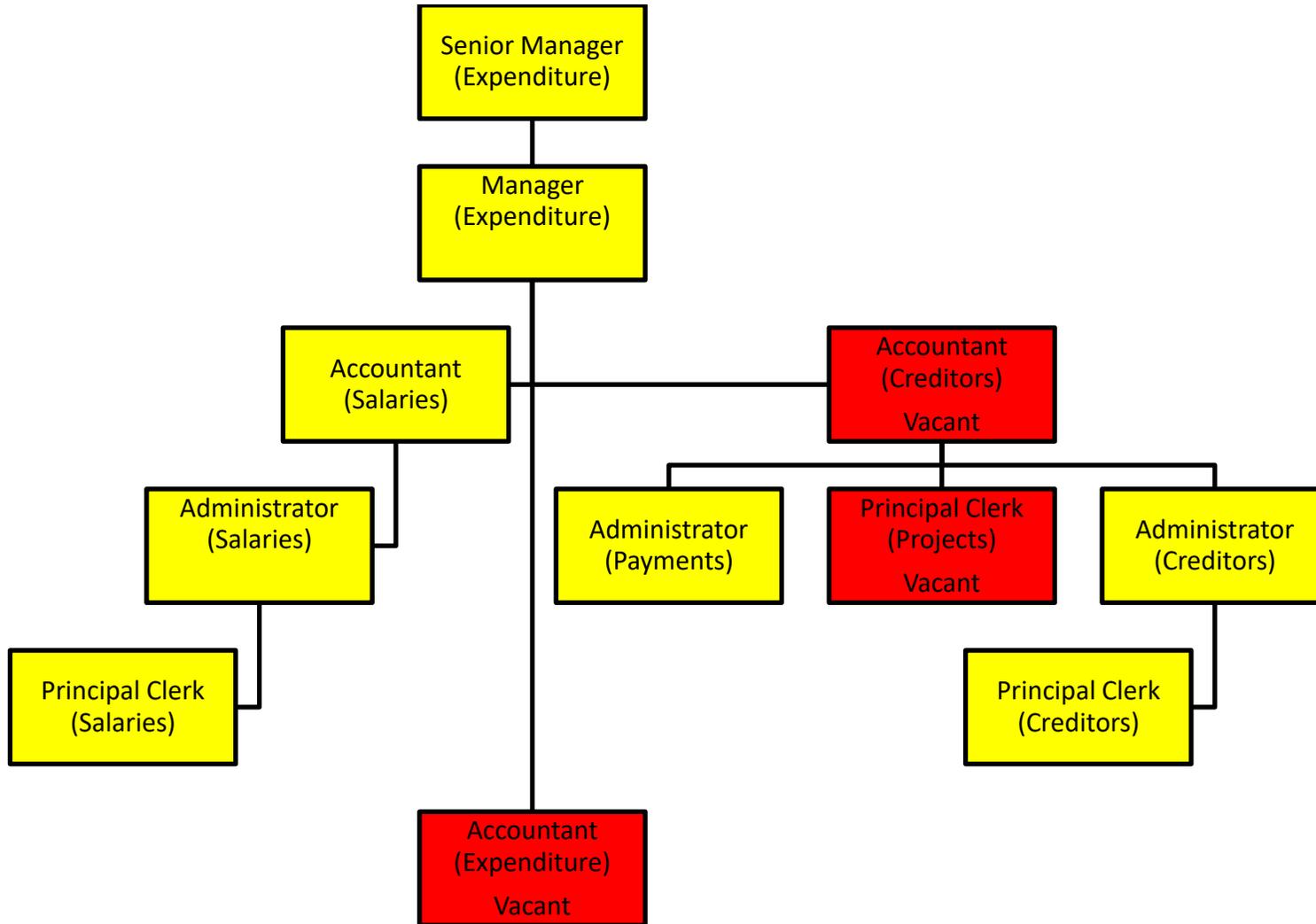
6 Filled (Excl. Snr Mngr.)  
11 Vacant

### ASSET MANAGEMENT



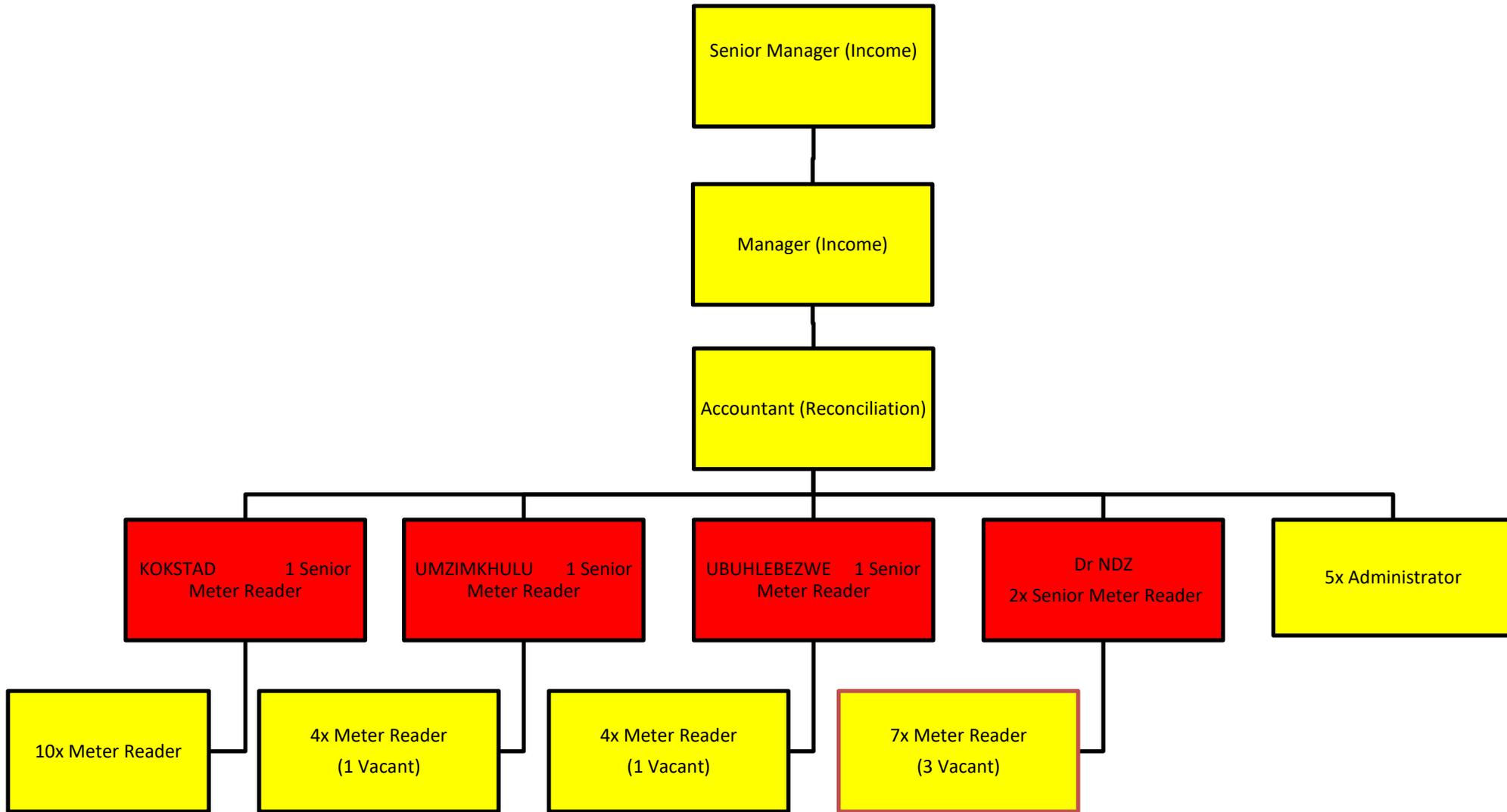
3 Filled (excl. Mngr.)  
2 Vacant

### EXPENDITURE SECTION



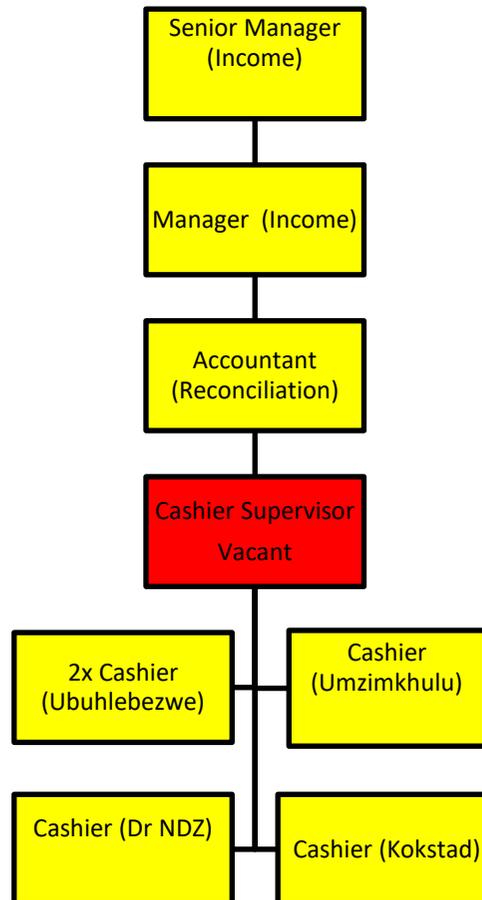
7 Filled (excl. Snr Mngr.)  
3 Vacant

### INCOME SECTION



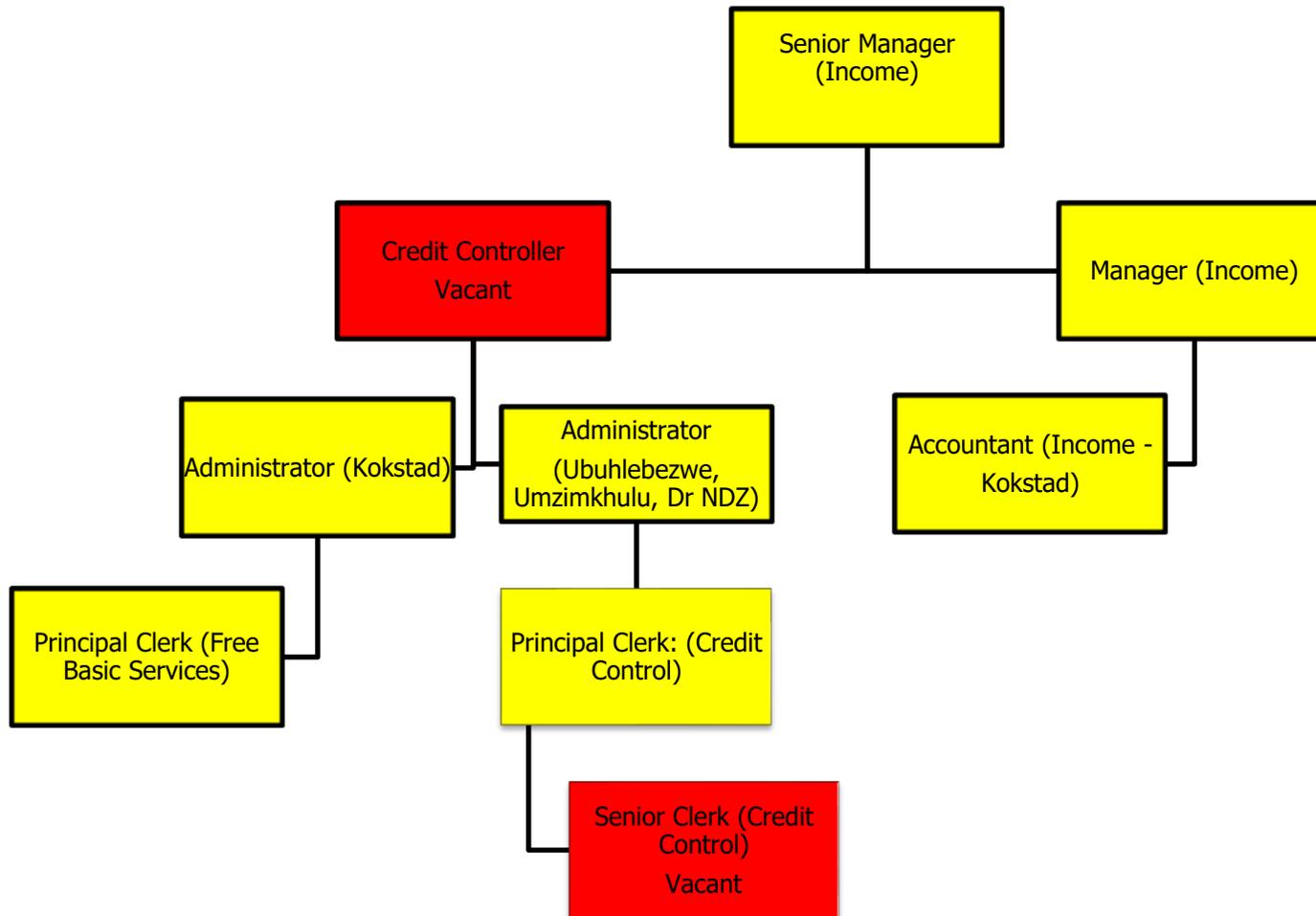
27 Filled (excl. Snr Mngr.)  
10 Vacant

### INCOME SECTION



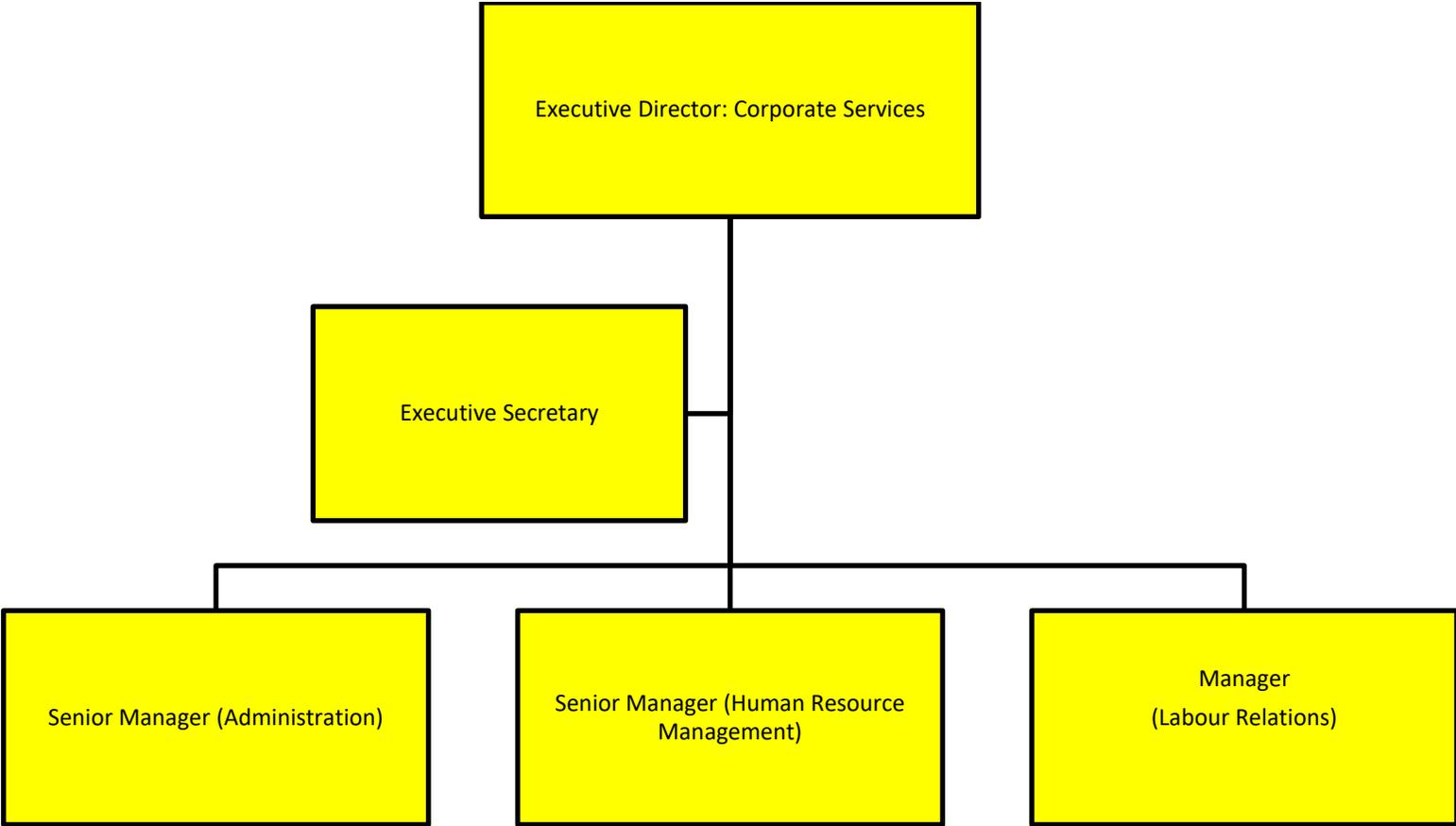
5 Filled (excl. Snr Mngr., Mngr. Income, Accountant: Debt Recon)  
1 Vacant

**INCOME SECTION**



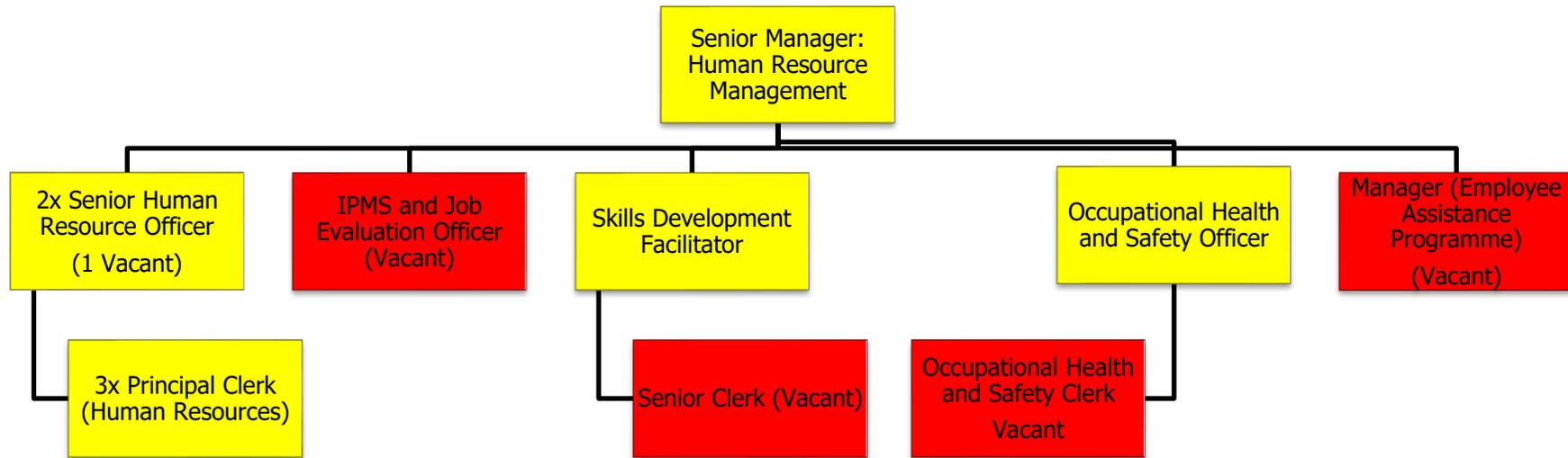
5 Filled (excl. Snr Mngr., Mngr.: Income)  
2 Vacant

**TOP MANAGEMENT STRUCTURE**



5 FILLED

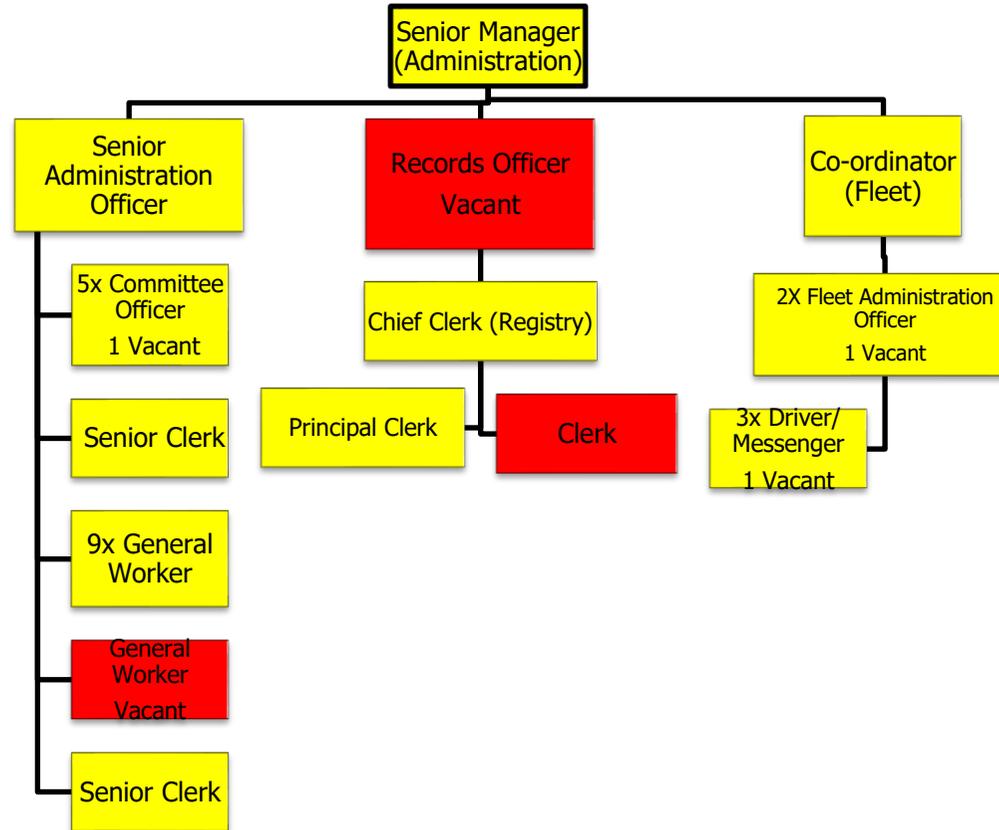
### HUMAN RESOURCE SECTION



6 FILLED (EXCL. SNR MNGR. HRM)

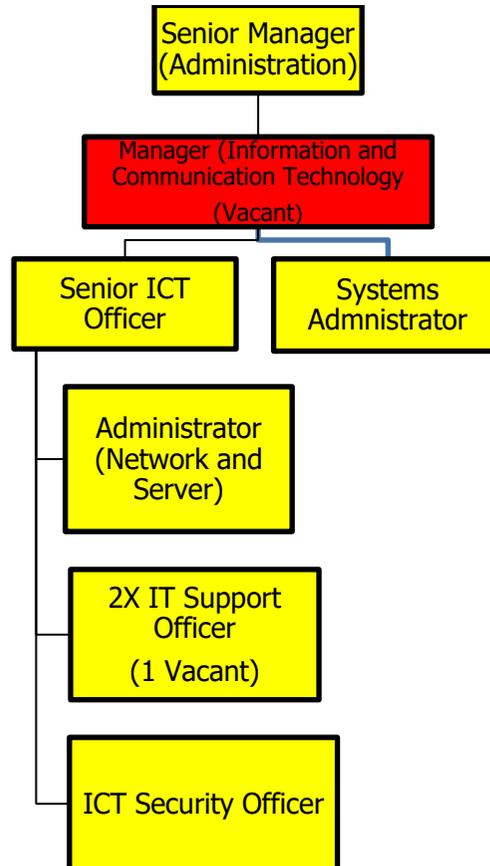
5 VACANT

### ADMINISTRATION SECTION



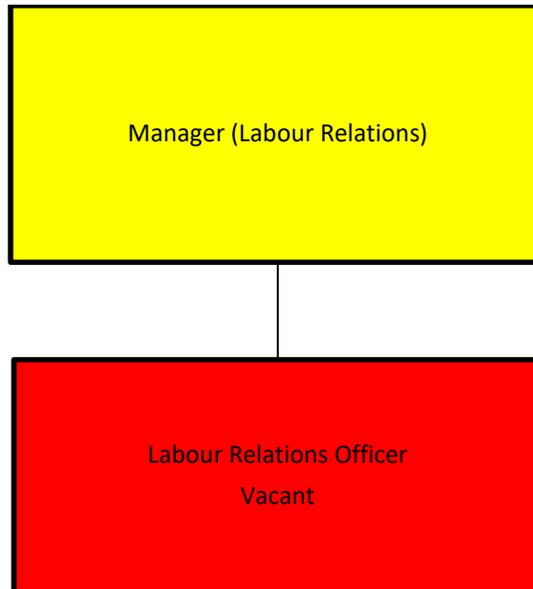
22 FILLED (EXCL. SNR MNGR. ADMIN)  
6 VACANT

### INFORMATION AND COMMUNICATIONS TECHNOLOGY



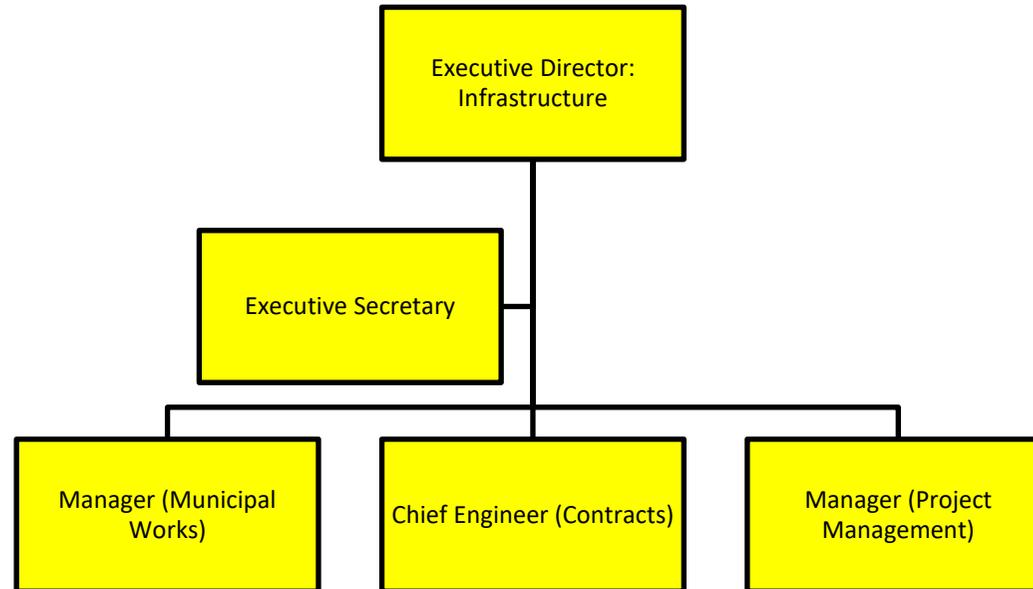
5 FILLED (EXCL. SNR MNGR. ADMIN)  
2 VACANT

**LABOUR RELATIONS**



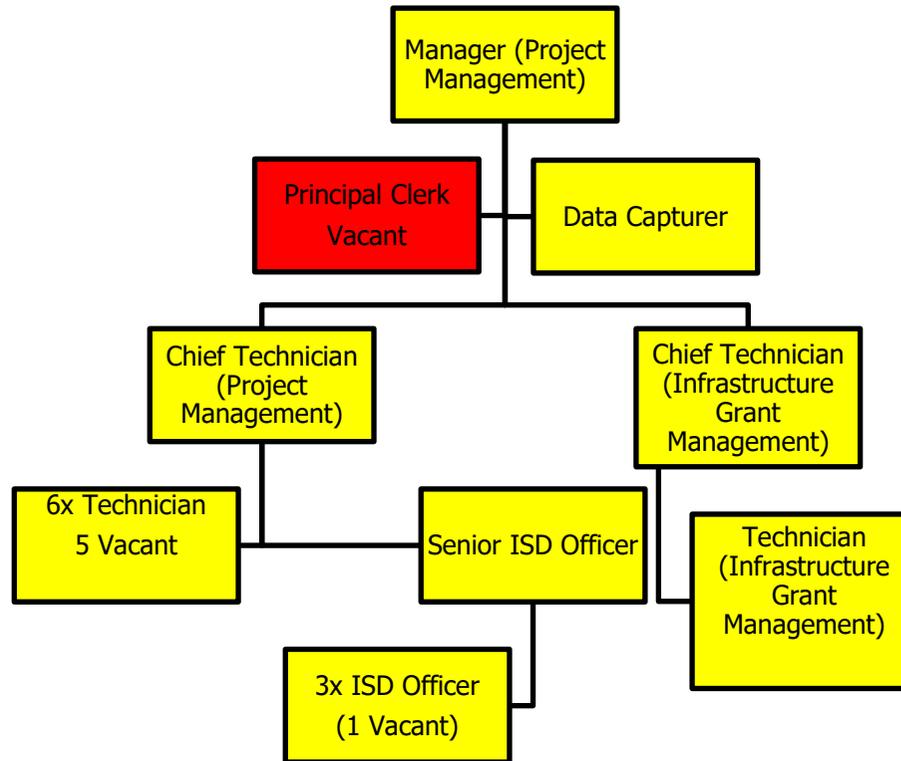
1 vacant (excl. MNGR.)

***INFRASTRUCTURE SERVICES DEPARTMENT 2021/2022***



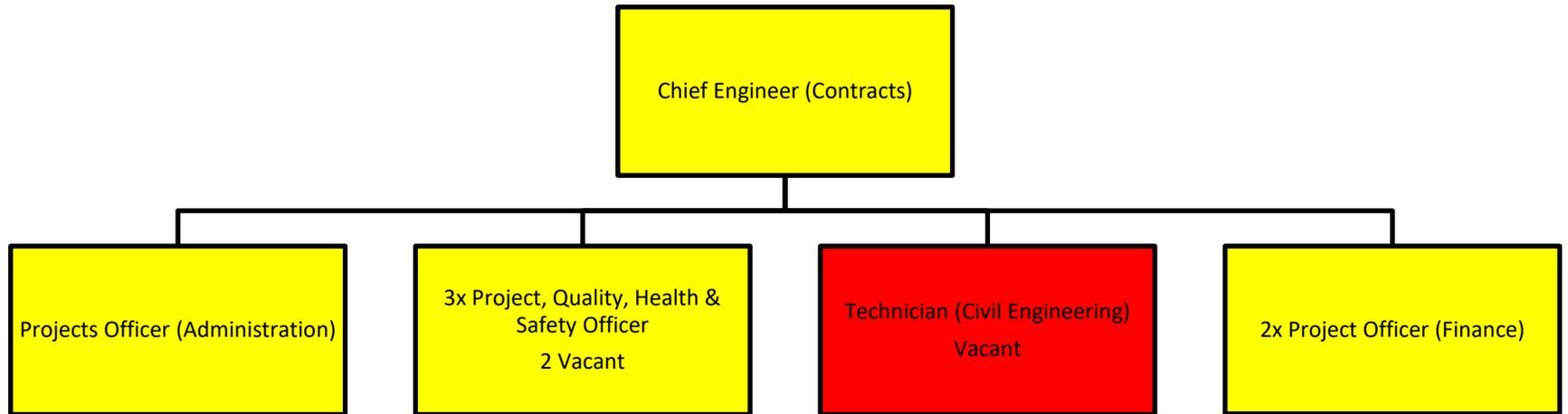
5 filled

**PROJECTS & INFRASTRUCTURE GRANT MANAGEMENT**



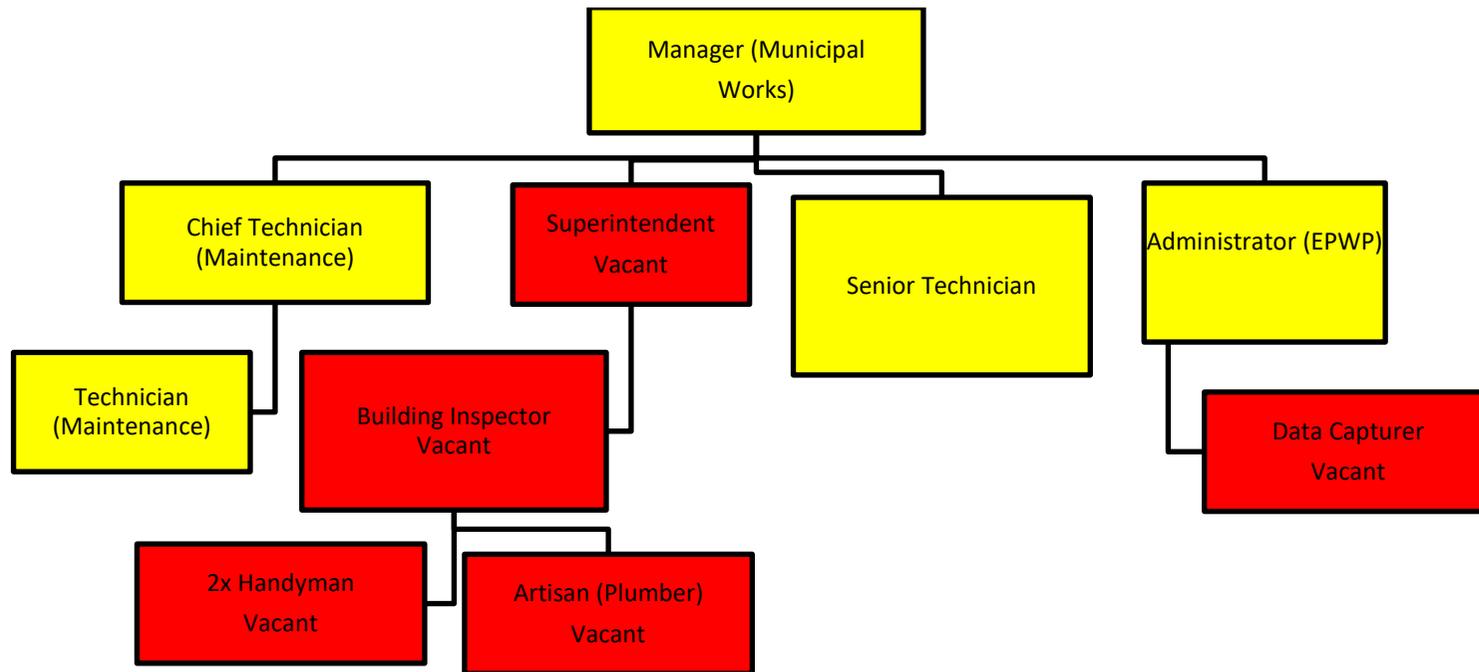
8 filled (excl. Mngr.)  
7 vacant

## PROFESSIONAL SERVICES



3 filled (excl. Chief Engineer)  
4 vacant

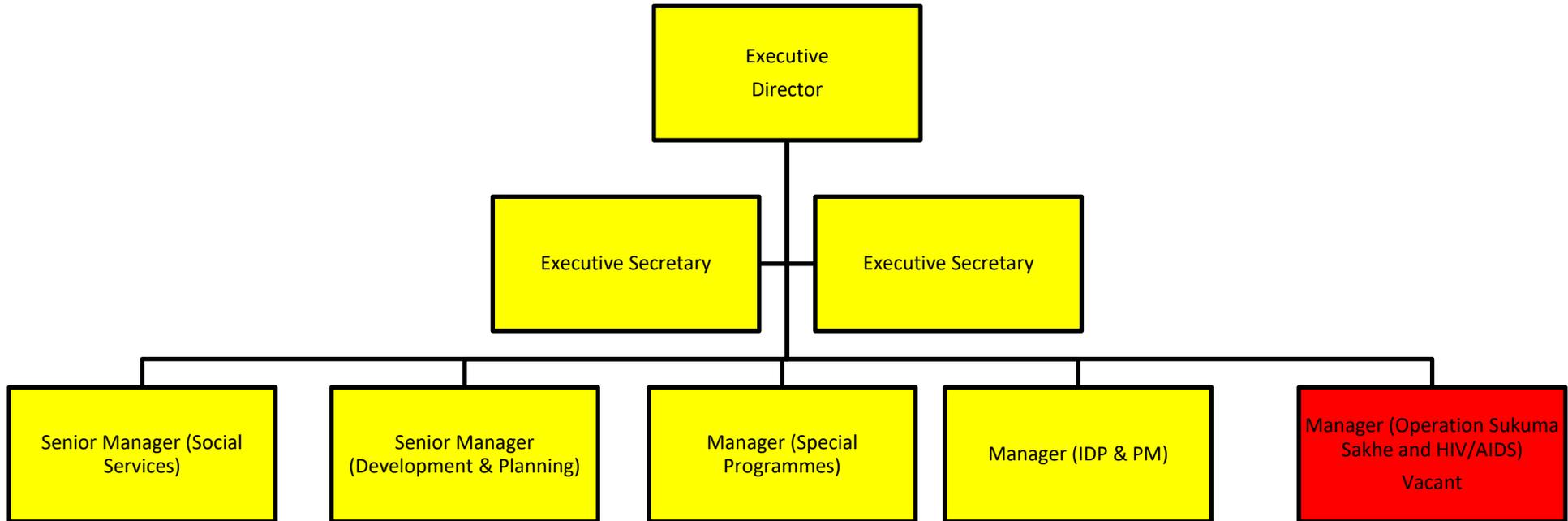
### MUNICIPAL WORKS



4 filled (excl. Mngr.)

6 vacant

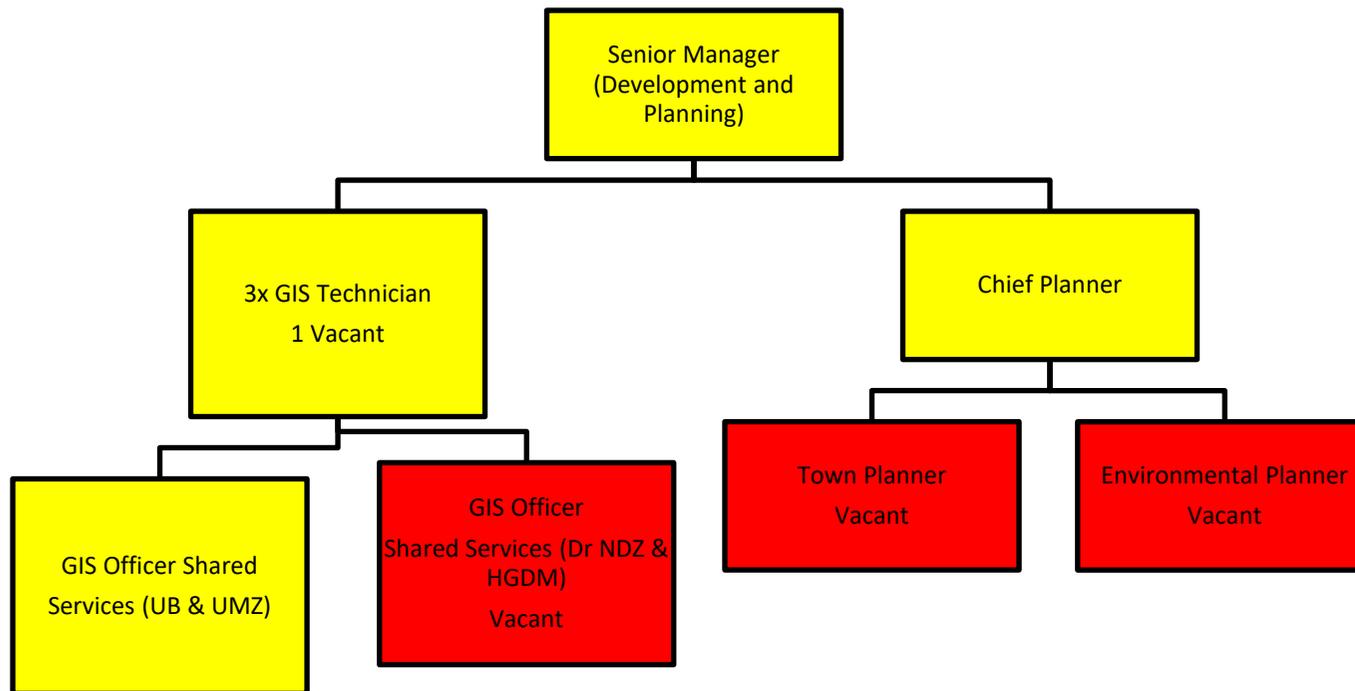
**SOCIAL SERVICES AND DEVELOPMENT PLANNING DEPARTMENT 2021/2022**



6 filled (exclude ED)

1 Vacant

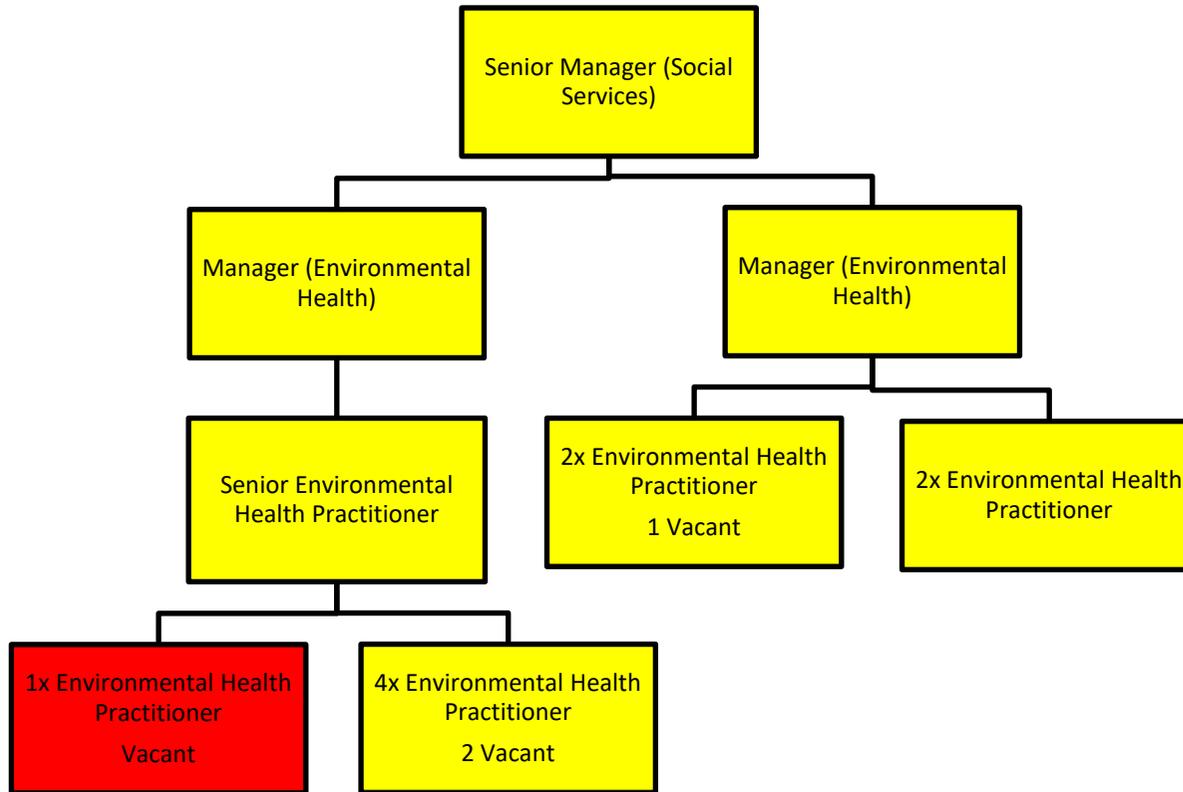
### DEVELOPMENT AND PLANNING



4 filled (excl. Snr Mngr.)

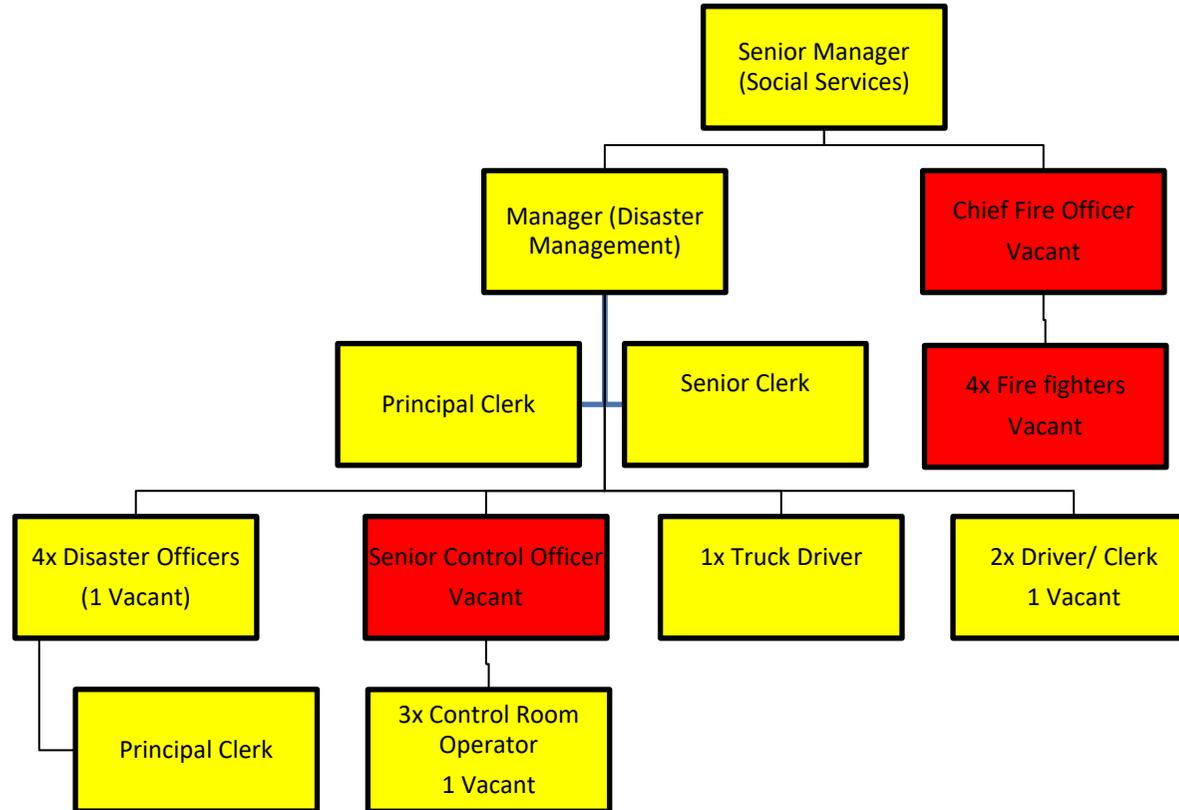
4 vacant

**SOCIAL SERVICES – ENVIRONMENTAL HEALTH**



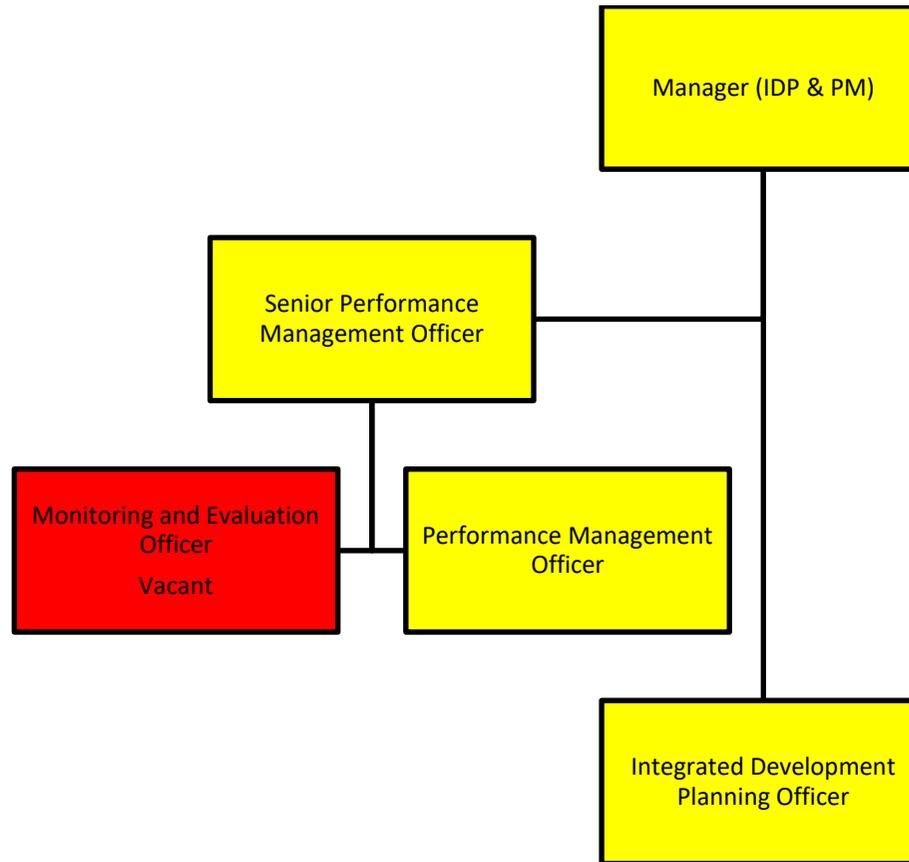
8 filled (excl. Snr Mngr.)  
4 vacant

### SOCIAL SERVICES - DISASTER MANAGEMENT



11 filled (excl. Snr Mngr.)  
9 vacant

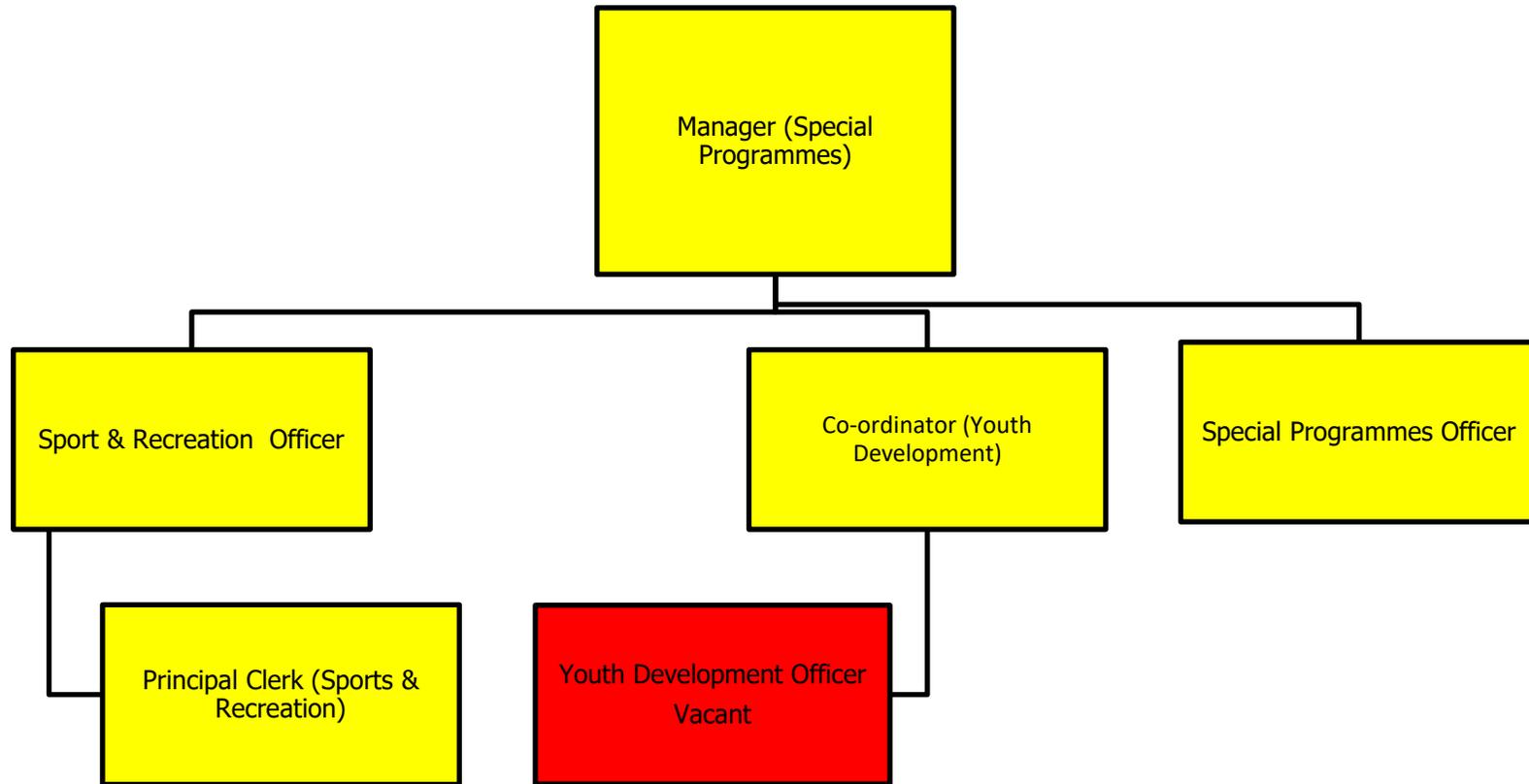
### STRATEGIC PLANNING, IDP & PERFORMANCE MEASUREMENT



3 filled (excl. Mngr.)

1 vacant

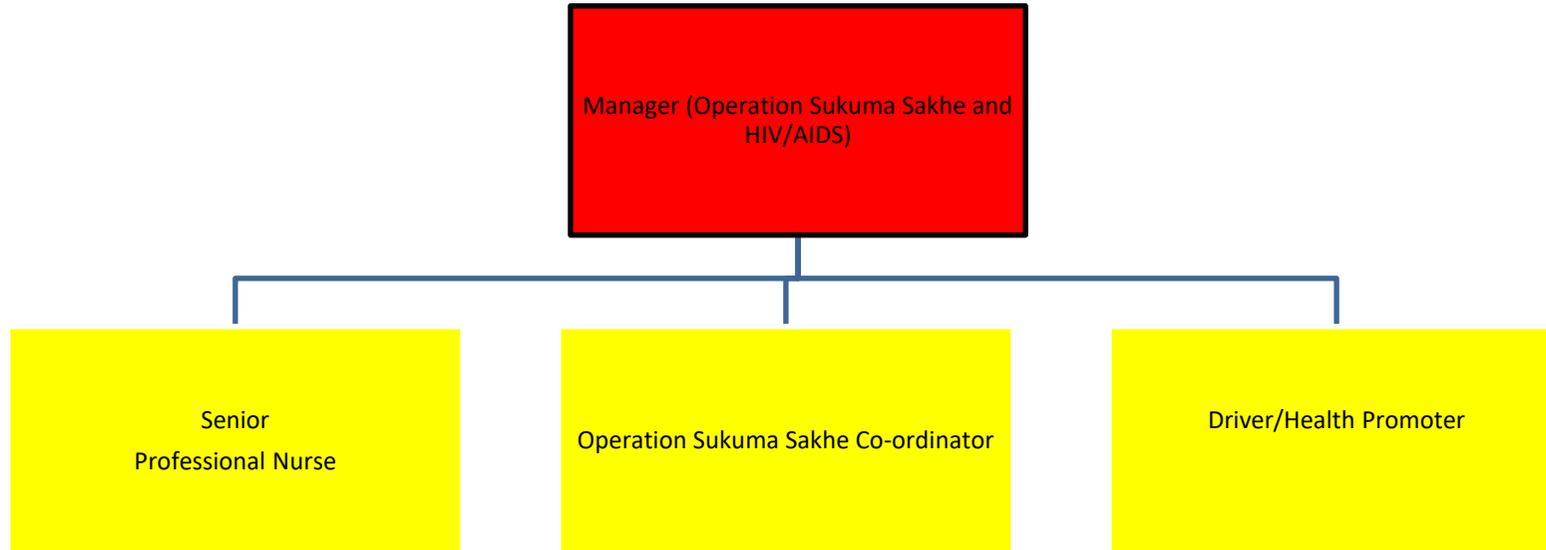
### SPECIAL PROGRAMMES



4 Filled (excl. Mngr.)

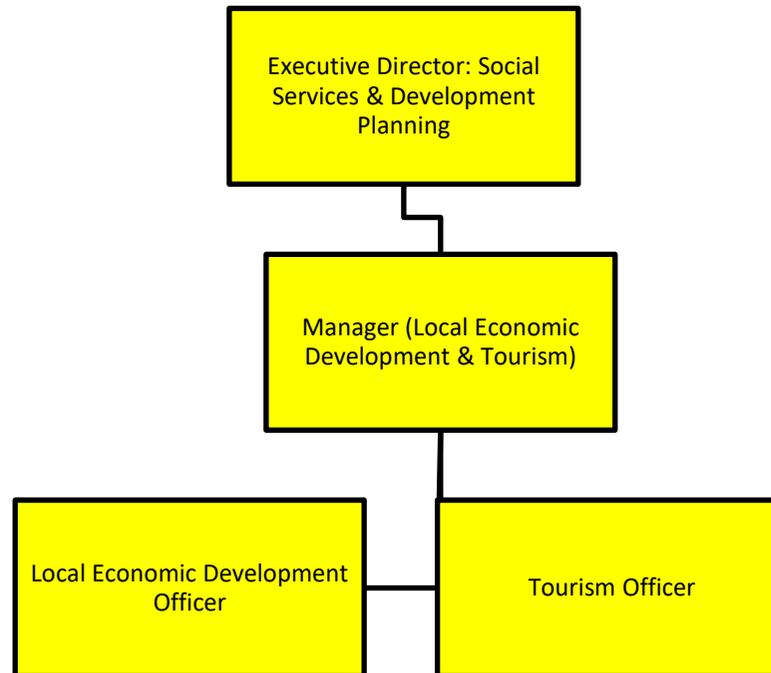
1 vacant

### OPERATIONAL SUKUMA SAKHE AND HIV/AIDS



3 Filled (excl. Mngr.)

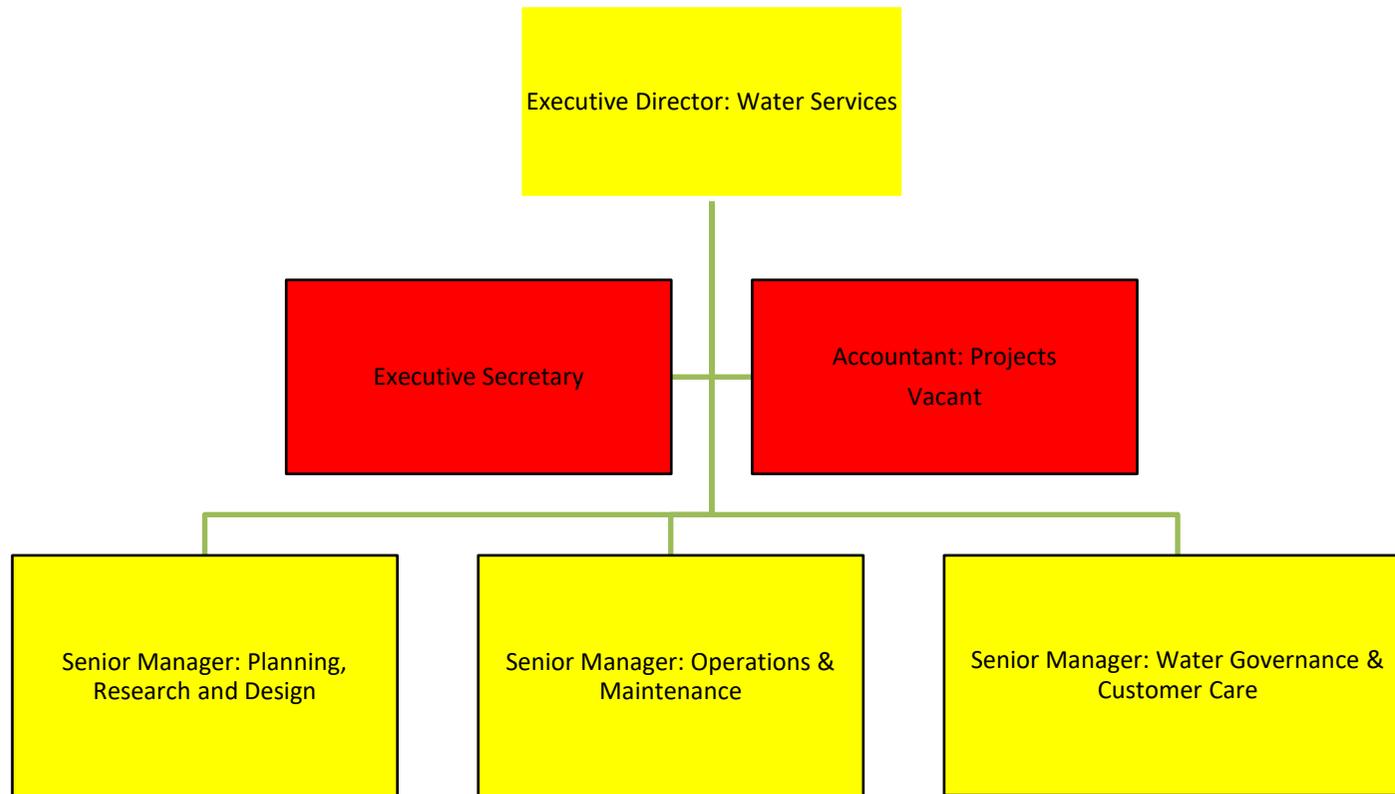
### LOCAL ECONOMIC DEVELOPMENT & TOURISM



3 Filled (excl. Ex. Dir.)

## Water Services Department

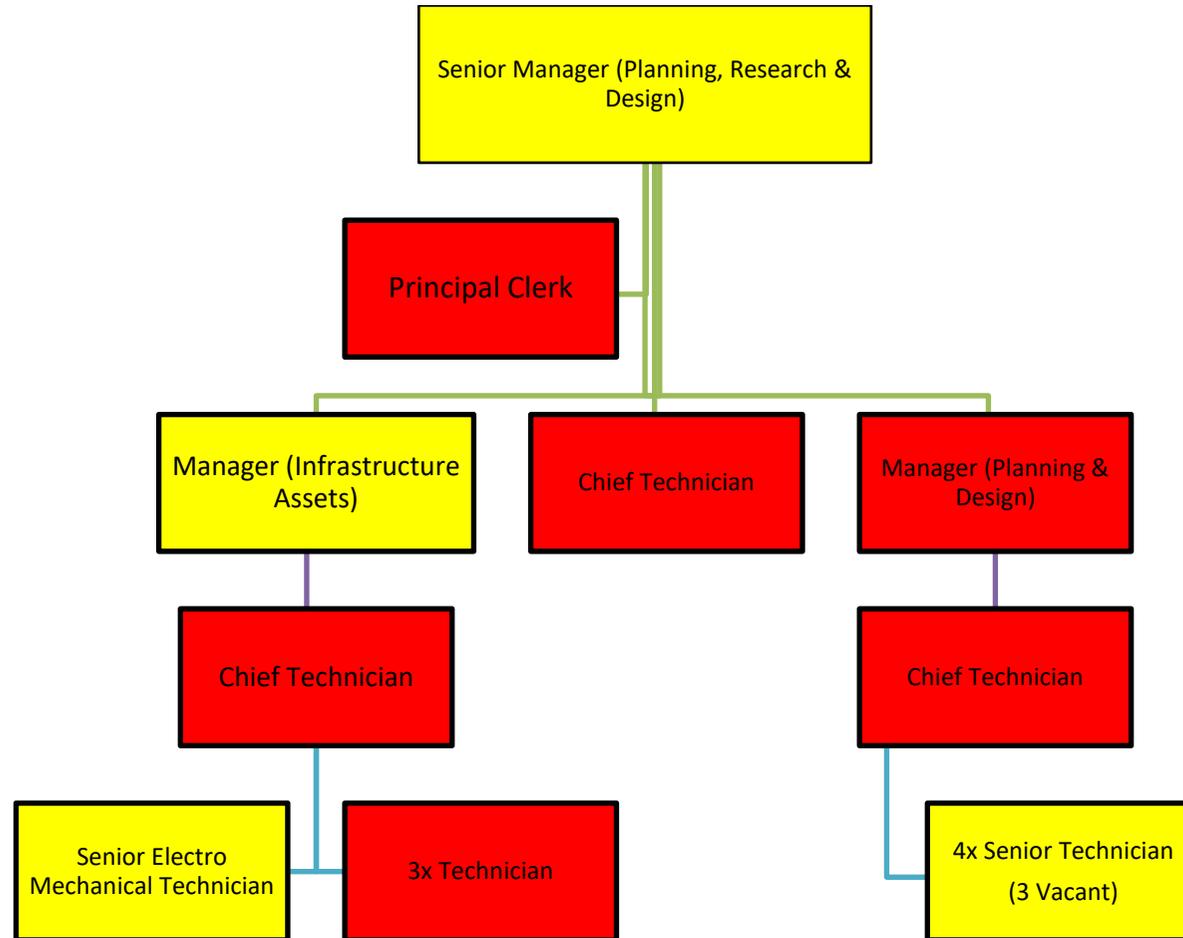
### OFFICE OF THE EXECUTIVE DIRECTOR



3 Filled (excl. ED)

2 Vacant

### PLANNING, RESEARCH AND DESIGN SERVICES

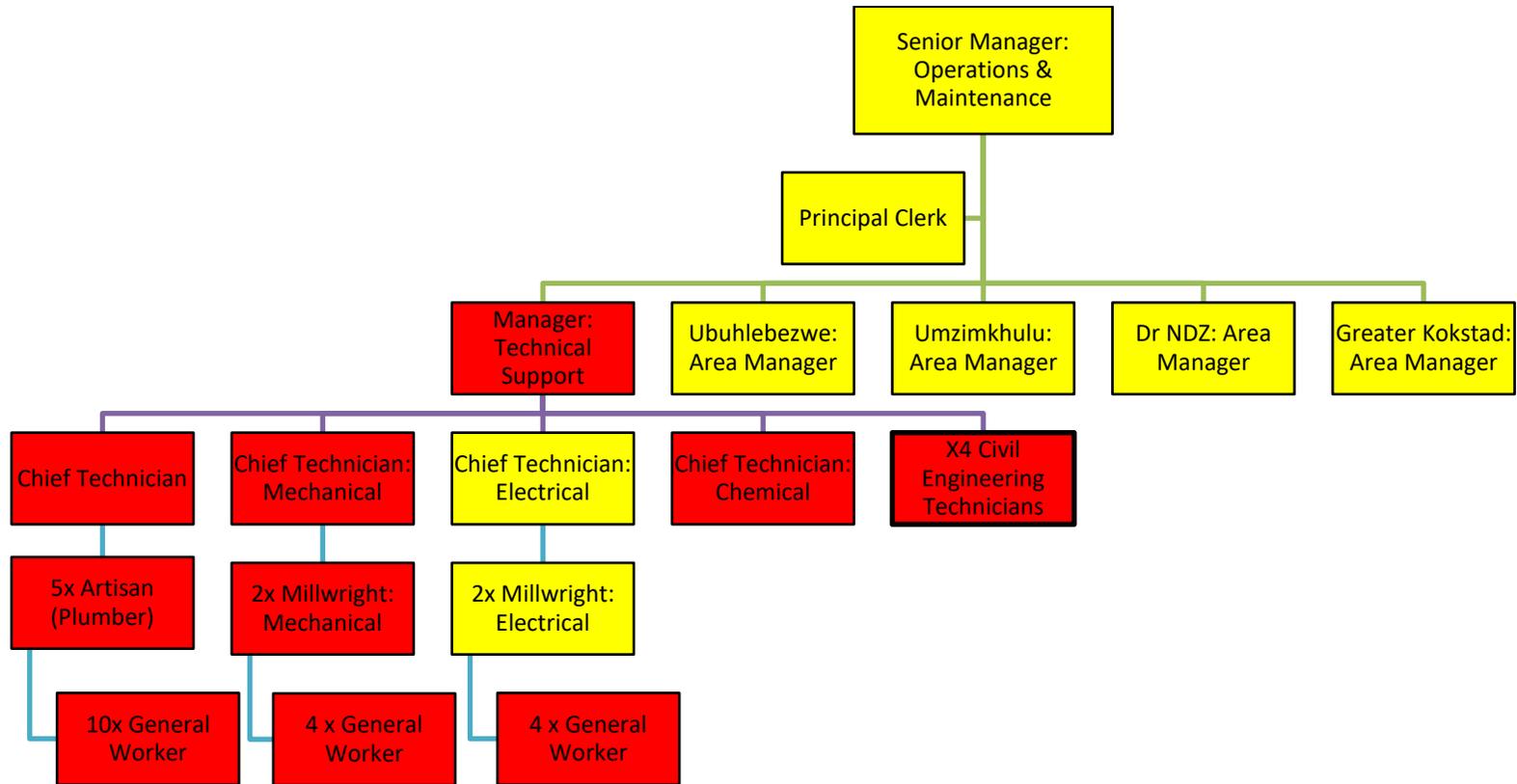


3 Filled (excl. Senior Manager)  
11 Vacant

**WATER GOVERNANCE & CUSTOMER CARE**



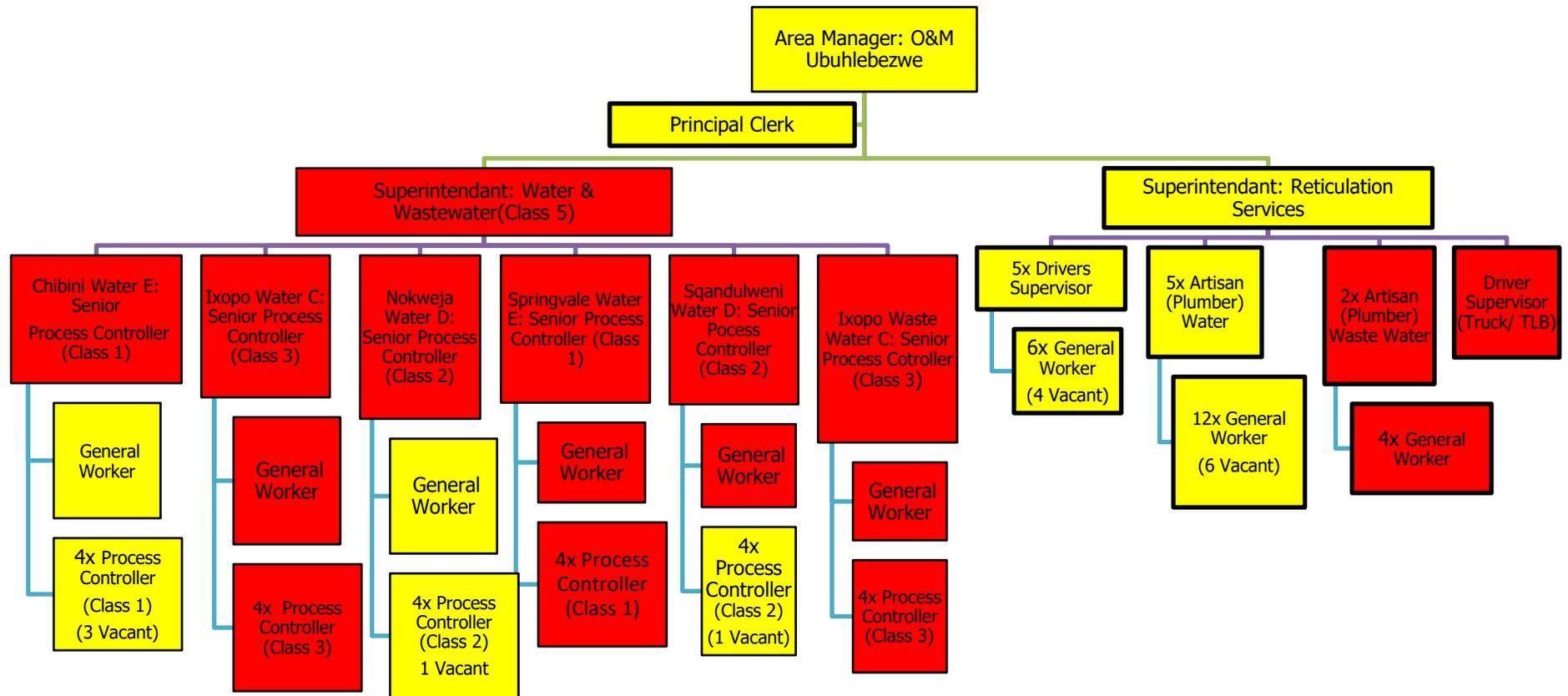
### OPERATIONS & MAINTENANCE



8 Filled (excl. Senior Manager)

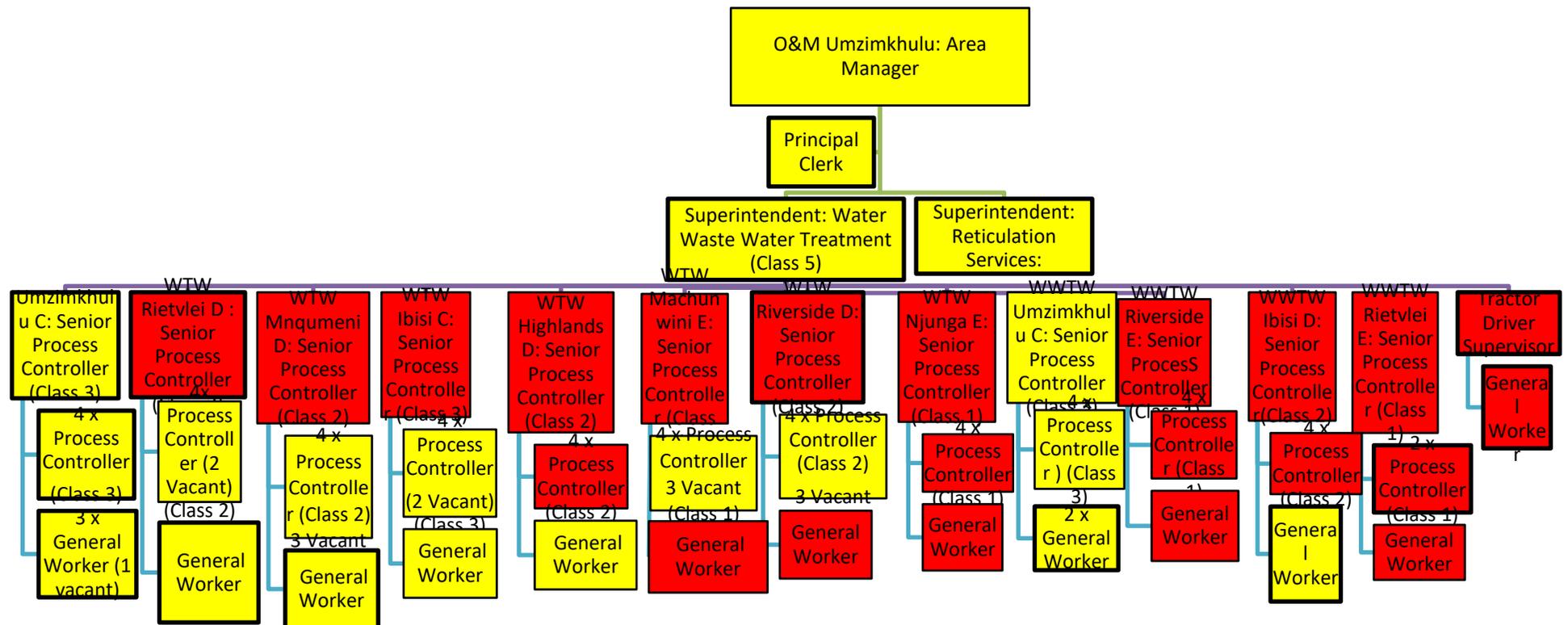
33 Vacant

### OPERATIONS & MAINTENANCE: UBUHLEBEZWE



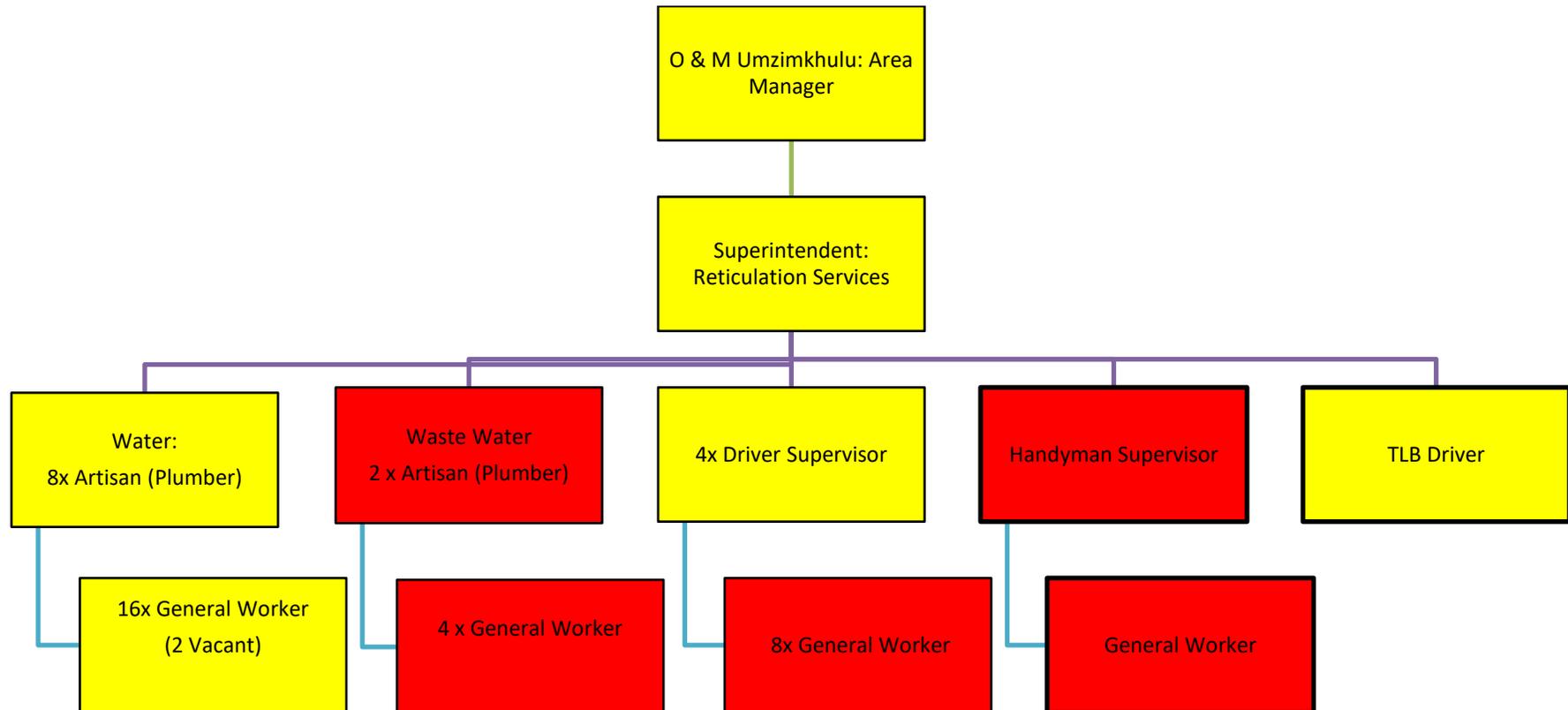
28 Filled (excl. Area Manager)  
45 Vacant

### OPERATIONS & MAINTENANCE: UMZIMKHULU



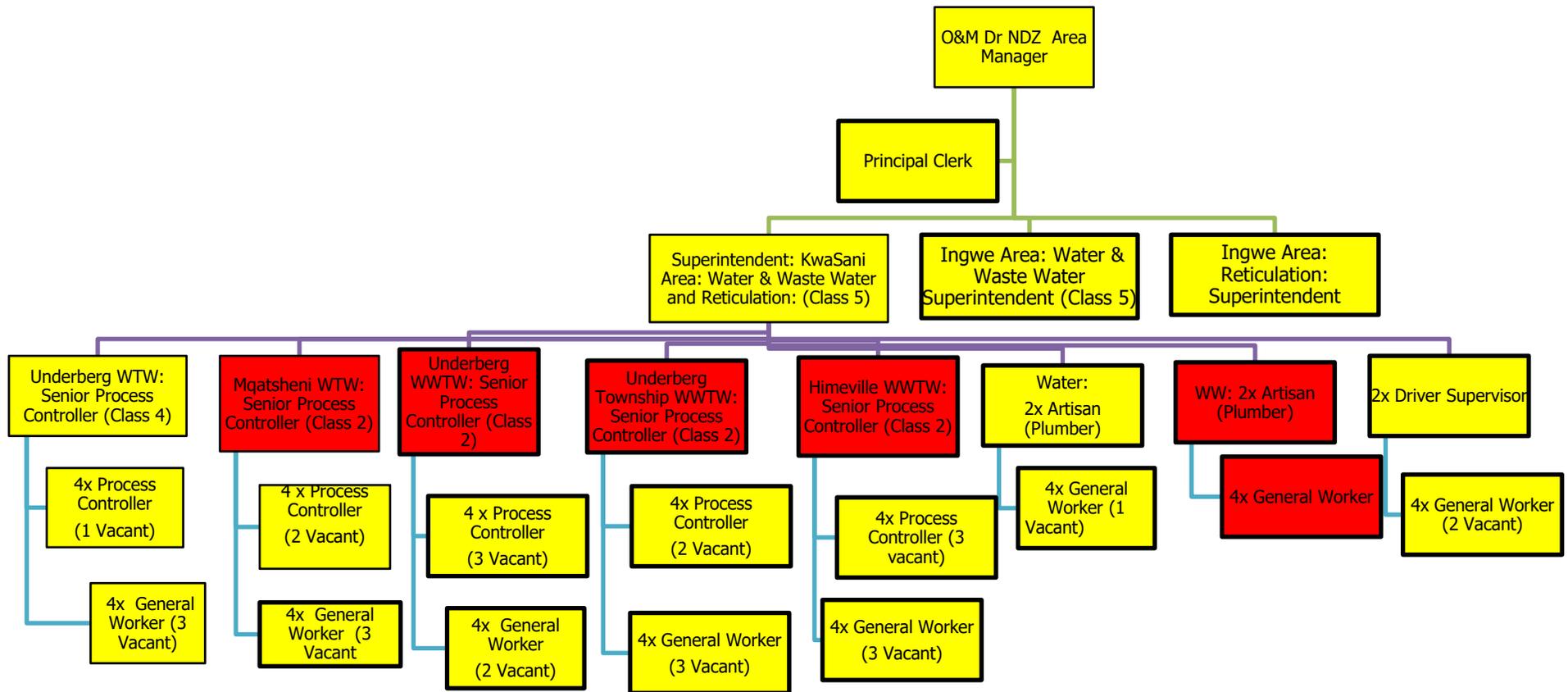
28 Filled (excl. Area Manager and Superintendent Reticulation)  
48 Vacant

### OPERATIONS & MAINTENANCE: UMZIMKHULU



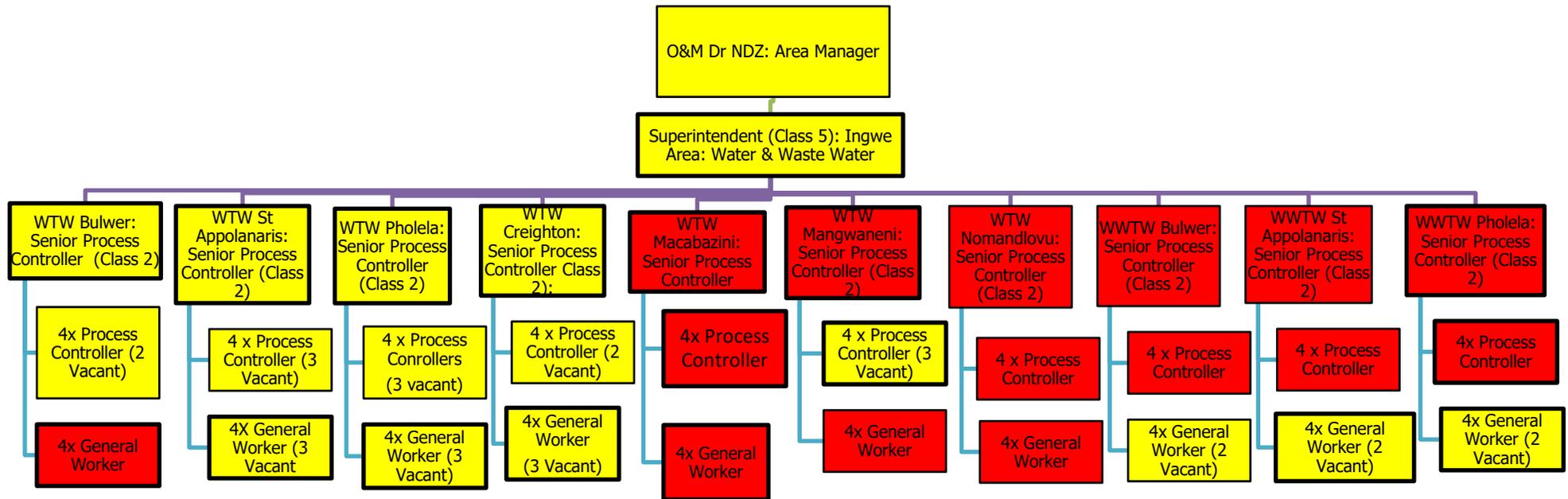
27 Filled (excl. Area Manager and Superintendent Reticulation)  
18 Vacant

**OPERATIONS & MAINTENANCE: DR NDZ (KWASANI)**



27 Filled (excl. Area Manager and X2 Ingwe Area Superintendents: W & WW and Reticulation)  
 35 Vacant

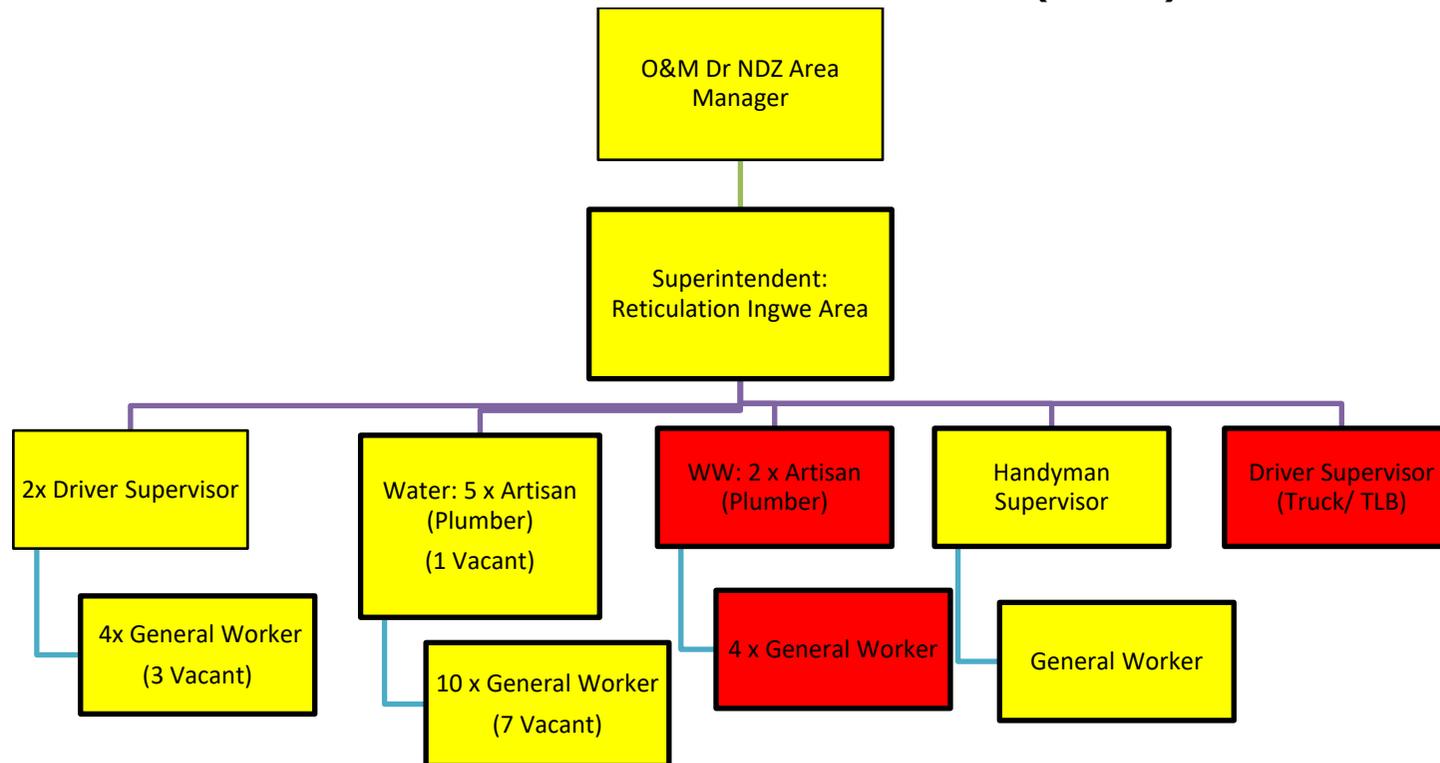
### OPERATIONS & MAINTENANCE: DR NDZ (INGWE)



21 Filled (excl. Area Manager)

51 Vacant

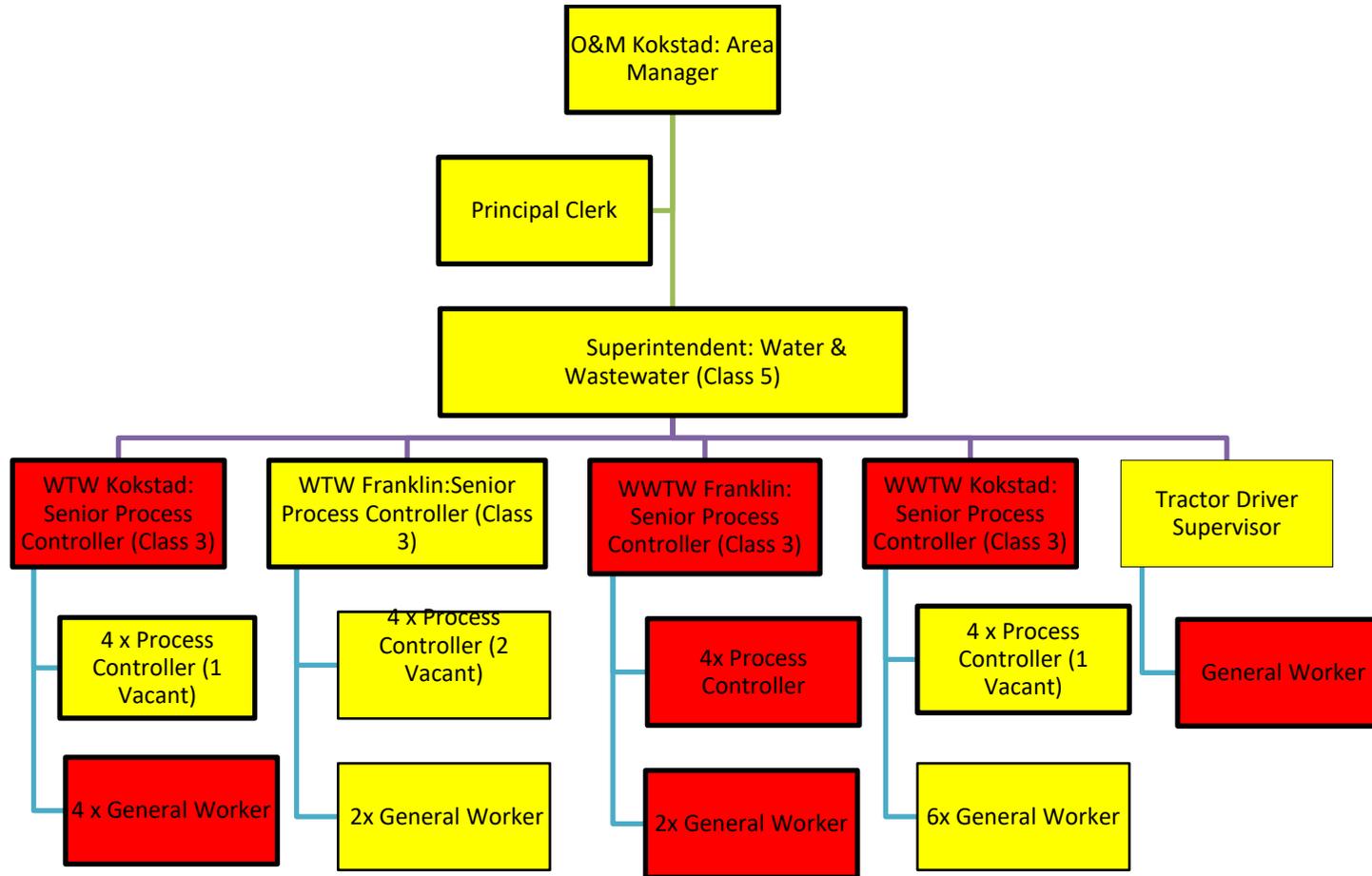
### OPERATIONS & MAINTENANCE: DR NDZ (INGWE)



13 Filled (excl. Area Manager)

18 Vacant

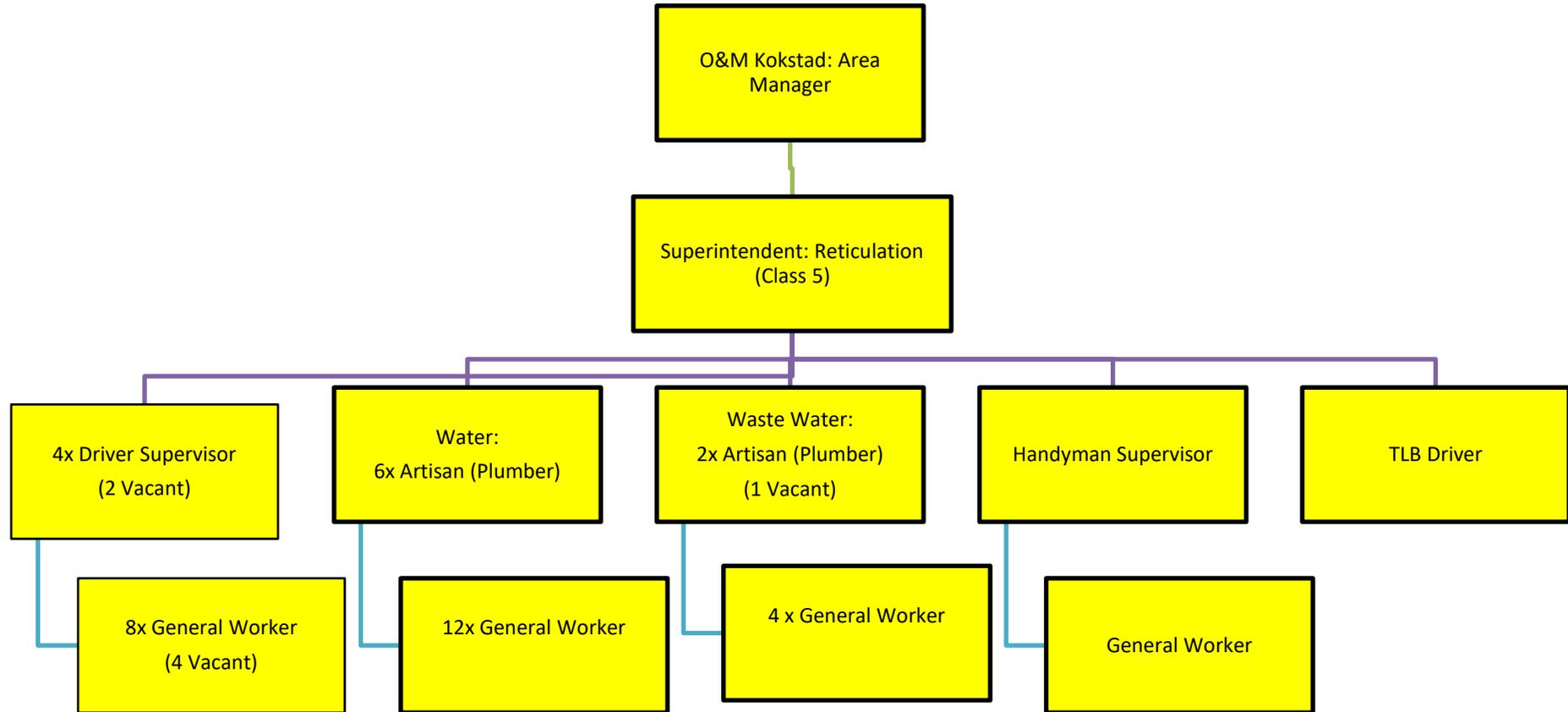
### OPERATIONS & MAINTENANCE: KOKSTAD



20 Filled (excl. Area Manager)

18 Vacant

### OPERATIONS & MAINTENANCE: KOKSTAD



33 Filled (excl. Area Manager)

7 Vacant



## **4. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**

### **WATER AND SANITATION STATUS QUO**

Harry Gwala DM is the Water Service Authority for 4 Local Municipalities. The Water Services Authority Function as the core functions of the municipality is carried and shared among three departments that form the back-borne of the water service delivery. Municipality is a Water Services Authority with full legislative mandate and oversight role as well as Water Services Provisioning. The municipality strives to reduce the water services backlogs, however the municipality is faced with a challenge of unavailability of financial resources and funding model that is not proportional to the water services backlogs.

It is important to note that as Water Services Authority municipality, water services delivery cut across all the departments of the municipality. The three core departments are Water Services Department, Infrastructure Services Department and Finance Department. Water Services Department is responsible for the research, planning and designing of the new projects and also carries the responsibility of operations and maintenance of all the water and sanitation projects and water schemes. This department also carries the responsibility of regulation and support to water services function, through the Water Governance unit. The planned and designed projects are handed over to the Infrastructure Department which is responsible for implementing the water and sanitation projects through its Project Management Unit (PMU), Professional and Engineering Services Unit and Municipal Works Unit. Harry Gwala DM has not yet ring-fenced the water services function, hence all the financial matters are being handled by the Finance Department that deals with all the finances of the municipality.

The water service provision mandate is being guided by the number of pieces of national and provincial legislations. Locally, the main document for water service provision is the Water Services Development Plan (WSDP). This key planning document is developed every five years of the Council term through alignment with the Integrated Development Plan (IDP) of the municipality and it also have to be reviewed on annual basis. The WSDP developed in 2011/2012 financial year was used as a baseline for the successive WSDP developed in 2017/2018. The municipality is currently drafting the new WSDP which will be aligned to the new five year council term which starts in the year 2022/2023.

As per the requirements according to the Department of Water and Sanitation, a number of various plans need to be developed by any municipality which is a Water Services Authority to ensure conformity with the regulations. The Harry Gwala District Municipality have previously developed some of these plans but these plans need to be revised and new plans which were not developed previously will have to be prepared. These plans cover but not limited to the following outlined below:-

- a) Water Services Master Plan
- b) Sanitation Master Plan
- c) Water Safety Plan
- d) Wastewater Risk Abatement Plan

- e) Operation and Maintenance Plan
- f) Water Resources Management Plan
- g) Infrastructure Asset Management Plan
- h) Disaster Management Plan
- i) Water Conservation and Demand Management Strategy

The municipality is initiating the review of the Water Services Master Plan and Infrastructure Asset Management Plan in the current financial year and the project will roll-over to the next financial year 2021/2022.

In addition to the above, the Harry Gwala DM still has a task to ensure that all existing water supply and sewage systems has been registered with the Department of Water and Sanitation as well as acquiring relevant Water Use Licenses for those systems which qualify for licenses. This process on its own requires a number of assessments to be undertaken and documentation to be developed. The registration of all existing water and sanitation servitudes is one critical area that this IDP has to incorporate.

Some of the water supply schemes and sewerage systems were inherited from the Local Municipalities. As a result some records of these services went missing along the process of handing over from the Locals to the current WSA and other loss of information occurs during the change of officials' positions. This information includes the as-built drawings especially in Towns which always gives challenges when assessing upgrade needs. It is from this background that the Harry Gwala DM sees a need to develop a project to prove these services, survey them and prepare as-built that will be safely kept in the Municipal server and archives.

The KwaZulu-Natal Province has a growing and maturing population, presenting opportunities and challenges to the province. Harry Gwala District Municipality (HGDM) contributed 4.8 percent to the provincial population, the district with the lowest population number. The total population of Harry Gwala is 510 265 thousand.

HGDM water analysis indicates that **64%** of all households in the district have access to water at a minimum RDP standard and **36%** do not have access to drinking water or standards are below that of RDP standards.

Sanitation backlogs have been eradicated at Greater Kokstad LM. The municipality is working to eradicate sanitation backlogs in the remaining 3 local municipalities i.e. DR Nkosazana Dlamini Zuma (A merger between Ingwe and KwaSani), Umzimkhulu and Ubuhlebezwe. The total sanitation backlog equates to **22.8%** of the households in HGDM without basis RDP sanitation.

As the municipality is busy working on the review of the WSDP, one of the objectives this year is to review the above number of communities with access to water and sanitation in order to have a revised figures.

## **WATER SERVICES DEVELOPMENT PLAN (WSDP)**

Once the WSDP is concluded, an Implementation Plan is developed on an annual basis which shows the projects for implementation in each financial year thus reducing the Water and Sanitation Backlogs. The WSDP developed for the previous five year council term started in year 2016/2017 is in place. As earlier indicated, the municipality is drafting the new WSDP for the new five year Council Term. It is targeted to be completed and incorporated in the next generation of the municipal IDP. The WSDP document developed and reviewed during the last Council Term is available on the Department of Water and Sanitation websites with the following link:-

- <http://ws.dwa.gov.za/wsdp/Reports/ReportMainPage.aspx>

The Water Services Act (Act 108 of 1997) requires that the WSDP Water Sector Input Report be incorporated in the IDP hence this summary report has been fused below in this report as generated from the WSDP for the ease of reference.



***HARRY GWALA  
DISTRICT MUNICIPALITY***

---

*Water Services Development Plan Water Sector Input Report*

---

*for IDP incorporation as directed by the Water Services Act (Act  
108 of 1997)*

---

*FY 2021*

---



## **Background and Motivation**

The Water Services Act, 1997 (Act No. 108 of 1997) places a duty on Water Services Authorities to prepare a Water Services Development Plan as part of the process of preparing an integrated development plan. Section 15 (5) of the Water Services Act, 1997 states that:

*A water services development plan must form part of any integrated development plan contemplated in the Local Government Transition Act, 1993 (Act No. 209 of 1993).*

The Department of Water Affairs has developed water sector-specific requirements for local government's integrated development plans as a means to ensure sufficient incorporation of water services delivery matters in local government's strategic planning processes. The Department assesses the incorporation of water sector-specific matters during the IDP review and comment cycles. To improve local government's compliance with the water sector-specific requirements of its IDP's, the Department of Water Affairs has developed a '**Water Sector IDP Report**' template in October 2010. The Water Sector IDP Report template contains outputs from Module 1 of the WSDP Guide Framework towards providing status quo information as well as the WSA's self-assessment of its planning maturity for each of the elements of the water services business.

The need has been expressed for the review of the WSDP: IDP Outflow report to address the following:

- Enable sufficient and appropriate narrative for IDP integration
- Alignment with the latest WSDP Guide Framework as established in the WSDP System
- Incorporation of Water Services-specific Objectives and Strategies
- The distinction between approved MTEF projects and conceptual projects as prompted by the WSA's water services development planning initiatives

This template termed the WSDP: IDP Outflow Report replaces the Water Sector IDP Report template of October 2010.

## Abbreviations and Definitions

---

DWS	Department of Water and Sanitation
BDS	Blue Drop Certification System
FY:	Financial Year - means in relation to – <ul style="list-style-type: none"><li>• a national or provincial department, the year ending 31 March; or</li><li>• a municipality, the year ending 30 June.</li></ul>
GDS	Green Drop Certification System
IDP:	Integrated Development Plan - An IDP is a legislative requirement for municipalities which identifies the municipality's key development priorities; formulates a clear vision, mission and values; formulates appropriate strategies; shows the appropriate organisational structure and systems to realise the vision and the mission and aligns resources with the development priorities.
m <sup>3</sup>	cubic metres = 1 000 litre = 1 kilolitre
MI	Megalitre = 1 000 kilolitre = 1 000 000 litre
SDBIP:	Service Delivery Budget Implementation Plan – is a management, implementation and monitoring tool that enables the Municipal Manager to monitor the performance of senior managers, the Mayor to monitor the performance of the Municipal Manager, and for the community to monitor the performance of the municipality.
WSA:	Water Services Authority - means a municipality with the executive authority and the right to administer water services as authorised in terms of the Municipal Structures Act, 1998 (Act No. 117 of 1998)
WSDP:	Water Services Development Plan – means the plan to be developed and adopted by the WSA in terms of the Water Services Act, 1997 (Act No. 108 of 1997)
WSDP Guide Framework	A modular tool which has been developed by the DWS to support Water Services Authorities in complying to the Water Services Act with respect to Water Services Development Planning and which is also used by the DWS to regulate such compliance
WSP:	Water Services Provider - means any person or institution who provides water services to consumers or another water services institution, but does not include a water services intermediary

## Table of Contents

Abbreviations and Definitions .....	3
Table of Contents .....	4
<i>Introduction</i> .....	5
<i>Section A: Status Quo Overview</i> .....	6
Business Element 1: Demographics .....	7
Business Element 2: Service Levels .....	9
Business Element 3: Socio-economics .....	14
Business Element 4: Water Services Infrastructure Management (Infrastructure) .....	15
Business Element 5: Water services Infrastructure Management (O&M) .....	18
Business Element 6: Water Resources .....	19
Business Element 7: Conservation and Demand Management .....	19
Business Element 8: Financial profile .....	21
Business Element 9: Water Services Institutional Arrangements .....	21
<i>Section B: State of Water Services Planning</i> .....	22
<i>Section C: Water Services Existing Needs Perspective</i> .....	23
<i>Section D: Water Services Objectives and Strategies</i> .....	28
<i>Section E: Water Services MTEF Projects</i> .....	38
<i>Section F: WSDP Projects</i> .....	42

## *Introduction*

---

The Water Services Act, 1997 (Act No. 108 of 1997) places a duty on Water Services Authorities (WSA) to prepare a Water Services Development Plan as part of the process of preparing an integrated development plan. Section 15 (5) of the Water Services Act, 1997 states that:

- A water services development plan (WSDP) must form part of any integrated development plan (IDP) contemplated in the Local Government Transition Act, 1993 (Act No. 209 of 1993).

The purpose of this report is to provide relevant and summarised water services development planning inputs for incorporation into the Harry Gwala WSA integrated development planning process and is structured as follows:

- **Section A: Status Quo Overview:** providing a summarised view of the water services status quo in terms of the water services functional business elements as aligned to the WSDP framework.
- **Section B: State of Water Services Planning:** presents the status of- and references the water services development plan of the Water Services Authority.
- **Section C: Water Services Existing Needs Perspective:** an overview of the WSA's assessment and interpretation of its water services, with a specific focus on problem definition statements.
- **Section D: Water Services Objectives and Strategies:** outlines the 5-year water services objectives and strategies as developed through the water services development planning process for incorporation in terms of the integrated development plan and aligned to the water services functional business elements.
- **Section E: Water Services MTEF Projects:** the agreed water services projects for the medium-term expenditure framework and inclusive of funding sources.
- **Section F: WSDP Projects:** presents the projects identified during the water services development planning process to meet the water services strategies of the water services authority, as aligned to the outflow from the situation analysis per water services business element.

## Section A: Status Quo Overview

---

### Harry Gwala District Municipality

Harry Gwala District Municipality (DC43) is located to the south-west of the KwaZulu-Natal Province in South Africa. Its population of over 500 000 is sparsely spread throughout an area of 11 127 square kilometres. Harry Gwala District Municipality lies on the border between the KwaZulu-Natal and Eastern Cape Provinces.

The Harry Gwala District Municipality (DC43) is composed of the following four local municipalities:

- UBuhlebezwe Local Municipality
- Dr. Nkosazana Dlamini Zuma Local Municipality
- Greater Kokstad Local Municipality
- uMzimkhulu Local Municipality



### **Dr. Nkosazana Dlamini Zuma Local Municipality**

This municipality came into being in 2016 as a result of amalgamation between the former Ingwe and KwaSani Local Municipalities. It is located in the northern to northeast part of the district and consist of 15 wards, with the main towns being Underberg; Bulwer; Donnybrook and Creighton. Its area is 3 602 km<sup>2</sup>.

### **uBuhlebezwe Local Municipality**

This is the home town of the District Municipality. It is located in the eastern parts of the district. Ixopo is the main town within the municipality. It consist of 14 wards that span across approximately 1 604 km<sup>2</sup>.

### **Greater Kokstad Local Municipality**

This local municipality is located in the western part of the district and is approximately 2 680km<sup>2</sup>, making it the largest municipality in the district. It consist of 10 wards and the main towns are Franklin and Kokstad.

### **uMzimkhulu Local Municipality**

This local municipality is located in the southern part of the district. The area covers 2 435km<sup>2</sup> with 22 wards. The majority of the households are headed by women and youth. Youth programmes are essential in this area as well as programmes that target women.

This section gives a brief overview and summary of **Section A** of the WSDP (**Module 1**). The WSDP document and the WSDP website should be consulted for more detailed information.

## Business Element 1: Demographics

The demographic section includes details regarding the population, number of households and types of urban and rural dwellings. In previous versions of the WSDP Summary Report, this demographic information was based on the STATSA Community household survey of 2016 (which superseded the 2011 CENSUS data).

From consultations with the WSA in 2020, it was decided that this data need to be updated to reflect a more recent household count. A three stage process was therefore completed to update this WSDP Summary Report:

1. **Household Dot Count** - Latest available aerial imagery was used for a GIS desktop household count. Individual houses were tagged and counts done per settlement, ward and community. This imagery may utilise Google Earth images or other aerial photography if most comprehensive and up to date.
2. **Comparison with Current Data** - These desktop household counts were consolidated with the STATSSA Community Survey population data to produce a demographic data set for all settlements in the four local municipalities in the District.
3. **Service Level Data Update** – Updated household counts were used to extrapolate updated service level data in the WSDP Summary Report. As a full census has not been possible, the proportional service levels are based on the Census 2011 data.

The resulting figures are given below in **Table A1**:

**Table A.1 Settlement Demographic Data**

Main Type	Type	Number of Settlements	Population	Households	Average Household Size
Rural	Rural - Dense Village > 5000	19	78 279	18 243	4.29
	Rural - Small Village <= 5000	360	205 149	50 968	4.03
	Rural Scattered	232	91 809	22 305	4.12
	Farming (People living on farms)	65	42 138	10 345	4.07
<b>Rural Total</b>		<b>676</b>	<b>417 375</b>	<b>101 861</b>	<b>4.10</b>
Urban	Urban - Formal Town	142	90 415	20 770	4.35
	Urban - Former Township	11	3 075	674	4.57
	Urban Fringe - Informal Settlements	0	0	0	0.00
<b>Urban Total</b>		<b>153</b>	<b>93 490</b>	<b>21 444</b>	<b>4.36</b>
<b>Grand Total</b>		<b>829</b>	<b>510 865</b>	<b>123 305</b>	<b>4.14</b>

**Note:** \* Population figures are aligned with STATSSA Community Household Survey of 2016, while the household count is based on the Dot Count Exercise

As can be seen from **Table A1**, the majority of Harry Gwala WSA is rural with more than **81%** of the population residing in the rural areas. This makes service delivery a challenge as some of the rural areas cannot be serviced as they are too remote. The provision of basic services is thus an issue.

Linked to the updating of the Settlement Demographic data, as part of the 2021 update of the Water Services Development Plan, a settlement reconciliation and surveying exercise has been commenced in a number of wards in the District. Under this exercise, site visits and interactions with Ward Councillors / Ward Committee have been undertaken to confirm

- Settlement Boundaries
- Names of Communities as known by the local community
- Extent and condition of municipal water and sanitation infrastructure
- Any other relevant information to water and sanitation service delivery

During the completion of the WSDP, the IDP was being completed.

The population figures per LM are shown in **Table A.2** below as presented in the IDP and in the WSDP WSIR. As both the IDP and the WSDP Water Sector input Report are now based on the STATSSA Community Survey Population 2016 data, these are now consistent.

**Table A.2 Settlement demographic – IDP and WSDP population and household count data**

Municipality	Households WSDP WSIR (HH DOT COUNT)	Population WSIR & IDP (CS 2016)	Population Census 2011
Dr Nkosazana Dlamini Zuma LM	29 350	118 480	109 649
UBuhlebezwe Local Municipality	27 856	118 346	110 924
UMzimkhulu Local Municipality	49 705	197 286	180 277
Greater Kokstad Local Municipality	16 394	76 753	65 979
<b>Harry Gwala District Municipality</b>	<b>123 305</b>	<b>510 865</b>	<b>466 829</b>

The number of public amenities are also shown in the WSDP. The data was based on the most up to date data provided in the latest DWS GDB. A few schools were added from sources such as the surveyor general.

The public amenities data has also been updated and a number of data cells have been populated with additional data since the last version of the Harry Gwala DM WSDP was completed in 2020.

Public amenities are further categorised into clinics, hospitals and the various different types of educational facilities (i.e. primary, secondary schools and colleges).

The number of health and educational facilities in Harry Gwala is shown in **Table A.3**.

**Table A.3 Settlement Demographic Data - Public Amenities**

Amenity Type	Number of Amenities
Health Facilities	67
Educational Facilities	501
<b>TOTAL</b>	<b>568</b>

## Business Element 2: Service Levels

The service levels section includes details on the sewer and water service levels for both urban and rural areas. As part of the current update of the WSDP, the Census 2011 water and sanitation service levels for every community in Harry Gwala DM have now been captured and linked to an updated household count that was also conducted on a district-wide basis.

A major improvement resulting from this exercise is that the water and sanitation service levels at a district-wide level are now 'rolled up' from similar water and sanitation services data that is available for every settlement in the district. A spreadsheet database has also been prepared to accompany the WSDP with this data. This spreadsheet database includes service levels, in a tabular form, for each settlement in the district. A separate spreadsheet has been prepared for each local municipality, with a consolidated spreadsheet for the Harry Gwala District as a whole.

This spreadsheet has the advantage that service level figures can be directly traced back to specific settlements. This spreadsheet has initially been populated with the service levels from Census 2011 and the findings of the household dot count. **Table A.4** presents the summarised Census 2011 service levels for the entire district. For the first time, similar data is readily available at a local municipality level, a ward level and down to an individual settlement level.

**Table A.4: Residential Water and Sanitation Services Delivery Access Profile (District-wide Census Data):**

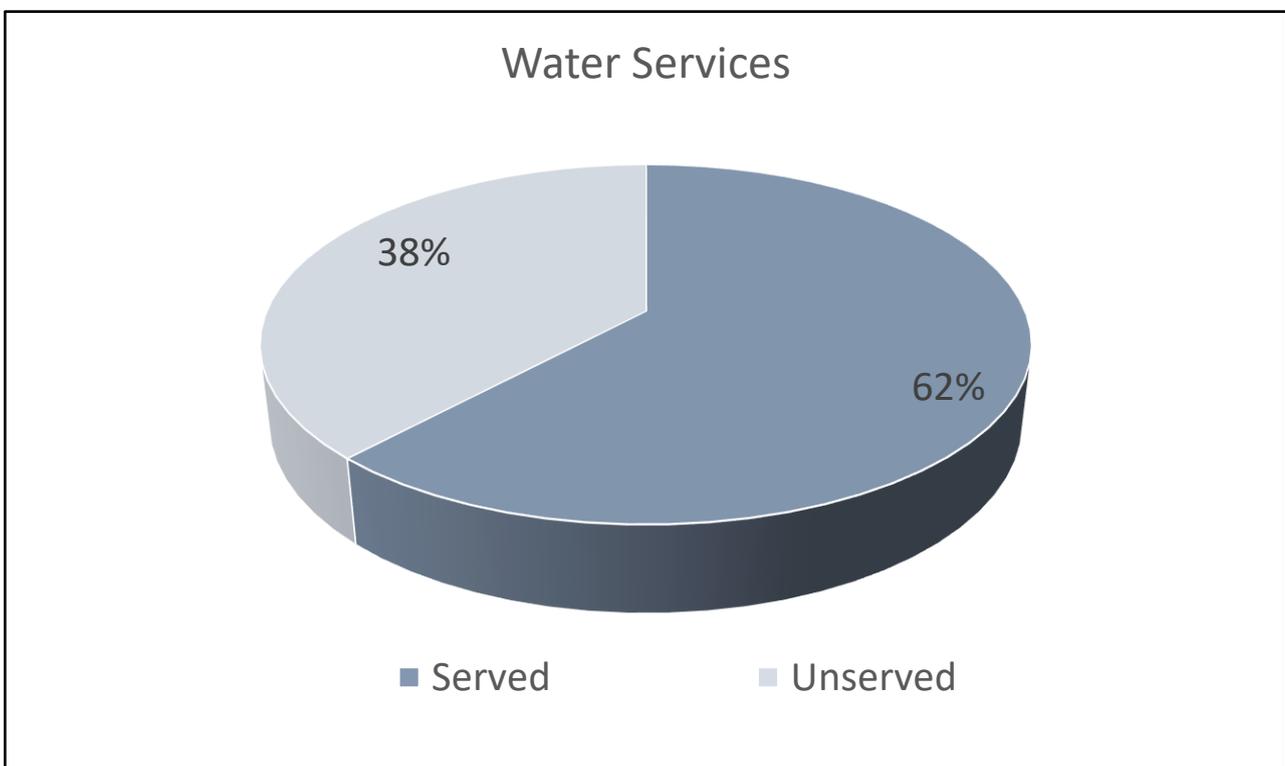
	Category	RURAL		URBAN	
		Households	Population	Households	Population
Water	Piped (tap) water inside dwelling/institution	7 237	30 379	7 920	35 007
	Piped (tap) water inside yard	13 507	56 584	6 284	27 836
	Piped (tap) water on community stand: distance less than 200m from dwelling/institution	21 840	89 233	3 517	15 218
	Piped (tap) water on community stand: distance between 200m and 500m from	8 380	34 327	630	2 676
	Piped (tap) water on community stand: distance between 500m and 1000m (1km) from	3 299	13 621	149	631
	Piped (tap) water on community stand: distance greater than 1000m (1km) from	1 794	7 326	212	937
	No access to piped (tap) water	45 659	185 434	1 622	6 522
	Unspecified	29	115	84	349
Not applicable	47	203	1 095	4 466	
<b>Water Total</b>		<b>101 792</b>	<b>417 223</b>	<b>21 513</b>	<b>93 642</b>
Sanitation	None - Households	3 844	15 963	514	2 165
	Flush toilet (connected to sewerage system)	3 999	16 642	11 706	52 538
	Flush toilet (with septic tank)	3 283	14 062	1 160	4 872
	Chemical toilet	5 093	21 331	1 084	4 747
	Pit toilet with ventilation (VIP)	28 437	116 656	1 121	4 967
	Pit toilet without ventilation	49 315	200 478	4 639	19 108
	Bucket toilet	948	3 929	184	765
	Other	6 761	27 652	129	555
	Unspecified	29	115	16	75
	Not applicable	28	114	1 015	4 132
<b>Sanitation Total</b>		<b>101 736</b>	<b>416 941</b>	<b>21 569</b>	<b>93 924</b>

However as it relies on Census 2011 data (which is the only district wide data set); this data does not include service delivery projects that have occurred since 2011. Therefore for the purposes of presenting updated backlog figures, the backlog figures from the Harry Gwala DM IDP provide a better estimation of the current backlog situation. These backlog figures

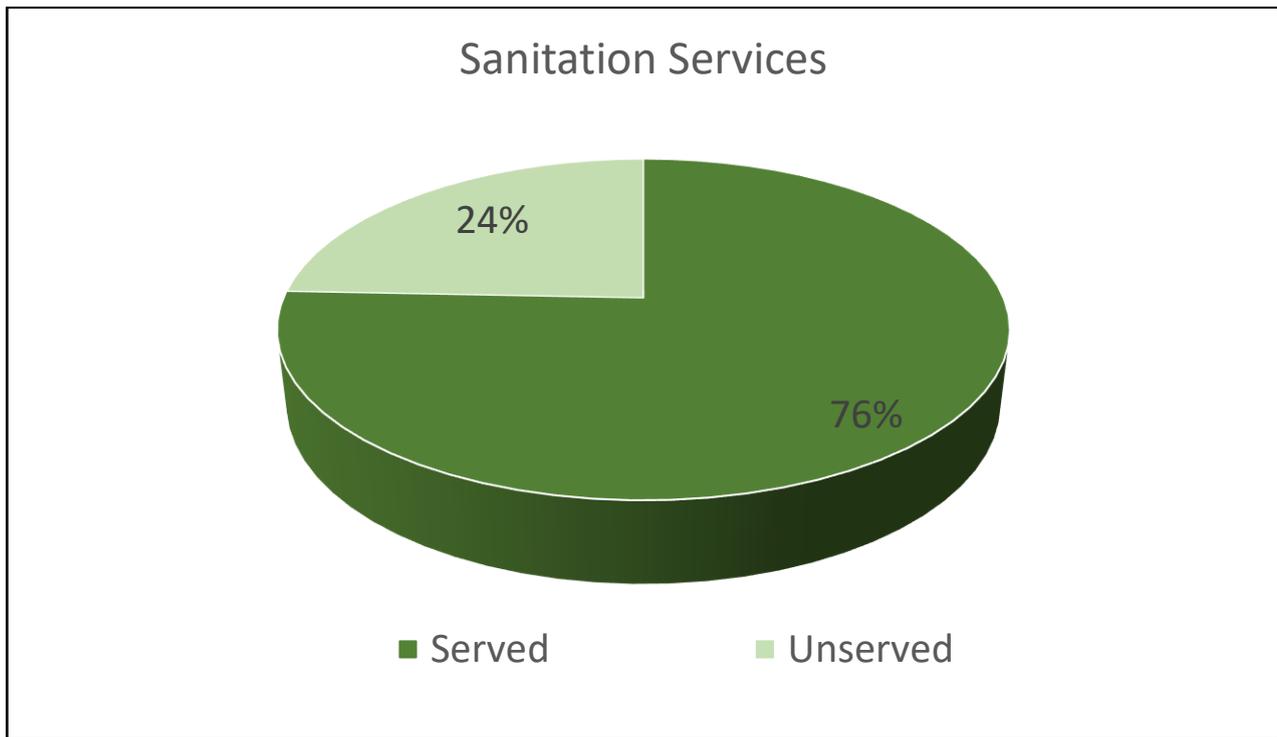
are based on government guidelines, which deem that the following service levels represent an adequate level of service:

	Category
Water Served	Piped (tap) water inside dwelling/institution
	Piped (tap) water inside yard
	Piped (tap) water on community stand: distance less than 200m from dwelling/institution
Sanitation Served	None - Households
	Flush toilet (connected to sewerage system)
	Flush toilet (with septic tank)
	Chemical toilet
	Pit toilet with ventilation (VIP)

These water and sanitation backlogs are graphically represented in **Figures A1 and A2**.



**Figure A.1: Household Water Access Profile**



**Figure A.2: Household Sanitation Access Profile**

The number of households and population that have backlogs (below RDP level) is shown in **Table A.5** as determined in the IDP and per the Census Data (traceable to a specific community but lacking latest service delivery efforts).

**Table A.5: Comparison between IDP and Census Data Backlogs**

Municipality	IDP (Up to date Backlog Figures that include latest service delivery)			Census 2011 Service Level Data (traceable to specific Community on Settlement Reconciliation Tables)		
	Households	Backlog HH	%	Households	Backlog HH	%
<b>Water</b>						
Dr Nkosazana Dlamini-Zuma	29 983	15 097	50%	29 350	14 125	48%
Ubuhlebezwe	26 231	10 670	41%	27 856	16 451	59%
Umzimkhulu	48 641	16 168	33%	49 705	31 023	62%
Greater Kokstad	15 214	3 816	25%	16 394	1402	9%
<b>Harry Gwala District Municipality</b>	<b>120 069</b>	<b>45 751</b>	<b>38%</b>	<b>123 305</b>	<b>63 001</b>	<b>51%</b>
<b>Sanitation</b>						
Dr Nkosazana Dlamini-Zuma	29 983	6 183	21%	29 350	14 741	50%
Ubuhlebezwe	26 231	3 201	12%	27 856	13 312	48%
Umzimkhulu	48 641	19 866	41%	49 705	35 547	72%
Greater Kokstad	15 214	0	0%	16 394	3 823	23%
<b>Harry Gwala District Municipality</b>	<b>120 069</b>	<b>29 250</b>	<b>24%</b>	<b>123 305</b>	<b>67 423</b>	<b>55%</b>

From **Table A5** it can be seen that more than **38%** of households lack adequate water services and **24%** lack adequate sanitation services. The differences between the IDP and

Census data backlogs is due to the fact that the Census 2011 data reflected the situation before recent municipal projects were completed, in the past 10 years, which eradicated some of the water and sanitation backlogs.

The WSDP service backlog data not only defines areas that are below RDP level, but also areas that are not supplied with adequate water and sewer services, even if the type of service is above RDP level (such as inadequate source or infrastructure). The total backlogs, irrespective of need, are shown in **Table A6**:

**Table A.6: Residential water services delivery: Water and Sanitation backlog**

Category	Households	Population
Direct settlement backlog water. Total with any type of water need	59 597	253 217
Direct settlement backlog sewer. Total with any type of sewer need	23 364	99 334

In the urban areas, sanitation infrastructure is present, but the infrastructure is old and needs to be replaced or refurbished. There is also a massive need to upgrade/refurbish the treatment works. From **Table A.6** it can also be seen that more than half the households require some form of water services due to resource or infrastructure issues. The new WSDP format also indicates what type of backlog eradication is required in each of the settlements. The types of backlog eradication are indicated per number of households in **Table A.7**:

**Table A.7: Required backlog eradication types per number of households**

Type	Water needs to eradicate the backlog	Households
Resource	Conservation & Demand Management	0
	New Source	23 075
Infrastructure	Refurbishment	6 551
	Extension	959
	New scheme	31 183
	Replace old	0

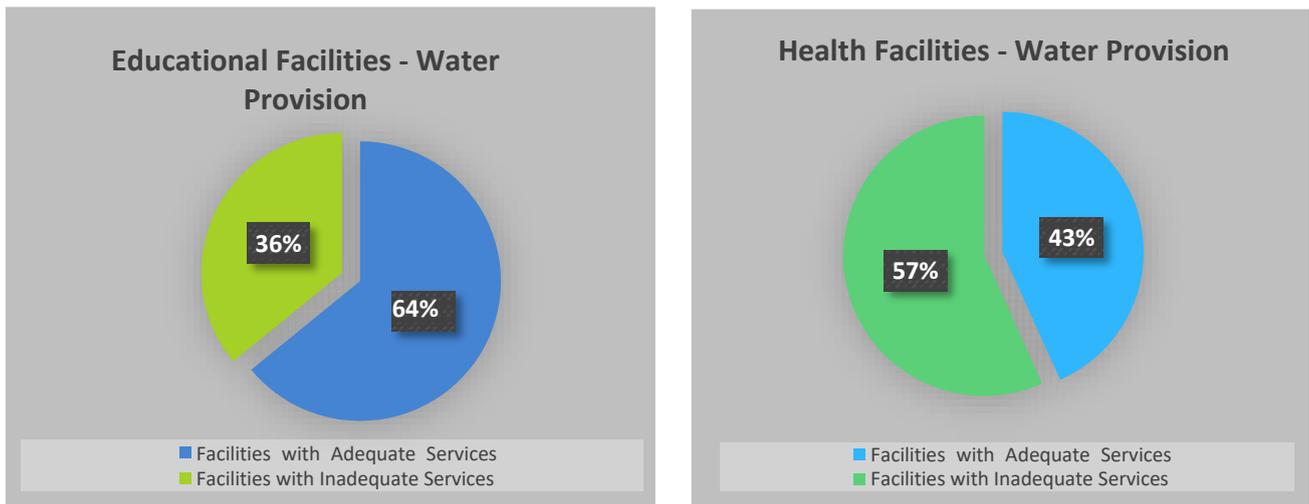
As can be seen from **Table A.7** the majority of the households with backlogs require a new source or a new scheme to eradicate the water backlogs (dried up springs/boreholes or scheme not able to supply increased number of households).

The section also contains details regarding the type of water and sanitation provision and if it is adequate or not regarding health and educational facilities. The education and health

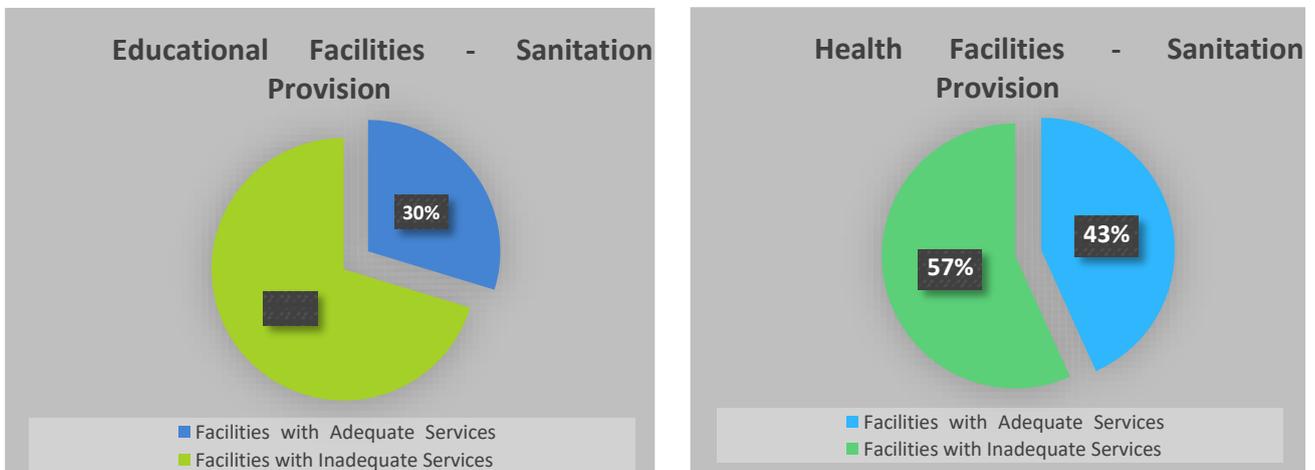
facility data (location, type and name) was taken from the information on the facilities provided by HGDM, but the majority from the GDB provided by DWS. The service levels were based on the settlement service levels or where information was provided in the GDB. The service levels per facility type are shown in **Table A.8** and **Figure A3 and A4**.

**Table A.8: Amenities Service Level Adequacy**

Associated services facility	Number of facilities	Facilities with Adequate Services	Facilities with Inadequate Services
<b>Sanitation Provision</b>			
<b>Educational Facilities</b>			
<b>Primary School</b>	277	95	182
<b>Secondary School</b>	81	31	50
<b>Tertiary</b>	1	0	1
<b>Combined</b>	140	21	119
<b>Special Needs</b>	2	2	0
<b>Other</b>	0	0	0
<b>Health Facilities</b>			
<b>Hospitals</b>	8	8	0
<b>Health Centres</b>	24	14	10
<b>Clinics</b>	35	7	28
<b>Other</b>	0	0	0
<b>Water Provision</b>			
<b>Educational Facilities</b>			
Primary School	277	164	113
Secondary School	81	60	21
Tertiary	1	0	1
Combined	140	95	45
Special Needs	2	2	0
Other	0	0	0
<b>Health Facilities</b>			
Hospitals	8	8	0
Health Centres	24	14	10
Clinics	35	7	28
Other	0	0	0



**Figure A.3: Amenities Water Access Profile**



**Figure A.4: Amenities Sanitation Access Profile**

From the **Table A.8**, it can be seen that the majority of facilities have inadequate water and sewer services. As the majority of the service levels were estimated, a detailed study of all services should, however, be conducted to ensure adequate service level representation in WSDP. After this process has been completed projects, need to be proposed to improve service provision to the critical facilities.

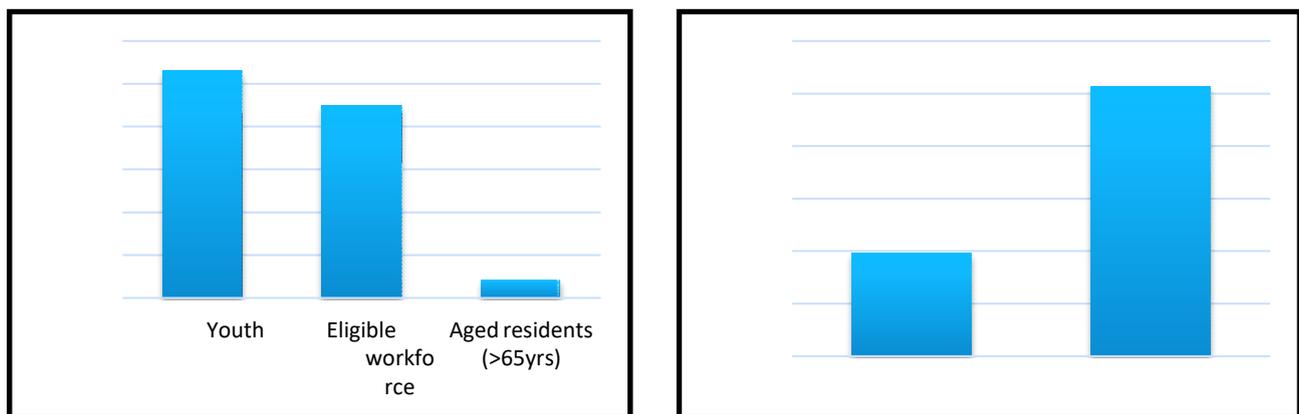
Strategies and projects are in place to improve the service levels in most areas where there is a lack of services, or the services are inadequate. Funding is the largest issue in HGDM, not the identification of projects and strategies. HGDM relies mainly on grants for infrastructure projects as revenue from billing is inadequate for infrastructure projects. The relevant projects are listed in the WSDP and the MTEF section.

### Business Element 3: Socio-economics

---

The socio-economic section includes the most up to date information regarding the socio-economics of the WSA as generally provided by STATS SA. The socio-economic information was completed from the STATS SA website based on the community survey done in 2016.

The WSA has a relatively even split between male and female residents, with the females being slightly more. Almost half of the population are between 18 – 65 years of age (working force) (see **Figure A5**).



**Figure A.5: Population Profile**

The household income section and economic status for HGDM was completed from Census 2011 data. From the data, Harry Gwala District has very high levels of unemployment, and in general, the households are very poor. This is due to the low economic growth in the DM, only small urban areas with little work opportunities and the main industry being agriculture and forestry.

The employment profile, economic sectors information, demographic trends and migration details were not available from either Harry Gwala DM or STATS SA. Details regarding these are required for proper resource planning, and strategies need to be put in place to investigate. STATS SA or Harry Gwala DM need to implement a strategy to gather the specific information.

## Business Element 4: Water Services Infrastructure Management (Infrastructure)

---

This section gives details regarding the infrastructure: Incidents, safety inspection, monitoring of the WWTW, the condition of infrastructure, refurbishment, replacement and new development costs, lifespan and useful life, capacity.

Limited to no information was available regarding the inspection and condition of all the infrastructure. As the majority of the infrastructure was managed by each LM separately previously and not by Harry Gwala DM WSA as a whole, the information is thus scarce and not accessible or available. The assessment of the infrastructure was based on meetings with the relevant LM infrastructure managers and superintendents of each scheme and are mainly estimations.

It should be noted that Harry Gwala DM does not have a department responsible for water quality and monitoring, the infrastructure department is responsible for this, but resources need to be allocated.

Currently, there are 13 sewer schemes based on the WTW and 168 Water schemes. The respective schemes are listed in **Table A10 and A11**:

**Table A.10: Sewer Schemes**

BULWER	RIETVLEI	UNDERBERG
FRANKLIN	RIVERSIDE	HIMEVILLE (PACKAGE PLANT)
HLANGANANI/POLELA	ST APOLLINARIS/CENTOCOW	CREIGHTON
IXOPO	UMZIMKHULU	UNDERBERG RDP (PACKAGE PLANT)
KOKSTAD		

The bold LM schemes, shown in the **Table A.11** below, were used for the water balance purposes as the NRW project was done on LM scale and not per water scheme as little to no bulk meter data on a scheme level was available.

From **Table A.11** it can be seen that Harry Gwala DM has over 150 water schemes. This is an issue as there are several small borehole or spring schemes, but very few regional bulk schemes making operation and maintenance an issue. Through discussions with the operational staff, it was also noted that most of these small schemes incur issues due to over-use and drying up. There is thus a need for more sustainable water supply in Harry Gwala DM via regional bulk schemes.

**Table A.11: Water Schemes**

ANTIOCH SCHEME	KLIPSPRUIT SCHEME	NDAWANA SCHEME
BOMBO SCHEME	KNOEKFARM	NDZOMBANE SCHEME
BORNDRAND SCHEME	KOKSHILL RA SCHEME	NETHERBY
BULWER BULK (FUTURE)	KOKSHILL RB SCHEME	NGCESHENI WATER SCHEME
BULWER NKELABANTWANA WATER SCHEME	KOKSTAD WATER SCHEME	NGQOKOZWENI SCHEME
BULWER SCHEME	KRAANSDRAAI / GLEN EDWSRD WATER SCHEME	NGQUMARENI SCHEME
BULWER-NKELABANTWANA NKUMBA (FUTURE)	KROMHOEK SCHEME	NGWANQA SCHEME
CARRISBROOKE SCHEME 2	KWABASE/PIKININI SCHEME	NGWINJINI WATER SCHEME
CENTOCOW / ST .APOLLINARIS/MAKHOLWENI SCHEME	KWAFILI / RUSTFONTEIN SCHEME	NJUNGA AND RHALODI SCHEME
CHIBINI (FUTURE)	KWAJAMES SCHEME	NKWEZELA WATER SCHEME
CLYDESDALE SCHEME	KWAMAKHOBA WATER SCHEME	NOKWEJA WATER SUPPLY SCHEME
COMMONVILLE/HOPEVALE SCHEME	KWASENTI WATER SCHEME	NOMANDLOVU SCHEME
CORINTH SCHEME	KWASOKHELA SCHEME	NONGIDI SCHEME
CREIGHTON WATER SCHEME	LUKHANYENI/MDENI WATER SCHEME	NTAKAMA SCHEME
DELAMZI SCHEME	LUKHASINI WATER SCHEME	NTLAMBAMASOKA SCHEME
DIPHINI/DUMISA SCHEME	LUSIZNIN SCHEME	NTSIKENI SCHEME
DONNYBROOK / GALA WATER SCHEME	LUWAMBENI SCHEME	NXAPHANXAPHENI SCHEME
DONNYBROOK SCHEME	MACABAZINI WATER SCHEME	NYANISWENI
EASTLANDS SCHEME	MACHUNWENI SCHEME	NYANISWENI WATER SCHEME - KS
EBOVINI / EMAZABEKWENI WATER SUPPLY SCHEME 3	MAGQAGQENI SCHEME	NYANISWENI WATER SCHEME - UMZ
EBUTHA - WATER TANKER	MAGQORHOLWENI WATER SCHEME	NYEMBE SCHEME
EDGERTON SCHEME	MAHEWINI WATER SCHEME	NZIMANKULU SCHEME

EMAUS SCHEME	MAHHEHLE WATER SUPPLY SCHEME	OKHETHENI WATER SCHEME
EMVUBUKAZI / KWABALA SCHEME	MAHRWAQA (FUTURE)	OQAQENI WATER SCHEME
ENGWAQA	MAKHOLWENI SCHEME	PAKKIES WATER SCHEME
ENHLANHLENI/EMAKHOLWENI SCHEME	MALENGE SCHEME	PITELA SCHEME
ERITH TRUST/EBHAYI/KWATHATHANE SCHEME	MAMBATHENI WATER SCHEME	PUNGASHE/MHLABATSHANE SCHEME - HG
ESICEDENI/QULASHE AREA SCHEME	MANGWANENI WATER SCHEME	RIESDALE SCHEME
ESIKHESHINI SCHEME	MARAISKOP	RIETFLEI SCHEME
ESIQANDULWENI WATER SUPPLY SCHEME	MARIATHAL WATER SCHEME	RIVERSIDE SCHEME
ESIZINGENI	MARIATHAL WS (FUTURE)	ROCKY MOUNT SCHEME
FOUNTAINS/MATHATHANESCHEME	MASAMANI KHUKHULELA WS	SANDANEZWE WATER SCHEME
FRANKLIN WATER SCHEME	MASAMANI WATER SCHEME	SDADENI WATER SCHEME
GOSO SCHEME	MASHAWINI SCHEME	SIKHULU SCHEME
GREATER IMPENDLE 2 GREATER STOFFLETON - HG	MAWUSI SCHEME	SINGISI FACTORY SCHEME
GREATER MBULWELENI (FUTURE)	MBHULELO SCHEME	SMALL MAHOBE SCHEME
GREATER MKHUNYA (FUTURE)	MBULELWENI WATER SCHEME	SPITZKOP SCHEME
GREATER PANINKHUKU SCHEME	MDAYANE WATER SCHEME	SPRINGVALE WATER SUPPLY SCHEME
GREATER SUMMERFIELD SCHEME	MDENI SCHEME	ST BARNABAS SCHEME
GUDLINGDABA SCHEME	MFULAMHLE SCHEME	ST PAUL SCHEME
GUGWINI & SIHLONHLWENI SCHEME	MGODI/SKEI WATER SUPPLY SCHEME	STEPMORE
HIGHFLATS	MKHUNYA	STRANGERS REST SCHEME
HIGHLANDS/WASCHBANK SCHEME	MNKANGALA SCHEME	TARSVALLEY WATER SCHEME
HIMEVILLE SCHEME	MNQUMENI (FUTURE)	THUTHUKANE WATER SCHEME
HLANGANANI/POLELA SCHEME	MNQUNDEKWENI WATER SCHEME	TSAWULE SCHEME
HLOKOZI SCHEME	MNYWANENI WATER SCHEME	UFABA (FUTURE)
HLOKOZI WATER SUPPLY SCHEME	MOTYENI/SMALL MAHOBE SCHEME	UMZIMKHULU SCHEME

HOPEWELL/CARRISBROOKE SUPPLY SCHEME	MPHITHINI WATER SCHEME	UNDERBERG SCHEME
HOPEWELL/KWADAYI SUPPLY SCHEME	MPHOLA/GAYBROOK SCHEME	VIERKANT WATER SCHEME
IBISI SCHEME	MPOFINI WATER SCHEME	VOYIZANA WATER SCHEME
IBISI/MFUNDWENI WATER SCHEME	MQATSHENI/STEPMORE	VUKA WATER SCHEME (NOT OPERATIONAL)
INDAWANA SCHEME	MQHOKWENI SCHEME	WATERFALL/NTLANGWINI SCHEME
IXOPO BULK (FUTURE)	MZIKI-AGRI VILLAGE	WENSBURG
IXOPO WATER SUPPLY SCHEME	NARAZETH SCHEME	ZIQALABENI SCHEME
JABULA/NDZIMANKULU SCHEME	NCAKUBANA (FUTURE)	
JOLIVET/VULAMEHLO WSS – CROSS BORDER	NCAMBELE/BLOEMFONTEIN SCHEME	
KILIMON WATER SCHEME (FUTURE)	NDABAYILALI SCHEME	

<b>UMZIMKHULU</b>	<b>UBUHLEBEZWE</b>
<b>GREATER KOKSTAD</b>	<b>DR NKOSAZANA DLAMINI-ZUMA</b>

A summary of the current water and sewer infrastructure is given in **Table A.12** as contained in the above schemes:

**Table A.12: Number of water and sanitation infrastructure assets and capacities**

<b>Water</b>		
<b>Item</b>	<b>Number</b>	<b>Total capacity</b>
Boreholes	1988	
Abstraction works	18 4	
Water Treatment Works	23	37.67ML/d
Water pump stations	73	
Water bulk pipelines	787.8km	
Water reticulation pipes	1 401.2km	
Reservoirs	71 3	69ML
<b>Sewer</b>		

Item	Number	Total capacity
Sewer pump stations	4	
Sewer bulk pipelines		
Sewer reticulation pipes	103.8km	
Water Treatment Works	13	11.68ML/d

As can be seen from **Table A12**, there is very little to no information regarding the capacities of the pump stations or abstraction works (surface and ground).

A proper infrastructure survey needs to be conducted on the existing infrastructure regarding their: condition, replacement needs, replacement/refurbishment costs, lifespan etc. An infrastructure and asset management programme needs to be put in place by HGDM to improve the management of their infrastructure.

It should be noted that Harry Gwala DM also does not currently have a good register of all their VIPs. A study should be done by surveying the position of the VIPs and their condition.

## Business Element 5: Water Services Infrastructure Management (O&M)

---

This section is related to the operation and maintenance of the water infrastructure (not sewer). HGDM technical staff provided information relating to the water infrastructure. There is currently no system in place to manage and catalogue the equipment and associated staff relating to the operation and maintenance of the water infrastructure. There is an asset register but it needs revising as a lot of the infrastructure is not included in the asset register.

There are three categories assessed regarding O&M in the WSDP:

1. Resources
2. Information
3. Activity control and management

The different infrastructure is then assessed according to the three categories and assessed on a status quo and impact. There is a need to establish if the operation and maintenance are adequate (zero compliance – no intervention required) and the impact it has (critical to no impact).

In general, the O&M assessment showed that most of the aspects are below minimum requirements. From the discussions with HGDM operational staff, the following critical areas of concern were raised that need to be addressed:

- Spare parts (resources)
- Budget (resources)
- As-Built info. (information)
- Quality control procedures (activity control and management)

There are also green and blue drop reports for the majority of the treatment works. The treatment works and their scores are given in **Table A.13 and A.14** below:

**Table A.13: WTW and respective Blue Drop scores**

WTW	Blue Drop Score
ESIQANDULWENI WTW	44.81%
MNQUMENI WTW (FUTURE)	<b>0.0%</b>
MQATSHENI WTW	<b>0.0%</b>
FRANKLIN WTW	47.29%
BULWER TOWN WTW	46.02%
ST APOLLINARIS/CENTOCOW WTW	64.7%
MACHUNWINI WTW (PACKAGE PLANT)	<b>0.0%</b>
KWANJUNGA WTW (PACKAGE PLANT)	<b>0.0%</b>
VIERKANT WTW (PACKAGE PLANT)	<b>0.0%</b>

UMZIMKHULU TOWN WTW	51.59%
HIGHLANDS/WASHBANK WTW (PACKAGE PLANT)	48.75%
ISIBI WTW	65.56%
UNDERBERG WTW	66.64%
NOKWEJA WTW (PACKAGE PLANT)	49.48%
RIVERSIDE WTW	63.89%
HLANGANANI/POLELA WTW (PACKAGE PLANT)	68.05%
BULWER WTW	47.43%
KOKSTAD WTW	66.31%
IXOPO WTW (UW)	90.11%
CREIGHTON WTW	69.92%
NGWANGWANE WTW (FUTURE)	<b>0.0%</b>
HIGHFLATS WTW	0.73%
DONNYBROOK WTW	0.99%

**Table A.14: WWTW and respective green drop scores**

<b>WWTW</b>	<b>Green Drop Score</b>
UNDERBERG RDP (PACKAGE PLANT)	<b>0.0%</b>
HIMEVILLE (PACKAGE PLANT)	<b>0.0%</b>
KOKSTAD	64.1%
UMZIMKHULU	71.4%
IXOPO	<b>0.0%</b>
CREIGHTON	<b>0.0%</b>
RIETVLEI	<b>0.0%</b>
FRANKLIN	<b>0.0%</b>
BULWER	49.0%
HLANGANANI/POLELA	60.1%
UNDERBERG	53.6%
RIVERSIDE	73.3%
ST APOLLINARIS/CENTOCOW	51.8%

From the scores above it can be seen that several of the WTW and WWTW need improved O&M, substantiating the above O&M assessment and the need for it to be improved. There are also several WTWs and WTWs that need to get assessed (highlighted in red). It should be noted that a few of the WTW and WWTW are now maintained by UW and not HGDM themselves.

#### Business Element 6: Water Resources

This section includes details on the number of sources, their abstraction volumes (licensed

and current) and also the number of communities (urban and rural) supplied. Also if there is monitoring in place and if there is a monitoring plan. Details of how frequently and if the abstraction and water quality is monitored and if it is by the standards is also included and what the water quality measures in place and the industries and their usage and effluent volumes.

Apart from UW bulk purchases (mainly in Ixopo), water is abstracted from boreholes and surface abstraction works and is not monitored in the majority of the schemes. There is a water quality monitoring plan in place, but no monitoring of the groundwater and surface water levels or abstraction volumes is conducted. Water quality monitoring is done by UW as there is no specific department at HGDM for water quality monitoring, especially at the treatment, works. Limited to no information was available regarding the large industries and their water use and effluent release.

The available water sources should be analysed regarding their available and existing abstraction volumes, and monitoring should be done regularly. A proper water quality and water use monitoring program also needs to be put in place for both the abstraction and groundwater sources, as well as industrial users to analyse their influent and effluent.

## [Business Element 7: Conservation and Demand Management](#)

This section contains two separate topics as discussed below:

### **7.1 Water Resource management**

This section contains information regarding unaccounted water and water inefficiencies, high pressures for residential consumers, Leak and meter repair programmes and consumer/end-use demand management.

Very little information was available regarding the water resource management section of the WSDP. HGDM currently doesn't have a hydraulic model or analysis which can be used to identify the high-pressure zones and very little information is available regarding the metering and leaks in HGDM.

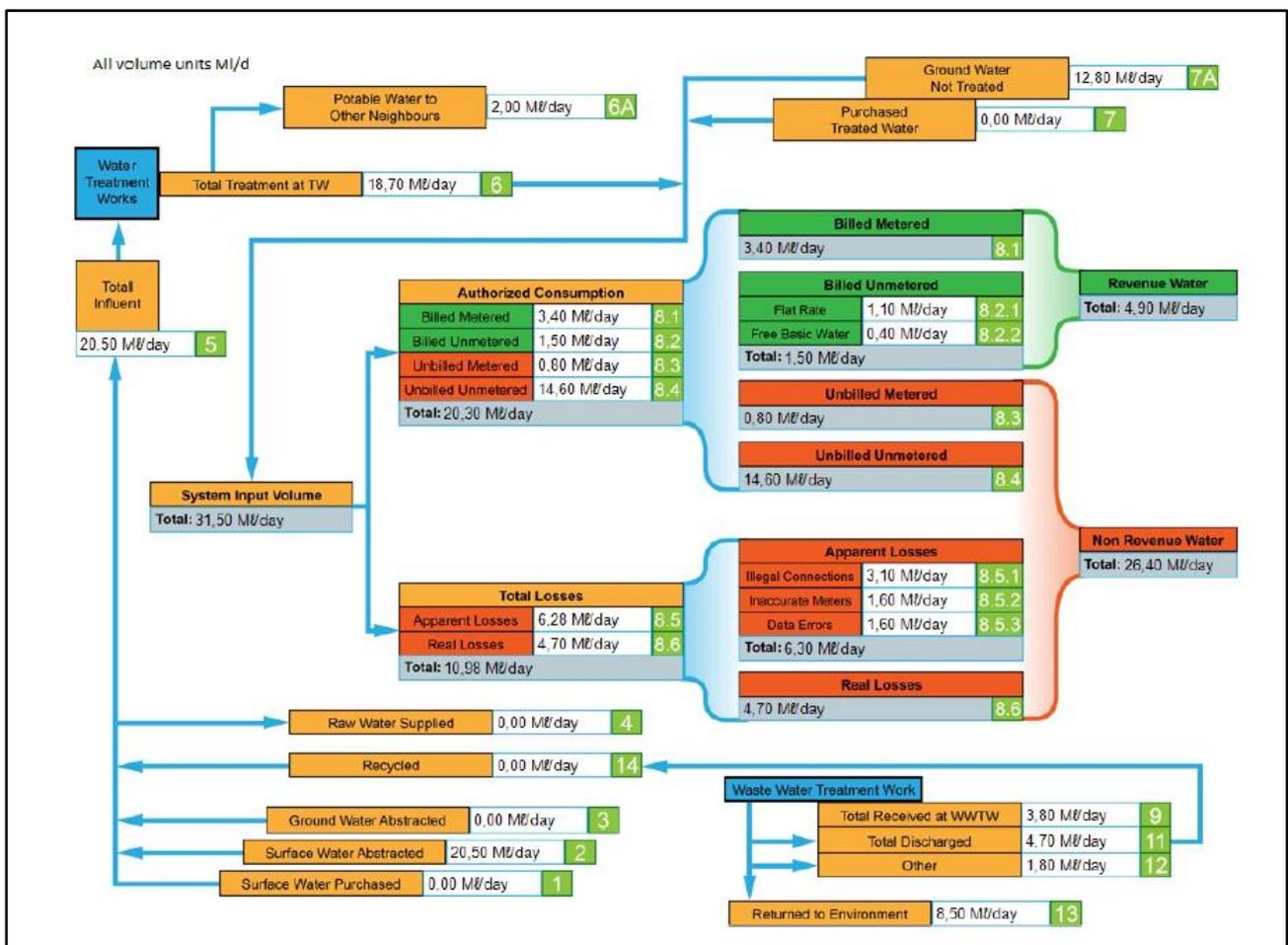
The WSA indicated no available resources or plan in place to allow the monitoring and management of this function. The concept of WC/WDM has recently been introduced, and recommended interventions are to be prioritised. WC/WDM Programmes and interventions to be implemented to ensure compliance by the WSA. A hydraulic model is also required to identify any issues in the current network.

There is currently no working for water programme in place to reduce alien vegetation. There was, however, a programme in place in the past to manage alien vegetation. The WSA conducts information sessions for the public and schools regarding end-use management.

## 7.2 Water Balance

This section contains information regarding the water balance on a scheme or WSA level. The data was completed on a local municipality, scale as bulk meter and consumer data was very limited, to be able to complete the water balance on a smaller scale. The billing database also had several inaccuracies, and several assumptions had to be made regarding consumption as stated in the JOAT NRW report. The actual purchased volumes from UW was also not available. Limited information was also available regarding the volumes of water at the WTW, WWTW, abstraction works and groundwater sources as inlet and outflow meters are limited and not read. No information was provided regarding the supply to other neighbours. Due to the recent restructuring of the ward and LM boundaries, no information was available regarding how much water is supplied to the neighbours. Proper logging and metering are required in Impendle/NDZ as Umgungundlovu WSSA still supplies an area now in Harry Gwala. There is also an area in Ubuhlebezwe that is supplied from Ugu and another supplied from UW. Bulk meters need to be installed to ensure the ward changes are accounted for and noted in the water balance.

The current WSA level water balance, has been updated in this version of the WSDP on the basis of a number of service delivery assumptions, and is shown in **Figure A.6** below.



**Figure A.6: WSA Level Water Balance (2021)**

From **Figure A.6** it is clear that the WSA has very high losses which account for almost a third of the consumption. It is thus imperative that HGDM implements the proposed solutions as stated in the NRW master plan as completed by JOAT to improve the water balance accuracy and completeness and improve NRW. The current status of the water balance is in critical need of interventions as the water loss is excessive. Logging needs to be done or meters installed to produce a proper water balance at all WTW, WWTW, abstraction works and groundwater sources. A strategy should also be put in place to replace and install consumer meters.

#### Business Element 8: Financial profile

---

Information regarding the expenditure, capex and revenue is required in the WSDP. Very limited information was provided regarding the expenditure, capex and revenue by HGDM. Information regarding the water balance cost were taken from the NRW master plan from JOAT, and HGDM financial department provided the financial information regarding some of the water resources aspects.

Information regarding revenue and CAPEX was not provided and needs to be updated by HGDM. Of the financial information available from HGDM, the information is not as split up in the categories as the WSDP requires.

The current structure of the WSDP does not include strategies for improving the financial profile. HGDM does, however, have to look at improving it's cataloguing of financial information and include more categories to align with the WSDP.

#### Business Element 9: Water Services Institutional Arrangements

---

This section relates to the MuSSA and context information questionnaires. The purpose of these questionnaires is to give a broad indication of the status of the WSA and a bit of background and if the necessary procedures and resources are available.

The questionnaires were provided to the WSA, and the various departments in the WSA were contacted to provide accurate information.

The most critical issues that were raised through completing the questionnaires were:

- Water and wastewater quality monitoring and management – should be improved
- Project monitoring and, implementation – better procedures should be put in place
- Limited staff – several of the WSA positions are not filled due to budget constraints
- Informal and rural areas backlog – still several settlements not serviced
- Budget constraints to fund projects to improve water and sanitation provision
- Budget for operation and maintenance is totally insufficient

## ***Section B: State of Water Services Planning***

---

As promulgated in terms of section 16 of the Water Services Act, a WSA must prepare and adopt a new development plan every five years, unless substantial deviations. This section contains the discussion of the detailed plans which has been instituted as part of the WSDP and the status of the WSDP.

### **WSDP Status**

The WSDP was reviewed in June 2020 for the 2020/21 municipal year.

It should also be noted that there are several water and sanitation projects currently in place or planned/in the pipeline in the WSA to improve service levels, but the major issue is getting funding for the projects.

Following the current update to the 2021/22 WSDP, the score has risen to **69.50%** (from 66.72 % last year), which is in the Silver Category.

# Harry Gwala District Municipality Water Services Development Plan

## Chapter 5: WSDP Scoring

Total Score	STATUS
69.50	

### Overall Ability to Perform Water Services Planning



This marks an improvement; although further work is required to improve the accuracy of the data and information in the Harry Gwala DM WSDP. However it should also be noted that the WSDP score is not primarily an indication of the quality of the WSDP; but rather a measure of the capacity and ability of the District Municipality to perform its WSA function.

## ***Section C: Water Services Existing Needs Perspective***

---

*The existing needs perspective as presented below was developed through a systematic and comprehensive review of the water services function in terms of the WSDP Guide Framework. The output from this process is presented in the form of an assessment score and a strategic assessment.*

*The water services situation analysis prompted the development of problem statements which formed the input for the development of the water services objectives and strategies which follows in **Section D**.*

**Table C.1: Existing Needs Perspective and Problem Statements****Demographi****cs**

<b>Item</b>	<b>Strategic interpretation</b>
Settlements Summary	Settlements have been discussed with WSA. Some households were taken from Eskom HH count done in 2013 and counting HH from an aerial photo. The population figures were calculated using the HH and the number of HH from CENSUS 2011. The WSA didn't agree with WSDP and census household and population figures. Study per settlement needs to be completed to assess households and population figures more accurately.
Summary by Settlement Group	Urban and rural figures are accurate. Population and households need to be updated with a more accurate study.
Assessment Score by Settlement Type	Settlements have been discussed with WSA and checks have been made versus the CENSUS 2011 and UAP data provided. The identification of settlement types are adequate, but the settlement households and population figures still need to be assessed in more detail.
Amenities Summary	Public amenities figures were not available at the WSA - Public amenity figures need to be discussed with health and education departments to ensure a correct number of facilities to ensure correct planning. The backlogs and service levels also need to be confirmed.

**Table C.2: Existing Needs Perspective and Problem Statements****Service Levels**

<b>Item</b>	<b>Strategic interpretation</b>
Direct Backlog Water	Projects are in place to improve water services of backlog area, but funding is an issue and lack of regional bulk water supply schemes.
Water Services Infrastructure Supply Level Profile	There is no proper VIP or sanitation service level asset register to assess backlog situation. There are several new rural expansions without proper planning and assessment regarding basic service provision. There are projects in place each year reducing backlogs. Areas that are below RDP level sanitation supply (VIP) needs to be serviced with either VIPs or waterborne sanitation.

<p>Sanitation Service Infrastructure Supply Level Profile</p>	<p>The service levels still need more investigation for a more accurate representation. Using the current service levels, more than half of the households are above RDP level water supply. However, 18% of the households are served via water tankers and 7% via springs and rivers with no proper schemes. There is thus a large portion (25%) of the WSA that is below RDP level water supply which needs to be serviced.</p>
<p>Water Services: Education</p>	<p>The service levels still need more investigation for a more accurate representation. Using the current service levels and reliability profile, the majority of the backlog areas require either infrastructure or, where there is an existing scheme, a more reliable resource.</p>
<p>Sanitation Services: Education</p>	<p>The service levels still need more investigation for a more accurate representation. Using the current service levels, more than half of the households are above RDP level sanitation supply. However, 35% of the households are served via PIT toilets. There is thus a large portion (35%) of the WSA that is below RDP level sanitation supply, which needs to be serviced.</p>
<p>Health and Educational Facilities</p>	<p>The service levels still need more investigation for a more accurate representation. Using the current service levels and reliability profile, the majority of the backlog areas require the existing PIT toilets to be upgraded to VIPs. Some of the VIP areas are also planned to be upgraded to Waterborne</p>

Direct Backlog Sanitation	The service levels of the health and education facilities were based on the service levels identified from the operational meeting with each LM and the UAP data. A detailed study into each of the facilities is however required for a proper assessment of the service levels. Majority of the facilities have inadequate water provision and needs to be addressed.
Water Reliability Profile	The service levels of the health and education facilities were based on the service levels identified from the operational meeting with each LM and the UAP data. A detailed study into each of the facilities is however required for a proper assessment of the service levels. Some of the facilities have inadequate water provision and needs to be addressed.
Sanitation Reliability Profile	The service levels of the health and education facilities were based on the service levels identified from the operational meeting with each LM and the UAP data. A detailed study into each of the facilities is however required for a proper assessment of the service levels. Some of the facilities have inadequate sanitation provision and needs to be addressed.
Water Services: Health	The service levels of the health and education facilities were based on the service levels identified from the operational meeting with each LM and the UAP data. A detailed study into each of the facilities is however required for a proper assessment of the service levels.
Sanitation Services: Health	The service levels of the health and education facilities were based on the service levels identified from the operational meeting with each LM and the UAP data. A detailed study into each of the facilities is however required for a proper assessment of the service levels. Some of the facilities have inadequate sanitation provision and needs to be addressed.

**Table C.3: Existing Needs Perspective and Problem Statements Water Services Asset Management**

<b>Item</b>	<b>Strategic interpretation</b>
General Information	The WSA has an asset and disaster management plan in place. It does, however, not have a plan in place to manage untreated effluent. The asset register also needs to be updated to include all the missing schemes and infrastructure.
Operation	The asset register does not include information regarding security incidents and safety inspections performed. The information was discussed with LMs and assumptions were

	made. Proper assessment of security incidents and safety inspection are required.
Functionality Observation	Very little to no information was available in the asset register regarding replacement value of the infrastructure. There was also no information available regarding the refurbishment or new development costs. There was also no information regarding the physical condition of the infrastructure and information was provided and assumed based on meetings with operational managers of each LM.
Asset Assessment Spectrum	No information was available regarding the expected lifespan of the infrastructure. Very Little to no information was also available regarding the infrastructures age to determine expected lifespans of the infrastructure.
Water and Sanitation schemes	There are several rudimentary schemes in HGDM. There should, however, be more regional schemes implemented as the maintenance and sustainability of the rudimentary schemes are difficult, and several of the schemes are not operating as they should. Some of the treatment works also do not have green and blue drop reports and should be addressed.

**Table C.4: Existing Needs Perspective and Problem Statements**

**Water Services O&M**

<b>Item</b>	<b>Strategic interpretation</b>
Operation & Maintenance Plan	There is currently an operation and maintenance plan in place. The plan should, however, be improved and implemented. The plan is currently not implemented as it should, mainly due to budget constraints.
Is There an Operation and Maintenance Plan?	There is currently an operation and maintenance plan in place. The plan should, however, be improve as we continue with its implimentation.
Resources	The main concern in terms of resources to the WSA in terms of all its infrastructure is budget. The WSA doesn't have enough budget to operate and maintain its infrastructure. After the budget, the WSA has issues regarding the amount of staff and spare parts, which is again linked to the budget.
Information	According to the WSA, there are very little to no As-built information available regarding the infrastructure. The relevant as-builts should be collected from the consultants and surveys should be completed where necessary. There is an asset register in place, but should also be updated. Several of the schemes is not included in the current asset register. There is sufficient information available regarding the tools and equipment, and there are manuals and safety plans.
Activity Control & Management	The WSA shows very little compliance with the active control and management of its infrastructure. The major area of concern is the quality control procedures which are non-existent.

**Table C.5: Existing Needs Perspective and Problem Statements Conservation & Demand Management**

<b>Item</b>	<b>Strategic interpretation</b>
Reducing unaccounted water and water inefficiencies	The WSA stated that there is only partial metering taking place in the WSA, mainly in urban areas where there are proper house or yard connection. The rural schemes have no metering, which is a big issue especially in terms of the water balance. There are programmes to improve leaks and un-metered connections but are not sufficient.

Leak and meter repair programmes	The WSA stated that there is currently active leak and meter repair programmes in place. There is, however, a need for retrofitting inefficient toilets. There are also several illegal connections (yard connection from communal standpipe) which increases leakage.
Consumer/end-use demand management: Public Information & Education Programmes	There are currently programmes in place for educating schools and communities regarding end use/consumer demand management. The WSA states that these are adequate, but further awareness and education is necessary.
Conjunctive use of surface - and groundwater	No information was available regarding artificial recharge, and only information on one scheme was available regarding rainwater harvesting. There is thus a need to investigate artificial recharge and rainwater harvesting in the WSA.
Working for Water	Currently, there are no programs in place to remove alien vegetation or to reduce alien vegetation. Alien vegetation typically has a high water use and should thus be removed. There have been programs in the past, but none are currently in place.

Water Balance	Limited to no information was available regarding the water consumption/metering and water resources (purchased and ground and surface water sources - abstraction volumes). This made the accuracy of the water balance very low, and several assumptions were made. The current NRW due to inadequate metering needs to be addressed.
---------------	---

**Table C.6: Existing Needs Perspective and Problem Statements**

**Water Resources**

<b>Item</b>	<b>Strategic interpretation</b>
Current Water Sources	Limited information was provided on the sources and additional sources available and their volumes and abstraction volumes
Monitoring	Limited information was provided on the sources and additional sources available and their volumes and abstraction volumes. The UAP completed looked at current and additional sources. There is, however, a need to complete a WSA master plan to identify possible additional sources and assess the current infrastructure in more detail.
Water Quality	Information was provided regarding monitoring of sources by the technical staff of the WSA. Monitoring occurs either never or very rarely. No monitoring is done regarding the groundwater sources, and only some of the more formal schemes surface water abstraction is monitored. A need for proper monitoring of the schemes and sources are required. The monitoring of sources is also vital for the water balance.
Operation	The WSA provided information on the water quality. According to the WSA, UW mainly conducts the quality monitoring of the sources (abstraction) and the water that is returned. The WSA does not monitor water quality. There is no staff dedicated to water quality and monitoring in the WSA. There is a need to improve quality monitoring in the WSA.
Additional Sources Available	Most of the abstraction points (surface and ground) are registered with the DWS, but in general, they are not recorded. Proper monitoring of the abstraction points are required.

## ***Section D: Water Services Objectives and Strategies***

---

*The water services objectives and strategies presented below were derived from the water services situational analysis as summarized in **Section C: Water Services Existing Needs Perspective** and presents the 5-year Water Services objectives and strategies as established in the WSA's WSDP.*

Following interaction with the District Municipality during 2020/2021, a number of additional municipal strategies have been identified and included on the list. These new strategies are shaded in light blue.

**Table D1: WSDP FY2018: Water Services Objectives and Strategies****WSDP FY2018: Strategies and Objectives**

N r	Objective of Strategy	Key Performance Indicator	Baseline	WSDP Year 1	WSDP Year 2	WSDP Year 3	WSDP Year 4
				Target	Target	Target	Target
<b>Topic 1 - Settlement Demographics &amp; Public Amenities</b>							
1	Settlement (urban and rural) survey assessing households and population	All settlements should be investigated and the number of households and population numbers should be determined. GPS locations should also be taken	Currently the information is based on Eskom households and the number of people per household from CENSUS 2011 data was used to determine the population.	Present to council need for settlement assessment to provide funding and resources	Complete settlement survey	Update WSDP with new settlement figures	Update WSDP
2	Public amenities should be investigated with cooperation of the health and education departments	All public amenities (health and education) should be investigated and the number of facilities and their type should be determined. GPS locations should also be taken	Currently the information is based on information contained in the existing GDB and from information provided by the surveyor general. The WSA didn't provide any data.	Present to council need for public amenity assessment to provide funding and resources	Complete public amenity survey	Update WSDP with new public amenity figures	Update WSDP
3	Service level data accuracy. Ensure	Improved service level data throughout district	Service level data is based on Census data and is not	Update and improve data	Update and	Update and	Update and

	service level data accuracy and adequacy / align geo-databases		believed to be always accurate.		improve data	improve data	improve data
<b>Topic 2 - Service Levels Profile</b>							
1	Settlement survey assessing service levels - both water and sewer	Settlement survey needs to be completed assessing the service levels of each of the settlements in Harry Gwala (rural and urban)- both water and sewer. The survey will aid in identifying the backlog areas in terms of service provision in Harry Gwala.	Discussions were had with infrastructure regarding water and sewer service provision as Census and DWA service levels were incorrect. The service levels still need more investigation for a more accurate representation.	Presenting to council need for settlement assessment to provide funding and resources	Complete settlement survey	Update WSDP with new settlement figures	Update WSDP
2	Areas that are below RDP level water supply needs to be supplied via new schemes or regional schemes	Areas that are below RDP level water supply needs to be supplied via new schemes or regional schemes	Using the current service levels, more than half of the households are above RDP level water supply, however, 18% of the households are served via water tankers and 7% via springs and rivers with no proper schemes. There is thus a large portion (25%) of the WSA that is below RDP level water supply which	Presenting to council need for improving areas below RDP level of water provision to provide funding and resources	Upgrade below RDP level of water services areas	Upgrade below RDP level of water services areas - update WSDP	Upgrade below RDP level of water services areas - update WSDP

			need to be serviced.				
3	Areas that are below RDP level sanitation supply (VIP) needs to be serviced with either VIPs or waterborne sanitation.	Areas that are below RDP level sanitation supply (VIP) needs to be serviced with either VIPs or waterborne sanitation.	Using the current service levels, more than half of the households are above RDP level sanitation supply, however, 35% of the households are served via PIT toilets. There is thus a large portion (35%) of the WSA that is below RDP level sanitation supply which need to be serviced.	Presenting to council need for improving areas below RDP level of sewer provision to provide funding and resources	Upgrade below RDP level of sewer services areas	Upgrade below RDP level of sewer services areas - update WSDP	Upgrade below RDP level of sewer services areas - update WSDP
4	Assessment of service levels of Health and education facilities for planning and design	An assessment of the service levels of the Health and education facilities in Harry Gwala is required for planning and design and ensuring the facilities have adequate services	The service levels of the health and education facilities were based on the service levels identified from the operational meeting with each LM and the UAP data. A detailed study into each of the facilities is however required for a proper assessment of the service levels.	Get health and education facility information from respective departments	Update service levels and WSDP	Update WSDP	Update WSDP
<b>N</b>	<b>Objective of Strategy</b>	<b>Key Performance Indicator</b>	<b>Baseline</b>	<b>WSDP Year 1</b>	<b>WSDP Year 2</b>	<b>WSDP Year 3</b>	<b>WSDP Year 4</b>
5	Facilities with backlogs need to be properly	Facilities with backlogs need to be properly	Some of the facilities have inadequate water and sewer	Present to council need	Reduce backlogs	Reduce backlogs	Reduce backlogs

	serviced.	serviced.	provision according to the current service levels and needs to be addressed.	for providing proper services to health and educational facilities to provide funding and resources	at facilities and update WSDP	at facilities and update WSDP	at facilities and update WSD
6	A water and sanitation masterplan needs to be completed for the WSA on a bulk and reticulation scale for the existing and future demand scenario	A water and sanitation masterplan needs to be completed for the WSA on a bulk and reticulation scale for the existing and future demand scenario	Currently there is no proper masterplan that assesses the infrastructure (sewer and water) and looks at the existing and future demands of the WSA. A masterplan is imperative in adequate planning infrastructure	Present to council need for a proper water and sewer masterplan to provide funding and resources	Complete masterplan and reduce backlogs	Complete masterplan and reduce backlogs	Complete masterplan and reduce backlogs
7	The existing sources should be investigated and future sources identified	The existing sources should be investigated and future sources identified	Currently the biggest issue with the existing schemes are source reliability. There is a need for more sustainable sources.	Present to council need for the investigation of the existing and future sources to provide funding and resources	Investigate existing and future sources	Develop new sources to improve scheme supply and update WSDP	Develop new sources to improve scheme supply and update WSDP

8	Policy Development (Service Level, Indigent, FBW, Tariff Collection)	Policy developed, adopted and implemented	Policies exist but not always implemented	Develop new policies and present to council for approval	Implement new and existing policies. Develop new policies and present to council for approval	Implement new and existing policies. Develop new policies and present to council for approval	Implement new and existing policies. Develop new policies and present to
9	Water Services Development Planning (WSDP)	Improved quality of WSDP and WSDP Score	WSDP Score has improved but WSDP needs more refinement. Settlement reconciliation exercise needs completion, linking settlement maps directly to service levels.	Update and refine WSDP. Present to Council for approval.	Update and refine WSDP. Present to Council for approval.	Update and refine WSDP. Present to Council for approval.	Update and refine WSDP. Present to Council for approval.
10	Service Level Backlog Quantification and Eradication	Improve accuracy of service level backlog data in order to plan for backlog eradication	Backlogs are estimated in WSDP; but accuracy of data needs improving.	Improve accuracy of backlog data in WSDP and IDP	Improve accuracy of backlog data in WSDP and IDP	Improve accuracy of backlog data in WSDP and IDP	Improve accuracy of backlog data in WSDP and IDP

<b>Topic 3 - Water Services Asset Management</b>							
<b>Nr</b>	<b>Objective of Strategy</b>	<b>Key Performance Indicator</b>	<b>Baseline</b>	<b>WSDP Year 1</b>	<b>WSDP Year 2</b>	<b>WSDP Year 3</b>	<b>WSDP Year 4</b>
1	The WSA should improve the asset management plan and develop a plan to manage untreated effluent	The WSA should update and improve the asset management plan and develop a plan to manage untreated effluent.	The WSA has an asset and disaster management plan in place. It does, however, not have a plan in place to manage untreated effluent. The asset register also needs to be updated to include all the missing schemes and infrastructure.	Present to council need to improve the asset management plan and develop a plan to manage untreated effluent to provide funding and resources.	Improve the asset management plan and develop a plan to manage untreated effluent and update WSDP	Implement the improved asset management plan and plan to manage untreated effluent and update WSDP	Update WSDP
2	The WSA to do a proper assessment of security incidents and safety inspections performed	The WSA to do a proper assessment of security incidents and safety inspections performed	The asset register does not include information regarding security incidents and safety inspections performed. The information was discussed with LMs and Assumptions were made.	Present to council need to do a proper assessment of security incidents	Conduct a proper assessment of security incidents and	Conduct a proper assessment of security incidents and	Conduct a proper assessment of security incidents and

			Proper assessment of security incidents and safety inspection are required.	and safety inspections performed to provide funding and resources	safety inspections performed and update WSDP	safety inspections performed and update WSDP	safety inspections performed and update WSDP
3	Proper replacement, refurbishment and new development costs need to be determined for all the water and sanitation infrastructure in Harry Gwala.	Proper replacement, refurbishment and new development costs need to be determined for all the water and sanitation infrastructure in Harry Gwala. This can be achieved with a sewer and water master plan	Very little to no information was available in the asset register regarding replacement value of the infrastructure. There was also no information available regarding the refurbishment or new development costs. There was also no information regarding the physical condition of the infrastructure and information was provided and assumed based on meetings with operational managers of each LM.	Present to council need to determine a replacement , refurbishment and new development costs for all the water and sanitation infrastructure to provide funding and resources	Determine replacement, refurbishment and new development costs for all the water and sanitation infrastructure and update WSDP	Determine replacement, refurbishment and new development costs for all the water and sanitation infrastructure and update WSDP	Determine replacement, refurbishment and new development costs for all the water and sanitation infrastructure and update WSDP

4	The expected lifespan on the infrastructure should be determined based on the age and the condition of the infrastructure.	The expected lifespan on the infrastructure should be determined based on the age and the condition of the infrastructure. A proper assessment of the infrastructure and their ages are required	No information was available regarding the expected lifespan of the infrastructure. Very Little to no information was also available regarding the infrastructures age to determine expected lifespans of the infrastructure.	Present to council need to determine expected lifespan on the infrastructure to provide funding and resources	Determine expected lifespan on the infrastructure and update WSDP	Determine expected lifespan on the infrastructure and update WSDP	Determine expected lifespan on the infrastructure and update WSDP
5	Investigate and implement more regional water and sanitation schemes.	Investigate and implement more regional water and sanitation schemes. This can be addressed with the water and sewer masterplans	There are several rudimentary schemes in HGDM. The feasibility of regional schemes should be investigated as the maintenance and sustainability of the rudimentary schemes are difficult, and several of the schemes are not operating as they should.	Presenting to council need to investigate and implement more regional water and sanitation schemes to provide funding and resources	Investigate and implement more regional water and sanitation schemes and update WSDP	Investigate and implement more regional water and sanitation schemes and update WSDP	Investigate and implement more regional water and sanitation schemes and update WSDP

6	Blue and green drop reports should be done for outstanding treatment works, and the existing works should be refurbished or upgraded as the score are very low	Blue and green drop reports should be done for outstanding treatment works, and the existing works should be refurbished or upgraded as the score are very low	Some of the treatment works also do not have green and blue drop reports, and the ones that do have are not in good working order and should be addressed.	Presenting to council need for assessing the infrastructure condition to provide funding and resources	Complete asset register assessment	Update WSDP	Update WSDP
7	Update of asset register to include physical condition of all the assets.	Update of asset register to include physical condition of all the assets.	Currently, the asset register does not include the physical condition of all the infrastructure	Present to council need to ascertain the physical condition of the infrastructure to provide funding and resources	Ascertain the physical condition of the infrastructure and update asset register and WSDP	Ascertain the physical condition of the infrastructure and update asset register and WSDP	Ascertain the physical condition of the infrastructure and update asset register and WSDP
8	Improved Municipal Design Standards for Infrastructure	Improved Design standards produced, promulgated and put into use.	Some design guidelines exist but these are not formalised	Design Standards reviewed and new design standards	Design standards ratified by Council	Design standards implemented by Municip	Design standards implemented by Municipa

				drafted for comment		ality on new and existing projects	lity on new and existing projects
9	Asset Management Policy Development (Procurement, Asset Depreciation and Replacement)	Policies updated, developed and implemented	Some policies in place; but not always implemented	Policies reviewed and new policies drafted for comment	Policies adopted	Policies implemented and constantly reviewed	Policies implemented and constantly reviewed
10	Address and reduce illegal connections and vandalism	Reduction in levels of vandalism and illegal connections to water and electricity supplies.	Vandalism and illegal connections are currently a serious problem, resulting in high levels of non-revenue water.	Develop strategy and plan to address illegal connections and vandalism	Implement strategy and plan to address illegal connections and vandalism	Implement strategy and plan to address illegal connections and vandalism. Review progress and suggest any required	Implement strategy and plan to address illegal connections and vandalism. Review progress and suggest any required

						changes	changes.
<b>Nr</b>	<b>Objective of Strategy</b>	<b>Key Performance Indicator</b>	<b>Baseline</b>	<b>WSDP Year 1</b>	<b>WSDP Year 2</b>	<b>WSDP Year 3</b>	<b>WSDP Year 4</b>
11	GIS Database population and upkeep	Updated accuracy of municipal GIS database	GIS database exists but data accuracy is questioned.	GIS data quality improved	GIS data quality improved	GIS data quality improved	GIS data quality improved
12	Disaster and Risk Management	Improved Risk Management Capacity and Protocols	Some risk management procedures in place; but not always applied.	New risk management procedures drafted for comment	New risk management procedures adopted	New risk management procedures implemented and reviewed	New risk management procedures implemented and reviewed

<b>Topic 4 - Water Services O&amp;M</b>							
<b>Nr</b>	<b>Objective of Strategy</b>	<b>Key Performance Indicator</b>	<b>Baseline</b>	<b>WSDP Year 1</b>	<b>WSDP Year 2</b>	<b>WSDP Year 3</b>	<b>WSDP Year 4</b>

1	Develop and implement an improved operation and maintenance plan for the effective operation and maintenance of assets. Improved budgets should be allocated to improve O&M.	Develop and implement an improved operation and maintenance plan for the effective operation and maintenance of assets. Improved budgets should be allocated to improve O&M.	"There is currently an operation and maintenance plan in place. The plan should however be improved and implemented. The plan is currently not implemented as it should, mainly due to budget constraints."	Present to council need to develop and implement an improved operation and maintenance plan to provide funding and resources	Develop and implement an improved operation and maintenance plan	Update WSDP	Update WSDP
2	Proper physical survey needs to be conducted and as-built drawings need to be created as very little information is available regarding physical information which limits the capacity of operational staff	Proper physical survey needs to be conducted and as-built drawings need to be created as very little information is available regarding physical information which limits the capacity of operational staff	According to the WSA there is very little to no AS-built information available regarding the sewer and water infrastructure. The relevant as-builts should be collected from the consultants and physical surveys should be completed where necessary.	Present to council need to survey infrastructure and collect as-builts to provide funding and resources	Survey infrastructure and collect as-builts and update WSDP	Survey infrastructure and collect as-builts and update WSDP	Survey infrastructure and collect as-builts and update WSDP
3	The asset register needs to be updated and all the infrastructure of existing schemes	The asset register needs to be updated and all the infrastructure of existing schemes	There is an asset register in place but should also be updated. Several of the schemes infrastructure is not included in the current asset	Present to council need to update asset register to	Update asset register and update	Update asset register and update	Update asset register and update

	should be included.	should be included.	register.	provide funding and resources	WSDP	WSDP	WSD
<b>N r</b>	<b>Objective of Strategy</b>	<b>Key Performance Indicator</b>	<b>Baseline</b>	<b>WSDP Year 1</b>	<b>WSDP Year 2</b>	<b>WSDP Year 3</b>	<b>WSDP Year 4</b>
4	Develop systems and processes for effective activity control and management - especially in terms of risk and quality	Develop systems and processes for effective activity control and management - especially in terms of risk and quality	The WSA shows very little compliance to the activity control and management of its infrastructure. The major area of concern is the quality control procedures which are non-existent.	Present to council need to develop systems and processes for effective activity control and management to provide funding and resources	Develop systems and processes for effective activity control and management	Update WSDP	Update WSDP
5	Budget to be improved regarding operation and maintenance as currently not enough budget	Budget to be improved regarding operation and maintenance as currently not enough budget	The main concern in terms of resources to the WSA in terms of all its infrastructure is budget. The WSA doesn't have enough budget to operate and maintain its infrastructure.	Present to council need for improved O&M budget to provide funding and resources	Improve O&M with increased budget and update WSDP	Improve O&M with increased budget and update WSDP	Improve O&M with increased budget and update WSDP

6	More staff and spare parts need to be allocated to WWTW and WTW plants and pump-stations for optimal operation	More staff and spare parts need to be allocated to WWTW and WTW plants and pump-stations for optimal operation	After budget the WSA has issues regarding the amount if staff and spare parts, which is again linked to budget.	Present to council need for more staff and spare parts to provide funding and resources	Acquire more staff and spare parts and update WSDP	Acquire more staff and spare parts and update WSDP	Acquire more staff and spare parts and update WSDP
7	Improved training and capacity building for municipal staff	No of staff trained, qualifications and performance of staff improves	Some limited, occasional training takes place	Increased no of training courses	Increase d no of training courses	Increase d no of training courses	Increased no of training courses
8	Proactive scheduled maintenance takes place on a regular basis	More scheduled, proactive maintenance and fewer infrastructure breakdowns	Limited regular maintenance takes place - mainly just reactive repairs and 'firefighting'.	Develop and implement schedule of proactive, scheduled maintenance	Expand implementation of schedule of proactive, scheduled maintenance	Expand implementation of schedule of proactive, scheduled maintenance	Expand implementation of schedule of proactive, scheduled maintenance

<b>Topic 5.1 – Conservation and Demand management – Water Resource</b>							
<b>Nr</b>	<b>Objective of Strategy</b>	<b>Key Performance Indicator</b>	<b>Baseline</b>	<b>WSDP Year 1</b>	<b>WSDP Year 2</b>	<b>WSDP Year 3</b>	<b>WSDP Year 4</b>
1	WC&DM Programmes and interventions to be implemented to ensure compliance by the WSA.	WC&DM Programmes and interventions to be implemented to ensure compliance by the WSA and to reduce water wastage, and levels of non-revenue water	Some WCDM measures being implemented - but more measures are required as water wastage is high.	Present to council need for proper WC&DM programmes and interventions to provide funding and resources	Develop and implement WC&DM Programmes and interventions and update WSDP	Develop and implement WC&DM Programmes and interventions and update WSDP	Develop and implement WC&DM Programmes and interventions and update WSDP
2	Reduction of unaccounted water and water inefficiencies	Reducing unaccounted water and water inefficiencies	Limited measures being currently implemented to effectively reduce water losses and levels of unaccounted for water.	Present to council need for proper WC&DM programmes and interventions to provide funding and resources	Present to council need for proper WC&DM programmes and interventions to provide funding	Present to council need for proper WC&DM programmes and interventions to provide funding and	Present to council need for proper WC&DM programmes and interventions to provide funding and

					and resource s	resources	resources
3	Implementing Leak and meter repair programmes	Reduced leaks and faulty meters	The WSA stated that there are currently active leak and meter repair programmes in place. There is however a need for retrofitting inefficient toilets. There are also several illegal connection (yard connection from communal standpipe) which increases leaking	Present to council need for proper WC&DM programmes and interventions to provide funding and resources	Implement Leak and meter repair programmes	Implement Leak and meter repair programmes	Implement Leak and meter repair programmes
4	Raising public awareness through education programmes	More public awareness and education programmes and improved public awareness of water, sanitation, health and hygiene issues	There are currently programmes in place for educating schools and communities regarding end use/consumer demand management. The WSA states that these are adequate but more awareness and education is necessary.	Present to council need for proper WC&DM programmes and interventions to provide funding and resources	Implement public awareness campaigns	Implement public awareness campaigns	Implement public awareness campaigns
5	Promoting artificial recharge and rainwater harvesting	Improved levels of artificial recharge and rainwater harvesting	Currently no programmes in place. Rainwater harvesting is left to individual consumers	Develop strategy, plan and apply for funding	Implement strategy for artificial recharge	Implement strategy for artificial recharge	Implement strategy for artificial recharge of

					of groundwater resources and rainwater harvesting to conserve water resources	of groundwater resources and rainwater harvesting to conserve water resources	groundwater resources and rainwater harvesting to conserve water resources
<b>Nr</b>	<b>Objective of Strategy</b>	<b>Key Performance Indicator</b>	<b>Baseline</b>	<b>WSDP Year 1</b>	<b>WSDP Year 2</b>	<b>WSDP Year 3</b>	<b>WSDP Year 4</b>
6	Removal and eradication of Alien vegetation	Reduction of alien vegetation and protection & conservation of water catchments	Currently there are no programmes in place to remove alien vegetation or to reduce alien vegetation. The presence of alien vegetation results in high water use and should thus be removed. There have been programmes in the past; but none are currently in place.	Motivate and submit proposal for funding	Implement strategy to remove and eradicate alien vegetation	Implement strategy to remove and eradicate alien vegetation	Implement strategy to remove and eradicate alien vegetation

7	Improved meter reading and consumption data collection	Regularity and accuracy of meter reading and data collection	Meters are read but not always consistently or accurately.	Improved meter reading of existing meters and installation / repair of meters.	Improved meter reading of existing meters and installation / repair of meters.	Improved meter reading of existing meters and installation / repair of meters.	Improved meter reading of existing meters and installation / repair of meters.
---	--	--	--	--	--	--	--

### Topic 5.2 – Conservation and Demand Management – Water Balance

<b>Nr</b>	<b>Objective of Strategy</b>	<b>Key Performance Indicator</b>	<b>Baseline</b>	<b>WSDP Year 1</b>	<b>WSDP Year 2</b>	<b>WSDP Year 3</b>	<b>WSDP Year 4</b>
1	Implement strategies as contained in NRW report compiled by JOAT. Especially regarding metering of sources and consumers (metering of standpipes etc.)	Implement strategies as contained in NRW report compiled by JOAT. Especially regarding metering of sources and consumers (metering of standpipes etc.)	Limited to no information was available regarding the water consumption/metering and water resources (purchased and ground and surface water sources - abstraction volumes). This made the accuracy of the water balance very low and several assumptions were	Present to council need for proper metering to provide funding and resources	Improve metering of sources, reservoirs and consumers - Update WSDP	Improve metering of sources, reservoirs and consumers - Update WSDP	Improve metering of sources, reservoirs and consumers - Update WSDP

			made. The current NRW due to inadequate metering needs to be addressed.				
2	The WSA to develop and implement the water monitoring plan.	Develop and implement the water monitoring plan.	The water monitoring plan is not in place with limited resources to manage these functions effectively.	Develop and implement the water monitoring plan.	Develop and implement the water monitoring plan.	Update WSDP	Update WSDP
3	Comprehensive network of water meters	No of operational meters installed	Some households and areas are metered but not all	Increased no of effective meters	Increased no of effective meters	Increased no of effective meters	Increased no of effective meters

<b>Topic 6 – Water Resource</b>							
<b>Nr</b>	<b>Objective of Strategy</b>	<b>Key Performance Indicator</b>	<b>Baseline</b>	<b>WSDP Year 1</b>	<b>WSDP Year 2</b>	<b>WSDP Year 3</b>	<b>WSDP Year 4</b>
1	The available sources should be analysed in terms of their available abstraction volumes and existing	All abstraction sources should be logged and monitored to determine the available abstraction volumes	Limited information was provided on the sources and additional sources available and their volumes and abstraction volumes.	Present to council need for proper source analysis to	Analyse available and existing abstracti	Update WSDP	Update WSDP

	abstraction volumes.	and the existing abstraction volumes. Proper yield analysis of sources is also required		provide funding and resources	on volumes and update asset register to include volumes		
2	A proper source monitoring program needs to be put in place - monitoring and metering of both ground and surface abstraction is required	A proper source monitoring program needs to be put in place - monitoring and metering of both ground and surface abstraction is required	Information was provided regarding monitoring of sources by the technical staff of the WSA. Monitoring occurs either never or very rarely. No monitoring is done regarding the groundwater sources and only some of the more formal schemes surface water abstraction is monitored. A need for proper monitoring of the schemes and sources are required. The monitoring of sources are also vital for the water balance.	Present to council need for proper source monitoring to provide funding and resources	Implement and develop source monitoring	Update WSDP	Update WSDP

3	A proper water quality and water monitoring program needs to be put in place - water and wastewater	A proper water quality and water monitoring program needs to be put in place - water and wastewater	The WSA provided information on the water quality. According to the WSA, UW mainly conducts the quality monitoring of the sources (abstraction) and the water that is returned. The WSA does not itself monitor water quality. There are no staff dedicated to water quality and monitoring in the WSA. There is a need to improve quality monitoring in WSA.	Present to council need for proper water and wastewater quality monitoring program to provide funding and resources	Develop and implement water and wastewater quality monitoring program	Update WSDP	Update WSDP
4	Register and record all abstractions with DWS - licensing all necessary abstractions	Register and record all abstractions with DWS - licensing all necessary abstractions	Most of the abstraction points (surface and ground) are registered with the DWS, but in general they are not recorded. Proper asset management and monitoring of the abstraction points are required.	Register and record all abstraction works with DWS	Update WSDP	Update WSDP	Update WSDP
5	Climate Change Strategy	Strategy to deal with implications of climate change and to minimise municipal contribution to climate change	No strategy at present	Develop strategy	Implement Strategy	Implement Strategy. Review and amend strategy	Implement Strategy. Review and amend strategy

6	Environmental Protection / Pollution mitigation	Environmental Protection / Pollution mitigation measures approved and implemented	Some environmental strategies but not always enforced.	Develop Environmental Protection / Pollution mitigation measures	Implement Environmental Protection / Pollution mitigation measures	Implement Environmental Protection / Pollution mitigation measures and review impact.	Implement Environmental Protection / Pollution mitigation measures and review impact.
---	---	---	--	--	--	---	---

### ***Section E: Water Services MTEF Projects***

---

*The Water Services Medium-Term Expenditure Framework (MTEF) projects are presented below and outline the water services projects which are funded for implementation within the next three years.*

**Table E.2** provides the projects identified for implementation in **FY2022 to FY2024**.

*These projects are as listed in the Harry Gwala District Municipality 3 year Capital Development Plan.*

*There are 6 project categories which projects fall in generally:*

1. *Infrastructure projects*
2. *Source development projects*
3. *Demand management projects*
4. *O&M Commitments – operations and maintenance*
5. *Institutional*
6. *Water services programs – awareness programs*

*It should be highlighted that the projects included herein, represents only projects for which funding has already been secured, and therefore does not comprise the comprehensive water services project requirements of the WSA.*

*These projects are presented for the different local municipalities in Harry Gwala District and are split between the following grant funding streams:*

- *Municipal Infrastructure Grant (MIG)*
- *Water Services Infrastructure Grant (WSIG) – No projects funded on list in 2022-2024*
- *Regional Bulk Infrastructure Grant (RBIG) – No projects funded on list in 2022-2024*

*The summary of the MTEF water services projects may be presented as follows in **Table E.1** (note that HGDM only currently have infrastructure and demand management projects in place):*

#### **Table E.1: Summary of MTEF Projects**

HARRY GWALA DISTRICT MUNICIPALITY		MTEF Projects							
		2022		2023		2024		Total	
		No	Value	No	Value	No	Value	No	Value
MIG	Dr ND Zuma LM	24	R 101 850 000	24	R 127 000 000	24	R 121 520 000	24	R 350 370 000
	Ubuhebezwe LM	9	R 30 482 150	9	R 38 000 000	9	R 36 000 000	9	R 104 482 150
	Greater Kokstad LM	8	R 35 625 850	8	R 23 000 000	8	R 28 000 000	8	R 86 625 850
	Umzimkhulu LM	11	R 39 600 000	11	R 37 235 745	11	R 50 287 175	11	R 127 122 920
	HGDM	1	R 5 322 000	1	R 5 775 255	1	R 6 045 825	1	R 17 143 080
Total		53	R 212 880 000	53	R 231 011 000	53	R 241 853 000	53	R 685 744 000

**Table E2: WSDP FY2021: *Projects identified for implementation in FY2022 to FY2024***

Project Name	LM	FY 2022	FY2023	FY2024	Total Project Cost	Anticipated Completion Date
<b>MIG</b>						
<b>Dr Nkosazana Dlamini Zuma (NDZ) LM</b>						
Bulwer Dam Emergency Intervention - Water Supply Scheme	NDZ	R 10 000 000	R 8 000 000	R 10 000 000	R 38 294 310	30-Jun-22
Bulwer- Nkelabantwana-Nkumba Water Supply Project	NDZ	R 12 000 000	R 13 000 000	R 11 000 000	R 65 362 818	30-Jun-22
Centocow Water Supply	NDZ	R 1 000 000	R 5 000 000	R 0	R 22 500 000	30-Jun-22
Creighton Water Supply	NDZ	R 3 000 000	R 10 000 000	R 15 000 000	R 60 454 073	30-Jun-22
Donnybrook Town Water Supply	NDZ	R 150 000	R 0	R 4 500 000	R 65 000 000	20-Jun-24
Donnybrook Sewer Upgrade	NDZ	R 250 000	R 0	R 1 500 000	R 31 000 000	20-Jun-24
Fencing of Water Infrastructure in Ingwe and Kwasani	NDZ	R 0	R 0	R 0	R 4 436 715	15-Feb-22
Gala Donnybrook Water Supply	NDZ	R 7 750 000	R 2 000 000	R 0	R 87 049 000	30-Apr-22
Greater Kilimon Water Supply Project	NDZ	R 3 000 000	R 0	R 0	R 700 886 939	30-Jun-25
Greater Mbhulelweni Water Supply Project	NDZ	R 15 000 000	R 20 000 000	R 16 000 000	R 104 347 225	30-Jun-22
Greater Nomandlovu Water Supply Project Phase 2	NDZ	R 1 500 000	R 0	R 0	R 58 259 121	30-Jan-22
Gilson Dam Water Source Development	NDZ	R 0	R 0	R 0	R 98 000 000	30-Jun-24
Himeville Sanitation Project	NDZ	R 3 000 000	R 2 000 000	R 10 000 000	R 43 980 240	30-Jun-22
Kempsdale Dam Wall Raising Project	NDZ	R 18 000 000	R 15 000 000	R 10 000 000	R 38 552 500	20-Jun-23
Khukhulela Water Supply	NDZ	R 7 000 000	R 12 000 000	R 10 000 000	R 20 465 370	30-Jun-24
Underberg - Himeville Water Upgrade	NDZ	R 2 000 000	R 15 000 000	R 10 000 000	R 60 000 000	20-Jun-22
Bulwer Town Water Upgrade	NDZ	R 150 000	R 0	R 2 000 000	R 25 000 000	20-Jun-23
Bulwer Town Sewer	NDZ	R 250 000	R 0	R 4 500 000	R 39 000 000	20-Jun-23
Creighton Town Sewer	NDZ	R 200 000	R 0	R 3 500 000	R 33 100 000	20-Jun-23
Greater Bulwer Donnybrook Water Supply	NDZ	R 15 000 000	R 20 000 000	R 0	R 160 543 746	30-Jun-22
Greater Mhlangeni Water Supply Scheme	NDZ	R 2 000 000	R 5 000 000	R 11 000 000	R 15 000 000	30-Jun-22
Non-Revenue Water Reduction Project in Dr. NDZ	NDZ	R 0	R 0	R 0	R 3 000 000	30-Jun-23
Riverside Sewer	NDZ	R 600 000	R 0	R 2 520 000	R 17 000 000	20-Jun-23
<b>Sub Total</b>		<b>R 101 850 000</b>	<b>R 127 000 000</b>	<b>R 121 520 000</b>	<b>R 1 791 232 058</b>	

Project Name	Municipality	FY 2022	FY2023	FY2024	Total Project Cost	Anticipated Completion Date
<b>MIG</b>						
<b>Ubhulebezwe LM</b>						
Chibini Water Supply Project (AFA) MIS 230487	UBU	R 500 000	R 0	R 0	R 50 749 823	30-May-22
Highflats Town Bulk Water Supply Scheme	UBU	R 5 182 150	R 16 000 000	R 10 000 000	R 33 369 810	30-Jun-25
Ixopo Hopewell Water Supply Scheme	UBU	R 1 950 000	R 1 000 000	R 11 000 000	R 22 370 796	30-Jun-22
Ncakubane Water Supply Scheme Phase 3	UBU	R 7 000 000	R 1 000 000	R 0	R 37 920 343	30-May-22
Rectification and Upgrade of Fairview and Ixopo Town Sewer System	UBU	R 11 350 000	R 10 000 000	R 5 000 000	R 74 239 598	30-Jun-22
Umkhunya Water Supply Schemes (AFA) MIS 224801	UBU	R 500 000	R 0	R 0	R 158 300 916	30-Jun-22
Ixopo Town Water Infrastructure Upgrade	UBU	R 2 000 000	R 5 000 000	R 5 000 000	R 200 000 000	20-Jun-22
Water Conservation and Water Demand Management Ubuhlebezwe LM	UBU	R 0	R 0	R 0	R 5 000 000	15-Feb-22
Universal rural Sanitation Coverage in ubuhlebezwe Municipality	UBU	R 2 000 000	R 5 000 000	R 5 000 000	R 30 489 303	30-Jun-22
<b>Sub Total</b>		<b>R 30 482 150</b>	<b>R 38 000 000</b>	<b>R 36 000 000</b>	<b>R 612 440 589</b>	
<b>MIG</b>						
<b>Greater Kokstad LM</b>						
Franklin Town Sewer	GKM	R 1 000 000	R 5 000 000	R 2 000 000	R 15 000 000	20-Jun-23
Greater Kokstad Water Conservation and Demand Management (AFA) MIS 210744	GKM	R 0	R 0	R 0	R 20 572 751	30-Jun-22
Horseshoe Sanitation Project Phase 2	GKM	R 19 325 850	R 3 000 000	R 0	R 29 886 620	30-Apr-22
Accelerated Water Intervention Programme (Kokstad Rising Main)	GKM	R 10 000 000	R 5 000 000	R 0	R 46 101 324	30-Mar-22
Franklin Town Water Infrastructure	GKM	R 300 000	R 0	R 2 000 000	R 20 000 000	20-Jun-23
Greater Kokstad Water Distribution	GKM	R 0	R 0	R 0	R 236 445 160	20-Jun-23
Kokstad Bulk Sewer Project Upgrade	GKM	R 1 000 000	R 5 000 000	R 17 000 000	R 105 000 000	30-Jun-23
Makhoba Housing Water - Eradication of GKM Water Backlogs (AFA) MIS 230085	GKM	R 4 000 000	R 5 000 000	R 7 000 000	R 22 926 178	30-Sep-21
<b>Sub Total</b>		<b>R 35 625 850</b>	<b>R 23 000 000</b>	<b>R 28 000 000</b>	<b>R 495 932 032</b>	

Project Name	Municipality	FY 2022	FY2023	FY2024	Total Project Cost	Anticipated Completion Date
<b>MIG</b>						
<b>Umzimkhulu LM</b>						
Greater Summerfield Water Project	UMZ	R 15 000 000	R 15 000 000	R 13 787 175	R 199 192 777	30-Jun-22
KwaMay-Theekloof Water Supply Scheme Phase 3	UMZ	R 11 000 000	R 2 000 000	R 0	R 35 007 306	30-May-22
Umzimkhulu Sewers Upgrade Phase 2	UMZ	R 1 000 000	R 1 000 000	R 0	R 25 704 247	30-Nov-22
Cabhana River Valley- St Barnabas Water Supply	UMZ	R 150 000	R 1 235 745	R 4 000 000	R 125 000 000	20-Jun-24
Greater Njunga Water Supply Scheme	UMZ	R 0	R 0	R 12 000 000	R 150 000 000	20-Jun-24
Greater Riverside Water Supply Scheme	UMZ	R 0	R 0	R 5 000 000	R 170 000 000	20-Jun-24
Ibisi - Machunwini Water Supply Scheme	UMZ	R 250 000	R 0	R 2 000 000	R 73 000 000	20-Jun-23
Ibisi Sewer Reticulation	UMZ	R 10 000 000	R 10 000 000	R 500 000	R 20 501 690	30-Jun-22
Lourdes-Nkangala Water Supply	UMZ	R 200 000	R 0	R 2 000 000	R 44 500 000	20-Jun-23
Mnqumeni/Santombe Water Supply Scheme Phase 4	UMZ	R 2 000 000	R 3 000 000	R 0	R 58 200 000	30-Jun-21
Umzimkhulu Water Infrastructure Upgrade	UMZ	R 0	R 5 000 000	R 11 000 000	R 45 000 000	30-Jun-22
<b>TOTAL</b>		<b>R 39 600 000</b>	<b>R 37 235 745</b>	<b>R 50 287 175</b>	<b>R 946 106 021</b>	
<b>ALL LMS</b>						
PMU	ALL	R 5 322 000	R 5 775 255	R 6 045 825	N/A	N/A
<b>TOTAL</b>		<b>R 5 322 000</b>	<b>R 5 775 255</b>	<b>R 6 045 825</b>		
<b>MIG TOTAL</b>		<b>R 212 880 000</b>	<b>R 231 011 000</b>	<b>R 241 853 000</b>	<b>R 3 845 710 699</b>	

## **Section F: WSDP Projects**

---

*The current needs projects that are funded and as included in the MTEF project list are given below. It should, however, be emphasised that additional funding will be required to address the full achievement of the water services strategies as outlined in Section D, but that the extent of such additional funding can only be determined, once initial investigations and activities have been concluded.*

**Table F1** contains the list of all the projects and their costs as contained in the current WSDP.

**Table F2** contains the existing needs assessment and the projects relevant per topic and also the conceptual projects that need to be included in the IDP and project planning.

**Table F3** contains the projects as identified from each topic investigation where there is currently not a project.

**Table F4** contains the proposed projects that were identified from the public participation of the WSDP. These projects should be included in the IDP and the project planning.



**Table F.1: WSDP Project List**

Project Description			Project Category	Total Cost
Project Name	Project Number	Project Description	Main Category	Total Project Cost
Bulwer Dam Emergency Intervention - Water Supply Scheme	2013MIGFDC43209796-09/2011-08	This Scheme falls within the Harry Gwala DM, more specifically Bulwer Town. The water source is the Luhane River with the aim to provide Bulwer town with a more sustainable water source for the short term until the Greater Bulwer / Donnybrook Scheme is completed.	Water	R 38 294 310.00
Bulwer Wastewater Works	2011MIGFDC43201511-08/2010-11	Bhungane Consulting engineers were requested to assist the Harry Gwala (Sisonke) District Municipality in preparing for the Green Drop assessment of 2010. The works were visited and assessed in terms of asset conditions, operations and treatment process. The findings are included in the Green Drop Assessment of 2010.	Sanitation	R 1 122 205.00
Bulwer WTW Refurbishment	ZKZNSIS06	Refurbishment of Bulwer Water Treatment Works	Water	R 3 030 667.00
Bulwer-Nkelabantwana-Nkumba Water Supply Project	ZKZNSIS03	Provide potable water supply within 200m walking distance to approximately 13 523 people located within the 2 702 households making up the Bulwer-Nkelabantwana-Nkumba Water Supply Projects; as per the Harry Gwala District Municipality's Water Services Department service level guidelines.	Water	R 65 362 818.00
Centocow Community Water Supply (AFA) MIS 183977	2013MIGFDC43209944-04/2012-02	The project lies in the area of Centocow which is approximately 15km from the Creighton Town in the Ingwe Local Municipality which falls under the Sisonke District Municipality. The communities are in need of an increase in the safe, adequate and reliable supply.	Water	R 22 500 000.00
Chibini Water Supply Project	2007MIGFDC43123749-09/2006-15; 07/200*	The Chibini Water Supply Project falls under Ubuhlebezwe Local Municipality within the Sisonke District Municipality area of jurisdiction. The main objective of the project is to provide approximately 6272 people living in 1162 households with a safe, adequate and reliable supply.	Water	R 50 749 823.28
Creighton Water Supply	2012MIGFDC43201939-01/2011-13	This project aims to serve the Creighton and neighbouring communities. The project area is located in Ingwe Local Municipality which falls under Sisonke District Municipality. The population to be served by this project is 12 054 in 2 940 households.	Water	R 60 454 073.00
Donnybrook Bulk Sewer Upgrade	2012MIGFDC43209884-01/2012-10	Donnybrook falls within Ward 5 of the Ingwe Local Municipality, and the current population of the area is estimated at 1612 people. The project has been designed to provide at least a connection point for each household, to be located a meter inside the yard.	Sanitation	R 31 000 000.00
Ebovini/ Emazabekweni Community Water Supply (AFA) MIS 180558	2012MIGFDC43209813-04/2012-03	The scope of the work is to provide the communities of eBovini and eMazabekweni with safe and accessible potable water. Water will be sourced from the neighbouring Nokweja Water Project and will be fed into a storage reservoir in central eMazabekweni before reticulation to the community.	Water	R 27 376 620.00

Emergency Sewer Intervention and Rectification for Bhongweni Area	2007MIGFDC43122607-09/2006-07; 04/200*	Emergency Sewer Intervention and Rectification for Bhongweni Area within the Greater Kokstad Municipality.	Sanitation	R 31 100 134.45
Emergency Sewer Intervention and Rectification for the Trunk Sewer Serving the Greater Kokstad Area	2014MIGFDC43227159	Emergency Sewer Intervention and Rectification for the Trunk Sewer Serving the Greater Kokstad Area	Sanitation	R 4 276 938.00
Enhlanhleni and KwaPitela Water Project (AFA) MIS 200174	2014MIGFDC43227282	The project entails the provision of basic water services to the eNhlanhleni and Kwa-Pitela areas, in the Dr NDZ Local Municipality area. In Kwa-Pitela a scheme exists in the area, which was developed (CMIP No. 2003 C43 132) at the cost of R1.3m.	Water	R 5 767 271.00
Eradication of pit latrines, septic tanks and conservancy in Creighton	2008MIGFDC43158620-01/2008-03; 08/201*	Harry Gwala District Municipality has identified the need for sound engineering planning to ensure that the progressive development of a sustainable sanitation solution to Creighton is undertaken in terms of an agreed framework plan.	Sanitation	R 5 970 012.00
Eradication of Sanitation Backlog in Ubuhlebezwe	2013MIGFDC43211692-06/2012-03	Eradication of Sanitation Backlog in Ubuhlebezwe Local Municipality	Sanitation	R 36 802 555.00
Esiqandulweni WTW Refurbishment		Refurbishment of Esiqandulweni Water Treatment Works	Water	R 58 187 715.36
Fencing of Water Infrastructure in Ingwe and Kwasani	ZKZNSIS10	Fencing of Water Infrastructure in Ingwe and Kwasani LMs (now Dr NDZ LM)	Water	R 4 436 715.00
Franklin Bulk Water & Sewerage Upgrade (AFA) MIS 199955		Upgrade of the existing and the construction of new bulk infrastructure (i.e. water, sanitation) for the town of Franklin.	Sanitation	R 15 000 000.00
Franklin Wastewater Works	2006MIGFDC43112225-01/2006-16	Harry Gwala (Sisonke) District Municipality prepared for the Green Drop assessment of 2010. The work was visited and assessed in terms of asset conditions, operations and treatment process. The findings of the investigation were discussed in a business plan submitted to the DWS.	Sanitation	R 13 470 770.02

Project Name	Project Number	Project Description	Main Category	Total Project Cost
Gala Donnybrook Phase 1 Water	2011MIGFDC43201530-08/2010-12	Gala Donnybrook Phase 1 Water project is located within Ward 3 in the Ingwe Local Municipality, and includes Gala, Diphini, Gqumeni and Isigodini villages (Isigodini Esikulu), and is valued at R11.854m (R14 438/household). The scheme will serve 821 households.	Water	R 87 049 000.00
Greater Bulwer Donnybrook Water Scheme	2007MIGFDC43158647-02/2008-17	Construction of Bulwer (Stephen Dlamini) Dam & bulk lines to link to a series of schemes. Project incl. An Emergency Intervention scheme for interim water supply. This incl. Construction of a weir, treatment & storage for water to Bulwer town.	Water	R 11 853 590.00
Greater Bulwer Donnybrook Water Scheme Phase 2	KNR007-09/2011-08	Construction of bulk lines to link potable water to a series of schemes across the Dr NDZ and Ubuhlebezwe areas by abstracting water from the Stephen Dlamini Dam - which is still to be constructed.	Water	R 343 337 429.00
Greater Kilimon Water Supply Project	KNR022	This project aims to serve the Greater Kilimon and neighbouring communities. The project area is located in Ingwe Local Municipality which falls under Harry Gwala District Municipality. The population to be served by this project is 31 975 in 5 944 houses.	Water	R 700 886 939.05
Greater Kokstad Water Conservation and Demand Management (AFA) MIS 210744	2012MIGFDC43206981-06/2011-11	WCDM initiatives	Water	R 20 572 751.00
Greater Mbhulelweni Water Supply Project		This project aims to serve the Greater Mbhulelweni and neighbouring communities. The project area is located in Ingwe local municipality which falls under Harry Gwala District Municipality. It is in the vicinity of Donnybrook town and will serve the community.	Water	R 104 347 224.53
Greater Nomandlovu Water Supply Project Phase 2	2012MIGFDC43207875-02/2011-05	The project area falls within the Dr NDZ Local Municipality and encompasses electoral wards 4, 5 and 6. The project area is approximately 19.75km <sup>2</sup> in extent and will predominately serve the south of Donnybrook Town. The main objective is to provide a water supply to the community south of Donnybrook.	Water	R 58 259 121.00
Greater Paninkukhu Water Supply Scheme	2011MIGFDC43201818-01/2011-14	Construction of a dam; 6Ml treatment plant; 8Ml command reservoir and water bulk network to approximately 9 651 households. In addition to the above, a Rudimentary Programme will be implemented.	Water	R 43 345 270.00
Greater Paninkukhu (Kwamthwane) Bulk Water Supply Project (Ward 6,7,8,9,10,12,13,14,18,19)	ZKZNSIS15-11/2013-04	Bulk Water Supply	Water	R 16 727 625.77
Greater Summerfield Water Project	2013MIGFDC43211711-06/2012-09	Harry Gwala District Municipality has identified the need for sound engineering planning to ensure that the progressive development of sustainable, basic water supply to the Umzimkhulu area is undertaken in terms of an agreed framework plan.	Water	R 199 192 776.68
Greater Tarrs Valley Water Supply	ZKZNSIS09	Water supply project.	Water	R 282 094 439.00
Greater Umzimkhulu Sanitation Project	ZKZNSIS08	Sanitation Project.	Sanitatio	R 4 800 000.00

			n	
Gudlintaba Water Supply Scheme		Water supply project.	Water	R 150 501 606.00
Harding Weza RB Water Supply Scheme	MIG/EC0129/W/05/05	Bulk upgrade (WTW, Bulk pipelines, reticulation infills etc.). An additional Funding application is being prepared and will be submitted to DWS.	Water	R 2 859 180.00
Harding Weza Regional Bulk Water Supply Planning (AFA) MIS 207998	ZKZNUGU02	This application is for funding to undertake the planning and feasibility work related to building a dam in the Weza River near to the Weza WTW. The work undertaken in this project will benefit existing consumers that presently have lower than basic level of service.	Water	R 500 000 000.00
Highflats Town Bulk Water Supply Scheme	2008MIGFDC21159642-07/2010-10	High flats town is situated 20km south-east of Ixopo and falls under the jurisdiction of Ubuhlebezwe LM which falls under Sisonke DM. The population to be served by this project is 19 000. The High flats town is currently receiving water from boreholes.	Water	R 33 369 810.00
Himeville sanitation project	2013MIGFDC43209153-02/2010-06; 06/201*	Upgrade of Underberg Wastewater Works.	Sanitation	R 43 980 240.00
Hlokozi Water Project		This project entails the provision of a basic level water service to the community of Hlokozi. Hlokozi is situated approximately 15km south of the town of Highflats in southern KwaZulu Natal.	Water	R 35 411 292.00
Hlokozi Water Supply Phase 4 - 520 households	2008MIGFDC43164137-05/2008-02	Hlokozi Water Supply Phase 4 – 520 households	Water	R 35 411 292.00
Hopewell		Water Supply to Hopewell	Water	R 22 370 795.62
Horseshoe Sanitation Project-New (AFA) MIS 224972	ZKZNSIS04	The communities of Horseshoe and Mphela, comprising a population of 6,007 people (1,462 households) are currently served by Ventilated Improved Pit (VIP) Latrines.	Sanitation	R 29 886 620.00

Project Name	Project Number	Project Description	Main Category	Total Project Cost
Ingwe Household Sanitation Project	2008MIGFDC43164857-04/2008-03; 12/201*	Ingwe Household Sanitation Project	Sanitation	R 29 000 000.00
Ithubalethu Water Supply		The Ithubalethu water supply scheme falls under Ubuhlebezwe LM of Harry Gwala District. The project entails securing a reliable and sustainable water source either surface or/and groundwater, installing a package treatment plant to treat the raw water and distribution to the community.	Water	R 101 402 919.00
Ixopo - Mariathal Water Supply Project	2011MIGFDC43201672-08/2010-03	The construction of 7000m bulk mains to provide water directly to 335 households and indirectly to 1162 households in the Ixopo- Mariathal region. The construction of the water reticulation network to 335 households. The construction of new reticulation.	Water	R 24 298 593.00
Khukhulela Water Supply	2011MIGFDC43201172-08/2010-04	The Khukhulela water supply project falls under Dr NDZ LM area. The project entails the provision of a basic level of service to ~ 641 households (3600 people) including	Water	R 20 465 370.49

		construction of reticulation network.		
Kokstad Bulk Water and Sewer Upgrade	2011MIGFDC43201662-08/2010-05	Kokstad Bulk Water and Sewer Upgrade	Water	
Kokstad Rudimentary Water Projects		The project is for the eradication of water backlogs in the Greater Kokstad Municipality and entails basic water supply to 1730 people living in 288 households in the rural areas of the Local Municipality. The level of service ranges from springs, rainwater tanks to basic community tap supplies.	Water	R 74 000 000.00
Kokstad Wastewater Works	2011MIGFDC43197840-03/2010-05	Bhungane Consulting engineers were requested to assist the Harry Gwala (Sisonke) District Municipality in preparing for the Green Drop assessment of 2010. The works were assessed in terms of asset conditions, operations and treatment process.	Sanitation	R 5 081 436.00
Kwa-May - Thee Kloof Water Supply Project Phase 3	2020MIGFDC43377980	Kwa-May - Thee Kloof Water Supply Project Phase 3	Water	R 35 007 306.40
KwaMay-Theekloof Water Supply Project (Ward 11,13 and 14)		To provide approximately 5,746 people living in 1,202 households with a safe and reliable supply of potable water. The rural communities within the project area presently use rivers, boreholes and springs for the supply of water. These are not reliable.	Water	R 33 197 661.00
KwaTshaka Rural Water Supply Schemes	2013MIGFDC43216569-06/2012-07	The existing KwaTshaka Water Supply Scheme falls under UMzimkhulu LM of Sisonke DM area. Sisonke DM inherited some water supply schemes from Alfred Nzo DM on 1 March 2006, with the incorporation of UMzimkhulu into KwaZulu Natal.	Water	R 44 830 378.00
Mahwaqa Water Supply	2012MIGFDC43201792-07/2010-12	The planned scope of work will consist of the following items: Access Grant funding for the implementation of the project; construction of the water reticulation network to approximately 113 households as identified from recent orthophotos.	Water	R 4 336 727.51
Makhoba Housing Water - Eradication of GKM Water Backlogs	2012MIGFDC43209640-04/2012-10	Bulk Water Supply for 1400 houses in Springfontein and Argyll areas of Kokstad. House being built by Dept of Human Settlements. Part of the resettlement programme of the Makhoba Community which is a Presidential project. Springfontein will have boreholes.	Water	R 7 283 163.75
Mangwaneni Water Supply Project	2011MIGFDC43195108-03/2010-03	This project will provide RDP water supply to 1444 residents through boreholes and bulk pipelines.	Water	R 22 926 177.53
Mangwaneni Water Supply Project (AFA) MIS 201670	ZKZNSIS11	The scope of works covered in the planning phase of the project is to prepare a DWSF Generic Water Feasibility Study (May 2005 format) and MIG registration forms for the above project to enable the Harry Gwala District Municipality to access the funds for implementation.	Water	R 8 045 483.00
Mhlabatshana Bulk Water Supply Phase 3 & 4	2009MIGFDC43179853-08/2008-02; 01/201*	Provision of Bulk infrastructure (Bulk pipeline & Reservoirs)	Water	R 8 525 482.61
Mhlabatshane Bulk Water Supply	ZKZNUGU21	Scope of works can be broken into 3 components: Umgeni Water Bulk - construction of the dam, pump station, WTW and a reservoir; Ugu DM Bulk - bulk pipelines and reservoirs; and Reticulation.	Water	R 45 000 000.00
Mhlabatshane Dam Planning and Pre- Feasibility	KNR013-02/2012-05; 05/2008-04;01/2007*	This project is a funding application to undertake the planning and pre-feasibility work related to the construction of the proposed Mhlabatshane Dam. The Scope of Work includes an assessment and confirmation of the technical feasibility.	Water	R 483 482 000.00
Mhlabatshane Regional Water Supply	2006MIGFDC21148770-	This project, the Mhlabatshane Regional Water Supply Project consists of a Regional Bulk	Water	R 1 545 840.00

Scheme	01/2007-09	Portion and an Internal Bulk and Reticulation Portion.		
Mhlabatshane Reticulation Infills	2007MIGFDC21122316-05/2008-04	Provision of reticulation infrastructure.	Water	R 153 803 192.00
Mkhunya Water Supply Scheme	ZKZNUGU22	This project is to replace current supply system from the source works and water package treatment plant to meet current AADD req., pumping mains and storage facilities to link up with existing reticulation.	Water	R 15 000 000.00
Mnqumeni/Santombe Water Supply Scheme Phase 4	ZKZNSIS14-03/2014-05	Mnqumeni/Santombe Water Supply Scheme	Water	R 10 287 427.71

Project Name	Project Number	Project Description	Main Category	Total Project Costs
Mqatsheni Stepmore Water Project (AFA 2)	2017MIGFDC43265383	The purpose of this project is to effect the implementation of an acceptable level of service using a full reticulation network with communal standpipes. New infrastructure incl. 15.5km of 50-75mm bore reticulation pipework and 2 PRVs (MWIG).	Water	R 58 200 000.00
Mqatsheni Stepmore Water Project (AFA) MIS 201756 (AFA) MIS 224919	ZKZNSIS13-03/2014-04	The project entails the provision of basic water services to the communities of Mqatsheni and Stepmore in the KwaSani Local Municipal area. The project entails the development of infrastructure to abstract, treat and provide water at a basic level of service.	Water	R 9 838 375.25
Ncakabana Water Supply Scheme Phase 3	W/KZ/14530/17/20	Ncakabana Water Supply Scheme Phase 3	Water	R 37 920 342.96
Ncakubana Water Supply Scheme - Phase 2	2015MIGFDC43234511	Ncakubana Water supply Scheme falls within the Ubuhlebezwe LM of Sisonke District Municipality. The source of the interim water supply is the Creighton Water Supply Project due for completion in November 2014. The scheme entails village reticulation.	Water	R 21 147 773.20
Nkelabantwana Nkhumba Water Supply	2013MIGFDC43214207-09/2012-08	Nkelabantwana Nkhumba Water Supply	Water	R 12 511 684.00
Nokweja / Mashumi Community Water Scheme	ZKZHH16	Upgrade of bulk infrastructure and extension of the reticulation to a previously unserved area (Mhlabashane).	Water	R 15 414 420.00
Nokweja WTW Refurbishment	ZKZNSIS05	Refurbishment of Nokweja Water Treatment Works	Water	R 979 248.00
Nokweja/Mashumi Water Supply Scheme Upgrade - 3421 households		Nokweja/Mashumi Water Supply Scheme Upgrade - 3421 households	Water	R 9 251 633.52
Nomandlovu: KwaSpheni Water Supply Scheme phase 2 - 401 households		Nomandlovu: KwaSpheni Water Supply Scheme Phase 2 - 401 households	Water	R 10 000 000.00
Ntwasahlobo, Netherby and Ridge Water	2008MIGFDC43158969-01/2008-05	This project entails the provision of basic water supply to the Ntwasahlobo, Netherby and Ridge areas in the KwaSani Local Municipality. This project will entail upgrade of the Makhuzeni Greater Stoffelton/ Mkomozana abstraction and water treatment works.	Water	R 17 990 150.00
Pakkies Ext Phase 2	2011MIGFDC43195345-03/2010-04	The project serves to provide the Pakkies area in Kokstad with rudimentary levels of water services. Some 150 households will be served, and about 1200 people will benefit. The previous area that was served was Ekethuleni and Thutakani.	Water	R 5 325 727.00
Pakkies Water Supply Scheme	ZKZNSIS12	Provision of 2 x 30KI bulk reservoirs, the elevation of 2 existing polyethylene tanks; 600m of the new bulk pipeline; a reticulation system comprising of the existing standpipes & 17 new standpipes & a pipe network of approx. 6083m.	Water	R 5 355 727.00
Polela Wastewater Works	2011MIGFDC43201767-08/2010-14	Sisonke District Municipality prepared for the Green Drop assessment of 2010. The work was visited and assessed in terms of asset conditions, operations and treatment process. The findings of the investigation were discussed in a business plan submitted.	Sanitation	R 1 349 505.00

Polela Water Supply	2007MIGFDC43123451-09/2006-11	The Polela Water Supply Scheme is an existing scheme supplying some 7631 people in the Polela community approximately 13 km from Bulwer. This proposal makes provision for the upgrading of the existing waterworks and the addition of bulk and reticulation.	Water	R 2 245 058.00
Rectification and Upgrade of Fairview and Ixopo Town Sewer System	2013MIGFDC43211042-06/2012-01	Ixopo Town is partially serviced by predominantly 160mm diameter asbestos cement pipe. The areas that are not serviced using waterborne sewer have septic tanks; soak ways and conservancy tanks that are desludged by the Harry Gwala District Municipality.	Sanitation	R 74 239 598.00
Refurbishment of Creighton Water Treatment Works	2012MIGFDC43207664-03/2011-02	Creighton Water Treatment Works has a capacity of 1.0 Ml/day. It is a Class D works. The works consist of raw water supply from Umzimkhulu River, raw water balancing tank, clarifier, and clarified water holding tank, 2 No. pressures filters and chemicals.	Water	R 1 879 871.00
Refurbishment of Esiqandulweni Water Treatment Works	2012MIGFDC43207478-03/2011-03	Esiqandulweni Water Treatment Works has a capacity of 3 m3/hr. It is a Class D works. The works consist of raw water submersible pump in Mkomazi River, package plant in a container with a generator, plastic prefabricated clarifier, pressure filters and other treatment infrastructure.	Water	R 1 329 490.00
Refurbishment of Hlanganani Water Treatment Works	2012MIGFDC43207682-03/2011-04	Creighton Water Treatment Works has a capacity of 1.0 Ml/day. It is a Class D works. The works consist of raw water supply from Umzimkhulu River, raw water balancing tank, clarifier, and clarified water holding tank, 2 No. pressures filters and chemicals.	Water	R 1 979 941.00
Refurbishment of Nokweja Water Treatment	2012MIGFDC43206884-03/2011-07	Nokweja Water Treatment works have a capacity of 1.8 ML/day. It is a class D works. The works consist of raw water supply from Umzimkhulu River. 2 No. clarifiers, 2 No. sludge dams.	Water	R 979 248.00
Refurbishment of Umzimkhulu Water Treatment Works	2012MIGFDC43207686-03/2011-10	Umzimkhulu Water Treatment Works has a capacity of 5 ML/day. It is a Class D works. The works consist of raw water inlet with chemical dosing, flocculation channel, 3 No. clarifiers, 4 No. balancing tanks, 5 No. pressure filters & clear water reservoir.	Water	R 2 516 025.00

Project Name	Project Number	Project Description	Main Category	Total Project Costs
Refurbishment of Underberg Water Treatment Works	2012MIGFDC43207673-03/2011-11	Underberg Water Treatment Works has a capacity of 3.6 ML/day. It is a Class D works. The works are currently being upgraded under a separate contract. The aim of this business plan is to address issues such as staff/operator training and compilation of O & M manuals.	Water	R 771 962.00
Riverside Wastewater Works	2011MIGFDC43201609-08/2010-15	Sisonke District Municipality prepared a Green Drop assessment of 2010. The work was visited and assessed in terms of asset conditions, operations and treatment process. The findings of the investigation were discussed in a business plan submitted to the DWS.	Sanitation	R 1 458 151.00
Riverside WTW Refurbishment	ZKZNSIS07	Refurbishment of Riverside Water Treatment Works.	Water	R 1 651 142.00
San Souchi - Bulwer Farm Water Extension (AFA) 195607	2006MIGFDC29122393-01/2010-11	The project entails the transfer of water from the existing St Souci Water Supply Scheme to the Bulwer Farm Area via 10km of 200 dia pumping main. Further, it includes the construction of the balance of the required storage, and the transfer of bulk water infrastructure.	Water	R 34 488 365.00
Santombe Water Supply - Phase 3	2011MIGFDC43203339-02/2011-06	The project involved development of the water source and reticulation to RDP standards in the villages of Masameni, Mnqumeni, Ndlovini and Ehlanzeni.	Water	R 83 698 348.00
Shayamoya- Emergency Sewer intervention (Greater Kokstad LM)	2013MIGFDC43209490-04/2012-05	The Sisonke District Municipality as the Water Services Authority has a legislative requirement to provide a hygienic water supply and sanitation to all people within the district and has embarked on a programme to deliver these services to all households.	Sanitation	R 3 976 570.80
Sisonke District Municipality Rural Rainwater Harvesting Programme	2013MIGFDC43208961-06/2012-02	As the Water Services Authority, the Sisonke DM has as provided in the Water Services Act the responsibility to ensure access to water and sanitation services to the residents within its area of jurisdiction. The Water Services Department has prepared a plan for this project.	Water	R 29 885 584.50
St Apollinaries Water Treatment Works	2012MIGFDC43205407-03/2011-09	St Apollinaries Water Treatment Works has a capacity of 1.1 ML/day. It is a Class D works. The works consist of raw water supply from UMzimkhulu River via pumps, raw water balancing tank clarifier, clarified water holding tank, pressure filter, chemicals.	Water	R 1 994 236.00
St. Apollinaris Wastewater Works	2011MIGFDC43201500-08/2010-16	Sisonke District Municipality prepared for the Green Drop assessment of 2010. The work was visited and assessed in terms of asset conditions, operations and treatment process. The findings of the investigation were discussed in a business plan submitted to the DWS.	Sanitation	R 1 336 639.00
Ufafa Water Supply Project	2012MIGFDC43202029-01/2011-15	The proposed site is located in the Amala phansi district in Ward 2 of Mbonambi Local Municipality. The ward councillor is Councillor M.C Hlongwane. Population to benefit from the community hall is approximately 7,500 people and 1 071 households.	Water	R 42 744 568.00
Ufafa Water Supply Project Phase 2			Water	R 15 944 708.00
Umkhunya Water Supply Schemes (AFA) MIS 224801	2012MIGFDC43209529-04/2012-09	The project area Mkhunya comprises of Sangcwaba, Mahlubini, Phumobala, S'ngandulweni, Nkweletsheni, Butateni, Zasengwa, Amanyuswa, Mnyanyabuzi, Skokfela, Kwanobhunga, Nongegana, Springvale & Mziki Agri-	Water	R 158 300 915.51

		village areas. These areas fall under Ward 5.		
Umzimkhulu Bulk Sewage Upgrade (AFA1) 165031	2007MIGFDC43122743-09/2006-02; 06/200*	The project lies in the area of Umzimkhulu Town and Clydesdale, wards 16 and 17 of the Umzimkhulu Local Municipality which falls under the Sisonke District Municipality. The communities are in need of bulk sanitation services.	Sanitation	R 21 166 000.00
Umzimkhulu Bulk Water Supply (AFA) MIS 213980	2008MIGFDC43121865-08/2006-45; 06/201*	The project lies in the area of Umzimkhulu Town and Clydesdale, wards 16 and 17 of the Umzimkhulu Local Municipality which falls under the Sisonke District Municipality. The communities are in need of an increase in the safe, adequate and reliable supply of water.	Water	R 22 673 324.00
Umzimkhulu Sanitation - VIP installation 260 households		Umzimkhulu Sanitation - VIP installation 260 households	Sanitation	R 3 000 000.00
Umzimkhulu Sewers Upgrade Phase 2 (Ward 16)	2013MIGFDC43216686-04/2012-11	This Phase 2 project includes the construction of sewer reticulation and bulk connector pipelines in Umzimkhulu town (CBD and mainly the surrounding townships), which falls within Sisonke DM. This project is in effect a continuation of the current phase.	Sanitation	R 25 704 247.00
Umzimkhulu Urban and Peri Urban Sanitation			Sanitation	R 21 166 000.00
Umzimkhulu Wastewater Works	2011MIGFDC43201610-08/2010-17	Harry Gwala (Sisonke) District Municipality prepared for the Green Drop assessment of 2010. The work was visited and assessed in terms of asset conditions, operations and treatment process. The findings of the investigation were discussed in a business plan submitted to the DWS.	Sanitation	R 1 882 689.00
Underberg Bulk Water Supply Upgrade Phase 2 (AFA) MIS 180557	2006MIGFDC43112291-05/2006-17; 04/200*	Construction of water supply in the Underberg area.	Water	R 29 919 385.62
Underberg – Himeville water Upgrade	Not yet received	Upgrade of Water Supply	Water	To be confirmed

Project Name	Project Number	Project Description	Main Category	Total Project Costs
Accelerated Water Intervention Programme (Kokstad Rising Main)	2019MIGFDC43365100	Accelerated Water Intervention Programme (Kokstad Rising Main)	Water	R46 101 323.72
Bulwer Town Water Upgrade	Not yet received	Bulwer Town Water Upgrade	Water	R25 000 000.00
Bulwer Town Sewer	Not yet received	Bulwer Town Sewer	Sanitation	R39 000 000.00
Cabhana River Valley- St Barnabas Water Supply	Not yet received	Cabhana River Valley- St Barnabas Water Supply	Water	R125 000 000.00
Creighton Town Sewer	Not yet received	Creighton Town Sewer	Sanitation	R33 100 000.00
Donnybrook Town Water Supply	Not yet received	Donnybrook Town Water Supply	Water	R65 000 000.00
Franklin Town Water Infrastructure	Not yet received	Franklin Town Water Infrastructure	Water	R20 000 000.00
Gilson Dam Water Source Development	Not yet received	Gilson Dam Water Source Development	Water	R98 000 000.00
Greater Bulwer Donnybrook Water Supply Scheme	2019MIGFDC43370175	Greater Bulwer Donnybrook Water Supply Scheme	Water	R160 543 746.33
Greater Kokstad Water Distribution Infrastructure	Not yet received	Greater Kokstad Water Distribution Infrastructure	Water	R236 445 160.00
Greater Mhlangeni Water Supply Scheme	Not yet received	Greater Mhlangeni Water Supply Scheme	Water	R15 000 000.00
Greater Njunga Water Supply Scheme	Not yet received	Greater Njunga Water Supply Scheme	Water	R150 000 000.00
Greater Riverside Water Supply Scheme	Not yet received	Greater Riverside Water Supply Scheme	Water	R170 000 000.00
Ibisi - Machunwini Water Supply Scheme	Not yet received	Ibisi - Machunwini Water Supply Scheme	Water	R73 000 000.00
Ibisi Sewer Reticulation	2019MIGFDC43238821	Ibisi Sewer Reticulation	Sanitation	R20 501 690.45
Ixopo Town Water Infrastructure Upgrade	Not yet received	Ixopo Town Water Infrastructure Upgrade	Water	R200 000 000.00
Kempsdale Dam Wall Raising Project	Not yet received	Kempsdale Dam Wall Raising Project	Water	R38 552 500.23
Kokstad Bulk Sewer Project Upgrade	Not yet received	Kokstad Bulk Sewer Project Upgrade	Sanitation	R105 000 000.00
Lourdes-Nkangala Water Supply	Not yet received	Lourdes-Nkangala Water Supply	Water	R44 500 000.00
Makhoba Housing Water - Eradication of GKM Water Backlogs (AFA) MIS 230085	W/KZ/8884/11/14	Makhoba Housing Water - Eradication of GKM Water Backlogs (AFA) MIS 230085	Water	R22 926 177.53
Mnqumeni/Santombe Water Supply Scheme Phase 4	WKZ/14103/17/21	Mnqumeni/Santombe Water Supply Scheme Phase 4	Water	R58 200 000.00
Non-Revenue Water Reduction Project in Dr. NDZ	Not yet received	Non-Revenue Water Reduction Project in Dr. NDZ	Water	R3 000 000.00
PMU 2021/2022		PMU 2021/2022	Water	N/A
Riverside Sewer	Not yet received	Riverside Sewer	Sanitation	R17 000 000.00
Water Conservation and Water Demand Management in Ubuhlebezwe LM	Not yet received	Water Conservation and Water Demand Management Ubuhlebezwe LM	Water	R5 000 000.00
Umzimkhulu Water Infrastructure Upgrade	Not yet received	Umzimkhulu Water Infrastructure Upgrade	Water	R45 000 000.00
Universal Rural Sanitation Coverage in	S/KZ15652/18/22	Universal Rural Sanitation Coverage in ubuhlebezwe Municipality	Sanitation	R30 489 303.24

ubuhlebezwe Municipality				
--------------------------	--	--	--	--

It should be noted that this is a long list of projects – and not all of these have current funding allocations.

**Table F.2: WSDP Project List – per topic strategy**

Section	Interpret Situation Assessment	Intervention Required?	%	Solution description as identified by Master Plan	%	Is there an Existing project/activity addressing this problem?	%	Project Reference	Does this current listed project/activity address the problem totally?	%	Project/Activity Approved by Council as part of WSDP Database?	%	Approved by the council, in project/activity database and part of 5 yr IDP cycle projects	%	Project/Activity listed in 3 yr MTEF cycle	%
1.1 Settlements Summary	Settlements have been discussed with WSA. Some households were taken from Eskom HH count done in 2013 and counting HH from an aerial photo. The population figures were calculated using the HH and the number of HH from CENSUS 2011. The WSA didn't agree with WSDP and census household and population figures. Study per settlement needs to be completed to assess households and population figures more accurately.	Yes	100%	Households and population figures need to be updated through a settlement survey.	100%	Yes	100%		No	0	No	0	No	0	No	0
1.2 Summary by Settlement Group	Urban and rural figures are accurate. Population and households figures need to be updated with a more accurate study.	Yes	100%	Households and population figures need to be updated through a settlement survey.	100%	Yes	100%		No	0	No	0	No	0	No	0
1.3 Assessment Score by Settlement	Settlements have been discussed with WSA and checks have been made versus the CENSUS 2011 and UAP data provided. The identification of settlement types are adequate, but the settlement households	Yes	100%	Households and population figures need to be updated through a settlement survey.	100%	Yes	100%		No	0	No	0	No	0	No	0

Type	and population figures still need to be assessed in more detail.															
1.4 Amenities Summary	Public amenities figures were not available at the WSA - Public amenity figures need to be discussed with health and education departments to ensure a correct number of facilities to ensure correct planning. The backlogs and service levels also need to be confirmed.	Yes	100%	Public amenities figures not available at WSA - Public amenity figures need to be discussed with health and education department	100%	No	0		No	0	No	0	No	0	No	0

Section	Interpret Situation Assessment	Intervention Required?	%	Solution description as defined by topic situation assessment	%	Is there an Existing project/activity addressing this problem?	%	Project Reference	Does this current listed project/activity address the problem?	%	Project/Activity Approved by Council as part of WSDP Database?	%	Approved by the council, in project/activity database and part of 5 yr IDP cycle projects	%	Project/Activity listed in 3 yr MTEF cycle	%
Direct Backlog Water	Projects are in place to improve water services of backlog area, but funding is an issue and lack of regional bulk water supply schemes. Too many small rudimentary schemes to backlog situation. Areas that are below RDP level water supply needs to be supplied via new schemes or regional schemes	Yes	100%	Master plan to assess supply to backlog areas needs to be completed, and regional supply needs to be investigated and implemented where feasible. Areas that are below RDP level water supply needs to be supplied via new schemes or regional schemes	100%	Yes	100%		No	0	No	0	No	0	No	0

Direct Backlog Sanitation	There is no proper VIP or sanitation service level asset register to assess backlog situation. There are several new rural expansions without proper planning and assessment regarding basic service provision. There are projects in place each year reducing backlogs. Areas that are below RDP level sanitation supply (VIP) needs to be serviced with either VIPs or waterborne sanitation.	Yes	100%	A proper investigation needs to be completed regarding sanitation provision and backlog reduction. Areas that are below RDP level sanitation supply (VIP) needs to be serviced with either VIPs or waterborne sanitation.	100%	Yes	100%		No	0	No	0	No	0	No	0
---------------------------	---	-----	------	---	------	-----	------	--	----	---	----	---	----	---	----	---

Water Services Infrastructure Supply Level Profile	<p>The service levels still need more investigation for a more accurate representation. Using the current service levels, more than half of the households are above RDP level water supply. However, 18% of the households are served via water tankers and 7% via springs and rivers with no proper schemes. There is thus a large portion (25%) of the WSA that is below RDP level water supply which needs to be serviced.</p>	Yes	100%	Areas that are below RDP level water supply needs to be supplied via new schemes or regional schemes	100%	Yes	100%		No	0	No	0	No	0	No	0
Water Reliability Profile	<p>The service levels still need more investigation for a more accurate representation. Using the current service levels and reliability profile, the majority of the backlog areas require either infrastructure or where there is a scheme in place a more reliable resource.</p>	Yes	100%	Areas that are below RDP level water supply needs to be supplied via new schemes or regional schemes	100%	Yes	100%		No	0	No	0	No	0	No	0
Sanitation Service Infrastructure Supply Level Profile	<p>The service levels still need more investigation for a more accurate representation. Using the current service levels, more than half of the households are above RDP level sanitation supply. However, 35% of the households are served via</p>	Yes	100%	Areas that are below RDP level sanitation supply (VIP) needs to be serviced with either VIPs or waterborne sanitation.	100%	Yes	100%		No	0	No	0	No	0	No	0

	PIT toilets. There is thus a large portion (35%) of the WSA that is below RDP level sanitation supply which needs to be serviced.															
Sanitation Reliability Profile	The service levels still need more investigation for a more accurate representation. Using the current service levels and reliability profile, the majority of the backlog areas require the existing PIT toilets to be upgraded to VIPs. Some of the VIP areas are also planned to be upgraded to waterborne	Yes	100%	Areas that are below RDP level sanitation supply (VIP) needs to be serviced with either VIPs or waterborne sanitation.	100%	Yes	100%		No	0	No	0	No	0	No	0
Water Services: Education	The service levels of the health and education facilities were based on the service levels identified from the operational meeting with each LM and the UAP data. A detailed study into each of the facilities is however required for a proper assessment of the service levels. Majority of the facilities have inadequate water provision and needs to be addressed.	Yes	100%	The service levels of each of the facilities need to be investigated and assessed. Facilities with backlogs need to be properly serviced.	100%	Yes	100%		No	0	No	0	No	0	No	0
Water Services: Health	The service levels of the health and education facilities were based on the service levels identified from the operational meeting with each LM and the UAP data. A detailed study into	Yes	100%	The service levels of each of the facilities need to be investigated and assessed. Facilities with	100%	Yes	100%		No	0	No	0	No	0	No	0

	each of the facilities is however required for a proper assessment of the service levels. Some of the facilities have inadequate water provision and needs to be addressed.			backlogs need to be properly serviced.															
--	---	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Sanitation Services: Education	The service levels of the health and education facilities were based on the service levels identified from the operational meeting with each LM and the UAP data. A detailed study into each of the facilities is however required for a proper assessment of the service levels. Some of the facilities have inadequate sanitation provision and needs to be addressed.	Yes	100%	The service levels of each of the facilities need to be investigated and assessed. Facilities with backlogs need to be properly serviced.	100%	Yes	100%		No	0	No	0	No	0	No	0
Sanitation Services: Health	The service levels of the health and education facilities were based on the service levels identified from the operational meeting with each LM and the UAP data. A detailed study into each of the facilities is however required for a proper assessment of the service levels.	Yes	100%	The service levels of each of the facilities need to be investigated and assessed. Facilities with backlogs need to be properly serviced.	100%	Yes	100%		No	0	No	0	No	0	No	0
Health and Educational Facilities	The service levels of the health and education facilities were based on the service levels identified from the operational meeting with each LM and the UAP data. A detailed study into each of the facilities is however required for a proper assessment of the service levels. Some of the facilities have inadequate sanitation provision and needs to be	Yes	100%	The service levels of each of the facilities need to be investigated and assessed. Facilities with backlogs need to be properly serviced.	100%	Yes	100%		No	0	No	0	No	0	No	0

	addressed.															
Section	Interpret Situation Assessment	Intervention Required?	%	Solution description as defined by topic situation assessment	%	Is there an Existing project/activity addressing this problem?	%	Project Reference	Does this current listed project/activity address the problem totally?	%	Project/Activity Approved by Council as part of WSDP Database?	%	Approved by council, in project/activity database and part of 5 yr IDP cycle projects	%	Project/Activity listed in 3 yr MTEF cycle	%
3.1 General Information	The WSA has a asset and disaster management plan in place. It does however not have a plan in place to manage untreated effluent. The asset register also needs to be updated to include all the missing schemes and infrastructure.	Yes	100%	The WSA should improve the asset management plan and develop a plan to manage untreated effluent.	100%	No	0%		No	0	No	0	No	0	No	0
3.2 Operation	The asset register does not include information regarding security incidents and safety inspections performed. The information was discussed with LMs and assumptions were made. Proper assessment of security incidents and safety inspection are required.	Yes	100%	The WSA to do proper assessment of security incidents and safety inspections performed	100%	No	0%		No	0	No	0	No	0	No	0

3.3 Functionality Observation	Very little to no information was available in the asset register regarding replacement value of the infrastructure. There was also no information available regarding the refurbishment or new development costs. There was also no information regarding the physical condition of the infrastructure and information was provided and assumed based on meetings with operational managers of each LM.	Yes	100%	Proper replacement, refurbishment and new development costs needs to be determined for all the water and sanitation infrastructure in Harry Gwala. There is also a need to determine the general physical condition of the infrastructure.	100%	No	0%		No	0	No	0	No	0	No	0
3.4 Asset Assessment Spectrum	No information was available regarding the expected lifespan of the infrastructure. Very Little to no information was also available regarding the infrastructures age to determine expected lifespans of the infrastructure.	Yes	100%	The expected lifespan on the infrastructure should be determined based on the age and the condition of the infrastructure.	100%	No	0%		No	0	No	0	No	0	No	0

3.5 Water and Sanitation schemes	There are several rudimentary schemes in HGDM. There should, however, be more regional schemes implemented as the maintenance and sustainability of the rudimentary schemes are difficult, and several of the schemes are not operating as they should. Some of the treatment works also do not have green and blue drop reports and should be addressed.	Yes	100%	Investigate and implement more regional water and sanitation schemes. blue and green drop reports should be done for outstanding treatment works	100%	No	0%		No	0	No	0	No	0	No	0
Section	Interpret Situation Assessment	Intervention Required?	%	Solution description as defined by topic assessment	%	Is there an Existing project/activity addressing this problem?	%	Project Reference	Does this current listed project/activity address the problem?	%	Project/Activity Approved by Council as part of WSDP Database?	%	Approved by the council, in project/activity database and part of 5 yr IDP cycle projects	%	Project/Activity listed in 3 yr MTEF cycle	%
4.1 Operation & Maintenance Plan	There is currently an operation and maintenance plan in place. The plan should, however, be improved and implemented. The plan is currently not implemented as it should, mainly due to budget constraints.	Yes	100%	The WSA to develop and implement an improved Operation and Maintenance Plan	100%	No	0		No	0	No	0	No	0	No	0
4.1.1 Is There an Operation and Maintenance Plan?	There is currently an operation and maintenance plan in place. The plan should, however, be improved and implemented. The plan is currently not implemented as it should, mainly due to	Yes	100%	The WSA to develop and implement an improved Operation and Maintenance Plan	100%	No	0		No	0	No	0	No	0	No	0

	budget constraints.															
4.2 Resource s	The main concern in terms of resources to the WSA in terms of all its infrastructure is budget. The WSA doesn't have enough budget to operate and maintain its infrastructure. After the budget, the WSA has issues regarding the amount if staff and spare parts, which is again linked to the budget.	Yes	100%	Develop and implement an operation and maintenance plan for the effective operation and maintenance of assets. Improved budgets should be allocated to improve O&M.	100%	No	0		No	0	No	0	No	0	No	0
4.3 Information	According to the WSA, there are very little to no AS-built information available regarding the infrastructure. The relevant as-builts should be collected from the consultants and surveys should be completed where necessary. There is an asset register in place but should also be updated. Several of the schemes infrastructures is not included in the current asset register. There is sufficient information available regarding the tools and equipment, and there are manuals and safety plans	Yes	100%	Develop and implement an operation and maintenance plan for the effective operation and maintenance of assets. Collect all as-builts from consultants regarding infrastructure and survey where required. The asset register needs to be updated, and all the missing infrastructure should be included.	100%	No	0		No	0	No	0	No	0	No	0
4.4 Activity Control &	The WSA shows very little compliance with the activity control and management of its infrastructure. The major area of concern is the	Yes	100%	Develop systems and processes for effective activity control and management	100%	No	0		No	0	No	0	No	0	No	0

Management	quality control procedures which are non-existent.			(activity control and management)												
Section	Interpret Situation Assessment	Intervention Required?	%	Solution description as defined by topic situation assessment	%	Is there an Existing project/activity addressing this problem?	%	Project Reference	Does this current listed project/activity address the problem totally?	%	Project/Activity Approved by Council as part of WSDP Database?	%	Approved by the council, in project/activity database and part of 5 yr IDP cycle projects	%	Project/Activity listed in 3 yr MTEF cycle	%
5.1 Reducing unaccounted water and water inefficiencies	The WSA stated that there is only partial metering taking place in the WSA, mainly in urban areas where there are proper house or yard connection. The rural schemes have no metering, which is a big issue especially in terms of the water balance. There are programmes to improve leaks and un-metered connections but are not sufficient.	Yes	100%	WC&DM Programmes and interventions (Reducing unaccounted water and water inefficiencies) to be implemented to ensure compliance by the WSA.	100%	No	0		No	0	No	0	No	0	No	0

5.2 Leak and meter repair programmes.	The WSA stated that there is currently active leak and meter repair programmes in place. There is, however, a need for retrofitting inefficient toilets. There are also several illegal connections (yard connection from communal standpipe) which increases leaking.	Yes	100%	WC&DM Programmes and interventions (Leak and meter repair programmes.) to be implemented to ensure compliance by the WSA.	100%	No	0								
5.3 Consumer/end-use demand management: Public Information & Education Programmes	There are currently programmes in place for educating schools and communities regarding end use/consumer demand management. The WSA states that these are adequate, but more awareness and education is necessary.	Yes	100%	WC&DM Programmes and interventions (more public awareness and education programmes) to be implemented to ensure compliance by the WSA.	100%	No	0								
5.4: Conjunctive use of surface - and groundwater	No information was available regarding artificial recharge, and only information on one scheme was available regarding rainwater harvesting. There is thus a need to investigate artificial recharge and rainwater harvesting in the WSA.	Yes	100%	WC&DM Programmes and interventions to be implemented (artificial recharge and rainwater harvesting investigation and monitoring) to ensure compliance with the WSA.	100%	No	0								

5.5 Working for Water	Currently, there are no programs in place to remove alien vegetation or to reduce alien vegetation. Alien vegetation is categoristic of high water use and should thus be removed. There have been programs in the past, but none are currently in place.	Y es	100 %	WC&DM Programmes and interventions (alien vegetation removing programs) to be implemented to ensure compliance by the WSA.	100 %	N o	0		N o	0	No	0	N o	0	N o	0
--------------------------	---	---------	----------	--	----------	--------	---	--	--------	---	----	---	--------	---	--------	---

Section	Interpret Situation Assessment	Intervention Required?	%	Solution description as defined by topic situation assessment	%	Is there an Existing project/activity addressing this problem?	Project Reference	Does this current listed project/activity address the problem?	%	Project/Activity Approved by Council as part of WSDP Database?	%	Approved by the council, in project/activity database and part of 5 yr IDP cycle projects	%	Project/Activity listed in 3 yr MTEFcycle	%
5.2 Water Balance	Limited to no information was available regarding the water consumption/metering and water resources (purchased and ground and surface water sources - abstraction volumes). This made the accuracy of the water balance very low, and several assumptions were made. The current NRW due to inadequate metering needs to be addressed.	Y es	100 %	Implement strategies as contained in NRW report compiled by JOAT. Especially regarding metering of sources and consumers (metering of standpipes etc.)	100 %	No	0	N o	0	No	0	N o	0	N o	0

Section	Interpret Situation Assessment	Intervention Required?	%	Solution description as defined by topic situation assessment	%	Is there an Existing project/activity addressing this	Project Reference	Does this current listed project/activity address the problem?	%	Project/Activity Approved by Council as part of WSDP Database?	%	Approved by the council, in project/activity database and part of 5 yr IDP cycle projects	%	Project/Activity listed in 3 yr MTEFcycle	%
---------	--------------------------------	------------------------	---	---	---	---	-------------------	--	---	--	---	---	---	---	---

					problem?											
6.1.1 Current Water Sources	Limited information was provided on the sources and additional sources available and their volumes and abstraction volumes	Yes	100 %	The available sources should be analysed regarding their available abstraction volumes and existing abstraction volumes.	100 %	No	0		No	0	No	0	No	0	No	0

6.1.2 Additional Sources Available	Limited information was provided on the sources and additional sources available and their volumes and abstraction volumes. The UAP completed looked at current and additional sources. There is, however, a need to complete a WSA master plan to identify possible additional sources and assess the current infrastructure in more detail.	Yes	100%	Complete a WSA masterplan to assess additional sources	100%	No	0		No	0	No	0	No	0	No	0
6.2 Monitoring	Information was provided regarding monitoring of sources by the technical staff of the WSA. Monitoring occurs either never or very rarely. No monitoring is done regarding the groundwater sources, and only some of the more formal schemes surface water abstraction is monitored. A need for proper monitoring of the schemes and sources are required. The monitoring of sources is also vital for the water balance.	Yes	100%	A proper source monitoring program needs to be put in place	100%	No	0		No	0	No	0	No	0	No	0
6.3 Water Quality	The WSA provided information on the water quality. According to the WSA, UW mainly conducts the quality monitoring of the sources (abstraction) and the water that is returned. The WSA does not itself	Yes	100%	Proper water quality and water monitoring program needs to be put in place	100%	No	0		No	0	No	0	No	0	No	0

	<p>monitoring water quality. There is no staff dedicated to water quality and monitoring in the WSA. There is a need to improve quality monitoring in the WSA.</p>															
6.4 Operation	<p>Most of the abstraction points (surface and ground) are registered with the DWS, but in general, they are not recorded. Proper asset management and monitoring of the abstraction points are required.</p>	Yes	100%	Proper asset management and recording/monitoring of all sources are required	100%	No	0	0								

**Table F.3: WSDP project list (future) – as per conceptual projects per topic**

<b>WSDP Assumed Project Number</b>	<b>Project Description</b>	<b>Project Main Focus</b>	<b>Intervention Category / Business Element</b>	<b>Intervention Horizon</b>	<b>WSA Priority</b>	<b>Project cost</b>
HGDM_P_1	Investigate socio economics of HGDM	Institutional	Demographics	Immediate solution	High	
HGDM_P_2	Implement and maintain an Asset Register Monitoring Programme	Operation	Operation	Immediate solution	High	
HGDM_P_3	Develop and implement an Operation and Maintenance Plan.	Operation	Operation	Immediate solution	High	
HGDM_P_4	Improve water quality monitoring programme.	Operation	Operation	Immediate solution	High	
HGDM_P_5	Upgrade existing infrastructure and improve wastewater quality monitoring programme.	Operation	Operation	Immediate solution	High	
HGDM_P_6	Investigate existing sources - abstraction volumes	Demand Management	WCDM	Immediate solution	High	
HGDM_P_7	Industrial water users - implement and develop water quality and use monitoring program	Demand Management	WCDM	Immediate solution	High	
HGDM_P_8	Develop and implement WC&DM Programmes and interventions	Demand Management	WCDM	Immediate solution	High	
HGDM_P_9	Logging at all sources and WTWs and WWTWs	Demand Management	WCDM	Immediate solution	High	
HGDM_P_10	Bulk meters to be installed in all areas where neighbours are supplied	Demand Management	WCDM	Immediate solution	High	
HGDM_P_11	Investigation and implementation of NRW report solutions to improve NRW and water balance	Demand Management	WCDM	Immediate solution	High	
HGDM_P_12	Investigate water service institutional arrangements - specifically regarding policies, bylaws and regulations and develop and update where applicable	Institutional	Institutional Arrangements	Immediate solution	High	
HGDM_P_13	Formulate internal monitoring and assessment procedures	Operation	Operation	Immediate solution	High	
HGDM_P_14	Develop and implement the performance management and monitoring system.	Operation	Operation	Immediate solution	High	
HGDM_P_15	Improve call centre to handle complaints and incidents better	Operation	Operation	Immediate solution	High	
HGDM_P_16	Settlements/schemes investigation –households, population and service levels	Institutional	Demographics	Immediate solution	High	
HGDM_P_17	Water and sewer masterplans - regional	Operation	Operation	Immediate solution	High	
HGDM_P_18	Water and sewer masterplans – scheme level	Operation	Operation	Immediate solution	High	

**Table F.4: WSDP project list (future) – as per public participation**

To be collated.

**3-Year Harry Gwala DM Capital Development Plan: WATER AND SANITATION**

<b>Project Name</b>	<b>Ward</b>	<b>Municipality</b>	<b>No. HH to be served</b>	<b>Total Villages to Benefit (Per Business Plan)</b>	<b>20FY21</b>	<b>21FY22</b>	<b>22FY23</b>	<b>Project Status</b>	<b>Anticipated Completion Date</b>
<b>MIG</b>									
<b>Dr Nkosazane Dlamini Zuma (NDZ) LM</b>									
Underberg Bulk Water Supply Upgrade - Rising Main	3 & 2	NDZ	3085	Underberg & Himeville Town	R 2 513 800,00	R 200 000,00	R 1 000 000,00	Construction	Jun-20
Greater Water Supply	Kilimon 4 & 5	NDZ	5944	Bhidla, Dazini, Thonsini, Mfulumane, Ngwangwane, Kamlenze, Shayilanga, Esimbini, Mpumulwane, Gxalingene, Cabazi, Oqaqeni, Bazini, Esidangeni, Koshoba, Phayindani, Plazini, Nomhonjwane	R 3 000 000,00	R 5 000 000,00	R 1 000 000,00	Planning	Jun-28
Himeville Sanitation Project	3 & 2	NDZ	2732	Underberg & Himeville Town	R 2 000 333,33	R 5 000 000,00	R 5 000 000,00	Planning	Jun-26
Mqatsheni Water Supply	Stepmore 1	NDZ	934	Mqatsheni, Obhedwini, Emajarheni, Nadi, Stage 5, Emahlathini, Okhalweni, Emadwaleni, Emadudusini, Emasimini.	R 2 000 000,00	R 300 000,00	R 1 000 000,00	Construction	Jun-21
Khukhulela Water Supply	5	NDZ	1641	Khukhulela, Mpumulwane, Ndodeni, Emnamaneni	R 500 000,00	R 4 000 000,00	R 3 000 000,00	Planning	Jun-25
Greater Nomandlovu Water Supply Phase 2	11	NDZ	1654	Nomandlovu, KwaSpheni, Junction, Owambeni, Okhetheni	R 6 000 000,00	R 3 000 000,00	R 1 000 000,00	Construction	Jun-23
Non- Revenue Water Reduction Project in NDZ	ALL	NDZ	ALL	Donnybrook Town, Bulwer Town, Underberg Town, Creighton Town & Himeville Town	R 110 000,00	R 2 500 000,00	R 2 500 000,00	Planning	Jun-26

Bulwer - Nkelabantwana and Nkumba Water Supply Project	10	NDZ	2702	Nkelabantwana, Nkumba, Xosheyakhe, Ntokozweni, Eshabhu, Ntabamakhaba	R 11 000 348,00	R 3 000 000,00	R 4 500 000,00	Construction	Jun-27
Greater Mbhulelweni Water Supply	10	NDZ	5841	Mbhulelweni, Nkwezela, Mawuleni, Ediphini	R 20 000 000,00	R 2 500 000,00	R 6 000 000,00	Construction	Jun-28
Gala Donnybrook Water Supply	6	NDZ	2388	Qulashe, Jokweni, Khetheni, Hlabeni, Gqumeni, Makhuzeni	R 15 264 280,00	R 5 000 000,00	R 3 000 000,00	Construction	Jun-23
Creighton Water Supply	14	NDZ	359	Creighton Town	R 2 850 000,00	R 2 000 000,00	R 4 500 000,00	Planning	Jun-25
Donnybrook Bulk Sewer Upgrade	13	NDZ	254	Donnybrook Town	R 350 000,00	R 3 500 000,00	R 5 100 000,00	Planning	Jun-26
Centocow Water Supply	6 & 8	NDZ	9466	Emnamaneni, Ingwangwane, Zanenzima, Ezibomvini	R 1 205 000,00	R 4 242 175,00	R 4 500 000,00	Planning	Jun-24
Fencing of Water Infrastructure in Ingwe and Kwasani	ALL	NDZ	ALL	Identified Sites (Pumpstations, Reservoirs, Treatment Works etc)	R 700 000,00	R 2 000 000,00	R 1 500 000,00	Planning	Dec-23
Bulwer Dam Emergency Intervention - Water Supply Scheme	6, 7, 10, 11 & 12	NDZ	19526	Ngudwini Treatment Works and Bulks	R 10 000 000,00	R 2 500 000,00	R 5 000 000,00	Construction	Dec-30
Greater Mhlangeni Wayter Supply	1	NDZ	1697	Ntwasahlobo, Netherby, Ngqiya, Willowdale and Ridge	R 350 000,00	R 5 000 000,00	R 8 650 000,00	Planning	Jun-26
Underberg - Himeville Water Upgrade	2 & 3	NDZ	1425	Himeville & Underberg Town	R 2 000 000,00	R 7 000 000,00	R 7 800 000,00	Construction	Jun-26
Bulwer Town Water Upgrade	10	NDZ	851	Bulwer Town	R 500 000,00	R 1 500 000,00	R 4 500 000,00	Planning	Jun-26

Bulwer Town Sewer	10	NDZ	851	Bulwer Town	R 500 000,00	R 2 000 000,00	R 3 500 000,00	Planning	Jun-26
Creighton Town Sewer	14	NDZ	359	Creighton Town	R 350 000,00	R 1 500 000,00	R 2 000 000,00	Planning	Jun-26
Donnybrook Town Water Supply	13	NDZ	254	Donnybrook Town	R 350 000,00	R 2 000 000,00	R 3 000 000,00	Planning	Jun-26
Universal rural Sanitation NDZ	ALL	NDZ	ALL	All Wards (NDZ & GKM)	R 0,00	R 100 000,00	R 100 000,00	Construction	Jun-25
<b>Ubuhlebezwe LM</b>									
Umkhunya Water Supply Schemes (AFA) MIS 224801	5, 6, 7, 8, 9 & 13	UBU	2482	Sqandulweni, Nkweletsheni, Springvale, Sangcwaba, Stokfela, Mahlubini, Phumobala, Butateni, Zasengwa, Amanyuswa, Mnyanyabuzi, KwaNobhunga, Nongengana, Mziki Agri Village & Jolivet	R 2 000 000,00	R 3 500 000,00	R 5 000 000,00	Construction	Jun-28
Ncakubana Water Supply Scheme Phase 2 & 3	1	UBU	1004	Ncakubana, Mahhehle	R 2 697 000,00	R 3 000 000,00	R 950 000,00	Construction	Jun-22
Universal Rural Sanitation Coverage in Ubuhlebezwe Municipality	All	UBU	All	All	R 6 666 666,67	R 5 000 000,00	R 7 000 000,00	Construction	Jun-21
Rectification & Upgrade of Fairview and Ixopo Town Sewer System	2 & 4	UBU	1520	Ixopo, Fairview, Morning Side & Morning View	R 10 000 000,00	R 3 500 000,00	R 4 000 000,00	Construction	Jun-30
Ixopo Hopewell Water Supply	2	UBU	340	Hopewell, Carisbrook, Bethel, Ezitinini, Mafayilane	R 362 000,00	R 3 500 000,00	R 3 855 655,00	Planning	Jun-23
Ubuhlebezwe Local Municipality Water Conservation /	2, 4 & 13	UBU	All	Ixopo Town & Highflats Town	R 85 115,00	R 2 650 000,00	R 3 000 000,00	Planning	Jun-26

Water Demand Management Project										
Highflats Town Bulk Water Supply Scheme	13	UBU	3517	Highflats Town	R 4 270 242,00	R 5 000 000,00	R 12 500 000,00	Planning	Dec-24	
Chibini Water Supply Project	4	UBU	1162	Mashakeni,Chibini,Mgobansimbi,Nkumandeni,Nonkwenkwane,Mshayaziphundu	R 2 270 000,00	R 2 458 000,00	R 3 000 000,00	Planning	Oct-23	
Ixopo Town Water Infrastructure Upgrade	2 & 4	UBU	2438	Ixopo, Fairview,Morning Side & Morning View	R 2 500 000,00	R 5 000 000,00	R 3 900 000,00	Planning	Jun-26	
<b>Greater Kokstad LM</b>										
Horseshoe Sanitation Project	4, 7 & 10	GKM	1462	Horseshoe	R 15 300 000,00	R 6 000 000,00	R 3 750 000,00	Planning	Jun-22	
Makhoba Housing Water - Eradication of GKM Water Backlogs (AFA) MIS 230085	6	GKM	1400	Springfontein & Argyll	R 3 800 000,00	R 2 750 000,00	R 550 000,00	Planning	Jun-23	
Gilson Dam Water Source Development	ALL	GKM	9001	Kokstad Town and surrounding areas (Shayamoya, Bhongweni, Horseshoe etc)	R 5 000 000,00	R 5 000 000,00	R 12 000 000,00	Planning	Dec-25	
Kempsdale Dam Wall Raising Project	1, 3, 4, 5, 7, 8, 9 & 10	GKM	9001	Kokstad Town and surrounding areas (Shayamoya, Bhongweni, Horseshoe etc)	R 500 000,00	R 18 000 000,00	R 1 000 000,00	Planning	Mar-23	
Accelerated Water Intervention Programme (Kokstad Main) Rising	1, 3, 4, 5, 7, 8, 9 & 10	GKM	9001	Kokstad Town and surrounding areas (Shayamoya, Bhongweni, Horseshoe etc)	R 3 000 000,00	R 4 000 000,00	R 1 000 000,00	Construction	Jun-22	

Kokstad Water Distribution Infrastructure	1, 3, 4, 5, 7, 8, 9 & 10	GKM	9001	Kokstad Town and surrounding areas (Shayamoya, Bhongweni, Horseshoe etc)	R 1 500 000,00	R 8 800 000,00	R 9 500 000,00	Planning	Jun-30
Water Conservation and Water Demand Management in Kokstad	ALL	GKM	ALL	Kokstad Town & Franklin Town	R 169 585,00	R 2 650 000,00	R 2 100 000,00	Planning	Jun-26
Franklin Town Sewer	2	GKM	709	Franklin Town	R 110 505,00	R 1 965 000,00	R 2 550 000,00	Planning	Jun-26
Franklin Water Infrastructure	2	GKM	709	Franklin Town	R 109 525,00	R 2 335 000,00	R 2 725 000,00	Planning	Jun-25
Kokstad Bulk Sewer Upgrade	ALL	GKM	9001	Kokstad Town and surrounding areas (Shayamoya, Bhongweni, Horseshoe etc)	R 595 100,00	R 6 500 000,00	R 8 888 830,00	Planning	Jun-30
<b>Umzimkhulu LM</b>									
Greater Summerfield Water Project	9, 13, 15 & 20	NMZ	4985	Mfundweni, Kromhoek, Mathathane, Highlands, Mnqumeni, Blema, Diepkloof, Drayini, Fodo, Gceni, Hlanzeni, Gloveester, Long Clove, Mabisane, Magqagqeni, Mastela, Matatama, Mlaza, Mpakameni, Muncu, Mvolozi, Nazareth, Ndlovini, Nkabubu, Summerfiled, Tafeni, Stranger's Rest, Shamto, Takani, Tembeni, Thornbush, Ntshabeni	R 25 000 000,00	R 4 000 000,00	R 4 000 000,00	Construction	Jun-27
KwaMay-Theekloof Water Supply Project	11, 13 & 15	NMZ	1202	Chiya, Jabulani, James, Mdeni, Mqumeni, Mpakameni, Rondedraai, Diepkloof & Theekloof	R 10 000 000,00	R 1 500 000,00	R 0,00	Construction	Jun-22
Eradication Sanitation Backlog Umzimkhulu	ALL	NMZ	25612	All	R 0,00	R 300 000,00	R 900 000,00	Construction	Jun-25

Umzimkulu Sewer Upgrade Phase 2	16 & 17	NMZ	3392	Umzimkhulu, Skoon Plaas, White City, Marjadine, Sisulu, Extension 9, Extension 10, Sydney, New City (EXT 6), Industrial Area	R 3 000 000,00	R 3 455 000,00	R 4 650 000,00	Planning	Dec-24
Mnqumeni /Santombe Water Supply Phase 4	14 & 22	NMZ	5576	Masameni, Mnqumeni, Ndlovini, Ehlanzeni, Deepdale, Kwatshali, Memeka, Makhaleni, Kiliver, Khetheni, Nkapa, Matsazo, Ndindeni, Mabisane	R 6 850 000,00	R 1 500 000,00	R 0,00	Construction	Jun-21
Ibisi Housing Sewer Reticulation	11 & 13	NMZ	364	Ibisi	R 6 000 000,00	R 1 851 000,00	R 2 956 500,00	Construction	Jun-23
Umzimkhulu Water Infrastructure Upgrade	16	NMZ	3392	Umzimkhulu Town	R 94 300,00	R 10 000 000,00	R 3 335 115,00	Planning	Jun-25
Riverside Sewere	3	NMZ	1009	Riverside	R 150 000,00	R 2 800 000,00	R 2 945 500,00	Planning	Jun-22
Greater Riverside Water Supply	2, 3, 5 & 21	NMZ	4384	Corinth, Phongolo, Mzintlanga, Lukhalweni, Nkomeni, Germiston, Nsikeneni, Ngwaqa, Nyanisweni	R 150 000,00	R 5 000 000,00	R 3 950 000,00	Planning	Jun-27
Lourdes - Mkhangala Water Supply	3 & 4	NMZ	602	Nsingizi, Malenge, Marhanjana, Nqabelwenin, Mkhangala	R 100 000,00	R 9 500 000,00	R 3 950 000,00	Planning	Dec-26
Ibisi - Machunwini Water Supply	11 & 13	NMZ	1212	Ibisi, Kokshill, Ntlabeni, Mfundweni, Nhlonhlweni, Meyi	R 100 000,00	R 6 500 000,00	R 3 955 100,00	Planning	Jun-25
Cabhane River Valley St Barnabas Water Supply	7, 19 & 21	NMZ	3100	Cabhane, Mfulamhle, Nazareth, Nqokozweni, Zadungeni, Dryhoek	R 100 000,00	R 7 500 000,00	R 3 500 000,00	Planning	Dec-27
Greater Njunga Water Supply	8, 10 & 18	NMZ	3098	Njunga, Maromeni, Ncambele, Rockymount, KwaSenti, Ngunjini, Fourteen, Pholanyoni, Nonjoni, Mnceba, Balbel, Kroomdraai, Sikhulu, Madlathu, Manqorholweni, Novukela, Reesdale, Mthwane, Mbumbane, Mmisa, Ntlangwini, Gcwensa, Mqhokweni, Mpindweni, Juta, Reesdale, Nkampini & Amaroma	R 300 000,00	R 6 875 975,00	R 3 674 025,00	Planning	Jun-26
<b>PMU Operational Cost</b>	ALL	ALL		N/A	R 4 861 200,00	R 5 316 825,00	R 5 650 300,00	N/A	Jun-23

<b>TOTAL</b>	<b>R 199 185 000,00</b>	<b>R 207 548 975,00</b>	<b>R 208 886 025,00</b>		
--------------	-------------------------	-------------------------	-------------------------	--	--

Project Name	Ward	Local Municipality	No. HH to be served	Total Villages to Benefit (Per Business Plan)	20FY21	21FY22	22FY23	Project Status	Anticipated Completion Date
<b>WSIG</b>									
<b>Dr Nkosazane Dlamini Zuma (NDZ) LM</b>									
Capital Infrastructure Refurbishment/Upgrade in Dr. Nkosazane Dlamini Zuma LM	3, 10, 13 & 15	NDZ	1953	Underberg Town, Bulwer, Donnybrook, Sandanezwe	R 500 000,00	R 0,00	R 0,00	Completed	Jun-20
KwaSpheni Water Supply Scheme	14	NDZ	646	KwaSpheni, Maxhini, Maphempeni, KwaSpheni, Ntekaneni, Seaford and Sokhela	R 800 000,00	R 0,00	R 0,00	Completed	Jun-19
Water Supply for Identified Villages under Dr. Nkosazane Dlamini - Zuma Local Municipality	2, 6, 7, 14 & 15	NDZ	1104	Goxhill, Hlabeni, Tarsvalley, Mabedlana, KwaBhobhi, Sandanezwe, KwaSawoti, Ezitendeni	R 11 000 000,00	R 8 236 110,00	R 10 000 000,00	Planning	Jun-22
<b>Ubuhlebezwe LM</b>									

Mhlabashane Capital Infrastructure Water Supply Scheme	10 & 13	UBU	566	Mhlabashane, Maromini, 100, Blackstore, Ntabankulu	R 500 000,00	R 10 484 352,11	R 8 000 000,00	Construction	Jun-22
Mariathal Water Supply Phase 4 (Makholweni, Mandilini & Esperanza)	2 & 4	UBU	355	Makholweni, Mandilini & Esperanza	R 4 000 000,00	R 0,00	R 0,00	Construction	Jun-20
Hlokozi water project phase 4	6 & 8	UBU	520	Kwa-Bhengu, Ngickica, Hlangwini & Gudlucingo	R 0,00	R 0,00	R 0,00	Completed	Jun-20
Nokweja/Mashumi community water supply scheme	12	UBU	3421	Cabazi, Nokweja, Emazabekweni, Bomvini, Mbhambhalala & Ntambama	R 1 500 000,00	R 5 102 857,89	R 0,00	Completed	Jun-20
Capital Infrastructure Refurbishment/Upgrade of Jolivet Water Supply Scheme	8	UBU	551	Goxe, Thafeni, Fourteen, KwaLanga, Hluthankungu	R 240 000,00	R 0,00	R 0,00	Construction	Jun-20
Water Supply for Identified Villages under uBuhlebezwe Local Municipality	6, 8, 9, 10 & 12	UBU	4472	Ntapha, Gudlucingo, Bethane, Saint Nicholas, Ngomakazi, Esigcakini, Chibini, KoZondi, Mziki, Nhlanguwini, Ntabane, Mission, Plattistate, Jiwa, KoPercy, Ndofire, KoMadondo, KoKhoza, Thaphashiye, Ezitendeni, KwaMnini, Thathane, Soweto, eBhayi, KoShange and Skeyi	R 12 428 790,00	R 10 000 000,00	R 13 000 000,00	Planning	Jun-22
<b>Greater Kokstad LM</b>									
Capital Infrastructure Refurbishment/Upgrade in Greater Kokstad LM	ALL	GKM	5333	Kokstad Town CBD	R 1 800 000,00	R 0,00	R 0,00	Completed	Jun-19
Water Supply for Identified Villages under Greater Kokstad Local Municipality	2 & 6	GKM	438	Thuthukane, Ekuthuleni, Willowdale situated near the Pakkies Farm area, Wynsberg and Swartberg	R 7 895 100,00	R 0,00	R 14 000 000,00	Planning	Jun-21

Umzimkhulu LM									
Capital Infrastructure Refurbishment/Upgrade in Umzimkhulu LM	1, 2, 4, 10, 12, 10, 16, 17 & 20	NMZ	650	Town, Mangeni Area, Riverside Township, Ncambele, Mbulumba/Commonsvalley, SmallMahobe, Stranger's Rest, Gijima, Kwadayi & Washbank	R 10 000 000,00	R 0,00	R 0,00	Construction	Jun-21
Water Supply for Identified Villages under Umzimkhulu Jurisdiction: Phase 2	10 & 8	NMZ	588	Chancele Water Supply, KwaSenti/Driefontein water supply, Gujendlini water supply, Gaybrook water supply, Ngwagwane water supply, Nguse water supply)	R 600 000,00	R 10 577 677,00	R 5 000 000,00	Construction	Jun-23
Water Supply for Identified Villages under uMzimkhulu Local Municipality Phase 3	1, 4, 6, 12 & 2	NMZ	4815	Ndawana, Sangweni, Mbuzweni, Rietvlei, Nxaphanxapheni, Rhawuka, Masameni, Nomarhanjana, Marhewini, Nqabelweni, Mkhangala, Nonginqa, Magqagqeni, Dulathi, Dumisa, Diphini, Myembe	R 8 236 110,00	R 10 599 003,00	R 10 000 000,00	Planning	Jun-23
WCWCDM	ALL	ALL LM's	ALL	ALL LM's	R 500 000,00	R 10 000 000,00	R 10 000 000,00	Planning	Jun-21
<b>TOTAL</b>					<b>R 60 000 000,00</b>	<b>R 65 000 000,00</b>	<b>R 70 000 000,00</b>		

RBIG

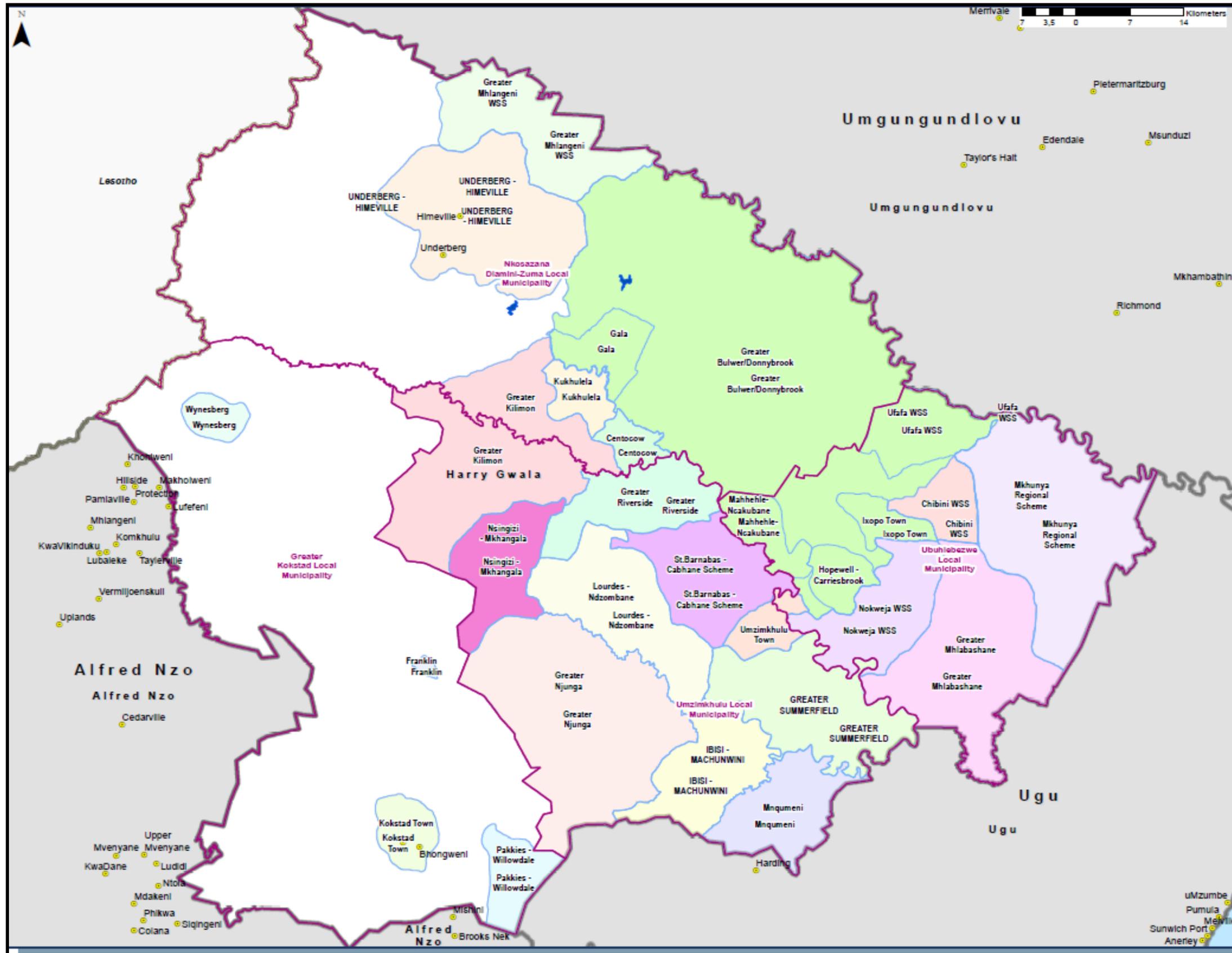
Bulwer Emergency/Bulwer Donnybrook Supply (Stephen Dam)	Town Water Project Dlamini	6, 7, 10, 11 & 12	NDZ UBU	& 15947	NDZ areas , Ubuhebezwe areas (Ufafa, Ixopo Town)	R 9 026 000,00	-	-	Stephen Dlamini Dam Advanced Infrastructure completed	Jun-25
<b>TOTAL</b>						<b>R 9 026 000,00</b>	<b>R 0,00</b>	<b>R 0,00</b>		

The municipality's capital projects are funded through grants with the allocation received from the Provincial Department of Cooperative Governance and Traditional Affairs.

## **MAPS**

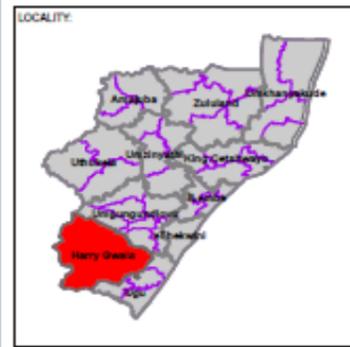
Map below illustrates the schemes appearing in the Capital Development Plan which have planning activities still underway showing the coverage of the entire district is planned to ensure that almost all households benefit from these schemes. Below is the map that shows coverage in the entire system.

### **Map 1: Water Scheme Areas**



**Legend**

- Provincial Boundaries
- District Municipality Boundaries
- Local Municipality Boundaries
- Dams & Dam Names
- Rivers
- Settlements
- Major Towns



CLIENT:

MUNICIPALITY:

HARRY GWALA DISTRICT MUNICIPALITY

CONSULTANTS

Mervale  
PO Box 25548, Monument Park  
Pretoria, 0105  
Tel: +27 (0) 12 424 9700  
Fax: +27 (0) 12 460 4071  
Email: pretoria@jnw.co.za

PROJECT TITLE

**Harry Gwala DM: Universal Access Plan Phase III - Progressive Development of a Regional Concept Secondary Bulk Water Master Plan**

MAP TITLE:

**Water Scheme Areas**  
Harry Gwala District Municipality

DATE COMPLETED:

January 2021

MAP NO.:

DC 43 Figure S-2

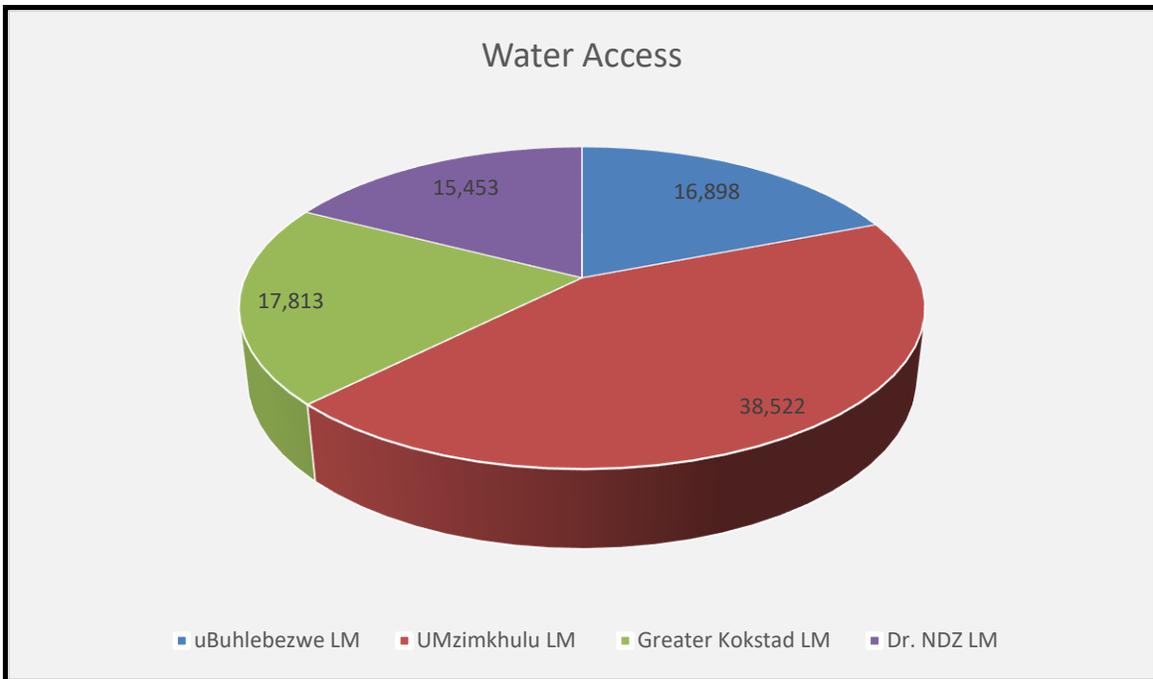
Various colours and labels have been used to shown the extent of schemes coverage. It is safe to note that in the white shaded areas, there are small isolated and which are very remote areas that are better be served with local sources of springs and boreholes due to funding constraints. Usually, these schemes cover very small communities whereas to bring bulk infrastructure from the regional scheme can have a huge cost impact.

## ACCESS TO WATER

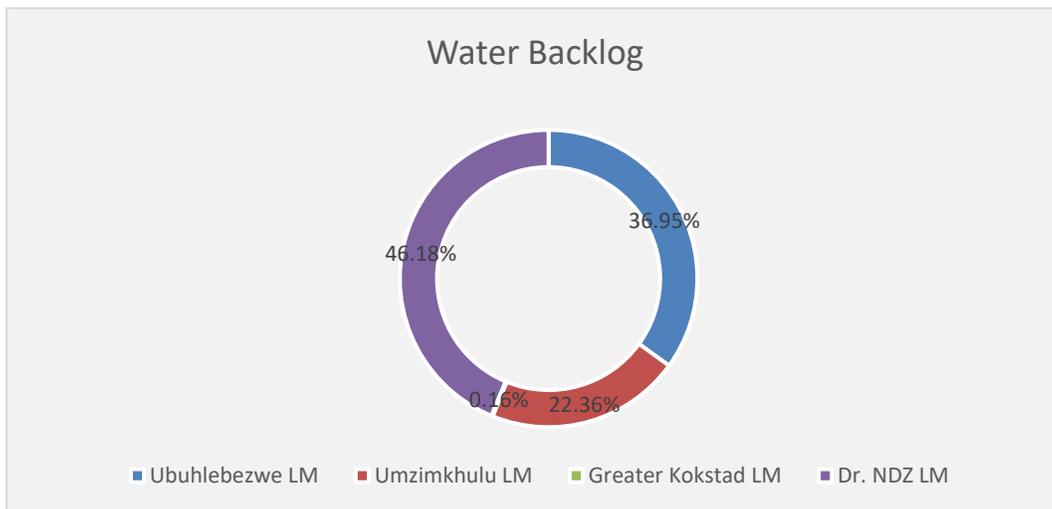
Like many areas in South Africa, Harry Gwala District Municipality has inherited the historical legacy of a large backlog of water services infrastructure. This situation is clearly intolerable and therefore the efficient and adequate supply of water services for domestic consumption and for economic development is one of the most important challenges facing Harry Gwala District Municipality, in its capacity as the Water Services Authority and Water Services Provider for its area of jurisdiction.

The table below indicates the households with access to water in the HGDM. Approximately 64% of the households in HGDM are supplied by house connections and standpipes less than 200m walking distance. These house connections are located near the major towns like Ixopo, UMzimkhulu, Kokstad, Underberg, Himeville, Bulwer, Donnybrooke and Creighton within HGDM.

<b>Municipality</b>	<b>Number of Households</b>	<b>Water Served Households</b>	<b>Water Backlogs Households</b>	<b>Percentage of Water Backlogs</b>
uBuhlebezwe Local Municipality	26801	16 898	9 903	36.95%
UMzimkhulu Local Municipality	49 616	38 522	11 094	22.36%
Greater Kokstad Local Municipality	17 842	17 813	29	0.16%
Dr. Nkosazana Dlamini Zuma Local Municipality	28 714	15 453	13 261	46.18%
<b>Harry Gwala District Municipality</b>	<b>122 973</b>	<b>88 686</b>	<b>34 287</b>	<b>36%</b>



*Fig. 1: Showing Number of Households with Access to water Per LM*



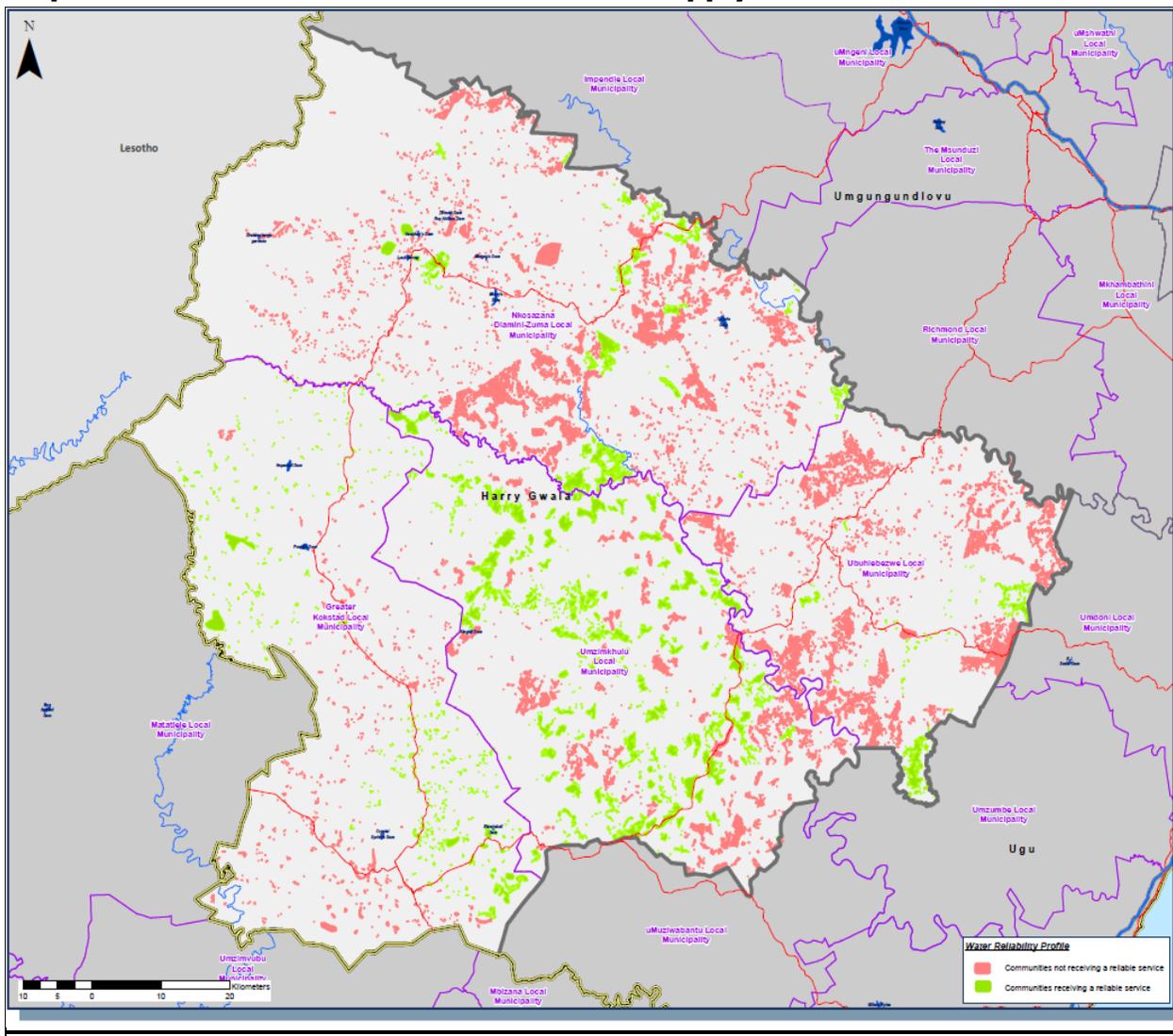
*Fig. 1: Showing Number of Households with Water backlog Per LM*

The municipality has many standalone water supply schemes constructed in various areas or wards of the district. Most of these schemes are supplied with water from the boreholes and the other source used on these schemes are local springs. In some villages where springs and boreholes cannot be explored, the municipality has sourced water from the local streams and put small package plants for water purifications purposes. As a result

some of these schemes are functional, other being partial functional (meaning differs with seasons) and few of them are dysfunctional.

The map below indicates green highlighted settlements which show access to water with functional schemes and pink highlighted areas which have either no access to water, partial functioning or dysfunctional schemes. In order for the municipality to turn around the situation, it has decided to utilize Water Services Infrastructure Grant (WSIG) to do necessary interventions.

**Map 2: Show reliable and unreliable water supply areas**



## ACCESS TO SANITATION

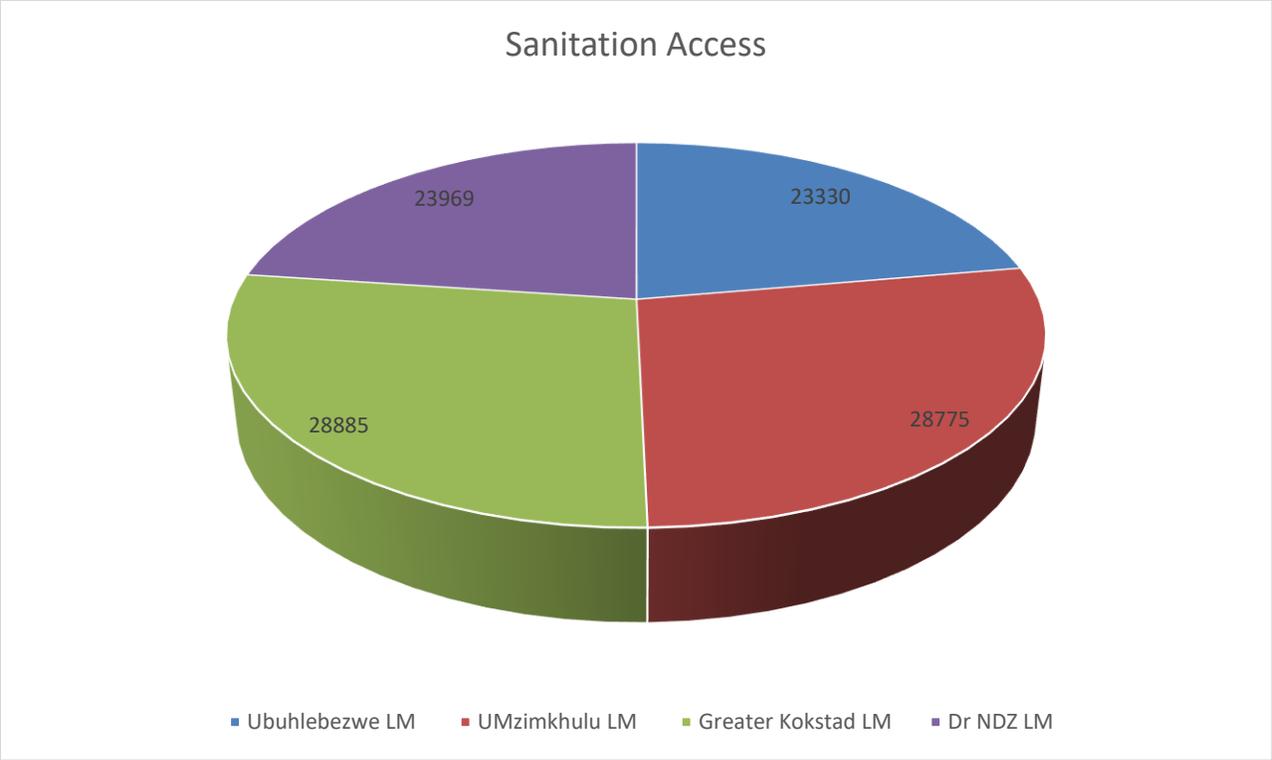
The Water Services Development Plan indicated that there is a sanitation backlog within the district. Some rural villages within various parts of the municipal area have poor access to sanitation. Packaging of sanitation programs should be based on settlement clusters and be integrated with the drive towards the transformation of rural villages into sustainable human settlements. The following spatial planning standards should be applied in all sanitation projects:

- Giving priority to settlements located within priority environmental areas.
- Providing settlements located within a 100m of wetlands with lined ventilated pit latrines at the minimum.
- Providing urban and other peri-urban settlements with water borne sewerage.

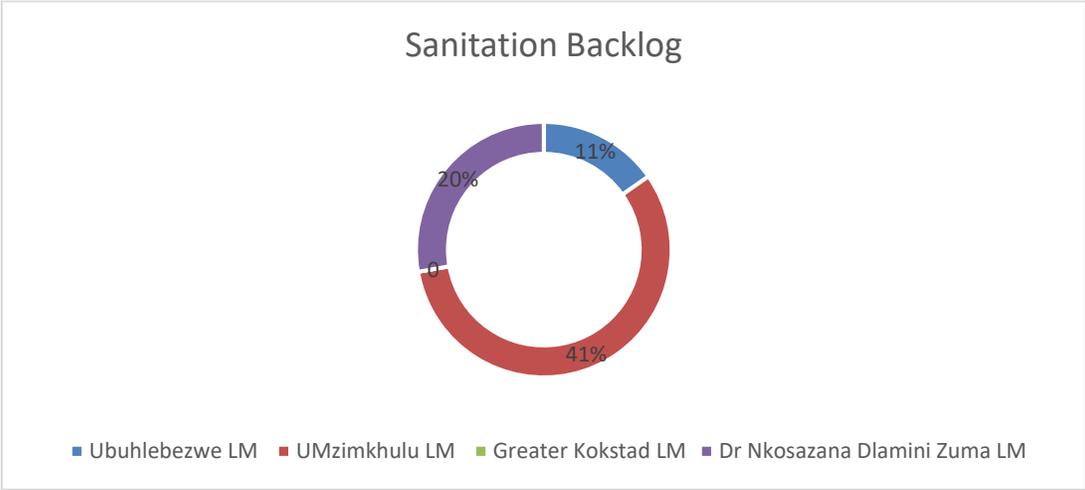
The table below indicates the backlogs in sanitation services:

**Table 2: Access to Sanitation**

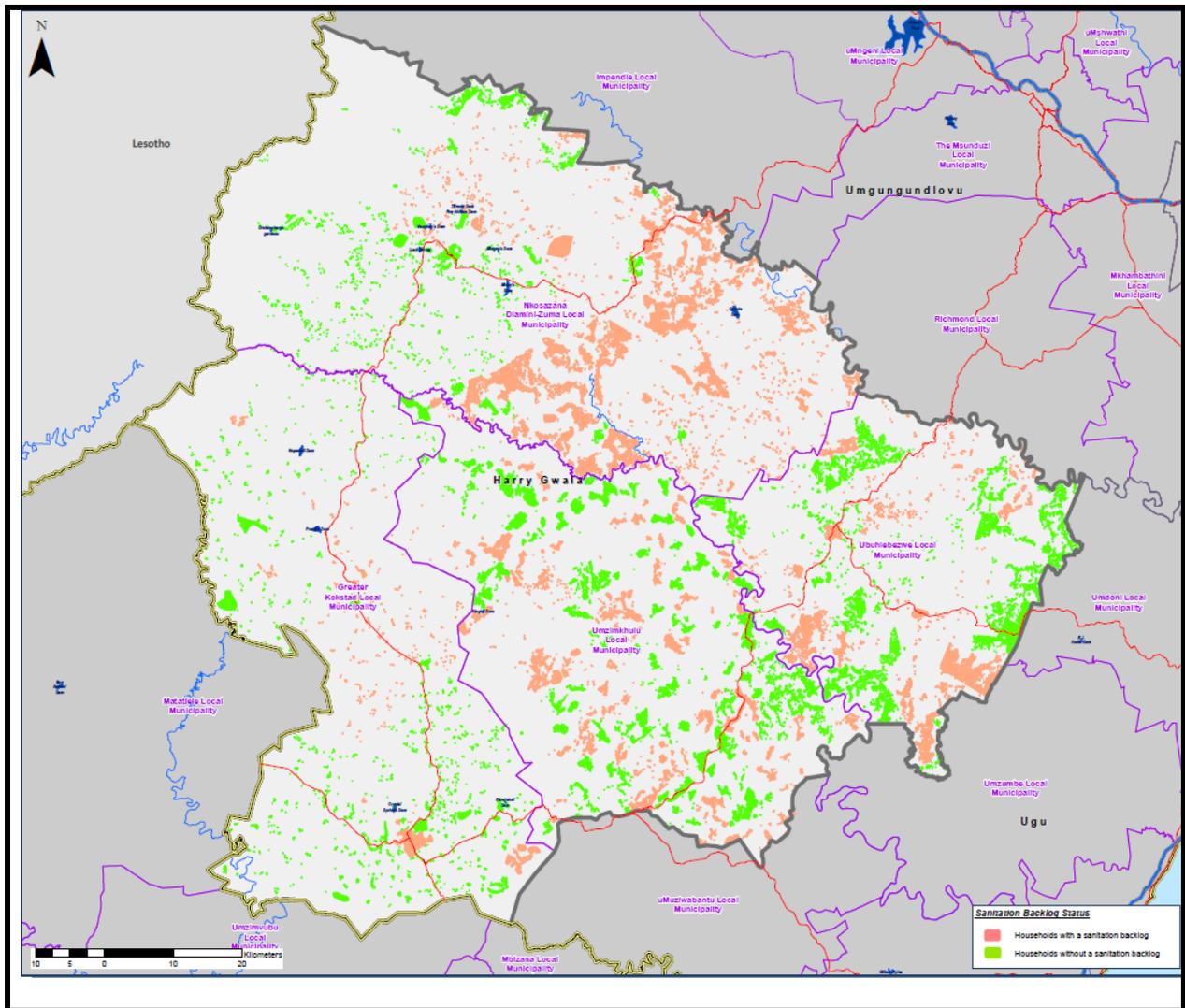
<b>Municipality</b>	<b>Households</b>	<b>Households Served</b>	<b>Backlog</b>	<b>Percentage Backlog</b>
uBuhlebezwe Local Municipality	26231	23330	2901	11%
UMzimkhulu Local Municipality	48641	28775	19866	41%
Greater Kokstad Local Municipality	28885	28885	0	0%
Dr Nkosazana Dlamini Zuma Local Municipality	29 983	23969	6014	20%
<b>Harry Gwala District Municipality</b>	<b>122 973</b>	<b>104959</b>	<b>18014</b>	<b>15%</b>



*Fig. 2: Showing Number of Households with Access to Sanitation Per LM*



*Fig. 1: Showing Number of Households with Sanitation Backlog Per LM*



The municipality has developed a plan that will respond to the existing sanitation backlog. It will also assist the municipality to budget according to the needs of the communities.

**3-Year Harry Gwala DM Sanitation Plan**

Local Municipality	Ward	No. HH Unserved	20FY21			21FY22		22FY23		Project Status	Anticipated Backlog Eradication Date
			Villages Benefit to	No. HH to be served	Allocation	No. HH to be served	Allocation	No. HH to be served	Allocation		
Ubuhlebezwe LM	1	1059	None	0	R 0	106	R 1 800 300,00	95	R1 717 486,20	None	Dec-30
Ubuhlebezwe LM	2	108	None	0	R 0	11	R 183 600,00	10	R175 154,40	none	Dec-30
Ubuhlebezwe LM	3	465	None	0	R 0	47	R 790 500,00	42	R 754 137,00	None	Dec-30
Ubuhlebezwe LM	4	1489	None	0	R 0	149	R 2 531 300,00	134	R2 414 860,20	None	Dec-30
Ubuhlebezwe LM	5	951	Bhobhobho, Osuthu	100	R 766 283	85	R 1 446 700,00	77	R 1 380 151,80	Procurement Stage	Dec-30
Ubuhlebezwe LM	6	246	None	0	R 0	25	R 418 200,00	22	R 398 962,80	None	Dec-30
Ubuhlebezwe LM	7	609	Jolivet	100	R 766 283	51	R 865 300,00	46	R 825 496,20	Procurement Stage	Dec-30
Ubuhlebezwe LM	8	1224	Somelulwazi, Kwalanga	100	R 766 283	112	R 1 910 800,00	101	R 1 822 903,20	Procurement Stage	Dec-30
Ubuhlebezwe LM	9	390	None	0	R 0	39	R 663 000,00	35	R 632 502,00	None	Dec-30
Ubuhlebezwe LM	10	795	None	0	R 0	80	R 1 351 500,00	72	R 1 289 331,00	None	Dec-30
Ubuhlebezwe LM	11	380	None	0	R 0	38	R 646 000,00	34	R 616 284,00	None	Dec-30
Ubuhlebezwe LM	12	1230	None	0	R 0	123	R 2 091 000,00	111	R 1 994 814,00	None	Dec-30

Ubuhlebezwe LM	13	801	Mashumi	100	R 766 283	70	R 1 191 700,00	63	R 1 136 881,80	Procurement Stage	Dec-30
Ubuhlebezwe LM	14	1470	Ndwebu	100	R 766 283	137	R 2 329 000,00	123	R 2 221 866,00	Procurement Stage	Dec-30
<b>Sub-Total</b>		<b>11217</b>		<b>500</b>	<b>R 3 831 415</b>	<b>1 072</b>	<b>R 18 218 900,00</b>	<b>965</b>	<b>R 17 380 830,60</b>		
Dr Nkosazana Dlamini-Zuma LM	1	312	None	0	R0	31	R 530 400,00	28	R 506 001,60	Planning	Dec-30
Dr Nkosazana Dlamini-Zuma LM	2	143	None	0	R0	14	R 243 100,00	13	R 231 917,40	Planning	Dec-30
Dr Nkosazana Dlamini-Zuma LM	3	0	None	0	R0	0	R 0,00	0	R 0,00	None	Dec-30
Dr Nkosazana Dlamini-Zuma LM	4	138	None	0	R0	14	R 234 600,00	12	R 223 808,40	Planning	Dec-30
Dr Nkosazana Dlamini-Zuma LM	5	254	Gqxalingena, Mnkangala, Mpumlwana, Dazini, Mashayilanga, Ndende	180	R 1 379 309	7	R 125 800,00	7	R 120 013,20	Planning	Dec-30
Dr Nkosazana Dlamini-Zuma LM	6	291		0	R0	29	R 494 700,00	26	R 471 943,80	Planning	Dec-30
Dr Nkosazana Dlamini-Zuma LM	7	162	None	0	R0	16	R 275 400,00	15	R 262 731,60	Planning	Dec-30
Dr Nkosazana Dlamini-Zuma LM	8	288	None	0	R0	29	R 489 600,00	26	R 467 078,40	Planning	Dec-30
Dr Nkosazana Dlamini-Zuma LM	9	71	None	0	R0	7	R 120 700,00	6	R 115 147,80	Planning	Dec-30
Dr Nkosazana Dlamini-Zuma LM	10	5	None	0	R0	1	R 8 500,00	0	R 8 109,00	Planning	Dec-30
Dr Nkosazana Dlamini-Zuma LM	11	274	None	0	R0	27	R 465 800,00	25	R 444 373,20	Planning	Dec-30

Dr Nkosazana Dlamini-Zuma LM	12	168	All villages	120	R919 540	5	R 81 600,00	4	R 77 846,40	Planning	Dec-30
Dr Nkosazana Dlamini-Zuma LM	13	104	None	0	R0	10	R 176 800,00	9	R 168 667,20	Planning	Dec-30
Dr Nkosazana Dlamini-Zuma LM	14	268	None	0	R0	27	R 455 600,00	24	R 434 642,40	Planning	Dec-30
Dr Nkosazana Dlamini-Zuma LM	15	131	None	0	R0	13	R 222 700,00	12	R 212 455,80	Planning	Dec-30
<b>Sub-Total</b>		<b>2609</b>		<b>300</b>	<b>R 2 298 840,00</b>	<b>231</b>	<b>R 3 925 300,00</b>	<b>208</b>	<b>R 3 744 736,20</b>		
Umzimkhulu LM	1	0	None	0	R0	0	R 0,00	0	R 0,00	None	None
Umzimkhulu LM	2	1134	None	0	R0	113	R 1 927 800,00	102	R 1 839 121,20	Planning	Dec-30
Umzimkhulu LM	3	900	None	0	R0	90	R 1 530 000,00	81	R 1 459 620,00	Planning	Dec-30
Umzimkhulu LM	4	0	None	0	R0	0	R 0,00	0	R 0,00	None	None
Umzimkhulu LM	5	1283	None	0	R0	128	R 2 181 100,00	115	R 2 080 769,40	Planning	Dec-30
Umzimkhulu LM	6	988	None	0	R0	99	R 1 679 600,00	89	R 1 602 338,40	Planning	Dec-30
Umzimkhulu LM	7	1559	None	0	R0	156	R 2 650 300,00	140	R 2 528 386,20	Planning	Dec-30
Umzimkhulu LM	8	0	None	0	R0	0	R 0,00	0	R 0,00	None	None
Umzimkhulu LM	9	1562	None	0	R0	156	R 2 655 400,00	141	R 2 533 251,60	Planning	Dec-30
Umzimkhulu LM	10	1291	None	0	R0	129	R 2 194 700,00	116	R 2 093 743,80	Planning	Dec-30
Umzimkhulu LM	11	1422	None	0	R0	142	R 2 417 400,00	128	R 2 306 199,60	Planning	Dec-30

Umzimkhulu LM	12	1499	None	0	R0	150	R 2 548 300,00	135	R 2 431 078,20	Planning	Dec-30
Umzimkhulu LM	13	1668	None	0	R0	167	R 2 835 600,00	150	R 2 705 162,40	Planning	Dec-30
Umzimkhulu LM	14	1662	None	0	R0	166	R 2 825 400,00	150	R 2 695 431,60	Planning	Dec-30
Umzimkhulu LM	15	590	None	0	R0	59	R 1 003 000,00	53	R 956 862,00	Planning	Dec-30
Umzimkhulu LM	16	529	None	0	R0	53	R 899 300,00	48	R 857 932,20	Planning	Dec-30
Umzimkhulu LM	17	1866	None	0	R0	187	R 3 172 200,00	168	R 3 026 278,80	Planning	Dec-30
Umzimkhulu LM	18	1012	None	0	R0	101	R 1 720 400,00	91	R 1 641 261,60	Planning	Dec-30
Umzimkhulu LM	19	866	None	0	R0	87	R 1 472 200,00	78	R 1 404 478,80	Planning	Dec-30
Umzimkhulu LM	20	1488	None	0	R0	149	R 2 529 600,00	134	R 2 413 238,40	Planning	Dec-30
Umzimkhulu LM	21	1262	None	0	R0	126	R 2 145 400,00	114	R 2 046 711,60	Planning	Dec-30
Umzimkhulu LM	22	1221	None	0	R0	122	R 2 075 700,00	110	R 1 980 217,80	Planning	Dec-30
<b>Sub-Total</b>		<b>23802</b>		<b>0</b>	<b>R 0,00</b>	<b>2380</b>	<b>R 40 463 400,00</b>	<b>2142</b>	<b>R 38 602 083,60</b>		
Greater Kostad LM	1	474	None	0	R0	47	R 805 800,00	43	R 768 733,20	Planning	Dec-30
Greater Kostad LM	2	70	None	70	R536 398	0	R 0,00	0	R 0,00	None	None
Greater Kostad LM	3	9	None	0	R0	9	R 153 000,00	0	R 0,00	Planning	Dec-30
Greater Kostad LM	4	6	None	0	R0	6	R 102 000,00	0	R 0,00	Planning	Dec-30

Greater Kostad LM	5	90	None	0	R0	9	R 153 000,00	8	R 145 962,00	Planning	Dec-30
Greater Kostad LM	6	974	None	0	R0	97	R 1 655 800,00	88	R 1 579 633,20	Planning	Dec-30
Greater Kostad LM	7	51	None	0	R0	51	R 867 000,00	0	R 0,00	Planning	Dec-30
Greater Kostad LM	8	24	None	0	R0	24	R 408 000,00	0	R 0,00	Planning	Dec-30
Greater Kostad LM	9	1158	None	0	R0	116	R 1 968 600,00	104	R 1 878 044,40	Planning	Dec-30
Greater Kostad LM	10	33	None	0	R0	33	R 561 000,00	0	R 0,00	Planning	Dec-30
<b>Sub-Total</b>		<b>2889</b>	<b>None</b>	<b>70</b>	<b>R536 398,10</b>	<b>393</b>	<b>R 6 674 200,00</b>	<b>243</b>	<b>R 4 372 372,80</b>		
<b>Total</b>		<b>40517</b>		<b>870</b>	<b>R6 666 653,10</b>	<b>4075</b>	<b>R 69 281 800,00</b>	<b>3557</b>	<b>R 64 100 023,20</b>		

## **Provision of sanitation services to a household**

- A tariff set by a water services institution for the provision of sanitation services to a household must –
  - *Support the viability and sustainability of sanitation services to the poor;*
  - *recognise the significant public benefit of efficient and sustainable sanitation services and;*
  - *Discourage usage practices that may degrade the natural environment.*

The purpose of this regulation is to give guidance on the objectives to be achieved with a domestic sanitation tariff while accommodating different approaches by not being overly prescriptive.

Poor sanitation practices impact negatively on the health and wellbeing of the whole community and also on the environment. A water services institution should support the viability and sustainability of sanitation services to the poor by providing basic sanitation services (for example the removal of sludge from pit latrines) at as low a cost as it can afford to and preferably for free. The provision of low cost or free basic sanitation services would concurrently promote the use of sanitation practices that safeguard the public from diseases and would also discourage the uncontrolled disposal of raw sludge into the natural environment, such as the emptying of buckets into streams.

It is expensive and unnecessary to measure water borne sewerage. Rather, the sanitation tariff for water borne sanitation systems should be based on the volume of water supplied. A volume based sanitation charge levied on the higher water supply tariff blocks with no sanitation charge levied on at least the first 6kl would contribute towards the objectives set out in this norm.

Practices that base sanitation charges on factors that are not directly related to usage, such as the number of toilets, the property value or plot size are discouraged.

## OPERATIONS AND MAINTENANCE

The operations and maintenance plan was adopted by council in May 2019 and is attached as an

annexure to this document. Harry Gwala District Municipality aims to provide a broad strategy to be followed with the planning and implementation of activities to ensure that adequate operations and maintenance of water services infrastructure is being undertaken. Debt collection through implementation of revenue enhancement strategies and removal of the people who are no longer indigent from the Indigent register will assist Harry Gwala DM with recovering costs and funding its water services operations and maintenance needs.

The National Water Act, 1998 (Act 36 of 1998) states that as the public trustee of the nation's water resources the National Government, acting through the Minister of the Department of

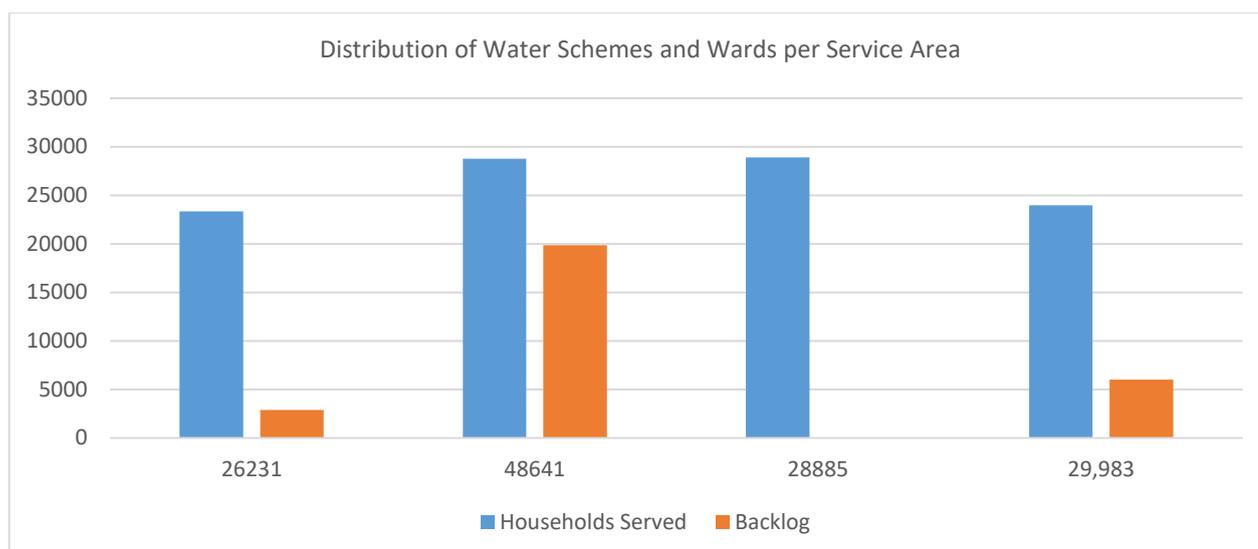
Water Affairs, must ensure that water is protected, used, developed, conserved, managed and controlled in a sustainable and equitable manner, for the benefit of all persons and in accordance with its constitutional mandate. Water and wastewater treatment works, being one of the many water users of these resources, need to comply with legislation in terms of operations and quality of water extracted and effluent returned to the environment. Harry Gwala District Municipality, as Water Services Authority for the region, is responsible for ensuring that all water and wastewater treatment works comply with the legal requirements of not only the National Water Act but any other legislation governing the operations of the treatment works. The municipality does participate in the Integrated Regulatory Information System formally known as Blue Drop and Green drop System. This is an assessment tool that Department of Water and Sanitation adopted to audit the capacity of municipality to perform its mandatory function as a Water Services Authority.

Harry Gwala District Municipality comprises of four satellite office areas which are located Kokstad with 12 schemes, uMzimkhulu with 84 schemes, UBuhlebezwe with 13 schemes and Dr. Nkosazana Dlamini Zuma with 39 schemes. Schemes behave in different functionalities depending on the challenges being encountered by individual scheme, we have dysfunctional schemes whereby the schemes are not functional at all, partial functional schemes are those that don't supply water 24 hours a day due to water inadequacy whereby water is closed at certain times to build the water levels and opened at certain times to supply the community, fully functional are those schemes that supplies water 24 hours a day.

**Table 3: Summarizes the scheme functionality in each satellite area**

WATER TREATMENT WORKS & WATER RETICULATION SCHEMES							
SATELITE OFFICE	Dysfunctional		Partially Functional		Fully Functional		TOTAL SCHEMES
	Nov 2021	Dec 2021	Nov 2021	Dec 2021	Nov 2021	Dec 2021	
Greater Kokstad LM	0	0	2	2	8	8	10
Umzimkhulu LM	4	4	4	4	72	72	80
UBuhlebezwe LM	1	1	8	8	4	4	13
DR.NDZ LM	0	0	11	11	22	22	33
<b>Overall Total</b>	<b>5</b>	<b>5</b>	<b>25</b>	<b>25</b>	<b>106</b>	<b>106</b>	<b>136</b>

Harry Gwala DM operates and maintains a total number of 136 water supply schemes, most of which are rural or standalone schemes.



**Table 4: Water Supply Schemes**

Water Services Area	No. of WTW	No. of WWTW
Dr Nkosazana Dlamini Zuma Local Municipality	6	6
UMzimkhulu Local Municipality	5	3
UBuhlebezwe Local Municipality	4	1
Greater Kokstad Local Municipality	2	2
<b>Total</b>	<b>17</b>	<b>12</b>

To be fully effective the Water Services Department needs the following:

- A centralised, fully equipped Water Laboratory
- A fully equipped design office (Plotters and Software)

**Table 5: Number of resources allocated per Water Services Areas:**

Resources	Dr NDZ LM	UMzimkhulu LM	UBuhlebezwe LM	Greater Kokstad LM
Water tankers	3	4	5	2
Jet-Vac Machines	0	0	1	1
Honey- suckers	1	1	1	1
TLB	0	1	0	1

O&M vehicles	7	8	6	7
Excavator	0	0	0	0
Low-bed truck	0	0	0	0
Craned - truck	0	0	0	0

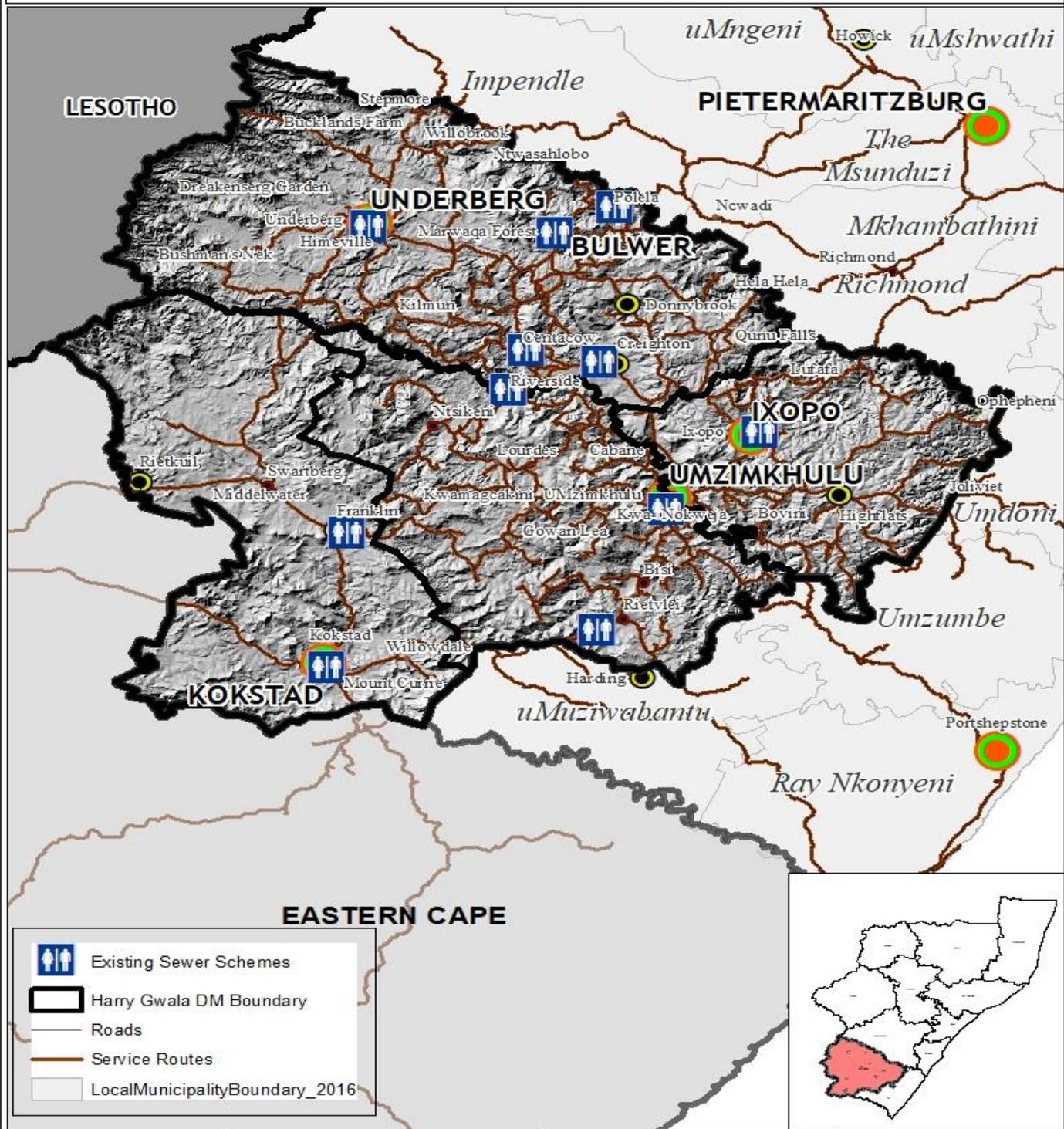
### Waste Water Scheme Options

<b>SUMMARY OF THE FUNCTIONALITY OF SCHEMES</b>							
<b>WASTE WATER TREATMENT WORKS &amp; SEWER RETICULATION SYSTEMS</b>							
Local Municipality	Dysfunctional		Partially Functional		Fully Functional		Total Schemes
Months	Nov-2021	Dec-2021	Nov-2021	Dec-2021	Nov-2021	Dec-2021	
Great Kokstad Local Municipality	0	0	1	1	1	1	2
UMzimkhulu Local Municipality	0	0	0	0	3	3	3
UBuhlebezwe Local Municipality	0	0	0	0	1	1	1
Dr. Nkosazane Dlamini Zuma	0	0	4	4	2	2	6
<b>Overall Total</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>7</b>	<b>7</b>	<b>12</b>

The municipality is working to eradicate sanitation backlogs in the remaining 3 local municipalities i.e. NDZ, Umzimkhulu and Ubuhebezwe. HGDM has appointed service providers (3) in 2020/21 financial year for the supply of sanitation material to eradicate the sanitation backlogs.

The structure below indicates a typical VIP unit that is currently being installed to eradicate backlogs.

SDF: Harry Gwala Existing Sewer Schemes



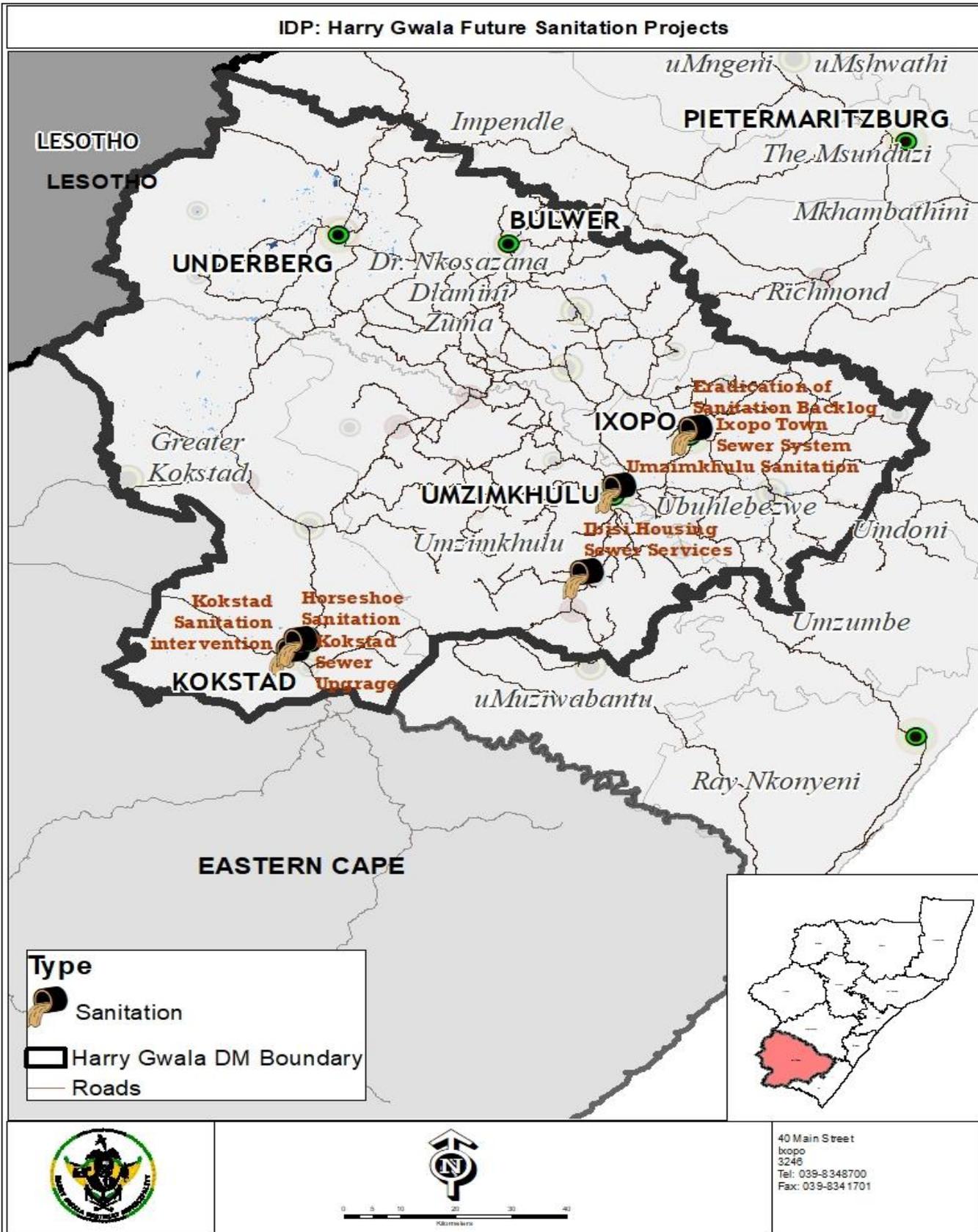
	Existing Sewer Schemes
	Harry Gwala DM Boundary
	Roads
	Service Routes
	LocalMunicipalityBoundary_2016



Projection : WGS Hartebeesthoek  
Date : June 2019

**Data Sources**  
Municipal Boundaries : Demarcation Board  
Transportation Routes : HGDM IPTNP  
Sewer Schemes : HGDM WSDP

40 Main Street  
Ixopo  
3246  
Tel: 039-8348700  
Fax: 039-8341701



**LEVEL OF SERVICE**

The municipality provides various levels of service (LOS) to cater for the varying and unique needs to the different communities, within the confines of sustainability. Each level of service

is unique to the various conditions relating to the use and upgrade and has different implications for the municipality in terms of capital and operational costs. The LOS addresses the basic standards and supports the concept of progressive improvement of LOS. In addition to these levels of service, the municipality also provides a rudimentary service, referred to as safe access, as an interim measure in areas that cannot be guaranteed with sustainable water resources.

*Harry Gwala District Level of Service*

Water Level of Service		Comments
<b>LOS 1 - Communal Water Point</b>	<ul style="list-style-type: none"> <li>• Reticulated standpipes</li> <li>• Stationary water tank</li> <li>• &lt; than 200m from households</li> </ul>	Basic LOS, consists of communal water points
<b>LOS 2 - Yard Standpipe on each property</b>		Metered or unmetered
<b>LOS 3 - Metered Pressurised water connection on each property</b>		Metered and connected to private plumbing
Sanitation Level of Service		Comments
<b>LOS 1 - VIP on every informal property</b>	<ul style="list-style-type: none"> <li>• Preferred option Rural and informal settlements</li> <li>• Ventilated Improved Pit (VIP) latrine located on each site.</li> </ul>	
<b>LOS 2 - Septic &amp; Conservancy Tanks</b>	<ul style="list-style-type: none"> <li>• Not serviced by sewer reticulation and treatment system</li> <li>• Typically be provided too many formal housing developments.</li> </ul>	
<b>LOS 3 - Water Borne Sewage on each serviced site</b>	<ul style="list-style-type: none"> <li>• Conventional waterborne municipal sewage network with individual sewer connections to each erf.</li> </ul>	

**OPERATIONS AND MAINTENANCE COSTS YEAR 1 – YEAR 10**

Of critical importance is the funding of operation and maintenance of existing and future infrastructure as projects are commissioned and become operational. Proper operation and maintenance of physical infrastructure is more important than the implementation of new infrastructure as, unless adequate initial preventative maintenance procedures are instituted, the scheme may become inoperative. Expenditure related to staff costs are high and competent staff must be employed to manage the O&M aspects of the schemes, as otherwise the

substantial capital investments towards water and sanitation infrastructure in Harry Gwala will be put at risk as the schemes may become dysfunctional.

## **PROJECT IMPLEMENTATION**

The capital costs for implementing water and sanitation projects within Harry Gwala District Municipality are currently from the Municipal Infrastructure Grant (MIG) through grant funding. As new projects are being funded, the Harry Gwala District Municipality or their appointed Water Services Provider needs to only recover operations and maintenance costs through tariffs or other levies from consumers but may have to include for future capital replacement costs.

Costing analyses, included in the Master Plans and Implementation Strategies, have been undertaken for the regional schemes and the analyses include the direct costs and indirect costs of supplying potable water. Should there be any shortfalls in cost recovery, then the Harry Gwala District Municipality will need to make provision therefore in their annual budgets.

## **GUIDELINES FOR NORMS AND STANDARDS FOR WATER SERVICES TARIFFS**

The guidelines for norms and standards for water services tariffs were developed in terms of section 10 of the Water Services Act (Act no. 108 of 1997) which allows the Minister, with the concurrence of the Minister of Finance, to prescribe norms and standards in respect of tariffs for water services.

The norms and standards are aimed at promoting socially equitable, financially viable and environmentally sustainable tariffs. The departure point in compiling these norms and standards was to provide the responsible water services institution with a framework that reflects best practice while allowing it discretion on how it actually sets and quantifies the tariffs.

It was, however, necessary to be prescriptive on the maximum consumption rate of the first block of the rising block tariff structure for uncontrolled volume domestic connections (six kiloliters per household per month). This was necessary because of the development of a national “free basic water” policy which hinges on the water services institution being able to account separately for the first 6 kl supplied to a household per month. Basic water supply has been defined under section 9 regulations.

Although the water services authority will either be setting tariffs, or deciding the parameters within which tariffs are set, water services providers may in some circumstances set tariffs within the prescribed parameters. It is important to note that these regulations apply to all water services institutions and that no water services institution may use a tariff which is substantially different from any prescribed norms and standards.

## **DETERMINATION OF REVENUE REQUIREMENTS**

A water services institution must, when determining its revenue requirements on which tariffs for water services are based, take into account at least the need to –

- recover the cost of water purchases;
- recover overhead, operational and maintenance costs;
- recover the cost of capital not financed through any grant, subsidy or donation;
- provide for the replacement, refurbishment and extension of water services works and;
- ensure that all households have access to basic water supply and basic sanitation.

The purpose of this regulation is to ensure that the tariffs set by a water services institution are financially sustainable. This is achieved by ensuring that all costs incurred in providing the service are recovered through the tariff.

The cost of water purchases is the amount that the water services institution is charged for bulk raw water or bulk potable water. The raw water charge is typically levied by the Department of Water Affairs or a Catchment Management Agency for untreated water supplied from a river, a dam or from a borehole. The bulk potable water charge is levied by the bulk water services provider for potable water (drinking quality water) supplied in bulk to a municipality or water services provider for further distribution. The cost of bulk potable water would normally include the bulk raw water charge paid by the bulk water services provider to the Department of Water Affairs or to the catchment management agency.

The overhead, operations and maintenance costs include the cost of the administrative and operations staff, their vehicles and offices, the cost of electricity and chemicals, and the cost of maintaining the equipment. The cost of capital includes the cost of constructing new works or the cost of repaying the loans and interest charges associated with the construction costs. Grants from national government for capital works such as the funding from Reconstruction and Development Program do not have a cost of capital.

Replacement, refurbishment and extension of water services works are also capital costs. A provision should be set aside specifically for replacing or refurbishing worn out equipment. Provision should also be made for extending works that are no longer able to meet the demand because of capacity constraints.

One of the main objects of the Act is to provide for the right of access to basic water supply and basic sanitation. Section 3 of the Act requires that every water services institution to take reasonable measures to realize these rights. The water services institution should thus provide for ensuring that all households have access to basic water supply and basic sanitation.

A tariff set by a water services institution for the supply of water to a household through a communal water services work or through a consumer installation designed to provide a controlled volume of water must be set at the lowest amount, including a zero amount, required to ensure the viability and sustainability of the water supply services.

The Water Services Act emphasizes that the primary consideration in water services policy is the provision of a “basic water supply” to all households. The purpose of this regulation is to ensure that the tariff for a basic level of service is affordable even to the very poor. This regulation applies amongst others to communal stand pipes and to installations such as the Durban tank system which provide a limited quantity of water per day.

According to the Department of Water Affairs policy on a free basic water supply, a water services institution should make every effort to supply the basic water supply quantity of six kilolitres per household per month free of charge. It would be the norm for users supplied out of standpipes and by means of controlled volume supplies (depending on the size of tank) to use no more than a basic supply and it would also be expected that these users will generally be representative of lower income groups. It should thus be the norm for such users to be supplied free of charge, or at the lowest cost that the water services institution can afford.

- A tariff set by a water services institution for the supply of water through a water services work or consumer installation designed to provide an uncontrolled volume of water to a household must include a volume based charge that –supports the viability and sustainability of water supply services to the poor; discourages wasteful or inefficient water use; and takes into account the incremental cost that would be incurred to increase the capacity of the water supply infrastructure to meet an incremental growth in demand.
- The requirements of sub-regulation (1) are deemed to have been met where the tariff is set as a volume based charge that provides for a rising block tariff structure which includes –
- three or more tariff blocks with the tariff increasing for higher consumption blocks; a consumption level for each block defined as a volume consumed by a household during any 30 day period; a first tariff block or lowest tariff block with a maximum consumption volume of six kiloliters and which is set at the lowest amount, including a zero amount, required to ensure the viability and sustainability of water supply services; and
- A tariff for the last block or highest consumption block set at an amount that would discourage high water use and that reflects the incremental cost that would be incurred to increase the capacity of the water supply infrastructure to meet an incremental growth in demand.

## **CUSTOMER CARE AND ADHERENCE TO BATHO PELE PRINCIPLES**

The Council has adopted Customer Care Policy and Customer Care Charter. Both the Customer Care Policy and Customer Care Charter are aligned to Batho Pele principles so as to restore and promote the culture of optimising service excellence, in a fair and equitable manner. Adherence to Batho Pele Principles ensures that HGDM communities who are also clients/customers of the municipality receive the service they deserve. The Belief Sets, Batho Pele Principles and Customer Care Charter are placed at the hearts of the municipality. Batho Pele principles demands that people’s needs must be responded to with courtesy. Customer

Care is responsible for managing and coordinating the customer care service within the Harry Gwala District Municipality. The Customer Care service Centre receives complaints from communities and channels such complaints to relevant departments for redress.

## **PROGRAMMES IMPLEMENTED BY WATER SERVICES DEPARTMENT**

Water Services department comprises of three sections namely:

1. Water Services Planning and Design Section
2. Water Governance and Customer Care Section
3. Operations and Maintenance Section

### **Water Governance and Customer Care**

- Water quality Monitoring: ensuring compliance monitoring and regulating and enforcing operational monitoring across the district.
- Development of regulatory documentation: Wastewater Risk Abatement Plan (WWRAP) , Water Safety Plan (WSP), Water Services Bylaws and Policies etc.
- Conduct Plant Process Audits for both water and wastewater treatment works.
- Reinstate internal Water testing laboratory
- Acquire SANAS Accreditation for different determinands tested in the internal laboratory
- Ensure compliance with DWS Regulatory Performance Measurement System: Key Performance 5, 6 and 7
- Customer care management relations: Coordinated approach of addressing customer complaints.
- Conduct awareness campaigns: Water Conservation and Demand, Health and hygiene, Vandalism of Water Services Infrastructure, Unauthorized /illegal Connections and Water Quality Management
- Undertake stakeholders engagements and social facilitation
- Conduct annually customer satisfaction surveys
- Conduct Customer Service Izimbizo and honour the Public Service Month
- Implement Customer Care Charter
- Dry Sanitation Implementation (VIP)

### **Operations and Maintenance**

- Routine maintenance of the water services schemes including emergency interventions
- Operations and maintenance of water processing and supply systems.
- Activation pf prepaid smart metering.
- Unblocking of sewer reticulation systems
- Water Services Infrastructure Grant (WSIG)
- Repairs and maintenance of non-operational water services distribution accessories.
- Ensure compliance with DWS Regulatory Performance Measurement System: Key Performance 5, 6, 7 and 11

### **Planning, Research and Design**

- Development and review of the WSDP
- Confirmation of bulk water services in the HGDM
- Bulk infrastructure asset management- conditional assessment and development of future plans and development of asset replacement plans.
- Development of master plans and short-term intervention plans including refurbishment plans.
- Design of refurbishment or rudimentary schemes.
- Ensure compliance with DWS Regulatory Performance Measurement System: Key Performance 1 and 2

### CHALLENGES IN THE WATER SERVICES DEPARTMENT

KEY ISSUE	PROBLEM STATEMENT	RECOMMENDATIONS
<b>Staff shortage</b>	There is a critical shortage of staff to operate and maintain the HGDM water services schemes especially in the water processing side. Consequently employees work excessive hours resulting in exorbitant over-time and emergency claims.	Facilitate the urgent recruitment of the prioritised water services posts.
<b>Over-dependency on non-sustainable water carting</b>	HGDM is immensely dependent on water carting. This is utilized as a water provisioning option, instead of being an intervention measure	Medium term planning of the implementation of intervention measures should attempt to reduce the dependency on water carting
<b>ageing water services infrastructure</b>	Dilapidated water supply infrastructure results in frequent breakages and water supply interruptions and excessive emergency claims. This occurs mostly in the HGDM towns such as Kokstad, UMzimkhulu and Ixopo.	Continuous refurbishments and replacement projects to address the dilapidated water services infrastructure must be facilitated.
<b>Drought impact</b>	HGDM still suffers from the scourge of drought that prevailed over years. Most of it water sources are drying up, including dams, borehole	the implementation of grant funded projects should take into cognizance of the drought stricken areas in the district.

	sources, streams and springs. Consequently, the district experiences critical water shortages in many areas.	
<b>Insufficient plant and equipment</b>	There is shortage of equipment to undertake the most physical O&M activities including the earth excavating and back or stand-by equipment, especially with pumps and power generators.	<p>HGDM is currently procuring the plant equipment and as such the challenge may soon be alleviated.</p> <p>HGDM received yellow plant equipment from COGTA as part of their support to the KZN Municipalities. And the district received the following equipment being,</p> <ul style="list-style-type: none"> <li>• 2x TLB's,</li> <li>• 2x Water Trucks,</li> <li>• 3x Honey Sucker Trucks,</li> </ul>
<b>KEY ISSUE</b>	<b>PROBLEM STATEMENT</b>	<b>RECOMMENDATIONS</b>
<b>Absence of As-built drawings</b>	The as-built drawings do not exist in the district, especially for the old water services schemes. It becomes extremely difficult for the O&M team to undertake maintenance without the as-built drawings.	The PRD section of water services is currently searching for these drawings including searching in the local municipalities' archives. It may be necessary engage an external service prover to develop the as-built.
<b>None existence of bulk meters in the water distribution system</b>	There are limited bulk meters in the distribution network, this significantly impacts on the calculation of water losses as required by AG. The system input values are mostly approximated, which may lead to very inaccurate water balances.	The water services is trying to solicit external funding that could assist the institution to install bulk meters in all its reservoirs and WTW.
<b>Incomplete projects that are being</b>	There are several projects in the district that are currently	A well-coordinated procedure in handing over of

<p><b>operated and maintained</b></p>	<p>being operated whilst scheme upgrade activities were never completed. This results in difficulties when schemes are being operated.</p>	<p>schemes should be fully adhered to.</p>
<p><b>Improperly designed schemes</b></p>	<p>There are several cases where schemes fail due to improper design factors e.g the pipe pressure class and diameters. These are the most common in the reticulation system for both water and sewerage</p>	<p>The proper monitoring during construction phases should be encouraged. The O&amp;M must adopt strict measures in accepting schemes during handover.</p>
<p><b>Illegal water connections</b></p>	<p>Communities that illegally connect to the water supply mains resulting into water losses due to leakages and non-revenue water. As a result critical water shortages downstream of water supply due to over use of water by communities upstream.</p>	<p>A council approved approach must be undertaken to disconnect illegal connections. In some cases be legalized; research opportunities to generate revenue from the existing connections.</p>
<p><b>Overstressed system due to increase in demand</b></p>	<p>Most water schemes in the HGDM are over-stressed, the demand far exceed the supply. Subsequently, water shortages are often experienced by the communities.</p>	<p>Systems upgrade is required in most schemes including development of new sources to augment the supply.</p>
<p><b>Vandalism and theft of infrastructure assets</b></p>	<p>This hampers the provision of water services, resulting in undesirable incidences due to risks attached in the distribution system</p>	<p>The district must conduct awareness campaigns to educate communities to protect public assets.</p>
<p><b>Compliance issues</b></p>	<p>None availability of water use licenses and regulatory plans and documents</p>	<p>Set aside budget for regulatory documents and assessments required to acquire water use licenses and to comply with Water Services Act and mandate.</p>

<b>Water Quality Monitoring</b>	Most treatment works operate themselves at night due to shortage of staff.	Prioritise filling of vacant process controller’s posts.
<b>Customer Care system</b>	Underutilisation of Reasebetsa resulting in most of customer complaints being lost and not resolved.	Respective supervisors and managers to account for complaints that have not been resolved.
<b>Integrated Regulatory Information System</b>	Recurring report and information gaps on the system affecting HGDM Blue Drop and Green Drop scores.	MANCO to enforce the submission of information and documents required for uploading on the system.

## SOLID WASTE MANAGEMENT

### Environmental Management

#### Capacity

Solid Waste Management is the responsibility of local municipalities and such the district does not have in house environmental management capacity, given that there is no Environmental Management personnel in the organogram. However, National Department of Environmental Affairs provides capacity through Local Government Support. An official from DEA is based at the district providing environmental support to Harry Gwala Family of municipalities.

Environmental capacity remains a challenge in all local municipalities as none has environmental personnel with the exception of UBuhlebezwe that has appointed Environmental Officer.

#### Integrated Waste Management Plan

Waste management services remain the function of local municipalities. The district municipality does not own land as is the case with local municipality and as result does not have its own waste disposal sites. Local municipalities are therefore responsible of collecting and disposing of its waste.

The district municipality together with the Department of Environmental affairs have worked together with local municipalities to import their developed Waste Management Plans into the web portal, once all four of them are ready, the draft district plan can be developed. The rationale behind is to allow for each local municipality to have its own silenced landfill site. The plan is being developed by the district as per the statutory prescript (Municipal Structures Act 117 of 1998 as amended from time to time) section 84d, which states that, among other functions of the district municipality:

- Domestic waste-water and sewage disposal systems

- Solid waste disposals 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 for more than one local municipality in the district.

Furthermore, the district is in the process of providing an oversight to waste disposal facility, taking into account most economical and sustainable options.

Municipality	Waste Disposal Facility	Status	Comment
UBuhlebezwe Local Municipality	Not available	Disposes at UMzimkhulu Local Municipality	Harry Gwala District Municipality to provide oversight to waste disposal facilities within the district and provide economical and compliant options
UMzimkhulu Local Municipality	Mankofu Dumpsite	Unlicensed. To be closed and rehabilitated when the new landfill site is operational.  Establishment of new landfill site funded by Department of Environmental Affairs	
Greater Kokstad Local Municipality	Existing Unlicensed landfill site	License for the new landfill site acquired.  Closure license for the existing disposal site available.	
Dr. Nkosazana Dlamini Zuma Local Municipality	Bulwer Landfill site  Creighton landfill site	Licensed	

	Underberg Transfer Station		
--	-------------------------------	--	--

UMzimkhulu dumpsite is being used by both UBuhlebezwe local municipality and UMzimkhulu local municipality. National department of Environmental Affairs is currently funding the establishment of landfill site at UMzimkhulu local municipality. The current dump site will require rehabilitation thereafter. Future option of using transfer stations in the other local municipalities is being investigated with consideration of the geographical position of the municipalities.

**Environmental Management Tools**

Provincial Department of Economic Development, Tourism and Environmental Affairs has funded the district Environmental Management Framework (EMF). The process of appointing the service provider is underway.

**Environmental Capacity Building**

The district facilitates and supports Environmental capacity building initiatives working with stakeholders. The district also supports provincial department of Economic Development, Tourism and Environmental Affairs in the following:

- Celebration of Environmental calendar days.
- Clean up campaigns.
- Environmental Education Programs to schools.

**TRANSPORTATION**

The municipality has a well- developed road network on a national, district, and local scale, but the condition of the majority of the local roads are poor, and access is problematic in wet conditions. The Harry Gwala District Municipality has prepared an Integrated Transportation Plan which will designate roads in need of upgrade thus hopefully improving local movement.

**Roads Backlogs**

Local Municipality	No of Km
Greater Kokstad	178km
Dr Nkosazana Dlamini Zuma	389km
Ubuhlebezwe	322km

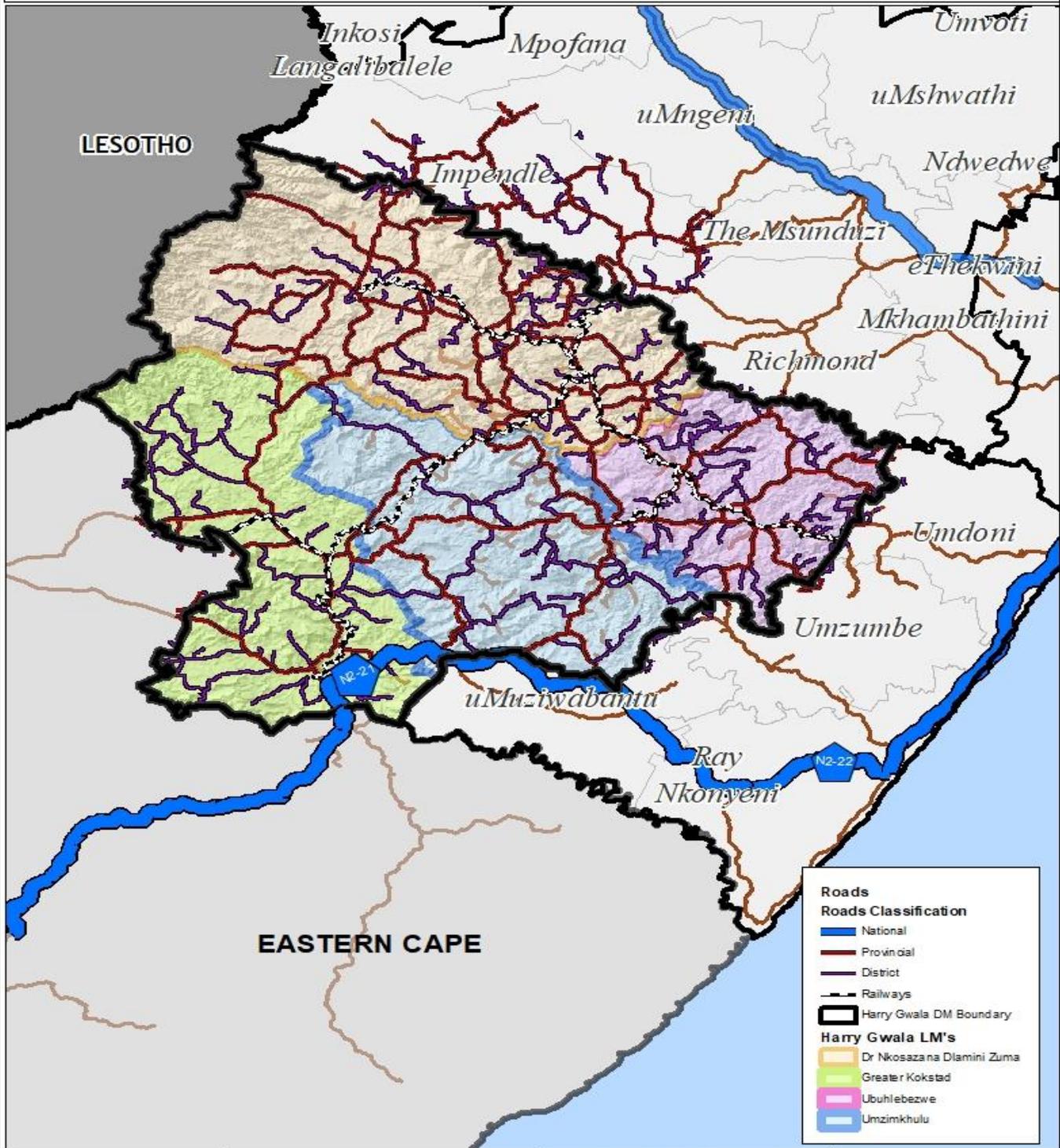
Umzimkhulu	697km
<b>Total</b>	<b>1586km</b>

There is a grant that is meant to assist rural district municipalities to set up Rural Road Asset Management Systems (RRAMS), and collect road, bridge and traffic data on municipal road networks in line with Road Infrastructure Strategic Framework for South Africa. And as such at Harry Gwala DM there is no road transport in existence, the RRAMS will than assist in developing a plan that will assist the municipality to know the status of infrastructure as well future roads network.

The district has introduced the system to the locals and currently the main focus is on training of graduates to carry the visual condition assessments as well as implementation of RRAMS system.

ITEM	DISTRICT EXTENT	PROGRESS TO DATE	PERCENTAGE
Visual assessment on Paved	205	189	92%
Visual assessment on Unpaved roads	1046	732	70%
Traffic Count	720	468	65%
Structures (Bridges and Culverts)	17	0	0%

SDF: Harry Gwala Road Classification

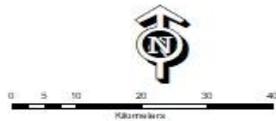


**Roads**  
**Roads Classification**

- National
- Provincial
- District
- Railways
- Harry Gwala DM Boundary

**Harry Gwala LM's**

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

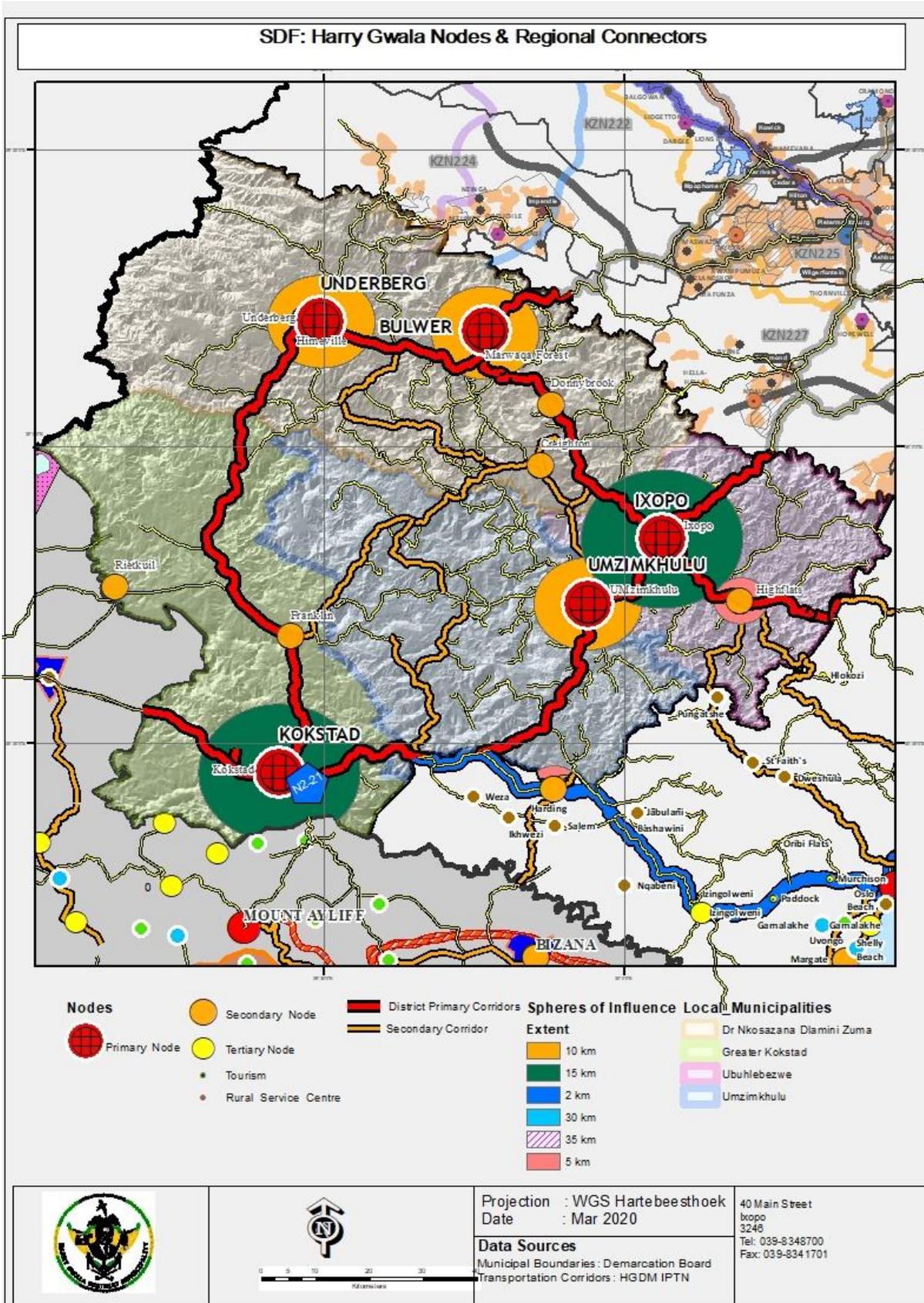


Projection : WGS Hartebeesthoek  
 Date : June 2019

**Data Sources**  
 Municipal Boundaries: Demarcation Board  
 Road Classification: KZN DOT

40 Main Street  
 Ikopo  
 3246  
 Tel: 039-8348700  
 Fax: 039-834 1701





## ENERGY

Electricity in the Harry Gwala District Municipality area is supplied by ESKOM with the exception of Kokstad Town Only. Most of the households in rural areas have inadequate access to electricity. Other alternative sources of energy such as candles; paraffin, coal etc. are utilized

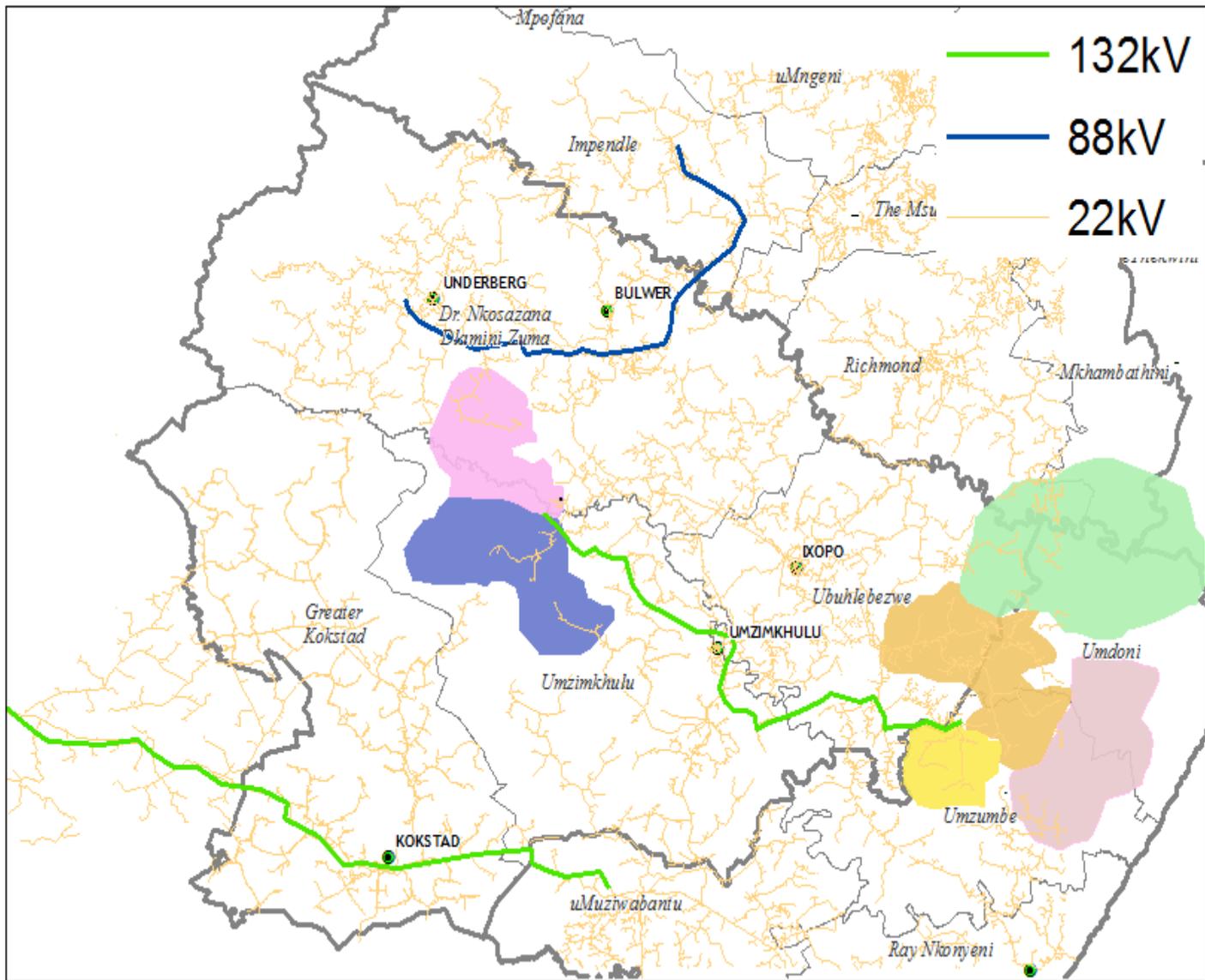
by households without access to electricity. The lack of access to electricity is attributed to inadequate bulk supply, poor access to areas due to topography and insufficient funding. ESKOM has informed the Municipality that it is not capable of providing the electricity requirements to the new applicants in rural areas. The existing power stations have reached maximum capacity. Eskom is in the process of commissioning a new power station in Kenterton which will serve most of the area falling under UBuhlebezwe municipality. The following table indicates the electricity backlogs within the Harry Gwala district Municipality.

There is an Electrification Service Development Plan that guides electrification in the district municipality. As such the projects that are under implementation by local municipalities and ESKOM emanates from this plan.

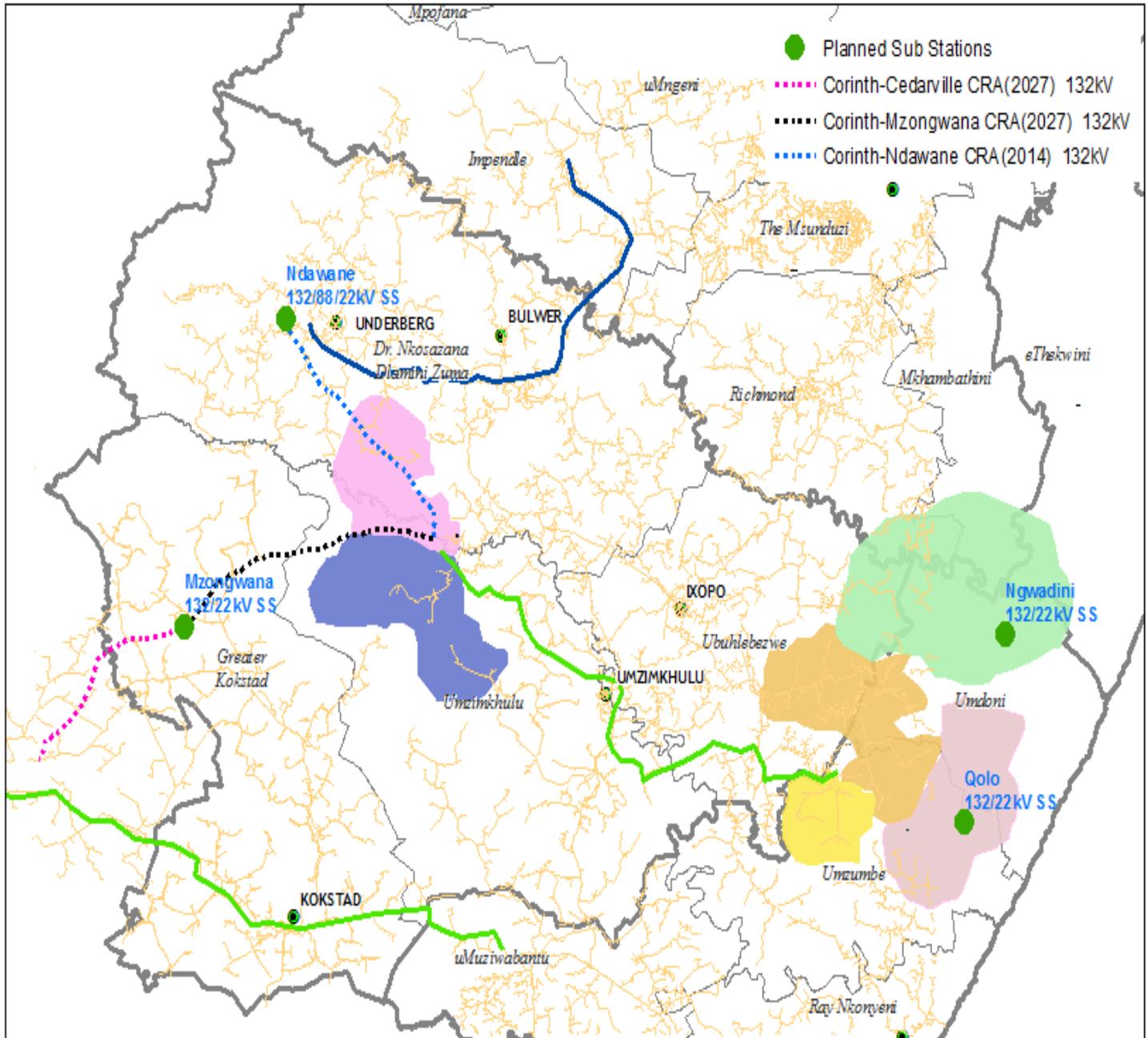
### ELECTRIFICATION BACKLOG

Municipality	Total No of Households	No. of H/H electrified to date.	No. of H/H not electrified current backlog
Dr Nkosazana Dlamini Zuma	23170	8182	14988
UBuhlebezwe	19593	5454	14139
Greater Kokstad	3626	627	3000
UMzimkhulu	34517	19476	15041
<b>TOTAL HARRY GWALA</b>	<b>80906</b>	<b>33739</b>	<b>47168</b>

### Existing Networks



**Planned Substations**





## ACCESS TO COMMUNITY FACILITIES

Facility	Dr.Nkosazane Dlamini Zuma Local Municipality	UBuhlebezwe Local Municipality	UMzimkhulu Local Municipality	Greater Kokstad Local Municipality
Hospital	1	1	1	1
Community Health Centre	1	0	0	0
Clinics	10	9	16	2
Mobile Clinics	5	2	3	3

## SASSA OFFICES

Sassa Offices	Dr. Nkosazane Dlamini Zuma Local Municipality	UBuhlebezwe Local Municipality	UMzimkhulu Local Municipality	Greater Kokstad Local Municipality
Town Name	1.Underburg 2.Hlanganani	1.Ixopo	1.Umzimkhulu	1.Kokstad

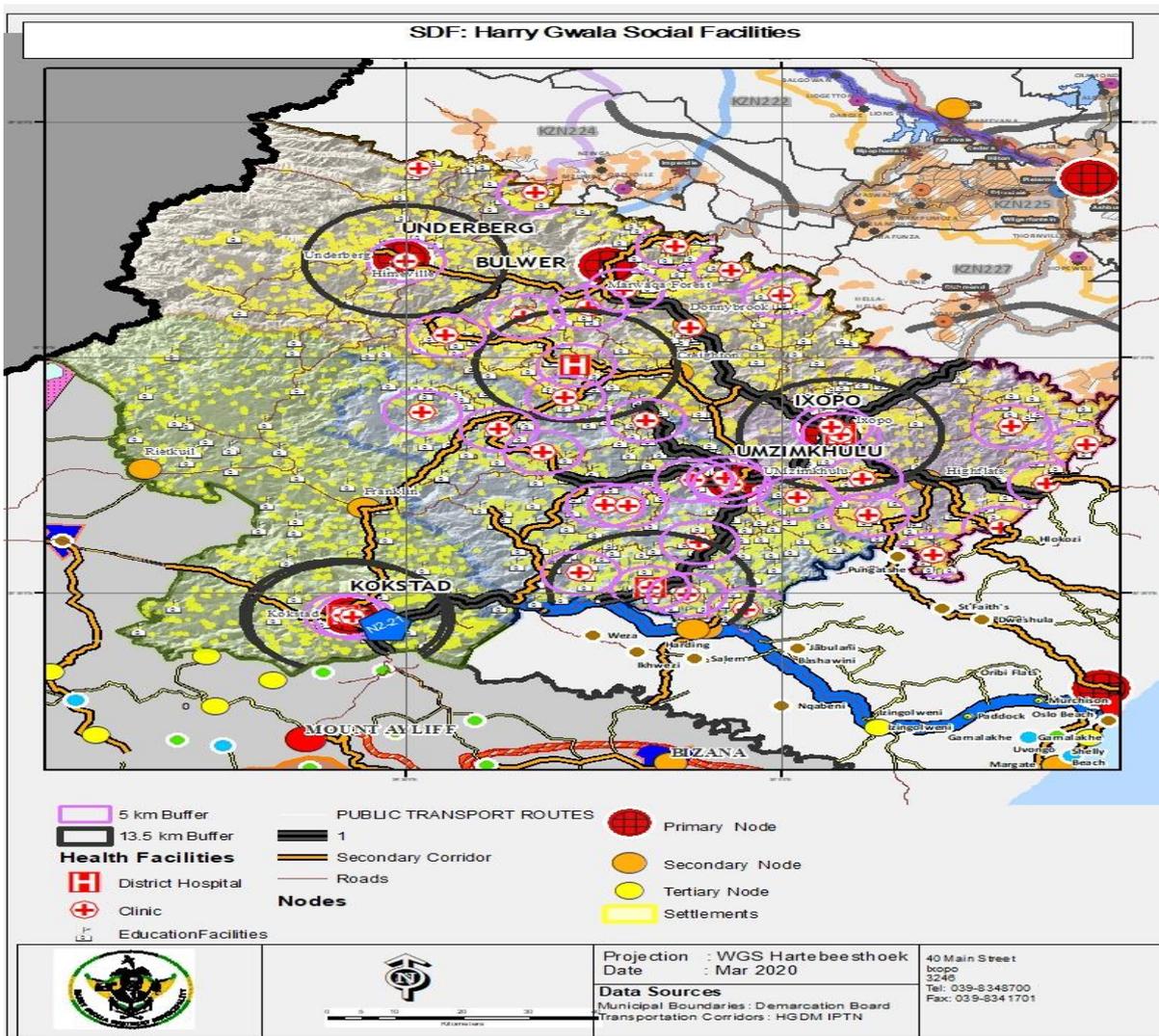
## HOME AFFAIRS

Offices	Dr. Nkosazane Dlamini Zuma Local Municipality	UBuhlebezwe Local Municipality	UMzimkhulu Local Municipality	Greater Kokstad Local Municipality
Town Name	1.Underburg	1.Ixopo Margaret Street	1.Umzimkhulu Main Street	1.Kokstad 33 Hope Street

## SAPS OFFICES

	Dr.Nkosazane Dlamini Zuma Local Municipality	UBuhlebezwe Local Municipality	UMzimkhulu Local Municipality	Greater Kokstad Local Municipality

Town Name	1.Donybrook 2.Bulwer 3.Creighton 4.Himvile 5.Bushmansak	1.Ixopo 2.Highflats	1.Umzi mkhulu 2.Insike ni 5.Ibisa	1.Kokstad 2 Evatt 3.Frankline 4.Swartburg
-----------	---	------------------------	---	--



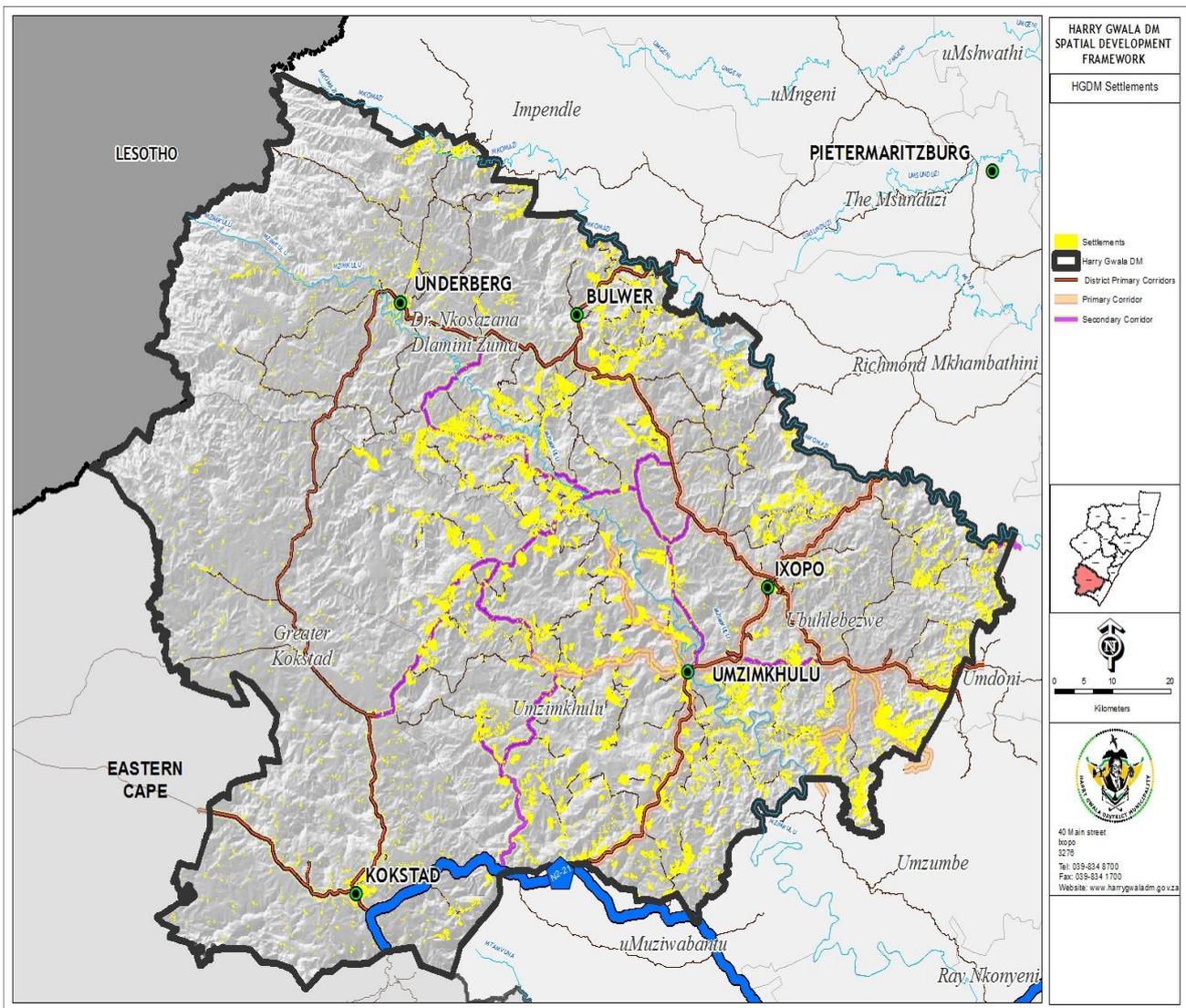
**HUMAN SETTLEMENTS**

The settlement patterns in respect of the municipalities of UBuhlebezwe, UMzimkhulu and Dr Nkosazana Dlamini Zuma are substantially rural in nature with the towns of Ixopo, UMzimkhulu and Creighton serving as the administrative and commercial centers, respectively. The area is characterized by relatively large pockets of settlements on Ingonyama Trust and State Land, thus resulting in the housing needs being predominantly for rural interventions, through normal

project application processes or Operation Sukuma Sakhe Program for the more urgent interventions.

Development within or adjacent to the towns of Ixopo and UMzimkhulu have substantially been adversely impacted due to the lack of well-located land and the large backlog in providing the required bulk and connector services to support such initiatives. The provision of Development Rights Agreements over State land parcels by the Department of Rural Development and Land Refor (DRDLR) will allow development to proceed within uMzimkhulu and the long delayed Emadungeni project within UBuhlebezwe.

Whilst the Greater Kokstad and Underberg/ Himeville of a more urban nature surrounded by commercial farming entities (Beef and Dairy), settlement patterns and tourism with the towns of Underberg/Himeville and Kokstad providing administrative and commercial support.



The service provision levels per facility type is given below (water and sanitation):

<b>Water</b>				
<b>Facility type</b>	<b>Number of facilities</b>	<b>Adequate services</b>	<b>Inadequate services</b>	<b>No services</b>
Educational facilities	501	149	352	0
Health facilities	67	38	29	0
<b>Sewer</b>				
Educational facilities	501	321	180	0
Health facilities	67	38	29	0

From the above table it can be seen that the majority of facilities have adequate water and sewer services, there are however, several facilities which have inadequate services. As the majority of the service levels were estimated, a detailed study of all services should, however, be conducted to ensure adequate service level representation in WSDP. After this process has been completed projects need to be proposed to improve service provision to the critical facilities.

### SERVICE DELIVERY SWOT ANALYSIS

<b>MUNICIPAL INTERNAL ENVIRONMENT</b>	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>Experienced and competent workforce.</li> <li>Efficient financial and information management systems.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>Shortage of staff and scarce skills e.g. Engineers.</li> <li>Under spending of allocated budgets.</li> <li>Centralized powers- limited delegations of powers to Section 57.</li> <li>Lack of knowledge sharing among the staff.</li> </ul>
<b>MUNICIPAL EXTERNAL ENVIRONMENT</b>	
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>External funding opportunities and twinning (Dept. of Rural Development)</li> <li>Tourism potential.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>Ageing infrastructure and backlogs on basic services.</li> <li>Illegal connections to Municipal services and uncontrolled informal settlements.</li> </ul>

	<ul style="list-style-type: none"><li>• Insufficient funds resulting in long time duration to complete the projects.</li></ul>
--	--

## **5. LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT ANALYSIS**

### **C.5.1 LOCAL ECONOMIC DEVELOPMENT**

#### **C.5.1.1 LED FUNCTIONALITY AND CAPACITY**

The revised 2018-2028 National Framework for Local Economic Development (LED) sets out an expanded vision for LED which identifies with high levels of certainty of what needs to be done in order to move towards a more successful form of LED. That is underpinned by the need to advance and deepen the understanding of LED and its function in national, regional development and growth in South Africa. The framework provides a vision for the planning and implementation of LED in the country and delivers a guide to various sectors about the role they can play in driving innovation-led LED. The framework is anchored on six Core Policy Pillars that will influence the design, development and implementation of LED namely: building diverse & innovation-driven local economies, developing inclusive economies, developing learning and skilful economies, enterprise development and support, economic governance and infrastructure, strengthening local systems of innovation.

In line with the revised National LED Framework, the municipality defines LED as a process which encourages partners from the community, public, private and non-governmental sectors to work collectively to create a conducive environment and better conditions for economic growth, employment generation with the aim of improving the locality economic future and the quality of life. The objective of the Local Economic Development process is to stimulate interaction, cooperation and collaboration between the District Municipality, the local business sector and the community to establish a common framework and mutual comprehension of the existing opportunities to improve economic growth and development and employment for embetterment of people's lives.

The District Municipality is in possession of a Local Economic Development Strategy adopted in July 2017, In the year 2021, the District had planned to develop a new strategy taking into cognisance the dynamic regional economic landscape that has been affected by other developments that have occurred since its development, the outbreak of the Coronavirus pandemic and the impact it has on the society as well as business and the civil unrest experienced by some parts of the country in July 2021. As highlighted previously that the existing strategy has gaps in terms of alignment and other critical components such as the implementation plan, the District had believed that the development of the new strategy would have addressed all the identified gaps and would have allowed the municipality to develop a credible and implementable strategy.

Due to financial capacity constraints to outsource capacity, the municipal entity is currently undertaking the review process. The main objective for undertaking the review exercise is to address the economic growth and development needs of the municipality, address the priority issues of alignment with the policy thrusts at various spheres of government. Due to capacity

constraints and the challenges associated with Covid-19 pandemic the process is taking longer than anticipated and the projected completion date is June 2022.

The Harry Gwala District LED function (personnel, budget, programmes and projects) was seconded to its entity in July 2012. The unit is currently housed within the municipal entity and is comprised of three personnel, the Development and Tourism Officer, Local Economic Development Officer and Tourism Officer. The entity is solely dependent on the parent municipality as its funding source and the LED has been receiving less priority in terms of budget allocation and has been operating under zero-budget for the past three consecutive years. Financial capacity has been the key constraint hindering the implementation and support of economic development initiatives and interventions as identified in the District Growth and Development Plan (DGDP) and other LED related sector strategies and plans. Human resource capacity constraint (personnel) to deal with other crucial key performance areas such as investment facilitation, research and business development etc.

The outbreak of the Coronavirus pandemic in 2020 disrupted not only the South African economy, but the global economy as well and had serious socio-economic effects on the economy at all levels. The imposed country's lockdown and restrictions resulted in unintended consequences, thus, it was certain that country's economic output (GDP) would hugely deflate. It was therefore important that all spheres of Government embark on a journey that sought to guide the revitalisation of the economy hence the development of the Economic Recovery Plans at all levels. The plans sought to build an economy that meets the needs of all citizens, create enough jobs for all who seek employment, provide equitable distribution of income amongst all South Africans and create a better life for all.

The Economic Recovery Plan (ERP) is a collective response to the devastation brought the COVID-19 on the economy and a product of extensive consultation and reflects the commitment to deep and intensive collaboration around a set of clearly defined specific areas of cooperation, while not detracting from the overall aims and goals of the broader inclusive growth path. Therefore, it is a specific response to the COVID-19 pandemic and is hence shorter-term in nature while also being a living plan that is responsive to the changing course of COVID-19 and the economic crisis it has both created and exacerbated. The alignment of the plan with the National and provincial policy framework was key.

In July 2021, whilst the country was trying to recover from the aftermath of pandemic, it was hit by the civil unrest mainly in the two Provinces, Gauteng and KwaZulu Natal. The unrest led to a complete destruction of the infrastructure (torching and looting of supermarkets, storage warehouses, goods trucks) substantial number of jobs and lives lost, road networks disturbed bringing the economy to a standstill. The Harry Gwala District is amongst the district municipalities that experienced the unrest in the Province and three local municipalities were affected with the exception of Greater Kokstad Municipality. Generally, the retail, agriculture and informal sector were greatly affected. The tourism sector was also affected by the unrests, particularly, the accommodation/ leisure as bookings secured had to be cancelled for the safety of visitors as well as the Agricultural sector, particularly, the dairy subsector and informal sector

were amongst the sectors that felt the sting of the unrest. 223 businesses were looted stock and some were torched. In terms of projected economic cost of the looting and destruction of property, the cost to the economy is R650 800 000 and 2323 job losses.

One of the key strategic areas of focus is the issue of Governance and Institutional Framework hence the established Forums. Governance and institutional arrangements framework address the relationship more specifically coordination between local government structures regarding funding and resource allocation and secondly, speaks to level of coordination, collaboration, and communication between local government, private sector and other key role players in the economy.

The District established the Local Economic Development Forum which is aligned to the Intergovernmental Relations Structure (IGR) and its functionality is in accordance with the approved Terms of Reference. The overarching aim of the Fora is to improve coordination of Economic Development planning and implementation and monitoring across government sectors and non-government actors and it serves as a strategic intervention for coordination, alignment and implementation of Local Economic Development initiatives. The effective functionality of the LED forum has yielded positive results in terms of improving and strengthening the relationship between the District, particularly the Agency and the private sector and the Local LED sector specific are in full force. The establishment of the District Tourism Sector Forum has been a far-reaching achievement particularly to the industry role players. Tourism, as one of the economic growth sectors needed to be given a specific attention and the fora therefore, assists in ensuring that there is coordination of tourism activities with full participation of the tourism trade at the District level.

In line with the provisions of the Municipal Systems Act of 2000, the Harry Gwala District Municipality established the Harry Gwala Development Agency which commenced operations in July 2012. The entity is a “special purpose vehicle” designed to promote and develop economic potential by building opportunities and competitive strengths, leverage public and private resources for development opportunities which offer economic potential and to strengthen investment environments to compete effectively for capital in order to develop to full potential.

The main objective of the establishment of the HGDA was to drive economic growth and development through the facilitation of high impact investment programmes on behalf of the district and local municipalities. In pursuit of the above-mentioned objective, the HGDA is guided by the vision, mission, values and strategic objectives.

The typical mandate to be fulfilled by the HGDA is to improve the economic context and opportunity by focusing on sector competitiveness such as Industrialisation, Tourism, Agriculture, Job Creation, High Impact Projects, Business Development Services and Enterprise Development support within its area of jurisdiction. The HGDA operates on the basis of a two-pronged structural arrangement, which consists of the Board of Directors on the side of the HGDA, and the Council on the side of the HGDM. The Board performs an oversight function in terms of both the governance and management of the HGDA on behalf of the HGDM as the sole shareholder; while the HGDM Council plays a monitoring

role in respect of the performance of the HGDA in the areas of governance on one hand, and management and administration on the other. The Agency, in the quest to improve socio-economic wellbeing of the people of Harry Gwala and in the midst of the financial and human capacity constraints and other limitations that the entity is confronted with, it continues to strive for the better.

### **C.5.1.2 POLICY / REGULATORY ENVIRONMENT AND ALIGNMENT**

The Provincial Growth and Development Strategy is aligned to the Sustainable Development Goals (SDGs), and specifically to the 14 national outcomes identified in the National Development Plan (**See full alignment on pages 36 to 43 of this IDP**). The strategy identifies high priorities and key interventions in each of the seven strategic areas of which some are relevant to the Harry Gwala District.

As highlighted on the previous chapter regarding the gaps in the existing strategy mainly the issues of alignment with policy thrusts at both National and Provincial levels, particularly the PGDS Strategic Goals and objectives, the Enabling Pillars of revised the National Framework for LED were not adequately and explicitly expressed, however, the strategy is aligned with the 2014 District Growth and Development Plan objectives and growth trajectory as well as the Economic Recovery Plan. The strategy review will take into consideration the revised DGDP as well as the District One Plan. The Local Economic Growth and Development Strategy (previous Local Economic Development Strategy) seeks to provide the broad economic and economic policy context, strategic goals and objectives, catalytic projects, financial and human resources required to realize its vision and objectives as well as an implementation plan which will be accompanied by Monitoring and Evaluation framework (M&E). The entity will take into cognisance the alignment of the EGDS with local municipality strategies, particularly, the updated strategies.

The entity assisted by Trade and Investment KwaZulu Natal(TIKZN), has piloted the Business Retention and Expansion Programme in Ubuhlebezwe Local Municipality. The Programme is perceived as a structured intervention to ensure that the local economy is stimulated by retaining and expanding existing business, creating much-needed employment, thus, inspiring confidence within the business sector. It is envisaged as a community-based local economic development tool used to encourage growth and stability of local business and it works to improve its competitiveness by evaluating and addressing their broader needs and concerns. It is crucial to the sustained viability of communities, since businesses that stay competitive are more likely to remain and expand.

The Agency is currently engaging on a periodic basis with the business sector to understand their needs and concerns and also show appreciation for its contribution on District economy, identify and address red flags). The programme will be extended to other local municipalities in the next financial year. Due to the capacity constraints, the entity has engaged TIKZN and

for assistance with interns that would be assigned to do visitations to local businesses and conduct surveys for further analysis. The Agency is not in possession of the BRE policy, however, the Agency will prioritise the development of the policy.

**NB: The EPWP is housed within the District Infrastructure Department**

### C5.1.3 Strategic Economic Analysis and Interventions

The existing Strategy includes a comprehensive analysis of District economic growth sectors:

In terms of sector contribution to the District Gross Domestic Product, the main economic drivers in the district include Government (25.33%), Agriculture (17.51%), Retail trade (15.05%) and Transport (12.53%). The district has a strong presence of agricultural activities which bodes well with government efforts to promote sustainable living and food security. The district is boarded by three district municipalities (uGu on the south-east, uMgungundlovu on the north-east and Alfred Nzo to the south) which contribute substantially to its thriving retail sector. Harry Gwala contributes a modest 2.07% to Provincial GVA.

**Table 1: HARRY GWALA DM, REGIONAL GDP GROWTH RATE**

	2018	2019	2020	2021	2022	2023
SA	1.5%	0.1%	-6.4%	4.7%	1.9%	1.9%
KZN	1.5%	-0.1%	-6.4%	4.2%	1.7%	1.7%
Harry Gwala	2.1%	0.9%	-4.1%	4.4%	1.3%	1.6%
Greater Kokstad	1.5%	-0.6%	-5.3%	4.1%	1.0%	1.4%
Ubuhlebezwe	3.2%	1.7%	-3.4%	4.5%	1.7%	2.0%
uMzimkhulu	1.9%	1.7%	-4.1%	5.4%	1.8%	2.1%
NDZ	2.1%	0.7%	-3.5%	3.4%	0.6%	1.0%

**Table 1.** illustrates the Regional Growth Development Product from 2018-2023 (Source: Stats SA and IHS Markit (2020))

**Table 2. ECONOMIC SECTOR PERFORMANCE IN HARRY GWALA DM, 2020-Q1 to 2021-Q4**

	1996				2020			
	Kokstad	Ubuhlebezwe	Mzimkhulu	Nks Dlamini	Kokstad	Ubuhlebezwe	Mzimkhulu	Nks Dlamini
<b>Primary Sector</b>	<b>20.9</b>	<b>20.8</b>	<b>6.2</b>	<b>24.8</b>	<b>23.6</b>	<b>23.8</b>	<b>6.8</b>	<b>28.0</b>
Agriculture	20.7	20.2	5.9	23.3	23.6	23.7	6.7	27.8
Mining	0.1	0.6	0.3	1.5	0.0	0.1	0.1	0.2
<b>Secondary Sector</b>	<b>12.8</b>	<b>22.4</b>	<b>16.7</b>	<b>17.6</b>	<b>9.1</b>	<b>16.5</b>	<b>10.9</b>	<b>13.3</b>
Manufacturing	7.2	12.6	6.7	10.2	5.1	9.8	4.9	8.1
Electricity	2.6	6.4	8.2	3.9	1.5	3.4	4.1	1.9
Construction	2.9	3.5	1.8	3.4	2.5	3.3	1.8	3.2
<b>Tertiary Sector</b>	<b>59.1</b>	<b>46.6</b>	<b>67.8</b>	<b>48.6</b>	<b>61.0</b>	<b>51.2</b>	<b>75.5</b>	<b>51.2</b>
Trade	21.6	11.0	14.4	13.5	21.1	12.4	16.3	13.2
Transport	3.9	6.3	2.9	6.4	4.8	7.3	3.5	7.5
Finance	7.3	6.7	5.1	4.9	11.8	9.3	7.8	7.0
Community services	26.4	22.7	45.4	23.8	23.3	22.1	48.0	23.5

**Source: IHS Markit (2020)**

**Table 2:** represents the Regional Economic sector performance per local municipality between the period 2020 first quarter and the last quarter of 2021.

## ECONOMIC GROWTH SECTOR ANALYSIS

### 1. Agriculture

Agriculture is a critical sector within the District economy, being the second largest in GVA terms and has the potential to continue to contribute to the growth and development of the area. The major significant agricultural subsectors within the District are: Dairy, Livestock, Forestry, Sugar Cane in Highflats areas, Crops and Vegetables.

Forestry industry is relatively small but vibrant and it is the significant land use in Municipal areas like Ubuhlebezwe and UMzimkhulu with proportionate provision of job opportunities. Despite that the sector is vibrant, it is dominated by certain figures that control the timber production and the entire value chain with few small scale independent producers like NCT around Highflats area and Mabandla Trust around UMzimkhulu area. The forestry industry is confronted with a number of issues that need to be addressed to maximise the existing opportunities. The Agency is currently engaging the forestry stakeholders at different levels to explore the avenues available for the exploitation of existing opportunities.

Dairy is the most competitive industry in terms of the domestic dairy industry. The District produces 500 000 litres a day (Dr Nkosazana Dlamini- Zuma Municipality alone) with 10% of milk supplied nationally. The significant portion of 35% is supplied to Clover. Current research suggests that that imports of value added milk products in the District municipality mean that there are opportunities for value added milk products for local

markets. The opportunity is further heightened by well-established markets and value chains, local pasture based production is more efficient and growing demand for consumption in KwaZulu Natal. There are, however, some challenges confronted by the sector, particularly with shelf-life of milk forcing farmers to accept whatever price offered to them by processors in order to dispose of their products. The market is also dominated by 4 major processors making it extremely difficult for the emerging markets to make inroads in the dairy processing industry. The development of a milk processing unit would ensure that the value-addition is localised.

**Agro-processing** is identified as a viable driver for the district wide economic development however there are significant challenges that hamper its growth. Currently, agro-processing is happening at a minimal scale by some commercial farmers and few emerging farmers supported by the local Department of Agriculture and Rural Development as well as municipalities.

## 2. Tourism Sector

Tourism remains an important economic sector in the Region contributing a fair share (directly and indirectly) in the District Growth Development Product. Tourism and its linkages, is one of the most important contributors to economic growth with a tremendous potential and can have significant economic benefits for the communities. Whilst the Drakensberg is a well-known tourist destination, there is a need to build on the current and potential strengths by focusing efforts to define and competitively reinforce the following niche tourism sectors unique to the area:

- Nature Based Tourism relating to Scenic, adventure, wildlife and eco-tourism.
- Culture and Heritage Tourism with specific reference to mission tourism
- MICE (Meetings, Incentives Conferences & Exhibitions etc.
- Rail Tourism
- Avi- Tourism

Furthermore, it is suggested that the potential linkages between Tourism, small enterprises (SMME's and Cooperatives) and Agriculture are critical opportunities for growth. The critical aspect to consider in upskilling people in these areas is quality of goods and reliability of supply. Skills development within the tourism sector is also important and the opportunity for establishing a hotel or hospitality school to train local people to work in the tourist sector should seriously be considered. The Agency is working with the commercial farmers within the District in the identification and exploitation of agritourism opportunities.

## 3. Service Sector

Wholesale and retail outlets are mainly located in the urban centres in Harry Gwala particularly Kokstad, Ixopo, and Underberg. Smaller retail outlets in rural areas depend upon the wholesalers in the district centres. These rural trading centres are located in traditional areas in the district as well as in the Eastern Cape. The majority of goods provided by wholesalers are imported from manufacturing hubs in KwaZulu-Natal and other parts of South Africa. An important component of the commercial sector relates to agriculture in the provision of equipment, spares, inputs (seed, fertilizer, chemicals, fuels) and transportation.

#### **4. Government Sector**

Government sector is a critical component and the largest contributor to the GDP of the District. It plays a role in both facilitating growth through its activities as well as being an active employer and thus income contributor. However, the issue of developing and retaining skills and capacity in the public sector in the District needs to be addressed if growth is to occur. The sector has extensive networks throughout the district in the form of health services (hospitals (Kokstad, Underberg and Ixopo) and clinics), educational facilities (schools), welfare services (pension pay points, welfare and social service facilities), agricultural extension services, SAPS, justice, foreign affairs, housing etc. It also plays a key role in supporting the economy of the traditional areas with a variety of state grants and welfare services. The existing strategy outlines the challenges per economic sector as outlined in the sector analysis and further suggests the opportunities for further exploration.

The District comparative and competitive advantages are outlined as follows:

- **Agriculture and Hunting** (stable existing sectors): The district is renowned as having fertile agricultural land and a good climate for dairy farming. The district's intensive focus on expanding the agricultural industry, together with the traditional importance of this sector to the economy should ensure that this remains a comparative advantage sector of the district. The further development of the agro-processing industry should also sustain the demand for raw agro-products.
- **Retail Trade and Services to Eastern Cape**(stable existing sectors): The Greater Kokstad Municipality is the major retail and services node for a vast Eastern Cape hinterland. Barring major new town developments in the Eastern Cape, the Municipality will retain this status. Even the re-routing of the N2 through the Wild Coast, is unlikely to substantially negatively affect the role this municipality plays in the region.
- **Forestry and Logging** (threatened and unstable): The closure of a number of saw mills in the district reflect serious structural problems in this industry. These include a mismatch between the type of trees farmers are willing to grow and the type that are sought by saw mills. Uncertainty surrounding extensive land claims, also means that few farmers are willing to invest in planting trees which take long to mature.

- **Agro-processing (especially Dairy):** While Food processing in general is not found to be a comparative advantage of the district, dairy processing certainly is. The district is the home of Clover SA, and a number of other companies utilising dairy are looking to get involved in the district. Other agro-processing opportunities such as bio-fuel; animal feed and essential oils are currently being explored. The district has the agricultural resources to supply these processes, thus creating the opportunity for an integrated value chain for agricultural products.
- **Tourism:** Sani Pass offers the district a number of unique tourism-related opportunities, which have yet to be fully capitalised on. The potential paving of this route would make the route more accessible and could provide the opportunity for further collaborative tourism developments between KwaZulu-Natal and Lesotho. Steam train tourism in the district, if marketed and targeted effectively, also has good growth potential.
- **Gateway to the Eastern Cape:** The N2 highway exits the province into the Eastern Cape This is the primary route connecting the Eastern and Western Cape with KwaZulu-Natal and experiences high traffic volumes (Business, Logistics, Gateway to KZN for tourists)
- **Gateway to Lesotho (Sani Pass):** Sani Pass is the only formal route into Lesotho from the province and provides tourists with the opportunity to explore the Mountain Kingdom.
- **Southern Drakensberg Escarpment (Natural/Resource Advantages):** The district has access to the southern portion of the Drakensberg escarpment in the province, and as such has a comparative advantage in eco-tourism (especially mountain tourism) compared to most other districts.
- **Relatively good agricultural land:** good climatic conditions and a relative abundance of water, flowing from the Drakensberg catchment areas.

The Spatial Development Framework(SDF) of the municipality clearly identifies the basic economic resources and economic infrastructure (Bulk services, Transportation, serviced industrial, commercial sites, productive agricultural land, etc.) of the Municipality. It forms a prominent sector plan or component of the Integrated Development Plan (IDP) for the Municipality. It gives logic to the IDP and serves as a tool for the implementation of the IDP and localized spatial plans and policies, including the Town Planning Schemes (TPS) AND Land Use Management System (LUMS). It also serves to facilitate planning at a higher level by informing national and provincial authorities of the spatial development directives of the Municipality and further provides strategic guidelines and principles through which the development initiatives and land use applications can be evaluated.

The District will certainly capitalise on the opportunities of Green Economy as it is identified as a sustainable development path based on addressing the interdependence between economic growth, social protection and natural ecosystem. The National approach is to ensure that green economy programmes are to be supported by practical

and implementable action plan therefore importance of building on existing best processes, programmes, initiatives and indigenous knowledge in key sectors “Towards a resource efficient, low carbon and pro-employment growth path” and that government alone cannot manage and fund a just transition to a green economy, that the private sector and civil society must play a fundamental role. The strategy under review (EGDS) will identify Green economy opportunities and explore how to maximise those opportunities. The Agency, Provincial Environmental Affairs as well as the local municipalities will facilitate the implementation of sustainable waste management practices (waste beneficiation)

**Table 3: Unemployment rate in Harry Gwala, 1996, 2011 and 2020**

	1996		2011		2020	
	Number	%	Number	%	Number	%
Harry Gwala	25 446	40.1%	23 883	25.4%	38 763	33.7%
Kokstad	2 238	16.9%	4 974	19.1%	9 026	29.2%
Ubuhlebezwe	5 730	41.0%	5 146	25.5%	8 064	32.3%
uMzimkhulu	10 964	54.3%	8 585	34.3%	13 403	41.7%
NDZ	6 515	40.8%	5 178	22.9%	8 270	30.6%

**Table 3:** demonstrates that the unemployment rate has increased with 8,5% from 2011 to 2020 (Source: IHS Markit (2020)

#### **C.5.1.4 Strategic Programme Responses**

The strategy under review will certainly reflect on mechanisms aimed at expanding employment opportunities in the economic growth sectors which is tourism, agriculture and enterprise development. Small enterprises have a major role to play in the District economy in terms of employment creation, income generation and output growth. The importance of the small enterprise economy for economic development and job creation has been clearly acknowledged not only on the LED strategies, but. also on the DGDP, ERP and One Budget Plan. The District Municipality with its family of municipalities has prioritised the development of small enterprises for its contribution to economic growth and development of the District and assisting in overcoming the triple challenge of poverty, unemployment and inequality.

Although the custodians of the informal sector are local municipalities, the District acknowledges that the informal sector is the most vulnerable and least likely to receive support. This is caused by the fact that, by its description, the informal economy falls outside the regulatory environment within which formal businesses operate, increasing

the risks faced by informal economy workers and enterprises, and reducing the support and protection of these workers and enterprises can receive from government. Considering the dire need to reduce inequality and create employment in areas and sectors where unemployment is most pronounced, the prioritisation of support to enterprises in townships and boosting the informal economy is fundamental to addressing the challenges. The survival and growth of enterprises in rural areas and the informal economy is fundamental to addressing poverty and reducing inequality while creating sustainable jobs and a functional cash economy.

The existing strategy identified and outlined initiatives that are designed to stimulate economic growth by the historically disadvantaged groups such as the proposed Concrete Manufacturing plant within the District. The strategy under review will take into cognisance the various vulnerable groups. Outlined below are strategic programmes identified in the LED Strategy:

## **1. TOURISM DEVELOPMENT**

The District, in line with the Rural Tourism Strategy, 2012 and the adopted District Tourism Sector Strategy, has facilitated the establishment of the Community Tourism Organizations (CTO's) as key instruments for promoting tourism in local Municipalities as well as facilitating the broader transformation of tourism in the region. Local communities have a key role in tourism development as they are the focal point for the supply of tourism hospitality services. Furthermore, many of the key cultural, heritage sites historical and adventure sites that are of significance to visitors are found within communities. Through periodic engagements with the CTOs, the District has embarked on several initiatives that seek to stimulate tourism growth and transform the tourism players domestically. The following are the programmes that are meant to improve the competitiveness of SMMEs/Cooperatives

### **• Tourism Enterprise Development**

In aligning the Tourism sector businesses with tourists' visits for maximum economic benefit, the District and its family of municipalities has develop and implementing the tourism enterprise development programme, targeting black owned enterprises. From the identified SMME shortfalls relevant interventions, are provided to improve the current business status and assist in further business growth for more tourism benefits at visited routes and destinations. The Programme outline entails Product development, Access to Markets and business linkages, Skills development, Tourism Empowerment workshops, Lifestyle Tourism

### **• Tourism Destination Marketing**

As part of igniting the tourism sector during and post- COVID-19 and promoting growth in the domestic market, the District and its family of municipalities is implementing a number of initiatives that aims at marketing the area

***"Know your destination campaign"***

- In partnership with the key tourism stakeholders, the District has established "Know your destination campaign" through virtual events, tours and partnering with media to promote the area (positioning the area to be the preferred visitor destination).
- The campaign seeks to re-introduce the destination to domestic market (as a fresher, clean destination that is cautious of COVID-19, health and safety issues protocols)
- Engage robustly on digital destination marketing (showcase what the destination has on offer through various online strategies (websites social media platforms).
- To instil the service excellence (Facilitate grading of accommodation facilities and create a service-oriented culture to ensure that the destination provides a world-class service to visitors).
- Local Tourism Events: The position of the District within the Province of KwaZulu Natal together with its vast expanse of open space, diverse range of flora and fauna, its mountainous terrain as well as local talent has made it an attractive location for hosting major events and festivals. The District supports some of these prominent events and festivals that are a major draw card for tourists into the region. Amongst others are: Splashy Fan, Creighton Aloe Festival, Duzi2Sani 4x4 Expedition, Encounter East Griqualand Country, and Garden Festival, etc.
- The Development of the Tourism Marketing Brochure" ***Harry Gwala Experience***" a tool for promoting and marketing tourism products within the District.
- The Development of the District Events Calendar" ***What's on***" aims at highlighting major events that are happening throughout the year.

- **Tourism Route Development**

This programme aims at developing under-utilised areas of historical, cultural and environmental significance as tourist attractions. The District through the research process has identified a potential tourism Route based on the network of missions within the area. The Department of EDTEA is assisting with the development of the mission tourism route study (mapping, marking and packaging) of the route as well as the Abbot Pfanter Francis Trappist Trail, a 186 kilometre trail linking it to Marianhill and other mission outside of the jurisdiction. The development of the route will see a considerable number of job opportunities, skills development and small enterprises developed.

- **Revive Rail Tourism**

Revive Rail Tourism in Partnership with Transnet Freight Rail in efforts to revive the Rail tourism within Dr NDZ and Ubuhlebezwe municipalities (skills development and training of youth to operate and maintain the steam trains).

- **Kilmon Home Stays Project**

This is a community based tourism initiatives. It entails the provision of home-stay accommodation in rural communities within the Dr. Nkszn Dlamini-Zuma. The community has received training support on housekeeping, health and hygiene issues by EDTEA, SEDA and is being by the municipality with branding, signage and marketing material.

- **Tourism Relief Support**

The Agency continued to assist the tourism industry to access national and provincial relief support and any other support that may be available. Local Municipalities continue to provide rebates to the distressed tourism businesses due to COVID-19.

- **Business Retention and Expansion (BR&E)**

Strengthen Business Retention and Expansion Programme, periodic engagements, to get concerns and show appreciation to business sector for its contribution to District economy, identify and address red flags).

- **Red Tape Reduction (RTR)**

The local municipalities in partnership with the District and DSBD are paying visits to tourism businesses to identify and address red flags on RT matters (to enable ease of doing business).

- **Skills Development and Mentorship**

In partnership with EDTEA, ongoing training of tour guides continues to yield positive results as the number of qualified tour guides are increasing and some have started their tour operating businesses and some are free lancing.

## 2. **AGRICULTURE DEVELOPMENT**

The District is known for its massive potential in agriculture due to climatic extremes which makes it suitable for variety of products. The major significant agricultural sectors within the District are Dairy, Livestock, Forestry, Sugar Cane in Highflats areas, Crops and Vegetables.

## **Response to challenges**

In response to the challenges cited under the sector analysis, the District Municipality in partnership with various government and non-government actors has and is currently implementing a number of programmes that seek to facilitate rural development and economic growth:

- Provision of mechanisation support and production inputs to emerging farmers.
- Establish hydroponic tunnels for the production of high-value crops and agronomic seedling production programme to support particularly youth.
- Provide market access support (RASET and hypermarkets)
- Refurbishment of dilapidated irrigation schemes to enable all year production and increased crop yields
- Establish agro-processing hubs to increase value addition (dairy, forestry etc).
- Facilitate the fast-tracking of Land Reform Programme to ensure land availability
- Support small stock farmers with infrastructure and shearing equipment to improve wool production
- Establish timber treatment and milling plant for production of related products (Charcoal and other bi-products)
- Facilitate the establishment of abattoir for beef and poultry. (livestock out-grower model and commercialisation across value inclusive of textile industry (unlock red-meat value chain.

## **Current interventions**

- **Skills Development and Training**

The District Municipality through the Development Agency in partnership with the Department of Agriculture and Rural Development and Dr JLDI is providing training on various learning areas (Land Care, Crop and Vegetable and broiler production to farmers through Cedara Agricultural College).

- **Makert linkages and access**

The Agency has partnered with the KZN Department of Social Development to implement the Solidarity Fund. The fund seeks to provide food relief to distressed households as a result of the unrest. The Relief Fund assists in providing food parcels to mitigate deepening hunger crisis faced by affected households. The role of the Agency is to facilitate that the supply of fresh produce and also ensure that the opportunity is afforded to local farmers. The required produce is being sourced from the local farmers and stored at the Agency's cooling facility before gets distributed to the beneficiaries.

### 3. ENTERPRISE DEVELOPMENT (SMME's AND COOPERATIVES)

Small enterprises have a major role to play in the South African economy in terms of employment creation, income generation and output growth. The importance of the small enterprise economy for economic development and job creation has been clearly acknowledged in several development strategies and plans at both National and Provincial levels. The survey conducted previously reflected that the majority of registered entities were Cooperatives followed by PTY LTDs and Close Corporation. This reflection indicates that majority of enterprises that were engaged have got legal status certificates for their entities. In terms of industries that are active in the district the majority of entities are participating within the construction sector space, followed by the agricultural sector; catering and service sector. The District Municipality with its family of municipalities has prioritised the development of small enterprises for its contribution to economic growth and development of the District and assisting to overcome the triple challenges of poverty, unemployment and inequality.

Challenges faced by the sector

- Government Red tape, Policies and Access to funding
- Starting capital and Access to Finance
- Business skills and making business work long term
- Budget constraints to support SMME
- Apathy of youth to work and be pro-active when opportunities are presented to them.
- Human capacity and skills
- Lack of entrepreneurial culture (tenderpreneurs)
- Understanding the business environment in today's context
- Market Access

**The District Agency has undertaken the following programmes:**

- Enterprise Development Programme (provision of need based support to SMMEs and Cooperatives)
- Sectorial SMME Seminars
- Capacity building and training
- Contractor Development Programme in partnership with KZN Public Works

Furthermore, the municipalities must ensure that rural development plans include small enterprise development and entrepreneurship. It will assist to structure where the small enterprises operate or function within nodal space as that will lead to organized growth points.

## **4. TRADE AND INVESTMENT**

As the country as well as the Province are geared for recovering the economy beyond the lockdown period, inward investment remains an important component of the regional output. The coronavirus pandemic has had serious consequences in terms of global investment flows. Low business confidence has plunged the economy since the outbreak of the coronavirus and potential investor companies around the world have delayed investment decisions due to widespread lockdowns and travel bans. It is therefore imperative for the District to robustly implement the existing Investment Promotion and Facilitation Strategy that which seek to transform the low investment landscape and maximise the economic benefits. The District must also step up investment promotion programmes domestically and internationally. The District as well as its family of municipalities must strengthen Business retention programmes to assist both local and outside investors to invest in the Region. The Agency has engaged TIKZN to assist with the review of the Investment Attraction and Facilitation Strategy, development of the incentives policy as well as the investment brochure.

### **4. RENEWABLE WASTE ENERGY PROJECT**

The Agency has partnered with the EDTEA for the establishment of a Biomass Parolysis Plant in Donnybrook under the Dr Nkosazana Dlamini-Zuma Local Municipality. The project is a private investment initiative supported by the Agency through funding from EDTEA (R2million) The Agency has entered into a collaboration with the investment facilitator, Mining Community Development South Africa (MCD-SA) to improve the identified facility in Donnybrook for the purpose of establishing a Biomass Pyrolysis facility. The Agency, through its supply chain processes, is currently in the process of appointing a consultant for the renovation of the existing facility in Donnybrook. The investment initiative will open more than 50 job opportunities.

#### **C.5.1.6 FUNDING AND IMPLEMENTATION**

As alluded that, the Harry Gwala Development Agency is dependent on the parent municipality as its funding source, the allocated budget by the District has not been able to fund implementation of LED initiatives hence the role of the entity in so far as the LED is concerned is more on facilitation and coordination. In response to limitation caused by financial and human capacity constraints, the Agency appointed a panel of consultants on a risk basis to assist with the development of business plans and solicit funding on its behalf, however, that has not yielded any positive results.

The manufacturing sector in the District is very limited and is mainly linked to agricultural products in the form of timber, dairy and forestry. There are limited manufacturing

opportunities related to construction such as block, brick and concrete products. The Mining and quarrying only accounts for 1.1% in the District total GVA.

### **C.5.1.7 POTENTIAL EMPLOYMENT/ JOB CREATION**

The District Strategy identifies the potential sectors (agriculture, tourism, retail services and public sector, strategic infrastructure provision) where jobs can be created, however, does not explicitly project the number of jobs to be created. The strategy under review will take into consideration the projections regarding employment creation.

In terms of the EPWP, the programme is being implemented by the District Infrastructure department.

### **LOCAL ECONOMIC DEVELOPMENT: SWOT ANALYSIS**

Strengths	Weaknesses
-----------	------------

<ul style="list-style-type: none"> <li>• Agricultural potential</li> <li>• Land reform</li> <li>• Natural scenic beauty</li> <li>• Eco-system services, especially water</li> <li>• Good service delivery record – infrastructure, housing, and social facilities.</li> <li>• Comparatively good public service capacity</li> <li>• Stable population</li> <li>• Good road access to key nodes via National and regional corridors</li> <li>• Good access to electricity</li> <li>• Good access to communications especially at nodes</li> <li>• Lots of planning done already</li> <li>• Land reform</li> </ul>	<ul style="list-style-type: none"> <li>• High levels of poverty</li> <li>• High grant dependency</li> <li>• Low education and skills levels</li> <li>• Scattered population</li> <li>• Poor road quality</li> <li>• Very poor access to rural areas</li> <li>• Vulnerability to climate change – unpredictable weather patterns, and natural disasters</li> <li>• Corporatisation of agriculture – local benefits not optimised</li> <li>• Under skilled tourism sector</li> <li>• Under-employment in agriculture sector</li> <li>• Difficult and expensive business start ups</li> <li>• Weak local markets</li> <li>• Lack of co-ordination between spheres of government as well as between local municipalities</li> <li>• Low economic growth</li> <li>• Land reform process slow, lack of farming skills to take over production, creates uncertainty</li> </ul>
<p><b>Opportunities</b></p>	<p><b>Threats</b></p>
<ul style="list-style-type: none"> <li>• Youthful population</li> <li>• Skills development and training as a potential economic driver</li> <li>• Leap frog technological development</li> </ul>	<ul style="list-style-type: none"> <li>• Poverty</li> <li>• HIV Aids</li> <li>• Climate change</li> <li>• Outward migration of skills</li> </ul>

<ul style="list-style-type: none"> <li>• Develop IT access especially to enhance SMME development</li> <li>• Available (underemployed) human capacity</li> <li>• Under-developed tourism – good tourism assets and potential</li> <li>• High levels of 'free' eco-system services</li> <li>• Optimise local agricultural potential</li> <li>• Enhance SMME development especially related to localised economic development</li> <li>• Green economy opportunities related to climate change adaptation</li> <li>• Innovative solid waste management business</li> <li>• Node densification and compaction</li> <li>• Public realm development at nodes</li> <li>• Improve the production of agricultural land, especially in areas that are State or Community</li> </ul>	<ul style="list-style-type: none"> <li>• Inward migration of indigent attracted by good service delivery</li> <li>• Aging infrastructure</li> <li>• Low levels of formal sanitation (not necessarily sewer)</li> <li>• Low revenue base</li> <li>• High free service delivery demands</li> <li>• Crime and Grime</li> <li>• Un-integrated nodes</li> <li>• Un-planned/ad-hoc node development</li> <li>• Unregulated and unplanned growth at nodes especially Ixopo</li> <li>• Unregulated rural development, especially along corridors</li> <li>• High public sector staff turn-over</li> <li>• High dependency on fossil fuel based transport</li> <li>• Shrinking private income value</li> <li>• Land Reform uncertainties</li> </ul>
--	--

## 5.1 SOCIAL DEVELOPMENT ANALYSIS

### BROAD BASED COMMUNITY NEEDS

- Sanitation
- Water provision
- Houses
- Access Roads
- Employment opportunities
- Social Amenities
- Schools and
- Health facilities

### EDUCATION

Though the District appears to have fairly adequate schools, much of education-associated problems are experienced in farm and rural schools. Existing schools do not offer up-to-standard science and technical subjects. School property is continuously vandalized. Most schools lack water and sanitation.

These problems mainly affect young people. Lack of electricity in the schools also precludes sharing of educational facilities by adults through Adult Based Education and literacy Programs. The challenges facing education in the district can be summarized as follows:

- Lack of adequate schooling facilities;
- Lack of electrical reticulation within rural areas;
- Poor road networking within the rural areas;
- Topographical barriers that limit movement; and
- Affordability levels for transport costs.
- Inadequate water and sanitation facilities

Effects or consequences of the problems are:

- Low educational levels;
- Low science and technical skills base;
- Out-migration of youth to urban areas;
- High unemployment rates;
- Lack of proper care for elder people (pensioners);
- High dependency rates; and
- Employment to low paying jobs.
- Poor payments for services rendered by the municipality.

## HEALTH

### SUB-PROGRAM: hiv & aids, sti and tb control (hast)

The Harry Gwala District HAST program is planned and implemented within the framework of the Primary health Care approach, the District Health System, its referral and support services. Its funding source is from the Conditional grant and from the equitable Provincial share budget.

The HAST Program management is based on the National Strategic Plan and KZN Provincial Strategic Plan 2012-2016 with the following Priorities Areas:

- Address Social and Structural Drivers of HIV and TB Prevention, Care and Impacts
- Prevention of New HIV and TB Infections
- Sustain Health and Wellness
- Ensure protection of Human Rights and increase access to Justice
- The interventions for Prevention of new infections for HIV are using biomedical approach i.e. PMTCT, Male Medical Circumcision. HCT campaign was run successfully with 144 684 tested reaching the target number that was set by the Province. The social prevention interventions focused mainly on behavioral change program using community dialogues and the stepping stones program.

HTA at Kokstad is the only functional site with staffing rendering screening services and comprehensive STI management, the data is submitted to PHC and captured on DHIS.

At Dr. Nkosazane Dlamini Zuma LM sub district Park home at Bulwer taxi rank was purchased for HTA awaiting Municipality to connect electricity and water.

Condom distribution rate is still a challenge that needs to be addressed, strategies to increase the rate like targeting CCG 's to identify hot spots in their areas of work to ensure good coverage of distribution. Primary distribution sites identified within the district to enable the district to contract a condom service provider for condom distribution.

The uptake of Male Medical Circumcision remains low, this mostly attributed to traditional practices especially at Kokstad sub- district and UMzimkhulu, which leads to non-compliance to MMC norms by sub districts and unknown baselines of circumcised men traditionally and private practitioners before the implementation of the MMC strategy. Kokstad traditional circumcision has opened up for partnership with Dept. of health to minimize infection and death rates

## Sustain Health and wellness

Focus on accessibility of ART. The main focus being the decentralization of ART at PHC levels with NIMART as the corner stone of PHC ART accessibility. This strategy involved the Care of the infected and the affected in collaboration with Department of Social Department in caring of the Orphans and the Vulnerable children and the Child Headed Households as well as Department of Agriculture for food security programs. The use of Sukuma Sakhe Strategy is a vehicle that has enabled to identify and formulate operational responses guided by needs as identified at household level. This will help to identify and support people on ARV,s and limit number of defaulters The Partnerships within the district with Local NGO's like TB Care Association and others have strengthen the Comprehensive HIV and AIDS Management . The up skilling of the Community Care Givers who are the foot soldiers in Primary Health Care and the use of TB defaulter tracer teams strengthen the program on compliance and reduce the treatment defaulter rate.

The TB HIV integration rate has increased tremendously with increase of HIV patients screened for TB vice versa.

Co-ordination, Management, Monitoring and Evaluation, Research and Surveillance. The DAC, LAC and WAC (war room coordinator) and the District Research Committee are functional within the district to coordinate these processes. Data management has received support from the TBHIV Care through presence of onsite Professional Nurse Counselors', data capturers, Community Health Facilitators and Operational Managers/ Mentors that were recruited by TBHIV Care Association. Tier. Net project has been rolled out in the district with the assistance of the NGO partner TB HIV Care by recruiting data captures and additional computers. Tier.net will strengthen the District ART Monitoring and Evaluation processes.

Human`s Rights. This strategy has and will be strengthen by the stigmatization campaigns that are conducted by local NGO's like UMzimkhulu and the training of the Support groups that are being conducted from time to time. The Functioning of District AIDS Council has assisted in the mobilization of Local AIDS Councils which in return has taken the programs to the households/ local levels.

## STRATEGIC CHALLENGES

### Prevention of new infections

- STI partner treatment is still a challenge, cannot trace where they access their treatment, but not at PHC facilities

- Condom distribution rate remains low.
- Low MMC coverage traditional practises at UMzimkhulu and Kokstad has had negative impact in achieving targets
- Delay in the installation of electricity and water at Bulwer HTA .

## HEALTH AND WELLNESS

Staff recruitment and retention result in NIMART initiation being slow.

Infra structural challenges in some facilities

Poor ART follow up, especially at Greater Kokstad where there is a challenge of cross border influx

Recruitment of Roving teams remains a challenge

Monitoring and Evaluation

Challenges with the rolling out of tier.net: space, staffing, equipment and support.

Data management challenges

Human resource remains a big challenge even within the program management itself.

## 2022/2027 STRATEGIES AND ACTIVITIES

- Improve condom availability of non- medical condom distribution sites to grey areas e.g. taverns, garages, taxi rank etc.
- Increase the uptake of people who tested positive during the HCT campaign for ART start by follow ups.
- Sustain community outreach HCT campaign.
- Train more CCG's on HIV counseling.
- Recruitment of HTA staff for Bulwer taxi rank.
- Involvement of War room staff in patients' treatment plan to reduce defaulter rate.
- Fast track all positive pregnant women to start ART in order to prevent MTCT, child and perinatal mortality.
- Training of more nurses on NIMART
- Fast tracking of all positive TB patients with CD4 below 340 to start ART.
- Tracing of contact of a sputa positive patients including less than 4 years.
- Initiate IPT to all eligible patients
- Recruit MMC Roving teams per sub district

- Active identification and tracking of ART eligible clients through Sukuma Sakhe intervention

#### TB Program overview

Harry Gwala has shown marked improvement in TB Program from 68.8% in 2014 to 68.2% for 2016 for three quarters.

The District smear conversion at 2 months from 60.7% in 2016 to 71.8% for 2021. This could be attributed to the involvement of NGOs and Operation Sukuma Sakhe strategy. With the use of Family and School Health teams further improvement is expected.

Greater Kokstad continue to experience challenges for clients who come for treatment initiation and go back to their respective homes especially clients from Eastern Cape. Thus most of the clients are lost as they can no longer be traced. The Gene Expert has speed up diagnosis of MDR clients, thus clients are getting treatment earlier, last Quarter we had 49 cumulative since?

At Dr. Nkosazane Dlamini Zuma sub district there is a pilot site for TB management under PHC Re engineering policy which was sponsored by supporting NGO TB /HIV Care.

It started in September 2011 focusing on improving TB cure rate CCG's are doing mapping in their respective areas

#### MAJOR CAUSES OF DEATH

Under five (5) of years	Five (5) to 14 years
Diarrhoeal diseases (23%) Lower respiratory infections(16.9%) Preterm birth complication (13.2%) Birth asphyxia (9.4%) HIV AIDS(5.2%) Protein energy malnutrition (5.%) Sepsis/ other newborn infections (4.3%) Tuberculosis(2.7%) Other perinatal conditions (2.6%) Poisoning (including herbal(2.2%)	Diarrhoeal diseases(24.6%) Tuberculosis(14.1%) Lower respiratory infection(12.6%) HIV/AIDS(9.8%) Road injuries (7.9%) Drowning (5.0%) Meningitis / encephelitis(4.7%) Asthma(3.2%) Cerebrovascular disease(2.5%) Exposure to natural forces(2.5%)

### MAJOR CAUSES OF DEATH

Fifteen (15) to 24 years	Twenty five (25) to 64 years
Tuberculosis (23.0%) HIV/AIDS (20.2%) Interpersonal violence (6.6%) Lower respiratory infections (6.1%) Self inflicted injuries (6.1%) Road injuries (5.4%) Diarrhoeal diseases (3.8%) Asthma(2.3%) Mechanical forces (3.3%) Epilepsy (3%) Accidental threats to breathing (2.9%)	Tuberculosis(24.0%) HIV/AIDS(21.2%) Lower respiratory infection (6.2%) Cerebro-vascular disease(5.2%) Diarrhoeal disease4.5%) Diabetes mellitus (3.7%) Hypertensive heart disease(2.6%) Meningitis/ encephalitis(2.4%) Nephritis / nephrosis(2.3%)

### MAJOR CAUSES OF DEATH

Age 64 and above
Cerebrovascular disease (20.0%) Hypertensive heart disease 12.8% Diabetes Mellitus 9.7% Lower respiratory infections 8.4% Tubeculosis 7.5% Tuberculosis(7.5%) Asthma 5.3% Nephritis / Nephrosis (4.1%) Diarrhoeal diseases 3.6% Ishcaemic heart disease(2.6%) Endocrine nutritional blood immune 1.9%

### Access to Primary Health Facilities

Facility	Dr. Nkosazane Dlamini Zuma Local Municipality	UBuhlebezwe Local Municipality	UMzimkhulu Local Municipality	Greater Kokstad Local Municipality
Hospital	1	1	1	1
Community Health Centre	1	0	0	0
Clinics	10	9	16	2
Mobile Clinics	4	2	3	3

### DISTRICT STRENGTHS

Functional sub-districts with the district hospital at the centre of sub-district operations and support to clinics.

Operation Sukuma Sakhe Structures from ward level to the district for multi-sectoral involvement in the management of social determinants of health

Stability in the district management team.

### DISTRICT CHALLENGES

High turnover of staff at implementation levels, mostly related to difference in designation of district as rural nodes or not. Harry Gwala is not defined as a rural node ( 8% nurses rural allowance whilst Ugu and Alfred Nzo districts are at 12%) Rural district with limited resources for personal development and leisure.

Environment of shrinking funding envelope, leading to inadequate resources required for the delivery of quality health care.

### MUNICIPAL HEALTH SERVICES

Legislative context for Municipal Health Services

Government recognizes the importance of prevention across all areas of health care, therefore whenever possible the burden of illness and disability must be averted by preventative interventions. Environmental Health is a fundamental public health approach affecting the whole population. Services provided by Environmental Health Practitioners are essential elements in building healthy populations; which includes amongst others, food safety; sanitation; water quality monitoring; health surveillance of premises; waste management, the protection of indoor and outdoor air quality, communicable diseases control and tobacco control.

The continued neglect on basic public health practices in general and of environmental health, has resulted in the emerging and re-emerging of diseases seen around the world. Environmental Health for us remains the first line of defense against diseases; therefore the provision of quality environmental health services is critical.

Environmental Health Practitioners are health officers appointed in terms of the National Health Act, (Act 61 of 2003) and registered with as such in terms of the Health Professions Act (act 56 of 1974). EHPS are provided with powers to enter any premises, excluding a private dwelling to ensure compliance with the act. EHPS must enter any premises for the purpose of conducting inspections and or environmental health investigations, to ensure abatement of any condition that constitute a health hazard or nuisance. EHPs may further issue compliance notice to any person if a provision in Act has not been complied with.

Although, the municipal health services function has been transferred to the district municipality, the Provincial Department of health is still responsible for monitoring through submission of monthly reports based on the Norms and standards. At national level the National Department of Health remains the custodian of the service and further conducts audits of the service. The National Norms and Standards for environmental health are of great importance as they clearly outline what is expected, and required, to deliver quality environmental health services. They also outline what is required from business, communities and other government departments to ensure an environment that protects and promotes human health. A process of continuous monitoring is encouraged to ensure compliance by all.

The Environmental health function comprises those aspects of human health, including quality of life, that are determined by physical, chemical, biological, social and psychosocial factors in the environment. It also refers to the theory and practice of assessing, correcting, controlling and preventing factors in the

environment that can adversely affect the health of present and future generations (WHO). The identification, evaluation, control as well as prevention through education of all those factors in the total environment which exercise a detrimental effect on individual physical, mental and social well-being and development. It also implies continuous efforts to educate and prevent individuals from affecting the environment in such a way that it becomes detrimental to their well-being and development.

The Harry Gwala District Municipality has made for provisions of this service amongst other service delivery expectation as per the legal prescripts for the benefit of its citizens. Based on the Municipal demographics whereby 80% constitutes rural which includes farms and traditional authorities set up and only 20% is considered urban; this has a great impact in how the Municipal Health services function is rolled out in the District which needs to further have programs specifically designed to address issues faced in the communities in order to ensure that each Key Performance area is effective and the bill of rights for each citizen in our district is upheld, and basic primary health care needs are met. Currently the Municipality is performing its function partially due to institutional capacity and other factors leading to that.

In order to give effect to the MHS by-laws in 2019-2020 the municipality gazetted its municipal health tariffs.

The Constitution allocates the MHS as a local government function under part B of schedule 4, section 156 (1) (a), and the Act, defines MHS as follows;

Water Quality Monitoring;

Food Control;

Waste management;

Health surveillance of premises;

Surveillance and prevention of communicable diseases, excluding immunization;

Vector control;

Environmental pollution control;

Disposal of the dead; and

Chemical safety.

Provincial Environmental Health Services which are provided directly by the Provincial Departments of Health are:

Malaria Control; and

Control of Hazardous Substances.

Key activities undertaken by the Harry Gwala District Municipal Health Services

### Water quality monitoring

The district municipality monitors, survey the water quality and availability that is intended for human consumption, recreational and industrial use.

Water quality monitoring is done on monthly basis to ensure the safety of the water. Cholera samples are also conducted. Water sampling is conducted to ensure that:

A hygienically safe and adequate supply of potable water provision.

Consumer complaints on contamination/ impurities are attended to promptly.

Legislation related to water quality is enforced.

Protection of water sources takes place to prevent contamination

Other important aspects on water monitoring include:

Implementation of health and hygiene awareness and educational campaigns which are done throughout the year.

Monitoring of water reticulation systems and other sources of water supply.

Monitoring and control of storm-water runoff from premises which may impact on public health.

Ensure safety of boreholes, wells and excavations.

The district municipality as a water provision authority, it is very crucial that, the above is implemented so as to comply with statutory documents and thus ensuring the safety of the water supplied to the community. Furthermore this will enable the Municipality to curb waterborne diseases.

### Food control

Food control is described by the World Health Organisation (WHO) as a mandatory regulatory activity of enforcement by National and or Local Authorities to provide consumer protection and ensure that all food during production, handling, storage, processing and distribution is safe, wholesome for human consumption and conform to quality and safety requirements and is honestly, accurately labelled as prescribed by the law.

The following activities are therefore undertaken to make sure food is safe:

Investigation of all food quality and safety related complaints.

Conduct food safety related education and training and community development Programs for food handlers (formal and informal), schools, industries and consumers.

Implement measures for the recall and or condemnation and proper disposal of foodstuffs unfit, unwholesome for human consumption.

Carry out routine inspections of food handling establishments.

Investigate outbreaks/ incidents of food borne infections or poisons and introduce appropriate preventative and remedial measures.  
Scrutinize/ review of building plans of new or remodelled food establishments.  
Enforcement of food legislation.  
Implement control Programs for specific high risk foodstuffs.  
Taking of samples for analysis.  
Promote the utilization of the HACCP and other food quality assurance management systems to ensure food safety.  
Support food industries with health certificates of consignments of foodstuffs destined for export and with special monitoring Programs implemented by approved certifying authorities e.g agriculture, SABS e,t,c.  
Ensure cooperation with other components of food control authorities.  
Implement an appropriate food control Program management information system as part of national environmental health services  
Issuing of certificates of acceptability in terms of regulation R962.  
Monitoring and control.  
Ensure compliance of tobacco control legislation excluding policing.  
Authorization to enforce The Foodstuffs, Cosmetics and Disinfectant Act  
The Harry Gwala District Municipality is authorized to implement the above act in terms of Government Gazette No 943 of 29 September 2006.

### Waste management

This is the monitoring of waste management systems- such as refuse, health care risk waste, hazardous waste and sewerage or waste water. The Harry Gwala District Municipality's area of jurisdiction has got health facilities that produce health care risk waste (hospitals, clinics and surgeries) and different commercial operations and residents that also produce waste. The district municipality and its Four Local Municipalities have to make sure that every waste produced is dealt with in a proper manner and that it is stored, collected, transported, treated and disposed of properly. Currently most of the local municipalities within the district have got their own waste disposal sites except for Ubuhlebezwe Local Municipality which is utilizing the disposal site for UMzimkhulu Local Municipality.

The Municipal Health services are therefore the overlooking section to ensure that waste management is taken care of and its activities include:

Complaints investigation and inspections on all activities relating to waste or any production resulting thereof.  
Ensure proper refuse disposal  
Sampling and analysis of waste.  
Advocacy on sanitation.

Ensure proper handling, storage, collection, treatment and disposal of health care risk waste, hazardous and general solid waste.

Improve and control the handling and disposal of human tissue.

Ensure proper facilities and containers are provided by the relevant departments.

Monitor and control garden refuse sites, refuse transfer stations, landfill sites, Incinerators, recycling sites, sewerage and water works.

Law enforcement.

Health surveillance of premises

This is the identification, monitoring and evaluation of health risks, nuisances and hazards and thus instituting remedial and preventative measures.

Inspections of premises are conducted on regular basis to ensure compliance in terms of the R962 regulations and other applicable legislations on food establishments. There are a lot of activities that take place to ensure the above is implemented which include;

Complaints investigation

Give advice on legal requirements for the establishment of premises as when and required.

Compliance monitoring in terms of legislative requirements and provisions and instate remedial and or preventative measures.

Identification of high risks, nuisances and hazards and institute remedial and preventative measures.

Identification, monitoring and control of overcrowding where applicable.

Monitoring indoor air quality, ventilation, illumination and dampness.

Monitor and control of sanitary and ablution facilities.

Monitoring and control of pests.

Scrutinize building plans.

In the rural areas and informal settlements indoor air quality, ventilation, illumination and dampness are also monitored so as to promote and uplift the living standards of such communities. The above also play a very big role in prevention of communicable diseases.

Surveillance and control of communicable diseases excluding immunization

Again it is the identification, monitoring and prevention of any disease which can be communicated directly or indirectly from any animal or through any agent to any person or from any person suffering there-from or who is a carrier to any other person.

Communicable diseases are also monitored closely within our district to reduce the number of infections and where transmission has occurred to make sure that, those infected get medical attention to curb the diseases. The Sisonke DM shall ensure that diseases controls encompass the following as means to render the district at least to be a disease free zone whenever is possible:

- Health and hygiene promotion in prevention of communicable diseases.
- Complaint investigation and follow ups of bacterial, viral and parasitic infections.
- Case investigations and reporting.
- Determination of sources of infections, contacts and carriers of diseases.
- Collection of appropriate epidemiological information on communicable diseases.
- Collaborate with other stakeholders and departments regarding outbreaks.
- Take samples and specimens for analysis and further action where necessary.
- Institute remedial and preventative measures including health education.

Health and hygiene awareness Programs are also conducted in the whole district to uplift the standard of living conditions for the communities within our district. Health related complaints are addressed as received on daily basis to eliminate the negative impact the same may have on our environment this is implemented through the Municipal Health and hygiene strategy.

#### Environmental pollution control

This is the identification, evaluation, monitoring and prevention of Land, Noise, Water and Air pollution. Inspection are therefore conducted to the environment to ensure that environmental pollution does not take place and where witnessed to be taking place remedial measures are installed by.

- Complaints investigations
- Identification and monitoring of sources and agents of pollution
- Measuring of pollutants against required standards.
- Law enforcement.

#### Law enforcement for air pollution control

As a provider of Municipal health services part of the key performance areas as a Municipality in ensuring compliance to business premises is to issue licences which may require a particular fee towards the institution in order to further process and grant permission for the use.

In terms of NEMA; Air Quality Act 2004 (Act No, 39 of 2004) its regulation No. 250 of 11 March 2016 we are obligated as per the Atmospheric Emission License processing require a fee from applicants in this regard.

The applicant must pay the prescribed processing fees, as indicated in the Annexure A, before or on the date of the submission of the application or as directed by the licensing authority ( Harry Gwala District Municipality)

The applicant must attach the proof of payment to the application form submitted to the licensing Authority (Harry Gwala District Municipality)

In the instance where an application is refused in terms of section 40(1)(b) or the applicant is withdrawn, the fee will not be refunded.

### Chemical safety

This is the monitoring, identification, evaluation and prevention of the risks of chemicals that are harmful to human health and to the environment. Chemical safety awareness Programs are conducted especially on the farms to conscientise farm workers and retailers that deal with chemicals about the danger/ hazards associated with chemicals and how they can protect themselves, dispose of empty containers in an environmental friendly manner. Functional activities shall include:

Monitoring of safe disposal of chemical waste.

Identification and control of premises manufacturing, transporting, storing and selling chemicals.

Health education and training on chemical safety.

Complaints investigations.

Law enforcement.

### Disposal of the dead

This is the compliance, monitoring of funeral undertakers, mortuaries, embalmers, crematoria, graves and cemeteries and to manage, control and monitor exhumations and reburial or disposal of the dead.

The district municipality has quite a number of funeral undertakers within its area of jurisdiction and such funeral undertakers are inspected and monitored on regular basis. The Pauper Burial Policy is in place which controls the assistance given for the burials of destitute, and the implementation thereof requires funding by the Municipality. All facilities and equipment used in connection with the handling, preparation, storage, preservation and transportation of dead bodies must be in compliance to the Regulations relating to the Management of Human Remains, R 363 of 22 May 2013, published in terms of the National Health Act, 61 of 2003. A database/inventory of all premises used in connection with

the handling, preparation and/or storage of dead bodies should be maintained for monitoring and control purpose by environmental health.

Furthermore the municipality has developed a pauper burial policy for the disposal of corpse for those who are poverty stricken as well unidentified corpse that need to be disposed of in a dignified manner as per the legislative prescripts.

### SWOT ANALYSIS

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the system)	<p><i>Strengths</i></p> <ul style="list-style-type: none"> <li>Institutional arrangement</li> <li>National Health Act</li> <li>Air Quality Management Act</li> <li>Norms and Standards</li> <li>Appointment of Environmental Health Practitioner</li> <li>MHS plans in place</li> <li>MHS by laws</li> <li>Installed 8 both Dust Bucket sampling and Passive Sampling system (Air Quality Management)</li> <li>Designated the Air Quality Officers</li> <li>Appointment of EHP's as Environmental Management Inspectors</li> </ul>	<p><i>Weaknesses</i></p> <ul style="list-style-type: none"> <li>Inadequate personnel</li> <li>Inadequate funds</li> <li>No approved IWMP</li> <li>Law enforcement</li> </ul>
External origin of the environment (attributes of the environment)	<p><i>Opportunities</i></p> <ul style="list-style-type: none"> <li>Employment of more staff.</li> <li>Optimum compliance</li> <li>Sharing of best practices and capacity building obtained from stakeholders.</li> <li>Securing of political buy-in and MANCO</li> <li>Update Municipal By-laws and MHS plans</li> <li>Implement tariffs for MHS</li> </ul>	<p><i>Threats</i></p> <ul style="list-style-type: none"> <li>Unexpected disease outbreak</li> <li>Lack of understanding of the MHS function</li> <li>Non compliance</li> <li>Climate change impact (severe weather events)</li> </ul>

### NATION BUILDING AND SOCIAL COHESION

Harry Gwala District Municipality arguably boasts with the most diverse community in terms of culture and languages in the province; however our languages and cultures must be revived and protected against extinction. Also various cultural events, competitions and festivals are held between November and December each year at Harry Gwala District Municipality showcasing cultural diversity of the area. Department of Arts and Culture and local municipality are amongst the role players engaged by the municipality to promote language and cultural diversity. Continuous cultural activities such as poetries, music, dance and awareness campaigns are held to alert and sustain diversity. These cultural activities take place at Dr. Nkosazane Dlamini Zuma Art Centre in Bulwer and are attended by over 1000 participants and spectators/audience annual and over it the support has grown over the years.

## **COMMUNITY DEVELOPMENT WITH PARTICULAR FOCUS ON VULNERABLE GROUPS**

### **Youth Development**

In terms of the statistics released by the Statistics South Africa for 2011 Census, the majority of our national, provincial and district population is youth. A number of studies undertaken indicate that the youth of our country is the most hard-hit by unemployment, lack of skills, and are also vulnerable to social ills facing our country. Despite many other initiatives by different government departments and other partners, the youth is still facing major challenges. Breaking the cycle of poverty and increasing opportunities for youth to participate fully and meaningfully in the social, political and economic life of our society, remain a challenge for the country.

A Framework is therefore needed that seeks to provide guidance on the design and implementation of youth development Programs at the local government level. This will assist in ensuring that the municipal programs are aligned to the challenges faced by our youth and such programs should be sustainable.

Factors such as rapid urbanization, unbundling of household as well as the impact of HIV and AIDS have compounded problems faced by youth. Notwithstanding the above, over the last decade young people have increasingly become involved in activities involving their development. Amongst challenges in the implementation of youth development Programs are:

- a lack of integration within and across departments;

- a lack of adequate resources to deliver on the development mandate in general and youth development mandate in particular;
- a lack of skills amongst the youth in particular to enable them to initiate their own development activities beyond once-off activities;
- lack of clearly identified youth development indicators and outcomes in cross-cutting Programs;
- lack of communication on available resources and Programs for youth;
- lack of monitoring and evaluation tools reflective of focused interventions for youth and other target groups; and limited documentation and sharing of best practices on youth development.

In the State of the Nation Address (SONA 2013), the President of South Africa, identified youth development as one of the core issues for attention by government departments. The SONA highlights the following areas of focus in relation to youth development

Just over a third of the population is under the age of 14. Our country, like many others, has a crisis of youth unemployment.

NEDLAC to discuss youth employment incentives.

The incentives will add to what Government is already doing to empower the youth.

State owned companies provide apprenticeships and learnerships and the need to accelerate the program.

The Department of Rural Development and Land Reform runs the National Rural Youth Services Corps, which has enrolled 11 740 young people in various training Programs.

The plan by the Department to roll out nine Rural Youth Hubs per province, including in the 23 poorest districts in the country.

The use of the Expanded Public Works Program and the Community Work Program by the State to absorb young people.

In attempt to development a clear plan on youth development, the municipality will prioritize Youth Development and Empowerment Plan that will provide a framework within which the municipality will be developing its youth. The pillars of such a plan will be:

- Providing training and capacity building
- All departments to the part of the plan. This will ensure that they do incorporate youth development into their departmental plans;
- Engagement with the private sector, State-owned Enterprises (SOEs) and donors;
- Functional and effective institutional arrangements;
- Establishment of Multi-sectoral Youth Forums and enabled to function effectively at local level.

- Youth Forums;
- Municipal budgeting for youth development is critical.
- District Municipalities' specific roles and responsibilities
- Ensuring that youth issues are effectively mainstreamed in the district IDP; and
- Co-ordinating the process of engagement between partners in their activities to support youth.
- Local Municipalities' specific roles and responsibilities
- Co-ordinating community-level processes in respect of youth development and service delivery; and
- Ensuring that participation mechanisms are sufficiently accessible and sufficiently proactive to enable the participation of youth in governance, planning, service delivery and monitoring.
- Roles of Traditional Leadership Structures
- Traditional Leadership in South Africa is institutionalized through the Traditional Leadership and Governance Framework Act of 2003 (TLGFA) and the Communal Land Rights Act of 2004 (CLRA). One of their roles is to promote socio-economic development, peace, social cohesion and the preservation of the moral fibre of society. Furthermore, they have a responsibility to preserve culture and tradition of communities and to contribute to nation building. All of this has an impact on youth and youth development. A stable and prosperous society is one which values culture in its diversity and thrives to promote moral values. Through their structures, forums and activities, Traditional Leadership has a role to create opportunities for youth participation as well as to champion youth development. It is through such structures and activities that Traditional Leadership can pass on cultural traditions and customs to the younger generation.

## **DEVELOPMENT OF PEOPLE WITH DISABILITY**

The Harry Gwala District Municipality recognizes and respects the rights of the disabled. People with disabilities were marginalized; abused and disrespected.

HGDM has Special school for the disabled. The municipality works closely with the Department of Education, Premier's Office and Social Development to address the special needs of the disabled.

The municipality has human resource policies to ensure that the disabled have access to employment. Workshops for the disabled are also held continuously within the district.

The Harry Gwala District Municipality has established a Disabled Forum as a measure to address challenges. This forum meets quarterly to discuss issues affecting the disabled people.

Harry Gwala District Municipality, Social Development, Department of Health and Local municipalities held a disabled day once a year in November, where all government Departments are represented in order to tell them about their Programs. They also participate in a Provincial Disability Parliament as delegates where they share their ideas with the provincial people.

## **DEVELOPMENT OF THE ELDERLY**

The Harry Gwala District Municipality has established a Senior Citizens Forum as a measure to address challenges faced by the Elderly. According to Statistics SA, Harry Gwala District consists of 32012 Senior Citizens, this includes both male and female. This forum meets quarterly to discuss issues affecting the Senior Citizens people. It promotes opportunities for older people to have a say and influence decision making, and to access information about services, activities, and volunteering opportunities.

The Forum sets out to establish links and working partnerships with government departments, municipalities, agencies and organisations to help further its objectives. Harry Gwala District Senior Citizens Forum is an umbrella body for local senior citizens. As a result Harry Gwala Senior Citizens are involved in all different programmes of the government because we are working hand in hand with the government department through this structure of the district forum. Government Departments include:

Department of Social Development

The Office of the Premier

Department of Health

Department of Sport and Recreation

Older Persons week is observed globally from the 22- 27th October of each year. On this week of Older Persons governments around the globe aims to highlight and acknowledge the contribution made and continually being made by older persons. The week is also aimed at identifying the challenges faced by older people in the country, on a daily basis. During this week awareness is created around the programmes for older persons.

Social Development is the lead Department and custodian of older persons. However, it is not the only department responsible to provide services to older persons. The Golden Games for older persons' project was first initiated by the Department of Social Development in 2006, and branded as reputable active ageing programme. It starts from ward level, local level, district level, provincially and National level. Harry Gwala District is laying a vital role in these games they

come up with top positions even at National level which shows that our senior citizens are healthy.

The National Department of Social Development adopted the Golden Games project as a vehicle to promote active ageing programme which is a government requirement in the implementation of the Madrid International Plan of Action on Ageing and other pieces of legislation that impact on the well-being of older persons.

Lined-up activities for Senior Citizens include:

- 1) The Older Persons Conference,
- 2) The National Older Persons Choir Festival Competition,
- 3) National SAOPF Annual General Meeting,
- 4) The National Golden Games (Active Ageing Programme).

The main programme for this forum is to co-ordinate the following programme:

Golden Games from ward level, locally, district level, provincially and National level.

Senior Citizens Awareness whereby the older persons are encouraged to talk about their daily problems with their families and relatives.

Golden Wednesday whereby the older persons are encouraged to participate in sports.

Provincial Senior Citizens Parliament, each district nominated the delegates to the parliament to share their ideas and come up with resolutions. Some other resolutions are motivated and become legislated in Parliament.

## **DEVELOPMENT OF WOMEN**

Harry Gwala District Municipality is a predominantly rural municipality and characterized by high illiteracy rate, lack of skills and poverty. Most affected by this are women who historically were left at home to look after children and not attend school or work. The municipality had a mammoth task of relieving women from the dependency mindset and the deprivation trap.

Women are now represented in all government structures and other non-governmental structures within the District.

The municipality in conjunction with government departments has adhoc capacity building workshops for women.

Amongst other things the municipality has the remedial measures in place to address challenges:

- Learnership program,
- Human Resources Development Strategy and
- Skills development plan.

Awareness campaigns and workshop on women and gender issues also form integral part of our strategy.

All the above is aimed at ensuring recruitment of women and capacity building initiatives.

Harry Gwala District Municipality and Agricultural department is supporting women initiatives through assisting women projects, etc.

## **PEOPLE AFFECTED BY HIV/AIDS**

HIV/AIDS pandemic is prevalent in the whole world and statistics clearly show that KwaZulu Natal province has the most number of people infected and affected by HIV /AIDS in the republic and Harry Gwala District Municipality is no exception. Harry Gwala District Municipality has already begun to take active steps to ensure that alarming rate of infection is kept at a very minimal level. This is done through collaborative efforts with government departments, CBOs, NGOs and other concerned organizations and departments. This collaboration is intended to lead to the formalization of a District Wide HIV/AIDS Council. This council will be the principal body that will deal with HIV/AIDS issues. In the meantime the municipality in conjunction with Government departments organizes HIV/ AIDS awareness campaigns within the district. Furthermore the municipality will participate in Programs to assist HIV/AIDS infected people with the formation of support groups since the municipality has been inundated with such need from the community. Also, acknowledging that municipal employees are not immune to the pandemic hence the intention is that we have a special Programs unit to give attention to these issues.

## **EARLY CHILDHOOD DEVELOPMENT**

The office on the Rights of the Child (ORC) within the Human Rights Chief Directorate, situated under the auspices of the Kwazulu-Natal office of the Premier, is a Presidential Initiative which is constitutionally mandated. It has the following core functions:

To promote and enable the realization of the child's rights to survival, development .protection and participation in Kwazulu-Natal.

To monitor and evaluate service delivery on children's issues in the Province.

Analyze policy, conduct research and mainstream the children's rights in all spheres of Government.

To advocate and lobby for children's rights in the Province.

To do capacity building on children's rights issues.

To co-ordinate all activities and programs pertaining to children's rights.

To encourage the communities to do what is in the best interest of the children.

Section 142 of Chapter 7 of the constitution of South Africa sets out the objectives of Local Government. From a Child Rights Perspective, democracy is also for children as children are part of the local communities.

Services to our communities must meet children’s needs and promote their well-being. Children are the future of our communities. Children need to be safe, need shelter, Health Care and clean water. Children need to have a voice and have a right to be heard when expressing their thoughts feelings, and ideas within their Communities.

Section 143 of the Constitution sets out the Developmental duties of Municipalities, which is to structure and manage its administration giving priority to the basic needs of the communities where adults and children exist.

The National Children’s Rights Co-ordination Framework consists of the National Children’s Rights Advisory Council and Technical Committees with the Office on the Rights of the Child within Presidency.

Provincially, Children’s Rights issues are attended to within the Office on the Rights of the Child, Provincial Advisory Councils and Technical Teams (KPACC). KPACC has the function of monitoring and mainstreaming Children’s Rights.

Districts and Local Municipalities have an obligation to form structures that will attend to Children’s Rights. e.g. DACC and LACC. (District Advisory Council for Children and Local Advisory Council for Children) in accordance with the National Children’s Rights co-coordinating Framework.

The District attends to the obligation towards Children’s Rights by working closely with the Department of Education and the Department of Welfare. Back to School Campaigns, School Visits and events such as taking the Girl Child to Work have been conducted successfully.

#### Men Sector Forum

Harry Gwala District Men Sector Forum plays an important role in organising all men around the district. This structure is represented from ward level. There is ward structure that builds the local structure. All chairpersons of the local structures form the district structure.

It create a platform to discuss all issues affecting men in modern society. Forum also encourages the men to be role models to society and be the best in all what they do.

There is a theme for forum members “Not in My Name” campaign that calls on men to halt the spread of gender-based violence in the country.

“It remains ... our collective responsibility that we destroy structural violence and eradicate sexism not only in the public and private sectors, but also in our homes.

The men's social movement brings to our nation the clarity, focus and impetus which is urgently needed to construct a new society founded on human dignity, fairness, and peace.

Engaging men does not mean men must liberate women – women must liberate themselves from patriarchy.”

The Men's Sector plays a critical coordination and advocacy role in mobilizing the men of South Africa to stand up against violence in all its forms.

A lot has happened since the 'Not in my Name' campaign but now we need to put our shoulders to the wheel and all work together to change the attitudes of men. The main problem of our programmes is that we don't have enough budget.

There are programmes like:

Father and the son talk

Men's dialogue

Izimbizo

Awareness campaign about the women and children abuse.

#### Arts and Culture Forum

Public participation is vital for an active arts and cultural life in any community. For this reason, Arts and Culture Department support the implementation of Cultural Forums. These forums, established within the boundaries of the district municipality, provide the opportunity for the public to take ownership of the promotion, protection and development of their cultural environment.

Cultural Forums also provide a platform for municipal government to interact with the community on cultural matters. The forum serves as a collective voice within a particular district and municipal areas to address issues and concerns relating to cultural matters.

Harry Gwala District Municipality in partnership with Arts and Culture Department have a programme like:

Cultural programme (music and dance) that starts from ward level as a competition to local level. All winners for local municipality participate at the district festival and get their participation fee. Festival is an expressive way to celebrate glorious heritage, culture and traditions. It is meant to rejoice special moments and emotions in our lives with our loved ones. It plays an important role to add structure to our social lives, and connect us with our families and background. It gives us a distraction from our day to day, exhausting routine of

life, and gives us some inspiration to remember the important things and moments in life.

Harry Gwala District Municipality in partnership with Arts and Culture have produced the groups who have become the national artists like - Ichwane lebhaca, Inyon'émhlophe, Home boys and many more through this programme. Poetry and theatre also starts from ward to district level. 'Izintombi zaseHarry Gwala' which is a preparatory event for Umkhosi Womhlanga, this is an annual event which takes place in July. Participation in Umkhosi Womhlanga at Nongoma in September of every year.

Special Programs office has managed to launch the following forums:

- Disability forum
- Men's Sector forum
- Senior Citizens forum
- Women's forum
- Children's Forum
- Arts and Culture Forum

#### SPORT AND RECREATION

Sport & Recreation Unit is responsible for encouraging the culture of play to the people of Harry Gwala District especially young people. Sport and Recreation Unit in Harry Gwala works in collaboration with the Provincial Department of Sport and Recreation and the Department of Education (School Sport) within the jurisdiction of Harry Gwala. Over the years, Harry Gwala District Municipality has improved on a number of sporting activities even though there is still a lack of sport facilities and non-existence of some sport federations within the District. The municipality always participates in Provincial competitions like SALGA KZN Games, Indigenous Games, Rural Horse Riding etc. and municipality displayed an improvement in some of sport codes i.e. Dance, swimming, Football, Netball, Rugby, Tennis and Cricket.

Harry Gwala district in conjunction with Department of Sport & Recreation hosts annual event called Harry Gwala Summer Cup Festival (Horse Riding) that grows gradually each and every year. The municipality is in a process of negotiating with different role stakeholders to solicit assistance where there is a challenge. Harry Gwala District Municipality is planning to solicit funds to construct facilities especially on sports that are predominantly played in urban areas e.g. swimming, rugby, tennis, cricket, dance-sport etc.

Programs performed by the unit:

- District tournaments

- Mayoral Games
- Indigenous Games
- Horse Riding Games
- Harry Gwala Annual Marathon

This unit is responsible for the following Programs:

- Developing Sport Councils within the District with the assistance of Department Sport & Recreation, South African Sport Council and Local Municipalities.
- Formation of Sport Clubs with the assistance of Sport Councils, federations and Local municipalities.
- To ensure that people are getting involved in a number of sporting activities.
- To identify and nurture the talent in young people.
- To assist young people in exposing their talent.
- Invite scouters during the district tournaments.
- Challenges facing Harry Gwala Sport & Recreation Unit:
  - The most challenge in the District is the shortage of facilities.
  - Lack of funding to support different sport codes
  - Wards under the jurisdiction of Harry Gwala are very scattered that means all areas need to have playing facilities. Players are forced to travel long distances in order for them to access facilities as transportation is costly.
  - No qualified Coaches within the district. Coaching courses and administrative trainings need to be convened by the relevant personnel.
  - Shortage of personnel within the unit.
- Harry Gwala District does not have Sport Academy. Government departments i.e. Department of Education, Department Sport and recreation and Municipalities need to provide funding for the construction of the sport academy.
- Harry Gwala district does not have Sport Council. Sport Council is responsible for the development of sport and ensure the smooth running of the competitions.

**THE IDP STRATEGIC MATRIX (SECTION E OF THE THIS IDP) IS USED AS A PLAN TO IMPLEMENT THE ABOVE PROGRAMS FOR THE VULNERABLE GROUPS. IT SHOULD HOWEVER BE NOTED THAT SOME OF THE PROGRAMS WERE PLACED ON HOLD BY NATIONAL TREASURY DUE TO THE FINANCIAL LIMITATION THE MUNICIPALITY IS FACED WITH. AMONG THOSE PROGRAMS THAT WERE PLACED ON HOLD IN THE MEN'S FORUM; WOMEN'S FORUM; CULTURAL EVENTS; ETC.**

**SOCIAL DEVELOPMENT ANALYSIS SWOT ANALYSIS**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
A rich data repository in the form of district socio- economic profiling on the bases of which evidence- based planning is possible.	Lack of institutional outlook
Strong, diversified leadership & capable management.	Compromised institutional mage in the form of current premises
Unqualified shareholder support.	Lack of professional financial management oversight
Untainted insisting reputation.	Potentially compromised financial management oversight
Enduring political stability that makes the district on attractive trade & the investment destination.	Lack of structured, professional brand communication strategy
A strong & the investment industry (mainly agriculture) base which can be developed for optimal production & processing.	Limited financial resource
A Solid & strong resource base (good climates, soils, rainfall and water) malaria free (good for tourism).	Lack of professional department draining among staff
Relative case of access and proximity to Durban, Pietermaritzburg & the N3 Corridor	
Relatively well developed in infrastructure	
<b>OPPORTUNITIES</b>	<b>THREATS</b>
Strategic partnership	Pronounced in equalities across region in the district undermines social cohesion.
Establishment of skills development institution to service local industry & for “export” to the rest of the province & country	Possible flight of commercial agricultural skills if land reform Program is not managed property.
Tourism Development	Water inadequacy.

Art & Craft	Climate change & implications of spheres of government e.g water licensing.
Agricultural Shows	Capabilities in disease control in agriculture.
Youth development events/ Greer/ Vocational guidance & training/ sport.	HIV/AIDS & impact on labour productivity & adequacy.
Partnerships with established commercial farmers for skills development & transfer to emerging black commercial farmers.	Forest & other fires hazard.

## 6. FINANCIAL VIABILITY AND MANAGEMENT SWOT ANALYSIS

Harry Gwala District Municipality provides assurance that the finances of the municipality are received, utilized and accounted for in a manner that complies with laws and regulations. The Harry Gwala District Municipality has established a Budget and Treasury Department that to some degree is adequately resourced to carry out its mandate to achieve the objectives of the municipality. The Accounting Officer is responsible for the general financial management of the municipality. The Chief Financial Officer of a municipality, as delegated by the Accounting Officer, is administratively in charge of the Budget and Treasury office. He or She must perform such budgeting, accounting, analysis, financial reporting, cash management, debt management, supply chain management, financial management.

### CAPITAL FUNDING AND EXPENDITURE TO ADDRESS SERVICE DELIVERY

Harry District Municipality established Infrastructure Department which has within it a Project Management Unit which exclusively plan, implements and manages capital projects. The Infrastructure Department is relatively well resourced with staff component consisting of the Executive Director; PMU Director; Three Senior Technicians, and one administrative assistant. The percentage of the capital budget that was spent in the last three years is summarised as follows.

<b>FINANCIAL YEAR</b>	<b>FUNDS RECEIVED</b>	<b>FUNDS SPENT</b>	<b>UNSPENT FUNDS</b>
	<b>R</b>	<b>R</b>	<b>R</b>
2018/2019	266 400 000	-195 183 021	71 216 979
2019/2020	309 101 000	-220 392 889	88 708 111
2020/2021	302 857 467	-302 857 467	0

The aim of this chapter is to provide an overview of the financial performance of the municipality through measuring actual results against actual and also through evaluating historical trends.

The information included in this chapter is structured as follows:

- ✓ Component A: Statement of Financial Performance
- ✓ Component B: Spending against Capital Budget
- ✓ Component C: Cash flow Management and Investment
- ✓ Component D: Other Financial Matters



**HARRY GWALA DISTRICT MUNICIPALITY 2023 – 2024 DRAFT INTEGRATED DEVELOPMENT PLAN**

**DC43 Harry Gwala - Table A4 Budgeted Financial Performance (revenue and expenditure)**

Description	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>R thousand</b>										
<b>Revenue By Source</b>										
Service charges - water revenue	43 001	54 157	54 003	48 866	47 622	47 622	32 722	51 777	54 884	58 177
Service charges - sanitation revenue	15 419	16 305	13 762	20 555	12 465	12 465	8 270	13 213	14 006	14 846
Interest earned - external investments	9 202	6 196	3 011	5 592	4 414	4 414	3 041	4 679	4 867	5 061
Interest earned - outstanding debtors	10 556	12 632	10 100	10 198	10 715	10 715	7 252	11 358	11 813	12 285
Fines, penalties and forfeits	694	-	-	-	-	-	-	-	-	-
Transfers and subsidies	366 165	380 256	430 342	400 406	400 406	400 406	307 909	446 738	472 349	505 115
Other revenue	337	1 770	778	549	850	850	641	582	606	630
Gains	-	1 062	-	-	-	-	-	-	-	-
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>445 375</b>	<b>472 379</b>	<b>511 997</b>	<b>486 168</b>	<b>476 472</b>	<b>476 472</b>	<b>359 835</b>	<b>528 348</b>	<b>558 523</b>	<b>596 113</b>
<b>Expenditure By Type</b>										
Employee related costs	173 695	190 401	217 969	224 855	231 093	231 093	154 191	237 545	249 769	261 051
Remuneration of councillors	6 952	7 702	7 813	8 922	8 538	8 538	4 663	8 879	9 270	9 687
Debt impairment	19 111	43 365	31 734	27 645	27 645	27 645	-	28 750	30 015	31 366
Depreciation & asset impairment	69 605	71 944	79 359	86 885	87 890	87 890	51 764	91 405	95 427	99 721
Finance charges	3 752	2 396	995	1 313	400	400	-	500	522	545
Bulk purchases - electricity	35	-	-	-	-	-	-	-	-	-
Inventory consumed	-	-	-	31 249	43 337	43 337	-	29 207	30 492	31 864
Contracted services	156 110	144 400	129 640	104 211	124 677	124 677	101 186	116 540	121 573	127 010
Transfers and subsidies	14 000	14 000	17 000	17 000	17 000	17 000	10 600	17 000	17 000	17 000
Other expenditure	37 963	55 607	56 907	59 303	58 836	58 836	43 914	62 344	65 008	67 846
Losses	8 948	2 714	6 496	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>490 171</b>	<b>532 530</b>	<b>547 913</b>	<b>561 382</b>	<b>599 417</b>	<b>599 417</b>	<b>366 318</b>	<b>592 170</b>	<b>619 076</b>	<b>646 091</b>
<b>Surplus/(Deficit)</b>	<b>(44 797)</b>	<b>(60 151)</b>	<b>(35 916)</b>	<b>(75 214)</b>	<b>(122 944)</b>	<b>(122 944)</b>	<b>(6 483)</b>	<b>(63 822)</b>	<b>(60 554)</b>	<b>(49 978)</b>
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	335 775	262 515	302 857	298 258	332 258	332 258	185 796	320 236	360 787	397 413
Transfers and subsidies - capital (in-kind - all)	-	5 863	4 693	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>290 979</b>	<b>208 227</b>	<b>271 634</b>	<b>223 044</b>	<b>209 314</b>	<b>209 314</b>	<b>179 313</b>	<b>256 414</b>	<b>300 233</b>	<b>347 436</b>
Taxation										
<b>Surplus/(Deficit) after taxation</b>	<b>290 979</b>	<b>208 227</b>	<b>271 634</b>	<b>223 044</b>	<b>209 314</b>	<b>209 314</b>	<b>179 313</b>	<b>256 414</b>	<b>300 233</b>	<b>347 436</b>
Attributable to minorities										
<b>Surplus/(Deficit) attributable to municipality</b>	<b>290 979</b>	<b>208 227</b>	<b>271 634</b>	<b>223 044</b>	<b>209 314</b>	<b>209 314</b>	<b>179 313</b>	<b>256 414</b>	<b>300 233</b>	<b>347 436</b>
Share of surplus/ (deficit) of associate										
<b>Surplus/(Deficit) for the year</b>	<b>290 979</b>	<b>208 227</b>	<b>271 634</b>	<b>223 044</b>	<b>209 314</b>	<b>209 314</b>	<b>179 313</b>	<b>256 414</b>	<b>300 233</b>	<b>347 436</b>

**DC43 Harry Gwala - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding**

Vote Description	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>R thousand</b>										
<b>Funded by:</b>										
National Government	132 801	222 832	249 289	298 258	239 355	239 355	150 819	278 466	309 115	345 669
Provincial Government	-	11 855	18 739	-	29 565	29 565	5 156	-	-	-
District Municipality	-	-	-	-	47	47	47	-	-	-
<b>Transfers recognised - capital</b>	<b>132 801</b>	<b>234 687</b>	<b>268 028</b>	<b>298 258</b>	<b>268 967</b>	<b>268 967</b>	<b>156 022</b>	<b>278 466</b>	<b>309 115</b>	<b>345 669</b>
<b>Borrowing</b>	<b>-</b>	<b>1 296</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Internally generated funds</b>	<b>14 442</b>	<b>4 211</b>	<b>28 430</b>	<b>8 446</b>	<b>10 075</b>	<b>10 075</b>	<b>6 845</b>	<b>19 310</b>	<b>20 160</b>	<b>21 067</b>
<b>Total Capital Funding</b>	<b>147 243</b>	<b>240 195</b>	<b>296 457</b>	<b>306 704</b>	<b>279 042</b>	<b>279 042</b>	<b>162 867</b>	<b>297 776</b>	<b>329 275</b>	<b>366 737</b>

**HARRY GWALA DISTRICT MUNICIPALITY 2023 – 2024 DRAFT INTEGRATED DEVELOPMENT PLAN**

**DC43 Harry Gwala - Table A6 Budgeted Financial Position**

Description	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>R thousand</b>										
<b>ASSETS</b>										
<b>Current assets</b>										
Cash	53 026	23 704	(617 181)	11 058	38 534	38 534	527 449	15 849	20 416	25 165
Call investment deposits	5 337	16 967	669 043	40 121	22 036	22 036	(368 713)	49 114	49 114	49 114
Consumer debtors	26 933	33 060	29 191	30 951	28 157	28 157	42 262	32 600	33 963	35 401
Other debtors	33 151	27 538	22 709	25 222	18 092	18 092	29 250	21 930	24 930	25 930
Inventory	248	267	408	408	408	408	408	408	408	408
<b>Total current assets</b>	<b>118 695</b>	<b>101 536</b>	<b>104 170</b>	<b>107 760</b>	<b>107 226</b>	<b>107 226</b>	<b>230 656</b>	<b>119 901</b>	<b>128 831</b>	<b>136 018</b>
<b>Non current assets</b>										
Long-term receivables	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-
Investment property	-	-	-	-	-	-	-	-	-	-
Investment in Associate	-	-	-	-	-	-	-	-	-	-
Property, plant and equipment	2 169 063	2 340 494	2 551 394	2 843 832	2 742 227	2 742 227	2 662 631	2 675 606	2 931 871	3 220 158
Intangible	1 191	875	578	1 496	373	373	444	1 298	1 207	1 261
Other non-current assets	-	-	-	-	-	-	-	-	-	-
<b>Total non current assets</b>	<b>2 170 255</b>	<b>2 341 369</b>	<b>2 551 972</b>	<b>2 845 328</b>	<b>2 742 599</b>	<b>2 742 599</b>	<b>2 663 075</b>	<b>2 676 905</b>	<b>2 933 079</b>	<b>3 221 418</b>
<b>TOTAL ASSETS</b>	<b>2 288 950</b>	<b>2 442 906</b>	<b>2 656 142</b>	<b>2 953 088</b>	<b>2 849 825</b>	<b>2 849 825</b>	<b>2 893 730</b>	<b>2 796 806</b>	<b>3 061 910</b>	<b>3 357 436</b>
<b>LIABILITIES</b>										
<b>Current liabilities</b>										
Bank overdraft	-	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	13 194	13 194	12 994	8 394	5 994	3 594
Consumer deposits	1 768	1 863	2 034	2 155	2 182	2 182	2 140	2 331	2 480	2 629
Trade and other payables	155 391	122 194	84 175	91 336	72 038	72 038	168 652	83 384	80 032	77 036
Provisions	11 000	13 294	15 088	13 294	15 088	15 088	15 088	15 088	15 088	15 088
<b>Total current liabilities</b>	<b>168 160</b>	<b>137 351</b>	<b>101 296</b>	<b>106 785</b>	<b>102 502</b>	<b>102 502</b>	<b>198 873</b>	<b>109 196</b>	<b>103 594</b>	<b>98 346</b>
<b>Non current liabilities</b>										
Borrowing	37 730	26 469	18 098	1 878	1 796	1 796	3 077	-	-	-
Provisions	18 940	18 479	24 548	23 797	26 960	26 960	24 548	15 947	17 570	19 193
<b>Total non current liabilities</b>	<b>56 670</b>	<b>44 948</b>	<b>42 646</b>	<b>25 676</b>	<b>28 756</b>	<b>28 756</b>	<b>27 625</b>	<b>15 947</b>	<b>17 570</b>	<b>19 193</b>
<b>TOTAL LIABILITIES</b>	<b>224 830</b>	<b>182 300</b>	<b>143 941</b>	<b>132 461</b>	<b>131 258</b>	<b>131 258</b>	<b>226 498</b>	<b>125 143</b>	<b>121 164</b>	<b>117 539</b>
<b>NET ASSETS</b>	<b>2 064 120</b>	<b>2 260 606</b>	<b>2 512 201</b>	<b>2 820 627</b>	<b>2 718 567</b>	<b>2 718 567</b>	<b>2 667 232</b>	<b>2 671 663</b>	<b>2 940 746</b>	<b>3 239 897</b>
<b>COMMUNITY WEALTH/EQUITY</b>										
Accumulated Surplus/(Deficit)	2 064 120	2 260 606	2 512 201	2 820 627	2 718 567	2 718 567	2 667 232	2 671 663	2 940 746	3 239 897
Reserves	-	-	-	-	-	-	-	-	-	-
<b>TOTAL COMMUNITY WEALTH/EQUITY</b>	<b>2 064 120</b>	<b>2 260 606</b>	<b>2 512 201</b>	<b>2 820 627</b>	<b>2 718 567</b>	<b>2 718 567</b>	<b>2 667 232</b>	<b>2 671 663</b>	<b>2 940 746</b>	<b>3 239 897</b>

**HARRY GWALA DISTRICT MUNICIPALITY 2023 – 2024 DRAFT INTEGRATED DEVELOPMENT PLAN**

**DC43 Harry Gwala - Table A7 Budgeted Cash Flows**

Description	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>										
<b>Receipts</b>										
Property rates										
Service charges	50 033	51 990	130 189	53 905	58 404	58 404	46 131	59 930	63 356	66 981
Other revenue	3 801	781	307	549	549	549	398	582	606	630
Transfers and Subsidies - Operational	377 095	339 907	234 993	389 288	400 406	400 406	335 334	446 738	472 349	505 115
Transfers and Subsidies - Capital	313 710	274 335	215 028	303 580	332 258	332 258	291 221	320 236	360 787	397 413
Interest	9 025	7 257	3 011	5 592	4 414	4 414	3 041	4 679	4 867	5 061
Dividends										
<b>Payments</b>										
Suppliers and employees	(425 384)	(426 618)	(683 128)	(445 807)	(564 406)	(564 406)	(556 750)	(529 577)	(568 010)	(603 602)
Finance charges	(3 752)	(4 168)	-	(1 328)	(415)	(415)	-	-	-	-
Transfers and Grants	-	-	(352)	-	(135)	(135)	-	-	-	-
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>	<b>324 528</b>	<b>243 484</b>	<b>(99 951)</b>	<b>305 780</b>	<b>231 076</b>	<b>231 076</b>	<b>119 376</b>	<b>302 589</b>	<b>333 954</b>	<b>371 597</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>										
<b>Receipts</b>										
Proceeds on disposal of PPE	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current receivables	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments	-	-	-	-	-	-	-	-	-	-
<b>Payments</b>										
Capital assets	(382 874)	(279 405)	(251 425)	(307 283)	(279 622)	(279 622)	(162 867)	(298 345)	(329 536)	(366 997)
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>	<b>(382 874)</b>	<b>(279 405)</b>	<b>(251 425)</b>	<b>(307 283)</b>	<b>(279 622)</b>	<b>(279 622)</b>	<b>(162 867)</b>	<b>(298 345)</b>	<b>(329 536)</b>	<b>(366 997)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>										
<b>Receipts</b>										
Short term loans										
Borrowing long term/refinancing										
Increase (decrease) in consumer deposits	(1 768)	(95)	(170)	(122)	(27)	(27)	(106)	149	149	149
<b>Payments</b>										
Repayment of borrowing										
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>	<b>(1 768)</b>	<b>(95)</b>	<b>(170)</b>	<b>(122)</b>	<b>(27)</b>	<b>(27)</b>	<b>(106)</b>	<b>149</b>	<b>149</b>	<b>149</b>
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>	<b>(60 113)</b>	<b>(36 016)</b>	<b>(351 547)</b>	<b>(1 625)</b>	<b>(48 573)</b>	<b>(48 573)</b>	<b>(43 598)</b>	<b>4 393</b>	<b>4 568</b>	<b>4 749</b>
Cash/cash equivalents at the year begin:	99 878	58 363	40 671	48 731	51 862	51 862	-	60 569	64 962	69 530
Cash/cash equivalents at the year end:	39 765	22 347	(310 876)	47 106	3 289	3 289	(43 598)	64 962	69 530	74 279

**DC43 Harry Gwala - Table A8 Cash backed reserves/accumulated surplus reconciliation**

Description	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>Cash and investments available</b>										
Cash/cash equivalents at the year end	98 110	58 268	(310 876)	47 106	3 289	3 289	(43 598)	64 962	69 530	74 279
Other current investments > 90 days	(39 748)	(17 597)	362 739	4 073	57 280	57 280	202 334	-	-	-
Non current assets - Investments	-	-	-	-	-	-	-	-	-	-
<b>Cash and investments available:</b>	<b>58 363</b>	<b>40 671</b>	<b>51 862</b>	<b>51 179</b>	<b>60 569</b>	<b>60 569</b>	<b>158 736</b>	<b>64 962</b>	<b>69 530</b>	<b>74 279</b>
<b>Application of cash and investments</b>										
Unspent conditional transfers	43 814	15 000	(0)	-	(0)	(0)	96 825	-	-	-
Unspent borrowing	-	-	-	-	-	-	-	-	-	-
Statutory requirements										
Other working capital requirements	94 573	86 450	(7 879)	59 118	37 055	37 055	(7 097)	25 641	18 853	13 934
Other provisions										
Long term investments committed	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	-	-	-	-	-	-	-	-	-	-
<b>Total Application of cash and investments:</b>	<b>138 387</b>	<b>101 450</b>	<b>(7 879)</b>	<b>59 118</b>	<b>37 055</b>	<b>37 055</b>	<b>89 727</b>	<b>25 641</b>	<b>18 853</b>	<b>13 934</b>
<b>Surplus(shortfall)</b>	<b>(80 024)</b>	<b>(60 779)</b>	<b>59 742</b>	<b>(7 939)</b>	<b>23 515</b>	<b>23 515</b>	<b>69 009</b>	<b>39 321</b>	<b>50 677</b>	<b>60 345</b>

**HARRY GWALA DISTRICT MUNICIPALITY 2023 – 2024 DRAFT INTEGRATED DEVELOPMENT PLAN**

**DC43 Harry Gwala - Table A9 Asset Management**

Description	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>R thousand</b>									
<b>CAPITAL EXPENDITURE</b>									
<b><u>Total New Assets</u></b>	73 845	115 726	267 136	290 204	235 306	235 306	262 428	283 669	320 833
<i>Roads Infrastructure</i>	-	-	-	-	-	-	-	-	-
<i>Storm water Infrastructure</i>	-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>	-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>	70 959	105 103	237 781	228 108	181 572	181 572	207 857	243 803	263 795
<i>Sanitation Infrastructure</i>	-	-	7 958	55 850	51 007	51 007	47 130	32 098	48 920
<i>Information and Communication Infrastructure</i>	1 728	-	-	-	-	-	-	-	-
<b>Infrastructure</b>	<b>72 687</b>	<b>105 103</b>	<b>245 738</b>	<b>283 958</b>	<b>232 580</b>	<b>232 580</b>	<b>254 988</b>	<b>275 901</b>	<b>312 716</b>
Community Facilities	-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-
Operational Buildings	-	-	1 610	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-
<b>Other Assets</b>	-	-	<b>1 610</b>	-	-	-	-	-	-
<b>Biological or Cultivated Assets</b>	-	-	-	-	-	-	-	-	-
Servitudes	-	-	-	-	-	-	-	-	-
Licences and Rights	-	-	-	968	-	-	1 130	1 180	1 233
<b>Intangible Assets</b>	-	-	-	<b>968</b>	-	-	<b>1 130</b>	<b>1 180</b>	<b>1 233</b>
<b>Computer Equipment</b>	-	<b>4 084</b>	<b>1 566</b>	<b>2 000</b>	<b>1 279</b>	<b>1 279</b>	<b>1 739</b>	<b>1 816</b>	<b>1 897</b>
<b>Furniture and Office Equipment</b>	<b>1 120</b>	<b>684</b>	<b>1 768</b>	<b>3 057</b>	<b>1 400</b>	<b>1 400</b>	<b>2 206</b>	<b>2 303</b>	<b>2 407</b>
<b>Machinery and Equipment</b>	<b>38</b>	-	<b>9 099</b>	<b>220</b>	<b>47</b>	<b>47</b>	<b>191</b>	<b>200</b>	<b>209</b>
<b>Transport Assets</b>	-	<b>5 855</b>	<b>7 355</b>	-	-	-	<b>2 174</b>	<b>2 270</b>	<b>2 372</b>
<b><u>Total Renewal of Existing Assets</u></b>	<b>191 501</b>	<b>76 976</b>	<b>15 142</b>	<b>16 000</b>	<b>43 614</b>	<b>43 614</b>	<b>31 000</b>	<b>35 171</b>	<b>45 034</b>
<i>Water Supply Infrastructure</i>	41 249	38 675	982	15 800	8 652	8 652	24 348	28 226	37 776
<i>Sanitation Infrastructure</i>	138 696	38 302	7 128	-	29 565	29 565	-	-	-
<i>Information and Communication Infrastructure</i>	-	-	-	-	-	-	-	-	-
<b>Infrastructure</b>	<b>179 945</b>	<b>76 976</b>	<b>8 110</b>	<b>15 800</b>	<b>38 217</b>	<b>38 217</b>	<b>24 348</b>	<b>28 226</b>	<b>37 776</b>
Community Facilities	-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-
<b>Machinery and Equipment</b>	<b>85</b>	-	-	<b>200</b>	<b>150</b>	<b>150</b>	<b>217</b>	<b>227</b>	<b>237</b>
<b>Transport Assets</b>	<b>11 472</b>	-	<b>7 032</b>	-	<b>5 246</b>	<b>5 246</b>	<b>6 435</b>	<b>6 718</b>	<b>7 020</b>
<b><u>Total Upgrading of Existing Assets</u></b>	-	<b>47 492</b>	<b>14 179</b>	<b>500</b>	<b>123</b>	<b>123</b>	<b>4 348</b>	<b>10 435</b>	<b>870</b>
<i>Roads Infrastructure</i>	-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>	-	45 766	8 814	500	123	123	4 348	10 435	870
<i>Sanitation Infrastructure</i>	-	1 725	5 365	-	-	-	-	-	-
<b>Infrastructure</b>	-	<b>47 492</b>	<b>14 179</b>	<b>500</b>	<b>123</b>	<b>123</b>	<b>4 348</b>	<b>10 435</b>	<b>870</b>
<b><u>Total Capital Expenditure</u></b>	<b>265 346</b>	<b>240 195</b>	<b>296 457</b>	<b>306 704</b>	<b>279 042</b>	<b>279 042</b>	<b>297 776</b>	<b>329 275</b>	<b>366 737</b>
<i>Roads Infrastructure</i>	-	-	-	-	-	-	-	-	-
<i>Storm water Infrastructure</i>	-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>	-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>	112 208	189 544	247 576	244 408	190 348	190 348	236 553	282 464	302 441
<i>Sanitation Infrastructure</i>	138 696	40 027	20 452	55 850	80 572	80 572	47 130	32 098	48 920
<i>Information and Communication Infrastructure</i>	1 728	-	-	-	-	-	-	-	-
<b>Infrastructure</b>	<b>252 631</b>	<b>229 571</b>	<b>268 028</b>	<b>300 258</b>	<b>270 920</b>	<b>270 920</b>	<b>283 683</b>	<b>314 562</b>	<b>351 361</b>
Operational Buildings	-	-	1 610	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-
<b>Other Assets</b>	-	-	<b>1 610</b>	-	-	-	-	-	-
Licences and Rights	-	-	-	968	-	-	1 130	1 180	1 233
<b>Intangible Assets</b>	-	-	-	<b>968</b>	-	-	<b>1 130</b>	<b>1 180</b>	<b>1 233</b>
<b>Computer Equipment</b>	-	<b>4 084</b>	<b>1 566</b>	<b>2 000</b>	<b>1 279</b>	<b>1 279</b>	<b>1 739</b>	<b>1 816</b>	<b>1 897</b>
<b>Furniture and Office Equipment</b>	<b>1 120</b>	<b>684</b>	<b>1 768</b>	<b>3 057</b>	<b>1 400</b>	<b>1 400</b>	<b>2 206</b>	<b>2 303</b>	<b>2 407</b>
<b>Machinery and Equipment</b>	<b>123</b>	-	<b>9 099</b>	<b>420</b>	<b>197</b>	<b>197</b>	<b>409</b>	<b>427</b>	<b>446</b>
<b>Transport Assets</b>	<b>11 472</b>	<b>5 855</b>	<b>14 387</b>	-	<b>5 246</b>	<b>5 246</b>	<b>8 609</b>	<b>8 987</b>	<b>9 392</b>
<b>TOTAL CAPITAL EXPENDITURE - Asset class</b>	<b>265 346</b>	<b>240 195</b>	<b>296 457</b>	<b>306 704</b>	<b>279 042</b>	<b>279 042</b>	<b>297 776</b>	<b>329 275</b>	<b>366 737</b>

**HARRY GWALA DISTRICT MUNICIPALITY 2023 – 2024 DRAFT INTEGRATED DEVELOPMENT PLAN**

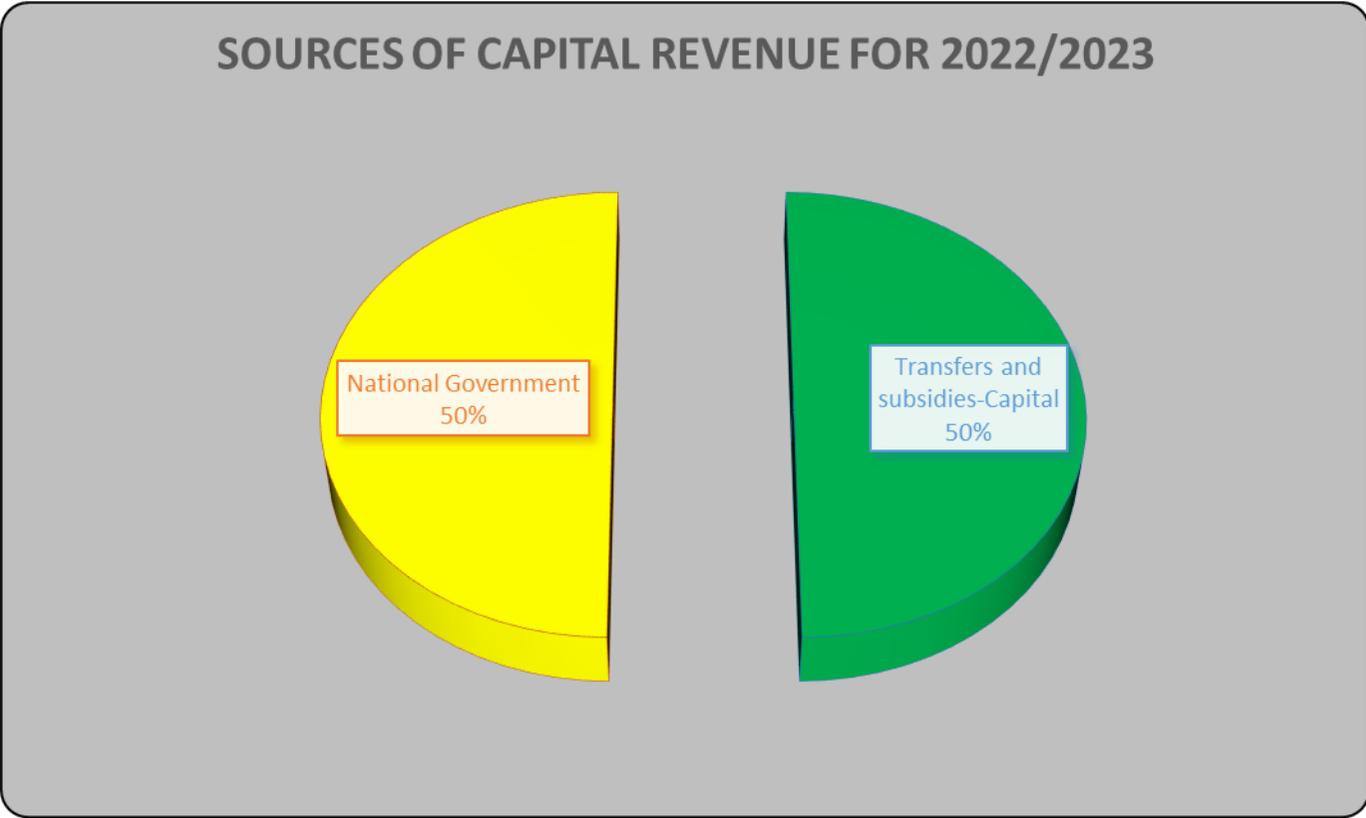
**DC43 Harry Gwala - Table A9 Asset Management**

Description	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>ASSET REGISTER SUMMARY - PPE (WDV)</b>	1 544 132	1 674 186	1 820 137	2 178 145	2 010 765	2 010 765	1 945 071	2 201 244	2 489 584
<i>Roads Infrastructure</i>	3 253	1 725	197	(0)	-	-	-	-	-
<i>Storm water Infrastructure</i>									
<i>Electrical Infrastructure</i>	13 387	12 096	10 480	9 004	8 911	8 911	7 342	5 774	4 205
<i>Water Supply Infrastructure</i>	1 335 309	1 441 200	1 588 157	1 868 527	1 738 874	1 738 874	1 686 341	1 899 621	2 132 895
<i>Sanitation Infrastructure</i>	142 854	156 749	149 945	227 065	195 817	195 817	186 805	213 768	257 553
<i>Information and Communication Infrastructure</i>	326	247	136	97	53	53	67	33	33
<b>Infrastructure</b>	<b>1 495 129</b>	<b>1 612 017</b>	<b>1 748 914</b>	<b>2 104 692</b>	<b>1 943 655</b>	<b>1 943 655</b>	<b>1 880 556</b>	<b>2 119 195</b>	<b>2 394 687</b>
<b>Community Assets</b>	26 846	2 846	2 617	2 533	2 389	2 389	2 162	1 934	1 713
<b>Other Assets</b>	(889)	37 105	37 594	34 969	36 527	36 527	36 075	35 008	33 941
<b>Intangible Assets</b>	1 191	875	578	1 496	373	373	1 298	1 207	1 261
<b>Computer Equipment</b>	309	5 785	5 025	5 883	4 618	4 618	4 112	5 041	7 023
<b>Furniture and Office Equipment</b>	4 456	1 413	2 636	3 550	3 522	3 522	3 953	5 811	7 773
<b>Machinery and Equipment</b>	503	359	2 220	439	2 237	2 237	2 422	2 849	3 295
<b>Transport Assets</b>	16 587	13 785	20 554	24 581	17 444	17 444	14 493	30 198	39 892
<b>TOTAL ASSET REGISTER SUMMARY - PPE (WDV)</b>	<b>1 544 132</b>	<b>1 674 186</b>	<b>1 820 137</b>	<b>2 178 145</b>	<b>2 010 765</b>	<b>2 010 765</b>	<b>1 945 071</b>	<b>2 201 244</b>	<b>2 489 584</b>
<b>EXPENDITURE OTHER ITEMS</b>	103 035	92 424	114 641	120 885	135 180	135 180	128 643	134 303	140 347
<b>Depreciation</b>	69 605	71 944	79 359	86 885	87 890	87 890	91 405	95 427	99 721
<b>Repairs and Maintenance by Asset Class</b>	33 430	20 479	35 282	34 000	47 290	47 290	37 238	38 876	40 625
<i>Water Supply Infrastructure</i>	11 693	18 521	33 009	29 000	31 036	31 036	33 000	34 452	36 002
<i>Sanitation Infrastructure</i>	4 396	-	-	-	-	-	-	-	-
<b>Infrastructure</b>	<b>16 089</b>	<b>18 521</b>	<b>33 009</b>	<b>29 000</b>	<b>31 036</b>	<b>31 036</b>	<b>33 000</b>	<b>34 452</b>	<b>36 002</b>
<i>Community Facilities</i>	-	-	-	-	-	-	-	-	-
<i>Sport and Recreation Facilities</i>	96	85	86	90	64	64	90	94	98
<b>Community Assets</b>	<b>96</b>	<b>85</b>	<b>86</b>	<b>90</b>	<b>64</b>	<b>64</b>	<b>90</b>	<b>94</b>	<b>98</b>
<i>Operational Buildings</i>	1 167	1 497	1 287	3 000	4 081	4 081	3 500	3 654	3 818
<i>Housing</i>	-	-	-	-	-	-	-	-	-
<b>Other Assets</b>	<b>1 167</b>	<b>1 497</b>	<b>1 287</b>	<b>3 000</b>	<b>4 081</b>	<b>4 081</b>	<b>3 500</b>	<b>3 654</b>	<b>3 818</b>
<b>Intangible Assets</b>	-	-	-	-	-	-	-	-	-
<b>Computer Equipment</b>	9	165	497	320	96	96	320	334	349
<b>Furniture and Office Equipment</b>	-	-	-	-	-	-	-	-	-
<b>Machinery and Equipment</b>	15 933	196	319	1 262	11 568	11 568	-	-	-
<b>Transport Assets</b>	136	15	83	328	447	447	328	342	357
<b>TOTAL EXPENDITURE OTHER ITEMS</b>	<b>103 035</b>	<b>92 424</b>	<b>114 641</b>	<b>120 885</b>	<b>135 180</b>	<b>135 180</b>	<b>128 643</b>	<b>134 303</b>	<b>140 347</b>
<i>Renewal and upgrading of Existing Assets as % of total capex</i>	72,2%	51,8%	9,9%	5,4%	15,7%	15,7%	11,9%	13,9%	12,5%
<i>Renewal and upgrading of Existing Assets as % of deprecn</i>	275,1%	173,0%	36,9%	19,0%	49,8%	49,8%	38,7%	47,8%	46,0%
<i>R&amp;M as a % of PPE</i>	1,5%	0,9%	1,4%	1,2%	1,7%	1,7%	1,4%	1,3%	1,3%
<i>Renewal and upgrading and R&amp;M as a % of PPE</i>	15,0%	9,0%	4,0%	2,0%	5,0%	5,0%	4,0%	4,0%	3,0%

**HARRY GWALA DISTRICT MUNICIPALITY 2023 – 2024 DRAFT INTEGRATED DEVELOPMENT PLAN**

**DC43 Harry Gwala - Table A10 Basic service delivery measurement**

Description	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>Household service targets</b>									
<b>Water:</b>									
Piped water inside dwelling	48 246	48 641	48 641	52 292	52 292	52 292	55 691	59 311	63 166
Piped water inside yard (but not in dwelling)	20 086	19 885	19 885	21 261	21 261	21 261	22 643	24 115	25 682
Using public tap (at least min.service level)	26 109	30 026	30 026	37 292	37 292	37 292	39 716	42 298	45 047
Other water supply (at least min.service level)	–	30 152	–	30 936	30 936	30 936	32 947	35 089	37 369
<i>Minimum Service Level and Above sub-total</i>	94 441	128 704	98 552	141 781	141 781	141 781	150 997	160 812	171 264
Using public tap (< min.service level)	–	–	–	–	–	–	–	–	–
Other water supply (< min.service level)	31 739	30 152	30 152	30 936	30 936	30 936	32 947	35 088	37 369
No water supply	–	–	–	–	–	–	–	–	–
<i>Below Minimum Service Level sub-total</i>	31 739	30 152	30 152	30 936	30 936	30 936	32 947	35 088	37 369
<b>Total number of households</b>	<b>126 180</b>	<b>158 856</b>	<b>128 704</b>	<b>172 717</b>	<b>172 717</b>	<b>172 717</b>	<b>183 944</b>	<b>195 900</b>	<b>208 634</b>
<b>Sanitation/sewerage:</b>									
Flush toilet (connected to sewerage)	65 558	70 615	70 615	81 649	81 649	81 649	86 956	92 608	98 628
Flush toilet (with septic tank)	12 436	12 312	12 312	13 164	13 164	13 164	14 020	14 931	15 901
Chemical toilet	–	–	–	–	–	–	–	–	–
Pit toilet (ventilated)	48 188	45 779	45 779	46 969	46 969	46 969	50 022	53 273	56 736
Other toilet provisions (> min.service level)	–	–	–	–	–	–	–	–	–
<i>Minimum Service Level and Above sub-total</i>	126 182	128 706	128 706	141 782	141 782	141 782	150 998	160 813	171 265
Bucket toilet	–	–	–	–	–	–	–	–	–
Other toilet provisions (< min.service level)	–	–	–	–	–	–	–	–	–
No toilet provisions	–	–	–	–	–	–	–	–	–
<i>Below Minimum Service Level sub-total</i>	–	–	–	–	–	–	–	–	–
<b>Total number of households</b>	<b>126 182</b>	<b>128 706</b>	<b>128 706</b>	<b>141 782</b>	<b>141 782</b>	<b>141 782</b>	<b>150 998</b>	<b>160 813</b>	<b>171 265</b>
<b>Cost of Free Basic Services provided - Formal Settlements (R'000)</b>									
Water (6 kilolitres per indigent household per month)	343	693	303	–	612	612	(649)	(688)	(729)
Sanitation (free sanitation service to indigent households)	–	–	–	–	–	–	–	–	–
Electricity/other energy (50kwh per indigent household per month)	–	–	–	–	–	–	–	–	–
Refuse (removed once a week for indigent households)	–	–	–	–	–	–	–	–	–
<b>Cost of Free Basic Services provided - Informal Formal Settlements (R'000)</b>	–	5	–	7	7	7	7	7	–
<b>Total cost of FBS provided</b>	<b>343</b>	<b>699</b>	<b>303</b>	<b>7</b>	<b>619</b>	<b>619</b>	<b>(642)</b>	<b>(680)</b>	<b>(729)</b>



DETAILED CAPITAL BUDGET PER MUNICIPAL VOTE

**HARRY GWALA DISTRICT MUNICIPALITY 2023 – 2024 DRAFT INTEGRATED DEVELOPMENT PLAN**

<b>Vote Description</b>	<b>Year 2223</b>		<b>Year 2324</b>		<b>Year 2425</b>	
<b>MIG</b>						
KEMPSDALE RAISING PROJECT DAMS & WEIRS	R	15 502 594,00	R	50 691 818,96	R	52 212 573,53
CREIGHTON WATER SUPPLY_PIPES	R	9 000 000,00	R	10 000 000,00	R	15 000 000,00
KHUKHULELA WATER SUPPLY_PIPES	R	15 000 000,00	R	18 651 397,93	R	15 210 939,87
GREATER KILIMON WATER SUPPLY PIPE LINE	R	3 000 000,00	R	10 000 000,00	R	10 000 000,00
IXOPO HOPEWELL WATER SUPPLY SCHEME PIPES	R	2 000 000,00	R	5 000 000,00	R	515 000,00
GREATER MBULULWENI WT SUPPLY_PIPE LINE	R	5 000 000,00	R	-	R	-
GREATER SUMMERFIELD WTR SUPPLY PIPE LIN	R	15 000 000,00	R	-	R	-
KWAMAY-THEEKLOOF WATER S_PIPE LINE	R	2 000 000,00	R	-	R	-
GREATER SUMMERFIELD SUPPL PUMP STATION	R	3 000 000,00	R	5 000 000,00	R	6 000 000,00
UNDERBERG HIMEVILLE WTER UPGR_RESEVOIR	R	1 000 000,00	R	2 000 000,00	R	4 039 415,39
FRANKLIN TOWN SEWER_SEWER PIPES	R	1 000 000,00	R	5 000 000,00	R	6 000 000,00
HIMEVILLE SANITATION PROJECT SEWER PIPES	R	2 000 000,00	R	2 094 154,21	R	10 000 000,00
HORSESHOE SANITATION PROJECT PUMP STATIO	R	3 000 000,00	R	10 000 000,00	R	10 300 000,00
IBISI HOUSING RETICULATIO_SEWER PIPES	R	10 000 000,00	R	500 000,00	R	515 000,00
UMZIMKHULU UPGRADE PHASE 2 SEWER PIPES	R	20 000 000,00	R	9 168 300,00	R	9 443 349,00
HIGHFLATS TOWN WATER BULK PIPE LINE	R	13 733 131,00	R	10 600 000,00	R	10 918 000,00
BULWER DAM INTERVEN WATER BULK PIPE LIN	R	5 000 000,00	R	10 000 000,00	R	10 300 000,00
GREATER NOMANDLOVU WTR PHAS 2 BULK PIPE	R	800 000,00	R	-	R	-
GREATER KOKSTAD WATER_BULK METERS	R	4 000 000,00	R	5 000 000,00	R	10 000 000,00
MNQUMENI / SANTOMBE WTR PHS 4 DAMS&WEI	R	10 000 000,00	R	24 127 328,90	R	23 892 722,21
NCAKUBANA SCHEME (PHASE 2&3) PIPE LINE	R	2 000 000,00	R	-	R	-
MNQUMENI / SANTOMBE WTR PHS 4 PIPE LIN	R	10 000 000,00	R	10 000 000,00	R	10 000 000,00
WTR INTERVEN PRGRMM (NCW RI) PUMP STATIN	R	2 000 000,00	R	-	R	-
GREATER MBULULWENI WATR TREATMENT PLNT	R	30 000 000,00	R	20 000 000,00	R	-
RECTIF & UPGRD OF FAIRVW & IXOPO SEWER	R	8 200 000,00	R	3 000 000,00	R	10 000 000,00
UNIVERSAL SANITATION NIX_TOILET FACIL	R	10 000 000,00	R	8 000 000,00	R	10 000 000,00
NTWASAHLOBO, NETHERBY & Ridge WATER PROJECT	R	3 000 000,00	R	3 000 000,00	R	9 000 000,00
GREATER BULWER DONNYBROOK WATER SUPPLY SCHEME	R	20 000 000,00	R	13 954 175,00	R	13 772 800,25
<b>TOTAL</b>	<b>R</b>	<b>225 235 725,00</b>	<b>R</b>	<b>235 787 175,00</b>	<b>R</b>	<b>247 119 800,25</b>

**HARRY GWALA DISTRICT MUNICIPALITY 2023 – 2024 DRAFT INTEGRATED DEVELOPMENT PLAN**

<b>RBIG</b>						
STEPHEN DLAMINI DAM -NDZ		R	25 000 000,00	R	50 000 000,00	
	<b>R</b>	<b>-</b>	<b>R</b>	<b>25 000 000,00</b>	<b>R</b>	<b>50 000 000,00</b>
<b>WSIG</b>						
MHLABASHANE WATER SUPPLY NIX PIPE LINE	R	13 500 000,00	R	3 250 000,00	R	-
NIX MARIATHAL ESPERANZA RETI PIPE LINE	R	800 000,00	R	-	R	-
MASHUMI WATER SUPPLY_PUMP STATION	R	350 000,00	R	-	R	-
WATER IDENTIFIED VILLAGE IN NDZ BOREHOLE	R	19 350 000,00	R	1 500 000,00	R	-
WATER IDENTIFIED VILLAGE IN NMZ BOREHOLE	R	18 000 000,00	R	1 000 000,00	R	-
WATER SPPLY IDENTIFD VILLAG NCW BOREHOLE	R	9 500 000,00	R	900 000,00	R	-
WATER IDENTIFIED VILLAGES IN NIX BOREHOL	R	14 500 000,00	R	20 250 000,00	R	1 250 000,00
REFURBISOF NMZ BULK WATER PUMP STATION	R	500 000,00	R	-	R	-
REFURBISHMENT/AUGMENTATION OF BHAYI-GUDLICINGO SCHEMES	R	10 000 000,00	R	8 000 000,00	R	850 000,00
NJUNGA WATER SUPPLY	R	1 000 000,00	R	11 000 000,00	R	10 670 000,00
NOKWEJA-MASHUMI WATER SUPPLY PHASE 4	R	5 000 000,00	R	12 000 000,00	R	1 000 000,00
MACHUNWINI WATER SUPPLY	R	500 000,00	R	7 650 000,00	R	13 585 000,00
CORINTH-NYANISWENI WATER PROJECT	R	500 000,00	R	3 450 000,00	R	28 950 000,00
EMAZIZINI WATER SUPPLY	R	500 000,00	R	10 000 000,00	R	2 500 000,00
HOSTELA-MNCWEBA WATER SUPPLY	R	500 000,00	R	10 500 000,00	R	24 000 000,00
DULATHI - MARHEWINI WATER SUPPLY	R	500 000,00	R	10 500 000,00	R	17 595 000,00
	<b>R</b>	<b>95 000 000,00</b>	<b>R</b>	<b>100 000 000,00</b>	<b>R</b>	<b>100 400 000,00</b>

**INVESTMENT REGISTER**

Investments by maturity Name of institution & investment ID	Type of Investment	Opening balance	Interest to be realised	Partial / Premature Withdrawal (4)	Investment Top Up	Closing Balance
<b>R thousands</b>						
<b>Municipality</b>						
FIRST NATIONAL BANK	CALL ACCOUNT	25 307	48	(25 153)		202
FIRST NATIONAL BANK	CALL ACCOUNT	2	0	-	-	2
FIRST NATIONAL BANK	ADMIN CALL	28 668	48	(20 934)	-	7 782
INVESTEC	FIXED DEPOSIT	17 217	50	-	3 000	20 267
FIRST NATIONAL BANK	FIXED DEPOSIT	2 835	6	(2 839)		2
FIRST NATIONAL BANK	CALL ACCOUNT	3 933	6	(3 931)	-	8
FIRST NATIONAL BANK	CALL ACCOUNT	361	1	(359)	-	3
FIRST NATIONAL BANK	CALL ACCOUNT	80	0	(78)		2
FIRST NATIONAL BANK	FIXED DEPOSIT	2 824	4	(2 822)	-	6
NEDBANK	FIXED DEPOSIT	20 925	74	-	-	20 999
FIRST NATIONAL BANK	ENT ACCOUNT	3 294	-	(814)	-	2 479
<b>Municipality sub-total</b>		<b>105 446</b>	<b>237</b>	<b>(56 931)</b>	<b>3 000</b>	<b>51 752</b>
<b>TOTAL INVESTMENTS AND INTEREST</b>		<b>105 446</b>		<b>(56 931)</b>	<b>3 000</b>	<b>51 752</b>

**REVENUE**

Revenue section is responsible for the billing, collection, indigent management and debt management in an effort to strengthen the healthy cash flow and long-term financial sustainability of the municipality thus ensuring uninterrupted provision of sustainable service delivery to its community.

### **SOCIAL AND ECONOMIC REDRESS VIA INDIGENT MANAGEMENT**

The Council adopted the Indigent Management Policy which is currently implemented. The municipality developed the desktop indigent register in 2015/2016 financial year. The indigent register was developed only for the urban communities or water users to the exclusion of the rural community. Though the rural communities are not included in the indigent register they do get free water services at an RDP level of service, they therefore are accounted for as indigents. The communities were made aware of the procedures to follow in applying for the indigence support application. The indigent register is reviewed and updated on a yearly basis. In 2017/2018 financial year all domestic consumers were receiving the first 6 kl of water for free. The revenue foregone as a result of 6kl of free water to all domestic consumers was R6 091 364.16. As from July 2018 only the qualifying domestic consumers benefited from the indigent support programme. The municipality does not budget for the indigent support due to the fact that indigents receive free 6kl of water which is reported as revenue foregone not as expenditure in the budget. The number of qualifying indigent applicants reflecting on the indigent register in 2018/2019 and 2019/2020 respectively were 1 575 and 1307. In 2018/2019 financial year the revenue foregone as a result of 6kl of free water to qualifying indigent households was R919 674.00 and for 2019/2020 is R808 353.36.

### **REVENUE RAISING STRATEGIES**

Revenue enhancement strategy was adopted by Council in 2015/2016 financial year, reviewed on an annual basis and is fully implemented.

The municipality's adopted revenue enhancement strategy addresses challenges identified in revenue management as well as improvement on revenue collection. Fixing and replacement of faulty meters with smart meters, updating consumer data base as well as converting credit meters to smart meters/prepaid meters were the municipality strategies to improve on revenue collection.

As from June 2019 when the municipality started the activation of smart meters to prepaid the total collection amounted to R12 597 893.71 with an average collection of R381 754.35 a month. The prepaid meter collection in Kokstad is from Ext 7, Ntsingizi, Mamisa and town. In Ixopo the prepaid meter collection is from Morning view, Morning side and town.

In areas with prepaid meters consumers are able to purchase tokens from the vendors even after working hours and an increase in revenue collection has been witnessed,

consumers attend to internal water leaks and as a result the rate of water losses has decreased.

## **BILLING**

The Harry Gwala District Municipality is vastly rural with 120 069 households. As a water services provider the municipality provides water services by way of 150 water schemes that are running throughout the district. The rural schemes provide a basic level of service at RDP standard rendering those water schemes incapable of being billed.

The Harry Gwala District Municipality billing covers about 12 438 urban households the majority of whom are indigent, the total number of consumers has decreased from 12 582 as a result of data cleansing and an update of municipal database.

The Harry Gwala District Municipality bills 6 538 water consumers on a flat rate basis and only 5 450 households are billed according to consumption that is determined by meter readings and 450 households are on prepaid. There are cases where estimation/interims and flat rate base billing is applied though it is not acceptable. In areas where there are no meter readers or where meters are faulty or covered we divert from consumption base method.

There is a growing need to improve the integrity of the data base of water consumers. The municipality debtor's data cleansing project is on its final stage. It is estimated that 90% of the urban household are connected to water meters. The municipality conducted a meter audit exercise in a bid to have a reliable and credible inventory of water meters with relevant current condition. This exercise revealed huge challenges with the condition of the water meter a considerable number of which was not functioning.

The municipality embarked on a two pronged process of repairing the faulty meters and replacing the credit meters with smart meters. The water meters are old and break down more frequently. The municipality has embarked on programme to replace the credit meters with smart meters to improve collection. The smart meters provide a range of functionalities. They are capable of being used as credit meters for government institutions like hospitals prisons etc. are also capable of being set to restrict the flow or terminate the service as well as used as prepaid in the case of households thereby ensuring that households; as they constitute the largest percentage of the total outstanding; pay before they use water. The municipality allocated R6 million in 2022/2023 budget year for smart meters.

The communication strategy of the revenue enhancement strategy has not yielded the desired results as only campaigns were used which were at times poorly attended.

### BILLING VERSUS COLLECTION

BILLING VS COLLECTION - FIVE YEAR COMPARISON							
Year	Total Billing	Interest	Vat	Net Billing	Receipts	Collection	Months
2017/2018	78 329 362,25	14 912 386,34	8 504 698,25	54 912 277,66	47 713 929,59	86,89	12
2018/2019	97 587 668,08	11 140 322,36	11 345 025,58	75 102 320,14	51 048 432,43	67,97	12
2019/2020	101 197 134,74	14 750 030,79	11 771 618,45	74 675 485,50	48 457 060,67	65,0%	12
2020/2021	85 399 925,23	10 409 951,54	10 539 172,00	64 450 801,69	56 249 406,11	87,27	12
2021/2022	51 412 457,27	7 589 398,25	5 707 840,30	38 115 218,72	36 319 660,25	95,29	8

### COLLECTION ON SALE OF PREPAID TOKENS AT EXTENSION 7

MONTH	Vendor Ixopo	Ixopo	Vendor Kokstad	Kokstad	Total Collection
July	1 499.99	140 425.48	441 987.66	275 857.43	859 770.56
August	649.98	103 586.53	515 660.02	232 856.72	852 752.91
September	930.01	98 439.60	530 839.48	198 888.84	829 097.93
October	1 240.00	59 756.60	587 189.37	195 714.60	843 900.57
November	3 499.99	81748.60	626 671.24	165 003.04	876 922.87
December	1 479.97	76 551.97	606 520.13	165 039.42	849 591.49
January	740.00	65 819.50	606 245.13	133 949.38	806 755.04
February	2 869.96	63 439.46	546 570.16	146 666.20	759 545.78
<b>TOTAL</b>	<b>12 909.90</b>	<b>689 767.74</b>	<b>4 461 683.19</b>	<b>1 513 975.63</b>	<b>6 678 337.08</b>

### MUNICIPALITY DEBT POSITION

The Municipality bills for the water, sanitation, environmental health services and other miscellaneous services. Major services are provided to domestic consumers. The consumer debt has been in a constant increase since as reflected in Table below. Debt management is closely linked with revenue management and thus has been addressed as part of the Revenue Enhancement Strategy. A debt reduction strategy (appointment of panel of attorneys to assist on long outstanding debt collection) is in place and that

it is currently pending implementation and that it covers extensively credit control and debt management issues.

**Table 7.7.3 OUTSTANDING DEBT (2016/2017 – R183 257 743.65)**

<b>Description</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
Domestics	156 472 953	143 056 909	148 179 029	198 432 692
Business	9 289 262	9 407 296	12 662 510	14 774 748
Indigents		14 407 527	28 365 430	8 897 152
Government	5 271 181	7 677 298	10 790 706	10 018 575
Municipalities	475 206	879 147	850 812	
Other : churches, hotels, sports clubs, old age homes e.t.c	3 762 973	4 169 918	2 901 232	4 549 276
Deceased	0	0	0	899 976
Total Debt	176 594 647	177 643 479	204 301 788	238 604 984
Growth	6 663 095	1 048 831	26 658 309	34 303 196
% Growth	-3.71%	0.59%	13.05%	14.38%

## 7.8 TOTAL DEBT OUTSTANDING PER TYPE AS AT END FEBRUARY 2022

HARRY GWALA DISTRICT MUNICIPALITY									
AGE ANALYSIS PER DEBTOR TYPE - FEBRUARY 2022									
DEBTOR TYPE DESC	CURRENT	30 DAYS	60 DAYS	90 DAYS	120 DAYS	150 DAYS	180 DAYS	TOTAL	CNT
BUSINESS	688 073,56	799 425,60	310 040,75	429 192,66	278 581,35	266 911,38	10 980 536,18	13 752 761,48	660
DOMESTIC	2 771 548,88	2 505 526,61	1 946 813,80	2 087 065,04	2 112 162,75	2 592 923,87	184 760 217,36	198 776 258,31	9850
INDIGENTS	148 821,74	162 921,31	128 691,20	141 111,16	137 841,55	147 122,51	8 536 137,95	9 402 647,42	1161
DECEASED DEBTORS	20 607,89	28 857,89	13 018,06	15 587,54	14 901,71	13 408,05	866 670,71	973 051,85	78
CHURCH	47 414,07	65 036,10	39 505,00	24 715,64	24 559,54	25 638,66	853 226,04	1 080 095,05	52
MUNICIPAL	173 403,86	71 521,41	39 324,31	24 815,15	85 913,95	20 974,94	649 032,88	1 064 986,50	66
EDUCATION	196 075,53	215 147,69	70 905,62	45 357,20	40 129,40	40 596,55	1 066 459,17	1 674 671,16	42
DEPARTMENT OF HEALTH	996 238,37	1 514 005,63	705 381,14	596 866,78	107 921,77	30 037,24	905 337,62	4 855 788,55	19
KZN WILDLIFE	818,16	1 489,13	192,32	190,87	189,67	188,48	1 254,16	4 322,79	2
PARA-STATAL	4 910,50	4 863,67	8 155,40	14 987,87	11 751,03	23 479,79	207 331,75	275 480,01	8
DEPARTMENT OF WELFARE	7 542,43	7 240,09	7 193,53	7 134,77	7 082,73	8 065,99	36 842,81	81 102,35	5
OLD AGE HOMES AND ORPHAN	34 017,37	40 978,54	27 067,42	36 347,34	17 193,33	22 997,25	2 097 308,76	2 275 910,01	7
SPORTS CLUBS	11 087,29	8 273,68	8 047,63	8 219,21	6 737,30	6 757,65	713 779,38	762 902,14	14
DEPARTMENT OF PUBLIC WORKS	1 308 708,76	197 656,15	114 472,37	112 098,30	70 784,32	84 517,33	502 094,25	2 390 331,48	49
DEPARTMENT OF TRANSPORT	218 518,91	180 571,24	152 176,45	78 045,10	43 887,80	8 325,73	439 150,42	1 120 675,65	12
DEPARTMENT OF SOCIAL DEV	17 117,20	17 435,83	9 291,19	8 297,81	8 524,46	6 310,83	229 952,38	296 929,70	4
HOTELS	11 256,00	10 726,05	10 609,28	10 565,46	11 140,24	12 946,52	175 630,89	242 874,44	8
DEPARTMENT OTHER	6 257,76	6 093,08	6 093,08	5 928,40	5 928,40	5 843,26	1 148 174,93	1 184 318,91	9
DEPARTMENT OF AGRICULTURE	1 652,51	1 381,29	753,03	1 266,74	668,12	395,81	8 434,07	14 551,57	9
DEPARTMENT OF EDUCATION	18 368,20	9 443,04	8 009,52	2 953,39	3 128,37	3 141,37	30 480,55	75 524,44	14
GOVERNMENT	0,46	0,45	0,45	0,44	-	14,14	205,48	221,42	1
INDUSTRIAL	1 777,73	3 711,54	914,44	10 162,71	192,37	2 292,73	198,51	19 250,03	1
<b>DEBTOR TYPES</b>	<b>6 684 217,18</b>	<b>5 852 306,02</b>	<b>3 606 655,99</b>	<b>3 660 909,58</b>	<b>2 989 220,16</b>	<b>3 322 890,08</b>	<b>214 208 456,25</b>	<b>240 324 655,26</b>	<b>12071</b>

**THE BELOW TABLE REFLECTS THE FIGURES OF DEBT OLDER THAN 3 YEARS**

<b>DEBTOR TYPE</b>	<b>HISTORY 4 YEARS &amp; OLDER</b>
<b>CONSUMERS FLAGGED AS INDIGENT IN THE SYSTEM</b>	<b>R 39 522.43</b>
<b>DOMESTIC CONSUMERS</b>	<b>R 96 412 220.56</b>
<b>BUSINESS CONSUMERS</b>	<b>R 4 324 402.66</b>
<b>CHURCHES</b>	<b>R 293 393.15</b>
<b>MUNICIPALITIES</b>	<b>R 267 372.83</b>
<b>PARA-STATAL</b>	<b>R 18 073.13</b>
<b>OLD AGE HOMES</b>	<b>R 966 442.56</b>
<b>SPORT CLUBS</b>	<b>R 493 383.24</b>
<b>HOTELS</b>	<b>R 65 165.14</b>
<b>GOVERNMENT DEPARTMENTS</b>	<b>R 1 416 351.33</b>
<b>TOTAL PRESCRIBED DEBT</b>	<b>R 104 296 327.03</b>

The total debt owed by water and sanitation consumers amounting to R240 324 655.26 is inclusive of arrear accounts older than three years. However, according to National Credit Act No. 34 of 2005 prescription on debt of this nature must be applied.

In most billable areas the municipality is using credit water meters for consumption billing which cannot restrict the flow of water as a mechanism to enforce payment for services by water consumers.

The municipality is presently replacing the conventional credit water meters with smart water meters which are equipped with restriction and prepaid devices to enable the municipality use the meters on a prepaid model.

**Issues identified resulting in poor revenue collection**

- Substantial portion of meters are not physically read but are estimated or the municipality is using interims.

- Tariff determination is not driven by factually accurate cost of providing the services.
- Absence of an approach to identify some water and resolve causes.
- Delays in fixing or replacing faulty meters
- Lack of linkage of processes between revenue section and water services
- Inability to apply effective credit control and debt management processes or procedures
- Incompleteness of billing resulting in the municipality losing revenue.

The focus of the municipality after taking into consideration the issues stated above will primarily be on the following:

- Continuous data cleansing and database management.
- Management of indigent
- Credit control and debt management
- Water loss management
- Management of meter readings
- Alignment of revenue management to other departments
- Ensuring that in all satellite office there is a revenue operating office with staff

## TARIFF STRUCTURE

The tariff structure is a stepped model meaning that factored in it is the element of water conservation to the extent that the more consumption the more a water consumer is to pay.

Harry Gwala District Municipality							
PUBLIC NOTICE							
Issued in terms of the Local Government Municipal Systems Act, Act 32/2000							
TARIFF SCHEDULE IN RESPECT OF THE 2022/23 FINANCIAL YEAR							
2022/23	(ALL TARIFFS ARE EXCLUSIVE OF VAT)						

Consumption Increments in R per Kl	0-6	7-20	21-40	41-100	101-200	201 +	Unmetered / flat rate per month
Domestic Indigent only (Metered)	R0.00	R 10,24	R 10,84	R 19,86	R 32,94	R 37,49	
Domestic none indigent (Metered)	R 10,24	R 10,84	R 19,86	R 32,94	R 37,49	R 40,45	
Umzimkhulu							
Fairview							
Consumption Increments in R per Kl	0-100	101-200	201-300	301-400	401-500	500 +	Unmetered / flat rate per month
Commercial & Industrial	R 14,78	R 19,86	R 32,96	R 35,22	R 37,49	R 39,77	
Consumption Increments in R per Kl	0-100	101-200	201-300	301-400	401-500	501 +	Unmetered / flat rate per month
Public Service & Government institutions	R 14,78	R 19,86	R 32,96	R 35,22	R 37,49	R 39,77	
Educational Institutions	R 14,78	R 19,86	R 32,96	R 35,22	R 37,49	R 39,77	
Agricultural	R 14,78	R 19,86	R 32,96	R 35,22	R 37,49	R 39,77	
Geriatric Institutions, Religious organizations, NGOs and recreational facilities	R 14,78	R 19,86	R 32,96	R 35,22	R 37,49	R 39,77	

Road Tanker delivery of water & Static tank hire in the capacity of the road tanker / tank	2500 l.	5000l.	7500 l.	10000 l	Del. charge	
Road tanker delivery	R 2 500,28	R 3 409,48	R 3 977,71	R 4 773,25	R 454,58	(Payable in advance)
Static tank hire per month	R 227,30	R 568,24	R 795,54	R 1 136,49	R 454,58	(Payable in advance)



**HARRY GWALA DISTRICT MUNICIPALITY 2023 – 2024 DRAFT INTEGRATED DEVELOPMENT PLAN**

Issuing of a duplicate Certificate							134,83
Amendment of COA and COC.							134,83
Amendment of a condition on the endorsement to an issued COC and COA.							174,16
Re-inspection of a food premises for the removal of a prohibition							1 207,87
Issuing of an export certificate for foodstuffs.							1 207,87
Sampling and analysis boreholes intended for human consumption.							1 207,87
Sampling and analysis of a communal swimming pool							477,53
Issuing of a permit for a service to remove human excrement.							730,34

Issuing of destruction of food certificates.							730,34
Issuing of destruction of food certificates.							730,34
Issuing of a COA to introduce milk and/or milk products into the Municipal area for human consumption.							730,34
Penalty for late payments shall be calculated at 10% of the application							%

Interest to be charged on accounts 60 days plus at the prevailing over final rate offered by the municipality's bankers plus 2 (two) percentage points and may be subject to change, as necessary. Only qualified indigent customers receive 6kl free. The municipality does not accept cheques for payment.

I, Adelaide Nomnandi Dlamini, in my capacity as the Accounting Officer for Harry Gwala District Municipality, do hereby, in accordance with the provisions made by sec 75 (a) of the Municipal Systems Act, Act 32/22000, publish the required notice depicting the municipal services Tariffs in respect of the financial year ending 30 June 2022. These tariffs will be implemented and become effective on 1 July 2022.

**Mrs A.N. Dlamini: Municipal Manager**

**BUDGET AND TREASURY**

A Budget and Treasury Office has been established in accordance with the MFMA and NT requirements, consisting of a CFO and municipal officials reporting to the CFO. Harry Gwala District Municipality provides assurance that the finances of the municipality are received, utilized and accounted for in a manner that complies with laws and regulations. The Harry Gwala District Municipality has established a Budget and Treasury Department that to some degree is adequately resourced to carry out its mandate to achieve the objectives of the municipality.

The annual budget document has been developed taking the MFMA and National Treasury (NT) requirements into account. Budgets are being tabled and approved within the required legislated timeframes. The municipality submits the various reports required to the Executive Mayor, Council, and NT on an ongoing basis, in accordance with the MFMA. The municipality has a total of five Interns on the Municipal Financial Management Internship programme, as approved by National Treasury. It is also to be noted, that cost containment measures are being implemented to curb costs and improve operational efficiency. The Budget and Treasury Office prepares annual financial statements in-house.

**FINANCIAL RATIOS**

The financial ratios below depict financial challenges that the municipality is confronted with over the period.

<b>CASH COVERAGE</b>				
<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
0.01	0.09	0.55	1 month	2 months

<b>CURRENT RATIO</b>				
<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
0.67	0.62	0.65	0.86	1.0

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
Current ratio	0.67	0.62	0.65	0.86	1.0
Capital expenditure	26%	47%	51%	33%	29%

re to total expenditure					
Debt to revenue	44%	21%	16%	33%	16%
Collection rate	42%	87%	68%	65%	72%
Remuneration to total expenditure	31%	30%	33%	34%	38%
Distribution losses	51%	35%	33%	31%	32%

- ✓ The financial ratios above reflect a great improvement compared to previous financial years even though Harry Gwala being a rural town mainly relies on grants and subsidies to fund its operation.
- ✓ Ageing infrastructure and faulty meters resulting in high percentage of water losses.
- ✓ The municipality should continue to manage its expenditure by streamlining its activities and projects to only leave core activities so as to be able to reduce the amount of accruals at year end.

#### **6.14 LOANS / BORROWINGS AND GRANT DEPENDANCY**

The municipality does not have any planned borrowings for this financial year.

#### **EXPENDITURE MANAGEMENT**

##### **Operating expenditure by standard classification item**

**HARRY GWALA DISTRICT MUNICIPALITY 2023 – 2024 DRAFT INTEGRATED DEVELOPMENT PLAN**

**DC43 Harry Gwala - Table A4 Budgeted Financial Performance (revenue and expenditure)**

Description	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>Expenditure By Type</b>										
Employee related costs	173 695	190 401	217 969	224 855	231 093	231 093	154 191	237 545	249 769	261 051
Remuneration of councillors	6 952	7 702	7 813	8 922	8 538	8 538	4 663	8 879	9 270	9 687
Debt impairment	19 111	43 365	31 734	27 645	27 645	27 645	–	28 750	30 015	31 366
Depreciation & asset impairment	69 605	71 944	79 359	86 885	87 890	87 890	51 764	91 405	95 427	99 721
Finance charges	3 752	2 396	995	1 313	400	400	–	500	522	545
Bulk purchases - electricity	35	–	–	–	–	–	–	–	–	–
Inventory consumed	–	–	–	31 249	43 337	43 337	–	29 207	30 492	31 864
Contracted services	156 110	144 400	129 640	104 211	124 677	124 677	101 186	116 540	121 573	127 010
Transfers and subsidies	14 000	14 000	17 000	17 000	17 000	17 000	10 600	17 000	17 000	17 000
Other expenditure	37 963	55 607	56 907	59 303	58 836	58 836	43 914	62 344	65 008	67 846
Losses	8 948	2 714	6 496	–	–	–	–	–	–	–
<b>Total Expenditure</b>	<b>490 171</b>	<b>532 530</b>	<b>547 913</b>	<b>561 382</b>	<b>599 417</b>	<b>599 417</b>	<b>366 318</b>	<b>592 170</b>	<b>619 076</b>	<b>646 091</b>

The budgeted allocation for employee related costs for the 2022/23 financial year totals R237, 5m which equates to 40 per cent of the total operating expenditure. The Municipality have factored an increase of 4, 5 per cent for the 2022/2023 financial year as per the collective agreement. An annual increase of 4,5 and 5 per cent has been included in the MTREF. As part of the district’s cost reprioritization and cash management strategy vacancies have been significantly rationalized downwards and cost containment measures have been put in place and the cost containment policy is reviewed and approved together with the budget. The municipality has the strategy on improving collection as per MFMA circular 99 wage bill

**AUDITOR GENERAL’S OPINION**

<b>YEAR</b>	<b>OPINION</b>
2016/2017	Qualified
2017/2018	Qualified
2018/2019	Unqualified
2019/2020	Unqualified
2020/2021	Unqualified
2021/ 2022	Qualified

The municipality received an unqualified opinion with matters of emphasis. An audit action plan to address 2021/2022 audit findings has been prepared. The plan is continuously audited by the Internal Audit to ensure that it adequately addresses the

Auditor General findings. The audit plan is tabled at all Audit Committee, Executive Committee, Council and MPAC meetings for them to monitor implementation progress

STRENGTHS	WEAKNESSES
<p>Improved SCM processes                      Effective functioning of the SCM bid committees                      Document management has improved                      Improvement in the monitoring of irregular expenditure                      Stability of revenue unit                      Revenue management turnaround strategy is in place                      High staff moral across all units                      Low staff turnover                      Support from political leadership</p>	<p>Non-compliance with relevant SCM legislative prescripts                      Non adherence to procurement plan by user departments                      No system in place for rotation of suppliers                      Cash flow problems resulting in late payment of suppliers                      Inaccurate billing                      Inaccurate customer information's database                      Inability to verify information submitted by indigent applicants                      Inability to align indigent register with local municipalities indigent registers                      Low revenue collection threatens cash flow                      Slow spending on capital grants                      High volumes of non-revenue water</p>
OPPORTUNITIES	THREATS
<p>Provincial Treasury support in strengthening BTO processes                      Extension of billing to billable areas which are currently receiving free water                      Availability of loan facilities from DBSA to fund infrastructure expenditure                      Expansion of towns within the District resulting in higher demand for water and sanitation</p>	<p>Collusion in the construction industry leading to higher than the market prices of bids                      Community unrests and protests for service delivery                      Limited financial resources                      Withholding of funds by National treasury                      Communities vandalising the municipal infrastructure                      Illegal connections                      Inability to meet the demands for services due to inadequate infrastructure</p>

	<p>Inability to budget for the repairs and maintenance of ageing infrastructure</p> <p>Lawsuits from services providers as a result procurement processes</p>
--	---

## 7. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

### GOOD GOVERNANCE ANALYSIS

#### National and Provincial Programs Rolled out

National Initiatives	Provincial Initiatives
	<ul style="list-style-type: none"> <li>• Construction of Community Residential Unit at UBuhlebezwe local municipality</li> </ul>
	<ul style="list-style-type: none"> <li>• Maloti-Drakensberg Transfrontier</li> </ul>
	<ul style="list-style-type: none"> <li>• uKhahlamba-Drakensberg Park World</li> </ul>
	<ul style="list-style-type: none"> <li>• Hydroponics and Greenhouse Project</li> <li>• Industrial / Agro-processing Economic Hubs</li> <li>• Concrete Products Manufacturing Plant</li> <li>• Alan Paton Railway Project</li> <li>• Umzimkhulu Maize Mill</li> </ul>
	<ul style="list-style-type: none"> <li>• Ogle Farm Mixed Use Development (Nelson Mandela View) (R200 000 000.00)</li> <li>• Erection of market stalls (Ixopo Taxi Rank) (R1 000 000.00)</li> <li>• Construction of Light Industrial Park (R 2 000 000.00)</li> <li>• Morningview Housing Project (R 15 000 000.00)</li> <li>• Ubuhlebethu Community Residential Units (2018/19 - R 6 000 000.00, 2019/20 - R 24 000 000.00)</li> </ul>

	<ul style="list-style-type: none"> <li>• Golf Course Development (R18 348 371.06)</li> <li>• Construction of a Ward 2 eMazabekweni agro-processing and packhouse (R 4 000 000.00)</li> </ul>
National Initiatives	Provincial Initiatives
	Reconstruction of Hope Street in Greater Kokstad Municipality
	Construction of Nottingham Road in KwaSani Local Municipality from the N3
	Operation Sukuma Sakhe
	HIV and AIDS
	Construction of P601 at Umzimkhulu Municipality

## INTERGOVERNMENTAL RELATIONS

Inter-governmental relations refers to the relationships between the three spheres of government. The South African Constitution states that 'the three spheres of government are distinctive, interdependent and interrelated'. Provincial and local government are spheres of government in their own right and are not a function or administrative implementing arm of National or Provincial government. Although the three spheres of government are autonomous, they exist in a unitary South Africa and they have to work together on decision-making and must co-ordinate budgets, policies and activities, particularly for those functions that cut across the spheres.

## DISTRICT INTERGOVERNMENTAL RELATIONS STRUCTURES

At Harry Gwala District Municipality, IGR (Intergovernmental Relations) is located in the Office of the Municipal Manager. In the current structure the unit has one post (IGR Officer) featured in the organogram who reports to the Chief Operations Officer. The position has been filled. IGR forums are convened on a quarterly basis and are coordinated by the District Senior Managers. The table below outlines the name of the forums, composition of each forum, functionality and key issues discussed in each forum.

### **THE DISTRICT COMMUNICATORS FORUM (During the integration of IGR Structure to DDM Clusters, communication was not integrated)**

The Forum is responsible amongst other things for website management, media liaison which consist of electronic media and print media, community radio station, social media which consists of electronic and print media, a marketing plan for the Harry Gwala Marathon, upcoming events to synergize all programs taking place between the District and Local Municipalities, development and alignment of Communication Strategies, Communications reporting per Local Municipality and Communications reports by Departments. The Municipality uses available communication channels to ensure a constant exchange of information among its components (internal and external). This practice helps to enhance the municipality's transparency, credibility and integrity.

### **NEWSLETTER**

The Municipality publishes a Newsletter on a quarterly basis that captures progress on the implementation of the various municipal programs including infrastructure projects.

### **SOCIAL MEDIA: FACEBOOK**

The Municipality has a Facebook account (@HarryGwalaDistrictMunicipality) and a Twitter handle. These are critical communication platforms where the Municipality shares new developments and current affairs with the community.

### **WEBSITE**

There is also a live website ([www.harrygwaladm.gov.za](http://www.harrygwaladm.gov.za)) with useful information about the Municipality.

### **MEDIA ACTIVITIES**

The Municipality uses verbal and written communication to engage and or communicate with media stakeholders.

### **MEDIA MONITORING**

The municipality monitors the output of the print, online and broadcast media and responds necessarily.

The District municipality coordinates and facilitates a structure called the District Communicators Forum. Herein, government communicators meet and strategize for well-coordinated internal and external communication. The current chairperson of the DCF is Mr. Ndabezitha Tenza.

**FOLLOWING THE MERGER OF IGR STRUCTURE INTO THE DDM STRUCTURES, MEETING HAVE BEEN HELD AS FOLLOWS:**

<b>DDM STRUCTURE</b>	<b>DATE</b>	<b>ISSUES</b>	
Political Structure	10 February 2022	Report from the Technical Cluster	Currently matters emanating from the cluster meetings are presented to the Political and Technical Hub.
Technical Structure	01 February	Matters and strategic reports from the clusters including matters of Covid-19; and Reports from sector departments.	
SOCIAL Cluster	17 March 2022	<ul style="list-style-type: none"> <li>Draft Terms of Reference <i>(second meeting of the cluster is still to be convened)</i></li> </ul>	
GSCID Cluster	10 March 2022 10 May 2022	<ul style="list-style-type: none"> <li>Draft Terms of Reference;</li> <li>Strategic matters as per the approved agenda items</li> </ul>	
JCPS Cluster	16 March 2022 11 April 2022	<ul style="list-style-type: none"> <li>Draft Terms of Reference;</li> <li>Strategic matters as per the approved agenda items</li> </ul>	
ESCID Cluster	17 March 2022	<ul style="list-style-type: none"> <li>Draft Terms of Reference</li> </ul>	

		<i>(second meeting of the cluster is still to be convened)</i>	
--	--	--	--

## **MUNICIPAL STRUCTURES**

- Council
- Executive Committee
- Finance and Corporate Services Committee
- Social Services and development planning Committee
- Infrastructure Services Committee
- Water Services Committee
- Municipal Public Accounts Committee
- Audit Committee

### **COUNCIL**

The municipality has a functional Council which is convened quarterly. The Council has implemented section 81 of the Local Government: Municipal Structures Act 117 of 1998 and has further integrated Traditional Leaders into the Portfolio Committees of Council. The representation of Traditional Leaders in our Council is as follows:

- Inkosi V.V. Zimema
- Inkosi M.S.I. Zulu

After its inauguration, the Council further established the following municipal structures:-

### **EXECUTIVE COMMITTEE**

It is the Principal Committee and also makes recommendations to Council on the basis of its powers as enshrined in the Local Government prescripts and the delegation framework. It monitors municipal performance in line with the approved Integrated Development Plan, approved Budget and the Service Delivery and Budget Implementation Plan. The Committee also reports quarterly to Council on the implementation of the Auditor General’s Action Plan, Financial Management, and Performance Management etc.

### **FINANCE AND CORPORATE SERVICES COMMITTEE**

The Finance and Corporate Services Committee assists the Executive Committee to promote sound financial management in the municipality in line with the Local Government: Municipal Finance Management Act 56 of 2003. It is also responsible for promoting a safe, healthy and enabling environment. The Committee is responsible for research, planning and recommendation of best methods and strategies with respect to the following functions of the Municipal Council and advising the Executive Committee **on all policy matters** ensuring appropriate systems and procedures.

- Receive reports and evaluate progress on Human Resources, Administrative, Financial Management and Communication issues.
- Assess progress on Revenue Management.
- Assess progress on Compliance with laws and regulations.
- Assess section 71 reports.
- Assess Supply Chain Management Reports.
- Make recommendations on legislation and policies relating to Human Resources, Administrative Finance and Communication matters.
- Matters related to the job evaluation and grading of staff.
- Performance Management that is cascaded to employees below Section 56 Managers.
- Implementation of new structures and strategies.
- Ensuring that administrative systems and processes of Harry Gwala District Municipality are in line with National principles e.g. Batho Pele principles.
- Deliberate on all finance related matters.
- Deliberate on Communication matters.
- Assist the Executive Committee in the allocation if applicable, the distribution of grants made to the District Municipality such as LGSETA grants
- Monitoring of Workplace Skills Plan and all other related Programs.
- Assist the Executive Committee in water tariffs related matters by developing the revenue enhancement strategy.
- Recommend Policy decisions relating to:
  - The recruitment, selection and appointment of incumbents as staff members.
  - The monitoring, measuring and evaluating performance of staff.
  - The dismissal and retrenchment of staff.
  - The conditions of service for employees.
  - Labour Relations matters.
  - Human Resources Development.
  - Transformation and diversity management.
- Any other matters related to:

- General Administration
- Security Services
- Organizational Development
- Committees Management and Administration
- Registry Services
- Information Communication Technology Management
- Communication

### **SOCIAL SERVICES AND DEVELOPMENT PLANNING COMMITTEE**

The Social Services and Development Planning Committee assists the Executive Committee to promote a safe, healthy and enabling environment. The Committee is responsible for undertaking research, planning and recommendation of best methods and strategies with respect to the following functions of the Municipal Council, in each case advising the Executive Committee as follows:-

- On Social Development strategies for all sectors of the District community, including but not limited to Senior Citizens, Youth, Women (Gender issues), children and people with disabilities.
- The Environmental Health System: Planning and Development of a system and mechanisms to implement an effective and efficient environmental health system.
- Sports and Recreation, Heritage, Arts and Culture: coordinating and initiating Programs and projects aimed at developing skills, knowledge, talent and participating in social regeneration of all sectors of the community.
- Disaster Management: Planning and Local Economic Development including disaster mitigation i.e. to put measures in place to deal with disaster should it occur.
- The Committee shall approve development applications.
- The Committee will work in promoting Tourism within the District.
- Establishment of poverty alleviation initiatives.
- The Committee shall monitor progress and use of land after transfer.
- Revitalization of declining towns.
- Encouragement livable and sustainable human settlements.
- Development of sector plans and monitor that sector plans are undertaken.

- Undertaking of any other related functions which may be requested by the Committee from the Executive Committee.
- Receive reports and evaluate progress.

### **INFRASTRUCTURE SERVICES COMMITTEE**

The Municipal Structures Act, 117 of 1998 prescribes the methodology for the establishment of Municipal Council Committees. The Infrastructure Committee (hereby referred to as the "Committee" is established in terms of Section 80 of the Municipal Structures Act.

The object of the Infrastructure Committee is to assist the Executive Committee to promote service delivery within the District Municipality.

The Committee is responsible for undertaking research, planning and recommendation of best methods and strategies with respect to the following functions of the Municipal Council, in each case advising the Executive Committee. The functions of the Infrastructure Committee are tabulated as follows:

- Bulk sewage reticulation infrastructure (including bulk water reticulation and domestic waste water) and solid waste disposal.
- Solid waste disposal infrastructure relating to the determination of the waste disposal strategy.
- The Infrastructure Committee shall advise the Executive Committee on all fiscal and other incentives designed to promote infrastructure development.
- Overseeing of the implementation of infrastructure projects.
- Prioritization of infrastructure development projects and recommend to the Executive Committee Support administration in community liaison issues relevant to infrastructure development.
- Represent Council in Seminars/workshops related to Infrastructure development.
- The Committee makes recommendations on the provision/approval of funds for unforeseen infrastructural improvements.
- Overseeing the implementation of projects and support committees relevant to community development.

### **WATER AND SANITATION SERVICES COMMITTEE**

The Municipal Structures Act, 117 of 1998 prescribes the methodology for the establishment of Municipal Council Committees. The Water and Sanitation Committee (hereby referred to as the "Committee" is established in terms of Section 80 of the Municipal Structures Act.

This Committee provides recommendations to the Executive Committee on legislation and policies relating to the following functions:

- Water
  - Sanitation
  - Ensure that all Safety issues relating to the above are adhered to
  - Legislative compliance
  - Receive progress reports on issues mentioned above and evaluate progress
- Responsible for assisting the Executive Committee in the coordination of functions pertaining to its portfolio. Considering reports from designated officials for the portfolio, or other functionary and submit its recommendations on such issues to the Executive Committee.
  - Perform any duties and exercise any powers delegated to it by the Executive Committee.
  - May sub-delegate any duty or power delegated to it by the Executive Committee to any Political Office Bearer or the Municipal Manager.

May within the limits of any Policy Directives of the Executive Committee and adopted Integrated Development Plan, issue policy directives to any Political Office Bearer or the Municipal Manager to whom discretion has been sub-delegated by it for the exercise of any power by such a person under such sub-delegation.

To assist the Executive Committee to promote a safe and healthy environment by advising the Executive Committee on:

- All policies and bylaws for the water and sanitation services
  - The review of those bylaws, regulations, rules and tariffs that regulate and arise out of matters within the Terms of Reference of the Committee and the proposal of amendments and additions thereto.
- Appoint from within its membership a sub-committee with powers to co-opt such other members as the sub-committee deems fit, to consider and report to the Committee on any matter falling within its terms of reference.
  - Recommend to the Executive Committee strategies, programs and services to address water and sanitation needs through the Water Services Development Plan and Integrated Development Plan taking into account any applicable

National and Provincial development strategies and recommend or determine the best methods, including partnership and other approaches, to deliver water and sanitation services, programs and services to the maximum benefit of the community.

- Oversee random water quality testing undertaken within the District Municipality. The Water and Sanitation Committee in performing its duties must identify and develop criteria in terms of which progress to use in the implementation of water and sanitation strategies. Programs and services it recommended to the Executive Committee can be evaluated, including key performance indicators which are specific to the Municipality and common to local government and the water sector in general evaluate progress against the key performance indicators, which include provision of water and sanitation.
- Monitor water services administration.
- Oversee the provision of water and basic sanitation services to the community in a sustainable manner and in compliance with Section 3 of the Water Services Act.
- Ensure that regard is given to specific scheme specific and report on the effect of consultation on the decisions of the Executive Committee.
- Make recommendations to the Executive Committee about provision of water services to areas outside the District Municipality.
- To report to the Executive Committee on all decisions and resolutions taken by it. Where necessary, make a request to the District Municipality for financial, technical and administrative support services for unforeseen water development services, planning and provision related matters.

### **MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)**

The Harry Gwala District MPAC is fully functional and is convened on a quarterly basis. The committee has been work-shopped by the Department of Cooperative Governance and Traditional Affairs on their roles and responsibilities, including the reports that they should interrogative to fulfill their responsibilities. MPAC is currently providing oversight on the implementation of actions aimed at addressing findings made by the Auditor General in the Audit Report on the Annual Financial Statements of the Municipality. It also provides oversight on the reports issued by the Auditor- General on the Affairs of the Harry Gwala District Municipality, and the annual report of the municipality.

MPAC analyses and provides oversight on the Mayor's quarterly report on the implementation of the budget and the financial state of affairs of the municipality and any other financial statement or reports referred to by the Council. Any information relating to personnel books of account, records, assets and liabilities of the Council. Relevant information that may be required for the purpose of fulfilling its mandate,

MPAC reports on or makes recommendations in relation to any of the reports or financial statements which it may examine.

In its examination, as mentioned above, MPAC takes into account previous statements and reports and considers the degree to which previously identified shortcomings have been rectified. The Committee reports to Council on its findings quarterly. The Committee also initiates and develops the annual Oversight report on the Municipality’s Annual Report.

The Committee may initiate, direct and supervise investigations referred to it and render an opinion on such recommendations. MPAC may consider any Audit Committee recommendations referred to it and render an opinion on such recommendations. The Committee may request or invite members of the public to attend any meeting of the Committee (section 16 (1) of the Municipal System Act, 2000) to assist with the performance of its function. MPAC may co-opt advisory members or experts to advise the Committee in its deliberations, provided that such persons may not vote on any matter.

Names	Position
Cllr N W Dladla	Chairperson
Cllr N Mda	Member
Cllr BL Marnce	Member
Cllr HA Lukhozi	Member
Cllr BR Memela	Member

**AUDIT COMMITTEE**

Section 166 of the Municipal Finance Management Act, 2003 requires every municipality to have an Audit Committee which must serve the purpose of being an independent advisory body to the Council, political office bearers, and the municipal manager in her role as Accounting Officer, management and staff. The audit committee complies with audit committee charter which is approved by the Municipal Council annually. The Municipality has a functional Audit Committee which has developed annual work plan which is reviewed and approved by council before the start of each financial year and meet at least once a quarter. The audit Committee considers any matters relating to financial affairs of the municipality and any risk, internal and external audit matters and performance management. The Committee reviews and assesses the qualitative aspects of financial reporting, the municipality’s processes and compliance with significant applicable legal and ethical regulatory requirements.

**The advisory role of the Audit Committee is related to matters including:**

- Internal financial control and internal audits;
- Risk management;
- Accounting policies;
- The adequacy, reliability and accuracy of financial reporting and information;
- Performance management;
- Effective governance;
- Compliance with the Municipal Finance Management Act, the annual Division of Revenue Act and any other applicable legislation;
- Performance evaluation; and
- Any other issues referred to it by the municipality.

The Committee, assisted by the Internal Audit Unit also reviews the financial statements to provide Council with a credible view of the financial position of the municipality. The Audit committee also monitors the implementation of the Auditor General Action plan and advice accordingly on areas that need improvement. It carry out any investigations into the financial affairs of the municipality which the Council requests. The Audit Committee through the Chairperson’s reports quarterly to Council. The Chairperson of the Audit Committee is also the Chairperson of the Performance Assessment review panel of the Managers reporting directly to the Municipal Manager and a panel member of the Municipal Manager’s assessment panel which is chaired by the Mayor.

### Members of the Audit Committee/ Performance

Names	Position
Mr S Hlophe	Chairperson
Mr D Mncwabe	Member (contract ended 31 October 2020)
Ms S Gumbi	Member
Prof. B Stobie	Member
<b>MUNICIPAL OFFICIALS INVITED TO THE AUDIT COMMITTEE</b>	
Mr. G.M Sineke	Municipal Manager
Mr. K. Mzimela	Chief Financial Officer
Ms. N. Buthelezi	Executive Director Social Services and Development Planning
Mrs. TT Magaqa	Executive Director Corporate Services
Mr. D. Gqiba	Executive Director Water Services
Mr. N. Biyase	Executive Director Infrastructure Services
Mr Z Mtolo	Director IDP/PMS

Mr Z Tikilili	Director Internal Audit
Ms N Logongolo	Risk Manager
Mrs N Ndlovu	PMS Specialist

## MANAGEMENT STRUCTURE

### Management Committee

The municipality has a Management Committee which is convened every Monday on a weekly basis. The Committee deliberates and considers reports on matters relating to the implementation of the Integrated Development Plan, financial matters and the implementation of the Budget. The Management Committee also assesses and identifies challenges in the implementation of the Service Delivery and Budget Implementation Plan, revenue management, Back to Basic program, installation and fixing of meters, War on Leaks etc. Departmental meetings are convened by the Heads of Departments weekly to discuss operational plans, projects and programs that are being implemented including challenges. Below is the list of the Management Committee.

Names	Position
Mr. G.M Sineke	Chairperson
Mr. K Mzimela	Member
Mrs TT Magaqa	Member
Ms N Buthelezi	Member
Mr. N. Biyase	Member
Mr. S D Gqiba	Member
Miss. N.J. Msomi	Member
	Secretariat

### IDP STEERING COMMITTEE

The municipality has a functional IDP Steering Committee which supports the IDP Director in the development and review of the Integrated Development Plan. The IDP Steering Committee performs its responsibilities as per the Terms of Reference that were approved on the 17<sup>th</sup> of October 2016. Six meetings were held during the review of the IDP. The functions of the IDP Steering Committee include facilitating alignment of the IDP with the municipal Sector Plans, budget process and Performance Management System (PMS). All Heads of Departments are members of the IDP Steering including Directors in all the Departments. Heads of Department are responsible for compiling and reviewing narratives in relation to the Key Performance Indicators (KPA) falling within their Competencies, which they have to present to the

IDP Steering Committee for input. They also provide support in relation to the Strategic Framework Matrix and facilitating the review and adoption of the sector plans by Council.

Below is the list of the IDP Steering Committee:-

IDP STEERING COMMITTEE MEMBERS	
NAME	DESIGNATION
Mr. G.M Sineke	Municipal Manager
Mr. K Mzimela	Chief Financial Officer
Mrs TT Magaqa	Executive Director: Corporate
Ms N Buthelezi	Executive Director: SSDP
Mr. N. Biyase	Executive Director: Infrastructure
Mr. S D Gqiba	Executive Director : Water Services
Miss. N.J. Msomi	Chief Operations Officer
Mr. Z. Mtolo	Manager: IDP/PMS
Mr. R.Z. Langa	Manager: Special Programmes
Miss. T. Mahlaba	Senior Manager: Social Services
Mrs. N Ndlovu	PMS Specialist
Mr. L. Zondi	Senior Manager : Planning and Development
Vacant	Director: Strategic Support
Miss. A. Nongalo	Senior Manager: Budget
Miss. T. Dandala	Senior Maanager: Supply Chain Management
Mrs. H. Ngcobo	Senior Manager: Municipal Works
Mr. M. Cele	Chief Technician
Mr. SS Ngcobo	Director: Operations and Maintenance
Miss. N. Radebe	IDP Officer
Ms. Z Lugongolo	Senior Manager: Risk Manager

### SUPPLY CHAIN MANAGEMENT COMMITTEES

In line with the Local Government: Municipal Finance Management Act, No, 56 of 2003, Harry Gwala District Municipality has functional Supply Chain Management committees, which consist of the Bid Specification Committee, Bid Evaluation Committee and Bid Adjudication Committee. These Committees are trained annually in line with the new regulations and other legislative prescripts. The existence of these committees and continuous training interventions has improved service delivery

remarkably as all bids are evaluated and adjudicated timeously without delays. It is has also assisted in eliminated irregular expenditure which has previously been a major challenge in the municipality. These committee members were appointed in July 2016 and their term will end in June 2017.

Upon reflecting on the roles and responsibilities, the Bid Specification Committee is responsible for analyzing and approving the specification as proposed by the end-user Department, before the bid is advertised. The Committee also reviews the specification to ensure that it is fully compliant with the relevant laws and regulations.

The Evaluation Committee evaluates all the bids received using the evaluation criteria as set out in the bid document. Subsequent to that, the Committee makes its recommendations to the Adjudication Committee who in-turn will assess the work of the Bid Evaluation Committee and based on the report from the Evaluation Committee, the Committee can either support the recommendations, refer the matter back to the Evaluation Committee or reject the recommendations with reason. The Bid Adjudication Committee will then make a recommendation to the Municipal Manager. Below is a list of the Bid Committees.

### **Bid Specification Committee**

<b>NAME</b>	<b>Department</b>	<b>Capacity</b>
Mr.M Cele	Infrastructure Services	Chairperson
Mr.T Mtshali	Water Services	Member
Ms T Basterman	SCM	Member
Miss F. Pamla	Corporate Services	Member
Mr N Ndlangisa	SCM	Secretary

### **Bid Evaluation Committee**

<b>NAME</b>	<b>Department</b>	<b>Capacity</b>
Ms.T.Dandala	SCM	Chairperson

Ms T Mahlaba	Social Services and Development Planning	Member
Mr.S.Ngcobo	Water Services	Member
Mr. N Pikwa	Infrastructure	Member
Mrs.P.Cele	Corporate Services	Member

### **Bid Adjudication Committee**

<b>NAME</b>	<b>Department</b>	<b>Capacity</b>
Mr.M.Mkatu	Chief Financial Officer	Chairperson
Mr.B.Makwakwa	HOD: Infrastructure	Member
Ms.N.Lungwengwe	HOD: Corporate Services	Member
Ms. T.T Magaqa	HOD: Social Services and Development Planning	Member
Mr. S D Gqiba	Executive Director Water Services	Member

### **MUNICIPAL RISK MANAGEMENT**

The municipality has an effective system of Enterprise Risk Management. Harry Gwala District Municipality has developed an Enterprise Risk Management Framework which includes the policy and strategy to give guidance to the implementation of risk management processes within the municipality. The Enterprise Risk Management Framework, Enterprise Risk Management Strategy and Enterprise Risk Management Policy are reviewed annually. These plans were last adopted by the municipality before the end of the 2017/2018 financial year for the implementation in the 2018/2019. The plans as mentioned above have now been reviewed and will be adopted by Council before the end of the current financial year.

The main objectives of the Enterprise Risk Management Framework are to ensure that the municipality effectively manages its critical risks and that the risk management culture is embedded in all municipal process so as to make informed decisions, take

calculated risks in order to attain optimum achievement of municipal objectives, ensure stakeholder satisfaction and satisfy statutory regulatory compliances.

The Municipality has an adopted Anti-Fraud and Anti-Corruption Strategy. The Strategy applies to all corruption, fraud, theft and maladministration or suspected irregularities of this nature, but not limited to the following persons or entities:- Employees of the Municipality, Political Office Bearers, Councillors, Consultants, Suppliers, Contractors and other providers of good and services. The strategy was adopted before the end of the 2016/2017 financial year for implementation in 2017/2018 financial year. The Strategy has since been reviewed and was adopted by Council in 2017/2018.

As part of its systematic management of risks, the municipality has profiled its risks through a system of risk identification and analysis at the various levels of operations. This process formulates a risk register which also has risk mitigation strategies that are designed to manage the risks to acceptable levels, in terms of the municipality's risk appetite levels

**The municipality has three risk management committees:**

1. **The Audit Committee**, which has independent committee members, who advise and give guidance in improving risk management processes and advises Council on the effectiveness of risk management processes.

The risk registers, inclusively of fraud risks were approved by Council and are monitored by way of following up with risk owners to ensure implementation of mitigation plans and making an analysis of whether or not mitigation plans are making the desired effects. This monitoring is done on an on-going basis to ensure timeous implementation of the mitigation strategies. Quarterly reports on the implementation of the mitigation plans are being presented to the Risk Management Committee and the Audit Committee.

**The Risk Management Committee**, which is the risk committee constitutes of senior management. This is the committee that identifies risk and is responsible for developing mitigation plans, allocate resources and ensure the implementation of the mitigation plans. This committee is convened quarterly and is chaired by the Municipal Manager. It is responsible for the preparation and review of the Enterprise Risk Management plans, inclusively of the Risk Management Framework, Risk Management Policy, Risk Management Strategy and the Risk Management Register. The committee and is fully is functional. The committee also monitors the implementation of Risk Register mitigation plans.

**2. The Risk Management Committee**, which is the risk committee constitutes of senior management. This is the committee that identifies risk and is responsible for developing mitigation plans, allocate resources and ensure the implementation of the mitigation plans. This committee is convened quarterly and is chaired by the Municipal Manager. It is responsible for the preparation and review of the Enterprise Risk Management plans, inclusively of the Risk Management Framework, Risk Management Policy, Risk Management Strategy and the Risk Management Register. The committee and is fully is functional. The committee also monitors the implementation of Risk Register mitigation plans.

**3. Risk Champions committee.** This committee is operational and it works closely with the risk management function and assists with the implementation of risk management processes within departments. The committee is also responsible for the implementation of the mitigation plans as proposed in the risk register. Below is the list of the Risk Champions:-

Names	Position
Mrs. AN Dlamini (Municipal Manager)	Chairperson
Mr. M. Mkatu (CFO)	Member
Ms. N. Lungwengwe (Executive Director: Corporate Services)	Member
Ms T.T Magaqa (Executive Director: Social Services and Development Planning)	Member
Mr. B Makwakwa(Executive Director: Infrastructure Services)	Member
Mr. D Gqiba (Executive Director: Water Services)	Member
Ms. N. Lugongolo (Risk Manager)	Member
Ms. N. Jili	Secretariat

Names	DEPARTMENT
Ms N Lugongolo	Office of the Municipal Manager
Ms. V. Mfenqa	Budget and Treasury Office
Ms. M. Ngcobo	Corporate Services Department
Mrs. H. Ngcobo	Infrastructure Services Department
Ms. T. Ngcobo	Water Services Department
Ms. T. Mahlaba	Social Services and Development Planning Department

### **MUNICIPAL INTERNAL AUDIT**

The Municipality has a fully functional Internal Audit Unit which has been established in terms of section 165 of the MFMA and is being guided by an internal audit charter which is reviewed and approved by the audit committee annually.

Section 165 of the MFMA requires that each municipality and each municipal entity must have an internal audit unit. The internal audit unit of a municipality or municipal entity must:

- Prepare a risk based audit plan and an internal audit program for each financial year;
- Advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to:
  - Internal audit;
  - Internal controls;
  - Accounting procedures and practices;
  - Risk and risk management;
  - Performance management;
  - Loss control;
  - Compliance with this Act, the annual Division of Revenue Act and any other applicable legislation; and
- Perform any such other duties as may be assigned to it by the accounting officer.

### **TYPES OF AUDITS**

#### **Risk based audits**

Given the results from the risk assessments performed (which generally indicate only

adequate-to-weak control environments) it is appropriate for internal audit to focus its attention on the high risk areas, mostly concentrating on ensuring that key controls are in place and adhered to.

### **Cyclical audits**

Internal audit may decide to focus its attention on certain medium to lower risk areas, in order to achieve general or specific improvements in the control environment or culture.

These cyclical audits are normally conducted on a yearly basis with the aim of monitoring and maintaining (through the reports issued and actions taken) a sound internal control environment. This also includes legislated and follow up audits.

### **Ad hoc requests**

Internal audit may consider ad-hoc requests from management, but such requests should flow from the written authorised charter and with the approval of the audit committee. However before accepting these requests the Director internal audit should assess the requests against the planned audits and prioritise them based on how much value can be added, prior to deciding whether or not to accept the requests.

Internal audit unit comprised of the following POSITIONS: The Director, Senior Internal Auditor, and two Internal Auditors. The Internal Audit Unit is responsible for the preparation of Annual Plan and three year rolling Internal Audit Plan which is Risk Based. Once the risk assessment has been finalized by the Risk Management Unit, the Internal Audit Unit uses it as a primary source document for the development of their plans. The plan is approved by the audit committee annually.

The Internal audit performs its audit assignments based on the annual plan and on a quarterly basis reports to the Audit Committee.

**STATUS OF MUNICIPAL POLICIES AND STRATEGIES**

Name of Policy	% Complete	% Reviewed	Date Adopted by Council or Comment on Failure to Adopt
Fraud Prevention and Anti-corruption Policy	100% (2016/2017 )	100% awaiting adoption (2017/2018 implementation)	28 May 2022
Risk Management Policy	100%	100% awaiting adoption (2017/2018 implementation)	28 May 2022
Risk Management Framework	100%	100% awaiting adoption (2017/2018 implementation)	28 May 2022
Fraud Prevention and Anti-Corruption Strategy	100%	100% awaiting adoption (2017/2018 implementation)	28 May 2022
Communication Strategy	100%	To be reviewed	28 May 2022
Performance Management System	100%	To ensure that performance is measured and	27 May 2022

		monitored evaluated	
--	--	------------------------	--

Name of Policy	% Complete	% Reviewed	Date Adopted by Council or Comment on Failure to Adopt
Acting in higher position	100%	N/A	28 May 2022
Annual leave policy	100%	N/A	28 May 2022
Bursary policy	100%	N/A	28 May 2022
Death in Service	100%	N/A	28 May 2022
Disciplinary & Grievance policy	100%	N/A	28 May 2022
Employee Wellness policy	100%	N/A	28 May 2022
Experiential Training policy	100%	N/A	28 May 2022
Family responsibility leave	100%	N/A	28 May 2022
HIV and AIDS policy	100%	N/A	28 May 2022
Induction policy	100%	N/A	28 May 2022
Integrated Employee H &W	100%	N/A	28 May 2022
Internal transfer policy	100%	N/A	28 May 2022
Internship policy	100%	N/A	28 May 2022
Learnership policy	100%	N/A	28 May 2022
Occupational health and safety policy	100%	N/A	28 May 2022
Overtime policy	100%	N/A	28 May 2022
Parental leave	100%	N/A	28 May 2022
Probation leave	100%	N/A	28 May 2022
Recruitment and selection policy	100%	N/A	28 May 2022
Scarce & Critical skills policy	100%	N/A	28 May 2022
Sexual harassment policy	100%	N/A	28 May 2022
Sick leave policy	100%	N/A	28 May 2022
Skills development policy	100%	N/A	28 May 2022

Staff appointment policy	100%	N/A	28 May 2022
Standby policy	100%	N/A	28 May 2022
Study leave policy	100%	N/A	28 May 2022
Subsidized motor vehicle scheme	100%	N/A	28 May 2022
Termination of service policy	100%	N/A	28 May 2022
Travel and subsistence policy	100%	N/A	28 May 2022
<b>Strategies/ Plans</b>			28 May 2022
HR Strategy/ Plan	100%	N/A	28 May 2022
Employment Equity Plan	100%	N/A	28 May 2022
			28 May 2022

<b>NAME OF POLICY</b>	<b>% COMPLETE</b>	<b>% REVIEWED</b>	<b>DATE ADOPTED BY COUNCIL OR COMMENT ON FAILURE TO ADOPT</b>
SCM Policy	100%	100%	28 May 2019
Asset Management Policy	100%	100%	28 May 2019
Virement Policy	100%	100%	28 May 2019
Budget Policy	100%	100%	28 May 2019
Banking and Investment Policy	100%	100%	28 May 2019
Funding and reserves policy	100%	100%	28 May 2019
Indigent policy	100%	100%	28 May 2019
Tariff policy	100%	100%	28 May 2019
Credit control and Debt management policy	100%	100%	28 May 2019
Borrowings policy	100%	100%	28 May 2019
Infrastructure investment and Capital project policy	100%	100%	28 May 2019
Long-term financial planning policy	100%	100%	28 May 2019
Loss Control policy	100%	100%	28 May 2019

Appointment consultants policy	of	100%	100%	28 May 2019
-----------------------------------	----	------	------	-------------

## MUNICIPAL BY-LAWS

The following by-laws have been developed by the municipality:

BY-LAW	DATE OF ADOPTION BY COUNCIL	PROMULGATION DATE	CHALLENGES
Municipal Health Services By-laws	30 May 2018	KZN provincial Gazette to be done in July 2018	<ul style="list-style-type: none"> <li>• Alignment to; District Water Services By-laws:-</li> <li>• Develop tariffs for services rendered by MHS such as issuing of compliance certificates, Air Quality license and non-compliance etc.</li> <li>• Amend chapter 11 air pollution control to include air quality control section on application process, inclusion of disposal of the dead, inclusion of Annexures such as application forms for compliance certificates.</li> <li>• Update and or change the name and logo of the Municipality to the current one.</li> <li>• Input of legal services to confirm structure and phrase in a legally competitive manner to avoid legal loopholes and to ensure that they are fit to be considered used by a court of law as a prescript (the purpose for this is to ensure that these bylaws present fair and reasonable sanctions and allow an appropriate legal system to unfold).</li> </ul>

BY-LAW	DATE OF ADOPTION BY COUNCIL	PROMULGATION DATE	CHALLENGES
Water Services Bylaws	<ul style="list-style-type: none"> <li>2018</li> </ul>	KZN provincial Gazette to be done in July 2018	<ul style="list-style-type: none"> <li>The existing reviewed Water Services Bylaws are not gazetted.</li> <li>This hinders the enforcement of the existing reviewed bylaws due to the fact that they are not gazetted.</li> <li>The original adopted document of water services bylaws were gazette in 2012.</li> <li>WSA through the Water Services Department is still in a process of gazetting the Water Services bylaws which are long overdue for gazetting.</li> <li>The WSA had benchmarked with other WSA like Amajuba District on how best they could fast track the process of facilitating the water services bylaws gazetting.</li> <li>Based on the consultation with Amajuba District Municipality, an amount not less than R200 000 will have to be budgeted for the interpretation and gazetting of the existing water services bylaws project in the 2017/2018 Financial Year.</li> </ul>
			<ul style="list-style-type: none"> <li>Gazette the by-laws with signature of accounting officer.</li> </ul>

### **PUBLIC PARTICIPATION ANALYSIS**

In terms of Section 16 (1) of the Municipal Systems Act, No 32 of 2000, a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose-encourage, and create conditions for the local community to participate in the affairs of the municipality, including:-

The preparation, implementation and review of its Integrated Development Plan in terms of Chapter 4;

- The establishment, implementation and review of its performance management system in terms of Chapter 6;

- The monitoring and review of its performance, including the outcomes and impact of such performance;
- The preparation of its budget; and strategic decisions relating to the provision of municipal services in terms of Chapter 8;
- Contribute to building the capacity of- the local community to enable it to participate in the affairs of the municipality; and Councillors and staff to foster community participation.

The municipality has an approved Communication Strategy and a functional Communication's Unit. The Strategy outlines communication tools and techniques that are being used by the District in discharging its service delivery obligations. The Strategy also proposes the Communication protocol that needs to be observed and methods to be used in promoting Public Participation in the affairs of the municipality. As a means to enhance public participation in the affairs of the municipality, IDP/Budget road shows are being held, including Operation Sukuma Sakhe and Operation Mbo where service delivery projects and programs are discussed.

### **CUSTOMER CARE AND BATHO PELE**

Harry Gwala District Municipality is a Water Services Authority in terms of the Local Government Municipal Structures Amended Act (Act 33 of 2000). This means that Harry Gwala District Municipality has a responsibility of providing good quality water and adequate sanitation services to the communities under its area of jurisdiction. Customers are the focal point of any water services business. The customers/consumers essentially dictate the demand for water, which accordingly informs the supply of water. It is imperative for Harry Gwala District Municipality as the Water Service Authority to reach and maintain high standards emanates from providing consumers and customers with safe drinking water, affordable tariffs, knowledge pertaining to water conservation; health and hygiene promotion as well as setting up efficient customer care centre in order to build relations with the customers and consumers which will result in Customer Satisfaction and Service Quality.

The customer Service Unit is based at 40 Chapel Street in Ixopo, it operates from 6am – 10pm that is sixteen (16) hours and has only two (2) shifts. At the main office and at the call centre the batho pele principles, customer services charter and belief sets are displayed.

### **Legislative Context**

The foundation of Customer Care is based on the eight principles of Batho Pele (White paper on Transformation Public Sector Delivery, 1997) and KwaZulu-Natal Citizens Charter 2009-2014.

- Consultation
- Service Standards
- Access
- Courtesy
- Information
- Openness and Transparency
- Redress
- Value for money

Additional principles as per KwaZulu- Natal Citizens Charter are:

- Encouraging Innovation and rewarding Excellence
- Service Delivery Impact
- Leadership and strategic direction

Batho Pele, a Sesotho word, which means “People First”, is an initiative that was launched in 1997 to transform the Public Service at all levels. Batho Pele was launched because democratic South Africa inherited a Public Service that was not people-friendly and lacked the skills and attitudes to meet the developmental challenges facing the country.

In the struggle to transform the Public Service, the old culture has to be changed to ensure that our people are served properly, that all staff work to their full capacity and treat state resources with respect.

### **Improving Service Delivery**

Batho Pele is an approach to get public servants committed to serving people and to find ways to improve service delivery. This approach also requires the involvement of the public in holding the Public Service accountable for the quality of service provided. Batho Pele is also about moving the Public Service from a rules-bound approach that hinders the delivery of services to an approach that encourages innovation and is results driven. In other words instead of looking for reasons why government cannot do something, they have to find better ways to deliver what people need.

The Batho Pele belief set has been summarised by this slogan: “We belong, we care, we serve.” Batho Pele aims to ensure that all public servants put people first, and adhere to the following overarching framework:

- We belong: we are part of the Public Service and should work together and respect fellow colleagues
- We care: caring for the public we serve – our customers
- We serve: all citizens will get good service from public servants.

Batho Pele is based on the following eight principles:

### **Consultation**

Consultation simply means - interact with, listen to and learn from the people you serve. Public servants should make sure that they stay in touch with the people they serve, by finding out what services they need, how they would like their services to be delivered and what they are dissatisfied about. Consultation is meaningless, unless it is fed back to the management so that they can change the system, or take the steps needed to improve the service given to the customers.

### **Service standards**

Every department has to set service standards that guide exactly what they deliver and to what quality or standard. Service standards should clearly state how long it will take and exactly what people can expect from the public service institution. For an example, the turnaround time for Harry Gwala's water and sanitation customer complaints to be attended to is only 24 hours as per the service level standards. If this standard is not kept, the Water Service Authority owes the customer an explanation and probably an apology.

### **Redress**

When people do not get what they are entitled to from the Public Service Institution, they have a right to redress. This means that the public servant should immediately apologise to them and also tell them what solution they are offering to their problem. If the public servant has none, they should speak to their manager or supervisor and make sure that the problem is sorted out. The Public Service's success and image is built on its ability to deliver what people expect from them. When complaints are lodged, citizens should receive a sympathetic and a positive response. The Promotion of Administrative Justice Act allows for citizens to ask for reasons for any decision taken by government institution that affects them. The Act ensures that citizens have a right to administrative decisions that are lawful, reasonable and procedurally fair. Where citizens are dissatisfied with the reasons given, the Act allows people to appeal the decision or ask for the review of the administrative action by a court or, where appropriate, an independent and impartial tribunal.

### **Access**

All citizens have the right to equal access to the services to which they are entitled. This especially applies to disabled people, illiterate people and rural people who may have difficulty accessing government services and basic water and sanitation services. Public servants have a special role to play, to make sure that those who need extra

assistance get it. Managers should ensure that these services are accessible to disabled people and that people who use wheelchairs and walking aids can get into public buildings. Special arrangements should be made to assist people with hearing or visual disabilities. The Regulatory Performance Measurement System (RPMS) also emphasizes that all the contact centres/ call centres should be visible and accessible to the service users or communities.

### **Courtesy**

Public servants have to remember that they are employed to help the people and to give them access to the services that are their rights. They are not there to stop people or to be obstacles. This means that in their contact with the public, public servants should always be courteous and helpful.

### **Information**

All citizens should be given full information about the services that they have a right to get. If a public servant does not have information, they should try to find out from the senior management of the Water Services Authority and help the person. When referring them somewhere else, they need to be very clear about what they will get there, what they need to take with them and which person they must go and see. Public servants are encouraged to spend some extra time with people who need a better explanation or special assistance because they cannot understand or cannot access the services themselves.

### **Transparency**

It is very important for the Public Service and administration to be run as an open book. The Public Service is there to serve the people and they have a right to the services it offers. Many people, especially poor people, do not yet have access to things like free basic services, simply because they do not have the information to access it. The people also have the right to know how decisions are made, how the various departments within the Water Services Authority works, who is in charge and what its plans and budgets are. It is then imperative for the communities to be consulted about any development initiative including municipality policies and bylaws, plans and strategies to ensure ownership and adherence to such pieces of legislations.

### **Value for money**

It is very important that public servants do not waste the scarce resources of government and that they deliver a service that is as cost-effective and efficient as

possible. It is their duty to inform management of any wastage of resources and to look for ways of saving money and time, without compromising the quality of the service delivered to people. Cost benefit analysis is imperative before the implementation of any project by the government institution.

Harry Gwala District Municipality has developed and adopted a Customer Services Policy which incorporates the Batho Pele Principles; the Customer Services Charter, the Service Level Standards, and the Procedure Manual for Customer complaints that are also incorporated in the Customer Services Policy. A draft Batho Pele Policy has been developed and will be adopted in May 2018. There is a draft Water Services bylaws in place that has been recently reviewed but is still in a process of being interpreted and gazetted. The following municipal formal structures are used to constantly communicate with the communities.

### Formal Public Participation Structures

Structure	Functionality	Meeting Intervals
IDP Representative Forum	Fully Functional	4 times per annum
Ward Committees and Community Water and Sanitation Forums	Fully Functional	4 times per annum
Operation Sukuma Sakhe	Fully Functional	4 times per annum and as and when there is a need
IDP/Budget Road Shows	Fully Functional	14 times per annum
Mayoral Izimbizo	Fully Functional	4 times per annum
Awareness Campaigns on <ul style="list-style-type: none"> <li>• Water and Sanitation Matters</li> <li>• Water Conservation and Demand Management</li> <li>• National Water Week</li> <li>• Illegal Connections</li> </ul>	Fully Functional	12 times per annum

<ul style="list-style-type: none"> <li>• Water and Sanitation Policies and complaints lodging procedures</li> <li>• Indigent registration requirements</li> <li>• Revenue Enhancement</li> <li>• Disasters</li> <li>• Health and Hygiene</li> </ul>		
---	--	--

The following media houses and communication medium are also employed to communicate effectively with the members of the public if there will be any service interruptions and to inform them about the municipal programmes and activities.

- Fever
- Kokstad Advertiser
- Pondo news paper
- Ilanga news paper
- Bulk messages
- Whatsup groups
- Emails, Postal services and telephone

To further enhance community participation as enshrined in the Chapter 4 of the Municipal Systems the municipality is in the final stages of opening a Community Radio station which will be based at UMzimkhulu Local Municipality and is busy installing and configuring the Electronic Customer Care Management System.

## **HARRY GWALA DISTRICT MUNICIPALITY SERVICE STANDARDS CHARTER**

### **CORE MANDATE OF HARRY GWALA DISTRICT MUNICIPALITY**

Harry Gwala District Municipality is mandated by the Constitution of the Republic of South Africa for the distribution of portable Water and Sanitation, Municipal Health and Disaster Management.

### **OUR VISION**

By 2030 Harry Gwala District Municipality will be a leading Water Services provider in the KZN Province with its communities benefitting from a vibrant Agriculture and Tourism sector.

### **BATHO PELE PRINCIPLES**

Harry Gwala District is committed to the principles of Batho Pele. A draft policy has been developed and will be adopted by council in **May 2020**.

### **SERVICE DELIVERY CHARTER AND STANDARDS COMMITMENT CHARTER**

- To commit to a turn-around time by dealing with consumer account queries in seven (7) days
- To repair burst pipes in 48 hours and water leaks in 24hrs to clear sewer blockages within 6 hours after having been reported to the municipal call centre.
- To attend to illegal connections to our infrastructure within 48 hours after a report has been received from the call centre

- To attend to the backfilling of trenches and the excavation of in- roads on verges by attending to the service within 3 days after the call centre has been notified
- To maintain a functional and effective 24 hour call centre that will allow for uninterrupted communication with consumers
- To respond to all incoming telephone calls within 30 seconds at the call centre and within the administration at the reception desk and other work bases
- All correspondence received will be acknowledged within 48 hours
- All correspondence received will be responded to within seven (7) working days
- To reply to Emails within 48 hours to respond to all reported Disaster Incidents within 5hrs upon termination of any contract, the municipality will appoint another contractor or service provider within a period of three months.
- To deal with restrictions, disconnections and re-connections of water immediately
- To exit all municipal documentation from and by the office of the municipal manager

***"We, the Councillors, Management and staff of Harry Gwala District Municipality, adopt this Service Standards Commitment Charter"***

### **OPERATION SUKUMA SAKHE (OSS)**

The origin of Operation Sukuma Sakhe is the motto Masisukume Sakhe on the crest of the Provincial Government of Kwa Zulu Natal to stand up and build by fighting community existing challenges that destroy them in particular HIV/AIDS, TB, substance abuse, teenage pregnancy, gender based violence, crime, poverty, food insecurity and hunger.

Communities are required to lead the rebuilding of their communities being assisted by all government departments and other stakeholders.

### **Vision**

Together with committed leadership, creating sustainable livelihoods, through the provision of integrated services to communities, promoting a better life for all.

### **Mission**

To provide integrated and transversal services to communities through effective and efficient partnership.

### **Goal**

Operation Sukuma Sakhe aims to rebuild the fabric of society by promoting human values, fighting poverty, crime, diseases, deprivation and social ills, ensuring moral regeneration, by working together through effective partnerships. Partnerships includes civil society, communities and governments departments to provide a comprehensive service package to communities

### **Objectives of Sukuma Sakhe**

- Create and maintain functional task teams at Provincial, District, Local and Ward levels to deliver integrated services to individuals, households and communities.
- Profile individuals, households and communities at Ward level and build a database of the different services required by communities.
- Provide comprehensive, integrated, transversal services to the communities.
- Provide and implement stakeholder engagement and advocacy plan.
- Monitor, evaluate, provide feedback and track service delivery.

### **Beneficiaries of Sukuma Sakhe**

- The elderly
- The sick
- Children
- Youth
- The jobless
- Working poor
- Unskilled
- Illiterate
- Women
- People living with disabilities

### **COMPOSITION OF THE OPERATION SUKUMA SAKHE STRUCTURES**

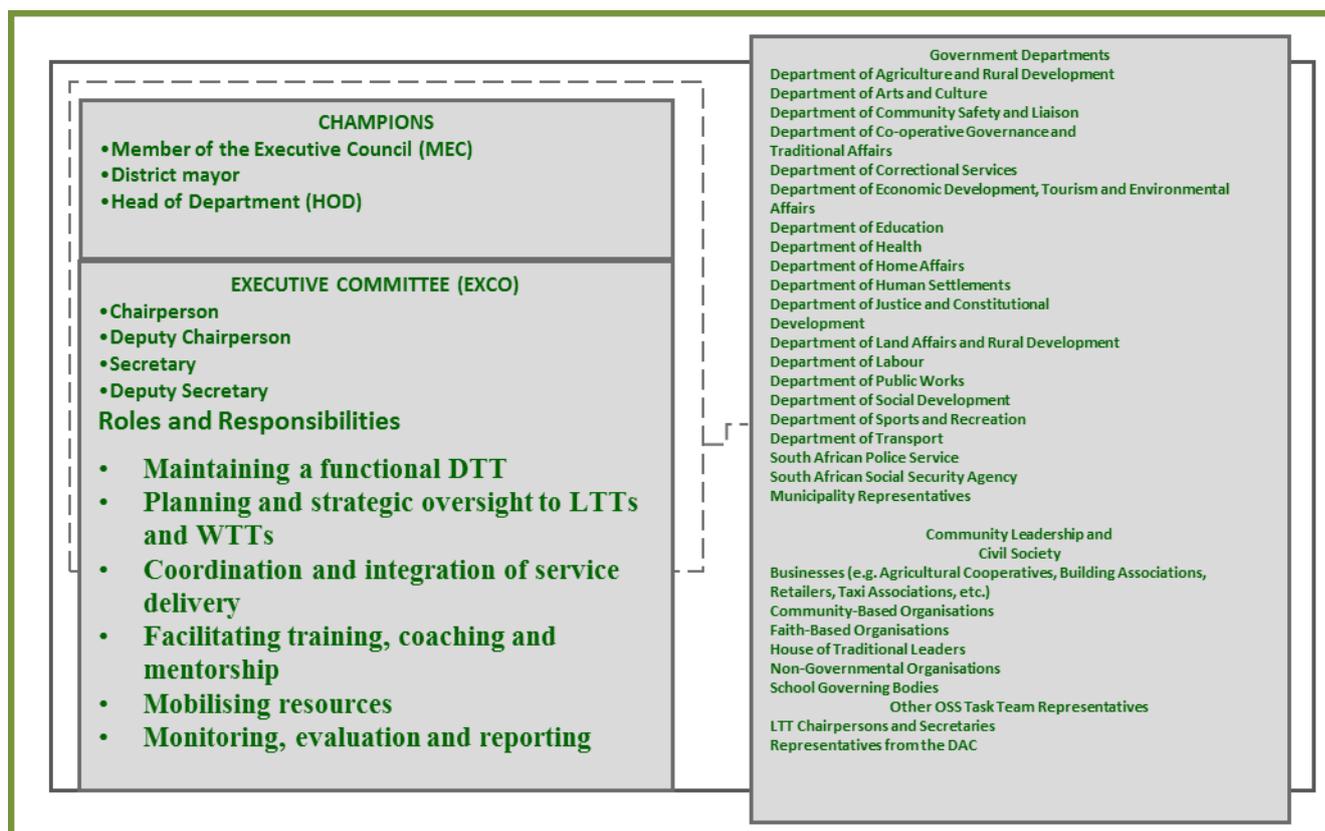
POLITICAL CHAMPIONS	
TITLE	ROLE

<p><b>OSS POLITICAL CHAMPIONS (The Premier, MECs, Mayors, Ward Councillors)</b></p>	<ul style="list-style-type: none"> <li>• Political oversight to OSS</li> <li>• Ambassadors (advocate for OSS at all levels( government, civil society and business)</li> <li>• Mobilising resources in particular from business and different civil society organisations</li> <li>• Providing feedback to stakeholders ( community, business, civil society</li> </ul>
<p><b>TECHNICAL CHAMPIONS TITLE</b></p>	<p><b>ROLE</b></p>
<p>OSS TECHNICAL CHAMPIONS (Heads of Departments and Municipal managers )</p>	<ul style="list-style-type: none"> <li>• Technical OSS Ambassadors</li> <li>• Provide leadership on all administrative work of OSS including task teams</li> <li>• Approve OSS Task Team's Operational Plan and review performance against the Operational Plan,</li> <li>• Ensure that departmental interventions are implemented as per findings of war rooms</li> <li>• Mobilising resources</li> <li>• Providing feedback to stakeholders</li> </ul>

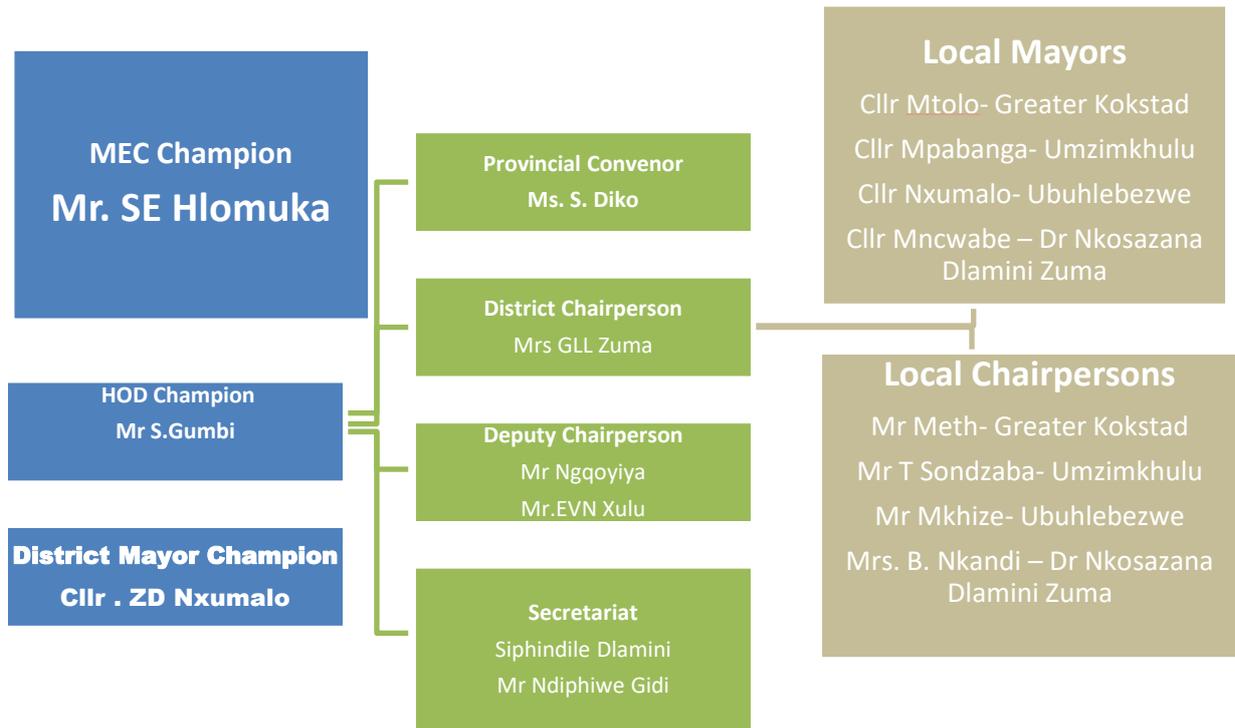
<p><b>PROVINCIAL CONVENER PROVINCIAL CONVENER ROLE TITLE</b></p>	<p><b>ROLE</b></p>
--	--------------------

<p>PROVINCIAL CONVENOR (Senior Managers)</p>	<ul style="list-style-type: none"> <li>• Communicating across PTT, DTT, MEC and HOD Champions</li> <li>• Providing technical support</li> <li>• Facilitating training, coaching and mentorship</li> <li>• Monitoring, evaluation and reporting</li> </ul>
--	---

## DITRICT TASK TEAM COMPOSITION



## HARRY GWALA DISTRICT TASK TEAM STRUSTURE



There are also Government Departments, Civic Society Organization and Community Leaders who are forming part of the DTT.

### WARD TASK TEAM AND WARROOM CHAMPION ROLE

Ward Task Team	<ul style="list-style-type: none"> <li>• Public participation and community mobilisation</li> <li>• Maintaining a functional War Room</li> <li>• Planning</li> <li>• Coordination of service delivery</li> <li>• Training</li> <li>• Mobilising resources</li> <li>• Monitoring, evaluation and reporting</li> </ul>
War Room Champion	<ul style="list-style-type: none"> <li>• Establishing the War Room</li> <li>• Approving the War Room Service Delivery Action Plans translated to Ward Based Plans</li> <li>• Reviewing performance against Service Delivery Action Plans</li> <li>• Mobilising resources</li> <li>• Providing feedback to stakeholders</li> <li>• Acting as an OSS Ambassadors</li> </ul>

## WAR-ROOM FUNCTIONALITY

HGDM comprises of four Local Municipalities with a total of 61 wards

Municipality	Number of War rooms
UBuhlebezwe Local Municipality	14
Dr. Nkosazane Dlamini Zuma Local Municipality	15
UMzimkhulu Local Municipality	22
Greater Kokstad Local Municipality	10

### Membership of Operation Sukuma Sakhe Structure

- District Task Team
- Local Task Team
- War room Task Team

### Operation Sukuma Sakhe Stakeholders

- Harry Gwala District Municipality
- Government departments
- Traditional leaders
- Civil Society and Non-Governmental Sectors
- Business Sectors

### PROGRAMS

- Conducting Operation Mbo at both Local and District level
- Poverty alleviation programs
- Awareness campaigns on social ills:-
- Drugs and substance abuse
- Gender based violence
- Teenage pregnancy
- War on Ukuthwala kwezintombi (forced marriages)
- Crime (stock theft)
- Youth Development programs
- Extended Public Works
- Covid-19 Prevention Programmes
- Covid-19 Immunisation Programme

### KEY CHALLENGES:

- Poor/ nonfunctioning of some of the war rooms which is as a result of non-attendance of other key role players
- Social ills in the form of substance abuse, crime etc.
- Gender based violence
- Learner pregnancy

- Ukuthwala (forced marriages) mostly affecting UMzimkhulu and Dr. Nkosazana Dlamini Zuma Local Municipality.
- Poverty
- High HIV positivity rate and sexually transmitted infections
- High number of OVC's (Orphans and Vulnerable Children) resulting to high number of child-headed households

**KEY ACHIEVEMENTS:**

- Orientation of all structures at all levels.
- Learner pregnancy reduced.
- Levels of crime decreased due to Community Policing Forums especially in UMzimkhulu.
- Condom distribution performance has increased and now they are accessible to secondary distribution sites, i.e. Taxi ranks, war rooms, garages and Traditional Council Halls
- Local Task Teams submit quarterly reports to the OSS District Task Team

**District Implementation Plan for HIV, STI, s and TB**

**Vision**

Harry Gwala District that is free of new HIV, sexually transmitted and tuberculosis infections, free of deaths associated with HIV and free of discrimination where all infected and affected enjoy a high quality life.

**Mission**

The people of Harry Gwala commit themselves to putting in place a well-coordinated, managed and demonstrable effective response to HIV, STI and TB informed by evidence and geared towards eliminating new infections and ensuring a high quality of life for the infected and affected.

**Values**

- Transparency and accountability
- Partnerships, collaboration and collective accountability
- Public participation and involvement
- Upholding human rights and equity

**Purpose of the plan**

The plan was developed to provide implementation guidance to a broad range of district stakeholders on the multi-sectoral response to HIV, STI's and TB. It is a product of series of processes involving various stakeholder's teams to ensure that it is inclusive as possible in charting the district path to successful responding to HIV,STI's and TB

in the five year period 2017/2022 . It will also be used as a tool for implementation, coordination, resource mobilization and implementation accountability.

### **Goals**

- To accelerate prevention to reduce new HIV ,STI and TB infections
- To reduce morbidity and mortality by providing treatment ,care and adherence and support for all
- To reach all key and vulnerable populations with customized and targeted interventions
- Address the social and structural drivers of HIV, STI and TB
- Ground the response to HIV , STI's and TB in human rights , principles and approaches
- Promote leadership and shared accountability for a sustainable response to HIV , STI's and TB
- Mobilize resources to support the achievement of planned goals and ensure a sustainable response
- Strengthen Strategic Information to drive progress towards achievement of district planed goals

### **COMPOSITION OF DAC**

- Chairperson: District Mayor
- Deputy Chairperson : Chairperson of the District Civil Society forum
- Secretariat: HIV/AIDS & OSS Coordinators
- Local AIDS Council Coordinators
- Government's Departments Senior mangers
- FBO's (Faith Based Organization)/Religious Sector
- NGO's (Non-Governmental Organizations)
- House of Traditional Leadership
- THP's (Traditional Healers Practitioners)
- Men's Sector
- Woman's Sector
- Disability Sector
- Youth Sector
- Sex workers

### **THE ROLE OF THE DAC**

- To guide and facilitate the implementation HAST (HIV/AIDS STI's and TB) strategic plan at all levels i.e. local and ward levels (LAC and WAC)
- Provide a uniform approach for all organs of state in all local spheres to any matter relating to HIV and AIDS.

- Promotion of HIV/AIDS awareness in and protecting government on HIV and AIDS related matters
- Execute monitoring and coordination implementation and strategies of the district multi sectoral response to the epidemics.
- Periodic review of the strategic plan to monitor and provide information on the impact of district HIV/AIDS plan.
- Report periodically i.e. (on quarterly) basis to PCA

## **Achievements**

- Improvement on HIV testing rate that was affected by lockdown
- Multi-sectoral GBV Summit held focusing on Men's Sector resulted in decrease of gender based violence
- Functional LTT and LAC structures as they submit reports quarterly to the District Aids Council and District Task Team
- Fully functional District Aids Council as it sits as per plan and submits quarterly reports to the Provincial Council on Aids
- District Civil Society Chairperson elected CSF Forum structure established on the 9<sup>th</sup> of October 2020
- Official allocated in facilities i.e. (hospitals and clinics) and Police stations that focus on post traumatic psychosocial support to GBV Victims
- Mother to child transmission of HIV has decreased to less than 1%
- TB screening with initiation rate remaining above 95%
- Functional Technical Command and Political Command Councils
- Successful Launch of District Development Model (DDM)

## **CHALLENGES**

### **Higher Learner Pregnancy**

#### **District action**

- Continue health education to promote use of long term contraceptives by teenagers
- Multi-sectoral collaboration and implementation of Youth Zone facilities in all high impact facilities to reduce teenage pregnancy
- Implementation of Integrated School Health Programme of family planning and condom distribution in all outreach campaigns
- Monitor functionality of youth friendly services at all health facilities

### **Low Condom Distribution**

#### **District Action**

- Distribute to other departments and non-health facilities
- Increase distribution to other non-medical sites by both DOH and Municipality Health promoters
- Municipal Health promoter being unable to assist due to non-availability of resources i.e. Vehicle and laptop not handed over to the Municipality. Matter reported to OTP HIV AIDS Directorate. Promised to hand over assets soon

### High sexual assault cases

#### District action

- Sexual assault cases have increased with the easing of the lockdown thus community education around prevalence of sexual abuse in their communities done.
- Continue social mobilization and victim empowerment in partnership with Life-line in addressing gender based violence
- Educate community on rights as some of the cases could not be traced at SAPS

### GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Functional Aids Councils at all levels</li> <li>• Functional OSS Structures at all levels</li> <li>• Functional IGR Structures</li> <li>• Functional Council committees</li> <li>• Clear policy direction</li> <li>• Oversight structures in place and fully functional</li> <li>• Internal Controls in place to detect fraud and corruption</li> </ul>	<ul style="list-style-type: none"> <li>• Non attendance of some departments in Aids Council meetings leading to unresolved challenges</li> <li>• Lack of sufficient budget to implement communities on regular basis.</li> <li>• Lack of capacity in Risk Management Unit</li> <li>• Unethical Conduct which may lead to fraud and corruption</li> <li>• Spread of Social ills</li> </ul>
<ul style="list-style-type: none"> <li>• <b>OPPORTUNITIES</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>THREATS</b></li> </ul>
<ul style="list-style-type: none"> <li>• District support partner working hand in hand with DOH</li> <li>• Members of the public do attend in numbers when called for meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Local Civil society not established due to Covid-19 regulations which lead to non-functional sectors</li> </ul>

	<ul style="list-style-type: none"><li>• Disruption of public meetings by interest groups which at times poses a threat to Municipal leadership and administrators.</li></ul>
--	--

## D: Vision, Goals, Objectives and Strategies

### SERVICE DELIVERY

<b>Key challenge</b>	<ul style="list-style-type: none"> <li><b>Lack of water resources</b></li> </ul>
<b>Description</b>	<p>Most communities residing within the Harry Gwala District Municipality are facing severe water scarcity, either as a result of dried water sources (boreholes, springs) or due to a lack of investment in water infrastructure such as dams and reservoirs.</p> <p>Compared with the lengthy agenda to combat climate change, this is a very short time indeed and yet the impacts of water scarcity will be profound. However, Harry Gwala District Municipality is starting to invest in sustainable and reliable water sources such as Bulwer Dam (Under Planning). This dam is not going to cater for the entire district more water resources are in urgent need.</p>

<b>Key challenge</b>	<ul style="list-style-type: none"> <li><b>Provision of clean drinking water and proper sanitation facilities</b></li> </ul>
<b>Description</b>	<p>40% of our population do not have access to clean drinkable water</p> <p>Sanitation backlogs has been eradicated at Greater Kokstad LM and Nkosazane Dlamini Zuma LM and currently the municipality is working to eradicate sanitation backlogs in the 3 remaining municipalities, i.e UMzimkhulu and UBuhlebezwe</p>

### SPATIAL PLANNING

<b>Key challenge</b>	<ul style="list-style-type: none"> <li><b>Interpretation of Spatial planning and linking it to Infrastructure Planning and development of Harry Gwala Towns</b></li> </ul>
<b>Description</b>	<p>The lack of proper planning of Harry Gwala towns has led to a stagnant economic growth and has adversely affected the creation of employment, and this has led into modern planning that will reflect the democratic modern society.</p>

### LOCAL ECONOMIC AND SOCIAL DEVELOPMENT

<b>Key challenge</b>	<ul style="list-style-type: none"> <li>• <b>Attracting investment and growing the Economy of Harry Gwala District Municipality</b></li> </ul>
<b>Description</b>	The district municipality needs to continuously grow the economy of the district in order to address issues of unemployment, poverty and inequality.

### MUNICIPAL TRANSFORMATION AND ORGANISATIONA DEVELOPMENT

<b>Key challenge</b>	<ul style="list-style-type: none"> <li>• <b>Skills development of municipal employees in order for them to successfully deliver basic services</b></li> </ul>
<b>Description</b>	Full implementation of the Scarce Skills Policy to Ensure that Scarce Skills are retained is paramount

### FINANCIAL VIABILITY AND MANAGEMENT

<b>Key challenge</b>	<ul style="list-style-type: none"> <li>• <b>To increase revenue collection in order to speed service delivery</b></li> </ul>
<b>Description</b>	As part of operation clean audit, the municipality has to make sure that its systems and procedures fully support the administrative function and that it upholds the rule law in delivering quality services to its citizens.

### VISION

By 2030 Harry Gwala will be a leading water services provider in the KZN Province with its communities benefitting from a vibrant agriculture and tourism sector

### MISSION STATEMENT

Working together with its communities and stakeholders Harry Gwala District Municipality will ensure the provision of clean, drinkable uninterrupted water services and proper sanitation facilities and strive to improve its agriculture and tourism sectors to enhance human dignity.

### CORE VALUES

- Transparency

- Accountability
- Consultation
- Commitment and
- Honesty

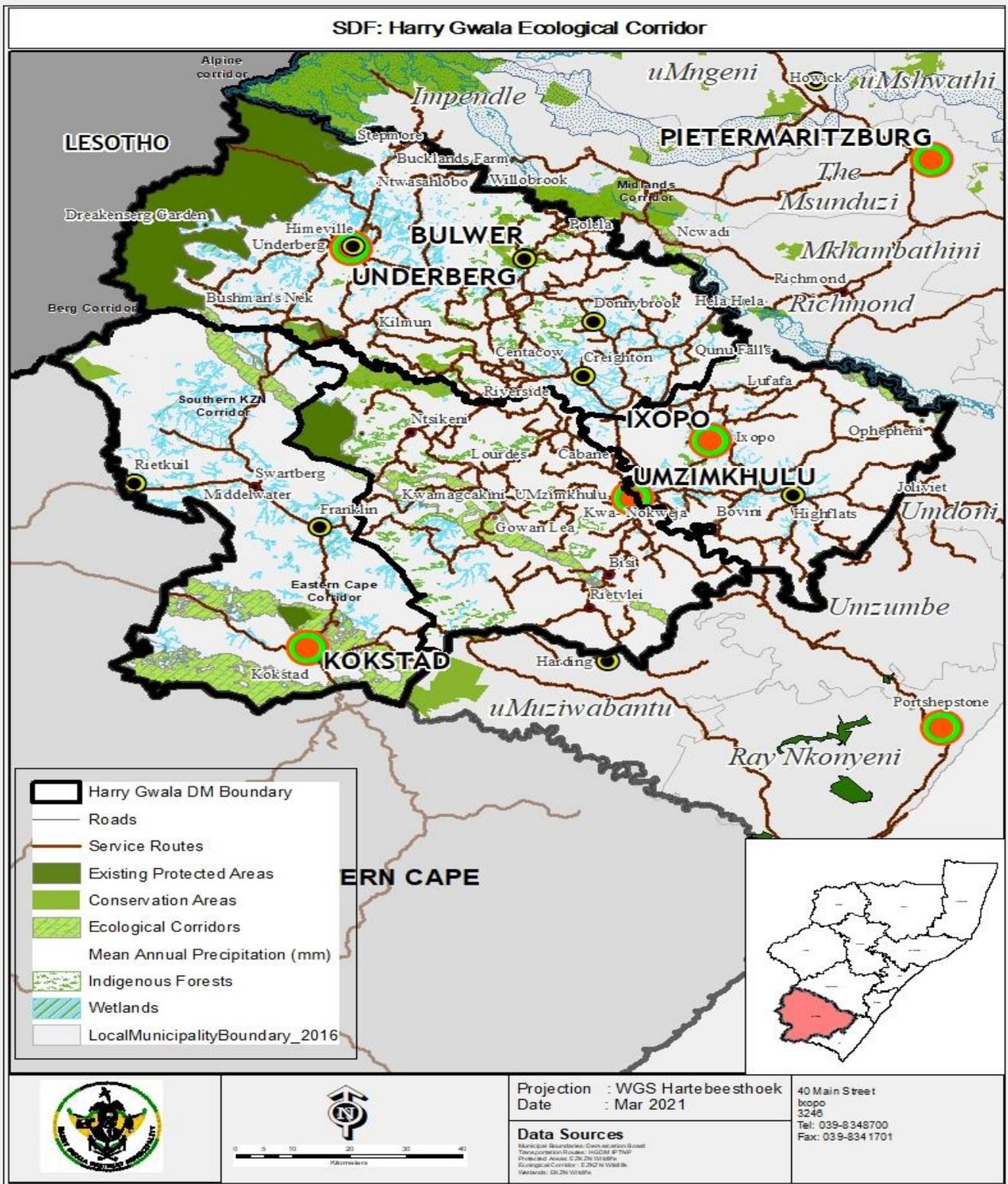
### Strategic Goals and Objectives

<b>KPA</b>	<b>Goals</b>	<b>Strategic Objectives Reference No. 01 INFRA 2022/2027</b>	<b>Strategies</b>
<b>Basic Service Delivery</b>	A leading water and sanitation service provider in the KZN Province by 2030	To improve the coverage, quality, efficiency, and sustainability of water and sanitation services in all urban and rural communities	By implementing Bulk regional Water Supply Schemes.  By implementing the localized based rural sanitation plan.
<b>KPA</b>	<b>Goals</b>	<b>Strategic Objective Reference No. 02 MTRANS 2022/2027</b>	<b>Strategies</b>
<b>Municipal Transformation and Institutional Development</b>	Provide administrative support to Council and its structures and develop and improve human capital in order to deliver basic services to our communities.”	To ensure a smooth functioning of council and that staff complement is able to deliver as per the IDP	By working closely with the municipal council and all department to make sure that corporate services is kept abreast on all service delivery development in the municipality
<b>KPA</b>	<b>Goals</b>	<b>Strategic Objective Reference No. 03 GGP 2022/2027</b>	<b>Strategies</b>
<b>Good Governance and Public Participation</b>	Uphold the highest municipal performance standard and enhance public	To have improved systems and procedures that enhance administrative function and improve interaction between the	By adhering to the legislative prescripts governing local government and engaging members of the public on municipal

	participation to deepen democracy	municipality and members of the public	affairs that affects their lives
<b>KPA</b>	<b>Goals</b>	<b>Strategic Objectives Reference No. 04 LESOC 2022/2027</b>	<b>Strategies</b>
<b>LED and Social Development</b>	Increase the Gross Domestic Product of the HGDM by 3% in 2030 in order to improve the socio-economic wellbeing of its citizens	To Increase the Gross Domestic Product of the District and ensure full participation in the economy to benefit the Harry Gwala community and especially the youth	By engaging all potential funders and investors as well as the training and skilling of emerging SMMEs and cooperatives both in agriculture and tourism  By promoting sport art and culture in our district
<b>Cross Cutting</b>	Spatially linked towns with proper infrastructure that improves the social, economic and environmental well-being of Harry Gwala community	To create a functional urban, regional and human settlements whilst protecting the environment	By ensuring proper spatial development that adheres to the needs of the Harry Gwala community
<b>KPA</b>	<b>Goals</b>	<b>Strategic Objective Reference No. 05 FIN 2022/2027</b>	<b>Strategies</b>
<b>Municipal Financial Viability and Management</b>	A self-sustainable municipality that practices sound financial management and delivers quality services to its citizens	To improve the Financial Viability and management of the Municipality in order to fund more quality projects	By ensuring that all systems and procedures are properly implemented and that deliverable are met

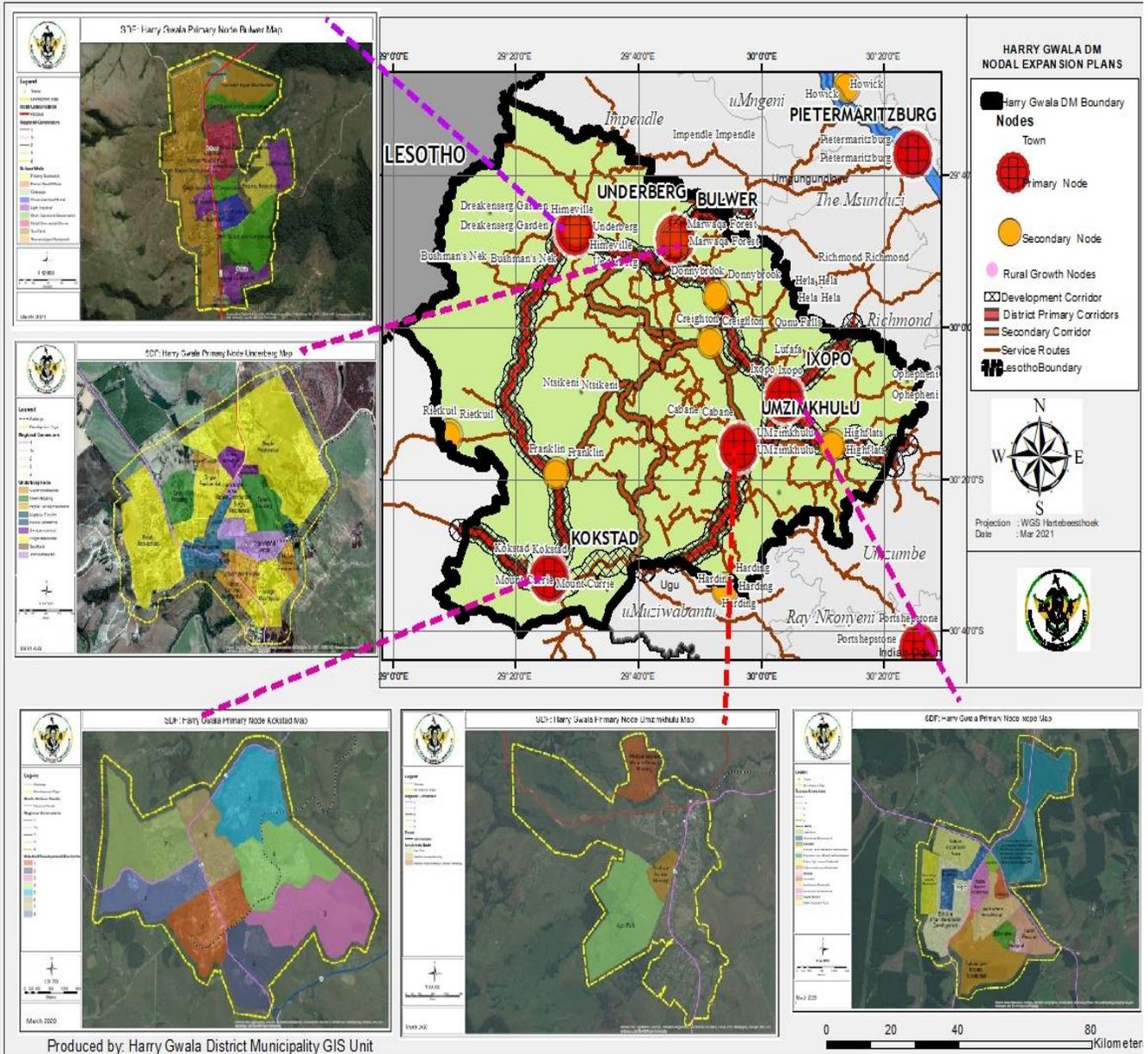
## **E. STRATEGIC MAPPING AND IMPLEMENTATION PLAN**

### **E 1. STRATRGIC MAPPING**

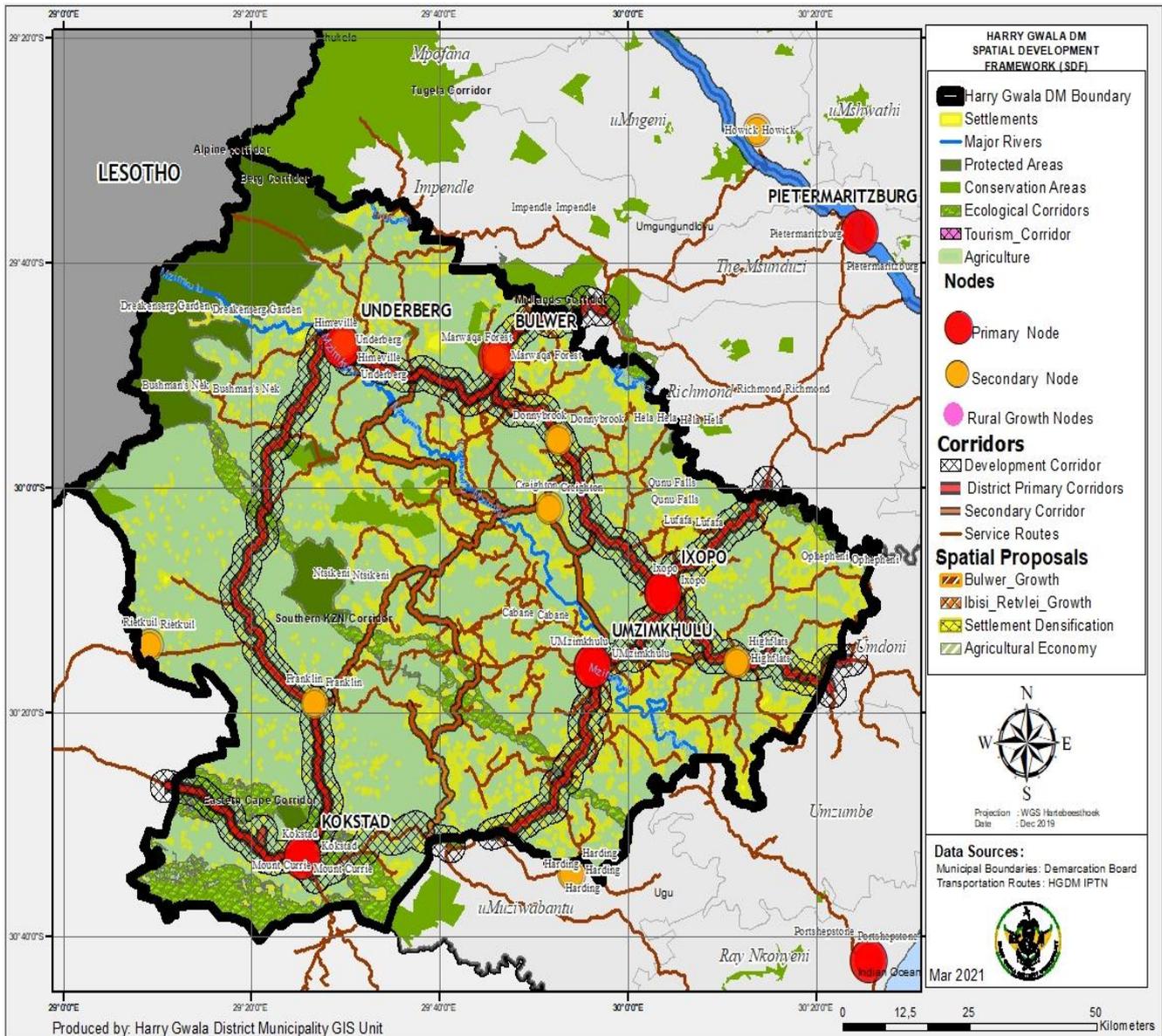


ENVIRONMENTAL SENSITIVE AREAS

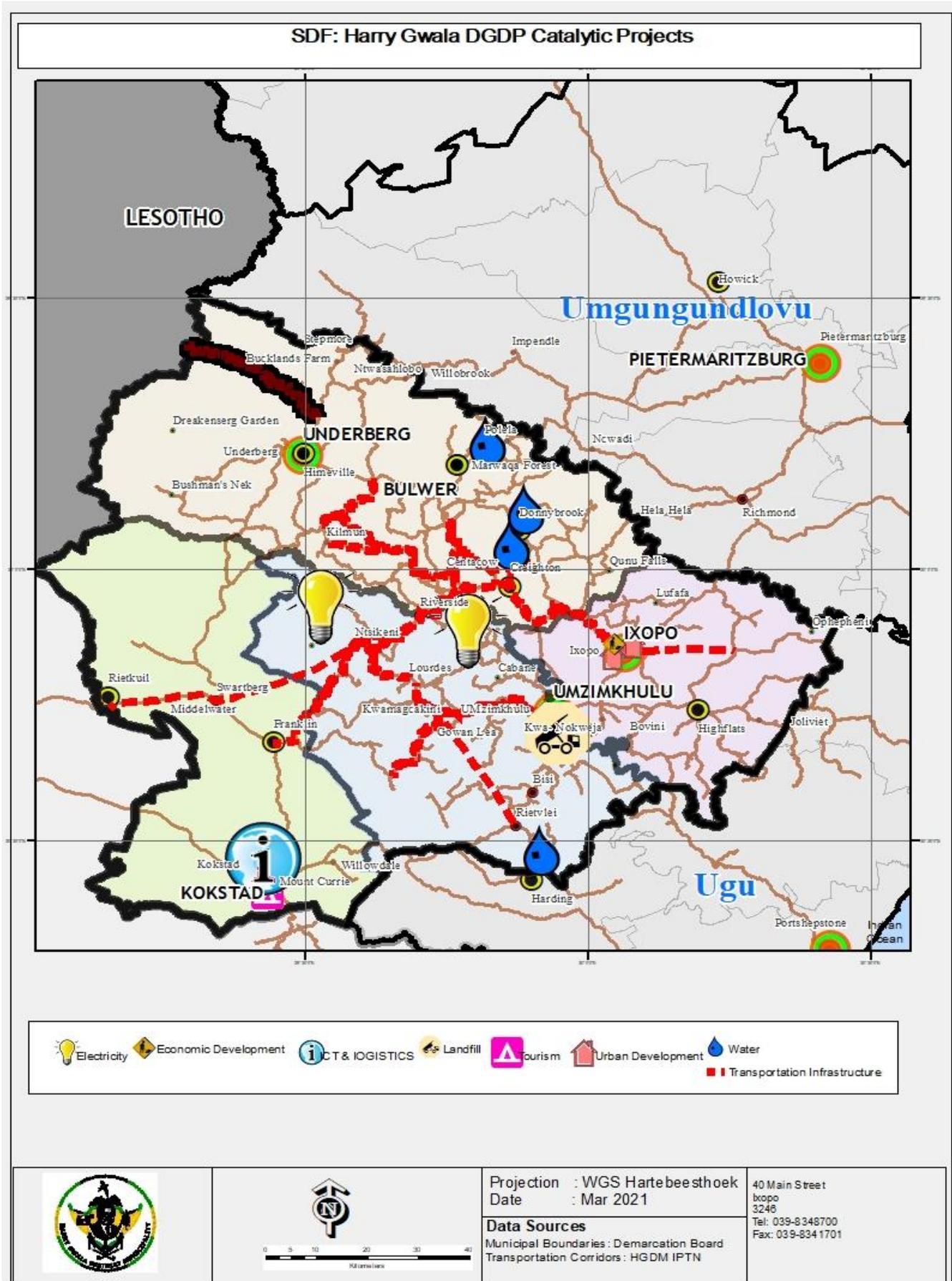
**HARRY GWALA DISTRICT MUNICIPALITY 2023 – 2024 DRAFT INTEGRATED DEVELOPMENT PLAN**



DESIRED SPATIAL OUTCOME



SPATIAL DEVELOPMENT FRAMEWORK



CATALYTIC PROJECTS



## **E. 1 IMPLIMENTATION PLAN**

KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY																														
SDP STRATEGIC OBJECTIVE: TO IMPROVE THE COVERAGE, QUALITY, EFFICIENCY AND SUSTAINABILITY OF WATER AND SANITATION SERVICES IN ALL URBAN AND RURAL COMMUNITIES																														
KEY CHALLENGE: LACK OF WATER RESOURCES AND PROVISION OF CLEAN DRINKING WATER AND PROPER SANITATION																														
Water Services Department (WSD)																														
REF No.	SDP Ref No.	Project No.	Objective	Strategy	Project	Output	KPI No.	KPI	UNIT OF MEASURE	PERSON RESPONSIBLE FOR INDICATOR	Activities/ Items	Locality / Regional Indicator	Functionality / Sub-Functionality	Source of Funding	Budget	Municipal Standard Classification	DEMAND	BACKLOG	BASELINE 2021/2022	Target No	2022-2023 Annual Target	2023-2024 Annual Target	2024-2025 Annual Target	2025-2026 Annual Target	2026-2027 Annual Target	2027-2028 Annual Target				
REF No. 01 BSD 2023/2024: 1.1	SD/B/5	1.1	To improve coverage, quality, efficiency and sustainability of water in all urban and rural communities	By ensuring that all water projects are implemented to eradicate water backlog within the stipulated time frames, quality and approved budget.	Water projects	Increased percentage of households with access to basic water	1.1.1	Percentage of households with access to basic water for the first time through refurbishment projects	Percentage	Mr D Gqoba	1.1.1. Umzimkhulu Water Projects (Refurbishment Project) 1.1.1.1. Hostels - Mowetla WSS - Bovin & Nongingile 1.1.1.2. Hostels - Mlawale WSS 1.1.1.3. Cuthbert - Noyisweni WSS 1.1.1.4. Mchwebu Water Supply Scheme 1.1.1.5. Umzimkhulu Ward 19 Water Intervention 1.1.2. Ubuhlebezwe Water Projects (Refurbishment Project) 1.1.2.1. Nkomozi Mchumbe WSS Phase 4 1.1.2.2. Mchumbe Water Supply Scheme 1.1.2.3. Refurbishment/ Augmentation of Bhozi-Gudukingis Scheme 1.1.3. Dr Mosekane Dlamini-Zuma Water Projects (Refurbishment Project) 1.1.3.1. Mchwebu - Mchwebu Water Supply Scheme 1.1.4. Greater Hlabatani Water Projects (Refurbishment Project) 1.1.4.1. Refurbishment and Upgrade of Water Infrastructure of Bhoziweni	HEM	Operation and Maintenance	WSS	1.1.1. R 32 871 486.00 1.1.2. R 2 000 000.00 1.1.3. R 2 000 000.00 1.1.4. R 18 700 000.00 1.1.5. R 300 000.00 1.1.2. R 18 795 000.00 1.1.2.2. R 18 100 000.00 1.1.2.3. R 17 396 054.77 1.1.3. R 26 506 600.00 1.1.4. R 4 498 468.00	Water Services	100% (17 570/4)	30%	1766	1.1.1	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
REF No. 01 BSD 2023/2024: 2.3	SD/B	2.3	To ensure that water and sanitation strategic plans are developed.	By developing water services strategic plans.	1. Review of Water Services Development Plan 2. Preparation of Infrastructure Asset Management Plan.	1. Reviewed Water Services Development Plan. 2. Infrastructure Asset Management Plan	2.3.2	Date in which the 1. WSDP was reviewed and adopted by council	Date	Mr D Gqoba	1. Review of Water Services Development Plan 2. Preparation of Infrastructure Asset Management Plan	HGDM	Planning and Design	Equitable share/ Internal funding	R 3 000 000.00	Water Services	Reviewed Water Services Development Plan Developed Infrastructure Asset Management Plan	Developed Water Services Development Plan Infrastructure Asset Management Plan not available	2019-2020/wsdp	2.3.2	30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26	30-Jun-27	01-Jul-27				
REF No. 01 BSD 2023/2024: 4.2.4	SD/B	2.4	To research, plan and design water and wastewater systems for the purpose of providing sustainable water and sanitation	By conducting feasibility studies, Environmental impact Assessments, land acquisition, business plan, business acquisition and business	Planning of Water and Sanitation Projects	Technical Feasibility / Business Plans Reports	2.4	Number of Technical Feasibility Reports prepared	Number	Mr D Gqoba	1. Technical Feasibility Reports / Business Plans 1.1. Mkhohlova-Mdyane WSS 1.2. Ubuhlebezwe Sanitation Backlog Eradication 1.3. Water Conservation & Water Demand Management 1.4. Refurb and Upgrade of Water Infrastructure for Bhoziweni 1.5. Refurb and Upgrade of Water Infrastructure for Himeville	HGDM	Planning and Design	RBIG, MIG and WSG	1. Technical Feasibility Reports 1.1 R 300 000.00 1.2 R 380 000.00 1.3 R 320 000.00 1.4 R 390 000.00 1.5 R 390 000.00 1.6 R 280 000.00 1.7 R 250 000.00 1.8 R 371 000.00	Water Service	11	11	7.2.4	4	11	4	4	4	4	5				
REF No. 01 BSD 2023/2024: 4.2.5	SD/B	2.5	To research, plan and design water and wastewater systems for the purpose of providing sustainable water and sanitation	By conducting feasibility studies, Environmental impact Assessments, land acquisition, business plan, business acquisition and business	Design of Water and Sanitation Projects	Projects designs and drawings.	2.5	Number of projects with completed Designs.	Number	Mr D Gqoba	1. Designs and Drawings 2.1. Mkhohlova-Mdyane WSS 2.2. Refurb and Upgrade of Water Infrastructure for Bhoziweni 2.3. Underberg-Himeville Sewer Upgrade	HGDM	Planning and Design	RBIG, MIG and WSG	2. Designs and Drawings 1.1 R 4 051 008.20 1.2 R 5 962 321.88 1.3 R 4 434 783.00	Water Service	3	3	2.5	4	3	4	4	4	5					
KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY																														
SDP STRATEGIC OBJECTIVE: TO IMPROVE THE COVERAGE, QUALITY, EFFICIENCY AND SUSTAINABILITY OF WATER AND SANITATION SERVICES IN ALL URBAN AND RURAL COMMUNITIES																														
KEY CHALLENGE: LACK OF WATER RESOURCES AND PROVISION OF CLEAN DRINKING WATER AND PROPER SANITATION																														
Infrastructure Services Department																														
REF No.	SDP Ref No.	Project No.	Objective	Strategy	Project	Output	KPI No.	KPI	UNIT OF MEASURE	PERSON RESPONSIBLE FOR INDICATOR	Activities/ Items	Locality / Regional Indicator	Functionality / Sub-Functionality	Source of Funding	Budget	Municipal Standard Classification	DEMAND	BACKLOG	BASELINE 2021/2022	Target No	2022-2023 Annual Target	2023-2024 Annual Target	2024-2025 Annual Target	2025-2026 Annual Target	2026-2027 Annual Target	2027-2028 Annual Target				
REF No. 01 BSD 2023/2024: 1.1	SD/B/5	1.1	To improve coverage, quality, efficiency and sustainability of water in all urban and rural communities	By ensuring that all water projects are implemented to eradicate water backlog within the stipulated time frames, quality and approved budget.	Water projects	Increased percentage of households with access to basic water	1.1.1	Percentage of households with access to basic water for the first time (945/4)	Percentage	Ms M Mokoena (MIG)	1.1.1. Mosaesa Dlamini-Zuma water projects 1.1.1.1. Buller dam Intervention 1.1.1.2. Mqumbeni Water Supply 1.1.1.3. Cuthbert Water Supply 1.1.1.4. Greater Kinnon Water Scheme 1.1.1.5. Underberg Himeville Water Supply 1.1.1.6. Greater Mchwebu Water Supply 1.1.1.7. Mchwebu Water Supply 1.1.1.8. Mchwebu Water Supply 1.1.1.9. Mchwebu Water Supply 1.1.1.10. Mchwebu Water Supply 1.1.2. Umzimkhulu Municipality 18m Sewer - Convert VP to 18m sewer 1.1.3. Umzimkhulu Municipality 18m Sewer - Convert VP to 18m sewer	HEM	Projects and Infrastructure Grant Management Unit	MIG (CoPa)	R 191 248 472.00	Infrastructure Services	2%	469	1.1.1	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
REF No. 01 BSD 2023/2024: 1.3	SD/B/6	1.3	To improve coverage, quality, efficiency and sustainability of water in all urban and rural communities	By ensuring that all water projects are implemented to eradicate water backlog within the stipulated time frames and approved budget.	Sewer works	Household number connected to sewer water borne	1.3	Total number of households connected to sewer water borne for the first time	Number	Ms M Mokoena	1.1. Umzimkhulu Municipality 18m Sewer - Convert VP to 18m sewer	HEM	Projects and Infrastructure Grant Management Unit	MIG (CoPa)	R 89 695 650.00	Infrastructure Services	2%	334	334	334	334	334	334	334	334					
REF No. 01 BSD 2023/2024: 1.4	SD/B/6	1.4	To increase work opportunities and income support to poor and unemployed people through the labour intensive delivery of public community	By creating employment water and sewer projects and programmes.	EPWP	Increased number of jobs created through EPWP	1.4.1	Number of jobs created through EPWP	Number	Mrs M Mokoena	1.4.1. EPWP 1.4.1.1. Acquisition of EPWP participants, 2. Deployment of EPWP to EPWP beneficiaries 1.4.1.2. Acquisition of PPE for participants	HEM	Municipal Works	BF (Public Works)	R 4.1. R 221 000.00	Infrastructure Services	2400	1204	211	1.4.1	170	170	170	170	170	170				
REF No. 01 BSD 2023/2024: 1.4	SD/B/7	1.4	To increase work opportunities and income support to poor and unemployed people through the labour intensive delivery of public community	By creating employment water and sewer projects and programmes.	EPWP	Increased number of jobs created through EPWP	1.4.2	Number of jobs created through EPWP	Number	Mrs M Mokoena	1.4.2. Acquisition of PPE for participants	HEM	Municipal Works	MIG (CoPa)	R 80.00	Infrastructure Services	2400	1204	82	1.4.2	45	45	45	45	45	45				
REF No. 01 BSD 2023/2024: 1.5	SD/B/9	1.5	To ensure that municipal buildings are maintained effectively	By ensuring that all municipal buildings are maintained effectively	Municipal Buildings Maintenance	Number of complaints or requests vs the response pertaining reported cases	1.5.1	Percentage of request resolved	Percentage	Mrs M Mokoena	1.5.1. Appointment of service provider 1.5.1.1. Create maintenance checks and service schedule	HEM	Municipal Works	Equitable share	R 4.1. R 1 500 000.00	Infrastructure Services	0%	0	76,90%	1.5.1	70%	70%	70%	70%	70%	70%				

**THREE YEAR CAPITAL DEVELOPMENT PLAN**

<b>3-Year Harry Gwala DM Capital Development Plan: WATER AND SANITATION</b>									
<b>Project Name</b>	<b>Ward</b>	<b>Municipality</b>	<b>No. HH to be served</b>	<b>Total Villages to Benefit (Per Business Plan)</b>	<b>20FY21</b>	<b>21FY22</b>	<b>22FY23</b>	<b>Project Status</b>	<b>Anticipated Completion Date</b>
<b>MIG</b>									
<b>Dr Nkosazane Dlamini Zuma (NDZ) LM</b>									
Underberg Bulk Water Supply Upgrade - Rising Main	3 & 2	NDZ	3085	Underberg & Himeville Town	R 2 513 800,00	R 200 000,00	R 1 000 000,00	Construction	Jun-20
Greater Kilimon Water Supply	4 & 5	NDZ	5944	Bhidla, Dazini, Thonsini, Mfulumane, Ngwangwane, Kamlenze,	R 3 000 000,00	R 5 000 000,00	R 1 000 000,00	Planning	Jun-28

				Shayilanga, Esimbini, Mpumulwane, Gxalingene, Cabazi, Oqaqeni, Bazini,Esidange ni, Koshoba, Phayindani, Plazini, Nomhonjwane					
Himeville Sanitation Project	3 & 2	NDZ	2732	Underberg & Himeville Town	R 2 000 333,33	R 5 000 000,00	R 5 000 000,00	Planning	Jun-26
Mqatsheni Stepmore Water Supply	1	NDZ	934	Mqatsheni, Obhedwini,Em ajarheni,Nadi,Stage 5,Emahlathini, Okhalweni,Emadwaleni,Emadudusini,Emasimini.	R 2 000 000,00	R 300 000,00	R 1 000 000,00	Construction	Jun-21
Khukhulela Water Supply	5	NDZ	1641	Khukhulela, Mpumulwane, Ndodeni, Emnamaneni	R 500 000,00	R 4 000 000,00	R 3 000 000,00	Planning	Jun-25

Greater Nomandlovu Water Supply Phase 2	11	NDZ	1654	Nomandlovu, KwaSpheni, Junction, Owambeni, Okhetheni	R 6 000 000,00	R 3 000 000,00	R 1 000 000,00	Construction	Jun-23
Non-Revenue Water Reduction Project in NDZ	ALL	NDZ	ALL	Donnybrook Town, Bulwer Town, Underberg Town, Creighton Town & Himeville Town	R 110 000,00	R 2 500 000,00	R 2 500 000,00	Planning	Jun-26
Bulwer - Nkelabantwana and Nkumba Water Supply Project	10	NDZ	2702	Nkelabantwana, Nkumba, Xosheyakhe, Ntokozweni, Eshabhu, Ntabamakhaba	R 11 000 348,00	R 3 000 000,00	R 4 500 000,00	Construction	Jun-27
Greater Mbhulelweni Water Supply	10	NDZ	5841	Mbhulelweni, Nkwezela, Mawuleni, Ediphini	R 20 000 000,00	R 2 500 000,00	R 6 000 000,00	Construction	Jun-28
Gala Donnybrook Water Supply	6	NDZ	2388	Qulashe, Jokweni, Khetheni, Hlabeni, Gqumeni, Makhuzeni	R 15 264 280,00	R 5 000 000,00	R 3 000 000,00	Construction	Jun-23

Creighton Water Supply	14	NDZ	359	Creighton Town	R 2 850 000,00	R 2 000 000,00	R 4 500 000,00	Planning	Jun-25
Donnybrook Bulk Sewer Upgrade	13	NDZ	254	Donnybrook Town	R 350 000,00	R 3 500 000,00	R 5 100 000,00	Planning	Jun-26
Centocow Water Supply	6 & 8	NDZ	9466	Emnamaneni, Ingwangwane, Zanenzima, Ezibomvini	R 1 205 000,00	R 4 242 175,00	R 4 500 000,00	Planning	Jun-24
Fencing of Water Infrastructure in Ingwe and Kwasani	ALL	NDZ	ALL	Identified Sites (Pumpstations, Reservoirs, Treatment Works etc)	R 700 000,00	R 2 000 000,00	R 1 500 000,00	Planning	Dec-23
Bulwer Dam Emergency Intervention - Water Supply Scheme	6, 7, 10, 11 & 12	NDZ	19526	Ngudwini Treatment Works and Bulks	R 10 000 000,00	R 2 500 000,00	R 5 000 000,00	Construction	Dec-30
Greater Mhlangeni Wayter Supply	1	NDZ	1697	Ntwasahlobo, Netherby, Ngqiya, Willowdale and Ridge	R 350 000,00	R 5 000 000,00	R 8 650 000,00	Planning	Jun-26

Underberg - Himeville Water Upgrade	2 & 3	NDZ	1425	Himeville & Underberg Town	R 2 000 000,00	R 7 000 000,00	R 7 800 000,00	Construction	Jun-26
Bulwer Town Water Upgrade	10	NDZ	851	Bulwer Town	R 500 000,00	R 1 500 000,00	R 4 500 000,00	Planning	Jun-26
Bulwer Town Sewer	10	NDZ	851	Bulwer Town	R 500 000,00	R 2 000 000,00	R 3 500 000,00	Planning	Jun-26
Creighton Town Sewer	14	NDZ	359	Creighton Town	R 350 000,00	R 1 500 000,00	R 2 000 000,00	Planning	Jun-26
Donnybrook Town Water Supply	13	NDZ	254	Donnybrook Town	R 350 000,00	R 2 000 000,00	R 3 000 000,00	Planning	Jun-26
Universal rural Sanitation NDZ	ALL	NDZ	ALL	All Wards (NDZ & GKM)	R 0,00	R 100 000,00	R 100 000,00	Construction	Jun-25
<b>Ubuhlebezwe LM</b>									
Umkhunya Water Supply Schemes (AFA) MIS 224801	5, 6, 7, 8, 9 & 13	UBU	2482	Sqandulweni, Nkweletsheni, Springvale, Sangcwaba, Stokfela, Mahlubini,	R 2 000 000,00	R 3 500 000,00	R 5 000 000,00	Construction	Jun-28

				Phumobala, Butateni, Zasengwa, Amanyuswa, Mnyanyabuzi, KwaNobhunga, Nongengana, Mziki Agri Village & Jolivet					
Ncakubana Water Supply Scheme Phase 2 & 3	1	UBU	1004	Ncakubana, Ma hhehle	R 2 697 000,00	R 3 000 000,00	R 950 000,00	Constructio n	Jun-22
Universal Rural Sanitation Coverage in Ubuhlebezwe Municipality	All	UBU	All	All	R 6 666 666,67	R 5 000 000,00	R 7 000 000,00	Constructio n	Jun-21
Rectification & Upgrade of Fairview and Ixopo Town Sewer System	2 & 4	UBU	1520	Ixopo, Fairview, Morni ng Side & Morning View	R 10 000 000,00	R 3 500 000,00	R 4 000 000,00	Constructio n	Jun-30

Ixopo Hopewell Water Supply	2	UBU	340	Hopewell, Carisbrook, Bethel, Ezitinini, Mafayilane	R 362 000,00	R 3 500 000,00	R 3 855 655,00	Planning	Jun-23
Ubuhlebezwe Local Municipality Water Conservation / Water Demand Management Project	2, 4 & 13	UBU	All	Ixopo Town & Highflats Town	R 85 115,00	R 2 650 000,00	R 3 000 000,00	Planning	Jun-26
Highflats Town Bulk Water Supply Scheme	13	UBU	3517	Highflats Town	R 4 270 242,00	R 5 000 000,00	R 12 500 000,00	Planning	Dec-24
Chibini Water Supply Project	4	UBU	1162	Mashakeni, Chibini, Mgobansi mbi, Nkumandeni, Nonkwenkwane, Mshayaziphundu	R 2 270 000,00	R 2 458 000,00	R 3 000 000,00	Planning	Oct-23
Ixopo Town Water Infrastructure Upgrade	2 & 4	UBU	2438	Ixopo, Fairview, Morning Side & Morning View	R 2 500 000,00	R 5 000 000,00	R 3 900 000,00	Planning	Jun-26

Greater Kokstad LM									
Horseshoe Sanitation Project	4, 7 & 10	GKM	1462	Horseshoe	R 15 300 000,00	R 6 000 000,00	R 3 750 000,00	Planning	Jun-22
Makhoba Housing Water - Eradication of GKM Water Backlogs (AFA) MIS 230085	6	GKM	1400	Springfontein & Argyll	R 3 800 000,00	R 2 750 000,00	R 550 000,00	Planning	Jun-23
Gilson Dam Water Source Development	ALL	GKM	9001	Kokstad Town and surrounding areas (Shayamoya, Bhongweni, Horseshoe etc)	R 5 000 000,00	R 5 000 000,00	R 12 000 000,00	Planning	Dec-25
Kempsdale Dam Wall Raising Project	1, 3, 4, 5, 7, 8, 9 & 10	GKM	9001	Kokstad Town and surrounding areas (Shayamoya,	R 500 000,00	R 18 000 000,00	R 1 000 000,00	Planning	Mar-23

				Bhongweni, Horseshoe etc)					
Accelerated Water Intervention Programme (Kokstad Rising Main)	1, 3, 4, 5, 7, 8, 9 & 10	GKM	9001	Kokstad Town and surrounding areas (Shayamoya, Bhongweni, Horseshoe etc)	R 3 000 000,00	R 4 000 000,00	R 1 000 000,00	Construction	Jun-22
Kokstad Water Distribution Infrastructure	1, 3, 4, 5, 7, 8, 9 & 10	GKM	9001	Kokstad Town and surrounding areas (Shayamoya, Bhongweni, Horseshoe etc)	R 1 500 000,00	R 8 800 000,00	R 9 500 000,00	Planning	Jun-30
Water Conservation and Water Demand Management in Kokstad	ALL	GKM	ALL	Kokstad Town & Franklin Town	R 169 585,00	R 2 650 000,00	R 2 100 000,00	Planning	Jun-26
Franklin Town Sewer	2	GKM	709	Franklin Town	R 110 505,00	R 1 965 000,00	R 2 550 000,00	Planning	Jun-26

Franklin Water Water Infrastructure	2	GKM	709	Franklin Town	R 109 525,00	R 2 335 000,00	R 2 725 000,00	Planning	Jun-25
Kokstad Bulk Sewer Upgrade	ALL	GKM	9001	Kokstad Town and surrounding areas (Shayamoya, Bhongweni, Horseshoe etc)	R 595 100,00	R 6 500 000,00	R 8 888 830,00	Planning	Jun-30
<b>Umzimkhulu LM</b>									
Greater Summerfield Water Project	9, 13, 15 & 20	NMZ	4985	Mfundweni, Kromhoek, Mathathane, Highlands, Mnqumeni, Blema, Diepkloof, Drayini, Fodo, Gceni, Hlanzeni, Gloveester, Long Clove, Mabisane, Magqagqeni, Mastela,	R 25 000 000,00	R 4 000 000,00	R 4 000 000,00	Construction	Jun-27

				Matatama, Mlaza, Mpakameni, Muncu, Mvolozi, Nazareth, Ndlovini, Nkabubu, Summerfiled, Tafeni, Stranger's Rest, Shamto, Takani, Tembeni, Thornbush,Nts habeni					
KwaMay- Theekloof Water Supply Project	11,13 & 15	NMZ	1202	Chiya,Jabulani, James,Mdeni,M qumeni,Mpaka meni,Rondedra ai,Diepkloof &Theekloof	R 10 000 000,00	R 1 500 000,00	R 0,00	Constructio n	Jun-22
Eradication Sanitation Backlog Umzimkhulu	ALL	NMZ	25612	All	R 0,00	R 300 000,00	R 900 000,00	Constructio n	Jun-25

Umzimkulu Sewer Upgrade Phase 2	16 & 17	NMZ	3392	Umzimkhulu, Skoon Plaas, White City, Marjadine, Sisulu, Extension 9, Extension 10, Sydney, New City (EXT 6), Industrial Area	R 3 000 000,00	R 3 455 000,00	R 4 650 000,00	Planning	Dec-24
Mnqumeni /Santombe Water Supply Phase 4	14 & 22	NMZ	5576	Masameni, Mnqumeni, Ndlovini, Ehlanzeni, Deepdale, Kwatshali, Memeka, Makhaleni, Kiliver, Khetheni, Nkapa, Matsazo, Ndindeni, Mabisane	R 6 850 000,00	R 1 500 000,00	R 0,00	Construction	Jun-21
Ibisi Housing Sewer Reticulation	11 & 13	NMZ	364	Ibisi	R 6 000 000,00	R 1 851 000,00	R 2 956 500,00	Construction	Jun-23
Umzimkhulu Water	16	NMZ	3392	Umzimkhulu Town	R 94 300,00	R 10 000 000,00	R 3 335 115,00	Planning	Jun-25

Infrastructure Upgrade									
Riverside Sewere	3	NMZ	1009	Riverside	R 150 000,00	R 2 800 000,00	R 2 945 500,00	Planning	Jun-22
Greater Riverside Water Supply	2, 3, 5 & 21	NMZ	4384	Corinth, Phongolo, Mzintlanga, Lukhalweni, Nkomeni, Germiston, Nsikeni, Ngwaqa, Nyanisweni	R 150 000,00	R 5 000 000,00	R 3 950 000,00	Planning	Jun-27
Lourdes - Mkhangala Water Supply	3 & 4	NMZ	602	Nsingizi, Malenge, Marhanjana, Nqabelwenin, Mkhangala	R 100 000,00	R 9 500 000,00	R 3 950 000,00	Planning	Dec-26
Ibisi - Machunwini Water Supply	11 & 13	NMZ	1212	Ibisi, Kokshill, Ntlabeni, Mfundweni, Nhlonhlweni, Meyi	R 100 000,00	R 6 500 000,00	R 3 955 100,00	Planning	Jun-25
Cabhane River Valley St Barnabas Water Supply	7, 19 & 21	NMZ	3100	Cabhane, Mfulamhle, Nazareth, Nqokozweni, Zadungeni, Dryhoek	R 100 000,00	R 7 500 000,00	R 3 500 000,00	Planning	Dec-27

Greater Njunga Water Supply	8, 10 & 18	NMZ	3098	Njunga, Maromeni, Ncambele, Rockymount, KwaSenti, Ngunjini, Fourteen, Pholanyoni, Nonjoni, Mnceba, Balbel, Kroomdraai, Sikhulu, Madlathu, Manqorholweni, Novukela, Reesdale, Mthwane, Mbumbane, Mmisa, Ntlangwini, Gcwensa, Mqhokweni, Mpindweni, Juta, Reesdale, Nkampini & Amaroma	R 300 000,00	R 6 875 975,00	R 3 674 025,00	Planning	Jun-26
-----------------------------	------------	-----	------	--	--------------	----------------	----------------	----------	--------

<b>PMU Operational Cost</b>	ALL	ALL		N/A	R 4 861 200,00	R 5 316 825,00	R 5 650 300,00	N/A	Jun-23
<b>TOTAL</b>					<b>R 199 185 000,00</b>	<b>R 207 548 975,00</b>	<b>R 208 886 025,00</b>		

**SERVICE DELIVERY IMPROVEMENT PLAN  
2022/2023**

**Prepared by: Chief Operations Officer**

**VISION**

By 2030 Harry Gwala will be a leading water services provider in the KZN Province with its communities benefitting from a vibrant agriculture and tourism sector.

### **MISSION**

Working together with its communities and stakeholders Harry Gwala District Municipality will ensure the provision of clean, drinkable uninterrupted water services and proper sanitation facilities and strive to improve its agriculture and tourism sectors to enhance human dignity.

## **2. Water Services**

### **Mandate:**

Provision of water and Sanitation

### **Key Service:**

Provide uninterrupted water supply

### **Problem Statement:**

Illegal connection

Repair all water and sanitation schemes as per the complaints received

### **Process for Technical support:**

Fast track the development, review and gazetting of by-laws

Ensure that all water and sanitation schemes are fully functional

KEY SERVICES	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		Quantity:		Quantity:	
		Quality:		Quality:	
		Consultation	Public notices distributed to the affected communities.	Consultation	Bulk sms  Distribution of pamphlets  Loud hailing  Community meetings e.g. war rooms and awareness campaigns

		Service Standards	Attendance to water complaints within 24 hours	Service Standards	Development of sustainable water resources  Full adherence to municipal service level standards.
		Access	Not all communities have access to clean drinkable water.  Water tanker delivery	Access	Ensure the provision of clean drinkable water. FastTrack the implementation of bulk water schemes.

		system is employed. Protection of springs Rain water harvesting	
	Courtesy		Courtesy Customers must be treated with respect and consideration
	Open ness &	Conduct IDP Roadshow to present the functionality of water systems. Provide information on project under	Maintain the current standards and improve where necessary

Provide		Transparency	<p>construction through the district newsletter.</p> <p>Inclusion of water and sanitation statement in the newsletter.</p> <p>Communicate with communities through print and air media on matters that affect their lives.</p> <p>Invite communities to open council meetings.</p>	Open Transparency &	
uninterrupted water supply	Community	Information	Notices on service interruption and project implementation.	Information	Improve current standards.

				To inform the consumers on water saving tips and health and hygiene through awareness campaigns		
		Dealing with Complaints	Value for Money	Acknowledgement of consumer complaints.  Escalate the complaints to the relevant officials.	Redress	To act swiftly and politely when service delivery problems are lodged.
				Projects are not completed on time.	Value for Money	Ensure that the projects are completed on time in accordance with the prescribe

			standards through continuous monitoring and evaluation.
	Encouraging innovation and Recognition	Encouraging innovation and Recognition	The Municipality is planning to have its own researcher whom will check the impact of service delivery within the District. Each and every end of Financial Year a ceremony of awarding those best performed employees must be held to motivate them.
			It is important to know where we

			<p>coming from and where we going interms of service delivery therefore the impact of service delivery shall be monitored timeously. This can be monitored through OSS and Public Participation.</p>
	Service Delivery Impact	Service Delivery impact	
	Leadership and Strategic Direction	Leadership and strategic direction	<p>Heads of departments must allow its employees to be creative in solving customer complaints. It is also of critical importance that planning is done and goals are being set.</p>
	Time:	Time:	

--	--	--	--	--	--

### 3. BUDGET AND TREASURY OFFICE

**Mandate:**

Financial management and support to departments.

**Key Services:**

- Comply with Supply Chain Management Regulations
- Collect revenue

- Monitor grants expenditure
- Control creditors account
- Manage cash flow
- Manage budget processes

**Problem Statement:**

- Improve income control and non-payment of water bills.
- Creditors are not paid on time

**Process for Technical support:**

**Billing of all customers by creating accounts. Installation of new water meters will be done. Receive, Capture, Verify and authorise invoice then process payments within 30 days**

KEY SERVICES	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
Collect Revenue	Internal and External Consumers	Quantity:		Quantity:	
		Quality:		Quality:	
		Consultation	Community outreach programs have been conducted. Meetings with ward councilors	Consultation	Meetings with rate payers were conducted. Consultation was administered to consumers through the engagement of water meter readers.

			have been convened. Public notices through print media		
--	--	--	---	--	--

				<p>Disconnection of incorrect consumers due to inaccurate data in the system.</p> <p>Incorrect billing due to fault meters which takes time to be fixed.</p> <p>Some consumers billed on a flats rate basis</p>		<p>Updating of consumer data</p> <p>Fixing of meters</p> <p>Billing all our consumers on consumption basis.</p>	
		Service			Service		
		Standards			Standards		
		Access			Access		



				result in poor communication with consumers which lead to failure to redress.		communication with consumers.
						To develop tariff model for the district.
			Value for Money	No tariff model in place.	Value for Money	
				Strategy		
						A certain strategy or a way of recognition be given to customers who have up to date accounts
			Encouraging	Customers are not	Encouraging	
				acknowledge for	innovation and	

		innovation and				
		recognition		consistent payments	recognition	
		Service Delivery		Collection ratio -	Service Delivery	
		impact			Impact	
				Debt recovery task		
		Leadership and		team is currently in	Leadership and strategic direction	
		strategic		existence to		
		direction		enhance revenue		
				Collection		
		Time:			Time:	
		Cost:			Cost:	

**SECTOR DEPARTMENT PROJECTS**

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget
NRM				
NRM KZN Ngudwini_2	Alien Plant Clearing Project	Implementation	2018/19 - 2020/21	Not indicated
NRM KZN Turn Table Trust_2	Alien Plant Clearing Project	Implementation	2018/19 - 2020/21	Not indicated
NRM KZN Bulwer Biosphere_2	Alien Plant Clearing Project	Implementation	2018/19 - 2020/21	R25,468,800.00
NRM KZN C. Umkomaas - Sappi_2	Alien Plant Clearing Project	Implementation	2018/19 - 2020/21	Not indicated
NRM WOF Umzimkhulu Fire Base	Fire Control and Prevention	Implementation	2018/19 - 2021/22	Not indicated
NRM WoF Underberg Fire Base	Fire Control and Prevention	Implementation	2018/19 - 2021/22	Not indicated
NRM WOF KZN Special Project Monks Cowl	High Altitude Alien Clearing Project	Implementation	2018/19 - 2021/22	Not indicated



## cooperative governance

Department:  
Cooperative Governance  
REPUBLIC OF SOUTH AFRICA

### LIST OF NATIONAL PROJECTS IMPLEMENTED IN HARRY GWALA DISTRICT MUNICIPALITY.

#### DEPARTMENT OF ENVIRONMENT, FORESTRY AND FISHERIES

#### DEPARTMENT OF SMALL BUSINESS DEVELOPMENT

Projects	Project description	Location / Targeted areas	Time frames	Budget
100 Thousand young entrepreneurs	Initiative targeting young people between the ages of 16 and 40 with businesses with the potential to create a minimum of 10 sustainable jobs	Targeted beneficiaries - 1000	Not indicated	Not indicated
SMME expansion/ scale up	Initiative targeting small and medium enterprises that have been in existence for more than 4 years and employ more than 5/10 staff members. It supports businesses to scale up and expand through access to working capital and markets for goods and services.	Targeted beneficiaries - 1900	Not indicated	Not indicated
Township and rural entrepreneurship	A dedicated programme to transform and integrate	Targeted beneficiaries - 5109	Not indicated	Not indicated

Projects	Project description	Location / Targeted areas	Time frames	Budget
	opportunities in townships and rural areas into productive business ventures.			
Township and rural entrepreneurship	A dedicated programme to transform and integrate opportunities in townships and rural areas into productive business ventures.	Targeted beneficiaries - 5109	Not indicated	Not indicated
Incubation and digital hubs	Business and technology incubation centres that offer enterprises business and management skills, support and platforms for a minimum of 3 years. It targets start-ups that require hand holding as they start their journey in business.	Targeted beneficiaries - 4	Not indicated	Not indicated
Cooperatives	Initiative aimed at supporting cooperatives as enterprises that are income and profit generating. It targets registered cooperatives that have potential to generate income and profit.	Targeted beneficiaries - 100	Not indicated	Not indicated

Projects	Project description	Location / Targeted areas	Time frames	Budget
Informal businesses	Initiative aimed at supporting informal businesses with compliance support, business skills development, business infrastructure and technical support.	Targeted beneficiaries – 10217	Not indicated	Not indicated
SMME products	Initiative to coordinate and direct the buy local campaign to be impactful by targeting a minimum number of enterprises that should benefit.	Targeted beneficiaries - 1600	Not indicated	Not indicated
Start-up nation	Initiative that seeks to promote innovation that can have a ripple effect on the national economy. Target beneficiaries are Tech and Engineering Start-ups and Social enterprises.	Targeted beneficiaries - 3200	Not indicated	Not indicated

**PUBLIC ENTERPRISE: ESKOM**

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget (R'M)
Umzali Substation 2nd 132/22kV 20MVA Transformer	Strengthenin g	Not indicated	2020/21	27.27

NAME OF DEPARTMENT: DEPARTMENT OF SOCIAL DEVELOPMENT

NAME OF DISTRICT: HARRY GWALA DISTRICT

GOAL: DEMOGRAPHICS/PEOPLE DEVELOPMENT

**DDM ONE PLAN ONE BUDGET**

**DISTRICT PROJECTS AND STRATEGIES TO IMPROVE SERVICE DELIVERY AND INSTITUTIONAL CAPACITY**

GOAL DEFINITION	PROJECT NAME	PROJECT OBJECTIVE	LEADER	TOTAL BUDGET REQURED	BUDGET COMMITTED 2021/22	BUDGET COMMITTED 2022/23	BUDGET COMMITTED 2023/24	DURATION OF PROJECT	LOCAL MUNICIPALITY & WARD & ISIGODI	GPS COORDINATES
Demographics / People Development: Fundamentally and radically improve the Quality of Life and overall well-	Social Welfare Services	To render social Welfare services to older persons, persons with Disabilities and HIV/AIDS within Harry Gwala District	DSD	15 000 000	10 028 000	11 030 800	12 133 880	ONGOING	UMZIKHULU BUHLEB EZWE DR NKOSA ZANA DLAMINI GREATER KOKSTAD	

being of people living in the district/ metro area with emphasis on vulnerable and marginalised groups	Children and Families	To render services to vulnerable children and families within Harry Gwala DISTRICT	DSD	21 000 000	17 803 000	19 583 300	21 541 630	ONGOING	UMZIKHULU BUHLEB EZWE DR NKOSA ZANA DLAMINI GREATER KOKSTAD	
		Early Childhood Development Conditional Grant	DSD		11 148 000	11 159 148	12 775 062	ongoing		

	Restorative Services	To render substance abuse, victim empowerment services and social crime prevention	DSD	10 000 000	4 111 000	4 522 100	4974 310	2021/2024	UMZIKH ULU BUHLEB EZWE DR NKOSA ZANA DLAMINI GREATER KOKSTAD	
	Development and Research	To render poverty alleviation services to youth and women empowerment		100 000 000	3 855 000			2021/2024	UMZIKH ULU BUHLEB EZWE DR NKOSA ZANA DLAMINI GREATER KOKSTAD	

NAME OF DEPARTMENT: DEPARTMENT OF SOCIAL DEVELOPMENT

NAME OF DISTRICT: HARRY GWALA DISTRICT

GOAL: SPATIAL RESTUCTURING AND ENVIRONMENTAL

DDM ONE PLAN ONE BUDGET

DISTRICT PROJECTS AND STRATEGIES TO IMPROVE SERVICE DELIVERY AND INSTITUTIONAL CAPACITY

GOAL DEFINITION	PROJECT NAME	PROJECT OBJECTIVE	LEAD RESP	TOTAL BUDGET REQUIRED	BUDGET COMMITTED 2021/22	BUDGET COMMITTED 2022/23	BUDGET COMMITTED 2023/24	DURATION OF PROJECT	LOCAL MUNICIPALITY & WARD & ISIGODI	GPS
"Spatial Restructuring and Environmental: Develop a transformed, efficient and sustainable spatial form as dynamic platform for economy and integrated human settlements"	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable

NAME OF DEPARTMENT: DEPARTMENT OF SOCIAL DEVELOPMENT

NAME OF DISTRICT: HARRY GWALA DISTRICT

GOAL: INTEGRATED SERVICE PROVISION

**DDM ONE PLAN ONE BUDGET  
DISTRICT PROJECTS AND STRATEGIES TO IMPROVE SERVICE DELIVERY AND  
INSTITUTIONAL CAPACITY**

GOAL DEFINITION	PROJECT NAME	PROJECT OBJECTIVE	LEAD RESP	TOTAL BUDGET REQUIRED	BUDGET COMMITTED 2021/22	BUDGET COMMITTED 2022/23	BUDGET COMMITTED 2023/24	DURATION OF PROJECT	LOCAL MUNICIPALITY & WARD & ISIGODI	GPS
"Integrated Service Provisioning: Enable residents to experience reliable, cost effective, viable, sustainable and seamless provisioning of services in function		Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable

ning places"										
--------------	--	--	--	--	--	--	--	--	--	--

NAME OF DEPARTMENT:

NAME OF DISTRICT: HARRY GWALA DISTRICT

GOAL: INFRASTRUCTURE ENGINEERING

**DDM ONE PLAN ONE BUDGET  
DISTRICT PROJECTS AND STRATEGIES TO IMPROVE SERVICE DELIVERY AND INSTITUTIONAL CAPACITY**

GOAL DEFINITION	PROJECT NAME	PROJECT OBJECTIVE	LEAD RESP	TOTAL BUDGET REQUIRED	BUDGET COMMITTED 2021/22	BUDGET COMMITTED 2022/23	BUDGET COMMITTED 2023/24	DURATION OF PROJECT	LOCAL MUNICIPALITY & WARD & ISIGODI	GPS
"Infrastructure Engineering: Mobilise, target, align and manage investment in infrastructure in a sustainable way supporting the economic positioning and transformed	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable

spatial structure Outcomes Indicators"											
--	--	--	--	--	--	--	--	--	--	--	--

NAME OF DEPARTMENT:

NAME OF DISTRICT: HARRY GWALA DISTRICT

GOAL: GOVERNANCE

**DDM ONE PLAN ONE BUDGET**

**DISTRICT PROJECTS AND STRATEGIES TO IMPROVE SERVICE DELIVERY AND INSTITUTIONAL CAPACITY**

GOAL DEFINITION	PROJECT NAME	PROJECT OBJECTIVE	LEAD RESP	TOTAL BUDGET REQUIRED	BUDGET COMMITTED 2021/22	BUDGET COMMITTED 2022/23	BUDGET COMMITTED 2023/24	DURATION OF PROJECT	LOCAL MUNICIPALITY & WARD & ISIGODI	LOCAL MUNICIPALITY & WARD & GPS
"Governance: Improve the performance of all three spheres of government and in relation to district/ metro develop	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable

mental impact"										
----------------	--	--	--	--	--	--	--	--	--	--

NAME OF DEPARTMENT:

NAME OF DISTRICT: HARRY GWALA District

GOAL: ECONOMIC POSITIONING

**DDM ONE PLAN ONE BUDGET  
DISTRICT PROJECTS AND STRATEGIES TO IMPROVE SERVICE DELIVERY AND INSTITUTIONAL CAPACITY**

GOAL DEFINITION	PROJECT NAME	PROJECT OBJECTIVE	LEAD RESP	TOTAL BUDGET REQUIRED	BUDGET COMMITTED 2021/22	BUDGET COMMITTED 2022/23	BUDGET COMMITTED 2023/24	DURATION OF PROJECT	LOCAL MUNICIPALITY & WARD	GPS
Economic Positioning: Define Strategic Role of the District/Metro in National Economy and build a Resilient and Transformed regional Economy	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable

2021/22 DISTRICT DEVELOPMENT MODEL

DEPARTMENT OF AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT

KWAZULU-NATAL

HARRY GWALA DISTRICT

Areas of intervention (Agriculture and Land Reform)	Five-year planning period				
	Project description	Budget allocation	District Municipality	Location: GPS coordinates	Social partners
Land Development Support	Rietfontein farm.: To provide production inputs, machinery and implements. The support will serve as impetus for the farmer to farm commercially thereby creating job opportunities	R4 969 950.00	Harry Gwala	Ptn1,2 & 4 of the Farm Rietfontein No. 120 & ptn 6 of the farm Hartebeestfontein No.119	DARD, Kokstad Municipality
Land Development Support	Spionkop 1: To provide production inputs, machinery and implements. The support will serve as impetus for the farmer to farm commercially	R12 684 009 .00	Harry Gwala	Ptn 1 Of Farm Ronde-Fontein .307 ES, Ptn 0 Of Farm Krom Draai .306 ES, Ptn	DARD, Kokstad Municipality

	thereby creating job opportunities			15 Of Farm Spions Kop .283 ES	
Agriculture FPSU	St Paul FPSU : Implements, Fertilizers, Chemicals, Seeds, Feed Mixer wagon, Personnel , Feed, Medication , Office Furniture	R2 000 000.00	Harry Gwala	30°14'52.8" S 29°41'00.96" E	Umzimkhulu Local Municipality DARD NAMC
Non-Agric	Korinte Dairy Value Chain : Medication, Lucerne & Maize Seed and Fertilizer, Tractor, Diesel (Bull)	R1 000 000.00	Harry Gwala	30°05'17.95" S 29°41'00 96 E	Umzimkhulu Local Municipality DARD
Agriculture	Texas Valley Secondary Coop : Seedling planter, fertilizer, Chemicals Seedlings, refrigerated Truck	R2 000 000.00	Harry Gwala	S:30° 15'21, 08" E:30° 06'43, 3"	Ubuhlebezwe Municipality DARD
Agriculture	Hopewell Number 2 Secondary Coop : Diesel, Seeds, Fertilizer, Chemicals, Tractor	R1 000 000.00	Harry Gwala	S:30° 17'50, 58" E:29° 57'47, 88"	Umzimkhulu Municipality DARD
Agriculture	Malenge (Irrigation) Project : Planter & Plougher, Baler, Boots, Harvester, Fertiliser Spreader, Gloves, Grain Tanks, Mulcher, Rigger (Disk Plough) Ripper, Self-propelled sprayer, Tractor , Maize Miller, Trailer, Trucks, Seeds, Chemicals	R9 182 346.00	Harry Gwala	S:30° 09'06, 9"E:29° 36' 47,54"	Umzimkhulu Municipality DARD

HARRY GWALA DISTRICT MUNICIPALITY 2023 – 2024 DRAFT INTEGRATED DEVELOPMENT PLAN

Non-Agric	Sisonke No.1 Sanitary and Toilet Paper : Implementation Business Plan	R250 000.00	Harry Gwala	30°14'49.6" S 29°41'11.06" E	Umzimkhulu Local Municipality
Agriculture	Bulwer Irrigation : Business Plan , Production inputs	R1 300 000.00	Harry Gwala	29°44'38.1" S 29°53'13.2" E	DARD Dr Nkosazana Zuma Municipality
Tenure Reform Implementation	Land Disposal : Brookside;	R300 000.00	Harry Gwala	Remainder of the farm Tigerhoek no 193 and farm Southbrook no 320. Portion 2 of Farm Melk Spruit No. 293 in extent of 338 hectares	DARD Kokstad Municipality
Enterprise Development	St Paul FPSU: Secondary Cooperative support, Personnel, cattle intake, feed, medication, auctions etc	R1 000 000.00	Harry Gwala	30°14'52.8" S 29°41'00.96" E	Umzimkhulu LM and DARD
Enterprise Development	Korinte Dairy Value Chain Project: Purchase of feed and dairy cows	R1 000 000.00	Harry Gwala	30°05'17.95" S 29°42'38" E	Umzimkhulu LM and DARD
NARYSEC	Road Traffic Law Enforcement (14 Youth)	R198 000.00	Harry Gwala	Harry Gwala District	Mpumalanga Traffic Training College
Presidential Employment Stimulus	NDZ – 269 GKM – 209 Umzimkhulu -558	TBC	Harry Gwala	Harry Gwala District	DARD Harry Gwala

Package (PESI)	Ubuhlebezwe - 369				HGDA
-------------------	-------------------	--	--	--	------



DEPARTMENT OF ART AND CULTURE

## Practitioners benefiting from capacity building opportunities

- Training of emerging artists in all municipalities.  
1<sup>st</sup> quarter May,2021 fashion designing for youth and women at Bulwer art centre,Dr Nkosazane Dlamini Zuma Municipality..
- 2<sup>nd</sup> quarter, July 2021 theatre development workshop for youth at Greater kokstad.
- 3<sup>rd</sup> quarter, October& November visual arts and craft at and UBuhlebezwe. Municipality
- 4<sup>th</sup> quarterly February 2022 Musical instruments training at UMzimkhulu Municipality
- Budget for capacity building **R300 000**

## Projects provided for cultural and creative industries to change the mood.

- Talent search for theatre and music to be conducted in all municipalities in the 1<sup>st</sup> quarter June 2021
- Arts festival in Kokstad in the 3<sup>rd</sup> quarter, November 2021
- Theatre festival to be held at UMzimkhulu in the 2<sup>nd</sup> quarter in September 2021.
- Ingoma festival in the 3<sup>rd</sup> quarter ,Dr Nkosazane Dlamini Zuma in December 2021.
- Craft Exhibition at UBuhlebezwe, Ixopo in the 3<sup>rd</sup> quarter, November 2021

## Projects provided for cultural and creative industries to change the mood.

- Talent search for theatre and music to be conducted in all municipalities in the 1<sup>st</sup> quarter June 2021
- Arts festival in Kokstad in the 3<sup>rd</sup> quarter, November 2021
- Theatre festival to be held at UMzimkhulu in the 2<sup>nd</sup> quarter in September 2021.
- Ingoma festival in the 3<sup>rd</sup> quarter, Dr Nkosazane Dlamini Zuma in December 2021.
- Craft Exhibition at UBuhlebezwe, Ixopo in the 3<sup>rd</sup> quarter, November 2021



KWAZULU-NATAL PROVINCE  
ARTS AND CULTURE  
REPUBLIC OF SOUTH AFRICA

3



## continued

- Craft Exhibition at uBuhlebezwe, Ixopo in the 3<sup>rd</sup> quarter, November 2021.
  - On going exhibitions at Bulwer arts centre
  - Beautification of public spaces.
- 
- **Budget ....R410 000**



KWAZULU-NATAL PROVINCE  
ARTS AND CULTURE  
REPUBLIC OF SOUTH AFRICA

4



## Community dialogues and projects addressing social cohesion and moral regeneration

- Maidens behavioral change campaign for young women (maidens) at Dr Nkosazane Dlamini Zuma Municipality
- Gender based violence and cultural issues dialogue at UBuhlebezwe and UMzimkhulu October 2021.
- Multicultural expose and a dialogue at Greater Kokstad in the 4<sup>th</sup> quarter February 2022.

**Budget .....R300 000**

## continued

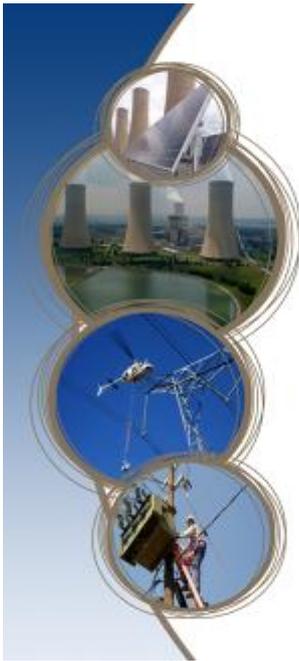
All projects that are implemented are inclusive of people with disabilities, youth, women and senior citizens.

Projects implemented in partnership with Municipalities

These projects are aimed to change the mood of the district during Covid 19



ESKOM



## 2019/20 Projects status



PROJECTS FOR 2019/20 HARRY GWALA						
Eskom						
Municipality name	Project name	Ward Number	Project Type	Planned Conns	Actual Conns	Project Status
KZN435_Umzimkhulu	Magqagqeni / Masamini	4	Households	233	261	Construction is 100% complete.
KZN435_Umzimkhulu	Bulk Extensions	Various Wards	Extensions	840	879	Construction is 100% complete
KZN434_uBuhlebezwe	Bulk Extensions	Various Wards	Extensions	887	946	Construction is 100% complete
<b>Total</b>				<b>1940</b>	<b>2086</b>	

4



## 2020/21 Projects status



PROJECTS FOR 2019/20 HARRY GWALA						
Eskom						
Municipality name	Project name	Ward Number	Project Type	Planned Conns	Actual Conns	Project Status
KZN435_Umzimkhulu	Magqagqeni / Masamini	4	Households	233	261	Construction is 100% complete.
KZN435_Umzimkhulu	Bulk Extensions	Various Wards	Extensions	840	879	Construction is 100% complete
KZN434_uBuhlebezwe	Bulk Extensions	Various Wards	Extensions	887	946	Construction is 100% complete
<b>Total</b>				<b>1940</b>	<b>2086</b>	

4



## 2020/21 Projects status



PROJECTS FOR 2020/21 HARRY GWALA						
Eskom						
Municipality Code & Name	Project Name	Project Type	Ward Number	Planned conns	Actual Conns	Project Status
KZN434_uBuhlebezwe	Extensions(Mziki-100 conns and Sinqandulweni -50 conns)	Extensions	9/5	150	150	Construction is 100% complete,
KZN435_Umzimkhulu	Extensions (Masamini -100 Esiphangeni/st paul -50 conns Mangeni -300 conns	Extensions	1/4/6/18	450	450	Construction is 100% complete,
KZN434_uBuhlebezwe	Nlozane/Stewartville #2	Households	8	131	130	Construction is 100% complete,
<b>Total</b>				<b>731</b>	<b>731</b>	



## 2021/22 Projects status



### PROJECTS FOR 2021/22 HARRY GWALA



Municipality Code & Name	Project Name	Ward Number	Project Type	Estimated Conns	Actual Conns	Status
KZN434_uBuhlebezwe	Ubuhebezwe Extensions	Various wards	Extensions	198	363	Construction is 95% complete
KZN435_Umzimkhulu	Umzimkhulu Extensions	Various wards	Extensions	300	400	Construction is 95% complete
				500	498	



## 2022/23 Planned Projects



<b>PLANNED PROJECTS FOR 2022/23 HARRY GWALA</b> 					
Municipality Code & Name	Project Name	Ward Number	Project Type	Estimated Conns	Status
KZN433_Greater Kokstad	Makhoba #2 Low Cost Housing	2	Household	230	Project is at design stage
KZN435_Umzimkhulu	Corinth NB93 - Umzimkulu Ward 2 Nyanisweni Ngwaqa Edgeton	2	Household	462	Project is at design stage
<b>Total</b>				<b>692</b>	

14



## 2023/24 Proposed Projects



PROPOSED PROJECTS FOR 2023/24 HARRY GWALA					
					
Municipality Code & Name	Project Name	Ward Number	Project Type	Estimated Conns	Status
KZN435_Umzimkhulu	Wesley NB112-Ward 21 Nggokozweni Extension	21	Household	339	Project is at design stage
KZN436_DrNDZ	Dr NDZ Ward 1 infills	1	Household	196	Project is at design stage
KZN436_DrNDZ	Dr NDZ Ward 5 infills	5	Household	215	Project is at design stage
KZN436_DrNDZ	Dr NDZ Ward 6 infills	6	Household	236	Project is at design stage
KZN434_uBuhlebezwe	Ubuhebezwe Jolivet ward 7 infills	7	Household	37	Project is at design stage
<b>Total</b>				<b>1123</b>	

17

Harry Gwala DM–Infrastructure Plan (Project List)				
				
	Project Name	Status	Project Category	Completion date
1	Bulwer 2 <sup>nd</sup> TRF 88/22kV 20MVA	FRA	Strengthening	2022
2	Ndawane 132/88/22kV SS Est	CRA	Strengthening	2025
	Ndawane 22kV Turn in lines	CRA	Strengthening	2026
3	Umzali 2 <sup>nd</sup> TRF 132/22kV 20MVA	ERA	Strengthening	2022
4	Singizi 2x20MVA 132/11kV SS Est	ERA	D/C	2022
7	Kenterton NB94 Conductor UG Retic	ERA	Strengthening	2023
8	Kokstad NB3	ERA	Strengthening	2023
	Kokstad NB4 Voltage Regulator	CRA	Strengthening	2023
9				

HUMAN SETTLEMENT PROJECTS

HARRY GWALA DISTRICT – UBUHLEBEZWE MUNICIPALITY

	PROJECT NAME	CURRENT STATUS	UNITS	FINANCIAL TARGET HSDG/UISP 2021/22
RURAL	AMANYUSWA	The project is in final phase of stage 1, currently awaiting Development Right Agreement from the ITB to finalize the SPLUMA application.	500	1 000 000,00
IRDP	Morning View/Painview	Project in pre-feasibility stage, Tranche 1 application pack for Morningview/Painview is anticipated to be completed in April 2021.	700	R0,00
	Ixopo Slums	Project in pre-feasibility stage, Tranche 1 application pack for Ixopo Slums was anticipated to be completed by 30 September 2020 however bulk confirmation from the district delayed the process.  Based on engagements between the Harry Gwala District and Ubuhebezwe UM, the project application has been completed and submitted to the municipality for vetting.	700	R0,00

## HARRY GWALA DISTRICT – GREATER KOKSTAD MUNICIPALITY - UISP

Harry Gwala District: Greater Kokstad					
Number	Name	Area (Ha)	Estimated Number of Structures	Ward No	Within Urban Development Boundary (Yes or No)
1	Horseshoe Informal Settlement	80,9431	953	1, 5, 6 & 9	Yes
2	Marikana Informal Settlement	14,0143	697	10	Yes
3	Moyeni Informal Settlement	8,70102932	379	9 & 10	Yes

NUSP has appointed professional resource team and social facilitators to undertake assessment and categorization of the above informal settlements to produce upgrading plans. Work is currently underway.

## HARRY GWALA DISTRICT – GREATER KOKSTAD MUNICIPALITY

		PROJECT NAME	CURRENT STATUS	UNITS	FINANCIAL TARGET HSDG/UISP2020/2 1
UISP	BROWN FIELDS	Bhambayi Informal Settlement	Currently, there's no housing project on the informal settlement.	800	R0,00
			A submission to appoint PRT's to undertake assessments and categorization of this informal settlement is being prepared.		
RURAL		Thuthuka Ngele	Approval has been granted by honourable MEC to implement this project, an Implementing Agent will be appointed to commence planning studies in the 2021/22 FY.	126	
IRDP		Shayamoya Phase B	Project currently undergoing detailed feasibility studies. SP/UMA application underway, anticipated approval-April 2021	700	R 1 460 000,00

## HARRY GWALA DISTRICT – UMZIMKHULU MUNICIPALITY

		PROJECT NAME	CURRENT STATUS	UNITS	FINANCIAL TARGET HSDG/UISP 2020/21
SERVICED SITES	GREEN FIELDS	KWAMANKOPU	Project has completed prefeasibility studies. The municipality is yet to submit an application pack for stage 1 approval.		
RURAL	BROWN FIELDS	Umzimkhulu Zone 1 Ward 1 & 2	Project is currently on detailed planning stage.	1000	MHOA
RURAL	BROWN FIELDS	Umzimkhulu Zone 1 Ward 3 & 4	Project is currently on detailed planning stage.	1500	MHOA
ISU	BROWN FIELDS	Ext. 9&10	Project is currently on detailed planning stage.	300	MHOA

## HARRY GWALA DISTRICT – UMZIMKHULU MUNICIPALITY. UISP

Harry Gwala District: Umzimkhulu					
Number	Name	Area (Ha)	Estimated Number of Structures	Ward No	Within Urban Development Boundary (Yes or No)
1	Umzimkhulu 9 & 10 Informal Settlement	17,52	468	16 & 17	Yes
2	Clydesdale Border Informal Settlement	74,61	1108	16 & 17	Yes
3	KwaMankofu Informal Settlement	7,53	55	19	Yes

NUSP has appointed professional resource team and social facilitators to undertake assessment and categorization of the above informal settlements to produce upgrading plans. Work is currently underway.

15

2021/03/30

## HARRY GWALA DISTRICT – DR NKOSAZANA DLAMINI ZUMA MUNICIPALITY

		PROJECT NAME	CURRENT STATUS	UNITS	FINANCIAL TARGET HSDG/UISP2020/21
RURAL	BROWN FIELDS	MANZAMNYAMA	Project is in final phases of stage 1. SP/LUMA approval has been obtained, the development right agreement (DRA) has been signed. The last invoice received March 2021. close out report is yet to be received.	500	R0,00

- 6 x new rural projects in Dr NDZ recently submitted to the department will be implemented in the MTEF.



### IRDP

PROJECT NAME	LM & WARD	YIELD	BUDGET	STATUS / COMMENTS
Makhoba Housing Project	Greater Kokstad Municipality, Ward 2	1400	R 14 069 031,61	Project is active IA is on site, poor performance due social and technical challenges, which are being attended by the Department.
Willowdale Housing Project	Greater Kokstad Municipality, Ward 6	83	R 2 536 668,75	Project is active IA is on site, busy with construction of houses.

17



### RURAL

PROJECT NAME	LM & WARD	YIELD	BUDGET	STATUS / COMMENTS
Bhidla Rural Housing Project	DR NDZ, Ward 9	500	R 68, 331, 350.00	Construction of house underway, 302 houses completed to date. Project behind due shortage of material supply.
Umfalomubi Rural Housing Project	Ubuhlebezwe Municipality, Ward 7	1500	R 14, 896, 381,71	Construction of houses underway, 891 houses have been completed. Project behind due shortage of material supply .
Hlokozi Rural Housing Project	Ubuhlebezwe Municipality, Ward 6	2600	R 20 ,375, 751,11	Construction of house underway , 1 completion,63 slabs have been completed..
Gudlucingo Rural Housing Project	Ubuhlebezwe Municipality, Ward 8	1500	R 19, 495, 737,56	Project is active IA is on site, construction of houses underway, 35 Houses have been completed. Project behind due shortage of material supply after lockdown.
DR NDZ OSS 52 (64 OSS)	DR NDZ Municipality Various Wards	64	R 4, 444, 589,12	Construction of house underway, 20 houses completed to date. Project behind due shortage of material supply after
DR NDZ OSS 78	DR NDZ Municipality Various Wards	80	R 5, 351, 181,32	Construction of house underway, 3 houses completed to date. 22 site are at privately owned land , meeting has been arranged to address this matter.
UMzimkhulu 40 OSS	UMzimkhulu Municipality, Ward 6	40	R 2, 397, 920,00	Project contract was terminated due to poor performance and Submission for 8 appointment of service provider is

18

DEPARTMENT OF TRANSPORT



## Planned Bridge Projects

No.	Project	Total Length	Local Municipality	Estimated Budget	Planned Opportunities	Status
1	Mabisane River Bridge	76m	uMzimkhulu	R 58 m	20	The department still to appoint a consultant
2	KwaMceba Pedestrian Bridge	26m	uMzimkhulu	R 50 m	20	The department still to appoint a consultant
3	Cabane River* Bridge on P749	12m	uMzimkhulu	R 36.3 m	15	
4	Kwazicole Pedestrian Bridge	10m	uMzimkhulu	R 55 m	15	
5	Lufafa Pedestrian Bridge	10m	Ubuhlebezwe	R 55 m	15	
6	Ibisi River Bridge*	9m	uMzimkhulu	R54m	20	Designs have been approved, currently awaiting for draft document specification from the department to be issued.



## Planned Upgrade Projects

No.	Project	Local Municipality	Total Length KM	Planned KM	Estimated Financial Years	Budget	Planned Work Opportunities	status
1	P601-1 Link	uMzimkhulu	0.5	0.5	2023-24	R 55 m	15	The Department is in the process of appointing a professional service provider.
2	P417	uMzimkhulu	13.94	6	2021-22	R 90 m	55	Designs have been approved, currently awaiting for draft document specification from the department to be issued.
3	P749	uMzimkhulu	43	10	2022-23	R150m	65	The Department is in the process of appointing a professional service provider.
4	P602	uMzimkhulu	46	10	2023-24	R150m	60	The Department is in the process of appointing a professional service provider.
5	P416	uMzimkhulu	41	10	2028-29	R120m	65	The Department is in the process of appointing a professional service provider.

## Planned Upgrade Projects

No	Project	Local Municipality	Total Length KM	Planned KM	Estimated Financial Years	Budget	Planned Work Opportunities	status
6	D168	Ubuhlebezwe	24	10.70	2021-22	R 72m	31	The Department is in the process of appointing a professional service provider.
7	P112	Ubuhlebezwe	14.25	3	2021-22	R 66 m	45	Designs have been approved , currently awaiting for draft document specification from the department to be issued.
8	P113	Ubuhlebezwe	34.04	5.54	2021-22	R107m	72	Consultant and department currently finalising designs.
9	D310&D 309	Ubuhlebezwe	7.7	7.7	2022-23	R88m	42	The Department is in the process of appointing a professional service provider.
10	P419	Dr NDZ	10.8	5	2021-22	R 41.8 m	55	Designs have been approved , currently awaiting for draft document specification from the department to be issued.
11	P8/3	Dr NDZ	10.8	5	2021-22	R 41.8 m	55	Designs have been approved ,

## Planned Upgrade Projects

No	Project	Local Municipality	Total Length KM	Planned KM	Estimated Financial Years	Budget	Planned Work Opportunities	status
12	P429&P 427	Dr NDZ	36	8.3	2022-23	R 123m	68	Consultant and department currently finalising designs.
13	L1633	Dr NDZ	3.2	3.2	2021-22	R 36 m	87	Labour intensive project ,Designs have been approved , currently awaiting for draft document specification from the department to be issued.
14	P125	Dr NDZ	20	10	2022-23	R88m	72	The Department is in the process of appointing a professional service provider.

## Planned & Funded Projects

Project	Description	Location	Status	Budget
Operation Vula Fund Overview (Tiers 2 & 3 not finalised)	Entrepreneurial Business Dev & Support	Harry Gwala District	T1 – 57 projects T2 – 0 projects T3 – 7 projects <b>Total – 64 projects</b>	R 10.2 mil R 0 R 11.7 mil <b>R 21.9 mil</b>
Tier 1 – Approved in batches	Details to be provided for all 3 Tiers	GKM Ubuhlebezwe NDZ Umzimkhulu	1 project 3 projects 4 projects 7 projects <b>Total – 15 projects</b>	R 200,000 R 414,000 R 586,000 R 996,000 <b>R 2,172,000</b>
Tourism Information Centre	Establish tourism information centre	GKM – Franklin	Funds transferred Implementation	R700,000
Tourism Graduate Development Programme. 2 year Internship & in service training	Provides integrated learning for unemployed tourism students to promote job creation	HGDA x 1 Ubuhlebezwe x 2 Umzimkhulu x 2 GKM x 1 <b>Total – 6</b>	The programme was delayed due to COVID, but all graduates were allocated	Monthly stipends of R6,083 pm for interns and R5,066 pm for in-service training

## Planned & Funded Projects

Project	Description	Location	Status	Budget
Tourism Relief Fund for Tourism Guides	The Department of Tourism made relief funding of available during	Harry Gwala District	20 Tourism Guides received funding support from the National Dept of Tourism	R 1.5 mil
KZN Tourism Relief Fund	To support the Tourism sector in distress due to COVID	KZN All Districts	Recently launched Closing - 15 April '21 Guidelines available	R 20 mil
Homestay B&B's	Support tourism Homestay facilities in Kilmun	30 Homestay B&B's identified in NDZ for support	SEDA provided business training Access to Markets Workshops	EDTREA Operational budget
Mission Tourism Route	To promote, develop and support mission tourism as niche market	NDZ	Site visits and mapping Conducted viability study of the route Package route Gather information	EDTREA Operational budget

## Planned & Funded Projects

Project	Description	Location	Status	Budget
Municipal Informal Economy Infrastructure Development	Enhance & develop Municipal informal trader facilities & infrastructure	GKM Various locations	Funds transferred Implementation stage – Delayed	EDTEA – R 4.5 mil GKM – R 1.5 mil <b>Total – R 6 mil</b>
Municipal Employment Initiative (MEI) Support	Provide technical & conditional financial support for Municipal MEI's	Ubuhlebezwe Umzimkhulu	Final Approval & Contracting Stage (Funding Agreement)	R 1 mil R 1 mil <b>Total – R 2 mil</b>
Invasive Alien Species Programme	Invasive alien plant clearing project	GKM Ubuhlebezwe	80 jobs for 564 ha 168 jobs for 1556 ha <b>644 jobs &amp; 2120 ha</b> Implementation Stage	R 1 mil R 2.2 mil <b>Total – R 3.2 mil</b>
GKM Long Term Economic Development Strategy	Develop strategy to facilitate and manage long term development	GKM	Funds transferred Implementation Stage – Delayed	R 500,000

## Planned & Funded Projects

Project	Description	Location	Status	Budget
KZN Horticultural Products	Support agro-processing of horticultural projects in Harry Gwala & Ilembe	Harry Gwala	TOR's being drafted Implementation delayed due to SCM challenges	R 1.5 mil
KZN Growth Coalition	Identification of existing and future projects and investors, and facilitating the smooth implementation of such ventures	Kokstad 1 of 10 regions in KZN	Arranging and having 8-aside Business Stability initiative and Industrial Conflict Meetings. Funding Agreement with TIKZN	R 500,000
Agro Pack House Support RASET Programme	Renovation & building of pack-houses in order to extend the shelf-life of the perishable products.	Ixopo 1 of 4 Pack Houses in KZN	Fencing & equipment was procured and supplied. TOR & BP complete. EDTEA & DARD Partnership	R 1.5 m Total – R 6m

Support Initiative	Description
RLED Support Services in partnership with KZN COGTA & SALGA (MOU)	<ul style="list-style-type: none"> <li>Strategic, technical and institutional support services.</li> <li>The formulation, review and implementation of RLED strategies (LED Strategies &amp; Economic Recovery Plans and institutional structures (Municipal LED Forums &amp; PSC's)</li> <li>RLED Project Support Services                             <ul style="list-style-type: none"> <li>Project, Contract &amp; Procurement Management</li> <li>Financial &amp; Risk Management</li> <li>Monitoring &amp; Evaluation</li> <li>Institutional Support (PSC's &amp; Forums)</li> </ul> </li> <li>Red Tape Reduction Programmes</li> <li>District Development Agency (DDA) support &amp; capacitation &amp; DDM Model</li> <li>Development &amp; Implementation of Economic Recovery Plans</li> <li>Assist to identify, package and apply for project funding</li> </ul>
RLEDI Capacity Building Programme	<ul style="list-style-type: none"> <li>Decentralised Summer and Winter School Programmes with Municipalities (UKZN)</li> <li>Young Researchers, Champions Programme (UKZN)</li> <li>Ecolab and SMME training at Municipal Ward level (DUT)</li> <li>RLED Municipal Capacitation Workshop (GOGTA, SALGA &amp; UKZN)</li> <li>Ya Rona Digital Development Programme (NEMISA &amp; DUT)</li> </ul>
Strategic Policy & Planning Support	<ul style="list-style-type: none"> <li>Provide Municipalities with economic data and statistics for their area of jurisdiction</li> </ul>

Support Initiative	Description
Strategic Policy & Planning Support	<ul style="list-style-type: none"> <li>Provide Municipalities with economic data and statistics for their area of jurisdiction</li> </ul>
KZN Growth Coalition	<ul style="list-style-type: none"> <li>The campaign provides high-level liaison with stakeholders in both the public and private sectors and has established 8-Aside forums in ten participating regions including Kokstad.</li> <li>TIKZN and Growth Coalition have been arranging and having 8-Aside Business Stability initiative and Industrial Conflict Meeting in different Municipalities within Province of KwaZulu-Natal.</li> <li>EDTEA recently finalized and signed funding agreement with TIKZN for the Growth Coalition Programme and relevant funding transfers to TIKZN.</li> </ul>
Revised Provincial Spatial Economic Development Strategy (PSEDS)	<ul style="list-style-type: none"> <li>Provide support to Local &amp; District Municipalities to review the PSEDS.</li> <li>Ms Babalwa Tandwa from the EDTEA Policy &amp; Planning Unit will provide details of the process</li> </ul>

DEPARTMENT OF SPORT AND RECREATION



GROWING KWAZULU-NATAL TOGETHER

INFRASTRUCTURE

TYPE	LOCAL MUNICIPALITY	WARD	BUDGET
<b>District Fitness Centre (High Performance)</b> A multipurpose sports facility that caters for different sport development activities to drive career pathing of athletes.	uMzimkhulu	543050017	R16 982 000.00

3



GROWING KWAZULU-NATAL TOGETHER

PURCHASE OF EQUIPMENT PLAN

Project description	Budget Allocation	Target	Date	Location: LM, Ward, GPS coordinates
Hubs provided with equipment and/or attire	R159 500	13	19/08/2021	uMzimkhulu 54305016, 54305017, GKM 54303006, uBuhlebezwe 54304007, Dr. NDZ 54301009, Dr. NDZ 54301001, uMzimkhulu 54305020, GKM 54303006,
Early Childhood development equipment	R69 150	15	19/08/2021	uMzimkhulu 54305020, 54305017, 54305009 54304010, 54304013, 54304014. Dr. NDZ 54301003, 54301002, 54301001, 54301010, 54301014, 54301008. GKM 54303002, 54303006, 54303004
Schools supported with equipment and attire	R461 387	35	05/05/2021	54301001, 54301010, 54301013, 54301006, 54302002, 54302003, 54303001, 54303004, 54303006, 54303007, 54304002, 54304005, 54304006, 54304014, 54305016,

4



### PURCHASE OF EQUIPMENT PLAN

Project description	Budget Allocation	Target	Date	Location: LM, Ward, GPS coordinates	Partners roles
Supported School Sport structures	R170 000	5	21/07/2021	Greater Kokstad LM, uMzimkhulu LM, uBuhlebezwe LM, Dr. Nkosazana LM	Coaching and Workshops
Clubs provided with equipment to play leagues	R23 0000	98	19/07/2021	UBuhlebezwe 54304005, 54304003, 54304001, 54304009, 54304008, 54304002, 54304008, 54304004, 54304011. Greater Kokstad 54303006, 54303001, 54303005, 54303006, 54303001 Dr NDZ 54301002, 54301007, 54302001, 54301004, 54301014, 54301009, 54301006, 54301015, 54301008. uMzimkhulu 54305003, 54305001, 54305006, 54305018, 54305020, 54305004, 54305005, 54305013, 54305009, 54305016, 54305017	Sport to be Fashionable by influencing community, communicate with councilors

5



### PURCHASE OF EQUIPMENT PLAN

Project description	Budget Allocation	Target	Date	Location: LM, Ward, GPS coordinates
Local leagues supported	R800 000	10	21/07/2021	UBuhlebezwe 54304005, 54304003, 54304001, 54304009, 54304008, 54304002, 54304008, 54304004, 54304011. Greater Kokstad 54303006, 54303001, 54303005, 54303006, 54303001 Dr NDZ 54301002, 54301007, 54302001, 54301004, 54301014, 54301009, 54301006, 54301015, 54301008. uMzimkhulu 54305003, 54305001, 54305006, 54305018, 54305020, 54305004, 54305005, 54305013, 54305009, 54305016, 54305017

6



### PURCHASE OF EQUIPMENT PLAN

Project description	Budget Allocation	Target	Date	Location: LM, Ward, GPS coordinates
Rural Horse Riding programs supported	R53 000	3	30/04/2021	Dr. NDZ 54301004 Greater Kokstad 54303006 uMzimkhulu 54305013
IG School Equipment Support	R20 000	1	02/08/2021	Dr. NDZ uBuhlebezwe Greater Kokstad uMzimkhulu
Indigenous Games programmes supported	R40 000	1	30/04/2021	Dr. NDZ 54301001, Dr. NDZ 54301007, GKM 54303003, uMzimkhulu 54305017, uBuhlebezwe 54304011
Community organizations benefiting from community outreach programs	R70 000	10	12/04/2021	Depends on community requests
Community organizations benefiting from community outreach programs	R70 000	10	12/04/2021	Depends on community requests

7



### CAPACITY BUILDING PLAN

Project description	Budget Allocation	Target	Date	Location: LM, Ward, GPS coordinates
Training of technical officials, coaches, administrators	R150 000	50 Soft 14 Gym 12 Dance 12 Cycling 12	27-29/08/2021	Harry Gwala District
People trained to deliver school sport	R120 000	30	20-22/08/2021	Harry Gwala District
Training of IGs and Golden Games volunteers	R40 000	30	21/04/2021	Harry Gwala District

8

## TRANSFORMATION PLAN

Project description	Budget Allocation	Target	Date	Location: LM, Ward, GPS coordinates
Sporting bodies receiving support to drive transformation	R200 000	2	2021/2022	
Ward base intervention	R50 000	5	07/07/2021	54306001, 54306010,54306013,54306006,54306002, 54306003, 54303001,54303004, 54303006,54303007,54304002,54304005, 54304006,54304014, 54305016,
Ward base intervention	R100 000	10	18/11/2021	UBuhlebezwe 54304005, 54304003, 54304001, 54304009, 54304008, 54304002, 54304008, 54304004, 54304011. Greater Kokstad 54303006, 54303001, 54303005, 54303006, 54303001 Dr NDZ 54301002, 54301007, 54302001, 54301015, 54301008. uMzimkhulu 54305003, 54305001, 54 54305005, 54305013, 54305009, 54305016, 54305017

9

## TRANSFORMATION PLAN

Project description	Budget Allocation	Target	Date	Location: LM, Ward, GPS coordinates
Community outreach programme	R60 000	10	06/07/2021	uMzimkhulu 54305016, 54305017, GKM 54303006, uBuhlebezwe 54304007, Dr NDZ 54301009, Dr NDZ 54301001, uMzimkhulu 54305020, GKM 54303006,

10

**TALENT IDENTIFICATION AND ROUTING PLAN**

Project description	Budget Allocation	Target	Date	Location: LM, Ward, GPS coordinates
Indigenous Games selections	R185 000	5	22/05/2021, 15/05/2021, 29/05/2021, 29/05/2021	GKM 54303003, Dr. ND2 54301007, Dr. ND2 54301001, uBuhlebezwe 54304002, uMamkhulu 543050017
District Indigenous Games selections	R88 000	1	03/07/2021	Greater Kokstad 54303006
Indigenous Games padkos (Province)	R9 000	1	TBC	TBC
DISSA District Selections	R35 000	1	November 2021	uBuhlebezwe 54304002
DISSA Provincial Games	R85 000	1	November 2021	TBC
Early Childhood development Play Games	R15 000	2	19/08/2021	uBuhlebezwe Greater Kokstad

11

**TALENT IDENTIFICATION AND ROUTING PLAN**

Project description	Budget Allocation	Target	Date	Location: LM, Ward, GPS coordinates
Winter games District Competition (CMC's)	R160 000	1	14/05/ 2021	Dr. ND2 uBuhlebezwe Greater Kokstad uMamkhulu
Winter Games – Transport to the Province	R80 000	1	June 2021	Team Harry Gwala
Summer Games District Tournaments	R55 000	1	16/09/2021	
Summer Games – Transport to the Province	R48 000	1	October 2021	Team Harry Gwala
District Athletics Championships for Primary Schools and Secondary Schools	R147 000	1	10-11/02/2022	
Athletics Championships – Transport (Primary Schools)	R65 000	1	March 2022	Team Harry Gwala
Athletics Championships – Transport (Secondary Schools)	R75 333	1	March 2022	Team Harry Gwala
Youth Run/ SPAR Ladies Race	R150 000	1	05/06/2021	Greater Kokstad 54303006
SALGA Preparations - Support	R200 000	1	15/06/2021	Team Harry Gwala

12

**TALENT IDENTIFICATION AND ROUTING PLAN**

Project description	Budget Allocation	Target	Date	Location: LM, Ward, GPS coordinates
Traditional Horse Riding District Festival	R53 000	3	30/04/2021	Dr. NDZ 54301004 Greater Kokstad 54303006 uMzimkhulu 54305013
Padkos to Dundee July	R4 000	1	15/07/2021	uMzinyathi
Harry Gwala Summer Cup Selections	R28 000	1	10/10/2021	Greater Kokstad 54303002
Harry Gwala Summer Cup (District Team fund)	R50 000	1	12/11/2021	Dr. NDZ 54301002
Willowfontein Cup	R23 000	1	19/12/2021	uMsunduzi

13

**SPORT AGAINST CRIME AND SOCIAL ILLS**

Project description	Budget Allocation	Target	Date	Location: LM, Ward, GPS coordinates
Women's self-defence Training	R70 000	1	25/11/2021	Dr. Nkosazana Dlamini Zuma LM (54302009) uMzimkhulu LM (543050016)
GBV awareness campaigns (Women's Month)	R70 000	1	09/08/2021	uBuhlebezwe LM54304002
Recre Hab Equipment	R12 000	3	15/06/2021	uBuhlebezwe 54304002, uMzimkhulu 54305016, GKM 54303003,
Recre Hab District Games	R15 000	1	08/09/2021	GKM 54303009

14



GROWING KWAZULU-NATAL TOGETHER

MASS PARTICIPATION PLAN

Project description	Budget Allocation	Target	Date	Location: LM, Ward, GPS coordinates
Big walk and aero marathon	R180 000	4	02/10/2021, 09/10/2021, 16/10/2021, 06/11/2021	uMzimkhulu 54305016, 54305017, GKM 54303006, uBuhlebezwe 54304007, Dr. NDZ 54301009, Dr. NDZ 54301001
Recreation Games	R 100 000	1	05/02/2022, 12/02/2022, 26/02/2022, 12/03/2022	uMzimkhulu 54305016, GKM 54303003, uBuhlebezwe 54304002
Inter Departmental League Games	R20 000	1	2021-2022	uMzimkhulu 54305016, GKM 54303003, uBuhlebezwe 54304002
Amabandla Games	R20 000	1	30/04/2021	uBuhlebezwe 54304001

15



GROWING KWAZULU-NATAL TOGETHER

MASS PARTICIPATION PLAN

Project description	Budget Allocation	Target	Date	Location: LM, Ward, GPS coordinates
Ward base intervention	R100 000	10	18/11/2021	UBuhlebezwe 54304005, 54304003, 54304001, 54304009, 54304008, 54304002, 54304008, 54304004, 54304011. Greater Kokstad 54303006, 54303001, 54303005, 54303006, 54303001 Dr NDZ 54301002, 54301007, 54302001, 54301015, 54301008. uMzimkhulu 54305003, 54305001, 54 54305005, 54305013, 54305009, 54305016, 54305017

16



**ECONOMIC TRANSFORMATION**

Project description	Budget Allocation	Target	Date	Location: LM, Ward, GPS coordinates
EPWP Employment	R686 400	26	April 2021	Still to be advertised and will be spread across the district.
Honoraria	R45 000	3	27-29/08/2021, 20-22/08/2021, 21/04/2021	For workshops to be implemented
Harry Gwala Summer Cup (Organisational fund)	R1000 000	1	12/11/2021	Dr. ND2 54301002

17

*DEPARTMENT OF PUBLIC WORKS PROJECTS*

OUTCOME 12: AN EFFICIENT, EFFECTIVE AND DEVELOPMENT ORIENTATED PUBLIC SERVICE AND AN EMPOWERED, FAIR AND INCLUSIVE CITIZENSHIP  
 SUSTAINABLE DEVELOPMENT GOALS: ENSURE INCLUSIVE AND EQUITABLE QUALITY EDUCATION AND PROMOTE LIFELONG LEARNING OPPORTUNITIES.

DEPARTMENT OF PUBLIC WORKS	WIMS NO.	PROJECT NAME	CLIENT DEPARTMENT	NATURE OF INVEST	REGION	DISTRICT MUNICIPALITY	TOWN	QUARTERLY TARGETS AS PER APP			
								Q1	Q2	Q3	Q4
										1	
	56512	VULEKANI SPECIAL SCHOOL	DEPARTMENT OF EDUCATION	UPGRADING AND ADDITION	SOUTHERN	HGDM	UMZIMKHULU				

SANRAL PROJECTS

HARRY GWALA -3 YEAR CURRENT AND PLANNED PROJECs									
SANRAL	NUMBER	DESCRIPTION	HIGH LEVEL SCOPE	MUNICIPALITY	CURRENT PHASE	2018/19	2019/20	2020/21	
	N.002-210.2008/1	DNUES TRUCK SHOP ON NZ SEET 21	ROAD SAFETY IMPROVEMENT	GKM	DESIGN	R8,204000,00 R108,000000,00	R104,608220,00 R101,442000,00	R36,634796,00 R28,762750,00	
	N.002-210.2009/2	DNNIN: KOKSTAD INTERCHANGE	NEW INTERCHANGE	GKM	PRE-TENDER/CONST				

## DEPARTMENT OF EDUCATION PROJECTS

### ***DEPARTMENT OF EDUCATION PROJECTS***

**OUTCOME 9:** *IMPROVE THE QUALITY OF EDUCATION*

**SUSTAINABLE DEVELOPMENT GOAL:** *ENSURE INCLUSIVE AND EQUITABLE QUALITY EDUCATION AND PROMOTE LIFE LONG LEARNING OPPORTUNITIES FOR ALL*



KWAZULU-NATAL PROVINCE  
EDUCATION  
REPUBLIC OF SOUTH AFRICA

GROWING KWAZULU-NATAL TOGETHER

## INTRODUCTION

### THE HARRY EDUCATION DISTRICT:

- The Harry Gwala Education District has a total number **427** public ordinary schools.
- The district has **3** Public ELSEN Schools.
- The recorded learner enrollment in 2021 in public ordinary schools was 145 107.

## DOE'S INFRASTRUCTURAL PROGRAMS

- **New Schools**
- **Upgrades & Additions**
- **Renovations & Rehabilitation**
- **Fencing**

### NEW SCHOOLS

Municipality	Name	Allocation year	Estimated Total project cost
Greater Kokstad	Themba lethu S	From 2022/23	R85 300, 000
Greater Kokstad	Xoloxolo SP	From 2022/23	R66 258, 873
Ubuhlebezwe	Daniel Mzamo	2022/23	R26 486,00
Mzimkhulu	Mthwane S	2022/23	R85 200,00



**DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM PROCUREMENT PLAN**

*OUTCOME 7: VIBRANT, EQUITABLE AND SUSTAINABLE RURAL COMMUNITIES WITH FOOD SECURITY FOR ALL.*

*SUSTAINABLE DEVELOPMENT GOAL: END HUNGER, ACHIEVE FOOD SECURITY AND IMPROVED NUTRITION AND PROMOTE SUSTAINABLE AGRICULTURE.*

*NATIONAL DEVELOPMENT PLAN: RURAL ECONOMIES WILL BE ACTIVATED THROUGH IMPROVED INFRASTRUCTURE AND SERVICE DELIVERY, A REVIEW OF LAND TENURE, SERVICE TO SMALL AND MICRO FARMERS, A REVIEW OF MINING INDUSTRY COMMITMENTS TO SOCIAL INVESTMENT AND TOURISM INVESTMENTS*

No	Project name as per IOP / IOP indicator	Commodity Descriptions (splitted into line transactions)	Project Cost Estimate(per line transaction)	Estimated Value to be spent 19/20	Responsibility Office	Districts where project will be implemented	Programme Supported (as per the IOP)	Project Approval Stage	PROJECT STATUS
1	PSP for Harry Gwala Ground Trothing Irrigation	Design and construction monitoring	R 3,442,830.04	R20,000.00	RID KZN	Harry Gwala	Infrastructure Projects	Multi Year	APPROVED
2	PSP:Malenge Irrigation	Design and construction monitoring	R 2,435,051.19	R600,000.00	RID KZN	Harry Gwala	Infrastructure	Multi Year	APPROVED
3	Construction of Malenge Irrigation	Design and construction monitoring	R 46,091,904.72	R20,000,000.00	RID KZN	Harry Gwala	Infrastructure	Multi Year	APPROVED
4	Eyethu, Ndawana & Manyiki Fencing	45km mesh fencing	R 3,874,663.60	R2,099,730.88	RID KZN	Harry Gwala	Infrastructure Projects	Multi Year	APPROVED
5	Construction FPSU: Franklin	Appointment of Service Provider for the construction FPSU: Franklin	R 5,000,000.00	R100,000.00	RID KZN	Harry Gwala	Agri Parks Projects	Multi Year	APPROVED
6	Offices for FPSU in the form of parkhomes	2 TF, 1 Bul,	R 2,500,000.00	R0.00	RID KZN	Various	Agri Parks Projects	Multi Year	APPROVED

No	Project name as per IOP / IOP indicator	Commodity Descriptions (splitted into line transactions)	Project Cost Estimate(per line transaction)	Estimated Value to be spent 19/20	Mode of Delivery/Procurement (select from drop down list)	Bid Specification Date	advert Date	Bid Closing Date	Bid Award Date	Responsibility Office	Districts where project will be implemented	Programme Supported (as per the IOP)	Project Approval Stage	PROJECT STATUS (select from drop down list)
R 14	PSP Harry Gwala Irrigation Massification Phase 1	Design and construction monitoring	R 5,000,000	R 2,000,000	CIDB TENDER PROCESS	01/07/2019	15/07/2019	01/08/2019	01/09/2019	RID KZN	Harry Gwala	Infrastructure Projects facilitated	Planning	NOT YET APPROVED AT PROVINCIAL LEVEL
R 15	Construction Harry Gwala Irrigation Massification Phase 1	Appointment of Service Provider for construction of Harry Gwala Massification	R 50,000,000	R 100,000	CIDB TENDER PROCESS	15/01/2020	02/02/2020	28/08/2020	31/03/2019	RID KZN	Harry Gwala	Infrastructure Projects facilitated	Planning	NOT YET APPROVED AT PROVINCIAL LEVEL
R 19	PSP for Dwabase and Isibhalo	Design and construction monitoring	R 1,500,000	R 100,000	CIDB TENDER PROCESS	01/07/2019	15/07/2019	01/08/2019	01/09/2019	RID KZN	Harry Gwala	Infrastructure Projects facilitated	Planning	NOT YET APPROVED AT PROVINCIAL LEVEL
R 20	Construction of Dwabase Irrigation	Appointment of Service Provider for construction of Dwabase Irrigation	R 10,500,000	R 100,000	CIDB TENDER PROCESS	15/01/2020	02/02/2020	28/08/2020	31/03/2019	RID KZN	Harry Gwala	Infrastructure Projects facilitated	Planning	NOT YET APPROVED AT PROVINCIAL LEVEL
R 21	Construction of Isibhalo Irrigation	Appointment of Service Provider for construction of Isibhalo Irrigation	R 7,000,000	R 100,000	CIDB TENDER PROCESS	15/01/2020	02/02/2020	28/08/2020	31/03/2019	RID KZN	Harry Gwala	Infrastructure Projects facilitated	Planning	NOT YET APPROVED AT PROVINCIAL LEVEL
R 28	Construction of livestock infrastructure in Harry Gwala Phase 4	Appointment of contractor for the construction of livestock infrastructure in Harry Gwala Phase 4	R 4,000,000	R 200,000	CIDB TENDER PROCESS	01/11/2019	15/11/2019	05/12/2019	15/01/2020	RID KZN	Harry Gwala	Infrastructure Projects facilitated	Planning	NOT YET APPROVED AT PROVINCIAL LEVEL
R 35	PSP Ebutha Farm Agri Hub	Appointment of Service provider for design and feasibility of Ebutha Farm Agri Hub	R 2,000,000	R 100,000	CIDB TENDER PROCESS	01/08/2019	15/07/2020	01/08/2020	01/09/2020	RID KZN	Harry Gwala	Agri Parks Projects	Planning	NOT YET APPROVED AT PROVINCIAL LEVEL
R 36	Construction of Ebutha Farm Agri Hub	Appointment of Service provider for construction of Ebutha Farm Agri Hub	R 10,000,000	R 100,000	CIDB TENDER PROCESS	15/01/2020	30/01/2020	15/02/2020	15/03/2020	RID KZN	Harry Gwala	Agri Parks Projects	Planning	NOT YET APPROVED AT PROVINCIAL LEVEL
R 46	FPSU: Ebutha Farm(Hopewell) FPSU	Appointment of Service Provider for the construction FPSU: Ebutha Farm FPSU	R 2,500,000	R 1,500,000	CIDB TENDER PROCESS	01/03/2019	15/03/2019	04/04/2019	01/05/2019	RID KZN	Harry Gwala	Agri Parks Projects	Planning	NOT YET APPROVED AT PROVINCIAL LEVEL
R 52	PSP n of Texas valley FPSU	Appointment of contractor for the construction of Texas Valleys FPSU	R 1,000,000	R 100,000	CIDB TENDER PROCESS	01/02/2019	15/02/2019	01/03/2019	01/04/2020	RID KZN	Harry Gwala	Agri Parks Projects	Planning	NOT YET APPROVED AT PROVINCIAL LEVEL
R 57	Construction of Luwandla Mechanics	Appointment of Service Provider for the construction FPSU:	R 1,000,000	R 100,000	CIDB TENDER PROCESS	15/01/2020	30/01/2020	15/02/2020	15/03/2020	RID KZN	Harry Gwala	Agri Parks Projects	Planning	NOT YET APPROVED AT PROVINCIAL LEVEL

**HARRY GWALA DISTRICT MUNICIPALITY 2023 – 2024 DRAFT INTEGRATED DEVELOPMENT PLAN**

<b>FPSU / PROJECTS</b>	<b>FPSU FUNCTIONALITY ACTIVITIES, including RID/ infrastructure</b>	<b>BROAD IMPACT PROJECT</b>	<b>BUDGET</b>
Highflats FPSU (Texas Valley)	Supply Agricultural Implements (2 tractors, plough, trailer, sprayer), fuel , branding .	120 cooperative members generating income through selling vegetables, 300 hectares.	R2 000 000.00
<b>( approved)</b>	Supply Agricultural Implements (4 tractors, plough, trailer, sprayer), fuel , branding .	28 cooperative members and 3 individual farmers generating income through selling grain (maize and beans) from a 900 hectare.	R2 000 000.00
Ebutha (Hopewell ) FPSU	Acquisition animal feeds, dairy cows, dairy equipment and vaccines	50 Cooperatives members that will be benefiting from the project	R2 000 000.00
<b>( not approved)</b>	Acquisition animal feeds and vaccines	172 members are benefiting form the project through number of cattle sold and income genearted.	R1 000 000.00
Korinte Cooperative (DVC)	Business Plan development, Supply of Agricultural Inputs.	100 Cooperative members will be benefiting from the project.	R5 000 000.00
<b>(Approved)</b>	Business Plan development, Supply of Agricultural Inputs.	250 cooperative members will benefit from the project.	R5 000 000.00
St Paul FPSU	Payment of stipends to graduates offering technical support to FPSUs and in various projects	Creation of jobs and improved household income	R 500 000.00
<b>(not approved)</b>	Skills training in to members from various cooperative, business financial, management and agriculture	Improved skills level contributing to better implementation of projects and sustained enterprises	R 100.000.00

DEPARTMENT OF TRANSPORT PROJECTS

NATIONAL DEVELOPMENT PLAN: *BETTER QUALITY PUBLIC TRANSPORT*

OUTCOME 6: *AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK.*

KZN PROVINCIAL OBJECTIVE: *STRATEGIC INFRASTRUCTURE*

SUSTAINABLE DEVELOPMENT GOALS: *BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALISATION AND FOSTER INNOVATION*



GROWING KWAZULU-NATAL TOGETHER

<b>Declared Road Network</b>				
<b>APPROXIMATE Km's for DC 43</b>				
<b>Area</b>	<b>Concrete km</b>	<b>Gravel km</b>	<b>Blacktop km</b>	<b>TOTAL km</b>
KZN 436		1121.386	254.675	1376.01
KZN 434		651.704	150.661	802.365
KZN 433		492.736	131.195	623.931
KZN 435	0.240	906.872	124.627	1031.739
<b>TOTALS</b>	<b>0.240</b>	<b>3172.698</b>	<b>661.158</b>	<b>3834.096</b>



GROWING KWAZULU-NATAL TOGETHER

**UNDERBERG – KZN436 ( NDZ MUNICIPALITY)**  
**Re-gravelling**

Project Name	Ward	Budget 2022-2023	GPS	Traditional Council	Status
P320 (7.9KM)	P320:3	R3 000 000	Lat: 29.89913 S Lon: 29.56204 E	None	Identified
D2378 (0-4.512km) 4.512km	D2378:15	R1 800 000	Lat: 29.99236 S Lon: 30.02650E	None	Identified
D1357 (0-3.44km) 3.44km	D1357:1	R1 600 000	Lat: 29.59945 S Lon: 29.60831 E	None	Identified
D1345 (0-3.651km) 3.651km	D1345:6	R1 400 000	Lat: 30.03015 S Lon: 29.71932 E	Isibonelo Esihle	Identified
L889 (0-5.334km) 5.334km	L889:13,14	R2 200 000	Lat: 29.94417 S Lon: 29.86544 E	Sirassani	Identified
D1217 (0-5.144km) 5.144km	D1217:12,15	R2 000 000	Lat: 29.81849 S Lon: 29.94732 E	Zashuke	Identified
Project Name	Ward	Budget 2022-2023	Status		
Maintenance Contract: Bulwer	Various	R13 000 000	Identified		
Maintenance Contract: Creighton	Various	R13 000 000	Identified		
Maintenance Contract: Underberg	Various	R13 000 000	Identified		
Maintenance Contract: Stoffelton	Various	R13 000 000	Identified		

8



GROWING KWAZULU-NATAL TOGETHER

**UNDERBERG – KZN436 ( NDZ MUNICIPALITY)**  
**Re-gravelling**

Project Name	Ward	Budget 2023-2024	GPS	Traditional Council	Status
D207 (0-9.256km) 9.256km	D207:14	R3 500 000	Lat: 30.05862 S Lon: 29.83402 E	None	Identified
D170 (0-11.034km) 11.034km	D170:15	R1 800 000	Lat: 29.99113 S Lon: 30.02443E	None	Identified
Project Name	Ward	Budget 2023-2024	Status		
Maintenance Contract: Bulwer	Various	R13 000 000	Identified		
Maintenance Contract: Creighton	Various	R13 000 000	Identified		
Maintenance Contract: Underberg	Various	R13 000 000	Identified		
Maintenance Contract: Stoffelton	Various	R13 000 000	Identified		

9



GROWING KWAZULU-NATAL TOGETHER

**UMZIMKHULU – KZN435 ( NMZ MUNICIPALITY)**

**Re-gravelling**

Project Name	Ward	Budget 2022-2023	GPS	Traditional Council	Status
D2426 (0-10.6km) 10.6km	9,19	R3 000 000	Lat: 30.29601 S Lon: 29.81759 E	Lodamu	Identified
L2219 (0-6.935km) 6.935km	15,20	R1 700 000	Lat: 30.39229 S Lon: 30.00595 E	None	Identified
L2187 (0-1.722km) 1.722km	7	R900 000	Lat: 30.18524 S Lon: 29.86871 E	Sibha	Identified
L2211 (0-1.347km) 1.347km	19	R700 000	Lat: 30.24033 S Lon: 29.84062 E	None	Identified
L2208 (0-3.138km) 3.138km	6,21	R1 500 000	Lat: 30.25356 S Lon: 29.74570 E	None	Identified
P601/2 (20-25km) 5km	6,21	R1 800 000	Lat: 30.26171 S Lon: 29.74647 E	None	Identified

Project Name	Ward	Budget 2022-2023	Status
Maintenance Contract - Zone 1	Various	R13 000 000	Identified
Maintenance Contract - Zone 2	Various	R13 000 000	Identified
Maintenance Contract - Zone 3	Various	R13 000 000	Identified
Maintenance Contract - Zone 4	Various	R13 000 000	Identified
Maintenance Contract - Zone 5	Various	R13 000 000	Identified

10



GROWING KWAZULU-NATAL TOGETHER

**UMZIMKHULU – KZN435 ( NMZ MUNICIPALITY)**

**Re-gravelling**

Project Name	Ward	Budget 2023-2024	GPS	Traditional Council	Status
L2158 (0- 8.161km) 8.161km	4,6	R3 000 000	Lat: 30.21253 S Lon: 29.59356 E	Indawana	Identified
L2251(0-4.941km) 4.941km and L2217(0- 1.202km) 1.202km and L2277(0-2.844km) 2.844km	L2251:14 L2217:14 L2277:22	R4 500 000	L2251 - Lat: 30.45341 S Lon: 29.96133 E L2217 - Lat: 30.49633 S Lon: 29.96383 E L2277 - Lat: 30.49015 S Lon: 2.89815 E	L2251: Fodo L2217: Fodo L2277: Rietvei 2	Identified
L2220(0-0.826km ) 0.826km and L2221 (0- 2.124km) 2.124km and L2272 (0- 0.13km) 0.13km	L2220:15 L2221:15 L2272:15	R2 800 000	L2220 - Lat: 30.37827 S Lon: 30.02014 E L2221 - Lat: 30.41480 S Lon: 30.05853 E	None	Identified
L2223 (0-2.826km) 2.826km	L2223:6	R3 000 000	Lat: 30.20169 S Lon: 29.70041 E	None	Identified

Project Name	Ward	Budget 2023-2024	Status
Maintenance Contract - Zone 1	Various	R13 000 000	Identified
Maintenance Contract - Zone 2	Various	R13 000 000	Identified
Maintenance Contract - Zone 3	Various	R13 000 000	Identified
Maintenance Contract - Zone 4	Various	R13 000 000	Identified
Maintenance Contract - Zone 5	Various	R13 000 000	Identified

11



GROWING KWAZULU-NATAL TOGETHER

**IXOPO – KZN434 ( UBUHLEBEZWE MUNICIPALITY)**

**Maintenance Contracts.**

Project Name	Ward	Budget	Status
Maintenance Contract - Zone 1	Various	R47 533 257	68%
Maintenance Contract - Zone 2	Various	R46 926 815	70%
Maintenance Contract - Zone 3	Various	R59 000 000	45%
Maintenance Contract - Zone 4	Various	R43 770 087	69%
Maintenance Contract - Zone 5	Various	R56 518 418	77%

This is a 3 year contract and will be completing next year 2022

12



GROWING KWAZULU-NATAL TOGETHER

**IXOPO – KZN434 ( UBUHLEBEZWE MUNICIPALITY)**

**Re-gravelling**

Project Name	Ward	Budget 2022-2023	GPS	Traditional Council	Status
D414 (0-1.701km) 1.701km	2	R600 000	Lat: 30.21630 S Lon: 30.03268 E	None	Identified
D694 (0-3.086 km) 3.086km	13	R650 000	Lat: 30.24734 S Lon: 30.24622 E	None	Identified
D746 (0-0.631 km) 0.631km and D527 (0-3.675 km) 3.675km	D746.4 D527.4	R1 800 000	D746 - Lat: 30.15686 S Lon: 30.08491 E D527 - Lat: 30.15391 S Lon: 30.10149 E	None	Identified
L2812 (0-5.74km) 5.74km	10	R2 000 000	Lat: 30.34850 S Lon: 30.22678 E	None	Identified
D959 (2.1-14.213km) 12.113km	5	R4 000 000	Lat: 30.21161 S Lon: 30.34231 E	Nyuswa	Identified
P739 (0-4.6km) 4.6km	5	R2 000 000	Lat: 30.10077 S Lon: 30.42188 E	None	Identified
L2433 (0-1.410km) 1.410km	10	R600 000	Lat: 30.37182 S Lon: 29.15064 E	None	Identified

13



GROWING KWAZULU-NATAL TOGETHER

**IXOPO – KZN434 ( UBUHLEBEZWE MUNICIPALITY)**

**Maintenance Contracts.**

Project Name	Ward	Budget 2022-2023	Status
Maintenance Contract - Zone 1	Various	R13 000 000	Identified
Maintenance Contract - Zone 2	Various	R13 000 000	Identified
Maintenance Contract - Zone 3	Various	R13 000 000	Identified
Maintenance Contract - Zone 4	Various	R13 000 000	Identified
Maintenance Contract - Zone 5	Various	R13 000 000	Identified

14



GROWING KWAZULU-NATAL TOGETHER

**IXOPO – KZN434 ( UBUHLEBEZWE MUNICIPALITY)**

**Re-gravelling**

Project Name	Ward	Budget 2023-2024	GPS	Traditional Council	Status
P112 (4-12.5km) 8.5km	2,11	R3 000 000	Lat: 30.25532 S Lon: 30.07050 E	None	Identified
L1119 (0-1km) 1km	11	R350 000	Lat: 30.30571 S Lon: 30.03040 E	Sizwe Hlanganini	Identified
D67 (0-9.696km) 9.696km	13	R3 500 000	Lat: 30.22889 S Lon: 30.29190 E	None	Identified
L1775 (0-1.7km) 1.7km and L974 (0-0.6km) 0.6km and L3040 (0-3.1km) 3.1km	L1775:17 L974:11 L3040:11	R1 000 000	L1775 - Lat: 30.29128 S Lon: 30.00018 E L974 - Lat: 30.27701 S Lon: 29.99111 E L3040 - Lat: 30.26925 S Lon: 30.02989 E	L1775: Sizwe Hlanganini L974: Sizwe Hlanganini L3040: Sizwe Hlanganini	Identified
L1495 (0-3.102km) 3.102km	13	R1 000 000	Lat: 30.36954 S Lon: 30.13314 E	None	Identified
L2884 (0-1.989km) 1.989km	3	R600 000	Lat: 30.06934 S Lon: 30.11783 E	Vukani	Identified
L2915 (0-2.631km) 2.631km	10	R700 000	Lat: 30.38548 S Lon: 30.18407 E	None	Identified
D1042 (0-4.91km) 4.91km	11	R1 600 000	Lat: 30.29965 S Lon: 30.00841 E	Sizwe Hlanganini	Identified

15



GROWING KWAZULU-NATAL TOGETHER

**IXOPO – KZN434 ( UBUHLEBEZWE MUNICIPALITY)**

**Maintenance Contracts.**

Project Name	Ward	Budget 2023-2024	Status
Maintenance Contract - Zone 1	Various	R13 000 000	Identified
Maintenance Contract - Zone 2	Various	R13 000 000	Identified
Maintenance Contract - Zone 3	Various	R13 000 000	Identified
Maintenance Contract - Zone 4	Various	R13 000 000	Identified
Maintenance Contract - Zone 5	Various	R13 000 000	Identified

16



GROWING KWAZULU-NATAL TOGETHER

**KOKSTAD – KZN433 ( GREATER KOKSTAD MUNICIPALITY)**

**Maintenance Contracts**

Project Name	Ward	Budget	Status
Maintenance Contract - Kokstad Zone	Various	R47 874 837.07	50%
Maintenance Contract - Glen Edward Zone	Various	R53 530 000.00	65%

This is a 3 year contract and will be completing next year 2022

17



GROWING KWAZULU-NATAL TOGETHER

**KOKSTAD – KZN433 ( GREATER KOKSTAD MUNICIPALITY)**

**Re-gravelling**

Project Name	Ward	Budget 2022-2023	GPS	Traditional Council	Status
D613 (0-11km) 11km	6	R4 000 000	Lat: 30.55997 S Lon: 29.19365 E	None	Identified
D624 (0-3.1 km) 3.1km	6	R1 500 000	Lat: 30.51220 S Lon: 29.21750 E	None	Identified
D622 (0-7km) 7km	2	R2 100 000	Lat: 30.04616 S Lon: 29.18553 E	None	Identified
D607 (0-11.8km) 11.8km	6	R4 000 000	Lat: 30.42468 S Lon: 29.27355 E	None	Identified
D606 (10-15 km) 5km	6	R1 600 000	Lat: 30.56273 S Lon: 29.24940 E	None	Identified

Project Name	Ward	Budget 2022-2023	Status
Maintenance Contract - Kokstad Zone	Various	R11 150 000	Identified
Maintenance Contract - Glen Edward Zone	Various	R11 090 000	Identified

18



GROWING KWAZULU-NATAL TOGETHER

**KOKSTAD – KZN433 ( GREATER KOKSTAD MUNICIPALITY)**

**Re-gravelling**

Project Name	Ward	Budget 2023-2024	GPS	Traditional Council	Status
D631 (4-11.4km) 7.4km and D355(0-3km) 3km and D622 (7-14km) 7km	D631.2 D355.2 D622.2	R5 000 000	D631 - Lat: 30.55997 S Lon: 29.19365 E D355 - Lat: 30.22857 S Lon: 29.23405 E D622 - Lat: 30.05092 S Lon: 29.18829 E	None	Identified
D601 (10-19.832km) 9.832km	6	R9 800 000	Lat: 30.51220 S Lon: 29.21750 E	None	Identified

Project Name	Ward	Budget 2023-2024	Status
Maintenance Contract - Kokstad Zone	Various	R12 900 000	Identified
Maintenance Contract - Glen Edward Zone	Various	R12 900 000	Identified

19



## Challenges and Solutions

- Improved Stakeholder Management to mitigate risk of project failure through disruptions
- Finalisation of long-standing disputes with Ingonyama Trust on access to quarries, or introduction of alternative mechanisms to cater for gravel material
- Routine response mechanism for re-gravelling as pavement inspections are not carried out frequent enough to inform periodic maintenance plans.
- Period contracts to be in place for all routine maintenance activities.
- Municipalities should budget for maintenance of the roads that they construct. COGTA to ensure that when requesting funding for projects, Municipalities has the required maintenance budget.
- Encroachments by installing water services and new accesses constructed by Municipalities that lead onto, across or next to KZN DOT network. COGTA to ensure compliance to all legislation.
- Political interventions and promises.

**HARRY GWALA DM THREE YEAR FINANCIAL PLAN****REVENUE**

**PRESENTED BELOW ARE THE SIGNIFICANT STRUCTURES OF THE DRAFT TABLED BUDGET.**

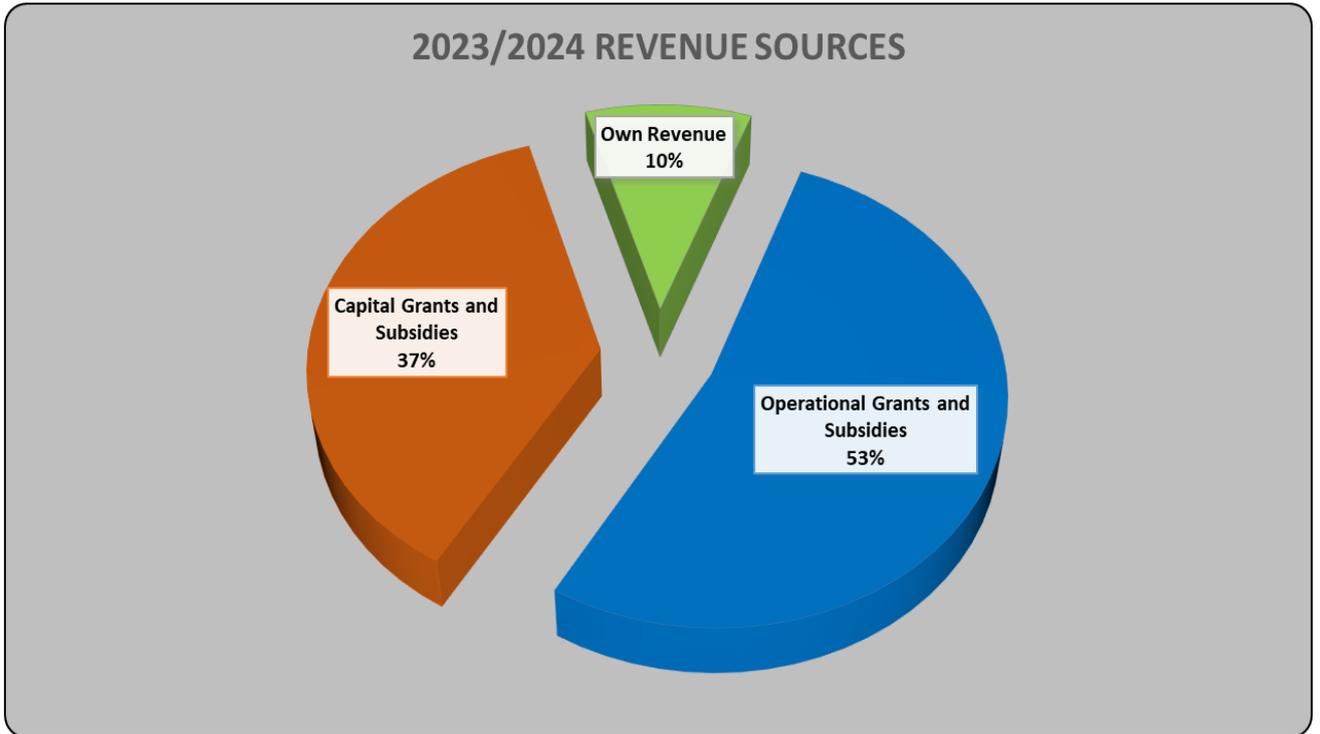
**1. REVENUE**

The total budget amounts to R906, 8m for parent municipality and R 907, 2m when including Development Agency. This income is derived mainly from Government Grants & Subsidies (i.e. MIG, WSIG & Equitable Share). This has been allocated as follows to the operational and capital budget;

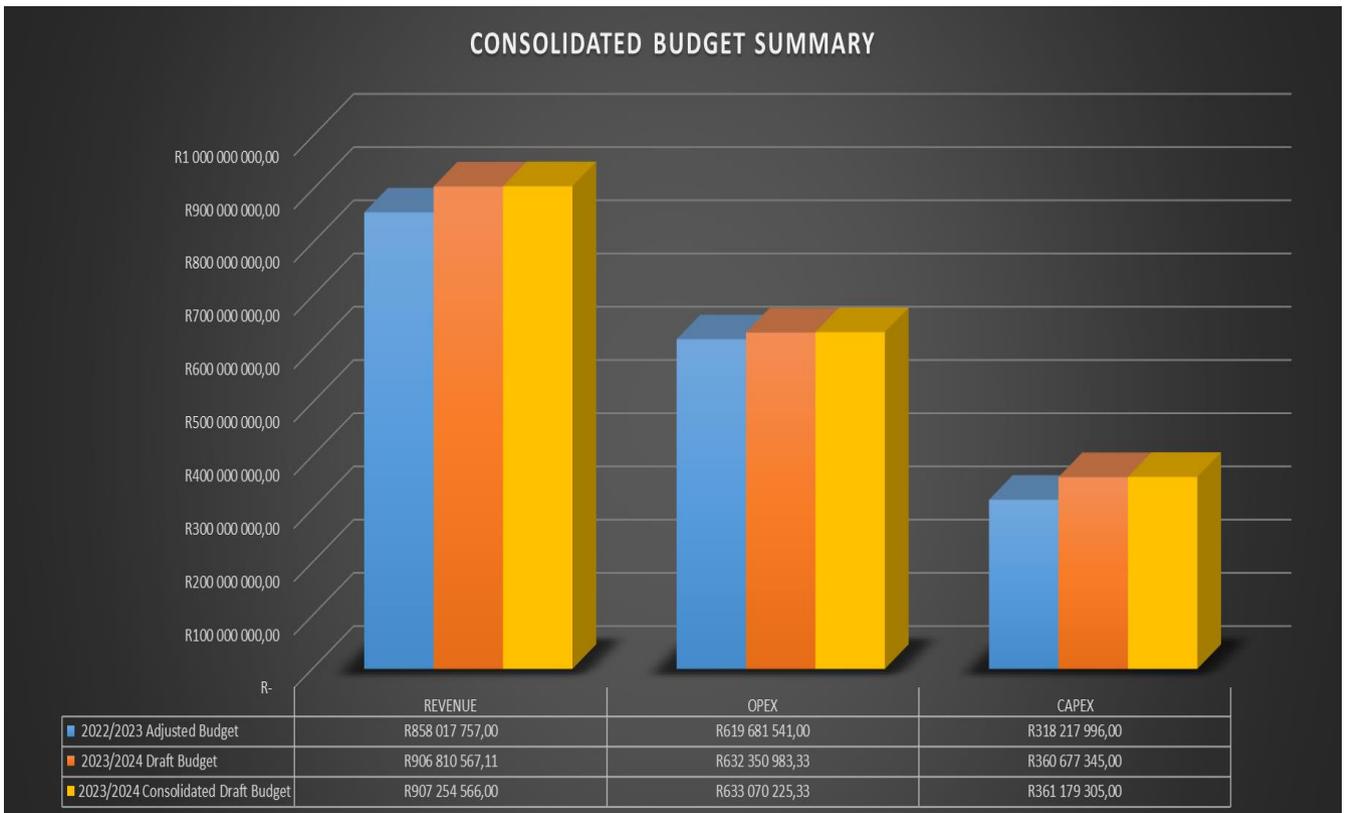
**Table1: Revenue**

<b>REVENUE</b>	<b>2023/2024 REVENUE FOR PARENT</b>	<b>2023/2024 CONSOLIDATED REVENUE</b>
Operational Grants & Subsidies	R 479, 7m	R 479, 7m
Capital Grants & Subsidies	R 335, 7m	R 335, 7m
Own Revenue	R 91, 3m	R 91, 7m
<b>TOTAL</b>	<b>R 906, 8m</b>	<b>R 907, 2m</b>

**Chart 1: Percentage Revenue Sources**



**Chart 2: Budget Summary**



**Revenue by Source**

The original approved revenue for the 2022/232 budget amounts to R858m. The 2023/2024 draft budget for the parent municipality amounted to R 906, 8m

and the consolidated revenue is at R907, 2million. Total revenue for the Parent municipality has been increased by 6% per cent or R48, 7million for the 2023/24 financial year when compared to the 2022/23 Adjustments Budget. For the 2024/2025 total revenue will increase by 7% and again in 2025/2026 increased by 3%, equating to a total revenue growth of R98, 7m over the MTREF when compared to the 2023/24 financial year.

### **Operating expenditure by vote & type**

The total operating budget for the 2022/23 financial year amounts to R619, 6m. The 2023/24 draft operating budget amounting to R 632, 3m, and the consolidated operating budget is at R 633m. When compared to the 2022/23 Adjustments Budget, operational expenditure has increased by 2% percent in the 2023/24 budget and by 5% and remain at 5% for each of the respective outer years of the MTREF

### **Capital expenditure**

The 2022/23 total capital budget for the current financial year amounts to R293, 9m excluding VAT and R318, 2m when including VAT. The 2023/24 draft capital budget amount R 360, 6m inclusive of VAT. The capital budget of R360, 6million for 2023/24 is 13% per cent more when compared to the 2022/23 Adjustment Budget. The increase is due to the increase of grants gazzetted for the 2023/24 financial year.

**Table 2: Detailed Revenue Sources**

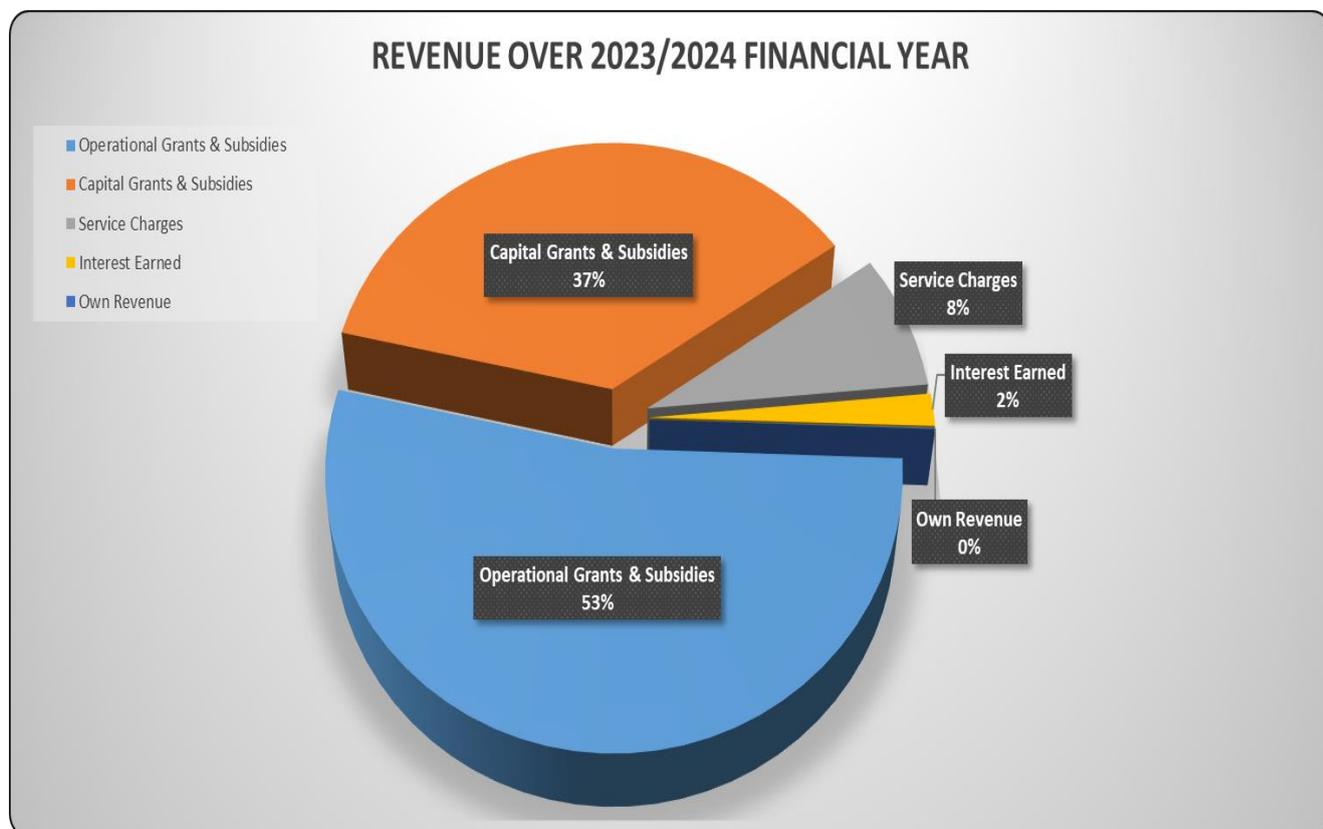
REVENUE			
NATIONAL GRANTS	2023/24	2024/25	2025/26

**HARRY GWALA DISTRICT MUNICIPALITY 2023 – 2024 DRAFT INTEGRATED DEVELOPMENT PLAN**

EQUITABLE SHARE	R 463 631 000	R 494 128 000	R 521 455 000
MUNICIPAL INFR GRANT	R 235 756 950	R 246 952 875	R 258 622 650
MUNICIPAL INFR GRANT (PMU)	R 6 045 050	R 6 332 125	R 6 631 350
REGIONAL BULK INFRASTRUCTURE GRANT	R 0	R 10 000 000	R 10 000 000
RURAL ROADS ASSETS INFRASTRUCTURE - GRANT	R 2 391 000	R 2 498 000	R 2 610 000
FINANCE MANAGEMENT GRANT	R 1 200 000	R 1 200 000	R 1 338 000
EXPANDED PUBLIC WORKS PROGRAMME	R 6 168 000		
WATER SERVICES INFRASTRUCTURE GRANT	R 100 000 000	R 115 985 000	R 104 929 000
<b>TOTAL</b>	<b>R 815 192 000</b>	<b>R 877 096 000</b>	<b>R 905 586 000</b>
<b>OWN REVENUE</b>			
Service charges - water revenue	R 58 795 820	R 61 500 427	R 64 329 448
Service charges - sanitation revenue	R 14 635 513	R 15 308 747	R 16 012 949
Interest earned - external investments	R 5 095 230	R 5 329 610	R 5 574 772
Interest earned - outstanding debtors	R 12 180 085	R 12 740 368	R 13 326 425
Other revenue	R 633 395	R 662 531	R 693 008
<b>SUBTOTAL</b>	<b>R 91 618 567</b>	<b>R 95 541 684</b>	<b>R 99 936 602</b>
<b>TOTAL REVENUE</b>	<b>R 906 810 566</b>	<b>R 972 637 684</b>	<b>R 1 005 522 601</b>

The water & sanitation tariffs are proposed to increase by 6, 0% considering economic viability of Harry Gwala District Municipality for the ensuing year.

**Chart 3: The Chart below presents the budget summary for the 2023-24 budget year categorised by revenue sources.**

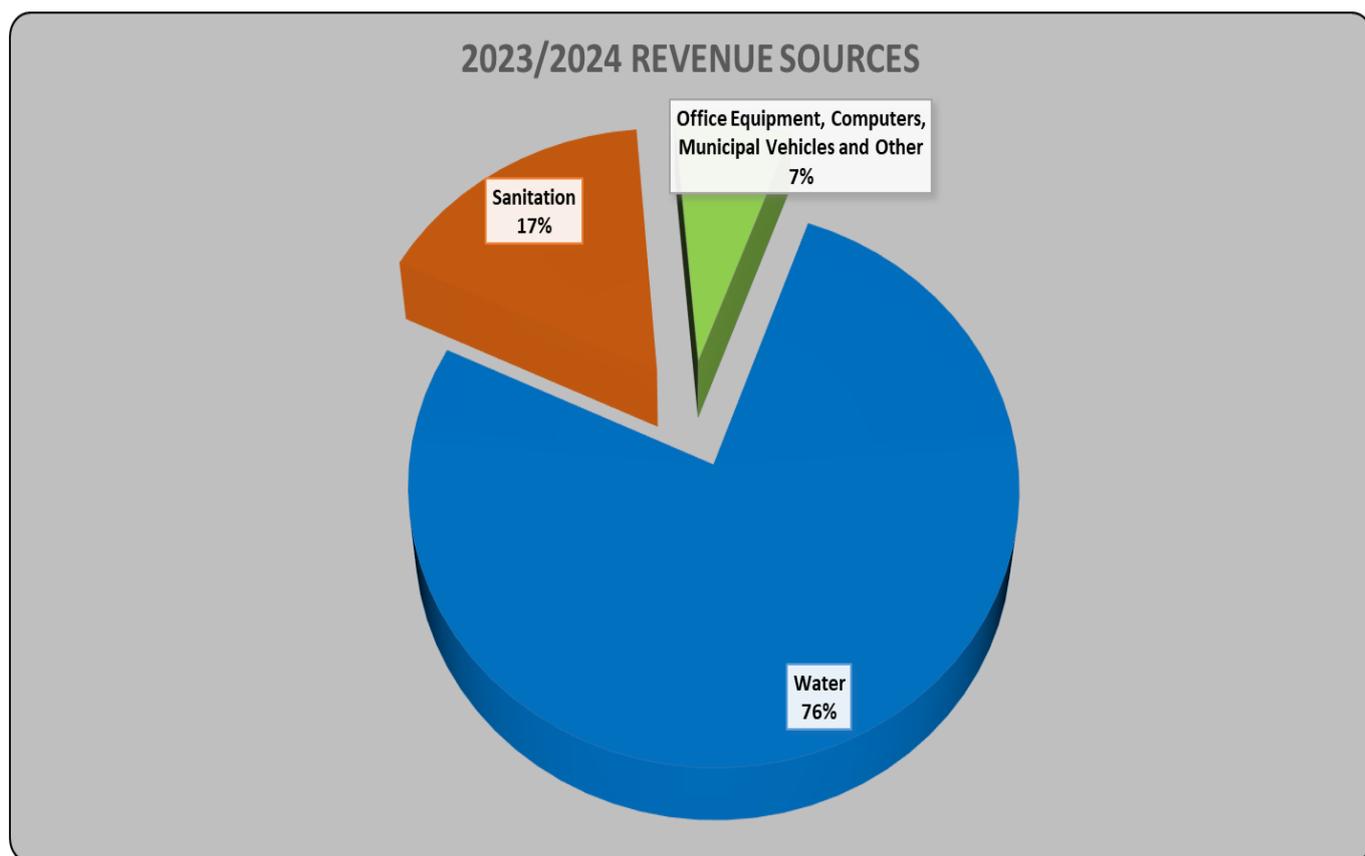


## 2. CAPEX

**Table 3: Capital Budget by Type**

DESCRIPTION	BUDGET
Water	R 275 836 402
Sanitation	R 59 950 773
Office Equipment, Computers, Municipal Vehicles and Other	R 24 890 170
<b>TOTAL</b>	<b>R 360 677 345</b>

**Chart 4: Percentage of Capital Budget by Type**



**Table 4: 2023/2024 CONDITIONAL GRANTS ALLOCATION**

<b>GRANTS</b>			
	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>
<b>MIG</b>	R 241 802 000	R 253 285 000	R 265 254 000
<b>WSIG</b>	R 100 000 000	R 115 985 000	R 104 929 000
<b>RBIG</b>	R 0	R 10 000 000	R 10 000 000
<b>EPWP</b>	R 6 168 000	R 0	R 0
<b>RURAL ROAD</b>	R 2 391 000	R 2 498 000	R 2 610 000
<b>FMG</b>	R 1 200 000	R 1 200 000	R1 338 000
<b>TOTAL</b>	<b>R 351 561 000</b>	<b>R 382 968 000</b>	<b>R 384 131 000</b>

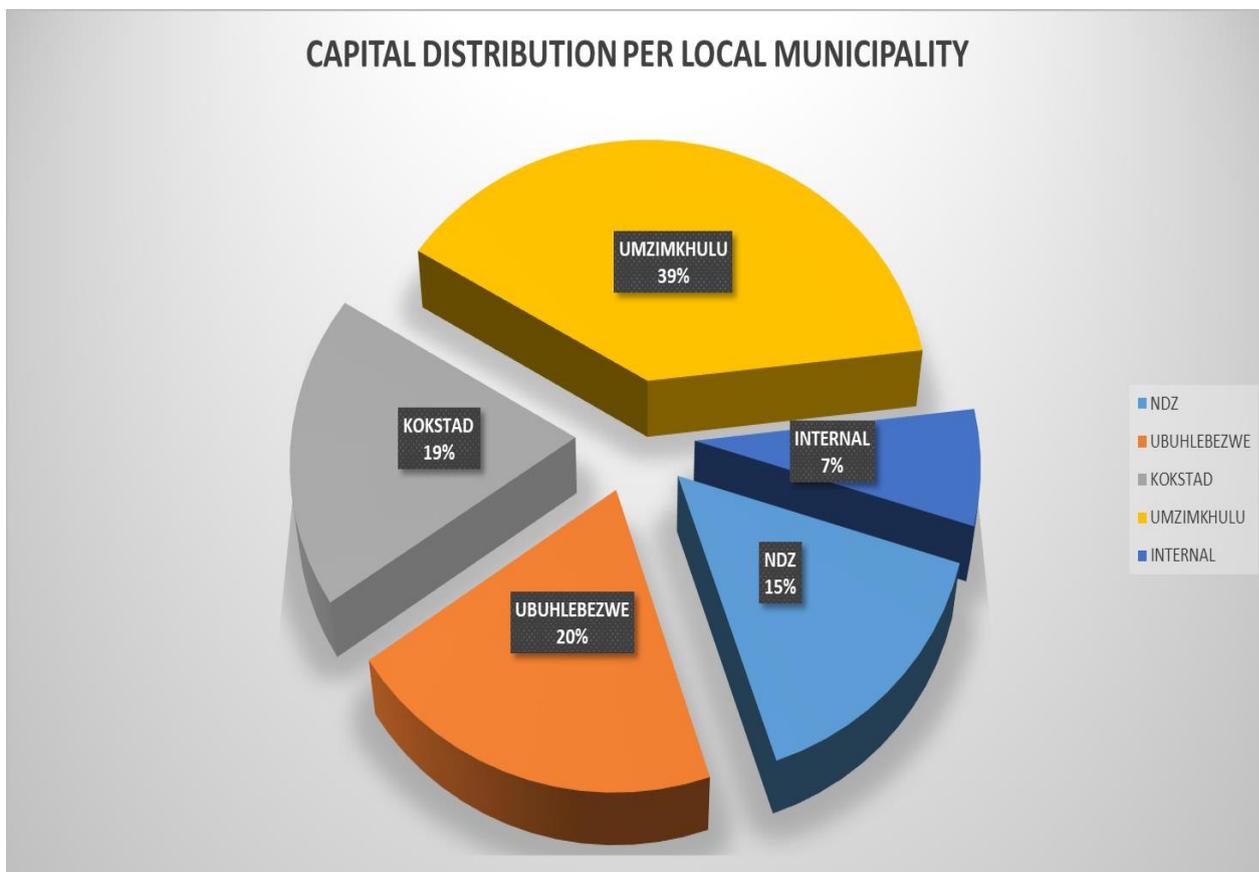
## 2023/2024 DRAFT CAPITAL BUDGET

The total capital budget is R 360, 6m. This is largely funded from Municipal Infrastructure Grant and Water Services Infrastructure Grant. There is no allocation for RBIG in the 2023/2024 financial year.

**Table 5: Capex Budget per Local Municipality**

PROJECTS	BUDGET		
	2023/2024	2024/2025	2025/2026
<b>Kokstad</b>	R 67 232 207,00	R86 521 710,00	R49 884 316,00
<b>NDZ</b>	R 54 385 453,00	R86 133 696,00	R103 193 412,00
<b>Ubuhlebezwe</b>	R 72 117 737,00	R103 400 962,00	R99 884 086,00
<b>Umzimkhulu</b>	R 142 051 778,00	R86 881 507,00	R110 589 832,00
<b>Internal</b>	R 24 890 170,00	R17 280 891,00	R18 093 093,00
<b>Bulwer Dam &amp; Sorroundings</b>	R 0	R 10 000 000	R 10 000 000
<b>TOTAL</b>	<b>R 360 677 345</b>	<b>R 390 218 766</b>	<b>R 391 644 739</b>

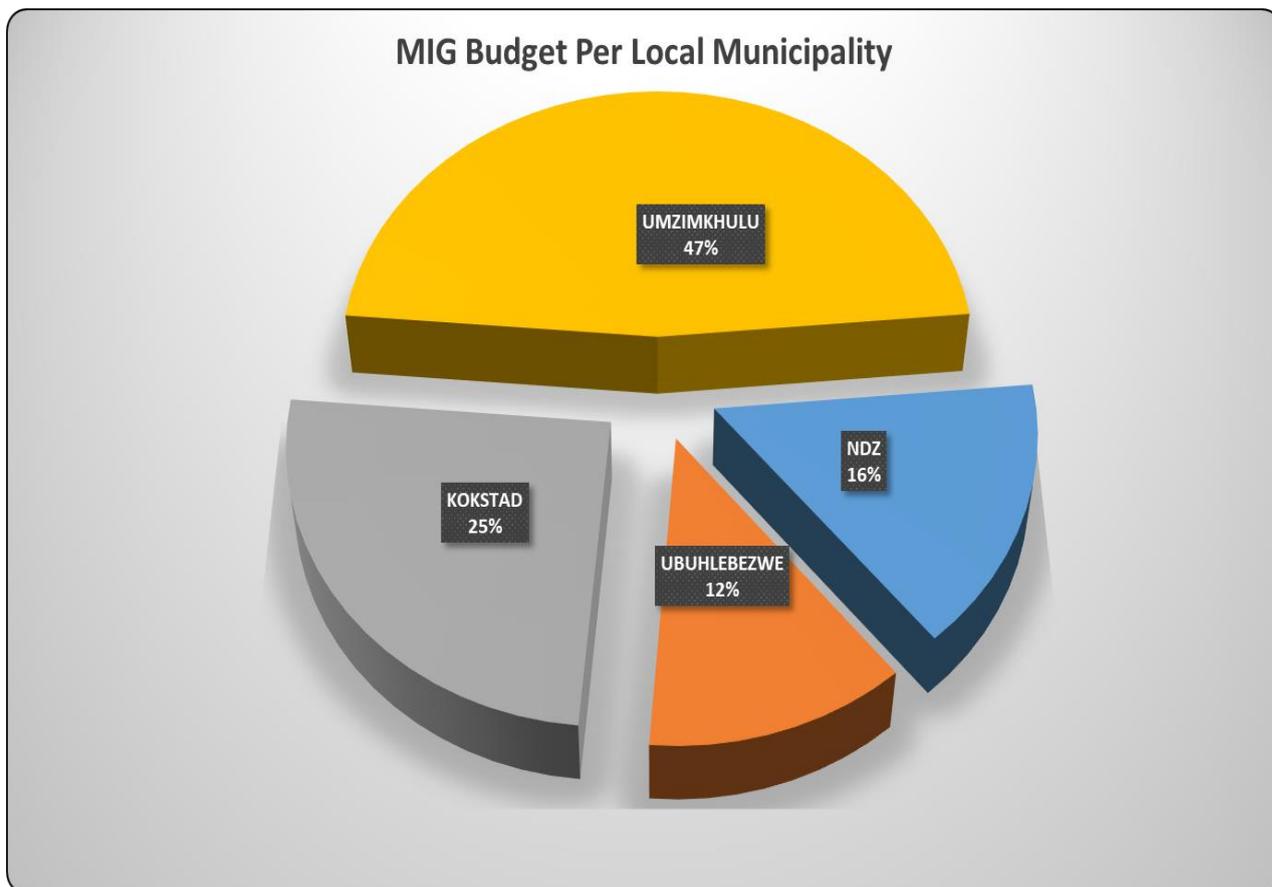
**Chart 5: Percentage of Capital budget per local municipality**



**Table 6: MIG Capital Distribution per Local Municipality**

PROJECTS	BUDGET		
	2023/2024	2024/2025	2025/2026
<b>Kokstad</b>	R 58 971 342	R 76 940 346	R 39 389 630
<b>NDZ</b>	R 36 685 192	R 65 604 048	R 80 706 823
<b>Ubuhlebezwe</b>	R 28 565 561	R 52 886 971	R 61 753 188
<b>Umzimkhulu</b>	R 111 565 080	R 51 521 510	R 76 773 004
<b>TOTAL</b>	<b>R 235 787 175</b>	<b>R 246 952 875</b>	<b>R 258 622 645</b>

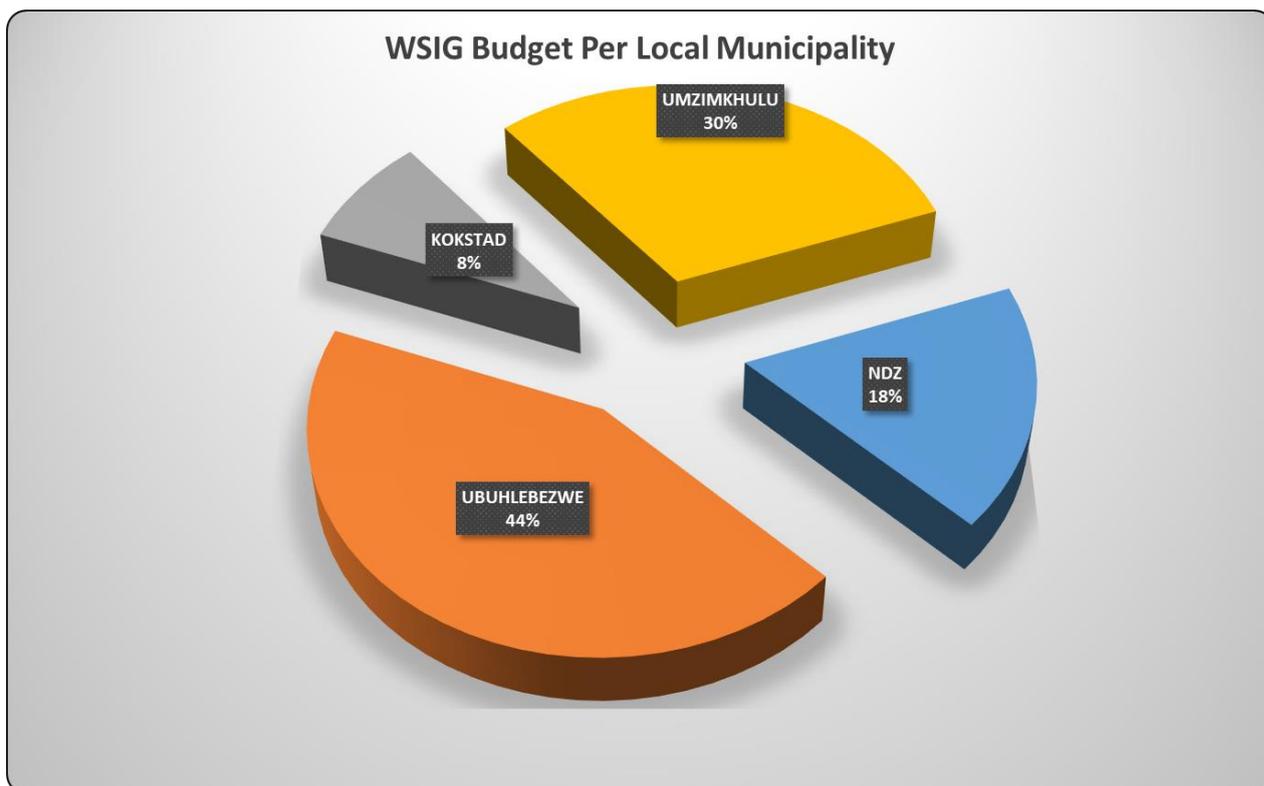
**Chart 6: MIG Capital Distribution per Local Municipality**



**TABLE 7: ALLOCATION FOR WATER SERVICES INFRASTRUCTURE GRANT PER LM'S (WSIG)**

PROJECTS	2023/24	2024/25	2025/26
KOKSTAD	R 8 260 865	R 9 581 364	R 10 494 686
NDZ	R 17 700 261	R 20 529 648	R 22 486 589
UBUHLEBEZWE	R 43 552 176	R 50 513 991	R 38 130 898
UMZIMKHULU	R 30 486 698	R 35 359 997	R 33 816 828
<b>TOTAL</b>	<b>R 100 000 000</b>	<b>R 115 985 000</b>	<b>R 104 929 000</b>

**Chart 7: WSIG Capital Distribution per Local Municipality**



**Table 8: KOKSTAD CAPITAL PROJECTS**

PROJECTS	2023/24	2024/25	2025/26
Harry Gwala DM Water Conservation and Water Demand Management Project	R 4 473 911	R 5 000 000	R 100 000
Harry Gwala District Municipality VIP	R 13 230 313	R 9 092 085	R 100 000
Horseshoe Sanitation Project Phase 2	R 7 460 876	R 200 000	R 7 865 499
Raising of Kempisdale Dam Wall Project (Phase 1)	R 33 806 242	R 62 648 261	R 31 324 131
Marrieskop Water Supply Interventions	R8 260 865	R9 581 364	R10 494 686
<b>TOTAL</b>	<b>R 67 232 207</b>	<b>R 86 521 711</b>	<b>R 49 884 315</b>

**TABLE 9: DOCTOR NKOSAZANA DLAMINI ZUMA CAPITAL PROJECTS**

PROJECTS	2023/24	2024/25	2025/26
Refurbishment / Augmentation of NDZ Scheme	R 2 008 087	R 2 329 080	R 2 551 094
Water Supply to Mbuzweni - Masamini	R 15 692 174	R18 200 568	R19 935 495

Underberg -Himmeville Sewer Upgrade	R 5 939 453	R-	R-
Gala Donnybrook Water Supply	R 300 000	R-	R-
Creighton Water Supply Scheme Phase 2	R 11 547 892	R 46 952 650	R 64 920 026
Khukhulela Water Supply Phase 2	R 18 897 847	R 18 651 398	R 15 786 797
<b>TOTAL</b>	<b>R 54 385 453</b>	<b>R 86 133 695</b>	<b>R 103 193 412</b>

**TABLE 10: UBUHLEBEZWE CAPITAL PROJECTS**

<b>PROJECTS</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
Ubuhlebezwe Sanitation Project	R8 695 652	R10 085 652	R3 676 377
Nokweja/Mashumi Community Water Supply	R9 347 826	R10 842 076	R11 875 572
Refurbishment / Augmentation of Springvale	R12 608 697	R14 624 197	R12 742 363
Emazizini Water Supply	R2 434 783	R2 823 983	R3 093 173
Mhlabashane Water Supply NIX Pipeline	R1 769 566	R2 052 431	R2 248 074
Refurbishment Bhayi-Gudlicingo Schemes	R8 695 652	R10 085 652	R4 495 340
Rectification and Upgrade of Fairview and Ixopo Town Sewer System	R 8 000 000	R3 069 373	R8 000 000
Ncakubana Water Supply Scheme Phase 3	R 4 000 000	R-	R-
Operations and Maintenance Allocation	R 12 091 650	R24 908 799	R26 876 594
Infrastructure Asset Management Allocation	R 4 473 911	R24 908 799	R26 876 594
<b>TOTAL</b>	<b>R 72 117 737</b>	<b>R 103 400 963</b>	<b>R 99 884 086</b>

**TABLE 12: RBIG**

<b>UMZIMKHULU PROJECT LIST</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
Umzimkhulu Sanitation Project	R 1 234 000	R1 431 255	R1 567 686
Refurbishment of NMZ Bulk Water Pump Station	R 674 915	R782 800	R857 419
Machunwini Water Supply	R 4 434 783	R5 143 683	R5 633 993
Hostela-Mncweba & NMZ Villages Water Supply	R 4 000 000	R4 639 400	R5 081 640
Dulathi - Marhewini Water Supply	R 7 595 000	R8 809 061	R9 648 764
Kwanjunga/Raloti Refurbishment/Upgrade	R 10 670 000	R12 375 600	R8 641 497
Mfulamhle/Cabane Water Supply	R 1 878 000	R2 178 198	R2 385 830
Ibisi Sewer Reticulation	R 10 300 000	R5 000 000	R10 150 000
Greater Summerfield Water Project	R 30 746 709	R2 943 468	R5 000 000
Mbizweni Main Sewer Collector Upgrade in Umzimkhulu Town	R 23 846 881	R29 996 538	R47 634 060
KwaMayi-Theekloof Water Supply Scheme Phase 3	R 1 450 000	R-	R-
Greater Mnqumeni Water Supply Scheme Phase 5	R 40 221 490	R13 581 504	R13 988 949
Rietvlei Water Scheme	R 5 000 000	R-	R-
<b>TOTAL</b>	<b>R 142 051 778</b>	<b>R 86 881 506</b>	<b>R 110 589 837</b>
<b>PROJECTS</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>
NDZ WATER AUGMENTATION	R 0	R 10 000 000	R 10 000 000
<b>TOTAL</b>	<b>R 0</b>	<b>R 10 000 000</b>	<b>R 10 000 000</b>

**TABLE 11: UMZIMKHULU CAPITAL PROJECTS**

**TABLE 13: HARRY GWALA INTERNAL CAPITAL PROJECTS**

<b>PROJECTS</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>
Municipal Vehicles, Computers, Disaster Truck, Office Furniture's and Smart Meters	R 24 890 170	R 17 280 891	R 18 093 093
<b>TOTAL</b>	<b>R 24 890 170</b>	<b>R 17 280 891</b>	<b>R 18 093 093</b>

**CAPITAL BUDGET**

The total capital budget is R 360, 6m. This is largely funded by Municipal Infrastructure Grant and Water Services Infrastructure Grant.

**TABLE 14: Capital Budget per Department**

<b>DEPARTMENTS</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>
Vote 3 - Budget & Treasury Office	R 0	R 0	R 0
Vote 4 - Corporate Services	R 8 641 149	R 9 047 283	R 9 472 506

Vote 5 - Social & Development Planning	R 1 600 000	R 1 675 200	R 1 753 934
Vote 6 - Infrastructure Services	R 239 787 175	R 246 952 875	R 258 622 650
Vote 7 - Water Services	R 110 649 021	R 122 543 408	R 111 795 653
<b>TOTAL</b>	<b>R 360 677 345</b>	<b>R 380 218 766</b>	<b>R 381 644 743</b>

The capital budget is largely attributable to addressing the water & sanitation backlogs in the Harry Gwala District Municipality. Other internally funded capital projects include the installation of water meters, Vehicles, Generators, Disaster Truck and other assets such as office equipment, Server upgrade, Computers, etc.

## 1. OPERATIONS BUDGET

The draft operating expenditure budget for the 2023/2024 budget is R632, 3m.

**Chart 8: 2023-2024 MTREF draft operational Budget per Vote**

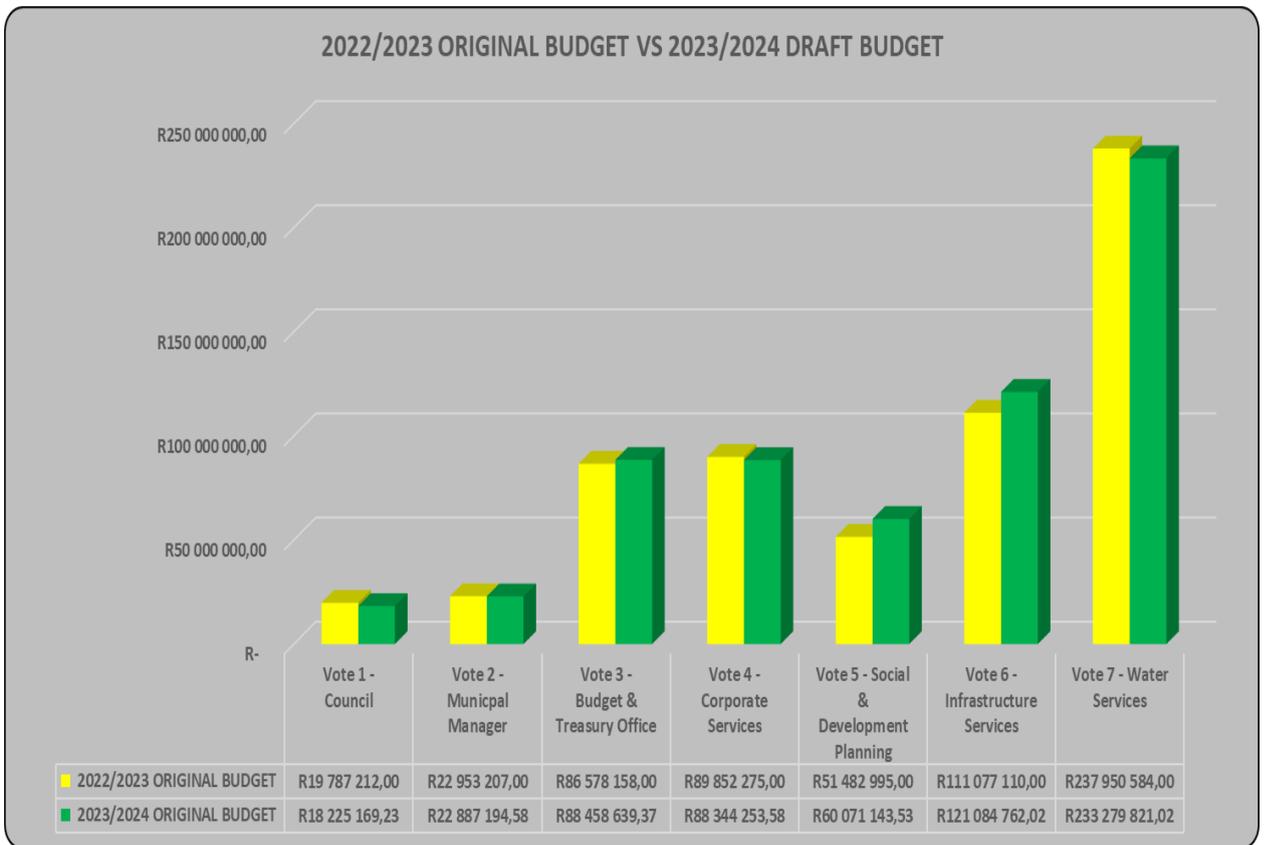
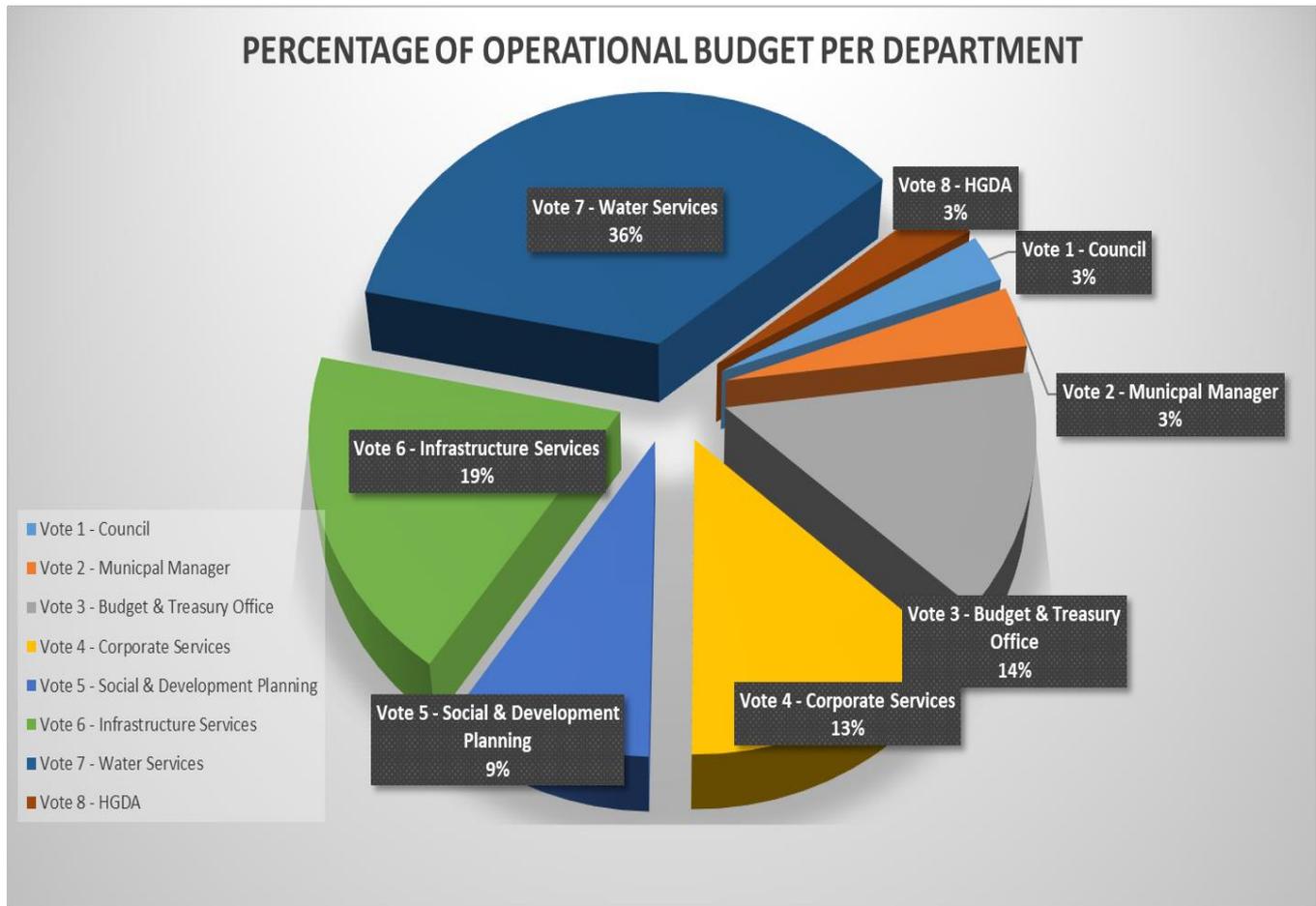


Chart 8 above presents a comparison between the 2022/2023 adjusted operational budget and the 2023/24 draft operational budget. The detailed line items providing operational projects as well as operational expenditure have been inserted in the table below. The comparison indicates an increase in the operational budget by only 2% or R12, 6m in monetary value.

**CHART 9: PERCENTAGE ALLOCATED PER DEPARTMENT**



Water Services department has the largest budget for the 2023/2024 financial year as the department responsible for the repairs and maintenance of the municipal assets and also with the largest staff complement, shares the greatest bulk of this budget of 36 per cent or R 233, 2million.

## ANNUAL OPERATIONAL PLAN (SDBIP)

### SECTION G

The Integrated Development Plan (IDP) is the initial phase of the planning cycle of the municipality. To ensure community involvement as stipulated in the Municipal Systems Act, No. 32 of 2000, the community identifies their needs during the IDP roadshows and then agrees on the set targets and indicators. This process takes place after the budget has been tabled to council. These needs are then prioritized according to available resources. They then become projects and get expression in the IDP in a form of a matrix. The IDP matrix is developed for a period of 5 years and is directly linked to the term of council. The key components of the matrix are the strategic objectives, strategies, Key Performance Indicators, Estimated budget and the annual targets for the period of five years.

For the purpose of reporting, measuring, monitoring and evaluation of the organizational performance, the organizational Performance Management System (OPMS) was developed. It contains the key components of the IDP Matrix; the Strategic objectives, Key Performance Indicators and Targets demonstrating how performance of the organization will be measured in a period of one year. These objectives are trying to achieve the goals stipulated in the IDP. The Service Delivery Budget and Implementation Plan (SDBIP) which focuses to performance of each directorate/department was developed indicating the targets which are intended to be achieved on a quarterly basis. The SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the Municipality. The budget gives effect to the strategic priorities of the Municipality.

For sustainable management of the budgeting and reporting practices; uniform norms and standards for ensuring transparency, accountability was established. The organizational scorecard was developed to provide an overall picture of performance for the Municipality as a whole, reflecting performance on its strategic priorities. Departmental Scorecards captures the performance of each department and they provide a comprehensive picture of the performance at that level. Departmental Scorecards (Performance Plans) are comprised of the key components highlighted in the customised municipal Scorecard to measure performance at an operational level.

### **SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN MEASURE**

The Harry Gwala District has a management and implementation Plan (SDBIP) which act as a contract between the administration, Council and to communities. It ensures that everyone is moving in the same direction, as mapped in the IDP. It provides a focus on outputs, outcome and inputs. It enables Municipal Manager to monitor the performance of Heads of Departments, the Council to monitor the performance of administration and Community to monitor the performance of the Council.

Below are the measuring tools which Harry Gwala District Municipality uses to enhance performance

Monthly reporting- Monthly operational Plans reported to MANCO and Portfolio Committees

Quarterly reporting- Assessments reported to MANCO, Portfolio Committees, Executive Committee and Council.

Mid-year Performance reports – Assessments reported to MANCO, Portfolio Committees, Executive Committee and Council

Annual Performance Assessment- Annual Performance Plan reported to MANCO, Portfolio Committees, Executive Committee and Council

**2021-2022 SERVICE DELIVERY AND BUDGET IMPLEMENTATION (DRAFT\_SUBJECT TO SECTION 53(1)(C)(II) OF THE LOCAL GOVERNMENT: MUNICIPAL FINANCE MANAGEMENT ACT, 2003)**

## **CHAPTER 8: ORGANISATIONAL PERFORMANCE AND INDIVIDUAL MANAGEMENT SYSTEM**

### **SECTION H**

The municipality has aligned its department according to the five Key Performance Areas (KPA's) that municipalities are required to align their strategic planning on; and these cut across every functional area of a municipality. The organisational scorecard measures a municipality's performance through grouping the municipal indicators under these five perspectives:

The Service Delivery Perspective; The Institutional Development Perspective; The Financial Management Perspective; Social and economic development perspective; Good Governance Perspective

The performance agreement for each Head of department and that of the Municipal Manager is aligned to these KPAs and the Key Performance Indicators in the Organizational scorecard are linked to the departmental scorecards (Performance Plans) which forms an integral part of the performance agreement. The OPMS is seamlessly aligned with the Goals, objectives and municipal budget. The responsibility of performance management here in Harry Gwala is still kept at the strategic level; it has not yet been cascaded to the levels below section 54 and 56 managers hence there is nothing mentioned about Individual Performance Management System (IPMS). In the 2019-2020 financial year the municipality will engage in a process of cascading PMS to lower levels.

### **2021/2022 AUDITED ANNUAL PERFORMANCE REPORT:**

#### SUMMARY OF ORGANIZATIONAL PERFORMANCE

### **ANNEXTURE**



## **BACK TO BASICS**

To ensure alignment of the Organizational Performance Management System to Back to Basics HGDM has incorporated four of the five Back to Basics pillars and the 35 indicators to the organizational scorecard and the departmental SDBIPs.

The Service Delivery pillar is addressed through the implementation of water and sanitation projects. Harry Gwala district municipality has entrusted the responsibility of Basic service delivery to Infrastructure services department and Water services. Infrastructure service is responsible for implementation of water and sanitation projects. The responsibility designing, Planning and Operation and Maintenance lies with Water services department. These two departments ensure that the quarterly Back to Basics reports are populated taking into consideration the two indicators which applies to the district.

Pillar "C" which is Good Governance is a responsibility of corporate services department which is responsible for all the indicators under this pillar and are aligned with the departmental Organizational scorecard and the SDBIP. These indicators are reported to Provincial Cooperative Governance and Traditional Affairs on a quarterly basis with the relevant evidence. Corporate services department focuses on building strong municipal administration and is also responsible for pillar "E" which emphasizes on building capable local government institutions through ensuring that top six positions are filled by competent and qualified persons. This pillar is comprised of three indicators and these indicators are incorporated in the organizational score card and departmental SDBIP.

Budget and Treasury Office is responsible for ensuring sound financial management. It focuses on ensuring that the queries raised by Auditor General are resolved; the extent to which debt is serviced and the percentage of revenue collection as well as the efficiency and functionality of Supply Chain Management which is pillar "D". This pillar has got eleven indicators which forms part of the departmental SDBIP and are reported to Cogta on quarterly basis.

## **B2B ASSESSMENT APPROACH**

A total of 100 indicators covering the 5 Back to Basics Pillars are used for assessment on a quarterly basis that are found in the CMET (Comprehensive Monitoring and Evaluation Tool). Only 81 indicators are applicable to the District.

An analysis of an acceptable level of performance for Quarter 2 in the 2020/2021 financial year means that a municipality must:

### **1. Building Capable Local Government Institutions**

## KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

This pillar is comprised of 07 indicators and they all are applicable to the District Municipality.

### ***Filling of Senior Management Positions***

All municipalities in the District have submitted their Senior Managers signed performance agreements as required in terms of section 53(3)(b) of the MFMA. The outstanding performance agreements when compared to the number of filled posts are in respect of new appointments. The performance agreements in respect of these new appointments will have to be submitted within 90 days after appointment.

There are no senior management vacancies at the Harry Gwala District and Dr. Nkosazana Dlamini-Zuma (NDZ) municipalities.

There was no disciplinary case of a senior manager reported within the Harry Gwala District.

### ***2020-21 Quarter 2 Achievement of Targets***

According to the provisions of the Municipal Systems Act, 32 of 2000, municipalities must monitor and measure the progress of their performance by preparing quarterly and midyear performance reports, in terms of Chapter 6 of the MSA, on performance management systems. The quarterly performance management reports (SDBIP reports) are finalised through a process of internal auditing and oversight by the Performance Audit Committee/Audit Committee and Council. A Standard Operating Procedure and Performance Management Monthly Implementation Plan guides this process.

Despite the number of challenges being experienced due to the pandemic all five (5) municipalities have performed above 50% with the Ubuhlebezwe and Dr. Nkosazana Dlamini-Zuma municipalities achieving 93% and 85% of their planned targets, respectively. All municipalities in the District have prepared and submitted their mid-term performance reports that indicate targets not achieved with the relevant corrective action and interventions to achieve them before the end of the year.

A remarkable number of targets were impacted upon by the national lockdown, and in most cases, municipalities have incorporated and started implementing corrective measures to address non-achievement.

### ***Training Conducted as per WSP***

Most municipalities have not been able to conduct any training for Councillors except for the Harry Gwala District that reported 15 Councillor that have been trained. All municipalities except uMzimkhulu LM were able to provide training for officials.

## **2. Good Governance; Put People and their Concerns First**

### KPA 2: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

This pillar is comprised of 23 indicators and only 20 are applicable to the District Municipality.

#### ***Improved Municipal Stakeholder Engagement***

Due to Covid-19 restrictions, verification of evidence from municipalities took longer than expected because most municipalities were struggling to obtain the necessary evidence from ward councillors and ward committees resulting in the slow submission of evidence from municipalities. The KZN COGTA Public Participation Business Unit was therefore unable to confirm the statistics provided in the report.

#### ***Improved Council Functionality***

All Council meetings were held quarterly in compliance with the mandatory quarterly meeting requirement in terms of Section 18 (2) of the Municipal Structures Act, No. 117 Of 1998. Executive Committee meetings were held in all municipalities. All Municipalities indicated that their Portfolio Committees were functional.

The structures of oversight were functional in the District and constituent local municipalities. All municipalities had at least one audit committee meeting during the quarter under review and complied. There is no recognised traditional leader in Greater Kokstad. Dr. Nkosazana Dlamini-Zuma, Ubuhlebezwe and uMzimkhulu municipalities met the target of 80% of traditional leadership at council meetings. Harry Gwala District municipality did not meet the target however there was a representative in one council meeting during the quarter.

#### ***Zero Tolerance of Fraud and Corruption***

No municipality in the District has reported convictions, recoveries or sanctions for criminal cases for fraud and corruption or maladministration.

#### ***Improved Municipal Responsiveness***

Harry Gwala DM and Ubuhlebezwe LM reported service delivery (water and roads, respectively) protest incidents for the quarter under review.

### **3. Sound Financial Management**

#### **KPA 3: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

This pillar is comprised of 27 indicators and they are all applicable to the District Municipality.

#### ***Debtors Management Ratios***

Ubuhlebezwe LM did not submit information for end of December 2020 as a result their information could not be verified. Collection rates for all other municipalities was more than 75% however there are debtors that were outstanding for more than 90 days that need to be collected.

#### ***Liquidity Management***

All municipalities had their cash coverage ratio of 3 months and above which is within/more than the norm. Only Nkosazana Dlamini-Zuma and UMzimkhulu LM's had enough current assets to cover for current liabilities. Harry Gwala District Municipality reported 17% total borrowing which is within the norm.

#### ***Expenditure Management***

Only Dr. Nkosazana Dlamini-Zuma LM had ERC of 40% that is within the norm. All other municipalities spent a lot on ERC compared to operating expenditure for the period ending 31 December 2020. All grants were cash backed as per the calculations used.

The expenditure on Repairs and maintenance was lower than 60% for all municipalities, the norm being 95%. Spending on the Capex and Opex were more than 95% (Greater Kokstad and UMzimkhulu only) and less than 80% (all municipalities) respectively. The spending is in relation to the pro rata (year-to-date) budget.

Free basic services for HGDM was low as it was 10% for the period under review. All municipalities except for Greater Kokstad have own revenue of less than 30% of the total operating revenue. Eskom and Water Boards accounts were reported to be up to date and losses were calculated by municipalities.

#### ***MIG Expenditure***

All municipalities reported expenditure in excess of 50% for the quarter ending December 2020, with Harry Gwala being the highest at 80.82% expenditure.

***Free Basic Services***

All municipalities within the District reported a very low expenditure on free basic services. This is a cause for a concern, as municipalities may not be offering free basic services to consumers which may have a negative impact on the debtor's book if indigent management is not implemented considering the Covid-19 pandemic that left most consumers unemployed during the period under review.

**4. Service Delivery****KPA 4: BASIC SERVICE DELIVERY AND LOCAL ECONOMIC DEVELOPMENT**

This pillar is comprised of 30 indicators. Out of the 30 indicators, 19 are applicable to the District Municipality.

***Improved access to Water and Sanitation***

Water and Sanitation is the core function of Harry Gwala District Municipality as a Water Services Authority (WSA). The District indicated that there were no new sanitation connections provided during the quarter. The District indicated that the Frequency of sewer blockages per 100 KMs of pipeline was 0. The percentage of callouts/ complains responded to within 24 hours was 22.12%.

The District indicated 69% water access at the District, with 4433 new connections for the quarter under review. The percentage of complaints or callouts responded to within 24 hours for water services was reported to be 76%.

***Improved access to Electricity***

The average percentage of households with access to electricity in the District is 83%. UMzimkhulu municipality is not a licensed electricity distributor. Ubuhlebezwe reported the highest provision of free basic electricity at 96% of the indigent households. Greater Kokstad reported electricity losses of 13.12%, probably due to illegal connections.

***Improved Quality of Municipal Road Network***

Greater Kokstad and Ubuhlebezwe municipalities reported some kilometres of municipal roads resurfaced during the quarter under review. The Dr. Nkosazana Dlamini-Zuma, Greater Kokstad and Ubuhlebezwe municipalities indicated that they have graded some unsurfaced roads. Greater Kokstad municipality reported the highest percentage (90%) of fixing of potholes within the standard municipal response time. Greater Kokstad is the only

municipality that reported that new municipal roads were built during the quarter under review.

### ***Minimized Solid Waste***

There are remarkable inconsistencies in the way municipalities were reporting for this Indicator as Dr. Nkosazana Dlamini-Zuma and uMzimkhulu LM's provided the number of households instead of the percentage as required by the indicator. The Greater Kokstad municipality reported the highest coverage percentage of 73% of households receiving the refuse removal services.

### ***Emergencies and Disasters***

There were 9 reported fire, hazmat and rescue related incidents within the Harry Gwala District and there were 39 natural hazards related incidents/disasters. The average response time to the fire and rescue incidents was reported to be less than 20 minutes.

### ***Growing Local Economies***

All the municipalities in the District have functional LED Forums. According to the information received, all applicable business licence applications are processed with within 21 days at Dr. Nkosazana Dlamini Zuma, Greater Kokstad and Ubuhlebezwe municipalities, with the exception of uMzimkhulu municipality that reported an average time of six weeks. All municipalities in the District have reviewed their LED strategies. All the municipalities in the District are creating employment opportunities through EPWP, CWP and other related infrastructure programmes.

## **KPA 5: CROSS CUTTING ISSUES**

This pillar is comprised of 13 indicators. Out of the 13 indicators, 08 are applicable to the District Municipality.

### ***Functional DDM Structures***

During the Quarter, the DDM Structures within the Harry Gwala District and its family of municipalities were functional and addressed matters emanating from the One Plan as well as the Covid-19 Pandemic.

### ***Spatial Development Frameworks***

All municipalities have adopted Spatial Development Frameworks not older than 5 years. On compliance to the provisions of SPLUMA, in particular Sec 21 there is partial SDF Compliance

within the Harry Gwala District Family. It was noted, in terms of section 21 SPLUMA, that the District was partially compliant with migration and future housing demands (21f), Economic activity locations and estimates (21g), infrastructure and service area estimates (21h), inclusionary housing (21k), Shortened land use processes (21l), Capital Expenditure Framework (21m) and implementation plan including sector and budgeting (21o). The family of municipal SDF's does not align with KZN Provincial SDF as the Provincial SDF is still under preparation.

The Harry Gwala family of municipal SDF's does not align with KZN Provincial SDF as the Provincial SDF is still under preparation.

1. SDF Assessment as part of the MEC Assessment was conducted in July–August 2020.
2. SDF Assessment Feedback for Harry Gwala Family was provided at the IDP Session on the 9<sup>th</sup> of November 2020.
3. SDF Support District engagement for Harry Gwala Family was on the 24 of November 2020.

### ***Land Use Schemes***

All Local Municipalities within the District have adopted Single Land Use Schemes in terms of SPLUMA. The adopted Single Land Use Schemes were aligned to the spatial strategies as per the adopted Spatial Development Frameworks (SDFs). Land Use Scheme reviews may be required where municipalities are reviewing their SDF's and spatial strategies.

### ***SPLUMA Institutions***

The Harry Gwala family of municipalities have four established MPT's. Dr Nkosazana Dlamini Zuma, Greater Kokstad and uMzimkhulu LM's have been fully established. In terms of Ubuhlebezwe, MPT members were appointed however this has not been gazetted. A public notice is placed in the local newspaper. All SPLUMA Institutions are in place such as the Municipal Planning Authorised Officer (MPAO), Municipal Planning Tribunal (MPT), Municipal Planning Registrar (MPR), Appeals Authority (AA) and Appeals Registrar (AR).

### ***Development Applications***

Development applications within the District Family of municipalities are dealt with on time. Decisions taken are aligned to the Land Use Schemes adopted and the Spatial Development Frameworks.

It is noted that municipalities received few applications during the financial year due to the Covid-19 lockdown. In terms of capacity, municipalities have sufficient capacity to deal with the applications.

### ***Credible IDP Aligned to the One Plan***

The District's one plan is being drafted and will be aligned to the IDP. The IDP is aligned to the DDM Profile, based on Sector Department projects submitted.

**ATTACHMENT**

**MUNICIPAL SUPPORT AND INTERVENTION PLAN (MSIP)**

**MUNICIPALITY: HARRY GWALA DISTRICT MUNICIPALITY**

	<b>KPAs / Pillars</b>	<b>Identified Challenges</b>	<b>Unblocking Action Needed from other Spheres and Agencies (e.g., intervention or technical support)</b>	<b>Responsible Department or Agency or Entity</b>	<b>Specific Activities to be implemented by each Stakeholder</b>	<b>Budget Allocation or Required Budget and source of funding</b>	<b>Time Frame</b>
	Political, Governance and Public Participation	<ul style="list-style-type: none"> <li>• Uncertainty about the existence of the Terms of Reference for the Rules and Ethics Committee.</li> <li>• Lack of progress on recommended investigation in relation to SCM issues, submission of returns late, paying of</li> </ul>	Capacitate MPAC Support and advise MPAC on its oversight functions	KZN CoGTA: Municipal Finance, Capacity Building Provincial Treasur	Conduct assessment of MPAC oversight on UIFW expenditure	In-house	quarterly
Conduct UIFW expenditure training					In-house	2021/2022	
Conduct skills audit for Councillors					In-house	2021/2022	

	<b>KPAs / Pillars</b>	<b>Identified Challenges</b>	<b>Unblocking Action Needed from other Spheres and Agencies (e.g., intervention or technical support)</b>	<b>Responsible Department or Agency or Entity</b>	<b>Specific Activities to be implemented by each Stakeholder</b>	<b>Budget Allocation or Required Budget and source of funding</b>	<b>Time Frame</b>
		electricity bills late, multi-year contracts <ul style="list-style-type: none"> <li>• Policies are not aligned to the MFMA, policies which compromises MPAC on its oversight role</li> </ul>		y & Municipal Governance	Attend and support MPAC meetings to provide guidance and advice.	In-house	as scheduled
			Internal audit & Risk management	Provincial Treasury	<ul style="list-style-type: none"> <li>• Risk Management Support</li> <li>• Consequence Management (Disciplinary Board establishment)</li> <li>• AC Review</li> </ul>	In-house	2022/2023
			Empower MPAC to understand the Annual Work Plan	KZN CoGTA: Municipal Governance	Conduct a workshop to unpack the Annual Work-plan once developed.	In-house	2022/2023

	<b>KPAs / Pillars</b>	<b>Identified Challenges</b>	<b>Unblocking Action Needed from other Spheres and Agencies (e.g., intervention or technical support)</b>	<b>Responsible Department or Agency or Entity</b>	<b>Specific Activities to be implemented by each Stakeholder</b>	<b>Budget Allocation or Required Budget and source of funding</b>	<b>Time Frame</b>
			Obtain details of noncompliant policies for review, review and recommend corrections.	KZN CoGTA: Municipal Governance	Review, amend and obtain Council approval for all amendments.	In-house	2021 - 2024
	Administrative	Irregular expenditure of R34 721 871 is recorded. Repeat AG Findings: <ul style="list-style-type: none"> <li>○ Expenditure management</li> <li>○ Water losses</li> <li>○ Internal Control deficiencies</li> <li>○ Restatement of corresponding figures.</li> </ul>	Support to eliminate continued irregular expenditure	KZN CoGTA: Municipal Finance	<ul style="list-style-type: none"> <li>• Facilitate training on Bid Committees for all officials responsible for spending budgets</li> </ul>	In-house	2021/2022
			Provide hands on support towards reduction of AG findings on the adjustment of	KZN CoGTA: MPMRE	<ol style="list-style-type: none"> <li>1. Develop Performance Audit improvement plan, implement and monitor on a quarterly basis</li> <li>2. Provide guidelines for preparation of annual performance report</li> </ol>	In-house	2021/2022

	<b>KPAs / Pillars</b>	<b>Identified Challenges</b>	<b>Unblocking Action Needed from other Spheres and Agencies (e.g., intervention or technical support)</b>	<b>Responsible Department or Agency or Entity</b>	<b>Specific Activities to be implemented by each Stakeholder</b>	<b>Budget Allocation or Required Budget and source of funding</b>	<b>Time Frame</b>
		<ul style="list-style-type: none"> <li>○ Contingent liabilities</li> </ul>	material misstatements on the Annual Performance report		<ul style="list-style-type: none"> <li>3. Review Quarterly performance report</li> <li>4. Review section 72 Report</li> <li>5. Review annual performance report before submission to AG</li> <li>6. Assessment of financial and non-financial performance information</li> </ul>		
	Financial Management	<ul style="list-style-type: none"> <li>• Budget unfunded</li> <li>• About half a billion rand is sitting in debtors.</li> <li>• Procurement &amp; contract management repeat AG findings</li> </ul>	Monitor the impact of poor revenue collection on the adoption of funded budget.	Provincial Treasury	<ul style="list-style-type: none"> <li>• Monitor the implementation of the budgeting framework by municipalities</li> <li>• Provide guidance on budget planning and implementation</li> <li>• Monitor, evaluate and report on budget implementation (In Year Monitoring).</li> </ul>	In-house	2021/2022

	KPA / Pillars	Identified Challenges	Unblocking Action Needed from other Spheres and Agencies (e.g., intervention or technical support)	Responsible Department or Agency or Entity	Specific Activities to be implemented by each Stakeholder	Budget Allocation or Required Budget and source of funding	Time Frame
					<ul style="list-style-type: none"> <li>Monitor and report on compliance</li> </ul>		
			Reduction of consumer debtors	KZN CoGTA: Municipal Finance & Provincial Treasury	<ul style="list-style-type: none"> <li>Guide the municipality and enhance the development of a revenue enhancement strategy.</li> <li>Update indigent register</li> <li>review credit control policy and accounts.</li> <li>reconcile billing data billing data, debtors' data and indigent registers</li> <li>Develop terms of reference</li> <li>Identify stakeholders and invite to form the Committee</li> <li>Prepare a debt status report</li> </ul>	In-house	2021/2022
					Monitor the implementation of revenue enhancement strategy.	In-house	monthly

	KPA / Pillars	Identified Challenges	Unblocking Action Needed from other Spheres and Agencies (e.g., intervention or technical support)	Responsible Department or Agency or Entity	Specific Activities to be implemented by each Stakeholder	Budget Allocation or Required Budget and source of funding	Time Frame
					Convene meetings and provide progress on impact being made.	In=house	monthly
			Recovery of intergovernmental debt.	KZN CoGTA: Municipal Finance	<ul style="list-style-type: none"> <li>• Coordinate and convene PCF meetings.</li> <li>• Monitor the development and implementation of payment plans with government departments owing the municipality.</li> <li>• Coordinate and convene Government debt District sessions.</li> <li>• Analyse the accuracy and completeness of government debt on municipal financial systems.</li> </ul>	In-house	2021/2022

	KPA's / Pillars	Identified Challenges	Unblocking Action Needed from other Spheres and Agencies (e.g., intervention or technical support)	Responsible Department or Agency or Entity	Specific Activities to be implemented by each Stakeholder	Budget Allocation or Required Budget and source of funding	Time Frame
					<ul style="list-style-type: none"> <li>• Support on collection of government debt.</li> <li>• Support on verification and allocation of properties to the correct government departments.</li> </ul>		
				Provincial Treasury	<ul style="list-style-type: none"> <li>• Gather and Analyse data: Disaggregate Debt by Rates/ Services/Department</li> <li>• Cleanse and verify Accounts Data in the municipal and departmental environment.</li> <li>• Facilitate debt recovery on behalf of municipality through Departmental payment plans.</li> <li>• Monitor the implementation of revenue enhancement strategy</li> </ul>	In-house	2021/2022

	<b>KPAs / Pillars</b>	<b>Identified Challenges</b>	<b>Unblocking Action Needed from other Spheres and Agencies (e.g., intervention or technical support)</b>	<b>Responsible Department or Agency or Entity</b>	<b>Specific Activities to be implemented by each Stakeholder</b>	<b>Budget Allocation or Required Budget and source of funding</b>	<b>Time Frame</b>
					<ul style="list-style-type: none"> <li>• Convene meetings and provide progress on impact being made.</li> </ul>		
			Conduct Routine Compliance assessment	Provincial Treasury	<ul style="list-style-type: none"> <li>• conduct routine compliance assessments in to ensure proper implementation and compliance with all the relevant SCM prescripts.</li> <li>• monitoring of audit improvement plans and providing assistance and support in ensuring all audit improvement actions are achieved.</li> </ul>	In-house	2021/2022
			Support UIFW expenditure prevention and addressing	KZN CoGTA: Municipal	<ul style="list-style-type: none"> <li>• Guide MPAC and internal audit on the processes for addressing UIFW expenditure</li> </ul>	In-house	2021/2022

	KPA / Pillars	Identified Challenges	Unblocking Action Needed from other Spheres and Agencies (e.g., intervention or technical support)	Responsible Department or Agency or Entity	Specific Activities to be implemented by each Stakeholder	Budget Allocation or Required Budget and source of funding	Time Frame
			expenditure incurred	Finance and Provincial Treasury	<ul style="list-style-type: none"> <li>• Provide UIFW template to municipalities which in compliant with MFMA Circular 68.</li> <li>• Analyse the register of UIFW expenditure as set out in circular 68 quarterly</li> <li>• Provide findings with recommendations for MPAC and Council consideration.</li> <li>• Attend MPAC meeting to provide guidance on the role of MPAC, investigations and write off</li> </ul>		
			Improvement of audit outcomes	KZN CoGTA: Municipal Finance	<ul style="list-style-type: none"> <li>• Oversee establishment of an audit process steering Committee and the development of an Audit Turnaround Plan and assess for adequacy.</li> </ul>	In-house	202 1/ 202 2

	KPA / Pillars	Identified Challenges	Unblocking Action Needed from other Spheres and Agencies (e.g., <i>intervention or technical support</i> )	Respon sible Depart ment or Agency or Entity	Specific Activities to be implemented by each Stakeholder	Budget Allocatio n or Require d Budget and source of funding	Tim e Fra me
					<ul style="list-style-type: none"> <li>• Monitoring and implementation of audit action plan and provide support on unresolved audit findings.</li> <li>• Advise and guide the municipality during the external audit on resolving audit communication findings and submission of responses to Request for Information.</li> <li>• Analyse adequacy of responses to audit reports.</li> <li>• Support the municipalities in resolving significant audit issues relating revenue management, asset management, indigent management and financial management.</li> </ul>		

	<b>KPAs / Pillars</b>	<b>Identified Challenges</b>	<b>Unblocking Action Needed from other Spheres and Agencies (e.g., intervention or technical support)</b>	<b>Responsible Department or Agency or Entity</b>	<b>Specific Activities to be implemented by each Stakeholder</b>	<b>Budget Allocation or Required Budget and source of funding</b>	<b>Time Frame</b>
					Provide input on the development, and monitor progress on the implementation of, post audit action plan.	In-house	2021/2022
	Service Delivery	<p>Stalling of the implementation of Steven Dlamini Dam which is expected to service 14 villages in Dr NDZ and still waiting for the Minister's response.</p> <ul style="list-style-type: none"> <li>• Set-back following the Covid outbreak and July 2021 civil unrest which left parts of the district</li> </ul>	<p>Follow up and report on the status of the Steven Dlamini Dam and report on progress quarterly</p> <p>Provide support to accelerate portable water provision</p>	<p>KZN CoGTA: Municipal Infrastructure</p> <p>KZN CoGTA: Municipal</p>	<p>Obtain briefing on the project and the current status including a rapport system</p> <p>Prepare reports and update the district through the DDM structures.</p> <p>Ibisi Water Supply Scheme plant capacity from 0,9MI/d to 2MI/d</p>	<p>In-house</p> <p>In-house</p> <p>R 20 011 000.00</p>	<p>2021/2022</p> <p>quarterly</p> <p>2023/2024</p>

	<b>KPAs / Pillars</b>	<b>Identified Challenges</b>	<b>Unblocking Action Needed from other Spheres and Agencies (e.g., intervention or technical support)</b>	<b>Responsible Department or Agency or Entity</b>	<b>Specific Activities to be implemented by each Stakeholder</b>	<b>Budget Allocation or Required Budget and source of funding</b>	<b>Time Frame</b>
		with ghost towns and effects of looting of businesses. <ul style="list-style-type: none"> <li>when businesses make attempts to recover their losses and unemployment will increase as some will have as a result lost jobs</li> </ul>		Infrastructure		R 214 000.00	2024/2025
			Provide water systems infrastructure	Water and Sanitation	Nokweja-Mashumi Water Supply scheme Phase 3	R12 000 000.00	2021/2022
					Mariathal, Mandilini and Esperance Water Supply Project Phase 4	R1 000 000.00	2021/2022
					Mhlabashana Capital Infrastructure Water Supply Scheme	R12 425 000.00	2021/2022
					Water Supply to Masimini Mbuzweni Villages Intervention Schemes	R20 500 000.00	2021/2022

	<b>KPAs / Pillars</b>	<b>Identified Challenges</b>	<b>Unblocking Action Needed from other Spheres and Agencies (e.g., intervention or technical support)</b>	<b>Responsible Department or Agency or Entity</b>	<b>Specific Activities to be implemented by each Stakeholder</b>	<b>Budget Allocation or Required Budget and source of funding</b>	<b>Time Frame</b>
					Marriaskop Water Supply Intervention Schemes	R10 425 000.00	2021/2022
					Refurbishment/ Augmentation of NDZ water supply schemes	R15 823 304.00	2021/2022
					Refurbishment/ Augmentation of Ebhayi/ Gudlucingo water supply	R10 526 696.00	2021/2022
					Refurbishment/ Augmentation of Springvale water supply	R8 000 000.00	2021/2022
			Establish CoGTA District office	KZN: CoGTA: Community Service Centres	Renovations and refurbishments to the prefab building in High Street, Ixopo	R2 000 000.00	2022/2023
						R2 000 000.00	2023/

	KPA / Pillars	Identified Challenges	Unblocking Action Needed from other Spheres and Agencies (e.g., <i>intervention</i> <i>or technical</i> <i>support</i> )	Respon sible Depart ment or Agency or Entity	Specific Activities to be implemented by each Stakeholder	Budget Allocatio n or Require d Budget and source of funding	Tim e Fra me
							202 4
						R2 100 0 00.00	202 4/20 25

## INDICATORS UTILISED FOR ASSESSMENT OF MUNICIPALITIES

PERFORMANCE INDICATORS USED BY KZN COGTA	
KEY FOCAL AREAS	INDICATORS
<b>Political and Administrative Stability (Incorporating Political, Administrative and Governance indicators)</b>	<ol style="list-style-type: none"> <li>1. Functionality of Municipal Governance Structures</li> <li>2. Political and Administrative Interface</li> <li>3. High Personal Security Costs</li> <li>4. Vacancies in Senior Management Positions</li> <li>5. Consequence Management</li> <li>6. Section 139 intervention</li> <li>7. Section 106 Reports and progress in implementation of recommendations</li> <li>8. Cases of Maladministration, Fraud and Corruption</li> <li>9. Functionality of IGR Structures (DDM)</li> <li>10. Protests and functionality of Municipal Rapid Response Teams (MRRTs)</li> <li>11. Functionality of Ward Committees</li> <li>12. Participation of Traditional Leaders in Municipal Councils (Section 81)</li> <li>13. Skills Audit and Capacity Building</li> <li>14. Performance Management (signed PA and SDBIP)</li> </ol>
<b>Municipal Financial Viability and Management</b>	<ol style="list-style-type: none"> <li>1. Audit Outcomes for 3 consecutive years</li> <li>2. ESKOM Debt</li> <li>3. Water Board Debt</li> <li>4. Budget position for 3 consecutive years</li> <li>5. Unauthorized Irregular Fruitless and Wasteful Expenditure</li> <li>6. MIG Expenditure</li> <li>7. WSIG Expenditure</li> <li>8. Revenue Collection</li> <li>9. Late submission of AFS</li> <li>10. Functional BTO</li> </ol>
<b>Service Delivery and Socio-Economic Development</b>	<ol style="list-style-type: none"> <li>1. Water Provision</li> <li>2. Electricity Provision</li> <li>3. Non Functional PMU</li> <li>4. Operations and Maintenance</li> <li>5. Expanded Public Works Programmes (EPWP)</li> <li>6. Disaster Management</li> <li>7. Local Economic Development (LED)</li> <li>8. Spatial Development Framework (SDF)</li> </ol>

CATEGORIZATION

<b>SCORE</b>	<b>CATEGORY</b>	<b>INTERVENTION</b>
<b>50% and below</b>	<b>DYSFUNCTIONAL</b>	<b>High Priority Support</b>
<b>51% - 64%</b>	<b>MEDIUM RISK</b>	<b>Close Monitoring and Support</b>
<b>65% - 74%</b>	<b>LOW RISK</b>	<b>Section 154 Support</b>
<b>75% and above</b>	<b>STABLE</b>	<b>Monitoring</b>

## **ANNEXURES**

- Spatial Development Framework
- Disaster Management Sector Plan
- Revenue Enhancement Strategy
- Indigent Policy
- Local Economic Development Strategy
- Performance Management Framework Policy

