INTERGRATED DEVELOPMENT PLAN

2021/22

UBUHLEBEZWE LOCAL MUNICIPALITY



There is a lovely road that runs from Ixopo into the hills. These hills are grass-covered and rolling, and they are lovely beyond any singing of it. The road climbs seven miles into them, to Carisbrooke; and from there, if there is no mist, you look down on one of the fairest valleys of Africa. About you there is grass and bracken and you may hear the forlorn crying of the titihoya, one of the birds of the veld….

(Cry the Beloved Country; Alan Paton: December 1948 – Chapter 1)

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ABBREVIATION OF TERMS

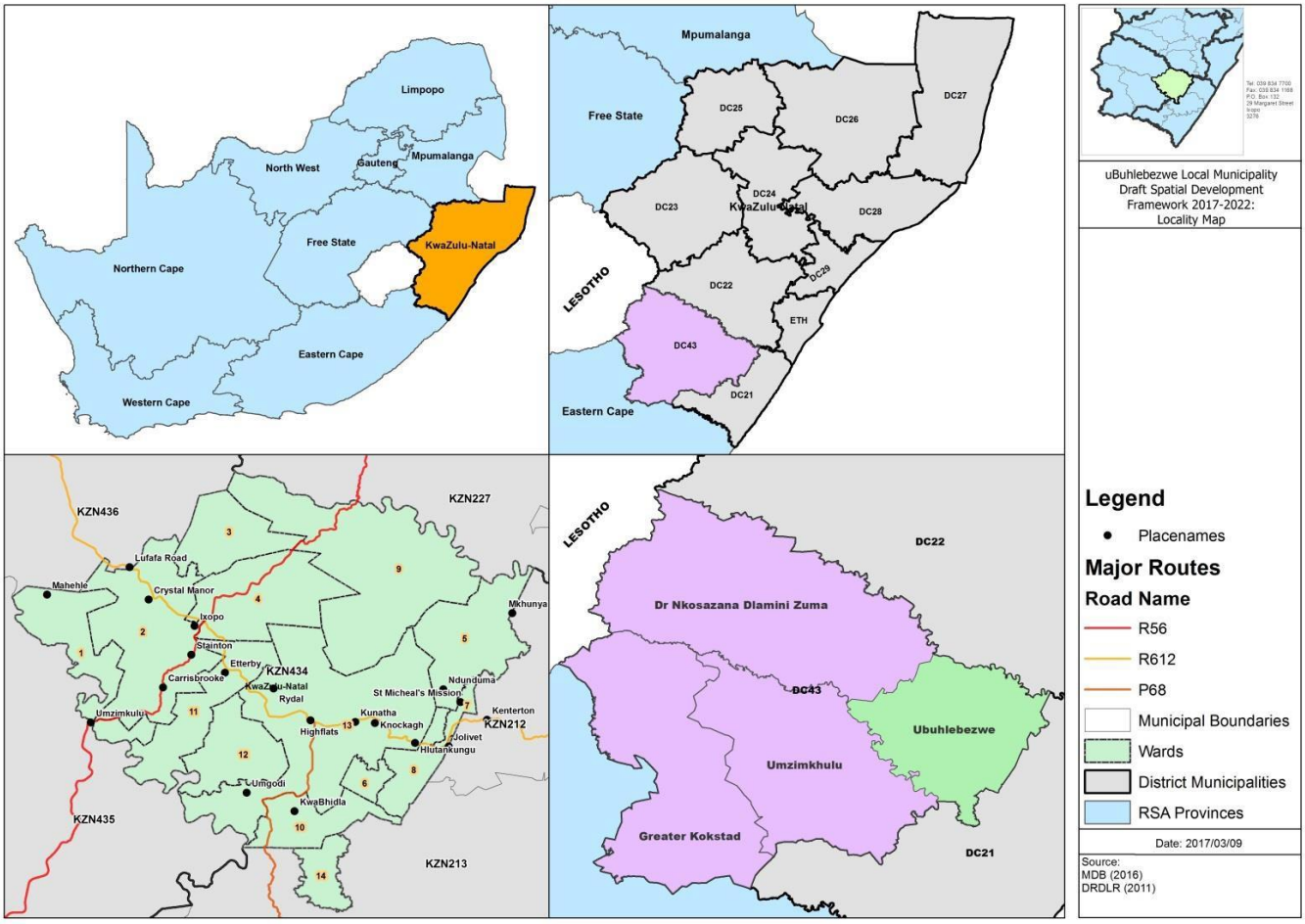
Abet	**Adult Basic Education**
ASGIS	**Accelerated Growth initiatives of South Africa**
CDW'S	**Committee Development Workers**
DoBE	**Department of Basic Education**
DOE	**Department of Energy**
DOT	**Department of Transport**
DCOGTA	**Department of Cooperative Governance and Traditional Affairs**
DAEA Development	**Department of Agriculture, Environmental Affairs and Rural**
DOH	**Department of Human Settlement**
DO Health	**Department of Health**
DO Welfare	**Department of Welfare**
DRDLR	**Department of Rural Development and Land Reform**
DOBE	**Department of Basic Education**
DOW	**Department of Works**
EAP	**Employee Assistance Programme**
EPWP	**Expanded Public Works Programme**
ESKOM	**Electricity Supply Commission**
EXCO	**Executive Committee**
Fg	**Figure**
GDP	**Gross Domestic Product**
GIS	**Geographic Information Systems**
IDP	**Integrated Development Plan**
IGR	**Intergovernmental Relations**
IGRF	**Intergovernmental Relations Framework**
IWMP	**Integrated Waste management Plan**
KPA	**Key Performance Area**
KPI	**Key Performance Indicator**
LLF	**Local Labour Forum**
LM	**UBuhlebezwe Local Municipality**

LED	**Local Economic Development**
LGTAS	**Local Government Turn Around Strategy**
LUMS	**Land Use Management Systems**
MANCO	**UBuhlebezwe Management Committee**
MIG	**Municipal Infrastructure Grant**
MFMA	**Municipal Finance Management Act**
MSA	**Municipal Systems Act**
MTAS	**Municipal Turnaround Strategy**
NSDP	**National Spatial Development Plan**
PDA	**Planning and Development Act**
PGDS	**Provincial Growth and Development Strategy**
PSEDS	**Provincial Spatial Economic Development Strategy**
OPMS	**Organisational Performance Management Systems**
PMS	**Performance Management Systems**
HGDM	**Harry Gwala District Municipality**
SCM	**Supply Chain Management**
SCOPA	**Standing Committee on Public Accounts**
SDBIP	**Service Delivery, Budget and Implementation Plan**
SDF	**Spatial Development Framework**
WSDP	**Water Services Development Plan**
WSP	**Workplace Skills Plan**
WV	**World Vision**

SECTION A: EXECUTIVE SUMMARY

WHO WE ARE:

Spatial location of UBuhlebezwe Local Municipality



Fg 1: Spatial Location of Ubuhlebezwe Municipality

From a regional perspective, Ubuhlebezwe Local Municipality is well located, within southern KwaZulu-Natal between Pietermaritzburg, Kokstad and the Eastern Cape. The seat of the Harry Gwala District Council is the town of Ixopo, which is located approximately 85km south east of Pietermaritzburg, the capital of Kwazulu Natal, at the intersection of two national routes; R56 and R612. Ixopo forms the primary development node of the Municipality. 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. It is a major education and health centre and assists in the diffusion of new ideas and technologies to the rural areas. It is also the primary base for the operation of many departments and service providers.

Ubuhlebezwe Local Municipality (ULM) is one of the four local municipalities that constitute the Harry Gwala District Municipality (HGDM). The ULM is characterised by large agricultural plantations, natural vegetation and traditional authority land. The main administrative centre of the municipality is the town of Ixopo. Apart from the Ixopo town, the settlement patterns of the ULM reflects one that is predominantly rural. The ULM has a population of about 118 346 people (Community Survey, 2016) spread out throughout the area with the majority of its population residing in the rural areas. The major economic drivers in the ULM area are agriculture, mining, manufacturing, construction, utilities, business services and tourism. Among these economic sub-sectors,

agriculture; business services; and manufacturing have been the biggest contributors to the ULM GDP thus far. Sub-sectors with minute contribution to the ULM GDP were the mining and utilities sub-sectors.

Unemployment is considered as one of the main reasons of poverty in the area. The municipality's' percentage contribution to the District employment is currently seating at 21%. The unemployment rate in the ULM currently stands at 25%, reduced by 0.3% from 24.7% projected in 2011 (Global Insights,2007). It is a clear indication that unemployment still remains a concern and shows that the majority of citizens residing within Ubuhlebezwe are still living below the poverty line. The location of Ubuhlebezwe makes us easily accessible and linkable to the South Coast tourism region in the east, and Southern Drakensburg to the west, therefore tourism is one of the critical areas that the Municipality needs to focus on. In addition, Ubuhlebezwe is located at the intersection of at least three established tourism regions, namely: Southern Drakensberg; Natal Midlands; and UGu South Coast.

Demographic Profile

Demographic information used in this Intergrated Development Plan for Ubuhlebezwe Municipality is obtained from StatsSA. The information incorporates the newly demarcated ward boundaries, following the redermacation processes. The total population before redermacation, according to Census 2011 was 101 690, however, according to the Community Survey 2016, the population for Ubuhlebezwe is at 118 346. (Census, 2011 and Community Survey, 2016)

According to the Stats SA, Community Survey 2016 results, there is an average of 4, 1 persons per household. 30, 3% of households reside formal dwellings and approximately 63, 8% of residences are owned and fully paid off. 12, 4% of households have access to piped water from either inside the dwelling, inside the yard or water on a community stand. Access to proper sanitation is very poor, with 12% having access to a flush toilet connected to the sewerage system. Harry Gwala District has an increase in total population from 461 420 to 510 865, out of which Ubuhlebezwe Local Municipality has increased from 101 690 to 118 346 which is 23.2% of the District total population. The female population is dominant at UBuhlebezwe which indicates male absenteeism. Out of the total population of 118 346, total number of females has increased from 54445 to 62834 which is 53.1% of the total population and males from 47246 to 55513 which is 46.9% of the total population. The population density is 63 persons/ km2.

The majority of population in Ubuhlebezwe is dominated by Black Africans with a total population increased from 99 188 to 115 893 which is 97.9% of the total population. Age distribution within Ubuhlebezwe Municipal area, where the ages 00-04 accounting to 17 247 which is 14.6% of the total population followed by ages 05-09 accounting to 15 679 which is 13.3% of the total population. Based on the CS 2016 results for the whole population, Males (10545) and Females (12847) with no formal education constitute the majority in terms of the population in relation to education. The highest level of education that has been attained by the population of Ubuhlebezwe Local Municipality is Grade 12, whereby the number of females (8589) out numbers males (6933). From here on the highest of education attained decreases progressively from Grade 11 to Grade R, as well as for Tertiary education for males and females combined. The dominant trend is that each of the categories the number of educated females exceeds that of males. One exception is in Grade 4 whereby the number of educated males (2959) exceeds that of females (2446). With regards to employment, there has been a steady in increase in the total number of people employed except for 2011 which experienced a decline to 19631 from 20217. In terms of percentages the average employment contribution to the district population has declined by 0,3% between 2010 and 2015. The total number of unemployed people at Ubuhlebezwe Municipality correlates directly with the total employment per municipality in that for 2011 there was a decline in the number of people employed (4843) as compared to 2010 (5150).

Children between the ages of 0-14 contribute a portion of 40, 4% towards the total population of uBuhlebezwe. Elderly people from 65+ within the existing population contribute 6.8%. The observable dependence ration of people between people living

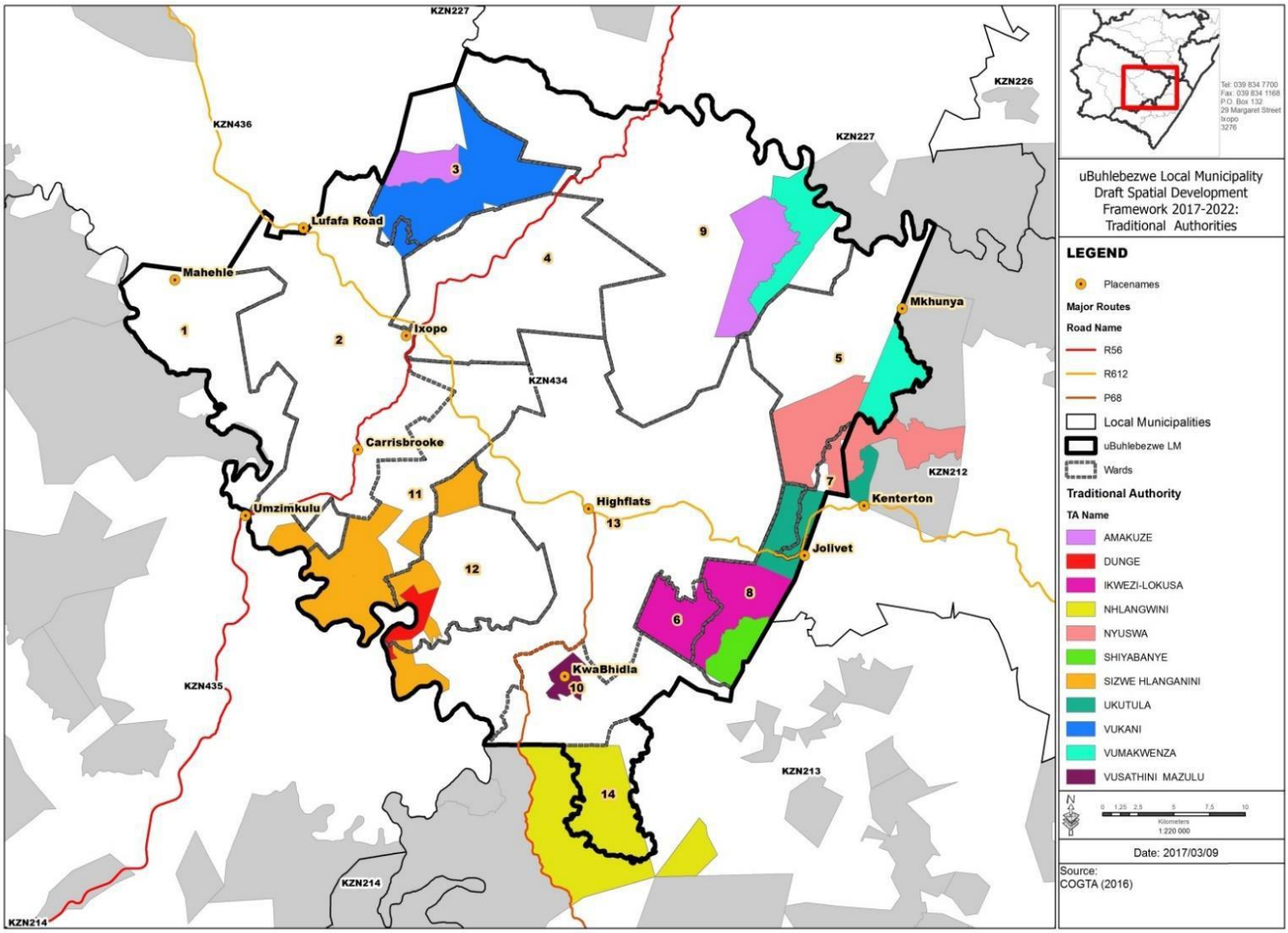
below 15 years of age and those having 64+ is 89.39%. This percentage is too high and contributes to uncontrollable levels of poverty. In actual facts it will become difficult for the municipality to cater for the provisions of pensioners, proving social security systems to people in need as well as the non-working population.

Wards and Traditional Authority Areas depicted on a map

Traditional Authority Area

Vukani; Vumakwenza, Amakhuze, Nyuswa, Ukuthula, Mjoli-Mawushe, Ikhwezi lokusa, Shiyabanye-Nhlangwini, Dlamini-Vusathina Mazulu, Amadunge, Amabhaca and Amazizi.

Fg 2: Traditional Authorities



Economic Profile

District Economy

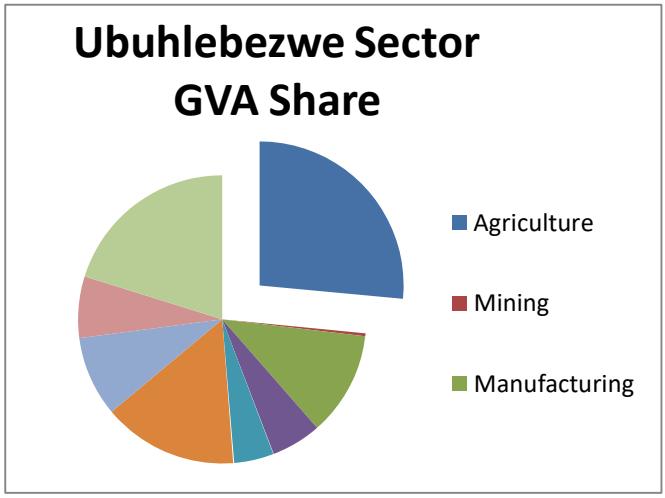
The most prominent employment sectors within the District are Agriculture including cattle, dairy, poultry, citrus, sugar-cane, fruit, and forestry, followed by Community Services, Trade and Domestic Employment. Up to 10,6% of the working population in the District are involved in construction and small scale manufacturing. It is interesting to note that in spite of male migrancy, males are dominant in local employment. The District is known for its progressive farming methods, which have resulted in a continually increasing output and consequent increasing prosperity.

Gross Value Added (GVA), Constant 2010 prices (R 1000), 2015

Sector	Harry Gwala	Ubuhlebezwe
Agriculture	1,953,774	496,177
Mining	34,313	6,284
Manufacturing	831,197	218,259
Electricity	407,738	106,053
Construction	379,166	85,318
Trade	1,865,647	283,078
Transport	702,642	167,943
Finance	674,007	129,105
Community Services	2,525,090	377,260
Total Industries	9,373,574	1,869,477
Taxes less Subsidies on Products	772,782	180,145
Total (Gross Domestic Product - GDP)	10,146,357	2,049,622

Source: Department of Economic Development, Tourism and Environmental Affairs

Sector	Ubuhlebezwe Sector GVA Share
Agriculture	**24.2%**
Mining	**0.3%**
Manufacturing	**10.6%**
Electricity	**5.2%**
Construction	**4.2%**
Trade	**13.8%**
Transport	**8.2%**
Finance	**6.3%**
Community services	**18.4%**
Total Industries	**91.2%**
Taxes less Subsidies on products	**8.8%**
Total (Gross Domestic Product - GDP)	**100.0%**



Source: Department of Economic Development, Tourism & Environmental Affairs

Employment status

The table below depicts the total number of employment from 2010 to 2015. The table shows a steady increase in the total number of people employed except for 2011 which experienced a decline to 19631 from 20217 in 2010. In terms of

Municipality	2010	2011	2012	2013	2014	2015
Harry Gwala	94 749	93 351	96 088	101 051	107 537	112 306
Greater Kokstad	26 964	26 643	27 553	28 698	30 117	31 256
Ubuhlebezwe	20 217	19 631	20 202	21 188	22 498	23 546
uMzimkhulu	24 910	24 832	25 438	27 043	29 437	30 786
Nkosazana Dlamini-Zuma	22 658	22 245	22 894	24 122	25 486	26 718

percentages the average employment contribution to the district population has declined by 0,3% between 2010 and 2015.

Community Survey 2016

Spatial Profile

Access

The main corridor within the Ubuhlebezwe Municipality is the R56, which links into the N2. The corridor centres on tourism and agriculture. It links Ixopo to towns such as Kokstad, Matatiele, Pietermaritzburg and Port Shepstone. The primary corridor facilitates stronger cross border economic flows and economic development in the Eastern Cape and KwaZulu-Natal. The R612 and R617 serve as secondary corridors, which link the remaining areas of Ubuhlebezwe to the R56 (main corridor). These corridors provide the potential to exploit the under-utilized location and economic advantages of the hinterland areas thus providing a potential for export-oriented growth particularly in the agricultural sectors.

Settlement Patterns

Ubuhlebezwe is not just an administrative and local government structure, but an economic and social functional entity as well. It has a well-defined settlement pattern and functional structure. In economic terms, it is part of the Greater Ixopo economic functional region. Movement within the area tends to go towards Ixopo and even the economic/transportation infrastructure is oriented towards this area. However, a limited form of modular development occurs in Highflats and other emerging nodes in the traditional authority areas. This presents an opportunity for the concentration of development and decentralization of service delivery to these areas. In fact, Ixopo is identified in both Ubuhlebezwe and Sisonke IDPs as the main service centre and economic hub within the District. It accommodates different government Departments and a wide range of shopping and commercial facilities.

These urban centres serve as a link between the areas outside of Ubuhlebezwe and the expansive commercial agriculture as well as the dispersed rural settlements located at the peripheral areas, with marginal economic development.

How this plan was developed

The UBuhlebezwe Integrated Development Plan (IDP) was prepared in terms of the Municipal Systems Act No.32 of 2000 which requires all municipalities to prepare an IDP for their area of jurisdiction. The IDP is an integrated planning and development tool which has the following aims:

- To integrate and coordinate service delivery within the Municipality;
- To assist the Municipality in fulfilling its powers and functions;
- To harness and align the resources of the Municipality and other service providers with the implementation of the IDP;
- To form the basis upon which the annual budgets of the Municipality and other service providers must be based; and
- To empower the community within UBuhlebezwe Municipality to participate in the implementation of the IDP.

At the onset of the IDP Review process, an IDP, Budget, SDF & PMS Process Plan was developed and approved by Council setting out the steps which were required for the preparation of the IDP and the roles and responsibilities of the Municipality, Departments and the Representative Forum.

The Process Plan also established the advertising requirements and the procedures for adopting the IDP and submitted to Council for approval. In following the phases of the IDP, emphasis was given to community consultation via Clustered IDP roadshows held in October 2017. Separate consultations workshops were also conducted with the existing community structures such as the Ixopo Business Forum, Ratepayers.

These needs were analysed and categorised and then forwarded to the Infrastructure Planning and Development Department in preparing the projects submitted as part of the MIG Plan. The main aim of the public participation process was not only to get community needs but also to get the status quo on services that are provided by the District and local municipality, governments departments such as Health, Transport, Home Affairs and other service providers involved in service delivery and community development.

Participation Mechanisms

Chapter 4 of the Municipal Systems Act of 2000 argues that a municipality must encourage and create conditions for, the local community to participate in the affairs of the municipality and in UBuhlebezwe Municipality this has mainly been undertaken in the following ways:

- *IDP Representative Forums*

The Forums represents all stakeholders and is as inclusive as possible. Additional organisations such as CBOs, NGO are encouraged to participate in the Forum throughout the process.

- *Media*

Amongst other means, the local newspapers circulating within the area are used to inform the community on the progress with respect to the IDP review processes.

- *Notices*

Notices on the IDP Review processes are placed on the Municipal Notice Boards, public buildings and the Municipal Website.

- *Ward level IDP meetings*

Ubuhlebezwe Municipality has in total fourteen (14) wards after the new demarcation, IDP meetings are held each year where these wards are clustered into three and the fourth one being the ratepayer's meeting. The intention of these meetings is to ascertain the needs of the community and also give feedback to community on the Municipality's different programs and projects.

- *Centralised Ward Committee meetings*

Meetings were held at a central venue where all fourteen (14) wards were represented by members of the ward committees.

- ***Public / Stakeholder Participation during the IDP process***

The Municipal Systems Act (MSA) No.32 of 2000 as amended requires that all municipalities prepare an IDP, which is a five (5) year plan reviewed annually. Table below indicates the involvement by all stakeholders and the local community during this IDP review:

Meeting	Date	Venue	Participants
IDP Public Consultation	15/10/2020	Nkweletsheni Hall	Wards : 5,7,8 & 9
IDP Public Consultation	16/10/2020	Kwathathani Hall	Wards : 6,10,12,13 & 14
IDP Public Consultation	17/10/2020	Chibini Hall	Wards : 1,2,3,4 & 11
Ratepayers meeting	17/10/2020	Soweto Hall	Ratepayers
IDP Rep Forum	09/10/2020	Soweto Hall	All government departments, Management from the municipality
Ward Committee meeting	03/03/2021	Soweto Hall	Ward Committee members, councillors. CDW's, Ward Support Clerk, Municipal
Approval and submission of the Draft IDP to COGTA	31 March 2021	COGTA	Management & Officials Local Municipality
Publication of the Draft IDP (21 days' notice)	April 2020	Local Municipality	Local Municipality

Table 1:Stakeholder Participation during the IDP process

Key challenges facing the Municipality

Municipal Transformation & Organisational Development

- Inability to retain skilled staff due to location of the Municipality.
- Inability to offer high salaries due to size of the Municipality and grant dependency.
- Unavailability of high quality service providers, in close proximity, for the provision of training programs

Service Delivery & Infrastructure Development

- Ubuhlebezwe Municipality although striving for Excellency, there are still some challenges in terms of service delivery, however the municipality is already engaged in processes of addressing them. There is a challenge with the landfill site; currently the municipality is using the one at Umzimkhulu under Umzimkhulu Municipality.
- Funds are so limited that the municipality is unable to address backlog in terms of CIP.
- Due to size and lack of revenue, the Municipality depends on the District Municipality for the provision of water and on Eskom for electricity. These are some of the avenues from which the Municipality could be generating revenue, however establishing and capacitating these units requires funding.

Municipal Financial Viability

- There are budgetary constraints, due to low revenue base.
- The Municipality is highly dependent on Grant Funding.
- There is resistance from business owners and home owners in paying for rates and services
- The majority of the population resides in rural areas and do not contribute to payment of rates and services.

Social & Local Economic Development

- Inability to attract economic and investment opportunities to the urban area and to extend it to other areas of the municipality to ensure economic sustainability due to aging and inadequate infrastructure.
- Private ownership of land makes it difficult to develop the town and attract investments.
- High levels of illiteracy means the majority of our community members are unemployable, therefore skilled people come from outside the Municipality.

Cross Cutting Interventions

- Spatial development is still hindered by the unavailability of land, which affects Housing developments.
- Previous unavailability of an environmentalist within the Municipality led to environmental matter being neglected

Good Governance and Public Participation

- There are not challenges experienced with this KPA

VISION , GOALS & OBJECTIVES:

Goals	Objectives	Strategies	KPA	PGDS
Sustainable Economic Growth and Development. Establishment of socio economic infrastructure investment that will attract, retain business and create a great place to live in.	To improve performance and functioning of the municipality	• Signing of performance agreements • Signing of operational plans • Submission of the risk register reports to the office of the MM • Conducting performance reviews • Preparation and submission of a mid-year performance report • Holding of audit committee meetings • Monitoring of uploads on the municipal website • Monitor the conduction of trainings as per ICT policies • Monitor the conduction of weekly backup of ICT systems • Renewal of the soft ware licenses • Testing of the Disaster recovery site	Municipal transformation and institutional development	Governance and policy
	To promote accountability to the citizens of Ubuhlebezwe	• Publishing of 2020/21 draft annual budget and draft IDP • Publishing the 2020/21 annual budget and IDP • Coordination of centralised ward committee • Submission of OSS progress report to Social Developmet portfolio	Municipal transformation and institutional development Good governance and public participation	Human and Community Development Human and Community Development

	To develop staff to ensure effective service delivery through trainings	• Monitoring of trainings conducted as per WSP • Submission and Adoption of the WSP • Monitor the Reviewal of all HR Policies • Monitor Cordination of the EAP	Municipal transformation and institutional development	Human Resource Development
	To improve safety and security within the municipal environment	• Monitor that evacuation drills are conducted • Monitor maintenance of law and order	Basic service delivery & infrastructure development	Human and Community Development
	To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	• Monitoring of the prioritised capital projects • Inspection of prioritized Capital Projects • Monitor Maintenance of municipal parks • Monitor collection of waste from households and businesses • Monitor the coordination of clean up campaigns • Construction of roads, halls, sportsfields and other infrastructure • Upgrade of sports fields • Maintenance of access roads • Monitoring of meetings with DoHS • Processing of Building and alteration plans • Electrification projects	Basic service delivery & infrastructure development	Strategic Infrastructure Response to climate change Spatial equity Environmental Sustainability
	To improve sustainable economic growth and development	• Submission of progress reports on small farmers programme • Renewal of informal traders licenses • Monitor the sustainability of LED projects • Monitor Processing of business licenses • Monitor the functionality of LED forum	Social and local economic development	Inclusive Economic Growth Human and Community Development

		• Monitor the creation of jobs through EPWP • Monitor the implementation of Youth Programme • Creation of jobs through LED projects		
	To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	• Train unemployed youth • Monitor Library services awareness campaign • Coordination of career exhibition • Coordination of teenage pregnancy campaigns • Conducting of HIV and sexual assault campaigns	Social and local economic development	Human and Community Development
	To practice sound financial management principles	• Monitor the increase of revenue through community safety services • Compliance with the MFMA • Tabling of the 2020/2021 draft annual budget to Council for approval • Submission of the 2020/2021 draft annual budget to PT & NT • Tabling of section 71 reports to finance portfolio committee • Paying service providers within 30 days • Reviewal of monthly reconciliations of assets • Adoption of Budget and Treasury policies • Adoption of the 2020/21 final annual budget • Submission of the final 2020/21 adopted annual budget to NT & PT • 100% spending of MIG projects, small town rehabilitation projects, • Bid processing turn around time	Financial viability and financial management	Inclusive Economic Growth

		• Updating and approval of the indigent register		
	To facilitate spatial development in the entire area of Ubuhlebezwe and at the same time achieve economic social and environmental sustainability	• Reviewal and submission of annual Spatial Development Framework • Monitor the facilitation of building plans • Monitoring of Updated Data Sets for GIS	Cross cutting interventions	Human and Community Development Spatial equity
	To invest in the development of the municipal area to enhance revenue	• Monitor the increase of revenue through community safety services	Cross cutting interventions	Human and Community Development

Progress measurement, in terms of the Organizational Key Performance Indicators linked to departmental indicators

Municipal Systems Act, 2000 (No.32 of 2000), requires that all municipalities develop the Organisational and Individual Performance Management System. Wherein six (6) National Key Performance Areas are outlined, i.e.

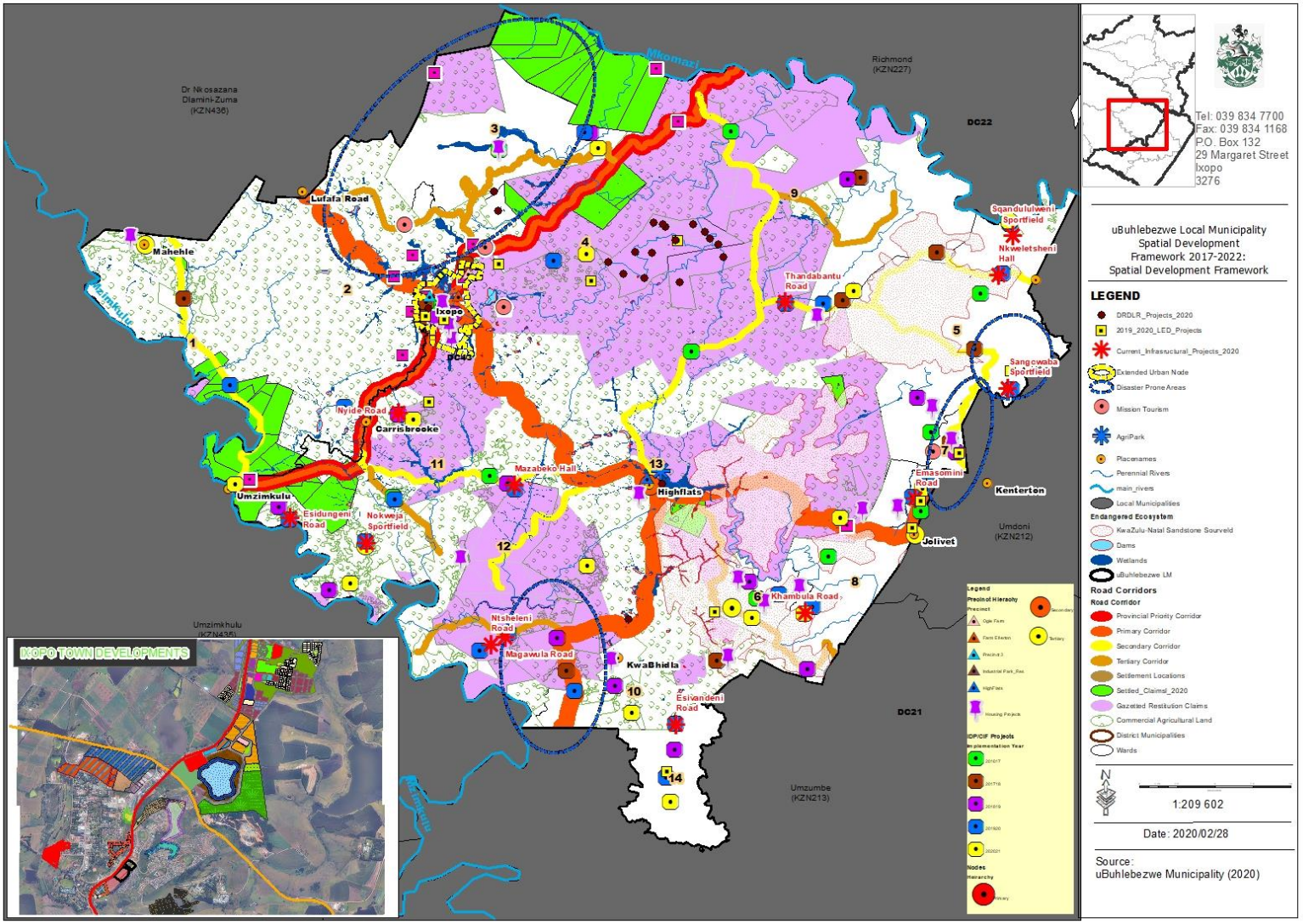
- **Municipal Transformation & Institutional Development,**
- **Basic Service Delivery & Infrastructure,**
- **Municipal Financial Viability & Management,**
- **Good Governance & Public Participation,**
- **Social & Local Economic Development and**
- **Cross Cutting Interventions**

Key performance indicators are set with measurable outputs, measurable objectives and allocated budgets. Progress is monitored monthly and quarterly with reports as well as the portfolio of evidence produced by the relevant HOD or Manager.

Alignment has to be shown as well between the IDP, Budget, Organisational Scorecard, SDBIP and signed performance agreements and plans for the Municipal Manager and Directors directly accountable to the Municipal Manager. This process has since been cascaded down to line Managers to ensure proper implementation of all planned activities.

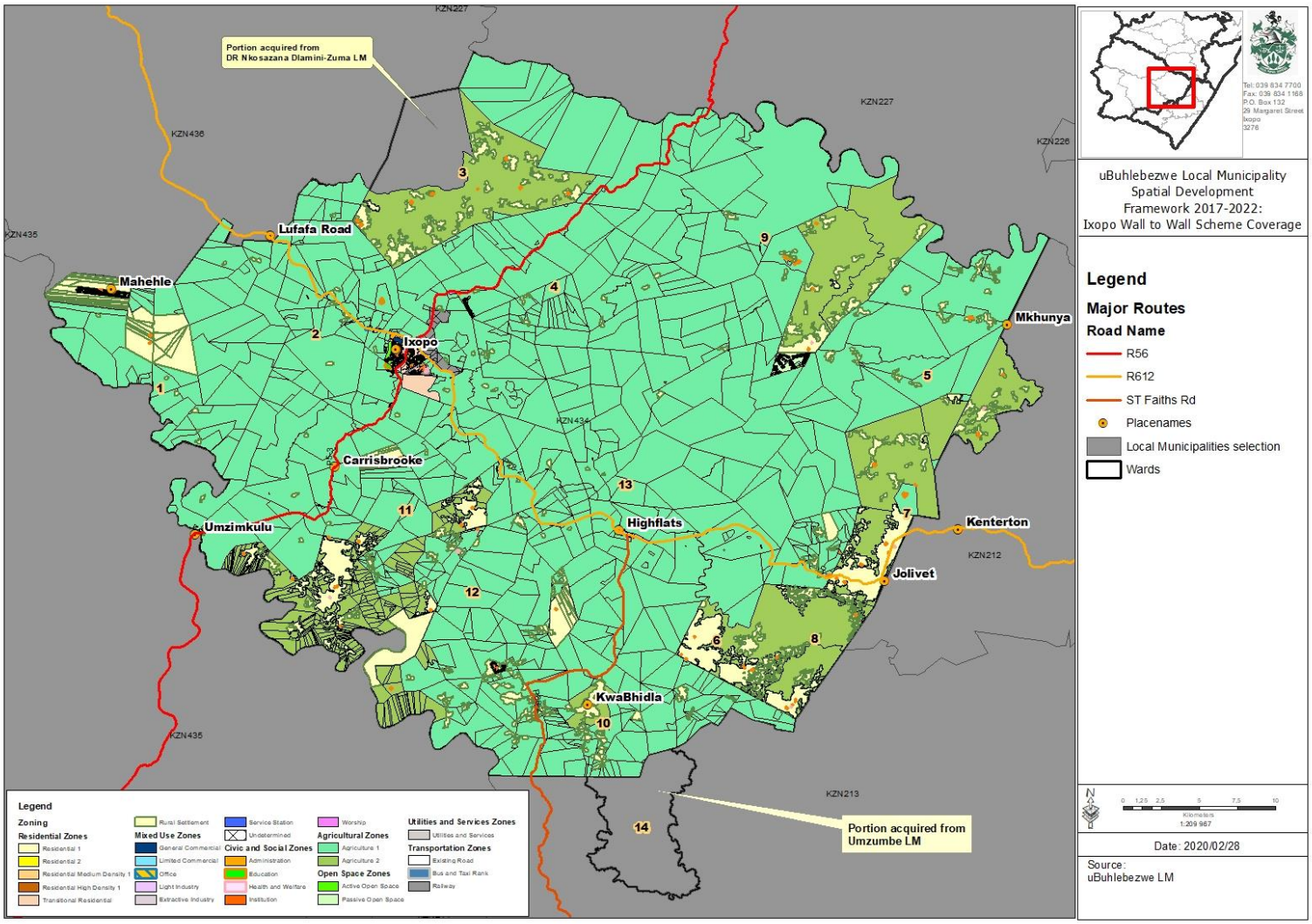
SPATIAL VISION:

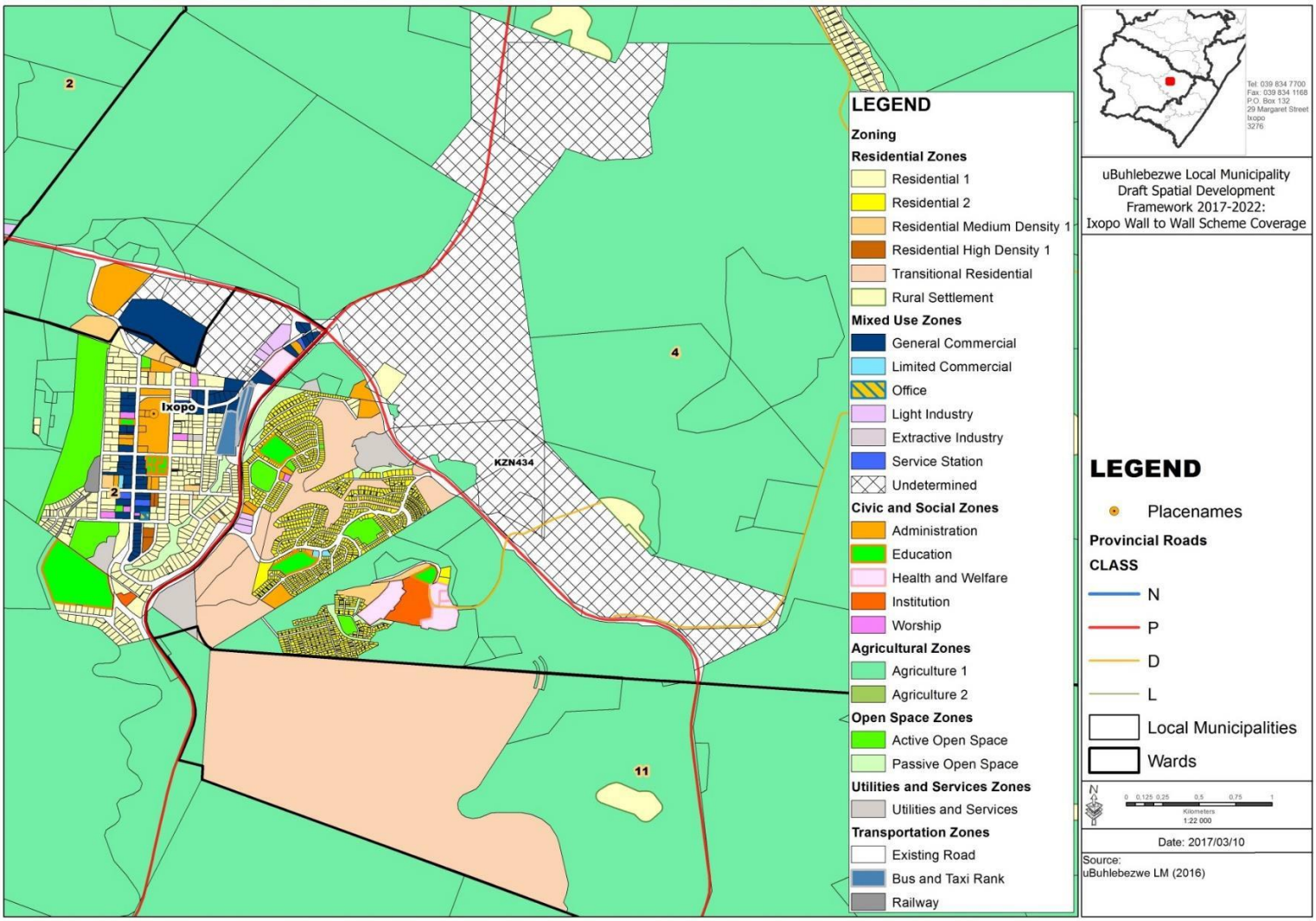
Spatial Development Framework 2017-2022



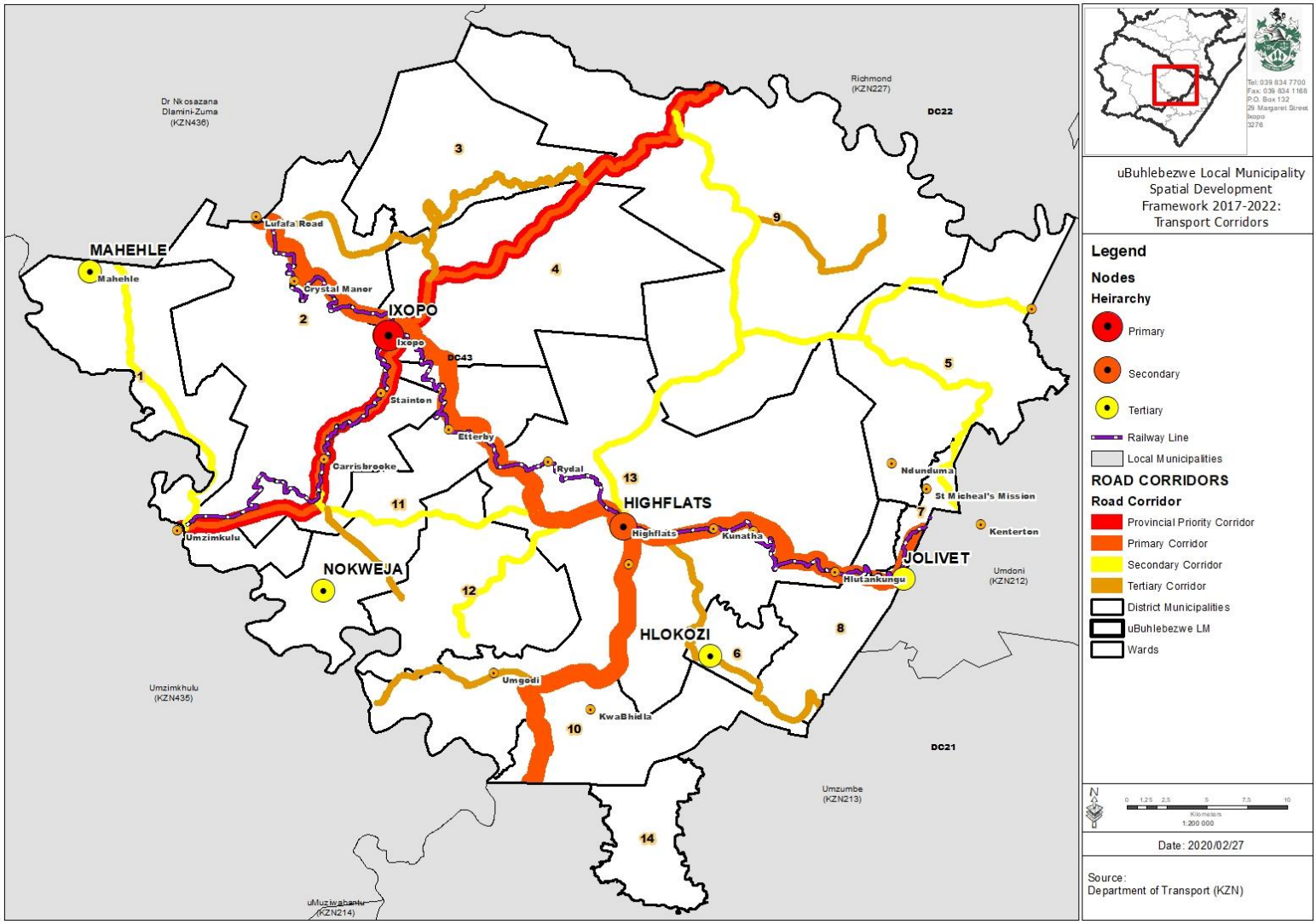
Fg 3: SDF Framework

Fg 4: Wall to Wall Scheme

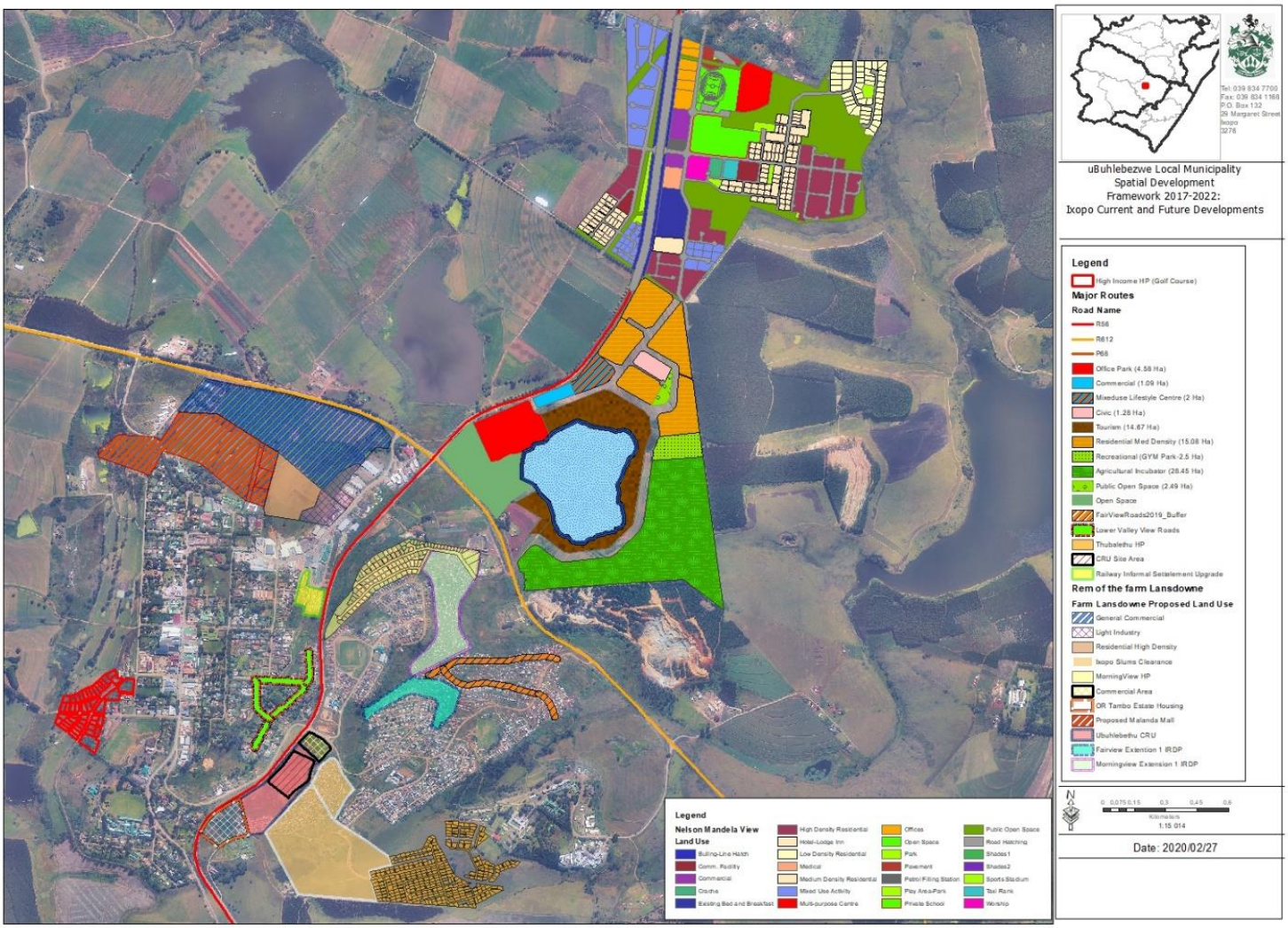




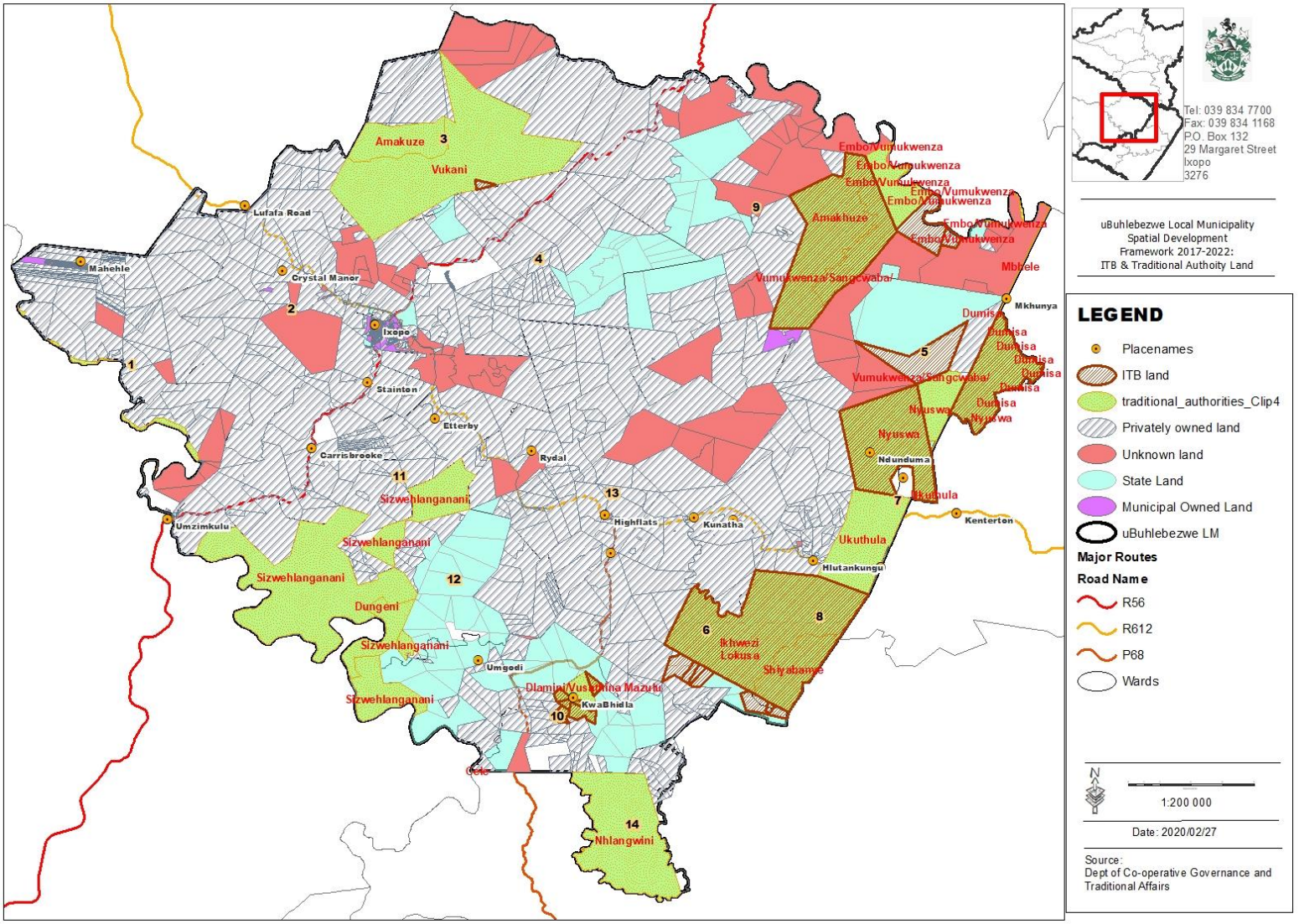
Fg 5 : Wall to Wall scheme coverage



Fg 7 : Transport Corridors



Fg 8 : Existing and future development



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uBuhlebezwe Local Municipality
Spatial Development
Framework 2017-2022:
ITB & Traditional Authoity Land

LEGEND

- Placenames
- ITB land
- traditional_authorities_Clip4
- Privately owned land
- Unknown land
- State Land
- Municipal Owned Land
- uBuhlebezwe LM

Major Routes

Road Name

- R56
- R612
- P68
- Wards

1:200 000

Date: 2020/02/27

Source:
Dept of Co-operative Governance and Traditional Affairs

Fg 9: Land Ownership

SECTION B: PLANNING AND DEVELOPMENT PRINCIPLES, GOVERNMENT POLICIES & IMPERATIVES

Planning and Development Principles

PLANNING AND DEVELOPMENT PRINCIPLES	APPLICATION OF PRINCIPLES
Land development optimizes the use of existing resources and infrastructure (Spluma Development Principles)	This is especially applicable to Ubuhlebezwe in a sense that we always strive to align our development projects in line with the development basic infrastructure. As much as project are planned and prioritized by the Municipality but nothing gets implemented without the basic infrastructure services laid out. Our developmental plans are aligned with District development plans in order to ascertain the timeframe attached per developmental proposal.
Promote and stimulate the effective and equitable functioning of land markets (Spluma Development Principles)	The Municipality adopted a Land Disposal Policy which translates this principle in a manner of offering different disposal of Municipal land to a variety of people with different economic backgrounds.
Promote land development in locations that are sustainable and limit urban sprawl (Spluma Development Principles)	The Municipality does not own much land surrounding the ever growing town area and it becomes difficult to plan and implement

PLANNING AND DEVELOPMENT PRINCIPLES	APPLICATION OF PRINCIPLES
	service delivery projects e.g. LED initiatives and basic shelter closer to the CBD and eonomic opportunities. The Municipality has a high volume of informal settlements within the urban space and is currently facilitating land negotiations with the surrounding land owners in order to combat the ever growing informal settlements population. These target areas are within close proximity to the urban space and will not just offer sufficient housing development for the Town area but other land uses to support the broad public.
Development should be within limited resources (financial, institutional and physical). Development must optimise the use of existing resources and infrastructure in a sustainable manner (*CRDP, National Strategy on Sustainable Development*)	The organisational structure has been developed to address issues relating the capacity so that services can be delivered timeously and efficiently, the municipal budgets also make provision of same.
Stimulate and reinforce cross boundary linkages.	Ixopo is located along the eastern boundary of Harry Gwala District, Municipality, it borders onto Dr Nkosazana Zuma, Richmond, Vulamehlo, Umzumbe and Umzimkhulu local municipalities, Ixopo is the main administrative centre located approximately 85km south east of Pietermaritzburg, and is strategically located at the intersection of four major provincial routes leading to Pietermaritzburg, the Drakensburg, the Eastern Cape and the South Coast (R56 and R612).
All to have access to basic services (water, sanitation, shelter and energy) must be provided to all households (NDP)	Water, sanitation and shelter developmental infrastructure plans are constantly being aligned between the Water authority (Harry

PLANNING AND DEVELOPMENT PRINCIPLES	APPLICATION OF PRINCIPLES
	District Municipality) and Ubuhlebezwe. Where energy is concerned the Municipality is currently facilitating electricity supply to the household within the vicinity of the Mahehle, Mkhunya and Ufafa areas. As a response to the promotion of going green, the Municipality in future will also be engaging with the relevant stakeholders to looking into the housing development in conjunction to the energy saving initiatives fit for human sustainable living.
Land development procedures must include provisions that accommodate access to secure tenure (*CRDP*)	Rural housing projects within the municipality seek to give beneficiaries the ownership.
Tackle inherited spatial division (NDP)	Our current SDF gives a guide which informs land development and management principles meant to deal with past imbalances. Our SDF also lays the direction of growth, special development areas for targeted growth and that is meant to deal with past segrational imbalances. The SDF also indicates where an area of development is promoted and where development is reduced – which in most cases it is guided by environmental issues among other things. The SDF evidently is aligned to the developmental elements contained within the National Development Plan (NDP), Provincial Growth and Development Strategy as well the District SDF accordingly.

Develop social and spatial compacts (NDP)	All developmental plans are a direct response of the need from the broad public e.g. electricity implementation project were a response to protest action which took place over the years. Social spatial developmental measures are definitely promoted in terms of

PLANNING AND DEVELOPMENT PRINCIPLES	APPLICATION OF PRINCIPLES
	the development of our urban, rural and regional spaces for communities. The SDF is guided and framed by the system of regulations within which we are most familiar.
Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised	SDF makes provisions for protection of environmentally sensitive areas. We are currently conducting the Strategic Environmental Assessment. The Terms of Reference and SLA of which, have been approved and signed. The Municipality provided skip bins to all homeowner residing in around Ixopo Town to minimise the use of plastic bags, thereby protecting the environment.
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.	Through IDP Representative Forum, SDF Steering Committee, Mayor's Forum, Municipal Manager's Forum, OSS and Inter-governmental Structures provides the platform to achieving coherent and effective planning and development.
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*)	The Municipality has purchased Wolsely farm with the intention of initiating a low income project there, the farm is along the R 612 and is close to Ixopo Town. The municipality has initiated two projects, i.e Morningview middle-income project and Golf Course Project, both which are in close proximity of the town.

PLANNING AND DEVELOPMENT PRINCIPLES	APPLICATION OF PRINCIPLES
During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted	The municipality has developed a Waste Management Plan which address this issue. The Municipality provided skip bin to all homeowner residing in around Ixopo Town to minimise the use of plastic bags, thereby protecting the environment.
Environmentally responsible behavior must be promoted through incentives and disincentives (*KZN PGDS*).	The municipality has a cleaning awareness campaign. Processes for the purchase of bins that will be mounted on each street pole have been finalised and the project is underway. The Municipality has provided skip bin to all homeowner residing in around Ixopo Town to minimise the use of plastic bags, thereby protecting the environment.
-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*)	Ixopo precinct plan has identified the need for a shopping complex to service the people of Ixopo, this minimises chances of people having to travel to the nearest towns, e.g Pietermaritzburg. There is a Tusong Service centre located in Highflats, which seeks to meet communities coming from around the Highflats, Hluthankungu, Jolivet and many other communities, half way. There are Municipal services offered here and there are sector departments occupying some offices in the centre. The planning of the Ixopo town itself is such that, service departments such as home

PLANNING AND DEVELOPMENT PRINCIPLES	APPLICATION OF PRINCIPLES
	affairs, sassa, dpt of health are located withing the town, for easy access. The newly completed Ixopo Taxi Rank is also located in the towns' CBD.
Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities (*KZN PGDS*)	Amenities such as banks, sector departments, municipalities(district and local) are highly accessible. Future developments are also propose within easy access to communities

Table 4: Planning and Development Principles

Government Policies and Imperatives

Government Priority	Issue	Municipal Action
Sustainable Development Goals	• Number of jobs created • Number of early childhood development centres created (service delivery) • The number of women employed in the senior level : Employment Equity Plan • The number of clinics created in conjunction with the department of health • The number of people that receive assistance with HIV-Aids programs • Environmental programs implemented • The number of MoU signed with the government departments	• The Municipality creates employement through EPWP and LED grants. Vacant post are also filled timeously by following HR processes. • At Ubuhlebwe, 3 of our Directors are female, Director: IPD, Director SD, CFO. • Through IDP Representative Forum meetings and OSS, the municipality together with the Department of Education are working towards the construction of early childhood development centres. • Though creation of clinics is the Department of health's function, the municipality does provide basic services. • Regarding HIV/AIDS the municipality has made a provision for employee assistance programme. There is an HIV/AIDS coordinator employed by the Municipality who is hands on in coordinating and facilitating HIV/AIDS programs. • The number of people without water, sanitation and housing is declining. • The Municipality's plan is to conclude all MOU's within a period of three Months
National Plan Priorities	• More inclusive economic growth, decent work and	• The planning towards economic growth is indeed inclusive. The Municipality's LED strategy addresses

Government Priority	Issue	Municipal Action
	• Economic and social infrastructure; • Rural development, food security and land reform; • Access to quality education; • Improved health care; • The fight against crime and corruption; • Cohesive and sustainable communities; • Creation of a better Africa and a better world; • Sustainable resource management and use • A developmental state including improvement of public services	the needs of both formal and informal economies. The strategy seeks to finds ways of assisting local businesses to thrive whilst creative a conducive environment for the informal sector to grow. • The town of Ixopo forms the primary development node of the municipality, most economic services are available, • It has a high potential for development of industries, commerce and other economic activities and a major education and health centre. • The "land release programme", where in there will be housing and business activity taking place will certainly bring more economic activity, create jobs. • Currently there is an Ixopo and Highflats precinct plan being developed that seeks to formalise nodes
14 National Outcomes	• Improve the quality of basic education • Improve health and life expectancy • All people in South Africa protected and feel safe • Decent employment through inclusive economic growth • A skilled and capable workforce to support inclusive growth • An efficient, competitive and responsive economic infrastructure network • Vibrant, equitable and sustainable rural communities and food security • Sustainable human settlements and improved quality of household life • A response and, accountable, effective and efficient local government system • Protection and enhancement of environmental assets and natural resources • A better South Africa, a better and safer Africa and world • An efficient, effective and development-oriented	• Efforts to contribute towards the improvement of basic education includes back to school campaign, adoption of a schoold by each Councillor and donation Science, Methamatics, Biology kits and Dictionaries to High Schools. • The Municipality's Community Safety Unit is fully capacitated, comprising of Disaster Management and Traffic Management. This ensure security, safety on the road and in cases of fire. The Municipality works closely with the SAPS. • Employees are capacitated annually through the Workplace Skills Programme and staff barsaries are offered to willing employees. All Senior Managers have completed the CPMD course. • The Community Development Unit together with the Department of Social Development have various programs that address matters of food security and community development. • The Municipality has various policies, bylaws and strategies in place to ensure efficiency and effectiveness. The back to basics program assists with reporting on a monthly basis and the municipality has an effective PMS policy that it is implementing. • There is an environmental officer employed who ensure compliance with all environmental legislation and requirements. • Ubuhlebezwe Municipality, in its IDP, Budget, SDF & PMS Process Plan, it outlines mechanisms for community participation, whereby

Government Priority	Issue	Municipal Action
	• A diverse, socially cohesive society with a common national identity	the community needs are being looked in to and prioritisation takes place. Basic services such as, road networks, community facilities, infrastructure are being budgeted for, and incorporated in the Service Delivery & Budget Implementation Plan to ensure that the municipality is responsive, accountable, effective and efficient to its community.
National Development Plan	• Basic Service Delivery & Infrastructure • Local Economic Development • Good Governance & Public Participation • Municipal Transformation & Institutional Development • Financial Viability • Cross cutting intervensions	• A provision of basic services such as water & sanitation has been made by the district as their field of competency, provision of electricity has been facilitated by the municipality working with Eskom. • LED & Social Development has identified projects through LED & EPWP that are being implemented and will continue in the following financial years • The municipality has developed a process plan which then addresses mechanisms for public participation in the IDP and Budget processes within the municipality • The municipality has programmes designed and implemented to improve employment equity and skills development • To ensure financial stability within the municipality, ubuhlebezwe has ensured that all debts that are 90+ days old are now handed over, and the municipal budget is spent accordingly, with monthly submissions of section 71 reports • Ward Committees are functional in all 14 wards.
StateoftheNation Address (SONA 2021)	• Defeat the Covid-19 pandemic • Accelerate economic recovery • Implement economic reforms to create sustainable jobs and drive inclusive growth • Fight corruption and strengthen the state	• The Municipality is conducting Awareness Campaigns internally with staff and in Communities through the established community structures and media platforms. • One of the Key ways of growing our local economy is through LED, funding towards LED has been increased to accommodate more emerging businesses. • Additional funding towards Skills training for skills that will allow for self employment. LED funding, Farmers support programmed, EPWP. • Implementation of Fraud Prevention policies continues

Government Priority	Issue	Municipal Action
State of the Province Address (SOPA 2021)	Job Creation Disaster relief Youth programs Infrastructure upgrades Tourism development Agriculture development Road safety Operation Clean Audit Gender based violence Crime Prevention	• Through LED projects/activities, the municipality has made a provision for such and through those projects, jobs are created in all financial years • On Gender based violenc, the Municipality structures its gender programs such as Mens Day and Womens Day to address Gender based violence, through dialogue and teaching. • Focus on Youth matters has seen the Municipality doing a skills audit in all the wards, to see what skills and qualification are available and which areas we should we focus on. • We work closely with the SAPS on matter relating to crime, wherein we hold stakeholder forums where representatives from the SAPS report on Stats and initiatives aimed at preventing crime • The Municipality has taken the initiative to discover all possible Tourism drawcards in the area, to explore ways that these places can be made attractive to tourists,
KZN PGDS (7 Goals)	• Job creation • HumanResource Development • Human and Community Development	• Through LED projects/activities, the municipality has made a provision for such and through those projects, jobs are created in all financial years • The municipality is engaging, through its IDP/Budget process plan, with the

Government Priority	Issue	Municipal Action
	• Strategic Infrastructure • Response to climate change • Governance and policy • Spatial equity	department of education to facilitate the construction of school facilities • The municipality, through its LED and EPWP is able to eradicate poverty, also ensuring the healthy environment through cleaning awareness campaigns, human settlements is also on board and are, through our facilitations, building houses for the disadvantaged. SAPS and our community safety department work together in ensuring the safe and secure environment • The municipality has made provision for construction of new roads, rehabilitation of roads, there is also a project called revamping of Carrisbrook Railway as part of our tourism strategy • Working together with the District, are able to deal with disaster management • IGR structures are in place and are functional, where the chairpersons of each KPA are the municipal managers of all our five (5) local municipalities, with the district being the 6th • Spatial is one of the critical components in the IDP hence all municipalities within the district have formed a forum where alignment is being ensured.
Back to Basics		• The Municipality reports monthly and quarterly on back to basics. Ubuhlebezwe is a recipient of various awards on Back to basics.
District Development Model	The profile will serve as a basis for discussion and engagements one the baseline and priorities for developing a ONE PLAN for the Districts, by the newly established District Hubs. A Status Quo Analysis and a Short-Term Action Plan identifying immediate service delivery actions, and catalytic activities aimed at unlocking developmental projects (Stabilisation Phase).	• Ubuhlebezwe is part of engagements aimed at Implementing the District Model. • The Municipality has considered the profile of Ubuhlebezwe Municipality to be included in the District Model and provided information where such was required.

Table 5: Government Policies and Imperatives

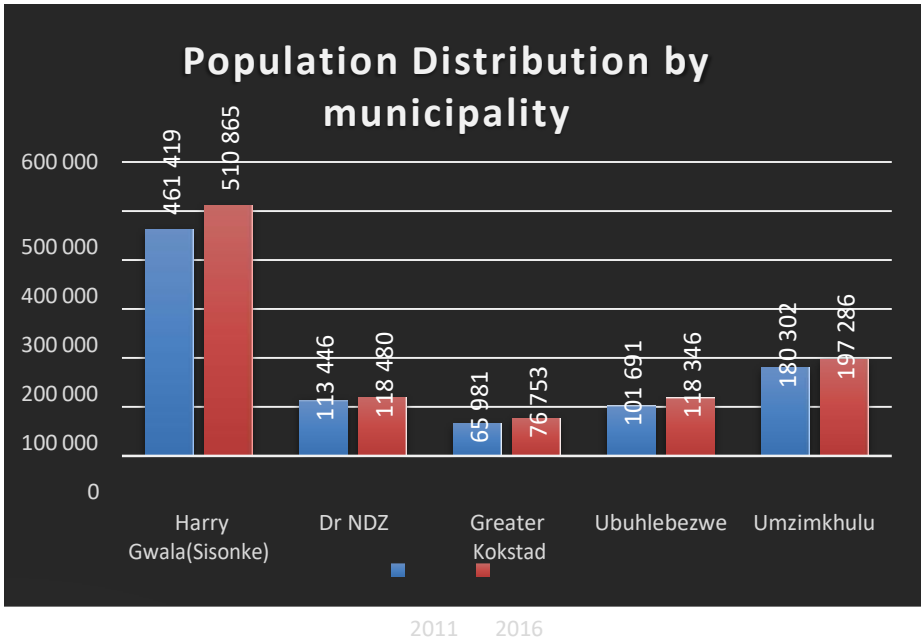
SECTION C: SITUATION ANALYSIS

Demographic characteristics and Analysis

Initially Statistics South Africa (Statssa) conducted a population census once every 5 years i.e. 1996 and 2001, this interval was however changed to 10 years and thus the last census was in 2011. In between the census, Statssa conducts a Community Survey (CS) and the last one was in 2016. According to Statssa a population census, as defined by the United Nations, is "the total process of collecting, compiling, evaluating, analyzing and publishing or otherwise disseminating demographic, economic and social data pertaining, at a specified time, to all persons in a country or a well-defined part of the country"; i.e. a total count of the population. The CS on the other hand is a large-scale household survey conducted by Statistics South Africa to bridge the gap between censuses. I.e. it is a representative sample of the population. As a result of this the information from the Community Survey is only provided at a Municipal level and not at ward level as compared to the 2011 census which goes down to the ward level and beyond. Prior to the release of the CS results in 2016 there was a redemacation of the municipal wards. Statssa thus had to delay the release of the CS results and realign the ward boundaries to the newly demarcated ward boundaries. E.g. Population Figures for Ubuhlebezwe from the CS before factoring in the new demarcation was 101 690; but after factoring in the redemarcation it is 118 346.

Population size

The graph below depicts the population for Harry Gwala District Municipality (HGDM) and its family of local municipalities. All municipalities reflect an increase in their population from 2011 to 2016.



Source: Stats SA Community Survey (2016)

Population distribution by gender

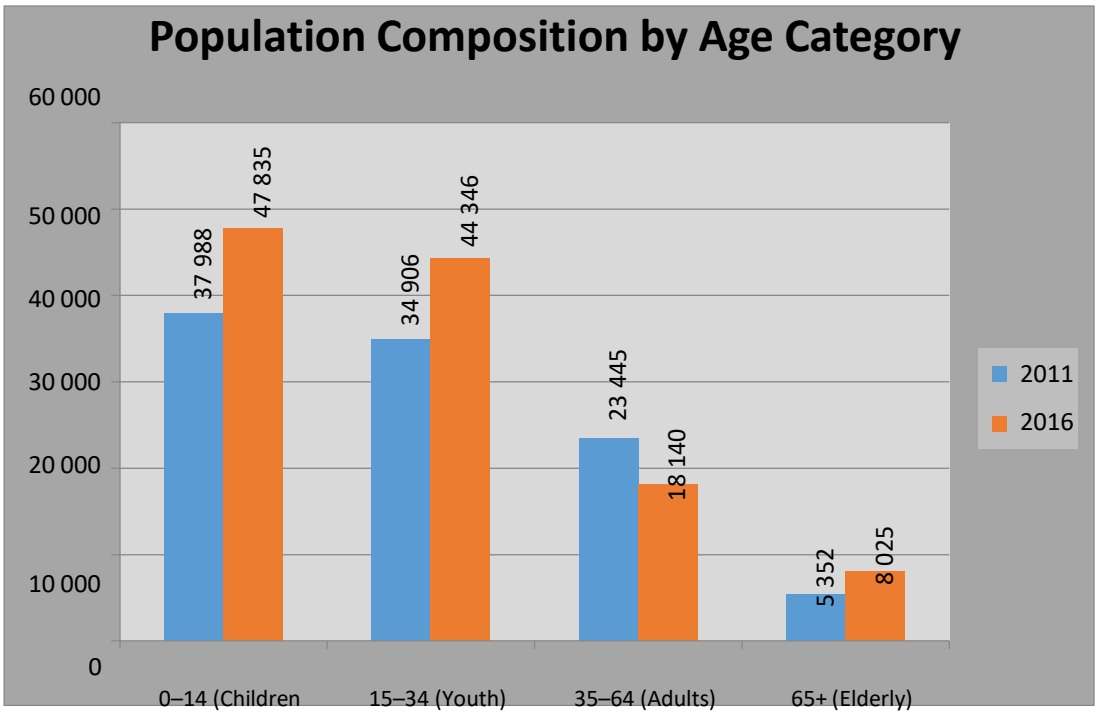
The table below depicts the population distribution by gender for Ubuhlebezwe Municipality for 2011 and 2016. There is a 1% increase in the percentage of males from 2011 to 2016; inversely the females declined by 1% over the same period.

	2011	2016
Males	46%	47%
Females	54%	53%

Source: Stats SA Community Survey (2016)

Population composition

The graph below depicts the population composition by age category for Ubuhlebezwe Municipality between 2011 and 2016. The graph shows an increase in the population composition between 2011 and 2016 except for the 35-64 age category (Adults).



Source: Stats SA Community Survey (2016)

Dependency Ratio

The Dependency Ratio is defined as the ratio between the number of people aged less than 14 and over 65 to the number of people aged 15-64. A high ratio may increase the burden on the productive part of the population. The dependency ratio for 2011 stood at 74, 27%. For 2016 the dependency ratio stands at 89, 39%. Therefore a higher number of the population is now dependent on the working population.

Teenage pregnancy

The table below depicts the teenage pregnancy figures for the district LMs. uBuhebezwe Local Municipality is the only municipality that has had births in the 10-14 age category. In the age category of 15-19 it has the lowest number at 315 births. Under our HIV/AIDS and Gender Unit, we have included programs that directly address teenage pregnancy, by opening dialogues between the young and old and speaking openly about Sex, abuse and pregnancy with teenagers.

Fertility rate

Fertility statistics that speak directly to Ubuhlebezwe Local Municipality are difficult to find by according to StasSA mid-year population estimates (2009) the KwaZulu Natal Province has had average fertility rates.

Province	2001-2006	2006-2011
KwaZulu Natal	3,03	2,60

Source: StasSA mid-year population estimates (2009)

The above table depict that, the municipal health system have birth control determinants in place that one can firmly state that they are accessible to the society at large.

Mortality rate

Mortality is the decrement process by which living members of a population gradually die out. The Infant Mortality Rate is the number of infant deaths (< 1year of age) in a given year divided by the total number of live births during the same year multiplied by a thousand. The IMR is a good indicator of general health & living standard.

The IMR stands at 19, 4 i.e. 19, 4 infant deaths per thousand births.

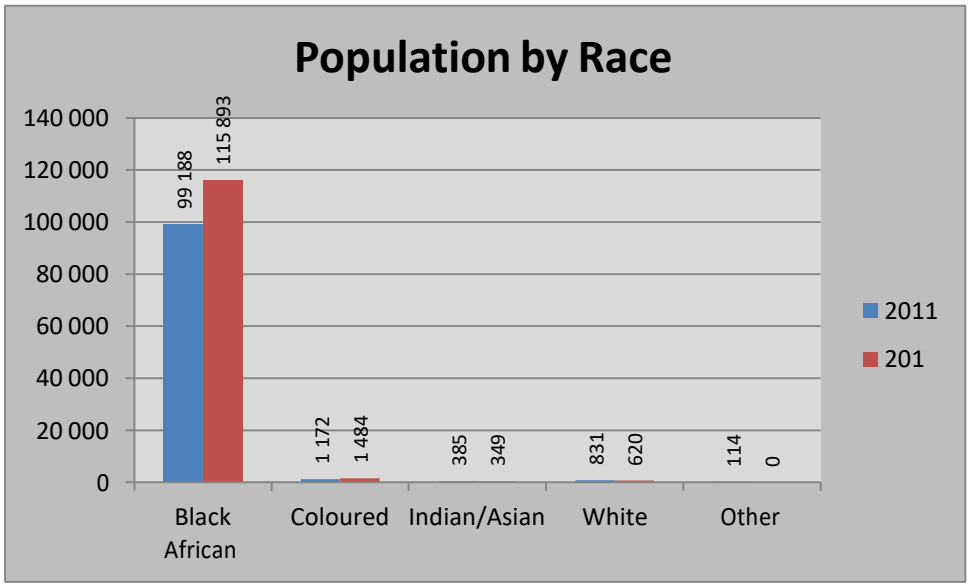
Life expectancy

Life expectancy is the expected average number of years remaining to be lived by persons of a particular age. Between 2002 and 2016, there was an overall increase in Life expectancy (55,2 to 62,4 years).The population for 2016(8025) for persons above the age of 65 has increased compared to the same age category for 2011(5352).

Population groups

The graph below depicts the population by race group between 2011 and 2016.There is an increase in the black (16 705) and coloured (312) population groups. The Indian/Asian and White population groups have experienced a

decline in population numbers of -36 and -211 respectively. In 2011 there was a population group category called “Other” which stood at 114; in 2016 this category is 0.



POPULATION GROWTH ESTIMATES: Source: Stats SA.

MID YEAR ESTIMATES FOR HARRY GWALA REGION:

POPULATION:

Location	2016	2017	2018	2019	**2020**	**2021**	**2022**	**2023**	**2024**
KwaZulu-Natal	7,193,304	7,259,929	7,329,551	7,399,085	7,464,617	7,528,501	7,593,994	7,659,431	7,725,677
DC43: Harry Gwala	490,356	494,617	498,838	502,792	506,181	509,224	512,837	516,629	520,633

POPULATION BY SEX:

Location	**2020**		**2021**		**2022**		**2023**		**2024**	
	Male	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**
KwaZulu-Natal	5,445,771	5,965,866	5,508,347	6,024,757	5,569,465	6,084,248	5,629,556	6,142,550	5,689,950	6,200,230
DC43: Harry Gwala	232,645	273,536	233,925	275,299	235,691	277,147	237,499	279,131	239,375	281,258

POPULATION BY AGE AND SEX:

Location	5 y age group	2020		2021		2022		2023		2024	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
KZN	**0-4**	629,268	611,339	632,108	613,989	636,001	617,878	637,467	619,409	637,790	619,396
KZN - Harry Gwala District Municipality (DC43)	**0-4**	32,141	31,575	31,595	31,059	31,461	30,936	31,475	30,951	31,684	31,130
	5-9	32,041	31,603	32,015	31,584	31,939	31,569	31,817	31,484	31,617	31,334
	10-14	30,896	30,982	31,261	31,351	31,274	31,355	31,395	31,419	31,492	31,461
	15-19	25,178	25,757	26,197	26,753	26,445	27,329	26,774	27,950	27,215	28,509
	20-24	20,041	21,929	19,243	21,279	19,245	21,220	19,314	21,369	19,387	21,706
	25-29	20,594	23,354	19,766	22,719	19,280	22,252	18,553	21,486	17,813	20,688
	30-34	19,742	21,933	19,942	22,333	20,082	22,644	20,037	22,810	19,790	22,781
	35-39	14,120	16,138	15,169	17,207	16,191	18,210	17,130	19,231	18,004	20,229
	40-44	8,702	11,397	9,337	11,835	10,082	12,496	11,007	13,299	12,020	14,184
	45-49	6,593	10,316	6,736	10,403	6,902	10,434	7,067	10,398	7,275	10,423
	50-54	4,980	9,506	4,998	9,424	5,123	9,336	5,295	9,358	5,479	9,418
	55-59	4,654	9,129	4,603	9,115	4,514	9,001	4,400	8,856	4,306	8,703
	60-64	3,802	8,029	3,799	8,025	3,808	8,061	3,820	8,080	3,816	8,091
	65-69	2,976	6,994	2,949	7,062	2,941	7,058	2,938	7,048	2,935	6,997
	70-74	2,247	5,378	2,243	5,490	2,248	5,589	2,229	5,679	2,203	5,773
	75-79	1,525	3,895	1,538	3,965	1,570	3,967	1,605	3,992	1,630	4,040
	80+	2,413	5,622	2,535	5,697	2,585	5,689	2,641	5,721	2,709	5,791

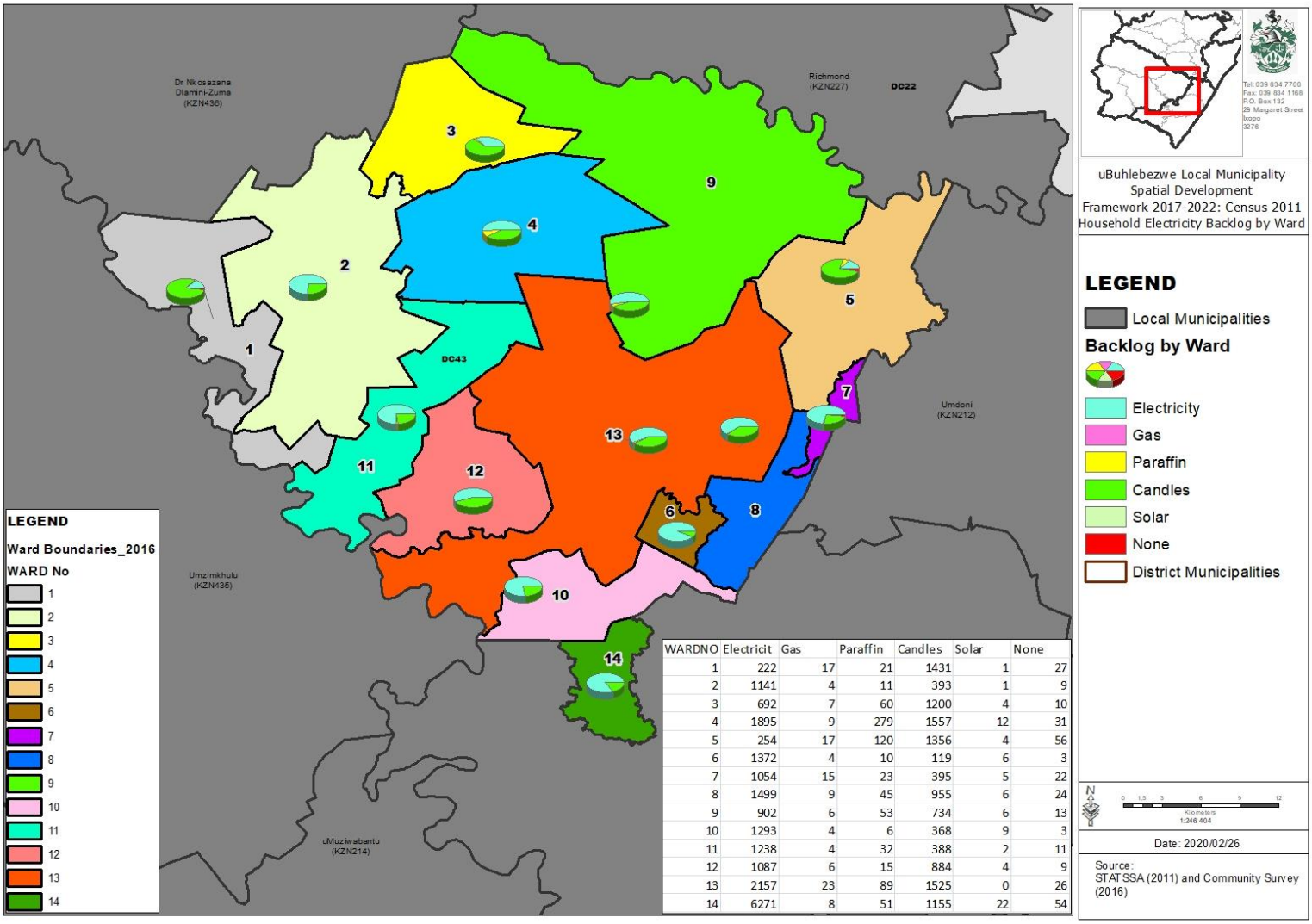
Household and services

The section below covers the backlog status that is faced by Ubuhlebezwe Local Municipality by providing a comparison of Census 2011 and CS 2016 data. As stated earlier in the passage, the demarcation process and the level of detail at which the CS 2016 is collected has had major implications in how the data is represented.

Electricity

Electricity used for Lighting is commonly used to identify electrification Backlogs (CS). In the 2011 statistics the electrification backlogs are calculated per household and in 2016 they are based on the total population.

The backlog in 2011 was 10838 households. The backlog for 2016 is 26477 people. The map below depicts the backlogs from 2011 against the new ward boundaries.



WARDNO	Electricit	Gas	Paraffin	Candles	Solar	None
1	222	17	21	1431	1	27
2	1141	4	11	393	1	9
3	692	7	60	1200	4	10
4	1895	9	279	1557	12	31
5	254	17	120	1356	4	56
6	1372	4	10	119	6	3
7	1054	15	23	395	5	22
8	1499	9	45	955	6	24
9	902	6	53	734	6	13
10	1293	4	6	368	9	3
11	1238	4	32	388	2	11
12	1087	6	15	884	4	9
13	2157	23	89	1525	0	26
14	6271	8	51	1155	22	54

Fg 10: Electricity Backlogs

(Piped) water

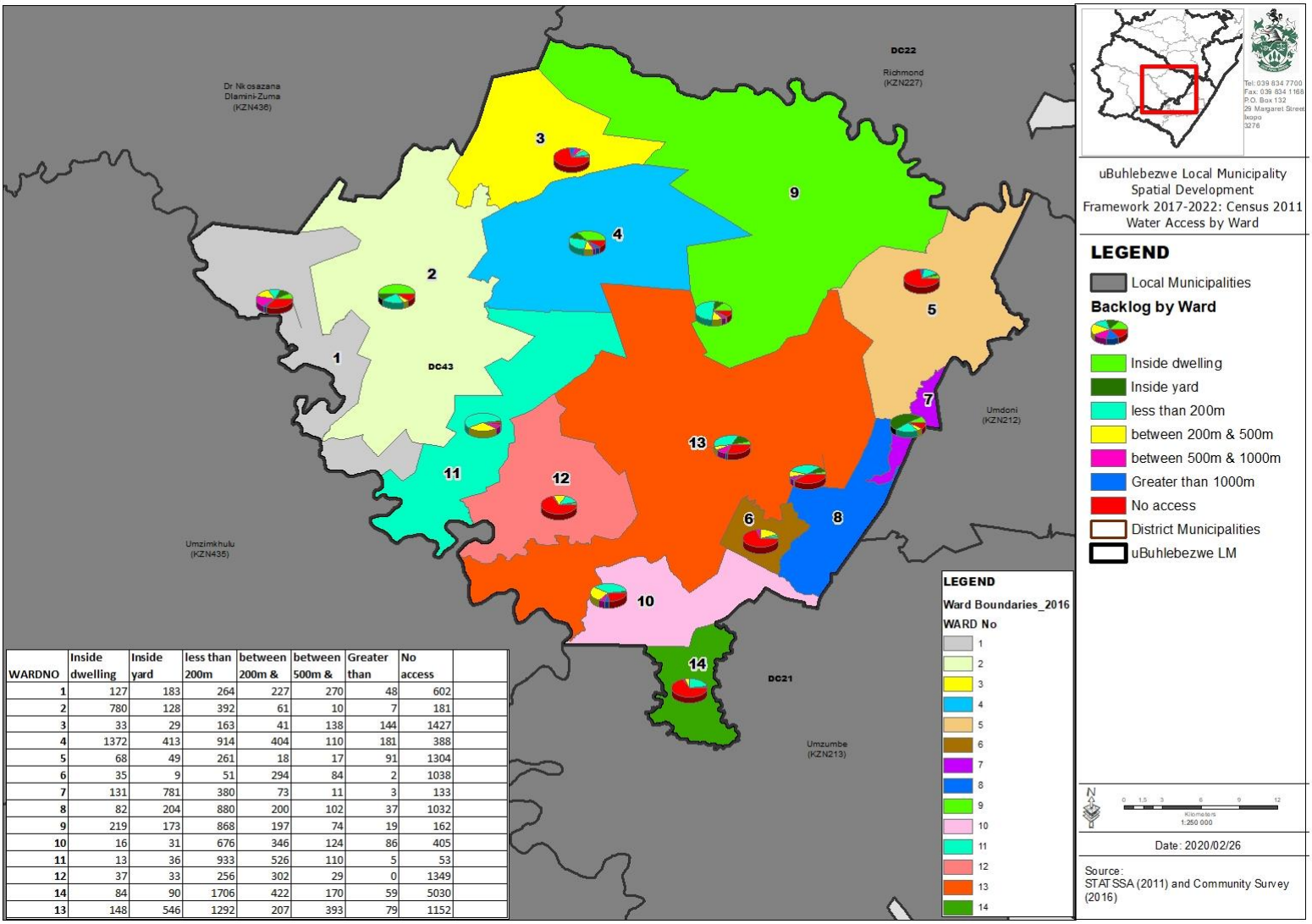
The minimum requirements for acceptable access to Piped Water are:

- Piped (tap) water inside dwelling/institution
- Piped (tap) water inside yard
- Piped (tap) water on community stand: < 200m from dwelling/institution

The following constitute backlogs:

- Piped (tap) water on community stand: distance between 200m and 500m from dwelling/institution
- Piped (tap) water on community stand: distance between 500m and 1000m (1km) from dwelling /institution
- Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/institution.
- No access to piped (tap) water

The (Piped) water backlog in 2011 was 12 468 households. The backlog for 2016 is 70834 (people). The map below depicts the backlogs from 2011 against the new ward boundaries. (community survey, 2016)



WARDNO	Inside dwelling	Inside yard	less than 200m	between 200m &	between 500m &	Greater than	No access
1	127	183	264	227	270	48	602
2	780	128	392	61	10	7	181
3	33	29	163	41	138	144	1427
4	1372	413	914	404	110	181	388
5	68	49	261	18	17	91	1304
6	35	9	51	294	84	2	1038
7	131	781	380	73	11	3	133
8	82	204	880	200	102	37	1032
9	219	173	868	197	74	19	162
10	16	31	676	346	124	86	405
11	13	36	933	526	110	5	53
12	37	33	256	302	29	0	1349
14	84	90	1706	422	170	59	5030
13	148	546	1292	207	393	79	1152

Fg: 11 water backlogs

Sanitation

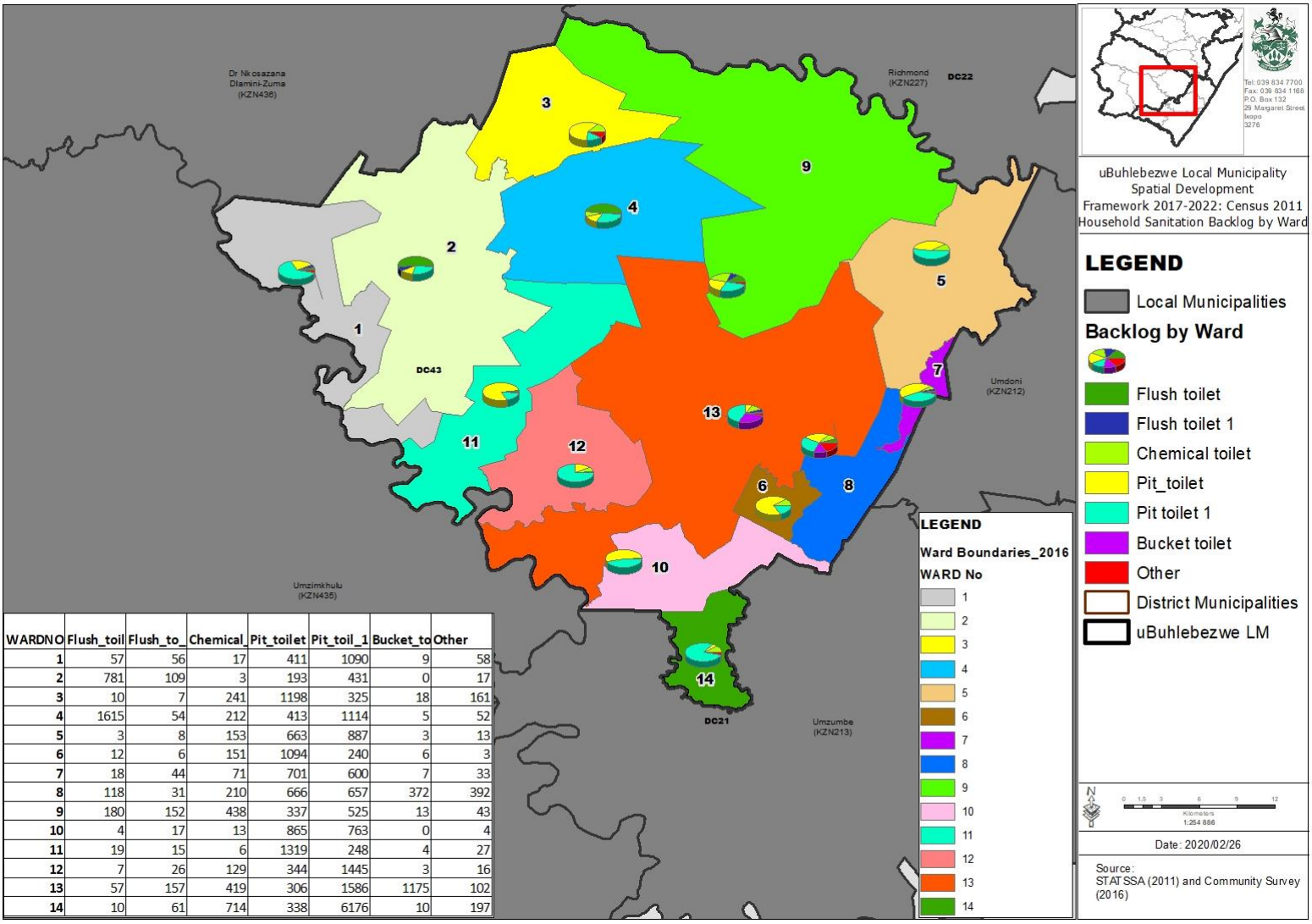
Minimum requirements for acceptable access to Sanitation are:

- Flush toilet (connected to sewerage system)
- Flush toilet (with septic tank)
- Chemical toilet
- Pit toilet with ventilation (VIP)

The following constitute backlogs:

- None
- Pit toilet without ventilation
- Bucket toilet
- Other

The sanitation backlog in 2011 was 10 287 households. The backlog for 2016 is 34 318 (people). The map below depicts the backlogs from 2011 against the new ward boundaries. (community survey, 2016)



WARDNO	Flush_toil	Flush_to_	Chemical_	Pit_toilet	Pit_toil_1	Bucket_to	Other
1	57	56	17	411	1090	9	58
2	781	109	3	193	431	0	17
3	10	7	241	1198	325	18	161
4	1615	54	212	413	1114	5	52
5	3	8	153	663	887	3	13
6	12	6	151	1094	240	6	3
7	18	44	71	701	600	7	33
8	118	31	210	666	657	372	392
9	180	152	438	337	525	13	43
10	4	17	13	865	763	0	4
11	19	15	6	1319	248	4	27
12	7	26	129	344	1445	3	16
13	57	157	419	306	1586	1175	102
14	10	61	714	338	6176	10	197

sanitation backlogs

Refuse Removal

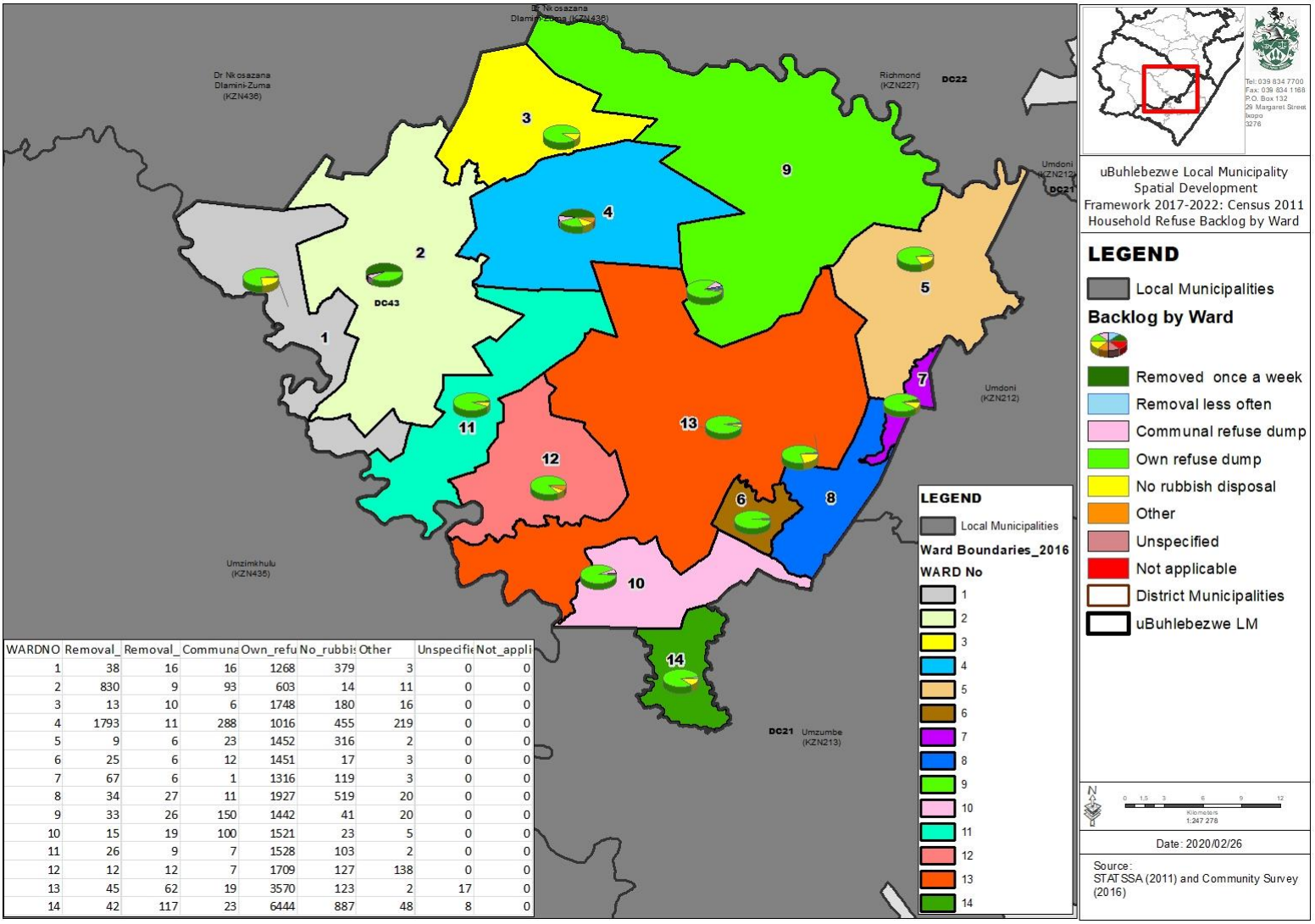
Minimum requirements for acceptable access to Refuse Removal are:

- Removed by local authority/private company at least once a week
- Removed by local authority/private company less often

The following constitute backlogs:

- Communal refuse dump
- Own refuse dump
- No rubbish disposal
- Other

The Refuse Removal backlog in 2011 was 20 432 households. The backlog for 2016 is 109 424 (people). The **map below depicts the backlogs from 2011 against the new ward boundaries. (community survey, 2016)**

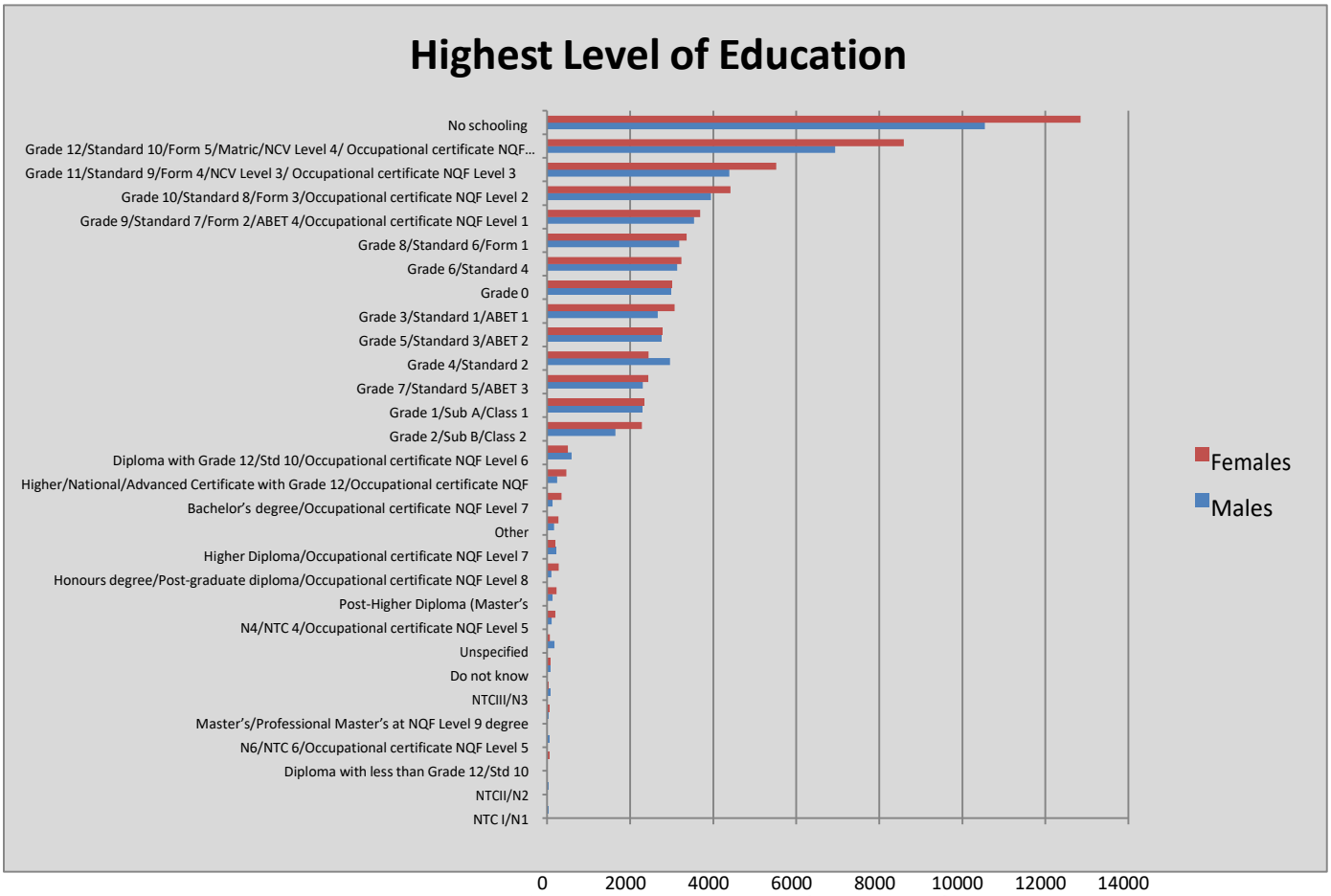


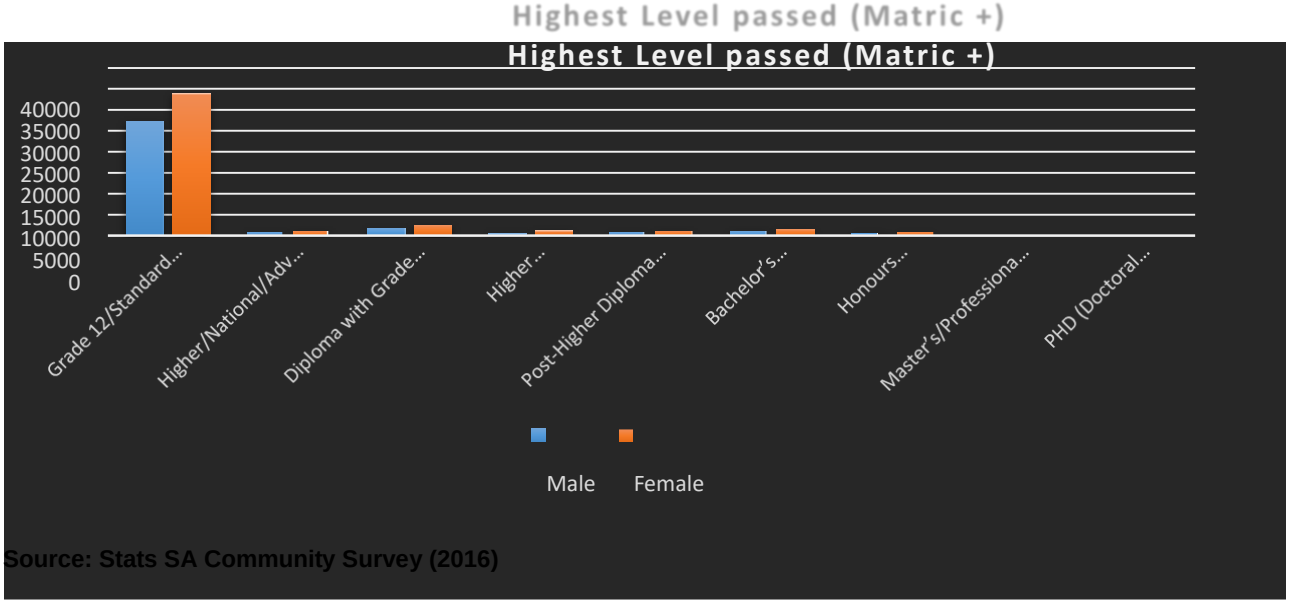
WARDNO	Removal_	Removal_	Communa	Own_refu	No_rubbi	Other	Unspecifi	Not_appli
1	38	16	16	1268	379	3	0	0
2	830	9	93	603	14	11	0	0
3	13	10	6	1748	180	16	0	0
4	1793	11	288	1016	455	219	0	0
5	9	6	23	1452	316	2	0	0
6	25	6	12	1451	17	3	0	0
7	67	6	1	1316	119	3	0	0
8	34	27	11	1927	519	20	0	0
9	33	26	150	1442	41	20	0	0
10	15	19	100	1521	23	5	0	0
11	26	9	7	1528	103	2	0	0
12	12	12	7	1709	127	138	0	0
13	45	62	19	3570	123	2	17	0
14	42	117	23	6444	887	48	8	0

refuse backlogs

Educational status

The graph below depicts the highest level of education within various categories for males and females at Ubuhlebezwe Local Municipality based on the CS 2016 results for the whole population. Males (10545) and Females (12847) with no formal education constitute the majority in terms of the population in relation to education. The highest level of education that has been attained by the population of Ubuhlebezwe Local Municipality is Grade 12, whereby the number of females (8589) out numbers males (6933). From here on the highest of education attained decreases progressively from Grade 11 to Grade R, as well as for Tertiary education for males and females combined. The dominant trend is that each of the categories the number of educated females exceeds that of males. One exception is in Grade 4 whereby the number of educated males (2959) exceeds that of females (2446).





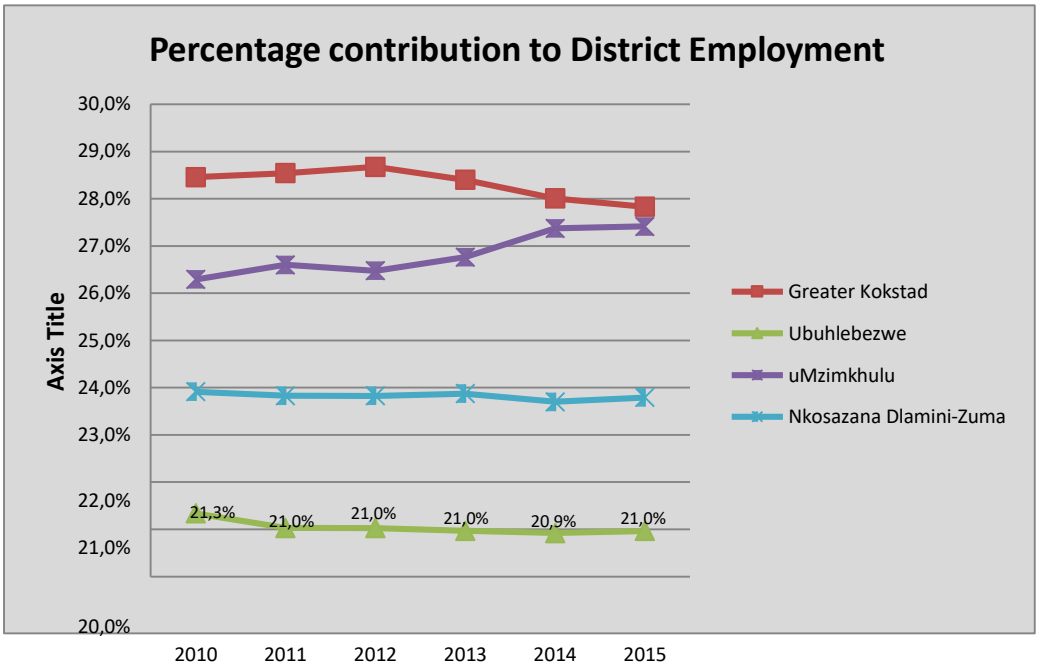
Source: Stats SA Community Survey (2016)

Employment status

The table below depicts the total number of employment from 2010 to 2015. The table shows a steady in increase in the total number of people employed except for 2011 which experienced a decline to 19631 from 20217. In terms of percentages the average employment contribution to the district population has declined by 0,3% between 2010 and 2015. The total number of unemployed people at Ubuhlebezwe Municipality correlates directly with the total employment per municipality in that for 2011 there was a decline in the number of people employed (4843) as compared to 2010 (5150).

	2010	2011	2012	2013	2014	2015
Harry Gwala	94 749	93 351	96 088	101 051	107 537	112 306
Greater Kokstad	26 964	26 643	27 553	28 698	30 117	31 256
Ubuhlebezwe	20 217	19 631	20 202	21 188	22 498	23 546
uMzimkhulu	24 910	24 832	25 438	27 043	29 437	30 786
5wdNkosazana Dlamini-Zuma	22 658	22 245	22 894	24 122	25 486	26 718

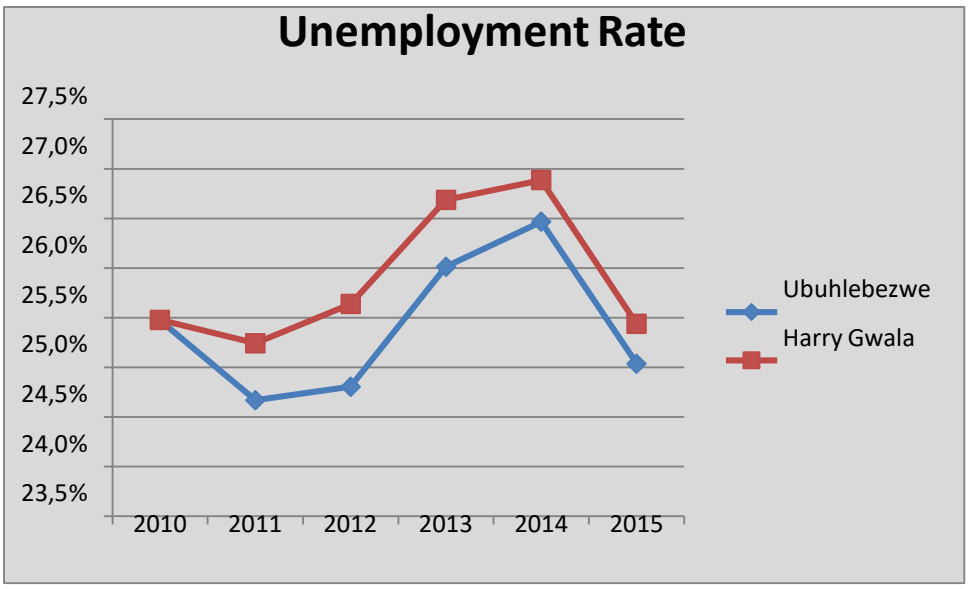
Total Employment per Municipality. Quantec (2015)



Percentage contribution of HGDM local municipalities to District Employment. Quantec (2015)

	2010	2011	2012	2013	2014	2015
Ubuhlebezwe	5 150	4 843	5 011	5 512	5 954	5 895
Harry Gwala	24 140	23 563	24 634	26 967	28 912	28 568

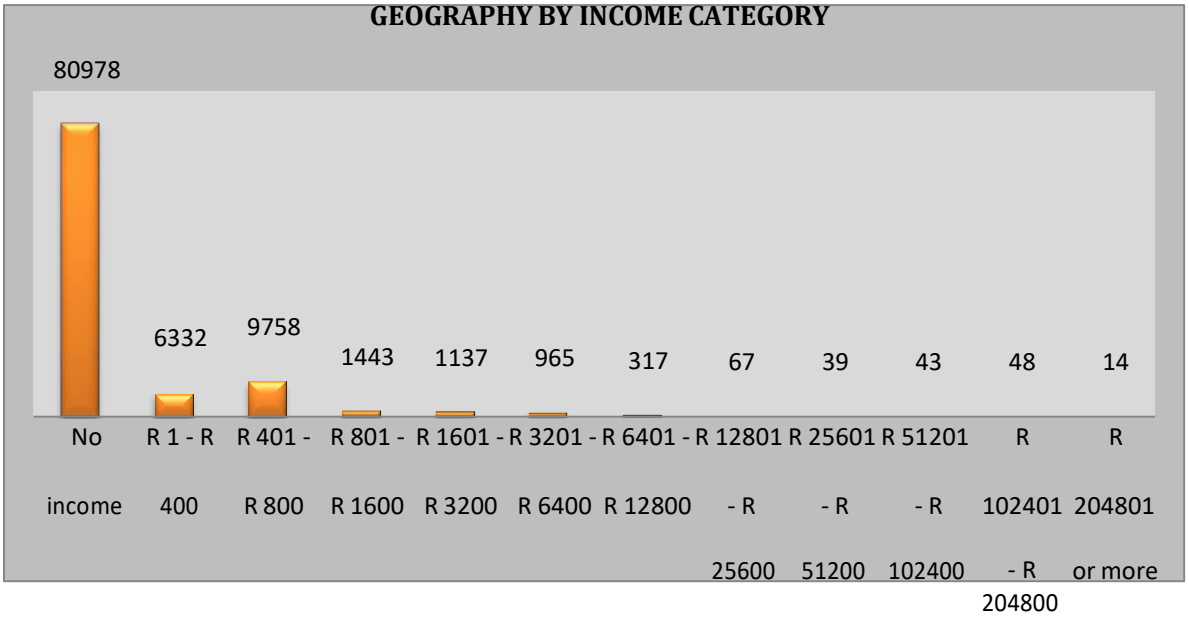
Number of the unemployed people. Quantec (2015)



Unemployment Rate of Ubuhlebezwe Local Municipality vs HGDM. Quantec (2015)

Income status

The Community Survey for 2016 by Stats SA does not cover the Income status, hence, the comparison shown below, still refers to 2001 and 2011.

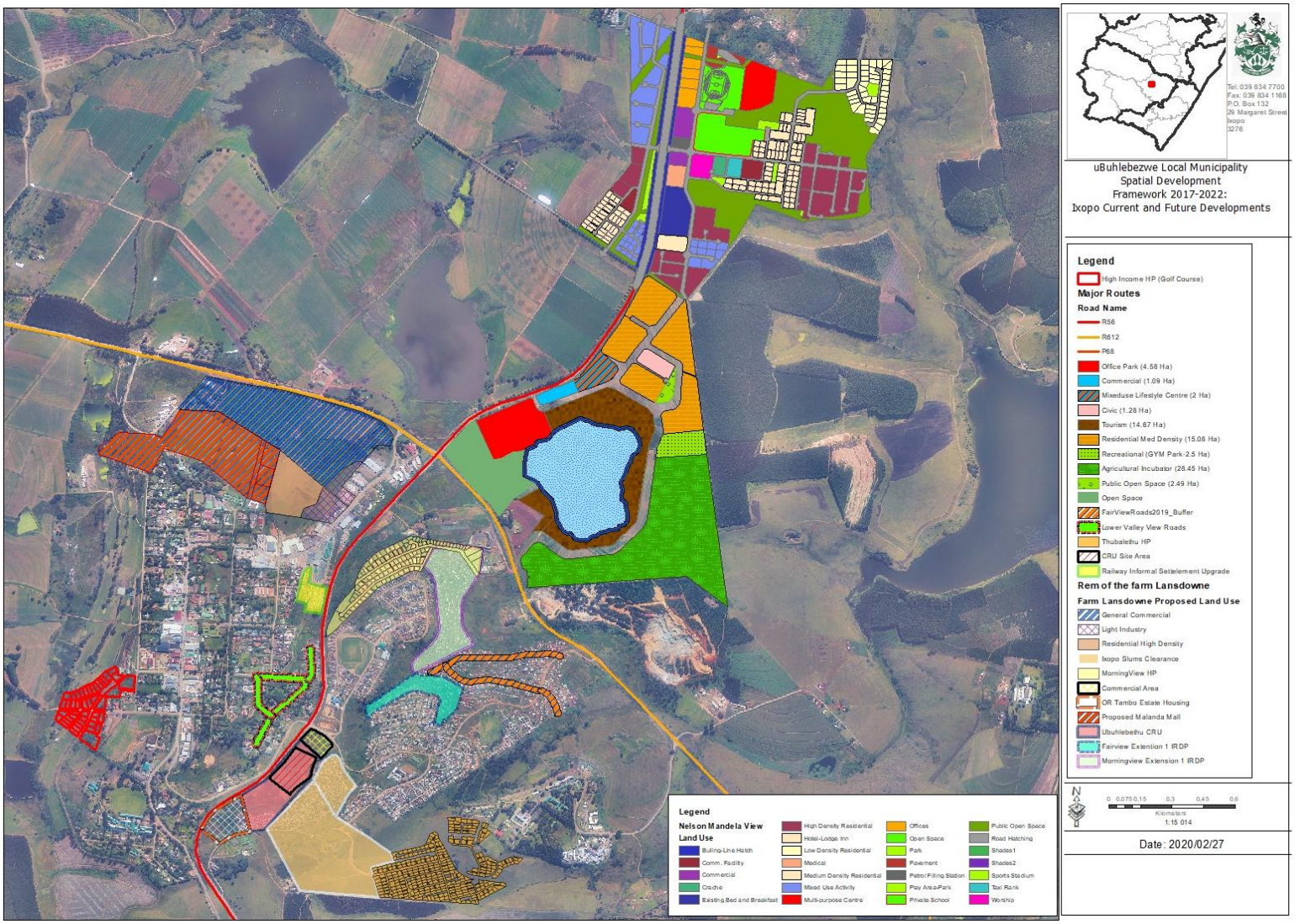


Source: Census 2001 (Stas SA)

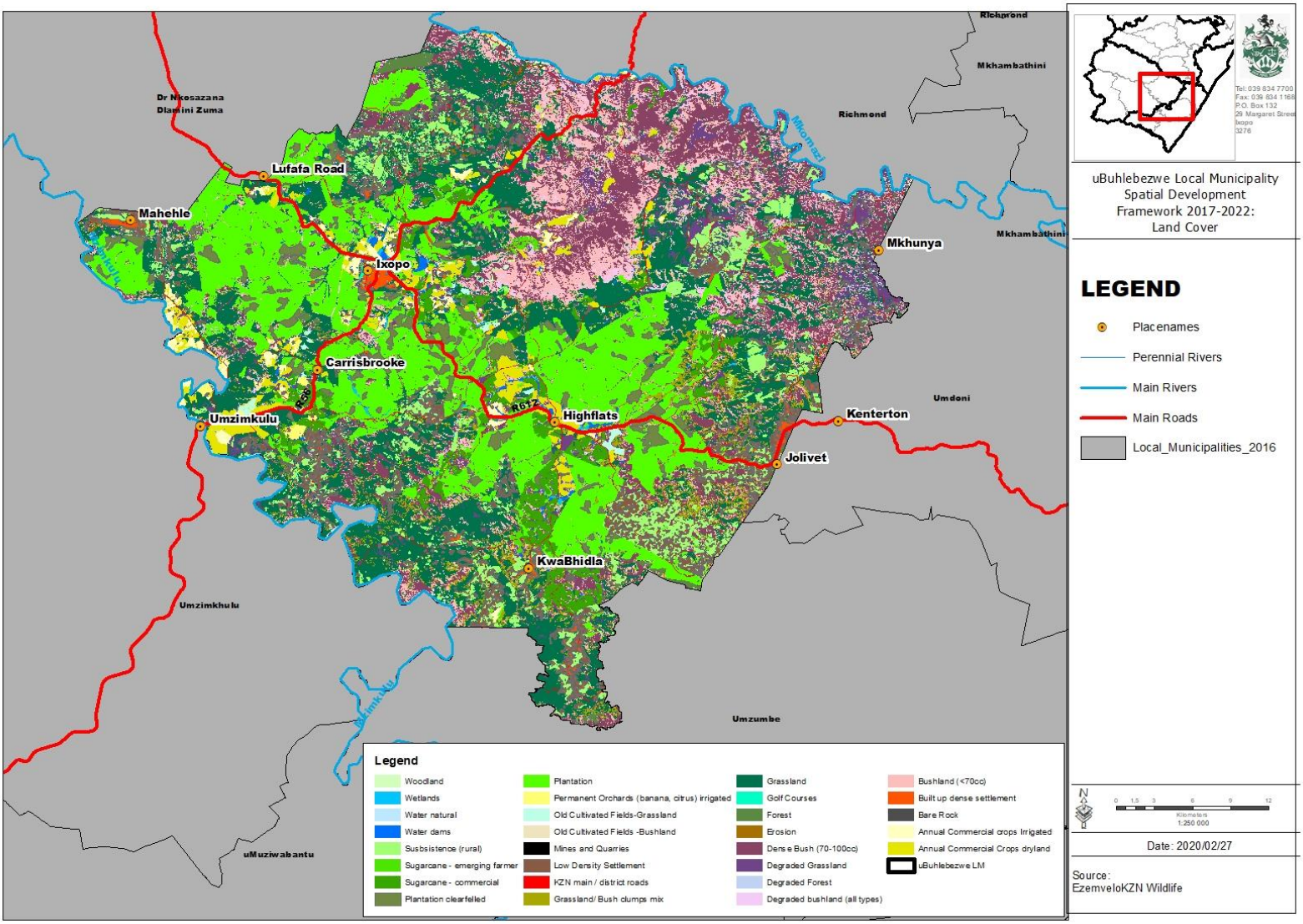
GEOGRAPHY BY INCOME CATEGORY											
43001	26010	4325	12647	2485	1212	1166	666	245	24	46	24
No income	R 1 - R 4800	R 4801 - R 9600	RR 9601 - R 19 600	R 19 601 - R 38 200	R 38 201 - R 76 400	R 76 401 - R 153 800	R 153 801 - R 307 600	R 307 601 - R 614 400	R 614 001 - R 1 228 800	R 1 228 801 - R 2 457 600	R 2 457 601 or more

Source: Census 2011 (Stats SA)

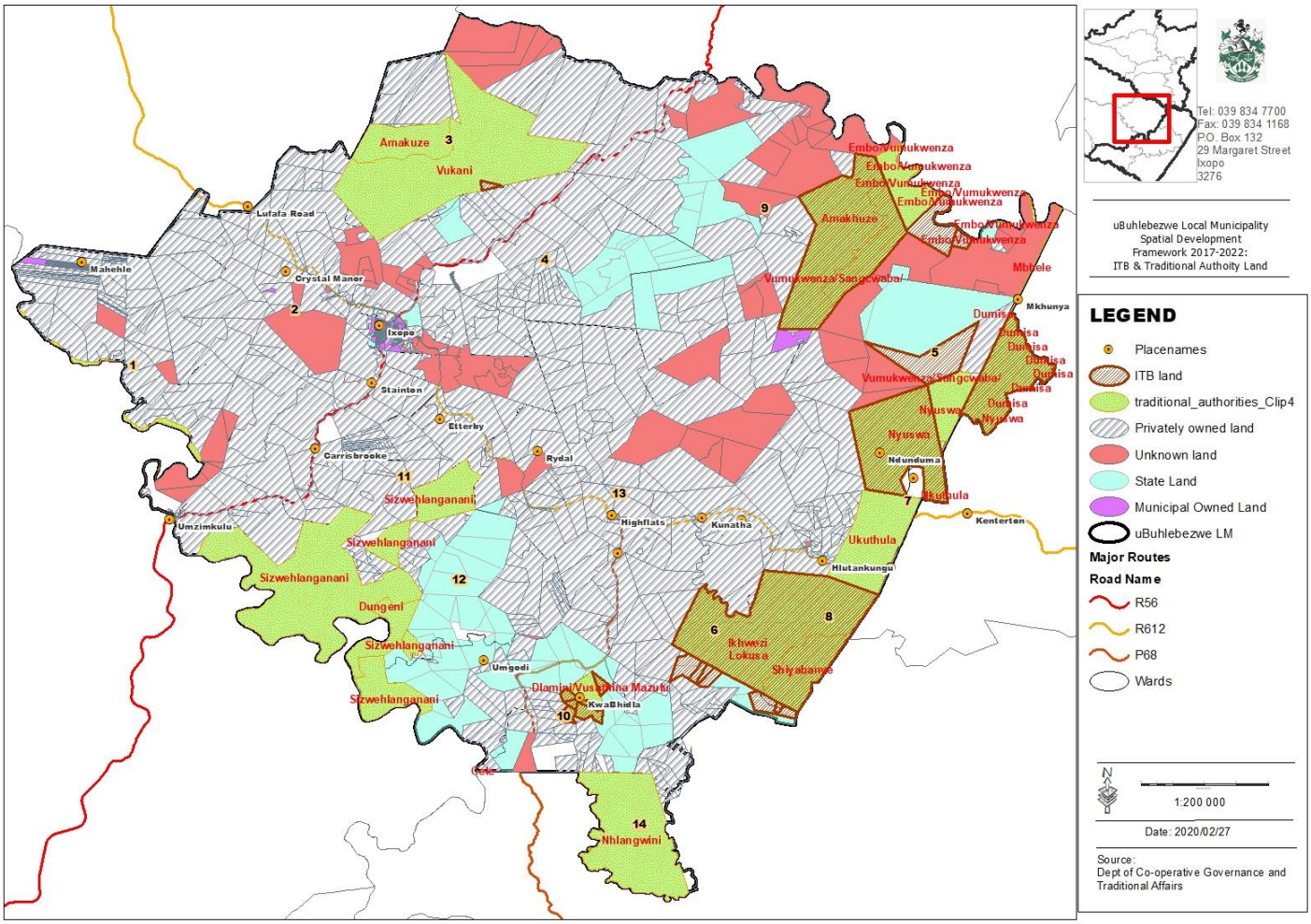
The above figures show that that are still a high rate of people without source of income as it shows 46.8% of people not getting any income. And the highest earning is at 0%, which indicates that there is still a lot to be done to address the issue. But there is still a positive indication as it shows that there has been a decrease in people not getting any income, from 80.1% in 2001 to 46.8% in 2011.



Current and Future Developments


Richmond
Mkhambathini
Dr Nkosazana Dlamini Zuma
Lufafa Road
Mahehle
Ixopo
Mkhunya
Carrisbrooke
Umzimkulu
Highflats
Kenterton
Jolivet
Umdoni
KwaBhidla
Umzimkhulu
Umzumbe
uMuziwabantu
R56
R612
uBuhlebezwe Local Municipality
Spatial Development
Framework 2017-2022:
Land Cover
LEGEND
Placenames
Perennial Rivers
Main Rivers
Main Roads
Local_Municipalities_2016
Legend
Woodland
Wetlands
Water natural
Water dams
Susbsistence (rural)
Sugarcane - emerging farmer
Sugarcane - commercial
Plantation clearfelled
Plantation
Permanent Orchards (banana, citrus) irrigated
Old Cultivated Fields-Grassland
Old Cultivated Fields -Bushland
Mines and Quarries
Low Density Settlement
KZN main / district roads
Grassland/ Bush clumps mix
Grassland
Golf Courses
Forest
Erosion
Dense Bush (70-100cc)
Degraded Grassland
Degraded Forest
Degraded bushland (all types)
Bushland (<70cc)
Built up dense settlement
Bare Rock
Annual Commercial crops Irrigated
Annual Commercial Crops dryland
uBuhlebezwe LM
Kilometers
1:250 000
Date: 2020/02/27
Source:
EzemveloKZN Wildlife

Land Cover



Land Ownership

Key findings

Municipal Transformation & Organisational Development

- Inability to retain skilled staff due to location of the Municipality.
- Inability to offer high salaries due to size of the Municipality and grand dependency.
- Unavailability of high quality service providers, in close proximity, for the provision of training programs

Service Delivery & Infrastructure Development

- Ubuhlebezwe Municipality although striving for Excellency, there are still some challenges in terms of service delivery, however the municipality is already engaged in processes of addressing them. There is a challenge with the landfill site; currently the municipality is using the one at Umzimkhulu under Umzimkhulu Municipality.
- Funds are so limited that the municipality is unable to address backlog in terms of CIP.
- Due to size and lack of revenue, the Municipality depends on the District Municipality for the provision of water and on Eskom for electricity. These are some of the avenues from which the Municipality could be generating revenue, however establishing and capacitating these units requires funding.

Municipal Financial Viability

- There are budgetary constraints, due to low revenue base.
- The Municipality is highly dependent on Grant Funding.
- There is resistance from business owners and home owners in paying for rates and services
- The majority of the population resided in rural areas and do not contribute to payment of rates and services.

Social & Local Economic Development

- Inability to attract economic and investment opportunities to the urban area and to extend it to other areas of the municipality to ensure economic sustainability due to aging and inadequate infrastructure.
- Private ownership of land makes it difficult to develop the town and attract investments.
- High levels of illiteracy means the majority of our community members are unemployable, therefore skilled people come from outside the Municipality.

Cross Cutting Interventions

- Spatial development is still hindered by the unavailability of land, which affects Housing developments as well
- Previous unavailability of an environmentalist within the Municipality led to environmental matter being neglected

Good Governance and Public Participation

- There are not challenges experienced with this KPA

What is being done to address the challenges

Municipal Transformation & Organisational Development

- The Municipality has a Retention Policy in place, where employees, especially those in scarce and critical positions are incentivised as a way of keeping them in the employ of the Municipality.
- The Municipality offers bursaries to staff that want to study, or further their studies within their field of work.
- Upon completion of their studies, the employee is contracted to serve the Municipality for a period of three years.
- At the beginning of each calendar year, employees are asked to submit their wishlists for training, which is then included in the Municipality's Workplace Skills Programme.
- In the pursuit of creating an enabling environment that is conducive to producing good work, the Municipality has budgeted for the expansion of municipal offices, in the 2019/20 financial year, The project will continue into 2020/21.

- **Service Delivery & Infrastructure Development**

- Inspite of the limited funding, each financial year, the Municipality prioritises one road within town to be refurbished. This is aimed at attracting investors to the area and giving residents easy accessibility.
- Council prioritises projects that will have impact within the wards, this ensures that all our wards are catered for according to their needs.
- Ubuhlebezwe Spatial Development Framework identifies important nodes, which are EXobho (Primary Node), Highflats (Secondary Nodes) and Hlokozi, Hluthankungu, Nokweja, Jolivet, Mahehle (Tertiary Nodes). These nodes have different functions or roles in the development of Ubuhlebezwe. The successful development of Ixopo Town would have many economic benefits for the people of Ubuhlebezwe. In five years' time, Ubuhlebezwe would have made significant progress in terms of attracting investors to the town, thereby creating a platform for a sustainable revenue base for the municipality.

- Highflats is one of the nodes that have been identified in the Spatial Development Framework. The Department of Rural Development and Land Reform has assisted the Municipality in undertaking the development of this node.

- Ubuhlebezwe wall to wall scheme was approved in April 2016 as required in terms of Section 24 of the Spatial Planning and Land Use Management Act, 2013 Act No. 16 of 2013 (SPLUMA). The scheme included the following guidelines:-
  - Land development in biodiversity
  - Development in agricultural areas
  - Development in Ingonyama Trust Land

Social & Local Economic Development

In order to address some of the challenges experienced with our Local Economic Development. Ubuhlebezwe Municipality, together with the Department of Trade and Industry, has developed a Business Retention & Expansion framework which seeks to find methods for retaining investment in the arear and possibly expanding business.

Ubuhlebezwe continues to develop its tourism routes. The focus of route development in Ubuhlebezwe will be on a combination of a mountain/quad bike, hiking and drive route/s that traverse Ubuhlebezwe and link different tourism products on-route. The development of a route could include a number of activities and destinations.

Secure funding for the restoration of the section of line running from UMzimkhulu to Ixopo, which is of tremendous historical significance. And try to link rail activities to the Ubuhlebezwe route as a product on-route as well as to link rail activities to surrounding areas' rail activities.

Ubuhlebezwe is also establishing visitor's information centre. This project includes the establishment of a one-stop facility for tourism information and orientation and the integration of the centre into the municipal systems and procedures

With regards to non-availability or shortage of land for development, Ubuhlebezwe is an area that is abundant in opportunity, but tapping on these opportunities is a challenge. Ubuhlebezwe has abundant land which is privately owned. The challenge is that the municipality will need to access this land for the development of agriculture, commercial, tourism, manufacturing etc. hence Ubuhlebezwe is in a process of land release programme

Municipal Financial Viability

To address the ongoing challenges encountered with revenue collection, the Municipality has embarked on a number of Revenue collection Strategies. The strategies have had a positive impact thus far, and we shall continue utilising them whilst we continue looking for others:

- The Municipality has engaged the services of a debt collector to assist with collection.
- Municipal staff also randomly makes reminder phone calls to debtor to come and pay their bills.
- The Municipality conducted a data cleansing and address harvesting exercise to ensure the all bills are sent correctly.
- The Municipality has a revenue collection task team consisting of EXCO and Management that does door to door visit to our debtors, business and residential, reminding them of their bill and finding out the challenges that they are experiencing with payment.

Cross Cutting Interventions

- The Municipality's SDF and Housing Sector Plans seek to address the challenge of spatial growth and development and Housing.
- An Environmental Officer has been appointed who ensures that the Municipality complies with all environmental matters

CROSS CUTTING ISSUES

Spatial Analysis

INTRODUCTION AND BACKGROUND

Ubuhlebezwe Local Municipality (ULM) intends to develop a fourth generation Spatial Development Framework (SDF) as a requirement in terms of the Municipal Systems Act of 2000, Act No.32 of 2000 (MSA) read in conjunction with Spatial Planning and Land Use Management Act of 2013, Act No. 16 of 2013 which stipulates that a municipality is required to prepare and review a Spatial Development Frameworks (SDF). An SDF is an integral component of the Integrated Development Plan (IDP). The SDF helps guide the overall spatial distributions of current and desirable land uses within the municipality; redress the past imbalances; meet the basic needs of communities particularly the disadvantaged groups and people living in underprivileged areas. The SDF gives effect to the vision and missions of the municipality as identified in the IDP since there is a need to promote economic growth and assists the municipality to prioritize projects. It is for these reasons that the Ubuhlebezwe is developing a fourth generation SDF which will be reviewed annually for the coming five (5) years. The SDF is developed in line with the OGTA'S Spatial Planning Guideline 1 – 9 and COGTA'S Spatial Planning Modules (2012).

Ubuhlebezwe Local Municipality (ULM) is one of the five local municipalities that constitute the Harry Gwala District Municipality (HGDM). The ULM is characterised as a small urban centre with large agricultural plantations, natural vegetation and traditional authority land. The main administrative centre of the municipality is the town of Ixopo, it is located 85km from the City of Pietermaritzburg at the intersection of two national routes R56 and R612. Apart from the Ixopo town the settlement patterns of the ULM reflects one that is predominantly rural. The ULM has a population of about 118 346 people (Community Survey, 2016) spread out throughout the area with the majority of its population residing in the rural areas. The major economic drivers in the ULM area are agriculture, mining, manufacturing, construction, utilities, business services and tourism. Among these economic sub-sectors, agriculture; business services; and manufacturing have been the biggest contributors to the ULM GDP thus far. Sub-sectors with minute contribution to the ULM GDP were the mining and utilities sub-sectors.

Unemployment is considered as one of the main reasons of poverty. The municipality's' percentage contribution to the District employment is currently seating at 21%. The unemployment rate in the ULM currently stands at 25%, reduced by 0.3% from 24.7% projected in 2011 (Global Insights,2007). It is a clear indication that unemployment still remains a concern and shows that the municipality is currently living e below the poverty line. It is also observed that the urbanised wards have a relative lesser concentration of poor people living under the poverty line then those living in rural wards. The Draft SDF seeks to guide, overall spatial distribution of current and desirable land uses within a municipality in order to give effect to the vision, goals and objectives of the municipal IDP as its objectives.

The aims of a Spatial Development Framework are to promote sustainable functional and integrated human settlements, maximise resource efficiency, and enhance regional identity and unique character of a place.

It is for this reason that a number of plans/ strategies have are being developed and reviewed in order to redress the current spatial and economic issues facing the ULM. With plans such as the Urban Regeneration Strategy (URS), Housing Sector Plan, three Year Capital Investment Plan, Local Economic Development Strategy (LEDS) and Tourism Plan in place, this thus necessitates a development of a fourth generation of the SDF to make a strategic plan that will give strategic direction for municipality and also accommodate any changing circumstances in the development of the area. The Ubuhlebezwe urban regeneration initiative forms part of a broader agenda for the reconstruction and redevelopment of Ixopo Town. It shows the strategic objectives of the spatial development vision and leads to the renewal and advancement of the social and economic node of the municipality. The Municipality also has a number of planned and currently implemented housing projects to assist in combating the existing poor housing structures. and land tenure. The following are some of the proposed and existing housing projects in place:

- The Community Residential Unit (CRU) Programme: This plan was formed due to the need for affordable rental housing for the growing number of the working class who currently living in overcrowded and sub-standard but expensive accommodation in the urban area. The aim of the CRU is to enable the provision of secure, stable rental tenure for lower income persons/ households.
- The Individual Subsidy Programme: The programme aims to assist individuals to qualify to purchase or buy an existing house and/ or an approved mortgage loan for housing.
- The Rural Housing Programme: This programme assists people in rural households and areas with communal tenure to access housing subsidies. The rural housing programme applies in areas of communal tenure only and requires that tenure rights first be confirmed through the land reform process.

The municipality is the process of finalising the Capital Investment Framework (CIF)which will assist in translating the development goals and strategies that are reflected in the ULM's SDF and IDP, into implementable projects with specific budget allocations and timeframes. With high demands for infrastructure development and maintenance to be accelerated, the CIF forms an integral part of the ULM's service delivery strategy. The projects emanate from community needs identified as part of the IDP process and they directly reflect the municipality's efforts to address backlogs in the delivery of basic services and housing.

The following represents the municipality's development vision as captured in the IDP.

OUR VISION:

"To provide affordable quality services through good governance"

MISSION:

"UBuhlebezwe Municipality will strive to deliver an appropriate level of service to all of its citizens by the year 2025 and alleviate poverty by promoting sustainable development through good governance and accountability."

It is within the above context that the SDF is regarded as a fundamental strategic component to the transformation of the ULM. Together with other municipals' development programmes/ plans implemented through the IDP, this SDF seeks to promote sustainable livelihoods and facilitate socio-economic development of the municipality. Ultimately the overall objective of the ULM SDF is to facilitate development in the entire area of Ubuhlebezwe, at the same time achieve economic, social and environmental sustainability in the rural and urban areas and improve the living conditions of its inhabitants and consequently improve the overall quality of life of the population.

Ubuhlebezwe Consolidated SDF - 2020/21

LEGISLATIVE REQUIREMENTS - ALIGNED LEGISLATIONS AND PLANNING POLICIES:

- The review of the Spatial Development is comprehensively aligned to the following legislation and policies;
- The South African Constitution No. 108 of 1996
- Municipal Systems Act No. 32 of 2000
- South African Spatial Development Perspective
- National Development Plan
- The Sustainable development goals
- Urban Integrated Development Framework
- The New Growth Path
- The National Environment Management Act No. 107 of 1998 (NEMA)
  Spatial Planning and Land Use Management Act N0. 5 Of 2013
- State of the Nations Address
- Provincial Spatial Planning Guidelines 1-8
- The Provincial Growth and Development Strategy (PGDS)
  - Provincial Spatial Economic Development Strategy (PSEDS)
  - Provincial Spatial Development Framework.
- KZN LUMS/ Scheme Guidelines
- Provincial Spatial DevelopmentFramework
  - State of the Province Address

SPATIAL DEVELOPMENT AND LAND USE MANAGEMENT ACT (SPLUMA) READINESS:

Municipality has resolved to establish a Single Municipal Planning Tribunal (MPT) as contemplated in Sections 34(1) and 35(1) of Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013). There was an advert published which was on calling for nominations to be part of the MPT which closed on the 20th of January 2017. In terms of Section 36 of the Act, the Municipal Planning Tribunal consists of five or more members, who, by reason of their integrity, qualifications, expertise and experience are suitable for membership. The Municipal Planning Tribunal must comprise of persons from the following categories –

(a) officials in the full-time service of the Municipality; and

(b) Persons who are not municipal officials.

The formation and approval of MPT members will result to a total 4 structures to oversee development applications as laid out in terms of Schedule 5 of the SPLUMA i.e. Authorizing Officer (AO), MPT, EXCO and Council. The following functions relate to the 4 structures;

- Authorizing Officer – deals with minor land use applications as reflected in the gazetted Municipal Bylaws.
- Municipal Planning Tribunal (MPT) – to consider major land use applications as reflected in the gazetted Municipal Bylaws.
- Extended Committee (EXCO) – to consider all items related to appeals on land use applications (as per the Council resolution CIPD 48/16).
- Council – to consider the processes pertaining the changes effected on the Scheme (as per Council resolution CIPD 49/16).

- **PROGRESS MADE WITH SPLUMA:**

A total of 9 Municipal Planning Tribunal (MPT) sittings have taken place since its inception in 2017, the last sitting took place on the 07th of November 2018; only one (1) land use application was tabled by the Applicant (Gabhisa Planning & Investment) to the MPT members. This was for Proposed Subdivision, Rezoning, Town Planning.

Departure and Relaxation of a Building Line for the development of 150 Community Residential Units (CRU) on Erf 174 Stuartstown. The land use application was approved subject to certain conditions imposed by the MPT.

The Municipality has adopted Bylaws and all structures are in place as per the requirements of the Act i.e. MPT, AO and Appeals Authority.

DESIGNATION	NAMES
CHAIRPERSON OF THE MPT	Ms T. Mthembu
AO and Deputy Chairperson	
REGISTRAR's OF MPT	Ms S Ngubane
REGISTRAR's OF APPEALS (RA)	Mr GM Sineke
	NAMES OF MEMBERS ON MPT/JMPT AND APPEAL AUTHORITY
MEMBERS ON MPT	**Internal Municipal Official:-** • Ms T. Mthembu (Chairperson) – Manager Housing & Planning • Town Planner / Authorizing Officer (Deputy Chairperson) • Mrs M Majola - Municipal Environmental Officer • Mr SZ Mbutho - Municipal Engineer **External members:** • Mr MM Pamla – Town Planner • Mr M Poval – Town Planner • Ms TI Dawe – Town Planner • Mr LP Miya - Law Expert • Ms S Keshav – Law Expert • Ms NF Mkhize – Law Expert • Mr N Duma - Architect • Mr TN Trench - Land Surveyor • Mr N Ndlela - Electrical Engineer
Municipal Planning Tribunal gazetted	March 2017
COUNCIL incl. Traditional Authorities	Approves the establishment of new zones for the scheme. Establishment of development controls and changes thereto. Repeal of the town planning scheme.
MEMBERS ON APPEAL AUTHORITY	EXCO: • Cllr EB Ngubo (Mayor) • Cllr Z Mngonyama (Deputy Mayor) • Cllr ET Shoba • Cllr CN Ntabeni • Cllr GJ Ngcongo • Cllr TC Dlamini (Speaker) • Mr GM Sineke (Municipal Manager) • Directors: • Mrs NC Mohau • Ms P Luswazi • Ms SY Sityata • Technical advisors : Mr WJ Van Rensburg - Town Planner Mr P Govendor – Town Planner

- **PROGRESS IN COMPLIANCE WITH LEGISLATION:**

It must be noted that the MPT term came into effect in 2017 and the term will be coming to an end in April 2020, the planning unit already accommodated budget arrangements to be effected on the 2019/2020 in order to start the whole process of appointing and gazetting all the SPLUMA supporting elements needed by the institution in the year 2020.

The Planning unit having established a lot of issues with the current scheme such as the need to introduce new zones and introduce new controls as a result of current development pressures. As a result and in order to keep current with planning legislation, it has been resorted that immediately after the process of finalizing the SDF, the relevant procedures of getting the LUMS as well Bylaws updated accordingly need to be effected. The aim is to have it ready before the end of 2019 so that it can form part of the Policies Strategic Planning Session so that it is workshopped to the relevant structures accordingly.

- LAND USE MANAGEMENT SCHEME – LUMS:

Scheme or Land Use Management System (LUMS) Guidelines
In terms of the Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA) each municipality is required to prepare a Land Use Scheme for the whole municipality. A key component of Integrated Development Plans is the requirement to prepare a Spatial Development Framework together with a Land Use Management System (LUMS) which can be applied to the whole municipality.
In terms of the new Land Use Management System for KwaZulu-Natal, a system of wall-to-wall Planning Schemes is proposed as forming the basis for the single LUMS required for municipalities. The purpose of preparing LUMS is to promote coordinated, harmonious and environmentally sustainable development. A land use management system, in its broader sense, refers to all of the actions required by a municipality to manage land. Some of the key elements of a comprehensive land use management system are as follows:

- Spatial Development Framework;
- Land Use Management Framework and Planning Schemes;
- Rates database;
- Cadastral and property database;
- Information regarding the provision of services;
- Property ownership and tenure;
- Environmental issues and requirements, and
- Transportation requirements.

Rural Component of a Planning Scheme

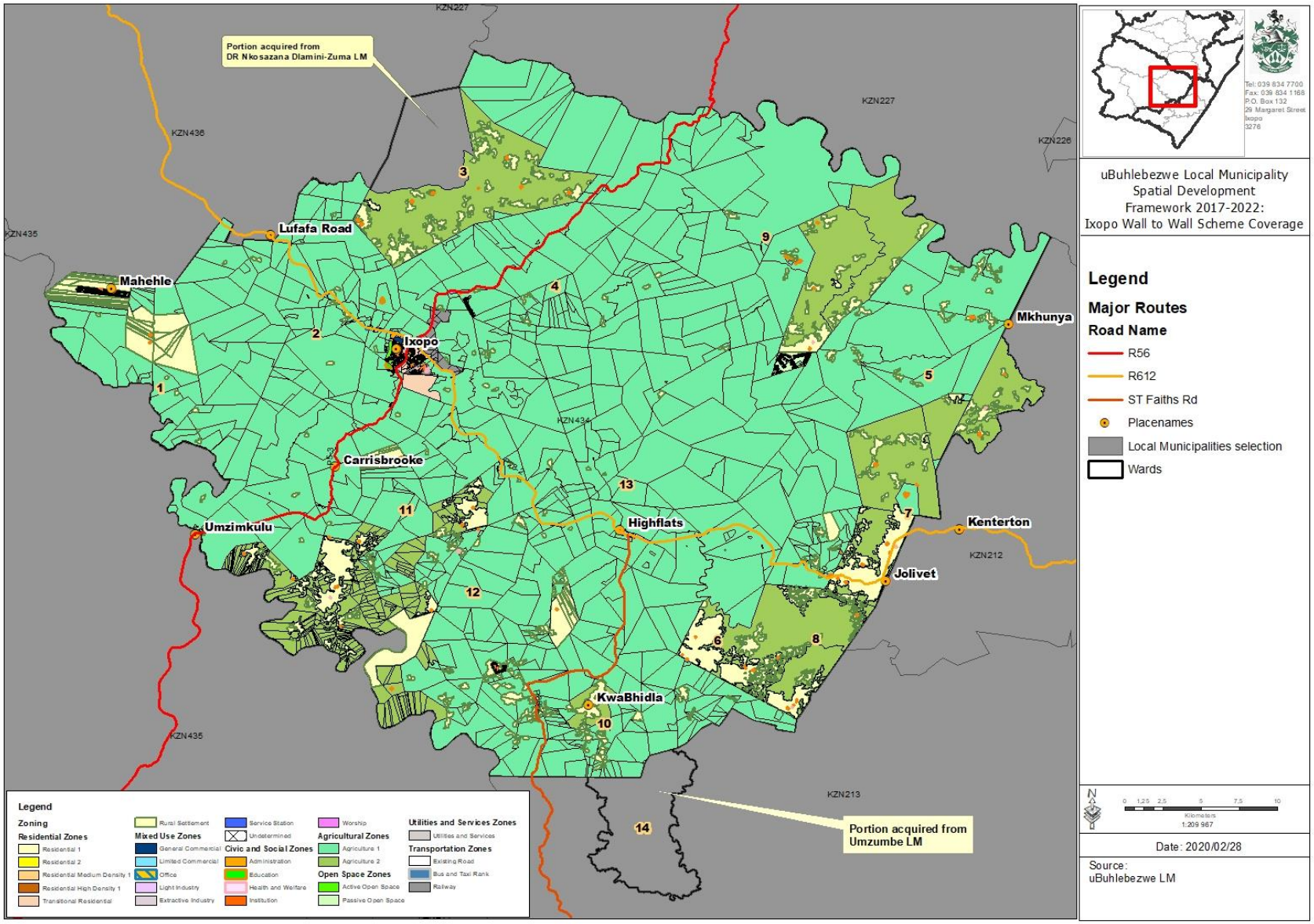
The rural component of a Planning Scheme should primarily be applied to manage land:

- Outside defined urban areas;
- So as to promote the general principles of sustainability, efficiency and integration;
- To ensure that prime agricultural land is protected, and
- To ensure that important areas of environmental significance and bio-diversity are protected.

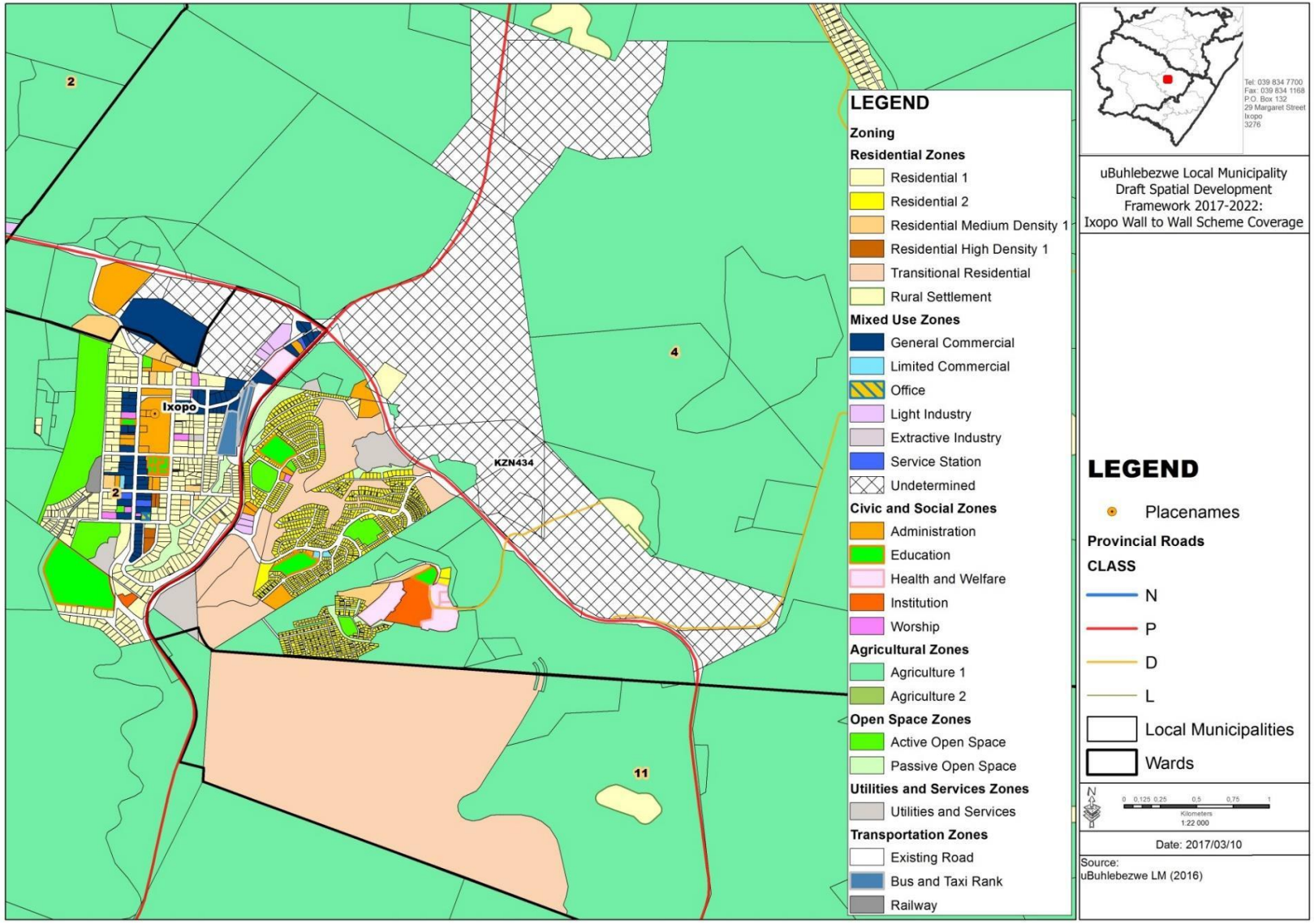
UBuhlebezwe Municipality (with the assistance of COGTA) has initiated and adopted a planning scheme for the

urban areas (including settlement areas) of uBuhlebezwe municipality. This process also included the development

of rural land use management policy for rural areas within the municipality as well. The Spatial Planning and Land Use Management Act, Act No 16 of 2013 (SPLUMA) also requires municipalities to adopt wall-to-wall schemes by 2018. The approach entailed developing a new scheme that covers the whole of uBuhlebezwe which will be a uniform land use system that can be applied throughout the municipal area.The planning unit has sufficiently administered the implementation of the scheme and constantly minding the areas needing review which will be facilitated and approved by Council in terms of the SPLUMA bylaws .



Ubuhlebezwe LM Wall to Wall LUMS



Finalized Urban LUMS

: SUMMARY OF ISSUES AND INFLUENCES

DEVELOPMENT POTENTIALS	DEVELOPMENT CONTRAINTS	DEVELOPMENT TRENDS
The Municipality has recently acquired urban land parcels as a way to promote development and grow the Town of Ixopo.	The Municipality does not hold or own much of the land especially around the first, second and tertiary nodal areas.	Expansion of the commercial activities and foot print around the town of Ixopo; it involves among the following; Recently approved Ixopo mixed use development, extension of Tricycle Hardware, development of Shoprite store commercial development completed and functional in 2016.
Positive progress has been sourced for more land to cater to the ever-growing informal settlements of the first and second nodes i.e. Ixopo and Highflats	Electricity illegal connections around the Highflats area (second node).	Commercial growth activities in the Highflats area.
Newly built Ixopo taxi and Bus Rank.	2 supermarkets are still located uptown, creating a need to get transport from the ranks to uptown for the elderly	Development downtown will eliminate the need for congestion uptown dueto Spar, Shoprite and banks
New Market stalls within Ixopo town area. As well as processes in place to administer the informal hawkers.		
Alan Paton's Railway Heritage Route Tourism initiative up and running.		
Heritage/Tourism initiative as well as the Margaret Mncadi Statue being formally opened in the 2015.		
Continuation of the construction of the Morning-view Middle-income housing development.		

Table 6: summary of issues

Urban Regeneration :

The Ubuhlebezwe urban regeneration Initiative forms part of a broader agenda for the reconstruction and redevelopment of Ixopo Town. It shows the strategic objectives of the spatial development vision and leads to the renewal and advancement of the social and economic node of the municipality. The urban regeneration initiative strives to reposition Ixopo to make a significant impact to the local, regional and provincial economy. The initiative is all about identifying and accessing key development issues and challenges. It focuses to develop effective strategies for the realisation of a shared development vision.

The urban regeneration highlights special measures that are to be implemented and addressed in Ixopo which include gateways (entry/ exit points), CBD expansion. CBD integration, activity streets, development precincts and rural or urban interface (growth boundary). The provision of a unique gateway landmark will improve legibility and the identity of Ixopo upon entering the town via the R56. The urban regeneration initiative promotes availability to infrastructure and supports SMME development. The objective of CBD integration refers to the effective integration of the area between uptown and downtown using rezoning and relocation of certain land uses as measures to make this possible.

The expansion of the CBD is indicated to the direction of the future growth of Ixopo town, which is the north of the existing town. An alternative linkage is suggested which would facilitate long-term integration between uptown and downtown, as well as identifying additional activity streets. The urban regeneration highlights that Ixopo can be divided into various precincts providing the opportunity of smaller functional areas. This will also enable the municipality to prioritise areas most in need of planning and outline the desired future development of the area. a

comprehensive Urban Regeneration Strategy document and production of accompanying mapping. The fulfilment of deliverables as contemplated on the section below as the following elements to be covered:-

- Development vision, strategy and plan for the town;
- Spatial integration within an existing small town economy;
- Nodal development 'creating neighbourhoods', and reconsidering initial development plans;
- A facelift for the town and/or marketing the town CBD upgrade;

It should be noted that the 2016 Draft Urban Regeneration Plan will be facilitated to be finalised and adopted during the course of 2017.

NODES AND MOVEMENT CORRIDORS:
NODES

The various nodes are distinguished in terms of whether they are:

- Existing and to be maintained at that level
- Existing at a lower level and to be extended and consolidated into a higher level node
- New nodes to be introduced and phased in over time and as thresholds occur, but shown at the level which is ultimately intended.

THE PRIMARY NODE

The area of Ixopo town is identified as a single Primary Node which will function as the main administration and economic town servicing uBuhlebezwe Municipality. The level of services and facilities of this area needs to be improved to complement this function.

Nodal Key Issues:

- The town centre can benefit from an urban regeneration programme which can introduce urban greening, proper street lights and street furniture.
- Furthermore any intervention geared towards spatial reorganisation will benefit the CBD immensely.
- There is a need to redefine land use management in the CBD and the resultant review of zoning measures.
- Review of certain existing uses currently located within the CBD but not appropriate in their locations.
- There is need to consider appropriate shelter for informal traders at strategic points
- Such shelter should be within easy access to public ablutions.
- There is a need to consider upgrade of existing infrastructure
- Projects that can be linked to corridor promotion are also suggested.

In each financial year, the Municipality prioritises projects within Ixopo which will see the town growing and attracting investments. The best identified approach is to gain ownership of farms and develop them with Housing projects and commercial activity. The Municipality has purchased Ogle Farm, and is looking at sourcing funding for the purchasing of Craigieburn Farm in the future, to further Develop Ixopo

THE SECONDARY NODE

The area of Highflats is identified as the Secondary Node. Highflats has the potential to be developed into a smaller administrative centre complemented by some commercial activities.

Nodal Key Issues:

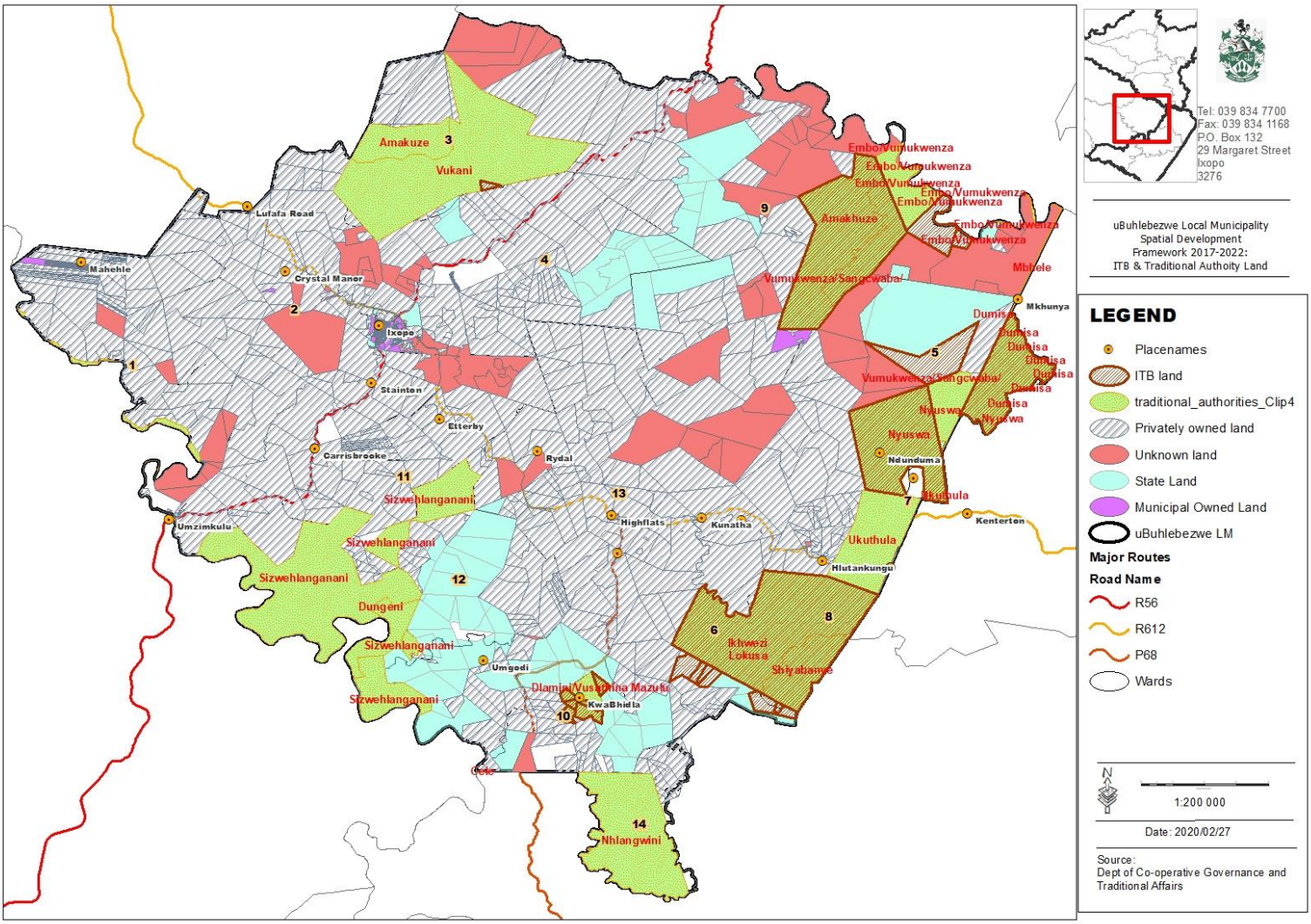
- Need for proper road and place signage
- Need to promote adventure tourism
- Need to upgrade services and infrastructure
- Formalisation of the residential development and;
- Introduction of land use management relevant to the node
- It is suggested that service roads be introduced to properly access the node which is currently established in linear pattern along the main road.

It is anticipated that with the development of this area, a significant commercial node, there will be an influx of external skills required to support some the proposed projects. In this regard, areas for future residential development have been set aside. Ubuhlebezwe's vision for Highflats includes expanding commercial activity in the area that already has activity, along the R56. We have earmarked the Esperanza Farm for commercial and middle income activity, and Walker Farm for Low cost housing.

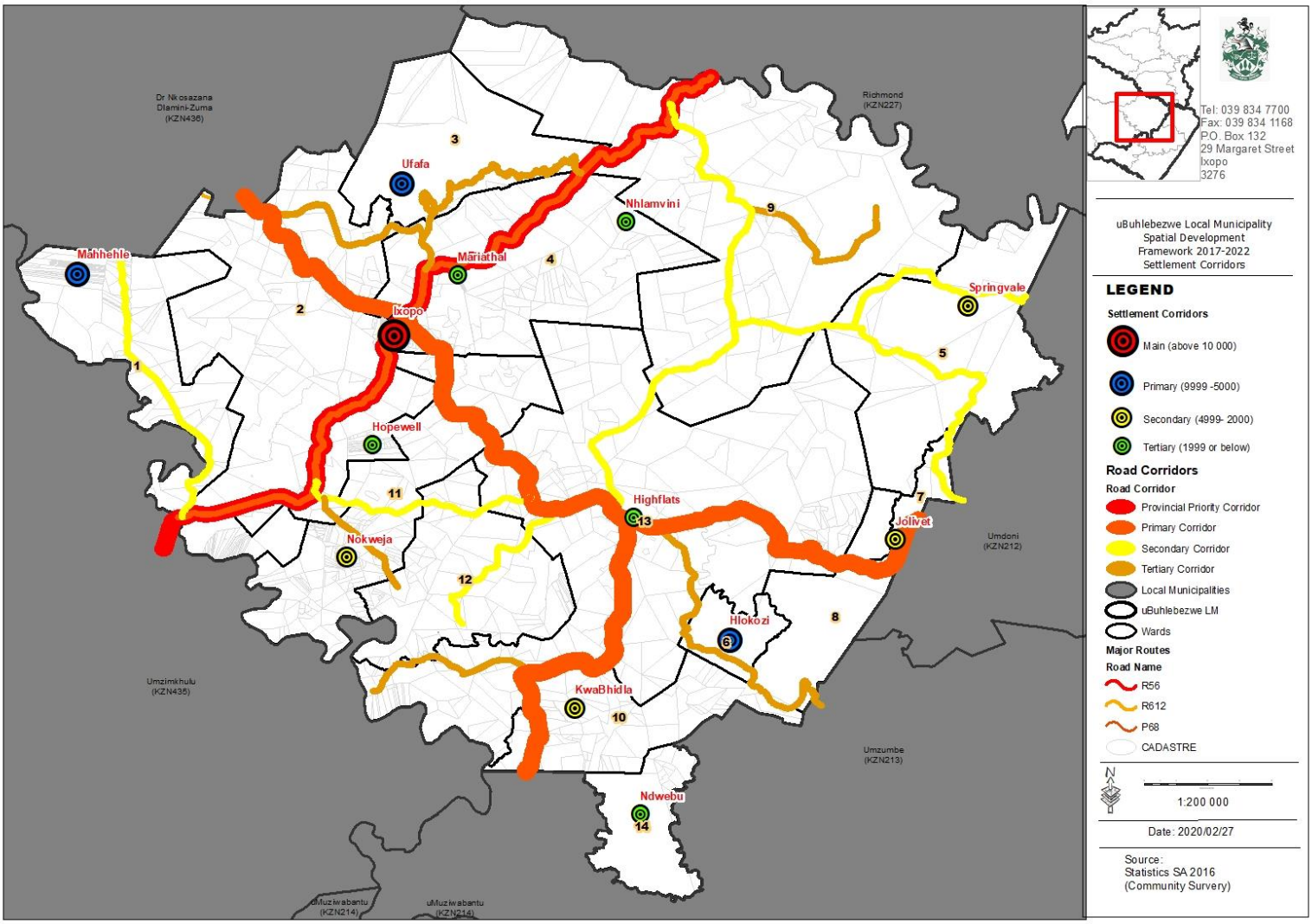
TERTIARY NODE

The areas of Mahehle, Nokweja, Jolivet, and Hlokozi are identified as Tertiary Nodes given the available services, facilities and functions. It is intended that the nodes will become a commercial node comprising of retail and agricultural activities. In terms of the noted tertiary nodes around the municipal jurisdiction, the Jolivet and Hlokozi areas are the most fast growing judging with much economic activity taking place in and around these two nodes. The Municipality has been receiving more and ingonyama trust applications meaning they are interested in getting themselves the recognition to own land i.e. getting approval from the Trust as formal permission to occupy their land and further formally develop their existing and planned businesses. This shows that there is interest in pursuing business activity and it seems to be concentrated in one point per the above nodes and providing the short-term commercial needs of communities surround these settlements.

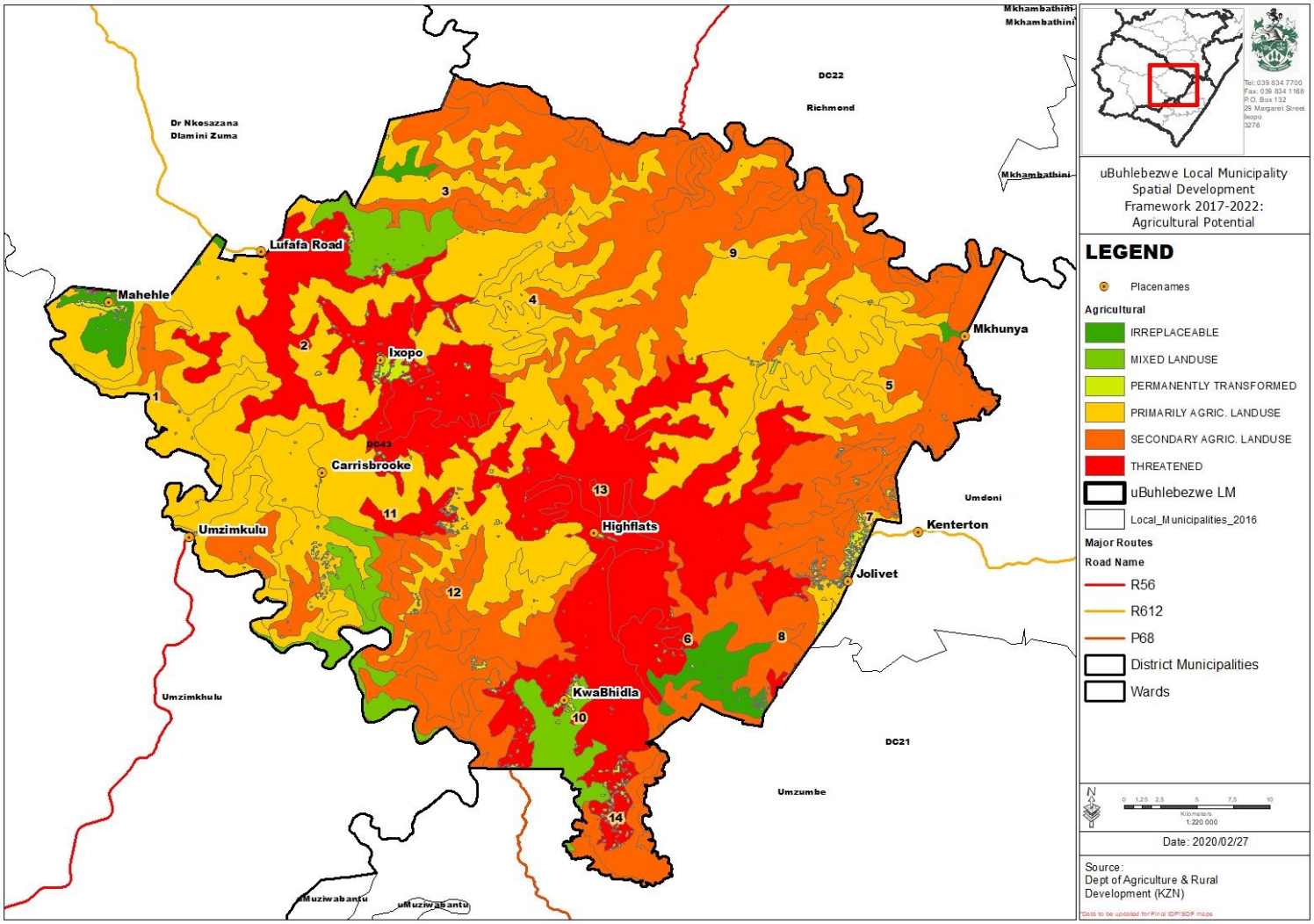
JOLIVET NODE
MAHEHLE NODE
NOKWEJA NODE
HLOKOZI NODE



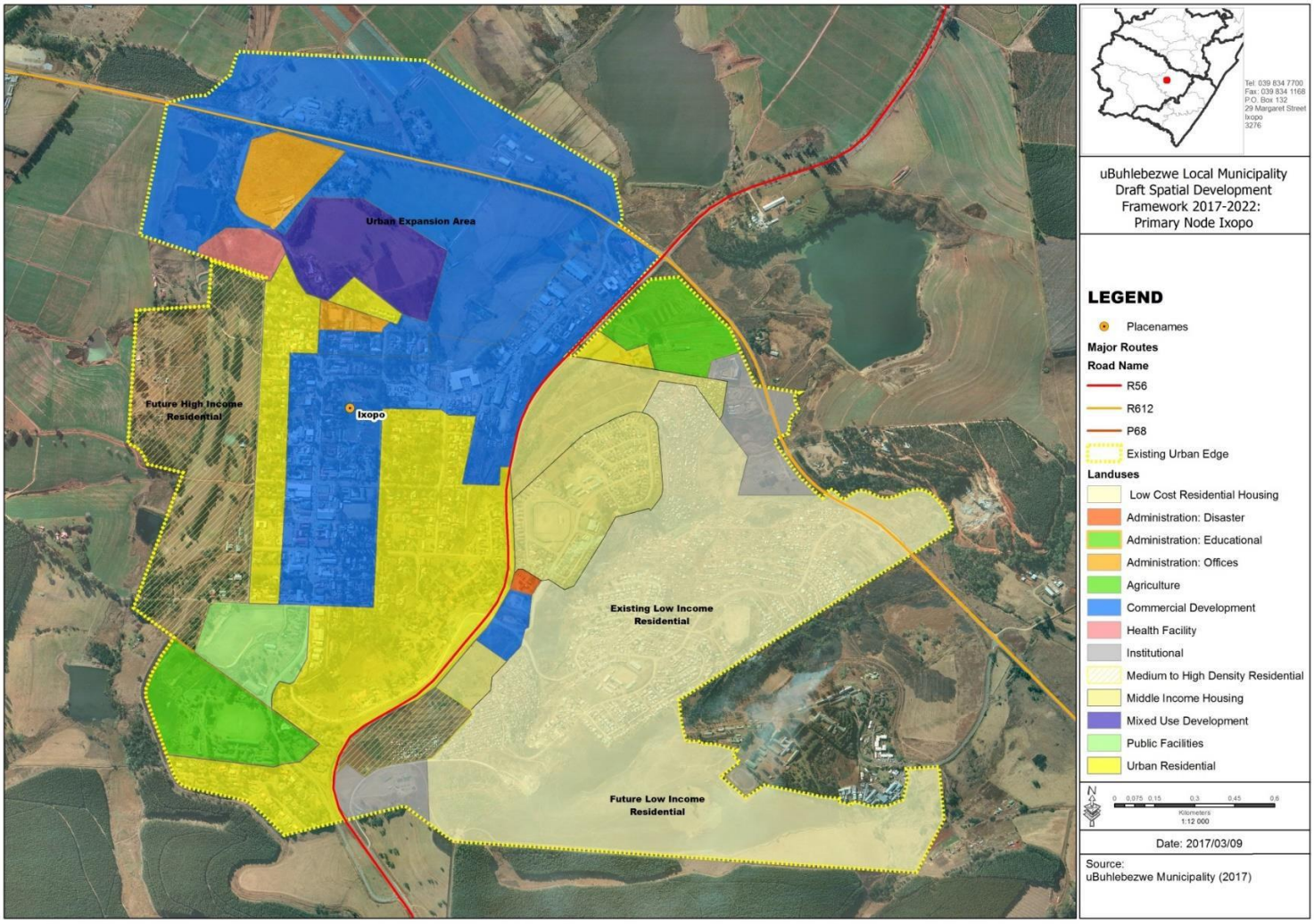
Land Ownership



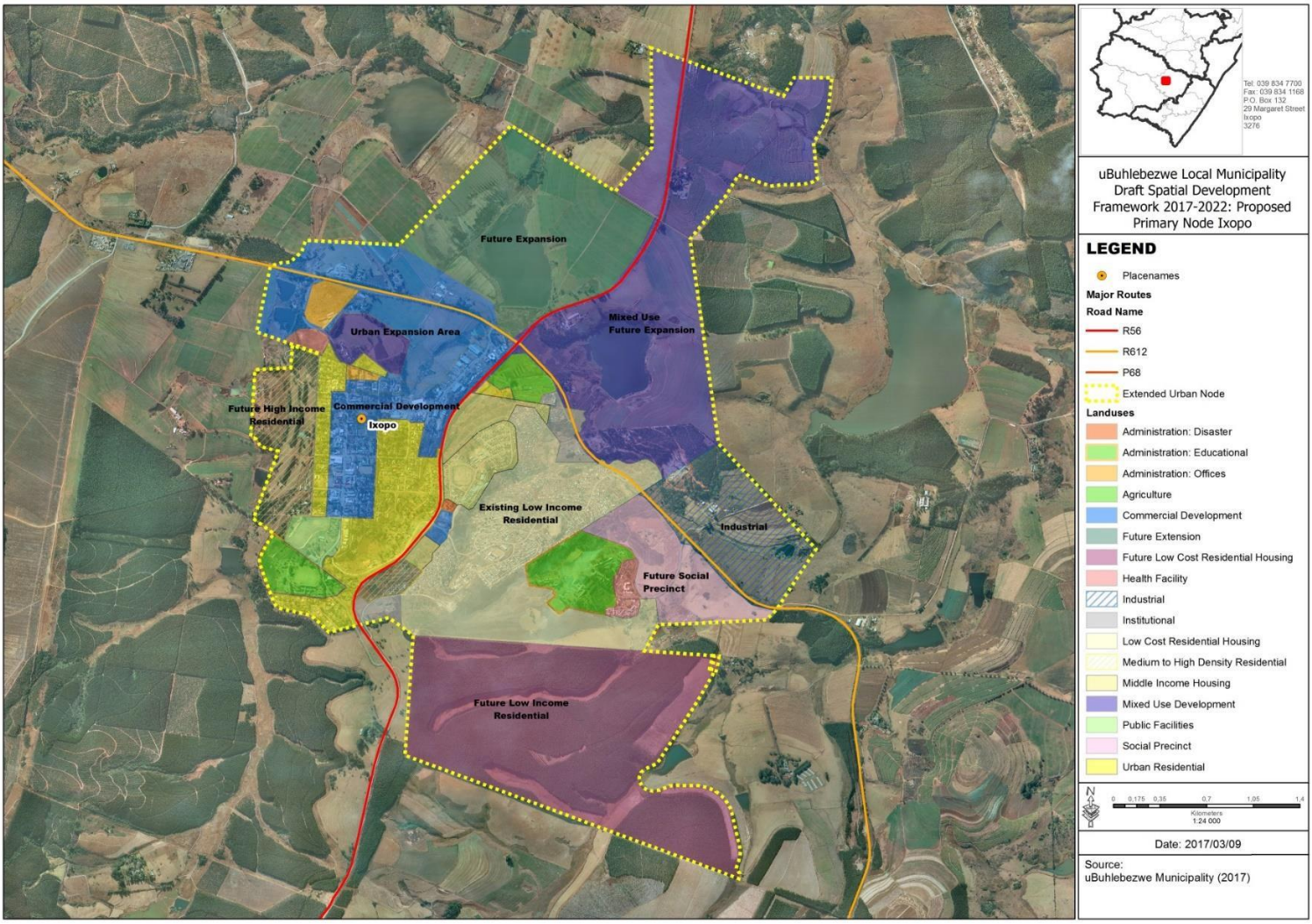
Settlement Corridors



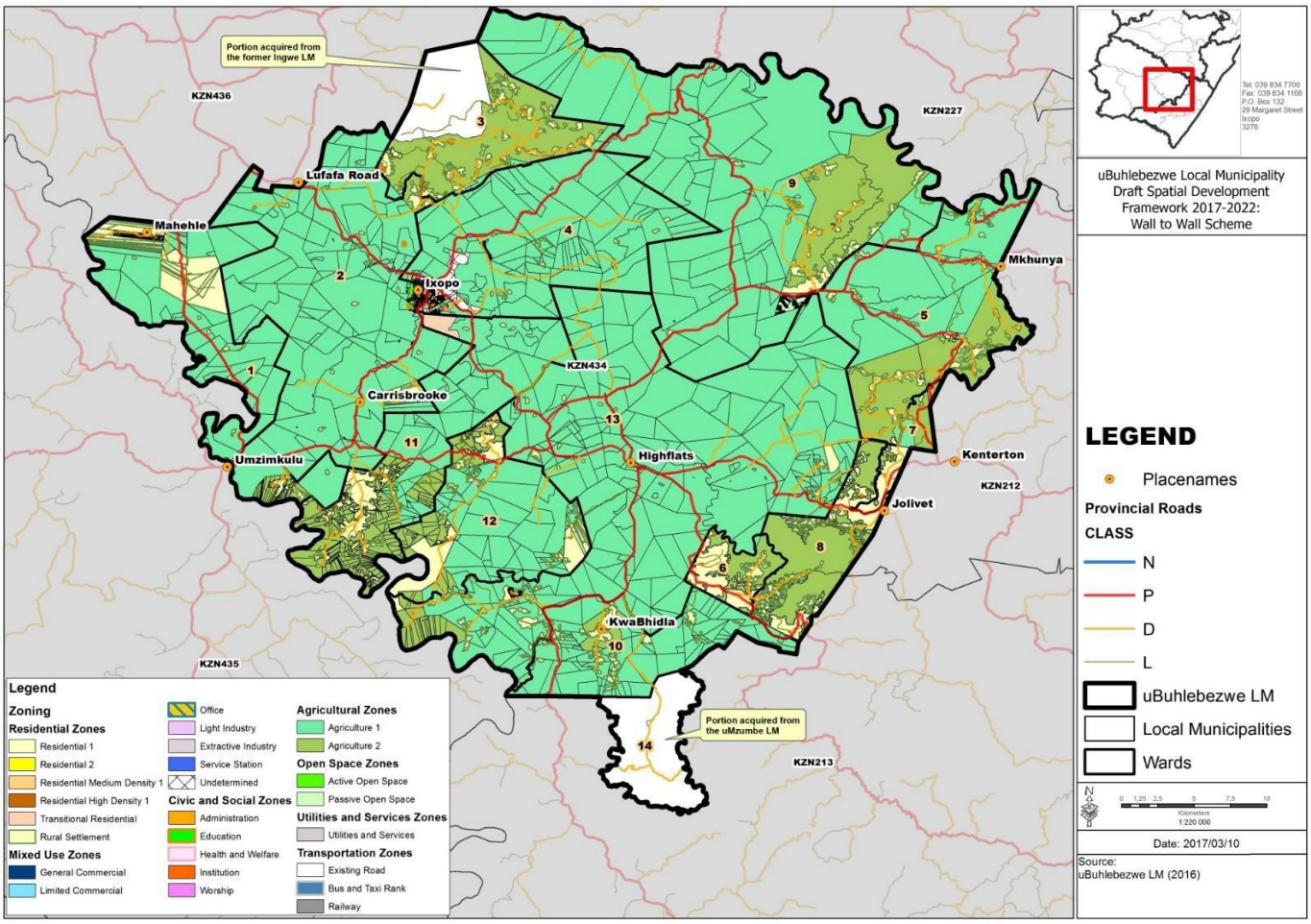
Agricultural Potential Areas



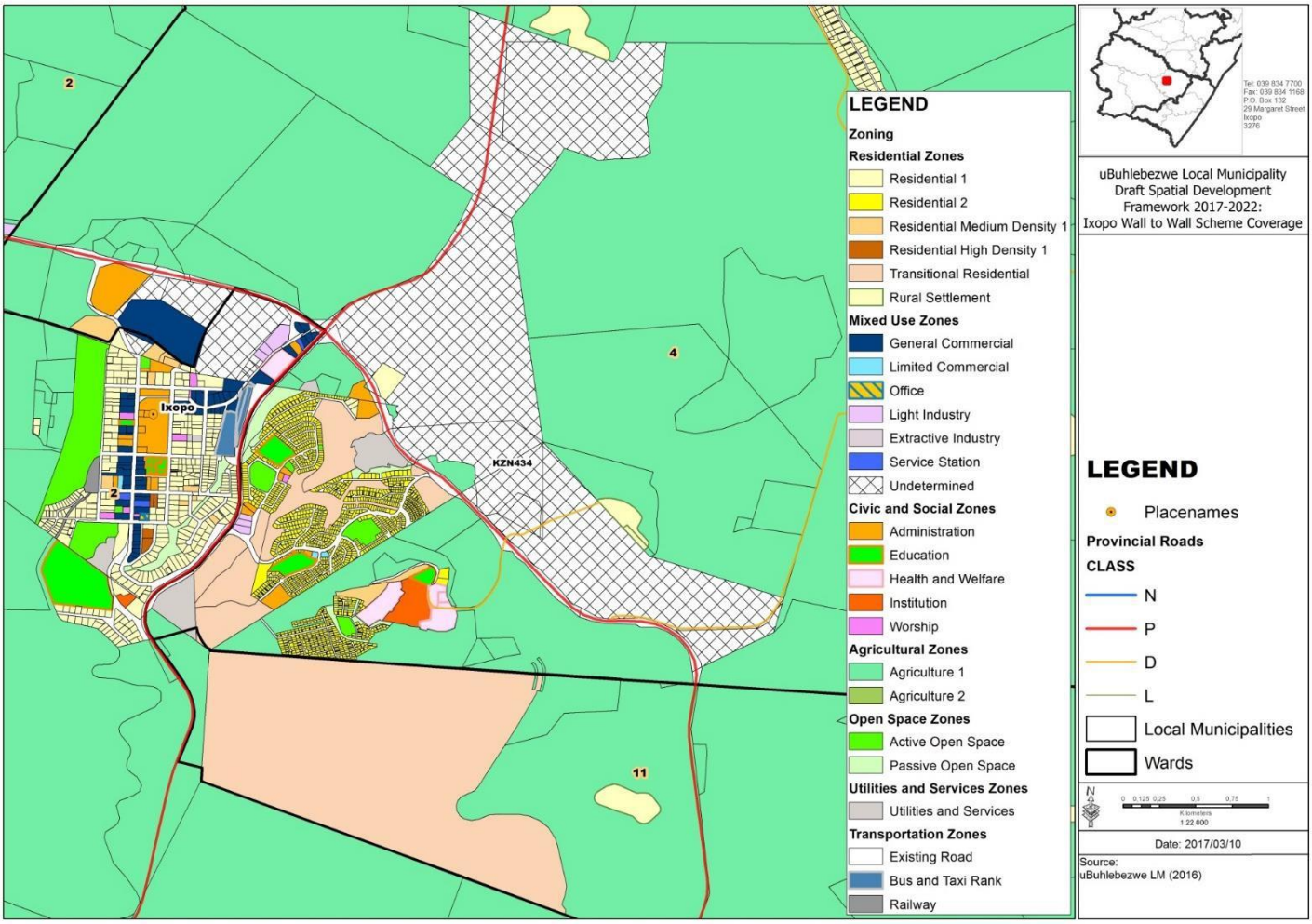
The desired spatial outcome



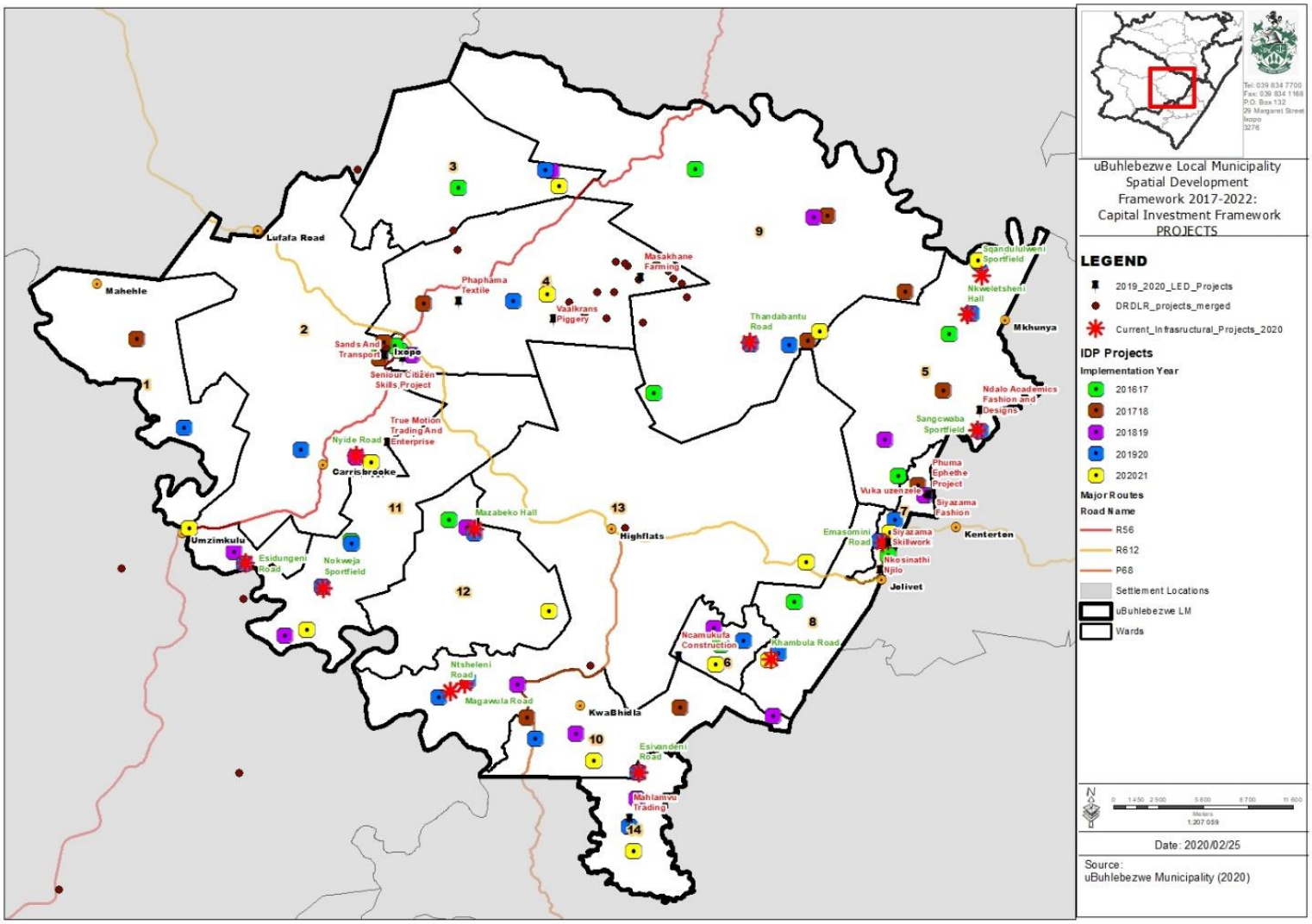
The desired spatial outcome



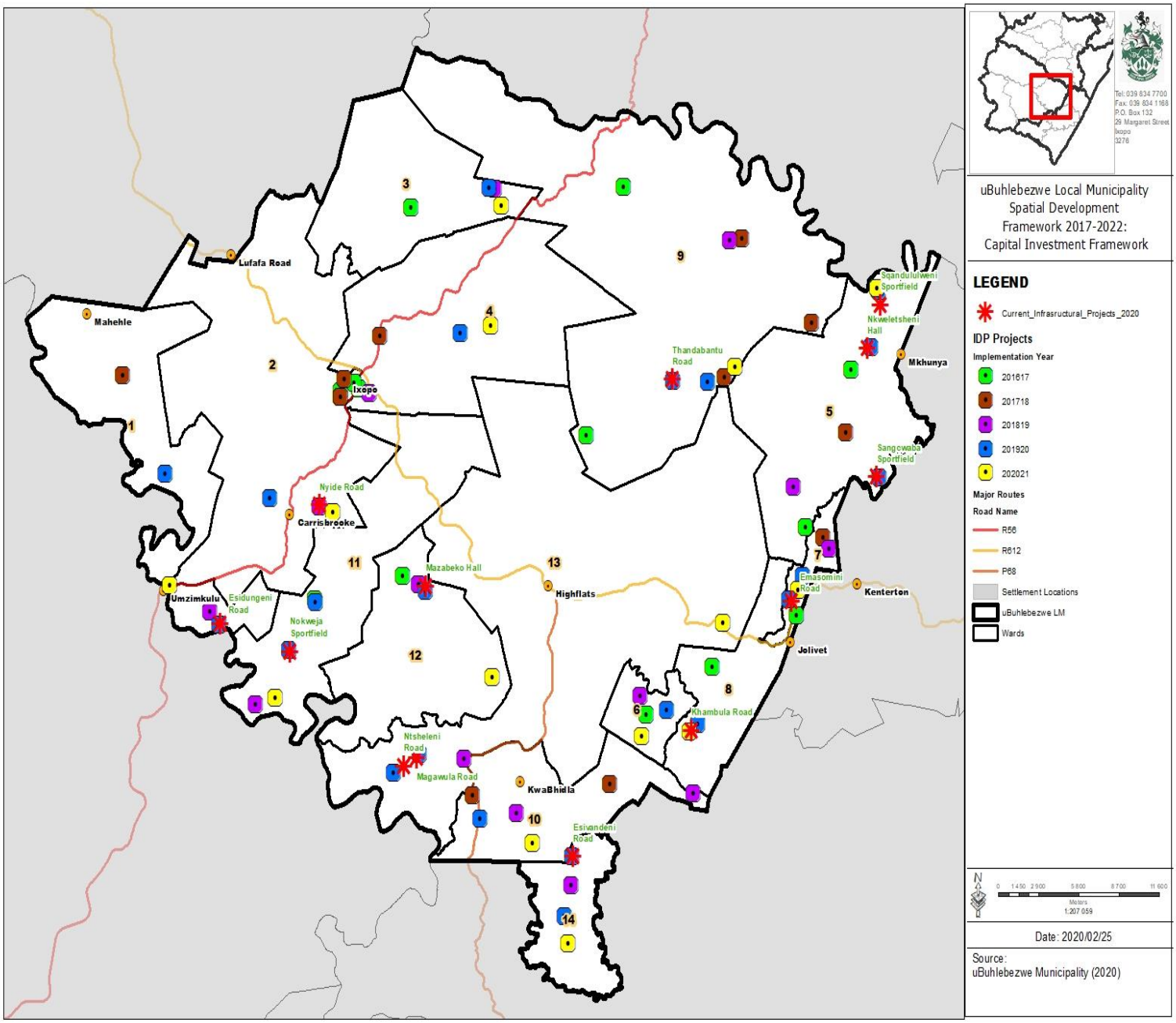
Spatial reconstruction of the municipality



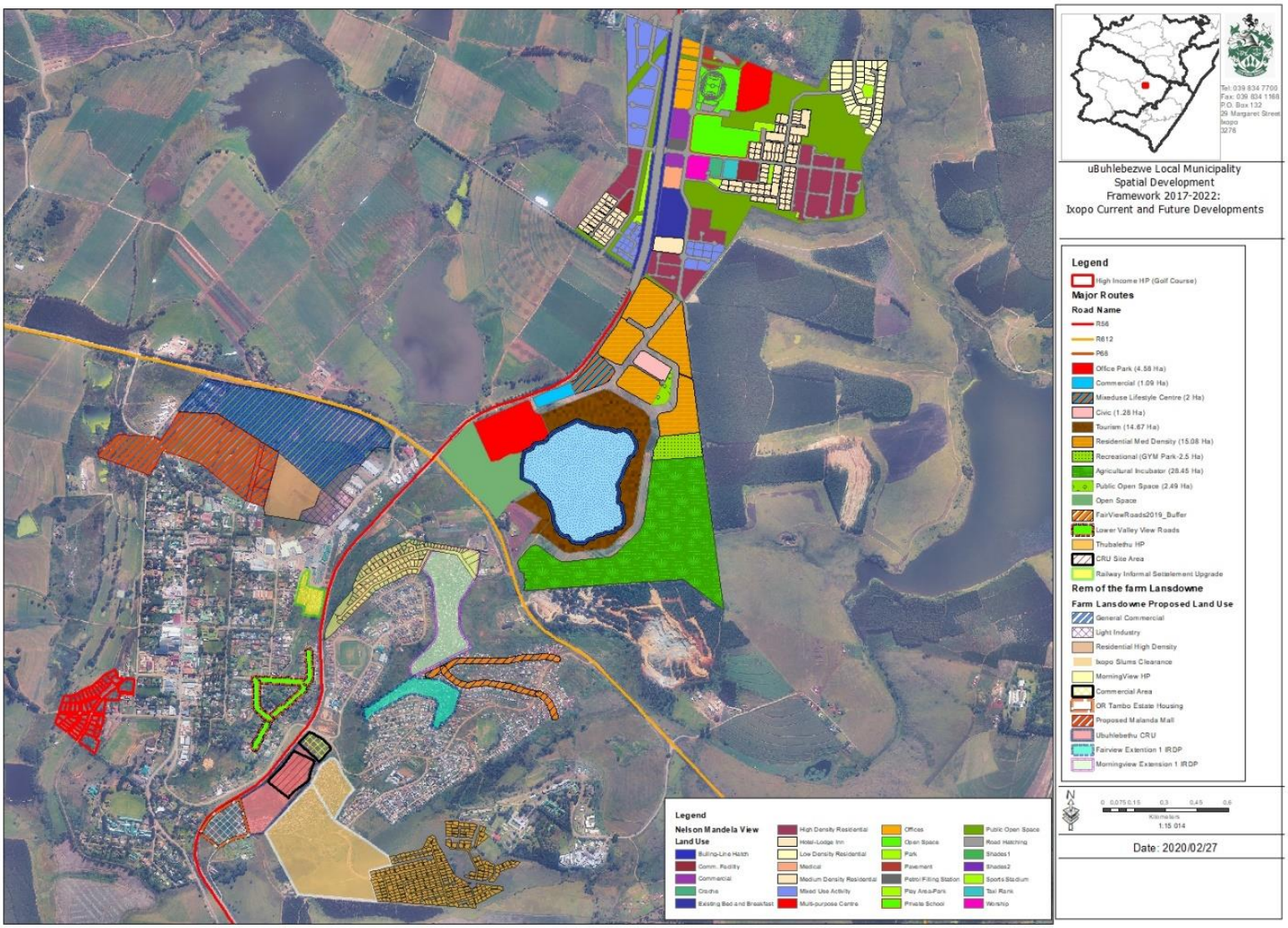
Spatial reconstruction of the municipality



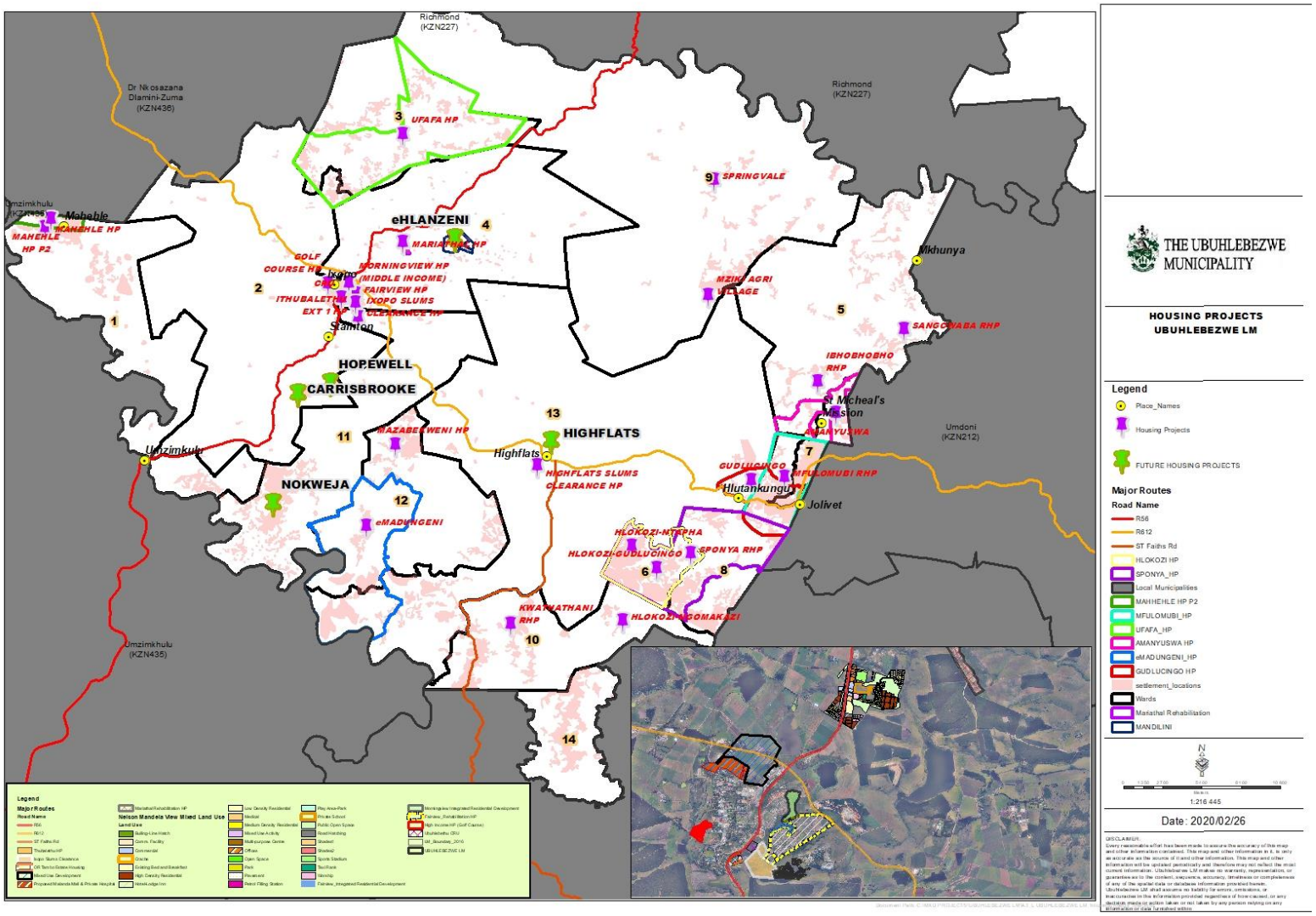
capital infrastructure framework projects



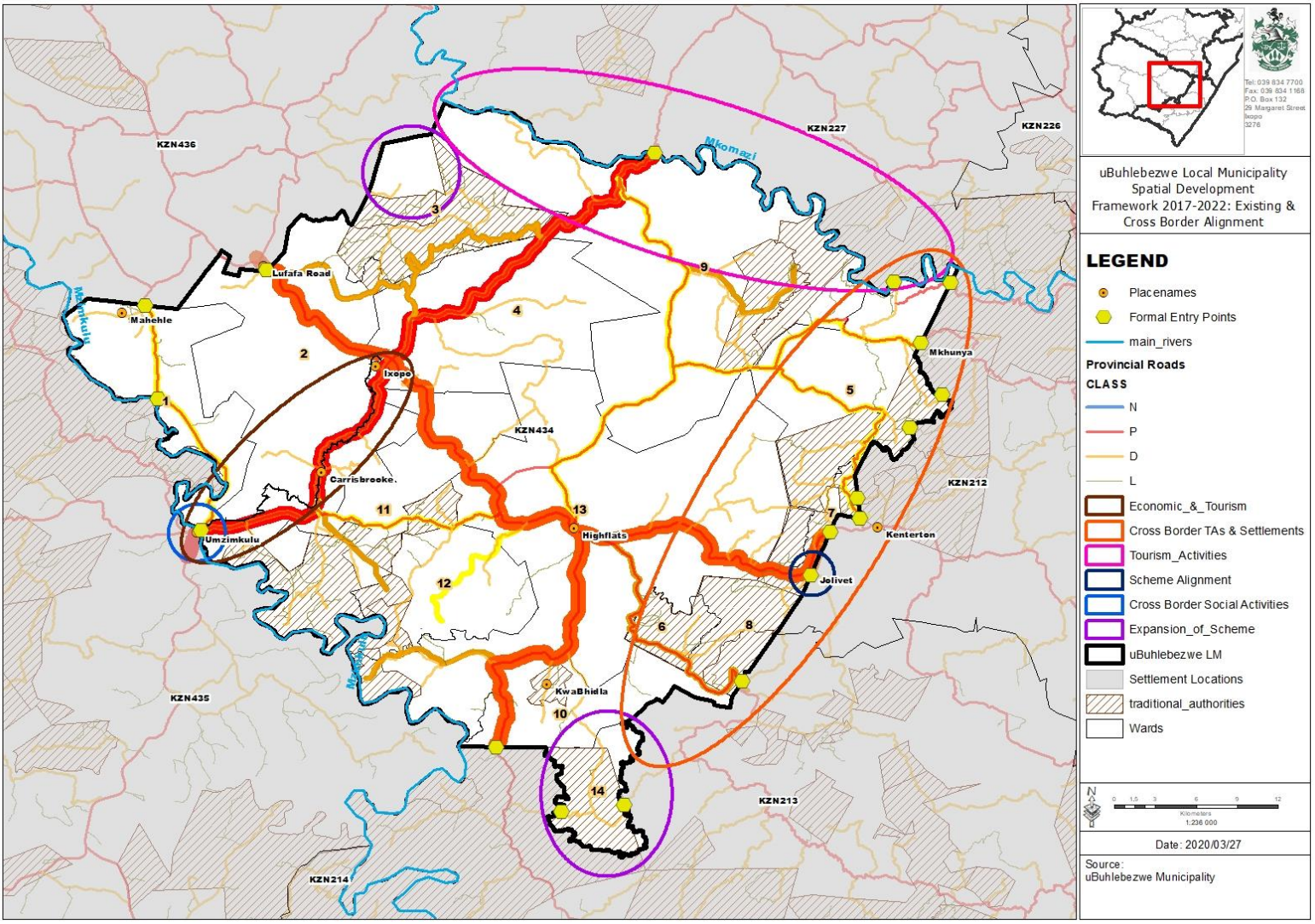
Capital Investment Framework

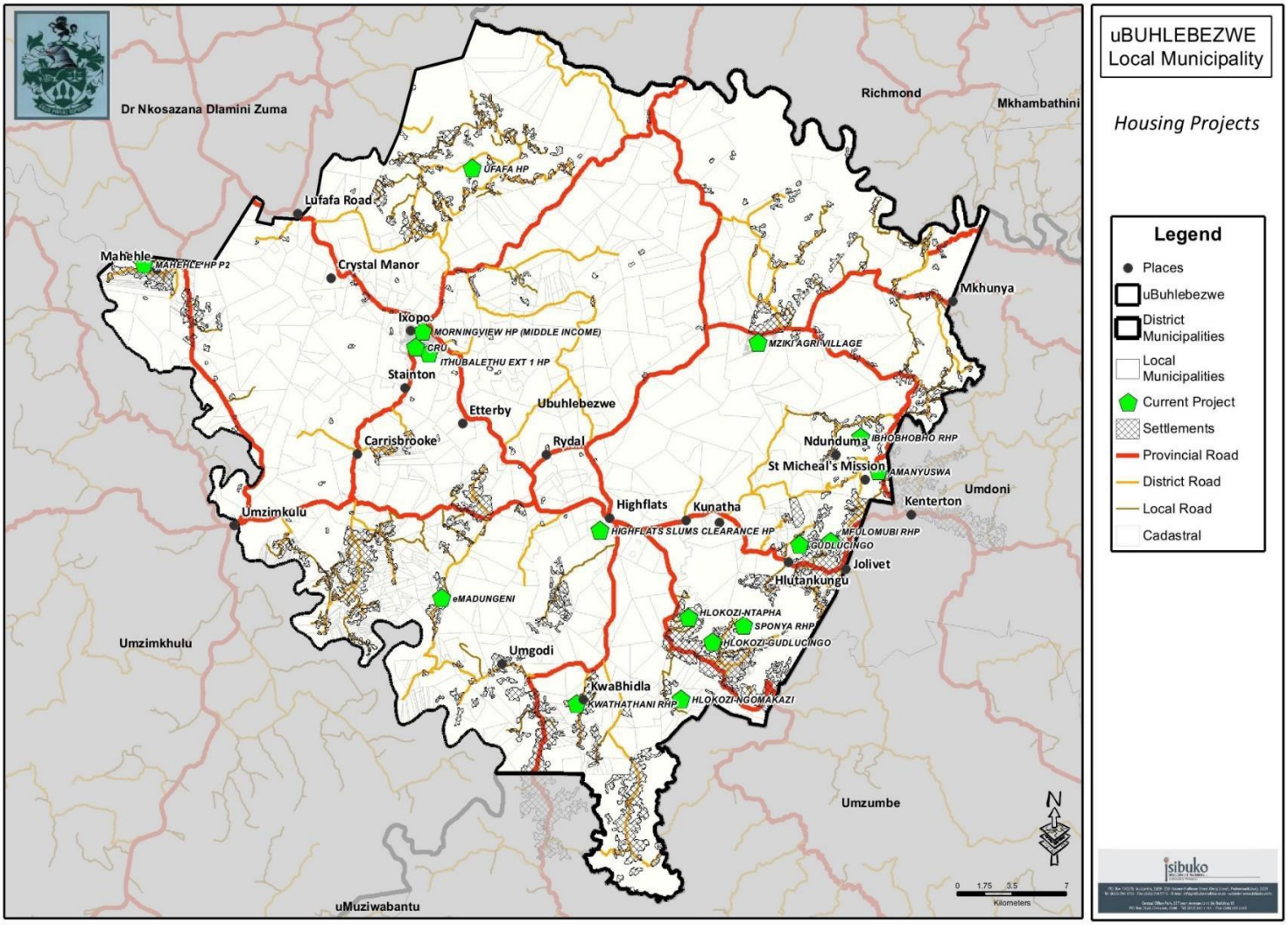


Existing and future development

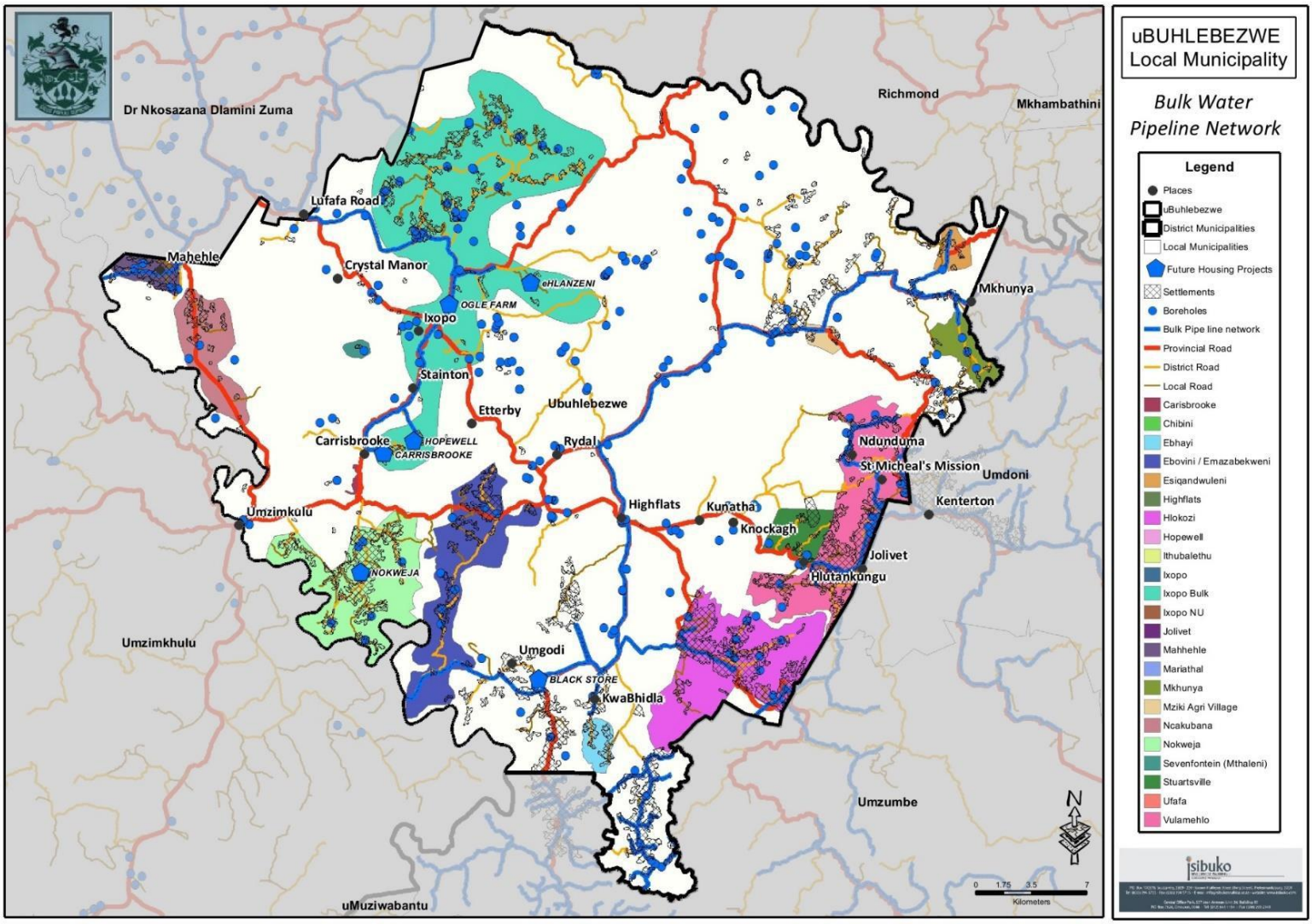


Housing projects

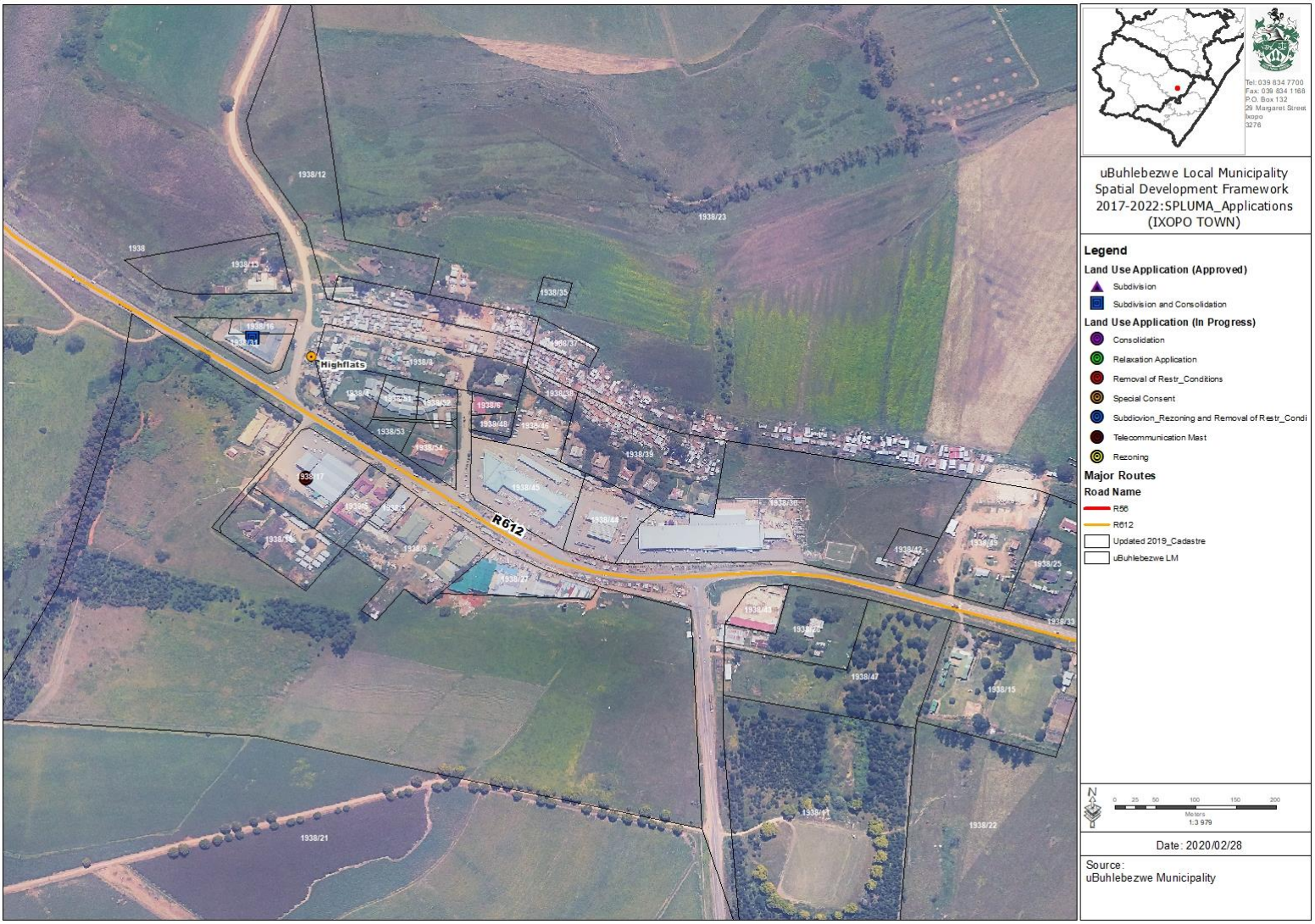

KZN436
KZN227
KZN226
Mkomazi
Mahehle
Lufafa Road
Ixopo
Carrisbrooke
Umzimkulu
KZN434
KZN212
Highflats
Kenterton
Jolivet
Mkhunya
KwaBhidla
KZN435
KZN213
KZN214
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uBuhlebezwe Local Municipality
Spatial Development
Framework 2017-2022: Existing &
Cross Border Alignment
LEGEND
Placenames
Formal Entry Points
main_rivers
Provincial Roads
CLASS
N
P
D
L
Economic_&_Tourism
Cross Border TAs & Settlements
Tourism_Activities
Scheme Alignment
Cross Border Social Activities
Expansion_of_Scheme
uBuhlebezwe LM
Settlement Locations
traditional_authorities
Wards
Kilometers
1:236 000
Date: 2020/03/27
Source:
uBuhlebezwe Municipality



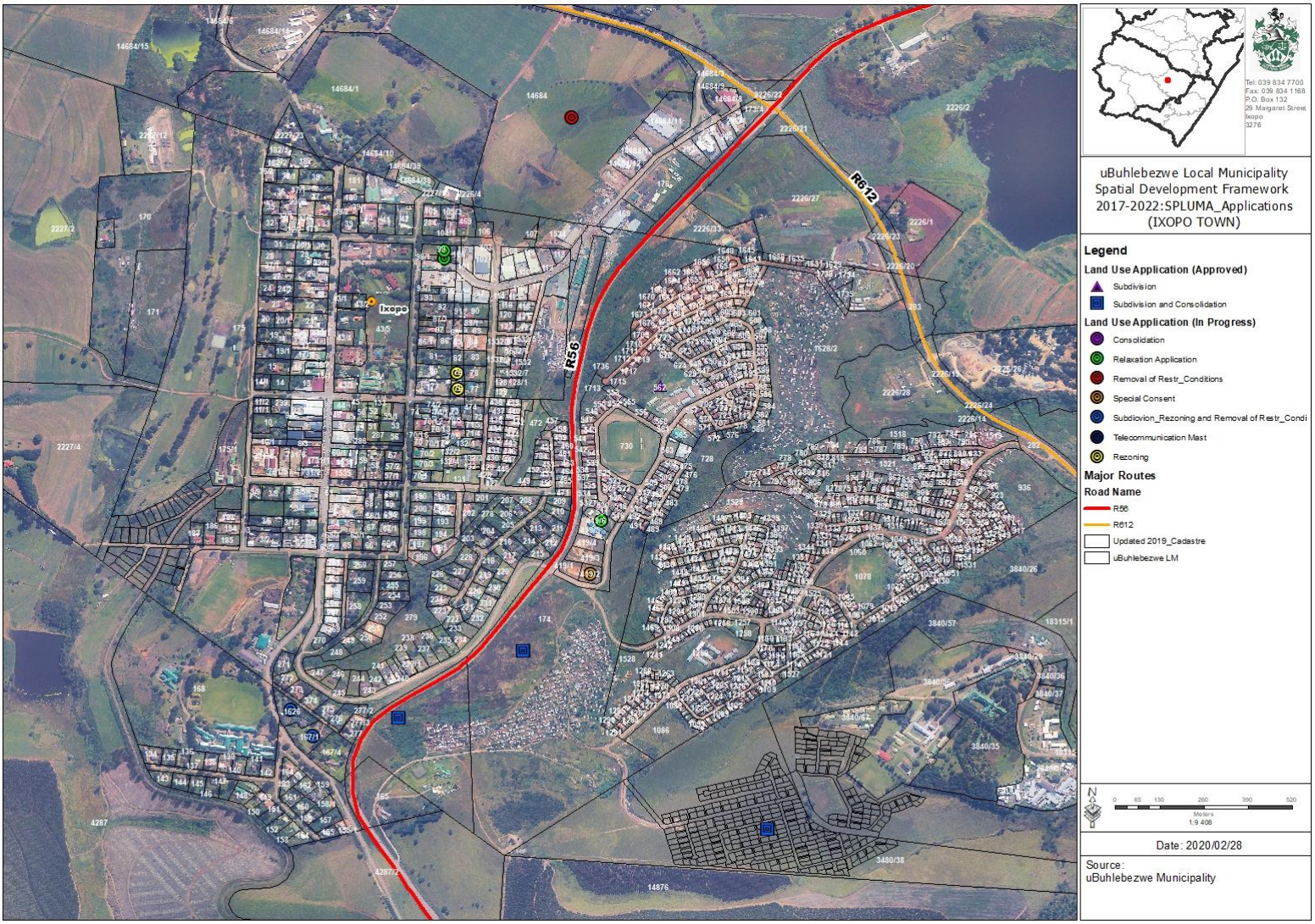
strategic interventions



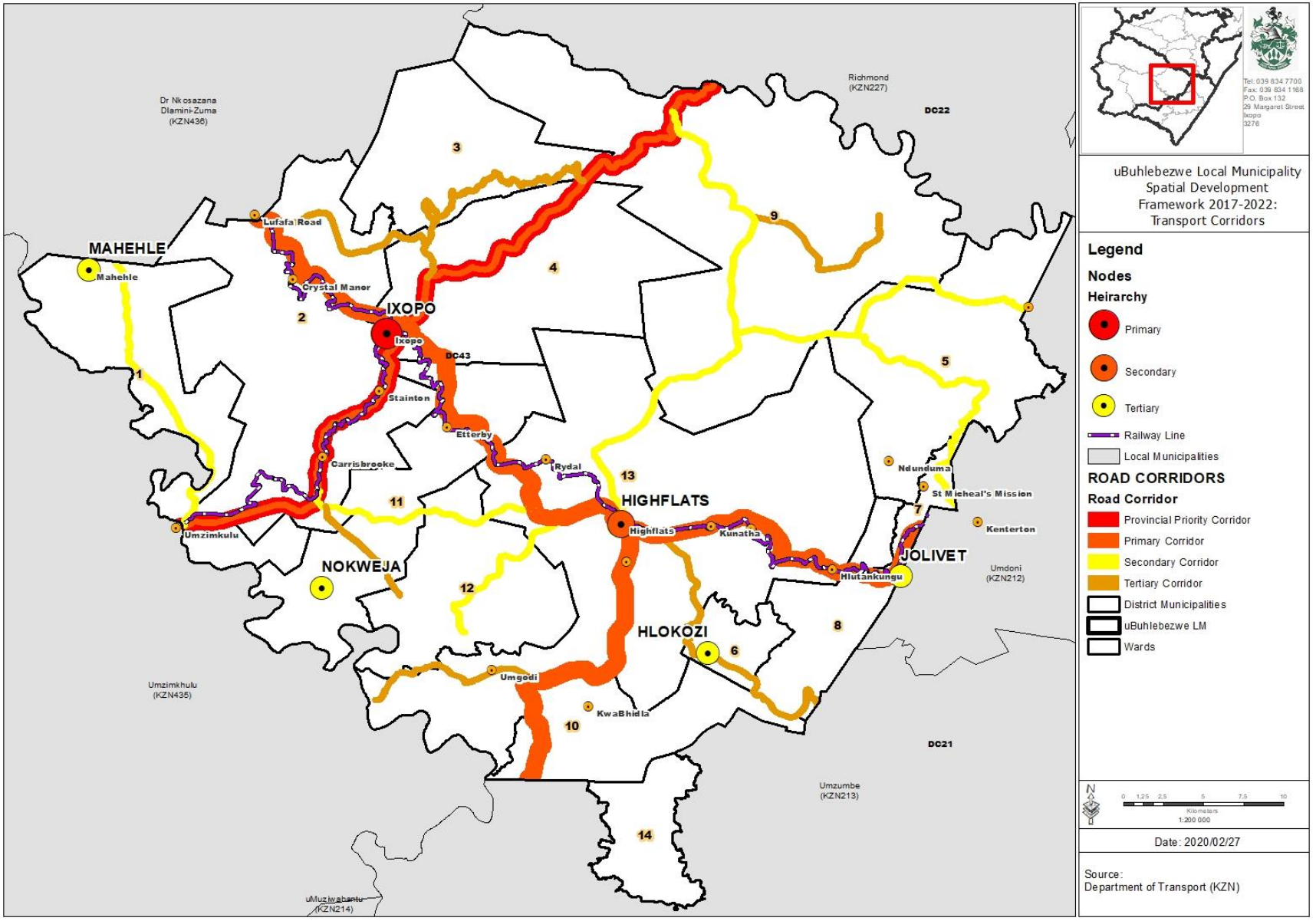
Strategic Intervention



Ixopo Town – SPLUMA application



Spluma Application (Ixopo Town)



Transportation corridors

Capital Investment Framework

The Capital Investment Framework (CIF) is a translation of the development goals and strategies reflected in the municipality's SDF and IDP into implementable projects with corresponding budget allocations and timeframes. Given the high demand for accelerated infrastructure development and maintenance, the CIF forms a fundamental aspect of the Ubuhlebezwe's delivery strategy. The projects emanate from the community needs identified as part of the IDP process and directly reflect the municipality's efforts to address backlogs in the delivery of basic services.

It therefore indicates the municipality's investment priorities in the form of capital projects collated from the relevant sectorial departments. As part of the municipality's broader strategic and financial planning objectives, the CIF will therefore act as a framework for the integration of sectorial development projects and provide an indication of:

- The extent infrastructural projects to be implemented;
- The CAPEX budget required for these infrastructural projects;
- The availability of finance for this capital expenditure (capex);
- The operational expenditure (opex) budget required for the operation and maintenance of the infrastructure to be provided; and
- The available revenue options in terms grants and borrowing within the provisions of the municipal fiscal framework.

DEVELOPMENT PRIORITIES:

The municipal IDP identifies a number of development priorities for Ubuhlebezwe as follows:

- Agricultural sector development;
- Timber sector development;
- Public transport infrastructure;
- Tourism development;
- Economic development;
- Electricity;
- Youth development;
- Social infrastructure;
- Water and sanitation;
- Land accessibility;
- Access to housing;
- Climate change;
- Biodiversity conservation;
- Roads and storm water infrastructure;
- Solid waste management;
- Service delivery back logs;
- Access to community facilities;
- Slum clearance;
- Investment and economic opportunities;

ENVIRONMENTAL AND BIODIVERSITY:

Ubuhlebezwe Local Municipality is currently developing the Strategic Environmental Assessment (SEA) which will be aligned to the Environmental Management Framework current being prepared by the Harry Gwala District. The SEA will culminate into a Strategic Environmental Management Plan (SEMP) product. The SEMP is a strategic tool that will assist the municipality in determining the opportunities and constraints that are placed on the environment by the current and future developments. The municipal Spatial Development

Framework (SDF) will be assessed and aligned through the SEA process. The alignment will form basis for strategic spatial planning in the municipality by identifying areas where development is compatible, restricted or unsuited to conditions contained in the guidelines and Environmental Control Zones of the SEA. The SEA will assist the municipality in ensuring that sensitive areas such as areas with critical biodiversity, floodlines, wetlands, protected areas are set aside.

In terms of waste management, the Municipality has the Integrated Waste Management Plan (IWMP) which was approved by the Council in 2015. The development of the new cycle IWMP is in Draft format, awaiting Council approval. The development of IWMPs is mandatory as stipulated in Section 11 of the Waste Act. The IWMP assist the municipality in waste management (waste collection, waste storage and waste disposal).

The Department of Environmental Affairs has facilitated the development of the Climate Change Response Strategy for the Harry Gwala District. The climate change vulnerability assessment for the District has been undertaken. The assessment is based on tool produced by the Local Government Climate Change Support Program. Once the Climate Change Response Strategy for the District is being completed, Ubuhlebezwe Municipality will be in a position to determine the level of vulnerability of Ubuhlebezwe to climate change as well as devise the strategies that the municipality could adopt in order to respond to the climate change.

ENVIRONMENTAL SECTOR TOOLS AND CONDUCTION OF BIODIVERISTY ANALYSIS AND DETERMINATION OF SENSITIVE AREAS.

Hydrology:

Three catchments are present within the Ubuhlebezwe Municipality that constitute the main Umvoti to Umzimkulu Water Management Area. The three catchments are:

- Mzimkulu catchment area
- Mkomazi catchment area
- Mzumbe catchment area

The Mzimkulu River catchment include the T52A, T52C and T52D quaternary catchments, the Mkomazi catchment include the U10J, U10K and U10L quaternary catchments and the Mzumbe catchment include the U80B, U80E, U80G and U80J quaternary catchments.

The following Rivers are present in the Ubuhlebezwe Municipality:

- Mkomazi River
- Mpambanyoni River
- Ncalu River
- Mtwalume River

- Nhlavini River
- Ndonyane River
- Xobho River
- Mgodi River
- Mzimkulu River
- Mhlabatshane River
- Mzumbe River
- Ndonyane River

There are a number of wetland systems distributed in the municipality with the three largest wetland systems at Ixopo, Highflats and on the Lufafa River.

Vegetation

The vegetation of Ubuhlebezwe Municipality can be described as follows:

- The dominant vegetation type is the Midlands Mistbelt Grassland, covering most of the north-western and south-western parts of the municipality. This vegetation type occurs at an altitude of 760-1400 m and is characterised by Hilly and rolling landscape mainly associated with a discontinuous east-facing scarp. The vegetation type is dominated by forb-rich, tall, sour Themeda triandra grasslands transformed by the invasion of native 'Ngongoni grass (Aristida junciformis subsp. junciformis). Most of this vegetation type has been transformed by plantations.
- The northern parts of the municipality are characterised by the Eastern Valley Bushveld vegetation type. This vegetation type occurs in areas with deeply incised river valleys at an altitude of 100-1000 m and is characterised by semi-deciduous savanna woodlands in a mosaic with thickets, often succulent, dominated by species of Euphorbia and Aloe. Most of the river valleys run along a northwest-southeast axis which results in unequal distribution of rainfall on respective north-facing and south-facing slopes since the rain-bearing winds blow from the south. The steep north-facing slopes are sheltered from the rain and also receive greater amounts of insolation adding to xerophilous conditions on these slopes. Most of this vegetation type remains as natural areas.
- The south, south western, eastern and central parts of the municipality consist of Ngongoni Veld. This vegetation type occurs at an altitude of 400-900 m and is characterised by dense, tall grassland dominated by unpalatable, wiry Ngongoni grass (Aristida junciformis), with this monodominance associated with low species diversity. Thornvelds are found in valleys at lower altitudes, where this vegetation unit grades into KwaZulu-Natal Hinterland Thornveld and Bhisho Thornveld. Bush clumps contain species like Acacia species, Cussoni spicata, Ziziphus mucronata, Coddia rudis, Ehretia rigida etc.
- KwaZulu-Natal Sandstone Sourveld is found in the eastern and south eastern parts of the municipality. This vegetation type occurs at an altitude of 500-1100 m. Short, species-rich grassland with scattered low shrubs and geoxylic suffrutices. Proteaceae trees and shrubs like Protea, Leucospermum and Faurea can be common.
- KwaZulu-Natal Hinterland Thornveld is found in the northern parts of the municipality. This vegetation type at an altitude of 450-900 m and is characterised by Thornveld dominated by Acacia species on undulating plains found on upper margins of river valleys.
- Southern KwaZulu-Natal Moist Grassland is found in the eastern part of the municipality. This vegetation type occurs at an altitude of 1040-1440 m. Gently sloping valley bottoms of tall mixed veld dominated by Hyparrhenia hirta and sparsely scattered Acacia sieberiana. Themeda triandra is the dominant grass on veld that has been well managed and many species of Drakensberg Foothill Moist Grassland are well represented and include Diheteropogon filifolius, Harpochloa falx and Trachypogon spicatus. Overgrazed areas become dominated by 'mtshiki' species such as Sporobolus pyramidalis. Selective grazing causes certain wiregrass species (Elionurus muticus and Aristida junciformis) to become abundant.
- Other vegetation types found in the municipality are small portions of the Eastern Mistbelt Forests, Scarp Forests and Eastern Temperate Wetlands.

Topography

Ubuhlebezwe demonstrates rugged terrain with hilly rolling country. In the East numerous river valleys fragment the Local Municipality making the topography steep with gently sloping valley bottoms. The landscape spans a range of altitudes from 1240 meters to 450 meters.

Geology and Soil

The geology and soils occurring in the municipal area can be summarised as follows:

- The western portion is underlain by Ecca Group Arenite and Shale which extend into the central portion.
- The central portion is underlain by Tillite and Dolerite, and the eastern portion is underlain by Gneiss and Natal Group Arenite.
- The soils around Ixopo are leached with a low nutrient status and problems with Phosphorus fixation and aluminium toxicity, these soils have low agricultural potential.
- The soils east of Ixopo on the hillsides are shallow of Mispah and Glenrosa.
- Deep alluvial soils are found in the valley bottoms pockets. Areas of calcareous duplex soils are also found east of Ixopo, these soils are highly erodible.
- Around the edges of Ubuhlebezwe municipality soils are of the Table Mountain Sandstone plateau, with rugged low potential soils in the north of the Local Municipality. On the eastern boundary of the Municipality the soils are acid and leached. They consist of shallow sandy soils derived from the Table Mountain series with heavier soils that are derived from dolerite and Dwyka Tillite.
- Within the Ubuhlebezwe Local Municipality small pockets of high potential soils do occur, erosion on the steep slopes is problematic in these areas.
- Synthesis

- The geological features of a site determine the drainage features and patterns and the location of aquifers;
- Identify areas that present a high risk geotechnically due to their unsuitability due to steep slopes or susceptibility to flooding.
- Rock types found in the area must be identified.
- Risks associated with each rock type must be interpreted and categorised.
- The following aspects should be considered for any development.
- There are different structural requirements for foundations on different soil types (e.g. collapsible soil, clay, undermined areas);
- The cost of development, suitable land uses and density of development differ for various soil types;
- Slope and soil type indicate susceptibility to erosion.

Topography

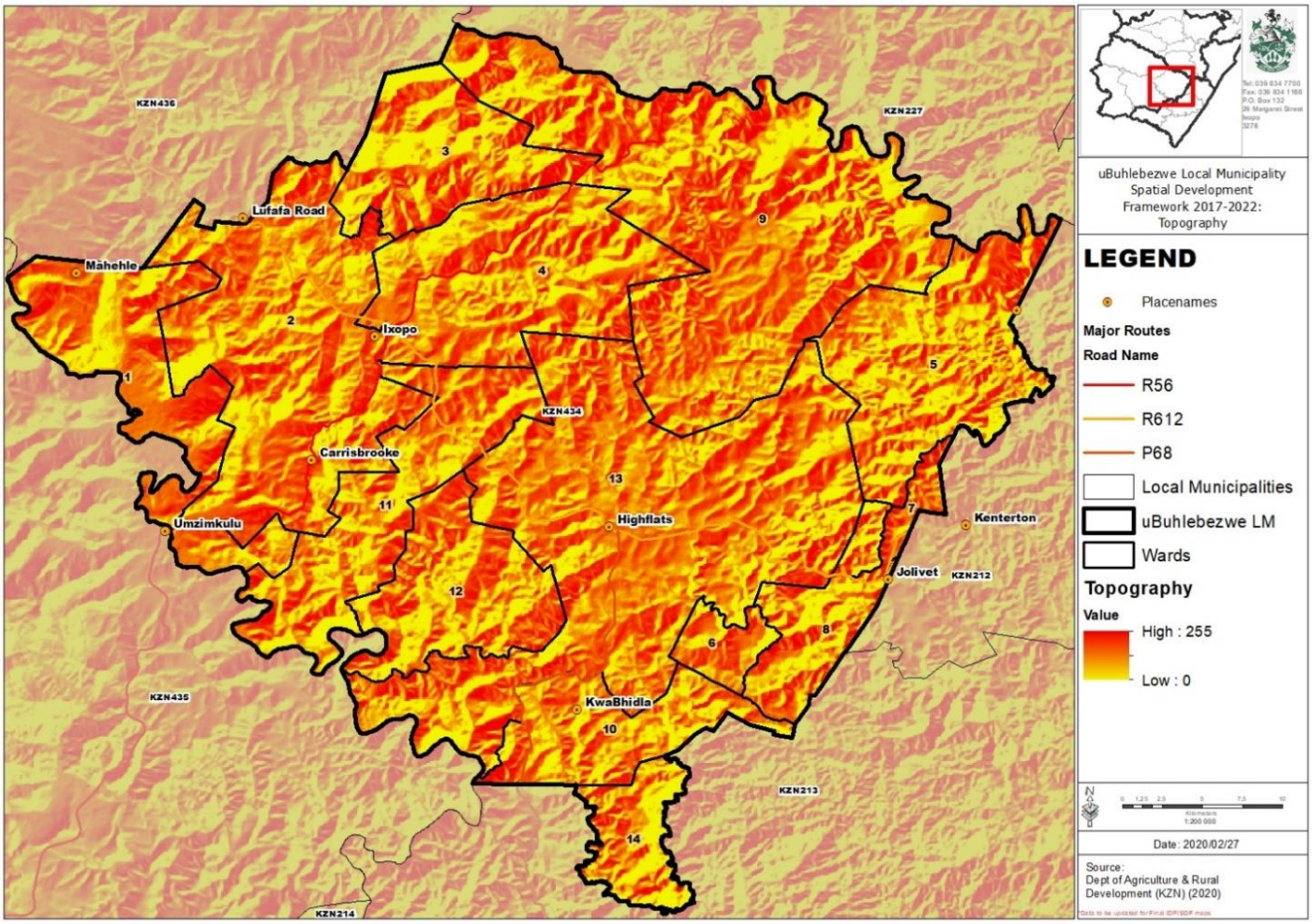
Flatter areas will be suitable for cultivations and slopes more suitable for grazing land. No development should take place on a natural slope steeper than 1:4.

Threatened Ecosystem

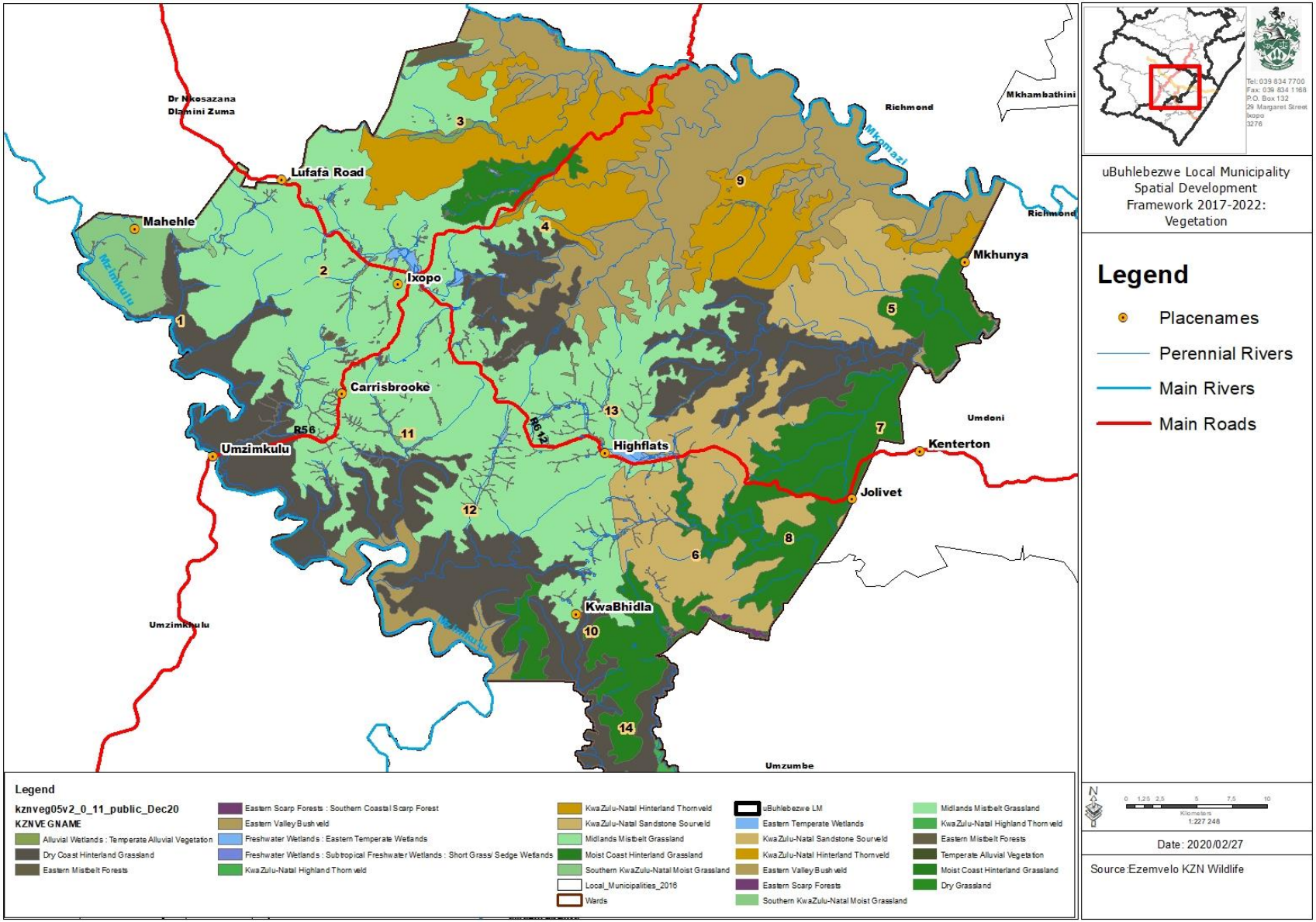
Ecosystem threat status indicates the degree to which ecosystems are still intact or alternatively losing vital aspects of their structure, function and composition, on which their ability to provide ecosystem services ultimately depends (SANBI, 2011). Ecosystem types are categorized as Critically Endangered (CR), Endangered (EN), Vulnerable (VU) or Least Threatened (LT), based on the proportion of each ecosystem type that remains in good ecological condition relative to a series of thresholds.

Threatened vegetation types in this municipality include:

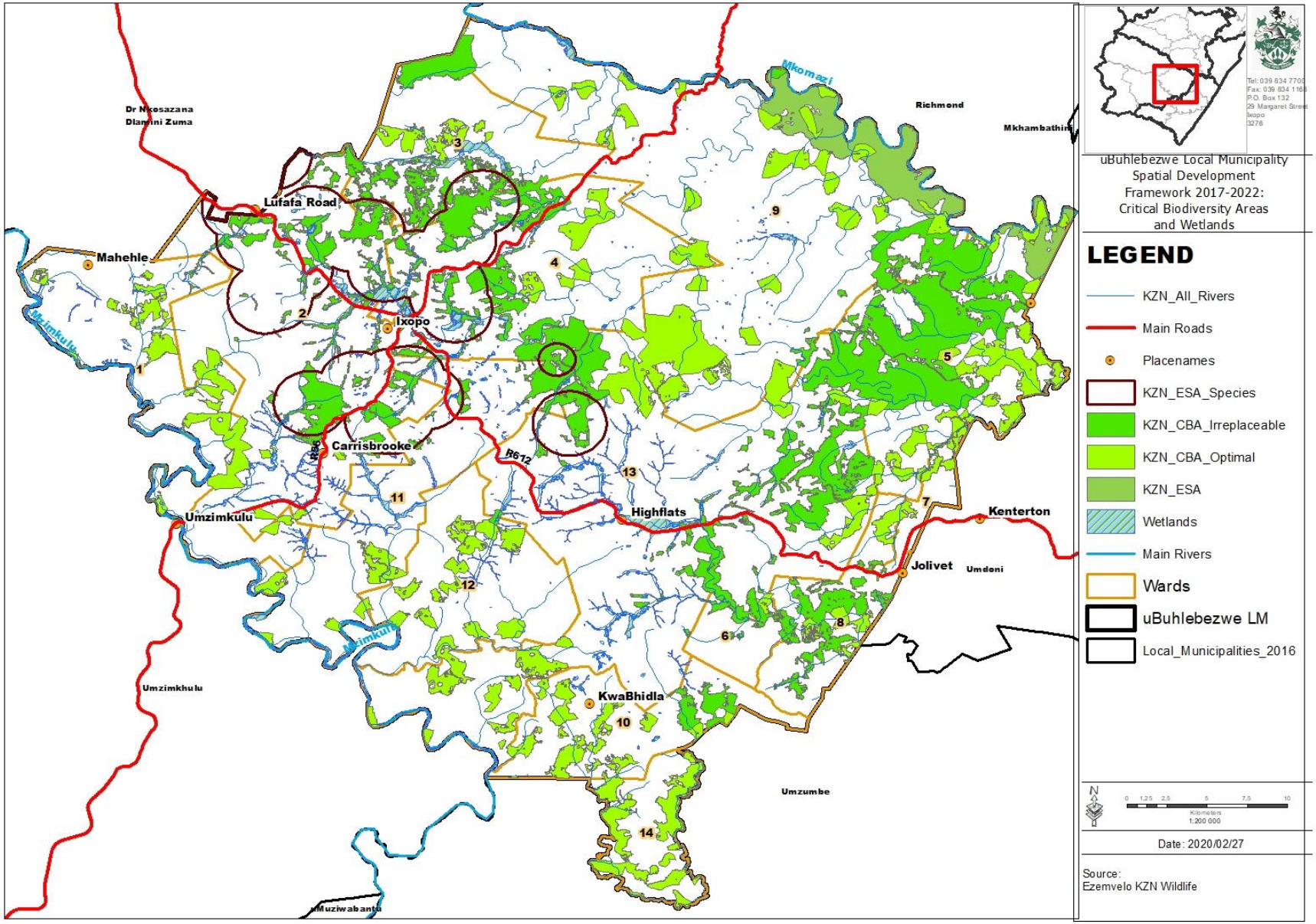
- The Midlands Mistbelt Grassland and KwaZulu-Natal Sandstone Sourveld vegetation types are classified as Endangered. Threats to these vegetation types include sugar cane and timber plantations, cultivated land, urban sprawl, uncontrolled fires and poorly managed grazing by livestock. Alien species of concern include *Solanum mauritianum, species of Rubus, Acacia, Pinus and Eucalyptus*.
- The Moist Grassland, KwaZulu-Natal Hinterland Thornveld and Ngongoni Veld vegetation types are classified as Vulnerable. These vegetation types have been transformed for cultivation, plantations, by urban development resulting in the encroachment of woody aliens like *Solanum mauritianum, Arundo donax, Eucalyptus* species*, Melia azedarach, Sesbania punicea* and *Populus alba.*


KZN436
KZN227
Lufafa Road
Mahehle
Ixopo
KZN434
Carrisbrooke
Umzimkulu
Highflats
Kenterton
Jolivet
KZN212
KwaBhidla
KZN435
KZN213
KZN214
1
2
3
4
5
6
7
8
9
10
11
12
13
14
uBuhlebezwe Local Municipality
Spatial Development
Framework 2017-2022:
Topography
LEGEND
Placenames
Major Routes
Road Name
R56
R612
P68
Local Municipalities
uBuhlebezwe LM
Wards
Topography
Value
High : 255
Low : 0
1:200 000
Date: 2020/02/27
Source:
Dept of Agriculture & Rural
Development (KZN) (2020)

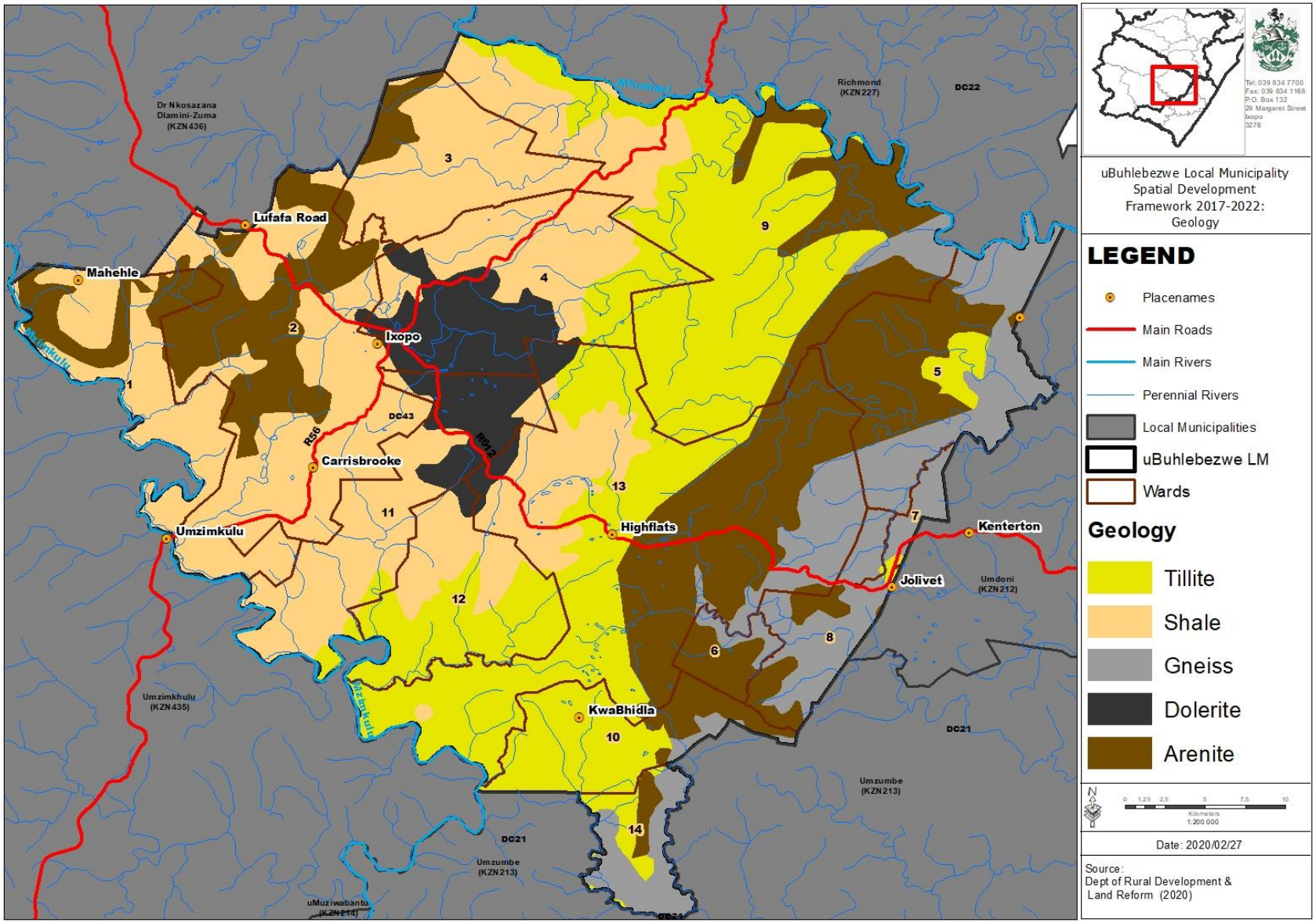
Topography


Dr Nkosazana Dlamini Zuma
Lufafa Road
Mahehle
Ixopo
Carrisbrooke
R56
Umzimkulu
Highflats
Richmond
Mkhambathini
Mkhunya
Umdoni
Kenterton
Jolivet
KwaBhidla
Umzumbe
Umzimkhulu
Mzimkulu
uMkomazi
1
2
3
4
5
6
7
8
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11
12
13
14
Legend
Placenames
Perennial Rivers
Main Rivers
Main Roads
uBuhlebezwe Local Municipality
Spatial Development
Framework 2017-2022:
Vegetation
Legend
kznveg05v2_0_11_public_Dec20
KZNVEGNAME
Alluvial Wetlands : Temperate Alluvial Vegetation
Dry Coast Hinterland Grassland
Eastern Mistbelt Forests
Eastern Scarp Forests : Southern Coastal Scarp Forest
Eastern Valley Bushveld
Freshwater Wetlands : Eastern Temperate Wetlands
Freshwater Wetlands : Subtropical Freshwater Wetlands : Short Grass/ Sedge Wetlands
KwaZulu-Natal Highland Thornveld
KwaZulu-Natal Hinterland Thornveld
KwaZulu-Natal Sandstone Sourveld
Midlands Mistbelt Grassland
Moist Coast Hinterland Grassland
Southern KwaZulu-Natal Moist Grassland
Local_Municipalities_2016
Wards
uBuhlebezwe LM
Eastern Temperate Wetlands
KwaZulu-Natal Sandstone Sourveld
KwaZulu-Natal Hinterland Thornveld
Eastern Valley Bushveld
Eastern Scarp Forests
Southern KwaZulu-Natal Moist Grassland
Midlands Mistbelt Grassland
KwaZulu-Natal Highland Thornveld
Eastern Mistbelt Forests
Temperate Alluvial Vegetation
Moist Coast Hinterland Grassland
Dry Grassland
Kilometers
1:227 248
Date: 2020/02/27
Source:Ezemvelo KZN Wildlife

Vegetation



Critical biodiversity areas


Dr Nkosazana Diamini-Zuma (KZN436)
Richmond (KZN227)
DC22
Mkomazi
Lufafa Road
Mahehle
Ixopo
Umkhomazi
1
2
3
4
5
9
DC43
R56
R612
Carrisbrooke
11
12
13
Umzimkulu
Highflats
Kenterton
Jolivet
7
8
6
Umdoni (KZN212)
Umzimkhulu (KZN435)
KwaBhidla
10
DC21
Umzumbe (KZN213)
14
uMuziwabantu (KZN214)
uBuhlebezwe Local Municipality Spatial Development Framework 2017-2022: Geology
LEGEND
Placenames
Main Roads
Main Rivers
Perennial Rivers
Local Municipalities
uBuhlebezwe LM
Wards
Geology
Tillite
Shale
Gneiss
Dolerite
Arenite
Kilometers
1:200 000
Date: 2020/02/27
Source:
Dept of Rural Development & Land Reform (2020)

Geology

Biodiversity Priority Areas

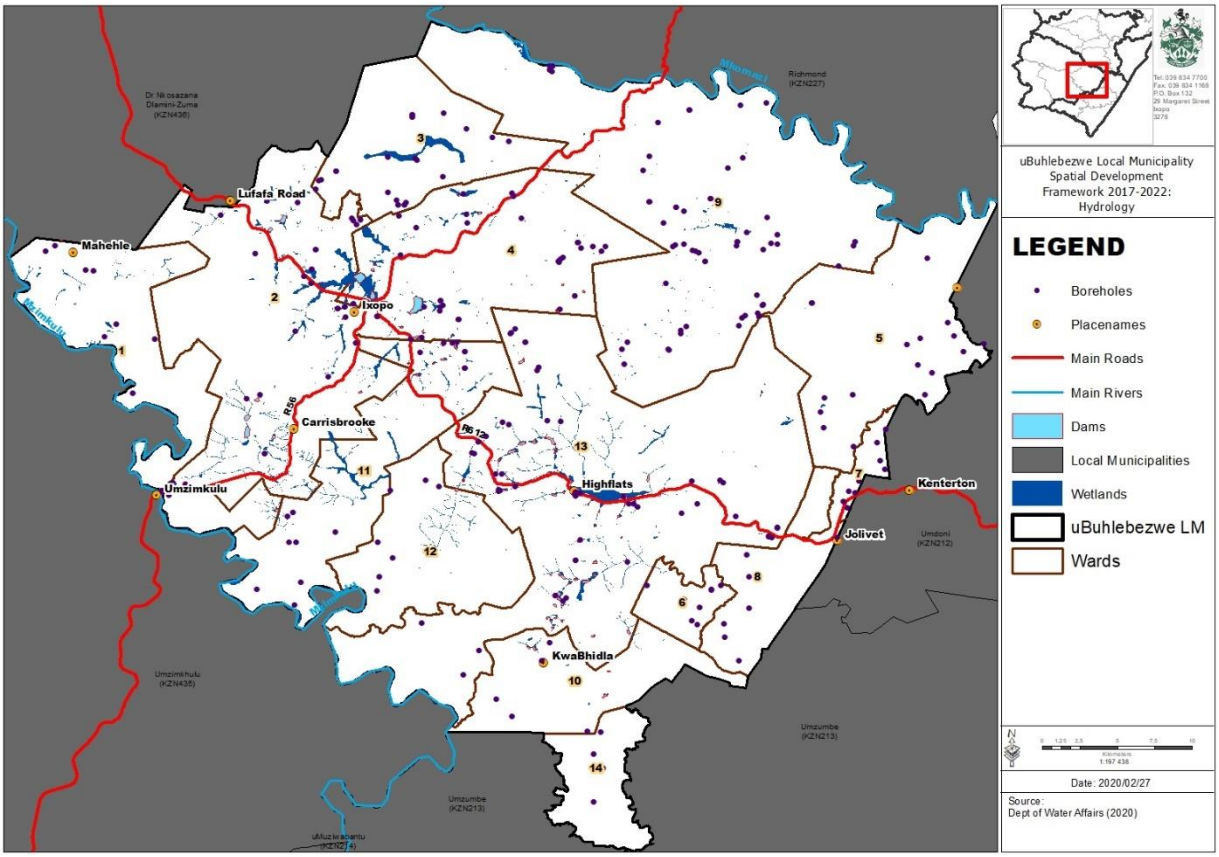
The biodiversity sector map consists of two main layers namely Critical Biodiversity Areas (CBAs) and Ecological Support Areas (ESAs). The two main layers, CBAs and ESAs, are divided into further subcategories as set out below:

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

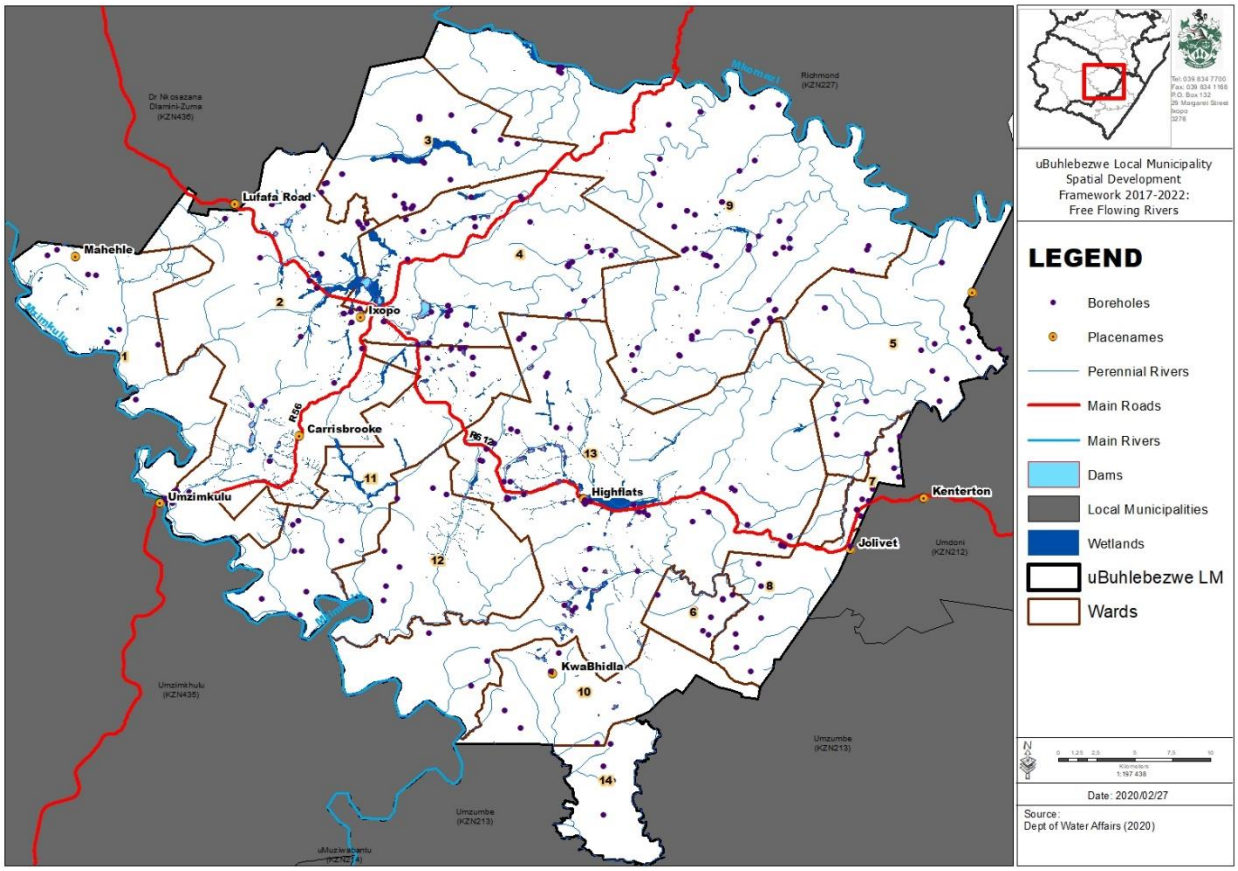
Source (Ezemvelo KZN Wildlife, 2014)

Areas of conservation concern in this municipality are as follows:

- Critical Biodiversity Priority Areas: Irreplaceable is identified for the eastern, south-eastern, western and central parts of the municipality. Most of these areas are currently used for plantations.
- Critical Biodiversity Areas: Optimal is scattered over the whole municipal area.
- Ecological Support Areas are found mostly in the north eastern part of the municipality.
- 100% Transformed areas are scattered in the south eastern and north western parts of the municipality.
- Unshaded planning units are identified for the northern parts of the municipality. This area contains large areas of natural vegetation of the Eastern Valley Bushveld vegetation type. This area should be protected.



Hydrology



Free flowing Rivers

CONSIDERATION OF THE APPLICABLE STRATEGIC INTERGRATED PROJECTS OF 2013 IN THE NEXT SDF REVIEW.

The municipality intends to develop the geotechnical study and the river and wetland assessment study, in 2018/19 and 2019/20, respectively. The geological assessment study will determine, amongst other things, the type of slopes and soil found within the municipality and their implications on the spatial planning of the municipality. The river and wetland assessment study will assess the functionality of these water resources and devise strategies to address challenges faced by these resources.

SUMMARY OF CAPITAL PROJECTS

In November 2017, the Municipality appointed a service provider to undertake the SEA at a cost of R698,362.00. The SEA will be undertaken in seven phases over seven months. It is anticipated that the SEA project will be completed in July 2018. The Phase 1: Inception report was presented and approved by the Project Technical Committee in November 2017. The project is currently in Phase 2: Situational Analysis which will be presented to the Project Steering Committee during the month of February 2018.

In 2016, the Municipality appointed the service provider to undertake the Basic Assessment for Ogle Farm Housing project at cost of R164,160.00. The application for the Environmental Authorisation was lodged with the Department of Economic Development, Tourism and Environmental Affairs (EDTEA) who requested an Agricultural Specialist study to be undertaken as part of the application. The Environmental Management Unit is currently procuring the services of an Agricultural Specialist.

MEDIUM – LONG TERM PROPOSED DEVELOPMENTS :

Project Name	**Anticipated Budget**	**Financial Year**
Geotechnical Studies	R200 000	2018/19
River and Wetland Assessment Study	R800 000	2019/20

The Environmental Management Unit has undertaken the following studies:

SWOT ANALYSIS FOR ENVIRONMENTAL MANAGEMENT:

Strengths:	**Opportunities:**
• The beauty, ambiance and pristine natural environment of the municipality are an asset. • A large number of critical (rare and endangered) species that include, Blue Swallow, Yellow Cranes and Cape Parrot, are present in the municipality. • Wetlands also provide important habitat for many species • Scenic public open space is an important social and biophysical strength. • Abundant water resources in a form of streams and perennial rivers	• Environmental education especially in the rural areas will help to achieve sustainability within the municipality. There is a large potential for this to be school based and include issues such as recycling that children can become involved in. • Environmental capacity building within the local municipality will also be critical to ensure sustainability. • A complex topography (rolling hills and mountains) across large sections of the municipality has an aesthetic appeal and holds considerable tourism development potential. • Steeper slopes and mountainous areas are more inaccessible and are therefore less disturbed. These areas serve as habitat patches and dispersal corridors to a large

	number of species. It also acts as important water catchment areas. • Wetlands should be protected and degraded wetlands should be rehabilitated as a priority measure to improve water quality, water flow regulation and habitat provision at a local scale
Weakness: • Indoor air pollution is likely to stay problematic because of the proportion of households without electricity. • The effect of global warming / climate change, which are currently unknown, on aspects such as rainfall and temperatures. • Steep river valleys and hilly terrain • Lack of environmental management tools to guide current and future developments	**Threats:** • Low temperature, frost/moisture stress • Steep slopes • Reliance on natural resources for water supply • Mountainous areas increase the cost of infrastructure provision, especially in the case of roads • Steep topography cause accelerated erosion • Invasive plant species have a negative impact on the wetland system with the displacement of natural species and the excessive utilisation of water resources. • Potential impacts of ground water quality resulting from absence of waste removal services in rural areas • Lack of rehabilitation of degraded areas. • Leaching of soil, particularly in areas around Ixopo, which reduces its fertility. Leaching is a natural occurrence, it can however be accelerated by the removal of natural vegetation, and by overgrazing. • Increasing population growth rates implies increased impact on ecological systems

SWOT ANALYSIS		
BIOPHYSICAL ENVIRONMENT	**Strengths:** ○ Land Use Management System in place for guidance on the use of land. ○ Awareness campaigns on town planning & building control processes are conducted. ○ A Slums Clearance Programme has been undertaken as an important program to bring important services to people. ○ Development of Precincts plans that show an arrangement of land uses associated with the needs of the communities.	**Weaknesses:** ○ Deteriorating air quality and general pollution. ○ Overgrazing, excessive removal of vegetation, road construction activities, veld and forest fires and pollution pose potential threats to the environment ○ Most of the land is privately owned ○ Unavailability of a legal landfill site. ○ Overall decrease in rainfall patterns poses a threat to sources of water. ○ Soil erosion has impact on the flow of rivers, existence of estuaries and loss of agricultural land.
	Opportunities: ○ A formalised Refuse Disposal site is important aspect to cater for the basic land disposal needs for an urban space as well as for the disposal of different waste from Health related to building rubble. ○ The municipality consists of 77% of the land that is suitable for agriculture. ○ Agricultural Strategy is under development and agricultural productivity in the area has been promoted by supporting 8 cooperatives on vegetable and broiler production.	**Threats:** ○ The main climatic limitation affecting the area is low temperature and frost which has a negative impact on agricultural development in the municipality. This limits the range of crops that can be grown, the length of the growing season and the level of production. ○ In rural areas water is mainly drawn from natural sources like streams, rivers and fountains. Many areas in the municipal area do not have purified water and this makes these areas prone to cholera and other diseases.

BUILT ENVIRONMENT	**Strengths:** ○ Settlement density appears to be associated with accessibility, with higher densities in areas of high accessibility. ○ The need for security of tenure and the provision of housing is a high priority in Ubuhlebezwe. Some has been earmarked for land reform projects.	**Weaknesses:** ○ Competing uses of land (productive agriculture vs subsistence agriculture/residential) ○ Human settlement tensions- Rural versus Urban ○ Limited land uses and therefore limited potential to grow. ○ Unresolved land claims retarding development within Ubuhlebezwe. ○ Scattered low density rural settlements surrounded by communal grazing and arable land. ○ Slow progress of land reform in the District.
	Opportunities: ○ Proposed Potential Duplex/Simplex development surrounding the town area offering accommodation choices to investors who prefer been located away from the CBD ○ Revamp/Renovation Of Old Buildings and turning them it useful spaces e.g. de-concentration of residence away from Margaret street and making the street into a fully-fledged commercial activity zone. ○ Ubuhlebezwe Local Municipality has enquired the services of an implementing agent to handle the process of constructing 150 units of the Community Residential Unit (CRU) facility. It is considered as a need within the urban area in order for more options to housing needs to be available due to the growing number of the working class.	**Threats:** ○ Population density decline the further one moves away from the main transport routes. Levels of services are generally low, with the majority of residential structures being self-built. ○ Ubuhlebezwe has abundant land which is privately owned hence the municipality is in a process of a land release programme. The challenge is that the municipality will need to access this land for further development.

DISASTER MANAGEMENT:

MUNICIPAL LEGISLATIVE MANDATE (DISASTER MANAGEMENT, FIRE & RESCUE SERVICES)

Constitution of the Republic of South Africa Act 108 of 1996

The Constitution of the Republic of South Africa, places legal an obligation on the government to ensure health and safety of its citizens. Section 41 of the Constitution clearly stipulates the principle of co-operative government and inter-governmental relations and specifically requires the three spheres of government to co-operate with one another in mutual trust and good faith by among others, fostering friendly relations; assisting and supporting one another; informing one another of, and consulting one another on, matters of common interest.
Furthermore, Section 41(1) (b) of the Constitution provides that all spheres of government are required to secure the wellbeing of its citizens. Firefighting services is a local government function with concurrent provincial and national legislative competence in terms of Schedule 4 Part B, of the South African Constitution. Notwithstanding the fact that firefighting services are rendered by the local sphere of government, both provincial and national government also have specific roles and responsibilities in terms of the Constitution, 1996.

Municipal Systems Act (Act No. 32 of 2000)

The Municipal Systems Act No. 32 of 2000 requires all municipalities (metropolitan, district and local authorities) to undertake an integrated development in planning process to produce currently relevant IDPs. Section 26 (g) of Municipal Systems Act No. 32 of 2000, requires the IDP to reflect an applicable Disaster Management Plan.
Section 78 stipulates that in case where a municipality decides to provide a service through internal mechanism, it must assess direct and indirect costs and benefits associated with the project, assess municipal capacity and its future capacity to furnish skills, expertise and resources required, as well as re-organisation of its administration and development human resource capacity. In addition, Section 79 states that if a municipality decides to provide a municipal service through an internal mechanism mentioned in section 76(a), it must-

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

The National Disaster Management Framework (Notice 57 of 2005)

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

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

Disaster Management Act (Act No. 57 of 2002)

Section 53 (2) (a) of Disaster Management Act No. 57 of 2002 specifies that a disaster management plan for a

municipal area must form an integral part of the municipality's integrated development plan (IDP). The plan must:

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

Municipal Structures Act (Act 117 of 1998)

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

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

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

Fire Brigade Services Act 99 of 1987

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

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

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

National Veld and Forest Act 101 of 1998

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

STATUS OF MUNICIPAL INSTITUTIONAL CAPACIT

Status of Municipal Disaster Management Centre

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

In uBuhlebezwe municipality, the disaster management section is utilizing the fire station as the base for its disaster management center. A new fire station was required by the municipality, and COGTA PDMC has funded R9 Million for a fire station to be built at Ixopo Morning Side next to Harry Gwala Disaster Management Centre. The drawing for fire station has been finalized.

STORAGE FACILITIES

Storage facilities are also available wherein all disaster management relief is stored.


UBUHLEBEZWE FIRE & DISASTER MANAGEMENT CENTRE
2021/02/25 15:34


MORRIS LEWIS DRIVE
6A ST ST
GENERAL ARNOT DRIVE
CENTENARY RD
PARK DRIVE
PRIVATE PLACE
HIBISCUS RD
NORTHWAY RD
Ubuhlebezwe Fire Station
Harry Gwala Disaster Centre


THE UBUHLEBEZWE MUNICIPALITY
IXOPO TOWN
DISASTER CENTRE
UBUHLEBEZWE
Legend
Social_Facilities_2020
Updated 2019_Cadastre
Erf_419_6
1:983
Date: 2021/03/02

2.1.1 Capacity and Resources

In terms of location, the disaster management unit is located within the Social Development Department under the section Community Safety. The Address is 06 East Street at Morning side Ixopo. The organogram are as follows:



Status of Fire & Rescue Services

The Ubuhlebezwe municipality has a Fire & Rescue Services and there have a new fire and Disaster Management Centre. In terms of resources there are one fire engine one Land cruiser with rescue equipment, and one Toyota Hilux with skit unit. The Unit is fully functional. The duties of the fire fighters are to respond to emergence incidents, conduct fire safety inspection, conduct public education, inspection of fire hydrant and burning of fire breaks.

Municipalities	Fire Unit Established & functional	Permanent Staff	Other Support Staff	Appointment of CFO as per legislative requirement	Fire Committee Established & Functional	Effectiveness & Functionality of Communication System	By-Laws developed & enforced
Ubuhlebezwe LM		17	4				

Status of Municipal Disaster Management Policy Framework

The uBuhlebezwe Disaster Management Framework was developed and approved by Council in 2014, in terms of section 42 of the Disaster Management Act, (Act 57 of 2002), in line with the National Disaster Management Framework of 2005. The Disaster Management Framework is essential to ensure an integrated and uniform approach to disaster management in its area of jurisdiction by-

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

The Disaster Management Framework also put more and more emphasis in ensuring that all role players in the disaster management arena (including Government, No Government Organizations, Traditional Authorities and the Private Sector) work together in a coherent and coordinated fashion to prevent and or mitigate the occurrence of disasters.

The uBuhlebezwe municipality's disaster management framework is consistent with the Disaster Management Act, 2002 (Act 57 of 2002), the National Disaster Management Framework of 2005 and the KwaZulu Natal Disaster Management Framework. It follows four (04) Key Performance Area and three (03) enablers.

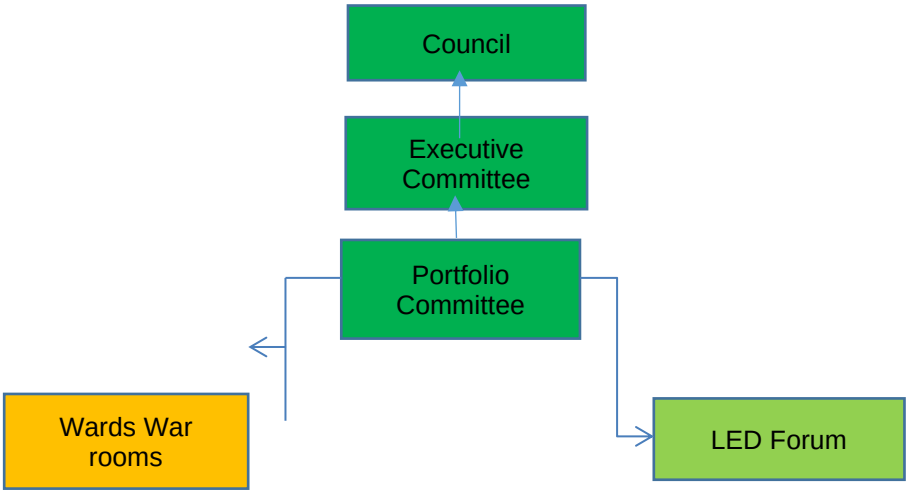
Status of Municipal Disaster Management Plan

uBuhlebezwe municipality developed a disaster risk management plan in 2014, which was approved by Council within which a disaster risk assessment was conducted. After the August 2016 elections the municipality's wards spatial demographics changed from twelve (12) wards to fourteen (14) wards, with some voting districts inherited from Nkosanazana Dlamini Zuma and uMzumbe municipalities as per attached maps. The Plan was last review August 2019 and the due for reviewal is August 2022. The level of the plan is closed to be finished.

Municipal Disaster Management Inter-Departmental Committee

The municipality has gone an extra mile to establish, a Disaster Management and Business Compliance Committee of which its objectives is to deal with all issues that, pertains to disaster management and business compliance in the municipality. The Disaster Management Official is also the Chairperson of the disaster management interdepartmental and business compliance committee, whilst all the members of this committee also sit in the Disaster Management Advisory Forum.

Ubuhlebezwe Disaster Management centre Strategic Structure



Municipal Disaster Management Advisory Forum

The stakeholder participation structure in uBuhlebezwe municipality was established in 2014 and has since been functional to date. The forum is the body in which the uBuhlebezwe municipality and relevant disaster management role-players consult one another and coordinate their actions on matters relating to disaster management in the municipality.

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

The forum is very effective, and it is chaired by the Chairperson of the Social Development Portfolio Committee who is also a member of the Executive Committee, and the traditional leaders also sit in the forum. Different sector departments, non-governmental organizations and the private sector are represented in the forum.

The representation if the disaster management advisory forum for uBuhlebezwe municipality is as follows:



DISASTER RISK ASSESSMENT

The two wards that were added to the municipality were also added to the risk profile of the municipality.
The risk profile of the municipality is as follows:

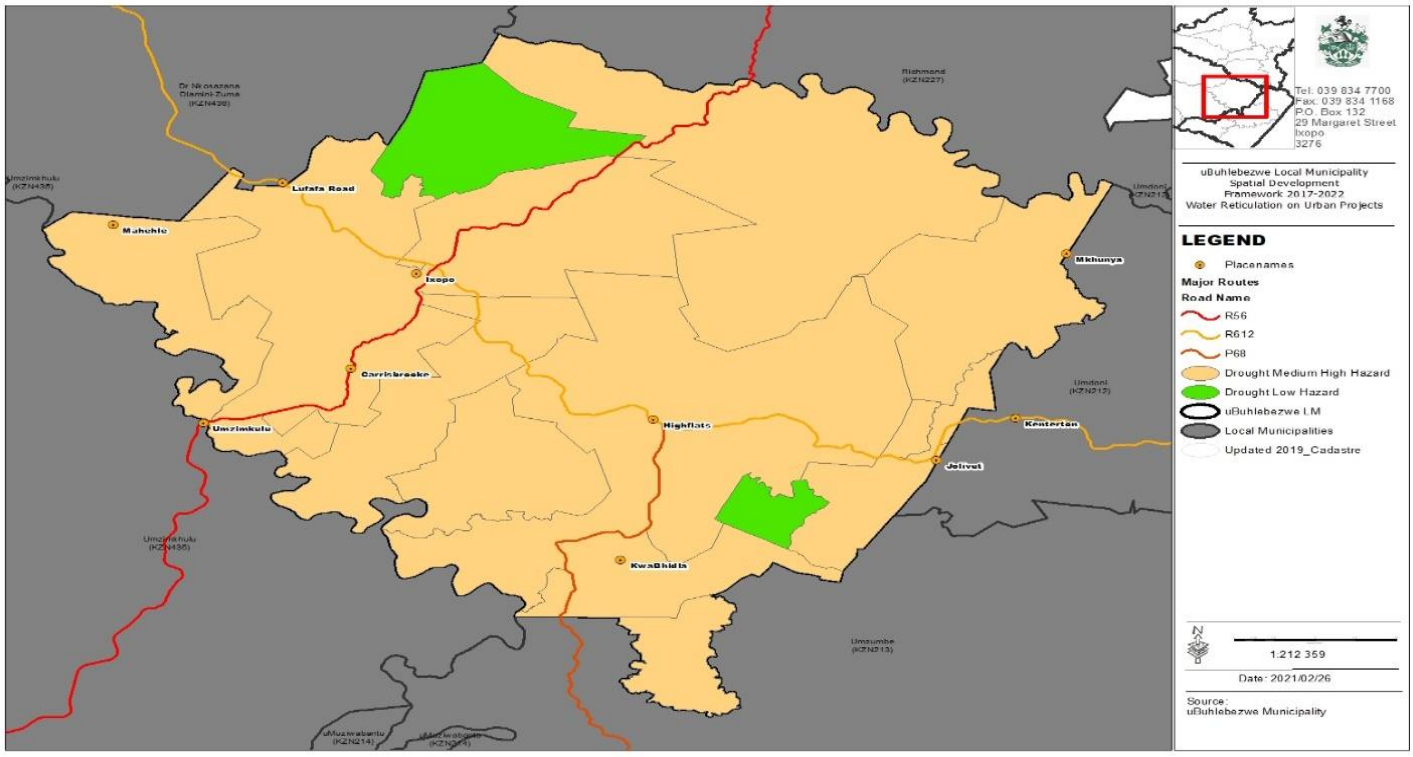
Ward	Brief Overview	Hazards and threats
1	Ward 1 is situated on the North Western part of Ubuhlebezwe municipal area. Ward 1 shares municipal boundaries with Umzimkhulu Local Municipality, Dr. Nkosazane Dlamini Zuma local municipality, and ward 2 of Ubuhlebezwe Municipality.	➢ Fires ➢ Floods ➢ Storms ➢ Motor Vehicle Accidents ➢ Epidemics ➢ Drought ➢ Snow ➢ Lightning
2	Ward 2 is situated on the North Western part of Ubuhlebezwe Municipal area. Ward 2 shares municipal boundaries with ward 1, ward 3, ward 4, ward 9 and ward 11 of Ubuhlebezwe local municipality.	➢ Fires ➢ Floods ➢ Storms ➢ Strong winds ➢ Motor Vehicle Accident ➢ Hazmat Incidents ➢ Epidemics ➢ Drought ➢ Potential Unrest ➢ Lightning
3	Ward 3 is situated on the North Western part of Ubuhlebezwe Municipal Area. Ward 3 shares municipal boundaries with Richmond Local Municipality, Dr. Nkosazane Dlamini Zuma Local Municipality, Ward 2 and Ward 4 of Ubuhlebezwe Local Municipality.	➢ Fires ➢ Floods ➢ Storms ➢ Motor Vehicle Accidents ➢ Hazmat Incidents ➢ Epidemics ➢ Drought ➢ Snow ➢ Lightning
4	Ward 4 is situated on the North Western part of Ubuhlebezwe municipal area. Ward 4 shares Municipal boundaries with ward 3, ward 2 and ward 9 of Ubuhlebezwe Municipal Area.	➢ Fires ➢ Floods ➢ Storms ➢ Motor Vehicle Accidents ➢ Hazmat Incidents ➢ Epidemics ➢ Drought ➢ Potential Unrest ➢ Strong Winds ➢ Illegal Connections of Electricity ➢ Lightning
5	Ward 5 is situated on the far North Eastern side of Ubuhlebezwe Municipal Area. Ward 5 Shares Municipal boundaries with Richmond Local Municipality, and Vulamehlo Local Municipality, ward 7 ward 9 and ward 8 of Ubuhlebezwe Local Municipality.	➢ Fires ➢ Floods ➢ Storms ➢ Hazmat Incidents ➢ Epidemics ➢ Drought ➢ Lightning
6	Ward 6 is situated on the South Eastern part of Ubuhlebezwe Municipal Area. Ward 6 shares Municipal boundaries with Umzumbe Local Municipality, ward 7, ward 8 and ward 10 of Ubuhlebezwe Local Municipality.	➢ Fires ➢ Floods ➢ Storms ➢ Motor Vehicle Accident ➢ Epidemics ➢ Drought ➢ Lightning
7	Ward 7 is situated on the eastern part of Ubuhlebezwe Municipal Area. Ward 7 shares Municipal boundaries with Vulamehlo Local Municipality, ward 8, ward 6, and ward 5 of Ubuhlebezwe Municipal Area.	➢ Fires ➢ Floods ➢ Storms

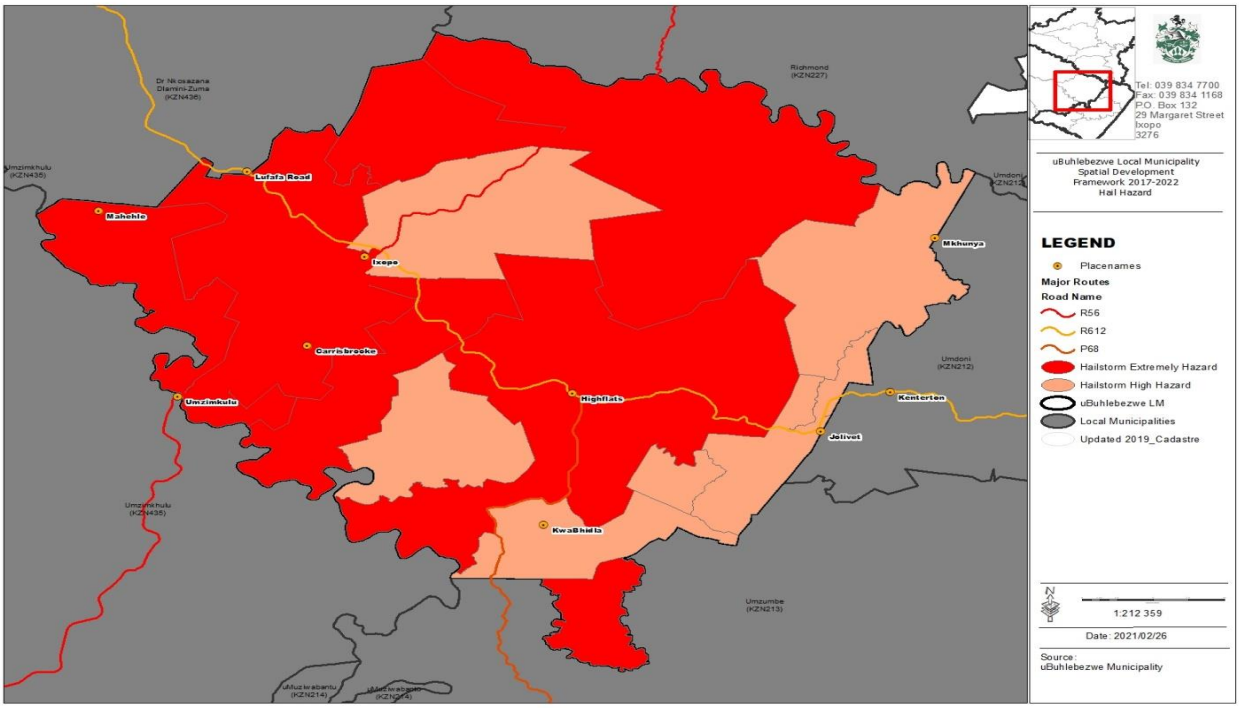
		➢ Motor Vehicle Accident ➢ Hazmat Incidents ➢ Epidemics ➢ Drought ➢ Lightning
8	Ward 8 is situated on the South Eastern Part of Ubuhlebezwe Municipal Area. Ward 8 shares Municipal boundaries with ward 7, ward 6, ward 10, ward 9 and ward 5 of Ubuhlebezwe Municipal Area.	➢ Fires ➢ Floods ➢ Storms ➢ Motor Vehicle Accident ➢ Hazmat Incidents ➢ Epidemics ➢ Drought ➢ Potential Unrest ➢ Lightning
9	Ward 9 is situated in the centre of Ubuhlebezwe Municipal Area. Ward 9 shares Municipal boundaries with, ward 4, ward 5, ward 6, ward 8, 12 of Ubuhlebezwe Municipal Area.	➢ Fires ➢ Floods ➢ Storms ➢ Motor Vehicle Accidents ➢ Hazmat Incidents ➢ Epidemics ➢ Drought ➢ Illegal Connection of Electricity ➢ Lightning
10	Ward 10 is situated on the Southern part of Ubuhlebezwe Municipal Area. Ward 10 shares Municipal boundaries with Umzumbe Local Municipality, ward 12, ward 11 and ward 6 of Ubuhlebezwe local Municipality.	➢ Fires ➢ Floods ➢ Storms ➢ Motor Vehicle Accidents ➢ Hazmat Incidents ➢ Epidemics ➢ Drought ➢ Lightning
11	Ward 11 is situated on the South Western part of Ubuhlebezwe Municipal Area. Ward 11 shares Municipal boundaries with Umzimkhulu Municipality, ward 12, ward 2, and ward 9 of Ubuhlebezwe Municipal Area.	➢ Fires ➢ Floods ➢ Storms ➢ Motor Vehicle Accident ➢ Hazmat Incidents ➢ Epidemics ➢ Drought ➢ Snow ➢ Lightning
12	Ward 12 is situated on the South Western part Ubuhlebezwe Municipal Area. Ward 12 shares Municipal boundaries with Umzimkhulu Local Municipality; ward 10 and ward 11 of Ubuhlebezwe Municipal Area.	➢ Fires ➢ Floods ➢ Storms ➢ Motor Vehicle Accidents ➢ Hazmat Incidents ➢ Epidemics ➢ Drought ➢ Snow ➢ Lightning
13	Ward 13 is situated in the centre of Ubuhlebezwe Municipal Area. Ward 13 shares Municipal boundaries with ward 4 ward 5, ward 7 wards 9, ward 8, ward 10, ward 11, and ward 12, of Ubuhlebezwe Municipal Area.	➢ Fires ➢ Floods ➢ Storms ➢ Motor Vehicle Accidents ➢ Hazmat Incidents ➢ Epidemics ➢ Drought ➢ Illegal Connection of Electricity ➢ Lightning
14	Ward 14 is situated in the east south of the municipal area and it shares boundaries with ward 10	➢ Fires ➢ Drought ➢ Hailstorm ➢ Road Accidents

		➢ Heavy Rain ➢ Floods ➢ Strong wind ➢ Snow ➢ Lightning ➢ Wild pigs ➢ Snow ➢ Substance Abuse and Crime ➢ Hazardous Installations

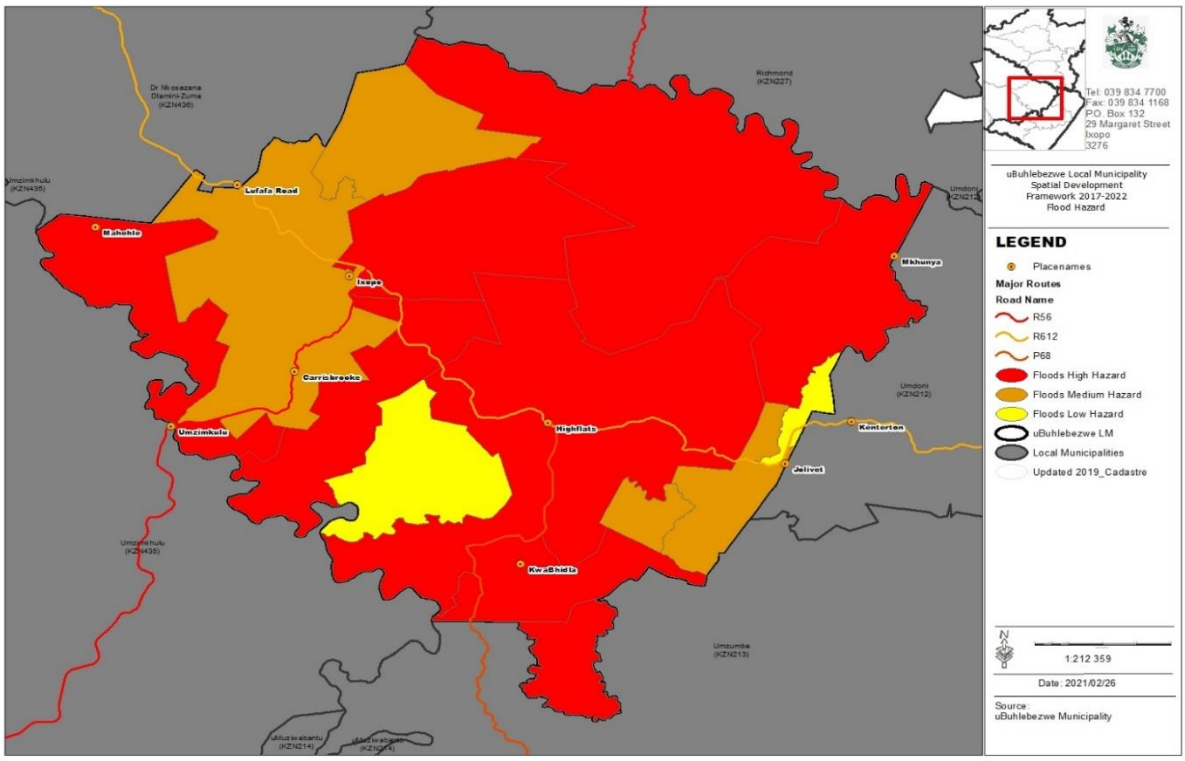
List of Priority Risks (Hazards)

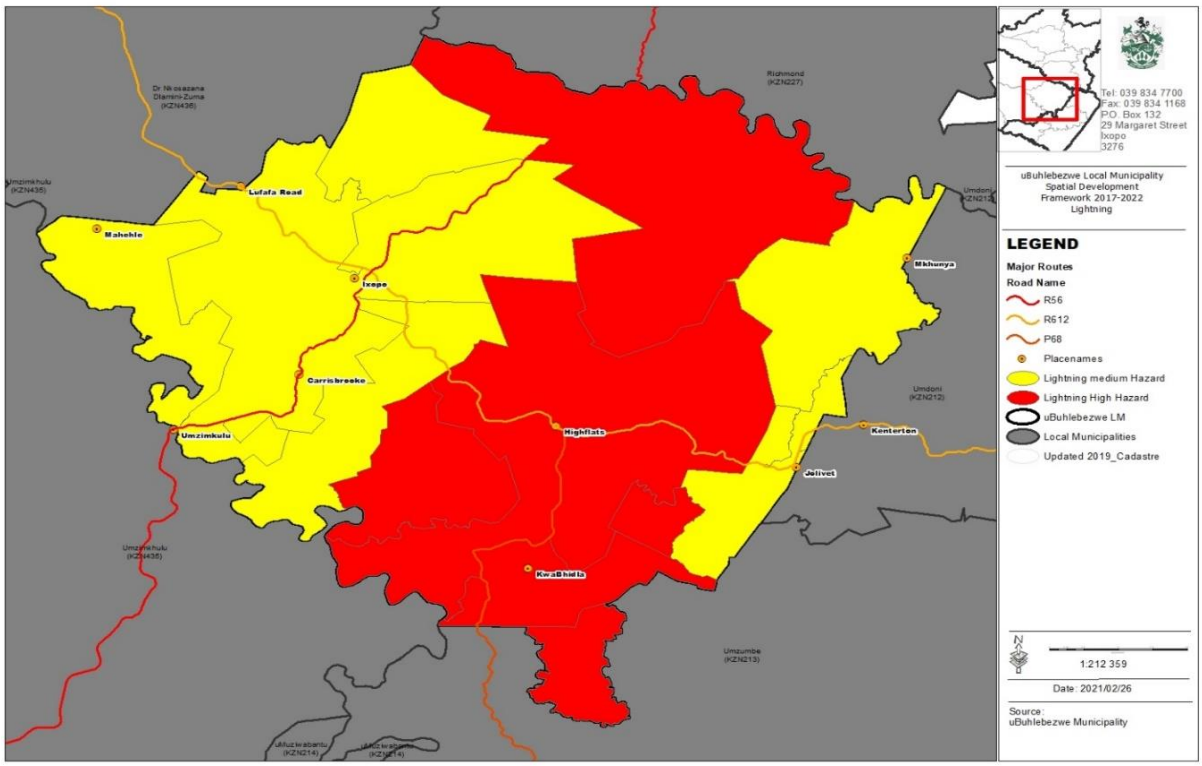
	Ubuhlebezwe Local Municipality		
No.	**Prevalent Hazards and Threats**	**Location**	**Risk** **High Priority**
2	Structural Fires	All Wards	
3	MVAs	R56 & R612	
4	Strong Winds	All wards	
5	Veld/ Forest Fires	All wards	
6	Lightning	All wards	
9.	Illegal connections	All wards	
10.	Floods	All wards	

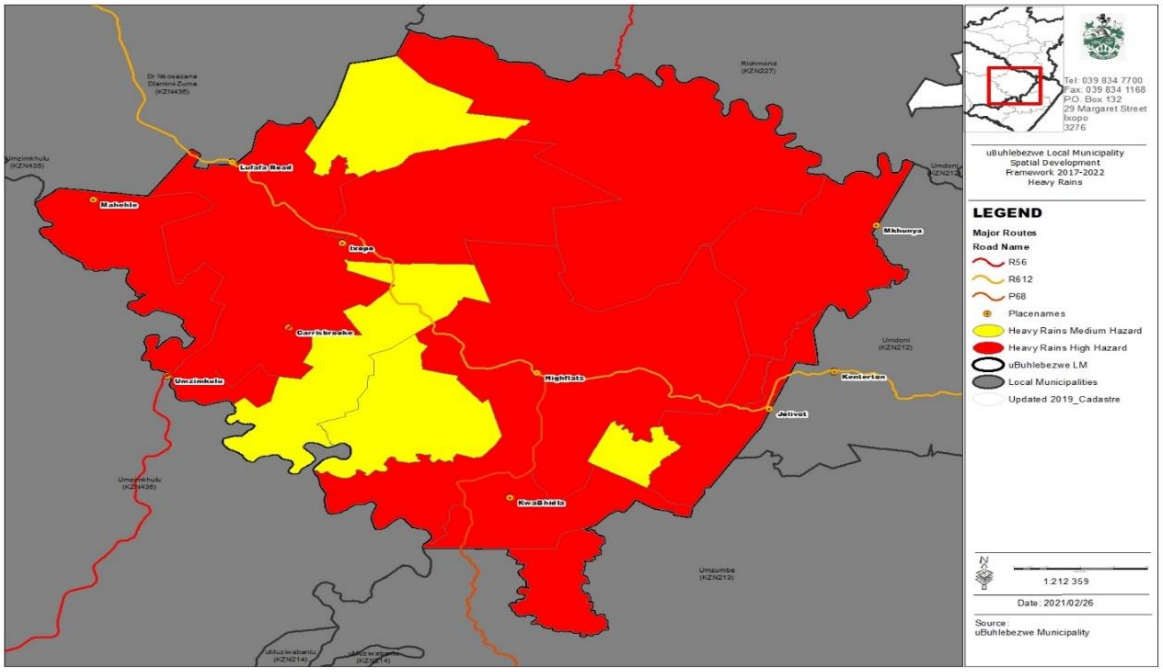

Dr Nkosazana Dlamini-Zuma (KZN436)
Richmond (KZN227)
Umzimkhulu (KZN435)
Umdoni (KZN212)
Lufafa Road
Mahchlu
Ixopo
Mkhunya
Carrinbrooke
Umdoni (KZN212)
Umzimkulu
Highflats
Kinsterton
Jolivet
Umzimkhulu (KZN435)
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uBuhlebezwe Local Municipality
Spatial Development
Framework 2017-2022
Water Reticulation on Urban Projects
LEGEND
Placenames
Major Routes
Road Name
R56
R612
P68
Drought Medium High Hazard
Drought Low Hazard
uBuhlebezwe LM
Local Municipalities
Updated 2019_Cadastre
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Date: 2021/02/26
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uBuhlebezwe Municipality

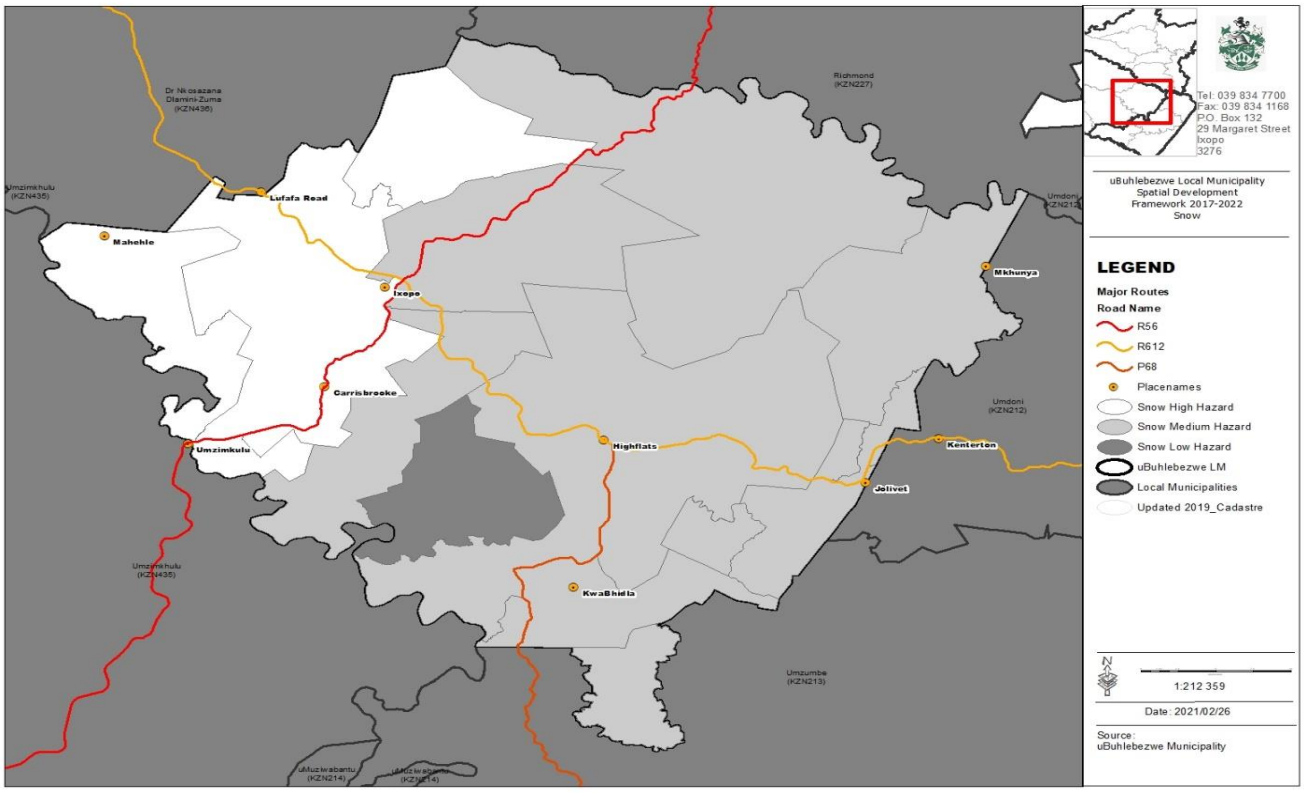

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Spatial Development
Framework 2017-2022
Hail Hazard
LEGEND
Placenames
Major Routes
Road Name
R56
R612
P68
Hailstorm Extremely Hazard
Hailstorm High Hazard
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Local Municipalities
Updated 2019_Cadastre
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Date: 2021/02/26
Source:
uBuhlebezwe Municipality

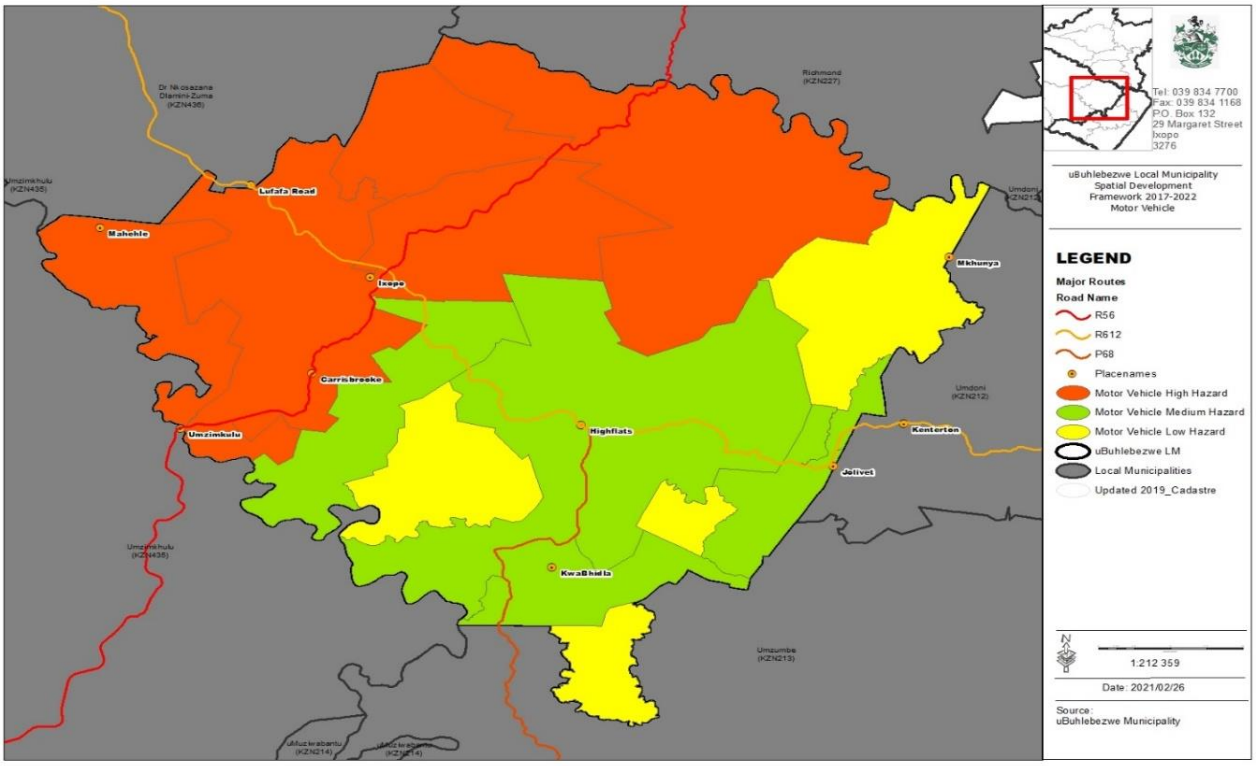
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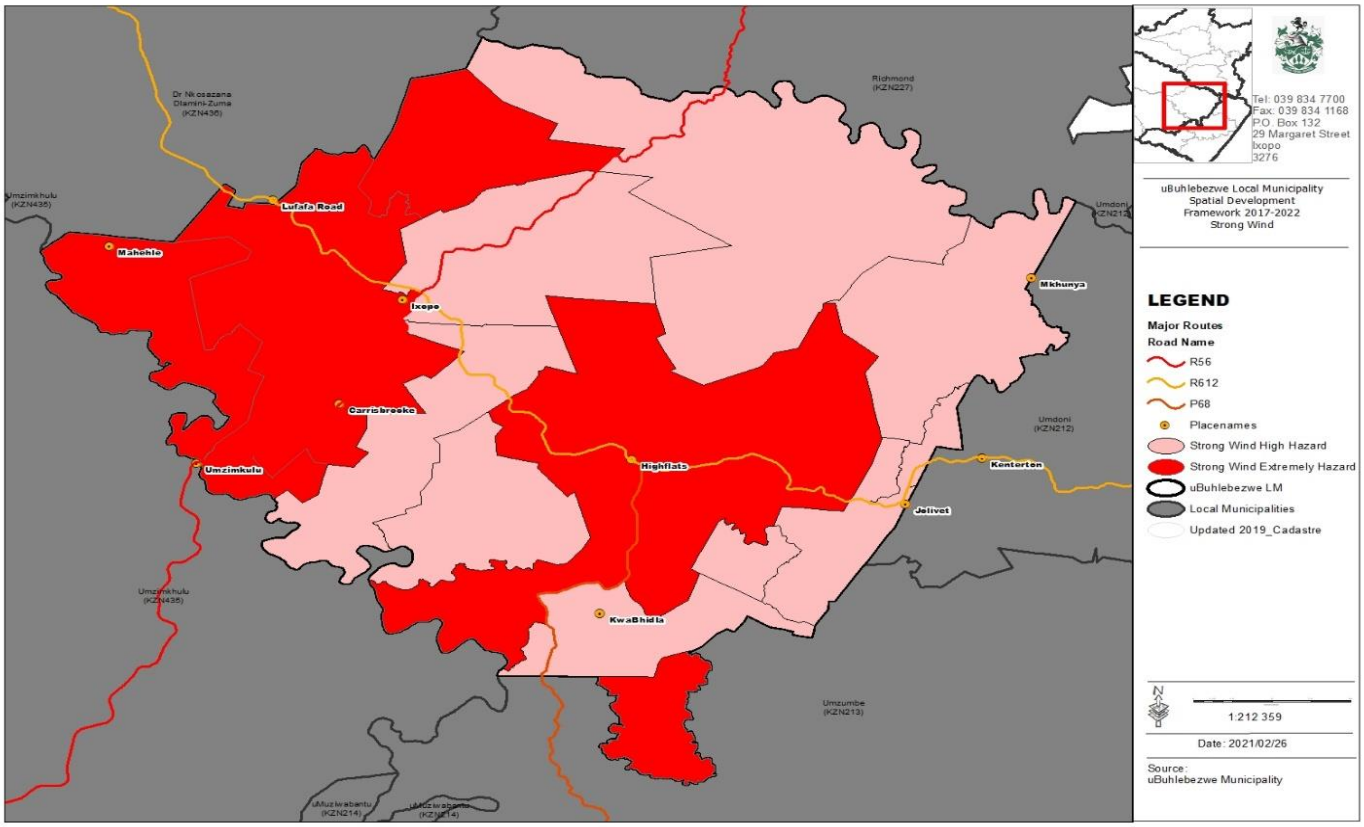

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Spatial Development
Framework 2017-2022
Flood Hazard
LEGEND
Placenames
Major Routes
Road Name
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R612
P68
Floods High Hazard
Floods Medium Hazard
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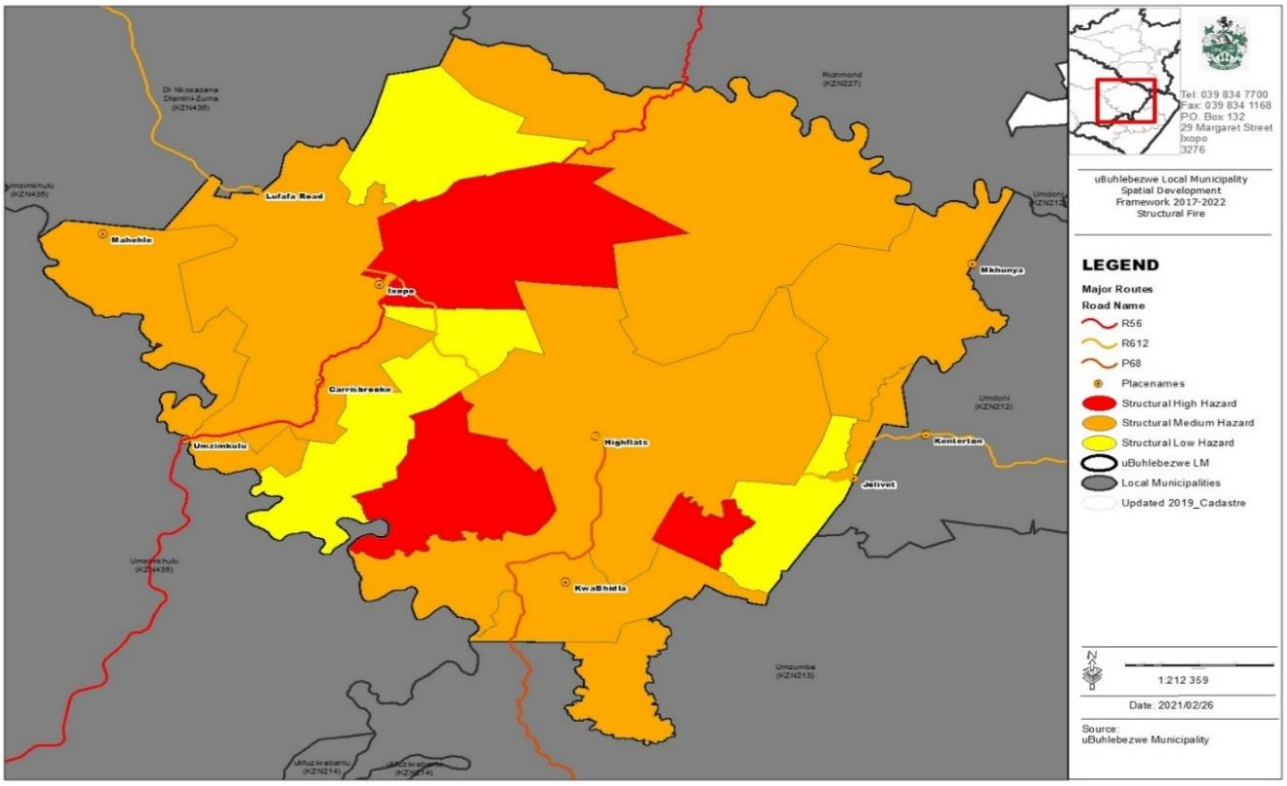

Dr Nkosazana Dlamini-Zuma (KZN436)
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Umzimkulu
Highflats
Kenterton
Jolivet
KwaBhidla
Umzumbe (KZN213)
Ubuhlebezwe Local Municipality
Spatial Development
Framework 2017-2022
Lightning
LEGEND
Major Routes
Road Name
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R612
P68
Placenames
Lightning medium Hazard
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Updated 2019_Cadastre
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Date: 2021/02/26
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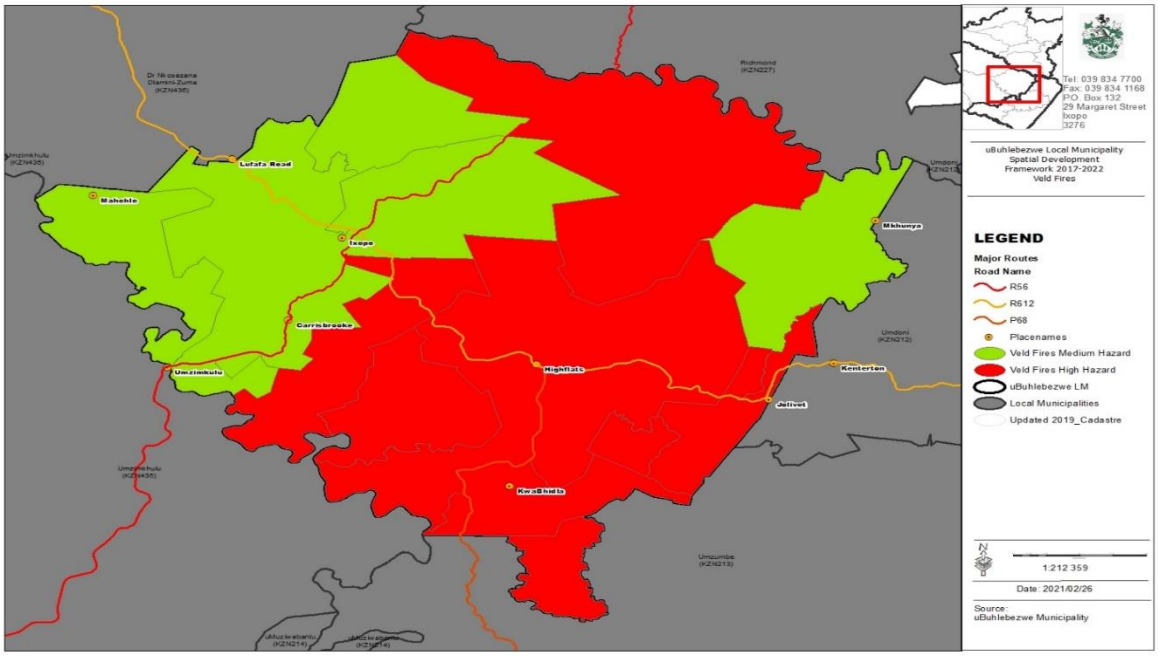

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Kenterton
Jolivet
KwaBhidla
Umzumbe (KZN213)
Ubuhlebezwe Local Municipality
Spatial Development
Framework 2017-2022
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Major Routes
Road Name
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Heavy Rains Medium Hazard
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Updated 2019_Cadastre
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Date: 2021/02/26
Source:
uBuhlebezwe Municipality

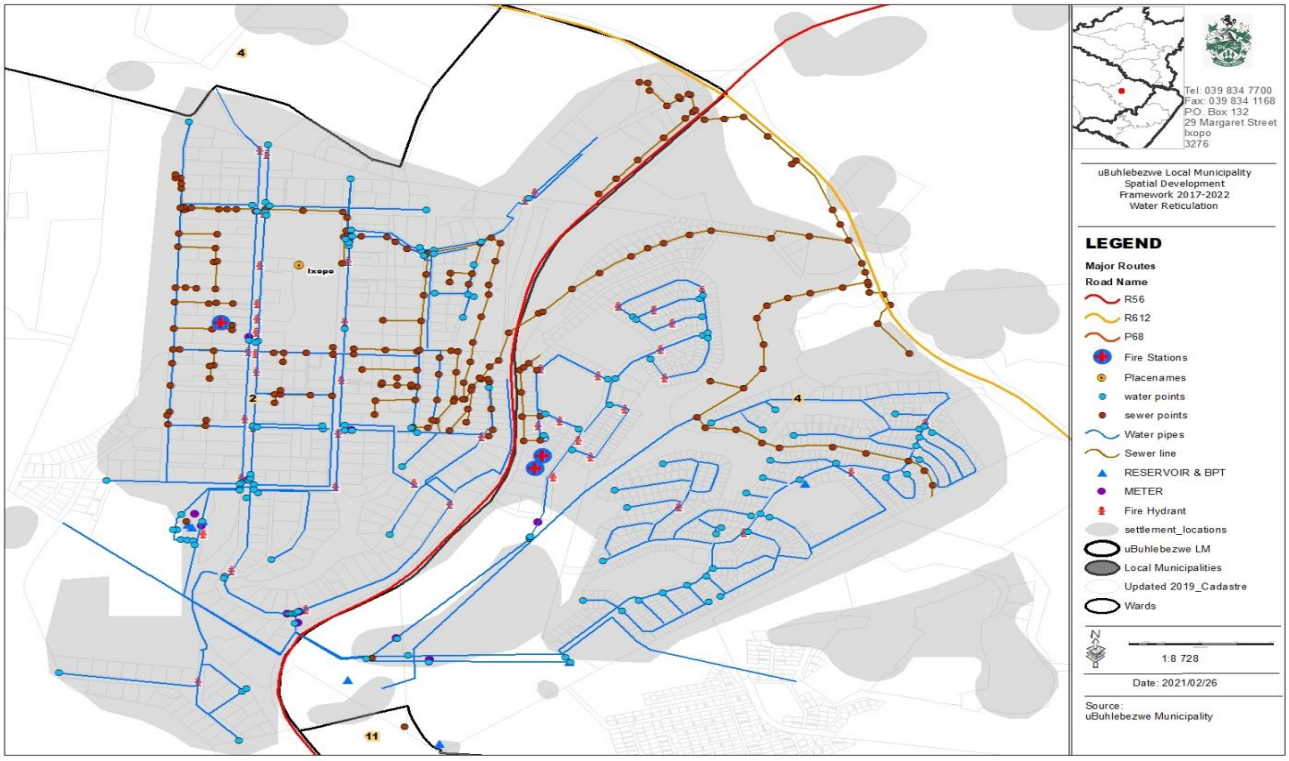

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uBuhlebezwe Local Municipality
Spatial Development
Framework 2017-2022
Snow
LEGEND
Major Routes
Road Name
R56
R612
P68
Placenames
Snow High Hazard
Snow Medium Hazard
Snow Low Hazard
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Local Municipalities
Updated 2019_Cadastre
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Date: 2021/02/26
Source:
uBuhlebezwe Municipality

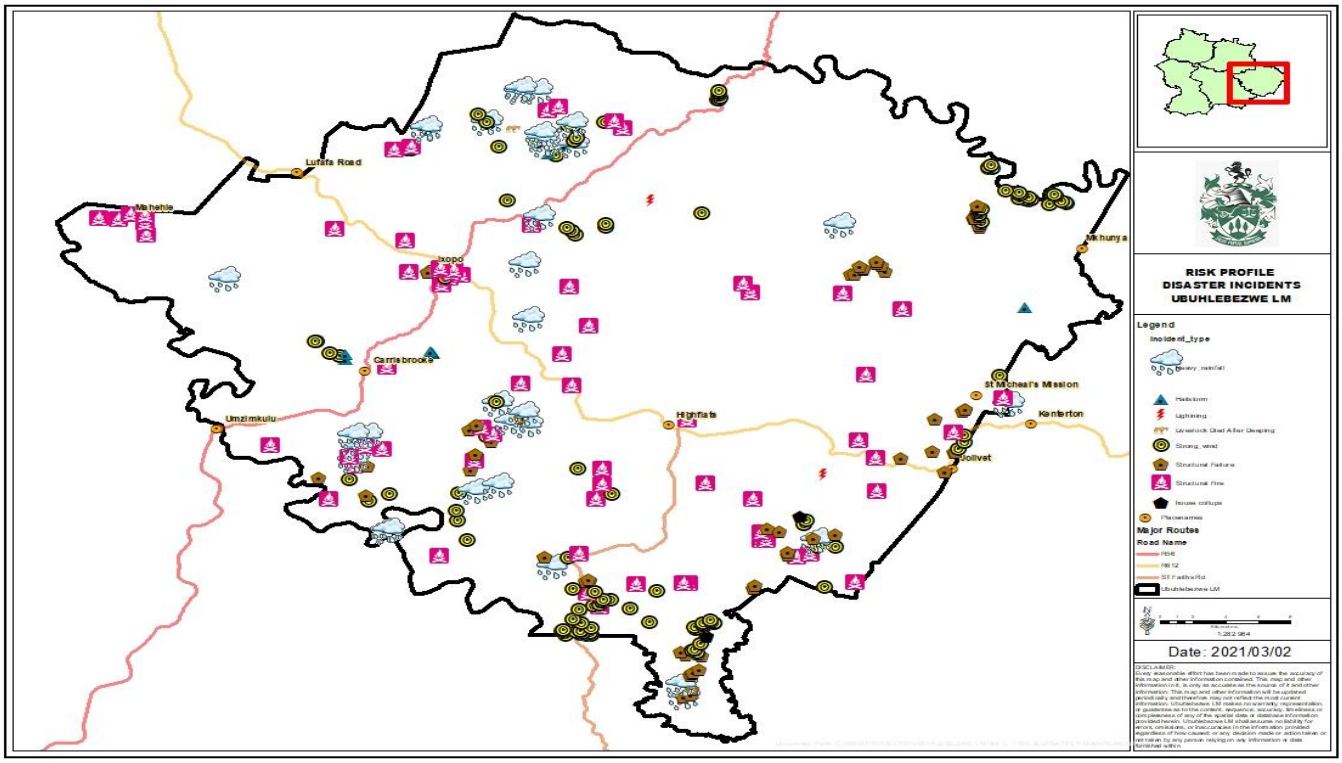

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Ixopo
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Umzimkulu
Highflats
Kenterton
Jolivet
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KwaBhidla
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uMuziwabantu (KZN214)
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uBuhlebezwe Local Municipality
Spatial Development
Framework 2017-2022
Motor Vehicle
LEGEND
Major Routes
Road Name
R56
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P68
Placenames
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Motor Vehicle Medium Hazard
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Local Municipalities
Updated 2019_Cadastre
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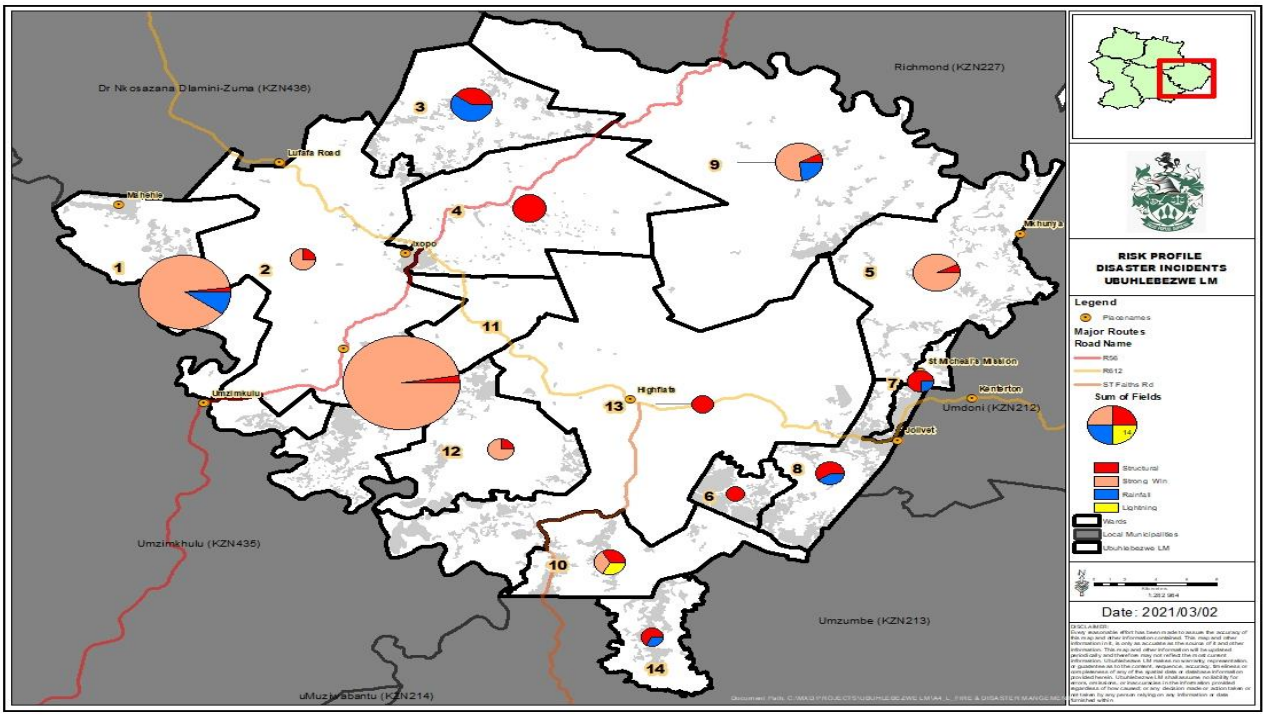

Richmond (KZN227)
Dr Nkosazana Dlamini-Zuma (KZN436)
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Umdoni (KZN212)
Umzumbe (KZN213)
uMuziwabantu (KZN214)
Lufafa Road
Mahehle
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Mkhunya
Carrisbrooke
Umzimkulu
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Ixopo
3276
uBuhlebezwe Local Municipality
Spatial Development
Framework 2017-2022
Strong Wind
LEGEND
Major Routes
Road Name
R56
R612
P68
Placenames
Strong Wind High Hazard
Strong Wind Extremely Hazard
uBuhlebezwe LM
Local Municipalities
Updated 2019_Cadastre
N
1:212 359
Date: 2021/02/26
Source:
uBuhlebezwe Municipality


Richmond (KZN227)
Dr Nkosazana Dlamini-Zuma (KZN436)
Umzimkhulu (KZN435)
Umdoni (KZN212)
Umzumbe (KZN213)
uMuziwabantu (KZN214)
Lufafa Road
Mahehle
Ixopo
Mkhunya
Carrisbrooke
Umzimkulu
Highflats
Kenterton
Jelivet
KwaBhidla
Tel: 039 834 7700
Fax: 039 834 1168
P.O. Box 132
29 Margaret Street
Ixopo
3276
uBuhlebezwe Local Municipality
Spatial Development
Framework 2017-2022
Structural Fire
LEGEND
Major Routes
Road Name
R56
R612
P68
Placenames
Structural High Hazard
Structural Medium Hazard
Structural Low Hazard
uBuhlebezwe LM
Local Municipalities
Updated 2019_Cadastre
N
1:212 359
Date: 2021/02/26
Source:
uBuhlebezwe Municipality


Richmond (KZN227)
Dr Nkosazana Dlamini-Zuma (KZN436)
Umzimkhulu (KZN435)
Lufafa Road
Mahehle
Ixopo
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KwaBhidla
Umzumbe (KZN213)
uMuziwabantu (KZN214)
uMuziwabantu (KZN214)
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3276
uBuhlebezwe Local Municipality
Spatial Development
Framework 2017-2022
Veld Fires
LEGEND
Major Routes
Road Name
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Placenames
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Veld Fires High Hazard
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Local Municipalities
Updated 2019_Cadastre
1:212 359
Date: 2021/02/26
Source:
uBuhlebezwe Municipality


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Tel: 039 834 7700
Fax: 039 834 1168
P.O. Box 132
29 Margaret Street
Ixopo
3276
uBuhlebezwe Local Municipality
Spatial Development
Framework 2017-2022
Water Reticulation
LEGEND
Major Routes
Road Name
R56
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P68
Fire Stations
Placenames
water points
sewer points
Water pipes
Sewer line
RESERVOIR & BPT
METER
Fire Hydrant
settlement_locations
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Local Municipalities
Updated 2019_Cadastre
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Date: 2021/02/26
Source:
uBuhlebezwe Municipality


Lufafa Road
Mahehle
Ixopo
Mkhunya
Carrisbrooke
Umzimkulu
Highflats
St Micheal's Mission
Kenterton
Polivet
RISK PROFILE
DISASTER INCIDENTS
UBUHLEBEZWE LM
Legend
Incident_type
Major Routes
Road Name
Date: 2021/03/02



In accordance with the *oxford dictionary,* the term "**CLIMATE CHANGE**" means changes in the weather, including changes in temperature, wind patterns, rainfall, especially the increase in temperature of the earth's atmosphere that is caused by the increase of particular gases especially carbon dioxide (CO2).

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

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

The above activities all produce greenhouse gases into the atmosphere.
In line with the South African Climate Change Response Plan Implementation, *by Judy Beaumont*, outlines the greenhouse gases (GHG) profile as follows:

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

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

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

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

EFFECTS OF CLIMATE CHANGE

Climate change effects are as follows:

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

AGRICULTURAL SYNOPSIS OF UBUHLEBEZWE

Looking at the area of uBuhlebezwe, it is more agricultural as compared to industrialization and hence its contribution to GHG could be through agriculture, waste and emissions from the transport industry.

In accordance with the uBuhlebezwe Agricultural Development Plan 2020, agricultural production in the municipal area occurs in the following categories:

- Subsistence agriculture
- Emerging agriculture
- Commercial agriculture

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

Emerging farmers focus on livestock, timber, crop production and in livestock production consist of piggery and poultry whilst timber production mainly consist of growing wattle, pine and eucalyptus species. Crop production includes variety of crops and vegetables.

Commercial farmers in uBuhlebezwe include High Flats Farmers Association, members of Ixopo agricultural society, Masonite, Mondi, Mondi Shanduka, Sappi and individual private timber and game farmers. Such farmers are engaged in activities such as crop, livestock, timber production and game farming. They also produce the following crops:

- Sugar Cane
- Maize
- Pastures
- Potatoes
- Tomatoes
- Cabbages
- Citrus Fruits

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

EFFECTS OF CLIMATE CHANGE IN UBUHLEBEZWE

Currently, the municipal area of uBuhlebezwe is experiencing drought which is a very slow onset kind of a catastrophe. As this is believed to be associated with climate change and global warming which to a certain extent result in adverse weather conditions. A shift has been noticed on patterns of rainfall being delayed from the period where it is expected to rain but does not, whilst heat waves have been experienced. From January 2021, the municipal area has received some rain, but that does not imply that the municipal area is already out of the red in terms of drought, since it is not known during the winter season whether the rains current received now will be able to sustain the communities in the

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

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

RESPONSE ON ISSUES OF CLIMATE CHANGE
WHAT IS ECOSYSTEM BASED DISASTER RISK REDUCTION?

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

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

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

ENVIRONMENTAL MEASURES FOR ECOSYSTEM BASED DISASTER RISK REDUCTION

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

PLANTING OF TREES, FLOWERS AND BEAUTIFICATION

The municipality promotes the planting of trees, flowers, grass and beautification on all open spaces in order to prevent the environment from degrading whilst on the other hand ensuring beautification of the land. Areas that a planted trees and grass do not easily get eroded, but they become to firm that even during the occurrence of disasters it is not easy for the soil to be easily moved from one area to the other.
The municipality also participate in a program called the Greenest Municipality competition run by the district municipality of Harry Gwala, which seek to encourage its family of municipalities to respond on issues of climate change in terms of diverting resources to landscaping, waste management and as well energy efficiency within their areas of jurisdiction. The municipality has won so categories in this competition as a testimony towards environmental and climate change responses. The trees utilize more carbon dioxide which is one of the green gases that are culprits to climate change.



One of the areas where the municipality plant trees.



Same area as above in another angle

PROTECTION OF THE WETLAND

As part of promoting biodiversity, the wetlands are very of paramount since there are a variety of plant and animal species that habit is such places. When you enter the Ixopo town at the crossroads there is a wetland on three either sides of the crossroads, which also beautify the land.





Picture of the other side of the road of the wetland

FORESTS PLANTATIONS

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

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

WASTE MANAGEMENT

The municipality has got an integrated waste management plan that was approved by Council, which details the strategies that, the municipality employs to collect, store and dispose of its waste. Within the area of jurisdiction waste burning is discouraged by all possible means and hence collected waste is disposed of in uMzimkhulu landfill site where it is covered on daily basis.

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

The towns are equipped with skips, one sided open drum for purposes of disposing waste for a temporal period whilst waiting to be collected. The effective waste management collection system is very crucial to reduce the blockages of storm water drains, and thus mitigating the impact of flooding. Unblocked storm water drains allow the free flow of access water.

REHABILITATION OF THE ENVIRONMENT

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

TOURISM DISASTER RISK REDUCTION INITIATIVE

As part of tourism promotion in the area a coal locomotive was utilized to ride tourists from one area to the other and hence burning of coal contribute highly to the green gases that affect the environment.

This changed when Transnet donated a diesel locomotive to be utilized for such a tourism initiative. This saw the

reduction of highly toxic emissions from the coal locomotive reduced, since burning diesel is less harmful than coal. Whilst this initiative contributes positively to local economic development, it is once again imperative to reduce the emissions to acceptable levels as part of disaster risk reduction.

DISASTER RISK REDUCTION FOR DM AND FIRE SERVICES

After the risk profile of the municipality was done, it then informed the disaster risk reduction projects that must be implemented to reduce the vulnerabilities of the communities and are as follows:

HAZARD	PROJECTS
1. Fire	• Procurement of fire beaters • Conduction of awareness's • Burning of fire brakes • Improving firefighting equipment
2. Floods	• Construction of dams • Construction according to building standards • Consistency in Awareness Campaigns • Consistency in Early Warning Systems • Building Bridges
3. Lightning	• Lightning Conductors • Consistency Awareness Campaigns • Consistency in Early Warnings
4. Storms	• Consistent Awareness Campaigns • Consistency in Early Warnings
5. Motor Vehicle Accidents	• Upgrading and road maintenance • Visibility of Road Traffic Officers • Awareness Campaigns
6. Hazmat Incidences	• Upgrading and road maintenance • Implementation of Municipal By-Laws • Visibility of Road Traffic Officers • Consistency in Awareness Campaigns
7. Droughts	• Awareness Campaigns • Water Harvesting • Installation of boreholes
8. Strong Wind	• Planting of trees • Awareness Campaigns • Encourage communities not to build on valleys

DISASTER MANAGEMENT IMPLEMENTATION PLAN FOR UBUHLEBEZWE MUNICIPALITY 2021-2022 AND THOSE OF OTHER STAKEHOLDERS

Disaster Management & Fire Services Programmes/Projects by Municipality

PROJECT NAME	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	BUDGET	TARGET AREAS	RESPONSIBLE STAKEHOLDER	DEADLINE
Integrated Community Safety Awareness Campaigns	Conduct Awareness campaign per quarter	Four Awareness Campaigns Annually	R 50 000.00	All wards	Disaster Management stakeholders	On-going
Disaster Management Advisory Forum Meetings	Hold Disaster Management Advisory Forums	Four Disaster Management Advisory Forum Meetings Held Annually	R 22 000.00		All Disaster Management Relevant Stakeholders	June 2021
Burning of Fire Breaks	Burning of Fire Breaks	Three scheduled fire breaks conducted at high-risk areas Annually	None	Ward 2 and 4	Disaster Management Fire and Rescue Services	May - June
Fire Safety Inspections	Conduct Fire safety Inspections	One Hundred and Eighty Fire Safety Inspections Conducted Annually	None	All wards	Disaster Management Fire and Rescue Services	On-going
Fire Hydrants Inspections	Conduct Fire Hydrants Inspections	Two hundred and Fourty Fire Hydrants Inspections Conducted annually	None	Ward 4	Disaster Management Fire and Rescue Services	On-going
Disaster Management Relief	Procurement of Disaster Management Relief	1. Blankets 2. Sponges 3. Plastic Rolls	R 150 000.00	All Wards	Disaster Management Fire and Rescue Services	Re-Currying
Disaster Management Promotional Material	Procurement of Disaster Management Pamphlets	10, 200 pamphlets- Zulu and English versions, Key holders	R 40 000.00	All Wards	Disaster Management Fire and Rescue Services	Re-Currying
Fire Breaks and prevention equipment	Procurement of Knapsack Tanks	30 Knapsack Tanks	R 40 000.00	All Wards	Disaster Management Fire and Rescue Services	June 2021
Study on Satellite Stations	Conduct a study on satellite stations	Report on study of positioning of satellite stations	None	All wards	Disaster Management and Fire Services	July 2021

	positioning within area of jurisdiction					
Memorandum of Understanding	To forge and improve working relations with private sector	Memorandum of Understanding signed	None		Municipality and Private Sector	August 2021
Disaster Management Information and Communication System (DMICS)	Facilitate Procurement of the System	System procured	R 12 000.00	Ward 2	Disaster management and Fire Services	January 2021

Disaster Management Programmes/Projects by Stakeholders

HARRY GWALA DISTRICT MUNICIPALITY DISASTER RISK REDUCTION FOR DM AND FIRE SERVICES PROGRAMMES/PROJECTS 2019-2021

PROJECT NAME	BUDGET	TARGETED AREAS	DEADLINE
Procurement of Gym Equipment	R300,000.00	Disaster Management Centre	2021/2021
Procurement of Fire & Rescue Equipment	R1000.000.00	Disaster Management Centre	2021/2022
District Disaster Management Advisory Forum	R35 000.00	All Local Municipalities	30 July 2021
Procurement of Disaster Management Relief Material	R 1000 000 00	To support all LM's	30 July 2021
Installation of Lightning Conductors to areas prone to lightning	R1 000.000.00	All Local Municipalities	2021/2021
Maintenance of DM Information& Communication System	R300 000.00	Disaster Management Centre	30 July 2021
Conduct Awareness campaigns & Distribution of educational equipment	R200 000.00	All Local Municipalities	30 July 2021
Training of disaster management volunteers in order to Respond effectively to disasters/incidents	R150 000.00	All affected areas within the district	30 July 2021

MUNICIPAL HEALTH SERVICES

NAME OF THE PROJECT	BUDGET	TARGET AREAS	YEAR
Gazetting Municipal Health Service Tariffs	R200 000.00	All LMs	2021/2022
Communicable Diseases	R100 000.00	All LMs	2021/2022
Water Quality monitoring	R150 000.00	All LMs	2021/2022
Health and Hygiene Awareness campaign	R 150 000.00	All LMs	2021/2022

Specific Climate Change Adaptation Programmes for Ubuhlebezwe Municipality

NAME OF THE PROJECT	BUDGET	TARGET AREAS	YEAR
Ubuhlebezwe Municipalities to increase public awareness on fire preventions by investing in the procurement of equipment to be distributed through traditional leaders before each winter season.	None	All Wards	2021/ 2022
Ubuhlebezwe Municipality together with farmers to improve firebreaks and create awareness around the importance of maintaining firebreaks.	None	Informal settlements, farm dwellings, farms	2021/2022
Environmental Health Practitioners to conduct awareness campaigns on food insecurity in rural areas and informal settlements in the Local Municipality by June 2019.	None	All Wards	2021/2022
Disaster Management field workers to Assist Disaster Management Officer	None	Disaster Management Centre	2021/2022

Specific Climate Change Adaptation Programmes for Harry Gwala District Municipality

NAME OF THE PROJECT	BUDGET	TARGET AREAS	YEAR
Municipalities to increase public awareness on fire preventions by investing in the procurement of equipment to be distributed through traditional leaders before each winter season.	R 150 000	All Local Municipalities	2021/ 2022
Harry Gwala District Municipality together with farmers to improve	R 200 000	Informal settlements, farm dwellings, farms	2021/2022

firebreaks and create awareness around the importance of maintaining firebreaks.			
Environmental Health Practitioners to conduct awareness campaigns on food insecurity in rural areas and informal settlements in the District by June 2019.	R 150 000.00	All Local Municipalities	2021/2022

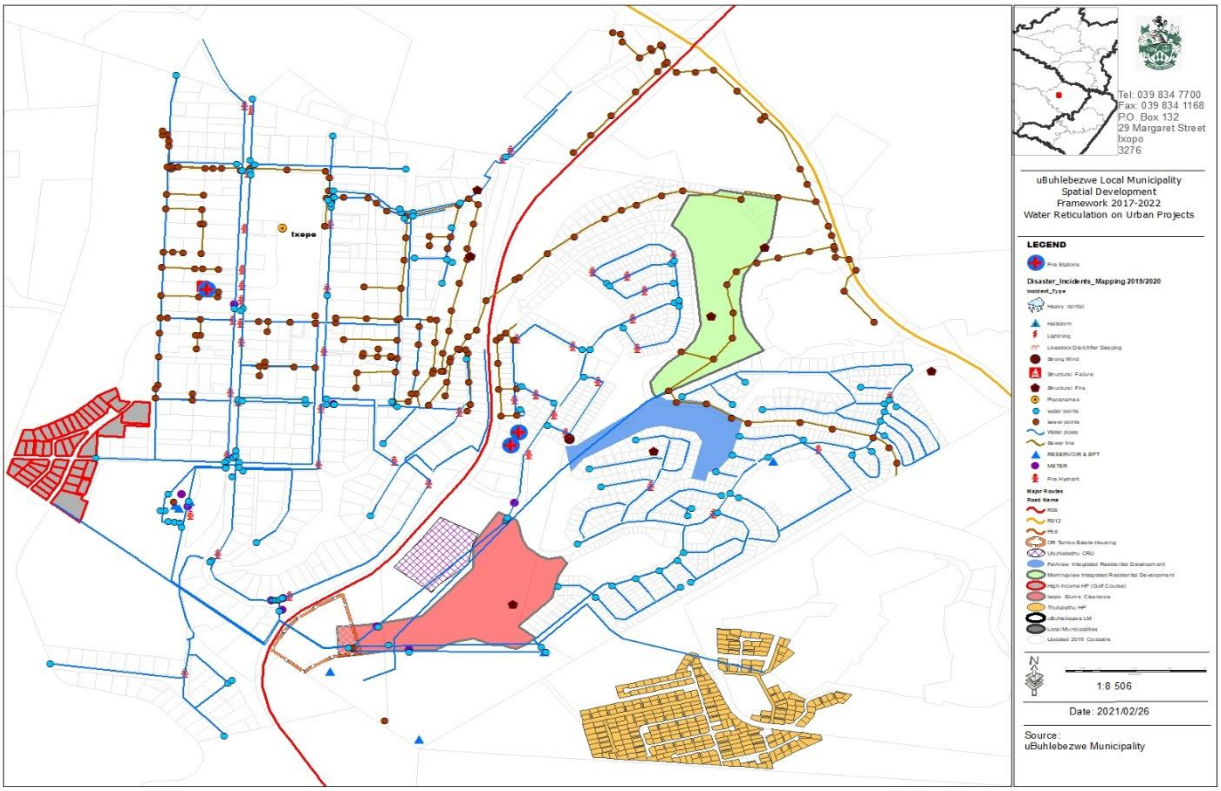
UTILIZING ANIMAL POUND SERVICES

Ubuhlebezwe local Municipality is responsible for ensuring public and traffic safety within its municipal area of jurisdiction. It is also imperative to control livestock on public roads. The KZN Department of Cooperative Governance and Traditional Affairs (COGTA) have issued Circular No.20 of 2018 to municipalities to establish municipal pounds or to conclude a shared service level agreement with nearest municipalities to provide the animal pound service.

The municipality did respond to KZN Cogta that due to shortages of land and budget constraints. It should be also noted that the land around uBuhlebezwe Municipality is mostly privately owned. However, the municipality does have pound bylaws that were gazetted on the 09th of February 2016, No 1602 Vol.10.

uBuhlebezwe Municipality requested Dr.Nkosazane Dlamini Zuma Municipality to assist by temporary sharing its Municipal animal pound services with uBuhlebezwe Municipality. The SLA was developed and was successful agreed upon. Ubuhlebezwe Municipality is in a process of sourcing funding for constructing its own animal pound services which is going to help the community, create job opportunities, and help minimize disease caused by animals.

NAME OF THE PROJECT	BUDGET	TARGET AREAS	YEAR
Employment of Animal Rangers officers	None	Jurisdiction of Ubuhhlebezwe	2021/2022
Employment of Animal Doctors veterinarian	None	Department of Agriculture	2021/2022
Buying of Equipment and Cars	None	Jurisdiction of Ubuhlebezwe	2021/2022
Buying of Animal Feed	None	Ixopo Town	2021/2022



Map reflecting strategic interventions for DRR

PREVENTION AND MITIGATION

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

- The risk assessment was done and is enshrined in the disaster management plan
- Currently the municipality is increasing the capacity for communities and households to minimise risks and the impact of disaster through awareness campaigns, education and training specifically on fire safety, where we do the same in partnership with Working on Fire. Communities are also provided with fire beaters and knapsack tanks to ensure that, as first responders, they have some mechanism to deal with the fires before the fire services can arrive.
- Contingency plans are also developed on seasonal basis, as part of ensuring that, a state of preparedness to deal with disaster incidents and/ or disasters is in place.

CLEARING OF STORM WATER DRAINS

- The technical department working in conjunction with the disaster management unit, as the summer season approaches makes sure that, storm water drains are cleared to allow free flow of access water, as part of risk reduction initiatives.





Clearing of storm water drains.

ENFORCEMENT OF LEGISLATION

The disaster management section, working together with the fire services conduct fire safety inspections in all the business premises within the area of jurisdiction of the municipality, and when business license applications are processed, the disaster management and fire services unit also conduct inspections to ensure that, business comply prior to occupation by the business owners.

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

DISASTER RESPONSE AND RECOVERY

Disaster response and recovery includes all necessary measures to provide immediate/ emergency assistance to the affected people of uBuhlebezwe municipality, by undertaking search, rescue and evacuation. It is very important to fully understand what must be done during a state of a disaster in order to assist those affected effectively to recover from the effects of a disaster incident and/ or disaster.

Immediately after a disaster has occurred, a joint operations centre is always, activated by uBuhlebezwe municipality in consultation with the district municipality, which shall ensure an integrated response effort by all relevant stakeholders.

Relevant response teams are very crucial to prevent any unnecessary secondary disaster incidents at the scene of the disaster and/ or disaster incident.

uBuhlebezwe municipality has a compliment of personnel responsible for disaster management and fire services is in place with expertise, including departmental and/ or sector department's employees representing different functionaries that are activated whenever there are disaster incidents/ disasters.

The following activities take place during and/ or after the occurrence of a disaster *inter alia:*

A) Monitoring and evaluation of hazardous and potential disastrous incidents
B) Possibly declaring a state of disaster
C) Activating and implementing contingency or response plans, developed as part of planning and mitigation.

D) Informing other relevant disaster risk management role players and institutions, such as the Harry Gwala District Disaster Management Centre, Sector Departments, KwaZulu Natal Provincial Disaster Management Centre and the National Disaster Management Centre.

E) Deploying response resources to the scene

F) Managing and distributing the resources deployed accordingly.

G) Monitoring of disaster intervention activities

H) Reporting and recording of decisions

I) "Post-mortem" analysis to improve systems, plans and methods
Reporting and recording of decisions

I) Outcomes:

- Response actions
- Reports and lessons learnt

Occurrence of Incidents and Interventions Done









Some of the Disaster incidents occurred and the interventions that is being done by Ubuhlebezwe disaster management unit.

Municipal Capacity in terms of Response and Recovery

RELEVANT STAKEHOLDERS' REPRESENTATIVES FOR RESPONSE AND RECOVERY

NAME OF REPRESENTATIVE	DESIGNATION	ORGANIZATION	CONTACT DETAILS
NC Mohau	Director Social Development	uBuhlebezwe Municipality	0398341904
			0725853020
ZN Mthanti	Manager Community Safety	uBuhlebezwe Municipality	0398347700
			0828540339
SP Mthembu	Chief Fire and Disaster Management Officer	uBuhlebezwe Municipality	0398342211
			0760628953
			0760628953
ZB Mthembu	Disaster Management Officer	uBuhlebezwe Municipality	0398342211
			0729393281
			0734337177
G.L. Mswane	Disaster Field Worker Clerk	uBuhlebezwe Municipality	039 834 2211
			076 946 6239
T. Dzanibe	Disaster Manager	Harry Gwala District Municipality	0398340043
			0828057892
T.S. Mkhize	District Manager	Emergency Medical Services	0398347211
			0834689563
V. Dawchurran	Communications Officer	Emergency Medical Services	0398347211
			0844047817
N. Mbongwa	Principal Provincial Inspector	Road Traffic Inspectorate -Ixopo	0398341450
			0798058208
N. Mhlophe	Senior Provincial Inspector	Road Traffic Inspectorate	0398341450
			0829074079
Jwara	Station Commander	Ixopo SAPS	0398348823/7
			0824177319
L.M. Zondi	Lieutenant	Ixopo SAPS	0398348823/7
			0725490667
Mrs Mtolo Nguse	Station Commander	High Flats SAPS	0398353262/3
			0824177166
S.S. Chiliza	Captain	High Flats	0398353262/3
			0795000026
Mr. Mbuli	Ibhubesi Emergency Services	Operates in district area	035-7899052
			0783792749
Dr. F. Parak	Gijima Care	District Area	0609090911
			0609090911
L. Ndlovu	Superintendent	uBuhlebezwe Traffic	0398347700
			0718421919
S. Chiya	Senior Traffic Officer	uBuhlebezwe Traffic	0398347700
			0826594405
P. Ramdev- Ashley	Vehicle Tower	Ashley Towing	0398341516
			0715057156
Ettian	Vehicle Tower	Ixopo Towing	0398341351
			0822201948
E. Mlomo	Municipal Health Services Manager	Harry Gwala District Municipality	0398348700
			0781407357
T. Mahlaba	Director Social Services	Harry Gwala District Municipality	0398348700
			0763180097
M. Mchunu	Municipal Health Services Manager	Harry Gwala District Municipality	0398348700
			0724210687
B. Mchunu	Manager	EDTEA	0398347600
			0722053441
S. Sosiba	Assistant Manager	EDTEA	0398347600
			0720850458
Charmaine Moses	Manager	World Vision	0398340053
			0612936040
Zama Mngadi	Development Facilitator	World Vision	0398340053
			0829737770
Mrs. Ngcobo	Manager	Department of Social	0398341668

		Development	0828048720
Fikile Khanyile	Manager	SASSA	0398342985
			0732009834
Larry Smith	Manager	Eskom	0398342064
			0793166141
Nozipho Ndlovu	Manager	Home Affairs	0398348902
			0793409451
Cyril Vezi	Manager	South African Red Cross	0315632914
			0839389966
Thembakazi Base	Manager uMzimkhulu Branch	South African Red Cross	0829315171

Grant funding allocated for post-disaster recovery.

There is R 655 000 granted by Cogta PDMC for COVID-19 relief, the grant was spent where closed out report with attached invoiced was also submitted to both Harry Gwala District and PDMC





Information Management and Communication

Information Management

Information Management The municipality has put mechanisms or a system in place within the disaster management centre to ensure that, information is managed, transferred where necessary to other disaster management stakeholders. Such systems are as follows:

Communication system

INFORMATION COMMUNICATION SYSTEM	QUANTITY
Telephones	1
Computers (2 x laptops, 1 x desktop)	3
Cell phones	3
Radios	4
Photocopying, scanning machine	1
Emails	3

EARLY WARNING STRATEGY

- The municipality considers the issue of early warning systems very seriously and hence it receives such from the South African weather board, provincial disaster management centre and the district municipality.
- Whilst the system works very well but, it is equally important to be very vigilant when such is cascaded to the community as skilled people would need to be identified to receive the early warnings and digest same before taking actions.
- Currently, the early warnings are received, processed by the municipality, and be shared amongst disaster management centre personnel and other stakeholders be alert for any reported adverse weather conditions to respond as soon as it is necessary.

EDUCATION, TRAINING, PUBLIC AWARENESS AND RESEARCH

Planned Public Awareness Campaigns
In line with the Disaster Management Act (Act 57 of 2002), section 44 (h), the municipality promotes capacity building, training and education including at schools in the municipal area.
Furthermore, the municipality conducts continuous disaster management awareness campaigns and training in the following areas:

- Community level
- Schools
- Clinics
- Home Affairs Offices
- Hospitals

The municipality is currently working in partnership with working on fire to train communities at ward level about fire safety and disaster management. Cogta is also assisting the municipality in terms of capacity building on side of fire services and disaster management. To date COGTA has trained about seven (7) officials in the municipality.



Ubuhlebezwe workers during a Fire Safety and Disaster Management Awareness Campaign drill at Social Development building.

Planned Capacity Building Programmes

VOLUNTEERS

uBuhlebezwe municipality is fully aware of the Disaster Management Volunteer regulations and it endeavor to strive to comply with it in terms of ensuring that, a unit of volunteers is readily available whenever needed. Such volunteers were identified by the district municipality in consultation with its family of local municipalities.
Currently, based at the wards of uBuhlebezwe municipality are twenty nine (29) disaster management volunteers. Such data base is updated on monthly basis as part of ensuring that, such volunteers are still within the area of jurisdiction of the municipality.
Since the August 2016 elections the municipality is establishing ward base disaster management structures for purposes of involving the youth on disaster management issues and as well to utilize them as additional volunteers for disaster management. Such a structure has been successfully established in ward 2 of uBuhlebezwe. In partnership with working on fire, such structures are also trained on issues of disaster management and fire safety. The youths are also provided with fire beaters to act as first responders during a fire.



Ward 02 Ixopo SuperSpar 04 November 2021 During Fire safety awareness campaign

Funding Arrangements for Disaster Management

The municipality, from the financial year 2014/2015 and 2015/2016 has provided disaster management budget, for purposes of ensuring that, it complies with the requirements of the Disaster Management Act (Act 57 of 2002).

INTERNAL FUNDING

uBuhlebezwe municipality, currently fund the disaster management programmes and projects from its own internal funding.

GOVERNMENT FUNDING

The municipality also receives equitable share, from national treasury in terms of the Division of the Revenues Act (DoRA), which funds are then divided in accordance with the needs of the community of uBuhlebezwe in line with the approved IDP.

There are also funds such as the Municipal Infrastructure Grants (MIG) that are provided to municipalities to fund infrastructure related projects.

Cogta have granted COVID-19 funds which an amount of R655 000.00, the whole amount of money was spent and Closed out report was summited to PDMC.

PRIVATE SECTOR AND NON-GOVERNMENTAL ORGANIZATIONS

The municipality also partner with the private sector and nongovernmental organizations to play their roles on disaster management programmes, in terms of sponsoring such programmes whenever are implemented.

Breakdown of available budget for disaster management and fire services

Project	**Budget**
Risk Reduction Projects: - Procurement if Fire Beaters & Knap Sack tanks	R 40 000.00
Response & Recovery - Procurement of Relief Material	R90 000.00
Education and Training	R 50 000.00
Disaster Management Promotional Material	R 40 000.00
Total	**R2 20,000.00**

Funding Mobilization Strategy

According to Disaster management Act, funding arrangements must be designed in a manner which ensures that disaster management activities are funded adequately and in a sustainable manner.

Sources of Funding

- Ubuhlebezwe Local Municipality (equitable share)
- Provincial Disaster Management Centre (PDMC)

Private Partnerships

Fire Protection Association (FPA) the District have partnered with UMkomas Fire Protection Association and are accommodated in the Disaster Management Centre. The Fire protection Association from Forestry Companies such as SAPPI, Mondi, RB Group and Private Farmers provide a backup service in terms of fire and major incidents that occurred within the jurisdiction The FPA will also provide management and coordination service to the HGDM Disaster management Centre Control Room in terms of setting up DM Control Centre with regards to receiving emergency calls and dispatching of relevant role players to fire and disaster management incidents within the district.

Disaster Management & Fire Services Swot Analysis

STRENGTHS	WEAKNESSES
➢ Disaster Management is also utilizing fire fighters to perform some of the functions ➢ Disaster Management Volunteers availability at ward level ➢ Municipality provision of internal funding towards disaster management budget ➢ Disaster Management Forum is very effective	➢ Lack of a proper Fire Station ➢ Unavailability of funds to build the satellite Fire Station ➢ Rural areas are very sparsely. ➢ Lack of reports from some sector departments to the forum and inconsistency in attending such meetings. ➢ Disaster Management official also performing fire services functions. ➢ Lack of disaster management Official as there is one official dealing with disaster management.
OPPORTUNITIES	**THREATS**
➢ Improved working relationships with other relevant disaster management stakeholders ➢ Participation of private sector, NGOs and CBOs on issues of disaster management ➢ Involvement of councillors and traditional leaders on issues of disaster management and sitting in the forum. ➢ Participation of the private sector on issues of disaster management	➢ Unavailability of fire hydrants in High flats and rural schools ➢ Inaccessible informal settlements by emergency vehicles due to no existence of access roads ➢ Occurrence of natural disasters ➢ Houses not built-in accordance with national building standards and regulations (rural and informal settlements) ➢ Growth of informal settlements around urban areas ➢ Location of the fire station, not strategic in so far as free access of entrance and exit

Challenges for DM and Fire Services as per SWOT Analysis

Challenges for Disaster Management	Recommendations	Challenges for Fire Services	Recommendations
There is only one official dealing with disaster management in all 14 wards	Employment of four disaster management field workers	Not enough fire fighters	Addition of four qualified fire fighters
Climate Change Programs	Funding is required	The area of the municipality is too big as there is no satellite fire stations which result to late responding to the wards that are far from Ixopo fire station	Building of satellite fire station at Highflats town
		Lack of Motor Vehicles	Request 1 fire engine and 2 Fire Motor vehicle with fire equipment

Municipal Transformation & Institutional Development

- **Human Resources Strategy**

It is important that all HR processes and initiatives are developed as part of an overall people strategy which is aligned with, and designed to assist in the achievement of, the organizational strategy and goals (IDP). A key part of the HR planning role is the development of a workforce plan. The council adopted its Human Resources Strategy in October 2016 which was reviewed in September 2019; this strategy is used as part of the municipal vehicle for achieving efficient and effective service delivery.

This strategy has been compiled and it addresses the following:

- Planning the municipal workforce in an organized manner and within strategic principles;
- Attraction and retention of required skills;
- Developing a competent, skilled, service orientated and satisfied (content) workforce in order to ensure continued service excellence, sometimes under difficult circumstances;
- Filling of staff vacancies according to structured procedures and timeframes.

The municipality is a Category 1 municipality which in accordance with all terms and definitions is a small municipality and as such suffers from all the ailments which are commonly found amongst small (and sometimes much larger). Municipalities with common denominator being the availability of funds and the well recorded inclination of Councils to start cost cutting exercises at the human resource level. Unfortunately these actions have in the past in many instances been proven to be counterproductive in respect of actual service delivery.

Focus Area and	Elements	Objective(s)	Structural, Process Resource Requirements
Planning and Resourcing	Strategic HR planning	Updating HR strategy in response to changing demands and conditions Resourcing the plans for their effective implementation	Annual strategy reviews HR leadership - to drive process
	Manpower planning	Anticipating manpower demands and accordingly ensuring that the organisation has the right number of people, with the right capabilities to enable the organisation to achieve it strategic goals	Time investment in quarterly manpower reviews
	Recruitment & selection	Streamlining recruitment and selection process, focusing on: Timeous identification of positions to be filled and approval for recruitment Reduction of recruitment turn-around time Hundred percent (100%) hit rate (appointment of the right person).	Recruitment and selection budg
Focus Area Process and	**Elements**	**Objective(s)**	**Structural, Resource Requirements**
Governance	Introduction of new policies and policies where warranted	Where a need for regulating a specific aspect of business is established, propose and develop relevant policy, procedure or process	N / A
	Enforcement of established policies, procedures and processes	Passing audit checks for consistent application of set policies, procedures and processes	N / A
Compliance	Compliance with applicable legislation and other regulations	Staying "in-the-loop" regarding aspects that get regulated Reducing time it takes to reach full compliance Timeous, accurate and conformant reporting to both internal and external stakeholders	Compliance budgets - dependant on nature of compliance Reporting and compliance systems
Focus Area	**Elements**	**Objective(s)**	**Structural, Process and Resource Requirements**
	Talent Management Attraction of external talent		Attracting wider pools of potential talent -
	Identification of internal talent		innovative approaches Identify talent based o

	Development and retention of identified key talent	Identification of appropriate development opportunities (coaching, mentoring, stretch assignments, exposure, etc) for all identified key talent	Budgetary considerations Time investment in developmental interventions such as coaching, mentoring, exposure, etc
Focus Area	**Elements**	**Objective(s)**	**Structural, Process and Resource Requirements**
Efficiency	Streamlined work processes	Eliminating non-value adding activities Reducing HR operating costs Decreasing time per HR query/activity Decreasing person-to-person inquiries and comebacks	Possible investment in technology
		Cost-efficient decisions and work procedures	
	Using efficient technology	Using the most time and cost-efficient means to carry out tasks	Possible investment in technology
Focus Area	**Elements**	**Objective(s)**	**Structural, Process and Resource Requirements**
Transformation	Employment Equity (EE)	Appointment of EE candidates in key/ influential roles across the Municipality Implementation of Affirmative Action (AA) measures to retain EE talent	Budgetary considerations for attraction of suitably qualified EE candidates Budget considerations for implementation of AA measures
HR Performance Measurement	Striving for excellence	Development of internal competence (right knowledge, skills, expertise and attitudes)	Budgetary considerations (training and development)
	Measurement of HR performance and value	Measurement of HR value (ROI) Effectively utisiling Balanced Scorecard and PMS processes to assess HR performance	Budgetary considerations for ROI/value measurement services
Focus Area	**Elements**	**Objective(s)**	**Structural, Process and Resource Requirements**
Capability Development	Skills development, study support, coaching and mentoring interventions, job exchanges, etc	Conducting of skills audits and needs analyses (learning & development) Development of Personal Development Plans (PDPs) for each employee and incorporation thereof into Workplace Skills Plans (WSPs)	Driving adherence to PDPs and WSPs

Focus Area	Elements	Objective(s)	Structural, Process and Resource Requirements
OD and Change	Culture	Inculcation of a culture that enables attainment of the organisation's goals	Budgetary considerations for appropriate culture building/change interventions
	Innovativeness	Early adoption of best practice, increasing speed to the desired change Creating better and innovative ways of executing work	Dependent on nature of best practice and innovation adopted
	Changing demands and conditions	Adaptation to changes imposed by both external and internal dynamics	Dependent on nature and extent of change
Focus Area	**Elements**	**Objective(s)**	**Structural, Process and Resource Requirements**
Sound Employee Relations	Communication	Establishing and utilising appropriate channels and media for varied types of communication	Dependant on chosen channels and media
	Occupational Health and Safety (OHS)	Full implementation of OHS programme and enforcement of relevant policy	A dedicated resource - OHS Coordinator Budgetary considerations for implementation activities
	Employee Assistance Programme (EAP)	Full implementation of EAP programme and enforcement of relevant policy	A dedicated resource - EAP Representative/Coordinator Budgetary considerations for implementation activities
Safe and conducive working conditions	Expansion of Municipal offices	Creating office space to eliminate crowding and promote an enabling environment for staff	Vision for expansion of offices, renovating the current environment, making the Municipality more accessible.

human resources strategies that are in place

The strategy is subject to:

The rapidly changing profile and role of local government with new mandates, duties, functions and requirements; and is mostly dependant on municipal funding and affordability; and will of necessity be subject to change from time to time.

The adoption by the Council of this strategy, does in no manner or way bind the Council to ,be compelled to comply with projected year planners as set out in the annexures thereto;

The principles set out in the strategy shall be followed until formally amended and management of the municipality shall in future utilise the HR strategy principles to motivate related matters to Council; The management shall annually, by no later than 15 March each year, have completed HR planning for the next ensuing financial year.

- **Municipal Powers and Functions**

In terms of the Municipal Structures Act No. 117 of 1998 UBuhlebezwe Municipality (KZ434) is classified a B Municipality and falls within the Harry Gwala District Municipality (DC43). This act made provision of the division of powers and functions between the district and local municipalities with the most day to day service delivery functions being delegated to local municipalities and the District wide to District Municipalities. UBuhlebezwe Municipality is responsible for a number of functions some of which are not being performed due to lack of capacity. The Municipality has entered into shared service with Harry Gwala District Municipality in some of the functions.

UBuhlebezwe Municipality has executive authority in respect of, and has the right to administer the local government matters listed as follows:

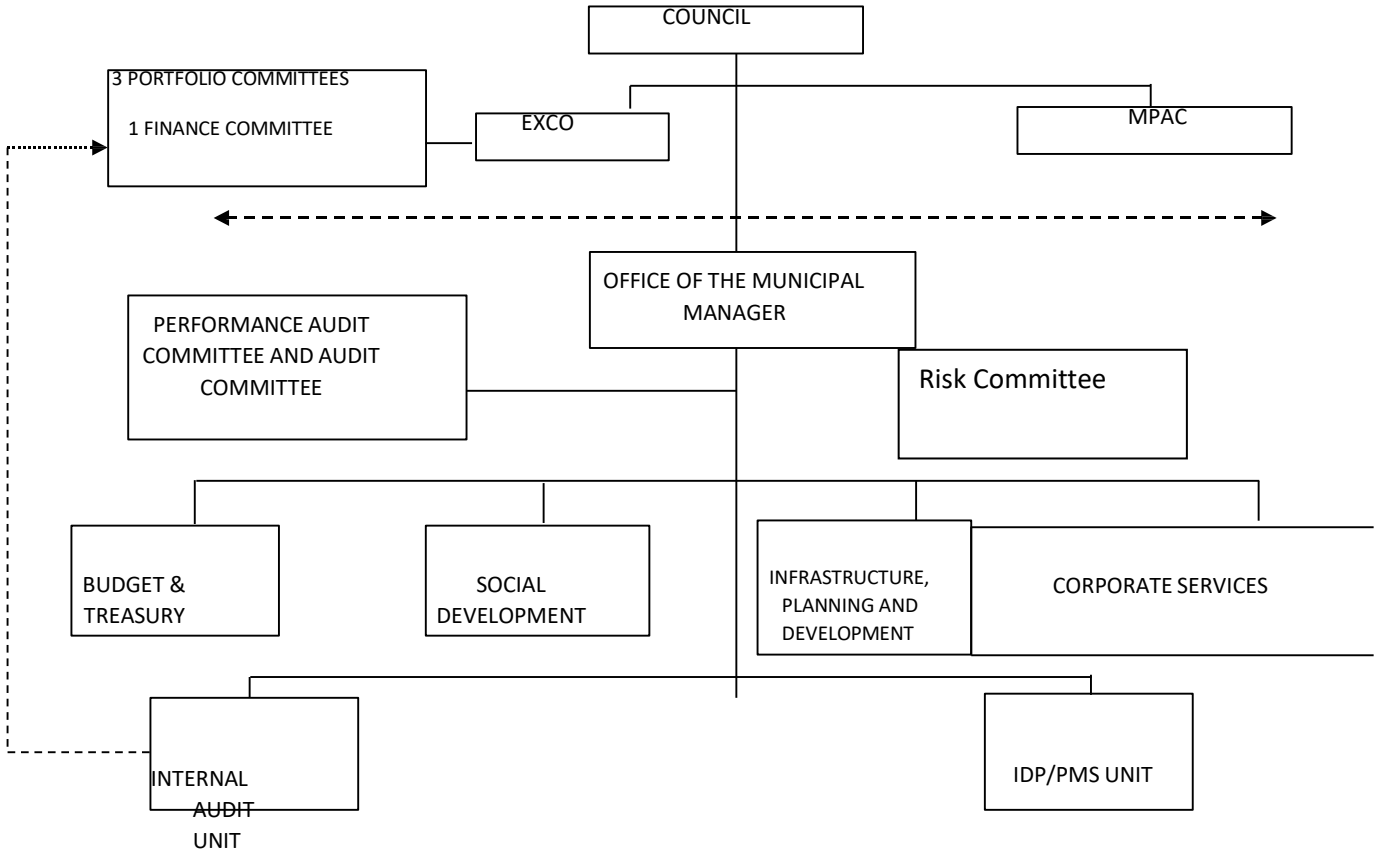
Functions	Function currently performed		Capacity to perform the function		Levels of capacity	Alternative measures in place(function not performed or no capacity	Municipal Action
	Yes	No	Yes	No			
1. Amusement facilities	-	x	-	X	-	-	-
2. Air pollution	-	x	_	X	-	-	There is no demand no action required
3 Building Regulations	x	-	x	-	Limited capacity there is only one building inspector responsible for all building related activities. Law enforcement not effectively executed.	-	Deal with contraventions effectively
4. Child care Facilities	-	x	-	X	-	Community driven function.	The municipality coordinates Sukuma Sakhe where departments sit and look at the adequacy and Department of Social Development builds creches
5. Case of Burial of Pauper and Human Remains	-	X	-	X	-	-	Maintenance of facilities
6. Fire Fighting	X	-	x	-	Municipality has a functional capacity and is gradually increasing human resources	-	The municipality creates awarenessesand responds incase of accidents. Disaster Management Plan caters for fire fighting functions
7. Local Tourism	X	-	x	-	Limited due to financial constraints and minimum skills	-	The municipality adopted a Tourism strategy and is working with local tourism owners to uplift tourism within the ecomic space
8. Municipal Planning	X		x		Limited capacity to perform all planning functions. There is the Manager Planning with only Town Planner.	-	Planning shared to assist in this regard
9. Municipal Public Transport	-		-	X	-	-	Planning has been done by the District

10. Storm water	X	-	x	-	Performed internally. Limited Financial and human resources to perform this function fully.	-	Maintenance of storm water facilities are done internally.
11. Trading Regulations	X	-	x	-	Municipal Bylaws are enforced with limited resources	-	The municipality reviewed Bylaws and training of Peace Officers
12. Billboard and display of advertisement in public places	X	-	x	-	Municipal Bylaws are enforced	-	Signage Bylaws and strengthen law enforcement
13. Cemeteries ,funeral parlour and crematoria	X	-	x	-	-	-	Maintenance and allocation of graves.
14. Cleansing	X	-	x	-	-	-	Daily to day activity
15. Control Public nuisance	X	-	x	-	-	-	By-laws are in place and enforced
16. Fencing and fences	X	-	x	-	-	-	No action required
17. Licensing of dog	X	-	x	-	Limited capacity	-	By-laws in place and enforced
18. Licensing and control undertakings that sell food to the public	-	x	-	X	Municipality has licenced informal traders	Each case is treated base on its own merits	Harry Gwala District municipality conducts Environmental Health inspections to ensure that formal shops also get licenced
19. Local amenities	X	-	x	-	-	-	Ixopo Town Regeneration to address the lack of amenities within the municipal area.
20. Local Sports facilities	X	-	x	-			Continuously maintain community sports field within the municipality
21. Markets	-	x	-	X	-	-	The municipality deals with the markets through the informal traders policy
22. Parks and recreation	X	-	x	-	-	-	Continuously Maintain and beautify parks and gardens
23. Pontoons and ferries	-	x	-	X	-	-	No action required
24. Pounds	-	x	-	X	-	-	shared service with DNDZ whilst acquiring

25. Municipal Roads		X	-	x	X	This function is performed by PMU Unit under the supervision of the Director IPD		municipal roads are maintained as per the maintenance plan
26. Municipal airport		-	x	-	X	-	-	No action required
27. Municipal Abattoir		-	x	-	X	-	-	No action required
28. Noise pollution		-	x	-	X	By-laws in place	-	Bylaws enforced by community safety unit
29. Public places		X	-	-	X	Functioned performed to a limited extent due to financial constraints	-	-
30 Refuse Removal and Solid Waste Disposal		X	-	-	X	Municipality does not have a landfill site	The Municipality utilizes UMzimkhulu Municipality's land fill to dump refuse.	The municipality to acquire land for the landfillsite in partnership Department of Land Affairs
31 Street trading		X	-	x	-	Limited number of Peace Officers	-	The municipality to train more Peace Officers
32 Street Lighting		X	-	X	-	Capacity is limited relying to ESKOM.	-	Municipality is negotiating with ESKOM to take over the street lighting after completion of the project.
33. Traffic and parking		x	-	x	-	-	-	No action required
34. Fireworks						-	-	No action required
35. Libraries		x	-	x	-	-	-	-

Table 16: Municipal Powers and Functions

- **A Council approved Organizational Structure**



The Municipal Council is composed of 26 Councillors of which 13 are ward Councillors and 13 are proportional representatives. Amakhosi also form part of Council and have been allocated to Portfolio Committees as per the recommendation made by the MEC for Co-operative Governance and Traditional Affairs. Ubuhlebezwe Municipal Council meets quarterly while both the Executive Committee and portfolio committees sit bi-monthly.

The Ubuhlebezwe Municipal council established 4 portfolio Committees with reporting lines via the Executive Committee to Council . Council nominates the Chairpersons for portfolio committees, are also members of the Executive Committee. Each committee has its own terms of reference. Their core function is to look at specific issues that relate to each portfolio committee. The portfolio committees deliberate on issues, then make recommendation to Exco to take decisions. Each portfolio committee meets with their relevant department bi-monthly where it considers performance reports that reflect progress in achieving the planned outcomes, outputs and inputs for the year in each functional area.

The following committees are established and reconfigured to represent municipal departments: Administration and Human Resources; Social Development; Infrastructure, Planning and Development Portfolio Committees as well as the Finance Committee. Over and above the portfolio committee Council has 1 adhoc committees namely Local Labour Forum. MPAC has been established with the terms of reference having been formulated.

As depicted in the organisational structure above, the Ubuhlebezwe Municipality has 4 departments and 2 units. Each department is headed by the Director who reports directly to the Municipal Manager. The Municipal Manager reports directly to the Exco via the Mayor who is the Chairperson of the Executive Committee. The Municipal Manager is assisted by the Internal Audit Unit, an independent Audit and Performance Audit Committee and Risk Committee with and independent Chairperson, in meeting his accountability requirements in terms of the Municipal Finance Management Act.

- **A full Council adopted Organizational Structure**

The organizational structure includes the following departments: Budget & Treasury Office; Corporate Services; Infrastructure, Planning and Development and Social Development Departments. Each department is aligned with the activities and all vacant posts budgeted for in the 2020/21 financial year were filled or are in the process of being filled, with recruitment processes for them already being underway. The recruitment processes for Director: Corporate Services were finalized, and the Director assumed duty on the 01st August 2019. The CFO and Director Infrastructure positions have also been filled and we now have a full compliment of Senior Managers.

All the Job Descriptions are with the Job Evaluation Committee and are still being evaluated.

Employment Equity:

The total number of female employees is 112

The total number of male employees is 135

The total number of senior positions is 5, Four of the positions are occupied by black females, and one is occupied by a male.

There is one disabled female employee and no disabled males. There are two Indian employees (one male and one female). There is one white male employee and no white females. There are seven coloured employees (one coloured male and six coloured females).

There is one disabled female employee and no disabled males. There are two Indian employees (one male and one female). There is one white male employee and no white females. There are five Coloured employees (one coloured male and four coloured females).

Category	Number
Total number of Approved posts	262
Total number of filled posts	247
Total number of vacant posts	15
Vacancy rate	6%

employment equity

- **Previously disadvantaged groups**

Directors: Infrastructure Planning & Development, Social Development, Corporate Services & the Chief Financial Officer are all black African females. The switchboard operator of Ubuhlebezwe Municipality is a previously disadvantaged black African female living with disability.

There is a council approved organogram that aligns to the long-term development plans of the municipality as reflected in the IDP as well as the powers and functions of the municipality.

- **Filling of critical posts**

The organisational structure shows five (5) critical posts, i.e., Municipal Manager, Directors: Social Development, Corporate Services, Infrastructure Planning and Development and the Chief Financial Officer. All sections 54 and 57 positions are filled.

SNAPSHOT OF THE CURRENT WORKFORCE PROFILE

The workforce profile snapshot tables used for the conducting of the analysis to inform this plan are used below as a baseline for the setting of numerical goals and targets for each year of the plan.

Workforce profile snapshot date **01/03/2021**

Table 1: Snapshot of workforce profile for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	0	4	0	0	0			5
Senior management	8	0	0	0	5	1	0	0			14
Professionally qualified and experienced specialists and mid-management	10	0	0	0	2	0	0	0			12
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	18	1	1	1	20	0	1	0			42
Semi-skilled and discretionary decision making	21	0	0	0	34	0	2	0			57
Unskilled and defined decision making	60	0	0	0	56	1	0	0			117
TOTAL PERMANENT	118	1	1	1	121	2	3	0			247
Temporary employees	8	0	0	0	5	0	0	0			13
GRAND TOTAL	126	1	1	1	126	2	3	0			260

A Council adopted Employment Equity Plan (EEP)

The EEP is in place, it is a five year plan which is reviewed annually, The last review was in September 2019. In compliance with the Employment Equity Act 55 of 1998, Chapter III, and Section 20(1):

"A designated employer must prepare and implement an Employment Equity Plan which will achieve a reasonable progress towards employment equity in the employer's workforce." The Ubuhlebezwe Municipality is deemed to be a designated employer.

The Employment Equity Plan (EEP) is at the core of Ubuhlebezwe's commitment to implement employment equity as well as affirmative action in all occupation levels and categories of its work force. The EEP gives effect to the Ubuhlebezwe Employment Equity Policy adopted by the Council and sets out the measures to be taken to ensure legal compliance with the Employment Equity Act, 55 of 1998. Furthermore it includes the objectives, activities, numerical goals and targets to progressively move towards achieving representivity of the designated groups across the organisational structure.

This EEP is the result of an ongoing and structured process of analysis and review of the human resources policies and practices of the municipality in consultation with the Local Labour Forum (LLF). The latter is representative of all relevant role-players, meets on a regular basis and fullfils a consultative and monitoring role on the implementation of Employment Equity Act.

- **A Workplace Skills Plan (WSP)**

The WSP is in place and is consolidated annually. It was developed and adopted by Council in May 2020. The next WSP is to be adopted 30 April 2021 for implementation during 2021/22 financial year.

The Ubuhlebezwe Workplace Skills Plan provides the LGSETA with a list of trainings that the municipality will provide to the employees and councillors in the next 12 months, based on the operational requirements of the municipality. Ubuhlebezwe Workplace Skills Plan was approved by council and endorsed by LGSETA. It is aligned with the municipal strategic objectives. It aims at enabling the employees to deliver services effectively and efficiently. The WSP for 2020/21 is being implemented as follows

NO	NAME & SURNAME	DESIGNATION	QUARTER	TRAINING	DATES
1.	Cynthia Kunene Patience Dlamini Zodumo Dlamini Nozuko Mbasa Mpume Mncwane Nobuhle Mbanjwa Nontsikelelo Masondo	PA -MM PA – IPD PA – Speaker PA – SD PA – BTO PA – Mayor PA - CSD	1	Develop and utilise municipal administrative procedures and principles to manage records within a municipal information system	27 – 29 July 2020
2.	Nobuhle Mbanjwa Cynthia Kunene Zodumo Dlamini Nontsikelelo Masondo Makhosazana Dlamini Nompumelelo Mncwabe Nozuko Mbasa	PA – Mayor PA – MM PA – Speaker PA – CSD PA – IPD PA – BTO PA - SD	1	Office Management	01 – 03 September 2020
3.	Thulisile Mthembu	Manager Housing	1	Labour Relations	21 – 23

	Cyprian Ndlovu Sihle Hlophe	Manager Community Services Manager HR			September 2020
4.	Zuko Rulumeni Neliswa Mthembu Percy Khumalo	Asset Clerk Asset Clerk Finance Intern	1	Asset and Liabilities	21 – 23 September 2020
1.	Sigwili Radebe Sthembile Vezi Nontobeko Dlamini Sphamandla Njilo Mthobisi MNgonyama Siyabonga Mjwara Nhlanhla Musa Mbotho Muzi Mthembu Fikile Bhengu	General Assistant	2	Waste Management	04 – 06 October 2020
2.	Viwe Tuswa Mthobisi Dlamini	GIS Clerk GIS Data Technologist	2	ArcGIS Pro Standard	09 – 13 November 2020
3.	Zama Khumalo Zodumo Mbadu Zakhele Mtolo Siphephile Sikhakhane	Manager IDP / PMS IDP / PMS Officer Communication Officer Performance Monitoring, Reporting and Evaluation Officer	2	Effective Planning and Organising in SA Municipalities	18 – 20 November 2020
4.	Cynthia Kunene Zodumo Dlamini Nobuhle Mbanjwa	PA - MM PA – Speaker PA - Mayor	2	Executive Secretaries	25 – 27 November 2020
5.	CL Ndlovu ML Nsindane Y Lwana QM Cele SA Xaba VS Myende ES Chiya J John BB Ngcobo ZC Makaluza	Superintendent Traffic Officer	2	Shooting Course	07 – 08 December 2020
6.	K Moshubi M Ntaka	Messenger Fleet Officer	2	Advanced Strategic Fleet Management	09 – 11 December 2020
7.	P Luswazi	Director Corporate Services	2	Labour Relations	
8.	Mbuso Dlamini Mthoko Sengane Mazwi Biyase Bongeka Mbongwe	Budget and Reporting Clerk Senior Budget and Reporting Clerk Budget and Reporting Accountant Creditors Clerk	3	VAT Training	27 – 29 January 2021
9.	S Mkhwanazi S Adams L Khoza	Manager PMU Manager Admin Manager Assets	3	Conflict Management	08 – 12 February 2021

	N Mkhize	Manager LED			
10	O Hlongwane V Miya M Dlamini N Zuma	Committee Clerk Procurement Clerk	3	Advanced Minute taking and report writing	01 – 05 March 2021

Table 18: WSP quantified

- **Skills Audit**

  A full skills audit was conducted on all Councillors and officials to inform the nature of future training programmes. This sought to ensure that relevant training programmes are rolled out to the relevant personnel. Staff development is important to the Municipality as it assists in the achievement of its mandate.

- **Implementation of HR Policies:**

  WSP

  At the beginning of each calendar year. The Human Resource Unit requests employees to submit lists of the training programmes that they would like to attend to capacitated themselves. The training programmes provided in the lists are used to compile the WSP.

  Recruitment and Selection Policy:

  The Recruitment and Selection Policy is used as a guide, in the filling of all posts that appear on the Organisational Structure.

  Retention Policy:

  The Retention policy is being implemented annually. It serves as basis for which a scarce skills allowance paid to incentivize those employees who perform scarce skills duties. This is meant to encourage employees to stay in the employ of the municipality.

  The 2019/20 financial year saw the municipality start the constructing of more offices as part of providing more conducive working environment for employees. This is also aimed at achieving staff retention.

Occupational Health and Safety

The Municipality has a full time Occupational Health and Safety Officer who reports to the Human Resources Manager. A Committee comprising of representatives from each Department meets quarterly to give reports on concerns and recommendations from their relevant department.

The position of OHS Officer increases safety in the workplace and ensures that the Municipality complies with all relevant legislation imposed by the Constitution through the Department Labour and Employment.

- **Adopted policies and Municipal By-laws**

Currently the municipality has the following guiding human resource related policies in place and this strategy does not seek to interfere therewith and confirms their validity. However, in the unlikely event of encroachment, the latest dated document shall prevail: The following are the policies and by-laws in place.

Name of Policy	Frequency of review	Latest date of review and adoption
Attendance and punctuality	Annually	June 2020
Bereavement policy	Annually	June 2020
Discipline and dismissal policy	Annually	June 2020
Dress code policy	Annually	June 2020
Employee assistant policy	Annually	June 2020
Intoxicating substance policy	Annually	June 2020
Grievance policy	Annually	June 2020
HIV and AIDS policy	Annually	June 2020
Internal bursary policy	Annually	June 2020
Leave policy	Annually	June 2020
Occupational health and safety policy	Annually	June 2020
Overtime policy	Annually	June 2020
Policy for recognition of qualifications	Annually	June 2020
Policy guidelines for in senior and critical positions	Annually	June 2020
Recruitment and selection policy	Annually	June 2020
Relocation policy	Annually	June 2020
Retention policy	Annually	June 2020
Scarce skills allowance policy	Annually	June 2020
Sexual harassment policy	Annually	June 2020
Standby allowance policy	Annually	June 2020

Succession planning policy	Annually	June 2020
Training and development policy	Annually	June 2020

Table 50 : Policies

Information and Communication Technology:

Information and Communication Technology (ICT) is playing an ever-increasing role as a strategic enabler of public service delivery. To enable Political and Strategic leadership to embrace ICT as an enabler of business, the Department of Public Service and Administration (DPSA) developed the Corporate Governance of ICT Policy (CGICT) Framework, herein called the Framework. An Implementation Guideline was developed to support departments with the implementation of Corporate Governance of Information and Communication Technology Policy Framework. The Municipality is still in phase two of the CGICT framework implementation with only programme portfolio management outstanding.

No.	POLICY	DATE ADOPTED	LAST REVIEWED
1.	Cellphone and 3G Data Policy	16 May 2013	October 2020
2.	ICT Business Continuity Policies	14 April 2014	October 2020
3.	ICT Security Policy	26 May 2016	October 2020
4.	Incident Management	26 May 2016	October 2020
5.	Remote Access Procedure	26 May 2016	October 2020
6.	Firewall Policy	26 May 2016	October 2020
7.	Disaster Recovery Policy	14 April 2014	October 2020
8.	ICT Governance Framework	26 May 2016	October 2020
9.	Backup Policy	26 May 2016	October 2020
10.	Back up Procedure	26 May 2016	October 2020
11.	Audit Logs Procedure	26 May 2016	October 2020
12.	Change Management Procedure	26 May 2016	October 2020
13.	ICT Operating System Security	14 December 2017	October 2020
14.	ICT Security Controls	14 December 2017	October 2020
15.	Service Level Agreement	14 December 2017	October 2020
16	Operating systems security	14 December 2017	October 2020

Table 19: ICT policies

. Strategy

The Municipality has a 5 year ICT Strategy that was approved by Council in December 2019 which helps guide the Municipality with Corporate Governance and Governance of ICT as well being a guide for projects to be undertaken within the next 5 years. There Strategy is aligned to the Municipalities goals and objectives and will help IT to become an enabler for the Municipality to obtain its goals.

. The Responsibilities of IT

The responsibilities of the IT Unit include but not limited to:

- Policy Development, management and review
- Management of ICT Functions by:
- Developing and updating guidelines for project control, data and equipment security, information privacy, internal controls and contingency plans.
- Negotiate and administer contracts for hardware and software acquisition, applications acquisition, implementation,
- Maintenance for telecommunications consulting services and provide platform for video and teleconferencing
- Develop and participate in ongoing computer training programme for all staff.
- Manage all system upgrades, technical change management and technological changes related to the municipality's software and applications.
- Develop and review the ICT Risk Register
- Develop and implement ICT Risk and Auditor General Report Action plans.
- Manage and develop the Disaster Recovery Plan for ICT

Supervising and performing the following ICT Functions:

- Ensuring technical support for data centers, server rooms, PC, networks, electronic mail, and applications support.
- Backing up of all systems and domains.
- Assess network and application security and ensure corrective measure are taken to improve security and eradicate all vulnerabilities.
- Oversee annual planning process for information systems in each department and ensure that consistent, integrated systems planning are ongoing.
- Monitor significant trends in office automation, electronic mail, connectivity networks, telecommunications, voice mail, optimal scanning systems and other state of the art technologies.
- Provide Project Management over the municipality's ICT projects.
- Utilise project management best practice and IT governance standards to ensure successful delivery of assigned ICT projects.
- Ensure that the municipality's software and applications are properly licensed.
- Gather and analyse facts, draw conclusions, define problems and suggest solutions.
- Adapt, integrate and modify existing programmes or vendor supplied packaged programmes for use with existing information systems.
- Conduct training and information sessions.

Reporting on ICT status with:

- Weekly and monthly reports to Head of Department apprising on the operations of the section;
- Monthly reports to Council Portfolio Committee meetings apprising on the operations of the section;
- Quarterly Service Delivery Implementation Plan evaluations reports on the operations of the section;

- Reports to Council/Executive Committee on matters pertaining to legislation
- Attending relevant meetings pertaining to the operations/ performance of the section and informing and advising management on ICT issues

Provides an advanced Systems administration service for the Municipality by:

- Coordinating the implementation of procedures, systems and controls related to the receiving, updating and recording of Systems applications and activities associated with the functionality.
- Controlling the VME operating system and VME superstructure support products, ensuring the integrity of the mainframe computer operating system.
- Implementing new software releases, applying ad hoc upgrades/ repairs to the operating system and liaising with the computer supplier's technical staff to coordinate system upgrades.
- Monitoring the diagnostic and performance reports/ journals and support/ maintenance database to anticipate potential problems.
- Coordinating the daily status of the enquiry service, ensuring availability of the communications network, controlling access and monitoring/ maintaining hardware e.g. workstations, network cables, devices, etc.
- Coordinating and allocating system file store, according to the systems operating requirements, validating requests and availability.
- Maintaining the hardware configuration, enhancing the operations facilities and planning and implementing disaster recovery processes.
- In order to ensure that the requirements and procedures associated with the recording/ processing of Town Planning Administration requirements and activities are complied with.
- Troubleshooting to detect and solve technical problems,
- Installing or updating required hardware and software and recommending computer products or equipment to improve company productivity.
- Providing Technical Support/Helpdesk to employees,
- Monitoring and maintaining the computer systems and networks within the Municipality in a technical support role.
- Assist employees with any issues or changes required, such as forgotten passwords, viruses or email issues, you'll be the first person employees will come to.
- Maintaining and updating website on a regular basis.
- Liaising with Service providers regarding to IT services.

Future Plans

The major plans of the IT Unit are as follows:

- To facilitate enhancement of the current integrated ERP that is not just a financial system but also encapsulate all the modules and functionalities that will allow the Municipality to perform all its business activities.
- Facilitate the procurement of a performance management, Civil designer, E-Learining and Audit and Risk Management systems
- Installation of an intranet site and helpdesk system.
- To oversee telecommunications infrastructure upgrade and development in the town of Ixopo and all its wards with Municipality being used as a hub or network base station.
- Training of ICT Staff in emergent technologies.
- Implementation of one way communication software.

- Installation of a cemetery software for Ixopo graveyard
- Implementation of open wifi for the Municipality and Ixopo at large.

Challenges.

1. The major challenge currently is bad network but is being addressed and with implementation and installation of better infrastructure and failover network plus installation of backup power at the network towers in and around Ixopo..

2. Reluctance of users to adapt and using helpdesk system for call logging which has since been phased out .

Telecommunications networks still remains challenge in the outskirts of Ixopo as well as in all the Ubuhlebezwe Municipality wards. Communication has been made with the telecommunications service providers to assist in improving the network in the aforementioned arears and plans are in place to carry the tasks.

Telecommunications in the area.

Network reception though in the outer rural wards is still relatively poor but plans are in place to improve reception the rural wards for better network reception. The Municipality has already approved two wayleaves for fibre implementation in Ixopo town which will boost our telecommunications network significantly. Lastly the Municipality has appointed a panel of network service providers to facilitate improvement of network of Ixopo and its surrounding areas.

SWOT ANALYSIS

The municipality is still in its maturing phase with regard to I.T. Development. Infrastructure is in place (Hardware & Software) in good working condition but with a lot of room for improvement because capacity is low in some departments and more especially considering the size of the municipality and its growth. Information Security and Network are the major issue but are being addressed. The municipality IT governance and Governance of IT are in line with SALGA policies and practice.

STRENGTHS:

- Strong Leadership Structure that provides strategic direction
- Infrastructure in place
- Policies in place
- Helpdesk in place
- Technical and Innovative Team
- Steering Committee is established
- Disaster Recovery site has been implemented and tested

WEAKNESSES :

- Assets not centralized (too many assets from different vendors could lead to different vendors for different asset maintenance, loss on bulk buy discounts on cost analysis.
- SD – Removal of phones – Network Issues – Loss of trust on new Cisco phones
- Clarity on I.T. Role (SAGE Evolution and Sage 300)

- One account for administration which all team members have access too yet active directory not properly monitored (Have two accounts so that in the absence of one team member another account is used or different account for different team members)
- Service provider not complying to agreed terms on SLA

OPPORTUNITIES:

- New systems in the pipeline (new system to have leave module which could also account for staff monitoring and absenteeism)
- Procurement of Hardware (as municipality grows opportunity to increase hardware) and look at ways to increase municipal revenue.
- Strong platform for e-Governance

SWOT ANALYSIS: **Municipal Transformation & Institutional Development**

Strengths:	**Opportunities:**
• IT - Ability to source funds, Growing awareness and prioritization by the Municipality on IT, Broadband subscriber growth continues at a strong pace, satisfactory penetration of mobile communications. Support from leadership on I.T matters • HR – Institutional memory, strategic planning, approachability. • Admin – deadline driven, reliable and accurate, capacity • OHS – prioritisation from management, regulated function, knowledgeable unit • Overall – reliable, teamplayers	• Budget available for IT Trainee to develop the skill and continuity within the municipal environment, Partnerships with Provincial Treasury specifically for IT related issues, Growing number of international communication links through broadband cables. • HR – prioritisation of the filling of critical position • Admin – Institutional memory satisfactory for future development of the unit • OHS – Support of the management and municipal employees at large
Weaknesses:	**Threats:**
• IT - Shortage of accredited institutions within the municipal area able to rollout IT training, Shortage of IT skills provincially, Lack of broadband connectivity to businesses and households, High communications costs, Lack of internet connection to some extent due to aging infrastructure and poor IT management, Low maturity of IT systems and controls in the Municipality, Low innovation index, Poor IT culture amongst staff in terms of controls and security. • HR – capacity, lack of office space, • Admin – turnaround time for minutes, lack of storage space for archives • OHS – lack of budget • Overall - Slow pace of implementation of programmes in government, Lack of expertise in terms of service providers within the municipal area.	• Regulatory Frameworks and legislation sometimes prohibiting beneficial ideas and slowing implementation of approved programmes. . HR – High staff turnover

Basic Service Delivery and Infrastructure

Water and Sanitation

Harry Gwala District Municipality is the water service authority as mandated by the legislative framework. Water and sanitation therefore is provided by the District Municipality. The Water Services Development Plan (WSDP) was developed by the District Municipality in the 2011/12 financial year, with the plan to review the plan annually. With assistance from the Development Bank of South Africa, the District Municipality last reviewed the Plan in 2018 and the plan can be found in the Municipality's website https://www.harrygwaladm.gov.za/index.php/documents and on the DWA website

•http://ws.dwa.gov.za/wsdp/Reports/ReportMainPage.aspx.

Water Services and Sanitation are covered at length from pages 265 to 290 in the IDP of the Harry Gwala District Municipality, including plan for Operations and Maintanance.

Status of Water Services

Ubuhlebezwe water sources are St Isadore river, Umkomaaz river, Gudwini Dam, streams and boreholes. Umgeni treatment water works is used to supply urban areas such as town and Ward 4 areas, which are morning side, Fairview and Morning view. Water in many areas is not purified and this makes these areas exposed or prone to cholera and other waterborne diseases. The quality of water is generally poor.

Harry Gwala District Municipality functions is to provide the following services:

- Provision of clean water to all communities;
- Ensuring that all water scheme receives purified water;
- Conducting of health and hygiene awareness within its jurisdiction;
- Development of the operating and maintenance plan and programme for water and sanitation services

Water Backlogs

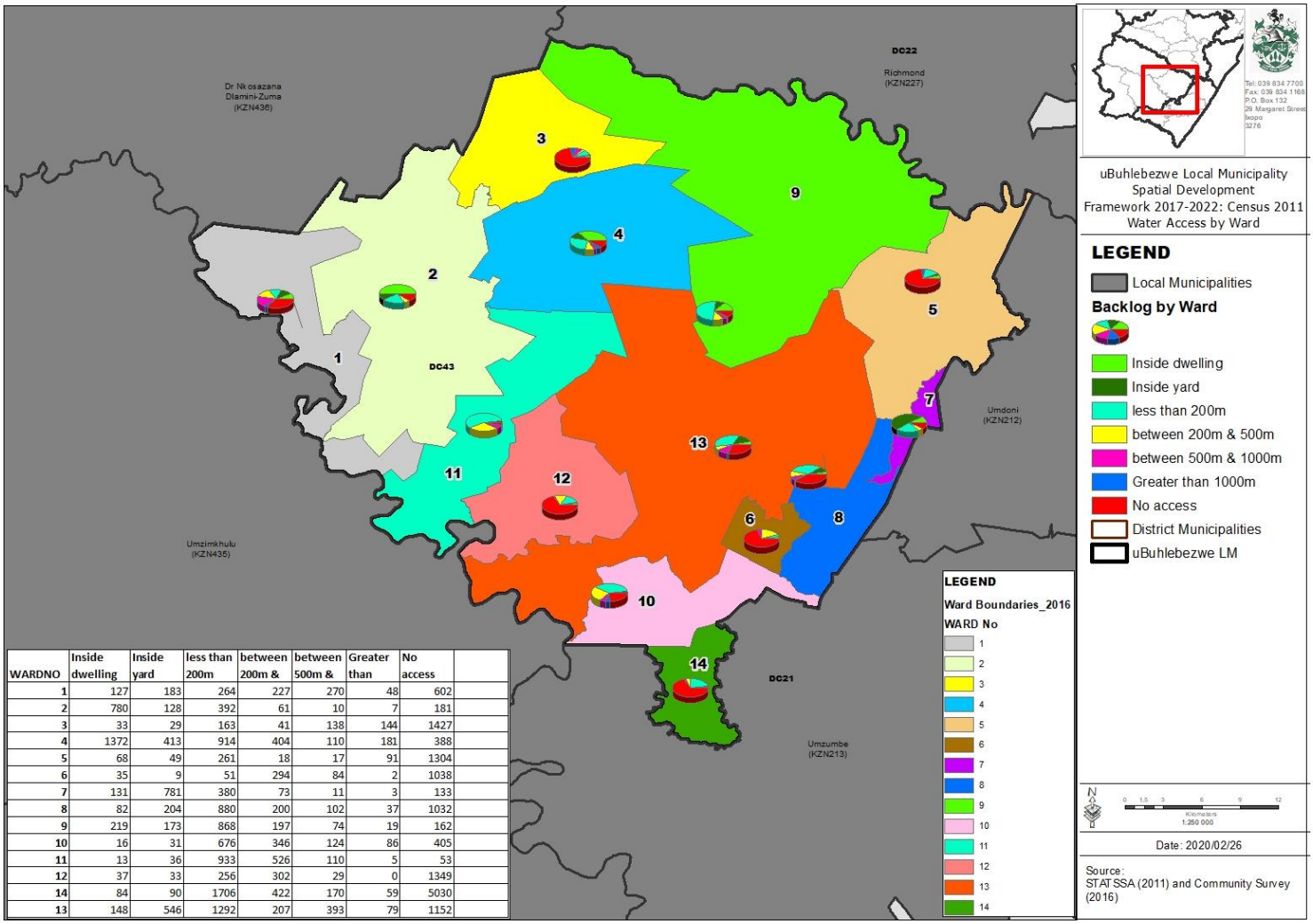
The municipality has experienced some improvements on households with access to clean and hygienic water. Figures provided by Census indicate that water backlog were 60% in 2011 to 54% in 2016.

The slow pace of delivery of bulk service by the Harry Gwala District municipality hinders the development of housing projects and the development of the new CBD.

The following table indicates water backlogs in Ubuhlebezwe Municipality:

Water Backlog	Census 2011	Community survey 2016
Ubuhlebezwe Local Municipality water Backlog	60%	54%

Table 1: Water backlogs Source: Statistics SA Community Survey, 2016



WARDNO	Inside dwelling	Inside yard	less than 200m	between 200m &	between 500m &	Greater than	No access	
1	127	183	264	227	270	48	602	
2	780	128	392	61	10	7	181	
3	33	29	163	41	138	144	1427	
4	1372	413	914	404	110	181	388	
5	68	49	261	18	17	91	1304	
6	35	9	51	294	84	2	1038	
7	131	781	380	73	11	3	133	
8	82	204	880	200	102	37	1032	
9	219	173	868	197	74	19	162	
10	16	31	676	346	124	86	405	
11	13	36	933	526	110	5	53	
12	37	33	256	302	29	0	1349	
14	84	90	1706	422	170	59	5030	
13	148	546	1292	207	393	79	1152	

Fg 60 Water Access by Ward

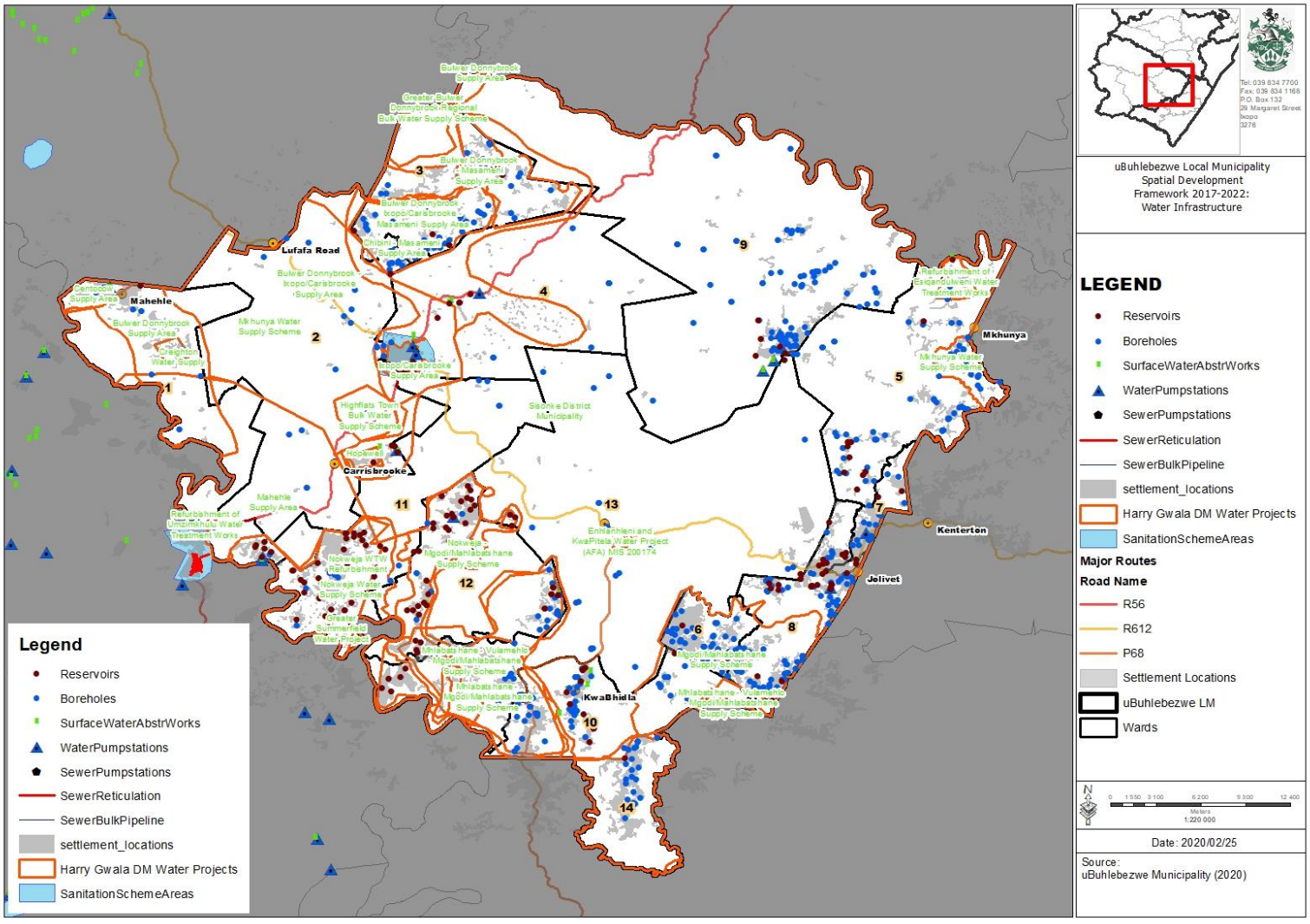
WATER NEEDS AND PRIORITIES

As per the community survey, (2016) approximately 46% households in Ubuhlebezwe Municipality area have access to clean / tap water. About 54% households are without clean or piped water. The municipal's priority is to ensure that all households have access to clean water. Most of the backlog is in the rural parts of the municipality and this is where the municipality will focus. The municipality intends to prioritize provision of water services to the rural areas where it is economically and financially viable.

Access to water

The table below reflect the households with access to water in Ubuhlebezwe local Municipality as per community survey that was conducted in 2016.

MUNICIPALITY	NO. OF HOUSEHOLDS	WATER SERVED HOUSEHOLDS	WATER BACKLOGS HOUSEHOLDS	PERCENTAGE OF WATER BACKLOGS
Ubuhlebezwe Local Municipality	25 119	11633	13486	54%

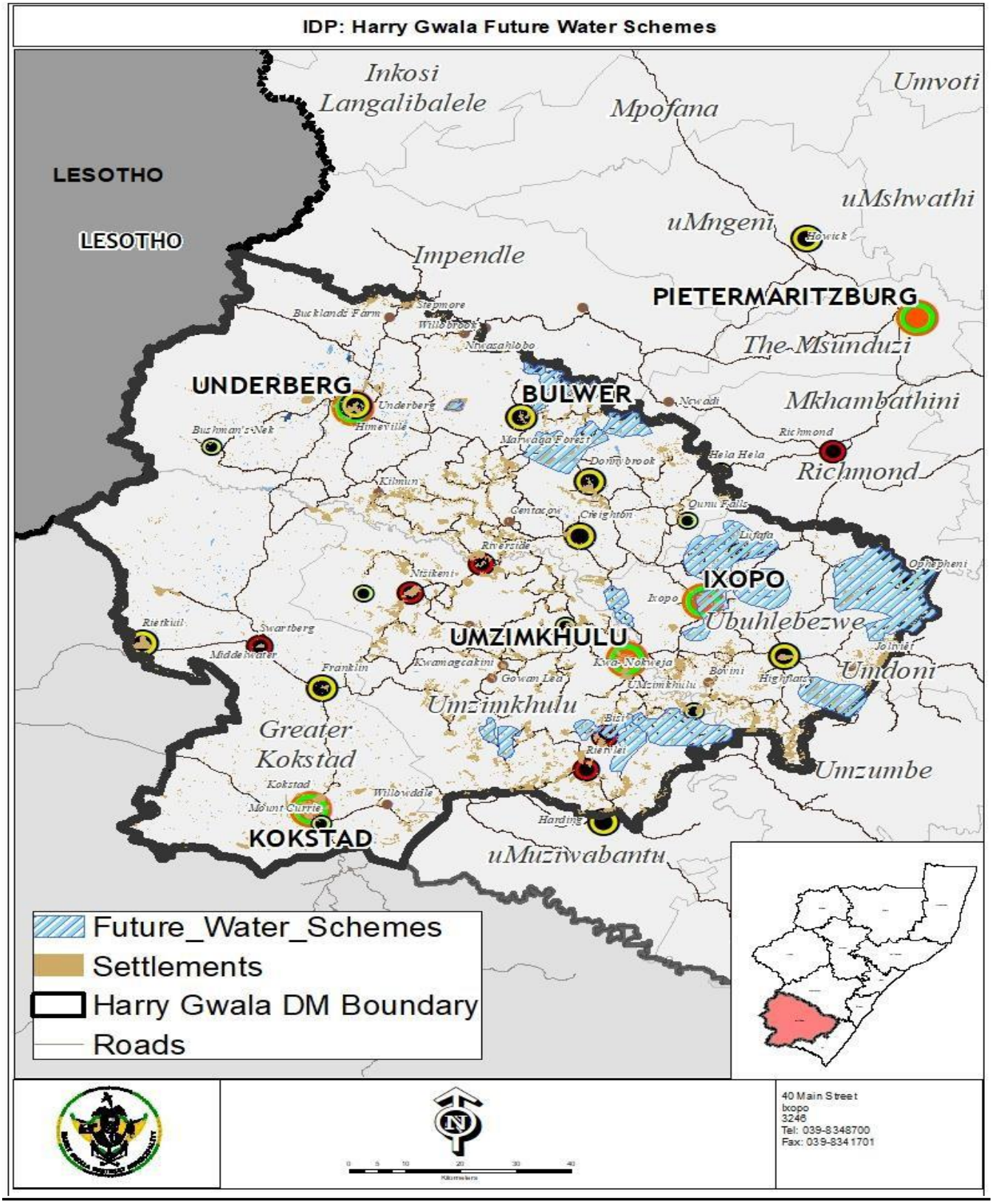


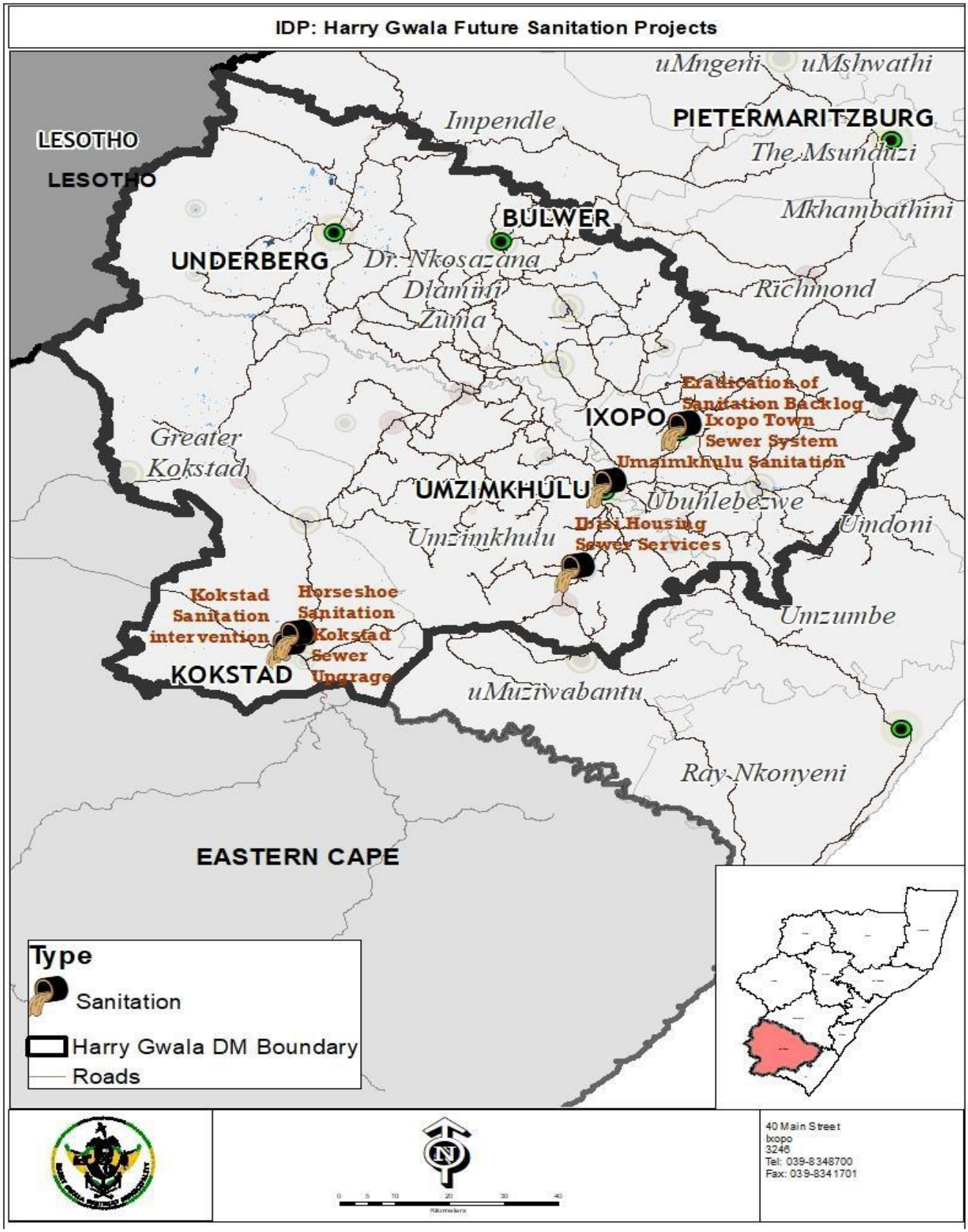
The district has a list of project in the current year and 2021/2022 financial year earmarked to reduce the backlog which are detailed below:

NO.	PROJECT NAME	WARD	STATUS
1.	Rectification & upgrade Of fairview and ixopo town sewer system	4	Construction
2.	Ncakubana Water Supply Scheme Phase 3	1	Construction
3.	Umkhunya Water Supply Schemes **(AFA)**	5	On hold due to appeal
4.	Mariathal, Sprenza, Mandilini Water Project	4	Tender
5.	Nokweja/Mazabekeni Water Supply Scheme	11&12	Construction
6.	Hlokozi water Supply Scheme	6 &8	Construction
7.	Upgrade of Umhlabashana Water supply	10 & 13	Construction
8.	Upgrade of Jolivet Water Supply	8	Construction

Water projects planned for 2020/21 Financial Year for Development Projects:

WARD	PROPOSED DEVELOPMENT	PROJECT
1	Ubuhlebethu CRU	Ixopo Town Water Infrastructure Upgrade
2	Thubalethu Development	Ixopo Town Water Infrastructure Upgrade
3	Mandela View (Ogle Farm)	Ixopo Town Water Infrastructure Upgrade
4	Mall and Private Hospital	Ixopo Town Water Infrastructure Upgrade


IDP: Harry Gwala Future Water Schemes
LESOTHO
LESOTHO
Inkosi Langalibalele
Mpofana
Umvoti
uMshwathi
uMngeni
Impendle
PIETERMARITZBURG
The Msunduzi
Mkhambathini
Richmond
UNDERBERG
BULWER
IXOPO
UMZIMKHULU
Umzimkhulu
Greater Kokstad
KOKSTAD
uMuziwabantu
Umzumbe
Umdoni
Ubuhlebezwe
Howick
Underberg
Himeville
Bushman's Nek
Richmond
Creighton
Ixopo
Kokstad
Mount Currie
Harding
Future_Water_Schemes
Settlements
Harry Gwala DM Boundary
Roads
40 Main Street
Ixopo
3246
Tel: 039-8348700
Fax: 039-8341701



Proposed water and sanitation projects by Harry Gwala District

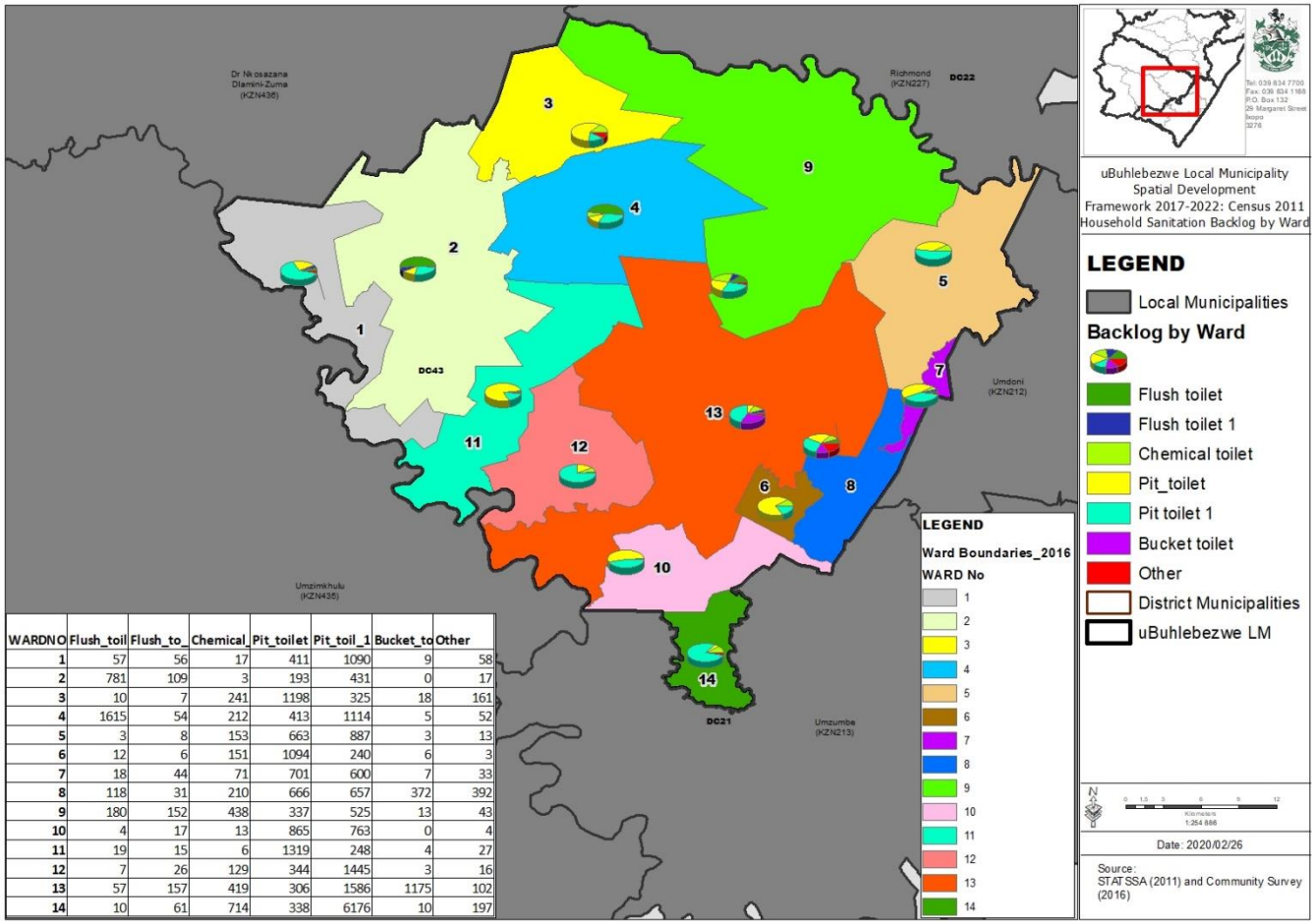
Status of Sanitation

Ubuhlebezwe Municipality has majority of rural areas where in urban area we are using water borne system and in rural areas, they are using pit latrines. Based on the backlog the district have managed to eradicate at least 69% of the back where they are an approved business plan to address this backlog.

As per the community survey (2016), the sanitation backlog in Ubuhlebezwe in 2011 was seating at 44% and in 2016 according to the community survey, the backlog is at 31% indicating a drastic reduction in sanitation backlog as a whole.

Sanitation Backlog		Census 2011	Community survey 2016
Ubuhlebezwe Local Municipality Sanitation Backlog		44%	31%

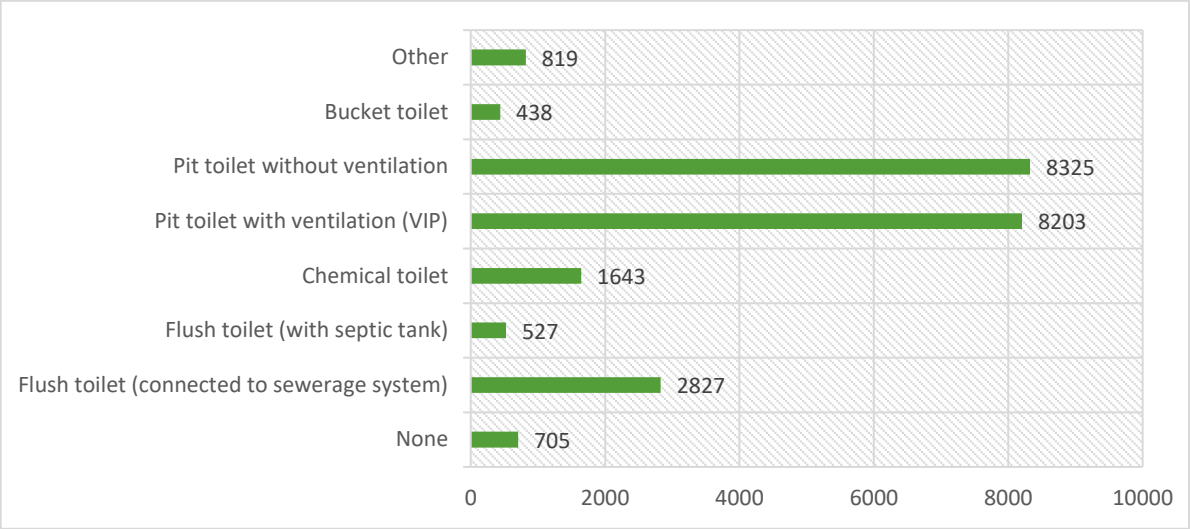
1.	Universal rural Sanitation Coverage in Ubuhlebezwe Municipality	All Wards	2020/2021	Construction



WARDNO	Flush_toil	Flush_to_	Chemical_	Pit_toilet	Pit_toil_1	Bucket_to	Other
1	57	56	17	411	1090	9	58
2	781	109	3	193	431	0	17
3	10	7	241	1198	325	18	161
4	1615	54	212	413	1114	5	52
5	3	8	153	663	887	3	13
6	12	6	151	1094	240	6	3
7	18	44	71	701	600	7	33
8	118	31	210	666	657	372	392
9	180	152	438	337	525	13	43
10	4	17	13	865	763	0	4
11	19	15	6	1319	248	4	27
12	7	26	129	344	1445	3	16
13	57	157	419	306	1586	1175	102
14	10	61	714	338	6176	10	197

The most common type of sanitation facility used in Ubuhlebezwe are the Pit toilets without ventilation.

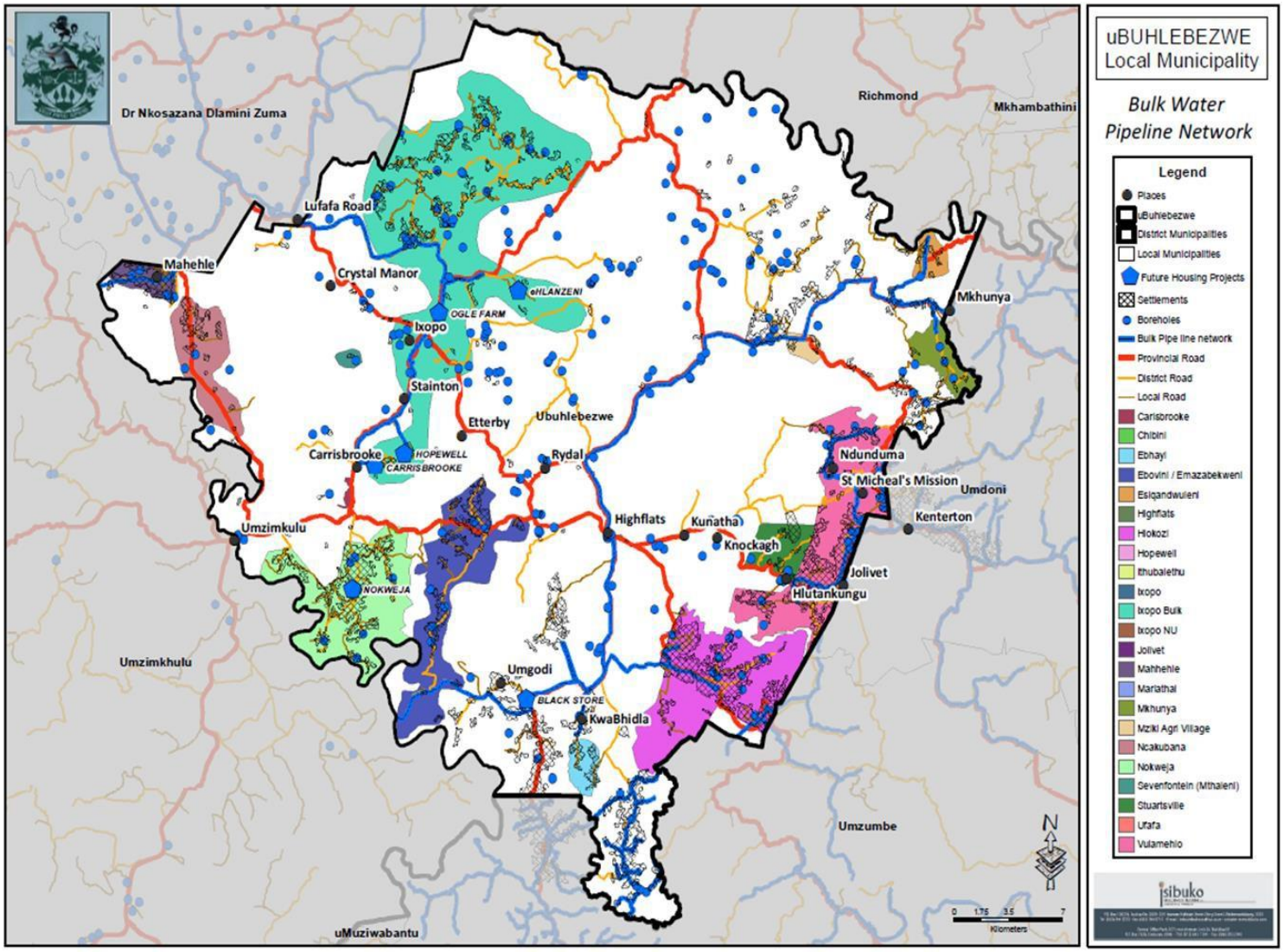
FIGURE 1: SANITATION



Source: Statistics South Africa, Census 2011

These account for 35.45% (8 325) of the households within the municipality, followed closely by Pit toilets with ventilation used by 34.92% (8 203) of the households in Ubuhlebezwe.

The 2011 Census reveals that 3.00% of the households in the municipality do not have access to sanitation which is a significant decrease from 11.97% in 2011. The municipality still faces backlogs in the number of households with access to flush toilets of which was 12.28% in 2011 (including both flush toilets connected to a sewerage system and those connected to a septic tank). Ixopo is the only settlement serviced by a sanitation scheme and sewerage works.



Fg 62 Bulk Water Pipeline Network

Water and Sanitation Projects planned for 2020 – 2023:

PROJECT NAME	PROJECT DESCRIPTION	2020/21 FY	2021/22 FY	2022/23 FY
ERADICATION SANITATION BACKLOG IN UBUHLEBEZWE	Construction of VIP toilets	R 6 666 666,67	R 5 000 000,00	R 7 000 000,00
HIGHFLATS TOWN BULK WATER SUPPLY SCHEME	Bulk line and reticulation as well as storage	R 7 537 499,99	R 3 000 000,00	R 3 850 000,00
CHIBINI WATER SUPPLY PROJECT	Village reticulation	R 2 270 000,00	R 2 000 000,00	R 3 000 000,00
IXOPO HOPEWELL	Reticulation and secondary mains	R 362 000,00	R 3 500 000,00	R 3 855 655,00
UMKHUNYA WATER PROJECTS	Treatment plan	R 8 000 000,00	R 3 500 000,00	R 5 000 000,00
NCAKUBANA WATER PROJECT	Village reticulation and Pumpstation and pumps	R 500 000,00	R 3 000 000,00	
RECTIF & UPGRADE NIX TOWN SEWER SYSTEM	Sewer reticulation and treatment works	R 8 500 000,00	R 3 500 000,00	R 4 100 000,00
GREATER MHLABASHANE WATER SUPPLY	Village Reticulation and trunk mains	R 2 000 000,00	R 5 000 000,00	R 8 650 000,00
IXOPO TOWN WATER INFRASTRUCTURE	Reticulation	R 2 000 000,00	R 5 000 000,00	R 3 900 000,00
NCAKUNANA WATER SUPPLY PHASE 3	Trunk mains and reticulation	R 1 978 784,00	R 2 900 000,00	R 2 650 000,00

The District also supplies communities within Ubuhlebezwe with Handpumps and Springs. There are also water trucks that alternates visits to all Wards that have water supply needs and Jojo tanks are also supplied to communities.

Challenges experienced by the District in the Supply of Water and Sanitation:

- Clogging of abstraction points due to rain
- Faulty pumps
- Recurring bursts of pumping main
- Illegal; connections
- Water wastage
- Increased demand
- Maintainance of handpumps
- Maintainance of protected springs
- Shortage of water tinkering facilities
- Poor water quality\
- Ageing water and sewer infrastructure
- Sewer spillages
- Vandalism
- Low water table which leads to boreholes drying up
- Power source failure (Eskom)

Attempts to overcome challenges:

- water delivery trucks
- Supply of Jojo tanks
- Supply hand pumps
- Boreholes
- Source bulk water from Umtwalume river in order to meet the Hlokozi water demands
- Introduction of zonal supply system in order to share the limited water
- Implementing a maintenance plan
- Initiating agrrements with Ugu District and UMngeni in order to benefit from Mhlabashane Dam.
- Routine maintenance of the existing water reticulation.
- Sewer system upgrades
- Upgrade of Ixopo Town water distribution system

SOLID WASTE MANAGEMENT:

The municipality is responsible for solid waste collection. It has adopted a weekly routine on waste collection, wherein it is collected once a week in the residential areas and twice a day in businesses. Waste Management is under the department of Social Development, Community Development Unit. This unit is being complimented by three (3) refuse collection trucks, one (1) skip bin, two (2) compactor truck and twenty three (23) general workers with two supervisor with whom one supervises from 7am to 4pm and the other from 12pm to 7pm. There are ten (10) skip bins at Ixopo town and five (7) in Highflats town that are placed at the strategic positions.

Status, backlogs, needs and priorities for solid waste collection, removal and disposal

Kerbside collection is practiced throughout Ixopo's formal residential areas. Census 2011 indicates that 12% of households are provided with a service on a weekly or better basis whilst 72% have their own disposal facility and 3% are serviced by a communal facility.

There is no treatment of solid municipal waste taking place within the municipality. Waste is placed in skips and picked up for direct transport to the UMzimkhulu Landfill site. Green waste is placed at a fenced site located to the south of Ixopo town.

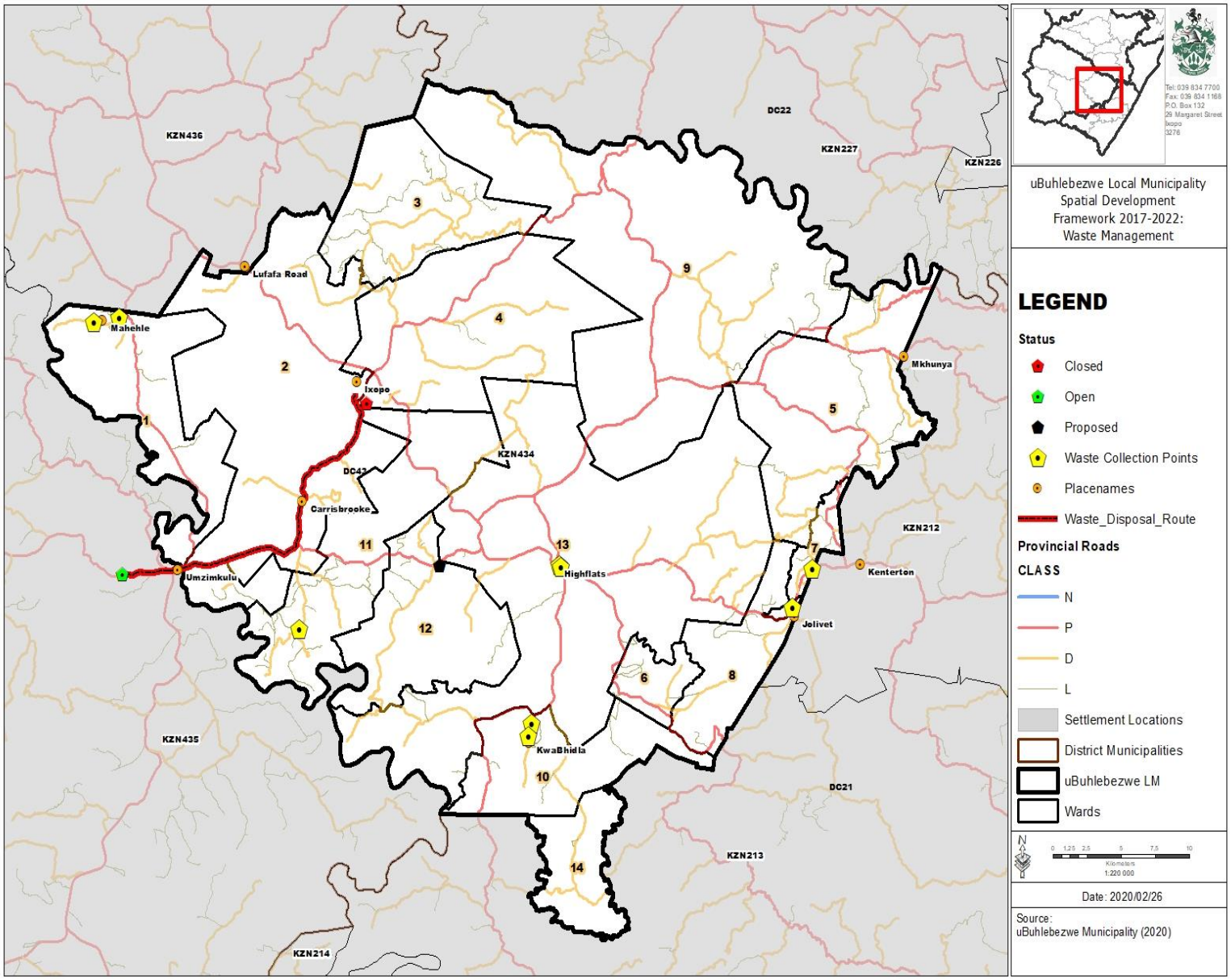
Minimum requirements for acceptable access to Refuse Removal are:

- Removed by local authority/private company at least once a week
- Removed by local authority/private company less often The

following constitute backlogs:

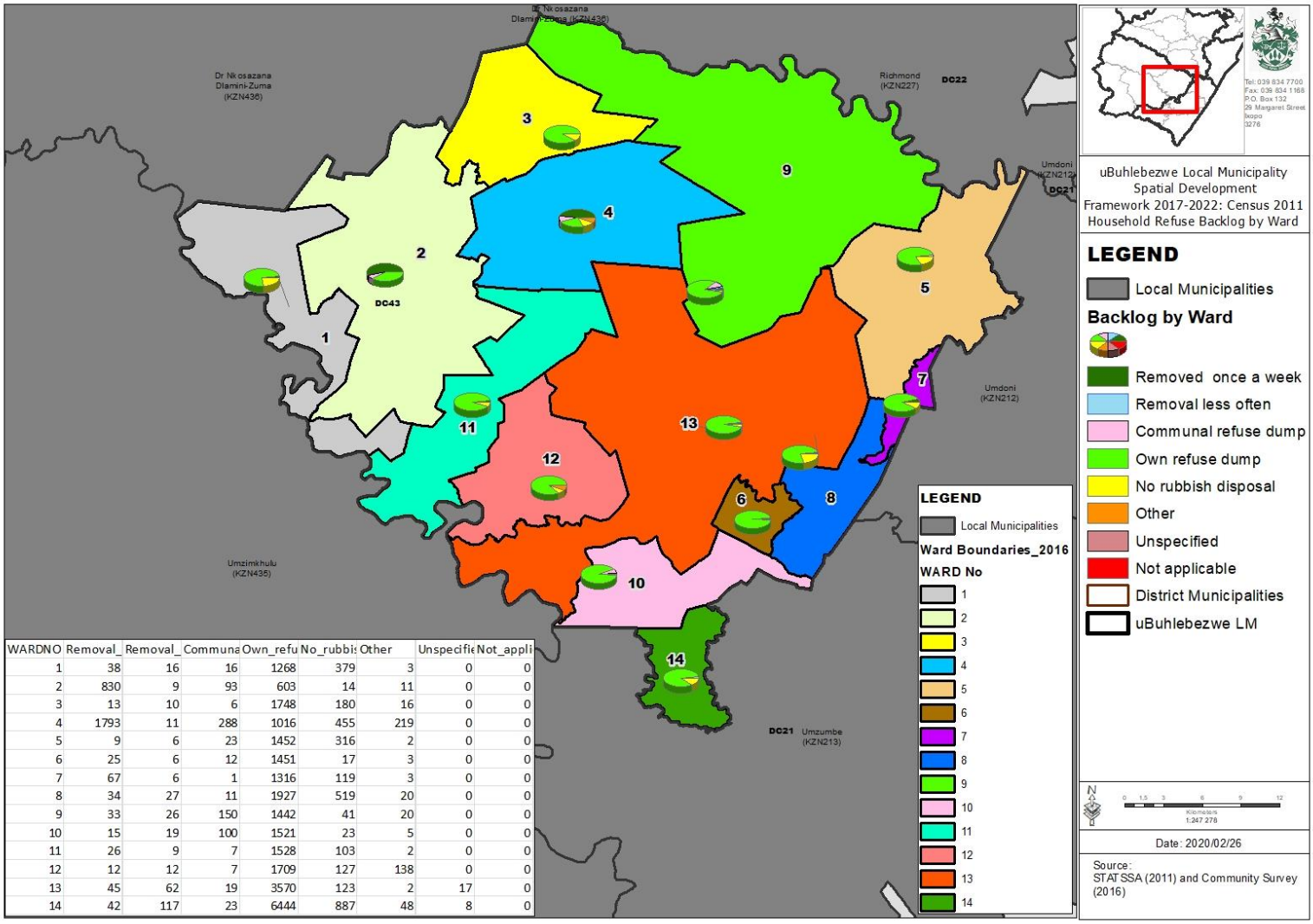
- Communal refuse dump
- Own refuse dump
- No rubbish disposal
- Other

The following map shows the status of waste collection within Ubuhlebezwe Municipality.



Fg 63 solid waste

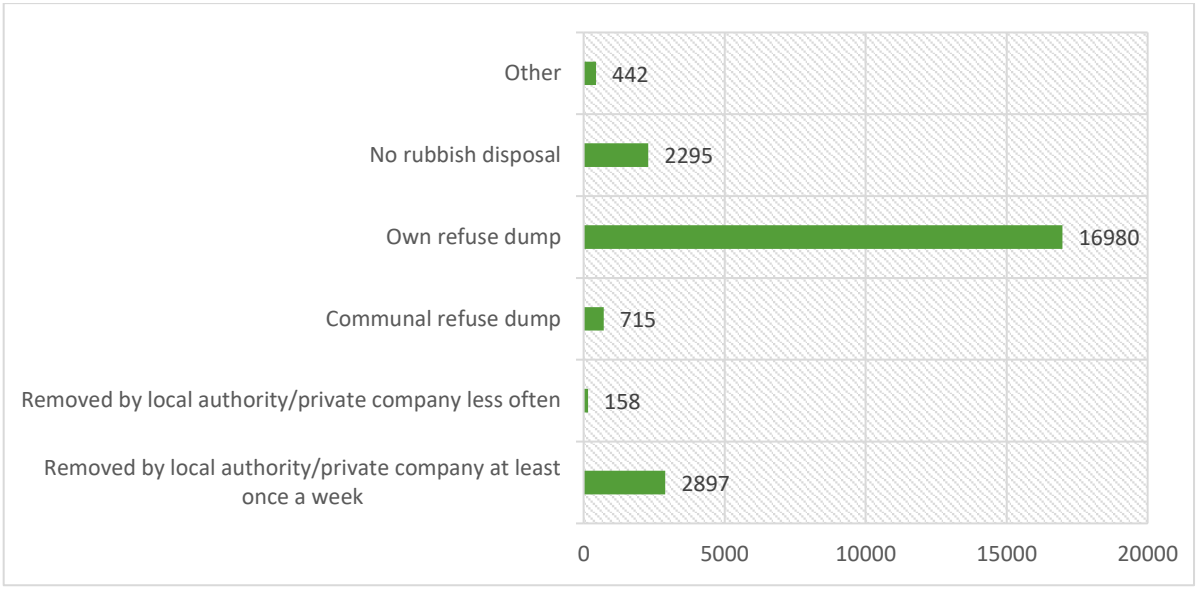
The Refuse Removal backlog in 2011 was 20 432 households. The backlog for 2016 is 109 424 (people). The map below depicts the backlogs from 2011 against the new ward boundaries. **Source (Stats SA: Community Survey: 2016)**



WARDNO	Removal_	Removal_	Communa	Own_refu	No_rubbis	Other	Unspecifie	Not_appli
1	38	16	16	1268	379	3	0	0
2	830	9	93	603	14	11	0	0
3	13	10	6	1748	180	16	0	0
4	1793	11	288	1016	455	219	0	0
5	9	6	23	1452	316	2	0	0
6	25	6	12	1451	17	3	0	0
7	67	6	1	1316	119	3	0	0
8	34	27	11	1927	519	20	0	0
9	33	26	150	1442	41	20	0	0
10	15	19	100	1521	23	5	0	0
11	26	9	7	1528	103	2	0	0
12	12	12	7	1709	127	138	0	0
13	45	62	19	3570	123	2	17	0
14	42	117	23	6444	887	48	8	0

Fg 64 Refuse Backlogs

REFUSE REMOVAL



- **Status on landfill site**

Ubuhlebezwe Municipality does not have a landfill site, The Municipality utilizes UMzimkhulu Municipality's land fill to dump refuse.

Department of National Environmental Affairs has discussed the issue of landfill site with uBuhlebezwe and confirmed that currently the best option is to use the Umzimkhulu site. Discussions were facilitated by the COGTA Local Government Specialist during September 2017 and it was resolved that uMzimkhulu site will continue to be utilised.

The existing landfill site in uMzimkhulu LM that is being utilised by the Ubuhlebezwe local municipality will be regularised by DEA although decomposition of this land fill site is in progress.

A new uMzimkhulu landfill site is under construction. It was licensed in 2016. Ubuhlebezwe will benefit from this disposal site for next twenty years, however once the lifecycle lapses, Ubuhlebezwe will seek for suitable land for its own disposal site.

- **An Integrated Waste Management Plan (IWMP)**

The municipality has an IWMP that was approved at a Council meeting held in October 2015 and is reviewed annually. This plan is properly implemented and has led to the scope of work for waste collection increasing to ward 7 and ward 10. The new cycle of the IWMP is currently in Draft format, awaiting Council approval.

- **Solid Waste Recycling**

Preliminary models indicate that recycling is not likely to be successful unless there are infrastructural, and institutional changes made at the LM. Additionally, community and private partnerships would need to be formed in order to realise this end state. Furthermore, there is the potential to consolidate recycling on a regional scale which may increase the efficacy and efficiency of the system. It is considered that public-public or public-private partnerships will be key to this goal being achieved.

The primary goal is to establish a local form of waste separation which contributes towards recycling. This is likely to take the form of a material recovery facility integrated into a materials recycling facility.

A secondary goal is to expand services into rural areas which will facilitate recyclable waste streams being separated and contributing towards recycling, providing value to communities and facilitating small economic stimulus.

Rural recycling initiatives may be conceptualised through mini transfer stations and buy back centres.

There is no treatment of solid municipal waste taking place within the municipality. Waste is placed in skips and picked up for direct transportation to the UMzimkhulu Landfill site.

Household collection occurs at both Highflats and Ixopo.

Green waste is placed at a fenced site located to the south of Ixopo town. No volumes are recorded.

The lack of licensed facilities and the lack disposal records is a significant challenge to adequate solid waste management in the municipality.

- **Promote Recycling and Waste Diversion**

Immediate goals	Short term goals	Medium term goals	Long term goals
Determine whether separation at source (households) or formalised separation facilities can be established at a local scale. Establish community and private partners for recycling operations within the municipality.	Recovery of 20% viable recyclables through the establishment of Integrated Recovery and Transfer Station (IRTS). Establish feasibility of community and Private Partnerships.	Recovery of 30% of viable recyclables from household and commercial solid waste sources. Establish pilot Communal Separation and Mini Transfer Points (CSMT).	Sustainable and functional IRTS & CSMT. Expansion of CSMT.
	Develop long term urban composting strategy.	Compost all municipal green wastes with return of compost to municipal grounds.	Expanded composting facility to include public green waste with community partnerships.
	Divert 20% solid waste from landfill.	Divert 30% solid waste from landfill.	
	Established policy on municipal waste minimisation and avoidance.	Implemented waste minimisation and avoidance program for the municipality.	

Table 21 : Recycling and Waste Diversion

- **Promotion of Recycling.**

Preliminary models indicate that the recycling is not likely to be successful unless there are infrastructural, and institutional changes made at the LM. Additionally, community and private partnerships would need to be formed in order to realise this end state. Furthermore, there is the potential to consolidate recycling on a regional scale which may increase the efficacy and efficiency of the system. It is considered that public-public or public-private partnerships will be key to this goal being achieved.

The primary goal is to establish a local form of waste separation which contributes towards recycling. This is likely to take the form of a materials recovery facility integrated into a materials recycling facility.

Reduction of landfilling and transport costs

A secondary goal is to expand services into rural areas which will facilitate recyclable waste streams being separated and contributing towards recycling, providing value to communities and facilitating small economic stimulus.

A tertiary goal would be to establish a regional recycling strategy

Management of green waste has become an issue of dumping. This goal deals with management of green waste by facilitating a location and partnering with a service provider or community project to produce compost at small scales for delivery into the nurseries in the area.

Street Cleaning:

Street cleaning starts from 2pm till 9pm, each employee is tasked to work in a particular area to work from. This system is being effectively implemented as it has led to the municipality obtaining four (4) trophies in different categories in the Greenest Municipality Competition.

Green Economy Initiatives:

The municipality is aiming at reducing environmental risks and ecological scarcities, and that aims for sustainable development without degrading the environment.

In 2017, Ubuhlebezwe started an initiative towards a green economy by replacing the black plastic bags for refuse collection, with wheelie bins in the town of Ixopo. In previous years, every week the municipality would throw 2 plastic bags into the yards of each household and business in Ixopo, as is the norm all over South Africa.

Plastic bags are toxic to the environment as they end up at landfill sited, oceans, the seas and in lakes. They pose a danger to animals and contribute to the filling up of sewer systems because they are not bio degradable. Plastic bags also disrupt the environment by getting into the soil and slowly releasing toxic chemicals which can then seep into groundwater or other surrounding water sources and the ecosystem.

In light of the above, and in an attempt to slowly start going green, the municipality provided 1 wheelie bin for each household in Ixopo and 2 for businesses. Home owners have considerably reduced their use of plastic bags and instead, wheel their bins to their gates for the refuse truck to pick up.

The Municipality in future will also be engaging with the relevant stakeholders to looking into the housing development in conjunction to the energy saving initiatives fit for human sustainable living.

- **Challenges:**

Ubuhlebezwe is still faced with challenges as far as waste is concerned, i.e.:

- No dumping site

- Insufficient compactor trucks

- Street refuse bins are not enough and not placed at strategic positions

- Skipper truck only takes one skip bin per trip to Umzimkhulu landfill site

- **Progress with the implementation of the IWMP:**

The municipality has developed and approved the Integrated Waste Management Plan that is being implemented. In order for the unit to improve waste collection services, a budget allocation has been set aside to buy the compactor truck, tractor and the three (3) ton tip trailer, 605 wheelie bins and 120 still drums (240lr). The municipality has adopted and gazetted Solid Waste bylaws and fine scheduled for law enforcement, The municipality has also developed and approved the Integrated Waste Management Plan that is being implemented. In order for the municipality to improve waste collection services, a budget allocation has been set aside to buy the convert skipper truck

- **Responding to the communities living in poverty and deficient in the basic services:**

The municipality has successfully implemented the indigent policy to address challenges faced by the community regarding basic services. Community living in Fairview township directly benefit from this programme, they have been asked to declare to the municipality their income generation status, this is done annually.

- **An Expanded Public Works Program (EPWP)**

The municipality has an adopted policy in relation to this programme, it was submitted to council for adoption with programs and projects and submitted to NDPW. All projects registered in the business plan are successfully implemented. .The municipality receives funding for EPWP stipend and a number of EPWP projects are initiated within the municipality that create a number of jobs, this include Waste management, Greening, cleaning of all municipal facilities including community halls and sportfields. For 2021/22 Ubuhlebezwe Municipality has been for now been allocated a grant of R 1 903 000.

NATURE OF JOBS	NUMBER OF JOBS CREATED
Waste management, greening, and cleaning of Community halls, maintenance.	60

Table 22: Jobs created through EPWP

- **Comprehensive Infrastructure Plan:**

The municipality is responsible for the construction of municipal roads, regravelling of access roads, construction of community facilities, such as halls and sportsfilelds.

Ubuhlebezwe has developed and adopted the comprehensive infrastructure plan (CIP). The broad aim of the CIP is therefore to consolidate information from across the various municipal service sectors and provide a documentary planning tool that will assist in the compilation of the Integrated Development Plan. A detailed review of the CIP will be done in the 2020/21 financial year, with assistance from COGTA to ensure compliance wih the Draft KZN Integrated Infrastructure Plan.

The CIP will present a holistic picture of the state of infrastructure in the municipality, identify gaps & key issues and provide strategic options to address these developmental gaps.

The Comprehensive Infrastructure Plan is a Plan that:

- Provides a holistic overview of existing infrastructure, a vision of future developmental options

  and possible project priorities.

- Summarises and collates key strategic information from the available documents
- Is a ward-based planning and data tool
- Updated annually to feed information into the In Is presented in a brief, user friendly format that is understandable to non-technical people.-provide a strategic model to identify gaps and challenges faced in infrastructure management and leverage the appropriate intervention mechanisms to ensure both institutional and financial capability at the municipal level.
- creates a framework for sustainable service delivery
- promotes a programmatic solution rather than a project based planning
- It will cover elements such as water, sanitation,halls, sportfields, roads and housing.
- This Ubuhlebezwe Local Municipality (ULM)'s Comprehensive Infrastructure Plan (CIP) covers the following five sector areas:
- Bulk Water Supply and Sanitation
- Electricity
- Halls and Sportsfields
- Housing
- Roads.

TRAN SPORTATION INFRASTRUCTURE:

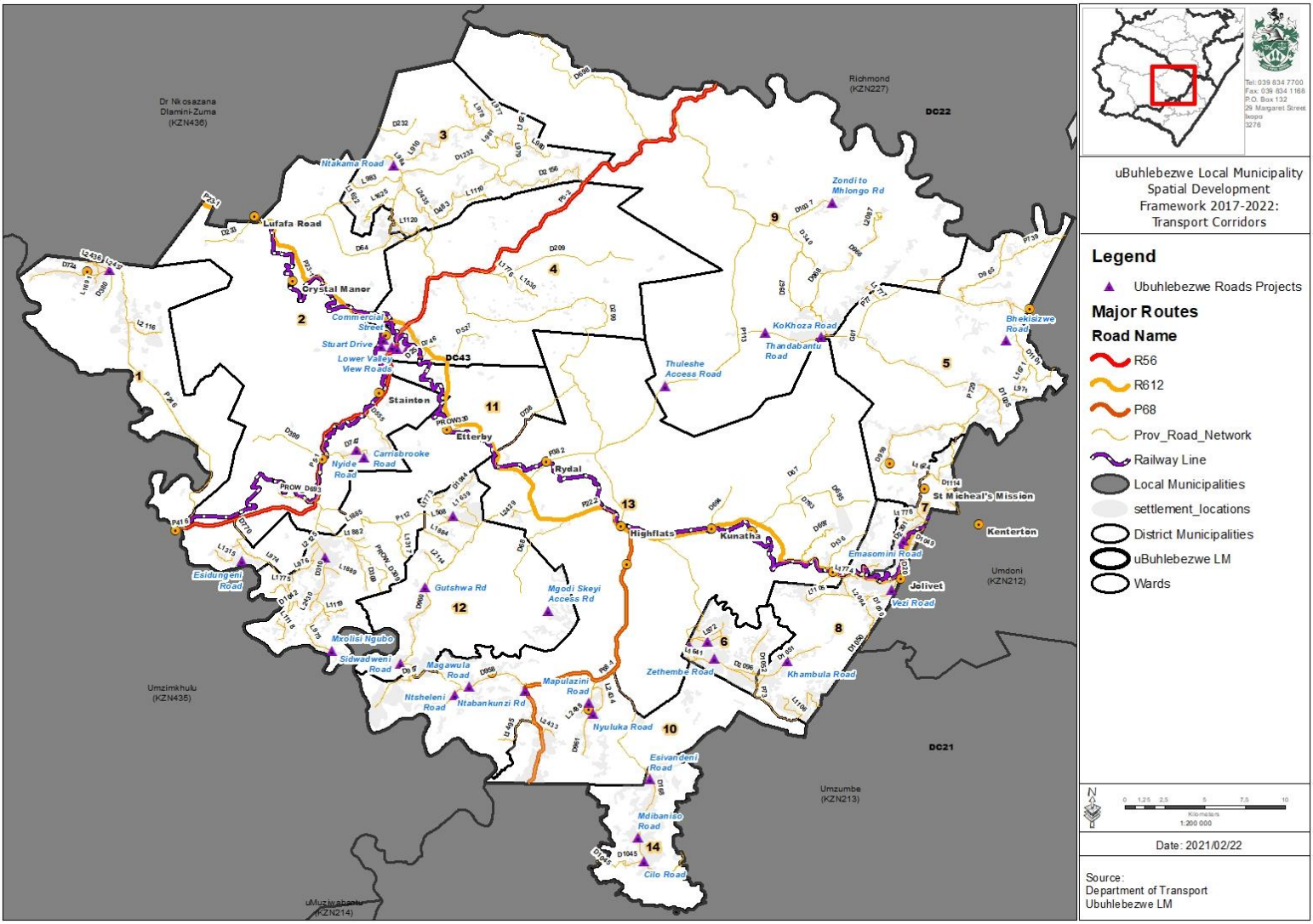
Within Ubuhlebezwe Municipalily there is a unit responsible for roads, stormwater and maintenance of existing infrastructure. The municipality began the process of appointing a service provider to compile the integrated Transport plan in the budget for 2020/2021 financial year, with the vision of completing the plan at the end of the Financial Year..

The maintenance entails the daily pothole repairs, drainage cleaning, blading and gravelling of municipal roads. In terms of 2020/2021 financial year conditional assessment report, we had a total of 98.6 km for the urban road and 118 km of gravel roads

At Ubuhlebezwe Municipality, roads are classified on the below categories:

- Provincial Roads
- District Roads
- Local Road

In terms of the provincial roads R56 and R612 are the interconnector to Umzinto, Donnybrok, Umzimkhulu, Richmond and Pietermaritzburg town. The district roads are around Ubuhlebezwe municipality.



PROVISION OF NEW ROADS:

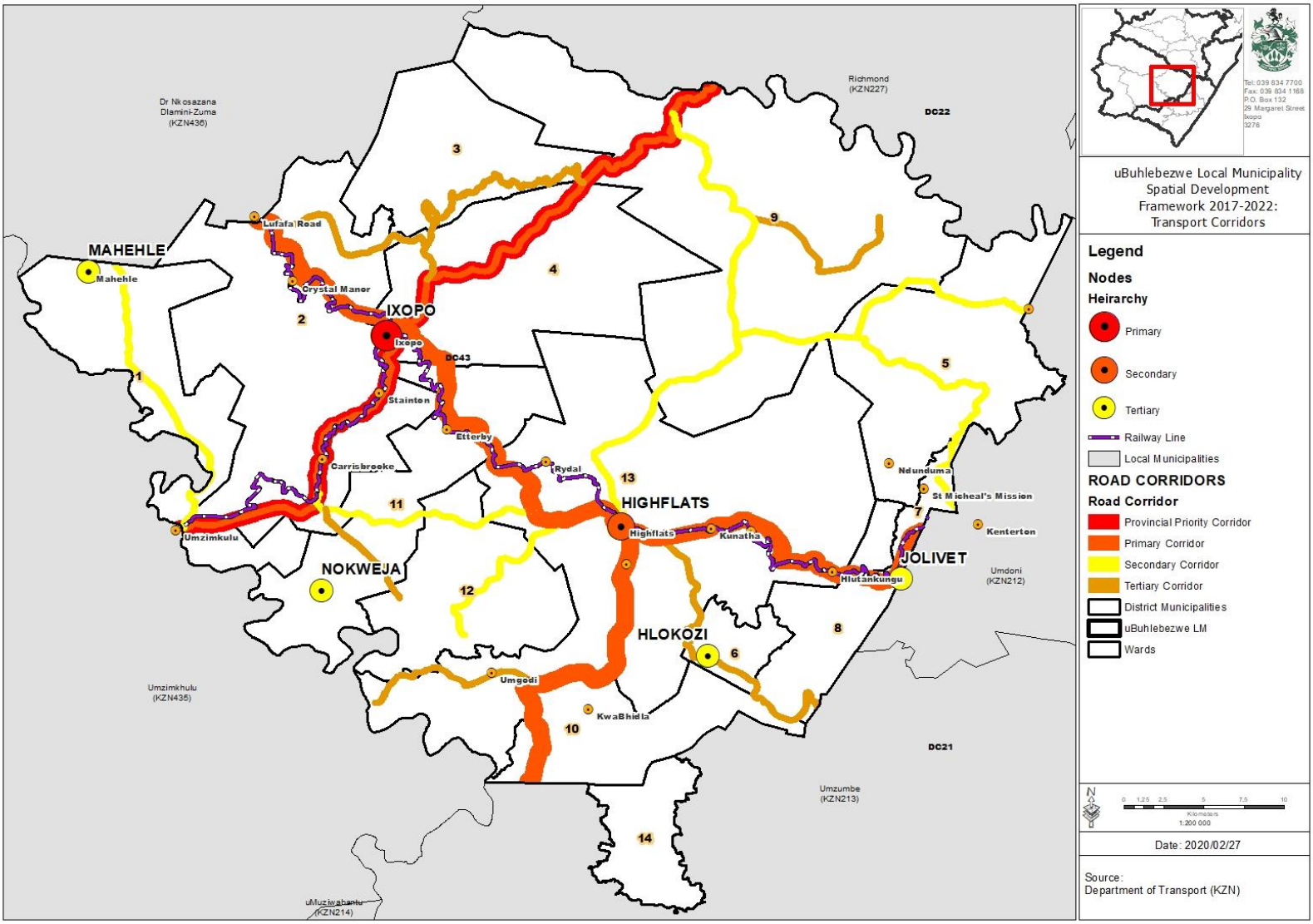
Project under implementation in 2021/2022 financial year by Ubuhlebezwe Municipality. The Maintenance plan adopted by Council has been attached as an annexure to the IDP. Roads are prioritized according to their linkage to public roads and to community facilities found in each ward.

2021/22 financial year	
WARD	**PROJECT DESCRIPTION**
01	Moliva Road
02	Commercial Road
03	Hlongwa Road Madinda Road
06	Bhekisisa Road
07	Kwa Miya Road
11	Nkoneni to Kwa Dladla Road
10	Nyuluka Road
13	Nokwena Road
13	Hholo Road
12	Mdabu Road

- The SCM unit is currently in the process of appointing a service provider to package the Integrated Transport Plan, the finalization of the development of the plan will be during the 2021/22 financial year.

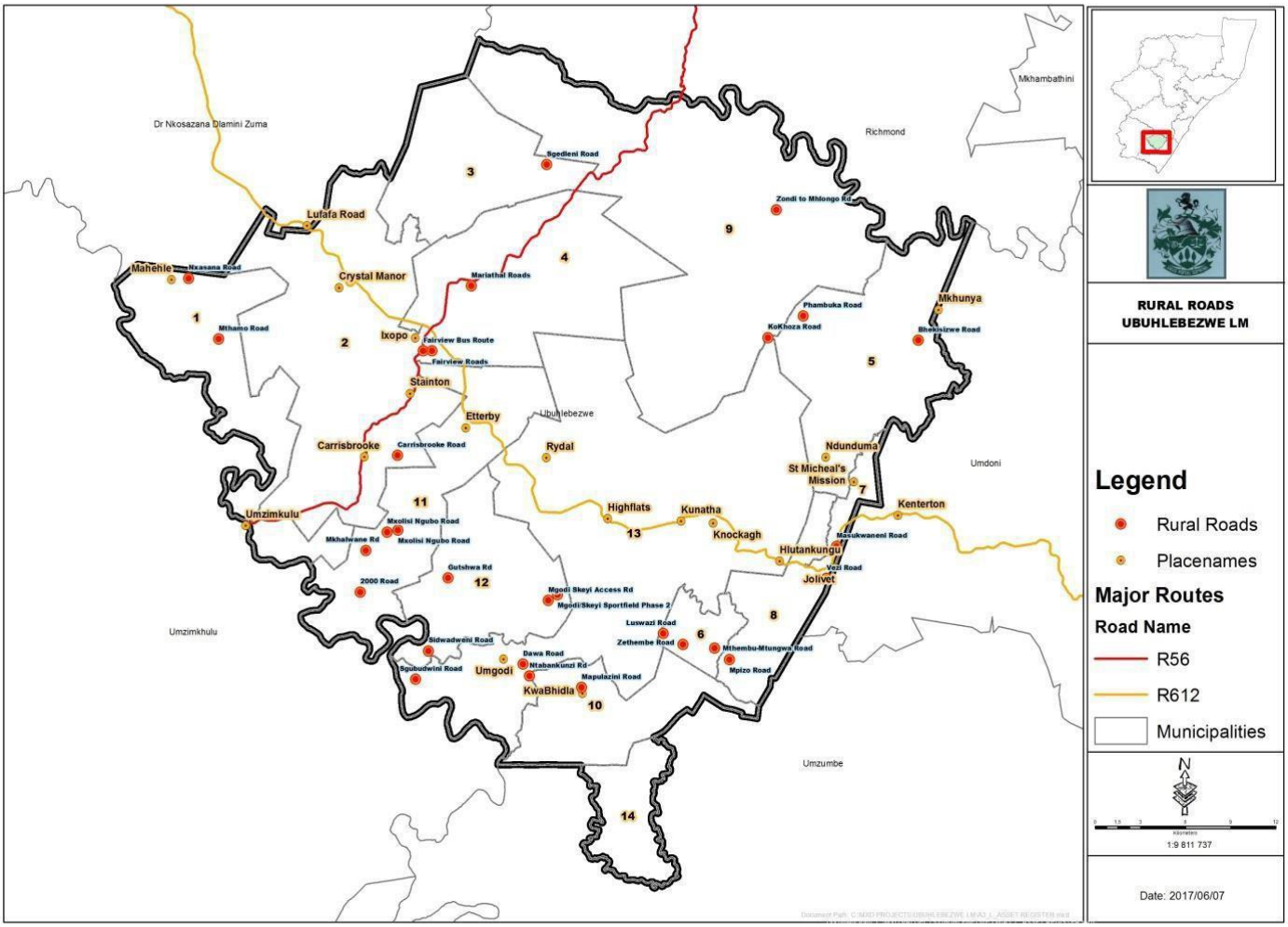


urban streets



Transport Corridors

MAP OF UBUHLEBEZWE RURAL ROADS



rural roads

PROJECTS BY DEPARTMENT OF TRANSPORT:

CURRENT CAPITAL PROJECTS:

Project	Total completed Outputs	Budget	Progress	Expected completion date
P73	**3 km**	**R 0**	**Establishment of site**	**24/06/2022**

PLANNED BRIDGE PROJECTS:

PROJECT	LENGTH	BUDGET	STATUS
Lufafa Pedestrian Bridge	**10m**	**R 55 m**	The department still to appoint a consultant

PLANNED UPGRADE PROJECTS:

Project	Total Length KM	Planned KM	Estimated Financial Years	Budget	Planned Work Opportunities	Status
D168	24	10.70	2021-22	R 72m	31	The Department is in the process of appointing a professional service provider.
P112	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.
P113	34.04	5.54	2021-22	R107m	72	Consultant and department currently finalising designs.
D310&D309	7.7	7.7	2022-23	R88m	42	The Department is in the process of appointing a professional service provider.

- **ELECTRICITY /**

Electricity in the UBuhlebezwe area is supplied by ESKOM. 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 constructing a new power station in Kenterton which will serve most of the area falling under UBuhlebezwe municipality. Funding has been secured by Eskom and has been gazetted..

The Electrification Service Development Plan was developed during 2018/2019 where backlogs were identified, it has been developed, and currently the municipality is utilising figures obtained from Eskom. The following are the identified projects by Eskom in liaison with the municipality:

Schedule 5B Projects that are done by the Municipality are planned, budgeted and implements then handed over to Eskom upon completion. These projects form part of Eskom assets and thereafter Eskom conducts the operation and maintainace of the assets.

Project prioritised by Ubuhlebezwe Municipality for 2021/2022:

- Stofela Electrification
- Maweni Electricity
- Kwa Nothi & Makinatini Electrification
- Nhlamvini Electrification
- High Mast light (Ward 9)

Projects prioritized by Eskom for 2021/2022:

PROJECT NAME	PROJECT TYPE	NUMBER OF CONNECTIONS	BUDGET
Ubuhlebezwe Extensions	**Household Extensions**	**200**	**R 1 300 000.00**

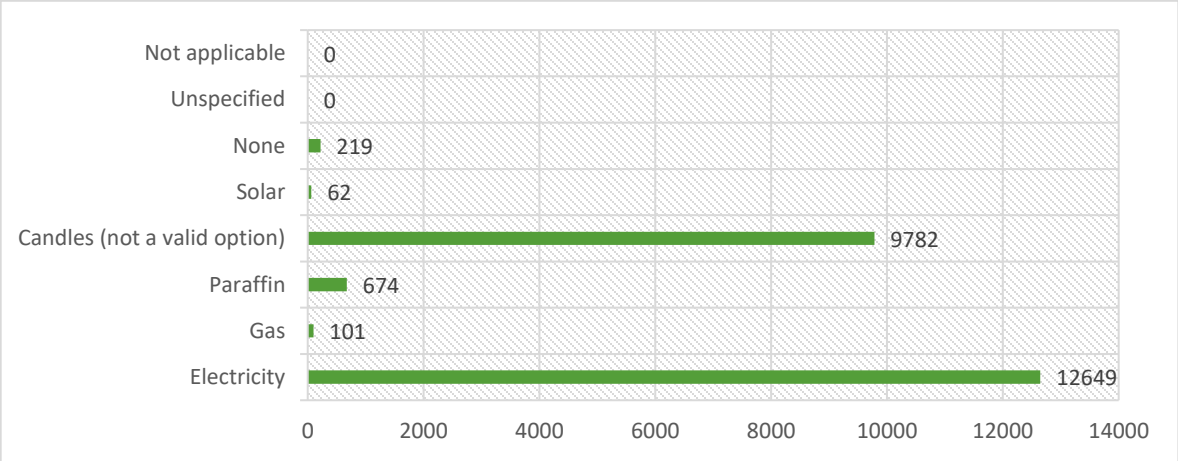
CENSUS 2011 TOTAL HOUSEHOLDS	NO. OF HOUSEHOLDS ELECTRIFIED	BACKLOG GREENFIELD AS PER ESKOM STUDIES	BACKLOG BROWNFIELD AS PER ESKOM STUDIES	TOTAL BACKLOG AS PER ESKOM STUDIES	% ELECTRIFIED AS PER ESKOM STUDIES	BACKLOGS AS PER STATS SA 2016 COMMUNITY SURVEY (COGTA) HARRY
23 487	19 248	1410	2829	4239	82%	5860

- **Electrification backlogs**

Electricity used for Lighting is commonly used to identify electrification Backlogs (CS). In the 2011 statistics the electrification backlogs are calculated per household and in 2016 they are based on the total population.
The electricity backlog in 2011 was 10838 households. The backlog for 2016 is 26477 (people). The map below depicts the backlogs from 2011 against the new ward boundaries. (CS, 2016).

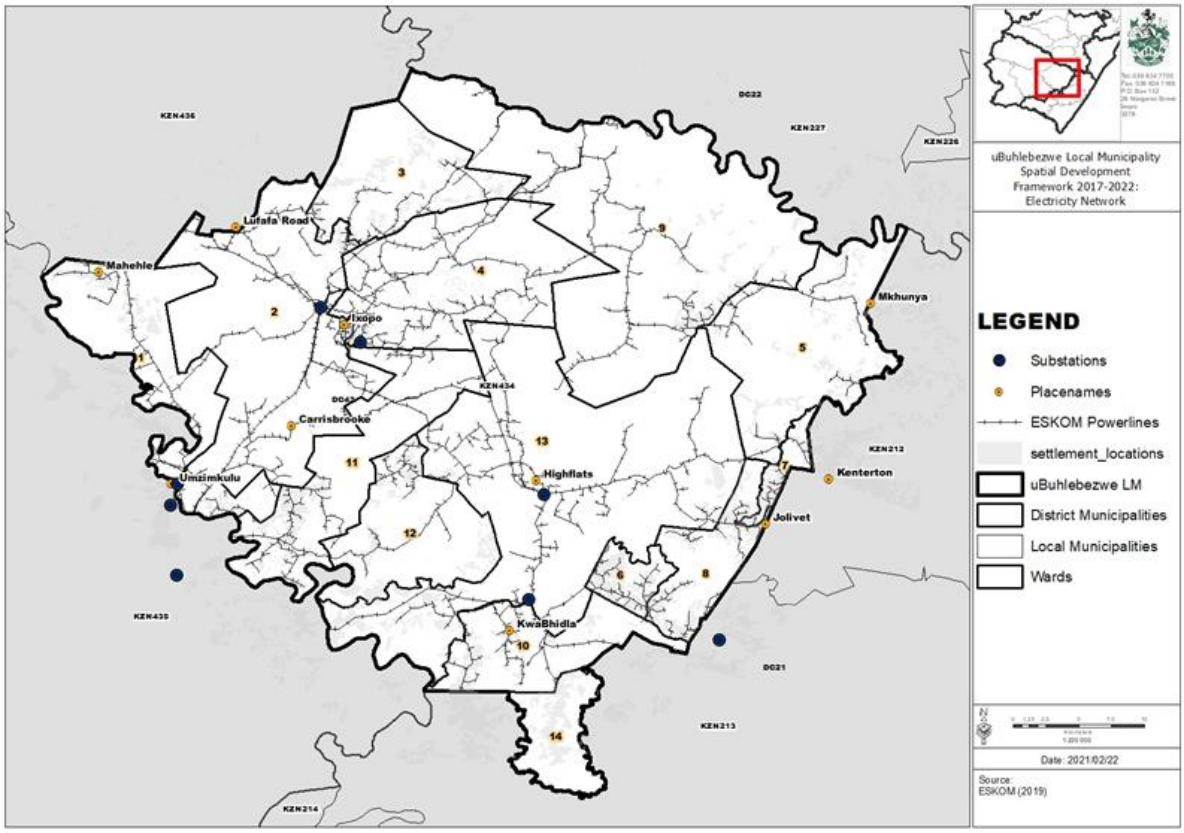
Electricity in Ubuhlebezwe is supplied by Eskom. Approximately 12649 of the households in Ubuhlebezwe use electricity for lighting, accounting for 53.85% of the households within the municipality. Majority of households in the rural segments of the municipality use alternative energy sources such as candles (41.65%), paraffin (2.87%), gas (0.43%) etc. the 2011 Census reveals that only 0.93% of the households within Ubuhlebezwe do not have access to electricity.

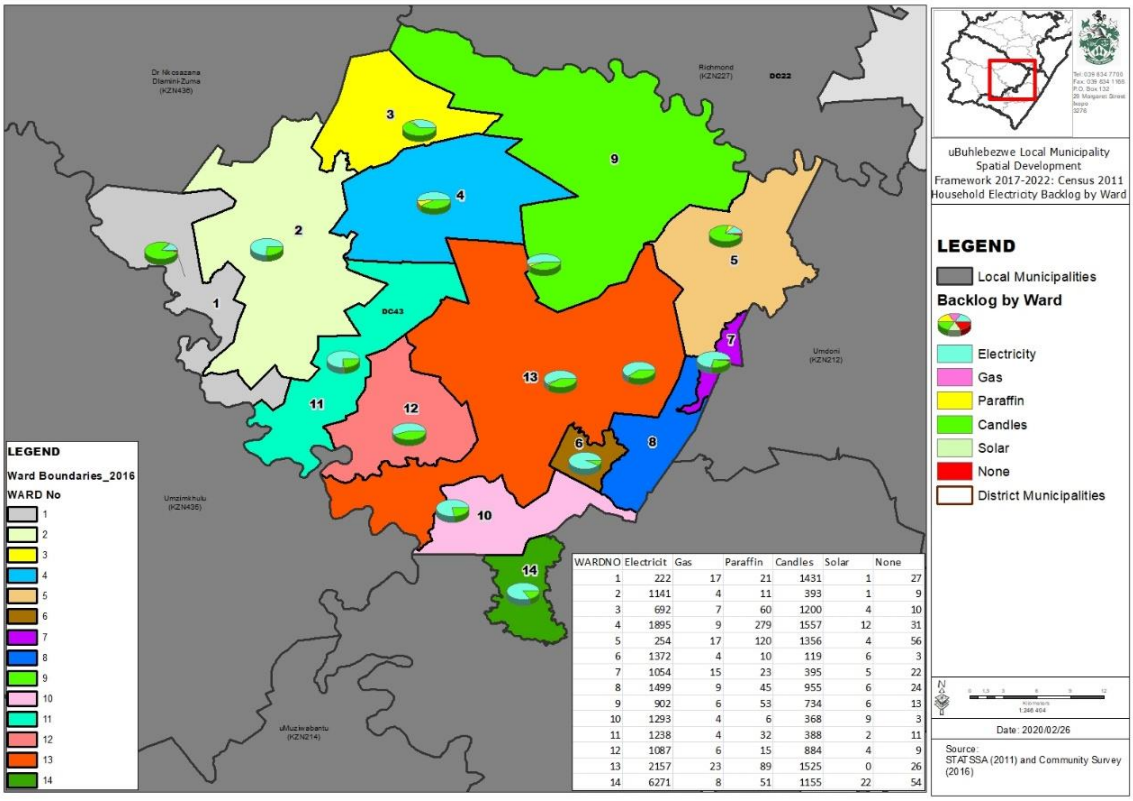
FIGURE 2: ENERGY FOR LIGHTING



The electricity backlog in Ubuhlebezwe is attributed to poor access to areas resulting from topography, lack of funding and inadequate bulk supply. The existing power stations have reached maximum capacity. Eskom is in the process of constructing a new power station in Kenterton, which will serve most of the area falling under Ubuhlebezwe municipality (IDP 2016/17:130).

For the 2015/16 financial year, Eskom had one electrification project planned within the municipality, namely, Etshenilenduna Phase 2 (78 connections). There is also one proposed project in Emazabekweni for an envisaged 100 connections for the 2016/17 financial year. Other projects identified (backlog) include Kuzondi, Mkhunya, and Nduduma for 345, 967, and 958 planned connections, respectively. However, no budget allocations have been provided for these projects (IDP 2016/17: 269).





WARDNO	Electricit	Gas	Paraffin	Candles	Solar	None
1	222	17	21	1431	1	27
2	1141	4	11	393	1	9
3	692	7	60	1200	4	10
4	1895	9	279	1557	12	31
5	254	17	120	1356	4	56
6	1372	4	10	119	6	3
7	1054	15	23	395	5	22
8	1499	9	45	955	6	24
9	902	6	53	734	6	13
10	1293	4	6	368	9	3
11	1238	4	32	388	2	11
12	1087	6	15	884	4	9
13	2157	23	89	1525	0	26
14	6271	8	51	1155	22	54

Fg 69 electricity backlogs

Community Facilities:

For the 2021/22 financial year, Ubuhlebezwe Municipality has prioritised the following community facilities:

WARD	PROJECT
04	Mandilini Multi Purpose Centre
06	St Nicholas Multi Purpose Centre
08	Chibini Multi Purpose Centre
14	Mleyi Sportsfield
03	Nonkwenkwana Sportsfield
	Shiyabanye Traditional Council (COGTA PROJECT)

Community Facilities

STATUS & PRIORITY NEEDS OF COMMUNITY FACILITIES

The table that follows summarizes the status and priority needs of the community facilities in the municipal area:

Priority	Priority	Actual no. of facilities	Backlog
Community halls	Community halls	36	7
Sports Fields	Sports Fields	18	2
Taxi Rank	Taxi Rank	1	0

Health Facilities:

Ubuhlebezwe has 12 health facilities; 1 District Hospital, 9 clinics and 2 mobile points (refer to maps 5-6). Ambulance services are provided from the District Hospital in Ixopo and service the entire municipal area. Table 15 indicates planned clinics within Ubuhlebezwe municipality by the Department of Health. These include new clinics to be constructed and clinics to be upgraded.

DEPARTMENT OF HEALTH PRIOTITY 2020/21

PROJECT NAME	TYPE OF PROJECT DETAILS	PROJECT STATUS	NATURE OF INVESTMENT	CONSTRACTIVE ACTUAL TARGET DATE
Gcinikuhle Clinic	Upgraded and Addition (MOU)	Identified	Upgrading	01 April 2020
Hlokozi Clinic	Construct New CHC with (MOU)	Identified	New	Beyond 2023
Jolivet Clinic	Upgraded and Addition (MOU)	Identified	Upgrading	01 April 2019
Kwamashumi Clinic	Upgraded and Addition (MOU)	Identified	Upgrading	01 April 2020
Mntungwana Clinic	Upgraded and Addition (MOU)	Identified	Upgrading	01 April 2020
Nokweja Clinic	Upgraded and Addition (MOU)	Identified	Upgrading	01 April 2020
Sangcwaba Clinic	Upgraded and Addition (MOU)	Identified	Upgrading	01 April 2020

DEPARTMENT OF HEALTH 2021/22 PRIORITY

Local Municipality	Facility Name	Project Decription (Project Details / Scope of Work)P	Type Institution (i.e. Hospital, Clinic, Mortuary, EMS, CHC,Laundry, Nursing Colleges etc)	Estimated Project Budget 2020/21
UBUHLEBEZWE	**CHRIST THE KING**	**CNSTRUCTION OF HELIPAD**	**HOSPITAL**	**R 450,000.00**
UBUHLEBEZWE	**CHRIST THE KING**	**INSTALLATION OF FENCE AT RESERVOIR**	**HOSPITAL**	**R 150,000.00**
UBUHLEBEZWE	**CHRIST THE KING**	**CONSTRUCTION OF GUARD HOUSE**	**HOSPITAL**	**R 400,000.00**
UBUHLEBEZWE	**CHRIST THE KING**	**REPLACEMENT OF CUPBOARDS**	**HOSPITAL**	**R 350,000.00**
UBUHLEBEZWE	**CHRIST THE KING**	**CONSTRUCTION OF 2X CONSULTATION ROOMS**	**HOSPITAL**	**R 300,000.00**
UBUHLEBEZWE	**IXOPO CLINIC**	**RELOCATE AND REPAIR PARK HOME**	**CLINIC**	**R 100,000.00**
UBUHLEBEZWE	**HLOKOZI CLINIC**	**EXTENSION OF WAITING AREA**	**CLINIC**	**R 250,000.00**
UBUHLEBEZWE	**HLOKOZI CLINIC**	**PAVING OF WALK WAYS**	**CLINIC**	**R 200,000.00**
UBUHLEBEZWE	**MNTUNGWANA CLINIC**	**CONSTRUCTION OF WASTE AREA**	**CLINIC**	**R 100,000.00**
UBUHLEBEZWE	**JOLIVET CLINIC**	**REPLACEMENT OF VINLY SHEETING**	**CLINIC**	**R 200,000.00**

UBUHLEBEZWE	**JOLIVET CLINIC**	**INTERNAL AND EXTERNAL PAINTING**	**CLINIC**	**R 200,000.00**
UBUHLEBEZWE	**SQANDULWENI CLINIC**	**CONSTRUCTION OF 2X CONSULTATION ROOMS**	**CLINIC**	**R 300,000.00**
UBUHLEBEZWE	**KWAMASHUMI CLINIC**	**SUPPLY AND INSTALL ENCLOSURE OF VERANDA**	**CLINIC**	**R 100,000.00**
UBUHLEBEZWE	**KWAMASHUMI CLINIC**	**PAINTING OF WALLS AND REPLACEMENT OF GUTTERS**	**CLINIC**	**R 150,000.00**
UBUHLEBEZWE	**NDWEBU CLINIC**	**INSTALLATION OF CEILING BOARD**	**CLINIC**	**R 100,000.00**
UBUHLEBEZWE	**NOKWEJA CLINIC**	**CONSTRUCTION OF WASTE AREA**	**CLINIC**	**R 100,000.00**
UBUHLEBEZWE	**GCINOKUHLE CLINIC**	**REPLACEMENT OF VINLY SHEETING**	**CLINIC**	**R 200,000.00**
UBUHLEBEZWE	**GCINOKUHLE CLINIC**	**INTERNAL AND EXTERNAL PAINTING**	**CLINIC**	**R 200,000.00**
UBUHLEBEZWE	**SANGCWABA CLINIC**	**CONSTRUCTION OF WASTE AREA**	**CLINIC**	**R 100,000.00**
UBUHLEBEZWE	**SANGCWABA CLINIC**	**REPLACEMENT OF CUPBOARDS**	**CLINIC**	**R 100,000.00**

Educational Facilities:

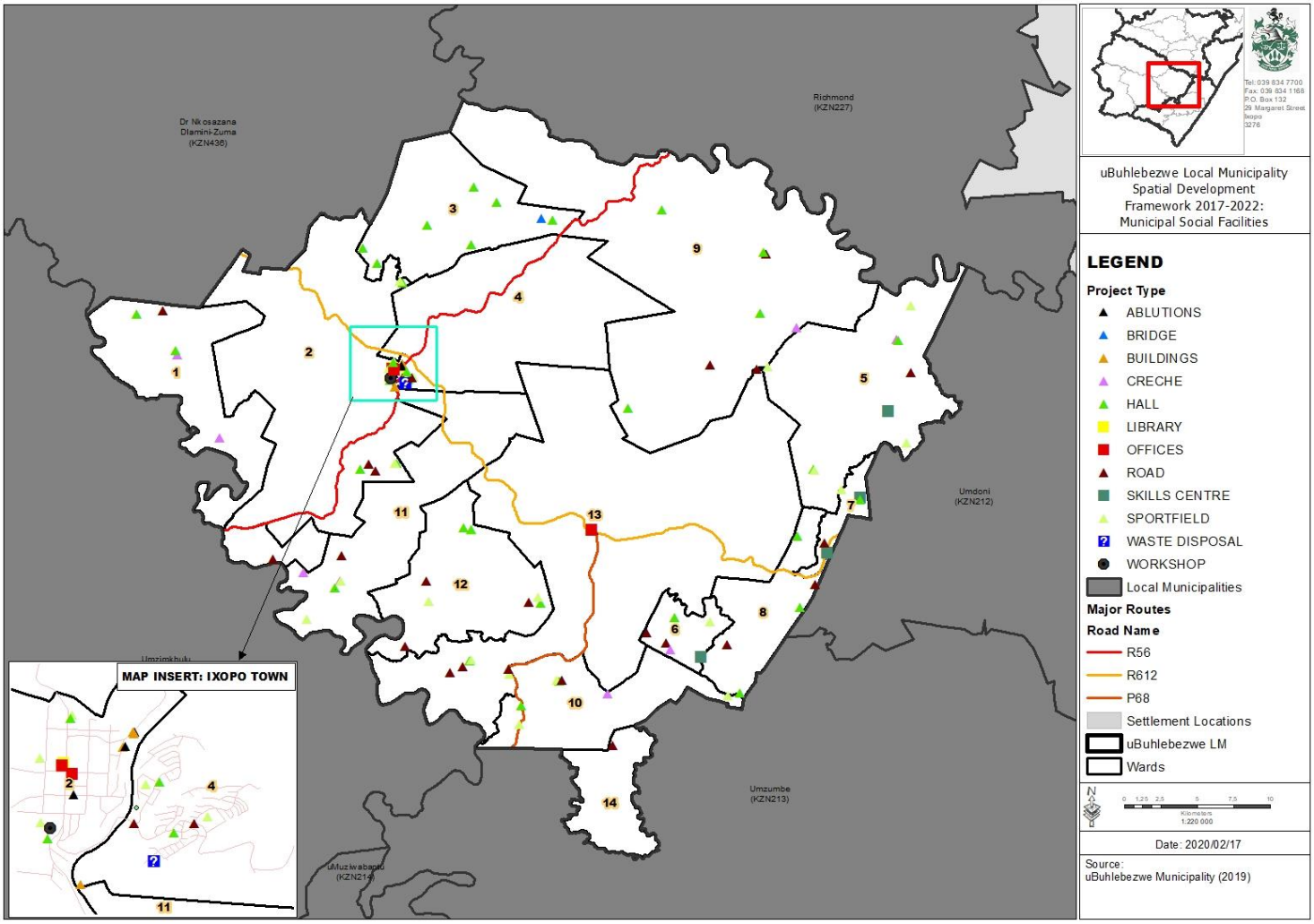
Ubuhlebezwe municipality has 8 crèches, 67 primary schools and 2 secondary schools and 2 combined schools (refer to maps 7-8). There are currently no tertiary institutions within the municipality. According to the department of education, the existing educational facilities can service the area. However, there is a need for the development of tertiary institutions especially in the rural areas to aid in improving the skills base of the population. Furthermore, the existing educational facilities need to be upgraded

Libraries:

There is one main library within Ubuhlebezwe, the Margaret Mcadi library in Ixopo. The library is the only source for library services within Ubuhlebezwe. The services provided by the library include book lending and computer services. The municipality has planned to extend the library services to the secondary node of Highflats where the facility is to be housed in the Thusong centre.

Police Stations:

There are two police stations within Ubuhlebezwe municipality, one in Ixopo and the other is in the Highflats area. Due to the location and the topography some settlements are located, police visibility is limited.



Fg 70 social facilities

Halls and Sportsfields

Ubuhlebezwe Municipality has overall responsibility for the development and upkeep of existing Community Halls and Sportsfields. The Municipality is also continuing the build new community halls and sportsfields. Funding for this community infrastructure generally comes from the Municipal Infrastructure Grant (MIG) funding or from the Department of Sports and Recreation.

Creches

In previous years, ULM used to build creches and childcare facilities. However following an agreement with the Department of Basic Education (DBE) in 2010, responsibility for creches has been progressively transferred to the Department.
Ubuhlebezwe Municipality has the following Early Childhood Development facilities monitored by the Department of Social Development. The challenge is most of the ECD are operating without NPO Certificates and without any funding which leads to poor learning environment for children.

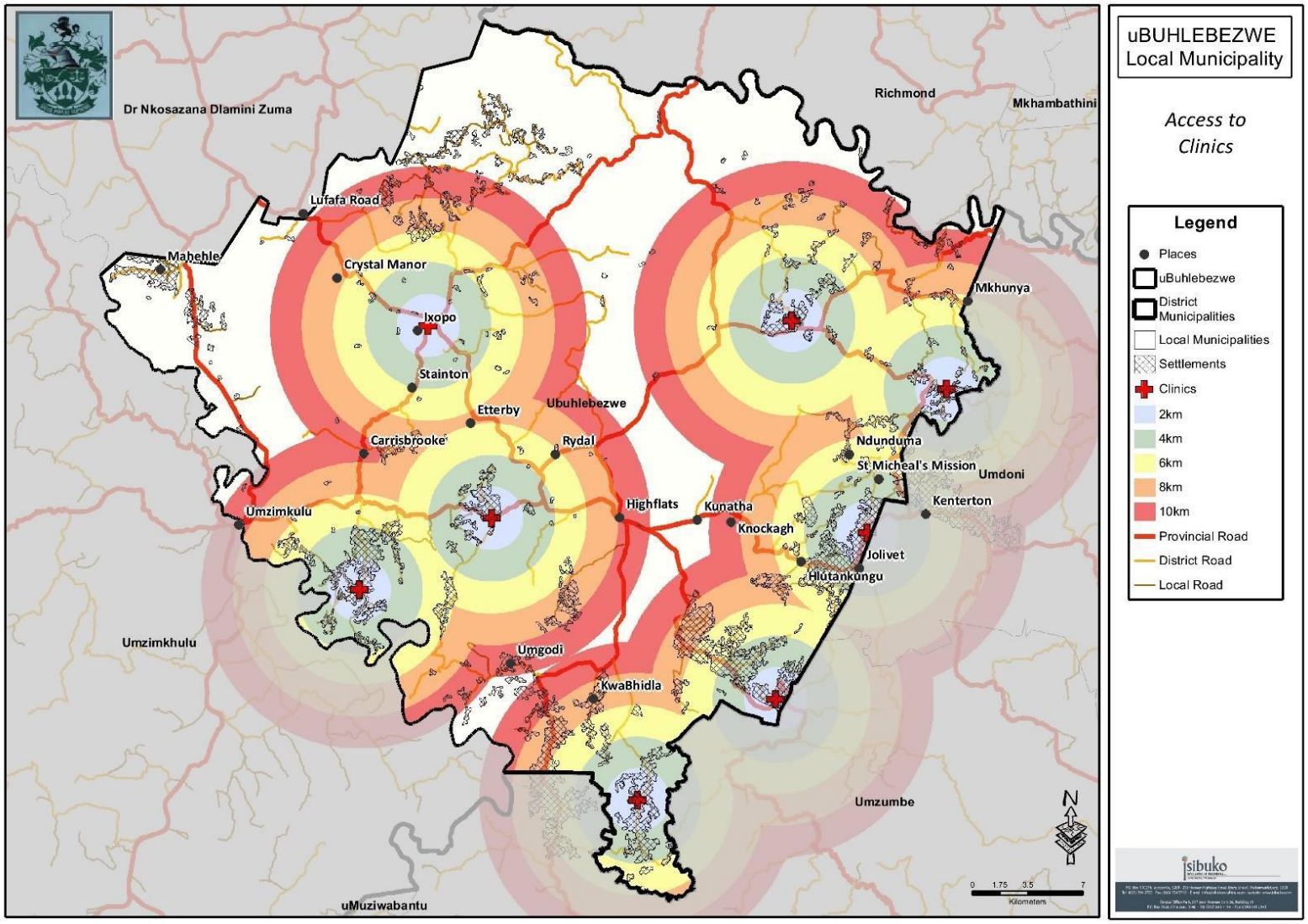
ECD NAME	AREA	WARD	STATUS
Mahhafana creche	Ncakubane	01	Funded
Sizisizwe creche	Ncakubana	01	Funded
Mahhafana creche	Ncakubane	01	Funded
Simunye Creche	Hopewell	02	Not Registered
Okumhlophe Creche	Ofafa	03	Not Registered
Sizanani creche	Morning Side	04	Funded
Siphosethu Creche	Shayamoya	04	Not Registered
Sr Agrid	Fairview	04	Not Registered
Funulwazi Crech	Sangcwaba	05	Not Funded
Sangcwaba Crech	Sangcwaba	05	Funded
Siphesihle creche	Hlokozi	06	Funded
Jabulani Creche	Hlokozi	06	Funded
Siyathuthuka Creche	Hlokozi	06	Not Registered
Bakhombise	Hlokozi	06	Not Registered
Siyakhula Creche	Hlokozi	06	Not Registered
Zakheleni Creche	Hlokozi	06	Not Registered

Sqalo Creche	Hlokozi	06	Not Registered
Bhekithemba Crech	Jolivet	07	Funded
Vuleka Crech and Development Centre	Jolivet	07	Funded
Senzakwenzeke Crech	Jolivet	07	Funded
Enkanyisweni Crech	Jolivet	07	Funded
Bambisanani Crech	Jolivet	07	Funded
Sizisizwe Crech	Springvalle	09	Funded
Impumelelo Crech	Nokweja	11	Funded
Induduzo Crech	Nokweja	11	Funded
Lungelo Crech	Nokweja	11	Funded
Masakhane Crech	Nokweja	11	Funded
Mawela Crech	Nokweja	11	Funded
Othandweni Crech	Nokweja	11	Funded
Sbonelo Crech	Nokweja	11	Funded
Senzokuhle Crech	Nokweja	11	Funded
Thembisa Crech	Nokweja	11	Funded
Eyesizwe Crech	Nokweja	11	Not Registered
Magaba Pre school	Emazabekweni	12	Unfunded

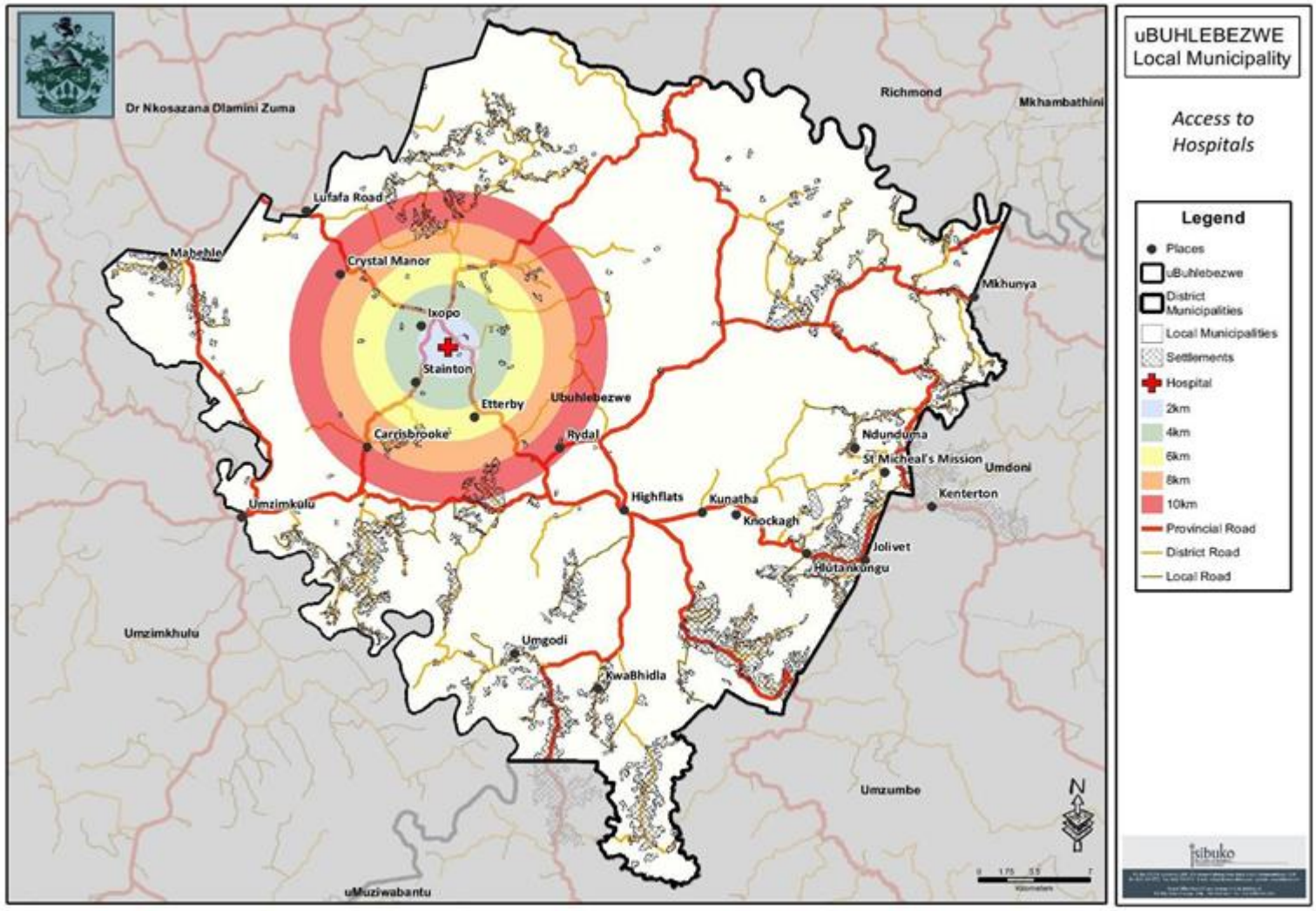
Table 44: early childhood development establishments

MUNICIPAL POUND:

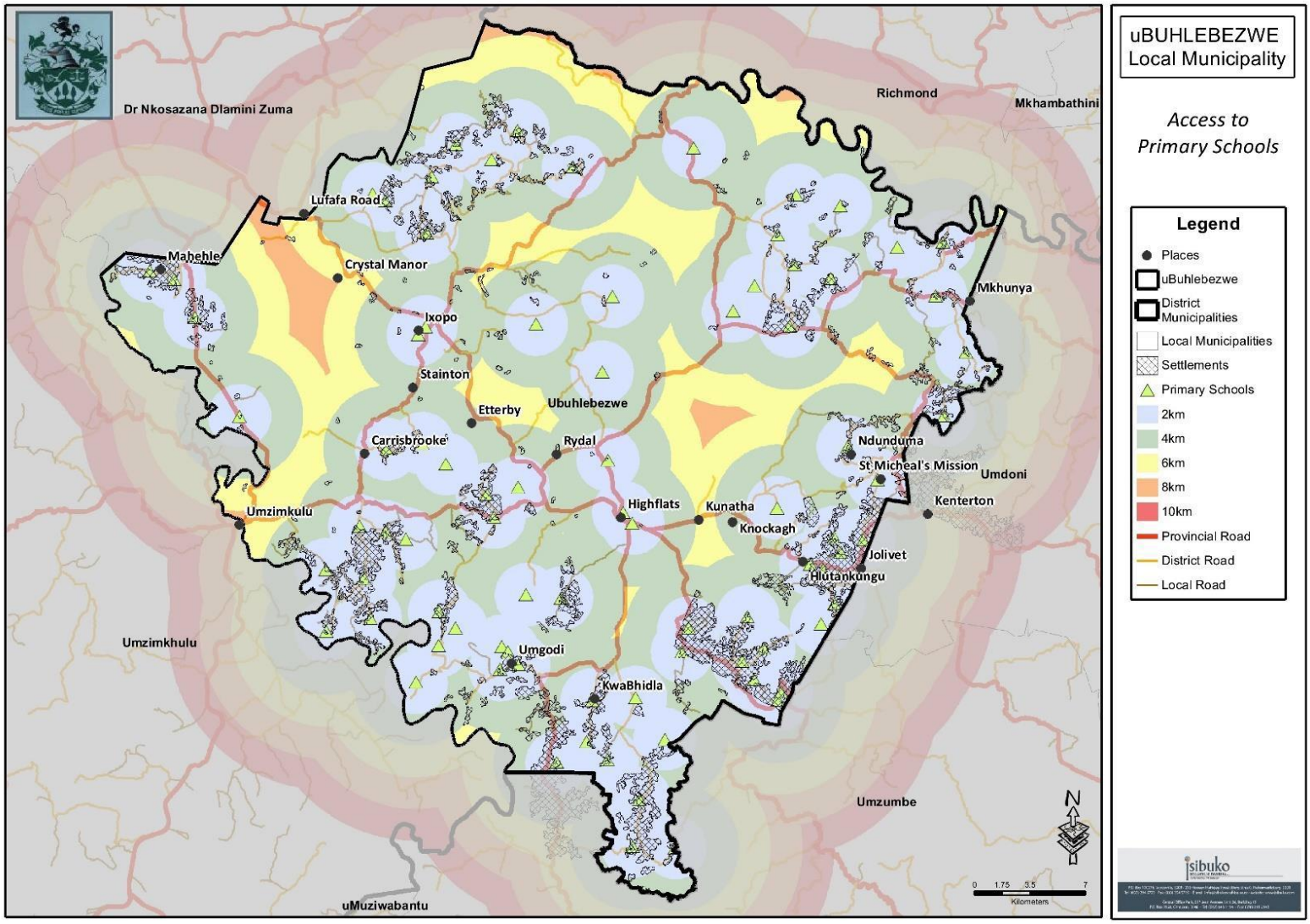
Municipality has a shared services agreement with Dr Nkosazana Zuma Municipality, whilst still trying to acquire land for a pound.



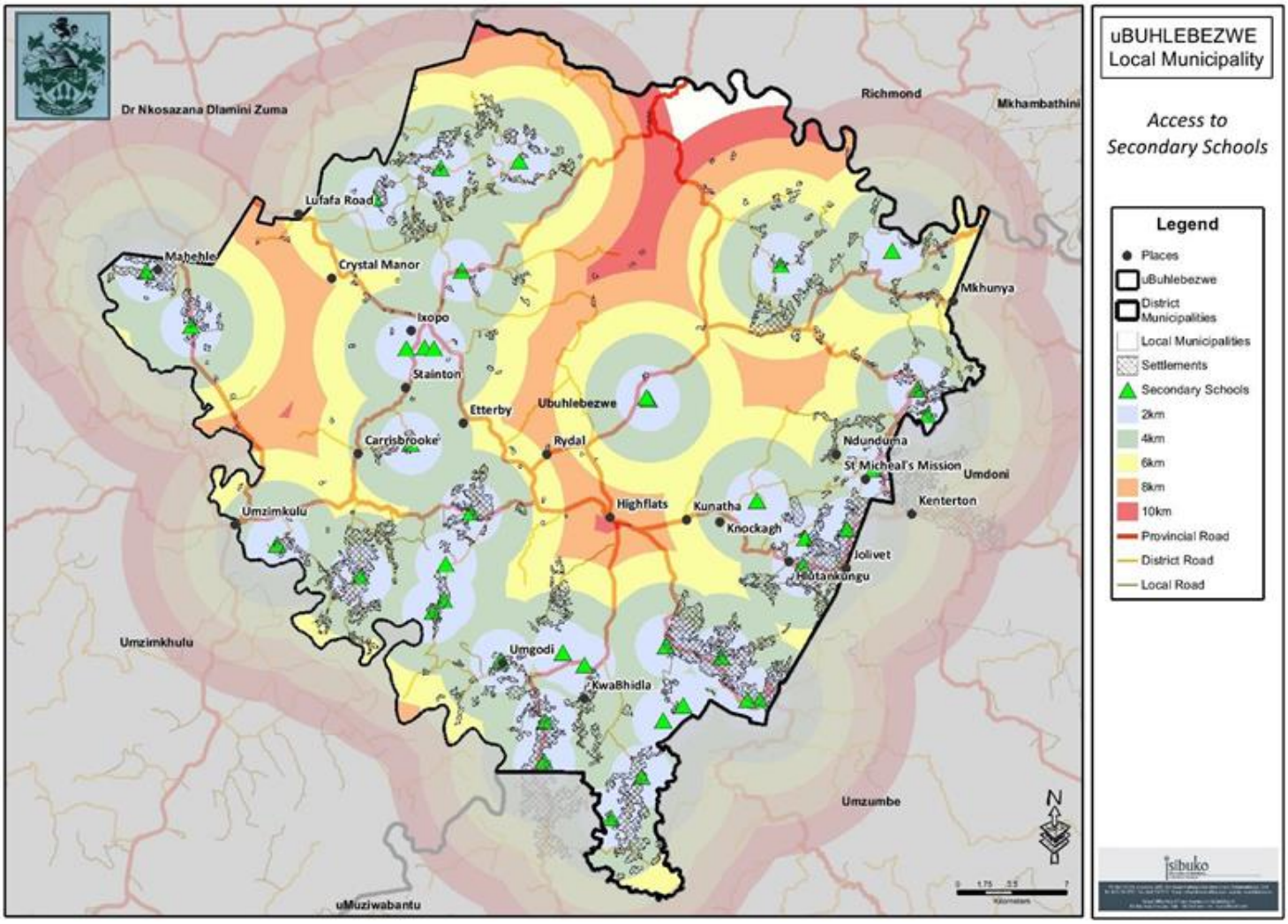
Access to Clinics



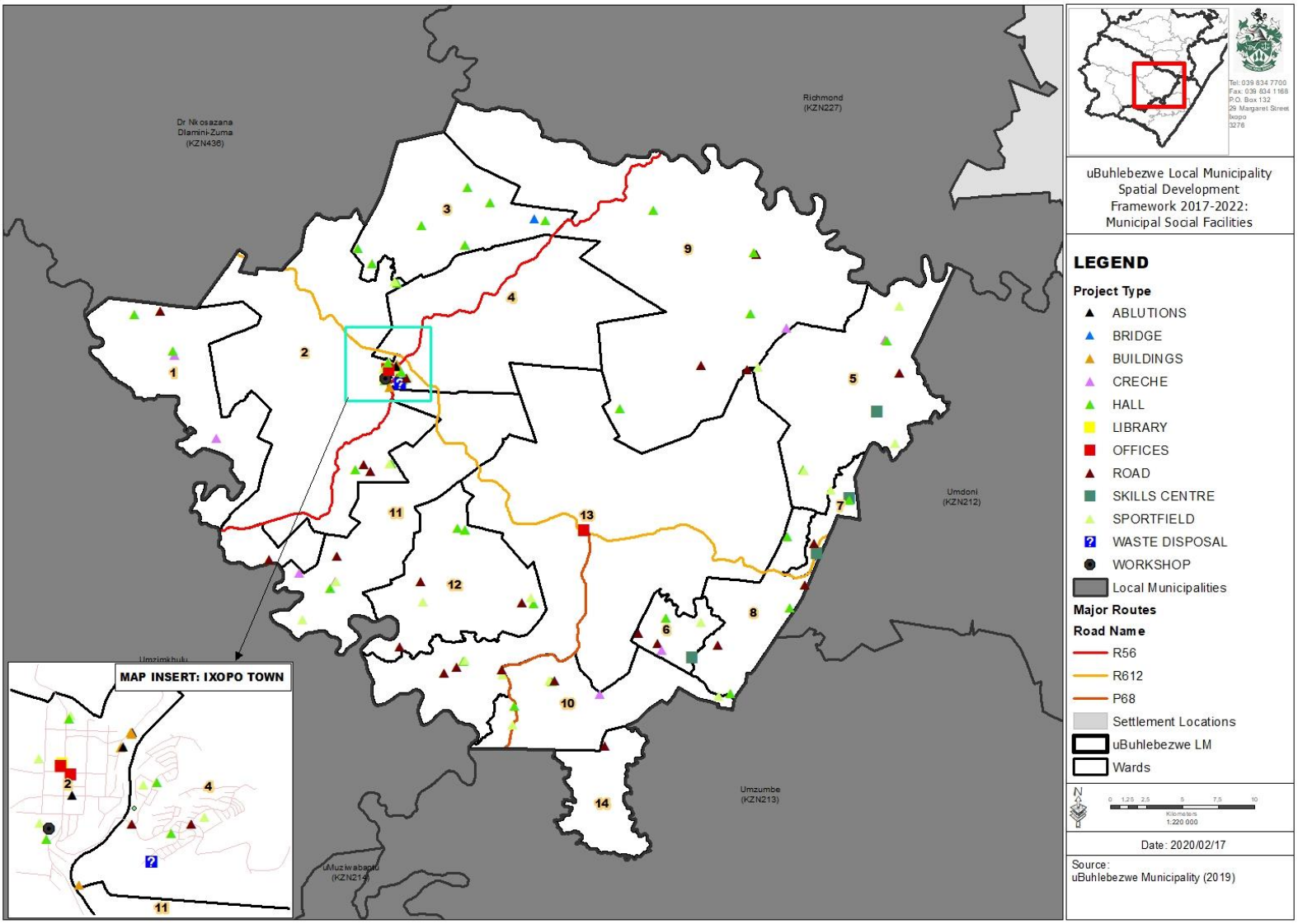
Access to Hospitals



Access to Primary Schools



Access to Secondary Schools


Dr Nkosazana Dlamini-Zuma (KZN436)
Richmond (KZN227)
Umdoni (KZN212)
Umzumbe (KZN213)
uMuziwabantu (KZN214)
Umzimkhulu
MAP INSERT: IXOPO TOWN
1
2
3
4
5
6
7
8
9
10
11
12
13
14
Tel: 039 834 7700
Fax: 039 834 1168
P.O. Box 132
29 Margaret Street
Ixopo
3276
uBuhlebezwe Local Municipality
Spatial Development
Framework 2017-2022:
Municipal Social Facilities
LEGEND
Project Type
ABLUTIONS
BRIDGE
BUILDINGS
CRECHE
HALL
LIBRARY
OFFICES
ROAD
SKILLS CENTRE
SPORTFIELD
WASTE DISPOSAL
WORKSHOP
Local Municipalities
Major Routes
Road Name
R56
R612
P68
Settlement Locations
uBuhlebezwe LM
Wards
N
0 1,25 2,5 5 7,5 10
Kilometers
1:220 000
Date: 2020/02/17
Source:
uBuhlebezwe Municipality (2019)

CEMETERY SITES:

- **PROPOSED UBUHLEBEZWE CEMETERY DEVELOPMENT**

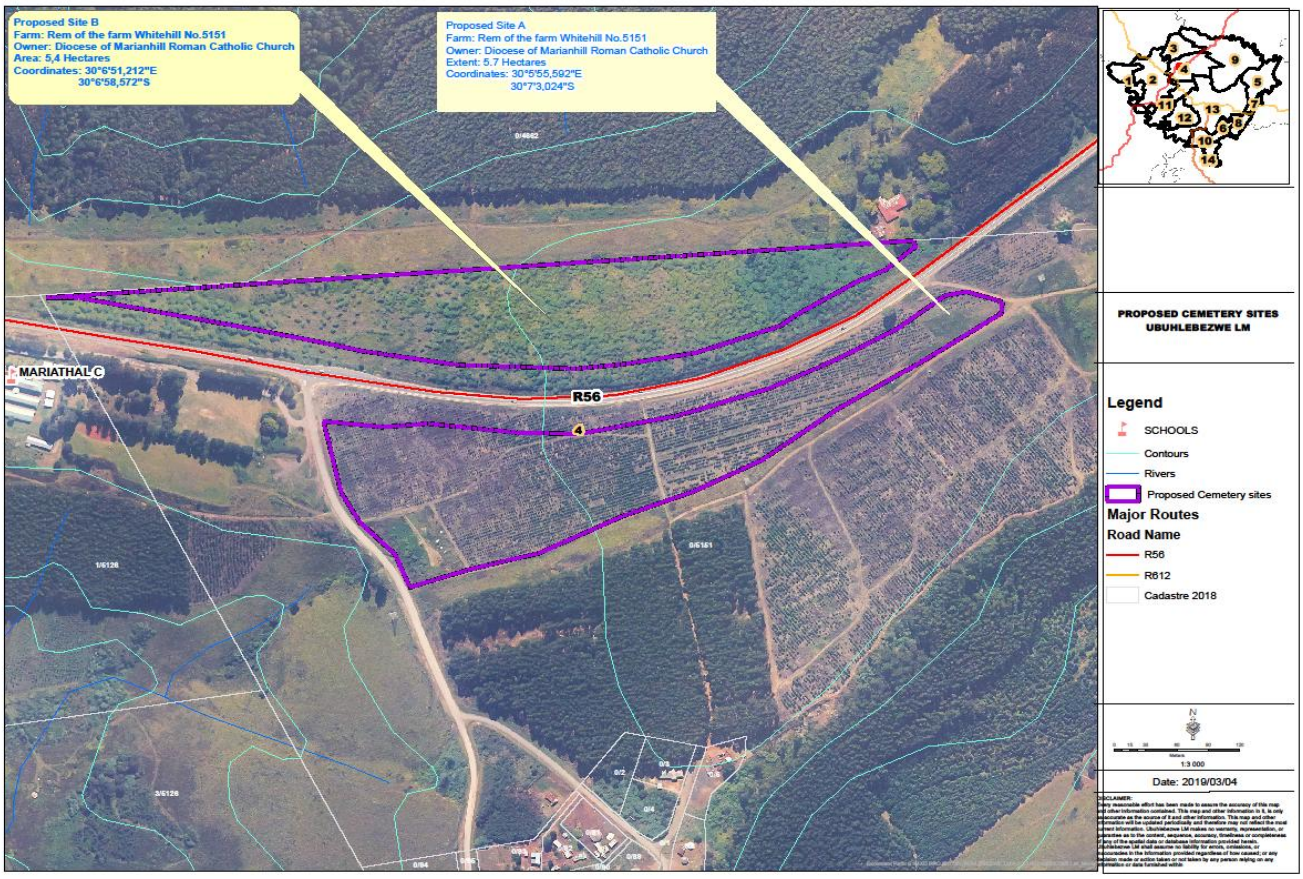
The Municipality has identified a need for the establishment of a cemetery within their area of jurisdiction. There are four cemeteries that are found within the LM. Two cemeteries (Churchyard graves and Muslim cemetery) are privately owned and the other two cemeteries (Fairview and Ixopo cemeteries) are owned by the Municipality. Both of those cemeteries that are owned by the Municipality are fast approaching their maximum capacity therefore creating an urgent need for the LM to establish the new cemetery. The Municipality is in the process of acquiring a suitable site for cemetery establishment.

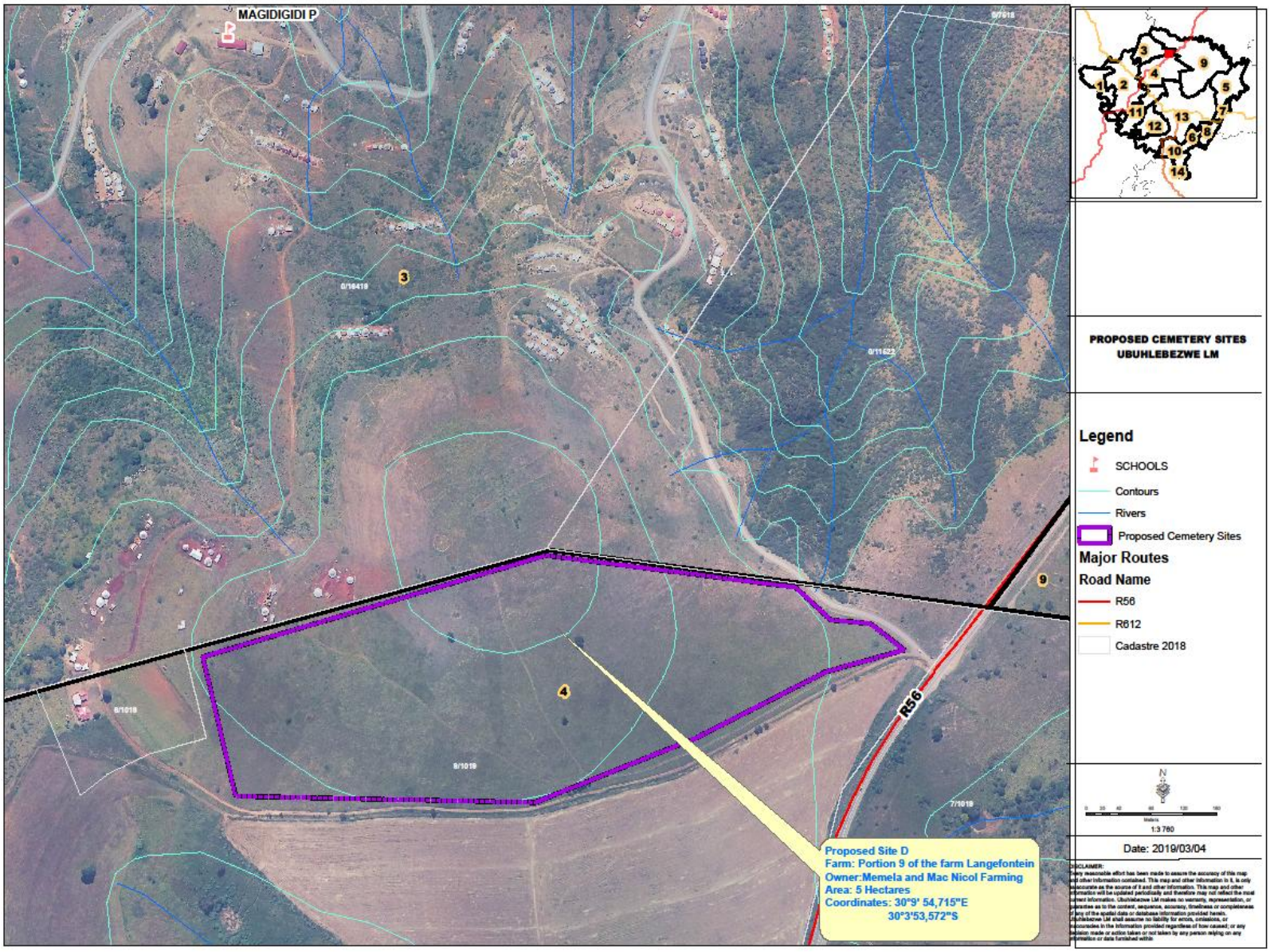
The areas earmarked for cemetery developments which will form part of the Basic Assessment Report are as follows:

Candidate Site 1:
The pre-identified site is located in Ward 4 in the Remainder of the Farm White Hill No. 5151. The project site is owned by the Diocese of Marianhill Roman Catholic Church. It is located adjacent to Mariathal Mission Church and School site. The project area is 11.1 ha. The site is dissected by R56 into 5.7 ha (referred as Site A in map, below) in close proximity to Mariathal School and 5.4 ha (referred as Site B in the map, in the map below) across the R56. The coordinates of the project site A are:
30° 5' 55, 592" E
30° 7' 3,024" S

The coordinates for project site B:
30° 6 ' 51,212 " E
30 ° 6 ' 58, 572 " S

Candidate Site 2:
The pre-identified site is located in Ward 3 in Portion 9 of Farm Langefontein. The project site is owned by Memel and Mac Nicol Farming. The project area is 5 ha. The coordinates of the project site are:
30° 9' 54,715" E
30° 3' 53, 572" S




MAGIDIGIDI P
R56
Proposed Site D
Farm: Portion 9 of the farm Langefontein
Owner:Memela and Mac Nicol Farming
Area: 5 Hectares
Coordinates: 30°9' 54,715"E
30°3'53,572"S
PROPOSED CEMETERY SITES
UBUHLEBEZWE LM
Legend
SCHOOLS
Contours
Rivers
Proposed Cemetery Sites
Major Routes
Road Name
R56
R612
Cadastre 2018
1:3 780
Date: 2019/03/04



Ixopo Cemetery


Cemetery 3
Erf Number: 82 & 83
Status: Operational
Comments: The cemetery 3 is in good condition and well maintained
Cemetery1
Erf Number: 0/175 & 0/417
Status: Operational
Comments: The cemetery has overlaped the boundery line and is now encroaching erf 0/417 portion
Cemetery 2
Erf Number: 0/1086
Status: Operational
Comments: The cemetery is not fenced
CEMETERY INFORMATION
SOCIAL DEVELOPMENT
UBUHLEBEZWE LM
Legend
Placenames
Cemetery
Major Routes
Road Name
R56
R612
P68
Wards
uBuhlebezwe LM
Date: 2018/02/26

Cemeteries



Mariathal Site

Coordination is done with other sector departments, currently negotiations are being done with the religious sector to acquire land that is owned by the Catholic Church. During our process of surveying the land, we work closely with the Department of Environmental Affairs to check suitability for the activity proposed which is burials. We have also engaged the Department of Rural Development and Land Reform in our discussions around Land Acquisition. Through our IDP processes we engage with all stakeholders, looking for inputs and involvement in all planned projects and prohrams and also in our future projects.

IDP 5 YEAR PRIORITY LIST

WARD	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
01.	Moliva Road	Ncakubana Hall	Ncakubana High Mast		
02.	Commercial Road Ixopo	D555 Road Black top Hopewell Infills	Housing Hopewell, Carrisbrooke, Flaxton	D414 Road Blacktop Carisbrooke	Infills whole ward
03.	Madinda Road Hlongwa Road Nonkwenkwana Sportsfield	Mthakathi road Infills	Mgcasimbana road		
04.	Mandilini Multi Purpose Centre Thubalethu Housing Community Residential Units	Road from Fairview to Little Flower Fairview electricity (Planning)	Mandilini Sportsfield		
05.	Stofela Electricity	Siqandulweni Hall, Thokomala Housing Project	Nkweletsheni Sports field, Mgunyathi road	Butateni Sportsfield, Khuzwayo road	Mnyanyabuzi hall, Zenzele road
06.	St Nicholas Multi Purpose Centre, Bhekisisa Road	Hlokozi Skills Centre Congo Sportsfield Infills	Fana Nyathi road, Gym park	Black/Mfeka road, Mthembu road	Bhengu road, Hlengwa /Jili road
07.	Madilika Road Kwa Miya Road Amanyuswa Housing (SPLUMA application & Phase 1)	Mgangeni Knockabout Ndela Road concrete strip Mgangeni Kickabout Jolivet Centre Outdoor Gym	Jolivet Sportsfield Highmast Jolivet Sportsfield Highmast Nobovane (D110) concrete strip	Matendeni Road Impunga/Soul School Admin Block	Jolivet Electrification

		Infills			
08.	Chibini Multi Purpose Centre Kwa Nothi & Makinatini Electricity Mfulomubi & Gudlucingo Housing	Xolani Vezi Sports Field,	Nhlekweni hall	Sgcakini hall	Bhakaneni road
09.	Nhlamvini Electricity High Mast Light	Mahlabathini High mast Bayempini Mzizi Sportsfield Thokomala Housing	Phumobala Hall		
10.		Mhlabashana Skills Centre, Nyuluka to kwa Shembe Road Ebhayi Housing	EMasomini Housing, Kwa Shinga Housing	Scotchville road, Skhunyana hall	Roman road, Townland road
11.	Nkoneni to Kwa Dladla access roads		Nokweja Skills Centre Nokweja Library	Maryhelp to Maweni Bridge Mzizi Road	
12.	Mdabu Road	Madungeni Hall Infills	Pholani road	Mbhoshongweni road	Amazabeko Skills centre
13.	Mashumi housing Nokwena Road Hholo Road	Mpiyamandla road Blackstore housing’	Sobantu road	Ntabankunzi road	Stuartsville multipurpose
14.	Mleyi Sportsfield	Madwadweni road Gym park Mleyi Housing	Skills centre and resource centre	Sewing centre and Library	Old age home Barleda road

HUMAN SETTLEMENTS:

INTRODUCTION

PURPOSE

The Constitution of the Republic of South Africa, 1996 and the associated Bill of Rights establishes the right of all citizens of the Republic of South Africa to have access to adequate shelter. In response to this Constitutional imperative, the Government introduced the Housing Act, 1997 (Act No 107 of 1997) which requires each municipality, as part of its integrated development planning process, to take reasonable and necessary measures within the national and provincial policy towards the progressive realization of this right. This includes initiating, planning, coordinating, promoting and enabling appropriate housing development within its area of jurisdiction.

This document presents the status quo for the Ubuhlebezwe Municipality Human Settlement Sector Plan (HSSP). It is a sector of the Integrated Development Plan, and constitutes a policy framework to guide the municipality in performing its functions and executing its mandate in terms of the Housing Act. Its structure substantially follows the Guidelines for the Preparation of Housing Sector Plans that the National Department of Human Settlements introduced in support of the human settlement-planning programme in South Africa. The Housing Plan is aligned to the KwaZulu Natal Human Settlements Spatial Master Plan.

Ubuhlebezwe has submitted the application to the Departments of Human Settlements for approval to be a developer for housing projects. We are currently awaiting approval from the Department.

Housing needs, the existing and planned projects are highlighted below and are also part of the Housing Sector Plan that is an annexure to this IDP.

UBUHLEBEZWE MUNICIPALITY

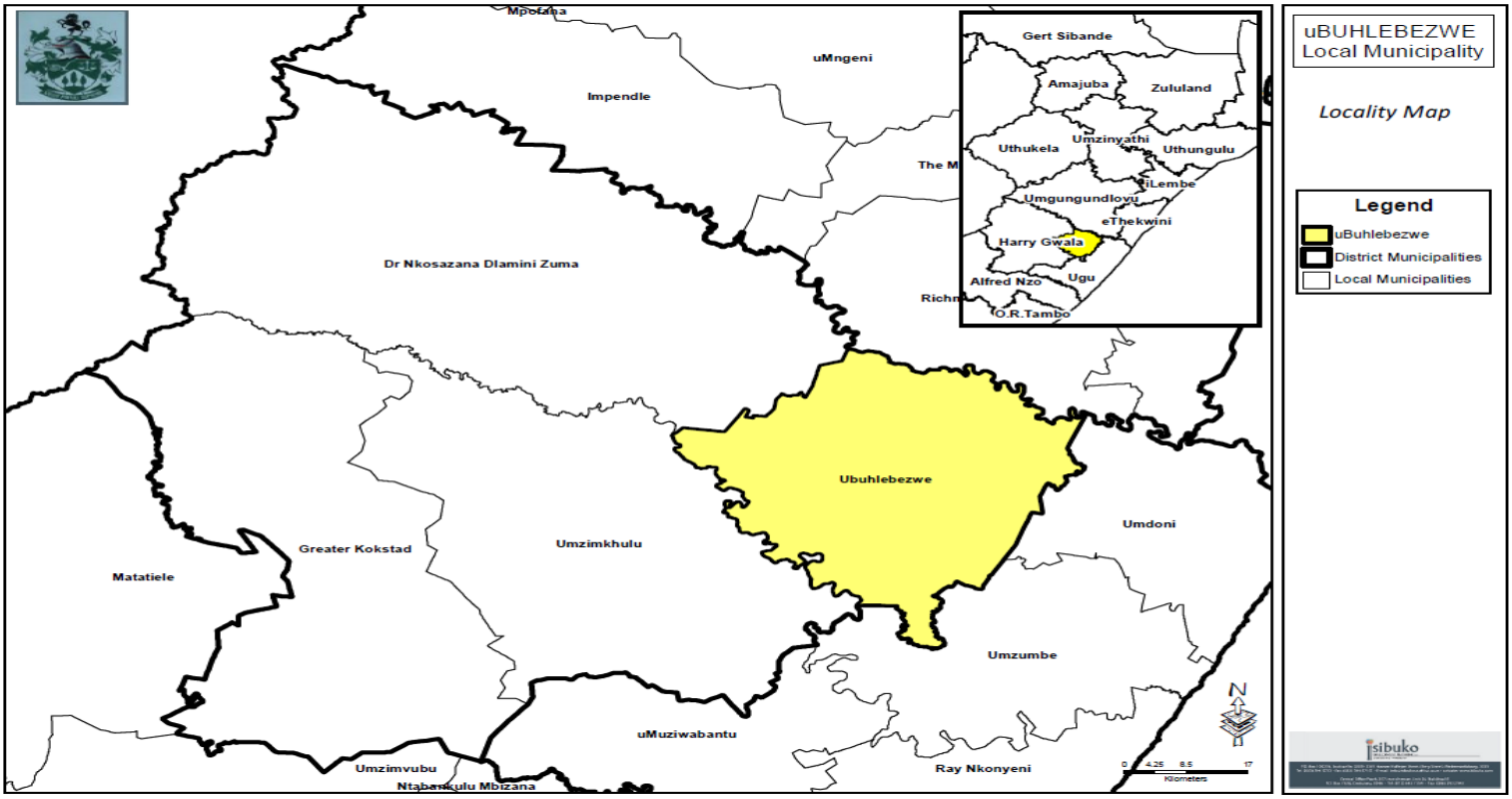
Ubuhlebezwe is located along the eastern boundary of the Harry Gwala District Municipality and borders onto the Dr. Nkosazana Dlamini Zuma, Richmond, Umzumbe and UMzimkhulu local municipalities. It covers an area of approximately 1604km^2 and has a total population of about 118 346 people (Community Survey 2016) spread throughout 14 wards. The municipal area includes twelve Traditional Councils, located along the periphery of the municipality.

Ubuhlebezwe has strong north-south and east-west linkages within its region. This is achieved via R56, which links it to areas such as Pietermaritzburg to the north and Kokstad to the south. R612 provides regional access and linkages with the South Coast tourism region in the east and Southern Drakensburg to the west. It is located in one of the prime agricultural regions within the Province and it is well known for high agricultural potential, particularly dairy farming, livestock faming, forestry and dryland crop production.

Ixopo is identified as the primary node and plays an important role in the region. This recognizes its strategic location and potential role in regional development, service delivery and governance. The town is developed with social, economic and physical infrastructure that benefit the entire municipal area and beyond. It is largely a rural town, which services the community, farmlands and expansive rural settlements.

All housing projects are funded by the Department of Human Settlements, the finalised budget allocations are stll to be provided by the Department, pending MECs approval.

MAP 1: LOCALITY MAP



AIMS AND OBJECTIVES OF THE HOUSING SECTOR PLAN

The Human Settlement Sector Plan for Ubuhlebezwe Municipality is a five-year (2016 to 2020) strategic guide for the transformation of existing human settlements and development of new sustainable human settlements in line with the national human settlement development policy. Its primary aim is to move the human settlement development programme beyond the provision of basic shelter towards achieving the broader vision of sustainable human settlements and efficient spatial systems. The HSSP is reviewed annually along with the IDP and SDF.

Its objectives are as follows:

- To reduce housing backlog in line with the national and provincial norms, standards and targets.
- To provide for the introduction of a variety of housing typologies and densities in appropriate locations in line with the Ubuhlebezwe Municipality SDF.
- To contribute towards spatial transformation and creation of an efficient settlement and spatial pattern.
- To facilitate rapid and cost-effective release of land for human settlement development purposes.
- To integrating human settlement projects with other development programmes within the context of the Ubuhlebezwe Municipality Integrated Development Plan and the Harry Gwala District Integrated Development Plan.
- To build capacity for effective human settlement development.

The Ubuhlebezwe Municipality reviewed the plan annually (as part of the IDP review process) to take into account changes in development trends, progress made in the implementation of the plan and emerging (new) human settlement needs in the Ubuhlebezwe Municipality.

All housing projects are funded by the Department of Human Settlement, budget allocations are provided by the Department pending confirmation by the MEC.

1. LEGISLATIVE AND POLICY FRAMEWORK:

- National housing act [107] of 1997
- National housing policy
- Outcome 8: sustainable human settlements and improved quality of household life
- Kzn informal settlements upgrading strategy
- The constitution no. 108 of 1996
- Provincial growth and development strategy (pgds)
- A provincial human settlements master spatial plan for kwazulu-natal for human settlements investment
- Kzn informal settlements upgrading strategy

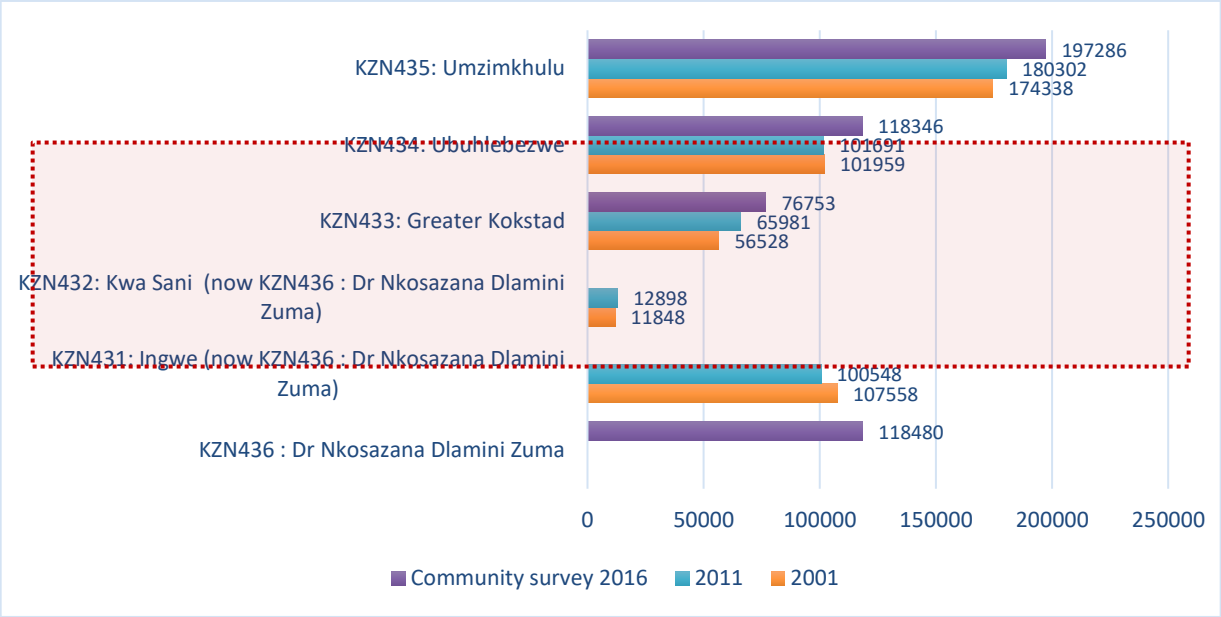
UBUHLEBEZWE DEVELOPMENT AGENDA

The Ubuhlebezwe Municipality has developed an Integrated Development Plan (IDP) indicating, among others, the long term desired situation, short-to-medium term strategic guide for public and private sector investment, and the spatial location of critical infrastructure development projects. The IDP is based on the six local governments Key Performance Areas (KPA), with the development of human settlements being part of the basic service delivery and infrastructure development KPA. The organisational strategic objective in this regard are to ensure the provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development.

In the short to medium term, the HSSP will facilitate housing delivery as a catalyst for socio-economic development, and in the end contribute towards making the Municipality an area that is sustainable, economically vibrant that affords its citizens a high quality of life.

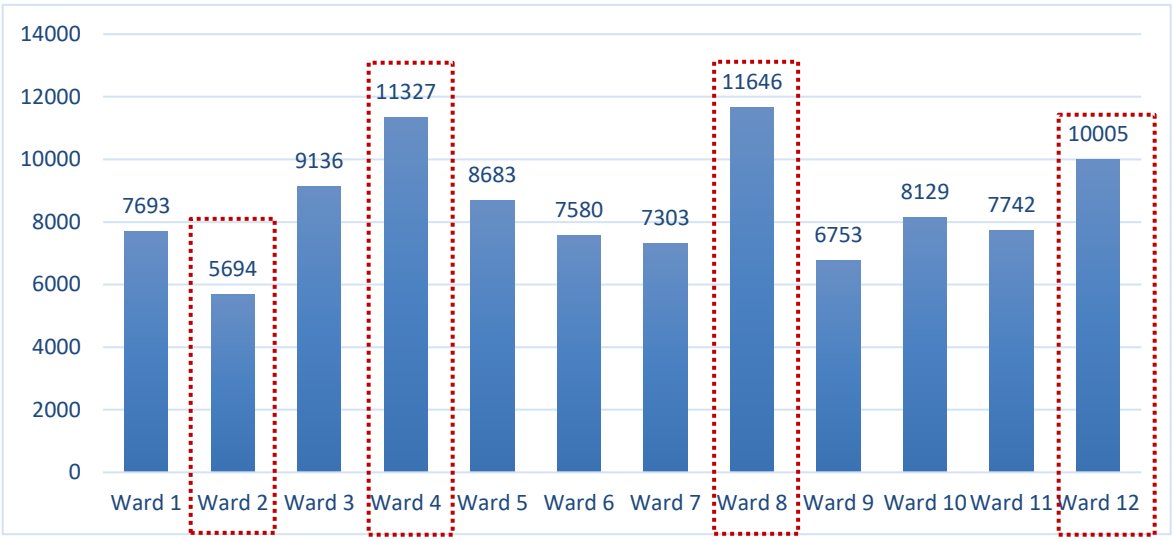
DEVELOPMENT PROFILE:

FIGURE 1: DISTRICT POPULATION DISTRIBUTION BY LOCAL MUNICIPALITY



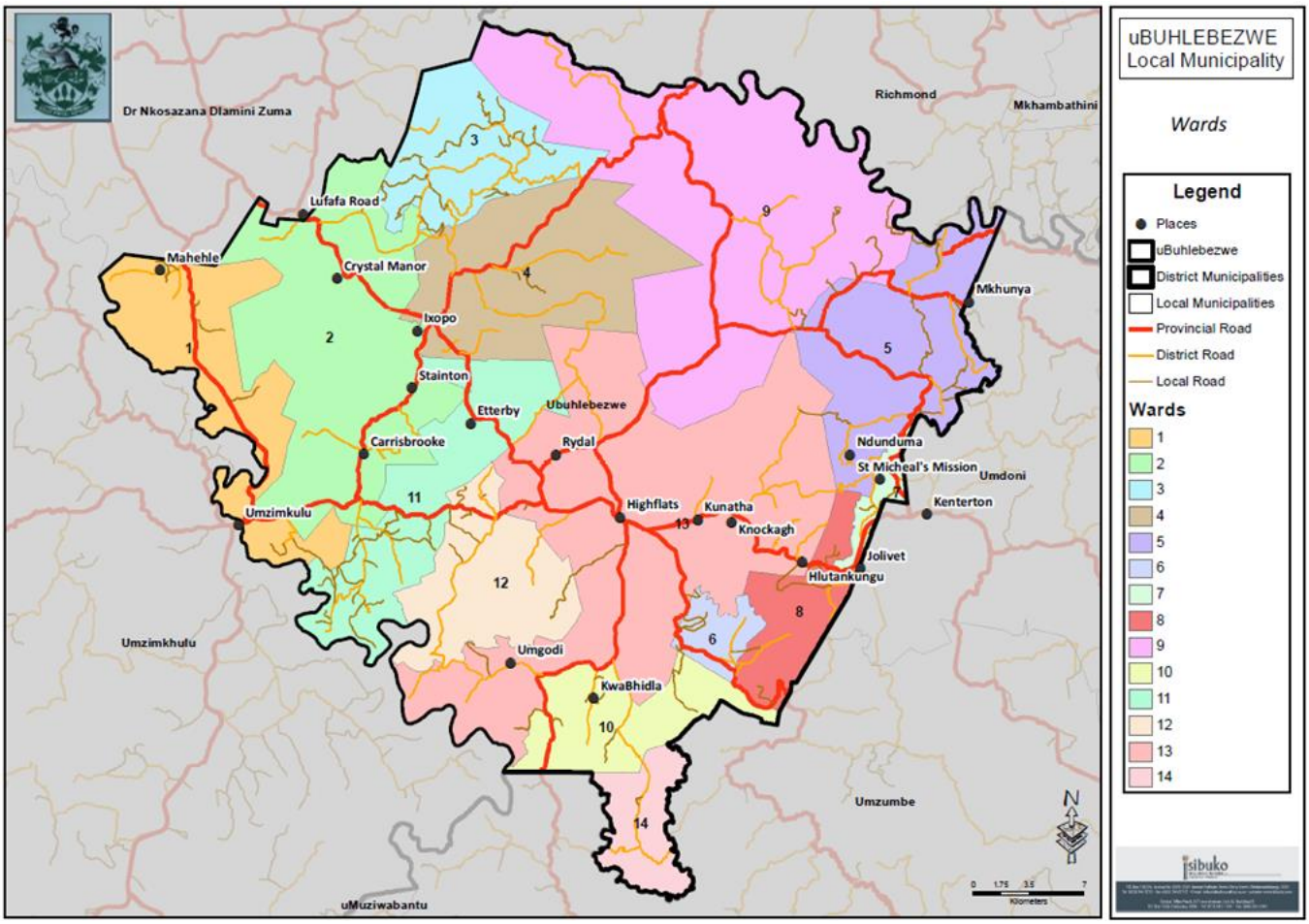
Source: Statistics South Africa (Census 2011) and Community Survey 2016

FIGURE 2: POPULATION DISTRIBUTION BY WARD



Source: Statistics South Africa (Census 2011)

MAP 2: WARDS IN UBUHLEBEZWE (NEW WARDS)



POPULATION GROWTH PROJECTIONS

The table below show the growth rates of Ubuhlebezwe from 2001 to 2011 and 2011 to 2016. Although the population growth rate was estimated at -0.3% between 2001 and 2011, the municipality experienced a positive growth of 3.08% between 2011 and 2016 with an additional population of 16 655 people. This influx can be attributed to the 2016 boundaries redeterminations, where a significant portion of Umzumbe municipality was added to Ubuhlebezwe municipality.

TABLE 1: POPULATION GROWTH RATES

	2001	2011	2016
Ubuhlebezwe Population	101 959	101691	118 346
Growth Rate	(2001-2011)= -0.3%	(2011-2016)= 3.08%	

Source: Statistics South Africa (Census 2011), Community Survey 2016 and own calculations

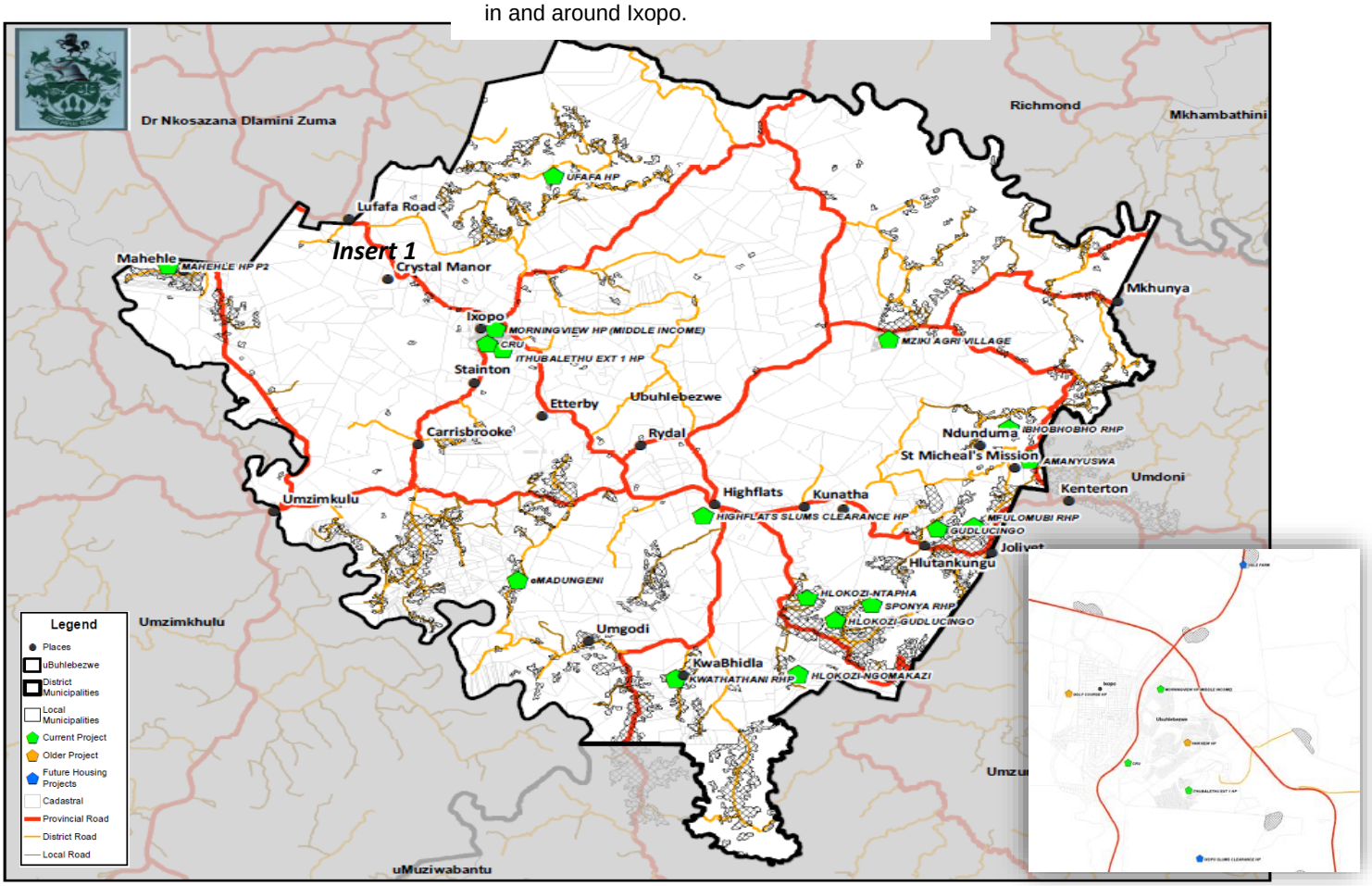
Using the growth rate of 3.08%, the municipality's population is estimated at 137 729 people in 2021. This means that the municipality will grow by an additional 19 383 people. Noteworthy, the growth rate used for the population projection factors in the population that was added into the municipality as a result of boundary redetermination. It is possible that population may grow by a number less than the projected. A growing population has the potential to influence the intensity of development in the municipality. In turn, a growing population needs to be

met with an adequate supply of social facilities and basic services to ensure good quality of life of residents. Figure 4 graphically illustrates the municipality's population growth projection trend. The population projection for 2021 is envisioned to sit at 13772

SPATIAL LOCATION OF HOUSING PROJECTS

MAP 3: HOUSING PROJECTS IN AND AROUND IXOPO

Map 16 illustrates the spatial location of housing projects within the rest of the municipal area. Insert 1 illustrates the locality of housing projects in and around Ixopo.



HOUSING DEVELOPMENT ISSUES:

Ubuhlebezwe Municipality is facing a number of housing development related issues that should be addressed in order to realize the ideal of sustainable human settlements. The issues are tabulated below;

TABLE 2: EXISTING CHALLENGES SURROUNDING THE HOUSING SECTOR WITHIN THE MUNICIPALITY

CHALLENGES	DESCRIPTIONS
HOUSING BACKLOG	Housing backlog in Ubuhlebezwe Municipality manifests itself in the form of substandard dwelling units, particularly in the traditional authority and informal settlement areas. These dwelling units are constructed in traditional material and are self-built units, which do not meet any building standards. In fact, they are built without any building plans or involvement of authorities.
SUSTAINABILITY OF SETTLEMENTS	There is a heavy dependence on welfare grants ("survival capital") and external in-flows of remittances from urban centres or commercial farms. The key challenge is therefore to transform these rural villages into sustainable human settlements with basic services, social infrastructure and economic development opportunities.
SUSTAINABILITY OF SETTLEMENTS	Rural settlements in Ubuhlebezwe are not sustainable in the short to long term basis. Most people in the area do not derive a sustainable living from rural agriculture. There is a heavy dependence on welfare grants ("survival capital") and external in-flows of remittances from urban centres or commercial farms. The key challenge is therefore to transform these rural villages into sustainable human settlements with basic services, social infrastructure and economic development opportunities.
LAND FOR HOUSING	There are certain challenges in Human Settlement development projects that relates to land issues. These include the following: Slow and complex land identification and development processes; Limited land in close proximity to the town centre; Slow and complex land purchasing procedures. Most of suitable land parcels are privately owned Strategies need to be developed to assist in fast tracking of land identification and release.

ILLEGAL OCCUPATION OF LAND	The majority of informal settlements manifest itself in the illegal occupation of land. People seek employment opportunities or better access to services in urban areas and occupies open pieces of land. These unoccupied pieces of land are usually in close proximity to a town, and might be on land not suitable for human habitation or development. It becomes problematic for the municipality to deal with and accommodate these illegal occupants. It has also been found that some completed houses are being rented or sold illegally, and are being illegally extended. This is problematic because the housing delivery process is to curb the housing backlog challenge and if more houses are being illegally used the housing backlog will not be addressed.

HOUSING SUPPLY

INFORMAL SETTLEMENT UPGRADE

There are three slums clearance projects within Ubuhlebezwe, namely the Ixopo Slums Clearance In-Situ Upgrade Housing Project, Morningview Fairview Extension 1 IRDP Housing Project and Highflats Slums Clearance Housing Project.

SLUMS CLEARANCE PROJECTS

Project	Ward	Units	Comments
Ixopo Slums Clearance In-Situ Upgrade Housing Project– appointed on the 8th of July 2019.	4	800 units - planned	The IA was appointed on the 8th July 2019 for the pre-feasibility and stage one application phases. To date, the Implementation Agreement has been concluded between the Municipality and the IA. The extension of time approved was to 26 February 2021 to allow time for the IA to conclude the Stage One Application required by the KZN DOHS to approve the Sage one contract. To date the environmental impact assessment has been achieved. Studies included vegetation, wetlands, and heritage studies. The application for environmental authorisation is in progress. The anticipated date for this to be concluded is the end of March 2021. The land audit and the socio-economic survey have been concluded. The geotechnical report has been concluded. The social compact agreement and the constitution have been finalised with stakeholders. The preliminary settlement plan has been aligned to include the adjacent developments and this was submitted to the Municipality for comment. The Harry Gwala District Municipality has responded to a request

Project	Ward	Units	Comments
			for bulks required for the project with an in-principle support letter. The draft service level agreement for bulk services was forwarded to the HGDM and Ubuhlebezwe Officials for input. The formalisation of this agreement is planned for by the end of March 2021. • Ixopo slums clearance housing project: in-situ upgrade
Inxusa TH Dunge Heights Slums Clearance Housing Project (Highflats)	13	To be determined	It should be noted that the meeting of the late 2017 between Municipal management and Department of Human Settlements' MEC resolved that the Implementing Agent for the project need to be terminated. The Municipality needs to be clear on the way forward regarding the land availability for the project as a critical way-forward for the project. The land issue is still a factor in this project since most properties in Highflats are privately owned. A request was made to National Department of Human Settlements in January 2021 for the re-prioritisation of this project under the NUSP Programme. National DOHS have appointed a service provider who would undertake the pre-feasibility of the identified slums areas in Highflats.
Morning-view and Fairview extension 1 Integrated Residential Development Program (IRDP) - in-situ upgrade Housing Project			The IA was appointed on the 27th of September 2019. The Extension of Time application for the project was extended to the 31 May 2021. The IA had applied for an EOT due to lockdown restrictions experienced from the 26 March 2021 due to Covid -19. To date the constitution and social compact agreements have been. The Municipality has submitted a request to the DOHS KZN Planning Section for land disposal for Erf 1529.

RURAL HOUSING

The municipality has five current rural housing projects in the construction phase and planning phases inclusive of completed projects with a total yield of 13444 units. Rural housing projects are implemented mainly on communal land and are based on functional land tenure rights. The policy states that one household (umuzi) one house which means that each rural household qualifies for one house irrespective of the number of people that qualifies for a housing subsidy.

TABLE 7: RURAL HOUSING PROJECTS

HLOKOZI RURAL HOUSING PROJECT	6	2600 units	The Municipality has submitted an Extension of Time request to the KZN DOHS in December 2020. The Implementing Agent had formally requested support for an Extension of Time from the Municipality citing that the construction programme had been adversely affected due to the National lockdown level 5 regulations due to

			Covid-19 from the 26 March 2020 to the 8 July 2020 (14 weeks). To comply with National Lockdown Level 3 restrictions Health and safety Regulations from the 8 July 2020 to 31 July 2020 (3 weeks), files for compliance had to be amended to cater for limited staff to meet the lockdown restrictions. The initial contract was to expire in June 2021. The Municipality factored the mitigating circumstances and the restrictions of Covid-19. The letter of support for the Extension of Time and request for the DOHS to approve the application for a four-month Extension of Time to October 2021. Progress/ Construction: • Floor Slabs: 185 • Wall plates: 167 • Completions: 79
GUDLUCINGO RURAL HOUSING PROJECT	8	1500 (300 units approved)	The Implementing Agent had requested the Municipality to consider its application for an Extension of Time citing the programme being adversely affected by the National Lockdown Level 5 restrictions imposed form the 26 March 2020 to 8 July 2020 (8 weeks). The delay caused between the DOHS and the IA for Hlokozi RHP regarding roof tiles and zinc for the completions. The compliance of National Lockdown Level 3 for the amended lockdown regulations for Health and Safety compliance. The amendment to the files for staff limitations which was 4 weeks. The contract was due to expire in February 2021. Based on the mitigating circumstances, the Municipality supported a 12-month Extension of Time to February 2022. The Municipality has formally applied to the KZN DOHS for the consideration of the Extension of Time. The Department of Human Settlements has approved the project for implementation for 300 units. DOHS have communicated that the project will be constructed at 300 per phase and no longer 500 as previously done and the SLA between the Municipality and DOHS has been signed to kick-start the construction on the 1st of April 2019. To date 298 beneficiaries have been approved on the DOHS Housing Subsidy System (HSS). Progress/ Construction: • Slabs: 159 • Wall plates: 120 • Completions: 53
KWATHATHANI RURAL HOUSING PROJECT	10	750 (Balance of 62units)	The submission for the Stage 2 extension of the project programme 3 was approved in August 2020 by the KZN DOHS after the Municipality had undertaken to submit a request citing the need for the balance of the 62 units to be approved and constructed. The IA has appointed a contractor to undertake the construction. The contractor established site in November 2020. To date construction is as follows: Floor slabs: 30 Wall plates: 10 The Municipality in conjunction with the KZN DOHS has approved an advertisement for 11 missing beneficiaries. The 30-day period for the advertisement is the end of March 2021 for the identified persons to verify their status and need for an RDP opportunity.

AMANYUSWA RURAL HOUSING PROJECT (TA)	7	750 units	The Municipality undertook to present the project to the Ingonyama Trust Board (ITB) during March 2020. The project received approval for the Development Rights Agreement (DRA) in June 2020. The formalisation of the DRA was concluded in October 2020. The Municipal leadership, DOHS, IA and Municipal Officials had met the Amanyuswa Tribal Authority and the Project Steering Committee in December 2020 to report on the project progress. The IA was to submit the SPLUMA application in January 2021. The IA had reported delays from Department of Transport (DOT) for comments and HGDM letter of support. The Municipal Official has assisted regarding the HGDM letter of support in February 2021. And the comments from the DOT which is expected by the end of March 2021. Once those outstanding comments are received, the IA must submit the SPLUMA application to the Municipality.
UFAFA RURAL HOUSING PROJECT	3	3000 units in 3 phases	The project was on hold the IA contract due to the termination of the Implementing Agent due non-performance, labour related issues and not adhering to the extension of time and amended development programme. The KZN DOHS have appointed a service provider from its provincial database to complete the Phase 1 and commence with Phase 2 projects. Progress/ Construction: • Slabs: 500 • Wall plates: 467 • Completions: 467 • Water Harvesting: 467.
MFULOMUBI RURAL HOUSING PROJECT	7, 8	1500 units	The Phase 1 has been completed. The project is in the second phase. The Municipality has applied for the Phase 3 the project of which has been supported and approved by the KZN DOHS. The MEC resolution of support should be finalised by the end of February 2021. The KZN DOHS have advised that the contract for implementation for Phase 3 would be concluded by the end of March 2021. The Municipality will apply to the KZN DOHS for an Extension of Time for the Phase 2 project due to delays experienced form the National Lockdown restrictions due to Covid-19. The subsidy admin process is ongoing with applications signed sitting at 1454, applications submitted are 1249 and applications approved are 1152. Construction project progress is as follows: **Progress/ Construction:** • Floor Slabs: 500 • Wall plates: 468 • Completions: 468

Closed-Out Projects:

IBHOBHOBHO RURAL HOUSING PROJECT	5	644 units	The Housing project was completed during June 2018 at 637 units and this includes 34 Operation Sukuma Sakhe (OSS) cases from the Springvale area. It should be noted that the project closed at 637 instead of the 644 since there were 7 beneficiaries who withdrew from the project and new 7 beneficiaries could not be replaced as part of project. The last invoice for the project was paid in terms of a Bilateral Agreement entered by the Municipality and Implementing Agent. This amount was transferred to the Municipality by the Department of Human Settlements in the 3rd quarter of 2018/19 financial year. Furthermore, payment to the Implementing Agent by the Municipality was also done in the 3rd quarter of 2018/19 financial year. The close out report was submitted to the KZN DOHS in 2018.

Ministerial Project

MADUNGENI RURAL HOUSING PROJECT	12	1000 units	The IA has reported that all units were D6 by the 23rd December 2020. That the 76 retentions will be undertaken as per the completion time. It seems there is no progress with regards to phase two due to finalization of Land Availability Agreements. Waiting for Inkosi to finish the process of engaging the Land parcel owners for the second 500 to commence. Once the land issue has been resolved CHS will begin with studies. The amended contract date was the August 2020 to March 2021. **Progress on Site:** Building Authority issued: 500(500 units) Slabs poured: 500 -D6 500 (500 units) Wall plates constructed: 500 D6—495 D6(500 units) Roof and Beam filling: 500 (500 units) Completions: 500 D6- 500(500 units)

PLS Project – Privately Owned Land

MAHEHLE HOUSING PROJECT PHASE 1 AND 2	1	1000 units	Mahehle Housing Project Phase 1 cannot be closed out due to title deeds not handed out as the land legal matters for Phase 2 has not been concluded and finalised. This continues to be an audit query from the DOHS. A submission has been made by the Municipality to the Housing Development Agency (HDA) for purchasing of the land parcels identified for the Mahehle Phase 2. The HDA have undertaken all the required relevant site visits, have received the necessary studies for the assessment process. The HDA had resolved to DOHS to support the purchase of the identified land parcels for the Phase 2. The DOHS had advised that there were budget constraints to purchase the recommended land parcels. Ubu is awaiting the DOHS on a way forward on the matter.

- D ESCALATION ON A HISTORIC PROJECT

SPONYA RURAL HOUSING	8	700 units	This is a historic project which consisted of 700 houses. All 700 houses were constructed as per the contract. During 2014, there was an escalation dispute for 12 top structures. An amount of R31 782.07 (Thirty-one thousand, seven hundred and eighty-two rands and seven cents only) was approved by the KZN DOHS as cost escalation

PROJECT			effective from 2014 for 12 top structures. The KZN DOHS and Municipality have entered into a Bi-Lateral Agreement for the escalation funding. The Municipality will conclude the Bi-lateral between the IA and Municipality by the end of February 2021.

URBAN HOUSING PROJECTS

Current housing projects within the urban context, includes the Ithubalethu Extension 1 Housing Project and the Morning View Middle Income Project. These two projects make provision for 509 units within the Ixopo area. It is expected that the Ithubalethu project will accommodate some of the informal structures.

URBAN HOUSING PROJECTS

Ithubalethu Extension 1 Housing Project	4	328 units	The project was unblocked as the HGDM have given support for bulks water and sewer. The HGDM have upgraded their bulk water line which would accommodate the project. The HGDM are currently upgrading their sewer line which is planned for completion during July 2021. The Municipality has applied for stage two and three funding. The KZN DOHS have approved the project and have agreed to support the funding request for the project. The contract will be finalised by the end of March 2021. It should be noted that the beneficiaries for the project were revised and publicly confirmed in 2016 and can be spread as follows; • Revised List form the Church, August 2016 (19) • Priority (46) • Allocation to (263) qualifying persons from ward 2 and 4 as per report tabled to Council. The Municipality will be guided by the Housing Allocation Policy in its allocation to proposed beneficiaries for a housing opportunity.
Morningview Fairview Extension 1 IRDP HP	4	700 RDP 70 Middle income units	The IA was appointed on the 27th of September 2019. This project would accommodate 700 In-Situ informal settlement units into formalised housing and 70 sites for middle income earners.

RECTIFICATION PROJECTS

All rectification projects have been temporarily stopped by DoHS due to lack of funds for the program. The rectification relates to certain residential properties created under the pre-1994 housing dispensation.

Project	Ward	Comments
Mariathal Housing Project	4	The KZN DOHS have advised a service provider will be selected from its database for the project to be implemented.
Fairview Housing Project	4	The KZN DOHS have advised with regards to project not proceeding due to SCM matters outstanding.

COMMUNITY RESIDENTIAL UNITS

There is one community residential project that has been initiated within the Ubuhlebezwe Municipality area of jurisdiction. The project will deliver 150 units and will benefit people earning between R800 and R3500.00 who are interested social housing (rental accommodation).

The Community Residential Units Programme (CRU) aims to facilitate the provision of secure, stable rental tenure for lower income persons /households. The housing stock will be funded by the Department of Human Settlements' CRU Programme and should remain in public ownership and cannot be sold or transferred to individual residents.

TABLE 9: COMMUNITY RESIDENTIAL UNITS

Project	Ward	Units	Comments
Buhlebethu Community Residential Units	4	150 units	The project has been approved by the DOHS in August 2019 for the construction of the 150 units. The funding for the project is phased in financial years. The units would be a one bedroom and two-bedroom unit. The project has received support for bulks from the HGDM. Currently construction in ongoing. The Municipality has a concern with regards to the brick quality. The Municipality and IA are to finalise design for the substation for the electricity supply for the project. The Municipality is to revise the beneficiary list based on current salary scales as per the DOHS policy guidelines.

GREENFIELD HOUSING DEVELOPMENTS

Ogle Farm (Nelson Mandela View) development

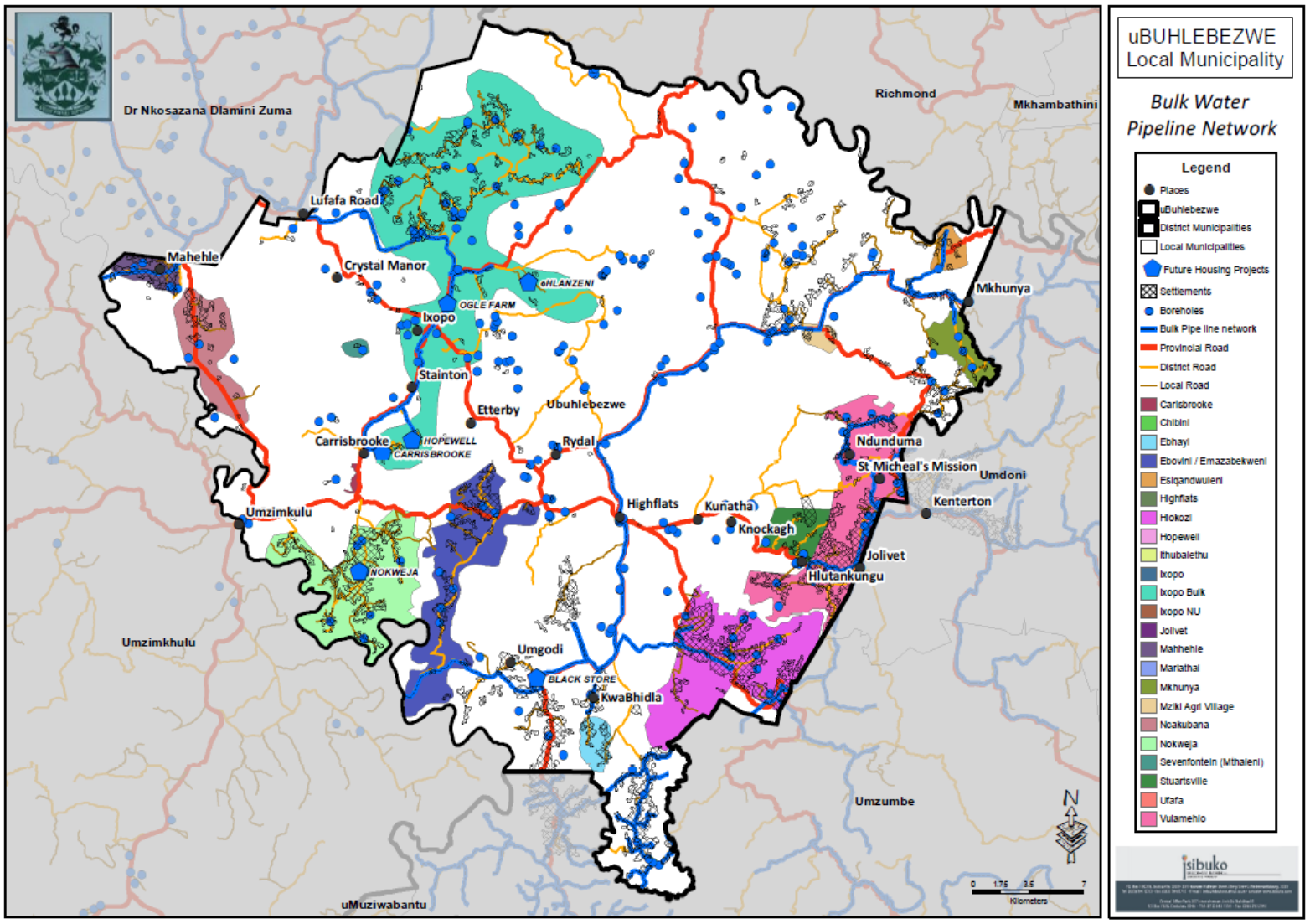
Nelson Mandela View is a municipal initiated development to be implemented in line with Ogle Farm Precinct plan, located to the north of Ixopo, along the R56 (at Amble Inn). It will include middle to high income residential development. Pre-feasibility studies were completed in 2015, which included detailed geotechnical studies, environmental desktop studies, a land audit, land evaluation and preparation of conceptual layout plans. The project is planned for 3 high density residential stands. The one site has been earmarked for tourism hotel accommodation. The other two sites will allow opportunities for rental stock either in community residential units or social housing. This would accommodate an approximately 243 units. The development is planned for general commercial, light industry, education, recreational facilities, and other amenities. This will contribute to the rates base income to the Municipality.

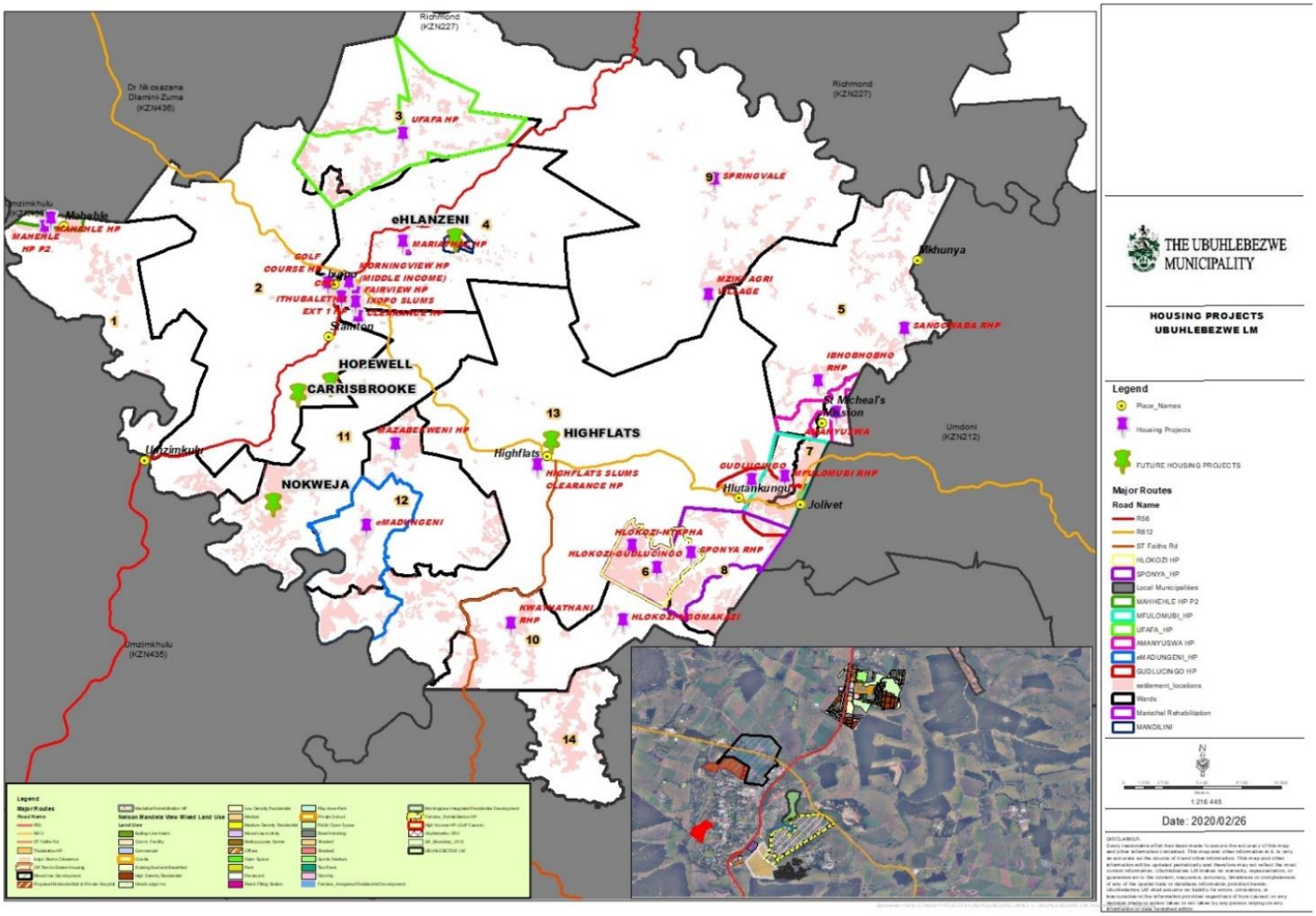
PROPOSED NEW RURAL HOUSING PROJECTS

Recent needs analysis indicates that there is further need for implementation of rural housing projects within various areas within the Municipality. This is informed by the IDP wish-list and recent incorporation of certain areas into the Ubuhlebezwe Municipal boundaries as per re-demarcation of municipal boundaries, amongst other reasons. The table below indicates the new housing projects proposed within the Ubuhlebezwe Municipality for which the Department of Human Settlements will be requested to direct funds for implementation.

Project	ward	Units	Comments
Carisbrooke/Hopewell/Flaxton	2	120	Most of the projects currently being implemented within the Municipality were identified the based on long past needs. Communities keep on growing and so does the needs for housing within the Municipality.
Thokomala Housing Project	5,9	2000	The Thokomala proposed housing project was identified during the IDP wish-list and aims to relive the area of Wards 5 & 9. The Municipal Council have resolved to support this identified project. The KZN DOHS Planning section have been advised regarding the Municipal prioritised project.
Mhlabashane eMasomini KwaShinga	10	2085	The area around Mhlabashane has in recent housing needs analysis indicated that there is a backlog of about 2085 to be addressed. The Municipal Council have resolved to support this identified project. The KZN DOHS Planning section have been advised regarding the Municipal prioritised project. The identified Isigodis fall under the tribal leadership of Nhlangwini Traditional Council in the Mhlabashane / Phungase Areas in Ward 10 within the Ubuhlebezwe Municipal Area. The land parcels are both private and rural. These projects were identified in the IDP review. Pre-feasibility is to be undertaken for the identified projects.
Emazabekweni/ Nokweja	12/11	1000	There is currently a housing project being implemented in Emadungeni which does not include the areas of Emazabekweni and Bovini through a bilateral between the DOHS and Implementing Agent. The housing needs for the areas not included in the Bilateral warrants a need for a housing project that can benefit about 1500 household.
Mashumi / Blackstore	13	1000	Mgodi, Etshenilenduna and Mpiyamandla The Three proposed Villages estimate households to be confirmed by the social survey at planning stage
Ndwebu / Mleyi	14	1217	This area and is immediate surroundings for which a housing project is proposed was incorporated into Ubuhlebezwe Municipality from Mzumbe Municipality during re-demarcation of Municipal boundaries. Whereas there had been some partial benefit with regards to housing, some housing backlog was also inherited which Ubuhlebezwe Municipality should pursue to address.

MAP : Bulk water supply and water schemes





Housing Projects

PROJECTS BY THE DEPARTMENT OF HUMAN SETTLEMENTS

		PROJECT NAME	CURRENT STATUS	UNITS	FINANCIAL TARGET HSDG/UISP2020/21
UISP	BROWN FIELDS	Shayamoya/ Chocolate city Informal settlement	This informal settlement fall within the existing project i.e. Ixopo Slums (ISU) which is currently undergoing prefeasibility studies.	517	R0,00
	BROWN FIELDS	Draaihoek informal Settlement	This informal settlement fall within the existing projects i.e. Morningview/Fairview (IRDP) which is currently undergoing prefeasibility studies. Tranche 1 application pack for Morningview/Fairview is anticipated to be completed by 01 December.	266	R0,00
UISP	BROWN FIELDS	Highflats Informal Settlement	The project currently has land legal issues (privately owned land parcels). Hence, the SPLUMA application and approval of such is not possible until land legal issues are resolved. Implementing agent appointed by NUSP to undertake assessments and categorization of this informal settlement.	-	R0, 00

		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/Fairview	Project in pre-feasibility stage, Tranche 1 application pack for Morningview/Fairview 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 Ubuhlebezwe LM, the project application has been completed and submitted to the municipality for vetting.	700	R0,00

RURAL HOUSING PROJECTS :

Umfulomubi Rural Housing Project	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	Ward 6	2600	R 20 ,375, 751,11	Construction of house underway , 1 completion,63 slabs have been completed..
Gudlucingo Rural Housing Project	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.

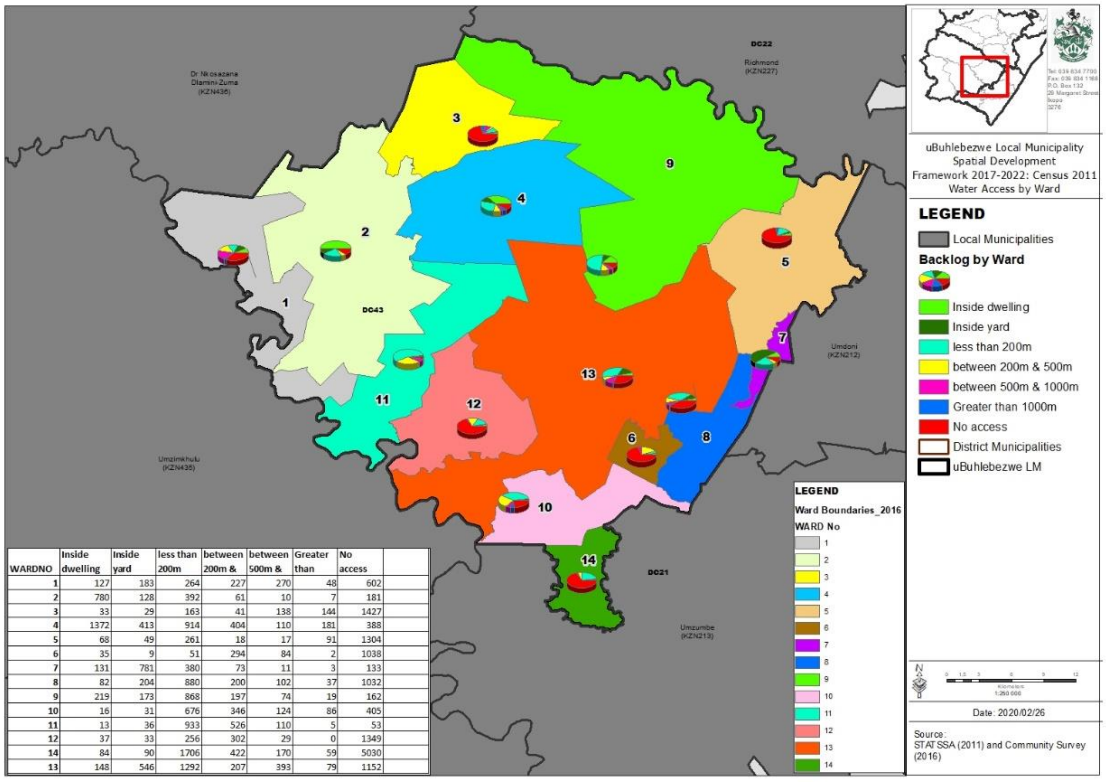
OPERATION SUKUMA SAKHE INTERVENTIONS:

MUNICIPALITY NAME	WARD NO.	NUMBER OF APPROVED OSS INTERVENTIONS	UNITS BUILT IN PREVIOUS FY'S	UNITS BUILT IN 2020/21 FY	NUMBER OF UNITS NOT BUILT	APPOINTED SERVICE PROVIDER/ IA
Ubuhlebezwe	9	43	34	0	9	Yes
	6,8,9,10,13 and 14	14	0	0	14	Not yet
	7	9	2	0	7	Yes
	6	40	17	0	23	Yes

Mechanism and institutional capacity for co-ordination, monitoring and implementation of the housing projects:

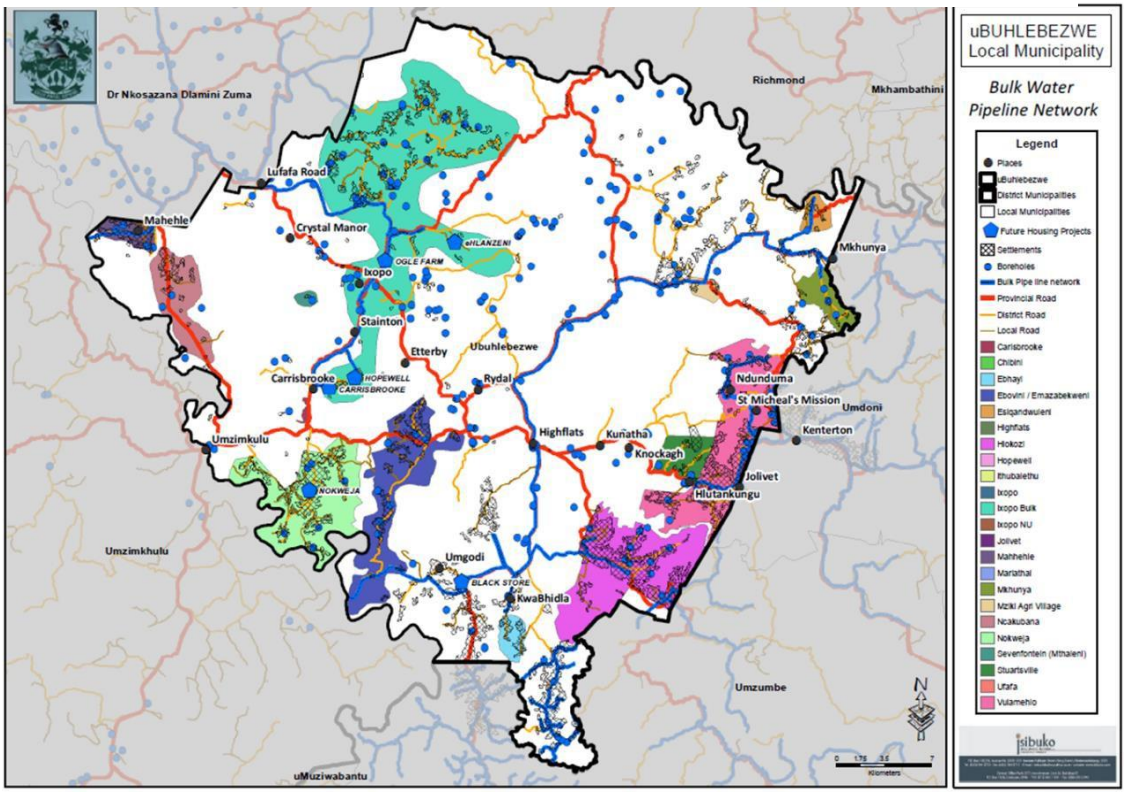
The Municipality has a Housing Section within the Infrastructure Planning Development Department - Housing & Planning, supported by a Housing Officer and two Housing Clerks. The Housing Office is responsible for ongoing co-ordination, monitoring and implementation of housing projects that are KZN DOHS funded. The Housing Office liaises with Implementing Agents and authorities on identified project matters

- **BULK WATER SUPPLY AND SCHEME**



WARDNO	Inside dwelling	Inside yard	less than 200m	between 200m &	between 500m &	Greater than	No access
1	127	183	264	227	270	48	602
2	780	128	392	61	10	7	181
3	33	29	163	41	138	144	1427
4	1372	413	914	404	110	181	388
5	68	49	261	18	17	91	1304
6	35	9	51	294	84	2	1038
7	131	781	380	73	11	3	133
8	82	204	880	200	102	37	1032
9	219	173	868	197	74	19	162
10	16	31	676	346	124	86	405
11	13	36	933	526	110	5	53
12	37	33	256	302	29	0	1349
14	84	90	1706	422	170	59	5030
13	148	546	1292	207	393	79	1152

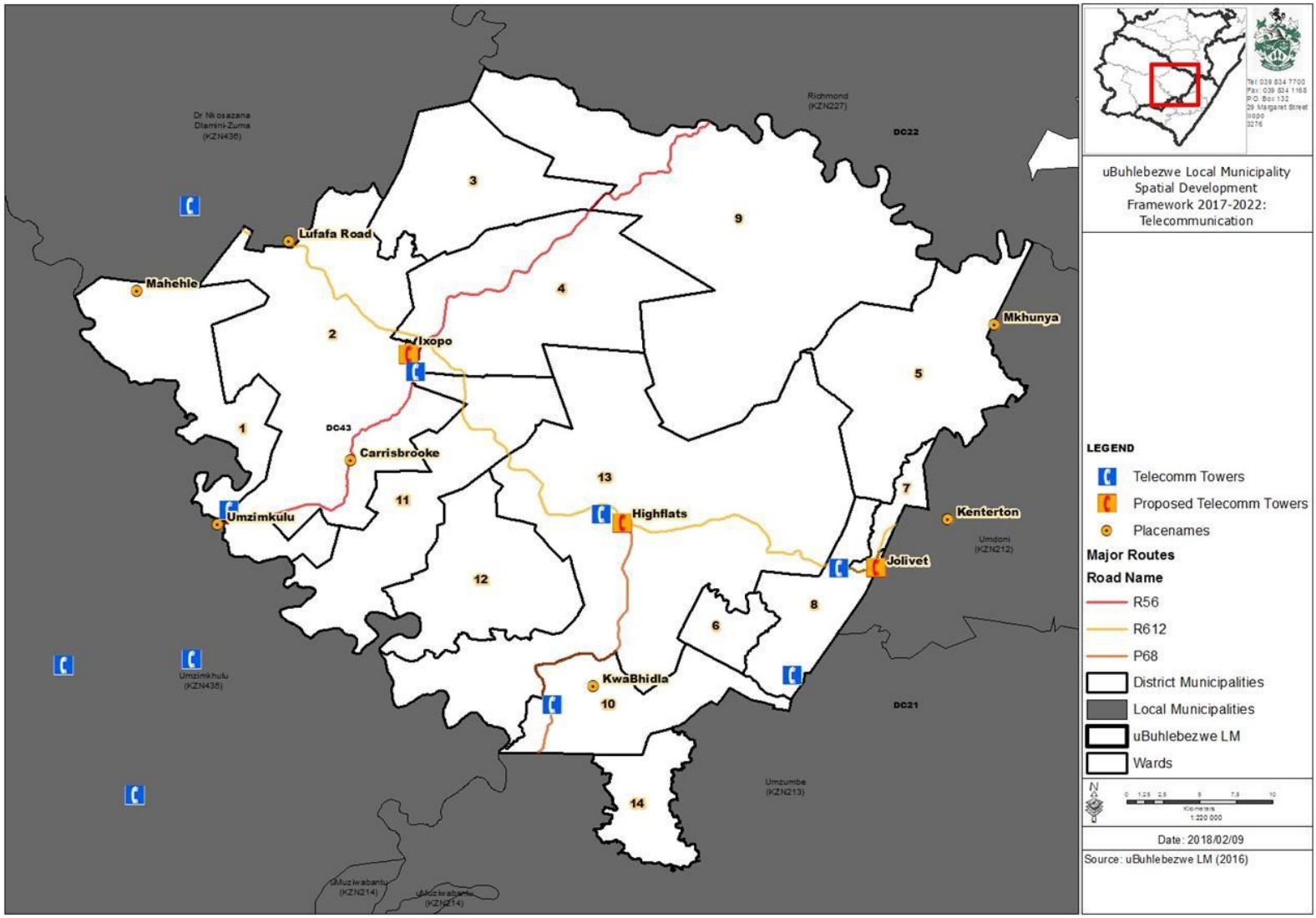
Fg 83: Water Backlogs Map



Fg 84: Bulk water supply and water schemes

MAP AND ANALYSIS ON TELECOMMUNICATION:

The below showcases the status of the Municipality in relation to the existing Telecommunication structures as well as proposed future telecommunication structures within the Municipality. With specific focus on the Town of Ixopo, it should be noted that the Municipality cellular mast land use application was submitted and was approved towards the end of 2017. Its location is within the town space. A second land use application for a cellular Mast is located under Upper Umkomaas area – Nhlamvini. The status of the land use application is current has gone out for advertisement and will be considered for processing by the Municipal Planning Tribunal soon.



Telecommunication

HOUSING FORUM:

Over and above the Housing on-site technical and Project Steering Committee meetings that take place per active Housing Project, there is also the existence of and Housing Think Tank Forum to tackle pertinent issues surrounding the Housing function of the municipality. This forum assists the department and Municipality to monitor and facilitate the progress of the projects. The forum also aims to try and establish issues, solutions and progress on each and every housing projects. Progress reports presented by the Implementing Agent are also scrutinized and the Department of Human Settlements also provide inputs per project. It is also a constructive forum for the exchange of ideas and information between key stakeholders which involve the Department of Human Settlements, the District Municipality, and the Implementing agents for all Housing Projects as well Department of Rural Development and Land Reform. The meetings take place on a bi-monthly basis as follows:

2020 HOUSING THINK TANK DATES

MONTH	DAY	TIME	VENUE
22 February 2021	**Monday**	**10:00 AM**	**Zoom Meeting**
24 May 2021	**Monday**	**10AM**	**To be determined**
23 August 2021	**Monday**	10AM	To be determined
22 November 2021	**Monday**	10AM	To be determined

DATES WHEN POLICIES WERE REVIEWED

POLICY	LAST REVIWED	DATE TO BE REVIWED
SPATIAL DEVELOPMENT FRAMEWORK	May 2020	May 2021
HOUSING SECTOR PLAN	May 2019	May 2021
LAND USE MANAGEMENT	2016	Mid-2021
TELECOMMUNICATION INFRASTRUCTURE	2018	N/A
URBAN REGENERATION	2016	Mid-2021
UBUHLEBEZWE LM GIS POLICY	2017	October 2021
UBUHLEBEZWE LAND DISPOSAL POLICY FINAL	2014	Mid-2021
UBUHLEBEZWE STREET NAMING POLICY	2018	N/A

dates of policy reviews

SPATIAL ANALYSIS:

INTRODUCTION AND BACKGROUND:

In terms of the Municipal Systems Act all Municipalities are required to prepare and annually review their IDP during the 5-Year period of its lifespan. As part of the IDP process, the municipality has developed a Spatial Development Framework (SDF) which is line with the Spatial Planning and Land Use Management Act (SPLUMA) Section 21 in terms of its requirements. Moreover, a number of sector plans have been developed/reviewed, which impact on a number of spatial issues such as the; Housing Sector Plan, Three Year Capital Investment plan, Tourism Plan and this necessitates a constant revisit of the SDF to accommodate any changing circumstances in the development of the area. This SDF intends provide clear compelling mandates for Ubuhlebezwe Municipality in compliance with the Cooperative Governance and Traditional Affairs (COGTA) criteria which incorporates the following:

This SDF seeks to ensure a compliant SDF that incorporates the following:

- Delineation of corridors and nodal areas in rural and urban areas, and must be aligned with the Land Use Management Systems (LUMS) and the Harry Gwala District Municipal SDF.
- Infrastructure Investment in terms of road network, sanitation and electricity should be clearly depicted to the SDF, consultation with Ubuhlebezwe infrastructure department, is critical so as to enable incorporation of relevant information in this plan.
- The housing sector plan, the environmental studies conducted in the Central Business District (CBD) of the municipality and other sector plans should be obtained and incorporated in the plan.
- Cross boarder alignment between municipalities to ensure greater co-ordination and avoid duplication.
- There should be effective deliberations and consensus on how to deal with the interface and inter-spheres (Local / provincial / national – e.g. Provincial Growth Development Strategy (PGDS) and National Spatial Development Plan (NSDP).
- Incorporation of other relevant information from government departments such as Department of Rural Development and Land Reform (land claims, Area Based Plans etc.) KwaZulu Natal Department of Agriculture Forestry and Fisheries with Land Potential Plan.
- The municipal economic analysis study needs to be built into the plan to indicate linkages with areas of high poverty.
- The location of community and commercial facilities also need to be clearly indicated in the SDF so as to assist with the planning and location of new facilities.
- Alignment with the Disaster Management Plan to indicate disaster prone areas.
- There is a need to establish a project steering committee to accomplish the project objectives.

At this point and time Ubuhlebezwe LM SDF still is in line with the IDP 5-year vision and mission. Currently the Municipality is in the process of developing and adopting a long term vision for 10-20 years for spatial growth which will be incorporated into the draft and final Ubuhlebezwe Local Municipality 2020/21 Spatial Development Framework (SDF).

UPDATE ON SPLUMA READINESS:

Ubuhlebezwe Local Municipality has stand-alone Municipal Planning Tribunals (MPT) which considers and deliberates on the submitted town planning applications for municipal planning approval. The Municipality has a functional MPT which has deliberated on applications on ten (10) occasions to date. The term of office for the MPT member was resolved to be a period of 3 years calculated from the date of appointment (20 April 2017) of the MPT members by the Municipality. The Municipality is in the process of reappointing the existing MPT members for a period of 5 years in order for the Municipality to have a functional MPT and be SPLUMA compliant. The Municipality adopted and gazette their

SPLUMA By-law in the year 2017 in order to give guidance and overlook all planning functions of the Municipality to be complaint with SPLUMA.

The MPT members are as follows;

DESIGNATION	NAMES
CHAIRPERSON OF THE MPT	Ms T. Mthembu
AO and Deputy Chairperson	
REGISTRAR's OF MPT	Ms S Ngubane
REGISTRAR's OF APPEALS (RA)	Mr GM Sineke
	NAMES OF MEMBERS ON MPT/JMPT AND APPEAL AUTHORITY
MEMBERS ON MPT	**Internal Municipal Official:-** • Ms T. Mthembu (Chairperson) – Manager Housing & Planning • Town Planner / Authorizing Officer (Deputy Chairperson) • Mrs M Majola - Municipal Environmental Officer • Mr SZ Mbutho - Municipal Engineer **External members:** • Mr MM Pamla – Town Planner • Mr M Poval – Town Planner • Ms TI Dawe – Town Planner • Mr LP Miya - Law Expert • Ms S Keshav – Law Expert • Ms NF Mkhize – Law Expert • Mr N Duma - Architect • Mr TN Trench - Land Surveyor • Mr N Ndlela - Electrical Engineer
Municipal Planning Tribunal gazetted	March 2017
COUNCIL incl. Traditional Authorities	Approves the establishment of new zones for the scheme. Establishment of development controls and changes thereto. Repeal of the town planning scheme.

MEMBERS ON APPEAL AUTHORITY	EXCO: • Cllr EB Ngubo (Mayor) • Cllr Z Mngonyama (Deputy Mayor) • Cllr ET Shoba • Cllr CN Ntabeni • Cllr GJ Ngcongo • Cllr TC Dlamini (Speaker) • Mr GM Sineke (Municipal Manager) • Directors: • Mrs NC Mohau • Ms P Luswazi • Ms SY Sityata • Technical advisors : Mr WJ Van Rensburg - Town Planner Mr P Govendor – Town Planner

Roles and Responsibilities: SPLUMA

A total 4 structures to have been developed to determine land use and development applications for municipal planning approval as laid out in terms of Schedule 5 of the SPLUMA i.e. Authorizing Officer (AO), MPT, EXCO and Council. The following functions relate to the 4 structures;

- Appointed Authorizing Officer – deals with minor land use applications as per Schedule 2(1) of the Ubuhlebezwe Municipality SPLUMA By-Law, 2016.
- Municipal Planning Tribunal (MPT) – to consider major land use applications as per Schedule 2(3) of the Ubuhlebezwe Municipality SPLUMA By-Law, 2016.
- Extended Committee (EXCO) – to consider all items related to appeals on land use applications.
- Council – to consider the processes pertaining to changes effected on the Scheme as per Schedule 2(4) of the Ubuhlebezwe Municipality SPLUMA By-Law, 2016.

UPDATE ON LUM:

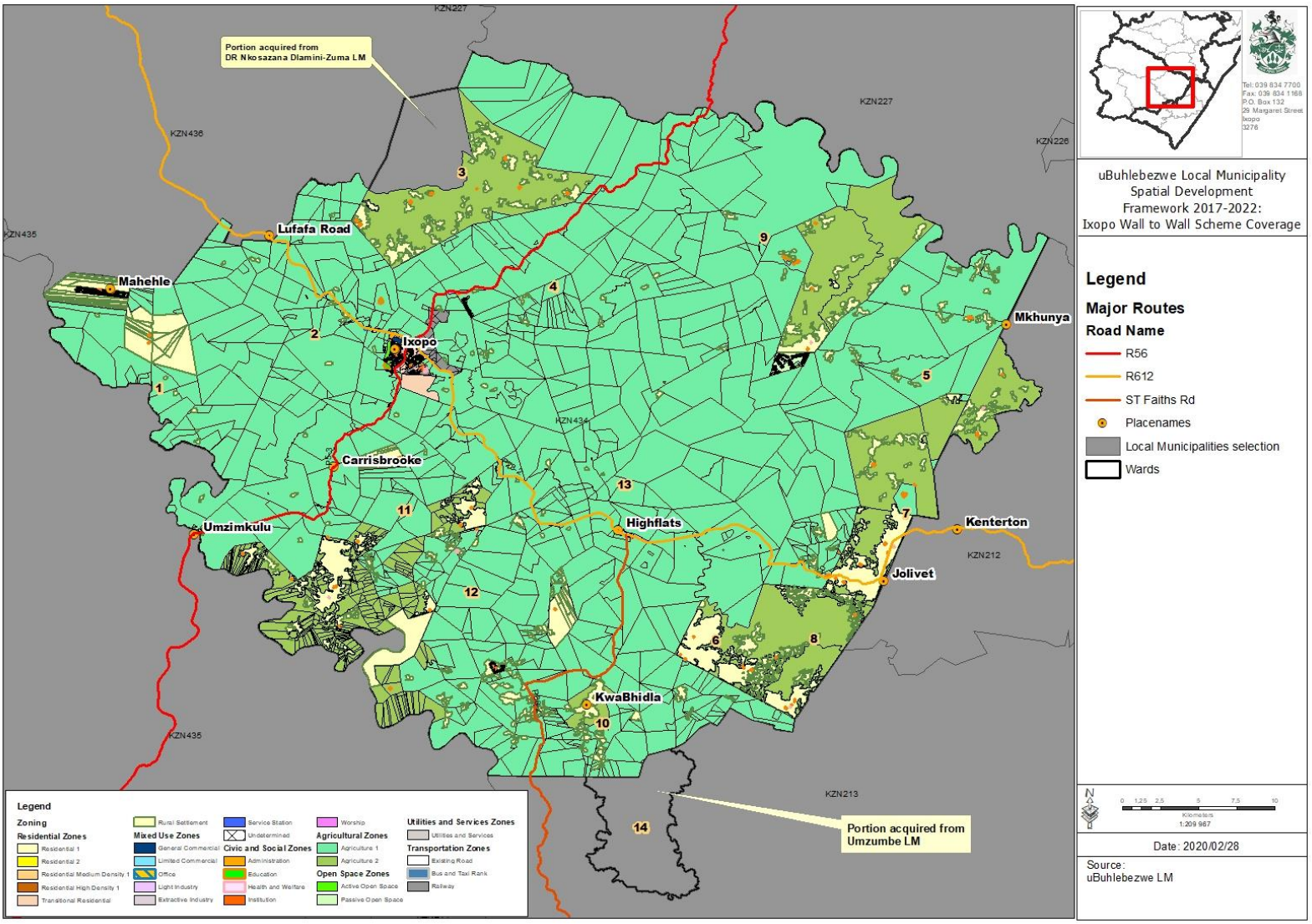
SPLUMA requires the municipality to develop, adopt and implement a wall-to-wall scheme for its area of jurisdiction. Such a scheme must be in place within five years from the date on which the provisions of the Act that deals with schemes were promulgated. The same requirement has been included in the Spatial Planning and Land Use Management Act, Act No 16 of 2013 (SPLUMA), which requires municipalities to ad opt wall-to-wall schemes by 2018. The primary aim of the Land Use Framework is to bridge the gap between the Integrated Development Plan and the detailed requirements of land use management applied at municipal level. It contributes towards sustainable development, and improves governance (as it relates to land use management). It also enables development control, at differing levels of complexity to extend over rural areas thus giving property owners, developers and the municipality a clear point of reference from which to manage the use of land.

In terms of the Municipal SPLUMA By-laws the Municipality has created a created and adopted a Land Use Management Scheme during the course of 2016 which has been reviewed in the 2017. Among other planning developments, the Scheme aims to provide the following in order to assist the Municipality; Enable the comprehensive management of all erven (both private and public sector) within the Municipality;

- To promote and implement the applicable planning and development legislation and principles as adopted by the relevant National, Provincial and Municipal spheres of government from time to time; and
- To promote and implement the Vision and Strategies of the Integrated Development Plan in the realization of quality environments
- To manage land-use rights, to provide facilitation over use rights, to manage urban growth and development, and to manage conservation of the natural environment, in order to:
- Achieve co-ordinated and harmonious development in a way that will efficiently promote public safety, health, order, convenience and to protect the general welfare of the inhabitants of the Municipality;
- Promote integrated and sustainable development through-out the area of jurisdiction;
- Promote sustainable environmental management, conserve and protect environmentally sensitive areas.
- Promote all forms of development and growth through sound planning principles that would support a mix of land-uses managed in an appropriate manner.

Hereunder is the wall-to-wall land use management scheme which covers the whole Municipal area. There is a range of areas which have approved general plans with appropriate zonings which include the following;

- Ixopo (primary node)
- Highflats (secondary node)
- Mariathal area
- Mahehle area
- Mziki area
- Umgodi area



Wall to Wall Scheme

The LUMS, over and above the land use controls, also has a series of management overlays which are as follows;

MANAGEMENT OVERLAYS

OVERLAY	PURPOSE
Agricultural Policy Areas	The Agricultural Policy Areas, which are defined in terms of the KZN Agricultural Land Categories, should be referred to for further detailed information and guidance in respect of agricultural land. (See section 5 for more detail)
Agricultural Management	The Agricultural Management Overlay depicts areas that are subject to the Subdivision of Agricultural Land Act, 1970 (Act 70 of 1970). The area demarcated by this management overlay will be subjected to Scheme statements depicting zonings on the agricultural land. The procedures for land use and development applications are as outlined in this Scheme.
Biodiversity Management Areas	Critical Biodiversity Areas, Ecological Support Areas and Corridors have been identified by Ezemvelo KwaZulu-Natal Wildlife. This overlay shall be considered a relevant informant to any decision made by Council for land use and development proposals on any lot to which such overlay may apply. (See section 5 for more detail)
Traditional Council Management	The Traditional Council Management Overlay depicts land that is registered in the name of the Ingonyama Trust, and managed by Traditional Authorities. These areas are subjected to a policy statement. There are existing management procedures in place, which is depicted in this Scheme. (See section 5 for more detail)
Ixopo CBD Extension precinct	This is a precinct plan which has been prepared to guide the future expansion of the Ixopo CBD. The area for expansion has been included in the Scheme under a zoning called “Undetermined” which permits a basic level of development subject to final determination of zoning and subdivisions.
Emadungeni Framework	This is a framework plan which has been prepared to guide the future development of the Emadungeni.

Table 39: LUM management overlays

- **UPDATE ON THE SUMMARY OF ISSUES & INFLUENCE**

DEVELOPMENT POTENTIALS	DEVELOPMENT CONTRAINTS	DEVELOPMENT TRENDS
The Municipality has recently acquired urban land parcels as a way to promote development and grow the Town of Ixopo.	The Municipality does not hold or own much of the land especially around the primary, secondary and tertiary nodal areas	Expansion of the commercial and residential activities and foot print around the town of Ixopo; it involves among the following; Proposed Nelson Mandela View, Proposed Sisonke Mall and Private Hospital, Proposed OR Tambo Residential Development, Proposed Ithubalethu Housing Project, Proposed Golf Course Development, Morningview Housing, Proposed Ixopo Community
Positive progress has been sourced for more land to cater to the ever-growing informal settlements of the primary and secondary nodes i.e. Ixopo and Highflats	Electricity illegal connections around the Highflats area (second node).	Commercial growth activities in the Highflats area.
Implementation of the Golf Course Development within the town of Ixopo.	Rural Development administration: the Municipality has administered a lot of business licences application within the urban and rural spaces.	The growth of the secondary node of Highflats is closely being monitored and would indicate that the Municipality need to plan around the development of the Secondary node.
		New Market stalls within Ixopo town area. As well as processes in place to administer the informal hawkers.
		Alan Paton's Railway Heritage Route Tourism initiative up and running.
		Heritage/Tourism initiative as well as the Margaret Mncadi Statue being formally opened in the 2015.
		Continuation of the construction of the Morning-view Middle-income housing development with a total number of (29 houses constructed and occupied)

summary of issues and influences

Infrastructure Projects relating to National and Local Government elections:

- Ubuhlebezwe Municipality offers its halls and other community facilities for the IEC to utilize during elections and for their registration campaigns and also during elections. We ensure that the facilities have water and electricity.
- The IEC Office attends our community consultation meetings for them to have a platform to speak to the communities on matters such as address harvesting, registration and election dates and procedure.
- The Director for Social Development at Ubuhlebezwe Municipality was appointed as the Municipal Election Officer representing the Municipality on all planning initiatives leading up to the Elections, and is also present during elections to ensure that all processes go smoothly. The Officer gives progress reports to Council on the Status Quo on the ground and highlight potential risks and mitigating methods.

SWOT ANALYSIS		
BIOPHYSICAL ENVIRONMENT	**Strengths:** ○ Land Use Management System in place for guidance on the use of land. ○ Awareness campaigns on town planning & building control processes are conducted. ○ A Slums Clearance Programme has been undertaken as an important program to bring important services to people. ○ Development of Precincts plans that show an arrangement of land uses associated with the needs of the communities.	**Weaknesses:** ○ Deteriorating air quality and general pollution. ○ Overgrazing, excessive removal of vegetation, road construction activities, veld and forest fires and pollution pose potential threats to the environment ○ Most of the land is privately owned ○ Unavailability of a legal landfill site. ○ Overall decrease in rainfall patterns poses a threat to sources of water. ○ Soil erosion has impact on the flow of rivers, existence of estuaries and loss of agricultural land.
	Opportunities: ○ A formalised Refuse Disposal site is important aspect to cater for the basic land disposal needs for an urban space as well as for the disposal of different waste from Health related to building rubble. ○ The municipality consists of 77% of the land that is suitable for agriculture. ○ Agricultural Strategy is under development and agricultural productivity in the area has been promoted by supporting 8 cooperatives on vegetable and broiler production.	**Threats:** ○ The main climatic limitation affecting the area is low temperature and frost which has a negative impact on agricultural development in the municipality. This limits the range of crops that can be grown, the length of the growing season and the level of production. ○ In rural areas water is mainly drawn from natural sources like streams, rivers and fountains. Many areas in the municipal area do not have purified water and this makes these areas prone to cholera and other diseases.
	Opportunities: ○ Natural attractions and rare bird species provide an opportunity to attract special interest tourists to the area. ○ The expansion of the rail tourism industry can provide tourists with an experience which is unique to the Ubuhlebezwe region. ○ The strategic location of Ixopo provides opportunities for the possible location of industrial, commercial and other economic activity. ○ Organic farming and herb production provide a niche market and a suitable alternative to small-scale commercial farmers. ○ A fresh produce market will not only enhance economic development but will also boost and complement commercial agricultural development in the municipality. ○ Ubuhlebezwe is in a process of developing its tourism routes. The focus of route development in Ubuhlebezwe will be on a combination of a mountain/quad bike, hiking and drive route/s that traverse Ubuhlebezwe and link different tourism products on-route.	**Threats:** ○ The ability to initiate projects depends on whether funds are available/can be accessed to implement proposals. ○ The global and regional markets are influenced by a range of issues which are not controlled by the local arena. These issues include the supply and demand for commodities, the exchange rate, etc. ○ Lack of co-operation among stakeholders can result in the desired outcome to being not achieved. ○ Unregulated informal sector: competition among hawkers in the informal sector is a problem since there are a large number of operators in the retail sector.

BUILT ENVIRONMENT	**Strengths:** ○ Settlement density appears to be associated with accessibility, with higher densities in areas of high accessibility. ○ The need for security of tenure and the provision of housing is a high priority in Ubuhlebezwe. Some has been earmarked for land reform projects.	**Weaknesses:** ○ Competing uses of land (productive agriculture vs subsistence agriculture/residential) ○ Human settlement tensions- Rural versus Urban ○ Limited land uses and therefore limited potential to grow. ○ Unresolved land claims retarding development within Ubuhlebezwe. ○ Scattered low density rural settlements surrounded by communal grazing and arable land. ○ Slow progress of land reform in the District.
	Opportunities: ○ Proposed Potential Duplex/Simplex development surrounding the town area offering accommodation choices to investors who prefer been located away from the CBD ○ Revamp/Renovation Of Old Buildings and turning them it useful spaces e.g. de-concentration of residence away from Margaret street and making the street into a fully-fledged commercial activity zone. ○ Ubuhlebezwe Local Municipality has enquired the services of an implementing agent to handle the process of constructing 150 units of the Community Residential Unit (CRU) facility. It is considered as a need within the urban area in order for more options to housing needs to be available due to the growing number of the working class.	**Threats:** ○ Population density decline the further one moves away from the main transport routes. Levels of services are generally low, with the majority of residential structures being self-built. ○ Ubuhlebezwe has abundant land which is privately owned hence the municipality is in a process of a land release programme. The challenge is that the municipality will need to access this land for further development.

SWOT ANALYSIS: INFRASTRUCTURE

INFRASTRUCTURE	**Strengths:** ○ There is a rural road upgrading programme which is undertaken in association with the local Transport Forum. ○ The municipality has made a budget provision for storm water management and has received a funding from COGTA for rehabilitation of roads and storm water. ○ Ubuhlebezwe Local Municipality has enquired the services of an implementing agent to handle the process of constructing Community Residential Unit (CRU) facility	**Weaknesses:** ○ Infrastructure backlogs and aging infrastructure. ○ Dispersed settlement pattern increase cost of service delivery in the area. ○ Access to Basic services (Electricity, Water and Sanitation) is limited. ○ Currently most rural roads are unusable during the rainy season.
	Opportunities: ○ Eskom is in the process of constructing a new power station in Kenterton which will serve most of the area falling under UBuhlebezwe municipality. Funding has been secured by Eskom and has been gazetted. ○ There is a rural road upgrading programme which is undertaken in association with the local Transport Forum. The municipality has made a budget provision for storm water management and has received a funding from COGTA for rehabilitation of roads and storm water.	**Threats:** ○ Some areas within the town experience problems in terms of strewn litter, water flowing on the road surface, etc. This could lead to the decay of these areas. ○ Poor road infrastructure impedes on the mobility of people and goods. ○ Poor communication infrastructure results in difficulties to publicize information. ○ Vandalizing of available services. ○ The existing power stations have reached maximum capacity since Eskom is not capable of providing the electricity requirements to the new applicants in rural areas.

Social and Local Economic Development:

LOCAL ECONOMIC DEVELOPMENT SRATEGY:

Local Economic Development Strategy was developed internally on the 25th May 2017 and adopted by the Ubuhlebezwe Council, The strategy is not older than 5 years and will be reviewed accordingly after 5 years. The strategy is still relevant in addressing the current needs of the communities of Ubuhlebezwe in matters of economic development.

Ubuhlebezwe Muicipality has an adopted Informal Economy Policy which covers the aspect of regulating street vendors, ensuring that there is a standardized way of operating and street vending does not end up being chaotic and obstructive to peple. The Business Retention Policy is also in place, where the Municipality looks at strategies that can be employed to keep businesses operational .

LED Forum

Ubuhlebezwe Municipality has Task Teams for Tourism, Agriculture, Honey and Business Compliance that convene on a Quarterly basis and these Task Teams report to the LED Forum. The LED Forum sits twice a year in the second and third quarters and an budget of R 11 000 HAS been set aside in the 2020/21 financial years for the Logistics related to the sitting of the Forum.

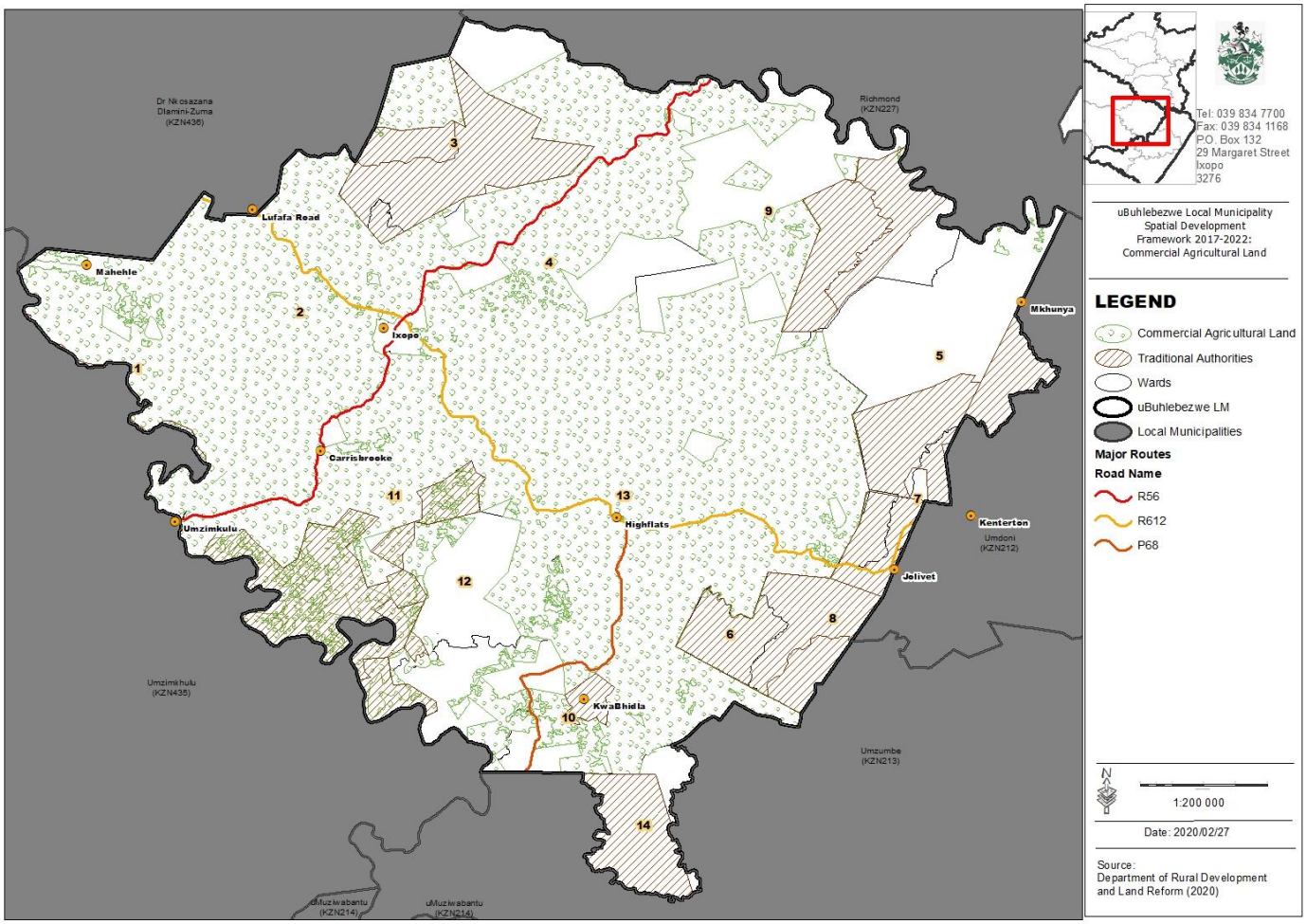
Local Economic Development Analysis:

The most prominent employment sectors are Agriculture including cattle, dairy, poultry, citrus, sugar-cane, fruit, and forestry, followed by Community Services, Trade and Domestic Employment. Up to 10,6% of the working population in the District are involved in construction and small scale manufacturing. It is interesting to note that in spite of male migrancy, males are dominant in local employment. The District is known for its progressive farming methods, which have resulted in a continually increasing output and consequent increasing prosperity.

Gross Value Added (GVA), Constant 2010 prices (R 1000), 2015

Sector	Harry Gwala	Ubuhlebezwe
Agriculture	1,953,774	496,177
Mining	34,313	6,284
Manufacturing	831,197	218,259
Electricity	407,738	106,053
Construction	379,166	85,318
Trade	1,865,647	283,078
Transport	702,642	167,943
Finance	674,007	129,105
Community services	2,525,090	377,260
Total Industries	9,373,574	1,869,477
Taxes less Subsidies on products	772,782	180,145
Total (Gross Domestic Product - GDP)	10,146,357	2,049,622

Sector	Ubuhlebezwe Sector GVA Share
Agriculture	24.2%
Mining	0.3%
Manufacturing	10.6%
Electricity	5.2%
Construction	4.2%
Trade	13.8%
Transport	8.2%
Finance	6.3%
Community services	18.4%
Total Industries	91.2%
Taxes less Subsidies on products	8.8%
Total (Gross Domestic Product - GDP)	100.0%



Commercial Agricutlural land

Gross value addition (GVA) refers to the value that the production process has added to the goods and services arising in the area. The concept of value addition is important, as this is often where higher profit margins are derived and where job creation takes place.

Attempts to create a unique tourism brand that will deviate tourism spend towards the district are approaching fruition. High impact tourism projects have been identified and the supported by the district. They are:-

- **Avid-Tourism – bird watching with local people being trained to be tour guides and community guest houses being developed along the birding trail**
- **Rail Tourism – Revitalization of railway lines and utilizing the steam train for**
- **Adventure tourism. This will be supplemented by rail bikes for tourist attraction.**
- **Mission Tourism –Revitalization of old mission station for economic development activities and to attract tourists.**

Demographic Profile

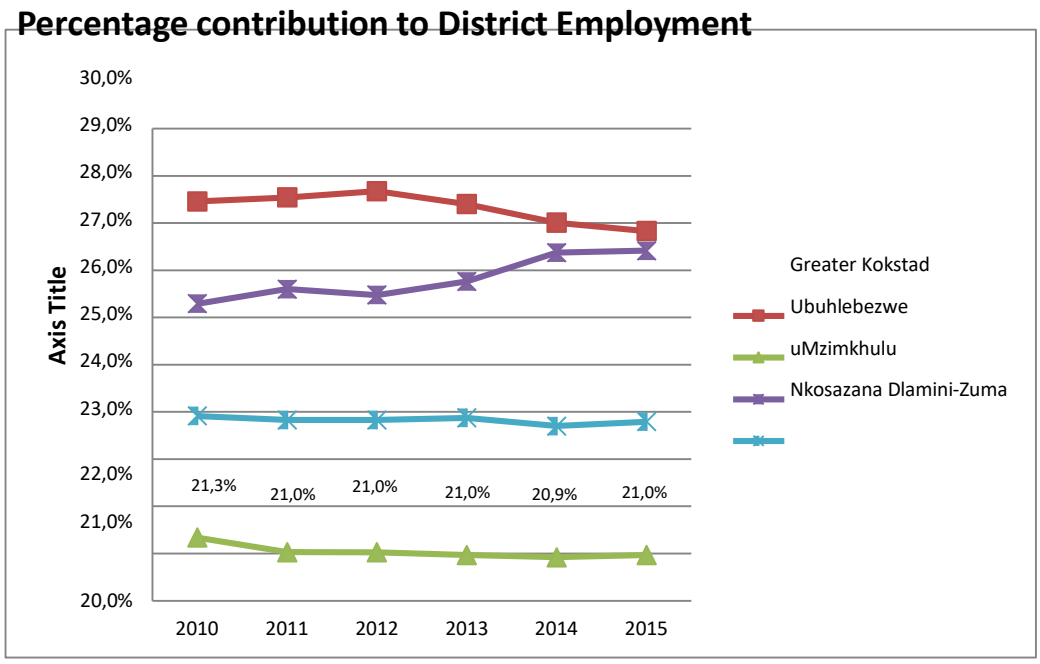
Initially Statistics South Africa (Stats'SA) conducted a population census once every 5 years i.e. 1996 and 2001, this interval was however changed to 10 years and thus the last census was in 2011. In between the census, Stats'SA conducts a Community Survey (CS) and the last one was in 2016. According to Stats'SA a population census, as defined by the United Nations, is "the total process of collecting, compiling, evaluating, analyzing and publishing or otherwise disseminating demographic, economic and social data pertaining, at a specified time, to all persons in a country or a well-defined part of the country"; i.e. a total count of the population. The CS on the other hand is a large-scale household survey conducted by Statistics South Africa to bridge the gap between censuses. I.e. it is a representative sample of the population. As a result of this the information from the Community Survey is only provided at a Municipal level and not at ward level as compared to the 2011 census which goes down to the ward level and beyond. Prior to the release of the CS results in 2016 there was a redermacation of the municipal wards. Stats'SA thus had to delay the release of the CS results and realign the ward boundaries to the newly demarcated ward boundaries. E.g. Population Figures for Ubuhlebezwe from the CS before factoring in the new demarcation was 108 628; but after factoring in the redemarcation it is 118 346.

Employment Status

The table below depicts the total number of employment from 2010 to 2015. The table shows a steady increase in the total number of people employed except for 2011 which experienced a decline to 19631 from 20217 in 2012. In terms of percentages the average employment contribution to the district population has declined by 0,3% between 2010 and 2015. The total number of unemployed people at Ubuhlebezwe Municipality correlates directly with the total employment per municipality in that for 2011 there was a decline in the number of people employed (4843) as compared to 2010 (5150).

Municipality	2010	2011	2012	2013	2014	2015
Harry Gwala	94 749	93 351	96 088	101 051	107 537	112 306
Greater Kokstad	26 964	26 643	27 553	28 698	30 117	31 256
Ubuhlebezwe	20 217	19 631	20 202	21 188	22 498	23 546
uMzimkhulu	24 910	24 832	25 438	27 043	29 437	30 786
Nkosazana Dlamini-Zuma	22 658	22 245	22 894	24 122	25 486	26 718

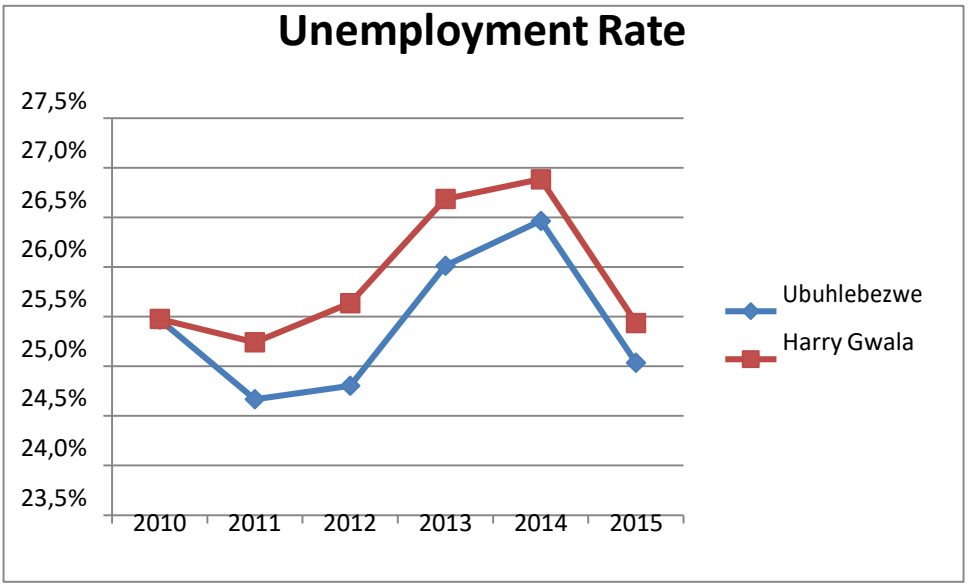
Community Survey 2016



Percentage contribution of HGDM local municipalities to District Employment. Quantec (2015)

	2010	2011	2012	2013	2014	2015
Ubuhlebezwe	5 150	4 843	5 011	5 512	5 954	5 895
Harry Gwala	24 140	23 563	24 634	26 967	28 912	28 568

Number of the unemployed people. Quantec (2015)



Unemployment Rate of Ubuhlebezwe Local Municipality vs HGDM. Quantec (2015)

Spatial Profile

Access

The main corridor within the Ubuhlebezwe Municipality is the R56, which links into the N2. The corridor centres on tourism and agriculture. It links Ixopo to towns such as Kokstad, Matatiele, Pietermaritzburg and Port Shepstone. The primary corridor facilitates stronger cross border economic flows and economic development in the Eastern Cape and KwaZulu-Natal. The R612 and R617 serve as secondary corridors, which link the remaining areas of Ubuhlebezwe to the R56 (main corridor). These corridors provide the potential to exploit the under-utilized location and economic advantages of the hinterland areas thus providing a potential for export-oriented growth particularly in the agricultural sectors.

Settlement Patterns

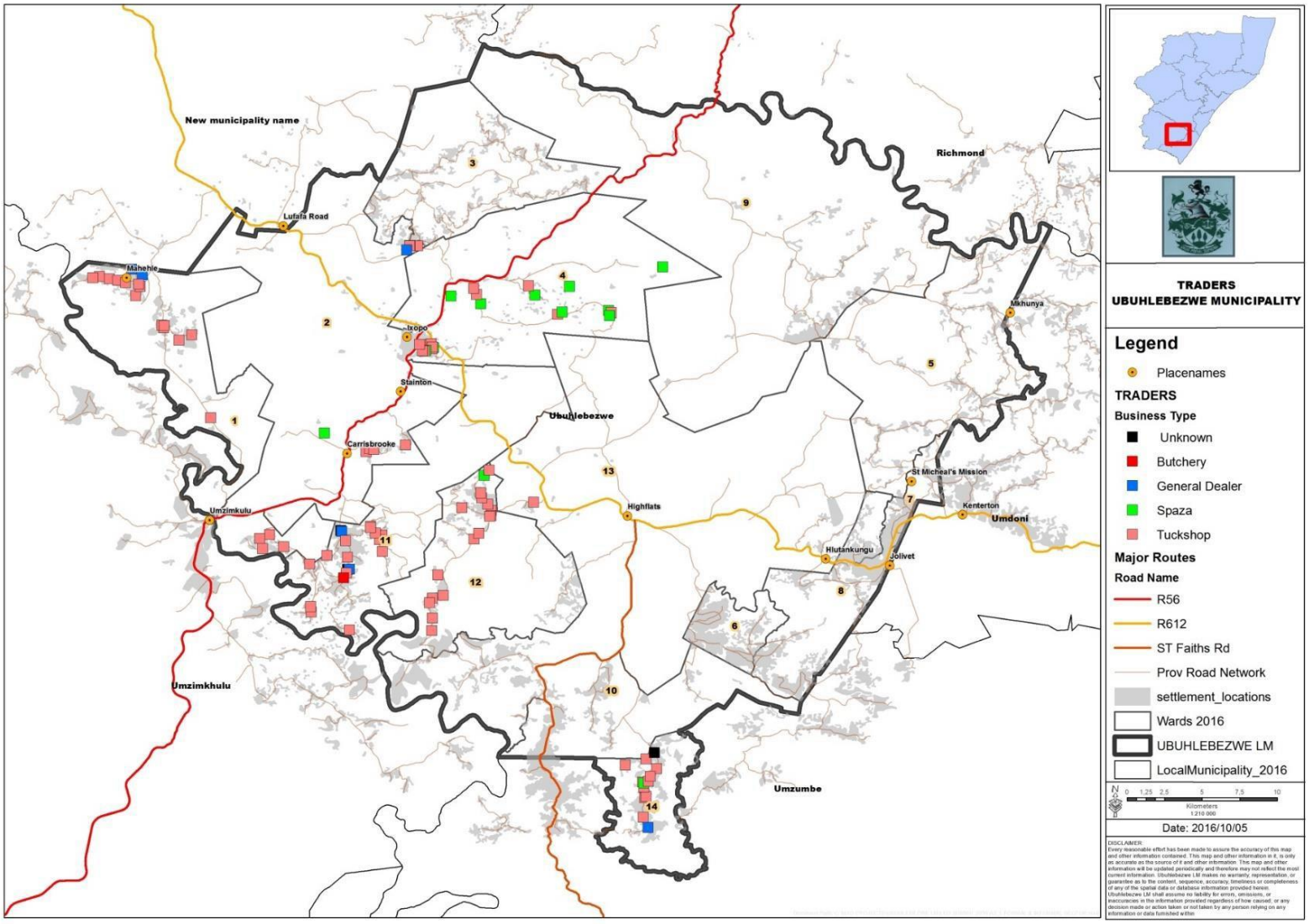
Ubuhlebezwe is not just an administrative and local government structure, but an economic and social functional entity as well. It has a well-defined settlement pattern and functional structure. In economic terms, it is part of the Greater Ixopo economic functional region. Movement within the area tends to go towards Ixopo and even the economic/transportation infrastructure is oriented towards this area. However, a limited form of modular development occurs in Highflats and other emerging nodes in the traditional authority areas. This presents an opportunity for the concentration of development and decentralization of service delivery to these areas. In fact, Ixopo is identified in both Ubuhlebezwe and Sisonke IDPs as the main service centre and economic hub within the District. It accommodates different government Departments and a wide range of shopping and commercial facilities.

These urban centres serve as a link between the areas outside of Ubuhlebezwe and the expansive commercial agriculture as well as the dispersed rural settlements located at the peripheral areas, with marginal economic development.

Local economic Development Forum

An Inclusive Planning and active LED Forum were established. The forum consists of four subcommittees teams that sit quarterly to deal with issues within each sector. These subcommittee's teams are Agriculture, Tourism, Honey Project and Business Support. Ubuhlebezwe Municipality through LED forum and fruitful partnership with Harry Gwala Agric (NPO) has yielded fruitful results, hence the Harry Gwala Agric and Ubuhlebezwe Municipality will support one of the LED projects with the provision of Tractor. The whole initiative was to address the challenge of mechanisation that is an impediment on emerging farmers.

Ubuhlebezwe participates and reports to a District Forum of the Harry Gwala Development Agency that is convened on a Quartely basis. We also form part of the District LED and Tourism Forums where report progress on our intiiatives and ask for interventions from the District where necessary.



Traders within Ubuhlebezwe Municipality

Registered SMMEs and Cooperatives and Job creation

Ubuhlebezwe LED Strategy aligns to the District Strategy as far as economic development is concerned, but also align to the Provincial Strategy that is aimed at promoting prosperity and improving quality of life in a sustainable manner. The Ubuhlebezwe LED Strategy responds to the NSDP, the PGDS and the District LED Strategy by focusing on localities of economic growth and economic potential in order to encourage private sector investment, stimulate sustainable economic activities and create long-term employment opportunities.

The municipality recognizes job creation as one of the main criteria used to evaluate projects for funding. Despite the picture that is given by the economic analysis on the performance of different formal sectors in job creation, the municipalities have initiatives on promoting employment of locals in construction projects and EPWP grant funded projects in maintenance of infrastructure, community facilities and greening projects. The municipality has maintained an average of 100 EPWP workers for the past 3 years.

Through the LED grant, the Municipality can fund various SMME's and Coops which has the ripple effect of creating employment opportunities: The Municipality's LED Unit has a mandate of supporting community based projects, throughout the local community and it is the Municipality's intention to ensure economic sustainability and viability of these initiatives by not only providing funding, but also providing capacity building for the betterment of the projects or businesses that are funded by the Municipality. Ubuhlebezwe has developed the SMME's / Cooperatives database for the implementation of business support programme. Ubuhlebezwe has a funding programme that assists cooperatives / SMME'S access funding.

Applications for funding are invited from Small, Medium and Macro Enterprises / Cooperatives. The criteria to select these businesses and projects were based on locality, competitiveness, potential to register, creating employment and profitability. The Evaluation Committee consisted of representatives from SEDA, LIMA and Ubuhlebezwe LED unit respectively.

The challenges faced by LED are covered extensively in the SWOT analysis and in the LED Strategy however, Agri Processing is one of the Catalyst projects that the Municipality has prioritised to support job creation. It is in our plans to build an Agri processing centres where our SMMEs in Agriculture can be assisted and jobs can be created for youth.

NO	PROJECT NAME	SECTOR/ENTERPRISE	LOCATION	CONTACT DETAILS	WARD	SUPPORT REQUESTED	APPROVED AMOUNT
1.	Ntsihaville Farming	Agriculture (Poultry)	Mahhehle	0641546562 / 0660355388	01	**Feed**	**R 10 000.00**
2.	Khulani Project	Agriculture (Piggery)	Hopewell	0763207710	02	**Structure and feed**	**R 20 000.00**
3.	DJ Slahla Electronics	Electronics	Ixopo	072 712 3633	02	**Test equipment**	**R 19 000.00**
4.	Uthingo Beauty Spa	Personal care services (Beauty spa)	Ixopo	082 814 2095 039 834 2960	02	**Beauty and care products**	**R 20 000.00**
5.	Sbongo Block Making	Manufacturing (Block Making)	Ofafa	074 751 8671 / 076 827 6514	03	**Machine, water pump, cement**	**R 20 000.00**
6.	Dumi's Farm	Agriculture (Crop production)	Ofafa	076 3634887/ 079 557 8535	03	**Water tank, pipes**	**R 30 000.00**
7.	Thofo Farming Project	Agriculture (Crop production)	Jolivet	0647527761	07	**Fencing material and pipes**	**R 30 000.00**
8.	Mtumaseli B. E	Agriculture (Crop production)	Hlokozi	083 353 7934	08	**Fencing material**	**R 10 000.00**
9.	Lonwabo Poultry Farm	Agriculture (Poultry Production)	Hluthankungu	0766463490 / 0763957514	08	**Feed, drinkers, feeders,**	**R 20 000.00**
10.	Mjwara Block Making	Manufacturing (Block Making)	Springvalle	078 379 6492 / 072 687 7497	09	**Water Tank, machine, cement**	**R 20 000.00**
11.	Qhinga	Agriculture (Crop production)	Nhlamvini	079 048 7031 / 073 122 4866	09	**Water tank, pump, pipes, fencing material**	**R 10 000.00**
12.	Mziyafana Poultry Farming	Agriculture (Poultry Production)	Thathani	0847107367/ 0678895000	10	**Structure, egg trays and feed**	**R 20 000.00**
13.	Thelephi Poultry	Agriculture (Piggery)	Mhlabashane	0731378968 /0835909252	10	**Structure and bandsaw**	**R 40 000.00**
14.	Isu Elihle Cooperative	Agriculture (Crop production)	Thathane	0781535462h	10	**Irrigation pump**	**R 10 000.00**
15.	Inkanyezi Cooperative	Agriculture (Crop production)	Thathani	0606273719 / 0762070558	10	**Fencing wire, chemicals, and fertilizer**	**R 15 000.00**
16.	Shemase Trading pty LTD	Manufacturing (Block Making)	Mhlabashane	0735303480 / 0737186269/ 0784876374	10	**Water tank, machine, cement, wheelbarrow**	**R 20 000.00**

17.	Mrs Letheni Mkhize	Agriculture (Poultry production)	Nokweja	0761270374	11	**Layer cage and point of layer pullets**	**R 15 000.00**
18.	Nokweja Chicken Farm	Agriculture (Poultry)	Nokweja	0760915074	11	**Feed**	**R 5000.00**
19.	Kwakhe Civils T/A Kwakhe Investments	Agriculture (Poultry Production)	Nokweja	0835900461	11	**Feed and mobile abattoir**	**R 20 000.00**
20.	Preleno	Manufacturing (Perfumes)	Nokweja	0619229764 / 0721405352	11	**Mixing chemicals, protective clothing, digital scale**	**R 35 000.00**
21.	Bake for Life Bakery	Bakery	Nokweja	0662271889	11	**Baking ingredient**	**R 20 000.00**
22.	Magcwanini amahle	Agriculture (Crop Production)	Mazabekweni	0614211067 / 0814868473	12	**Fencing materials and pipes**	**R 60 000.00**
23.	Umdabu agricultural co-operative	Agriculture (Crop production)	Mdabu	072 312 1541	12	**Fertilizer, seeds, chemicals, small tools**	**R 30 000.00**
24.	Sakhamnotho Project	Agriculture (Poultry production)	Mgodi	078 4859194	13	**Feed and point of layer pullets**	**R 10 000.00**
25.	Maqande Nkukhu	Agriculture (Poultry production)	Ndwebu	0732265159 / 0761619898	14	**Feed, layer cage and point of layer pullets**	**R 15 000.00**
26.	Amabungela Trading Enterprise	Manufacturing (Block Making)	Ndwebu	0736138069	14	**Machine, small tools, and cement**	**R 30 000.00**
27.	Ikhabalethu	Agriculture (Crop production)	Ndwebu	0732796217	14	**Irrigation pump**	**R 10 000.00**

Supporting SMMEs and Cooperatives

The Municipality's LED Unit has a mandate of supporting community based projects, throughout the local community and it is the Municipality's intention to ensure economic sustainability and viability of these initiatives by not only providing funding, but also providing capacity building for the betterment of the projects or businesses that are funded by the Municipality. Ubuhlebezwe has developed the SMME's / Cooperatives data base for the implementation of business support programme. Ubuhlebezwe has a funding programme that assists cooperatives / SMME'S access funding.

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The Municipality is able to create on average 40 jobs annually through the financial support that we give to SMMEs and Cooperatives.

SMME'S AND CO-OPERATIVES DATABASE

No	PROJECT NAME	SECTOR AGRICULTURE (LIVESTOCK)	LOCATION/ CONTACTS	WARD
1.	SAZIWA PROJECT	AGRICULTURE (LIVESTOCK)	CABAZI 073 511 9767	1
2.	INDUNA	AGRICULTURE (LIVESTOCK)	HOPEWELL buzanisindane@gmail.com	2
3.	ZONDLILE PROJECT	AGRICULTURE (POULTRY)	CARISBROOKE 079 868 8179	2
4.	VUKA USEBENZE	AGRICULTURE (LIVESTOCK)	HLANZENI 084 892 5717	4
5.	SIYAZAMA	AGRICULTURE (LIVESTOCK)	HLANZENI 082 484 7812 073 630 9581	4
6.	MPANGELE FARMING CO- OPERATIVE LIMIT	AGRICULTURE (LIVESTOCK)	UMKHUNYA 073 736 9601	5

7.	**IDLUSHIYE**	**AGRICULTURE (LIVESTOCK)**	**HLOKOZI 064 947 2781**	**6**
8.	**DYNAMIC NEWVISION**	**AGRICULTURE (LIVESTOCK)**	**MGANGENI 079 287 2718**	**7**
9.	**GRACE LANO PIGGERY**	**AGRICULTURE (LIVESTOCK)**	**HLUTHANKUNGU 076 852 2832 072 033 6747**	**8**
10.	**HLUTHANKUNGU CHICKEN GROWERS**	**AGRICULTURE (LIVESTOCK)**	**HLUTHANKUNGU 072 900 6144 071 153 1109**	**8**
11.	**SUKUMA FARMING PROJECT**	**AGRICULTURE (LIVESTOCK) AGRICULTURE (LIVESTOCK)**	**HLUTHANKUNGU 073 179 7777**	**8**
12.	**UMVITHI TRADING**	**AGRICULTURE (LIVESTOCK)**	**HLUTHANKUNGU**	**8**
13.	**PRISCILLA POULTRY PROJECT**	**AGRICULTURE POULTRY**	**HLUTHANKUNGU 060 702 2003**	**8**
14.	**MASAKHANE IMBOKODO AGRICU PRIMARY**	**AGRICULTURE (LIVESTOCK)**	**UMHLABASHANE 072 684 6899**	**10**
15.	**MAZENZELE**	**AGRICULURE (LIVESTOCK)**	**SAINT ALLOIS 082 080 3292**	**11**
16.	**NOKWEJA FARM FRESH EGGS**	**AGRICULTURE (LIVESTOCK)**	**NOKWEJA 076 091 5074**	**11**
17.	**IBUYA GOGO**	**AGRICULURE (LIVESTOCK)**	**NOKWEJA 072 119 9021**	**11**
18.	**PHOKOPHELA ENTERPRISE**	**AGRICULURE (LIVESTOCK)**	**EMAZABEKWENI 078 600 6319/ 079 854 5860**	**12**
19.	**MASISUKUME**	**AGRICULURE (POULTRY)**	**EMAZABEKWENI 082 097 9455**	**12**
20.	**NTULA TRADING ENTERPRISE**	**AGRICULTURE (LIVESTOCK)**	**EMADUNGENI**	**12**

			072 616 0614	
21.	EZEMVELO WOMENS	AGRICULTURE (LIVESTOCK)	EMAZABEKWENI 071 355 4080 082 343 1201	12
22.	MPINI PROJECT	AGRICULTURE (POULTRY)	EMAZABEKWENI 063 734 6007	12
23.	NJABULO (PTY) (LTD)	AGRICULTURE (LIVESTOCK)	MGODI – MASHUMI 071 892 4461 083 507 5744	13
24.	MAKHAWINI POULTRY PROJECT	AGRICULTURE (LIVESTOCK)	NOKWENA 073 271 8141	13
25.	NDWEBU POULTRY	AGRICULTURE (POULTRY)	ENDWEBU 072 091 2734 082 343 8617	14
26.	KWANOBHE VEGETABLE	AGRICULTURE (CROP)	OFAFA 071 627 9080	3
27.	SMOTHO TRADING ENTERPRISES	AGRICULTURE (CROP)	OFAFA 079 804 1414 072 923 5647 072 452 1522	3
28.	DLULUJEQEZA AGRICULTURAL PRIMARY CO-OP	AGRICULTURE (CROP)	MASHAKENI 079 878 3726	3
29.	LUFAFA MULTIPURPOSE SUPPORT GROUP	AGRICULTURE (CROP)	OFAFA	3
30.	SIYANQOBA DISABILITY PROJECT	AGRICULTURE (CROP)	SGEDLENI 083 486 4714	3
31.	SHOEMEKA FARMS (PTY) LTD	AGRICULTURE (CROP)	072 735 9315 073 003 9333	3

32.	**VUSISIZWE PROJECT**	**AGRICULTURE (CROP)**	**NHLANGWINI HLOKOZI 076 146 8045**	**6**
33.	**UDLENI CO-OPERATIVE**	**AGRICULTURE (CROP)**	**INGOMAKAZI 083 520 5376**	**6**
34.	**KHUTHALA PROJECT**	**AGRICULTURE (CROP)**	**HLOKOZI 063 145 6219**	**6**
35.	**KUYANTWEZA PROJECT**	**AGRICULTURE (CROP)**	**ESIGCAKINI HLOKOZI 076 665 4513**	**8**
36.	**HILLTOP FARM - HLUTHANKUNGU**	**AGRICULTURE (CROP)**	**HLUTHANKUNGU 072 203 1336**	**8**
37.	**ISIMBINDI CO-OPERATIVE**	**AGRICULTURE (CROP)**	**ISIBINDI FARM**	**8**
38.	**KUHLEKONKE PROJECT**	**AGRICULTURE (CROP**	**HLOKOZI 073 113 7982**	**8**
39.	**UMVITHI TRADING**	**AGRICULTURE (CROP**	**HLUTHANKUNGU 083 592 7652**	**8**
40.	**MHLABA-MGODI- CO-OPARATIVE**	**AGRICULTURE (CROP)**	**UMHLABASHANE 076 745 7709**	**10**
41.	**SCOTTVILIE CO-OPERATION**	**AGRICULTURE (CROP)**	**KWATHATHANI 073 420 6561 073 771 2068**	**10**
42.	**N.T TENZA**	**AGRICULURE (CROP)**	**NOKWEJA 082 686 5849**	**11**
43.	**BUNGELA CO-OPATIVE**	**AGRICULURE (CROP)**	**KWADLADLA 082 686 5849**	**11**
44.	**IMBOKODO**	**AGRICULTURE (CROP)**	**NOKWEJA 079 521 4102 082 604 8438**	**11**
45.	**SKHUTHAZA KWABA (PTY) LTD**	**AGRICULTURE (CROP)**	**NOKWEJA**	**11**

			076 935 7969	
46.	MBOSHWA PRIMARY FARMING CO-OP	AGRICULTURE (CROP)	NOKWEJA 073 251 2300	11
47.	KWAKHE CIVILS (PTY) LTD	LOGISTICS AGRICULTURE (CROP)	NOKWEJA 083 590 0461	11
48.	SIBANGO PROJECT	AGRICULTURE (CROP)	MAWUSHWENI 073 251 2300	11
49.	MGELEBANA CO-OPERATIVE LTD	AGRICULTURE (CROP)	EMADUNGENI 076 921 9816	12
50.	SIKHIPHA IKATI EZIKO	AGRICULTURE (CROP)	EMDABU 079 989 5348	12
51.	MSIMELEO	AGRICULTURE (CROP)	EMAZABEKWENI 082 395 9396	12
52.	CABINDLELA PROJECT PTY LTD	AGRICULTURE (CROP)	EMAZABEKWENI 071 406 0482	12
53.	JAMA BEKHONA	AGRICULTURE (CROP)	EMAZABEKWENI 078 126 3818 078254 7303	12
54.	TRUNGUIL CONSTRUCTION (PTY)	AGRICULTURE (CROP)	EMAZABEKWENI 073 454 1149 072 259 8976	12
55.	L.G FARMERS	AGRICULTURE (CROP)	EMAZABEKWENI 082 348 0762	12
56.	OKWETHU	AGRICULTURE (CROP)	EMAZABEKWENI 071 243 7886	12
57.	ITHEMBA LETHU	AGRICULTURE (CROP)	EMAZABEKWENI 079 058 2876	12
58.	ITHAFA CO-OP BUTTERNUT PROJECT	AGRICULTURE (CROP)	UMGODI 078 260 4819	13
59.	SIMOSEMPIMO CO-OP	AGRICULTURE	HIGHFLAT 072 484 9985	13

60.	ITHEMBA LETHU	AGRICULTURE (CROP)	ENDWEBU 073 279 6217	14
61.	GOBAMADODA PTY LTD	AGRICULTURE (CROP)	ENDWEBU 078 155 1629	14
62.	XOSHA INDLALA	AGRICULTURE (CROP)	HIGHFLATS 073 675 7821	14
63.	KHANYISANI	AGRICULTURE (CROP)	NDWEBU 082 049 9029	14
64.	S'BUSISWENI	AGRICULTURE (CROP)	NDWEBU 073 227 1582	14
65.	SIZABANTU PROJECT	AGRICULTURE (CROP)	UMZUMBE 079 421 1931	14
66.	BAMBANANI AGRICULTURE	AGRICULTURE (CROP)	NDWEBU 073 050 4609	14
67.	MGAWU PLANT NURSERY	AGRICULTURE (CROP)	ENDWEBU 063 046 3893 071 805 6829	14
68.	THUTHUKAN GARDEN	AGRICULTURE (CROP)	ENDWEBU 079 552 1352 082 275 9648	14
69.	ITHUBA LELI	AGRICULTURE (CROP)	HIGHFLATS 079 584 2975 076 342 1495	14
70.	SAVELA NATHI	AGRICULTURE (CROP)	HIGHFLATS 081 830 1904	14
71.	SIYAZAMA PROJECT	AGRICULTURE (CROP)	TSHAMOYA 060 744 4026 / 078 126 1926	12
72.	EMADUNGENI MULTI-PURPOSE PROJECTS CO-OPERATIVE LIMITED	AGRICULTURE (CROP) (LIVESTOCK)	071 862 4457 078 699 4396	
73.	MANDALUHLA AGRICULTURAL PRIMARY CO-	AGRICULTURE (CROP) TUCKSHOP	SPRINGVALE 063 174 0462	

	OPERATIVE LIMITED	MUSIC AND ENTERTAINMENT		
No	**PROJECT NAME**	**SECTOR BEERKEEPERS**	**LOCATION / CONTACTS**	**WARD**
74.	SIZAMAKAHLE BEEKEPERS	BEEKEEPERS	INTAKAMA AREA 060 612 0615 079 227 1640	3
75.	VUKA SAKHE PROJECT	BEEKEEPER	OFAFA 078 471 2014	3
76.	IMIZAMO EMIHLE PROJECT	BEEKEEPER	OFAFA 082 403 1688	3
77.	WHITE ANGELS PROJECT	BEEKEEPER	OFAFA 076 218 2344	3
78.	SIYATHUTHUKA	BEEKEEPER	EMANDILINI 076 621 5806 064 743 6788	4
No	**PROJECT NAME**	**SECTOR FORESTRY**	**LOCATION / CONTACTS**	**WARD**
79.	KHULANGANTO (PTY) (LTD)	FORESTRY	MAKHOLWENI khulanganto2@gmail.com	4
80.	DYNAMO DUCK TRADING AND PROJECT	MANUFACTURING(AMAPULANGWE PROCESSING	IXOPO 063 079 4929	4
No	**PROJECT NAME**	**SECTOR MANUFACTURING BLOCKS**	**LOCATION / CONTACTS**	**WARD**
81.	ZENZELE PROJECT	MANUFACTURING BLOCKS	MAHEHLE 072 314 2422	1
82.	JOIN HANDS PRIMARY CO-OPERATIVE LIMITED	MANUFACTURING (BLOCKS)	MAKHOLWENI 079 424 1211	4
83.	WE DO WELL CATERING & PROJECTS	MANUFACTURING (BLOCKS)	EHLANZENI 078 138 5658	4
84.	WARD 04 COMMUNITY CLOSE	MANUFACTURING BLOCKS	FAIRVIEW 073 453 5411/ 072 375	4

	CORPORATION		0153	
85.	MKHIZE BLOCKS & SAND PTY LTD	MANUFACTURING BLOCKS	NJANE 079 941 0988	7
86.	IPHUPHOLETHU	MANUFACTURING (BLOCKS)	NTSHAYAMOYA 073 962 8363 / 062 578 8961	12
87.	MHLANDLA INVESTMENT PTY LTD	MANUFACTURING (BLOCKS)	EMAZABEKWENI 079 585 2394 / 071 874 4117	12
88.	MAHLUZO TRADING	MANUFACTURING (BLOCKS)	EMAZABEKWENI 076 604 9657	12
89	BLOCKSTREET 039 (PTY) LTD	MANUFACTURING (BLOCKS)	FAIRVIEW 072 853 3440 060 619 5484	4
89.	CYRILLEKO PTY LTD	MANUFACTURING (ALUMINIUM)	MARIATHAL 073 293 6918 073 649 0630	4
90.	MWELASE CONSTRUCTION	BUILDING CONSTRUCTION	EMAZABEKWENI 073 774 4425 / 072 464 46359	12
91.	AMANGONYAMA AMAHLE	FURNITURE & HARDWARE	NOKWEJA 073 127 6464	11
92.	MAZENZELE	BOILER	SAINT ALLOIS	11
93.	DUBASI ENTERPRISES	FENCING AND WELDING	ENDWEBU 072 852 1993	14
94.	ZAZI SKILLS DEVELOPMENT	MANUFACTURING (CHEMICAL)	NDWEBU 079 530 3436	13
No	PROJECT NAME	SECTOR TEXTILE CLOTHING	LOCATION / CONTACTS	WARD
95.	MPANGELE FARMING CO- OPERATIVE LIMIT	TEXTURE & CLOTHING	INCAKUBANA	2
96.	BONI'S TRADITIONAL WEAR	TEXTURE & CLOTHING	FAIRVIEW 072 649 2693	4

97.	AKHANAYIMVELO PTY (LTD)	TEXTURE & CLOTHING	MORNINGSIDE 083 769 7448	2
98.	THUBALETHU SEWING PROJECT	TEXTURE & CLOTHING	FAIRVIEW 073 805 4857	4
99.	DSIGN HUE	TEXTURE & CLOTHING	HLUTHANKUNGU 082 072 5839	8
100.	HOMIES CLOTHING	TEXTILE CLOTHING	NKAWINI 061 087 1567 084 946 9111	8
101.	ZAMANDLA BUSINESS ENTERPRISES	TEXTURE & CLOTHING	ENDWEBU 083477 5055	14
102.	HLUTHANKUNGU FASHION DESIGNER	TEXTURE & CLOTHING	HLUTHANKUNGU 073 512 8611 071 153 1109	8
103.	PHAPHAMA TEXTILE & FARMING	TEXTURE & FARMING	HLUTHANKUNGU 076 063 5363	8
104.	SIYASUTHA TRADING	TEXTURE & CLOTHING	HLOKOZI 083 318 6305	
105.	IKHWEZI LOKUSA CENTRE	TEXTURE & CATERING	UNCAKUBANA 082 480 1995 073 296 4236	2
No	**PROJECT NAME**	**SECTOR ART & CRAFT**	**LOCATION / CONTACTS**	**WARD**
106.	WOZA PROJECT	ARTS & CRAFT	HOPEWELL 079 982 2560 / 071 506 7093	2
107	ISIZIBASIKAMAMINZELA	ARTS & CRAFT	KWATHATHANI 073 769 4452	10
108	THANDANANI PROJECT	ARTS & CRAFT	EMGANGENI 078 608 8287 071 980 6984	7
109.	ABAPHILE ABANTU MULTI- PURPOSE CENTRE	ARTS & CRAFT	HOPEWELL 083 738 9921	2
110.	NAWE UNGAKWENZA	ARTS & CRAFT	FAIRVIEW 079 288 7978	4
	T.E TENZA BUSINESS	CATERING, DECORATION PAINTING & GARDEN	HOPEWELL	2

111	ENTERPRISES	SERVICES	071 210 4308	
112.	SIYASUTHA TRADING CC	CATERING	HLOKOZI	6
113.	ZABAZENKOSI CATERING AND PROJECTS	CATERING	UMHLABASHANE 081 085 6742	10
114.	CEBOLENKOSI ENTERPRISE	CATERING	UMHLABASHANE 073 017 3133	10
115.	BUSIE & SENAH CATERING BUSINESS	CATERING	EMAZABEKWENI 078 160 9253 076 766 6616	12
116.	BETTER TRIUMPH EMERAL (PTY)	CATERING	HIGHFLATS 072 200 9019 / 083 583 0268	13
117.	YOUNG NATION BAKERS	BAKERY	JOLIVET 061 385 5447 / 073 439 9268	7
118.	SIYAPHAMBILI CO-OP SIZAKANCANE CO-OP SIZOPHUMELELA CO-OP	BAKERY	JOLIVET 082 742 9326 079 545 3688	7
119.	HLUTHANKUNGU SPORTSGROUND TUCK SHOP	RETAIL	HLUTHANKUNGU 076 026 7215	8
120.	MALIZI BAKERY	BAKERY	EMADUNGENI 071 170 8469	12
121.	MSENTI'S BAKERY	BAKERY	EMAZABEKWENI 078 131 6857	12
122.	SHAGGY'S TUCKSHOP	SUPERMARKERT	MORNINGSIDE 071 296 5313 / 078 055 8798	4
123.	SIYATHUTHUKA CRECHE	CRECH	HLOKOZI 076 217 2076	6
124.	KING SHAKA HAIR SALOON	SALON	HIGHFLATS 074 010 6545	6

No	PROJECT NAME	SECTOR ENTERTAINMENT & MEDIA	LOCATION / CONTACTS	WARD
125.	BLOCKSTREET 039 (PTY LTD)	ENTERTAINMENT & MEDIA	FAIRVIEW	4
126.	INGEZENGEZE NKAYISHANE PRODUCTION PTY	ENTERTAINMENT & MEDIA	HLOKOZI 079 646 3961	6
127.	BHEKIMPI SOLUTIONS PTY	ENTERTAINMENT & MEDIA	NDWEBU 079 332 4847	7
128.	ICHWANE LEBHACA (MASKANDI)	ENTERTAINMENT& MEDIA	NOKWEJA 073 360 5556	11

CAPACITY BUILDING ON SMMES AND CO-OPERATIVES

The Ubuhlebezwe Municipality is providing capacity building trainings on SMMEs and Co-operatives together with SEDA, NDA, EDTEA and Private Sector.

Cooperative Governance and Compliance Training

The Ubuhlebezwe Municipality has partnered with the National Development Agency (NDA) to conduct capacity building on training on established Co-operatives on Co-operative Governance and Compliance.

National Development Agency has conducted training on established 20 Cooperatives (2 members per co-operative) in SARS compliance at Highflats on the 14 November 2019 covering the following Ubuhlebezwe Municipal wards.

NO	LOCATION AND WARDS
1.	Sangcwaba Ward 05
2.	Hlokozi Ward 06
3.	Jolivet Ward 07
4.	Hluthankungu Ward 08
5	Springvale Ward 09
6.	Kwathathani and Mhlabashane Ward 10
7.	Emazabekweni Ward 12
8.	KwaMashumi Ward 13
9.	Endwebu Ward 14



LED CAPACITY BUILDING TRAINING WARD 02, 03,04,05 AND WARD 11

The Ubuhlebezwe Municipality has partnered with the Department of Economic Development and Environmental Affairs (EDTEA) to conduct capacity building on training on emerging and established SMME's and Cooperatives in all Ubuhlebezwe Municipal wards. EDTEA has signed an MOU with the Durban University of Technology (DUT) to roll out training and capacity building interventions targeting communities from the Harry Gwala District Ubuhlebezwe Municipality. The preference is granted to the youth, women, people with disabilities, SMME's and the unemployed for the following training programs are offer;

MODULES
Start your own business
Financial management
Leadership in technology
Foundations of leadership
Critical thinking and ethics
Project Management
How to interpret economic Data
End User- Computing
Web 2.0 and social media
Cyber security





Ubuhlebezwe Municipality skills development

The Ubuhlebezwe Municipality LED Unit partnered with the Department of Economic Development and Environmental Affairs (EDTEA), Department of Cooperative Governance and Traditional Affairs (CoGTA), South African Local Government Association (SALGA) and University of KwaZulu-Natal (UKZN) Regional Local Economic Development Programme under Graduate School of Business and Leadership, conducted LED Capacity Building Workshop on Ubuhlebezwe Municipal Councilors and LED Officials on the 28 August 2019 at Morningside Soweto Hall Ward 04. Ubuhlebezwe Municipality was selected hence it has been recognized as one of the best in LED practice within KwaZulu-Natal Municipalities.

The aim of the workshop was to look at the status of LED in Ubuhlebezwe Municipality, LED as a concept and its importance, legislative framework for LED, fundamentals in LED, legislative background to LED, LED programs and projects at Municipal level, LED Strategies, investment promotions, institutional arrangements (LED forum) and LED support services

Business Regulations

The Department of Economic Development, Tourism and Environmental Affairs has introduced the automated licensing and permitting system to ensure effective and efficient licensing. The system is also designed to map the jobs created that are not documented. The Municipality has implemented a new system for hawker's permit using PVC cards and camera on site and the turnaround time of 1 day and 3 days turnaround time for formal businesses.

During the financial year 2019/20 the business compliance committee (i.e. KZN Liquor Authorities, District Health Inspectors, Department Agriculture and Fisheries, Ubuhlebezwe Community Safety and LED) conducted an awareness campaign for fake products and expired goods in Highflats and Ixopo.







The Informal Economy Policy

The informal Economy policy was adopted by Council in December 2016. Informal Trading is defined as the economic activity undertaken by entrepreneurs who sell legal goods and services within a space deemed to be public and private property within the informal sector. The informal economy makes an important contribution to the economic and social life of the Ubuhlebezwe Municipality. Due to the decline in formal employment and consequent increase in unemployment rate, many people seek alternative means of earning an income. It is generally accepted that the informal sector plays a significant role in the local economy more especially in the previously disadvantage areas. One of the main reasons for this is the inability of National Economy's formal sector to create enough employment for the relatively fast-growing labour force. This inability leads to new entrants into the labour market being increasingly forced to turn into the informal sector, to earn a living. This Policy covers the informal trading activities occurring within the Ubuhlebezwe Municipality. The policy formulation process involves consultation with a various stakeholder through public participation, as from 22 May 2014.

For the Ubuhlebezwe area, Informal Trading is a positive development for the micro business sector as it contributes to the creation of jobs and has the potential to expand further the Council's economic base.

Summary: Informal Economy Policy Statement for Support and Development of the Sector

Ubuhlebezwe Municipality acknowledges the relevance and contribution of the informal economy to the economic and social life of the town. Informal trading provides some income to those who are unemployed as well as providing an alternative to established traditional formal sector retail options. The Ubuhlebezwe aims to develop the sector and its participants into a commercially viable and dynamic economic sector, which contributes to the economic growth of the town and the quality of life of its citizens in a sustainable manner.

Appropriate infrastructure support and services, entrepreneurial development and spatial planning will be the cornerstones to achieving such a policy goal. Uncontrolled and unplanned growth of the informal economy sector will have a negative impact on the Ubuhlebezwe area. Conflicts can arise between town officials and traders as well as between established Informal Economy actors and newcomers, because of uncertainty of each party's rights. If there is little official regulation and control, new sorts of informal control mechanisms may come in to fill the void with their own means of controlling prices and protection rackets.

The Ubuhlebezwe Municipality further affirms its obligation to assist the informal economy sector by way of mentoring and incubation as means to age them into a more formalised nature of economic activity.

The Key Principles that govern the Ubuhlebezwe's approach to informal Economy are economic, social and spatial:

1. Economic Principles: Economic growth in the informal trading sector will be facilitated through:

- Linking the development and growth of trading areas to commercial zones in orders to create viable hubs of business activity that mutually benefit formal and informal businesses.
- Providing a range of facilities, capacity building and business support a service that caters for the different levels of the Informal Economy Actors, from the weekly Saturday and small survivalist to larger informal economy Actors.
- Ensuring that the buildings and property owned by the UBUHLEBEZWE are used for the maximum social and economic development of the community within which they are located
- Targeting highly accessible and visible location for the promotion of tourist related trading in order to derive benefit for Informal Economy Actors from the tourism potential.

2. Social Principles: The promotion of equity within the Ubuhlebezwe to create a dignified Town through:

- Spreading public spending in an equitable manner throughout Ubuhlebezwe with an emphasis on the poorer parts of the town that have not historically benefited from public sector investment.
- Viewing the location of public investment as an opportunity to integrate public sector investment.
- Using the development of the informal trading infrastructure as an opportunity to improve the general environmental condition of the Historically Disadvantaged Areas of the UBUHLEBEZWE.
- Providing basic services such as water and refuse facilities to all areas where public health and/or public safety is at risk

3. Spatial Principles Informal Economy contributes to the value of public places as amenities and places of dignity and has the potential to be a catalyst for generating positive public places through:

- Developing those areas that will have most significant impact on the largest number of people, e.g. areas with large flow of pedestrian traffic.
- Allocating space for informal trading areas in accordance with the broad Spatial Planning Framework of the Ubuhlebezwe and the local spatial development Framework.
- Providing minimal infrastructure for informal trading, that would vary depending on the type of activities.

UBUHLEBEZWE SKILLS DEVELOPMENT PROGRAMME

UKZN 2020 RLED Champions Programme

Background on the Champions Programme

Ubuhlebezwe Municipality Social Development LED / Tourism Office has recommended it LED beneficiaries for the Regional Local Economic Development (RLED) Champions Programme. It is a nine month (attending one week block every month). RLED Champions is a development intervention that is designed to capacitate social entrepreneurs to scale their impact.

The RLED Champions Programme is a social entrepreneurship development intervention offered to social entrepreneurs named Champions to accelerate transformational changes in their communities across KZN. The programme is fully funded by the Provincial EDTEA and offered in partnership with the RLED initiative of the Graduate School of Business and Leadership of University of KwaZulu-Natal (GSB&L of UKZN).

The programme is based on a keen understanding of the challenges facing social entrepreneurs (both locally and across the globe) and modelled on an adaptation of best practice in both its curriculum and its delivery. RLED Chmapions are exposed to cutting edge thinking and innovative practices in social entrepreneurship across the major areas required for their personal development and the development and scaling of their social ventures.

The RLED Champions Programme is firmly embedded in the Sustainable Development Goals (SDGs). SDG 1: End Poverty; SDG 2: End Hunger and achieve Food Security and promote Sustainable Agriculture and SDG 8: Inclusive and Sustainable Economic Growth. This is achieved in the Champions and through the various types of enterprises they operate.

The attached is the list of Ubuhlebezwe Municipality RLED Champions 2020 as follows:

SURNAME	GENDER	AGE	AREA	ENTERPRISE	EMAIL	CONTACT
Gqwaru	**Khethokuhle**	**M**	**Ixopo / Nokweja Ward 11**	**Kwakhe Investments**	**khetho.g@live.co.za**	**0835900461**
Mbongwa	**Nondumiso**	**F**	**Ixopo / Nokweja Ward 11**	**Nokweja Chicken Farm**	**ndumi365@gmail.com**	**076 091 5074** **083 564 1433**

Alignment of Agricultural Projects with SMME's and Co-operatives:

Ubuhlebezwe Municipality adopted its agricultural plan in 2013.This agricultural plan focuses on the municipality's farming systems and farming areas in order to develop practical solutions to problems facing the agricultural sector and to identify opportunities aimed at strengthening agriculture in the form of farming and livestock, in the municipality. The plan ultimately aims to contribute to agriculture and the municipality's long-term economic development and sustainability.

As depicted in the tables below, LED funded projects accommodate vulnerable groups such as:

- Youth,
- Women and
- the disabled

HLUTHANKUNGU FASHION DESIGN = R 40 000

DLAMINI DORAH XOLSILE
NZUZA NQOBA GABRIAL
MAYEZA SMANGELE P.

MTHEMBU SUPPLIERS = R 40 000

CEBANE T
JOHN. MHLONGO
MTHEMBU. B
MHLONGO .M
MKULISI Z.C
DLAMINI N.T
MKULISE S.
MKHIZE T.B
ZUNGU T.M
MKULISE T.C

QHAWEKAZI BUSINESS ENTERPRISE = R 50 000

AMANDA MPISI
ROSE
OLIVE BERNARDO

Gijima Co-operative = R40 000

SURNAME & INITIAL
NZIMANDE N.G
BIYASE M.S
DLAMINI F.S.F
NGWADI S.
DLAMINI N.I

SIYETHEMBA CO-OPERATIVE = R290 000

BRUCE. B. ZULU
JOHN MTOLO
SHUDENI SHEZI
NTOMBIFIKILE CHIYA
HLEKISILE MADONDA
ZAZI DLAMINI

SHAZI SIGNS = R220 000

SIPHOSENKOSI CECIL SHEZI
SANELE HLANGANISO MNGADI
THABANI MOONLIGHT NDIMANDE

Alignment of Agricultural Projects with SMME's and Co-operatives:

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In previous years, agricultural and livestock projects that were being funded by the Municipality were not very sustainable. The Municipality would fund Piggery, Chicken, Garden projects, which in the end, would not yield any production. It was with this background that the Municipality started to do more research into the agricultural projects that we fund, and fund only those with Business Plans that show potential for sustainability and growth. Some of these include:

- **Gijima Co-operative in eMazabekweni ward 12**

This is a farming Project based Emazabekweni ward 12, was supported with a water pump to aid with irrigation purposes. The Project has created job opportunities for 5 people from the area, some of whom are part of the co-operative.

- **Hluthankungu Livestock owners in Hluthankungu ward 8**

This is a project of the Hluthankungu live stockowners based in ward 8. The project main function is dipping livestock. The Municipality assisted with suppling the project with poles**.**

RED TAPE REDUCTION:

The Department of Small Business Development is the custodian of the Ease of Doing Business (EODB) / Red Tape Reduction (RTR) in the country. In the last three years, where roles and responsibilities have been streamlined according to government priorities at a National level, the DSBD has become instrumental in facilitating the RTR programme as part of harnessing the potential of small businesses (formal and informal) and cooperatives towards sustainable job creation opportunities. In October 2019, the DSBD and EDTEA on behalf of the Province signed a Memorandum of Understanding (MoU) on the Red Tape Reduction Programme. As a result, and through interaction with the DSDB, this has culminated into the Province and the DSBD working closely to further support and create awareness on the EODB/RTR in Municipalities. One of the interventions for Red Tape Reduction by the DSBD has been to implement the Pilot Administrative Simplification Programme (PASP) in the Province. The Communication Forum, an Intergovernmental Structure, comprising of EDTEA, COGTA, SALGA in partnership with the DSBD are in the process of implementing PASP in the Province. These efforts undoubtedly have connotations to Strategic Goals 1 - Inclusive Economic Growth and 6- Governance and Policy of the Provincial Growth and Development Strategy (PGDS).

Ubuhlebezwe Municipality has been selected as one of four Municipality within the Kwazulu Natal province to pilot the programme.

PROJECT TARGETING EMERGING FARMERS

Small Holder Farm Support :

The Smallholder Framer Support Programme was implemented in Ubuhlebezwe Municipality by Lima, it started on the 1st October 2015 to 31st September 2019 (4years). The aim of this project is to stimulate the local economy in Ubuhlebezwe Municipality by providing farmer's support services and strengthening market linkages for participating farmers in the selected high poverty districts. The Small-scale farmers in communal areas have resources available for food production, but face major difficulties in terms of breaking into the agricultural value chain. Agriculture facilitation aims to create direct linkages with the value chain and break the economic isolation. Once this is achieved land labour and water resources can be employed to have a substantial impact on local gross domestic product. The Farmers are viewed as individual entrepreneur's, with the objective of strengthening their small business and improving their profits. Appropriate business skills and farmer develop training, in ensuring that these objectives are realised. Farmers are also encouraged to collaborate with each other until economies of scale are met. The programme aims at developing significant institutional farming structures to facilitate collective buying and selling.

As an outcome of this programme the following economic spin-offs are anticipated:

- Creation of linkages with local markets and support services
- Strengthening or creation of small businesses to provide intermediary services such as supply of seed, seedlings, agricultural inputs
- Capacity building, technical training and management support at local level
- Better household food security and nutritional levels

COMMERCIAL FARMERS MENTORING EMERGING FARMERS

Ubuhlebezwe Municipality through LED forum has forged partnership with Harry Gwala Commercial farmers to provide extra mentorship and technical support to emerging farmers, sharing best practises in terms of keeping emerging farmers abreast with any agricultural development. Furthermore, capacitating emerging farmers and assist with accessing local and outside market. The whole initiative aimed at addressing the challenges emerging farmers faced.

PROJECT DESCRIPTION	IMPLEMENTING AGENT	FUNDING	BENEFICIARIES	STATUS QUO
Olge Farm Proposed Development	Ubuhlebebezwe Municipality	As per Business Plan	Business Community	The project is still on planning stage.

The department of rural development and land report will be implementing the following program:

PROJECT TYPE	NAME OF PROJECT	BUDGET	GPS COORDINATES	IMPLEMENTED BY
Agriculture	Texas Valley Secondary Coop : Seedling planter, fertilizer, Chemicals Seedlings, refrigerated Truck	R2 000 000.00	S:30˚15'21,08" E:30˚06'43,3"	Ubuhlebezwe Municipality DARD

Catalyst projects: LED

Project Description	Implementing Agent	Funding	Beneficiaries	Status quo
Small holder farm support	LIMA	R 4 363 861.76	800 farmers	The project was approved in august 2016 and the project is under implementation for the period of four years.
Olge Farm Proposed Development	Ubuhlebebezwe Municipality	As per Business Plan	Business Community	The project is still on planning stage.
Erection of market stalls (Ixopo Taxi Rank)	Ubuhlebezwe Municipality	R 1 000 000	Street vendors Ixopo town)	The project is under construction.
Construction of Light Industrial Park	Ubuhlebezwe Municipality	R 850 000.00	10 (mechanic, automotive & body work) Highflats SMMEs	Business plan submitted to COGTA still waiting the response.
Construction of a highflats agri-processing and packhouse	Ubuhlebezwe Municipality	R 2 000 000.00	Cooperatives and SMMEs	Business plan was approved by the Department of Economic Development with no funds allocated to the project, then further submitted to Department of Rural Development and Land Reform(DRDLR) . Currently the DRDLR is busy conducting the feasibility study for the preparation of the business plan.

Catalyst Projects - LED

The Departments of Economic Development, Tourism and Environmental Affairs has prioritized the following projects under Ubuhlebezwe :

PROJECT	DESCRIPTION	BUDGET
Invasive Alien Plant Clearing Project	168 Jobs created from 1556 ha	R 2.2 Million
Agro Pack House Support RASET Programme	Renovation and Building of Pack houses in order to extend the shelf life of perishable goods.	R 1.5 Million

LINKAGE BETWEEN UBUHLEBEZWE LED STRATEGY AND UBUHLEBEZWE IDP

UBUHLEBEZWE IDP	UBUHLEBEZWE LED
-Is aimed at promoting quality and sustainable delivery of municipal services.	-The Ubuhlebezwe LED facilitates the process of the provision of quality and sustainable services by the municipality through identifying backlogs that exist as far as the economic services are concerned in the Ubuhlebezwe Local Municipality.
-Involving communities in the development	- The Ubuhlebezwe LED identifies outsourcing opportunities to the local people so as to achieve this goal of the IDP of involving the communities in the development of the area.
-Forging strategic alliance and partnerships between the municipalities and government departments, NGOs, CBOs, and the Private Sector to ensure speedy and co-ordinated delivery.	- The Ubuhlebezwe LED Strategy identifies areas of strategic investment across all sectors of the economy such as agriculture, tourism, manufacturing, government, mining, commerce,, construction, informal, and tertiary services. The government, the private sector, the CBOs and the NGOs would assist in taking advantage of these potential opportunities either through the provision of funding and other technical assistance.

The table below indicates that there is also a strong relationship between the aims of the Ubuhlebezwe LED Strategy and that of the Harry Gwala District LED Strategy, which stresses the commitment of all the spheres of Government in development planning.

LINKAGE BETWEEN UBUHLEBEZWE LED STRATEGY AND THE DISTRICT LED STRATEGY:

HARRY GWALA LED STRATEGY	UBUHLEBEZWE LED STRATEGY
Promoting co-operation at all levels of society in order to improve the quality of life of all its residents.	-To improve the quality of life of all the residence the Ubuhlebezwe LED Strategy identifies capacity building programmes to enrich the community with the skills, and knowledge for business establishment that in turn would increase the income of the people. Increased income would improve the quality of life of all the residents.
Based on local initiatives where local communities are encouraged to help themselves.	-The Ubuhlebezwe LED Strategy would identifies all the stakeholders both the recognised and those that are not recognised, register them to qualify for further funding and technical assistance. The sources of funding for local initiatives would also be identified within the Ubuhlebezwe LED Strategy.
Focuses on equal investment in social upliftment, environmental protection and commitment from all spheres of civil society.	-The LED Strategy identifies the environmentally sensitive areas that would be preserved for tourism and other economic purposes.

The Table below further reflects that not only do the aims of Ubuhlebezwe LED Strategy align to the District Strategy as far as economic development is concerned, but also align to the Provincial Strategy that is aimed at promoting prosperity and improving quality of life in a sustainable manner.

LINKAGE BETWEEN THE UBUHLEBEZWE LED STRATEGY WITH THE PGDS

KZN PGDS	UBUHLEBEZWE LED STRATEGY
• Is aimed at promoting prosperity and improving quality of life, • Promoting sustainable economic development and job creation, • developing human capacity, • Identifying and working with all role players from all sectors of society,	• The Ubuhlebezwe LED Strategy identifies strategic areas for investment which will assist in bolstering the local economy and employment creation within Ubuhlebezwe Local Municipality. In this regard, the Municipality erected market stalls in the Town of Ixopo, to improve the lives of business people who are still trading within the informal economy. • The promotion of job creation is addressed through the funding of various LED projects that are found mostly within our rural wards. SMME's and Coorporative are encouraged to apply for funding, annually and the Municipal leadership embarks on physical visit to these potential projects to see if they are indeed viable and sustainable. Projects that are found to be sustainable are the funded by the Municipality. • Through our LED Forum and Operation Sukuma Sakhe the Municipality is constantly engaging with all role players from all sectors of society. Our Public Participation Unit, through ward based planning, also ensures that the Municipality has an impact, even at grass root levels. • Annually, the Municipality sets aside a budget for the training and capacitation of unemployed Youth, over the years, we have funded and facilitated the training of Youth in Plumbing and Carpentry, electricity and welding. Giving them skills to be employable and/or self employed

ALIGNMENT OF LED STRATEGY WITH HARRY GWALA DISTRICT GROWTH DEVELOPMENT PLAN, PROVINCIAL GROWTH DEVELOPMENT PLAN AND NATIONAL DEVELOPMENT PLAN.

The Ubuhlebezwe LED Plan forms part of the Government package of plans consisting of the National Development Plan (NDP), Provincial Growth and Development Plans (PGDP), District Growth and Development Plans (DGDPs), Municipal Integrated Development Plan (IDP) and Ward Plans. The package of plans is focused on ensuring alignment between plans and thus improved growth and development throughout the country. The Ubuhlebezwe LED strategy is a long term plan focusing on the year 2030. The municipal IDP is aligned with the LED strategy and plan.

ALIGNMENT TO THE NATIONAL FRAMEWORK ON LED:

In response to the core and enabling pillars of the National Framework on LED, the Municipality has ensured a full complement of staff to service the LED Unit. This addresses the issue of institute building whilst also allowing the Municipality the lead in the shaping of the local economy. Out LED strategy and initiatives are socially inclusive, we specifically target funding those projects that can be started by community member especially those in the Agricultural sector. In understanding the area we are in, the levels of education and the skills available, we have tailored our projects and programs to be inclusive to our rural environment. Through the RACET program, LED Forum, Local Task Teams and also Operation Sukuma Sakhe, we coordinate efforts from all spheres of Government, working together to bring change and in resolving some of the challenges that we have.

To address Ubuhlebezwe economic and growth challenges four key drivers of growth in the Ubuhlebezwe Local Municipality are:

- Agriculture and Agro-industry
- Tourism
- Public Sector
- Strategic Infrastructure Delivery

To achieve growth in these areas the following four key objectives need to be implemented within all four key sectors and linkages across these areas identified and exploited:

- Skills development
- SMME development
- Spatial Restructuring
- Research and Innovation

STRATEGIC GOALS AND OBJECTIVES:

1. INCLUSIVE ECONOMIC GROWTH

- Develop and promote the agricultural potential of ubuhlebezwe
- Enhance sectoral development through trade investment and business retention
- Enhance spatial economic development
- Improve the efficiency, innovation and variety of government-led job creation programmes
- Promote SMME and entrepreneurial development
- Enhance the Knowledge Economy

2. HUMAN RESOURCE DEVELOPMENT

- Improve early childhood development, primary and secondary education
- Support skills development to economic growth
- Enhance youth and adult skills development and life-long learning

3. HUMAN AND COMMUNITY DEVELOPMENT

- Eradicate poverty and improve social welfare services
- Enhance health of communities and citizens
- Safeguard and enhance sustainable livelihoods and food security
- Promote sustainable human settlements
- Enhance safety and security
- Advance social cohesion and social capital
- Promote youth, gender and disability advocacy and the advancement of women

4. INFRASTRUCTURE DEVELOPMENT

- Develop road and rail networks
- Develop ICT infrastructure
- Ensure availability and sustainable management of water and sanitation for all
- Ensure access to affordable, reliable, sustainable and modern energy for all
- Enhance Ubuhlebezwe waste management capacity

6. GOVERNANCE AND POLICY

- Strengthen policy, strategy coordination and IGR
- Build government capacity
- Eradicate fraud and corruption
- Promote participative, facilitative and accountable governance

7.SPATIAL EQUITY

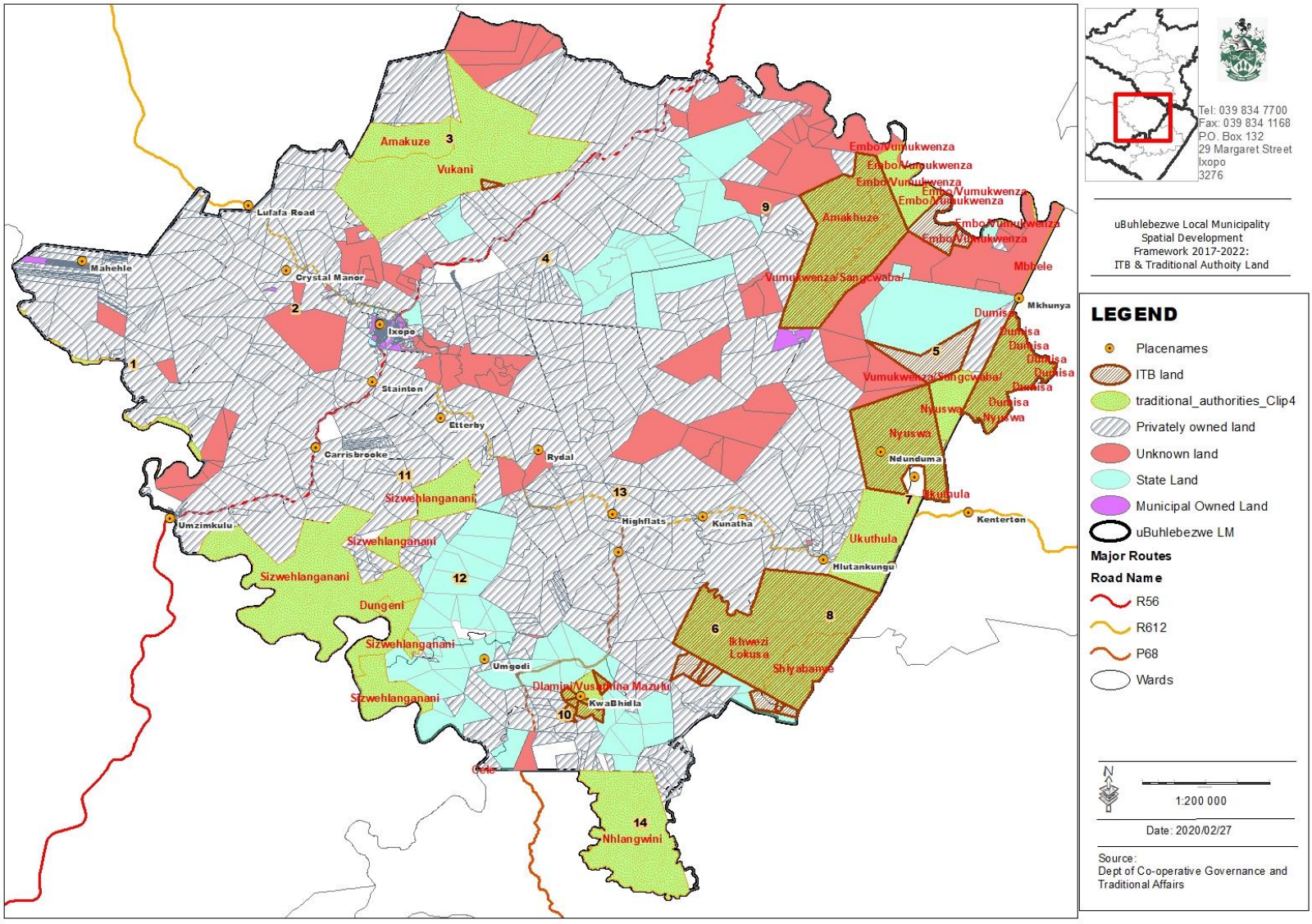
- Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities

Ensure integrated land management use across the Province, ensuring equitable access to goods and services, attracting social and financial investment

LAND OWNERSHIP:

The database for land ownership was developed and all sites were identified through Valuation Roll process. Land ownership is one of the major stumbling block in Economic Development in Ubuhlebezwe. As depicted in the Map below, most land is privately owned, especially in towns such as Ixopo and Highflats where development could potentially take place.

Category Code	**Category Description**	**Property Count**	**Market Value**
1	Residential	581	R 229 855 000
2	Industrial	22	R 22 050 000
3	Business and Commercial	91	R 268 779 000
4	Farms – Agriculture	1061	R 1 815 200 000
6	Farms – Residential	12	R 4 839 000
8	Municipal Properties	19	R 19 564 000
13	Vacant Land	753	R 28 957 000
17	Smallholdings – Agriculture	3	R 2 525 000
18	Smallholdings – Commercial	42	R 6 547 000
22	Communal Settlements	3	R 12 245 000
23	Ingonyama Trust Land	85	R 267 314 000
Total		**2672**	**R 2 677 875 000**



Tel: 039 834 7700
Fax: 039 834 1168
P.O. Box 132
29 Margaret Street
Ixopo
3276

uBuhlebezwe Local Municipality
Spatial Development
Framework 2017-2022:
ITB & Traditional Authoity Land

LEGEND

- Placenames
- ITB land
- traditional_authorities_Clip4
- Privately owned land
- Unknown land
- State Land
- Municipal Owned Land
- uBuhlebezwe LM

Major Routes

Road Name

- R56
- R612
- P68
- Wards

1:200 000

Date: 2020/02/27

Source:
Dept of Co-operative Governance and Traditional Affairs

LINKAGE BETWEEN THE UBUHLEBEZWE LED STRATEGY WITH THE NSDP

NATIONALSPATIAL DEVELOPMENT PERSPECTIVE	UBUHLEBEZWE LED STRATEGY
• Is aimed at making South Africa a nation in which investment in infrastructure and development programmes support government's growth and development objectives • By focusing on economic growth and employment creation in areas where this is most effective and sustainable. • Fostering development on the basis of local potential; and • Supporting restructuring where feasible to ensure greater competitiveness	• The Ubuhlebezwe LED Strategy identifies strategic areas for investment within Ubuhlebezwe Local Municipality, which creates employment opportunities for the local community of the area. • As agriculture is one of the core economic activities in the area, the Municipality, together with LIMA funded the implementation of the small holder farm support. • We are currently seeking funding for the Construction of a Light industrial Park and of the Highflats agro processing and packhouse. These initiatives would unlock many job opportunities. Whilst attracting investments into the area. • The Ubuhlebezwe LED would assist in identifying the key role players/stakeholders within the local economy of Ubuhlebezwe Municipality.

BUSINESS RETENTION AND EXPANSION STRATEGY

Harry Gwala Development Agency piloted the BR&E Programme with Ubuhlebezwe Local Municipality in 2014/15 financial year. The purpose of the programme is to keep local businesses thriving and growing. The Business retention strategy is attached.

The rollout of the Programme in the Ubuhlebezwe Local Municipality has been undertaken across key phases:

- An in-depth **business survey** was conducted with local businesses in October 2014, and the findings of the results captured and reported.
- An analysis of the results culminated in the identification of a number of critical issues that were prioritised as being **key interventions** towards retaining and expanding local businesses in the area.
- Based on these prioritised interventions, specific **actions/activities** have been identified, and recommended action plans developed accordingly.
- A proposed **Monitoring and Evaluation (M&E) Framework** has also designed as a means to monitoring and measuring the progress of the overall Programme for the area.
- During the business survey, the following key issues were raised by local businesses to be addressed as a means to retaining and expanding existing businesses in the Ubuhlebezwe area:
  - Enhance **municipal support** for local business enterprises;
  - Ensure an improvement to the local business initiative, and **overall coordination of business representation** in the local area;
  - Take active measures to **improve the levels of safety** in Ixopo Town as the business centre;
  - Increase **communication** efforts between the Municipality and local business;
  - Provide **support and promote local production and manufacturing businesses**; and
  - Undertake an active drive to **increase local employment opportunities** within the municipality.
- Ubuhlebezwe Municipality issues business permits and permission to local and foreign nations to operate.
- Ubuhlebezwe Municipality has LED grand funding to support SMMEs to expand their operations.

ADOPTED POLICIES: INFORMAL ECONOMY, RETENTION, EXPANDED PUBLIC WORKS POLICY

- The informal Economy policy was adopted by Council in December 2016;
- The Retention policy was adopted by Council in January 2015;
- And the EPWP Policy was adopted by Council in January 2016 and in 2019 the Municipality adopted the EPWP 4 aligned policy.

All LED related Policies are reviewed annually in the months of September – October. Therefore the latest review of our policies was October 2019.

LOCAL FIRMS/INDUSTRIES AND BUSINESSES?

According to the municipal vision, Ubuhlebezwe would be characterised by robust and viable local economy. With all the important sectors such as agriculture, tourism, manufacturing, construction, finance and government sectors playing a significant role in bolstering local economic development, both the informal and formal emerging (SMME) and established businesses would have a stake in the local economic development of the area.

Capacity building is one of the factors that constitute a well-developed local economy. In line with 2030 Vision, by 2030, Ubuhlebezwe Municipality would be characterised by a large number of skilled workers and capacitated BEE/SMME firms. This would therefore have a positive impact on the incomes of the population, resulting in positive saving patterns that would further reduce the flight of capital from Ubuhlebezwe municipal area.

A DESIGNATED LED UNIT

The central function of the LED Unit in the Municipality is to facilitate economic opportunities by bringing private sector and public sector role players together. Ubuhlebezwe experiences a serious lack of infrastructure and entrepreneurs. The LED unit identifies economic opportunities, identify potential entrepreneurs that can realize the opportunities and then ensure that the necessary public sector infrastructure and services are available to support the businesses in their endeavors. The organogram consists of the 1 LED/Tourism Manager, 1 LED/Tourism Officer and a Business Licensing Officer all reporting to the Director: Social Development.

PLANS IN PLACE TO MOBILIZE PRIVATE SECTOR RESOURCES

Ubuhlebezwe Municipality signed memorandum of Understanding with Lima and World Vision to support Ubuhlebezwe Local Economic Development. Public/Private Partnerships formed with Sappi, Masonite, Mondi, World Vision, LIMA and Harry Gwala and Ubuhlebezwe to resuscitate Bee and Honey Project.

The municipality established LED forum with four committees presenting the progress on each committee which resulted to get funding from World Vision (NGO) , Private Sector Mondi, LIMA, ABSA BANK and Sappi in supporting LED projects. Public/Private Partnerships formed with Sappi, Masonite, Mondi, World Vision, LIMA and Harry Gwala and Ubuhlebezwe to resuscitate Bee and Honey Project. We are also in partnership with Mahlathini Development Foundation, Siyazenzela NPO AND Ezakithi Production.

The Ubuhlebezwe Municipality is in partnership with Paton's Country Narrow Gauge Railway (PCNGR). The PCNGR is a section 21 company, in close co-operation with the Two Rivers Tourism Association, the TLC, and local communities. The PCNGR is responsible for the management and operation of the Paton's Express Train that is owned by the Ubuhlebezwe Municipality.

The Ubuhlebezwe is also in Partnership with LIMA which started on the 1st October 2015 to 31st September 2019 (4years). LIMA was facilitating the Smallholder Framer's Support Programme which was implemented in Ubuhlebezwe Municipality by Lima, it. The aim of this project is to stimulate the local economy in Ubuhlebezwe Municipality by providing farmer's support services and strengthening market linkages for participating farmers in the selected high poverty districts.

INTERVENTIONS WITH IXOPO QUARRY:

Ubuhlebezwe Municipality has forged partnership with Ixopo Quarry to address Social Labour Plans, wherein the Ixopo Quarry is supporting one of the Municipal funded LED projects in the area of Mining, giving them business advise and training.

STREAMLINING BUSINESS APPLICATIONS:

Business applications are processed three days and hawkers permit one day turnaround time. The turnaround time for processing business applications is included as targets for the Director: Social Development and Manager: LED to make sure that we keep to the days that the Municipality has resolved on. By doing this, we make sure that we communicate with our businesses on the level of standard they should expects and what course to take if that standard is not met.

MONITORING AND EVALUATION :

Monitoring and evaluation are in place. Every quarter there is routine inspection done in all projects that are implemented and monthly all agriculture related projects are visited by Ubuhlebezwe LED Office. Projects are monitored and evaluated continuously. Inclusive Planning and active LED Forum was established. Reports are tabled at Manco, Portfolio committee (social development) monthly. Subcommittees namely: Agriculture, Tourism, Honey and Business Support normally sit in a quarter.

OPERATION SUKUMA SAKHE AND WAR ROOMS:

Operation Sukuma Sakhe is provincial programme that was founded on the premises of taking government to the people in a coordinated manner" The primary clients of Operation Sukuma Sakhe are the most vulnerable groups within the households and in communities such as women, children, youth and people with disabilities, that is why Operation Sukuma Sakhe is a driving force of the entire programs aimed at servicing the need of the vulnerable groups. All government Departments, local municipality, Business, Civil society, NGOs,CBOs,FBOs and community members are mobilized to contribute to service delivery in an integrated manner through operating within the war rooms. All the needs identified within these vulnerable groups are presented to the war rooms, and then the war rooms refer them directly to the relevant Departments for immediate response. Ubuhlebezwe local task team sit once every month. Ubuhlebezwe Municipality has launched warrooms in all 14 wards that are currently functional. The warrooms sit twice in a month.

EXPANDING EMLOYMENT OPPORTUNITIES IN KEY ECONOMIC SECTOR:

The Ubuhlebezwe Municipality has a farmer's support programme that aim at stimulating the local economy in Ubuhlebezwe Municipality by providing farmer's support services and strengthening market linkages for farmers. The Municipality has extended its bursary for youth to cover Agriculture Studies to ensure that more students with an interest in Agriculture can further their studies and find employment in this sector. Ubuhlebezwe Municipality has forged partnership with Ixopo Quarry to address Social Labour Plans and the Ixopo Quarry has supported one of our LED funded projects in the Mining Industry. Ubuhlebezwe Municipality provide ongoing trainings to SMMEs in partnership with EDTEA and DUT. There are also ongoing trainings conducted to capacitate farmers. Trainings have been provided to municipal councillors and officials,SEDA provides ongoing business management training to SMMEs and the NDA provides ongoing trainings on governance, SARS compliance and registration.

As further part of our support and strategies to expand employment, we have allocated a budget of R 1 097 250 towards LED Projects and through these projects, averagely 40 jobs are created in each financial year. The municipality has also budgeted R240 000 towards for research on Agri processing and Tourism.

Through the Social Development Department we provide free Computer classes to all members of the public. This is aimed at giving them at least basic Computer knowledge which assists that in searching for funding over the internet and to type proposals. We have also conducted training on WEB2.0 where participants were trained on how to use Media to market their businesses, this was done in partnership with EDTEA and DUT.

PROGRAMS SEEKING TO TRANSFORM THE LOCAL TOURISM PLAYERS

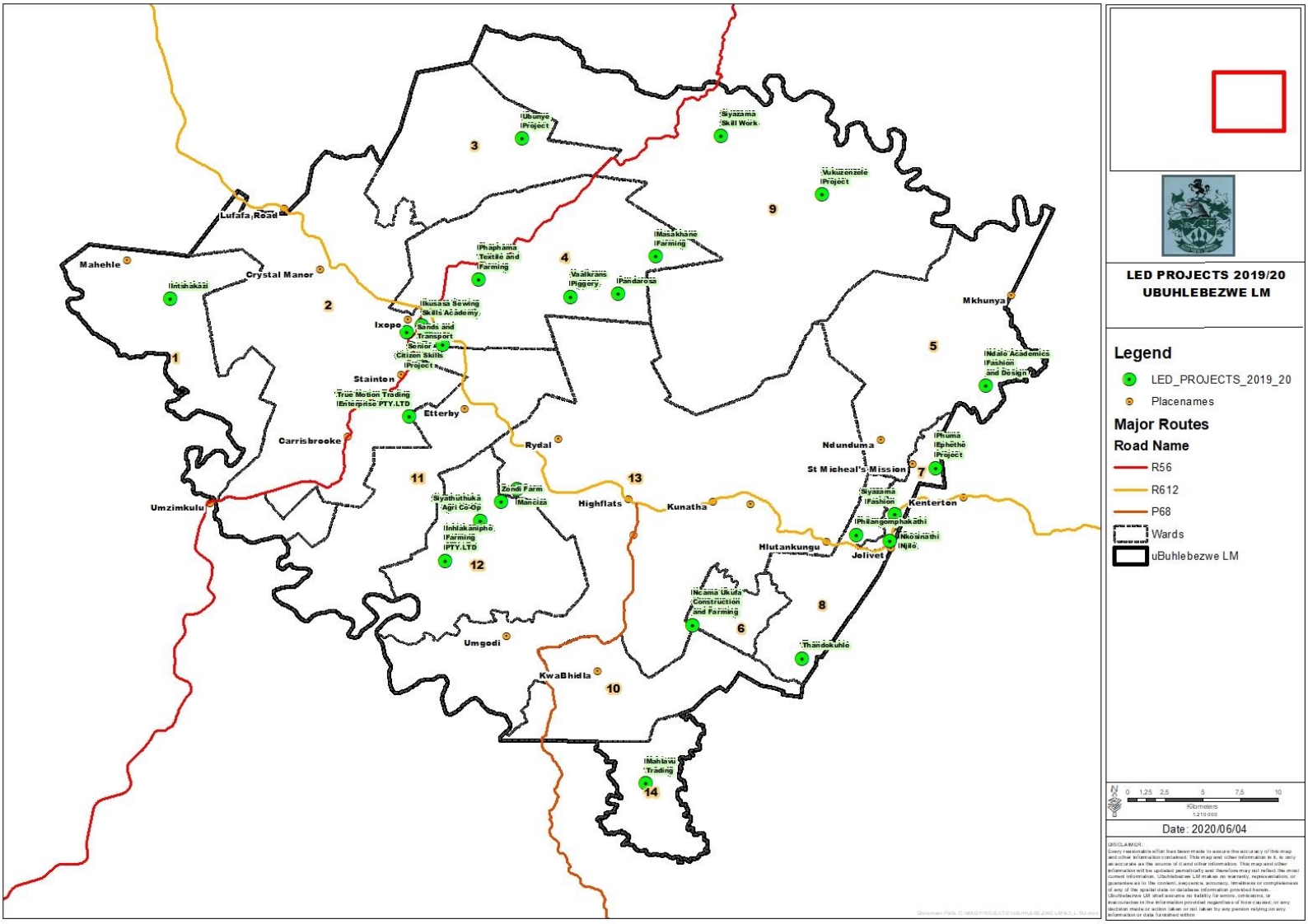
The municipality's takes into account local inputs, and has aligned its tourism within the broader district, provincial, and national objectives. However, in order to become a destination that will increase tourism revenue, it has to target a specific market.

As such Ubuhlebezwe has focused on these areas of tourism development, Arts & Culture, with a focus on the Alan Paton Legacy ad creating programmed around that. Rail Tourism is also one of our key tourism draw cards.

Within Arts and Culture, we support the growth and development of the following forms of Arts.

- Ingoma yezinsizwa
- Ingoma yezintombi
- Isibhaca sezintombi
- Isibhaca sezinsizwa
- Ugiya
- Isigekle
- Creative Poetry/ Kasi Poetry
- Theatre
- Spiritual Gospel with Instruments
- Spiritual Gospel without Instruments
- Afro Gospel with Instrument
- Afro Gospel without Instruments
- Isicathamiya
- Hip Hop Single
- Hip Hop Crew
- Maskandi
- Kwaito

LED projects



UBUHLEBEZWE TOURISM

Vision

To be a leading Nature and Culture-based Tourism destination in the Harry Gwala District by 2021.Tourism shall be a dynamic engine of economic growth making a significant contribution to the wellbeing of the people of Ubuhlebezwe Municipality.

Tourism Objectives

- To ensure awareness of the tourism opportunities available at Ubuhlebezwe Municipality.
- To encourage both formal and informal investment in the tourism sector.
- To exploit the existing tourism potential so as to attract tourists into Ubuhlebezwe Municipality.

Focus Areas

Nature Based Tourism: Adventure, Rail, Hiking and Biking

Cultural Tourism: Heritage, Community and Missions.

Five Tourism Implementation Strategies

1. A SPACIAL DEVELOPMENT APPROACH: The Ubuhlebezwe Tourism destination route will be anchored by Ixopo and the Allwoodburn Station as the central attraction network to two sub-destinations (HUBS) Carisbrooke / Nokweja and Jolivet / Hlutankungu, making the Municipality a single promotional entity—a Nature and Culture based tourism destination by 2021.

2. STRIVE TO INVEST MORE RESOURCES INTO TOURISM: Establish a grant fund available on application to operators who want to promote tourism events- Park Run, Hiking and Biking challenges, Music & Traditional Song and Dance festivals, A train / Event festival (our local version of the aloe festival). Host an annual musical event that can inspire more private investment into tourism offerings. This will make the tourism environment dynamic and vibrant

3. MARKETING: We shall institute an annual Marketing Strategy Meeting between SMT and the Municipality in February each year. E.g. a Mission Tours Strategy to be developed targeting e.g. ex-students and the sponsoring countries (Germany, France, and England) has immense potential to trigger the tourism rush and must be energetically pursued. Partner with Harry Gwala Development Agency Tourism and SANI2C to market our region-on the South coast, Drakensburg Resorts etc. Our proximity to these centres and location along the principal transport corridors-the R612 & R57 makes the Municipality both a tourism destination and a transit corridor to these existing markets. This should inform our Marketing strategy for Indaba and the Royal Show. Upgrade the SMT website and have a page on the Ubuhlebezwe website dedicated to Tourism. Upgrade roadside signage. An annual activity (events) calendar must be developed for Ubuhlebezwe tourism.

4. CREATE AN ENABLING ENVIRONMNENT: We shall institute physical Improvement measures that make the Municipal environment neat, elegant and attractive for tourists'. Ixopo must be considered a tourism-centred town. These interventions will be undertaken in conjunction with communities, and local authorities on a systematic and incremental basis at the centre and the hubs. We need to promote a green revolution by the planting of trees at the Ixopo station and at roadside at the Hubs. Tourism should be the trigger for the promotion of our towns and public places as places of neatness tidiness, beauty and architectural excellence

5. IMPROVE OUR IMPLEMENTATION CAPACITY: with a results-based approach. Transform Southern Midlands Tourism (SMT) into a Community Tourism Organisation (CTO) focussing on Ubuhlebezwe Tourism and improve co-ordination with the Municipal Tourism desk.

Ubuhlebezwe Tourism Experience Tourism Events

There are a number of annual events that take place within Ubuhlebezwe Municipality through the assistance of the SMT. These include:

Events	Date
Ubuhlebezwe Tourism Festival	September
Alan Paton Walk and Train Ride	April
The Valley Trails	March
Alan Paton Steam Race	September
Hluthankungu Village Market	Every Sunday
Jolivet Cultural Festival	October
Ubuhlebezwe Performing Art Festival	September
SANI2C	May
Joburg2C	April
Rolling Hills Cross Country	September
Lynford Country Weekend	September

Ubuhlebezwe hosts a Tourism Celebration annualy which aims at mainstreaming the role of Arts, Culture and Heritage in Social and Economic Development. The main objective of the event was to

- To profile Ubuhlebezwe and showcase its unique and diverse tourism experiences offered locally thus encouraging domestic travelling.
- To create public awareness on tourism and to generate local economic activity.
- To highlight the significance of tourism as a tool for development and cultural enlightenment.
- To explore and profile tourist attractions areas within Ndwebu and preserve its history
- To identify group that that facilitate tourism development and encourage tours operators / tour guides within Ndwebu area
- Aims at promoting Ndwebu as a Tourism Hub (destination)
- to create an enabling environment for tourism to flourish within Ubuhlebezwe.

The following are some of the tourist attractions and sites at Ndwebu are.

- Ndwebu Mountain
- Mpongozini View
- Rock formation & White Rocks
- eBhuqwini
- uMhlabashane Dam view Site and Rocks on the Cliff
- Caw Footprint on the Rock
- eMaromeni Church Mission
- Mdima Lounge eNdwebu

Ubuhlebezwe Tourism Celebration was composed of varies activities;

- 10km Ndwebu Trail Run
- Ndwebu attractions site visit
- Art & Crafts Exhibition
- Cave Tour
- Mountain viewing
- Cultural entertainment main event
- Indawo Tour Launch Ndwebu area



Tourism Attractions

- Alan Paton Express
- Alan Paton Home
- Carisbrooke Full Service Primary School
- Carisbrooke Hill (Ncalu Mountain) Hindu Resembling Rock Formation
- Emadungeni Rock Formation
- The Buddhist Retreat Centre
- Qunu Falls

Ixopo Mission

- St Isidore's
- Mariathal Mission
- Little Flower School
- King's Grant
- Christ The King Hospital
- Ixopo Primary School
- Ixopo High School

Jolivet

- St James Church & Mtwalume Waterfall
- St Micheal Mission
- Oetting Mission
- Etsheni – Rock Formation

Marketing

- The Ubuhlebezwe Municipality and SMT Websites
- Ubuhlebezwe Municipal Brochure and SMT Brochure
- Marketing Video
- Social Media
- Agricultural Royal Show
- Tourism (Travel Indaba)

Tourism Products and Product Development

Currently the area comprises of a diverse mix of inland tourism products and facilities. The table and map below give an indication of the accommodation supply within Ubuhlebezwe:

Accommodation Type	No of Facilities
Hotels	1
Bed & Breakfast	6
Self-catering	2
Camping & Caravan Park	1
Lodges	4
Traditional & Cultural	0
Conference & Exhibition Facilities	0
TOTAL	13

TOURISM ACCOMMODATIONS FACILITIES

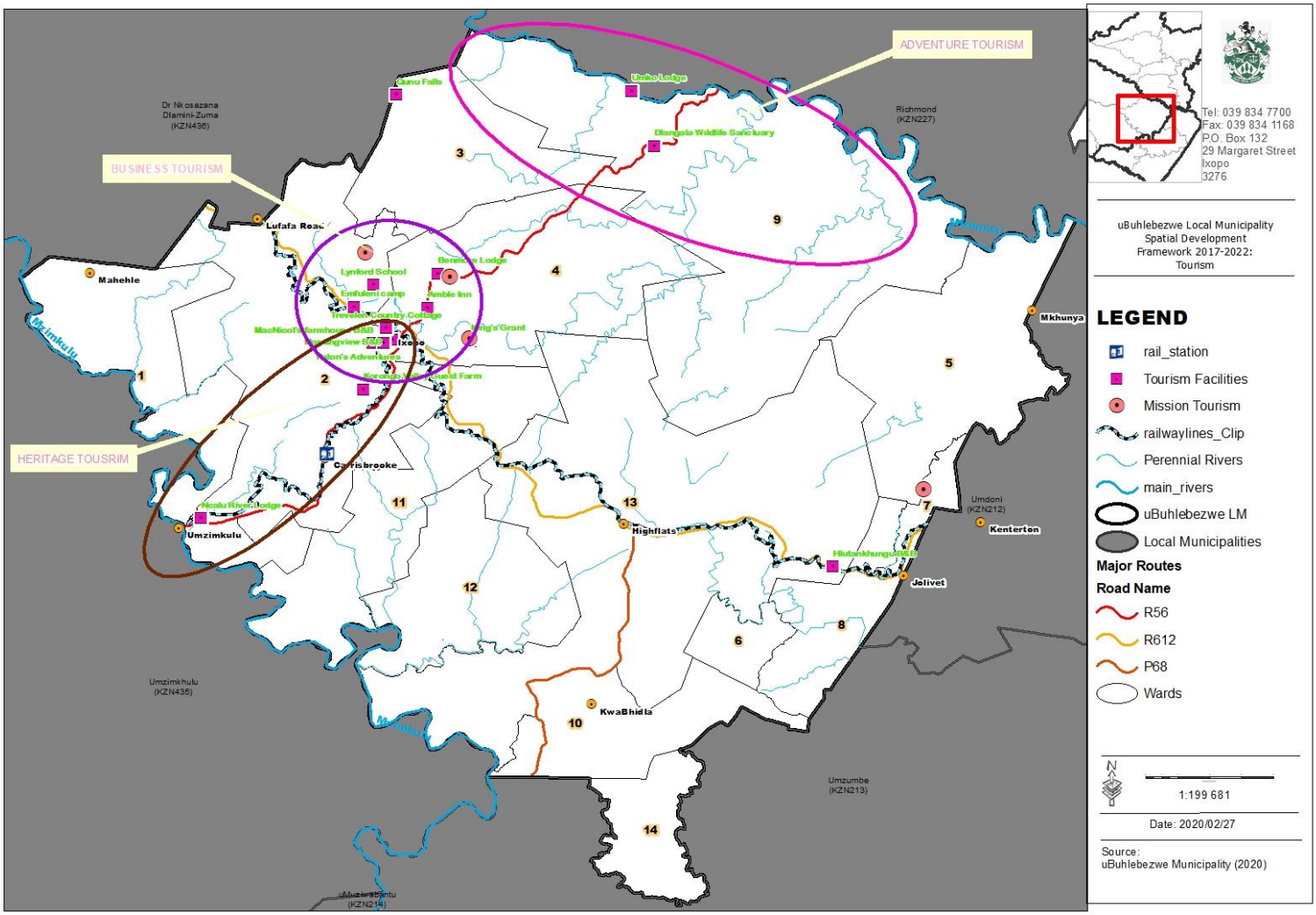
NAME OF THE ESTABLISHMENT	CONTACT PERSON	CONTACT	ADDRESS
Amble Inn & Benmore House	Ann MacKenzie	039 834-2208 amble@futurenet.co.za	Box 46 Ixopo 3276
Belmont Conf. Wedding & B&B	Sandy Bowman	039 834-1399	Box 331 Ixopo 3276
Emfuleni camp	Karen Baxton	039-8341495 goni@futurenet.co.za / paston.karen@gmail.com	Box 266 Ixopo 3276
Hlutankhungu B&B	Tim Dennis	039 835-9022 082 286 6085 Hlutangs01@gmail.com	Box 343 Highflats 3306
King's Grant	Cheryl Biggs	039 834-2730 cherylbiggs@kingsgrant.co.za	Box 277 Ixopo 3276
Korongo Valley Guest Farm	Sue duPlessis	039 834-1039 071 226 4304 korongo@telkomsa.net	Box 97 Ixopo 3276
MacNicol's farmhouse B&B	Crystal MacNicol	039 834-1068 083 794 5087 macnicol@futurenet.co.za	Box 75 Ixopo 3276
Mat Louwrens Arts and Gallery Studio	Mat Louwrens	039 834-2313 nomatlo@futurenet.co.za	Box 248 Ixopo 3276
Morningview B&B	Nozi Mvusi	039 834-1231 nozie.mvusi@kzndae.gov.za morningviewnb@futrenet.co.za	30 High Street Ixopo 3276
Paton's Adventures	Julian Pereira	039 834-2963 kznrail@futurenet.co.za	Box 87 Ixopo 3276
Weni Cottage		glynis@toocee.co.za 039 835 0284	

Qunu Falls	Christo Shacks	039 834-0205	Box 224 Ixopo 3276
Trevelen Country cottage	Merredy Louwrens	039 834-1177 trevelen@futurenet.co.za	Box 151 Ixopo 3276
Stimela Cottages		039 833 1128 gavinw@futurenet.co.za	
Belz Boutique Hotel	Lusanda Sineke	039 834 1536 info@belzboutiquehotel.com www.belzboutiquehotel.com	5 Stuarts Drive,Ixopo 3276

STEAM TRAIN TRIPS AND ACTIVITIES

- Train trips run every second Sunday of the Month.
- Trips also available on demand any day for 8 or more people.

Paton's Adventures	Julian Pereira	039 834-2963 / 082 374 1417 kznrail@futurenet.co.za	Box 87 Ixopo 3276



Tourism Facilities

Tourism Task Team Initiative

A Tourism Task Team was established through the Ubuhlebezwe LED Forum. Its function to deal with local tourism issues and required to

report back to the Ubuhlebezwe LED forum meetings. The Tourism Task Team is currently Functional.

Tourism Graduate Development Programme

The Ubuhlebezwe Municipality LED / Tourism Unit partnered with the Department of Economic Development and Environmental Affairs (EDTEA) on a Tourism Graduate Development Programme. Ubuhlebezwe Municipality LED / Tourism is partaking in mentoring and train Tourism graduates currently the unit is hosting two Tourism interns and has requesting two trainees to resume in March 2019/2020 to ensure that the Unit has capacity to facilitate tourism programmes and events.

Ubuhlebezwe Tourism Initiatives or programmes and Projects

The Ubuhlebezwe Municipality LED / Tourism Unit has submitted application to the Department of Economic Development and Environmental Affairs (EDTEA)on Operation Vula Fund Tourism Categories. The following projects has been identified and Business plans were submitted to EDTEA requesting funding.

1. **Renovation of Allwoodburn Railway Station**
2. **Ixopo Light Industrial House**
3. **Ixopo Market Stalls**
4. **Highflats Market Stalls**

Tourism Key Challenges

- Inadequate signage and information services.
- Inadequate transport infrastructure and transport services.
- Craft production and retail outlets.
- Lack of accommodation facilities.
- Lack of adventure tourism

TOURSIM AND GLOBAL WARMING

- Ubuhlebezwe is busy reviewing the current Tourism strategy which will be aligned with NTSS and Tourism master plan also will incorporate initiatives .
- Ubuhlebezwe Municipality has ongoing ecotourism awareness on municipal ward level to prevent extinction of indigenous flora and fauna.
- Encourage planting of trees on all tourism attractions within Ubuhlebezwe
  Conducting ongoing clean up campaigns in each town and environmental awarenesses

GREEN ECONOMY INITIATIVES:

- Ubuhlebezwe Municipality has Clean-up campaigns throughout the yeat to promote green economy.
- Annually we Commemorate of Arbor day.
- Commemoration of Tourism Month

SWOT Analysis: Tourism Within Ubuhlebezwe

Strengths	**Weaknesses**
• It is relatively close to major cities and towns in the Province. • It is located between Africa's two great ports with excellent transport infrastructure. • A diverse and rich cultural heritage has potential broad international appeal. • Ubuhlebezwe affiliates in a community tourism organisation (CTO) that is very vibrant called the Southern Midlands Tourism. This structure is functioning well, and it provides essential support system to their members. The Organisation co-ordinate tourism-related support & impart knowledge on tourism issues. It also assists in promotion of facilities within the area. • The area has a rich cultural heritage like the Mayibuye heritage, the culture and history of the AmaBhaca and the commemoration of iNkosi Madzikane, as well as the history of Alan Paton. There are also natural attractions such as the Umkomaas River and valley which traverses the municipal area.	• Roads and services need upgrading and regular maintenance to attract Tourists attractions and this requires high levels of commitment and resources from the Municipalities. • There is a lack of tour operators in Ubuhlebezwe. • Entertainment facilities are lacking, save the restaurants available at some of the tourism facilities. • Tourism signage is not consistent. Some of tourism facilities use the Southern Midlands Tourism logo, while others use the national brown tourism signs. • There is no Investment Attraction Strategy. • Very little foreign tourists visit Ubuhlebezwe .
Opportunities	**Threats**
• There is a scope for increasing employment opportunities in the agricultural, government, and informal sectors. The District Municipality and thus many district offices for various sector departments are in Ixopo. • Tourism promotion and development should focus on Ixopo Town as the launch pad into the whole of Harry Gwala region, the "Berg" to the northwest, Midlands to the northeast and the coast to the east. ULM falls within the Pietermaritzburg/Midlands tourism destination and should be marketed as such as this is one of the recognised destinations in the tourism sector. • There are opportunities to develop arts and craft • There are several mountain bike events passing through area on an annual basis. These include events like the Sani2C, Joburg2C and Freedom challenge, which make use of accommodation in ULM when they pass through the area. • Develop mission tourism further and research for stories within these missions. There are three existing missions located within the Ubuhlebezwe area, namely St Isidore (Mill	• The impact of Global warming: The effects of global warming and climate change can be categorised as a phenomenon of chance and can pose a threat to the tourism industry. • Crime capitalises on many existing social ills within the municipal area.

Museum) at Kings Grant, Buddhist Retreat and the Mariathal Mission. • Bass fishing is an opportunity within ULM that can attract tourists. Only a few tourism facilities in Ubuhlebezwe Municipality offer bass fishing as an activity. • Opportunity exists to develop the business tourism segment. Adventure tourism opportunity in the form of mountain biking and quad biking exists. • Avi-tourism can provide a competitive advantage with Ubuhlebezwe being Blue Swallow country. This is an endangered and rare species with nearby breeding sites. • An opportunity exists to link to surrounding municipalities to establish a tourism route/s.	

AN ANALYSIS OF THE HEALTH SECTOR

Ubuhlebezwe municipality in partnership with World Vision installed 6 vegetable tunnels for 6 support groups for people that are on chronic medication such as HIV, Diabetes, BP etc. At the beginning of the programme, the support groups were organized for people with HIV and AIDS only. However, due to discrimination that the groups suffered other groups with chronic illnesses were invited to join. Support groups are formed so that people infected with the disease can have a support system where they are free to talk about issues that affect them with people that they

trust. According to departments and NGOs that worked with support groups, maintaining support groups is a big challenge because of lack of support. This is one of the critical issues that were raised during Ubuhlebezwe HIV/AIDS summit in July 2012.

These groups need to be involved in sustainable food security programmes that can assist them to get food for subsistence as well as for income generation purposes. Ubuhlebezwe municipality has conducted needs and assets assessment in the six support groups in order to understand their status quo. Based on the assessments it was clear that the groups were interested in vegetable production, although it was perceived as being labour intensive. For this reason the municipality in partnership with World Vision came up with food security mini tunnels with water tanks that were installed in 6 wards. They received a starter pack of seedlings, fertilizer and small garden implements. The groups now have a schedule for meetings, and all other activities that keep them busy and these include planting and harvesting their vegetables for subsistence and income generation purposes.

Government departments such as the Department of Health, Department of Social Development, Department of Agriculture and Department of Sport and Recreation have joined the programme and have played different roles. The support groups were linked to Department of Social Development funded NPO that have HIV programmes for close monitoring in the wards.

Disease profile

EPIDEMIOLOGICAL (DISEASE) PROFILE

Major causes of deaths in children>5 years:

- Pneumonia
- Gastro-enteritis with dehydration
- TB
- Septicaemia
- Convulsions/seizures

Ten leading causes of loss of lives:

Table 1: Disease profile

Disease	**Health barometer (%)**
1. HIV & AIDS	19.4
2. TB	16.4
3. Diarrhoeal diseases	6.6

4. LRI	6.5
5. Cerebrovascular disease	5.7
6. Diabetes	3.8
7. Nephritis	2.8
8. Road injuries	2.7
9. Hypertension	2.4
10. Interpersonal	2.0

Source: Department of Health: Ubuhlebezwe sub-district health plan 2017/18

The leading diseases were ranked according to the most to the least leading diseases that are the major causes of loss of lives. HIV is still the leading disease within Ubuhlebezwe municipality. Factors that are contributing to the loss of lives are mostly due to socio-economic factors and delay in seeking medical help.

The municipality is still struggling with teenage pregnancy that is continuously going up. This challenge has been approached by strengthening school health services. Ubuhlebezwe will also be having campaigns in schools and communities, addressing the rise of teenage pregnancy.

Support Group	Ward	Area/site	No. of participants	Progress	Contact person/s	
Lufafa	3	Lufafa Multipurpose, Ofafa	15	The group has been selling and consuming vegetables since December 2015.	Mathabethe	
Sizanani	4	Fairview hall-Fairview	10	The group managed to sell and use vegetables for subsistence since December 2015.	Thandiwe Mkhize Mrs Ncama	
Sinawe	5	Ebutateni skills centre-Sangcwaba	11	The tunnel was installed but no vegetables were planted due to some challenges	Mrs Ndlovu	
Siyanqoba	6	Masakhane Womens organisation-Ntapha (Hlokozi)	11	The group has been selling and using vegetables since December 2015	Hloniphile	
Vuka siyaphila	7	Jolivet clinic- Jolivet	16	The tunnel is doing very well with the assistance of CCGs and clinic staff	Lele Jwara	
Mpilonde	11	Nokweja	8	Vegetables were planted but they had water challenges	Mr Mkhize Mzokuthula	

HIV/AIDS Support groups

COMMUNITY DEVELOPMENT:

Structures in place for vulnerable groups

Childrens Programmes:

Child Protection Week Campaign:

Child Protection Week Campaign is observed on the month of May of each year. This child protection week campaign highlights the plight of violence and all forms of abuse against children. Ubuhlebezwe Municipality conducts awareness campaigns with primary school learners from all the wards of this municipality. Government Developments form part of these campaigns since child protection is a responsibility of each and every South African.

Early Childhood Development:

"Early Childhood Development (Crèches) is a facility that provides learning and support appropriate to the child development age and stage"

As a Municipality our contribution to Early Childhood Development is as follows:

- supports Early Childhood Development centers with educational materials, and minor maintenance of structures e.g painting
- Facilitate ECD Awareness campaigns to promote child participants and Children's Rights
- Facilitate Early Childhood Developments Sports Activities to introduce and promote healthy lifestyle at a tender age.

Ubuhlebezwe Municipality has the following Early Childhood Development facilities monitored by the Department of Social Development. The challenge is most of the ECD are operating without NPO Certificates and without any funding which leads to poor learning environment for children.

ECD NAME	AREA	WARD	STATUS
Mahhafana creche	Ncakubane	01	Funded
Sizisizwe creche	Ncakubana	01	Funded
Mahhafana creche	Ncakubane	01	Funded
Simunye Creche	Hopewell	02	Not Registered
Okumhlophe Creche	Ofafa	03	Not Registered
Sizanani creche	Morning Side	04	Funded
Siphosethu Creche	Shayamoya	04	Not Registered
Sr Agrid	Fairview	04	Not Registered
Funulwazi Crech	Sangcwaba	05	Not Funded
Sangcwaba Crech	Sangcwaba	05	Funded
Siphesihle creche	Hlokozi	06	Funded
Jabulani Creche	Hlokozi	06	Funded
Siyathuthuka Creche	Hlokozi	06	Not Registered

Bakhombise	Hlokozi	06	Not Registered
Siyakhula Creche	Hlokozi	06	Not Registered
Zakheleni Creche	Hlokozi	06	Not Registered

Sqalo Creche	Hlokozi	06	Not Registered
Bhekithemba Crech	Jolivet	07	Funded
Vuleka Crech and Development Centre	Jolivet	07	Funded
Senzakwenzeke Crech	Jolivet	07	Funded
Enkanyisweni Crech	Jolivet	07	Funded
Bambisanani Crech	Jolivet	07	Funded
Sizisizwe Crech	Springvalle	09	Funded
Impumelelo Crech	Nokweja	11	Funded
Induduzo Crech	Nokweja	11	Funded
Lungelo Crech	Nokweja	11	Funded
Masakhane Crech	Nokweja	11	Funded
Mawela Crech	Nokweja	11	Funded
Othandweni Crech	Nokweja	11	Funded
Sbonelo Crech	Nokweja	11	Funded
Senzokuhle Crech	Nokweja	11	Funded
Thembisa Crech	Nokweja	11	Funded
Eyesizwe Crech	Nokweja	11	Not Registered
Magaba Pre school	Emazabekweni	12	Unfunded

early childhood development establishments

Nutrition programme for Orphaned and Vulnerable Children (OVC)

There are 3 soup kitchens in Ubuhlebezwe that are funded by the Department of Social Development. These soup kitchens provide hot meals to orphans and vulnerable children (OVC) after school before they go home and they are as follows:

SOUP KITCHEN NAME	AREA	WARD	STATUS
Sizisizwe Project	Ncakubane	01	Funded
Sinawe Soup Kitchen	Sangcwaba	05	Funded
Thembalethu Women's group	Emazabekweni	12	Funded

Nutrition Programs

Children's Forum:

Ubuhlebezwe Municipality does not have children's forum, but this structure is going to be launched in 2018 during Children Month on the month of May.

DISABILITY PROGRAMMES:

Disability Rights Awareness Month:

"A disabled person is the one who has long term physical, mental, intellectual or sensory impairment which may hinder full and effective participation in society on an equal basis"

Disability Rights Awareness Month is commemorated from the 3rd of November to 3rd of December of each year. Ubuhlebezwe Municipality also highlights the importance of this month by conducting awareness campaigns in different wards.

The purpose of these disability campaigns is to;

- Promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedom by all people with disabilities.
- To promote respect for their inherent dignity.

Disability Local Forum:

Ubuhlebezwe Municipality has launched disability ward forums in all 14 wards and most of the chairpersons, form part of ward committee, heading the people with disability portfolio. People with disability forums are functional in most wards. Disability forums are particularly concerned about the municipality in progress in meeting the minimum 2% target of employing people with disability, accessibility to municipality office, such as the Mayor's office, Municipal Manager and social Development offices where their services are rendered there is no ramp for wheel chairs. There is a lack of learnerships and skills training for people with disability and also the need for an official that can proper or fluently communicate in sign language to deaf people.

Disability Development Programmes:

There is a Zamambo Disability Project that is funded by the Department of Social Development at Sangcwaba (ward 05). This project manufactures furniture and there equipment in place for the group to work with, however there is a need for proper training of the member, for this project to be fully functional.

Learning facilities for people with disabilities:

Ubuhlebezwe Municipality only has one school that caters for learners with special needs, which is Daniel Mzamo Special School at Mhlabashane (Ward 10). Daniel Mzamo Special School has hostels that accommodate about 200 learners and starts from grade R to grade 9. This school has
a pre - vocational class that mainly focuses on skills development; such sewing, food preparation, bricklaying, gardening and fine Arts. The main challenge is that when the learners leave the school with only grade 9 they struggle to find employment. There is a need for learnership programmes for disabled people for self-employment.

Disability Sports:

People with disabilities in Ubuhlebezwe are gradually becoming involved in sports, for instance a soccer team from Ofafa (ward 03) has performed extremely well in Harry Gwala District Disability Sport day, where soccer, netball and athletics take place. This has become an annual event. Disability sports needs to be promoted and encouraged in this municipality to obtain full participation in all wards.

Senior Citizens:

PROGRAMMES FOR THE ELDERLY:

Older persons Awareness Month:

Older person's week is observed from the 30th of September to 6th of October of each year. Ubuhlebezwe Municipality also highlights importance of this week by conducting awareness campaigns in different wards that are highly affected by older person's abuse.

The objective of this awareness programme is to;

- Maintain and promote the status, wellbeing, safety and security of Older Persons.
- Maintain and protect the rights of Older Persons.
- Shift the emphasis from institutional care to community – based care in order to ensure that older persons remains in the home within the community for as long as possible
- Combat the abuse of older persons.

Golden Games Programme (Active Ageing):

The aim of this initiative is to improve the quality of life of older persons as well as to encourage them to live healthy and active lifestyle by participating in sports and other social activities. All wards of Ubuhlebezwe participate in these annual games, which starts from local municipality level where all 14 wards compete, then they move to District municipality Level, where Ubuhlebezwe Team compete with other municipalities within Harry District Municipality, they move to Provincial level up to the National Level. Ubuhlebezwe passing the ball team from Jolivet (ward 7) has represented Team KZN twice in 2016 and 2017 in the National Level.

Older Persons Luncheon Club Programme:

Luncheon Clubs are for Older Persons where they meeting on daily basis to engage in different activities. There are 5 luncheon clubs within Ubuhlebezwe Municipality, which 2 of them are funded by the Department of Social Development. The luncheon clubs conduct activities during their gatherings, such as intergenerational programmes (passing their knowledge to the younger generations), active ageing activities and beadwork. These luncheon clubs are interested in vegetable gardening; however there is no land available for them to do so. These luncheon Clubs are as follows:

CLUB NAME	WARD	STATUS
Injabulo Luncheon Club	03	Funded
Grace Assembly Luncheon Club	04	Funded
Nkululekweni Luncheon Club	06	Registered not funded
Asiphile Luncheon Club	05	Registered not funded
Insasa Luncheon Club	09	Registered not funded

luncheon clubs for the elderly

Older Persons Local Forum:

Ubuhlebezwe Municipality has launched older persons ward forums in all 14 wards and most of the chairperson of these wards form part of ward committees. The older person's forums are functional in most wards. The forums are particularly concerned about the situation at pay point of SASSA, with problems here ranging from long queuing times, to lack of basic facilities, including toilets, proper shelter and chairs to sit, to the fact that they are harassed by loan sharks and vendors. The Municipality needs to put in place a mechanism to make sure that the services and facilities which promote the respect and dignity of older persons are easily accessible.

Arts and Culture Forum

Arts and Culture Structures are in place in all 14 wards of Ubuhlebezwe as well as the local structure. Performing Arts Development programmes are conducted annually, such as Ubuhlebezwe Tourism and Arts Festival, where aspiring artists are provided with a platform to expose their talents. Local Artists are also supported by the municipality with resources such performing instruments and uniforms to improve their level of performance. Trainings and workshops are also conducted to improve their performance.

The above programs contribute greatly to our involvement in social cohesion and nation building programs. They ensure that there is social integration and inclusion in society, reducing inequality, exclusion and disparities that may arise based on age and assumed infirmity of the elderly.

Social Cohesion & Nation Building:

Men's day campaign

During July and August 2020, the Municipality commemorates Mens and Womens Days by hosting programs that create awareness whilst also educating the community on various gender issues. In this past two years in particular , our programs have had to focus more and more on issued pertaining to Gender Based Violence. Our approaches have also varied, we have targerted women through dialogue, where issues affecting them are discusses and we have also targeted men with the aim of making them take ownership when it comes to the fight against Gender based violence.

We are seeing changes within community, as a result of these interventions. The fact that men are now willing to discuss issues affecting them, the things that trouble them and those that at times makes them resolt to violence, is on its own a huge achievement. Through talking alone, we are able to the initiate the next which is teaching and changing some cultural beliefs that exist in the community which no longer serve our communities. These include partriachy, the culture of Ukuthwala and also beliefs around the significance of women in society and at home.

Through the participation of other stakeholder which include sector departments and NGO's, we have been abele to introduce the concept of Councelling and it has taken off with good results within the communities. Issues stemming from childhood traumas and abuse are being dealt with, which inadvertently impact the future of those individuals but also of the people around them.







Figure 2: "*Sakha umuntu wesifazane*" programme-Women discussing their issues

HIV AND AIDS PROGRAMMES

FOOD SECURITY PROJECT FOR SUPPORT GROUPS

Ubuhlebezwe municipality has been providing assistance to support groups that are on chronic medication in their income generating activities (Figure 3). This is done to ensure that people on chronic medication are food secure and adhere to treatment. This project includes rotational monthly meetings with support groups to promote healthy lifestyle and adherence to treatment.

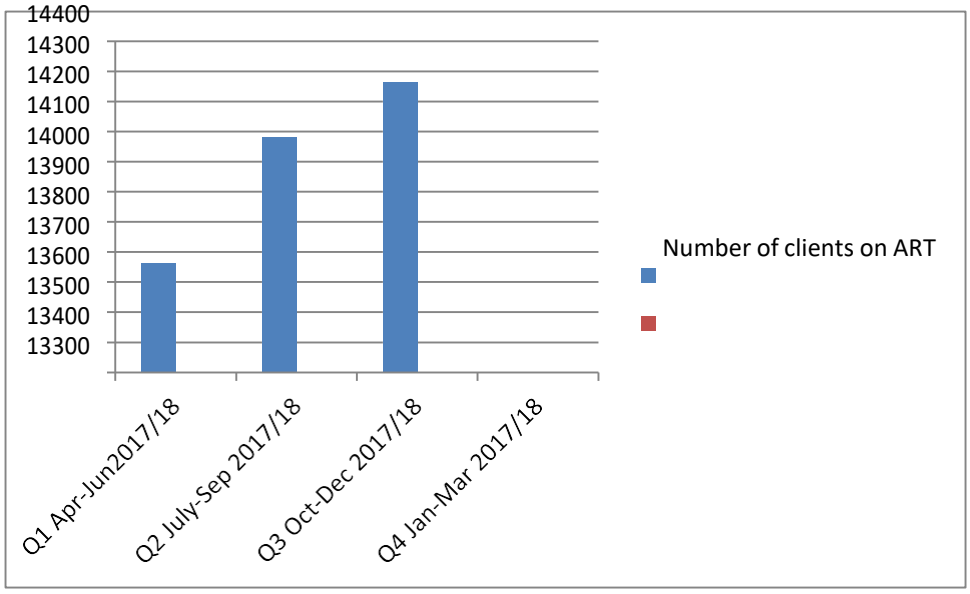
World Aids day commemoration

Ubuhlebezwe municipality commemorates World Aids day annually in December. During 2020, the Municipality hosted the Provincial Commemoration of World Aids Day, in remembrance of those who have passed on from the disease but most importantly to educate.

Health and Wellness

Sexual assault and teenage pregnancy remain the challenges in the municipality. However, plans are in place to deal with the challenges. There are programs in place targeting Teenagers, including collaborations between the Department of Health and the Municipality of visiting schools , doing sex education talks.

Sustaining Health and wellness



- Ubuhlebezwe is doing well on the indicator (clients on ART)
- Universal test and treat is implemented. All people that tested HIV positive get treatment, there is no more waiting period.
- Challenges - increasing number of loss to follow up clients due to cross boarder influx and clients visiting and returning to their places of origin without informing facilities of their intentions to relocate
- Starting treatment for clients who are not in a good state of readiness also increases the number of defaulters
- Clients are encouraged to use local health care facilities, so that they do not run short of travelling costs

Department of Health Reprioritisation of projects 2021 - 2022

No.	District Name	Local Municipality	Mother Institution	Facility Name	Project Decription (Project Details / Scope of Work)	Type Institution (i.e. Hospital, Clinic, Mortuary, EMS, CHC,Laundry, Nursing Colleges etc)	Category Code (A/B/C)	Estimated Project Budget 2020/21
	HARRY GWALA	UBUHLEBEZWE	CHRIST THE KING HOSPITAL	CHRIST THE KING	CNSTRUCTION OF HELIPAD	HOSPITAL	C	R 450,000.00
	HARRY GWALA	UBUHLEBEZWE	CHRIST THE KING HOSPITAL	CHRIST THE KING	INSTALLATION OF FENCE AT RESERVOIR	HOSPITAL	C	R 150,000.00
	HARRY GWALA	UBUHLEBEZWE	CHRIST THE KING HOSPITAL	CHRIST THE KING	CONSTRUCTION OF GUARD HOUSE	HOSPITAL	C	R 400,000.00
	HARRY GWALA	UBUHLEBEZWE	CHRIST THE KING HOSPITAL	CHRIST THE KING	REPLACEMENT OF CUPBOARDS	HOSPITAL	C	R 350,000.00
	HARRY GWALA	UBUHLEBEZWE	CHRIST THE KING HOSPITAL	CHRIST THE KING	CONSTRUCTION OF 2X CONSULTATION ROOMS	HOSPITAL	C	R 300,000.00
	HARRY GWALA	UBUHLEBEZWE	CHRIST THE KING HOSPITAL	IXOPO CLINIC	RELOCATE AND REPAIR PARK HOME	CLINIC	C	R 100,000.00
	HARRY GWALA	UBUHLEBEZWE	CHRIST THE KING HOSPITAL	HLOKOZI CLINIC	EXTENSION OF WAITING AREA	CLINIC	C	R 250,000.00
	HARRY GWALA	UBUHLEBEZWE	CHRIST THE KING HOSPITAL	HLOKOZI CLINIC	PAVING OF WALK WAYS	CLINIC	C	R 200,000.00
	HARRY GWALA	UBUHLEBEZWE	CHRIST THE KING HOSPITAL	MNTUNGWANA CLINIC	CONSTRUCTION OF WASTE AREA	CLINIC	C	R 100,000.00

	HARRY GWALA	UBUHLEBEZWE	CHRIST THE KING HOSPITAL	JOLIVET CLINIC	REPLACEMENT OF VINLY SHEETING	CLINIC	C	R 200,000.00
	HARRY GWALA	UBUHLEBEZWE	CHRIST THE KING HOSPITAL	JOLIVET CLINIC	INTERNAL AND EXTERNAL PAINTING	CLINIC	C	R 200,000.00
	HARRY GWALA	UBUHLEBEZWE	CHRIST THE KING HOSPITAL	SQANDULWENI CLINIC	CONSTRUCTION OF 2X CONSULTATION ROOMS	CLINIC	C	R 300,000.00
	HARRY GWALA	UBUHLEBEZWE	CHRIST THE KING HOSPITAL	KWAMASHUMI CLINIC	SUPPLY AND INSTALL ENCLOSURE OF VERANDA	CLINIC	C	R 100,000.00
	HARRY GWALA	UBUHLEBEZWE	CHRIST THE KING HOSPITAL	KWAMASHUMI CLINIC	PAINTING OF WALLS AND REPLACEMENT OF GUTTERS	CLINIC	C	R 150,000.00
	HARRY GWALA	UBUHLEBEZWE	CHRIST THE KING HOSPITAL	NDWEBU CLINIC	INSTALLATION OF CEILING BOARD	CLINIC	C	R 100,000.00
	HARRY GWALA	UBUHLEBEZWE	CHRIST THE KING HOSPITAL	NOKWEJA CLINIC	CONSTRUCTION OF WASTE AREA	CLINIC	C	R 100,000.00
	HARRY GWALA	UBUHLEBEZWE	CHRIST THE KING HOSPITAL	GCINOKUHLE CLINIC	REPLACEMENT OF VINLY SHEETING	CLINIC	C	R 200,000.00
	HARRY GWALA	UBUHLEBEZWE	CHRIST THE KING HOSPITAL	GCINOKUHLE CLINIC	INTERNAL AND EXTERNAL PAINTING	CLINIC	C	R 200,000.00
	HARRY GWALA	UBUHLEBEZWE	CHRIST THE KING HOSPITAL	SANGCWABA CLINIC	CONSTRUCTION OF WASTE AREA	CLINIC	C	R 100,000.00
	HARRY GWALA	UBUHLEBEZWE	CHRIST THE KING HOSPITAL	SANGCWABA CLINIC	REPLACEMENT OF CUPBOARDS	CLINIC	C	R 100,000.00
							ESTIMATE TOTAL AMOUNT	**R 4,050,000**

SWOT ANALYSES LED & COMMUNITY DEVELOPMENT:

Strengths

- It is relatively close to major cities and towns in the Province.
- It is located between Africa's two great ports with excellent transport infrastructure.
- A diverse and rich cultural heritage has potential broad international appeal.
- High concentration of prime agricultural land in the hands of large commercial farmers.
- Potential commercial farming areas.
- Subtropical climate conducive to high agricultural yield.
- High percentage of arable land.
- LED unit is fully capacitated with an LED/Tourism Manager, LED/Tourism Officer and Business Licencing clerk.
- Existing agricultural land.
- Arts and craft potential.
- Rail tourism – as the oldest narrow gauge garret in the world.
- Close proximity to Pietermaritzburg, as the capital of the Province.
- There are already existing community facilities such as schools, halls, clinics and houses/residential areas.

Most of our areas are already serviced with electricity.

Weaknesses:

- Local SMMEs are not geared to take advantage of emerging business and tender opportunities offered by government Departments and outsourcing opportunities by established business.
- Lack of start-up capital and no frame-work for access to financial resources
- Lack of access to adequate and appropriate services.
- High poverty levels within the Municipality.
- Equipment to practise farming is not sufficient.
- Lack of training and skills development centres.
- Steep fragmented topographic conditions resulting into isolated settlement pattern
- Shortage of tourism, manufacturing, and construction sector development, which limits creation of employment opportunities.
- Huge housing backlogs.
- Lack of the programmes to support both formal and informal business sector development.
- Existing education and skills development programmes are weak.
- Lack of communication between the SMMEs and the established businesses.
- Lack of health facilities in deep rural areas, people have to travel long distances to reach the nearest facility.
- Underutilization of land unresolved land claims.
- Lack of housing delivery and some of the existing ones are leaking.
- Lack of co-ordination within government Departments.

There is no buying power for developments such as the Shopping Mall.

Opportunities

- There is a scope for increasing employment opportunities in the agricultural, government, and informal sectors. The District Municipality and thus many district offices for various sector departments are located in Ixopo.
- A number of housing projects and related infrastructure have been approved for implementation, as part of the current IDP.
- There is MIG funding allocated for Ubuhlebezwe which helps the municipality with improved infrastucture.
- There are opportunities to diversify agricultural activities.
- There are opportunities to expand the markets such as arts and craft and tourism.
- The growth and development of up and coming Contractors due to the upgrading of roads that is currently taking place at Ixopo and development of low-cost, middle income and high incomes housing projects that will take place in the near future, as per the current IDP.
- The formation of Ubuhlebezwe Business Forum focussing on all the economic sectors is likely to provide the required impetus to economic growth within Ubuhlebezwe

Threats

- Concerns with the proposed rural housing projects and the ability of the infrastructure to cope.
- HIV/AIDS represents a serious economic threat throughout the area. HIV/AIDS is a major concern, as it has begun to visibly impact on labour productivity.
- The general lack of communication, networking and linkages between businesses is a matter for concern, as a result of which, the emerging enterprises are not being integrated into the local mainstream economy.
- Lack of co-ordination and alignment amongst all public and private sector stakeholders in the local economy of Ixopo, in particular, cripples the local economy.
- Skilled people prefer working in big cities due to the underdevelopment of Ubuhlebezwe.

Crime capitalises on many existing social ills within the municipal area.

- Concerns over the inability to maintain a relatively pristine environment necessary for successful tourism initiatives and further high-income residential developments.
- The municipal area lacks formal economy and

municipal area.	hence, lack of effective demand, inadequate infrastructure, insufficient business premises, inward and outward communication and marketing information. • Lack of reliable infrastructure such as roads, electricity and water especially in rural areas. • Lack of communication due to poor infrastructure.

Municipal Financial Viability and Management

CAPITAL FUNDING AND EXPENDITURE TO ADDRESS SERVICE DELIVERY:

The municipality adopted a forward planning strategy wherein all procurement for the services required for capital projects is done a year prior the implementation year of such projects. This assists in eliminating delays that may be due to procurement processes. It also gives enough time to make corrective measures timeously should any unforeseen delay occur.

Funding Capital Budget: Capital budget is largely financed through conditional grants from National Government as well as provincial Government. The municipality correspondingly finances some of the capital projects based on available own revenue generated.

a summary of funds received, spent and variance for capital grants:

	S 71(1) (f) ALLOCATION RECEIVED AND ACTUAL EXPENDITURE ON THOSE ALLOCATIONS						
Allocations	**Original Budget 2020/2021**	**Adjusted Budget 2020/2021**	**Actual Received YTD**	**Actual Expenditure - May 2021**	**Expenditure YTD-2021**	**Unspent Y T D**	**% Expenditure Against allocation**
Financial Management Grant	1 900 000.00	1 900 000.00	1 900 000.00	107 549.45	1 167 278.40	732 721.60	**61%**
Electrification - DOE	15 000 000.00	9 000 000.00	9 000 000.00	2 578 389.30	3 047 962.08	5 952 037.92	**34%**
Library Grant and Library Grant - Cyber	226 000.00	226 000.00	226 000.00	-	226 000.00	-	**100%**
Community Library Services Grant	905 000.00	905 000.00	905 000.00	70 691.07	898 922.91	6 077.09	**99%**
MIG	26 759 000.00	26 431 000.00	26 431 000.00	968 887.00	17 157 865.95	9 273 134.05	**64%**
Gym Park	50 000.00	50 000.00	50 000.00	10.00	50 000.00		**100%**
EPWP	1 903 000.00	1 903 000.00	1 903 000.00	151 699.50	1 541 987.63	361 012.37	**81%**
Municipal Disaster Grant (covid 19)	374 477.00	374 477.00	374 477.00	-	374 483.57	(6.57)	**100%**
Title Deeds Restoration Programme	121 000.00	100 000.00	100 000.00	-	-	100 000.00	**0%**
					-		
TOTAL	**47 238 477.00**	**40 889 477.00**	**40 889 477.00**	**3 877 226.32**	**24 464 500.54**	**16 424 976.46**	**52%**

• **Projects indicated in order of prioritization for 2020/21 financial year**

CAPITAL BUDGET SUMMARY			2020/2021
	Source of funding	New/On going	
Land	Internal	New/On going	1 000 000.00
Intangible	Internal	New/On going	3 153 200.00
Office Furniture	Internal	New	907 000.00
Computer and IT Equipment	Internal	New/On going	5 909 638.80
Plant/machimery & Equipment	Internal	New	1 365 978.00
Buildings	Internal	New/On going	10 790 000.00
Community Assets	Internal/on going	New/On going	8 817 845.70
Infrastructure	Internal/on going	New/On going	22 695 020.10
Motor vehicles	Internal	New	4 540 000.00
Total Assets			59 178 682.61

Capital Expenditure by Asset Class/Sub-class	DEPARTMENT	SOURCE OF FUNDING	ADJUSTMENT BUDGET 2020/21	MTD ACTUAL	RETENTION 2020-2021 VAT EXCL	Year To Date 2020-2021 VAT EXCL	Year To Date 2020-2021 VAT INCL	Percentage Spent VAT EXCL	Percentage Spent VAT INCL
Infrastructure			**22 026 281.25**	**1 011 550.00**	**153 676.51**	**12 143 756.48**	**13 788 591.97**	**55%**	**63%**
Infrastructure MIG			**13 022 583.45**	**364 350.00**	**- 205 960.59**	**7 888 419.85**	**9 308 537.51**	**61%**	**71%**
Shelembe Road W7	Technical	MIG	51 257.84	-		44 572.63	51 258.52	87%	100%
Lower Valley View Road W2	Technical	MIG	360 885.66	-		-	-	0%	0%
Esivandeni Road W14	Technical	MIG	412 623.00		- 211 216.50	412 625.00	717 417.73	100%	174%
Sdungeni Rd W1	Technical	MIG	632 535.59	-	- 96 419.63	193 207.89	333 071.65	31%	53%
Masomini Road W7	Technical	MIG	172 165.86	-		-	-	0%	0%
Magawula Road W13	Technical	MIG	87 894.15			76 429.48	87 893.90	87%	100%
Khambule Road W 8	Technical	MIG	69 349.25	-	- 54 260.63	-	62 399.72	78%	90%
Farview Road	Technical	MIG	421 538.12	-	- 327 143.81	39 411.42	421 538.51	9%	100%
Golf Course Roads	Technical	Internal	406 628.98	-		-	-	0%	0%
Ntakama Road	Technical	MIG	2 522 399.71		19 266.83	651 755.01	727 361.41	26%	29%
Thandabantu	Technical	MIG	2 607 541.01	364 350.00	184 728.75	2 113 561.78	2 218 157.98	81%	85%
Ntsheleni Road	Technical	MIG	2 733 884.14	-	100 889.50	2 246 672.91	2 467 650.92	82%	90%
Nyide road	Technical	MIG	2 950 509.12		178 194.90	2 110 183.73	2 221 787.15	72%	75%
Schewards Drive	Technical	Internal	6 500 000.00	647 200.00	359 637.10	4 255 336.63	4 480 054.46	65%	69%
Jolivet Hall Parking	Technical	Internal	600 000.00	-		-	-	0%	0%
Mdibaniso Road W14	Technical	Internal	400 000.00	-		-	-	0%	0%
Mgodi-Skeyi W12	Technical	Internal	259 999.50	-		-	-	0%	0%
Nyuluka Road	Technical	Internal	150 000.38	-		-	-	0%	0%
Sjonti Road	Technical	Internal	200 000.31	-		-	-	0%	0%
Mapo Road	Technical	Internal	270 000.38	-		-	-	0%	0%
Cilo Road	Technical	Internal	217 068.25	-		-	-	0%	0%
Community Assets			**9 259 305.34**	**643 244.40**	**562 217.34**	**6 862 426.65**	**7 245 240.71**	**74%**	**78%**
Community Assets MIG			**9 183 311.53**	**643 244.40**	**562 217.34**	**6 862 426.65**	**7 245 240.71**	**75%**	**79%**
Sqandulweni Sport field	Sport and Recr	M I G	3 604 698.25	-	16 171.70	3 851 165.92	4 410 243.35	107%	122%
Pass 4 Phungula Sportsfield W	Sport and Recr	MIG	140 088.20	-	- 97 196.38	24 619.52	140 088.29	18%	100%
KwaDladla Sportfield W11	Sport and Recr	internal	75 993.81	-		-	-	0%	0%
Sangcwaba Sports Field		MIG	5 438 525.08	643 244.40	643 242.02	2 986 641.21	2 694 909.07	55%	50%
Community Halls			**562 747.00**	**-**	**-**	**-**	**-**	**0%**	**0%**
Community Halls MIG			**332 747.00**	**-**	**-**	**-**	**-**	**0%**	**0%**
Mazabeko Hall W12	Community Ha	MIG	173 411.71	-		-	-	0%	0%
Nkweletsheni Hall W5	Community Ha	MIG	159 335.28	-		-	-	0%	0%
Public Toilets	SD	Internal	230 000.00	-		-	-	0%	0%
Buildings			**8 340 000.00**	**1 662 307.05**	**754 283.66**	**5 474 050.84**	**5 427 732.26**	**66%**	**65%**
Revamping of Municipal Build	Technical	Internal	7 540 000.00	1 662 307.05	754 283.66	5 474 050.84	5 427 732.26	73%	72%
Installed Carwash facility	CORP	Internal	50 000.00	-		-	-	0%	0%
Establishement of Workshop	CORP	Internal	600 000.00	-		-	-	0%	0%
3x Guard House(s)	IPD	Internal	150 000.00	-		-	-	0%	0%
Vehicles			**5 918 712.65**	**-**	**-**	**2 106 675.60**	**1 933 079.20**	**36%**	**33%**
Double Cab Disaster	Fire		418 330.00	-		414 330.90	414 330.90	99%	99%
Proposed Single cab 4 x 4	LED	Internal	300 000.00	-		292 165.00	335 989.75	97%	112%
Proposed double cab 4 x 4	Refuse	Internal	450 000.00	-		414 330.90	414 330.90	92%	92%
Community Safety Sedan x2 T	Traffic	Internal	716 052.65	-		676 175.90	414 330.00	94%	58%
Single Cab IPD *2	IPD	Internal	584 330.00	-		296 165.00	340 589.75	51%	58%
Double Cab Corp	CORP	Internal	450 000.00	-		427 838.80	427 838.80	95%	95%
Compactor Truck	Refuse	Internal	3 000 000.00	-		-	-	0%	0%
							-		
Other Equipment			**8 977 915.20**	**-**	**-**	**4 554 681.12**	**5 237 883.29**	**51%**	**58%**
12/14 ton Truck (breakdown)		Internal	1 346 552.96	-		1 346 552.96	1 548 535.90	100%	115%
TLB for cemetries		Internal	1 700 000.00	-			-	0%	0%
Lowbed (horse 30ton and trailer)		Internal	1 974 554.78	-		1 974 554.78	2 270 738.00	100%	115%
Configuration of skip truck		Internal	511 500.00	-		511 500.00	588 225.00	100%	115%
Generator		Internal	742 000.00	-		342 000.00	393 300.00	46%	53%
13X Brush cutters	Refuse	Internal	80 324.68	-		80 324.68	92 373.38	100%	115%
Mobile Speaker/Loud hailers	Refuse	Internal	15 378.00	-		-	-	0%	0%
Traffic Fire arms 5	Traffic	Internal	102 640.00	-		102 640.00	118 036.00	100%	115%
Traffic Warranty Machine	Traffic	Internal	260 000.00	-		173 500.00	199 525.00	67%	77%
10x Air-conditioning Units	Corporate	Internal	100 000.00	-			-	0%	0%
4x Safe (Reception areas)	Corporate	Internal	-	-		-	-		
6x Metal Detectors	Corporate	Internal	24 017.40	-		23 608.70	27 150.01	98%	113%
3x Turnstyle Gates	Corporate	Internal	150 000.00	-		-	-	0%	0%
Security Gates	Corporate	Internal	-	-			-		
Jolivet Fencing	IPD	Internal	200 000.00	-		-	-	0%	0%
Fencing	Corporate	Internal	350 000.00	-		-	-	0%	0%
Machinery and Equipment-Ex	IPD	Internal	1 420 947.38						
Computer and IT Equipment			**6 956 068.00**	**-**	**-**	**1 901 192.37**	**2 101 563.76**	**27%**	**30%**
Laptops	BTO	Internal	900 000.00			236 931.00	272 470.65	26%	30%
Installation of Fibre Service	Corporate	Internal	1 263 710.00	-		1 098 878.26	1 263 710.00	87%	100%
Biomestric Scan	Corporate	Internal	120 000.00	-		-	-	0%	0%
3x Supply and Installed Autom	Corporate	Internal	-	-		-	-		
Town Servialance Camera			700 000.00	-		-	-	0%	0%
CCTV	Corporate	Internal	80 000.00	-		-	-	0%	0%
High Most Lighting	IPD	MIG	3 892 358.00	-		565 383.11	565 383.11	15%	15%
Alarm Systems	Corporate	Internal	-	-		-	-		
Office Furniture			**1 052 060.00**	**249 210.00**	**-**	**293 360.43**	**335 879.49**	**28%**	**32%**
Fire Gym	Fire	Internal	350 000.00	-		-	-	0%	0%
Mobile Screen		Internal	10 000.00	-		-	-	0%	0%
Plastic Chairs-Thathani*400	SD	Internal	60 000.00	-		-	-	0%	0%
6x Microwave Ovens	Corporate	Internal	15 000.00	-		9 995.65	11 495.00	67%	77%
6x Fridges	Corporate	Internal	40 000.00	-		20 866.08	23 995.99	52%	60%
3 Burner Gas Stove & Pots	Corporate	Internal	5 000.00	-		-	-	0%	0%
8x 1,8l Kettles	Corporate	Internal	3 000.00	-		-	-	0%	0%
4x Vacuum Cleaners	Corporate	Internal	15 000.00	-		9 900.00	9 900.00	66%	66%
3x 10l Urns	Corporate	Internal	4 000.00	-		3 388.70	3 897.01	85%	97%
Cutlery and Crockery	Corporate	Internal	10 000.00	-		-	-	0%	0%
3x Fitted Kitchen	Corporate	Internal	65 000.00	-		-	-	0%	0%
Fitted Reception	Corporate	Internal	5 000.00	-		-	-	0%	0%
Filing Cabintes	Corporate	Internal	50 000.00	-		-	-	0%	0%
2x Boardroom furniture	Corporate	Internal	50 000.00	-		-	-	0%	0%
Fire Furniture	Fire	Internal	250 000.00	249 210.00		249 210.00	286 591.50	100%	115%
Machinery and equipmemnt -	Fire	Internal	120 060.00					0%	0%
Intangible		**Internal**	**3 602 007.00**	**-**	**-**	**378 585.00**	**435 372.75**	**11%**	**12%**
Cyber audit	MM	Internal	500 000.00				-	0%	0%
Building Plan System(Intangib	Finance	Internal	398 807.00	-		378 585.00	435 372.75	95%	109%
Financial Management Systen	Finance	Internal	500 000.00	-		-	-	0%	0%
Electronic Filing System	HR-Corporate	Internal	300 000.00	-		-	-	0%	0%
Additional Caseware Licences	Finance	Internal	50 000.00						
GIS Systems	IPD	Internal	160 000.00	-		-	-	0%	0%
PMS Software	PMS	Internal	850 000.00	-		-	-	0%	0%
Software licenses	Corporate	Internal	843 200.00	-		-	-	0%	0%
Land		**Internal**	**1 655 249.77**	**-**	**-**	**-**	**-**	**0%**	**0%**
Golf coures Electrification	IPD		1 155 249.77					0%	0%
Land Aqcuisition(Mariathal)	IPD	Internal	500 000.00			-	-	0%	0%
Total Expenditure			**68 350 346.21**	**3 566 311.45**	**1 470 177.51**	**33 714 728.49**	**36 505 343.42**	**57%**	**62%**
MIG Expenditure			26 430 999.98	1 007 594.40	356 256.75	15 316 229.61	17 119 161.32	58%	65%
Internal Expenditure			41 919 346.23	2 558 717.05	1 113 920.76	18 398 498.88	19 386 182.10	57%	46%
Total Expenditure			**68 350 346.21**	**3 566 311.45**	**1 470 177.51**	**33 714 728.49**	**36 505 343.42**	**57%**	**53%**

UBUHLEBEZWE MUNICIPALITY
2020 - 2021 Financial Year
Investment Register for May 2021



Insitution	Acc No	Acc Type	Maturity Date	Interest Rate (% pa)	Balance Per Statement 01-Apr	(Bank charges)	(Withdrawals)	Deposits	Month End Interest Earned	Balance Per Statement 30-Apr	Month End Interest Accrued	Interest Accrued To date
ABSA Bank - 36m	9356939209	Call Account		4.60	53 925 418.11	(80.00)	-	-	186 153.37	54 111 491.48	-	-
First National Bank - **Equit. Share**	62 1438 9598 8	Call Account		1.90	272 701.89	-	-	-	440.06	273 141.95	-	-
First National Bank - **Sangcwaba Housing**	62 2481 6621 8	Sangcwaba Housing		3.90	730 376.63	-	-	-	1 216.63	731 593.26	-	-
First National Bank - **Equit. Share**	74879892154	2 Months - Fixed Deposit	15-Jun	4.08	11 636 887.11	-	-	-	39 056.13	11 675 943.24	-	-
First National Bank - **Equit. Share**	62895356113	Tittle deeds	30-Jun	1.90	-			100 000.00	83.28	100 083.28	-	-
First National Bank - **Equit. Share**	74858332139	3 Months - Fixed Deposit	06-Oct	4.45	-				-	-	-	-
First National Bank - **Equit. Share**	6283 399 3060	Call Account housing		4.45	28 245.18	-	-	-	77.77	28 322.95	-	-
First National Bank - **Equit. Share**	74858332303	3 Months - Fixed Deposit	08-Apr	3.93	10 212 332.98		(10 319 427.62)		107 094.64	0.00	-	-
First National Bank - **Equit. Share**	7489589670	1 Month-Fixed Deposit	30-Apr	3.88	16 000 000.00	-	-		52 725.47	16 052 725.47	-	-
NED Bank	7881076763/146	2 Months - Fixed Deposit	15-Sep	4.65	-		-		-	-	-	-
NED Bank	7881076763/147	3 Months - Fixed Deposit	15-Dec	3.60	-		-	-	-	-	-	-
NED Bank	7881076763/148	62 Days Notice Deposit	15-Feb	4.30	-	-	-	-	-	-	-	-
NED Bank	7881076763/149	63 Days Notice Deposit	18-Feb	4.30	-		-	-	-	-	-	-
NED Bank	7881076763/145	3 Months - Fixed Deposit	08-Oct	4.45					-	-	-	-
NED Bank	7881076763/118	Call Account		3.20	-	-	-	-	-	-	-	
NED Bank	7881076763/150	61 Days - Fixed Deposit	19-Apr	4.11	20 492 190.02	-	(20 632 946.10)	-	140 756.08	(0.00)		
NED Bank	7881076763/151	1 DAY -Fixed Deposit	18-Feb	3.00	-	-	-	-	-	-	-	-
NED Bank	7881076763/152	59 Days -Fixed Deposit	23-Feb	4.11	-	-	-	-	-	-	-	-
NED Bank	7881076763/153	59 Days -Fixed Deposit	19-Apr	4.11	11 586 403.53	-	(11 663 378.52)	-	76 974.99	(0.00)	-	-
NED Bank	7881076763/154	92 Days -Fixed Deposit	1-Jul	4.45	20 000 000.00	-	-	-	-	20 000 000.00	73 150.68	75 589.04
NED Bank	7881076763/155	62 Days Fixed Deposit	17-Jun	4.32	-	-	-	10 000 000.00	-	10 000 000.00	17 753.42	17 753.42
NED Bank	7881076763/156	63 Days Fixed Deposit	21-Jun	4.19	-	-	-	20 632 946.10	-	20 632 946.10	28 422.59	28 422.59
STD Bank - Equit. Share new	06873027 6 -004	3 Months - Fixed Deposit	16-Jul	4.25	30 688 062.76	-	-	-	318 221.85	31 006 284.61	61 014.42	61 014.42
STD Bank - **Equit. Share**	068730276 - 001	Retail/Wholesale Call Deposit	25-Jun	1.46	127 891.85	-	-	-	141.21	128 033.06	123.12	123.12
STD Bank - Equit. Share-NEW	068730276 - 005	Notice Deposit	19-Oct	4.65	-		-		-	-		
STD Bank - **Equit. Share**	068730276 - 008	**3 Months - Fixed Deposit**	15-May	2.00	15 989.06	-	-	-	27.16	16 016.22	17.55	17.55
STD Bank - **Equit. Share**	068730276 - 013	2 Months - Fixed Deposit	15-Feb	4.50	-	-	-	-	-	-	-	-
STD Bank - **Equit. Share**	068730276 - 014	3 Months - Fixed Deposit	17-Mar		-	-	-	-	-	-	-	-
STD Bank - **Equit. Share**	068730276 - 007	**32 Day Notice Deposit**	10-Jul	3.70	-					-	-	-
STD Bank - **Equit. Share**	068730276 - 015	2 Months - Fixed Deposit	15-Apr		9 061 915.07	-	(9 121 971.98)	-	60 056.91	(0.00)	-	-
STD Bank - **Equit. Share**	068730276 - 016	2 Months - Fixed Deposit	31-May	4.30	20 000 000.00	-	-	-	-	20 000 000.00	-	-
STD Bank - **Equit. Share**	068730276 - 017	2 Months - Fixed Deposit	15-Jun	4.13	-	-	-	9 121 971.98	-	9 121 971.98	-	-
					204 778 414.19	***-80.00***	***-51 737 724.22***	***39 854 918.08***	***983 025.55***	***193 878 553.60***	***180 481.78***	***182 920.14***
												-
First National Bank	***52 5524 1619 4***	***Current Account***	***30-Apr***		***14 741 659.97***	-	-	-	***20 523.38***	***12 638 929.89***		
Cash and Cash Equivalent					***219 520 074.16***	***-80.00***	***-51 737 724.22***	***39 854 918.08***	***1 003 548.93***	***206 517 483.49***	***180 481.78***	

The municipality has short term investments totalling R206,5 million and cash on hand of R12,6 million in its current account as at 31 May 2021.

- The municipality's cost coverage is 22 months with an estimated fixed cost of R7.3 million per month.

Indigent Policy

Ubuhlebezwe Municipality adopted an indigent policy which seeks to address social ills within the municipality by supporting indigent households as required by legislation. The municipality offers free basic services in the form of, free basic electricity, refuse removal and exemption from payment of property rates. The municipality further budgets for social programmes that capacitate unemployed youth, persons with disabilities as well as SMME's.

The purpose of the indigent policy is to ensure:

• The provision of basic services to the community in a sustainable manner, within the financial and administrative capacity of the Council; and

• To provide procedures and guidelines for the subsidization of basic service charges to its indigent households, using the Council's budgetary provisions received from Central Government, according to prescribed policy guidelines.

Criteria for indigent qualification

There are 86 registered indigents in the 2020/21 Financial Year.

In order to qualify for indigent supports the following criteria must be met:

• Households where verified total gross monthly income of all occupants over 18 years of age does not exceed a total R 3 500,00 or an equivalent of two (2) state pensions.

• Subsidised services may include refuse removal and property rates.

• Only households where the account holder or property owner has applied as indigent, and whose application has been approved shall qualify for the above concessions.

• For a household to qualify for subsidies or rebates on the major service charges, the registered indigent must be the full-time occupant of the property concerned, and if not also the owner of the property concerned, may not own any other property, whether in or out of the municipal area. The property value will be assessed in line with the Municipal Property Rates. In the event of recognised polygamous customary marriages the applicant should provide property registration documents (title deed/lease agreements) for each property.

• All households that are child headed, even if they are below eighteen (18) years of age, are eligible to apply for the indigent support.

• Households must formally apply for relief on the prescribed documentation and satisfy the qualifying criteria/principles determined by the Council.

• The status of indigent is conferred for a period of not more than twelve months after which re-application must be made.

Indigent policy and number of indigent households benefited in the past three years to be included to the IDP

- 2020/21 – 86
- 2019/20 – 56
- 2018/19 - 64

• **Indigent Support Free Basic Services (FBS) for three years**

	2019/2020	2020/2021	2021/2022
RATES	R 1 050 000.00	R 1 102 500.00	R 1 157 625
REBATES	R 1 365 000.00	R 1 433 250.00	R 1 504 912.50
ELECTRICITY	R 1 087 246.36	R 1 141 608.35	R 1 198 689.00
REFUSE	R 157 500.00	R 165 375.00	R 173 643.75

Revenue Enhancement Strategy

Ubuhlebezwe Municipality developed a revenue enhancement strategy. The strategy is aimed at addressing revenue collection challenges experienced as well as enhancing revenue through exploring other avenues of revenue collection.

Municipal property development is part of the revenue enhancement strategy, which will result in an increase in property rates. A process of hiring of community hall has also been put in place. LED – financing of smme's for local economic development and job creation. These strategies are already being implemented, and this is work in progress, awaiting to see the impact it has in the next financial year.

The municipality also took an initiative/relief to encourage customers to pay and has also launched a door to door campaign to implement the enhancement strategy and this forms part of monthly reporting to the finance committee.

There are no plans to write-off debts due to the application of the above-mentioned strategies.

• **DEBT MANAGEMENT**

Municipal's consumer debt position for the last three years:

2018	**27 748 652**
2019	**34 101 775**
2020	**57 173 355**
2021 (11 Months, ending 31 May 2021)	**61 164 690**

It must also be noted that the municipality implemented a new valuation roll effective from 1 July 2018 which also resulted in an increase in property values thereby increasing overall debt on rates.
A huge amount of debt is sitting beyond 120 days of age.

Age analysis as at 31 May 2021

Year End	Month End	Mun	Item	Detail	0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	Total -	Actual Bad Debts Written Off against Debtors	Impairment - Bad Debts i.t.o Council Policy
2021	M11	KZN434	2100	Debtors Age Analysis By Income Source											
			1200	Trade and Other Receivables from Exchange Transactions - Water	0	0	0	0	0	0	0	0	0	0	0
			1300	Trade and Other Receivables from Exchange Transactions - Electricity	0	0	0	0	0	0	0	0	0	0	0
			1400	Receivables from Non-exchange Transactions - Property Rates	2 628 066	2 002 572	2 013 757	1 807 925	2 187 162	1 599 818	5 444 306	9 832 784	63 067 840	0	0
			1500	Receivables from Exchange Transactions - Waste Water Management	0	0	0	0	0	0	0	0	0	0	0
			1600	Receivables from Exchange Transactions - Waste Management	559 019	478 685	357 481	427 888	444 906	354 575	1 854 768	3 893 870	8 371 192	0	0
			1700	Receivables from Exchange Transactions - Property Rental Debtors	317 282	12 548	2 382	7 972	-5 705	-2 411	75 098	870 569	1 277 737	0	0
			1810	Interest on Arrear Debtor Accounts	0	0	0	0	0	0	0	0	0	0	0
			1820	Recoverable unauthorised, irregular or fruitless and wasteful Expenditure	0	0	0	0	0	0	0	0	0	0	0
			1900	Other	5 049	7 225	3 905	3 680	2 896	48 789	17 901	21 315 461	21 404 905	0	0
			2000	Total By Income Source	3 509 416	2 501 030	2 377 525	2 247 466	2 629 258	2 000 771	7 392 073	35 912 685	61 164 690	0	0
			2100	Debtors Age Analysis By Customer Group											
			2200	Organs of State	1 136 337	1 940 942	952 571	950 872	970 778	1 166 672	4 378 956	14 185 883	25 683 011	0	0
			2300	Commercial	742 244	533 593	453 263	436 446	415 348	378 220	1 919 275	10 902 064	15 780 453	0	0
			2400	Households	1 541 170	1 403 447	1 353 459	1 307 226	1 283 450	1 287 400	6 946 472	21 684 003	36 806 626	0	0
			2500	Other	1 089 666	623 049	618 232	601 237	359 683	668 479	1 647 371	10 243 867	15 851 584	0	0
			2600	Total By Customer Group	2 809 416	4 252 713	3 377 525	3 295 781	3 029 259	3 500 771	14 892 073	22 015 816	61 164 690	0	0

Summary of Debtors per Category

Government	R 25 683 011
Business	R 15 780 453
Households	R 36 806 626
Other	R 15 851 584
Total	R **61 164 690**

Collection rate as at 31 May 2021 was at 38.75%

2020-2021 Collection Rate												
	MTD											YTD
	July	August	September	October	November	December	January	February	March	April	May	Total
Receipts	637 768.05	639 719.45	504 440.71	839 132.85	1 019 900.98	891 408.75	831 467.99	1 949 892.76	745 069.97	2 939 978.31	2 792 979.39	10 998 779.82
Rates	1 754 614.52	1 817 949.74	1 836 630.83	1 834 843.07	1 834 843.07	1 834 843.07	1 834 843.07	1 836 465.03	1 839 244.16	1 849 499.53	1 849 499.53	38 397 051.71
Collection Rate	36.35%	35.19%	27.47%	45.73%	55.59%	48.58%	45.32%	106.18%	40.51%	158.96%	151%	28.64%
Receipts	90 037.83	90 313.33	71 215.16	118 465.81	143 986.02	125 845.93	117 383.71	275 278.97	105 186.35	415 055.76	394 302.97	1 947 071.84
Refuse	280 940.12	286 098.79	287 415.93	285 514.76	285 095.43	285 405.03	285 405.03	282 452.92	282 452.92	282 460.53	282 460.53	3 125 701.99
Collection Rate	32.05%	31.57%	24.78%	41.49%	50.50%	44.09%	41.13%	97.46%	37.24%	146.94%	139.60%	62.29%
Receipts	22 509.45	22 578.33	17 803.79	29 616.45	35 996.50	31 461.49	29 345.94	68 819.76	26 296.59	103 763.95	108 952.15	497 144.40
Rentals	35 527.64	35 527.64	36 513.68	39 013.68	40 913.68	34 889.68	33 780.88	33 927.77	27 927.78	27 927.78	27 927.78	373 877.99
Collection Rate	63.36%	63.55%	48.76%	75.91%	87.98%	90.17%	86.87%	202.84%	94.16%	371.54%	390.12%	132.97%
Total Rec	750 315.33	752 611.11	593 459.66	987 215.11	1 199 883.50	1 048 716.17	978 197.64	2 293 991.49	876 552.91	3 458 798.02	3 296 234.51	16 235 975.45
Total Billing	2 071 082.28	2 139 576.17	2 160 560.44	2 159 371.51	2 160 852.18	2 155 137.78	2 154 028.98	2 152 845.72	2 149 624.86	2 159 887.84	2 159 887.84	41 896 631.69
Total Rate	36.23%	35.18%	27.47%	45.72%	55.53%	48.66%	45.41%	106.56%	40.78%	160.14%	152.61%	38.75%

The municipality appointed a debt collector in 2018 financial year in order to address the collection rate challenges.

• Supply Chain Management

The SCM Unit is fully capacitated with no vacant posts. A demand management plan is developed and is in line with the budget and SDBIP. The SCM Policy was developed and approved by council.

The SCM Policy is aligned to the MFMA, PPPF and SCM Regulations. The policy speaks to the BBBEE and does not add any other points in procuring goods and services other than the prescribed points. There were material SCM findings reported by the office of the auditor general for the financial year ending 30 June 2019 and these finding resulted in irregular expenditure and the details are as follows:

- Less than three quotations were received on procurement below R200 000 and reasons were not recorded and approved
- Suppliers awarded without meeting minimum threshold for local production and content on protective clothing and furniture
- Bid not advertised for the required minimum period
- Procurement process was not followed where monies were deposited directly to the personal account of an employee to do procurement.

The Municipality is open to finding strategies that will be inclusive to people living with disabilities in our SCM policies, however currently there have not been a lot of interest in this regard , even though we have not sidelined the disabled in our tender processes. So that they can be prioritized in doing business with the Municipality.

- All deviations were and will continue to be reported to council.

Alignment between Procurement Plan and SDBIP

The Municipal SDBIP and Procurement Plan are developed at the same time and approved by Council concurrently, to ensure alignment of the two documents. The performance plan is then monitored by SCM and reported on monthly to the Finance Committee, and thereafter to Council. Municipal Departments and Council are then able to detect challenges early and find ways to overcome them. Quarterly reporting in the SDBIP also reflects budget expenditure, which is also a detection method on expenditure and performance.

Functionality of Bid Committees:

Bid Committees are functional, the Municipal has functional Bid Specification, Bid Evaluation and Bid Adjudication committees. The timeframes for the sitting of these committees is dependent on the procurement plan which contain dates for when projects should commence.

Five days after tender closing, the Bid Evaluation sits, minutes of this meeting are then submitted to the Bid Adjudication Committee and to the Accounting Officer for appointment.

Bid Processing:

- 120 days turnaround time for Bids of R200 000+ to be finalized from the closing date of tender.
- 60 days turnaround time for Bids of R30 000 to R199 999 to be finalized from the closing date of tender
- 6 days turnaround time for Quotations less than R30 000 to be finalized from the closing date of the quotation.

Budget and Treasury Office and the Preparation of Annual Financial Statements

Budgeting and the preparation of annual financial statements are both done in-house with no use of consultants. Key personnel posts at BTO are filled. The staff turnover rate is largely on the junior posts which are filled within a month after resignation.

Loans and Borrowings:

There are no loans and borrowings.

Contigency plans to address challenges such as delays in spending funds received:

The plans are in place are to ensure that there is forward planning. The procurement Plan and processes for the next financial year have been set out such that the procurement processes start in the last quarter of 2020/21 financial year for goods and services relating to 2021/21 financial year end. This will assist in ensuring that projects are executed timely and so is expenditure

Financial Plan:

FINANCIAL VIABILITY		Financial Year 2020/21	Financial Year 2021/22
Cash / Cost Coverage Ratio (Excl. Unspent Conditional Grants)	((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	155,455,064 113 108 593 = 13,7 months	220 766 469 98 597 877 = 2,2 months
Current Ratio	Current Assets / Current Liabilities	190 000 494 30 240 768 = 6,28 : 1	306 839 161 77 377 930 = 3,90 : 1
Capital Expenditure to Total Expenditure	Total Capital Expenditure / Total Expenditure (Total Operating expenditure + Capital expenditure) × 100	43 127 187 141 743 232 = 30,43%	23 143 869 122 049 323 = 18,96%
Net Debtors Days	((Gross Debtors - Bad debt Provision)/ Actual Billed Revenue)) × 365	38 127 187 – 4,743,403 20 455 688 = 595 Days	56 630 800 – 374 222 41 896 632 = 490 Days
Collection Rate	(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/Billed Revenue x 100	49 518 818 + 12 846 580 – 38 073 107 – 2 992 641 12 846 580 = 165,8%	56 630 800+41 896 632 - 49 518 818 – 374 222 41 896 632 = 116%
Remuneration as % of Total Operating Expenditure	Remuneration (Employee Related Costs and Councillor's Remuneration) /Total Operating Expenditure x100	73 755 595 18 438 993 = 399%	63 548 403 122 049 323 = 52%

PURPOSE

- The purpose of this document is to outline the comprehensive multi-year financial plan that will ensure long-term financial sustainability for the municipality.
- A multi-year financial plan is essential to ensure that the municipality continues to implement its mandate effectively without impairing its capital base. It will also enable the municipality to move towards self-sufficiency in meeting the growing demands of service delivery.

BACKGROUND

- A financial plan is prepared for a period of at least three years, however it is preferred that it should be for over a period of five or more years

- A multi-year financial plan is prepared to ensure financial sustainability of the municipality, paying particular attention to the municipality's infrastructure requirements.
- It is also an important component of the municipality's Integrated Development Plan.
- A prudent multi-year financial plan identifies and prioritizes expected needs based on the municipality's Five-year Integrated Development Plan and details estimated amounts of funding from various sources
- The multi-year financial plan will also ensure that the municipality has greater financial health and sustainability, making it easier to collaborate on projects with other levels of government and various public and private stakeholders. This will further enhance the ability of the municipality to have access to more financing, funding and grants.

FINANCIAL OVERVIEW OVER 3 YEARS

Own revenue which is property rates and service charges is expected to increase as follows: 2019/20 to R25,123,059.34 for 2020/21 R 26,479,704.55 and for 2021/22 R 27,936,088.30. This is attributed to the revenue enhancement strategy that the municipality has put in place.

The municipality is growing and as such, service delivery costs will be increasing. The municipality currently has no vacant funded posts and is intending on filling all the proposed posts, so that it can effectively affect service delivery to the community. We anticipate general expenses to increase as follows: R 244,037,346.39 for 2019/20, R 256,513,363.09 for 2020/21 and R 280,903,202.79 for 2021/22.

The table below presents the three year municipal budget

Operating Budget	Original Budget 2019/2020	Original Budget 20202021	Original Budget 2021/2022
Total Operational Expenditure	244 087 345.22	256 564 214.69	280 961 288.04
Total Capital Budget	78 295 829.01	82 513 803.75	87 062 612.92
TOTAL APPROVED BUDGET	322 383 174.23	339 078 018.44	368 023 900.96

FINANCIAL STRATEGY FRAMEWORK

- Ubuhlebezwe Municipality is a developing and growing municipality striving for service delivery excellence. Therefore many challenges are faced with regards to financial planning and are ever changing due to the dynamic setting of local government

- The priority for the municipality, from the financial perspective is to ensure viability and sustainability of the municipality. The multi-year financial plan and related strategies will therefore need to address a number of key areas in order to achieve this priority. These strategies are detailed below:

Revenue Enhancement Strategy

- To seek alternative sources of funding;
- Expand income base through implementation of new valuation roll;
- The ability of the community to pay for services;
- Identification and pursuance of government grants;
- Tightening credit control measures and debt collection targets;
- Improve customer relations and promote a culture of payment;
- Realistic revenue estimates;
- The impact of inflation, the municipal cost index and other cost increases; and
- The creation of an environment which enhances growth, development and service delivery.

Asset Management Strategy

- *The implementation of a GRAP compliant asset management system;*
- *Adequate budget provision for asset maintenance over their economic lifespan;*
- Maintenance of asset according to an infrastructural asset maintenance plan;
- Maintain a system of internal control of assets to safeguard assets; and
- Ensure all assets owned and/or controlled except specific exclusions are covered by insurance.

Financial Management Strategies

- To maintain an effective system of expenditure control including procedures for the approval, authorization, withdrawal and payment of funds;
- Preparation of the risk register and application of risk control;
- Implement controls, procedures, policies and by-laws to regulate fair, just and transparent transactions;
- Training and development of senior financial staff to comply with prescribed minimum competency levels;
- Implement GRAP standards as gazette by National Treasury; and
- Prepare annual financial statements timeously and review performance and achievements for past financial years.

Operational Financing Strategies

- Effective cash flow management to ensure continuous, sufficient and sustainable cash position;

- Enhance budgetary controls and financial reporting;
- Direct available financial resources towards meeting the projects as identified in the IDP; and
- To improve Supply Chain Management processes in line with regulations.

Capital Financing Strategies

- Ensure service delivery needs are in line with multi-year financial plan;
- Careful consideration/prioritization on utilizing available resources in line with the IDP;
- Analyse feasibility and impact on operating budget before capital projects are approved;
- Determine affordable limits for borrowing;
- Source external funding in accordance with affordability;
- Improve capital budget spending; and
- Maximizing of infrastructural development through the utilisation of all available resource.

Cost-Effective Strategy

- Invest surplus cash not immediately required at the best available rates;
- Restrict capital and operating expenditure increases in relation to the inflation rate taking into consideration the macro economic growth limit guideline and municipal cost increases.
- To remain as far as possible within the following selected key budget assumptions:
- Provision of bad debts of at least 20%;
- Overall cost escalation to be linked to the average inflation rate;
- Tariff increases to be in line with inflation plus municipal growth except when regulated;
- Maintenance of assets of at least 6% of total operating expenditure;
- Capital cost to be in line with the acceptable norm of 18%;
- Outstanding external debt not to be more than 50% of total operating revenue less government grants; and
- Utilisation of Equitable Share for indigent support through Free Basic Services

Measurable Performance Objectives for Revenue

- To maintain the debtors to revenue ratio below 10%;
- To maintain a debtors payment rate of above 85%;
- To ensure that the debtors return remain under 60 days; and
- To keep the capital cost on the Operating Budget less than 18%.

Financial Management Policies

The purpose of financial policies is to provide a sound environment to manage the financial affairs of the municipality. The following are key budget related policies:

Tariff Policy – the policy prescribes the procedures for calculating tariffs. This policy is required in terms of Section 74 of the Local Government Municipal System Act, Act 32 of2000;

Rates Policy – a policy required by the Municipal Property Rates Act, Act 6 of 2004. This policy provides the framework for the determination of rates;

Indigent Support Policy – to provide access to and regulate free basic services to all indigents;

Budget Policy – this policy set out the principles which must be followed in preparing a Medium-Term

Revenue and Expenditure Framework Budget. It further ensures that the budget reflects the strategic outcomes embodied in the IDP and related strategic policies.

Asset Management Policy – the objective of the policy is to prescribe the accounting and administrative procedures relating to property, plant and equipment;

Accounting Policy – the policy prescribes the basis of presentation of the Annual Financial Statements in accordance with the Generally Recognized Accounting Practices and Accounting Standards;

Supply Chain Management Policy – this policy is developed in terms of Section 11 of the Municipal Finance Management Act, Act 56 of 2003. The principles of this policy is to give effect to a fair, equitable, transparent, competitive and cost effective system for the procuring of goods and services, disposing of goods and selecting of contractors in the provision of municipal services

Subsistence and Travel Policy – this policy regulates the reimbursement of travelling and subsistence cost to officials and councillors attending official business

Credit Control and Debt Collection Policy – this policy provides for credit and debt collection procedures and mechanisms to ensure that all consumers pay for the services that are supplied.

Investment and Cash Management Policy – this policy was compiled in accordance with the Municipal Investment Regulation R308 and ensures that cash resources are managed in the most efficient and effective manner possible.

Short-term Insurance Policy – the objective of the policy is to ensure the safeguarding of Council's assets

- **REVENUE FRAMEWORK**

  In order to serve the community and to render the services needed, revenue generation is fundamental to financial sustainability of every municipality.

  The reality is that we are faced with developmental backlogs and poverty, challenging our revenue generation capacity. The requests always exceed the available funds. This becomes more obvious when compiling the municipality's annual budget.

  Municipalities must table a balanced and more credible budget, based on realistic estimation of revenue that is consistent with their budgetary resources and collection experience.

  The revenue strategy is a function of key components such as:

  - Growth in town and economic development;
  - Revenue enhancement;
  - Achievement of above 90% annualized collection rate for consumer revenue;
  - National Treasury guidelines;
  - Approval of full cost recovery of specific department;
  - Determining tariff escalation rate by establishing/calculating revenue requirement; and
  - Ensuring ability to extent new services and recovering of costs thereof

  The South African economy is slowly recovering from the economic downturn and it will still take some time for municipal revenues to increase through local economic growth.

- **GRANT FUNDING**

- The Division of Revenue Act contains allocations from National and Provincial, which allocations are recognized as government grants and factored as follows over the medium term:

- The Equitable share allocation to the local sphere of government is an important supplement to existing municipal revenue and takes account of the fiscal capacity, fiscal efficiency, developmental needs, extent of poverty and backlogs in municipalities.

- Municipal Infrastructure Grant allocation which caters for the infrastructure backlogs within Ubuhlebezwe Municipality.

- Municipal Systems improvement Grant allocation which caters for the improvement in Municipal Systems and ensuring that issues of public participation are adhered to as legislated

- Other Provincial, COGTA and any other grants in kind allocations which cater for specific projects for that particular year.

- **TARIFF SETTING**

    - Ubuhlebezwe Municipality derives its revenue from the provision of services such as property rates and refuse removal. A considerable portion of the revenue is also derived from grants by national governments as well as other minor charges such as traffic fines, interests from investments and rentals.

    - As in the past, increase cost primarily driven by the Consumer Price Index (CPIX), dictates an increase in the tariffs charged to the consumers and the ratepayers. It therefore follows that all the tariffs will have to be increased by a percentage in line with the forecasted CPIX estimated at estimated 6.3 for 2017/18, 5.4% for 2018/19 and 5.2% 2019/20.

    - It is realised that the ability of the community to pay for services rendered is also under tremendous pressure and that the economic outlook for the near future require everybody to make sacrifices.

- **DEBTORS**

    - Debtors with the age of ninety days (90) plus, constitute 123% of the total debtors book as at 30 June 2019.
    - The debtor's book constitutes 13% of the total municipal budgeted revenue.

Collection rate was 63% in the 2017/18 financial year, 71% in the 2018/19 financial year, 58,84% in the 2019/20 financial year, 41.51 % in 2020/21 and 38.75 as at end of May 2021.

- **AUDIT OPINIONS**

YEAR	AUDIT OPINION
2011/2012	Unqualified Audit Opinion
2012/2013	Clean Audit
2013/2014	Clean Audit
2014/2015	Clean Audit
2015/2016	Clean Audit
2016/2017	Unqualified Audit Opinion
2017/2018	Qualified Audit Opinion
2018/2019	Qualified Audit Opinion
2019/20	Qualified Audit Opinion

- **Skills Shortage at BTO:**

Skills Shortage in the Budget and Treasury Office is in the Revenue Collection Unit, which limits the Municipality's ability to generate its own revenue. The Municipality has engaged the services of a debt collector to assist with revenue collection.

- **Use of Consultants:**

Ubuhlebezwe always tries to limit the use of Consultants, primarily for financial preservation but also to capacitate our internal staff, by giving them the opportunity to do the work themselves.

- **Municipal Assets and Infrastructure**

The municipality adopted an assets management policy which addresses accounting, safekeeping and maintenance of municipal assets. Furthermore, the municipality develops a maintenance plan every year which emanates from the annual asset conditional assessment as prescribed by GRAP. The municipality furthermore keeps an updated asset register for all municipal assets, which is reconciled monthly. The assets register addresses, costs, depreciation, acquisitions and disposed assets. Assets are only disposed through a council resolution and through a public auction.

- **Repairs and Maintenance**

The budget for Repairs and maintenance for the year 2021-2022 is R3 620 000.45 . The amount is 8.04 % of the total capital budget amounting to R44 992 000. The municipality is aware of the norm which is 8%, however the resources are limited. In order to increase the percentage of repairs and maintenance, the municipality does not outsource repairs and maintenance. Furthermore, the municipality has budgeted for plant so as to reduce the costs of plant hire.

Financial Year	Actual Budget Spent
2018-19	R204 274 302.00
2019-20	R208 199 726.00
2020-21 (11 Months, ending 31 May 2021)	R139 133 045,91

• **Maintenance Plan**

An Asset Maintenance Plan was prepared for the following types of Infrastructure Assets:

• Municipal Roads

(i) Sealed Roads

(ii) Unsealed (Gravel) Roads

• Municipal Buildings and Community Facilities

(i) Office Buildings

(ii) Halls

(iii) Sport-fields

• **Financial Ratios**

The municipality has cost coverage of 14 months, as at 31 May 2021, which is calculated as follows:

Cash and cash equivalents = R 248 439 923

Unspent Grants = R 27 673 454

Fixed monthly costs = R 806 960

The ratio therefore is 79.16:1

• **Loans / borrowings and grant dependency**

The municipality is still grant dependent.

Total Budgeted Revenue R 186 313 000

Total own Revenue R 6 874 000

Total Grants Revenue R 179 439 000

Grant dependency is at 80 %

- **The municipality does not have borrowings. The municipality has not yet received a report from the bankers on its credit worthiness.**

• **Expenditure Management**

Financial Year	2017/2018	2018/2019	2019/2020	2020/2021 as at May 2021
Budget	149 250 375,00	157 105 657,90	165 376 482,00	149 263 851,95
Actual	126 414 261,61	133 067 643,80	140 071 204,00	139 133 045,91
% Spent				93%

CHALLENGES EXPERIENCED AT BTO:

Challenges and Interventions	
Challenges	**Intervention**
mScoa data strings alignment	Requested PT to assist with the alignment of segments on 6.3 char
Lack of Funds	Revenue enhancement strategies to be implemented
Confirmation unspent conditional grants with no movement	Escelated the issue to Cogta to assertain the way forward.

Municipal Financial Viability and management SWOT Analysis

STRENGTHS	**WEAKNESSES**
BTO is now fully functionally with the ff units:	- Delays in SCM unit
- SCM Unit Unit	- Unbundling of infrastructure assets
- Budget and Reporting Unit	
- Asset Management Unit	
- Revenue management Unit	
- Expenditure management Unit	
OPPORTUNITIES	**THREATS**
- Funding of capital projects through internally generated income	Low collection revenue rate
	Incorrect addresses for customers
	Inflating of prices by suppliers

GOOD GOVERNANCE AND PUBLIC PARTICIPATION:

- **BATHO PELE**

The Batho Pele Policy, Service Delivery Charter and Standards, Service Delivery Improvement Plans were adopted by Council in December 2020. All staff members are workshopped annually on the Policy, in order for them to understand their role in the implementation of Batho Pele.

The Service Charter and Standards have been printed and are distributed to our community members so that they can always be aware of the type of service they should be receiving and what processes to follow if that service is not rendered efficiently. The Batho Pele principles are displayed around the Municipality and have been workshopped with staff members at a Staff meeting of December 2020.

- **OPERATION SUKUMA SAKHE:**

OSS structures are functional which assist in the integrated approach for interventions and services. All programmes and projects are discussed and prioritized in the OSS structures.

OPERATIONSUKUMA SAKHE

"Operation Sukuma Sakhe is provincial programme that was founded on the premises of taking government to the people in a coordinated manner"

The primary clients of Operation Sukuma Sakhe are the most vulnerable groups within the households and in communities such as women, children, youth and people with disabilities, that is why Operation Sukuma Sakhe is a driving force of the entire programmes aimed at servicing the need of the vulnerable groups. All government Departments, local municipality, Business, Civil society, NGO,CBO,FBO and community members are mobilized to contribute to service delivery in an integrated manner through operating within the warrooms.

All the needs identified within these vulnerable groups are presented to the warrooms, and then the warrooms refers them directly to the relevant Departments for immediate response.

"*A warroom refers to a physical space where coordinating task team at ward level provides a direct link to the community coordinates profiling and integrates servicedelivery."*

Ubuhlebezwe Municipality has launched warrooms in all 14 wards that are currently functional, for instance most warrooms are branded, furnished and have signages to direct communities.

SUKUMA SAKHE STRUCTURE:

Name	Position	Contact
Mayor EB Ngubo	LTT Chairperson	079 080 8787
Ntokozo Mkhize	LLT. Coordinator	0837789066
Zamahlubi Radebe	LTT Secretariat	0796109992
Thandiwe Mkhize		
Thembeka Mkhize	Ward 6 – Coordinator	0837780041
	Ward 7 – Coordinator	
Dudu Makhanya	Ward 8 – Coordinator	0837780943
Gcinabahle Dlamini	Ward 9 – Coordinator	0782425545
Siphelele Gumede	Ward 10 – Coordinator	0825969332
	Ward 11 – Coordinator	
Khulekani Radebe	Ward 12 – Coordinator	0832011973
Fikile Khanyile	Manager - SASSA	0839925017
Amangile Ncapayi	Comm. Safety and Liaison	0605201248
Gerry Engelbrech	Dept. Human Settlement	0823756828
Also Cwele	KZN DARD	0829219546
PB Ngcobo	DSD	078 011 5301
Mlotshwa	DOH	

. Maphumulo	DOHA	0794919330
Sbonelo Ndlovu	Woza Moya – NGO	0738976249
Khuthutshelo Maiwashe	Beyond Zero	0791057819
Zama Mngadi	World Vision	0829737770
Catherine Ntanjana	Izindlondlo Traditional Healers	084 3045165
Simphiwe Zondi	Gender Based Violence Sisonke Cares	083 7195438
PR. Cllr TC Dlamini	Ward 12	072 017 0690
Cllr B.M Khuboni	Ward 1 Councillor	0795021881
Cllr. M.C Nkontwana	Ward 2 Councillor	0839772468
Cllr MC Ndlovu	Ward 3 Councillor	079 969 6977
Cllr A Msibi	Ward 4 Councillor	0826463934
Cllr N.G Radebe	Ward 5 Councillor	0729681352
Cllr T.T Mkhize	Ward 6 Councillor	0837780041
Cllr B.R Nduli	Ward 7 Councillor	0782064033
Cllr P.B Mpungose	Ward 8 Councillor	0828612714
Cllr NM Mdunge	Ward 9 Councillor	0788653521
Cllr NC Ngcongo	Ward 10 Councillor	0732322870
Cllr P. Ndlovu	Ward 11 Councillor	0763815271

Cllr. N.Z Jili	Ward 12 Councilor	0839933899
Cllr. T.B Nxumalo	Ward 13 Councilor	0839802902
Cllr. S.P Maluleka	Ward 14 Councilor	0785856837
Zama Mpangeva	Secretariat	0796109992

Convener	Ward
Malusi Phungula	Ward 1
Namhla Ntabeni	Ward 2
Nondabuko Chiliza	Ward 3
Thandiwe Mkhize	Ward 4
Zazi Ngcobo	Ward 5
Thembeka Mkhize	Ward 6
Nonhlanhla Jili	Ward 7
Dudu Makhanya	Ward 8
Gcinabahle Dlamini	Ward 9
Siphelele Gumede	Ward 10
Lihle Khuboni	Ward 11
Khulekani Radebe	Ward 12

Number of functional Ward Committees

TOTAL NO. OF WARDS:	FULLY FUNCTIONAL	FUNCTIONAL	POORLY FUNCTIONAL	NOT FUNCTIONAL
1,2,3,4,5,6,7,8,9,10,11,12,13,14		1,2,3,4,5,6,7,8,10,11,12,13,14	Ward 9	

- **Inter governmental relations (IGR)**

In terms of the Municipal Systems Act No. 32 of 2000, all municipalities should exercise their executive and legislative authority within the constitutional system of co-operative governance in the Constitution S41.
Ubuhlebezwe is one of the five (5) municipalities within Harry Gwala District Municipality. There are five (5) portfolios which sit quarterly and coordinated by the Harry Gwala District. There are also Mayoral and Municipal Manager's Forums that sit on a regular basis. The municipality also participates in the provincial structure where Municipal Heads gets invited to and various presentations are made in relation to municipal activities, such as Back to Basics. The Mayor and Municipal Manager participate in the MuniMec, Premier's Coordinating Forum, Provincial Municipal Manager's Forum. The Municipal Manager is the strategic head of IGR, assisted by the Communications Officer of operational duties.

Our Directors and Managers are also part of the various District Forums such as the CFO's Forum, LED Forum, Social Development Form, Infrastructure and Planners Forums. Reports from these Forum are escalated to Council if there is a need for Council approval however the core function of these Forums is to share best practices and discuss intervention that are needed from the Diistrict. We also as Ubuhlebezwe host the IDP Representative Forums wherein all sector departments are invited to present and discuss their plan.

PORTOLIO	CHAIRPERSON	MUNICIPALITY THE CHAIRPERSON IS COMING FROM
Social Development, Youth and Special Programmes	Mr GM Sineke Municipality	Ubuhlebezwe
Communication AND Finance and Economic Development	Mr NC Vezi	Dr Nkosazana Dlamini Zuma Municipality
Planning	Mr Mapholoba	Greater Kokstad Municipality
Infrastructure Planning and Development	Mr ZS Sikhosana	Umzimkhulu Municipality

IGR

- **Back to Basics**

Ubuhlebezwe Municipality is actively participating in the back to basics programme since its implementation. Quarterly and monthly reports are prepared and submitted to the Department of Cooperative Governance and Traditional Affairs. Progress meetings coordinated by the Provincial department are attended. The municipality has received an Award on this program which shows that indeed the backs to Basics pillars are being adhered to. Where support is required, the department has prepared a support plan which was adopted by Council in November 2016. Progress is being monitored closely and included in the organizational performance plan.

- **The functionality of Ward Committees**

Ubuhlebezwe Municipality reviewed a Policy on Ward Committee Election and Operation with an aim of establishing its ward committees. The election model adopted in Ubuhlebezwe is a sectorial representation model.

In Ubuhlebezwe Municipality ward committees establishment process was rolled - out from the 7th till the 26th November 2016. The official launch of the ward committee structures took place on the 28th of November 2016. The established process in Ubuhlebezwe has been conducted in compliance with pieces of legislation that makes legal provisions for the elections and operations of ward committees which are;

- Sections 72 to 78 of the Structures Act,
- Chapter 4 of the Municipal Systems Act 32 of 2000
- The Constitution of the republic of South Africa
- An adopted Policy in Ward Committee Election and Operation.

Ward Committees functionality assessment in Ubuhlebezwe is conducted on quarterly bases. The assessment is done as per criteria proposed by the National Cogta Public Participation Unit, which is aimed at improving; sustaining and monitoring ward committee functionality. The criterion focuses on six functionality indicators namely:

- Number of ward committee meetings held
- Number of meetings chaired by War Councillor
- Percentage of attendance
- Number of community meetings held
- Number of sectorial reports submitted
- Number of ward reports submitted to the municipality

IDP Steering Committee:

An IDP Steering committee has been formed ,Chaired by the Municipal Manager. The Member of the Committee are as follows:

DEPARTMENT	NAMES	POSITION
Corporate Services	Ms P luswazi Mr LS Hlophe	Director: Corporate Services Manager : HR
Budget & Treasury	Ms S Sityata Mr L Makhaye	CFO Manager : Budget & Treasury
Infrastructure, Planning & Development	Ms N Ngubane Ms T. Mthembu	Director: IPD Manager : Housing & Planning
Social Development	Mrs NC Mohau Mr N.H Mkhize	Director : Social Development Manager : LED
Office of the MM	Mr GM Sineke Ms Z Khumalo	Municipal Manager Manager IDP/PMS

- **Involvement of Amakhosi within the municipality**

Amakhosi form part of Council and have been allocated to Portfolio Committees as per the recommendations made by the MEC for Co-operative Governance and Traditional Affairs. Amakhosi are part of the Strategic Planning Sessions and prior to doing Public Consultations, the Municipality presents its programs to the Traditional Leaders.

- **Council**

The Speaker is the Chairperson of the municipal council she makes sure that the council adheres to the code of conduct and standing rules of order. The Speaker presides over the meetings of council and ensures that council meets quarterly. The office of the speaker monitors the functionality of the ward Committees as per yardstick prescribed by Cogta. The Office launched the Ward Committees as it is through these committees as structures to enhance participatory democracy. Ward committee's seats quarterly as per Ubuhlebezwe schedule of meetings adopted by council. The speaker oversees to the capacity building of ward committees.

The Council (headed by the Speaker) together with the Executive Committee (chaired by the Mayor) are the 2 decisive structure within the organisation and have 3 (three) portfolio Committees reporting thereto. Portfolio Committees, chaired by Exco members are aligned to the core functions of the existing departments, namely the Social Development; the Administration and Human Resources; and the Infrastructure, Planning and Development Committees. The Finance Committee also formulated by Council is chaired by the Mayor and deals with financial

management issues focusing on compliance reporting, budgeting, income and expenditure, systems and procedures, revenue enhancement etc.
Additionally to that is the Audit and the Oversight/ MPAC Committee reporting directly to Council and the sub-committee, the Local Labour Forum reporting to the AHR Portfolio Committee.
The mentioned committees provide structural reporting to various levels to ensure extensive interrogation before such is tabled before council or Exco and also to ensure proper monitoring and oversight over the performance of departments.

- **COUNCILLORS**

Political governance within Ubuhlebezwe Municipality is comprised of 27 (twenty seven) Councillors with 14 of such being Ward Councillors and the remaining being PR Councillors with affiliated parties being the ANC, IFP, EFF and DA; with the majority being that of the ANC.

- **POLITICAL DECISION TAKING**

Decisions are taken through Committee meetings where reports with recommendations are prepared and tabled by relevant Heads of Departments, and decisions are made and endorsed by majority of members present which is 50% +1. The decisions taken are captured in a decision Circular circulated to all Departments immediately after the sitting of the meeting, and it is the responsibility of the Risk and Compliance Officer and Internal Audit Unit to ensure that those decisions are implemented.

- **ADMINISTRATIVE GOVERNANCE**

The Municipal Manager as the accounting officer is the administrative head responsible for the implementation of organisational goals in line with the national key performance areas namely, Municipal Transformation and Organizational goals; Basic Service Delivery; Local Economic Development; Municipal Financial Viability and Management; and lastly Good Governance and Public Participation.

The Municipal Manager provides leadership and direction through effective strategies, in order to fulfill the objectives of local government which are provided for in the Constitution of the Republic of South Africa, and any other legislative framework that governs local government.

At Ubuhlebezwe Municipality we uphold the values of integrity and honesty, promoting a culture of collegiality throughout the municipality by delegating duties and rewarding excellence. We also strongly adhere to the Employment Equity policies and ensure that our staff complement has a fair representation in gender and race.

- **COMMITTEES AND COMMITTEE PURPOSES**

The Ubuhlebezwe Municipality is supported by a Committee System, with Portfolio Committees.
The Municipality has multi-party Portfolio Committees, being, the Administration, Human Resources and Finance; Community and Social Development; Planning and Infrastructure Committees. The aforementioned committees assist the Executive Committee in policy development and monitoring to accelerate service delivery, as well as the oversight of strategic programmes and projects.

Committees (other than Exco) and Purposes of Committees	
Municipal Committees	**Purpose of the Committee**
Administration, Human Resources and Finance	The Administration, Finance and Human Resources Portfolio Committee's function is to oversee the Administration, Communications and Information Technology; Finance and Budgeting; and all human resources related issues.
Community and Social Development	The Community and Social Development Committee oversees all general community services e.g. Protection Services i.e. Safety and Security as well as other municipal services e.g. Education, Health, Welfare and Social services, Sports and Recreation, Heritage etc
Planning and Infrastructure	The Planning and Infrastructure Committee oversees the following components Planning and Building Control, Housing and Infrastructure.
Municipal Public Accounts Committee (MPAC)	The Municipal Public Accounts Committee was established and fully functional. The Committee meetings are held on a quarterly basis. The National Treasury guideline for establishment of Municipal public Accounts Committees (MPAC) states that, MPAC must develop its work programme annually and link such programme to the overall planning cycle of Council and conclude with the evaluation of the annual report and recommendations to Council when adopting Oversight Report on the Annual Report. The committee has evaluated the Annual Report for the 2014/2015 financial year during February 2016.
MANCO	MANCO is the committee comprising of all HOD's, Chaired by the Municipal Manager. MANCO meetings are held weekly.

Committees (other than Exco) and Purposes of Committees

A Council adopted Public Participation Strategy

Ubuhlebezwe Municipality took an initiative to develop and adopted the Public Participation Strategy with implementation Plan in 2008, whilst the Public Participation Policy has been reviewed and adopted by Council in October 2018.

The optimistic aim of developing the community Participation Strategy in Ubuhlebezwe was to change the situation in as far as enhancing community participation in the municipal area. The rationale behind uBuhlebezwe Municipality

putting community participation on its strategic and operational agenda is because Section 152 (1) (e) of the Constitution of the Republic of South Africa states that one of the objectives of local government is to encourage the involvement of communities and community organizations in the matters of local government. The implementation plan incorporated in the strategy has been reviewed in 2018/2019 financial year to match the current situation.

Communication Strategy

Ubuhlebezwe Municipal has an adopted Communications Strategy, this communication strategy is a critical element to building local government long term sustainability. It is only through communication that customer and municipal expectations can be clearly articulated and understood by all relevant parties. Communication is a two-way process and involves community participation, which is enshrined in our constitution and municipal systems act. The communication process should facilitate alignment between municipal goals and community expectations. Furthermore, is also only through communication that the relationship between the municipality and its customer can be enhanced. Effective communication is a process of conveying the right message to the right person or people in the right manner and at the right time. Relevant communication media could be in a form of the following:

Internal staff Workshops/dialog

Conducting internal staff workshops to obtain ideas and mechanisms that would be assisting in improving revenue collection could be a starting point towards a successful revenue enhancement strategy. Workshops are important forms of communication when properly facilitated and managed. They
allow for challenge and discussion and, if well attended and properly promoted, are able to stimulate
awareness quickly and cost-effectively.

Radio

Radio is ubiquitous and yet it is personal; this is its great strength. However, unless there is a popular
local radio station aimed at a local listenership, its use will be very limited, as radio is best suited for
more general communication at regional, provincial, and national levels.

Community theatre

The use of drama to confront and offer solutions to social problems and to motivate changing attitudes
and patterns of behavior community theatre is used as a communication tool for popular education, community organisation, and development. Effective community drama with an element of comic as a communication medium could proof to be entertaining, yet successful.

Audiovisual/video presentations on bill boards

Audiovisuals are a powerful form of communication, since they are made up of a sequel of pictures arranged in logical order that are reinforced by a supportive text and appropriate music and sound effects. Audiovisual communications provides a relatively inexpensive way of communicating with large audiences, the message is

consistent, and presentation does not depend on a high level of skill. Audiovisual presentations can be made using either photographic transparencies or digital images. Their principal advantage is the dynamic support they can offer to a multimedia communication programme.

Pamphlets

Pamphlets have the advantage of being relatively inexpensive to produce and easy to distribute.
Pamphlet should have little copy and maximum use should be made of graphics and illustrations. Therefore, for pamphlets to be effective, the reader should have some prior knowledge or a felt need for knowledge on the subject. In view of the complex perceptions people have toward water management, conservation, delivery, and payment, it is recommended that this communication medium be used only once a reasonably high level of awareness of the issues involved has been attained. Pamphlets would then provide an appropriate medium for reinforcing positive messages and for supplementing knowledge
where certain identifiable gaps may exist.

Posters

The ideal use of posters is to remind people of something that they already know, or to heighten their
Interest in something about which they have some knowledge. Therefore, use of posters to effect behavior change should be restricted to reinforcing what is already known.

Public meetings

Public meetings are best suited for disseminating information, in other words for providing one-way communication and they therefore fulfill a very limited role in development communications, which require a free two-way flow of information. Other limitations include the following.

- Public meetings are easily 'hijacked' by dissident elements.
- Public meetings allow for limited debate only and can easily get out of hand.
- Divergent views may not be expressed because people are often reluctant to voice their concerns
- or their views in public for fear of criticism or ostracism.
- Many people do not like or are too shy to speak in public and so their views are never aired.
- Public meetings are largely impersonal and therefore it is difficult to ensure personal commitment

to any particular course of action.

- **Performance Management System**

The municipality has developed a comprehensive performance management system in accordance with Chapter 6 of the Municipal Systems Act of 2000 Planning and Performance Regulations of 2001. The Municipality has a Performance Management Framework and the organisational scorecard (more details in Section H). This framework set out:

  - The requirements that the UBuhlebezwe Municipality's OPMS will need to fulfil,
  - The principles that must inform its development and subsequent implementation,
  - The preferred performance management model of the Municipality,
  - The process by which the system will work,

- The delegation of responsibilities for different roles in the process and
- A plan for the implementation of the system.

All Section 54 and 56 managers have signed their Employment Contracts as well as Performance Agreements.

- **Internal Audit**

The Internal Audit Activity (IAA) is in place and fully functional. The Municipality appointed the Manager: Internal Audit in December 2018, currently, the unit comprises of two Internal Auditors, Risk and Compliance Officer and a vacant position for an Internal Audit Trainee. The Internal Audit Activity has been fully functional for more than 5 years and in terms of section 165 of the Municipal Finance Management Act, the IAA has developed a risk based audit plan and an audit program for the current year.

The risk based audit plan for the current was approved by the Audit and Performance Audit Committee, the plan is being implemented, the relevant internal audit reports are tabled to the Audit and Performance Audit Committee quarterly. The reports were discussed with management and action plans to address the weaknesses identified were documented.

- **The Audit and Performance Audit Committee**

The Audit and Performance Audit Committee is in place and fully functional. The Committee comprise of three independent members and performs both performance and financial oversight role in our municipality. Section 166 of the Municipal Finance Management Act (MFMA) states that the audit committee must advise council, political office bearers, the accounting officer and the management staff of the municipality on matters relating to 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 MFMA, Division of Revenue Act and any other applicable legislation, performance evaluation and any other issues referred to it by the municipality.

The committee has performed its oversight role for the year under review and will be tabled to Council in the next quarter on matters relating financial management including annual financial statements, performance management and risk management.

The Audit and Performance Audit Committee Charter was reviewed and approved by Council in October 2018.

- **Enterprise Risk Management**

Section 62(1)(c) of MFMA requires a Municipality to have and maintain effective and transparent systems of financial and risk management and internal control, hence fraud risk assessment forms part of the risk management activities and informs the risk register. The municipality has implemented appropriate risk management activities to ensure that regular risk assessments are conducted i.e. IT risk assessments, business risks assessment (operational, strategic) and risk registers are updated. The progress on Risk Management and an updated Risk Register is reported on a quarterly basis, to the Risk Management Committee and subsequently to the Audit and Audit Performance Committee.

Roles and responsibilities:

Role-players	Responsibilities
Internal Audit	The internal audit activity therefore evaluates and contributes to the improvement of risk management, control and governance processes.

Governance	The Internal Audit Activity assists Executive Management in achieving the goals of Ubuhlebezwe by evaluating the process through which: • Goals and values are established and communicated; • The accomplishment of goals is monitored; and • Accountability is ensured and Municipal values are preserved
Risk Management	The Internal Audit assist the municipality through facilitation in identifying, evaluating and assessing significant organisational risks and provide assurance as to the effectiveness of related internal controls regarding the focus areas reviewed.
Controls	The Internal Audit activity evaluate whether the controls of the focus areas, as set out in its Internal Audit Plan which management relies on to manage the risks down to acceptable levels, are appropriate and functioning as intended (i.e. are they effective yet efficient) and develop recommendations for enhancement or improvement. • The Internal Audit activity is authorised to: • Have unrestricted access to all functions, records, property and personnel; • Have full and uninhibited access to the Audit Committee;
Management	Management is responsible for the establishment and maintenance of an effective system of governance to: • Establish and communicate organisational goals and values; • Monitor the accomplishment of goals; and • Ensure accountability and values are preserved. Management is furthermore responsible for the establishment and maintenance of an effective system of internal control. The objectives of the system of internal control are, inter alia, to provide management with reasonable, but not absolute, assurance that: • Risks are properly managed; • Assets are safeguarded; • Financial and operational information are reliable; • Operations are effective and efficient; and • Laws, regulations and contracts are complied with. The prevention and detection of fraud is management's responsibility. The principal safeguard against fraud, misstatement and irregularities is an effective system of internal control. It must, however, be recognised that there are inherent limitations in any system of internal control – including human error, circumventions through collusion of two or more people and management's ability to override decisions which may result in fraud or irregular transactions.

Table 49: Roles and responsibilities of Internal Audit

- **The municipality Risk Register**

There is a separate fraud risk register in place based on an assessment initially conducted by the Department of Co-operating Governance and Traditional Affairs. The municipality also has a Fraud Prevention Plan and a Fraud Prevention Strategy documents in place which have been presented to EXCO and the Audit Committee.

- **Risk Management Committee**

The Risk Committee was established and is fully functional. The members were appointed during the 2016/2017 financial year, which comprises of 13 managers and 5 directors of the municipalit, an external Chairperson has been appointed as well. The Risk management framework and policy are in place. The committee meetings are held on a quarterly basis and reports are tabled to the accounting officer and the Audit Committee. The Risk management workshops are conducted annually from which a risk register is developed. The risk register is then monitored on a quarterly basis.

- **Adopted policies and Municipal By-laws**

Currently the municipality has the following guiding human resource related policies in place and this strategy does not seek to interfere therewith and confirms their validity. However, in the unlikely event of encroachment, the latest dated document shall prevail: The following are the policies and by-laws in place.

Name of Policy	Frequency of review	Latest date of review and adoption
Attendance and punctuality	Annually	October 2020
Bereavement policy	Annually	October 2020
Discipline and dismissal policy	Annually	October 2020
Dress code policy	Annually	October 2020
Employee assistant policy	Annually	October 2020
Intoxicating substance policy	Annually	October 2020
Grievance policy	Annually	October 2020
HIV and AIDS policy	Annually	October 2020
Internal bursary policy	Annually	October 2020
Leave policy	Annually	October 2020
Occupational health and safety policy	Annually	October 2020
Overtime policy	Annually	October 2020
Policy for recognition of qualifications	Annually	October 2020
Policy guidelines for in senior and critical positions	Annually	October 2020
Recruitment and selection policy	Annually	October 2020
Relocation policy	Annually	October 2020
Retention policy	Annually	October 2020
Scarce skills allowance policy	Annually	October 2020
Sexual harassment policy	Annually	October 2020
Standby allowance policy	Annually	October 2020

Succession planning policy	Annually	October 2020
Training and development policy	Annually	October 2020

Table 50 : Policies

A list of approved By-Laws:

	POLICY NAME / BY-LAW	DATE APPROVED
1.	**Keeping of Dogs By-laws**	04 December 2014
2.	**Keeping of Animal and Birds but Excluding Dogs By-laws**	04 December 2014
3.	**Regulation of Mini –bus Taxis and Buses By-laws**	04 December 2014
4.	**Library By-laws**	04 December 2014
5.	**Carrying on of the Business of Street Vendor, Pedlar or Hawkers By-Laws**	04 December 2014
6.	**Sign By-Laws (Advertising)**	04 December 2014
7.	**Control of Discharge of Fireworks By-laws**	04 December 2014
8.	**General and Nuisance By-laws**	04 December 2014
9.	**Child care Service By-laws**	04 December 2014
10.	**Public Amenities By-laws**	04 December 2014
11.	**Road Traffic By-laws**	04 December 2014
12.	**Establishment and Control of Recreational Facilities Bylaws**	04 December 2014

13. Cemetery By-laws	04 December 2014
14. ACCOMMODATION ESTABLISHMENT	04 December 2014
15. BUILDING REGULATIONS	04 December 2014
16. ENCROACHMENT	04 December 2014
17. FENCES AND FENCING	04 December 2014
18. INFORMAL TRADING	04 December 2014
19. LIQUOR	04 December 2014
20. MUNICIPAL POUND	04 December 2014
21. MUNICIPAL ROADS	04 December 2014
22. RULES AND ORDERS	04 December 2014
23. INTEGRATED WASTE MANAGEMENT	04 December 2014
24. CREDIT CONTROL AND DEBT COLLECTION	04 December 2014

: By-Laws

By-laws cover various local government issues such as public roads and miscellaneous, parking grounds, public open spaces, street trading, public health, cemeteries and crematoria, emergency services, culture and recreation services, and encroachment on property. Ubuhlebezwe Municipality has a total number of 15 (fifteen) bylaws which were promulgated in 2009, however, there have been some challenges with the implementation of such as there were no fine schedules to enable sanctions to be instituted. In 2013/14 financial year the process of drafting the necessary fine schedules and newly prioritized bylaws commenced. 11 (eleven) new bylaws and 26 fine schedules have been developed and the public participation process scheduled commenced in August 2014. All the bylaws and fine schedules have been finalized at a Council meeting held on the 4th December 2014. All Municipal By-laws and Fine Schedules were gazetted on the 9th February 2016 and booklets will be printed for easy implementation.

- **Establishment of bid committees**

All the bid committees are in place. The middle management form part of the bid specification committee and chaired by the SCM parctictioner. The bid evaluation committee makes up of the middle managers being chaired by the SCM Manager and the bid adjudication committee made up of the senior management and chaired by the CFO. Each year the municipality adopts a demand management plan / procurement plan outlining all the planned and budgeted projectes, giving the time frames of when the scm processess shall resume, from the requisitions by departments, advertising by SCM, sitting of bid committees and the final award of tenders. This plan is aligned with the IDP as well as the SDBIP. And from this plan members know exactly the dates of the meetings ensuring that the legislated time frames are adhered to.

- **Ward Based Plans**

The municipality's IDP is mainly informed by the Ward Based Plans. A Roll - Out of Community Based Planning (CBP) took place in 2013 and the WBP's are reviewed annually. Ward based planning is a practice that encourages the engagement of key Community Stakeholders at a ward level in crafting a developmental plan of a ward. A developed plan of a ward must be aligned with the municipalities Integrated Development Plan. Participants in the process are community representatives from structures e.g. Ward Committees, Community Care Givers, and the general members of the community with a full complement of War Room representation. This process if fully aligned and informs the Municipal Integrated Development Plan.

Ubuhlebezwe ward based plans have been developed. It focuses on the ward background, situational analysis, social profile, economic status, resources of the ward, Government intervention needed in the ward, ward needs, existing services, ward's SWOT analysis, ward vision, objectives, project, a submission to the IDP and spatial representation of the ward.

The main aim is to ensure a proper alignment of the ward based plans with Municipal IDP. The alignment focuses on the ward project itemized as the submission to the IDP on a ward based plan.

The following **table** is an indication of what is happening at a ward level:

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
1	Ward one is made out four VD's namely: Cabazi Mahafana,Ncakubana and Mahhehle. Traditional Authorities of ward one are Amabhaca Traditional Council. The type of dwelling in the ward is characterized of a combination of mud and blocks houses. The ward dominates the IsiZulu and average of English language . Ward proportion of access to sanitation covers part of Mahhehle area. Proportion of access to electricity covers almost all VDs with the exception of Cabazi that still requires infills.	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	Primary Schools -05 Secondary Schools - 03 Sports facilities - 02 Satellite library - 01 Community Hall - 03 Churches -04 Formal shops - 01 Informal - 08 SASSA Service Point - 01	• Distribution of sanitation by Harry Gwala District Municipality though there is still a need to ensure the even supply. • Distribution of electricity by Eskom hence there is a need of a maximum supply. • EPWP Programme has provided minimum opportunities to the destitute thus providing low income earnings. • Community Care Givers by the Department of social development.There is a need to hire more Community Care Givers . • Community Safety and Liaison intervention in the ward with regards to crime prevention through Community Policing Forum. • Sector Departments needs to ensure full participation in the War Room.	Cabazi : Access Roads, Infill's. Mahafana : Water Ncakubana : Water, Herold Nxasane Rd Mahhehle:Water, Nxasane Rd Upgrading of P236 Required	Education Health Electricity Safety and Security Roads Access Roads Water Grant Job Creation Moral regeneration

2	Ward two is made out four VD's namely: Sonqoba simunye, Ixopo Primary Carisbrooke primary and Flagstone Farm. The Traditional Authority of ward	The ward is characterised by the middle income earners, large number of low income earners,	Primary Schools-04 Secondary Schools-01 High School-01 Clinic- 01	• Sanitation by Harry Gwala District Municipality. • Electricity supply by Eskom.	• Electricity • Access Roads • Housing	Education Health Electricity Safety and Security Roads

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
	two is Amazizi Traditional Council. The type of dwelling in the ward is characterized of combination of mud houses, blocks houses, informal and Farms. The ward dominates the IsiZulu, Afrikaans and English language. Ward proportion of access to water and sanitation is at an average level. Proportion of access to electricity covers all areas with the exception of Flagstone and Bethel Farm. The rating of electricity unit in Stanton farm is too high.	larger number of grantees and the unemployed.	Library-01 Community Hall-03 Police Station-01 Churches-13 Surgeries-07	• EPWP Programme has provided minimum opportunities to the destitute thus providing low income earnings. • Community Care Givers by the Department of health hence there is a need for additional volunteers at Flagstone and Bethel. • Community Safety and Liaison intervention in the ward with regards to crime prevention thorough Community Policing Forum and SAPS. • Sector Departments needs to ensure full participation in the War Room.	• Water and sanitation • Job Opportunities	Access Roads Water Grant Job Creation Moral regeneration Feeding Scheme

3	Ward Three is made out eight VD's namely: Magidigidi, Mpofini, Nkululeko, Lufafa, Bhensela, Cekazi, Lusiba and Ntakama. Traditional Authorities of ward three are Vukani Traditional Council. The type of dwelling in the ward is characterized of combination of mud houses and blocks houses. The ward dominates the IsiZulu language. Ward proportion of access to sanitation covers all voting Districts, except the infill's. Proportion of access to electricity covers all VD's. Water distribution at 97% and boreholes in addition.	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	Primary Schools-07 Secondary Schools-04 Sports facilities-02 Community Hall-07 Churches-05 SASSA Service Point-03	• Distribution of sanitation in the ward is at the maximum capacity through Harry Gwala District Municipality. • Electricity supply is at its maximum capacity except for the infill's . • EPWP and CWP Programme have provided minimum job opportunities to the destitute thus providing low income earnings. • Community Care Givers hired by	Sanitation Infill's, Road Nsindane to Mgidigidi	Education Electricity Safety and Security Roads Access Roads Water Grant Job Creation Moral regeneration CWP Community Halls

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
				the Department of health do provide excellent service though there is concerned about the handling of confidential personal information. • Community Safety and Liaison intervention in the ward with regards to crime prevention thorough Community Policing Forum as crime rate is at 30%. • Sector Departments needs to ensure full participation in the War Room.		
4	Ward Four is made out four VD's namely: Fairview, Morningside, Mariathal, and Mazizini under Amazizini Traditional Council. The type of dwelling in the ward is characterized of combination of mud, blocks houses, 730 Informal settlements and RDP houses. The ward dominates the IsiZulu and average of English speaking people and foreign national languages. Ward proportion of access to sanitation covers Fairview, Hlanzeni, Shayamoya, Sperenza with the exception of Mandilini area. Proportion of access to electricity covers Morninside, Fairview, Morningview with exception of Mandilini, Ndimakude, Hlanzeni, Sperenza, Malamula and	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	Primary Schools-4 Secondary Schools-1 High Schools-2 Hospital-1 Sports facilities-3 Community Hall-2 Churches-1	• Sanitation by Harry Gwala. • Electricity supply by Eskom. • EPWP Programme has provided minimum opportunities to the destitute thus providing low income earnings. • Community Care Givers by the Department of health. • Community Safety and Liaison intervention in the ward with regards to crime prevention thorough SAPS, Community Policing Forum, and Operation Qeda ubugebengu.	Fairview and Morningside VD's requires houses Tar road in access roads Sanitation in Fairview and Mariathal Sports facilities in Mazizini and Mandilini Scholar transport	Education Moral regeneration Electricity Safety and Security Roads Access Roads Water Grant Job Creation Feeding Scheme Health Services

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
	informal settlements (Chocolate city and Morningview).			• There is full participation of Sector Departments in the War Room.		
5	Ward five is made out of four VD's namely: Kwelentsheni, Sqandulweni, Siyavela, Zasengwa ukuthula, Bacwebileyo,Siyakha, Bhobhobho and Bambisanani.Traditional Authorities of ward five are Butateni Traditional Council and Amnyuswa Traditional Council. The type of dwelling in the ward is characterized of combination of mud and blocks houses.The ward dominates the IsiZulu language.	The ward is characterised by the middle income earners, large number of low income earners, larger number of grantees and the unemployed.	Primary Schools-06 Secondary Schools-01 High School-01 Clinic-01 Community Hall-01 Churches-03 Skills Centre-01	• Water and sanitation by Harry Gwala District Municipality. • Electricity supply by Eskom. • EPWP/CWP Programme has provided minimum opportunities to the destitute thus providing low income earnings. • Community Care Givers by the Department of health. • Community Safety and Liaison intervention in the ward with regards to crime prevention thorough Community Policing Forum and SAPS • Sector Departments needs to ensure full participation in the War Room.	• Electricity • Access Roads • Housing • Water • Job Opportunities • Community halls • Skills centre	Education Health Electricity Safety and Security Roads Access Roads Water Grant Job Creation Moral regeneration Feeding Scheme Nutrition Programme Trainings
6	Women arrested Floods, Droughts Political unrest Appointment of CCGs Appointment of youth ambassadors First local elections	The wars is characterised by the middle income earners, low income earners, larger number of grant dependees and the unemployed	St Nicholas School Hlokosi School Luswazi School Zamafuthi School Bridge Roads Creches	Water & electricity Community hall Health services Roads, toilets, CWP Safety and security Services, educations Sanitation Housing telecommunications	Water services Electricity Sanitation Housing Health services Transport Skills development Community hall Library services Telecommunications Safety and security	Education, roads, sanitation, electricity, social services.

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
7	Ward seven is made out of three Voting Districts namely: Mpunga, Ukuthula and Indela. Traditional Authorities in ward seven are Ukuthula T/C and Amanyuswa T/C. The type of dwelling in the ward is characterised of a combination of mud and blocks houses. The ward dominates the IsiZulu. Ward proportion of access to electricity covers the whole ward though there are still infill's. Sanitation it covers most of the ward and ther is still arequirement of infills to a minimum level	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	Primary Schools-01 High Schools-02 Clinic-01 Sports facilities-01 Education centre-01 Community Hall-01 Skills centre-01 Shops-03 ZG Centers-02	• EPWP, CWP and Zibambele Programme have provided minimum opportunities to the destitute thus providing low income earnings. • Community Care Givers hired by the Department • Community Safety and Liaison intervention through CPF's thou requires revival in some areas • Arts and culture co-ordinators in providing support with regards to arts culture activities • Water monitors by Harry Gwala District Municipality.	Refurbishment main roads and Access roads Electrification of Kaloshe area Increase in number of Sports facilities	Education Health Services Skills centre Water Services Electricity Roads birth certificates identity documents marriage certificates agricultural seeds public transport community hall housing

8	Ward eight is made out of five VD's namely: Lingelethu, Somelulwazi, Bongindawo, Lusibabukhulu and Mantulela under Ikhwezi lokusa, Shiya abanye and Ukuthula Traditional Council. The type of dwelling in the ward is characterized of combination of mud and blocks houses. The ward dominates the IsiZulu and average of English Language. Ward proportion of access to sanitation covers 80% of the area and proportion of access to electricity covers 70%.	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	Primary Schools-08 Secondary Schools-01 High Schools-01 Clinic- 01 Sports facilities-01 Community Hall-04 Churches-12 Formal-06 Informal-12	• Distribution of sanitation by Harry Gwala. • Electricity supply by Eskom. • EPWP programme has provided minimum opportunities to the destitute thus providing low income earnings. • Community Care Givers by the Department of health. • Community Safety and Liaison intervention in the ward with regards to crime	• Water • Electricity • Sports facilities • Access roads • Grant • Sanitations at School • Safety and security • Lightening Conductors • Crèches • Home for old age people • FET	Education Moral regeneration Electricity Safety and Security Roads Access Roads Water Grant Job Creation Feeding Scheme Health Services

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
				prevention thorough SAPS, is not functioning anymore. • Zibambele Programme by Transport.		
9	Ward nine is made out six VD's namely: Phumobala, Mahlabathini, KoShange, Mission, Kozondi and kintail under Amakhuze Traditional Council. The type of dwelling in the ward is characterized of combination of mud, very few blocks houses and vandalised RDP houses. The ward dominates the IsiZulu language. Ward proportion of access to sanitation covers 90% of the ward. The proportion of access to electricity covers only 50% of the Ward.	The ward is characterised by the low income earners, larger number of grantees and the unemployed.	Primary Schools-06 High Schools-02 Clinic-01 Community Hall-03 Churches-03 Formal shops-04 Skills Centre-01	• Distribution of sanitation by Harry Gwala District Municipality. • Electricity supply by Eskom. • EPWP/CWP Programme has provided minimum opportunities to the destitute thus providing low income earnings • Community Care Givers by the Department of health. • Community Safety and Liaison intervention in the ward with regards to crime prevention thorough SAPS; Community Policing Forum but there is a need for more CPF.	Sports fields Library Clinic Stable theatre Tar road Houses Electricity Skills centre Dams	Education Moral regeneration Electricity Safety and Security Roads Access Roads Water Grant Job Creation Feeding Scheme Health Services Skills Centre

10	Ward ten is made out of five VD's namely: Kwathathane, Mhlabashane, Ebhayi, KwaShinga and KwaMncinci under Vusathina Tradition Council. The type of dwelling in the ward is characterized of combination of mud and blocks houses. The ward dominates the IsiZulu language. Ward proportion of access to sanitation covers all wards with	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	Primary Schools-04 High Schools-02 Sports facilities-02 Community Hall-02 Churches-04 Informal shops-06 Funeral Parlour-01 Crèche-02	• Distribution of sanitation to the maximum capacity by Harry Gwala District Municipality. • Electricity supply by Eskom. • EPWP and CPW Programme have provided minimum opportunities to the	• Access roads • Water • Electricity • Job Opportunity • Renovations of halls • Sport field at Bhayi • Houses • Skills Centre	Education Moral regeneration Electricity Safety and Security Roads Access Roads Water Grant Job Creation Feeding Scheme Health Services Boreholes

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
	the exception of Kwamncinci area. The proportion of access to electricity covers 70% of the ward.			destitute thus providing low income earnings. • Community Care givers by the Department of health. • Community Safety and Liaison intervention in the ward with regards to crime prevention thorough SAPS, Community Policing Forum. • There is a need of full participation from Sector Departments in the War Room.	• Clinic at Kwathathane	

11	Ward eleven is made out of 7 VD's namely: Mshobashobi, Merry help, Kwambingeleli, Nokweja, Bhekukuphiwa, Kwadladla, Makhonza. Traditional Authority in ward eleven is Amadzikane, Amazizizi and Amawushe traditional councils. The type of dwelling in the ward is characterized of combination of mud and blocks houses. The ward dominates the IsiZulu. Sanitation in the ward cannot be rated since it was provided long time ago and currently it requires to be redistributed. Proportion of access to electricity covers all Voting Districts. Water distribution in the ward is at 90%.	The ward is characterised by the middle income earners at a very minimal rate, low income earners, larger number of grantees and the unemployed.	Primary Schools-07 Secondary School-01 High School- 01 Clinic-01 Sports facilities-01 Community Hall-01 Churches-06	• EPWP, CWP and Zibambele Programme have provided to the minimum level thus created low income earnings opportunities. • Community Care Givers hired by the Department of health do provide excellent service • Community Safety and Liaison intervention in the ward with regards to crime prevention thorough Crime prevention volunteers • Department of sports and recreation provide support with regard to sports development in	• Sports facilities • Clinic services do not accommodate the population of more than 6000 people • Poor water service provision • Access roads and roads that are being serviced by the department of Transport requires refurbishment • To attend to the HIV infections in the ward through awareness's • The unemployment rate needs to be attended to • School drop outs	Education Health services Moral regeneration Water services Social grant seeds Soup kitchen Community hall Electricity Safety and security

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
				the ward through sports hub • Arts and culture co-ordinators providing support with regards to arts and culture activities • Harry Gwala District Municipality provide support though Water monitors • Sector Departments needs to ensure full participation in the War Room.	• Stock theft discourages participation in agricultural activities	
12	Ward twelve is made out five VD's namely: Amazabeko High school, Ntabakunuka Primary School, Madungeni Tribal Court, Khuluma Secondary school and Mgodi Primary school. Traditional Authorities of twelve is eMadungeni Traditional Council. The type of dwelling in the ward is characterized of combination of mud and blocks houses. The ward dominates the IsiZulu.	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	Primary Schools-03 Secondary Schools-02 Sports facilities-03 Community Hall-01 Clinic-01	• Ubuhlebezwe Disaster Unit intervention accessible to the ward. • EPWP Programme has provided minimum opportunities to the destitute thus providing low income earnings. • Community Care Givers by the Department of health. • Community Safety and Liaison intervention in the ward required to revive and lunch Community Policing Forum. • Sector Departments needs to ensure full participation in the War Room.	Water Electricity Roads and bridge Skills centre Addition of EPWP and CWP Community hall	Education Health Electricity Roads Access Roads

13	Ward thirteen is made out eight VD's namely: Mashumi, Black Store, Mbambalala, Nhlamvana, Highflats, Fletcher, Nqwakuza	The ward is characterised by the middle income earners, low income	Primary Schools-5 Secondary Schools-1 Clinic- 1 Sports facilities-2	• There is a need of ensuring the even distribution of sanitation to the	Water, Electricity, Access Roads and RDP	Education Heath Services Electricity Safety and Security

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
	and Thuleshe. Traditional Authorities of ward thirteen are Amazizi T/C and Amadunge TC. The type of dwelling in the ward is characterized of combination of mud and blocks houses. The ward dominates the Isizulu. Ward proportion of access to sanitation is 70% and a proportion of 35% of access to electricity.	earners, larger number of grantees and the unemployed.	Satellite library-1 Police station -1 Community Hall-4 Churches-2 Formal shops-5 Informal-9 Banks-2 SASSA Service Point-2 Burial Services-2	maximum capacity since currently the provision of sanitation is at 70%. • The electricity supply is at 35% thus there is a need of a maximum distribution. • EPWP Programme has provided minimum opportunities to the destitute thus providing low income earnings. • There is a need to hire Community Care Givers by the Department of health. • Community Safety and Liaison intervention required in the ward with regards to crime prevention thorough Community Policing Forum.		Roads Access Roads Water

14	Ward Fourteen is made out five VD's namely: Lwazi high school, Ndwebu primary, Mdibaniso comprehensive, Nhlangwini, Multipurpose centre and Smangele secondary Traditional Authorities of ward Fourteen is Nqabakucasha /Nhlangwini Traditional Council the type of dwelling in the ward is characterized of combination of mud and blocks houses. The ward dominated by IsiZulu speakers. The proportion of electricity covers all wards except for Fodo, Thuthuka and	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	Primary Schools-03 High Schools-02 Sports facilities-05 Community Hall-02 Clinic-01 Churches-08 Formal shops-08 Funeral Parlour-01	• Distribution of water and sanitation. • Distribution of electricity supply by Eskom. • Zibambele programme • Community Care Givers by the Department of health. • Community Safety and Liaison intervention in the ward with regards to crime prevention thorough	Launch of war room Water and sanitation Electricity Houses Access roads EPWP and CWP Community hall Fencing of community gardens	Education Health Electricity Roads Access Roads ID birth certificates and marriage certificate Grants Water Moral regeneration

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
	Thoyi areas that require numbers of 472 hundred to 500. Distribution of water and sanitation doesn't cover the entire ward.			Community Policing Forum. • Water Monitors by Harry Gwala District Municipality • Grants by Sassa • Home affairs services.		

Good Governance and Public Participation SWOT Analysis

STRENGTHS:	**WEAKNESSES:**
• Effective participatory process and Transparency. • Delivery of appropriate quality of services • The municipality is in touch with its communities through Mayoral Community Consultation Meetings. • Improved Communication/Information dissemination through ward committees. • Community involvement in a decision making process. • Involvement of community through community based planning • Partnerships with sector departments • Public participation policies in place	• Expectation of communities regarding services delivery that are not informed by budget and timelines • Dependency syndrome where people depend on the municipality for everything e.g. employment, shelter, sanitation, free education
OPPORTUNITIES:	**THREATS:**
• Alleviation of protests**.** • Sense of ownership promoted through a delivery of appropriate quality of services. • Self-governing when people are involved in a decision making process. • The municipality through proper consultation is able to acknowledge needs of its communities • Policies in place serves as a yardstick for public participation activities • Ward based plans in place	• Broadness of a Public participation concept • Uncertainties to the communities regarding timelines of services may lead to protests • Potential of a conflict between municipalities and the communities • local community to hold local government accountable

KEY CHALLENGES

Municipal Transformation & Organisational Development

- Inability to retain skilled staff due to location of the Municipality.
- Inability to offer high salaries due to size of the Municipality and grand dependency.
- Unavailability of high quality service providers, in close proximity, for the provision of training programs

Service Delivery & Infrastructure Development

- Ubuhlebezwe Municipality although striving for Excellency, there are still some challenges in terms of service delivery, however the municipality is already engaged in processes of addressing them. There is a challenge with the landfill site; currently the municipality is using the one at Umzimkhulu under Umzimkhulu Municipality.
- Funds are so limited that the municipality is unable to address backlog in terms of CIP.
- Due to size and lack of revenue, the Municipality depends on the District Municipality for the provision of water and on Eskom for electricity. These are some of the avenues from which the Municipality could be generating revenue, however establishing and capacitating these units requires funding.

Municipal Financial Viability

- There are budgetary constraints, due to low revenue base.
- The Municipality is highly dependent on Grant Funding.
- There is resistance from business owners and home owners in paying for rates and services
- The majority of the population resided in rural areas and do not contribute to payment of rates and services.

Social & Local Economic Development

- Inability to attract economic and investment opportunities to the urban area and to extend it to other areas of the municipality to ensure economic sustainability due to aging and inadequate infrastructure.
- Private ownership of land makes it difficult to develop the town and attract investments.
- High levels of illiteracy means the majority of our community members are unemployable, therefore skilled people come from outside the Municipality.

Cross Cutting Interventions

- Spatial development is still hindered by the unavailability of land, which affects Housing developments as well
- Previous unavailability of an environmentalist within the Municipality led to environmental matters being neglected.

Good Governance and Public Participation

- The only challenge in this KPA would be the non sitting of some committees. This has not been a major issues at Ubuhlebezwe, however occasionally there have been committees that have not sat on their scheduled dates and therefore have to be reschedule.

CORRECTIVE MEASURES FROM 2020/21 IDP REVIEW

MEC COMMENT	MUNICIPAL INTERVENTION
LED	
• Development and adoption of the EPWP Policy, aligned to EPWP 4	EPWP Policy will be developed.
• Develop Informal Economy Policy & Investment/Retention Policy. • Identify and implement programmes that target informal economy	There is a Informal Economy Policy and Investment/ Retention Policy. The policies are attached to the IDP.
• Employ mechanisms to reduce red tape to attract investment	Mechanisms to reduce red tape have been reflected in the IDP.
• Develop a plan to mobilize the private sector funding. • Budget for Research & Development	Plans to mobilize private sector funding are implemented through the LED Forum.
• Align with National Local Economic Development Framework	Alignment with the National Framework will be incorporated.
BASIC SERVICE DELIVERY	
• List of current, planned & proposed housing projects	Current, planned and proposed housing projects are included under the Housing chapter and in the Housing Sector Plan
• Waste by-laws	The municipality has adopted and gazetted Solid Waste bylaws and fine scheduled for law enforcement
• Map of Transport Infrastructure	Map will be included
• Coordination with Eskom	Coordination with Eskom is reflected under Basic Service Delivery under projects by Eskom. All electricity projects are handed over to Eskom for energizing.
FINANCIAL VIABILITY	
• Report variances and measures to deal with delays on expenditure for 3 year synopsis of funds received	Variance and measures to deal with delays shall be reported
CROSS CUTTING ISSUES	
• Municipality to utilize the District Climate Change Response	District climate change response will be referenced
• Intergrate environmental sustainability into the vision & mission.	Environmental sustainability shall be incorporated into the vision and mission
• Provide estimates for future situation on the SDF	Future situation shall be covered
• Provide estimates for the next 5 years on infrastructure and service provisions	To be included on the SDF and IDP
• DDM – Fully participate in the planning and implementation od the DDM.	The Municipality takes part in every scheduled meeting of the DDM. The Municipality

SECTION D. Municipal Vision, Goals and Objectives

OUR VISION:

"To provide affordable quality services through good governance"

OUR MISSION:

"UBuhlebezwe Municipality will strive to deliver an appropriate level of service to all of its citizens by the year 2025 and alleviate poverty by promoting sustainable development through good governance and accountability."

STRATEGIC OBJECTIVES:

STRATEGIC OBJECTIVE NO.	Strategic Objectives
01	To improve the performance and functioning of the municipality.
02	To develop staff to ensure effective service delivery through trainings.
03	To promote accountability to the citizens of UBuhlebezwe
04	To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development.
05	To promote culture of learning and enhance social development (illiteracy, skill, talent, education).
06	To Practice sound financial management principles.
07	To improve safety and security within the municipal environment
08	To improve sustainable economic growth and development
09	To invest in the development of the municipal area to enhance revenue
10	To facilitate spatial development in the entire area of UBuhlebezwe and at the same time achieve economic social and environmental sustainability

OUR CORE VALUES:

Values drive the municipality's culture and priorities and provide a framework in which decisions are made. Beliefs are shared amongst the stakeholders of the municipality, which are the following:

- HIGH STANDARD OF ETHICS
- PROFESSIONALISM
- HIGH LEVEL WORK ETHICS
- CARING FOR OUR COMMUNITY
- PUT POEPLE FIRST
- TEAM WORK
- OPENNESS

OUR GOAL

UBuhlebezwe municipality goal focuses on sustainable economic growth and development, establishment of socio-economic infrastructural investment that will attract, retain business and create a great place to live in.

Goals, Objectives and Strategies:

Objectives	Strategies	KPA	PGDS
To improve performance and functioning of the municipality	• Signing of performance agreements • Signing of operational plans • Submission of the risk register reports to the office of the MM • Submission of reports to APAC • Submission of performance reports to the office of the MM • Conducting performance reviews • Preparation and submission of a mid-year performance report • Holding of audit committee meetings • Monitor firewall system account activities • Monitor verification of user acccess rights on all municipal ICT systems • Testing of the Disaster recovery site • Conducting IT hardware equipment assessment audit • Procurement of IT equipment • Monitoring of uploads on the municipal website • Monitor the conduction of trainings as per ICT policies • Monitor the conduction of weekly backup of ICT systems • Renewal of the soft ware licenses. • Monitor the reviewal of ICT Policies and Procedures • Advertising of vacant positions • after receiving a resignation letter • Shortlisting, interviewing and recommending suitable candidates for appointment after closing date of the advert. • Publishing of Section 54 & 56 employees performance agreements • Preparation and submission of a mid-year performance report • Adoption of an oversight report • Submission of the annual report to Council • Reviewing of Service Delivery Charter • Reviewal and approval of fraud prevention plan • Monitor that action plan addressing AG queries is developed and reviewed • Adoption of the IDP	Municipal transformation and institutional development	Governance and policy

To promote accountability to the citizens of Ubuhlebezwe	• Publishing the annual budget and IDP • Submission of OSS progress report to Social Development portfolio. • Commencement of the community consultation meetings • Functionality of ward committees • Coordination of IDP roadshows	Municipal transformation and institutional development Good governance and public participation	Human and Community Development Human and Community Development

	To develop staff to ensure effective service delivery through trainings	• Monitoring of trainings conducted as per WSP • Submission and Adoption of the WSP • Monitor the Reviewal of all HR Policies • Monitor Cordination of the EAP • Awarding Staff members with bursaries	Municipal transformation and institutional development	Human Resource Development
	To improve safety and security within the municipal environment	• Monitor that evacuation drills are conducted • Monitor maintenance of law and order • Submission of Disaster Management sector plan to Council • Monitor fire safety awareness campaigns conducted • Monitor functionality of Disaster Management Advisory Forum • Monitor implementation of scheduled firebreaks • Monitor monthly inspections for fire hydrants • Monitor Fire inspections conducted in buildings within Ubuhlebezwe	Basic service delivery & infrastructure development	Human and Community Development

To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	• Monitoring of the prioritised capital projects • Inspection of prioritized Capital Projects • Monitor Maintenance of municipal parks • Monitor collection of waste from households and businesses • Monitor the coordination of clean up campaigns • Construction of roads, halls, sportsfields and other infrastructure • Maintenance of access roads • Monitoring of meetings with DoHS • Monitoring the submission of the Housing sector plan • Construction of high masts • Processing of Building and alteration plans • Electrification projects • Monitor Maintenance of halls and sport fields • Maintenance of cemeteries • Construction of multi-purpose centres • Monitoring of consultants	Basic service delivery & infrastructure development	Strategic Infrastructure Response to climate change Spatial equity Environmental Sustainability

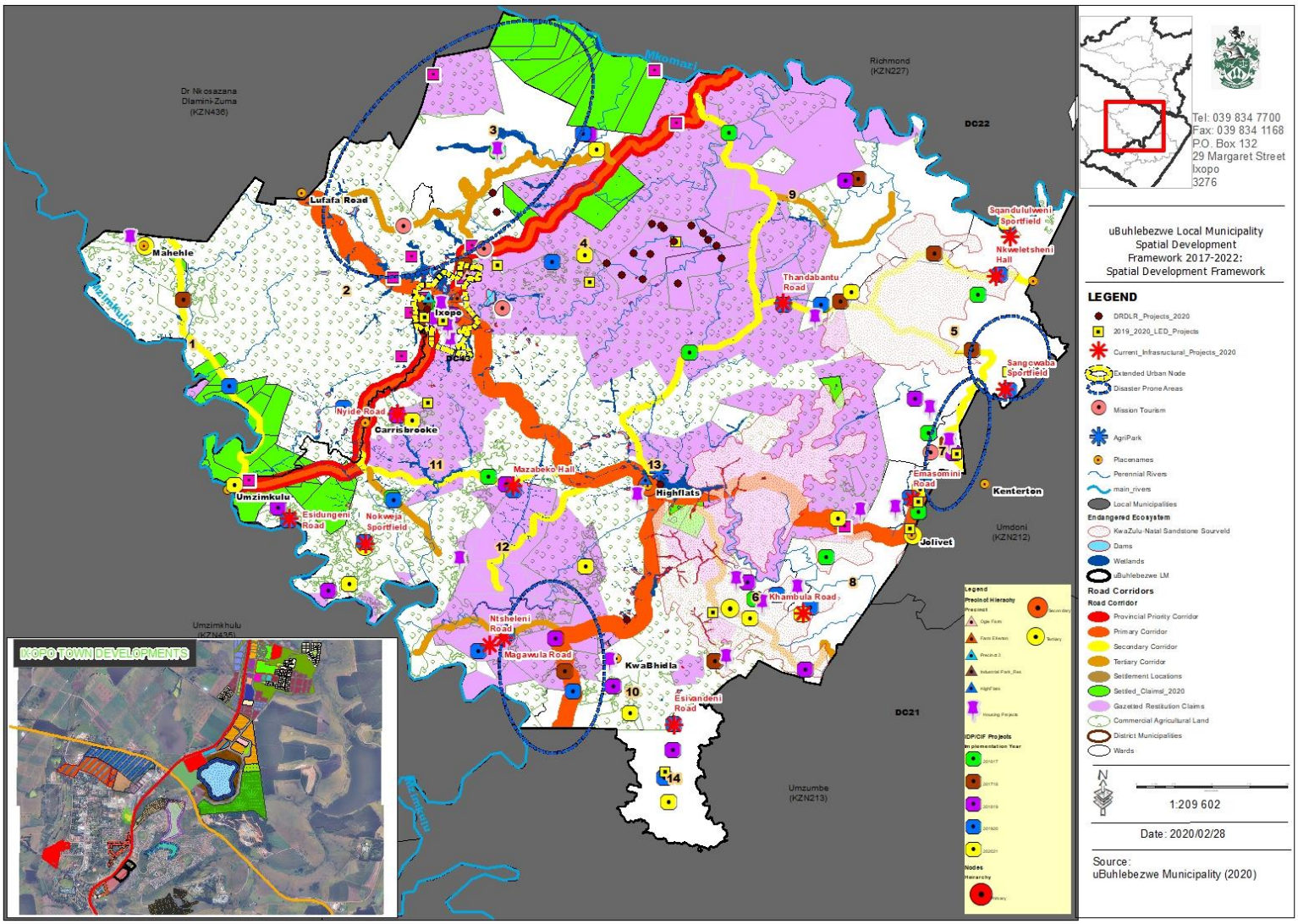
	To improve sustainable economic growth and development	• Submission of progress reports on small farmers programme • Renewal of informal traders licenses • Monitor the sustainability of LED projects • Monitor Processing of business licenses • Monitor the functionality of LED forum. • Job creation through maintenance programme • Supporting income clusters supported with food security • Creation of jobs through LED projects • Monitor the creation of jobs through EPWP • Monitor the implementation of Youth Programme	Social and local economic development	Inclusive Econo mic Growt h Human and Community Developme nt

	To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	• Train unemployed youth • Monitor Library services awareness campaign • Coordination of career exhibition • Coordination of teenage pregnancy campaigns • Conducting of HIV and sexual assault campaigns • Monitor the implementation of Youth Programme • Awarding of external bursaries • Monitor back to school campaign • Monitor coordination of child protection week • Monitor support of disabled groups • Monitor support of Luncheon clubs	Social and local economic development	Human and Community Development
.	To facilitate spatial development in the entire era of Ubuhlebezwe and at the same time achieve economic and environmental sustainability	• Monitor the commemoration of Arbor Day • Geo referencing funded LED projects • Reviewal and Submission of Capital Infrastructure Projects • Facilitate the subdivision and registration of municipal roads • Reviewal and Submission of Integrated Transport Plan • Submission of SPLUMA application for the submission to Municipal Planning Tribunal (MPT) for approval • Monitor the submission of final ward profiles reflecting information for all wards within Ubuhlebezwe jurisdiction • Monitoring of Updated Data Sets for GIS • Reviewal and submission of annual Spatial Development Framework	Cross cutting interventions	Spatial equity Environmental Sustainability

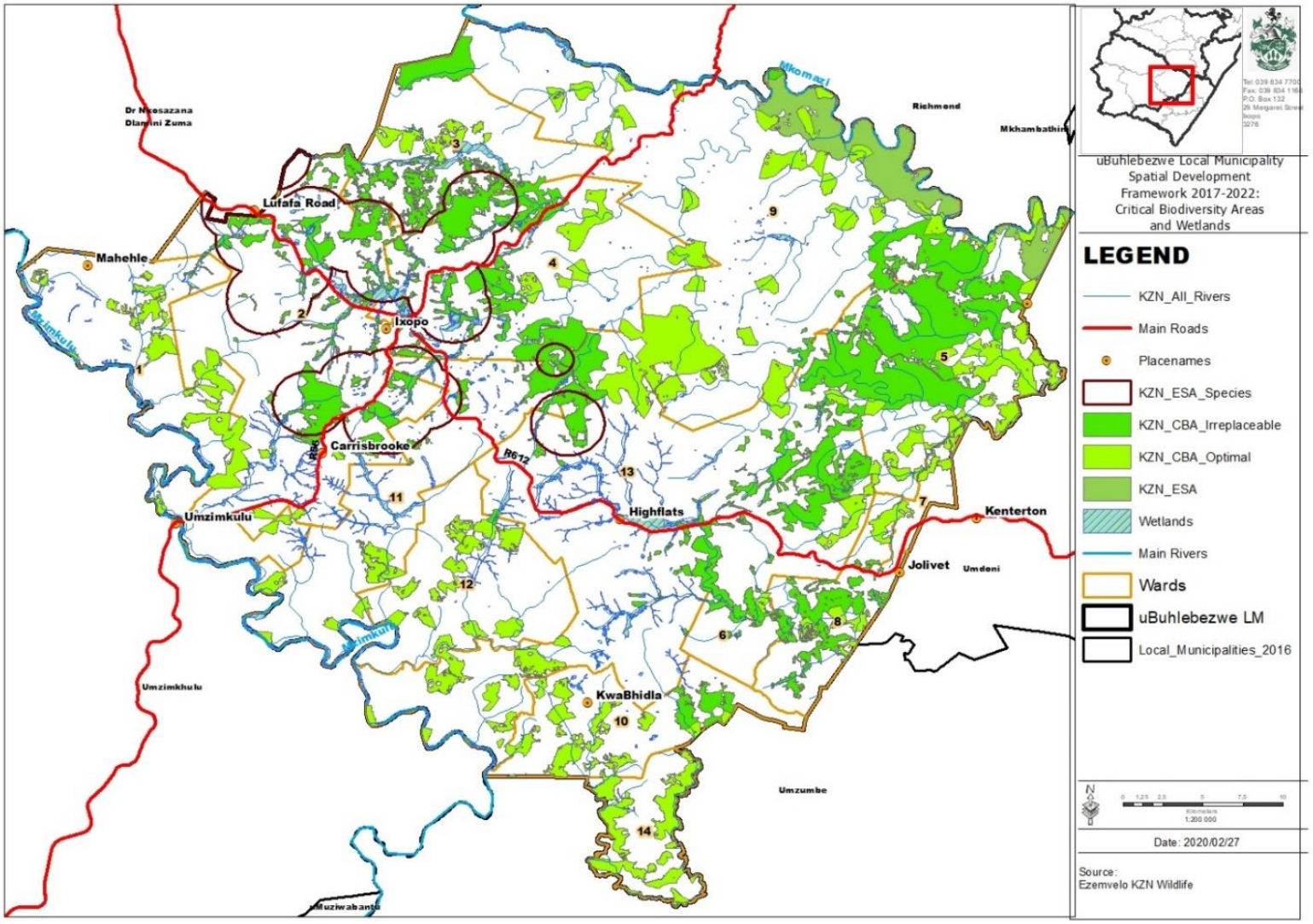
	To practice sound financial management principles	• Monitor the increase of revenue through community safety services • Compliance with the MFMA • Tabling of the annual budget to Council for approval • Submission of the annual budget to PT & NT • Tabling of section 71 reports to finance portfolio committee • Paying service providers within 30 days • Tabling of Debt management report to finance committee • Reviewal and approval of annual disposal report • Submission of the final SDBIP and annual performance agreements to the Mayor • Publication of adjusted 2021/22 SDBIP and IDP • Leasing out of municipal properties • Reviewal of newly barcoded assets • Reviewal and signing of Asset Verification plan • Reviewal of monthly reconciliations of assets • Adoption of Budget and Treasury policies • 100% spending of MIG projects, small town rehabilitation projects, Internally funded projects, INEP projects • Bid processing turn around time • Approval of capital commitments register •	Financial viability and financial management	Inclusive Economic Growth

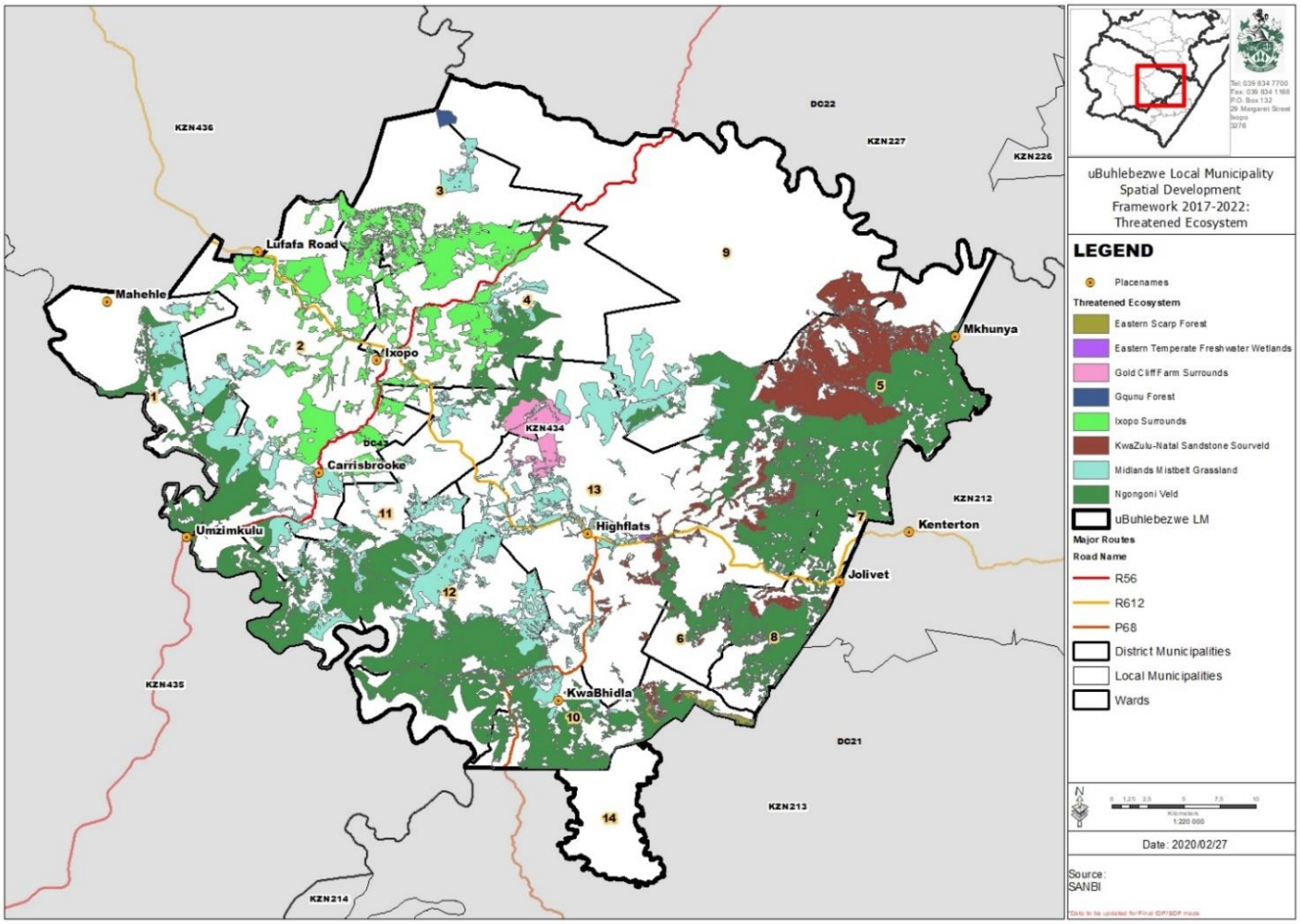
		• Updating and approval of the indigent register • Approval of operational and capital grants reconciliations • Approval of retention registers • Conducting assessment on infrastructure • Review of conditional assessment report • Submission of the AFS to AG • Tabling of the 2021/22 Mid-Term budget • Submission of the 2021/22 Mid-Term budget to NT & PT • Development and adoption of the annual procurement plan • Current debtors not above 40% of the total debtors • Approval of Interim Annual Financial Statements • Monitor the increase of revenue through community safety services • Compliance with the MFMA		
	To facilitate spatial development in the entire area of Ubuhlebezwe and at the same time achieve economic social and environmental sustainability	• Reviewal and submission of annual Spatial Development Framework • Monitor the facilitation of building plans • Monitoring of Updated Data Sets for GIS	Cross cutting interventions	Human and Community Development Spatial equity
	To invest in the development of the municipal area to enhance revenue	• Monitor the increase of revenue through community safety services	Cross cutting interventions	Human and Community Development

SECTION E.1 STRATEGIC MAPPING

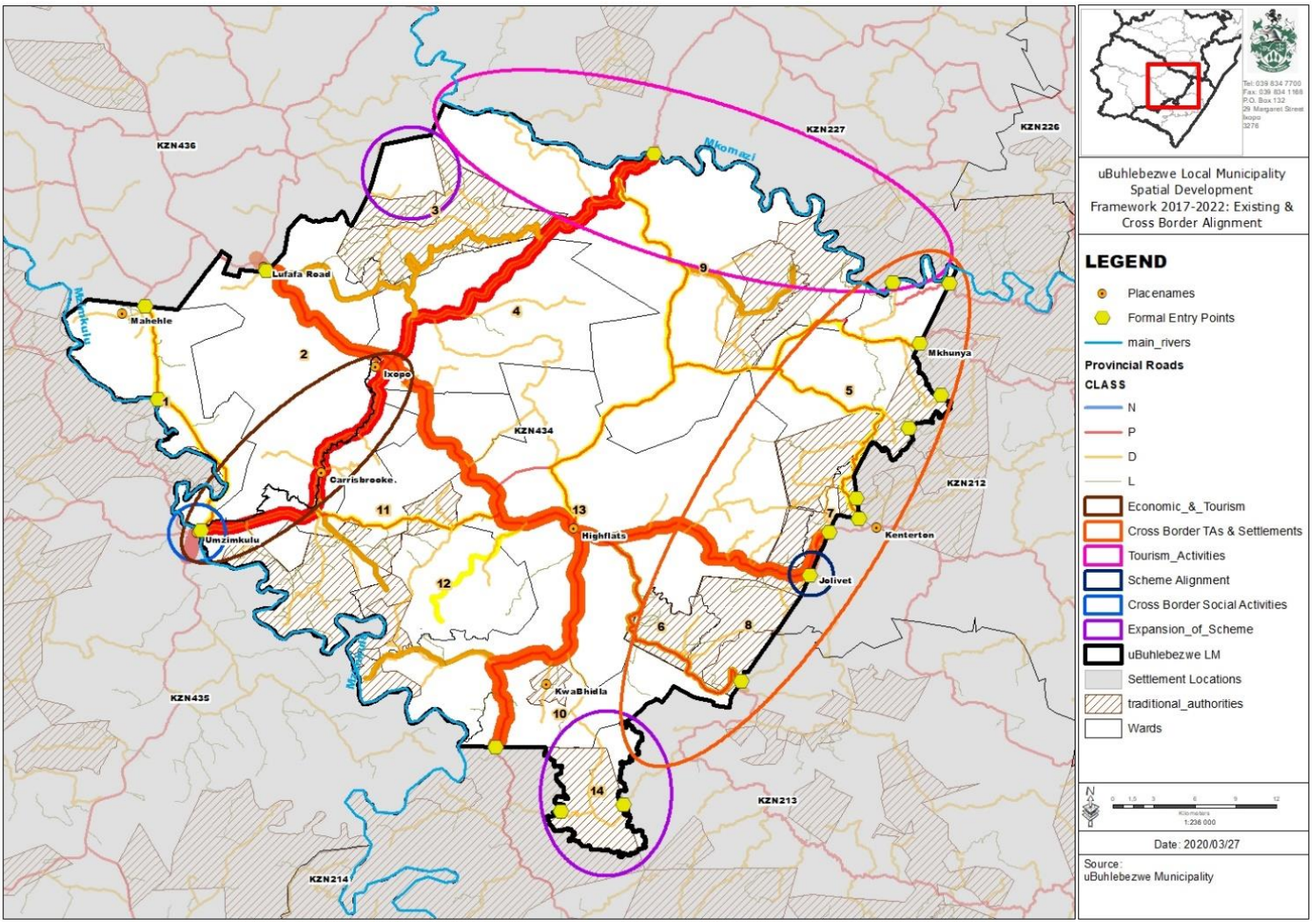


Spatial Development Framework

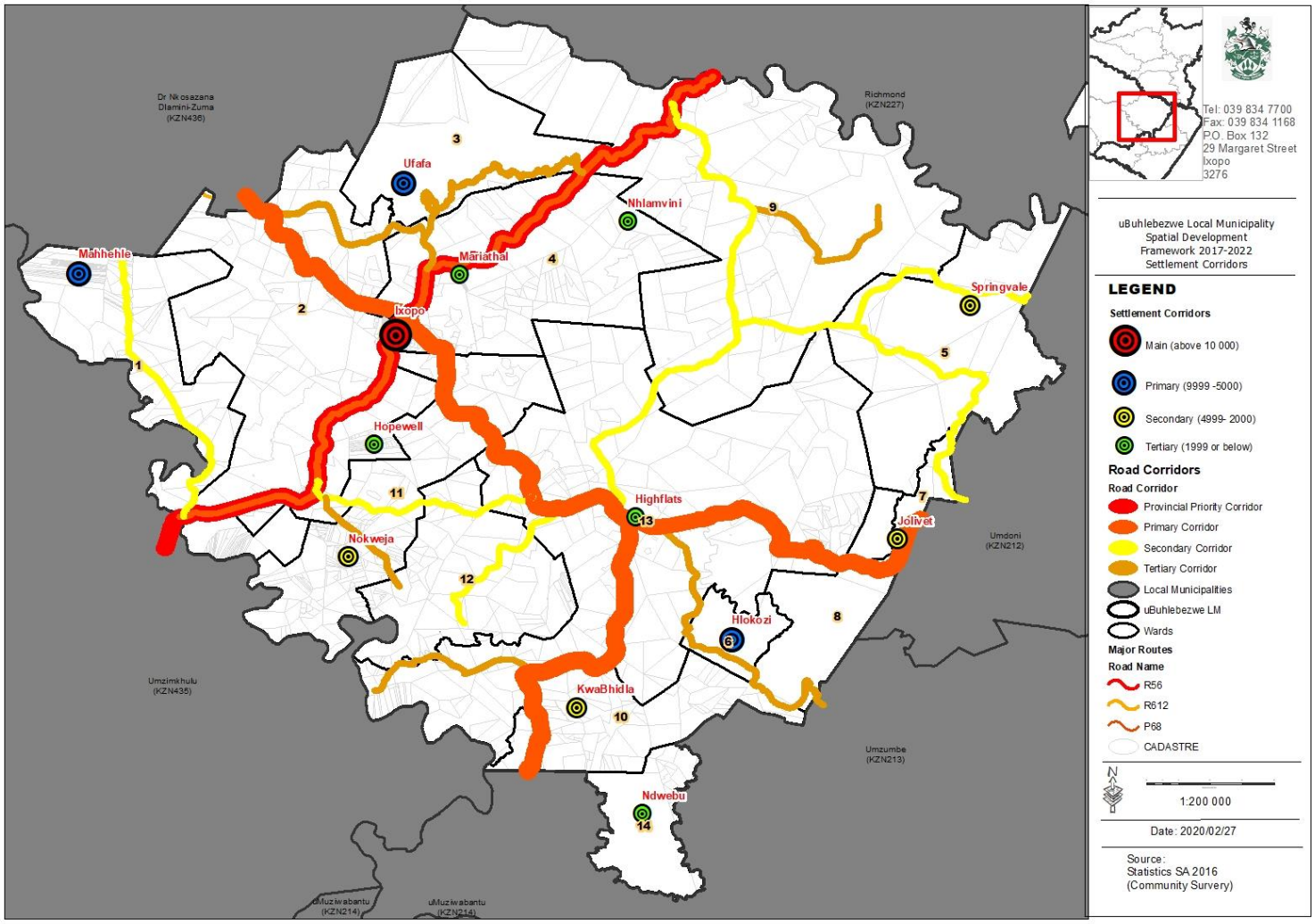

Dr Nkosazana Dlamini Zuma
Richmond
Mkhambathini
Lufafa Road
Mahehle
Ixopo
Carrisbrooke
R56
R612
Umzimkulu
Highflats
Kenterton
Jolivet
Umdoni
Umzimkhulu
KwaBhidla
Umzumbe
Umuziwabantu
uBuhlebezwe Local Municipality
Spatial Development
Framework 2017-2022:
Critical Biodiversity Areas
and Wetlands
LEGEND
KZN_All_Rivers
Main Roads
Placenames
KZN_ESA_Species
KZN_CBA_Irreplaceable
KZN_CBA_Optimal
KZN_ESA
Wetlands
Main Rivers
Wards
uBuhlebezwe LM
Local_Municipalities_2016
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Date: 2020/02/27
Source:
Ezemvelo KZN Wildlife



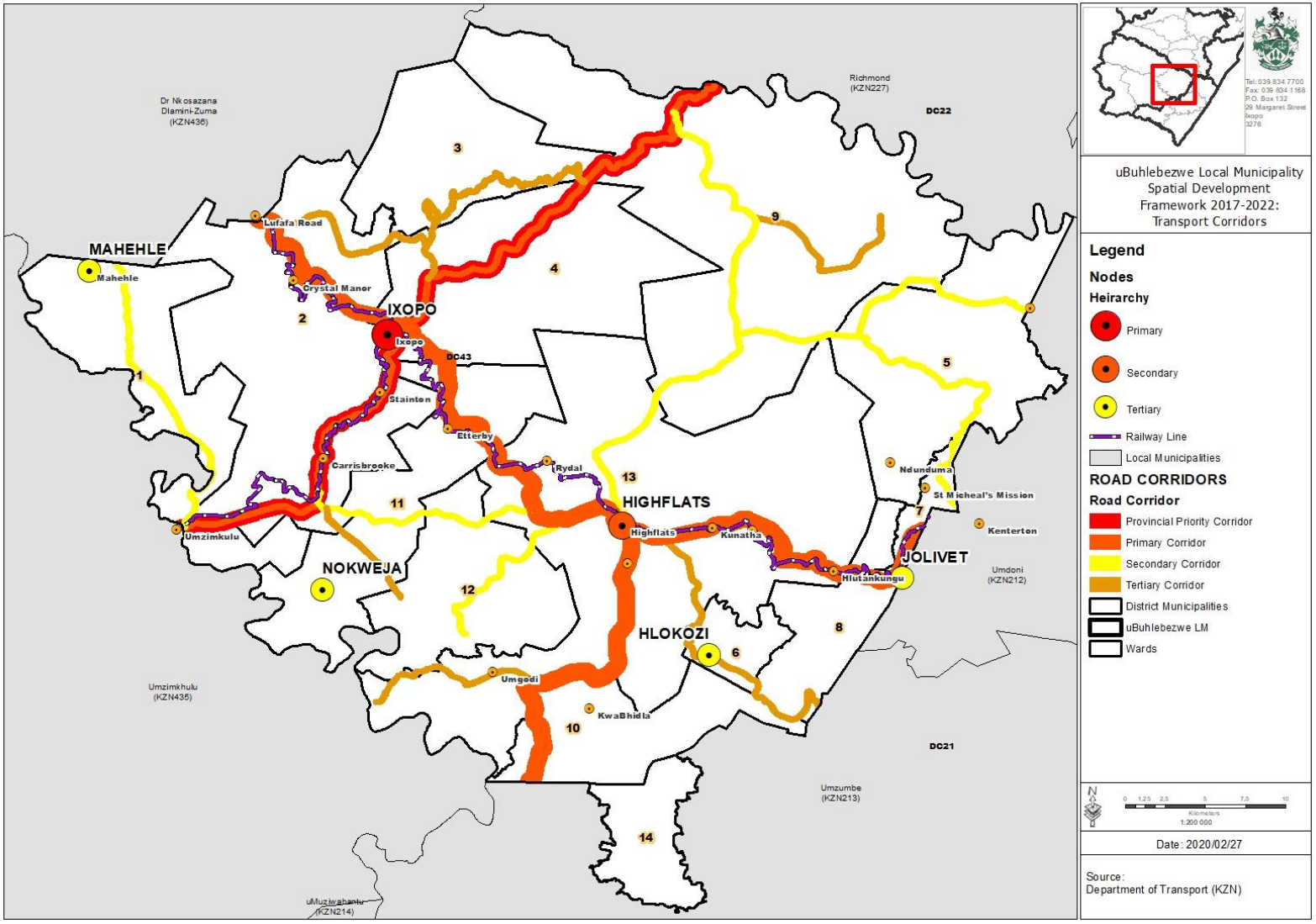
threatening eco systems



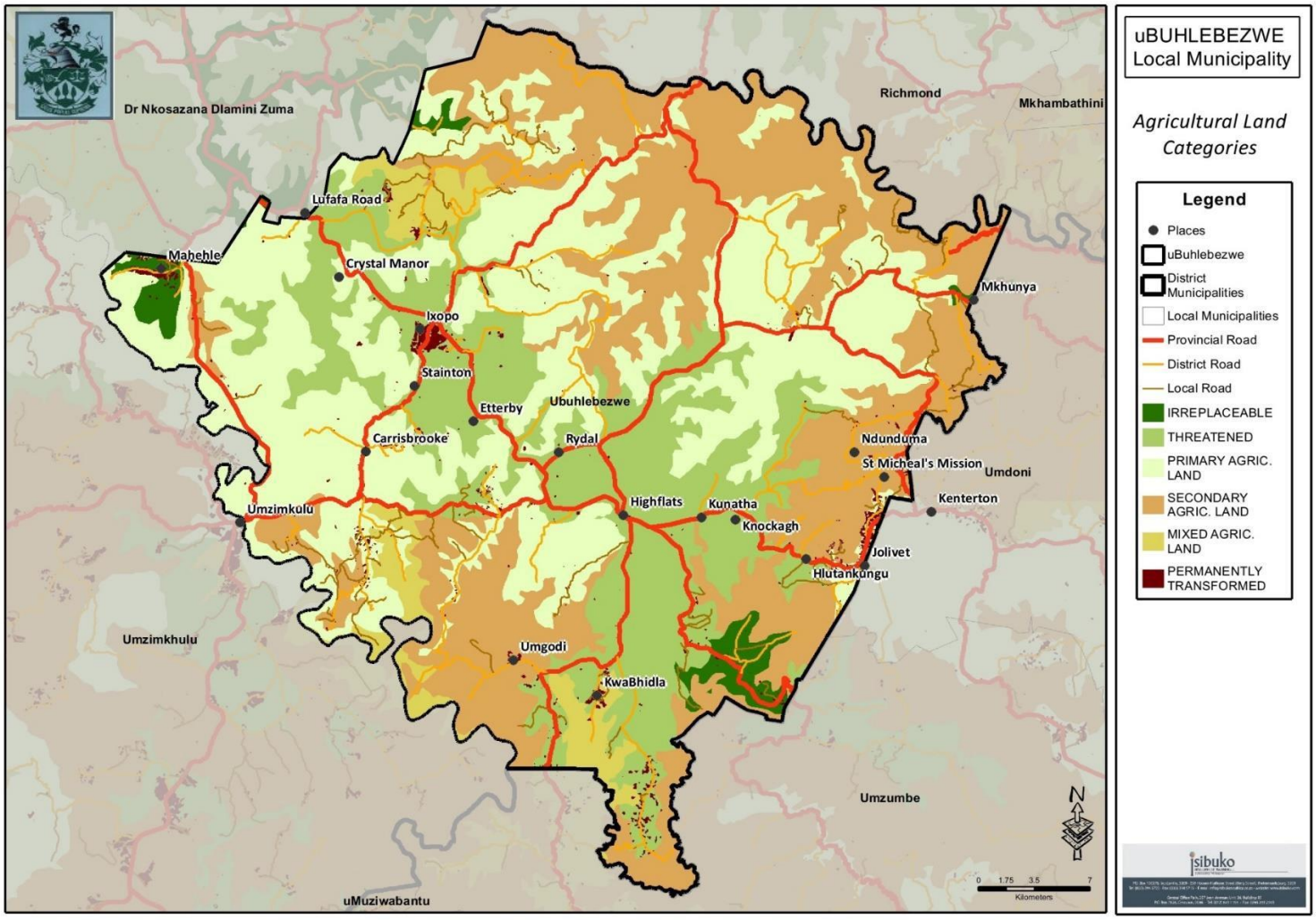
Cross Border alignement



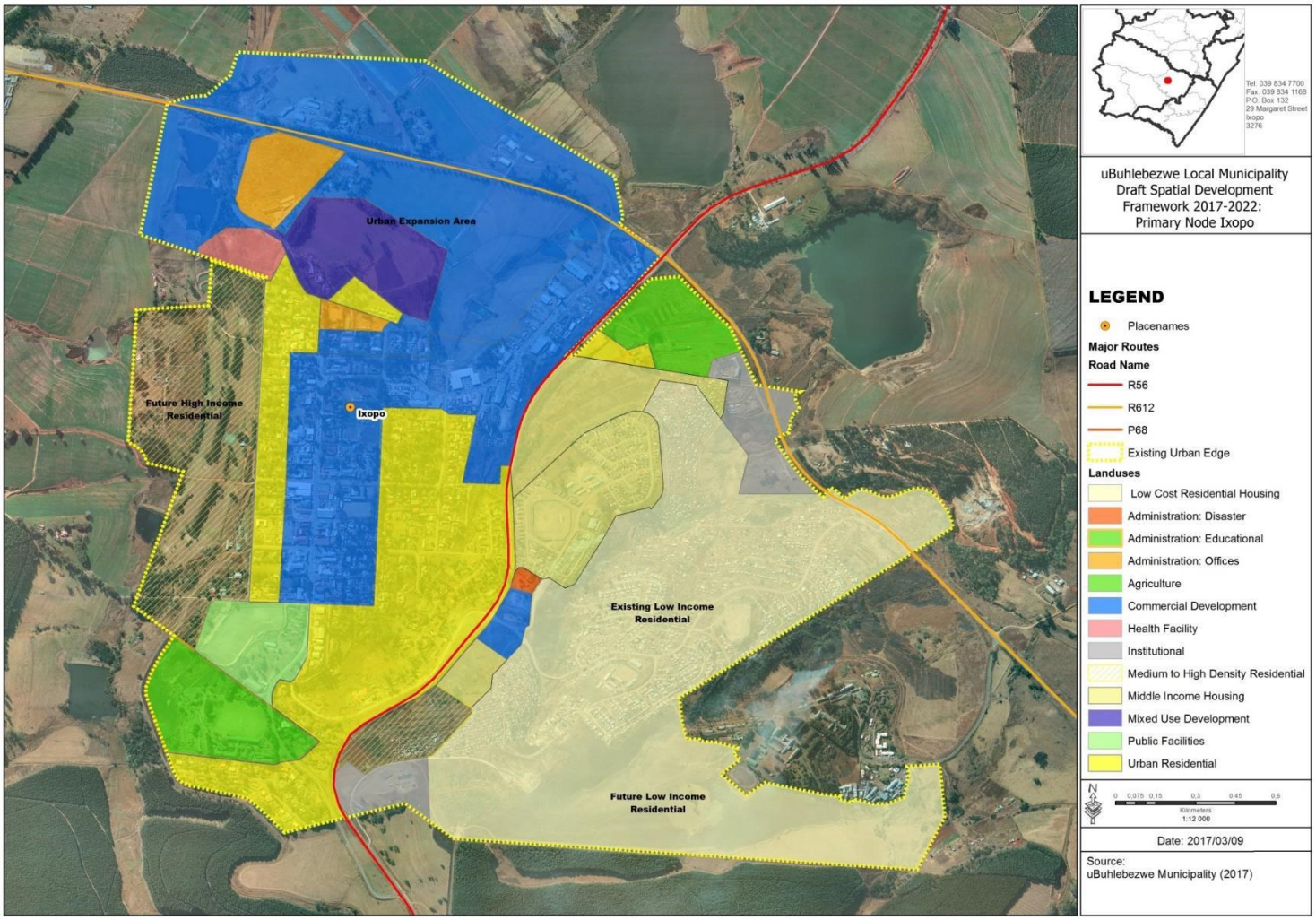
settlements corridor



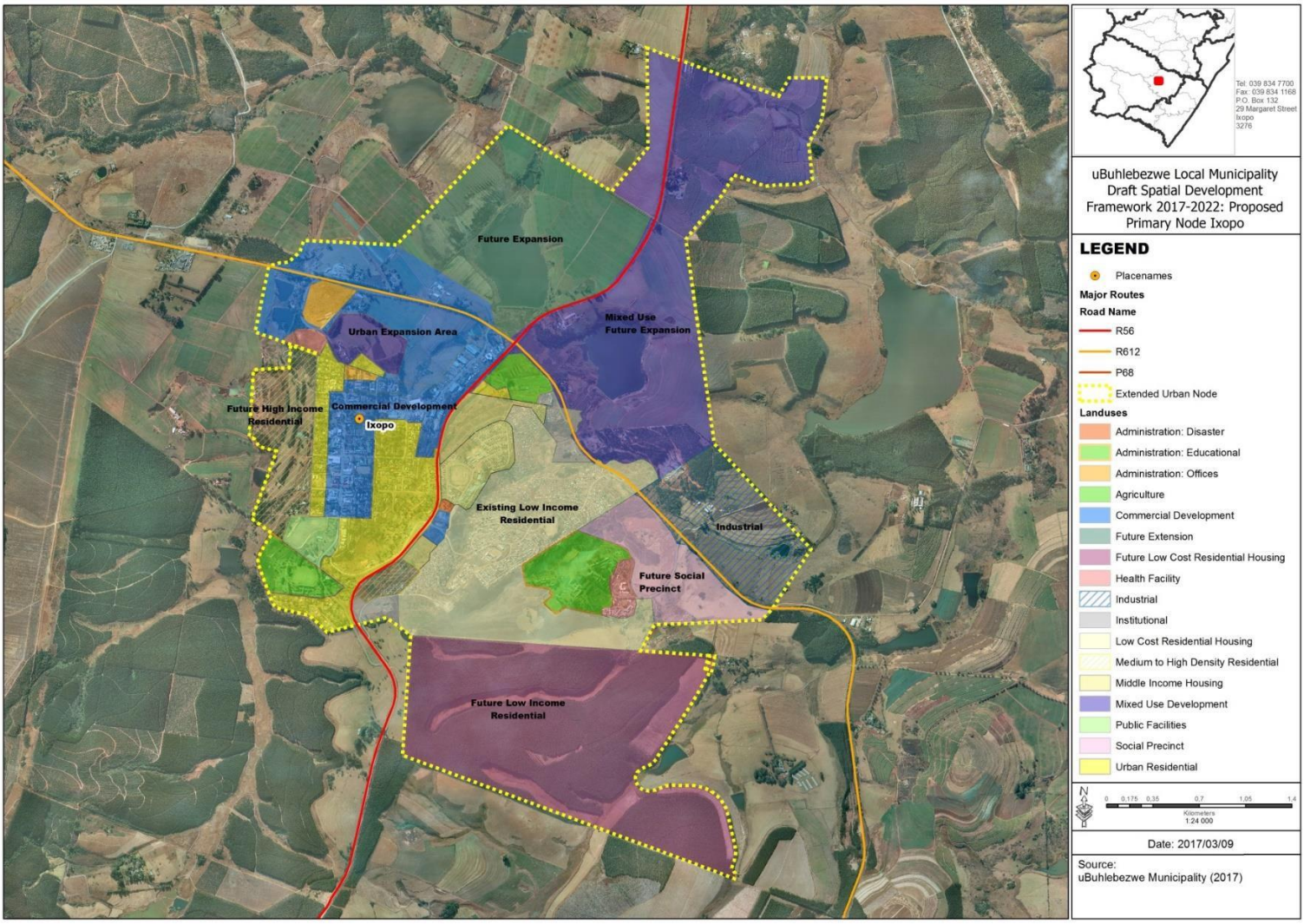
Transport Corridors



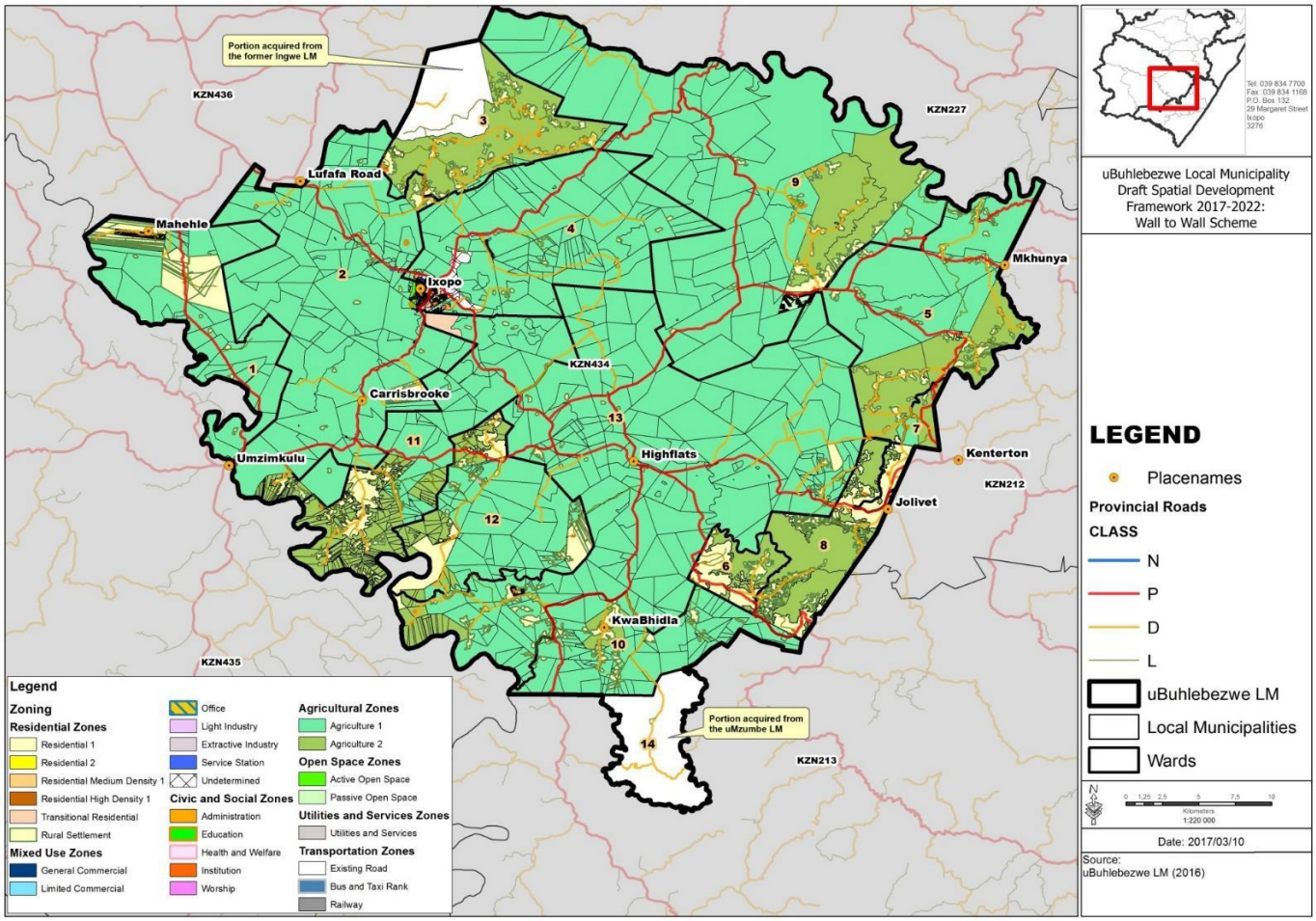
Agricultural Potential Areas



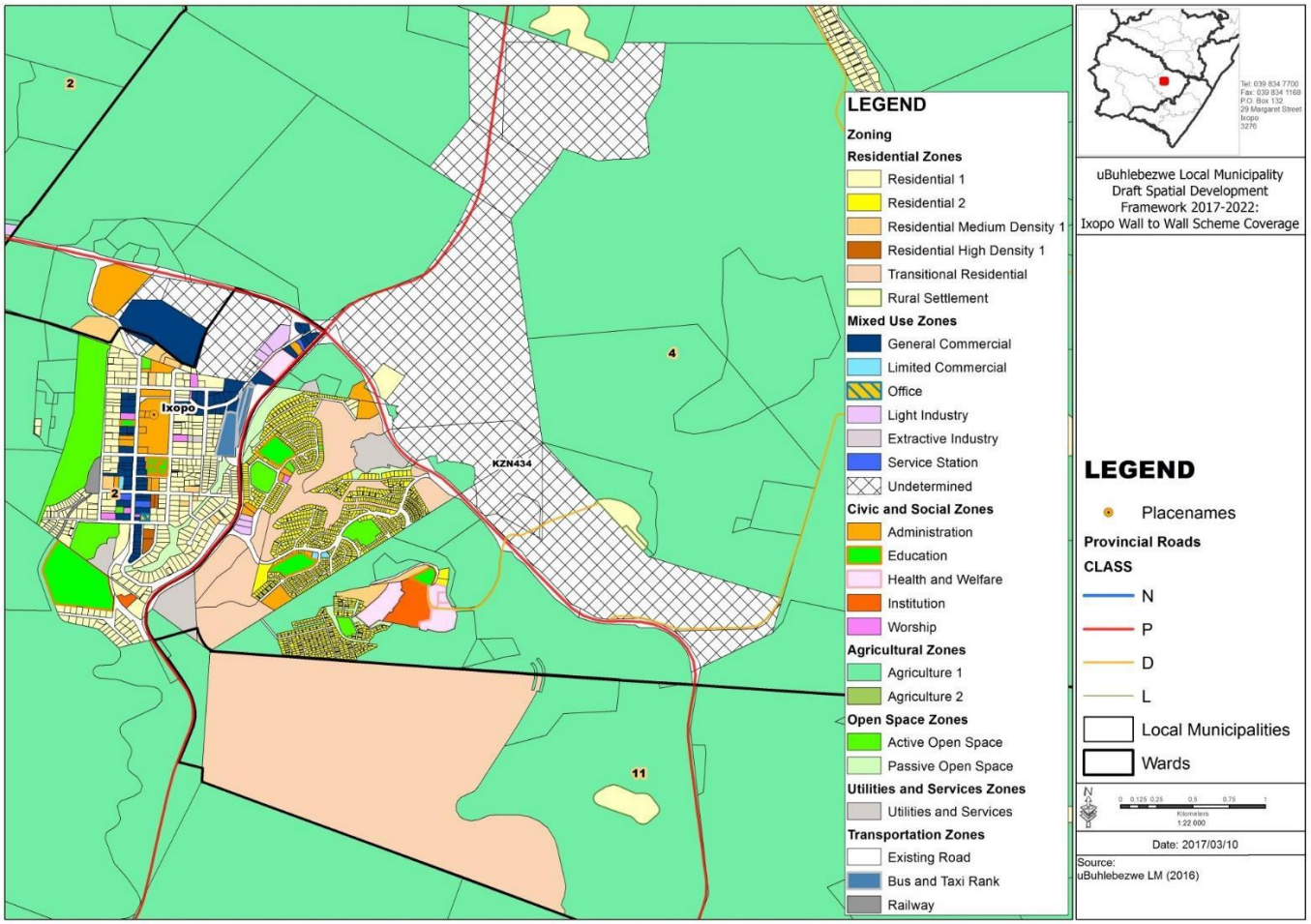
The desired spatial outcome



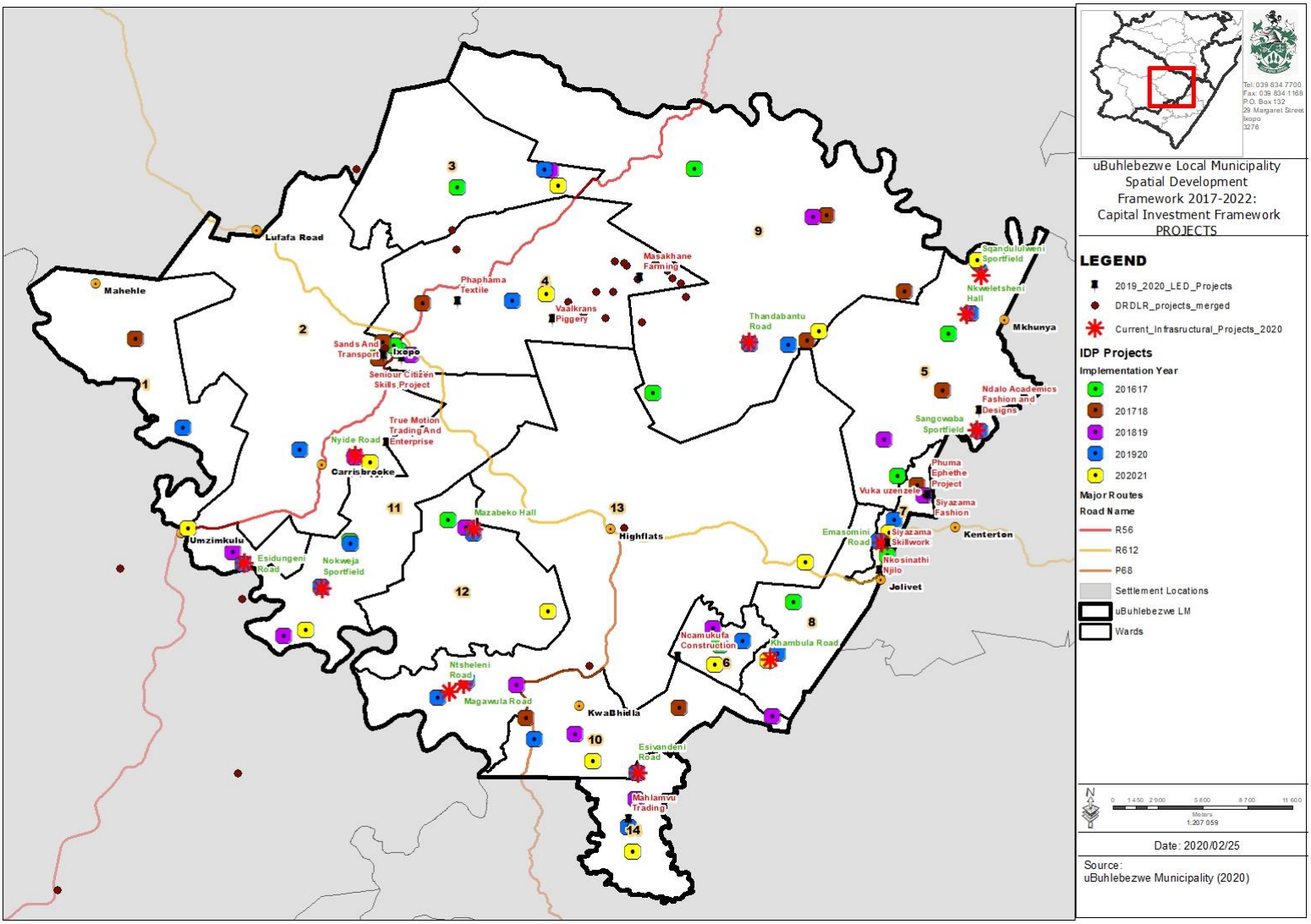
The desired spatial outcome



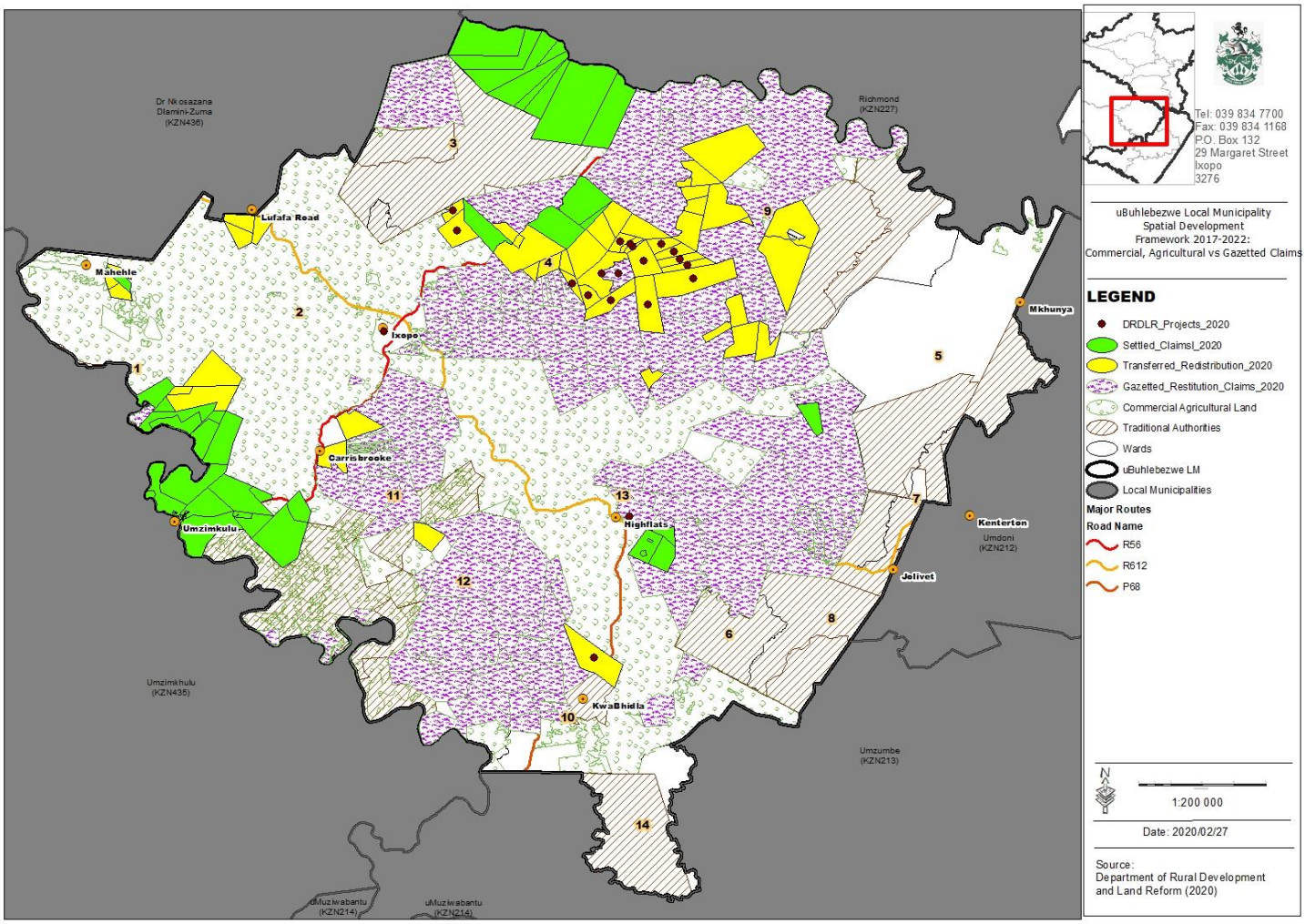
Spatial reconstruction of the municipality



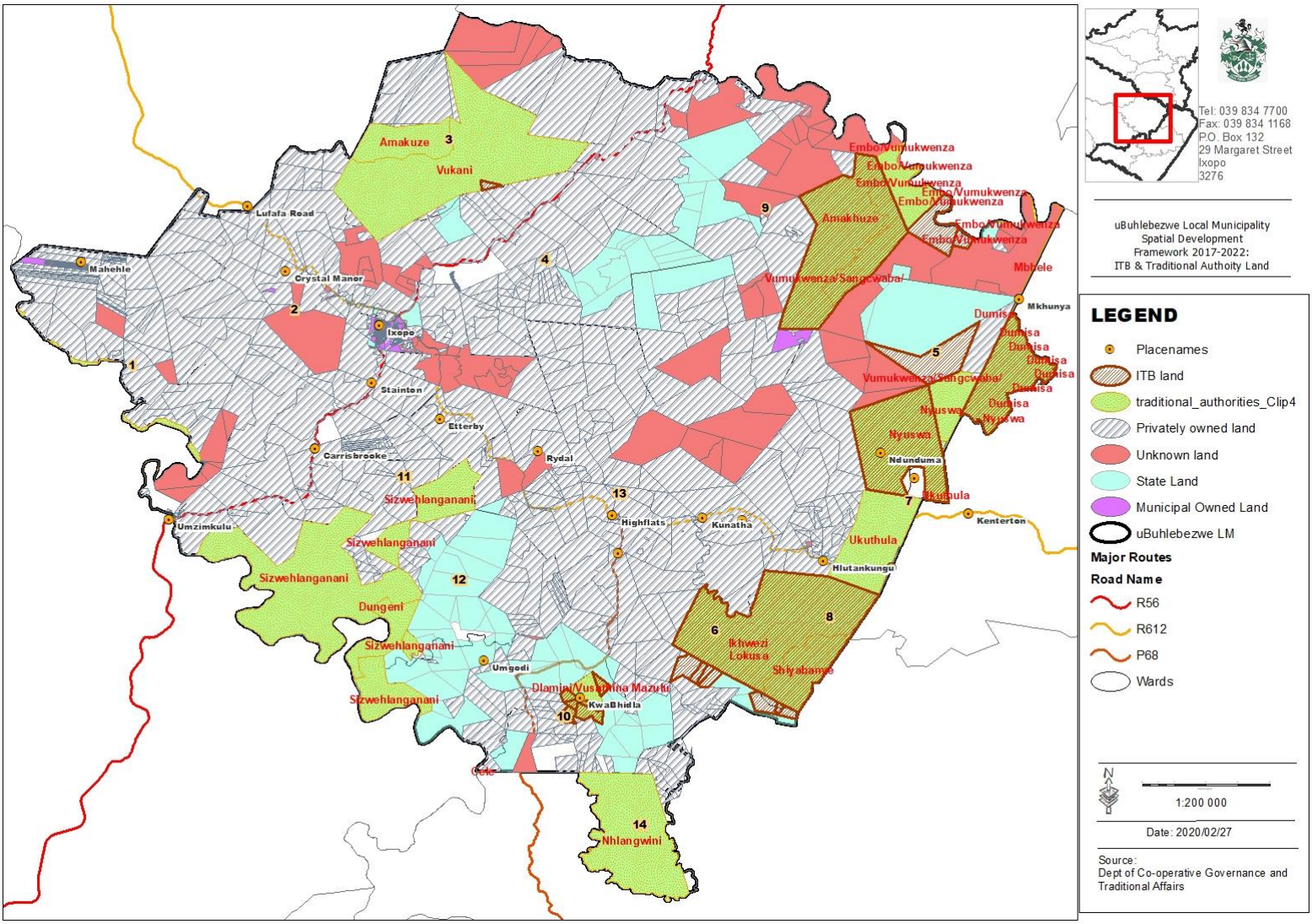
Spatial reconstruction of the municipality



Location and nature of both public and private development within the municipality



commercial, agricultural claims



Tel: 039 834 7700
Fax: 039 834 1168
P.O. Box 132
29 Margaret Street
Ixopo
3276

uBuhlebezwe Local Municipality
Spatial Development
Framework 2017-2022:
ITB & Traditional Authoity Land

LEGEND

- Placenames
- ITB land
- traditional_authorities_Clip4
- Privately owned land
- Unknown land
- State Land
- Municipal Owned Land
- uBuhlebezwe LM

Major Routes

Road Name

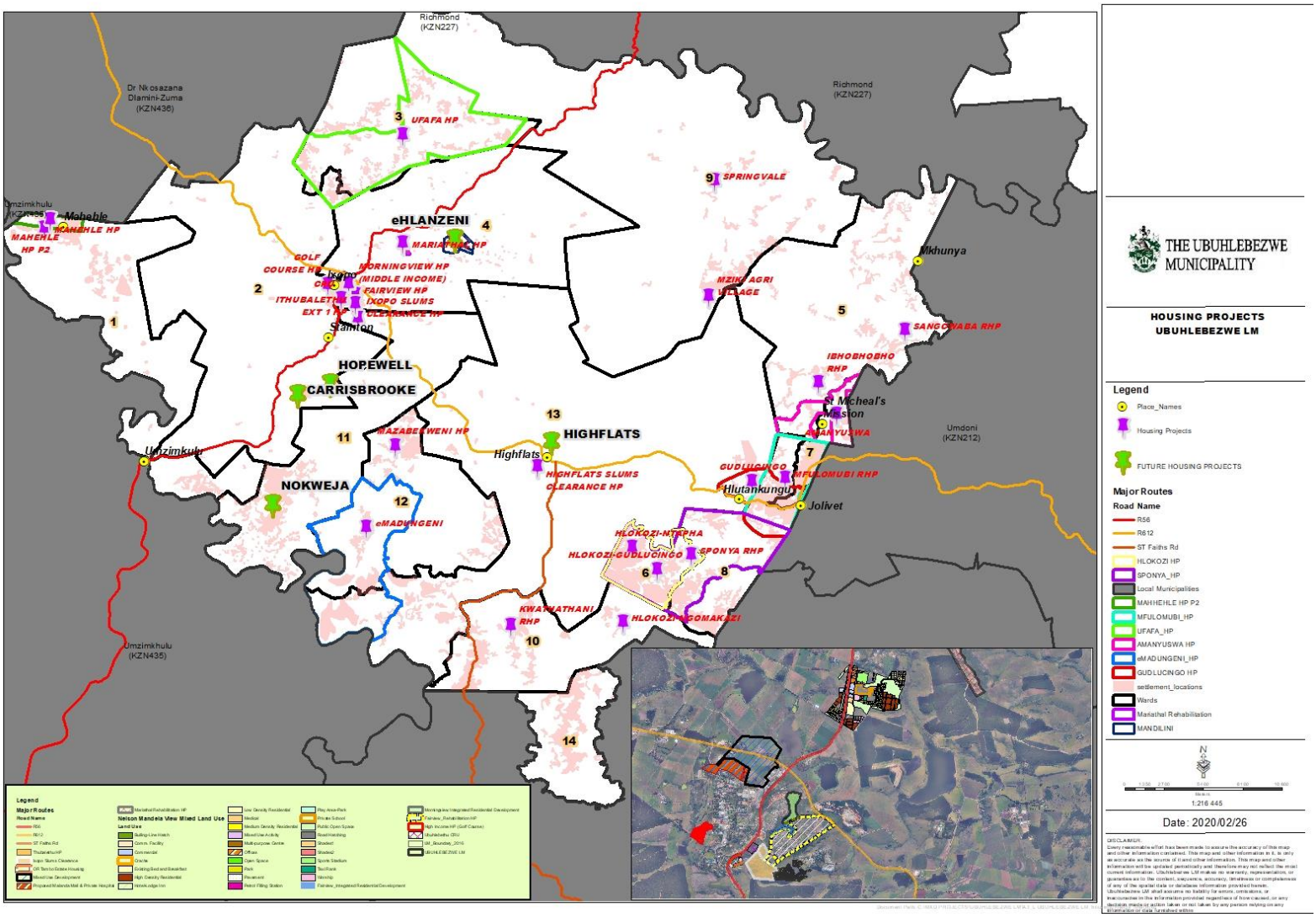
- R56
- R612
- P68
- Wards

1:200 000

Date: 2020/02/27

Source:
Dept of Co-operative Governance and Traditional Affairs

land ownership



THE UBUHLEBEZWE MUNICIPALITY

HOUSING PROJECTS
UBUHLEBEZWE LM

Legend
- Place_Names
- Housing Projects
- FUTURE HOUSING PROJECTS

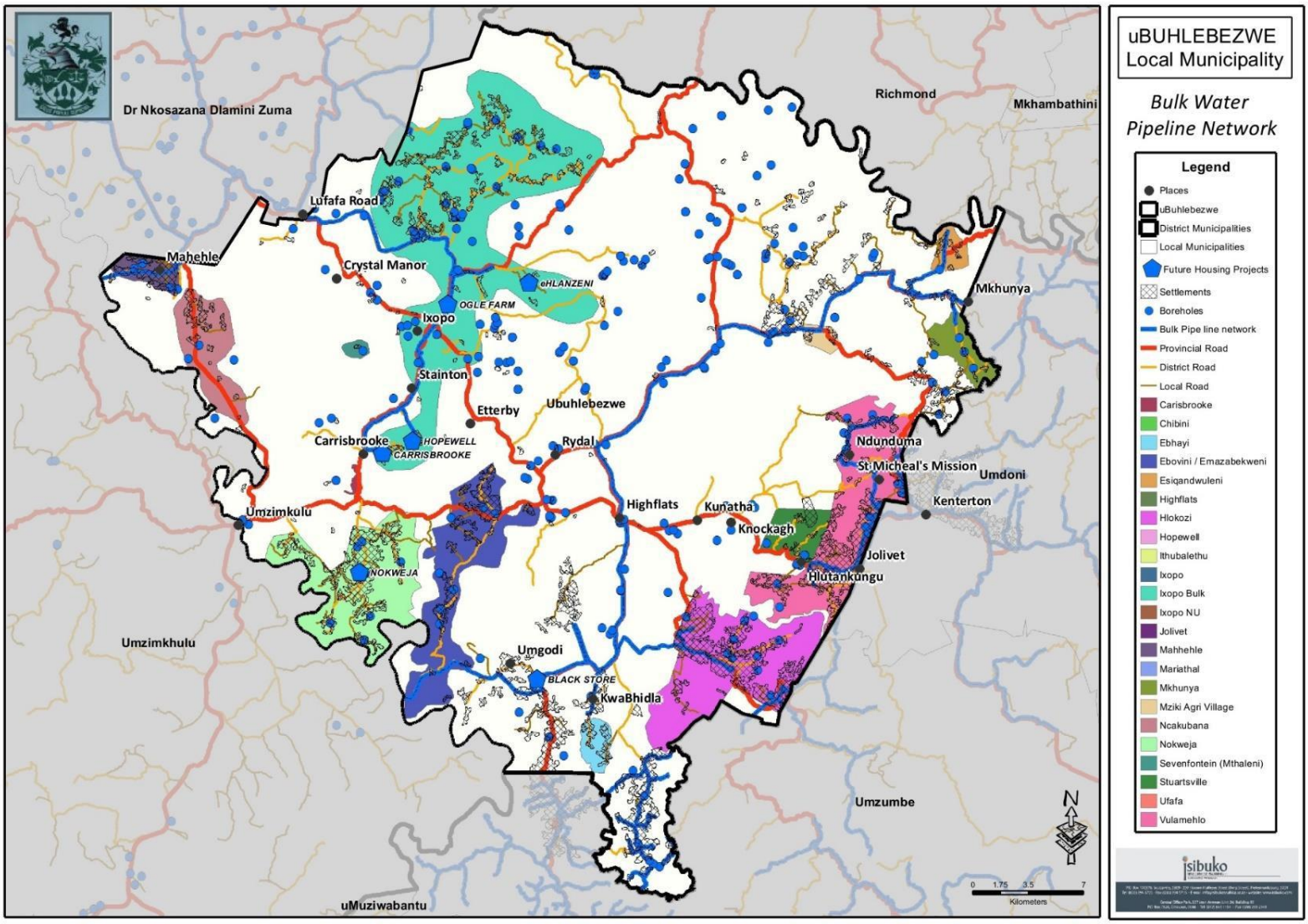
Major Routes
Road Name
- R56
- R612
- ST Faiths Rd
- HLOKOZI HP
- SPONYA_HP
- Local Municipalities
- MAHHEHLE HP P2
- MFULOMUBI_HP
- UFAFA_HP
- AMANYUSWA HP
- eMADUNGENI_HP
- GUDLUCINGO HP
- settlement_locations
- Wards
- Mariathal Rehabilitation
- MANDILINI

1:216 445

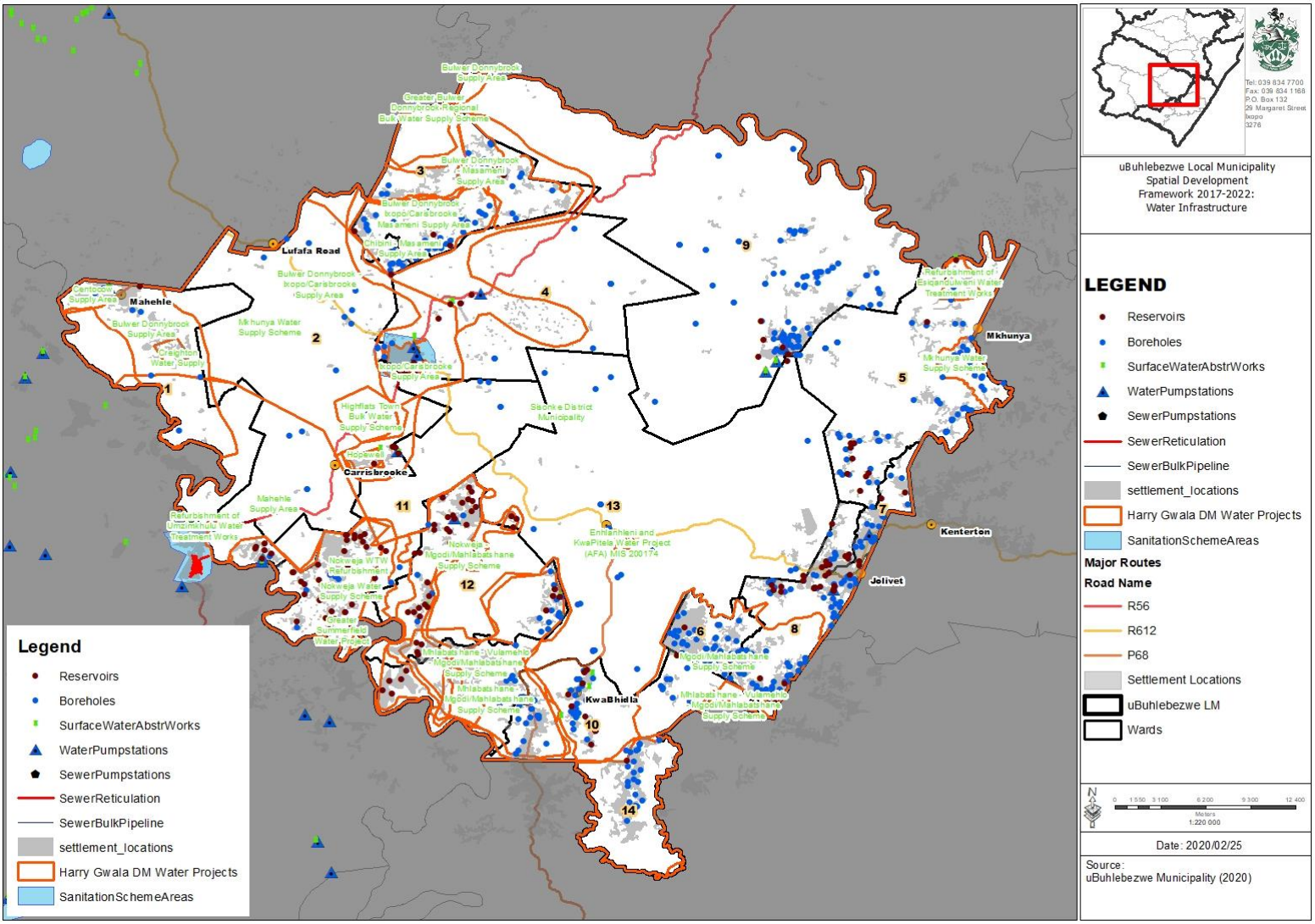
Date: 2020/02/26

DISCLAIMER:
Every reasonable effort has been made to assure the accuracy of this map and other information contained. This map and other information is, to any accurate as the source of it and other information. This map and other information will be updated periodically and therefore may not reflect the most current information. Ubuhlebezwe LM makes no warranty, representation, or guarantee as to the content, sequence, accuracy, timeliness or completeness of any of the spatial data or database information provided herein. Ubuhlebezwe LM shall assume no liability for errors, omissions, or inaccuracies in the information provided regardless of how caused, or any decision made or action taken or not taken by any person relying on any information or data furnished within.

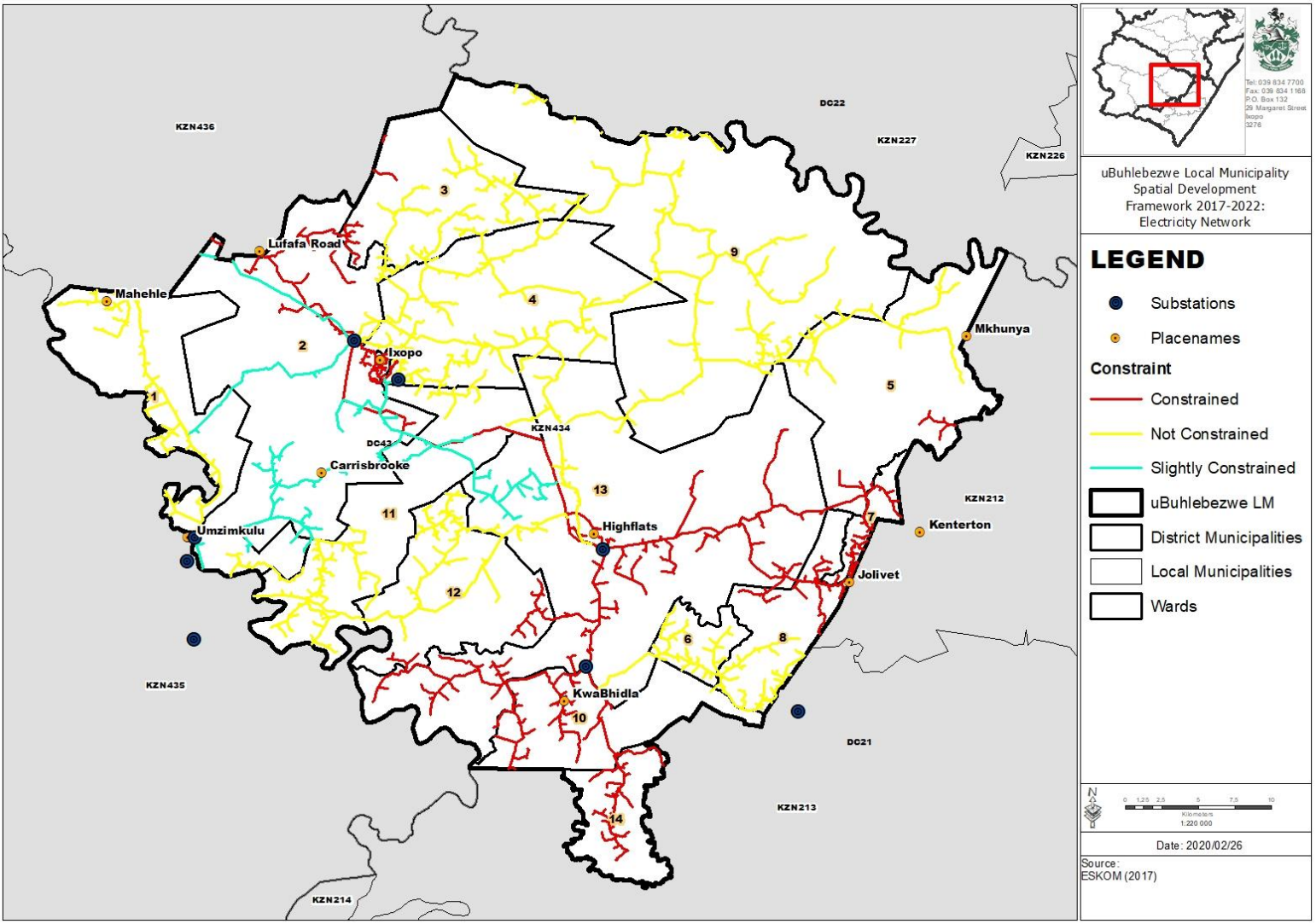
Housing projects



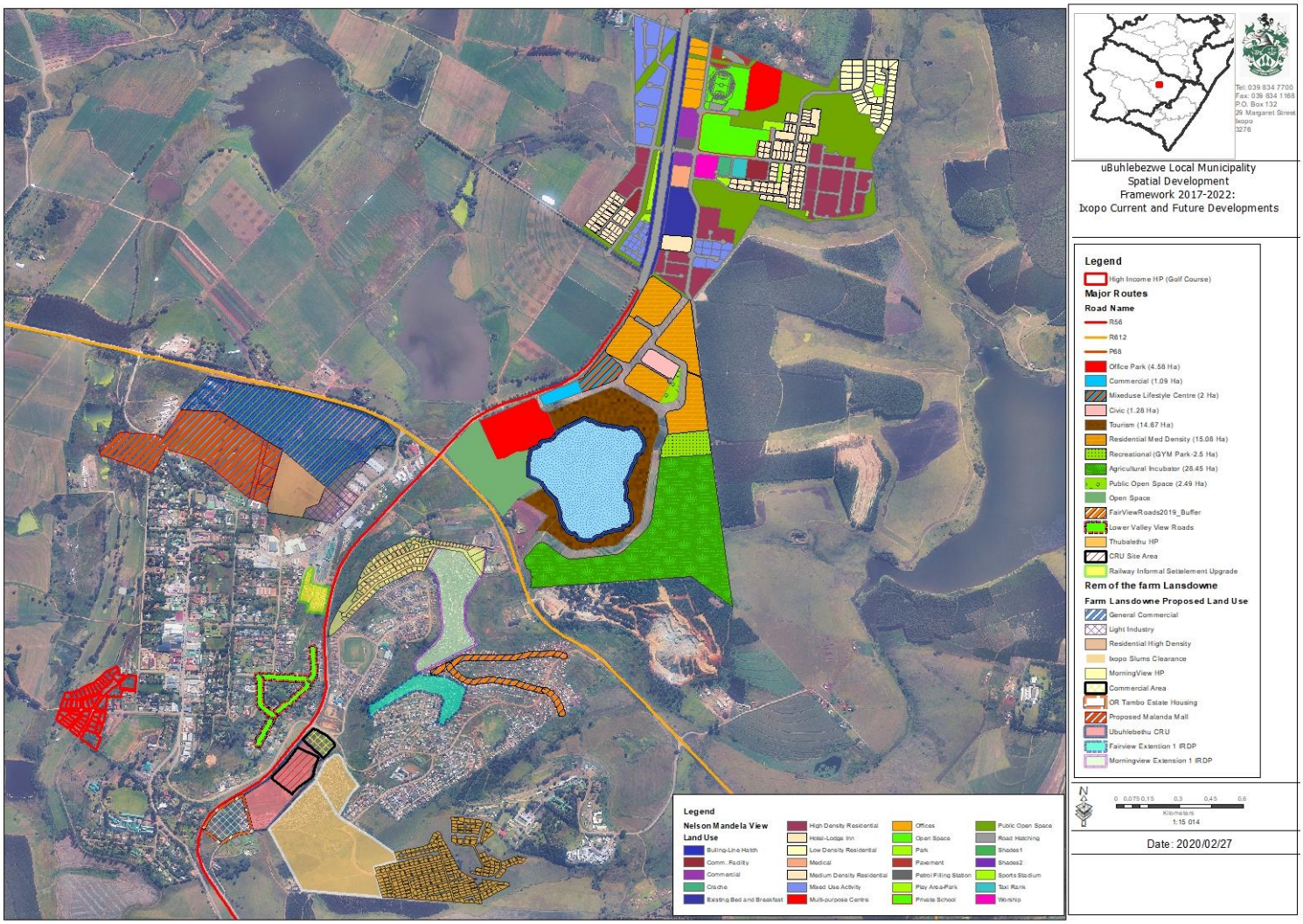
Strategic Intervention



water infrastructure



electricity networks



Ixopo current & future developments

E.2 IMPLEMENTATION PLAN:

Ubuhlebezwe Municipality has a 5 year implementation plan that was developed in consultation with the community and all other relevant stakeholders. The Plan is reviewed and amended annualy, depending on the existing needs and available budget.

IMPLEMENTATION PLAN 2020/21												
KEY CHALLENGES	**OBJECTIVE**	**STRATEGIES**	**INDICATOR**	**5 YEARS TARGETS**						**FUNDING SOURCE**	**RESPONSIBLE DEPARTMENT**	**BUDGET 2020/21**
				Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**	BASELINE			
Inability to address backlogs in terms of Comprehensive Infrastructure Plan (CIP) due to limitation of funds	To ensure provision, upgrading and maintainance of Infrastructure and services that enhances socio economic development	Prioritise Capital Projects, i.e Construction of Roads, Halls, Sportsfields, taxi & bus ranks,	Kilometres of roads Constructed, Number of constructed community halls and Sportsfields	Construction of : East Street, Ixopo Bus Rank, Jeffrey Zungu Sportsfield, Morningside Hall,Msenge Road, Upgrade of Jolivet Sportsfield, Madungeni Hall, Kintail Hall, Mxolisi Ngubo Rd, Nomakhele Rd, Thuleshe Rd	Harold Nxasana Rd, Chapel Street, Sprenza Road, Butateni Road, Mkhwanazi Road, Kintail Hall, Mncadi Road	Lower Valley View Roads, Golf Course Roads, Expansion of Municipal Offices, Fairview Roads, Pass 4 Phungula Sportsfield, Shelembe Rd, Nxele Rd, Amazabeko Hall, Ezivandeni Rd	Esidungeni Rd, Fire Station, Fairview Roads, Siqandulweni Sportsfield, Nkweletsheni Hall, Masomini Road, Khambula Rd, Nokweja Gym Park, Kwa Dladla Sportsfield, Magawula Rd, Ezivandeni Rd	Nyide Road, Ntakama Road, Mapo Road, Sjoti Rd, Thandabantu Rd, ,Nyuluka Rd, Mgodi Skeyi Rd, Ntsheleni Rd, Dangwini Rd, Mdibaniso Rd Moliva Road, Madinda Rd, Commercial Road, Hlongwa Rd, Bhekisisa Rd, Madilika Rd, Kwa Miya, Kwa Dladla to Nkoneni Rd, Hholo Rd, Nokwena Rd, Mandilinil Hall St Nicholas Hall Chibini Hall Mleyi & Nonkwenkwana Sportsfield	33 Roads Constructed, 09 Halls Constructed, 8 Sportsfields Constructed	MIG & INTERNAL FUNDING	Infrastructure, Planning & Develoment	Capital Budget – R72 402 000

Lack of funds to be the providers of Electricity and Water, which could improve our revenue	To ensure provision, upgrading and maintainance of Infrastructure and services that enhances socio economic development	Monitor the implementation of Electrification projects by Eskom and DOE	Number of households electrified	Ofafa Electrification, Mkhunya Electrification,	Mkhunya Electrification, Ngomakazi Electrification	Webbstown Electrification, Mziki Electrification, Blackstore Electrffication	Electricity at: Bethal Farm, Mandilini, Fairview, Ndonyane, Ntlosane/ Stewartsview, KoZondi	Installation of High Mast lights at Ward 1,6,7,11. Fairview Elec, Kwa Bhaki Elec, Dayimani Elec, Ndonyane Elec, Ntlosane elec, Maweni, Mgodi Skeyi elec Stofela Electricity, Maweni Elec, KwaNothi & Makinatini Elec Nhlamvini Elec, High mast lights ward 9,	19 areas electrified	DOE, Eskom	Infrastructure, Planning & Develoment	Electricity - R 10 000 000
Lack of proper housing leading to Slums within Primary and secondary nodes resulting in challenges with Spatial Development and growth	To facilitate Spatial Development in the entire area of Ubuhlebezwe and achieve economic, social and environmental sustainability	Monitor the Implementation of housing projects by Dpt of Human Settlements.	Number of coordinated meetings of progress of housing projects	Ofafa Housing	Ofafa Housing, Morningview Housing, Sponya Housing	Ofafa Housing, Bhobhobho, Sangcwaba,	Housing at : Ofafa, Ithubalethu, Mariathal, Hlokozi, Amanyuswa, Mfulomubi, Gudlucingo, Kwathathani, Madungeni	Ixopo Slums Clearance, Fairview Ext 2, Hlokozi, Amanyuswa, Mfulomubi, Gudlucingo, Madungeni, Mashumi Housing, Mhlabashana	18 Housing Projects implemented	DOHS	Infrastructure, Planning & Develoment	DOHS budget

High Levels of illiteracy leading to High unemployment due to lack of skills	To improve sustainable economic growth and development	1. Skills Training for unemployed youth. 2. Library Services Awareness campaigns. 3. Annual Career exhibitions	Number of trainings conducted as per WSP, Number of library services campaigns conducted	Youth Training Program, 4 library campaigns, 1 Career Exhibition	Youth Training Program, 4 library campaigns, 1 Career Exhibition	Youth Training Program, 4 library campaigns, 1 Career Exhibition	Youth Training Program, 4 library campaigns, 1 Career Exhibition, Youth Bursary	Youth Training Program, 4 library campaigns, Tr		Internal Funding, Dpt Arts & Culture	Social Development	Comm Develpment - R 1 962 289, Youth - R 407 000, Library - R 935 000, Trainings (wsp) – R 1 500 000 Youth Bursary – R 500 000, Community Upliftment - R481 015

UBUHLEBEZWE MUNICIPALITY INFRASTRUCTURE IMPLEMENTATION PLAN:

WARD	NAME OF THE PROJECT – 2020/21	NAME OF THE PROJECT 2021/22
01	Installation of High Mast Lights	Moliva Road
02	Nyide Road Ixopo Slums Clearance	Commercial Road Ixopo
03	Ntakama Road	Madinda Road Hlongwa Road Nonkwenkwana Sportsfield
04	Fairview Electricity Fairview Extension 2	Mandilini Hall
05	Sangcwaba Sportsfield Kwa Bhaki Electricity	Stofela Electricity
06	Installation of High Mast Light Hlokozi Housing Mapo Road	St Nicholas Hall Bhekisisa Road Maweni Electricity
07	Installation of High Mast Light Dayimane Electricity Sjoti Road Amanyuswa & Mfulomubi Housing Ndonyane Electricity	Madilika Road Kwa Miya Road
08	Mfulomubi & Gudlucingo Housing Ntlosane/Stewartsville Electricity	Chibini Hall Kwa Nothi & Makinatini Electricity
09	Thandabantu Road	Nhlamvini Electricity High Mast Light
10	Nyuluka Road	Mhlabashana Housing,
11	Maweni Electricity Installation of High Mast Light	Nkoneni to Kwa Dladla access roads
12	Madungeni Housing Mgodi Skeyi Electricity Mgodi Skeyi Road	Mdabu Road
13	Ntsheleni Road Ntlosane/Stewardsville elec	Mashumi housing Nokwena Road Hholo Road
14	Mdibaniso Road Cilo Road	Mleyi Sportsfield

SECTION F : TECHNICAL INDICATOR DESCRIPTIONS:

The SDBIP is attached as an annexure to the IDP

NATIONAL KPA	Strategic Objective	Strategy	Performance Indicator	Definition	Purpose	Source of Data	Method of Calculation	Reporting Cycle	Desired Performance	Indicator Responsibility
Service Delivery	To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Construction of km of new roads	kilometres of roads constructed	The indicator is measuring the average progress made at the end of the project at a predermined completion date, in order to achieved the output.	To ensure easy access of all transportation to the community.	Consultants report,	Kilometres completed at the predertimined time of completion.	Quarterly	100% of households that will have access to the road infrastructure	IPD Director
Service Delivery	To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Construction of community halls	Number of Halls constructed	The indicator is measuring the average progress made at the end of the project by a predetermined completion date in order to achieved the output.	To ensure that the community have access to facilities	Consultants report	number of Halls completed at the predetermined time.	Annually	All Wards to have access to the community halls	IPD Director
Service Delivery	To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Electrification projects	number of Households electrified	The indicator is measuring the average progress made annually in order to achieved the outpot.	To ensure that all households have access to electricity	Consultants report	number of houselholds electrified at the predetermined date.	Annually	Universal access to electricity.	IPD Director
Service Delivery	To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	construction of sports fields	Number of sport field completed	The indicator is measuring the average progress made at the end of the project by a predetermined completion date in order to achieved the output.	To ensure that the community have sporting facilities to accommodate youth with a passion for sports & to promote a healthy lifestyle	Consultants report	number of sportsfields completed at the predetermined time.	Annually	all wards with access to Sportsfileds	IPD Director

G. ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT:

Review of key performance indicators

The UBuhlebezwe Municipality reviews its key performance indicators annually as part of the performance review process referred to in regulation 13. Whenever a municipality amends its integrated development plan in terms of section 34 of the Act, the municipality **must**, as part of the process referred to in regulation 3, review those key performance indicators that will be affected by such an amendment.

Setting Targets

Performance targets are the planned level of performance or the milestones an organisation sets for itself for each identified indicator. **Baseline measurements, which are the measurement of the chosen indicator at the start of the period, must be set. It is important to know how the organisation is performing at the current moment in order to determine, after a period of time, if any positive progress was made.** This step also tests whether the chosen indicator is in fact measurable and whether there are any problems. The targets need to be realistic, measurable and be commensurate with available resources and capacity.

Section 46(1)(b) of the Municipal Systems Act requires that "A municipality must prepare for each financial year a performance report reflecting a comparison of the performances referred to in section (a) with targets set for and performances in the previous financial year."

The setting of targets entails a two-way communication:

- Politicians need to give clear direction as to the importance of the target and how it will address the public need. Targets should be informed by the development needs of communities and the development priorities of the municipality.
- Line managers need to advise as to what a realistic and achievable commitment for a target is, given the available resources and capacity. Managers will need to advise on seasonal changes and other externalities that should be considered in the process of target setting. There must be clear timelines related to the set targets.

A municipality must, for each financial year set performance targets for each of the key performance indicators set by it. A performance target set in terms of sub-regulation (1) must be practical and realistic. It must measure the efficiency, effectiveness, quality and impact of the performance of the municipality. It must also identify administrative components, structures, bodies or persons for whom a target has been set. It is important that the set target is commensurate with available resources and the municipality's capacity. Finally targets need to be consistent with the municipality's development priorities and objectives set out in its integrated development plan.

Performance monitoring is an on-going process that runs parallel to the implementation of the agreed IDP. The monitoring framework must:

- Identify the roles of the different role players in monitoring and measuring the municipality's performance.
- The Performance manager will gather performance data and submit quarterly summary reports.
- Determine the data that must be collected in order to assess performance, how that data is to be collected, stored, verified and analysed and how reports on that data are to be compiled.
- Provide for reporting to the municipal council at least twice a year.
- Be designed in a manner that enables the municipality to detect early indications of under-performance (organisational and employee performance management).
- Provide for corrective measures where under-performance has been identified (organisational and employee performance management).
- Compare current performance with performance during the previous financial year and baseline indicators.

A municipality **must**, after consultation with the local community, develop and implement mechanisms, systems and processes for the monitoring, measurement and review of performance in respect of the performance indicators and performance targets set by it.

The mechanisms, systems and processes for monitoring in terms of the sub-regulation must provide for reporting to the municipal council at least twice a year; be designed in a manner that enables the municipality to detect early indications of under-performance and should provide for corrective measures where under-performance has been identified.

Designing a Performance Measurement Framework

A municipality is expected to develop a framework for undertaking performance measurements. It is essentially the process of analysing the data provided by the monitoring system in order to assess performance.

A municipality has the choice of using any of the existing models or developing its own performance measurement model. Good measurement is time-specific, source-specific, valid, reliable, clear and accurate.

It is highly recommended that line managers should be responsible for most measurements and that only measurements that are of a central nature need be undertaken centrally. Line managers should therefore see measurement and reporting as central to their management duties.

Designing & building a measurement framework

July	Aug	Sept	Oct	Nov	Dec	Jan	Febr	March	April	May	June	July



<table>
<tr><td>Monitoring
Quarter 1</td><td>Monitoring
Quarter 2</td><td>Monitoring
Quarter 3</td><td>Monitoring
Quarter 4</td><td rowspan="3">Submission of annual report to the MEC for Local Government</td></tr>
<tr><td>Internal Audit Performance Report to Municipal Manager
Section 57 employees</td><td>Internal Audit Performance Report to Council</td><td>Internal Audit Performance Report to Municipal Manager</td><td>Internal Audit Performance Report to Council</td></tr>
<tr><td colspan="2">Performance Audit Committee Report</td><td colspan="2">Performance Audit Committee Report</td></tr>
</table>

Components of a performance measurement framework: (To be utilised by the organisational PMS Manager as a monitoring tool)

Indicators	Baseline measurement / previous	Targets for this financial year	Performance measurements							
			1st quarter		2nd quarter		3rd quarter		End-of-the-year	
			Estimated	Actual	Estimated	Actual	Estimated	Actual	Estimated	Actual
(i)	(ii)	(iii)	(iv)	(v)						
Indicator 1										
Indicator 2										

Explanation of table:

(i) The "bank" of indicators that the municipality has decided to use to reflect its performance.
(ii) The first measurements that the municipality will take using each of the indicators.
(iii) The set of targets for the indicators.
(iv) The estimated reaching of targets for the first quarter (of four quarters)
(v) The in-year performance for the first quarter (of four quarters) of the year

A municipality must, after consultation with the local community, develop and implement mechanisms, systems and processes for the monitoring, measurement and review of performance in respect of the key performance indicators and performance targets set by it.

Performance measurement in terms of sub-regulation (1) must include the measurement of:

- Costs, resources and time used to produce outputs in accordance with the input indicators referred to in regulation 9.
- The extent to which the municipality's activities or processes produced outputs in accordance with the output indicators referred to in regulation 9.
- The total improvement brought by outputs in accordance with the outcome indicators referred to in regulation 9.

Developing an Appropriate Performance Management Model

The UBuhlebezwe Performance Management System covers the following in the roll-out plan:

- *Process and cycle* – A framework of **HOW** and **WHEN** each stage of the performance cycle will take place from planning through monitoring & measuring to evaluating and re-planning for improvement.
- *Content* – **WHAT** aspects of performance must be planned, monitored, measured & evaluated in order to form a reliable & adequate picture of how well the organisation is performing.
- A *framework* tells **HOW** performance will be managed.
- *A model* reflects decisions about content - **WHAT ASPECTS OF PERFORMANCE** should be managed.
- A *system* must outline choices on both the **PROCESS & CONTENT**

Developing a model: requirements

- The PMS must be fully integrated with the IDP – the IDP provides the basic framework of performance expectations.
- Key performance indicators (KPI) and targets must be set for each priority area & objective in the IDP & for national (N)KPIs.
- Performance indicators and targets should cover inputs, outputs and outcomes.
- The involvement of communities and other key stakeholders in planning, monitoring, measuring and evaluating performance is not optional.
- There are clear requirements on accountability.
- There are clear requirements regarding what the system within which the model will function must cover including its relationship to the municipality's employee performance management processes.
- Must enable alignment of priorities & coherent reporting formats – within the municipality & between spheres of government.

What is the value of a model?

- Simplifies otherwise long lists of indicators by organizing them into a set of categories chosen to sufficiently represent effective performance.
- Different models differ enormously on what they see as the key aspects of performance and can help us make our own decisions that are right for our context.
- Models can help us see the relationship between areas of performance when planning & evaluating.
- Models help align strategic planning and PM by directly linking key performance areas to priority areas of the strategic plan.
- Building our own model allows us to agree on what areas of performance should be integrated, managed and measured and what values should inform our indicators and standards of achievement.

The Municipal Score Card Model

The Balanced Score Card Model shall be chosen where appropriate as the model to be used in the UBuhlebezwe Municipality.

The Initial Balanced Score Card (BSC) model:

- Draw on both the Excellence and Best Value type models but translate the two dimensions into a set of linked perspectives that should be taken into account in managing performance.
- Do not use the linear system view that assumes fixed causes and effects and fixed beginning and end points.
- Assume that the whole picture is necessary all the time to get a strategic sense of how you are doing – from each perspective simultaneously – and enable strategic management.
- Are based on a cyclical and iterative view that does not assume fixed beginnings and ends.

- The BSC models stress the importance of being able to assess the organisation from all perspectives at the same time.
- Initially put the financial perspective in the "top" position and vision and strategy at the centre.

Adaption of the Balanced Score Card Model

- In the UBuhlebezwe municipality environment where service delivery to our external client, our communities, is the ultimate goal, the term "customer perspective" is substituted in favour of the term "service delivery perspective", which is put in the "top" position.
- The adapted model assesses performance from the following four perspectives:

A Service Delivery Perspective: "how does the community see us?"

A Financial perspective: "how do we look to shareholders?"

An Internal Process Perspective: "what must we excel at?"

An Innovation and Learning Perspective: "how can we continue to improve?"

Strengths of the balanced score card model

- Integration of perspectives enables a more holistic assessment of performance.
- Has a strong emphasis on learning and development.
- Clearly links planning, measurement and management.
- Relatively simple integrated model – does not try to be comprehensive but to capture key strategic issues for management.
- Relies on clear objectives and measures that are objective and reliable.
- Links between the perspectives can be used to diagnose performance problems.
- Can form the basis for staff performance management as much as for organisational.

Weaknesses of the balanced score card model

- Initial version was criticized for lack of relevance to public sector context:

  i. Customer, not citizen and service user perspective (maintained in public sector version).
  ii. The prioritisation of the financial perspective is relevant to private sector but not public.
  iii. Failure to recognise the policy and service orientation of public sector organisations.

- Relevance of priority areas to developmental local government have been questioned – the categorization and prioritization of perspectives are not necessarily the ones prioritized in policy and the IDP.
- Is based on a different planning methodology than the IDP.

The Performance Management Model of the UBuhlebezwe Municipality

(i) The UBuhlebezwe Municipality had to adapt its Performance Management Model according to the Five National Key Performance Indicators in terms of the 2006, regulation.

Key Performance Areas (KPA's) for Municipal Managers	*Weighting*
Basic Service Delivery and Infrastructure	
Municipal Transformation and Institutional Development	
Social and Local Economic Development (LED)	
Municipal Financial Viability and Management	
Good Governance and Public Participation	
Total	**100%**

Conducting Performance Reviews

(1) The performance plan sets out -

the standards and procedures for evaluating the employee's performance; and

the intervals for the evaluation of the employee's performance.

Despite the establishment of agreed intervals for evaluation, the employer may in addition review the employee's performance at any stage while the employment contract remains in force.

Personal growth and development needs identified during any performance review discussion must be documented in a personal development plan as well as the actions agreed to and implementation must take place within set time frames.

The annual performance appraisal must involve:

(a) Assessment of the achievement of results as outlined in the performance plan:

(i) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

(ii) An indicative rating on the five-point scale should be provided for each KPA.

(iii) The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score.

(b) Assessment of the CFSs

(i) Each CFS should be assessed according to the extent to which the specified standards have been met.

(ii) An indicative rating on the five-point scale should be provided for each CFS.

(iii) This rating should be multiplied by the weighting given to each CFS during the contracting process, to provide a score.

(iv) The applicable assessment-rating calculator must then be used to add the scores and calculate a final CFS score.

(c) Overall rating

(i) An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

The assessment of the performance of the employee will be based on the following rating scale for KPA's and CFS's:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					

2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	

Who Conducts Reviews?

For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

(i) Executive Mayor or Mayor;

(ii) Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;

(iii) Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;

(iv) Mayor and/or municipal manager from another municipality; and

(v) Member of a ward committee as nominated by the Executive Mayor or Mayor.

For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -

(i) Municipal Manager;

(ii) Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;

(iii) Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and Municipal manager from another municipality.

For purposes of evaluating the annual performance of line managers directly accountable to Section Heads, an evaluation panel constituted of the following persons must be established –

(ii) Head of Department (Chairperson);
(iii) Head of Corporate Services;
(iv) Committee Clerk (scriber);
(v) Head of Department of another municipality;
(vi) Union Representative.

Corporate Services (committee clerk) responsible for taking minutes must provide

secretariat services to the evaluation panels referred to in sub-regulations-

In order to fulfil the objective of ensuring accountability, reviews are conducted according to the lines of accountability:

UNIT/PERSON	RESPONSIBILITY
Supervisors Review	performance of individual or groups of employees reporting directly to them, depending on the type of employee performance management system that is adopted
Line/ Functional Managers	Review performance of their respective areas regularly (quarterly). The reviews should at least cover all the organizational priorities respective to these functions.
Executive Management (Municipal Manager and his / her Management Team	Review performance of the organization monthly, prior to and more often than the Mayoral Committee: • Review performance more often, such that they can intervene promptly on operational matters where poor performance or the risks thereof occur. • Review performance before reporting to politicians so that they can prepare, control the quality of performance reports submitted and ensure that adequate response strategies are proposed in cases of poor performance. • Review performance prior to being conducted by standing, **portfolio or committees.**
Standing/ Portfolio Committees	Manage performance of functions respective to their portfolios. They should at least review performance of organizational priorities that lie within their portfolio monthly, while maintaining a strategic role.
Executive Committee	Review performance of the administration, and should remain strategic. It is proposed that reviews take place on a quarterly basis with the regular final quarterly review taking the form of an annual review. The content of the review should be confined to agreed and confirmed priority areas and objectives only. The Municipal Manager should remain accountable for reporting on performance at this level.
Council	Review performance of the Municipal Council, its committees and the administration on an annual basis, in the form of a tabled annual report at the end of the financial year.
Public	Review performance of the Municipality and public representatives (Councillors) in the period between elections. It is required by legislation that the public is involved in reviewing municipal performance at least annually.

Improving Performance

While good and excellent performance must also be constantly improved to meet the needs of citizens and improve their quality of life, it is poor performance in particular that needs to be improved as a priority. In order to do this, it is important that the causal and contributing reasons for poor performance, of which the following are common are analysed:

REASONS FOR POOR PERFORMANCE	APPROPRIATE REMEDIAL ACTION
Inappropriate structure	**Restructuring**
Poor systems and processes	**Process and system improvement**
Lack of skills and capacity	**Training and sourcing additional capacity**
Inappropriate organisational culture.	**Change management and education programmes**
Absence of appropriate strategy	**Revision of strategy by key decision-makers Alternative service delivery strategies**

The Municipal Manager will implement the appropriate response strategy to improve performance on Municipality level.

Reporting on Performance

1. Reporting requires that the municipality takes the priorities of the organization, its performance objectives, indicators, targets, measurements and analysis, and present this information in a simple and accessible format, relevant and useful to the specific target group, for review.

    a. The UBuhlebezwe Municipality's score card and section 57 employees performance plan to be adopted by executive committee. The format can also be adapted for other uses thereby providing for the quarterly planning for performance and the quarterly measurement of actual performance.

    b. The key performance indicators that are being developed for the UBuhlebezwe municipality are to be reviewed annually in-line with the IDP review.

    c. Section 46 (1) (b) of the Municipal Systems Act requires that a Municipality must prepare for each financial year a performance report reflecting a comparison of the performance referred to in section (a) with targets set for and performances in the previous financial year.

LINK BETWEEN ORGANIZATIONAL AND EMPLOYEE (HUMAN RESOURCE) PERFORMANCE.

Organisational performance measurement rests on the following two pillars:

- The identification of the critical few Strategic Objectives, inclusive of the 7 NKPI's, which summarises the performance of the whole organisation and which are the result of focussed strategic planning. These objectives are captured in the bottom down design of municipal Score Cards**.**
- Individual performance measurement which provides the bottom up measurement data for the measurement of performance of 1st level strategic objectives.

The performance of an organization is therefore integrally linked to that of staff.

The relationship is created whilst implementing the following phases of the performance management cycle:

Individual Performance Management Policy

Throughout all these processes SALGA's guidelines has been taken as a guide for the drafting of an Individual Performance Management Policy for Section 57

The performance of a municipality is integrally linked to that of staff. It is therefore important to link organizational performance to individual performance and to manage both at the same time, but separately. The legislative mandate for measuring individual performance is found in section 57 of the Municipal Systems Act, which requires that the Municipal Manager and Managers who report directly to the Municipal Manager, sign performance contracts, which must include performance objectives and targets.

These must be practical, measurable and based on key performance indicators set out on the IDP. Effectively, the organizational scorecard is executed by the employees of the municipality. In practice this means that the strategic organisational scorecard becomes the responsibility of the municipal manager. The head of department's individual performance plans will flow out of the Municipal Manager's performance plan and the managers on the lower level will have a performance plan that flows out of the head of the department's performance plan.

This process is then cascaded down throughout the hierarchy of each of the department in the municipality. Although legislation requires that the municipal manager, and managers directly accountable to the municipal manager, sign formal performance contracts, it is also a requirement that all employees have job descriptions. These must be aligned with the individual performance plan of the head of the department. In this way all employees are working towards a common goal. It is however the responsibility of the employer, to create an environment, which the employees can deliver the objectives and the targets set for them in their performance contracts and job descriptions.

It should also be noted that Schedule 2 of the Local Government: Municipal Systems Act, 2000 (ACT NO.32 OF 2000), Code of Conduct for Municipal Staff members, states that:

"A staff member of a municipality is a public servant in a developmental local system, and must accordingly –

e) Participate in the overall performance management system for the municipality, as well as the staff member's individual performance appraisal and reward system, if such exists, in order to maximise the ability of the municipality as a whole to achieve its objectives and improve the quality of life of its residents."

Comparative Target Achievement Information for three years:

Performance Status	2017/2018 Performance	2018/2019 Performance	2019/2020 Performance
Total No of Targets	202	209	177
Performance targets exceeded	31	35	20
Performance targets met	163	159	135
Performance targets not met	8	15	22



- Effective usage of resources

In the local government context, a comprehensive and elaborate system of monitoring performance of municipalities has been legislated. The system is intended to continuously monitor the performance of municipalities in fulfilling their developmental mandate. Central to the system is the development of key performance indicators as instruments to assess performance. The indicators help to translate complex socio-economic development challenges into quantifiable and measurable outputs. They are therefore crucial if a proper assessment is to be done of the impact of government in improving the quality of life of all.
At UBuhlebezwe Municipality, performance management is seen beyond adhering to legislation, but an integral part of the management system to monitor and improve service delivery and report back to National government and communities. It is also a process whereby the Integrated Development Plan (IDP) and Performance Contracts and agreements of managers are aligned to the strategic intent of the municipality to enhance commitment to deliver on the strategy of the municipality.

MONITORING, EVALUATION AND REVIEW

At the end of every quarter, managers were expected to prepare and submit quarterly performance reports for monitoring and evaluation of actual performance against set targets (quarterly section 54A & 56 assessments). This occurred as follows:

Quarter	Assessment date	Venue
Quarter 4 of 2018/2019	13 August 2019 14 August 2019 16 August 2019	Municipality

Quarter 1 of 2019/2020	Informal	Municipality
Quarter 2 of 2019/2020	24 February 2020 25 February 2020 02 March 2020	Municipality
Quarter 3 of 2019/2020	Informal	Municipality

ANNUAL ORGANISATIONAL PERFORMANCE - 2019/2020															
IDP / SDBIP NO.	Outcome 9	National Key Performance Areas	Objectives	Strategies	Indicators	Unit Of Measure	Comparison with Previous Year	Current Year				Status (Achieved/ Not Achieved)	Blockage	Corrective Measure	Portfolio Of Evidence
							2018/2019 ACTUAL	Demand	Backlog	2019/2020 Target	2019/2020 Actual				
OMM01	Differentiated Approach To Municipal Financing, Planning And Support	Municipal Transformation And Institutional Development	To improve performance and functioning of the municipality	Signing of performance agreements	Number of signed performance agreements for section 54A & 56 managers (MM,CFO,CORP, IPD & SD) by 31-Jul-19	Number	5 Performance agreements were signed (MM , CFO, Corporate, IPD & SD) on the 7th June 2018.	5 performance agreements for section 54A & 56 managers (MM,CFO,CORP, IPD & SD) signed by 31-Jul-19	none	5 performance agreements for section 54A & 56 managers signed (MM,CFO,CORP, IPD & SD) signed by 31-Jul-19	4 Performance agreements were signed on the 6th June 2019 (MM, Corporate, IPD & SD.) Director Corporate Services was signed in August as she commenced on the 1st of August 2019.	Not Achieved	The CFO position is vacant and undergoing Human Resources processes.	The CFO position will be filled in the First quarter of 2020/21 Financial Year.	Signed performance agreements
OMM02			To improve performance and functioning of the municipality	Signing of operational plans	Number of signed operational plans for Line managers (ACFO, SCM, Assets, Internal Audit, IDP/PMS, Administration, Human Resources,Information Technology, PMU, Housing & Planning, LED/Tourism, Community Safety, Community Services, Budget and Reporting)by 31-Jul-19	Number	12 operational plans for section 55 managers were signed (SCM, Budget and reporting , Assets, Internal Audit, IDP/PMS, Administration, Human Resources, Information Technology, PMU, Housing & Planning, LED/Tourism, Community Safety, Community Services) on the 7th June 2018.	14 operational plans for Line managers signed (ACFO, SCM, Assets, Internal Audit, IDP/PMS, Administration, Human Resources,Information Technology, PMU, Housing & Planning, LED/Tourism, Community Safety, Community Services) by 31-Jul-19	none	14 operational plans for Line managers signed (ACFO, SCM, Assets, Internal Audit, IDP/PMS, Administration, Human Resources,Information Technology, PMU, Housing & Planning, LED/Tourism, Community Safety, Community Services, Budget and Reporting) by 31-Jul-19	14 operational plans for Line managers were signed on the 6th June 2019 for (ACFO, SCM, Budget and reporting, Assets, Internal Audit, IDP/PMS, Administration, Human Resources, Information Technology, PMU, Housing & Planning, LED/Tourism, Community Safety, Community Services)	Achieved	n/a	n/a	Signed operational plans
OMM03			To improve performance and functioning of the municipality	Submission of performance agreements	Turnaround time for submission of Performance Agreements to COGTA after signing by section 54A & 56 managers	Turnaround time	Performance Agreements were signed on the 7th June 2018 and submitted to COGTA on the 15th June 2018, which was within 10 working	Submission of Performance Agreements to COGTA within 10 working days of signing by section 54A & 56 managers	none	Submission of Performance Agreements to COGTA within 10 working days of signing by section 54A & 56 managers	Performance Agreements were signed on the 6th July 2019 and submitted to GOGTA on the 14 June 2019 which was within 10 days of signing by section 54A & 56	Achieved	n/a	n/a	Proof of submission

							days after signing.				managers.				
0MM04			To improve performance and functioning of the municipality	Submission of reports to APAC	Number of reports submitted to APAC on performance by 30-Jun-20	Number	4 reports were submitted to APAC on performance on the 17th August 2018, 2nd November 2018, 15th February 2019 and 17th May 2019.	4 reports submitted to APAC on performance by 30-Jun-20	none	4 reports submitted to APAC on performance by 30-Jun-20	4 reports were submitted to APAC on performance on 16th August 2019, 1st November 2019, 21st February 2020 and 10th June 2020.	Achieved	n/a	n/a	A report, signed minutes and signed attendance register
CORP01			To develop staff to ensure effective service delivery through trainings	Awarding Staff members with bursaries	Date by which Staff members are awarded with bursaries	Date	The bursary was awarded to staff that applied and met the selection criteria on the 22nd of January 2019	Award bursaries to Staff members that would have applied and met selection criteria by 31-Mar-20	none	Award bursaries to Staff members that would have applied and met selection criteria by 31-Mar-20	Internal bursary was awarded to staff members that applied and met selection criteria on the 15 January 2020	Achieved	n/a	n/a	Signed memo with the names of the bursary recipients
CORP02			To develop staff to ensure effective service delivery through trainings	Monitoring of trainings conducted as per WSP	Number of trainings conducted as per WSP (2019/20) by 30-Jun-20	Number	22 Trainings were conducted as per (2018/2019) WSP as follows: 1. First Aid Level 1 2. Examiner of Driving Licence 3. Contract Admin 4. Chainsaw Operating 5. Public Admin 6. Monitoring & Evaluation 7. SDP 8. Microsoft Excel 9. Customer Care 10. Training & shooting range 11. Customer Care 12. Firefighter1 and 2. 13. MSCOA 14. Advanced Project Management. 15. Firefighter 2 and Hazmat Operations 16. Electronic Records Management. 17. Conflict Management. 18. Introduction: Building the Foundation (TM1) 19. FA1 20. Design and Implementation of	Monitor that 16 trainings are conducted as per (2019/20) WSP by 30-Jun-20	none	Monitor that 16 trainings are conducted as per (2019/20) WSP by 30-Jun-20	29 Trainings were conducted as per (2019/2019) WSP as follows: 1. Advanced Operational and Strategic Fleet Management. 2. Advanced AutoCAD . 3. Disaster Management. 4. Budget Preparation and VAT training. 5. Strategic Planning and Policy Formulation. 6.Regulation 21 Firearm Training 7.Property Management. 8.Introduction to SAMTRAC 9.Operate waste disposal facilities 10.SAMTRAC. 11. Environmental Management 12.Customer Care 13.Conflict Management 14.Recertification of a backhoe loader 15.ArcGIS Basic 16.Risk Management from 17.Change Management 18.Padfoot Training 19. Risk management	Achieved	n/a	n/a	Signed attendance registers

							server infrastructure 21. CPMD Training. 22. Firefighter1 and Hazmat Awareness.				20. Driver Pump Operator 21. Advanced Computer Training 22. Community Diversity 23.Labour Relations and Effective Discipline. 24. Grader Operator .25. Local government administration 26. Manage Administration Records. 27. Advocate & Local Community Issues 28. LED: National Strategies & Int Trends 29. Peace Officer.				
OMM05 BTO01 IPD01 CORP03 SD01			To improve performance and functioning of the municipality	Submission of performance reports to the office of the MM	Number of performance reports submitted to the office of the MM within the turnaround time	Number	5 performance reports submitted per department, per quarter to the office of the MM within 5 working days of the end of each quarter as follows: OMM: 5 October 2018, 7 January 2018, 3 April 2019 & 2 July 2019. BTO:5th October 2018,8th January 2018, 4th April 2019& 05 July 2019. CORP:5th October 2018,7th January 2019,5th of April 2019 & 05 July 2019. SD: 5th October 2018, 7th January 2019, 5th of April 2019 & 4th of July	5 performance reports submitted by each department to the office of the MM within 5 working days of the end of each quarter	none	5 performance reports submitted to the office of the MM within 5 working days of the end of each quarter	5 performance reports submitted per department, per quarter to the office of the MM within 5 working days of the end of each quarter as follows:Quarter1 on the 7th October 2019. Quarter 2 on the 8th January 2020. Quarter 3 on the 7th of April 2020. Quarter 4 on the 7th July 2020. OMM, BTO, IPD, CORP,SD	Achieved	n/a	n/a	Proof of submission & quarterly performance report

							2019. IPD:5th October 2018, 8th January 2018, 5th April 2019 & 05 July 2019								
OMM06 BTO02 IPD02 CORP04 SD02			To improve performance and functioning of the municipality	Submissio n of the risk register reports to the office of the MM	Number of updated risk register reports submitted to the office of the MM within the turnaround time	Number	5 updated risk register reports submitted per department, per quarter to the office of the MM within 5 working days of the end of each quarter as follows: OMM: 4 October 2018,7 January 2019, 5th April 2019, 5 July 2019. BTO:5th October 2018,7th January 2019, 5th April 2019,5th July 2019. IPD: 5th October 2018, 8th January 2019, 5th April 2019, 5th July 2019. CORP:5th October 2018,7th January 2019, 5th April 2019, 5th July 2019. SD: 5th October 2018, 7th January 2019, 5th April 2019, 4th July 2019	5 updated risk register reports submitted by each department to the office of the MM within 5 working days of the end of each quarter	none	5 updated risk register reports submitted by each department to the office of the MM within 5 working days of the end of each quarter	5 updated risk register reports submitted per department, per quarter to the office of the MM within 5 working days of the end of each quarter as follows: Quarter 1 on the 7th October 2019. Quarter 2 on the 8th January 2020. Quarter 3 7th April 2020. Quarter 4 on the 7th July 2020. OMM, BTO, IPD, CORP,SD	Achieved	n/a	n/a	Proof of submission & quarterly updated risk register report
CORP05			To improve performance and functioning of the municipality	Monitorin g of uploads on the municipal website	Number of uploads on the municipal website by 30-Jun-20	Number	Municipal website was updated 135 times by 30 June 2019.	Monitor that Uploads on Municipal Website are done 64 times by 30-Jun-20	none	Monitor that Uploads on Municipal Website are done 64 times by 30-Jun-20	Municipal website was updated 75 times by 30 June 2020.	Achieved	n/a	n/a	Dated Screen shots
CORP06			To improve performance and functioning of the municipality	Monitor verificatio n of user acccess rights on all municipal ICT	Date by which user access rights on all municipal systems is verified	Date	User access rights verified on all municipal ICT systems on the 30th of September 2018, 31st of December 2018, 29th of March 2019 & 28 of June	Monitor verification of user access rights on all municipal ICT systems by 30-Jun-20	none	Monitor verification of user access rights on all municipal ICT systems by 30-Jun-20	User access rights verified on all municipal ICT systems on the 30th of September 2019, 24th of December 2019, 31st of March 2020 and 30th of June 2020.	Achieved	n/a	n/a	Signed user access rights forms

				systems			2019							
CORP07			To improve performance and functioning of the municipality	Monitor the conductio n of trainings as per ICT policies	Date by which the ICT training is conducted	Date	Trainings as per ICT policies were conducted on the 28-June-2019	Monitor the conduction of trainings as per ICT policies by 30-Jun-20	none	Monitor the conduction of trainings as per ICT policies by 30-Jun-20	2 ICT trainings were conducted as follows: ESS and Office 365 training on 11 & 15 October 2019 and Teams and Zoom Training in June 2020.	Achieved	n/a	n/a	Signed attendance register and presentatio n slides
CORP08			To improve performance and functioning of the municipality	Monitor the conductio n of ICT Awareness campaigns	Number of ICT Awareness campaigns conducted by 30-Jun-20	Number	11 ICT awareness campaigns were conducted on the: 9th July 2018, 3rd of August 2018, 10th of September 2018, 9th October 2018, 12th of November 2018, 14th of December 2018, 31st of December 2018,16th of January 2019, 20th of March 2019,15th of April 2019, 15th of May 2019 and 13th of June 2019.	Monitor the conduction of 4 Awareness campaigns by 30-Jun-20	none	Monitor the conduction of 4 ICT Awareness campaigns by 30-Jun-20	10 ICT awareness campaigns were conducted on the:15-July-19, 16-Aug-19, 12-Sept-19, 24-Oct-19,22-Nov-19, 24- Jan-20, 17-Feb-20,28-Mar-20, 21-May-20 and 29-Jun20.	Achieved	n/a	n/a	Signed Circular by Director Corporate Services and proof of distribution to users
CORP09			To improve performance and functioning of the municipality	Monitor the conductio n of weekly backup of ICT systems	Number of weekly backups conducted on ICT systems by 30-Jun-20	Number	A total of 315 backups were conducted on ICT systems. (VIP & SAMRAS) backups were conducted 485 times by 31 March 2019. 120 backups were conducted on Sage and Sage VIP by 30 June 2019.	Monitor that weekly backups for 2 ICT systems (SAGE & SAGE300) are conducted by 30-Jun-20	none	Monitor that weekly backups for 2 ICT systems(SAGE & SAGE300) are conducted by 30-Jun-20	A total of 571 backups were conducted on ICT systems by 30 Jun-20. Backups were conducted 165 times in Quarter 1, 88 times in Quarter 2, 236 times in Quarter 3 and 82 times in Quarter 4.	Achieved	n/a	n/a	Backup Register signed by Director Corporate Services
CORP10			To improve performance and functioning of the municipality	Monitor the reviewal of ICT Policies and Procedure s	Date by which ICT policies and procedures are reviewed	Date	ICT Policies and procedures were reviewed and approved by Council on the 27th May 2019	Monitor the reviewal of all ICT Policies and procedures by 30-Jun-20	none	Monitor the reviewal of all ICT Policies and procedures by 30-Jun-20	Policies and procedures were reviewed, presented at policy strategic plan session and adopted by Council on the 9th of October 2019.	Achieved	n/a	n/a	Council Resolution
CORP11			To improve performance and functioning of the municipality	Renewal of the soft ware licenses	Date by which the Software Licenses for laptops and computer within the municipality is renewed	Date	Renewed antivirus licence was purchased and installed on the 12th of November 2018.	Renewal of Software Licenses for laptops and computer users within the municipality by 31-Dec-19	none	Renewal of Software Licenses for laptops and computer users within the municipality by 31-Dec-19	Software Licenses for laptops was renewed on the 4th of June 2019	Achieved	n/a	n/a	Licence certificate
CORP11 .1			To improve performance	Testing of the	Date by which the functionality	Date	New indicator	Monitor the testing of the	none	Monitor the testing of the	Disaster Recovery site Functionality was	Achieved	n/a	n/a	Dated screenshots

			and functioning of the municipality	Disaster recovery site	of the Disaster recovery site is tested			functionality of the Disaster recovery site by 30-Jun-20		functionality of the Disaster recovery site by 30-Jun-20	tested on the 22nd of November 2019.				, sign off from the IT Manager and Director Corporate Services
CORP12			To develop staff to ensure effective service delivery through trainings	Submissio n and Adoption of the WSP	Date by which the 2020/21 WSP is adopted by Council	Date	2019/20 WSP was submitted to Council for adoption on the 24-April-19	Submission of the 2020/21 WSP to Council for adoption by 30-Apr-20	none	Submission of the 2020/21 WSP to Council for adoption by 30-Apr-20	The 2020/21 WSP was adopted on the 7th of May 2020 by council	Achieved	The slight delay was caused by the National Lockdown announced by the President in March 2020.	n/a	WSP, Council resolution & council signed minutes
CORP13			To develop staff to ensure effective service delivery through trainings	Monitor the Reviewal of all HR Policies	Date by which the Recruitment and Selection Policy will be reviewed	Date	New indicator	Monitor the Reviewal of all HR Policies by 30-Jun-20	none	Monitor the Reviewal of all HR Policies by 30-Jun-20	All HR Policies were reviewed and submitted to Council on the 11th of June 2020.	Achieved	n/a	n/a	Council Resolution
CORP14			To improve safety and security within the municipal environment	Monitor that evacuation drills are conducted	Number of evacuation drills conducted by 30-Jun-20	Number	4 evacuation drills were conducted on the following dates: 24/08/18, 30/11/18,18/01/19 and 31/05/19.	Monitor that 4 evacuation drills are conducted by 30-Jun-20	none	Monitor that 4 evacuation drills are conducted by 30-Jun-20	4 evacuation drills were conducted on the following dates: 06-Sep-19, 29-Nov-19, 14- Feb-20 and 28-May-20.	Achieved	n/a	n/a	Dated photos
CORP15			To improve performance and functioning of the municipality	Monitor Cordinatio n of the EAP	Date by which the Employee Assistance Programme is cordinated	Date	Employee Assistance Programme was conducted on the 14th February 2019.	Monitor the cordination of Employee Assistance Programme by 31-Mar-20	none	Monitor the cordination of Employee Assistance Programme by 31-Mar-20	Employee Assistance Programme (Health and Wellness campaign) was implemented on the 26th February 2020	Achieved	n/a	n/a	signed attendance register and dated photos
OMM07	Improved Access To Basic Services	Basic Service Delivery & Infrastructure Development	To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Monitorin g of the prioritised capital projects	Number of MANCO meetings whereby there will be monitoring of delivery/achieve ment of prioritised capital projects budgeted for (2019/20)	Number	5 MANCO meetings where there was monitoring of delivery/ achievement of prioritized capital projects budgeted for 2018/19 were held on the 18 July 2018,19 September 2018, 17 October 2018, 12 February 2019 and 11 April 2019	4 MANCO meetings whereby there will be monitoring of delivery/achieve ment of prioritised capital projects budgeted for (2019/20)	none	4 MANCO meetings whereby there will be monitoring of delivery/achievem ent of prioritised capital projects budgeted for (2019/20)	4 MANCO meetings where there was monitoring of delivery/ achievement of prioritized capital projects budgeted for 2019/20 were held on the 23/09/2019, 03/10/2019, 04/03/2020 and 27/05/2020	Achieved	n/a	n/a	Manco Minutes
OMM08			To ensure provision, upgrading and maintenance of	Inspection of prioritized Capital Projects	Number of inspections conducted for 2019/20 prioritized	Number	17 Inspections were conducted for 2018/19 prioritized capital projects on the 27 September	4 Inspections conducted for 2019/20 prioritized Capital Projects	none	4 Inspections conducted for 2019/20 prioritized Capital Projects by 30-	14 Inspections were conducted for 2019/20 prioritized capital projects on the 01/10/2019,02/10/201	Achieved	n/a	n/a	Dated photos

			infrastructure and services that enhances socio-economic development		Capital Projects by 30-Jun-20		2018,18 September 2018,18 September 2018,10 October 2018, 11 October 2018, 14 November 2018,15 November 2018, 12 February 2019, 26 February 2019, 29 January 2019, 7 March 2019,12 January 2019, 19 March 2019, 31 May 2019, 04 June 2019 & 31 May 2019	by 30-Jun-20		Jun-20	9, 03/10/2019, 29/11/2019, 29/11/2019,26/11/2019, 30/01/2020,30/01/2020, 03/02/2020,03/02/2020, 03/02/2020, 22/05/2020, 01/07/2020,10/07/2020.				
SD03			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Monitor Maintenance of halls and sport fields	Number of maintained halls and municipal facility by brush cutting and cleaning by 30-Jun-20	Number	2 HALLS (Peace and Highflats hall) and 1 municipal facility were maintained by doing brush cutting and cleaning throughout the 4 quarters by 30-Jun-19.	Monitor Maintenance of 3 halls(Peace Initiative Hall, Soweto Hall and Highflats hall) and 1 Municipal facility by doing brush cutting and cleaning by 30-Jun-20	none	Monitor Maintenance of 3 halls(Peace Initiative Hall, Soweto Hall and Highflats hall) and 1 Municipal facility by doing brush cutting and cleaning by 30-Jun-20	3 HALLS (Peace, Highflats, Soweto hall) and 1 municipal facility were maintained by doing brush cutting and cleaning throughout the 4 quarters by 30-Jun-20.	Achieved	n/a	n/a	Signed report by HOD & Manager Community Services
SD04			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Monitor Maintenance of municipal parks	Number of Maintained municipal parks by 30-Jun-20	Number	All 5 Parks and Gardens i.e Cnr R 56 & R612, Cnr R56 & Centenary, Cnr Centenary & Margaret ,Margaret & R56 ,East street park were maintained by brush cutting and cleaning throughout the 4 quarters.	Monitor Maintenance of 5 municipal parks by grass cutting by 30-Jun-20	none	Monitor Maintenance of 5 municipal parks by grass cutting by 30-Jun-20	All 5 Parks and Gardens i.e Cnr R 56 & R612, Cnr R56 & Centenary, Cnr Centenary & Margaret ,Margaret & R56 ,East street park were maintained by brush cutting throughout the 4 quarters.	Achieved	n/a	n/a	Signed quarterly report by manager community services and HOD
SD05			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Monitor collection of waste.	Number of days within which refuse is collected by 30-Jun-20	Number	The weekly schedule was followed on refuse collection and the waste was removed in the following areas as scheduled: •Mondays - High School down to Stuart Street up to Grant Street straight to testing ground •Tuesdays - Morning view - High street, Mary Street and centenary road •Wednesdays -	Monitor six days of refuse collection per week by 30-Jun-20. • Monday Ixopo High school down to Stuart street up-to Chapel to Testing ground • Tuesday Morning view High street, Mary street and Centenary road • Wednesday	none	Monitor six days of refuse collection per week by 30-Jun-20. • Monday Ixopo High school down to Stuart street up-to Chapel to Testing ground • Tuesday Morning view High street, Mary street and Centenary road	6 days of refuse collection was done per week following the weekly schedule as follows •Mondays - High School down to Stuart Street up to Grant Street straight to testing ground •Tuesdays - Morning view - High street, Mary Street and centenary road •Wednesdays - Morning Side and Highflats	Achieved	n/a	n/a	Signed weekly schedule by Truck Driver, Refuse Supervisor and Manager Community Services

							Morning Side and Highflats •Thursdays - Little flower and Hospital. Umngeni, Sisonke •Fridays – Fairview •Saturdays - Highflats Ixopo	Morning Side and Highflats • Thursday Littler Flower and Hospital Umngeni/ Harry Gwala District municipality • Friday- Fairview • Saturday- Highflats and Ixopo		• Wednesday Morning Side and Highflats • Thursday Littler Flower and Hospital Umngeni/ Harry Gwala District municipality • Friday- Fairview • Saturday- Highflats and Ixopo	•Thursdays - Little flower and Hospital. Umngeni, Sisonke •Fridays – Fairview •Saturdays - Highflats Ixopo				
SD06			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Collection of refuse in households within Ubuhlebezwe jurisdiction	Number of Households with access to refuse removal within the jurisdiction Ubuhlebezwe by 30-Jun-20	Number	The municipality is collecting refuse in 1035 households receiving refuse collection services in Ixopo, (ward 2), Fairview (ward 4) and Highflats (ward 13)	1262 households with access to refuse removal within the jurisdiction of UBuhlebezwe Municipality by 30-Jun-20	none	1 318 households with access to refuse removal within the jurisdiction of UBuhlebezwe Municipality by 30-Jun-20	The municipality has collected refuse in 1 318 households receiving refuse collection services in Ixopo, (ward 2), Fairview and Morning Side (ward 4) by 30-Jun-20	Achieved	n/a	n/a	Valuation roll and Signed quarterly report by manager community services and HOD
SD06.1				Monitor the coordination of clean up campaigns	Number of clean up campaigns coordinated by 30-Jun-20	Number	4 Clean-up campaigns were conducted on the: 31st of August 2018, 19th of March 2019, 6th of May 2019 and the 9th of May 2019.	Monitor the coordination of 8 clean up campaigns by 30-Jun-20	none	Monitor the coordination of 8 clean up campaigns by 30-Jun-20	8 clean- up campaigns were conducted on the: 31st of July 2019, 5th of September 2019, 15th of October 2019, 3rd of February 2020,18th of February 2020, 16th of June 2020 and 23rd of June 2020.	Achieved	n/a	n/a	Signed attendance register, date photos
CORP16			To improve the performance and functioning of the municipality	Distribution of agendas	Turnaround time for distributing agenda to the members of Infrastructure Planning & Development portfolio before the meeting	Turnaround time	Q1: Agenda for the Infrastructure planning & Development Portfolio committee meeting was distributed 10 days prior to the meeting. Date of the meeting 27/08/2018 Date of distribution :17/07/2018. Q2: Agenda for IPD Portfolio distributed on the 2nd November 2018 for a meeting scheduled for the 6th November 2018.	Distribute the agenda of the IPD Portfolio committee meeting 5 days prior to meeting	none	Distribute the agenda of the IPD Portfolio committee meeting 5 days prior to meeting	4 Agendas of the IPD Portfolio committee meeting were distributed 5 and more days prior to meeting as follows: Agenda distributed on the 19th August 2019, the meeting was held on the 22nd August 2019. Agenda Distributed on the 1st of Nov 2019, the meeting held on 7th of Nov 2019. 6 days prior to the meeting Agenda Distributed on	Achieved	n/a	n/a	Dated proof of agenda distribution and date of the meeting

							Translates to 5 days prior to the meeting. Q3: Agenda distributed on the 29th of January 2019 for the meeting scheduled for 7th February 2019. Which translates to 9 days prior to the meeting. Q4: Agenda of Infrastructure planning and Development portfolio was distributed on the 13-June-2019 for the meeting scheduled for 20-June-2019. Translates to 7 days prior to the meeting				the 30th Jan 2020, meeting held on the 6th February 2020. 6 days, prior to the meeting. Agenda Distributed on the 21st of April 2020. Meeting was held on the 30th of April 2020, 9 days prior the meeting				
BTO03			To practice sound financial management principles	Bid processing turn around time	Turnaround time for bid processing not more than specified timeframes (bids R200000+ to be finalised) from the closing date of the tender to date of appointment	Turnaroun d time	90 Days turnaround time for the bids R200000+ were finalised from the closing date of the tender as follows: 1. Requisition was received by scm on the 17/05/2018 and appointment of the service provider was on the 06/09/2018. 2.Closing date of the advert was on the 14/09/2018 and appointment of the service provider was on the 02/11/2018 3. Closing date of the advert was on the 01/03/2019 and appointment of the service provider was on the 27/03/2019. 4.Closing date of advert was on the 05/04/2019 and appointment of the service provider was on the 23/05/2019.	120 Days turnaround time for the bids R200000+ to be finalised from the closing date of the tender to appointment date	none	120 Days turnaround time for the bids R200000+ to be finalised from the closing date of the tender to date of appointment	37 Bids were finalised for bids R200 000+ 36 Bids were finalised within 120 days 1 bid was finalised after 120 day	Not Achieved	Delays were caused by the lockdown period where Bid Committees could not be convened.	As soon as the Lockdown was eased, Meetings for the sitting of the Bid Committes were scheduled and Bids were finalised.	adverts, requisitions & appointme nt letters or orders
BTO04					Turnaround time for bid	Turnaroun d time	1.Closing date for quotation was	60 days turnaround time	none	60 days turnaround time	44 Bids were finalised for bids R30 000 to R	Not Achieved	Delays were caused by the	As soon as the	

					processing not more than specified timeframes (bids 30000 to R199999 from closing date of advert to the date of purchase order,		24/07/2018 and order was issued on the 08/8/2018.2. Closing date for quotation was 26/10/2018 and order was issued on the 09/11/2018. 3. Closing date for quotation 25/02/2019 and order was issued on the 28/02/2019. 4. Closing date for quotation 26/04/2019 and order was issued on the 02/05/2019	for bids 30000 to R199999 from closing date of advert to the date of purchase order		for bids 30000 to R199999) from closing date of advert to the date of purchase order	199 999 40 Bids were finalised within 60 days 4 bids were finalised after 60 day		lockdown period where Bid Committees could not be convened.	Lockdown was eased, Meetings for the sitting of the Bid Committes were scheduled and Bids were finalised.	
BTO05					Turnaround time for bid processing not more than specified timeframes (quotations less than R30000) requisition date to date of purchase order	Turnaroun d time	1. Requisition was received by scm on the 30/07/2019 and order was issued on the 03/08/2018. 2. Requisition was received by scm on the 15/10/2018 and order was issued on the 18/10/2018. 3. Requisition was received by SCM on the 18/02/2019 and order was issued on the 22/02/2019. 4. Requisition date:18/06/2019 Order date: 20/06/2019. Therefore the turnaround time was 2 working days	6 days turnaround time for quotations less than R30000 from requisition date to date of purchase order	none	6 days turnaround time for quotations less than R30000 requisition date to date of purchase order	1360 Quotations were finalised for quotations less than R30 000. 1034 were finalised within 6 days 326 were finalised after 6 days	Not Achieved	Bids exceeding 6 days were due to various reasons: budgets exceeded, some required briefing sessions and site inspections, some specifications had to be amended. Taxis had to undergo testing before appointment.	Matters that were causing delays were immediatel y attended to and resolved and Purchase orders were issued.	requisitions , orders & request for quotation with closing date
BTO06			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Updating and approval of the indigent register	Date by which indigent register is updated and approved	Date	Indigent register was updated and approved on the 6th June 2019.	Update and approve Indigent register by 30-Jun-20	none	Update and approve Indigent register by 30-Jun-20	Indigent register was approved and updated by 30 June 2020.	Achieved	n/a	n/a	Updated indigent register

IPD03			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Construction of new gravel roads-7,2km	Kilometres of gravel roads constructed by 30-Jun-20	Kilometers	The average percentage achieved is at 86%, Shelembe at 71% and Nxele Access road is 100% was completed on the 6th March 2019	7.2km of new Gravel roads to be constructed (Esidungeni 2km, Khambula 1.1km, Magawula 1.6km, Masomini 2.5km) by 30-Jun-20	none	7.2km of new Gravel roads to be constructed (Esidungeni 2km, Khambula 1.1km, Magawula 1.6km, Masomini 2.5km) by 30-Jun-20	7.2km of new gravel road achieved by 30th June 2020. Esidungeni road achieved 2km of new gravel road completed on the 19th June 2020.2. Khambula road achieved 1.1km of new gravel road completed on the 30th January 2020.3. Magawula road achieved 1.6km of new gravel road completed on the 25th March 20204. Masomini road achieved 2.5km of new gravel road completed on the 17th March 2020.	Achieved	n/a	n/a	Signed consultant's progress report and completion certificates
IPD04			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Construction of new gravel roads-4km	Kilometres of gravel roads constructed by 30-Jun-20	Kilometers	The progress on site is at 44% complete	4km of Esivandeni road constructed by 30-Jun-20	none	4km of Esivandeni road constructed by 30-Jun-20	4km of Esivandeni Road constructed by 30-Jan-20	Achieved	n/a	n/a	Signed consultant's Progress Report and Completion certificate
IPD05			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Municipal Infrastructure Grants	Date by which 2020/2021 Business Plans on MIS system are recommended	Date	The business plans were resubmitted on the 14 January 2019 on the MIS system	Recommendation for 2020/2021 Business Plan on MIS system by 30-Nov-19	none	Recommendation for 2020/2021 Business Plan on MIS system by 30-Nov-19	2020/2021 business plans were recommended by the 27th November 2019	Achieved	n/a	n/a	System generated Business Plans and workflow history
IPD06			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Municipal Infrastructure Grants	Date by which 2020/2021 FY projects are advertised	Date	The requisitions for the 2019/2020 FY were signed on the 2nd May 2019.Design reports were not completed	Signing of requisition for 2020/2021 FY projects for advertisement by 31-March-20	none	Signing of requisition for 2020/2021 FY projects for advertisement by 31-March-20	Requisition for advertisement of 2020/21 FY was not signed by 31-March-20	Not Achieved	Delays were experienced due to the Covid pandemic lockdown. There were limits in place for gatherings which prevented site briefings	As soon as the lockdown conditions were eased in May, the requisition was signed and we reduced the number of	Final design report & Signed Requisition

													Requisition was signed on 14th May 2020	attendees for briefing meetings, in order to comply with the regulations, whilst we continued with work. (advert limiting numbers in briefings is attached)	
IPD07			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Construction of community halls	Number of constructed community halls completed by 31-Mar-20	Number	Progress on site for Amazabeko Hall is at 75% complete by 30-Jun-19	1 community hall (Nkweletsheni) construction completed by 31-Mar-20	none	1 community hall (Nkweletsheni) construction completed by 31-Mar-20	Construction of 1 community hall (Nkweletsheni) complete by 30-June-20.	Not Achieved	Delays were experienced due to the under performance of the service provider. Projects was completed by 30 June 2020.	Meetings took place to address the underperformance of the contractor. Which resulted in the completion of the project .	Completion Certificate & signed consultant's progress report
IPD08			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Construction of a fire station	Date by which construction of a fire station is completed	Date	new indicator	Construction completion of a fire station by 31-Mar-20	none	Construction completion of a fire station by 31-Mar-20	Construction of fire station not completed by 31 Mar 20.	Not Achieved	Dela ys were experienced due to stoppages by the local business forum, demanding sub-contracting. Construction of fire station completed by 30 August 2020.	The Municipality intervened by convening Meetings to resolve the matter of stoppages, where it was agreed that there must be sub contractin of smaller jobs,which led to project completion of the project.	signed consultant's progress report & Completion Certificate
IPD09			To ensure provision,	Expansion of	Expansion of Municipal	Date	Progress on site is at 7% complete by 30-	Expansion of Municipal	none	Expansion of Municipal Building	Expansion of Municipal Building not completed	Not Achieved	The project experienced	Two meetings	signed consultant'

			upgrading and maintenance of infrastructure and services that enhances socio-economic development	Municipal Building	Building completed by 30-Jun-20		Jun-19	Building completed by 30-Jun-20		completed by 30-Jun-20	by 30-Jun-20.		challenges which included the lack of cashflow to run the project and lack of proper supervision. The engineer on the 16th March 2020 issued the certificate of termination. To date the project is not completed.	were held after the easing of the lockdown regulations to address the issues relating to the delays on the project and the contractor has indicated that the project will be completed in December 2020.	s progress report & Completion Certificate
IPD10			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Constructi on of black top roads-1.5km	Kilometres of gravel roads constructed by 30-Sept-19	Kilometers	Progress on site for Golf Course Road is at 89% complete, Progress on for Pass4 Phungula sports site is at 96% complete by 30-Jun-19	1.5km of Fairview road constructed by 30-Sept-19	none	1.5km of Fairview road constructed by 30-Sept-19	1.5km of Fairview road constructed by 13th December 2019.	Not Achieved	Delays were experienced due to sewer upgrades that were being done by the District Municipality.	Project has been completed	signed consultant's progress report & Completion Certificate

IPD11			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Upgrade of sports fields	Number of sport fields constructed by 30-Jun-20	Number	60% Completion of upgrading of KwaDladla sports field by 30-Jun-19	1 Sportsfield (esiqandulweni) constructed by 30-Jun-20	none	1 Sportsfield (esiqandulweni) constructed by 30-Jun-20	0 Sportsfields Constructed by 30 Jun-20	Not Achieved	The project overall progress of Esiqandulweni is at 48% to completion by 30-Jun-20 The project technical handover was on the 28th February 2020 and contractor was given access on the 2nd March 2020. The president of the republic on the 22nd March 2020 announced that the country will be on lockdown. The project experienced the delay of two months due to lockdown.	A letter was written to the contractor to return to site on the 4th of May 2020 and for them to ensure that they meet the requirements of the regulations before resuming work. This led to the eventual completion of the project.	signed consultant's progress report and completion certificates
IPD12			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Maintenance of blacktop roads	Square meters of blacktop roads maintained (potholes) by 30-Jun-20	Square meters	5 593.52m2 blacktop roads maintained by 30-Jun-19	400m2 of blacktop roads maintained (potholes) by 30-Jun-20	none	400m2 of blacktop roads maintained (potholes) by 30-Jun-20	445.54m2 blacktop roads maintained by 30-Jun-20	Achieved	n/a	n/a	Signed report with dated photos before & after
IPD13			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Maintenance of community facilities	Number of community Facilities Maintained as directed by prescripts from Social Development Services by 30-Jun-20	Number	6 community facilities were maintained: Welfare House Fairview Hall, Peace Initiative Hall, Soweto hall, Highflats Hall and Testing grounds.	1 community Facility Maintained as directed by prescripts from Social Development Services by 30-Jun- 20	none	1 Community Facility maintained as directed by prescripts from Social Development Services by 30-Jun-20	3 community facilities maintained. Minor repairs received from corporate services for Red cross Building, Soweto Hall and Ixobho Bus Rank Toilets were maintained.	Achieved	n/a	n/a	Requisition, Signed report with dated photos before & after, memo from SD & Technical Assessment

															report
IPD14			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Maintenance of access roads	Kilometres of gravel roads maintained as per maintenance plan by 30-Jun-20	Kilometers	13.98KM of gravel roads maintained by 30-Jun-19	80KM of gravel roads maintained as per maintenance plan by 30-Jun-20	none	80KM of gravel roads maintained as per maintenance plan by 30-Jun-20	24.20 KM of gravel roads were maintained by 30th June 2020	Not Achieved	Delays experienced in achieving the target due to shortages and breakage of machines and also time off due to the National lockdown.	New machines were purchased to fast track road maintenance and as soon as the lockdown was lifted, work commenced with speed.	signed report & dated photos before and after
IPD15			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Monitoring of meetings with DoHS	Number of coordinated meetings on progress of housing projects by 30-Jun-20	Number	27 meetings on progress of Housing projects were co-ordinated by 30-Jun-19	Monitor coordination of 4 meetings on progress of Housing project by 30-Jun-20	none	Monitor coordination of 4 meetings on progress of Housing projects by 30-Jun-20	9 meetings on progress of Housing projects were held by 30-Jun-20	Achieved	n/a	n/a	Signed attendance register, minutes
IPD16			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development		Number of meetings coordinated on progress on 150 Units - Phase 1 Community Residential Units by 30-Jun-20	Number	8 meetings on progress on 150 Units - Phase 1 Community Residential Units were held by 30-Jun-19.	Monitor coordination of 4 meetings on progress on 150 Units - Phase 1 Community Residential Units by 30-Jun-20	none	Monitor coordination of 4 meetings on progress on 150 Units - Phase 1 Community Residential Units by 30-Jun-20	6 meetings on progress on 150 Units - Phase 1 Community Residential Units were held by 30-Jun-20.	Achieved	n/a	n/a	Signed attendance register, minutes
IPD17			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Monitoring the submission of the Housing sector plan	Date by which the Final Housing Sector plan is submitted to IDP unit	Date	The final Housing Sector plan was submitted on the 10th May 2019 to the IDP unit.	monitor the submission of the final Housing sector plan to IDP unit by 10-May-20	none	monitor the submission of the final Housing sector plan to IDP unit by 10-May-20	The final Housing sector plan was submitted to IDP unit on the 7th May 2020.	Achieved	n/a	n/a	Proof of submission, Draft & Final Housing Sector plan

IPD18			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Processing of Building and alteration plans	Turnaround time for processing of building and alteration plans after receipt of payment fees	Turnaround time	Q1: The Building plan has not yet been approved because the building lines and dermacated parking bays were not reflected. They have since resubmitted on the 01/10/18 for further processing. The 30 day will be met accordingly. 2) Erf 1642 from the Morning-view area for a new building, the plans were accepted on the 09/07/18 - payment of building fees is not applicable because it is a Municipal Project. The building plan was processed accordingly got approved on the 16/07/18. 3) Erf 1669 from the Morning-view Area accepted on the 09/07/18 - payment of building fees is not applicable because it is a Municipal Project. Q2: 4 Building plans were received during the 2nd quarter; i.e 3 building plan all as part of the Morningview housing Project which were Erf 1673, Erf 1649 and Erf 1648 all were submitted on the 12/11/18 and approved on 10/12/18. The last one was a building plan for the Ithubalethu Housing project which was submitted on 03/12/18 and it still being processed. Payment of building	Processing of building and alteration plans within 30 days after receipt of payment fees	none	Processing of building and alteration plans within 30 days after receipt of payment fees	7 building & alteration plans were received. 5 Plans were approved within 30 days 2 plans were approved after 30 days	Not Achieved	Delays were experiences in approval of 2 plans received in March 2020 due to the National Lockdown, these had to wait and be processed in June 2020.	When lockdown regulations were ease, building plans were processed.	Register of received building plans with dates, acceptance letters

							fees is not applicable due to the fact that all of them are Municipal Projects. Q3: 1 building plan was received for Portion 6 of ERF 419 which was submitted on the 25th March 2019 which is still within the 30days period. Q4: Two plans were received and approved by the Municipality(Maland a payment received on the 6 June 2019 and approved on the 7 June 2019 and Gudlucingo Housing project as its municipal project no payment was received but the plan were received on the 7 June 2019 and approved on the 13th June 2019)								
IPD19			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Electrification projects	Number of electrified households completed by 31-Mar-20	Number	The progress on site for electrification in Golf Course housing project is at 86% by 30-Jun-19	483 households electrified in (Blackstore) by 31-Mar-20	none	483 households electrified in (Blackstore) by 31-Mar-20	678 household electrified in blackstore electrification project by 31-Mar-20	Achieved	n/a	n/a	Signed consultant's progress report with a list of households electrified & completion certificate
IPD19.1			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development		Number of electrified households completed by 30-Jun-20	Number	new indicator	50 households electrified (Bethal) by 30-Jun-20	none	50 households electrified (Bethal) by 30-Jun-20	0 households electrified by 30-Jun-20	Not Achieved	Processes of appointment of the contractor delayed due to lockdown and project appointed was on the 10th June 2020, sod turning also conducted in June 2020.	Project was advertised on the 03rd Feb 2020 and closed on 05 March 2020. Due to Covid the country went on lockdown on the 26th March 2020. Bid	Signed consultant's progress report with a list of households electrified & completion certificate

															Committees could not sit to appoint contractors, as soon as the lockdown regulations were lifted, Bid committees sat on the 19th May 2020 and contractor was appointed on the 10th of June 2020.	
IPD19.2			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development		Date by which requisition for advertising Ndonyane electrification project is signed	Date	new indicator	Signing of requisition for advertising Ndonyane eletrification project by 30-Apr-20	none	Signing of requisition for advertising Ndonyane eletrification project by 30-Apr-20	Requisition for advertising Ndonyane electrification not signed by 30 April 20	Not Achieved	Eskom took over this project, it is no longer done by Ubuhlebezwe.	n/a	Signed requisition
IPD19.3			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development		Date by which requisition for advertising Fairview electrification project is signed	Date	new indicator	Signing of requisition for advertising Fairview electrification project by 30-Apr-20	none	Signing of requisition for advertising Fairview electrification project by 30-Apr-20	Requisition for advertising Fairview electrification was not signed by 30 April 20	Not Achieved	Delays were experienced due to the fact that the project is dependant on the completion of the Fairview Housing Project which is currently infested by informal settlements. To date requisiton has not been signed.	The electrical engineers were appointed on the 26th February 2020. Preliminary designs have been done.	Signed requisition
IPD19.4			To ensure provision, upgrading and maintenance of		Number of households electrified by 30-Jun-20	Number	new indicator	300 households electrified (Mandilini) by 30-Jun-20	none	300 households electrified (Mandilini) by 30-Jun-20	A total of 207 households electrified by 30th June 2020.	Not Achieved	Delays were experienced in acquiring outage dates due to national	date for outages by Eskom was revised and outages	Signed consultant's progress report with a list of

			infrastructure and services that enhances socio-economic development										lockdown. Two outages conducted in the month of June 2020 and achieved 207 hh connections.	could only be done in June 2020. The Municipality is dependant on Eskom for this activity to take place.	households electrified & completion certificate
SD07			To improve safety and security within the municipal environment	Monitor maintenance of law and order	Number of Multi-Disciplinary roadblocks conducted by 30-Jun-20	Number	13 multi-disciplinary roadblocks were conducted on the following dates: 4th of September 2018, 27th of September 2018, 31st of October 2018, 16th of November 2018, 7th of December 2018, 14th of December 2018,7th of January 2019, 21st of March 2019, 28th of April 2019, 1st of May 2019, 20th of May 2019, 26th of June 2019 and on the 27th June 2019.	Monitor that 8 multi disciplinary roadblocks are conducted by 30-Jun-20	none	Monitor that 8 multi disciplinary roadblocks are conducted by 30-Jun-20	11 multi-disciplinary road blocks were conducted on the following dates: 12th July 2019,9th September 2019, 15th October 2019, 22nd December 2019, 21st January 2020,27th February 2020, 10th April 2020, 17th April 2020, 21st April 2020,1st May 2020 and 12th June 2020.	Achieved	n/a	n/a	Dated photos
IPD20			To improve the performance and functioning of the municipality	Submission of Infrastructure Planning & Development Portfolio items	Turnaround time for submission of Infrastructure Planning & Development Portfolio items to Corporate Services after receiving circular.	Turnaround time	1. Circular date: 13th August 2018, submission date:16th August 2018. 2. Circular date: 29th October 2018, submission date: 2nd November 2018. 3. Circular date: 29th January 2019, submission date: 1st February 2019. 4. Circular date: 25th March 2019, submission date: 2nd April 2019 for Circular date: 5th June 2019, submission date: 12th June 2019.	Submission of Infrastructure Planning & Development Portfolio items to Corporate Services within 7 working days after receiving circular	none	Submission of Infrastructure Planning & Development Portfolio items to Corporate Services within 7 working days after receiving circular	Items of infrastructure Planning & Development portfolio to corporate services were submitted within 7 working days of receiving circular as follows: Circular received on the 13th August 2019 and items were submitted on the 16th August 2019, within 3 working days. Circular was received on 16 April 2020 and items submitted on the 21 April 2020, 5 working days. Circular received on the 10th June, items submitted on the 17th June 2020. 7 working	Achieved	n/a	n/a	Proof of submission & circular

											days.				
SD08	Community Work Programme Implemented and Cooperatives Supported	Social and Local Economic Development	To improve sustainable economic growth and development	Submission of progress reports on small farmers programme	Number of progress report on small farmers programme submitted to the portfolio committee by 30-Jun-20	Number	4 progress reports on small farmers programme was submitted to the SD portfolio committee that was hed on the 22nd August 2018, 7th November 2018, 6th February 2019 and 19th June 2019.	Submit 4 progress report on small farmers programme to the portfolio committee by 30-Jun-20	none	Submit 4 progress reports on small farmers programme to the portfolio committee by 30-Jun-20	4 progress reports on small farmers programme were submitted to the SD portfolio committee that was hed on the 21st August 2019,6th November 2019,5th February 2020 and 24th June 2020.	Achieved	n/a	n/a	Signed portfolio minutes & signed attendance register
SD09			To improve sustainable economic growth and development	Renewal of informal traders licenses	Turnaround time for renewal of informal traders licenses in Ixopo and Highflats	Turnaround time	Renewal of informal traders licenses in Ixopo and Highflats were processed within one day after the submission of renewal form. The following were the dates 03,04,05,06,07,10,11, 12,13, 14,19,20,21 December 2018.	Renewal of informal traders licenses in Ixopo and Highflats within 2 days after the submission of renewal form	none	Renewal of informal traders licenses in Ixopo and Highflats within 2 days after the submission of renewal form	Informal traders licenses renewal was done on the 03rd ,09th , 12th , 13th ,17th ,18th ,and 19th of December 2019 which is one day turnaround time after receiving application.	Achieved	n/a	n/a	Hawkers licenses and register with date

SD10			To improve sustainable economic growth and development	Monitor the sustainability of LED projects	Number of LED projects monitored by 30-Jun-20	Number	20 LED projects were monitored by 30 June 2019. (Siyethemba cooperative, Stoneville project, Movement cooperative, Mkhulisi supplier, Gijima cooperative, Mvoti cooperative, Hluthankungu Fashion design, Nhlavini cooperative, Qhawekazi Fashion design, Mwelase Block Making,Ward 4 community project, Scottville cooperative, Mhlandla investments, Mvethi project, Khuthala, skhuthaza khaba project,bambanani agriculture,Zamandla enterprise, siyasutha trading and Dynamo duck trading)	Monitor the sustainability of 20 LED projects by 30-Jun-20	none	Monitor the sustainability of 20 LED projects by 30-Jun-20	28 LED projects were monitored by 30-Jun-20. (Amadunge Sewing, Ikhabalethu, Sthembiso Khumalo, Syethemba Co-op, Stoneville project, Scottvile co-op, Dynamo Duck trading,ungakwenza ,mntambo farming,movement cooperative,ezokulimafica and mkhulisi supplier, Mhlandla, Zamandla enterprise, Sakha izicathulo, Mandaluhla co-op, Ekuthuleni co-op, Gijima co-op, Mvoti co-op, Khuthala project, Siyasutha trading, Nhlamvini co-op, Hluthankungu fashion, Qhawekazi fashion, Mvelase blockmaking, ward 4 community, Mvithi project and Bambanani project	Achieved	n/a	n/a	Signed report by manager LED and HOD and dated photos
SD11			To improve sustainable economic growth and development	Co-ordination of a workshop for caterers	Date by which workshop for caterers is co-ordinated	Date	new indicator	Co-ordinate a workshop for cateres by 30-Sept-19	none	Co-ordinate a workshop for cateres by 30-Sept-19	Workshop for caterers was coordinated and held on the 27th of August 2019.	Achieved	n/a	n/a	Attendance register and Dated photos
SD12			To improve sustainable economic growth and development	Monitor Processing of business licenses	Turnaround time for submitting business license applications upon the receipt of applications to the office of the Municipal Manager for approval	turnaround time	1. Business licence applications submitted within 1 day upon the receipt of applications to the office of the municipal Manager for approval. Ixopo Tops received on the 09th of July 2018 and submitted on the 09th of July 2018, Tops Memori received on the 13th of July 2018 and submitted on the 13th of July 2018. 2. 3 business license	Monitor the submission of business license applications within 3 days upon the receipt of applications to the office of the Municipal Manager for approval	none	Monitor the submission of business license applications within 3 days upon the receipt of applications to the office of the Municipal Manager for approval	Business licence applications submitted within 1 day upon the receipt of applications to the office of the municipal Manager for approval: Thuthukani Bottle store was received on the 17th of July 2019 and submitted on the 17th of July 2019. Ethafeni Lifestyle was received on the 18th of July 2019 and submitted on the 19th of July 2019. Checksave was received on the 29th of	Achieved	n/a	n/a	Business license register with date

							applications were processed this quarter. Benmore Lodge was received and submitted on the 4th of October 2018. Amble Inn BnB was received and submitted on the 4th of October 2018.Imbali Tavern was received and submitted on the 29th of October 2018. 3. Business licence applications received on the 04 February 2019 and submitted on the 04 February 2019, received on the 08 February 2019 and submitted on the08 February 2019, received on the 11 February 2019 and submitted on the 11 February 2019, received on the 19 February 2019 and submitted on the 19 February 2019,received on the 25 February 2019 and submitted 25 February 2019,received 28 February 2019 and submitted on the 28 February 2019, received on the 25 March 2019 and submitted on the 28 March 2019. 4. Two Business licence applications received . Ntango Bottle Store on the 09th of May 2019 and submitted on the 09th of May 2019 , Highflats and Ixopo Association received on the 18th of June 2019 and				July 2019 and submitted on the 29th of July 2019. Zwanani was received on the 16th of September 2019 and submitted on the 16th of September 2019.2. Business license applications were submitted on the following dates: 20,29 May 2020 and 26 June 2020 which is one day turnaround time				

							submitted on the 18th of June 2019 which was one day turnaround time.								
SD13			To improve sustainable economic growth and development	Monitor the functionality of LED forum	Number of LED Forum meetings held by 30-Jun-20	Number	2 LED Forum meetings were held on the 14th of December 2018 and 26th of June 2019	2 LED Forum meetings held by 30-Jun-20	none	2 LED Forum meetings held by 30-Jun-20	2 LED Forum meetings were held on the 5th of December 2019 and 18th of June 2020.	Achieved	n/a	n/a	Signed Minutes and signed attendance registers
SD14			To improve sustainable economic growth and development	Monitor the creation of jobs through EPWP	Number of jobs created through EPWP by 30-Jun-20	Number	49 Jobs created though EPWP by 30 June 2019	Monitor the creation of 20 jobs through EPWP by 30-Jun-20	none	Monitor the creation of 20 jobs through EPWP by 30-Jun-20	56 Jobs were created through EPWP by 30-Jun-20	Achieved	n/a	n/a	Signed Attendance register with names of the people and Signed report by Manager CS and HOD
SD15			To improve sustainable economic growth and development	Coordination of CWP Rep Forum meetings	Number of CWP Rep Forum meetings coordinated by 30-Jun-20	Number	4 CWP Rep Forum meetings were coordinated on the 23rd July 2018, 27th August 2018, 26th March 2019 and 30th May 2019.	Coordinate 6 CWP Rep Forum meetings by 30-Jun-20	Tourism awareness	Coordinate 4 CWP Rep Forum meetings by 30-Jun-20	7 CWP Rep Forums were coordinated on the 15th July 2019, 16th July 2019, 25th July 2019, 2nd August 2019,30th October 2019 4th December 2019 and 25th February 2020.	Achieved	n/a	n/a	Proof of Invitations and signed attendance registers
SD16			To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	Monitor the implementation of Youth Programme	Date by which one youth programme emanating from the adopted Youth Development Strategy is implemented	Date	Two Youth Programme emanating from the adopted Youth Development Strategy National Certificate Building and Civil Construction NQF Level 3 started in March 2018 and ended in December 2018. National Certificate: Supervision of Construction Processes NQF Level 4 was implemented during the month of September 2018.	Monitor implementation of one Youth Programme emanating from the adopted Youth Development Strategy by 30-Jun-20	none	Monitor implementation of one Youth Programme emanating from the adopted Youth Development Strategy by 30-Jun-20	Two Youth programmes emanating from the Youth Development Strategy: Plumbing were implemented by 30-Jun-20	Achieved	n/a	n/a	Signed report by manager community services and HOD
SD17			To promote	Awarding	Date by which	Date	Recommendations	Recommendatio	none	Recommendation	Recommendations for	Achieved	n/a	n/a	Proof of

			culture of learning and enhance social development (illiteracy, skills, talent, education)	of external bursaries	the recommendations for External bursaries are sent to the Office of the MM		for External bursaries sent to the Office of the MM on the 21st of February 2019.	ns for External bursaries sent to the Office of the MM by 20- Feb-20		s for External bursaries sent to the Office of the MM by 20- Feb-20	External bursaries was sent to the Office of the MM on the 28th of February 2020.				submission to the Office of the MM and report signed by the panel and HOD
SD18			To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	Monitor back to school campaign	Date by which Back to school campaign is conducted	Date	Back to school campaign conduct on the 16th of January 2019	Monitor Back to school campaign to be conducted by 31-Jan-20	none	Monitor Back to school campaign to be conducted by 31-Jan-20	Back to school campaign was held on the 21st of January 2020.	Achieved	n/a	n/a	Signed attendance register and report signed by manager community services and HOD
CORP17			To improve the performance and functioning of the municipality	Distribution of agendas	Turnaround time for distributing agenda to the members of Social Development portfolio before the meeting	turnaround time	1. Agenda for the meeting of the SD Portfolio meeting was distributed 10 days prior to the meeting. Date of the meeting : 10/08/18 Date of Distribution: 01/08/18. 2. Agenda for SD Portfolio Committee distributed on the 2nd November 2018 for a meeting scheduled for the 7th November 2018. 3. Agenda distributed on the 28th of January 2019 for the meeting scheduled for 6th February 2019. Which translates to 9 days prior to the meeting. 4. Agenda for the SD Portfolio was distributed on 11 of June 2019 for the meeting schedules 19 of June 2019. Translates to 8 days prior to the meeting	Distribute the agenda of the SD Portfolio committee meeting 5 days prior to meeting	none	Distribute the agenda of the SD Portfolio committee meeting 5 days prior to meeting	1. The agenda of the SD Portfolio committee meeting was distributed on the 15th of August 2019. The meeting was on the 21st of August 2019 which translates to 6 days prior to meeting. 2. The agenda of the SD Portfolio committee meeting was distributed on the 1st of November 2019. The meeting was on the 6th of November 2019 which translates to 5 days prior to meeting. 3. Meeting held on the 5th February 2020, agenda distributed on the 28th January 2020.Translates to 7 days prior.4. Meeting held on the 29th of April 2020, distributed on the 21st of April 2020. Translates to 9 days prior Meeting was held on the 24th of June 2020, distributed on the 18th of June 2020. Translates to 7 days prior.	Achieved	n/a	n/a	Dated proof of agenda distribution and date of the meeting

CORP18			To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	Train unemployed youth	Number of trained unemployed youth in welding by 30-Jun-20	Number	28 unemployed youth were trained in plumbing from the 1st of April 2019 until the 31st of April 2019.	Train unemployed youth in welding by 30-Jun-20	none	Train unemployed youth in welding by 30-Jun-20	Due to COVID-19 Lockdown regulations, the trainings of unemployed youth were not conducted.	Not Achieved	The National Lockdown due to COVID 19.	Trainings will be conducted in the next financial year.	Signed Attendance registers & dated photos
IPD21			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Job creation through maintenance programme	Number of jobs created through EPWP - maintenance projects by 30-Jun-20	Number	60 Jobs were created through EPWP maintenance projects by 30-Jun-19	60 Jobs created through EPWP maintenance projects by 30-Jun-20	none	60 Jobs created through EPWP maintenance projects by 30-Jun-20	69 jobs created through EPWP maintenance projects by 30 June 2020	Achieved	n/a	n/a	Signed Attendance register & time sheets
SD19			To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	Monitor Library services awareness campaign	Number of Library services awareness campaign conducted by 30-Jun-20	Number	7 library awareness campaigns were held on the 24th of August 2018, 31st of August 2018, 6th to 9th of November 2018, 12th of February 2019, 30th of April 2019, 2nd of May 2019 and 27th of May 2019.	Monitor 4 Library services awareness campaign conducted by 30-Jun-20	none	Monitor 4 Library services awareness campaigns conducted by 30-Jun-20	3 Library services awareness campaigns were conducted on: 29th September 2019, 19th September 2019 and 5th February 2020.	Not Achieved	We had 3 resignations from our Library (Librarian and 2x Assistant Librarian)end of Q1 and the National Lockdown due to COVID 19 which resulted in the awareness not being conducted.	Library services awareness campaigns will be conducted in the next financial year.	Signed report by community services manager and HOD and dated pictures
SD19.1			To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	Coordination of career exhibition	Date by which career exhibition is coordinated	Date	Career exhibition was coordinated and held on Friday, the 24th of August 2018 at Peace Initiative Hall.	Coordination of career exhibition by 31-Dec-19	none	Coordination of career exhibition by 31-Dec-20	Career exhibition was coordinated and held on the 25th of July 2019 at Peace Initiative Hall.	Achieved	n/a	n/a	Signed report by community services manager and HOD and dated pictures
OMM09			To improve sustainable economic growth and development	Holding of social portfolio committee meetings	Number of social portfolio committee meetings set by 30-Jun-20	Number	4 Social portfolio committee meetings were held on the 22nd August 2018, 7th November 2018, 6th February 2019 and 10th April 2019.	Holding of 4 social portfolio committee meetings by 30-Jun-20	none	Holding of 4 social portfolio committee meetings by 30-Jun-20	4 Social portfolio committee meetings were held on the 19th June 2019, 6th November 2019, 5th February 2020 and 29th April 2020.	Achieved	n/a	n/a	Signed attendance register and a signed minutes
OMM10			To promote culture of	Conducting of HIV	Date by which HIV and sexual	Date	HIV and sexual assault campaign was	Conduct HIV and sexual	none	Conduct HIV and sexual assault	HIV and Sexual Assault campaign was	Achieved	n/a	n/a	Report,Dated Photos

			learning and enhance social development (illiteracy, skills, talent, education)	and sexual assault campaigns	assault campaign is conducted		conducted on the 7th March 2019	assault campaign by31-Mar-20		campaign by 31-Mar-20	conducted on the 3rd March 2020.				and attendance registers
OMM11			To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	Conductio n of health and fitness campaigns for PLWHIV	Date by which health and fitness campaign for PLWHIV(People Living With HIV) is conducted	Date	The health and fitness campaign for PLWHIV was held on the 31 October 2018.	Conduct health and fitness campaign for PLWHIV by 31-Dec-19	none	Conduct health and fitness campaign for PLWHIV by 31-Dec-19	The Health and Fitness campaign for PLWHIV was conducted on the 28th November 2019.	Achieved	n/a	n/a	Report,Dat ed Photos and attendance registers
OMM12			To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	Commem moration of world aids day and awarding of best performin g support groups	Date by which the world aids day is commemmorate d and best performing support groups are awarded	Date	Commemoration of World Aids Day and awards for the best performing support group was held on the 4th December 2018.	Commemoration of World Aids Day and award ceremony for best performing support group by 31-Dec-19	none	Commemoration of World Aids Day and award ceremony for best performing support group by 31-Dec-19	The Commemoration of World Aids Day and award ceremony for best performing support was on the 3rd December 2019.	Achieved	n/a	n/a	Report,Dat ed Photos and attendance registers
OMM13			To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	Commem moration of a national Men's Day	Date by which national Men's day is commemmorate d	Date	National Men's day was commemorated on the 24th July 2018 at Bhobhobho hall	Commemoration of national Men's Day by 30-Sept-19	none	Commemoration of national Men's Day by 30-Sept-19	National Men's Day was commemorated on the 22nd August 2019.	Achieved	n/a	n/a	Report,Dat ed Photos and attendance registers
OMM14			To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	Commem moration of a national Women's Day	Date by which national Women's day is commemmorate d	Date	National Women's Day was commemorated on the 28th August 2018 at Highflats hall.	Commemoration National Women's Day by 30-Sept-19	none	Commemoration national Women's day by 30-Sept-19	National Women's Day was commemorated on the 24th August 2019.	Achieved	n/a	n/a	Report,Dat ed Photos and attendance registers
OMM15			To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	Coordinati on of Ward Aids committee Thuma mina campaigns	Date by which Ward Aids committee Thuma mina campaigns is coordinated	Date	New indicator	Coordination of Ward Aids committee-Thuma mina campaign by 30-Jun-20	none	Coordination of Ward Aids committee-Thuma mina campaign by 30-Jun-20	Ward Aids committee Thuma mina campaign was not held by 30-Jun-20	Not Achieved	This campaign was not co-ordinated due to National Lockdown of COVID 19 pandemic.	This campaign will be conducted in the next financial year.	Report,Dat ed Photos and attendance registers

OMM16			To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	Coordination of teenage pregnancy campaigns	Date by which teenage pregnancy campaigns are coordinated	Date	Teenage pregnancy campaign was coordinated and took place on the 28th May 2019 at Peace Hall	Coordination of teenage pregnancy campaign by 30-Jun-20	none	Coordination of teenage pregnancy campaign by 30-Jun-20	Teenage pregnancy campaign was not coordinated by 30-Jun-20	Not Achieved	This campaign was not co-ordinated due to National Lockdown of COVID 19 pandemic.	This campaign will be conducted in the next financial year.	Report,Dated Photos and attendance registers
SD20			To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	Monitor coordination of child protection week	Date by which Child protection week campaign is coordinated	Date	Child protection week was coordinated and held on the 27th of May 2019 at Bayempini Hall.	Monitor coordination of child protection week by 30-Jun-20	none	Monitor coordination of child protection week by 30-Jun-20	child protection week campaign was coordinated and held on the 30 May 2020.	Achieved	n/a	n/a	Signed Attendance register and dated photos
SD21			To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	Monitor commemoration of a national disability day	Date by which National Disability Day for disabled people is commemorated	Date	National Disability Day was commemorated on the 28th of November 2018 at Morningside Stadium.	Monitor commemoration of National Disability Day for disabled people by 31-Dec-19	none	Monitor commemoration of National Disability Day for disabled people by 31-Dec-19	Commemoration of National Disability Day for disabled people was coordinated on the 20th of November 2019.	Achieved	n/a	n/a	Signed Attendance register and dated photos
SD22			To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	Monitor coordination of the local golden games selection	Date by which Local Golden Games Selections for elderly people is coordinated	Date	Local Golden Games Selections for elderly people were coordinated on the 25th of July 2018 at Morningside Stadium.	Monitor the coordination of Local Golden Games Selections for elderly people by 30-Sep-19	none	Monitor the coordination of Local Golden Games Selections for elderly people by 30-Sep-19	Local Golden Games Selections for elderly people were coordinated on the 25th of July 2019	Achieved	n/a	n/a	Signed Attendance register and dated photos
SD23			To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	Monitor coordination of the world heritage day celebration and arts & culture programme	Date by which World Heritage Day Celebration and Art and Culture Programme is coordinated	Date	World heritage day celebration and art & culture programme was coordinated on the 01st of September 2018 through a Tourism launch at Hluthangungu , 15th of September 2018 through an Alan Paton Steam Train race, on the 28th and 29th of September 2018 through performing Art competition.	Monitor coordination of World Heritage Day Celebration and Art and Culture Programme by 30-Sep-19	none	Monitor coordination of World Heritage Day Celebration and Art and Culture Programme by 30-Sep-19	World Heritage Day Celebration and Art and Culture Programme was coordinated on the 14th , 27th and 28th of September 2019	Achieved	n/a	n/a	Signed Attendance register and dated photos
SD24			To promote	Monitor	Date by which	Date	Coordination of the	Monitor	none	Monitor	Participation of	Achieved	n/a	n/a	Signed

			culture of learning and enhance social development (illiteracy, skills, talent, education)	coordination of umkhosi womhlanga	participation of Ubuhlebezwe Maidens in Umkhosi Womhlanga is coordinated		participation of Ubuhlebezwe Maidens in Umkhosi Womhlanga was done on the 7th to the 9th of September 2018 at Kwa-Nongoma	coordination of the participation of Ubuhlebezwe Maidens in Umkhosi Womhlanga by 30-Sep-19		coordination of the participation of Ubuhlebezwe Maidens in Umkhosi Womhlanga by 30-Sep-19	Ubuhlebezwe Maidens in Umkhosi Womhlanga was coordinated on the 6th to the 8th of September 2019.				Attendance register and dated photos
SD25			To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	Monitor coordination of commemoration of the activist programme	Date by which 16 days of Activism (Fight against children and women abuse) is commemorated	Date	Commemoration of 16 days of Activism (Fight against children and women abuse) was coordinated on the 30th of November 2018 at Highflats Hall.	Monitor coordination of commemoration of 16 days of Activism (Fight against children and women abuse) by 31-Dec-19	none	Monitor coordination of commemoration of 16 days of Activism (Fight against children and women abuse) by 31-Dec-19	Commemoration of 16 days of Activism (Fight against children and women abuse) was coordinated on the 27th of November 2019.	Achieved	n/a	n/a	Signed Attendance register and dated photos
SD26			To improve sustainable economic growth and development	Creation of jobs through LED projects	Number of jobs created through LED projects	Number	51 jobs were created through LED funded projects by 30 June 2019.	Number of jobs created through LED projects by 30-Jun-20	none	Creation of 40 jobs through LED projects by 30-Jun-20	45 jobs created through LED projects by 30 June 2020	Achieved	n/a	n/a	Signed report by Manager LED and HOD with the names of the people
OMM17	Deepen Democracy Through A Refined Ward Committee System	Good Governance and Public Participation	To improve performance and functioning of the municipality	Publishing of Section 54 & 56 employees performance agreements	Turnaround time for publishing of Section 54 & 56 employees performance agreements within 14 days after signing	Turnaround time	Section 57 employees performance agreements were signed on the 7th June 2018 and published on the 15th June 2018 which was within 14 days after signing.	Publish Section 54 & 56 employees performance agreements within 14 days after signing	none	Publish Section 54 & 56 employees performance agreements within 14 days after signing	S54A & 56 employees performance agreements were published on Ilanga newspaper on the 13 June 2019 and on the website which was within 14 days after signing.	Achieved	n/a	n/a	Public notice & signed performance agreements
OMM18			To improve performance and functioning of the municipality	Conducting performance reviews	Number of performance reviews conducted for HOD's and Line Managers by 31-Mar-20	Number	6 performance reviews were conducted on the 27 & 28 August 2018 for Line Managers and on the 29th August 2018 for Section 54/56 Managers, 18th, 19th for Line Managers and 20th February 2019 for Section 54/56 Managers	4 performance reviews conducted for HOD's and Line Managers by 31-Mar-20	none	4 performance reviews conducted for HOD's and Line Managers by 31-Mar-20	5 performance reviews were conducted on the 16th August 2019,13th and 14th August 2019, 25th February 2020, and 2nd March 2020.	Achieved	n/a	n/a	Signed attendance register with signed minutes
OMM19			To improve performance and functioning of the	Preparation and submission of a mid-year	Date by which Mid-year Performance Report is Prepared and	Date	Mid- year Performance Report was prepared and submitted to the Mayor on the 24th	Prepare and submit the Mid-year Performance Report to the	none	Prepare and submit the Mid-year Performance Report to the Mayor & COGTA	Mid-year Performance Report was prepared and submitted to the Mayor & COGTA on the 24th January 2020.	Achieved	n/a	n/a	Council signed minutes; proof of submission

			municipality	performance report	submitted to the Mayor, & COGTA		January 2019 & to COGTA on the 25th January 2019.	Mayor & COGTA by 25-Jan-20		by 25-Jan-20					s
OMM20			To promote accountability to the citizens of Ubuhlebezwe	Commencement of the community consultation meetings	Number of community consultation meetings held for 2020/21 IDP by 30-Jun-20	Number	8 community consultation meetings were held for 2019/20 IDP: 16th October 2018 at Bhobhobho Hall, 17th October 2018 at KwaThathani Hall, 18th October 2018 at Chibini Hall and 1 Ratepayers at Soweto Hall on the 18th October 2018, 15th April 2019 at Jolivet Hall, 16th April 2019 at Ntapha Hall, 17th April 2019 at Webbstown Hall and 17th April 2019 Ratepayers meeting at Soweto Hall.	8 community consultation meetings held for 2020/21 IDP (6 Clustered & 2 Ratepayers) by 30-Jun-20	none	8 community consultation meetings held for 2020/21 IDP (6 Clustered & 2 Ratepayers) by 30-Jun-20	8 community consultation meetings were held for 2020/21 on the 15th October 2019 at Bhobhobho Hall, 16th October 2019 at Kwathathani Hall,17,th October 2019 and Rate Payers on the 23rd October 2019 at Chibini Hall, 11,12, May 2020, 20 May 2020 at KZN FM and 27 May 2020 at 1KZN TV.	Achieved	n/a	n/a	Signed attendance register
OMM21			To improve performance and functioning of the municipality	Submission of the annual report with Annual Performance Report to AG	Date by which the 2018/19 Annual Report and Annual performance report will be submitted to AG	Date	2017/18 Annual Report and Annual Performance report were submitted to AG on the 31st August 2018.	Submit 2018/19Annual Report and Annual performance report to AG by 31-Aug-19	none	Submit 2018/19 Annual Report and Annual performance report to AG by 31-Aug-19	2018/19 Annual Report and Annual Performance report were submitted to AG on the 31 August 2019.	Achieved	n/a	n/a	Proof of submission
OMM22			To improve performance and functioning of the municipality	Submission of the draft annual report to Council	Date by which the 2018/19 Draft annual report will be submitted to council	Date	The Draft 2017/18 annual report was submitted to council for approval on the 24th January 2019.	Submission of the Draft 2018/19 annual report to council for approval by 31- Jan-20	none	Submission of the Draft 2018/19 annual report to council for approval by 31-Jan-20	The Draft 2018/19 annual report was submitted to council for approval on the 23rd January 2020.	Achieved	n/a	n/a	Council signed minutes, signed attendance register and council resolution
OMM23			To improve performance and functioning of the municipality	Adoption of an oversight report	Date by which the 2018/19 oversight report is submitted to Council for adoption (MFMA section 129(1))	Date	2017/18 oversight report was submitted to Council for adoption (MFMA section 129(1) on the 28th March 2019.	Submit the 2018/19 oversight report to Council for adoption (MFMA section 129(1)) by 31-Mar-20	none	Submit the 2018/19 oversight report to Council for adoption (MFMA section 129(1)) by 31-Mar-20	The 2018/19 oversight report was submitted to Council for adoption (MFMA section 129(1)) on the 26th March 2020.	Achieved	n/a	n/a	Council signed minutes, signed attendance register and council resolution
OMM24			To promote accountability to the citizens of Ubuhlebezwe	Publishing of the oversight report	Turnaround time for publishing of an oversight report on newspapers and	Turnaround time	The Oversight report was adopted by Council on the 28th March 2019 and Published on the	Publishing of 2018/19 Oversight report on newspapers and website	none	Publishing of 2018/19 Oversight report on newspapers and website within 14	2018/2019 oversight report was placed on the notice boards and on the municipal website on the 3rd	Achieved	n/a	n/a	public notice & council resolution

					website after adoption		04th April 2019. Within 14 days	within 14 days after adoption		days after adoption	April 2020. Newspaper could not be published due to COVID-19 Lockdown.				
OMM25			To improve the performance and functioning of the municipality	Submission of the oversight report to COGTA	Date by which an Oversight Report is submitted to COGTA	Date	The Oversight report was submitted to COGTA on the 05th April 2019	Submission of 2018/19 Oversight Report to COGTA by 07-Apr-20	none	Submission of 2018/19 Oversight Report to COGTA by 07-Apr-20	2018/19 Oversight Report was submitted to Cogta on the 7th April 2020.	Achieved	n/a	n/a	Proof of submission
OMM26			To improve the performance and functioning of the municipality	Development and approval of the risk based internal audit plan	Date by which a risk-based internal audit plan for 2019/20 is developed and approved	Date	Risk-based internal audit plan for 2018/19 was developed and approved on the 17th August 2018	Develop and approve risk-based Internal Audit plan for 2019/20 by 30-Sep-19	none	Develop and approve risk-based Internal Audit plan for 2019/20 by 30-Sep-19	The Risk based internal audit- plan was developed and approved on the 16th August 2019.	Achieved	n/a	n/a	Risk based internal audit plan and signed APAC minutes
OMM27			To improve the performance and functioning of the municipality	Submission of internal audit reports to APAC	Number of internal audit reports submitted to the APAC by 30-Jun-20	Number	4 Internal Audit reports were submitted to the APAC on: 17th August 2018, 2nd November 2018, 1st February 2019, 17th May 2019.	4 Internal Audit reports submitted to the APAC by 30-Jun-20	none	4 Internal Audit reports submitted to the APAC by 30-Jun-20	7 Internal Audit reports were submitted to the APAC as follows:5 submitted on the 16th August 2019.Q2: 1 submitted on the 1st November 2019. Q3: 1 submitted on the 21st February 2020.Q4: There was a Special APAC that was only for Annual Financial Statements and COVID 19. No internal audit reports were submitted.	Achieved	n/a	n/a	Internal audit report, signed APAC minutes
OMM28			To improve the performance and functioning of the municipality	Holding of audit committee meetings	Number of APAC meetings held by 30-Jun-20	Number	6 APAC meetings were held on: 17th August 2018, 2nd November 2018, 1st February 2019,15th February 2019, 17th May 2019 and 7th June 2019	Holding of 4 APAC meetings by 30-Jun-20	none	Holding of 4 APAC meetings by 30-Jun-20	4 APAC meetings were held on the 16th August 2019, 1st November 2019,21st February 2020 and 10th June 2020	Achieved	n/a	n/a	APAC agenda; signed attendance register
OMM29			To improve the performance and functioning of the municipality	Holding of risk management committee meetings	Number of risk management committee meetings held by 30-Jun-20	Number	4 Risk Management committee meetings were held on the: 21st September 2018, 7th December 2018, 25th January 2019 and 3rd May 2019.	4 Risk Management committee meetings by 30-Jun-20	none	4 risk management committee meetings by 30-Jun-20	3 risk management committee meetings were held on the 2nd August 2019, 25th October 2019 and 31st January 2020.	Not Achieved	Due to the Lockdown there was no meeting for Quarter 4, the plan was amended to include the COVID-19 risk assessments as required by the Department of	The next risk management committee meeting will be held in July 2020.	Signed minutes and signed attendance register

													Labour.		
OMM30			To improve the performance and functioning of the municipality	Tabling of the IDP process plan	Date by which the 2019/20 IDP framework and process plan is submitted to council for approval	Date	2019/20 IDP framework and process plan was submitted to Council for approval on the 26th July 2018.	Submit a 2019/20 IDP framework and process plan to council for approval by 31-Aug-19	none	submit a 2019/20 IDP framework and process plan to council for approval by 31-Aug-19	2020/21 IDP framework and process plan was submitted to council for approval on the 25th July 2019.	Achieved	n/a	n/a	Council signed minutes, signed attendance register and council resolution
OMM31			To promote accountability to the citizens of Ubuhlebezwe	Publishing of 2020/21 draft annual budget and draft IDP	Turnaround time for publishing of 2020/21 draft annual budget and draft IDP for public comments before final adoption	Turnaround time	2019/2020 draft annual budget and draft IDP was tabled to Council on the 28th March 2019. Draft IDP was published on the 4th April 2019 in Ilanga Newspaper, and the Draft Budget published on the 18th April 2019 on The Witness newspaper for public comments.	Publish 2020/21 draft annual budget and draft IDP on newspapers and website for public comments 21 days before final adoption	none	Publish 2020/21 draft annual budget and draft IDP on newspapers and website for public comments 21 days before final adoption	2020/21 draft annual budget was published on The Witness newspaper on the 30th March 2020,Drfat IDP was placed on the website and notice boards on the 3rd April 2020 for public comments which was 21 days before final adoption.	Achieved	n/a	n/a	Council resolution and public notice
OMM32			To promote accountability to the citizens of Ubuhlebezwe	Publishing the 2020/21 annual budget and IDP	Turnaround time for publishing of the final annual budget and IDP for 2020/21 after its adoption	Turnaround time	Final Annual Budget and IDP for 2019/2020 was adopted on the 23rd May 2019. Final IDP was made public on the 27th May 2019 in Ilanga Newspaper and Final Budget made public on the 10th June 2019 in Ilanga Newspaper which was within 14 days of adoption.	final annual budget and IDP for 2020/21 made public within 14 days of its adoption	none	final annual budget and IDP for 2020/21 made public within 14 days of its adoption	Final annual budget and IDP for 2020/2021 was made public on the 4th June 2020 on Ilanga and 20th March 2020 on Fever which was within 14 days of its adoption.	Achieved	n/a	n/a	Council resolution and public notice
OMM33			To improve the performance and functioning of the municipality	Holding of a general staff meeting	Number of general staff meetings held by 31-Mar-20	Number	2 general staff meetings were held on the 10th December 2018 and 21st February 2019	Holding of 2 general staff meetings by 31-Mar-20	none	Holding of 2 general staff meetings by 31-Mar-20	1 general staff Meeting was held on the 17th December 2019.	Not Achieved	Staff meeting did not take place during the 3rd Quarter due to the COVID-19 National	Due to the COVID-19 National Lockdown, the staff meeting could not	Signed attendance registers

													Lockdown.	take place and had been postponed till further notice.	
OMM34			To improve the performance and functioning of the municipality	Developm ent of an action plan addressing AG queries	Date by which the Action Plan to address AG queries is developed	Date	An Action Plan to address AG queries was developed on the 21st February 2019	Develop Action Plan to address AG queries by 28-Feb-20	none	Develop Action Plan to address AG queries by 28-Feb-20	Action Plan to address AG queries was developed and reviewed by the 7th February 2020.	Achieved	n/a	n/a	Action plan and signed council minutes
OMM35			To improve the performance and functioning of the municipality	Reviewal and approval of fraud prevention plan	Date by which the fraud prevention plan is reviewed and approved	Date	Fraud Prevention plan was reviewed however not submitted to Council for approval.	Review and approve fraud prevention plan by 30-Jun-20	none	Review and approve fraud prevention plan by 30-Jun-20	The Fraud Prevention Plan was reviewed and approved on the 9th October 2019.	Achieved	n/a	n/a	Fraud prevention plan and Council resolution
OMM36			To improve the performance and functioning of the municipality	Reviewing of Service Delivery Charter	Date by which Service Delivery Charter is reviewed and submitted to Council for approval	Date	The Service Delivery Charter was finalised and submitted to council for approval on the 13th December 2018.	Review Service Delivery Charter and submit to Council for approval by 30-Jun-20	none	Review Service Delivery Charter and submit to Council for approval by 30-Jun-20	The Service Delivery Charter was reviewed and submitted to Council for approval on the 11th June 2020.	Achieved	n/a	n/a	Service Delivery charter and Council Resolution
OMM37			To improve the performance and functioning of the municipality	Conductin g of Batho Pele campaign	Date by which Batho Pele campaign to staff is conducted	Date	Batho Pele workshop was conducted to staff on the 10th December 2018.	Conducting of Batho Pele campaign to staff by 31-Mar-20	none	Conducting Batho Pele campaign to staff by 31-Mar-20	Batho Pele campaign was conducted for staff on the 17th December 2019.	Achieved	n/a	n/a	Dated photos and attendence register
SD27			To promote accountability to the citizens of Ubuhlebezwe	Coordinati on of centralised ward committee	Number of centralised ward committee meetings coordinated by 30-Jun-20	Number	4 centralised ward committee meetings were coordinated and held on the 5th September 2018, 5th December 2018, 6th March 2019 and 5th June 2019	Coordinate a sitting of 4 centralised ward committees meetings by 30-Jun-20	none	Coordinate a sitting of 4 centralised ward committees meetings by 30-Jun-20	3 centralised ward committee meetings were held on the 4th of September 2019, 5th of December 2019, 6th of March 2020.	Not Achieved	Due to Covid 19 regulations , the central ward committee could not sit in Quarter 4.	We opted for it to sit at a ward level.	Signed Attendance register and minutes
SD28			To promote accountability to the citizens of Ubuhlebezwe	Submissio n of OSS progress report to Social Developm et portfolio	Number of OSS progress reports submitted to Social Development Portfolio committee by 30-Jun-20	Number	4 progress reports on OSS were submitted to SD portfolio committee that was held on the 22nd of August 2018, 7th of November 2018, 6th of February 2019 and 19th of June 2019	Submission of 4 progress reports of OSS to Social Development portfolio by 30-Jun -20	none	Submission of 4 progress reports on OSS to Social Development portfolio committee by 30-Jun-20	4 progress reports on OSS were submitted to SD portfolio committees on the 21st of August 2019, 6th of November 2019, 5th of February 2020 and 29 April 2020.	Achieved	n/a	n/a	Signed minutes and Progress report

SD29			To promote accountability to the citizens of Ubuhlebezwe	Co-ordination ward committee visits	Number of visits to ward committees meetings by Public Participation Officer co-ordinated by 30-Jun-20	Number	4 Public Participation Officer visits to ward committee meetings were coordinated and held on the 6th of August 2018 at ward 2, 12th of October 2018 at ward 13, 10th of February 2019 at ward 4 and 22nd of May 2019 at Ward 5	Co-ordinate 8 Public Participation Officer visits to ward committee meetings by by 30-Jun-20	none	Co-ordinate 8 Public Participation Officer visits to ward committee meetings by 30-Jun-20	12 Public Participation Officer visits to ward committee meetings were coordinated on the 29th of July 2019 at Ward 13, 24th of September 2019 at Ward 2,17th of November 2019 at Ward 02, 06 November 2019 at ward 4, 11th of February 2020 at ward 12, 13th of February 2020 at ward 10, 13th February 2020 at ward 5, 21st of February 2020 at ward 9, 27th of February 2020 at ward 11 and on the 28th of February 2020 at ward 3,4th of June 2020 KwaThathane Hall Ward 10 and 08 June 2020 Ntarashishi Nokweja Ward 11.	Achieved	n/a	n/a	Signed Attendance register
SD30			To promote accountability to the citizens of Ubuhlebezwe	Coordination of IDP roadshows	Number of IDP public participation meetings coordinated by 30-Apr-20	Number	8 IDP public participation meetings coordinated (6 clustered on the 16th of October 2018 at Bhobhobho hall, on the 17th of October 2018 at Kwathathani hall and on the 18th of October 2018 at Chibini hall, 15th of April 2019 at Jolivet Hall, on the 16th of April 2019 at Ntapha Hall, on the 17th of April 2019 at Webbstown Hall and (2 ratepayers on the 18th of October 2018 at Soweto hall and 17th of April 2019 at Soweto Hall).	8 IDP public participation meetings coordinated (6 clustered and 2 ratepayers)) by 30-Apr-20	none	8 IDP public participation meetings coordinated (6 clustered and 2 ratepayers) by 30-Apr-20	8 IDP public participation meetings coordinated on the following dates : 15 October 2019 Bhobhobho Hall , 16 October KwaThathani Hall, 17 October Chibini Hall and Ratepayers Meeting on the 23 of October 2019. 2. IDP public Participation were coordinated through media platforms: KZN FM 11-13th May 2020 and KZN TV on the 26th May 2020.	Achieved	n/a	n/a	Signed attendance registers
IPD22 BTO07 CORP19 SD31			To improve the performance and functioning of the	Holding of departmental meetings	Number of departmental meetings held by 30-Jun-20	Number	SD= 6 departmental meetings were held on the 6/08/18,15/08/18, 31/10/18,1203/19, 14/03/19,14/06/19.	Holding of 4 departmental meetings by 30-Jun-20	none	Holding of 4 departmental meetings by 30-Jun-20	IPD= 6 departmental meetings were held as follows: 26/09/2019, 03/10/2019, 25/02/2020 ,02/03 2020,16/03/2020,	Achieved	n/a	n/a	Signed attendance register & signed minutes

			municipality				IPD= 8 departmental meetings were held as follows: 31/07/18,10/09/18,24/08/18,18/12/18, 21/01/19, 23/01/19,27/05/19, 30/05/19. CORP= 7 departmental meetings were held as follows:30/09/18, 23/07/18, 06/08/18, 06/09/18, 18/12/18,20/03/19,20/06/19 . BTO= 4 departmental meeting were held as follows: 19/09/2018,05/10/2018, 28/02/2019,07/05/2019.				04/06/2020.SD=7 departmental meetings were held as follows: 09/07/2019,29/08/2019,23/09/2019,26/0/2019,20/12/2019,24/03/2020, 04/06/2020.CORP=4 departmental meetings were held as follows: 28/08/2019,11/12/2019,09/01/2020,23/03/2020. BTO=6 departmental meetings were held as follows: 02/09/2019,03/10/2019, 25/02/2020,02/03/2020,16/03/2020, 01/06/2020.				
IPD23 BTO08 CORP20 SD32			To promote accountability to the citizens of Ubuhlebezwe	Attending IDP public participation meetings	Number of IDP public participation meetings attended 30-Apr-20	Number	IPD= 5 Public participation meetings attended. (3 Clustered: 17th April 2019 at Webstown Hall, 16th October 2018 at Ibhobhobho Hall , 17 October 2018 at KwaThathane Hall). (2 Ratepayers on the 17th April 2019 and 18 October 2018 at Soweto Hall). BTO= 5 IDP public participation meeting were attended. (3 Clustered: 16 October 2018 and 18 October 2018 (2 Ratepayers: 15 April 2019 and 17 April 2019). CORP= 6 Public meetings attended. (4 clustered: 17th October 2018,15th of April 2019 at Jolivet Hall, 16th April 2019 at Ntapha Hall,17th April 2019 at	4 IDP public participation meetings attended (2 Clustered and 2 Ratepayers) by 30-Apr-20	none	4 IDP public participation meetings attended (2 Clustered and 2 Ratepayers) by 30-Apr-20	CORP: 3 IDP Public Participation meetings attended: 16 October kwaThathani Hall, 17 October Chibini Hall and 1 ratepayers meeting on the 23 of October 2019 at Soweto Hall.SD: 2 public participation attended on the 16th October 2019 (KwaThathani Hall)and on the 23rd October 2019 Soweto Hall Rate payers meeting.IPD: 2 IDP public participation meetings were attended (1 Clustered on the 17th October 2019 and 1 Ratepayers on the 23rd October 2019). BTO: 2 IDP public participation meetings were attended (1 Clustered on the 17th October 2019 and 1 Ratepayers on the 23rd October 2019).	Achieved	Due to Covid 19, no IDP public Participation meetings were attended, however all the information was given to the IDP office for the preparation of media presentation by the Mayor.	The community consultation meetings were held from the 11th to13th May 2020 for 2020/21 IDP on KZN FM radio station. There was also a question and answer session held on the 20th May 2020.Budget adoption on the 27th May 2020 was also presented on KZN radio and 1 KZN TV.	Signed attendance register

							Webbstown Hall.(2 ratepayers: 18th October 2018 ,17th of April 2019 at Soweto Hall. SD= 7 Public meetings attended. (5 clustered:16th of October 2018 at Bhobhobho hall, 17th of October 2018 at Kwa Thathani hall, 15th of April 2019 at Jolivet Hall, on the 16th of April 2019 at Ntapha Hall, on the 17th of April 2019 at Webbstown Hall). (2 ratepayers on the 18th of October 2018 and 17th of April 2019 at Soweto hall.									
IPD24 BTO09 CORP21 SD33			To improve the performance and functioning of the municipality	Attending council committee meetings	Number of council committee meetings attended by 30-Jun-20	Number	SD=(4 MANCO:15/08/18, 19/09/18,17/10/18,8/11/18. 5 Portfolio: 22/08/18,7/11/18, 6/02/19 ,10/04/19 and 19/06/19. 6 EXCO:17/07/18, 4/09/18, 27/11/18, 15/01/19, 12/03/19 and 14/05/19. 10 Council: 18/07/18, 26/07/18, 20/09/18, 07/11/18 & 13/12/18, 24/01/19, 21/02/19 , 28/03/19, 24/04/19 and 23/05/19.IPD= 6 Portfolio Committee 27/08/18, 06/11/18, 07/02/19,11/04/19, 14/05/19 and 13/07/2019. 5 EXCO: 17/07/18, 17/07/18 ,04/09/18, 15/01/19 and 12/03/19. 9 Council: 18/08/18,26/08/18,05/09/18, 20/09/18, 07/11/18,13/12/18,24/04/19,23/05/19 and 06/06/19.	Attend 16 council committee meetings (4 MANCO, 4 Portfolio, 4 EXCO, 4 Council meetings by 30-Jun-20	none	Attend 16 council committee meetings (4 MANCO, 4 Portfolio, 4 EXCO, 4 Council meetings by 30-Jun-20	CORP: Attended 29 council committee meetings as follows: 3 MANCO: 18/09/19, 03/10/19, 04/03/20. 5 Extended Manco: 07/08/19, 04/11/19, 14/01/20,15/04/20, 25/06/20. 4 AHR Portfolio:20/08/19, 04/02/20, 28/04/20, 23/06/20. 3 LLF: 01/10/19, 24/01/20, 08/05/20. 5 EXCO: 16/07/19,03/09/19, 09/10/19, 07/05/20,12/05/20. 9 Council:25/07/19, 29/08/19,10/09/19, 09/10/19,31/10/19, 26/03/20, 07/05/20,28/05/20,11/06/20. SD: 28 council committee meetings 5 MANCO: 07/08/19,18/09/19, 03/10/19, 04/03/20, 27/05/20. 6 Portfolio: 21/08/19,	Achieved	n/a	n/a	Signed attendance register and signed minutes

							BTO= 10 MANCO: 18/07/2018, 19/09/2018, 15/08/2018,17/10/2018, 08/11/2018, 12/02/19 ,14/05/2019, 11/04/2019, 18/06/2019, 13/03/19, 9 Portfolio: 14/08/2018, 11/07/2018, 13/09/2018,12/12/2018, 11/10/2018, 7/02/19,11/04/2019, 14/05/2019, 13/07/2019. 7 EXCO 04/09/2018, 17/07/2018,27/11/2018,14/05/2019, 05/06/2019, 15/01/19,12/03/19. 9 Council: 05/09/2018, 26/07/2018, 18/07/2018,07/11/2018,24/01/19,08/02/19, 21/02/19, 23/05/2019 and 24/04/2019. CORP= 6 Exco : 27/11/18,17/07/18, 15/01/2019,14/05/19, 15/01/ 19 & 12/03/19, 9 Council 18/07/18,26/07/18,07/11/18, 13/12/18, 20/09/18, 05/09/18, 24/01/19, 21/02/19 & 28/03/19 3 Portfolios : 23/08/18,07/11/18,05/02/19, 5 MANCO : 15/08/18, 19/09/18,17/10/18, 12/02/19,11/04/19.				02/10/19,06/11/19, 05/02/20, 29/04/20, 24/06/20. 6 EXCO: 16/07/19, 26/11/19, 14/01/20, 10/03/20, 07/05/20,11/06/20. 11 Council: 25/07/19, 29/08/19,10/09/19,19/09/19, 03/10/19, 09/10/19, 31/10/19,12/12/19, 15/01/20, 23/01/20,20/02/20.IPD :32 Council committees attended: 9 Manco: 10/07/19,07/08/19,18/09/19, 03/10/19,04/11/19, 15/04/20,28/04/20,27/05/20,25/06/20. 6 IPD Portfolio: 22/08/19, 03/10/19,07/11/19,06/03/20,30/04/20,25/06/20. 5 EXCO: 03/09/19, 26/11/19, 14/01/20,10/03/20, 12/05/20. 12 Council: 25/07/19, 29/08/19,19/09/19, 09/10/19,31/10/19,12/12/19, 23/02/20,20/02/20,25/03/20, 07/05/20,28/05/20,11/06/20.BTO: 34 Council committees attended: 6 Manco: 18/09/2019, 07/08/2019, 03/10/2019, 14/01/20, 14/04/2020, 15/04/2020 12 Finance Portfolio: 12/09/2019, 13/08/2019, 11/07/2019, 10/12//2019, 14/11/2019, 10/10/2019, 11/02/20,12/03/20,10/04/20, 13/05/2020,			

											17/04/20, 12/06/2020 11 Council: 19/09/2019, 29/08/2019, 10/09/2019, 25/07/2019, 09/10/2019, 31/10/2019, 10/09/2019, 24/01/20, 20/02/20, 11/06/ 2020 ,28/05/2020 5 EXCO: 3/09/2019, 16/07/2019, 26/12/2019, 07/05/2020, 12/05/2020				
SD34			To improve the performance and functioning of the municipality	Submission of Social Development Portfolio items	Turnaround time for submission of Social Development Portfolio items to Corporate Services after receiving circular.	Turnaround time	1. Social Development Portfolio items were submitted to Corporate Services within 7 working days after receiving circular on the 31st of July 2018 and submitted on the 8th of August 2018. 2. Social Development Portfolio items were submitted to Corporate Services within 7 working days after receiving circular on the 29th of October 2018 and submitted on the 1st of November 2018. 3. Submission of Social Development Portfolio items to Corporate Services within 7 working days after receiving circular on the 21st of January 2019 and items were submitted on the 28th of January 2019. 4. Circular was received on the 5th of June 2019 and items were submitted on the 10th of June 2019.	Submission of Social Development Portfolio items to Corporate Services within 7 working days after receiving circular	none	Submission of Social Development Portfolio items to Corporate Services within 7 working days after receiving circular	1. Social Development Portfolio items were submitted on the 14th of August to Corporate Services within 7 working days after receiving circular on the 8th of August 2019. 2. Social Development Portfolio items were submitted on the 28th of October 2019 to Corporate Services within 7 working days after receiving circular on the 24th of October 2019.3. Social Development Portfolio items were submitted to Corporate Services on the 17th of January 2020 and items were submitted on the 24th of January 2020 which was within 7 days after receiving circular.4. Social Development Portfolio items were submitted to Corporate Services on the 17th June 2020 after receiving the Circular on the 10th June 2020.	Achieved	n/a	n/a	Proof of submission and Circular

IPD25 BTO10 CORP22 SD35			To improve the performance and functioning of the municipality	attending of risk management committee meetings	Number of risk management committee meetings attended by 30-Jun-20	Number	4 risk management committee meetings were attended on the 21st of September 2018, 7th of December 2018, 25th of January 2019 and 3rd May 2019.(IPD, SD, CORP, BTO)	Attend 4 risk management committee meetings by 30-Jun-20	none	Attend 4 risk management committee meetings by 30-Jun-20	4 risk management committee meetings were attended on the 2nd of August 2019, 25th of October 2019, 31st January 2020 and Quarter 4 Risk Management Committee was not held due to COVID 19 Lockdown. (CORP,SD,IPD,BTO)	Achieved	n/a	n/a	Signed minutes and signed attendance register
OMM38 .0			To practice sound financial management principles	Solicit inputs from staff on the Draft annual budget	Date by which inputs on the 2020/2021 Draft annual budget is solicited from staff	Date			none	Solicit inputs from internal staff on the 2020/2021 Draft annual budget by 31-Mar-20	Due to the COVID-19 National Lockdown, the staff meeting could not take place and had been postponed till further notice.	Achieved	n/a	n/a	Agenda, Attendance Register
OMM38 BTO11			To practice sound financial management principles	Tabling of the 2020/2021 draft annual budget to Council for approval	Date by which the 2020/2021 Draft annual budget is tabled to council for approval	Date			none	Tabling of 2020/2021 Draft annual budget to council for approval by 31-Mar-20	The 2020/2021 Draft annual budget was tabled to council for approval on the 26th March 2020	Achieved	n/a	n/a	Signed council minutes and resolution
OMM39 BTO12	Improved Municipal Financial And Administrative Capability	Financial Viability and Financial Management	To practice sound financial management principles	Submission of the 2020/2021 draft annual budget to PT & NT	Date by which the 2020/2021 Draft Annual Budget is submitted to PT & NT after approval by Council	Date			none	Submission of 2020/2021 Draft Annual Budget to PT & NT after approval by Council (03-Apr-20)	Draft Annual Budget for 2020/21 was submitted to PT & NT on the 26/03/2020	Achieved	n/a	n/a	Proof of submission
BTO13			To practice sound financial management principles	Tabling of section 71 reports to finance portfolio committee	Number of section 71 reports' tabled to finance portfolio committee within 7 working days of the end of each month	Number			new indicator	Solicit inputs from internal staff on the 2020/2021 Draft annual budget by 31-Mar-20	12 section 71 reports were submitted to finance portfolio committee on the following dates: 12/09/2019, 13/08/2019, 11/07/2019,10/12/2019, 14/11/2019, 10/10/2019, 11/02/2020, 12/03/2020, 17/04/2020,12/06/2020 13/05/2020 17/04/2020.	Achieved	n/a	n/a	Signed portfolio minutes and section 71 reports
BTO14			To practice sound	Submission of Debt	Number of debt management	Number			2019/2020 Draft	Tabling of 2020/2021 Draft	Debt management reports were tabled to	Achieved	n/a	n/a	Signed portfolio

			financial management principles	managem ent report to finance committee	reports tabled to finance portfolio committee within 5 working days of the end of each month				annual budget was tabled to Council for approval on the 28th March 2019	annual budget to council for approval by 31-Mar-20	finance committee on the following dates: 13/08/2019, 11/07/2019, 12/09/2019, 10/12/2019, 14/11/2019,10/10/2019, 11/02/2020, 12/03/2020, 17/04/2020,12/06/2020 13/05/2020 17/04/2020				minutes
BTO15			To practice sound financial management principles	Paying service providers within 30 days	Turnaround time for paying service providers	Turnaroun d time			The 2019/2020 Draft Annual Budget was approved on the 28th March 2019 and submitted to PT & NT on the 01 April 2019.	Submission of 2020/2021 Draft Annual Budget to PT & NT after approval by Council (03-Apr-20)	First invoice received on the 05/08/2019 and payment date was on 03/09/2019. Second invoice received 13/08/2019 and payment date 16/08/2018. Third invoice received on the 08/07/2019 and payment date 12/07/2019.Fourth invoice received on the 18/12/2019 and payment date was on 20/12/2019. Fifth invoice received 01/112019 and payment date 19/11/2018. Sixth invoice received on the 11/10/2019 and payment date 29/10/2019.Seventh invoice received on the 13 January 2020 and payment date was on 17 January 2020. Eighth invoice received 20 February 2020 and payment date 28 February 2020. Ninth invoice received on the 10 March 2020 and payment date 16 March 2020. Tenth invoice received on the 12/04/2020 and payment date was on 17/04/2020. Eleventh invoice received 12/05/ 2020	Achieved	n/a	n/a	Invoices, proof of payments and creditors reconciliation statement

											and payment date 26/05/2020. Twelveth invoice received on the 18/06/2020 and payment date 26/06/2020.				
BTO16			To practice sound financial management principles	Reviewal of monthly reconciliations of assets	Number of asset management reconciliations, updated asset register and a list of all insured assets reviewed within 7 working days of the end of each month	Number			12 Section 71 reports were submitted to finance portfolio committee on the following dates: 11th July 2018,14th August 2018, 13th September 2018, 11th October 2018,13th November 2018, 12th December 2018, 10th January 2019, 14th February 2019, 14th March 2019, 11 April 2019, 14 May2019 and 07 June 2019	Tabling of 12 section 71 reports' to finance portfolio committee within 7 working days of the end of each month	12 Assest management reconciliations, updated asset register and a list of all insure assets were reviewed on the 04/10/2019, 07/08/2019, 04/10/2019, 05/12/2019, 06/11/2019, 04/10/2019, 7/02/2020 ,09/03/2020,10/04/2020, 05/06/2020 05/05/2020. 06/07/2020	Achieved	n/a	n/a	Updated assets register and a list of all insured assets and signed reconcilliations
BTO17			To practice sound financial management principles	Reviewal of newly barcoded assets	Date by which newly barcoded assets are reviewed	Date			Debt management report was tabled to finance committee	Tabling of 12 Debt management reports to finance portfolio committee within 5 working days of	The list of newly barcoded assets was reviewed on the 11th May 2020.	Achieved	n/a	n/a	Reviewed list of newly barcoded assets

									on the 11/07/2019 , 14/08/2018 ,13/09/2018, 12/12/2018 ,13/11/2018, 11/10/2018 ,10/01/2019, 14/02/2019 14/03/2019 , 13/07/2019 ,11/04/2019,14/05/2019	the end of each month					
BTO18			To practice sound financial management principles	Adoption of Budget and Treasury policies	Date by which the Budget and Treasury policies are adopted	Date			First invoice received on the 03/09/2018 payment date 14/09/2018 Second invoice date 25/07/2018 payment date 31/07/2018 third invoice 17/08/2018 payment date 30/08/2018 . Fourth invoice received on the 02/11/2018 payment date 28/11/2018 Fifth invoice date 05/09/2018 payment date 23/10/2018 Sixth	Payment of service providers within 30 days of invoices	Budget and Treasury policies were adopted by council on the 28th May 2020.	Achieved	n/a	n/a	Council resolution

									invoice 30/11/2018 payment date 13/12/2018 .Sevent Invoice received on the 26/01/2019 payment date 28/02/2019 . Eighth invoice date 14/01/2019 payment date 28/01/2019 . Nineth invoice 27/02/2019 payment date 08/03/2019 . Tenth Invoice was received on the 28nd March 2019 and payment was made on the 18th April 2019. Eleventh Invoice was received on the 10 May 2019 and payment was made on the 29 May 2019. Twelveth Invoice was received on the 17 May 2019 and payment was made on the 05						

									June 2019						
BTO19			To practice sound financial management principles	Reviewal and signing of Asset Verificatio n plan	Date by which Asset Verification plan is reviewed and signed	Date			1. Asset recons were signed on the 06/08/2018 11/09/2018 02/10/2018 asset were insured on the 08/08/2018 asset register was signed on the 03/10/2018 . 2. 3 Asset recons reviewed and were signed on the 07/01/2019 21/11/2018 06/12//201 8 asset were insured on the 15/11/2018 , 30/11/2018 , 02/10/2018 asset register was signed on the 07/01/2019 . 3. 3 Asset recons reviewed and were signed on the 06/03/2019 05/02/2019 05/04/2019 . 4. 3 Asset recons reviewed and were	Review 12 asset management reconciliations, updated asset register and a list of all insured assets by 30-Jun-20	Asset Verification plan was reviewed and signed on the 01/06/2020.	Achieved	n/a	n/a	Signed asset verification plan

									reviewed on the 05/07/2019 15/052019 07/05/2019						
BTO20			To practice sound financial management principles	Reviewal and signing of Asset Verificatio n report	Date by which Asset Verification report is reviewed and signed	Date			The list of newly barcoded assets was reviewed on the 6th June 2019.	Review a list of newly barcoded assets by 30-Jun-20	Asset verification report was reviewed on 31st May 2020.	Achieved	n/a	n/a	Signed asset verification report
BTO21			To practice sound financial management principles	Reviewal and approval of annual disposal report	Date by which annual disposal report is reviewed and approved	Date			Budget and Treasury policies were adopted on the 23/05/2019	Adoption of Budget and Treasury policies by 30-Jun-20	Annual disposal report was not reviewed by 30-Jun-20	Not Achieved	There were delays in the finalization of the physical verification of assets due to the new appointment of the Asset Manager who needed to satisfy herself on the processes and thus adversely affected the population of the disposal report. The report is currently being reviewed.	The Annual disposal report will be made available by the 31 July 2020.	Signed annual disposal report
OMM40			To practice sound financial management principles	Adoption of the 2020/21 final annual budget	Date by which the 2020/21 final annual budget is adopted by Council	Date			Asset Verification plan was reviewed and signed on the 10th January 2019	Reviewal and signing of Asset Verification plan by 30-Apr-20	2020/2021 Final Budget was adopted by Council on the 28th May 2020.	Achieved	n/a	n/a	Council signed minutes and resolution
OMM41			To practice sound financial management principles	Submissio n of the final 2020/21 adopted annual budget to NT & PT	Turnaround time for submission of 2019/20 adopted Final Budget to NT & PT after Council adoption	Turnaroun d time			Asset Verification Report was reviewed and signed on the 19th May 2019	Reviewal and signing of Asset Verification Report by 31-May-20	2020/2021 Final Budget was submitted to NT & PT on the 9th June 2020 which was within 10 days of council adoption.	Achieved	n/a	n/a	Proof of submission
OMM42			To practice sound financial management	Submissio n of section 71 reports to	Number of section 71 reports submitted to	Number			Annual disposal report was approved	Review and approve annual disposal report by 30-Jun-20	12 section 71 reports' submitted to finance portfolio committee on the following	Achieved	n/a	n/a	Signed portfolio minutes and section

			principles	finance portfolio committee	finance portfolio committee by 30-Jun-20				on the 15th May 2019.		dates:12th September 2019, 13th August 2019 11th July 2019, 10th October 2019, 14th November 2019 10th December 2019, 14th January 2020, 14th February 2020, 11th March 2020, 17th April 2020, 13th May 2020 and on the 12th June 2020.				71 reports
OMM43			To practice sound financial management principles	Submission of the 2020/2021 SDBIP and annual performance agreements to the Mayor	Turnaround time for submission of 2020/2021 SDBIP and annual performance agreements to Mayor after budget adoption	Turnaround time	The 2019/2020 SDBIP and Annual performance agreements were submitted to the Mayor on the 23rd May 2019 which was within 14 days of Budget Adoption	Submission of 2020/2021 SDBIP and annual performance agreements to Mayor within 14 days of budget adoption	2019/2020 Final Budget was adopted by Council on the 23rd May 2019.	2020/2021 Final annual budget adopted by Council (31-May-20)	2020/2021 SDBIP and Annual performance agreements were submitted to the Mayor on the 28th May 2020 which was within 14 days of budget adoption, budget adopted on(28 May 2020).	Achieved	n/a	n/a	Signed council minutes and resolution
OMM44			To practice sound financial management principles	Submission of the 2020/2021 draft SDBIP to COGTA	Turnaround time for submission of Draft 2020/2021 SDBIP to COGTA after council approval	Turnaround time	The 2019/2020 Draft SDBIP was submitted to COGTA on the 29 March 2019 which was within 10 days after council approval.	Submission of the Draft 2020/2021 SDBIP to COGTA within 10 days after council approval	2019/2020 Final Budget was adopted by Council on the 23rd May 2019 and submitted to NT & PT on the 05 June 2019 which was within 10 days of Council adoption	Monitor the submission of 2020/2021 adopted Final Budget to NT & PT within 10 days of Council adoption	The 2020/2021 Draft SDBIP was approved on the 26th March 2020 and was submitted to COGTA on the 26th March 2020 which was within 10 days after council approval.	Achieved	n/a	n/a	Proof of submission
OMM45			To practice sound financial management principles	Adoption of 2020/2021 SDBIP to Council	Turnaround time for submission of 2020/2021 SDBIP to Council for adoption after budget adoption	Turnaround time	2019/2020 SDBIP was submitted to Council for adoption on the 23rd May 2019 which was within 28 days after budget adoption	Submit 2020/2021 SDBIP to Council for adoption within 28 days after budget adoption	12 section 71 reports submitted to finance portfolio committee on the following dates: 11/06/18,14/08/18, 13/09/18, 11/10/18,13/11/18, 12/12/18,	Submission of 12 section 71 reports' to finance portfolio committee by 30-Jun-20	2020/2021 SDBIP was adopted by council on the 28th May 2020 which was within 28 days after budget adoption (28th May 2020).	Achieved	n/a	n/a	Signed council minutes, signed attendance register & Council resolution

									10/01/19, 14/02/19, 14/03/19, 11/04/19, 14/05/19 and 07/06/19.						
OMM46			To practice sound financial management principles	Publication of adjusted 2019/20 SDBIP and IDP	Turnaround time for which the 2019/20 adjusted SDBIP and IDP is published after the approval of adjusted budget	Turnaround time	Adjusted 2018/19 SDBIP and IDP was approved on the 21st February 2019 and published on the 25th February 2019 on the Witness Newspaper, which was within 10 days after approval of the adjusted budget	Publication of adjusted 2019/20 SDBIP and IDP in newspapers and website within 10 days after approval of adjusted budget		Publication of adjusted 2019/20 SDBIP and IDP in newspapers and website within 10 days after approval of adjusted budget	The Adjusted 2019/20 SDBIP and IDP was published on the 21st February 2020 on Fever Newspaper and 24th March 2020 on I langa which was within 10 days after the approval of Adjusted Budget.	Achieved	n/a	n/a	Public notice and a council resolution
CORP23			To improve performance and functioning of the municipality	Distribution of agendas	Turnaround time for distributing agenda to the members of Finance portfolio committee before the meeting	Turnaround time	1. Agendas for 2 Finance Committee Meetings were submitted 4 days prior to the meetings. Date of Meeting: 13/09/2018 Date of Distribution: 10/09/2018 Date of Meeting: 06/07/18 Date of Distribution : 02/07/18. 2. Agenda for Finance Portfolio Committee distributed on the 9th Oct 2018 for a meeting scheduled for the11th Oct 2018. Translates to 2 days prior to the meeting. Agenda distributed on the 12th Nov 2018 for a meeting scheduled for the12th Nov 2018. Translates to 1 day prior to the meeting. 3. Agenda distributed on the 9th of January 2019 for the meeting scheduled for the 10th of January 2019. Translates to 1 day prior to the meeting.	Distribute the agenda of the Finance Portfolio committee meeting 2 days prior to meeting	none	Distribute the agenda of the Finance Portfolio committee meeting 2 days prior to meeting	Distributed the agenda of the Finance Portfolio committee meeting 2 days prior to the meeting as follows: 1.Date of Distribution: 09.07.19Date of the meeting: 11.07.19 which translates to 3 days prior to the meeting2.Date of Distribution : 12.08.19Date of the meeting: 13.08.19 which translates to 1 day prior to the meeting3.Date of the Distribution: 11.09.19Date of the meeting: 12.09.19 which translate to 1 day prior to the meeting. 4.Date of Distribution: 08.10.19Date of the meeting: 10.10.19 which translates to 2 days prior to the meeting5.Date of Distribution: 12.11.19Date of the meeting: 14.11.19 which translates to 2 day prior to the meeting6.Date of the Distribution:	Achieved	n/a	n/a	Dated proof of agenda distribution and date of the meeting

							11th February for a meeting on the 14th February 2019, translates to 3 days. 12th March for a meeting on the 14th March 2019, translates to 2 days prior, respectively. 4. Agenda for Finance Portfolio was distributed on the following dates: 10th April for a meeting on the 11th of April 2019, translate to 1 day prior to the meeting. 11th May for a meeting on the 14th May 2019, translates to 3 days. 11th June for a meeting on the 13th June 2019, translates to 2 days prior.				09.12.19Date of the meeting: 10.12.19 which translate to 1 day prior to the meeting. 7. Agenda was distributed on the 13th Jan for meeting on the 14th Jan 2020 translates to 1 day prior.8. 7th Feb for a meeting on the 11th Feb 2020 translates to 5 days.9. 10th March for a meeting on the 11th March 2020 translates to 1 days prior. 10. Agenda was distributed on the 16th April for meeting on the 17th April 2020 translates to 1 day prior.11. 13th May for a meeting on the 11th May 2020 translates to 3 days.12.11h June for a meeting on the 12th June 2020 translates to 1 days prior.				
BTO22			To practice sound financial management principles	Approval of capital commitments register	Date by which capital commitment register is approved	Date	Capital commitment register was approved on the 5th July 2019	Approve capital commitment register by 30-Jun-20	none	Approve capital commitment register by 30-Jun-20	Capital commitment register was approved on the 5th May 2020.	Achieved	n/a	n/a	Approved Capital commitment register
BTO23			To practice sound financial management principles	Approval of operational and capital grants reconciliations	Number of approved operational and capital grants reconciliations within 7 working days of the end of each month	Number	12 Capital grant approved on the 11/09/2018,06/08/2018, 02/10/2018,07/12/2018, 21/11/2018,06/12/2018, 05/02/2019,06/03/2019, 05/04/2019,05/06//2019,07/05/2019 and 05/04/2019	Approve 12 operational and capital grants reconciliations within 7 working days of the end of each month	none	Approve 12 operational and capital grants reconciliations within 7 working days of the end of each month	12 Capital grant approved on the: 07/08/2019, 04/10/2019, 05/09/2019, 05/12/2019, 06/11/2019, 05/09/2019, 07/02/2020 ,06/03/2020,10/04/2020, 05/06/2020, 04/06/ 2020 and 06/072020.	Achieved	n/a	n/a	Reviewed and signed Monthly operational and capital grants reconciliations
BTO24			To practice sound financial management principles	Approval of retention registers	Number of approved retention registers within 5 working days of	Number	12 Retention registers were approved on the 03/10/2018,11/09/2018,	Approve 12 retention registers by 30-Jun-20	none	Approve 12 retention registers within 7 working days of the end of each month	12 Retention registers were approved on the:07/09/2019, 04/09/2019, 04/10/2019,	Achieved	n/a	n/a	Reviewed and signed Monthly retention register

					the end of each month		03/08/2018,06/12/2018, 06/11/2018,17/01/2018, 05/02/2019,06/03/2019, 03/04/2019,06/06/2019, 07/05/2019,03/04/2019				05/12/2019, 06/112019, 04/10/2019, 07/02/2020 ,06/03/2020,10/04/2020, 07/05/ 2020, 05/06/ 2020 and 06/072020				
BTO25			To practice sound financial management principles	Review of conditional assessment report	Date by which 2019/20 conditional assessment report is reviewed and approved	Date	The 2018/19 conditional assessment report was reviewed on the 24th June 2019	Review and approve 2019/20 conditional assessment report by 30-Jun-20	none	Review and approve 2019/20 conditional assessment report by 30-Jun-20	Conditional assessment report was not reviewed by 30 June 2020.	Achieved	n/a	n/a	Reviewed and signed Conditional assessment report
BTO26			To practice sound financial management principles	Adoption of the 2020/21 final annual budget	Date by which the 2020/21 final annual budget is adopted by Council	Date	2019/20 final annual budget was adopted on the 23/05/2019	2020/21 final annual budget adopted by Council (31-May-20)	none	2020/21 final annual budget adopted by Council (31-May-20)	The 2020/21 Final annual budget was adopted by council on the 28th May 2020.	Achieved	n/a	n/a	Council signed minutes and resolution
BTO27			To practice sound financial management principles	Submission of the final 2020/21 adopted annual budget to NT & PT	Turnaround time for submission of 2020/21 adopted Final Budget to NT & PT after Council adoption	Turnaround time	2019/20 Final Budget was adopted on the 23/05/2019 and submitted to NT & PT on the 05/06/2019 which was within 10 days of Council adoption	2020/21 adopted Final Budget submitted to NT & PT within 10 days of council adoption	none	2020/21 adopted Final Budget submitted to NT & PT within 10 days of council adoption	The 2020/21 Final annual budget was submitted to NT & PT on the 9th June 2020.	Achieved	n/a	n/a	Proof of submission
BTO28			To practice sound financial management principles	Adoption of the 2019/20 adjustments budget	Date by which 2019/20 Adjustments budget is Adopted	Date	2018/19 Adjustments budget was adopted on the 15/02/2019	Adopt 2019/20 Adjustments budget by 28-Feb-20	none	Adopt 2019/20 Adjustments budget by 28-Feb-20	2019/2020 Adjustments budget was adopted on the 20th January 2020.	Achieved	n/a	n/a	Council resolution
BTO29			To practice sound financial management principles	Submission of the 2019/20 adjustments budget to NT & PT	Turnaround time for submission of 2019/20 adjustments budget to NT & PT after the adoption	Turnaround time	Adjustments Budget for 2018/19 was submitted to NT on the 6th March 2019 & PT on the 5th March 2019.	Submission of Adjustments Budget for 2019/20 to NT & PT within 10 days after adoption	none	Submission of Adjustments Budget for 2019/20 to NT & PT within 10 days after adoption	2019/2020 Adjustments Budget was submitted to NT & PT on the 3rd of March 2020.	Achieved	n/a	n/a	Proof of submission
BTO30			To practice sound financial management principles	Submission of the AFS to AG	Date by which 2018/19 Annual financial statements (with annual report) is Submitted to AG	Date	Annual Financial Statements(with annual report) was submitted to AG on the 31/08/2018	Submit 2018/19 Annual financial statements (with annual report) to AG by 31-Aug-19	none	Submit 2018/19 Annual financial statements (with annual report) to AG by 31-Aug-19	2018/19 Annual financial statements were submitted to AG on the 30th August 2019.	Achieved	n/a	n/a	Proof of submission
BTO31			To practice sound financial	Tabling of the 2019/20	Date by which 2019/20 Mid-Term budget	Date	2018/19 Mid-Term budget review was tabled to Council on	Tabling of 2019/20 Mid-Term budget	none	Tabling of 2019/20 Mid-Term budget	2019/20 Mid-Term budget review was tabled to Council on	Achieved	n/a	n/a	Council resolution

			management principles	Mid-Term budget	review is tabled to Council – section 72		the 24/01/2019	review to Council– section 72 by 25-Jan-20		review to Council– section 72 by 25-Jan-20	the 20th January 2020.				
BTO32			To practice sound financial management principles	Submission of the 2019/20 Mid-Term budget to NT & PT	Date by which 2019/20 Mid-Term budget review is Submitted to NT& PT	Date	2018/19 Mid-Term budget review was submitted to NT& PT on the 24/01/2019	Submission of the 2019/20 Mid-Term budget review to NT& PT by 25-Jan-20	none	Submission of the 2019/20 Mid-Term budget review to NT& PT by 25-Jan-20	2019/20 Mid-Term budget review was submitted to NT& PT on the 24-Jan-20	Achieved	n/a	n/a	Proof of submission
IPD26			To practice sound financial management principles	100% spending of MIG projects, small town rehabilitation projects, electrification projects and internal funded projects	Percentage of a municipality's CAPITAL BUDGET actually spent on CAPITAL PROJECTS identified in the IDP	Percentage	Overall percentage is at 90% where 100% has been spent on MIG Grant , 100% has been spent on INEP Grant,72% has been spent on internal funding and 100 % has been spent on cogta	Percentage of a municipality's CAPITAL BUDGET actually spent on CAPITAL PROJECTS identified in the IDP at 100% by 30-Jun-20	none	Percentage of a municipality's CAPITAL BUDGET actually spent on CAPITAL PROJECTS identified in the IDP at 100% by 30-Jun-20	Overall Capital expenditure is 89.49% (1. Internal 73.96% 2. DOE 100%, 3. MIG 100%, 4. Disaster 100%)	Not Achieved	The underperformance in the capital expenditure was due to none performance on the internal funded projects such as the Municipal building which has most of the internal funding. The municipal building is estimated to b completed in the second quarter of 2020/2021 FY.	n/a	Signed expenditure report
BTO33			To practice sound financial management principles	Development and adoption of the annual procurement plan	Date by which Annual procurement plan is developed and adopted	Date	Annual procurement plan was developed and adopted on the 23/05/2019	Develop and adopt an Annual procurement plan by 31-May-20	none	Develop and adopt an Annual procurement plan by 31-May-20	Annual Procurement plan was developed and adopted by council on the 28th May 2020.	Achieved	n/a	n/a	Council resolution
BTO34			To practice sound financial management principles	Current debtors not above 40% of the total debtors	Percentage of current debt over total debt	Percentage	Current debtors are at 16.22%	Current Debtors not above 40% of the total debtors by 30-Jun-20 (% of current debt over total debt)	none	Current Debtors not above 40% of the total debtors by 30-Jun-20 (% of current debt over total debt)	Current Debtors is 4,05%	Achieved	n/a	n/a	Summary Debtor age analysis report and calculations
BTO35			To practice sound financial management principles	Approval of Bank Reconciliations	Number of approved Bank reconciliations within 7 working days after the end of each month	Number	Bank reconciliations were approved on the 07/09/2018,06/08/2018, 05/10/2018,09/01/2019, 10/12/2019,12/11/2	Approval of bank reconciliations by the 10th of each month	none	Approval of bank reconciliations within 7 working days after the end of each month	12 Bank reconciliations were reviewed and approved on the following dates: 04/10/2019, 06/09/2019, 08/08/2019,31/10/2019, 06/09/2019,	Achieved	n/a	n/a	Reviewed and signed Bank reconciliations

							019,08/02/201904/04/2019,04/05/2019,05/06/2019, 05/07/2019				08/08/2019, 07/02/2020, 09/03/2020,08/04/2020, 30/04/2020, 29/05/2020 and 30/06/2020.				
BTO36			To practice sound financial management principles	Approval of Interim Annual Financial Statements	Date by which Interim Annual Financial Statements(AFS) are approved	Date	Interim AFS were approved on 22 February 2019.	Approval of the Interim AFS by 28-Feb-20	none	Approval of the Interim AFS by 28-Feb-20	Interim AFS were approved on the 28-Feb-2020.	Achieved	n/a	n/a	Approved Interim Annual Financial Statements
BTO37			To practice sound financial management principles	Approval of VAT Reconciliations	Number of VAT Reconciliations approved within 7 working days after the end of each month	Number	12 VAT reconciliations were approved on the following dates: 13/09/2018,10/08/2018, 08/10/2018, 12/102018, 09/11/2018,09/01/2018, 08/02/2019,08/03/2019, 10/04/2019, 03/05/19, 05/06/19 and 05/07/19	Approval of 3 VAT Reconciliations within 7 working days after the end of each month	none	Approval of 3 VAT Reconciliations within 7 working days after the end of each month	12 VAT reconciliations were approved on the following dates: 06/09/2019, 06/09/2019, 18/10/2019, 07/02/2020,09/03/2020, 08/04/2020, 08/05/2020, 05/06/2020 and 08/07/2020.	Achieved	n/a	n/a	Reviewed and signed VAT Reconciliations
BTO38			To practice sound financial management principles	Financial viability in terms of ratios	(Financial viability in terms of cost coverage ratio quarterly) Ratio: Available cash plus investments divided by monthly fixed operating expenditure	Ratio	Financial viability in terms of cost coverage is at 8.72:1 by 30-Jun-19	(Financial viability in terms of cost coverage at 7: 1 ratio quarterly) Ratio: Available cash plus investments divided by monthly fixed operating expenditure	none	(Financial viability in terms of cost coverage at 7: 1 ratio quarterly) Ratio: Available cash plus investments divided by monthly fixed operating expenditure	Financial viability in terms of cost coverage is at : 7.07:1 by 30-Jun-20.	Achieved	n/a	n/a	Detailed Calculation
BTO39			To improve the performance and functioning of the municipality	Submission of Finance portfolio committee items	Turnaround time for submission of Finance portfolio committee items to Corporate Services after receiving circular.	Turnaround time	Finance items were submitted to Finance portfolio committee as follows: Circular date 2/07/2018 submission date 05/07/2018.Circular date 31/07/2018 submission date 07/08/2018. Circular date 03/09/2018 submission date 05/08/2018, Circular date 06/11/2018 submission date 06/11/2018. Circular date 01/10/2018 submission date	Submission of Finance portfolio committee items to Corporate Services within 7 working days after receiving circular	none	Submission of Finance portfolio committee items to Corporate Services within 7 working days after receiving circular	1. Finance portfolio committee items were submitted to Corporate Services on the following dates: Circular date 05/08/2019 submission date 07/08/2019. Circular Date 04/09/2019, Submission 04/09/2019 Circular date 03/07/2019 submission date 05/07/2019. 2. Submission of Finance	Achieved	n/a	n/a	Proof of submission and circular

							04/10/2018, Circular date 6th February 2019, submission date. Circular date 05/03/19,submission date 08/04/2019, Circular date 02/04/2019 submission date 03/04/2019, Circular date 04/07/2019 submission date 06/06/2019.				portfolio committee items to Corporate Services Circular date 02/10/2019 submission date 07/10/2019 Circular Date 05/12/2019, Submission 04/12/2019. 3. Submission of Finance portfolio committee items to Corporate Services Circular date 29/01/2020 submission date 06/02/2020 Circular Date 02/03/2020, Submission 06/03/2020 Circular Date 15/04/2020, Submission 16/04/2020. 4. Finance portfolio committee items were submitted to Corporate Services: Circular date 01/06/2020 04/05/2020 submission dates 16/04/2020 07/05/2020 02/06/2020.				
SD36			To invest in the development of the municipal area to enhance revenue	Monitor the increase of revenue through community safety services	Amount / Revenue collected through Community Safety Services	Amount / Revenue	Revenue of R4 518 912.77 was collected through community safety services by 30-Sep-17	Monitor revenue collection of R2,600 000 through Community Safety Services by 30-Jun-20	none	Monitor revenue collection of R2,600 000 through Community Safety Services by 30-Jun-20	Revenue of R2 722 417.41 was collected through community safety services by 30-Jun-20	Achieved	n/a	n/a	E-Natis report
IPD27			To practice sound financial management principles	Compliance with the MFMA	Number of progress reports submitted to IPD Portfolio Committee by 30-Jun-20	Number	5 progress reports were submitted to IPD Portfolio Committee on the: 27th August 2018, 2nd November 2018, 1st February 2019, 15th April 2019 and 20 June 2019.	5 progress reports submitted to IPD Portfolio Committee by 30-Jun-20	none	5 progress reports submitted to IPD Portfolio Committee by 30-Jun-20	6 progress reports were submitted to IPD Portfolio Committee on the: 22nd August 2019,3rd October 2019, 7th November 2019, 7th February 2020, 30th April 2020 and 25th of June 2020.	Achieved	n/a	n/a	Signed portfolio minutes with signed attendance register

IPD28	Differentiated Approach To Municipal Financing, Planning And Support	Cross Cutting Interventions	To facilitate spatial development in the entire area of Ubuhlebezwe and at the same time achieve economic social and environmental sustainability	Reviewal and submission of annual Spatial Development Framework	Date by which Final Spatial Development Framework is reviewed and submitted to IDP unit	Date	The submission of the SDF to the office of IDP was on the May 10th 2019	Final review and submission of Spatial Development Framework to IDP unit by 10-May-20	none	Final review and submission of Spatial Development Framework to IDP unit by 10-May-20	Final Spatial Development Framework was submitted to the IDP office on the 07th May 2020	Achieved	n/a	n/a	Proof of submission, Draft & Final SDF
IPD29			To facilitate spatial development in the entire area of Ubuhlebezwe and at the same time achieve economic social and environmental sustainability	Development and Submission of Integrated Transport Plan	Date by which Integrated Transport Plan is developed and submitted to Council	Date	New indicator	Development and Submission of final Integrated Transport Plan to Council by 30-June-20	none	Development and Submission of final Integrated Transport Plan to Council by 30-June-20	No Transport plan was developed by 30th June 2020.	Not Achieved	The Municipality is in the process of sourcing funds to implement the development of the transport plan.	This plan is expected to be fully implemented in the 2020/21 financial year.	Council Resolution
IPD30			To facilitate spatial development in the entire area of Ubuhlebezwe and at the same time achieve economic social and environmental sustainability	Monitor the facilitation of building plans	Date by which the facilitation of building plans is monitored	Date	New indicator.	Monitor the facilitation of building plans (23 sites & Golf course) by 30-Jun-20	none	Monitor the facilitation of building plans (23 sites & Golf course) by 30-Jun-20	The service provider was appointed on 10th June 2020.	Not Achieved	Delays were experienced due to the National Lockdown.	It is anticipated that the facilitation of building plans will be finalised on the 31st July 2020.	Signed report by Manager PH and Inception report
IPD31			To facilitate spatial development in the entire area of Ubuhlebezwe and at the same time achieve economic social and environmental sustainability	Monitoring of Updated Data Sets for GIS	Date by which Data Sets for GIS is updated	Date	GIS datasets were updated on the 26th April 2019 and also featured in the mapping for final SDF submitted on the 3rd of May 2019.	Monitor the Updating of Data Sets for GIS by 30-Apr-20	none	Monitor the updating of data sets for GIS by 30-Apr-20	Updated GIS data submitted together with the final ward profile report reflecting information for all wards within Ubuhlebezwe was submitted to IDP office on the 30th May 2020.	Achieved	n/a	n/a	Spread sheet of collected data and mapping of the collected sets
IPD32			To facilitate spatial	Monitor the	Date by which the final ward	Date	final ward profiles reflecting	Monitor the submission of	none	Monitor the submission of final	Final ward profile report reflecting	Achieved	n/a	n/a	Ward profile

			development in the entire area of Ubuhlebezwe and at the same time achieve economic social and environmental sustainability	submission of final ward profiles reflecting information for all wards within Ubuhlebezwe jurisdiction	profiles reflecting information for all wards within Ubuhlebezwe juristiction is submitted		information for all wards within Ubuhlebezwe jurisdiction has been completed on the 30 May 2019	final ward profiles reflecting information for all wards within Ubuhlebezwe juristiction by 30-May-20		ward profiles reflecting information for all wards within Ubuhlebezwe juristiction by 30-May-20	information for all wards within Ubuhlebezwe was monitored and submitted to the IDP office on the 30th May 2020.				report on focus areas, draft ward profiles reports and final ward profiles report and applicable mapping
IPD33			To facilitate spatial development in the entire area of Ubuhlebezwe and at the same time achieve economic social and environmental sustainability	Monitor the subdivision and registration of municipal roads	Date by which terms of reference are approved	Date	new indicator	Approval of terms of reference by 30-Jun-20	none	Approval of terms of reference by 30-Jun-20	The project is currently on tender	Not Achieved	The Municipality is in the process of sourcing funds to implement the project. The last submitted TOR tender price was above a million.	It is expected to be fully implemented in the 20/21 financial year.	Terms of reference, Service Level Agreement, Inception report and Approval letter from MPT
IPD34			To facilitate spatial development in the entire area of Ubuhlebezwe and at the same time achieve economic social and environmental sustainability	Reviewal of Comprehensive report of Profiling of land for a landfill site and cemetery site	Date by which Final Assessment Report is reviewed	Date	new indicator	Review Final Basic Assessment Report by 30-Jun-20	none	Review Final Basic Assessment Report by 30-Jun-20	Project was put on hold during the 3rd quarter due to land issue on the most suitable site.	Not Achieved	Challenge experienced on the finalisation of land ownership with the land owners for the identified land for cemeteries. Currently the land owner and the municipality are in agreement sale to purchase the land.	The project will be finalised in the 20/21 financial year.	Proof of review of the comprehensive report
OMM47			To improve performance and functioning of the municipality	Adoption of the 2020/21 IDP	Date by which the 2020/21 IDP is submitted to Council for adoption	Date	2019/2020 IDP was submitted to council for adoption on the 23rd May 2019	Submit 2020/21 IDP to Council for adoption by 31-May-20	none	Submit 2020/21 IDP to Council for adoption by 31-May-20	2020/2021 IDP was submitted to Council for adoption on the 28th May 2020.	Achieved	n/a	n/a	Council resolution
OMM48			To improve performance and functioning of the municipality	Holding of IDP stakeholders meeting	Number of IDP Stakeholder meetings held by 30-Jun-20	Number	2 IDP Stakeholders meeting were held on the 14th November 2018 and 15th March 2019	2 IDP Stakeholders meetings held by 30-Jun-20	none	2 IDP Stakeholders meetings held by 30-Jun-20	2 IDP Stakeholders meeting was held on the 10th October 2019 and 13th May 2020.	Achieved	n/a	n/a	Signed Attendance register

SD37			To improve safety and security within the municipal environment	Monitor fire safety awareness campaigns conducted	Number of fire safety awareness campaigns conducted by 30-Jun-20	Number	28 fire safety awareness campaign were conducted on the 18th of July 2018 at Magidigidi primary, on the 30th of July 2018 at Inkosi Umdibaniso High school, on the 31st of July 2018 at Amazabeko High school, on the 8th of August 2018 at Highflats primary, on the 24th of August 2018 at Ubuhlebezwe Municipality, on the 27th of August 2018 at Sizanani crèche, on the 10th of September 2018 at Mantulela primary, on the 12th of September 2018 at Ixopo village, and on the 21st of September 2018 at Kwamashumi clinic, 10th of October 2018 at Endwebu cp school,on the 11th of October 2018 at Carisbrooke primary school, on the 19th of October 2018 at Vuleka pre-school, on the 29th of October 2018 at Mgodi Primary school, on the 30th of October 2018 at Ubuhlebezwe Municipality Social Development offices, 10th of January 2019 at Ixopo Village, on the 23rd of January 2019 at Cekazi Primary, On the 12th of February 2019 at Nobengela Primary, on the 14th of February 2019 at Skeyi primary, on the 26th of February	Monitor 12 fire safety awareness campaigns conducted by 30- Jun-20	none	Monitor 12 fire safety awareness campaigns conducted by 30-Jun-20	21 fire safety awareness campaign were conducted on the following dates: 19th of July 2019 at Mehlomane Primary, 29th of July 2019 at Umhlabashane SP school, 24th of July 2019 at Hopewell community hall, 23rd of July 2019 at Umhlabashane JP school,22nd of August 2019 at Mahehle primary school, 6th of September 2019 at Ubuhlebezwe municipal offices, 10th of September 2019 at Sethabile primary, 13th of September 2019 at Phumobala primary, 23rd of October 2019 at Webstown hall, 31st of October 2019 at Mazongo primary, 29th of October 2019 at Umgodi primary, 18th of November 2019 at Emazizini primary, 6th of November 2019 at Hluthankungu primary,5th of November 2019 at Zamafuthi primary, 6th of November 2019 at Isulethu primary, 3rd of January, 10 March 2020, 17th of January 2020 at Makhoza primary, 31st of January 2020 at Ixopo village and on the 17th of March 2020 at Mazizini primary.	Achieved	n/a	n/a	Letter signed by the head of the institution visited.

							2019 at Ixopo nursing institute, and on the 19th of March at Themba Mnguni hall, 8th of April 2019 at Snethemba Daycare, on the 11th of April 2019 at Luswazi Secondary, on the 7th of May 2019 at Lusiba Primary School, on the 10th of May 2019 at Highflats Primary, on the 14th of May 2019 at Nomandla Primary, on the 21st of May 2019 at Sizisizwe Secondary, on the 7th of June 2019 at Mntungwana clinic, and on the 17th of June 2019 at Dabulamanzi hall.								
SD38			To improve safety and security within the municipal environment	Monitor functionality of Disaster Management Advisory Forum	Number of Disaster Management Advisory Forum meetings held by 30-Jun-20	Number	4 Disaster Management Advisory Forum meetings were held on the 19th of September 2018,5th of December 2018, 6th of March 2019 and 12th of June 2019	Monitor 4 Disaster Management Advisory Forum meetings held by 30-Jun-20	none	Monitor 4 Disaster Management Advisory Forum meetings held by 30-Jun-20	4 Disaster Management Advisory Forum meetings were held on the 18th of September 2019, 27th of November 2019, 6th of February 2020 and 14th May 2020.	Achieved	n/a	n/a	Signed Attendance register and signed minutes
SD39			To improve safety and security within the municipal environment	Monitor implementation of scheduled firebreaks	Number of scheduled firebreaks at three areas conducted by 30-Jun-20	Number	2 scheduled firebreaks were conducted at three areas. On the 17th of July 2018 at little flower to insenarator, on the 5th of July 2018 behind Mariathal two rooms & on the 20th of July 2018 behind Ixopo high 45 Fire inspections conducted in buildings within Ubuhlebezwe (30 businesses, 15 public Institutions) were conducted from the 7th of July 2018 to	Monitor 2 scheduled firebreaks conducted by 30-Jun-20	none	Monitor 2 scheduled firebreaks conducted by 30-Jun-20	6 scheduled firebreaks were conducted at three areas: 18th of July 2019 at Little flower, on the 19th of July 2019 behind Mariathal, 24th of July 2019 behind Ixopo high school,20/05/2020, 25/05/2020 and 22/06/2020.	Achieved	n/a	n/a	Dated pictures

							the 20th of September 2018.behind Mariathal on the 27th of June 2019,behind Ixopo high school on the 24th of June 2019 and at Littleflower to insenarator on the 21st of June 2019								
SD40			To improve safety and security within the municipal environment	Monitor Fire inspections conducted in buildings within Ubuhlebezwe	Number of Fire inspection conducted in buildings within Ubuhlebezwe by 30-Jun-20	Number	180 Fire inspections conducted in buildings within Ubuhlebezwe (120 businesses & 60 public institutions) Fire inspection in buildings within Ubuhlebezwe	Monitor 180 Fire inspections conducted in buildings within Ubuhlebezwe (120 businesses & 60 public institutions) Fire inspection in buildings within Ubuhlebezwe by 30-Jun-20	none	Monitor 180 Fire inspections conducted in buildings within Ubuhlebezwe (120 businesses & 60 public institutions) Fire inspection in buildings within Ubuhlebezwe by 30-Jun-20	180 Fire inspections conducted in buildings within Ubuhlebezwe (120 businesses & 60 public institutions) by 30-Jun-20. 45 Fire inspections conducted in buildings within Ubuhlebezwe (30 businesses, 15 public Institutions) from the 4th of July 2019 to the 27th of September 2019.2. 45 Fire inspections conducted in buildings within Ubuhlebezwe (30 businesses, 15 public Institutions) from the 11th of October 2019 to the 11th of December 2019.3. 45 Fire inspections conducted in buildings within Ubuhlebezwe (30 businesses, 15 public Institutions) from the 4th of January 2020 to the 9th of March 2020.4. 45 fire inspection conducted to the business and public Institutions from the 15/04/2020 to 10/06/2020.	Achieved	n/a	n/a	Inspection reports
SD41			To improve safety and security within the municipal environment	Monitor monthly inspections for fire hydrants	Number of inspections for fire hydrants conducted by 30-Jun-20	Number	12 inspections for 20 fire hydrants conducted by 30-Jun-19	Monitor 12 inspections for 20 fire hydrants conducted by 30-Jun-20	none	Monitor 12 inspections for 20 fire hydrants conducted by 30-Jun-20	12 inspections for 20 fire hydrants conducted by 30-Jun-20	Achieved	n/a	n/a	Inspection reports
SD42			To facilitate	Monitor	Number of trees	Number	Arbor Day	Monitor Arbor	none	Monitor Arbor	Arbor Day	Achieved	n/a	n/a	Dated

			spatial development in the entire era of Ubuhlebezwe and at the same time achieve economic and environmental sustainability.	the commemoration of Arbor Day	planted within Ubuhlebezwe by 30-Sep-19		commemoration by planting 10 trees within Ubuhlebezwe was coordinated on the 7th and 8th of September 2018.	Day commemoration by planting 10 trees within Ubuhlebezwe by 30-Sep-19		Day commemoration by planting 10 trees within Ubuhlebezwe by 30-Sep-19	commemoration was coordinated by planting 10 trees within Ubuhlebezwe on the 11th of September 2019,17th of September 2019, 25th of September 2019.				Pictures
SD43			To facilitate spatial development in the entire era of Ubuhlebezwe and at the same time achieve economic and environmental sustainability.	Geo referencing funded LED projects	Date by which all LED projects are submitted to Infrastructure, Planning and Development Department	Date	Submission of LED projects to Infrastructure, Planning and Development was done on the 20th of May 2019.	Monitor submission of LED projects to Infrastructure, Planning and Development Department for reflection on municipal spatial plans by 30-Jun-20	none	Monitor submission of LED projects to Infrastructure, Planning and Development Department for reflection on municipal spatial plans by 30-Jun-20	LED Projects were submitted to IPD Department for reflection on municipal spatial plans by 30 June 2020	Achieved	n/a	n/a	Proof of submission to IPD Department.
IPD35; BTO40; SD44; CORP24			To improve the performance and functioning of the municipality	Submission of the back to basics template to the office of the Municipal Manager	Turnaround time for submission of monthly back to basics template to Office of the Municipal Manager after receiving template	Turnaround time	The required information was submitted at a monthly back to basics meeting within 5 working days after receiving the template from office of the Municipal Manager. July template was received on the 6th of August 2018 and submitted on the 10th of August 2018. August template was received on the 7th of September 2018 and submitted on the 11th of September 2018. September template was received on the 2nd of October 2018 and submitted on the 5th of October 2018.(IPD,BTO,SD,CORP). The required information was	submit the required information at a monthly back to basics meeting within five working days after receiving the template from the office of the Municipal Manager	none	submit the required information at a monthly back to basics meeting within five working days after receiving the template from the office of the Municipal Manager	The required information was submitted at a monthly back to basics meeting within 5 working days after receiving the template from office of the Municipal Manager. July Template received on 1st August 2019 information submitted on the 6th August 2019 August Template received on 6th September 2019, information submitted on the 10th September 2019 September Template received on 2nd October, information submitted on the 7th October 2019. October Template received on 1st November 2019 information submitted	Achieved	n/a	n/a	Proof of receipt of template, Proof of submission and signed attendance register

							submitted at a monthly back to basics meeting within 5 working days after receiving the template from office of the Municipal Manager. October template was received on the 6th of November 2018 and submitted on the 9th of November 2018. November template was received on the 5th of December 2018 and submitted on the 7th of December 2018. December template was received on the 4th of January 2019 and submitted on the 8th of January 2018. (SD,CORP, IPD, BTO). The required information was submitted at a monthly back to basics meeting within 5 working days after receiving the template from the office of the Municipal Manager. January template was received on the 1st of February 2019 and submission was done on the 7th of February 2019, February template was received on the 7th of March 2019 and submission was done on the 12th of March 2019. March template was received on the 2ndof April 2019 and submission was done on the 5th of April 2019.				on the 6th November 2019 November Template received on 4th December 2019; information submitted on the 09th December 2019 December Template received on 7th of January 2020, information submitted on the 10th of January 2020 Which was within 5 working days after receiving the template. January Back to basics template was received on the 3rd February and information submitted on the 10th February 2020. February Back to basics template was received on the 9th March 2020 and information submitted on the 11th March 2020. March Back to Basics template was received on the 17th April 2020 and information submitted on the 23rd April 2020. April template was received on the 8th May 2020 and submitted on the 13th of May 2020. May template was received on the 08th June and submitted on the 11th of June .June template was received on the 03rd of July 2020 and submitted on the 8th of July 2020.				

							(IPD,BTO,SD,CORP). April template was received on the 29th of April 2019, the information was submitted on the 6th of May 2019. May template was received on the 3rd of June 2019 , the information was submitted on the 6th of June 2019. June template was received on the 2nd of July 2019, information was submitted on the 5th of July 2019.								
IPD36; BTO41; SD45; CORP25			To improve the performance and functioning of the municipality	Submission of the back to basics template to the the office of the Municipal Manager	Turnaround time for submission of quarterly back to basics template to the office of the Municipal Manager after receiving template	Turnaround time	The quarter 1 template was received on the 2nd of October 2018 and submitted on the 5th of October 2018 .(IPD,BTO,SD,CORP). The quarter 2 template was received on the 4th of January 2019 and submitted on the 8th of January 2019. (SD,CORP, IPD, BTO). The quarter 3 template was received on the 2nd of April 2019 and submission was done on the 5th of April 2019. (IPD,BTO,SD,CORP,IPD). Quarter 4 Template was received on the 2nd of July 2019, information was submitted on the 5th of July 2019.	submit the required information at a quarterly back to basics meeting within five working days after receiving the template from the office of the Municipal Manager	none	submit the required information at a quarterly back to basics meeting within five working days after receiving the template from the office of the Municipal Manager	Quarter 1Template was received on 7th October, information submitted on the 9th October 2019.Quarter 2 Template was received on the 7th January 2020, information submitted on the 10th January 2020. Quarter 3 Back to basics template was received on the 17th April 2020 and information submitted on the 23rd April 2020. Quarter 4 template was received on the 3rd of July and information submitted on the 8th of July 2020.	Achieved	n/a	n/a	Proof of receipt of template, Proof of submission and signed attendance register
OMM49			To improve the performance and functioning of the	Submission of the back to basics to Cogta	Turnaround time for submission of monthly back to basics template to Cogta after receiving	Turnaround time	Back to Basics template for July was received on the 6th August 2018, submitted on the 10th August 2018.	submission of monthly back to basics to COGTA within 10 working days after receiving	none	submission of monthly back to basics to COGTA within 10 working days after receiving	Template for July was received on 13th August 2019 and information was submitted on the 10th September 2019.	Achieved	n/a	n/a	Proof of submission to COGTA and proof of receipt of template

			municipality		information from municipal departments		August template was received on the 6th September 2018, submitted on the 11th September 2018. September template was received on the 28th September 2018 and submitted on the 8th September 2018 Template for October was received on the 5th November 2018 and information was submitted on 9th November 2018 Template for November was received on the 3rd December 2018 and information was submitted on the 12th December 2018. Template for December was received on the 8th January 2018 and information was submitted on the 10th January 2019. Template for January was received on the 31st January 2019 and information was submitted on 8th February 2019. Template for February was received on the 6th March 2019 and information was submitted on the 12th March 2019. Template for March was received on the 3rd April 2019 and information was submitted on the 9th April 2019 Template for April was received on the 26th April 2019 and information was	information from Municipal Departments		information from Municipal Departments	Template for August was received on the 2 September 2019 and information was submitted on the 11th September 2019. Template for September was received 30th September 2019 and information was submitted on the 07th October 2019. Template for October was received on 31 October 2019 and information was submitted on the 7th November 2019. Template for November was received on the 29 November 2019 and information was submitted on the 9th December 2019. Template for December was received 8th January 2020 and information was submitted on the 14th January 2020. Template for January 2020 was received on the 4th February 2020 and information was submitted on the 13th February 2020. Template for February 2020 was received on 04th March 2020 and information was submitted on the 12th March 2020. Template for April 2020 was received on the 5th May 2020 and information was submitted on the 13th May 2020. Template for May 2020 was received on 5th June 2020 and information was				from COGTA

							submitted on 7th May 2019. Template for May was received on the 30th May 2019 and information was submitted on the 10th June 2019. Template for June was received on the 01 July 2019 and information was submitted on the 9th July 2019				submitted on the 15th June 2020. Template for June 2020 was received on the 3rd July 2020 and information was submitted on the 9th July 2020.				
OMM50			To improve the performance and functioning of the municipality	Submission of the back to basics to Cogta	Turnaround time for submission of quarterly back to basics template to Cogta after receiving information from municipal departments	Turnaround time	Back to Basics template for Quarter 1 was received on the 3rd October and submitted on the 10th October 2018 which was within 12 working days. Template for Quarter 2 Back to Basics was received on the 10th January 2019 and information submitted on the 14th January 2019. Template for Quarter 3 Back to Basics was received on the 3rd April 2019 and information submitted on the 11th April 2019.Template for Quarter 4 Back to Basics was received on the 9th 2019 and information.	Submission of the quarterly back to basics to Cogta within 12 working days after receiving information from Municipal Departments	none	Submission of the quarterly back to basics to Cogta within 12 working days after receiving information from Municipal Departments	Back to Basics template for Quarter 1 was received on the 04th October 2019 and information submitted on the 10 October 2019. Template for Quarter 2 Back to Basics was received on the 08th January 2020 and information submitted on the 14th January 2020. Quarter 3 Back to Basics template was received on the 17th April 2020 and information submitted on the 23rd April 2020. Template for Quarter 4 was received on the 20th July 2020 and information submitted on the 21st July 2020.	Achieved	n/a	n/a	Proof of submission to COGTA and proof of receipt of template from COGTA

PMS AND BACK TO BASICS PILLARS

BACK TO BASICS PILLAR	UBUHLEBEZWE OPMS KPA'S
Putting people and their concerns first	Good Governance and Public Participation
Supporting the delivery of municipal services to the right quality and standard.	Basic service delivery and Infrastructure
Promoting good governance, transparency and accountability.	Good Governance and Public Participation
Ensuring sound financial management and accounting	Municipal Financial Viability and Management
Building institutional resilience and administrative capability.	Municipal Transformation and Institutional Development

Report of the auditor-general to the KwaZulu-Natal Provincial Legislature and the council on Ubuhlebezwe Local Municipality

Report on the audit of the financial statements

Qualified opinion

1. I have audited the financial statements of the Ubuhlebezwe Local Municipality set out on pages 287 to 357 which comprise the statement of financial position as at 30 June 2020, the statement of financial performance, statement of changes in net assets, cash flow statement and the statement of comparison of budget and actual amounts for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.

2. In my opinion, except for the possible effects of the matter described in the basis for qualified opinion section of this auditor's report, the financial statements present fairly, in all material respects, the financial position of the Ubuhlebezwe Local Municipality as at 30 June 2020, and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No.56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2019 (Act No.16 of 2019) (Dora).

Basis for qualified opinion

Irregular expenditure

3. I was unable to obtain sufficient appropriate evidence for the restatement of the corresponding amounts for irregular expenditure in note 42 of the financial statements. The restatement was made to rectify a previous year misstatement, but it could not be appropriately substantiated by supporting audit evidence due to status of accounting records. I was unable to confirm the restatement by alternative means. Consequently, I was unable to determine whether any adjustment was necessary to the irregular expenditure corresponding figure stated at R258,95 million in the financial statements.

Context for the opinion

4. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of this auditor's report.

5. I am independent of the municipality in accordance with the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.

6. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified opinion.

Emphasis of matter

7. I draw attention to the matter below. My opinion is not modified in respect of this matter.

Material impairments

8. As disclosed in note 5 to the financial statements, the municipality recognised a provision for impairment of R27,31 million (2018-19: R23,23 million) on receivables from non-exchange transactions as the recoverability of these amounts were doubtful.

9. As disclosed in note 6 to the financial statements, the municipality recognised a provision for impairment of R4,02 million (2018-19: R3,79 million) on receivables from exchange transactions as the recoverability of these amounts were doubtful.

Other matter

10. I draw attention to the matter below. My opinion is not modified in respect of this matter.

Unaudited disclosure notes

11. In terms of section 125(2)(e) of the MFMA, the municipality is required to disclose particulars of non-compliance with the MFMA in the financial statements. This disclosure requirement did not form part of the audit of the financial statements and, accordingly, I do not express an opinion on it.

Responsibilities of the accounting officer for the financial statements

12. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the SA Standards of GRAP and the requirements of the MFMA and Dora, and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

13. In preparing the financial statements, the accounting officer is responsible for assessing the municipality's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the municipality or to cease operations, or has no realistic alternative but to do so.

Auditor-general's responsibilities for the audit of the financial statements

14. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

15. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

Report on the audit of the annual performance report

Introduction and scope

16. In accordance with the Public Audit Act of South Africa, 2004 (Act No.25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for the

selected development priority presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.

17. My procedures address the usefulness and reliability of the reported performance information, which must be based on the municipality's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the municipality enabled service delivery. My procedures also do not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

18. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the basic service delivery and infrastructure development priority presented in the municipality's annual performance report for the year ended 30 June 2020.

19. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

20. I did not identify any material findings on the usefulness and reliability of the reported performance information for the selected development priority.

Other matters

21. I draw attention to the matters below.

Achievement of planned targets

22. The annual performance report on pages 190 to 251 sets out information on the achievement of planned targets for the year.

Adjustment of material misstatements

23. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information of the basic service delivery and infrastructure development priority. As management subsequently corrected the misstatements, I did not raise any material findings on the usefulness and reliability of the reported performance information.

Report on the audit of compliance with legislation

Introduction and scope

24. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the municipality's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.

25. The material findings on compliance with specific matters in key legislation are as follows:

Annual financial statements

26. The annual financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. Material misstatements identified by the auditors in the submitted financial statements were not adequately corrected and the supporting records could not be provided subsequently, which resulted in the financial statements receiving a qualified opinion.

Revenue management

27. Interest was not charged on all accounts in arrears, as required by section 64(2)(g) of the MFMA.

Expenditure management

28. Reasonable steps were not taken to prevent irregular expenditure, as required by section 62(1)(d) of the MFMA. The full extent of the irregular expenditure could not be quantified as indicated in the basis for qualification paragraph. The majority of disclosed irregular expenditure was caused by non-compliance with Supply Chain Management (SCM) regulation 29(2).

Procurement and contract management

29. Some of the goods and services of a transaction value above R200 000 were procured without inviting competitive bids, as required by SCM regulation 19(a).

30. Some of the goods and services with a transaction value of below R200 000 were procured without obtaining the required price quotations, in contravention of by SCM regulation 17(1)(a) and (c).

31. Some of the contracts were awarded to providers whose tax matters had not been declared by the South African Revenue Service to be in order, in contravention of SCM regulation 43. Similar non-compliance was also reported in the prior year.

32. Some of the competitive bids were adjudicated by a bid adjudication committee that was not composed in accordance with SCM regulation 29(2). Similar non-compliance was also reported in the prior year.

33. The performance of some of the contractors or providers was not monitored on a monthly basis, as required by section 116(2)(b) of the MFMA.

Consequence management

34. Fruitless and wasteful expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA.

Other information

35. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and the selected development priority presented in the annual performance report that have been specifically reported in this auditor's report.

36. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.

37. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements

and the selected development priority presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

38. If based on the work I have performed, I conclude that there is a material misstatement in this other information, I am required to report that fact. I have nothing to report in this regard.

Internal control deficiencies

39. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for the qualified opinion and the findings on compliance with legislation included in this report.

40. Management did not have a proper records management system in support of prior period irregular expenditure disclosed in the financial statements.

41. Non-compliance with key legislation could have been prevented, had management updated and regularly monitored adherence to their compliance checklists.

Pietermaritzburg
31 March 2021

AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

AUDIT ACTION PLAN 2020/21

	AUDIT ACTION PLAN 2019 /2020						
Audit query	**Audit finding**	**Internal Control Deficiency**	**Action required**	**Responsible Department/ official**	**Target date**	**Current status**	**Progress Status**
Procurement and contract management	**Prior Period qualification on irregular expenditure:** **a)** 2018-19 Financial period: The irregular expenditure as per management's schedule did not agree to the underlying supporting records. **b)** 2015 - 2018 financial periods: The irregular expenditure as per management's schedule did not agree to the underlying supporting records. **c)** No evidence could be obtained to support the irregular expenditure on the following awards:Reasons for not obtaining **d)**The following irregular	The SCM manager did not implement effective processes to address prior period external audit findings relating to irregular expenditure. Additionally, proper record keeping in a timely manner was not maintained to confirm complete, relevant and accurate information is accessible and available to support irregular expenditure in the financial statements.	Management revisited the population to identify, quantify and disclose irregular expenditure relating to simi(or non-compliances that were detected during the audit process.SCM will also ensure irregular expenditure disclosed is accurately reconciled to the underlying records of the municipality.SCM will make use of MFMA Circular 90 was issued by National Treasury to give effect to the new tax clearance management system to be implemented by accounting officers at all municipalities .SCM will also Utilise the master registration number or tax compliance status PIN to verify bidder's	BTO - CFO Manager SCM	**31-May-21**	SCM will revisit the population to identify, quantify and disclose irregular expenditure relating non compliance with the SCM regulation.SCM will also ensure irregular expenditure disclosed is accurately reconciled to the underlying records of the municipality.SCM will make use of MFMA Circular 90 was issued by National Treasury to give effect to the new tax clearance management system to be implemented by accounting officers at all municipalities .	

	expenditure identified in the prior audit could not be traced to management's irregular expenditure schedule **e)** Irregular expenditure that was incorrectly recorded inclusive of VAT.		tax compliance status.				
Procurement and contract management	Winning service provider did not meet the minimum threshold for local production and content	The Supply Chain Manager did not diligently review compliance with Preferential Procurement Regulations before recommending the award to the accounting officer.	A compliance checklist should be developed and be implemented by the SCM unit to avoid recurrence of non-compliance. Irregular expenditure should be disclosed and investigated.	BTO - CFO Manager SCM	**31-May-21**	The municipality has requested training from DTI to capacitate members of bid committees. The SCM Irregular expenditure report would be reported tothe next finance Committee noting and Recommendations for onward submition to MPAC ,then after investigated by MPAC ,its will be submited to council to approve for condonation on non condonations.then that report would also further submitted to Provincial treasury for approval.	

Procurement and contract management	Some of the contracts were awarded to providers whose tax matters had not been declared by the South African Revenue Service to be in order, in contravention of SCM regulation 43. Similar non-compliance was also reported in the prior year.	The accounting officer did not ensure that all required processes are duly followed prior to approving payment of good and services	An irregular expenditure was incurred and it should be investigated by the relevant structures. The reasons for not obtaining three quotes should be documented and approved by CFO	BTO - CFO Manager SCM	**31-May-21**	SCM will make use of MFMA Circular 90 was issued by National Treasury to give effect to the new tax clearance management system to be implemented by accounting officers at all municipalities and municipal entities.	
Procurement and contract management	Competitive bids were adjudicatedby the bid adjudication committee that's has not composed in accordance with SCM regulations (29) 2	The bid evaluation committee did not ensure compliance with the preferential procurement regulations before recommending the award. The bid adjudication committee did not adequately review compliance with the preferential procurement regulations before approving the recommendation by the bid evaluation committee.	The relevant structure should commence with investigation as required by legislation.	BTO - CFO Manager SCM	**31-May-21**	This was **Resolved**. Senior SCM Officer has appointed and He is sitting as a chairperson in the BEC ,ACFO is also appointed as a member of the BEC and the SCM manager has moved and appointed as a chaiperson of the BAC and the CFO is the member of the BEC committee.	

Procurement and contract management	Procuments Splits into parts	The CFO and SCM manager did not conduct the proper need analysis prior to the approval of the requisition of Goods and services to confirm that the correct procurement process was followed in compliance ith tha applicable SCM laws and regulations.	The CFO and SCM manager should conduct the proper need analysis prior to the approval of the requiition of goods and serces to onfirm that the SCM processes has been followed	BTO - CFO Manager SCM	**31-May-21**	The Budget and SCM unit will ensure that the goods and services are being requested from one vote for the project.	
Pre-determined objectives	Oversight report not made public	IDP /PMS Manager did not implement a compliance checklist inclusive of all the MSA. requirements for making municipal documents public to the local community.	The accounting officer should implement a compliance checklist inclusive of ail the MSA requirements for making municipal documents public to the local community. This checklist should be reviewed and monitored on an ongoing basis to ensure adherence to key legislative responsibilities of the municipality.	OMM - Municipal Manager	**31-May-21**	A performance checklist has been developed which will be used to ensure that the requirements of the MSA are incorporated.	
Interest on outstanding debtors Account	Interest not levied on arrear consumer accounts	The management did not monitor adherence to its debt policy and the 2020/21 rates assessment to confirm that interest is levied on overdue accounts	The submission relating to 2019/2020 was sent to council and permission not charge interest was approved together with the tariff policy, resolution is	BTO - Budget and Reporting Manager	**31-May-21**	The item submitted to council and resolution has been obtained and filed for audit purposes. **Resolved.**	Resolved

			available for validation and verification.				
Procurement and contract management	Some of the goods and services of a transaction value above R200 000 were procured without inviting competitive bids, as required by Supply Chain Management (SCM) regulation 19(a).	The accounting officer did not ensure that all required processes are duly followed prior to approving the award.	The accounting officer did not ensure that all required processes are duly followed prior to approving the award.	BTO - CFO Manager SCM	**31-May-21**	The SCM Irregular expenditure report would be reported to next finance Committee for noting and Recommendations for onward submition to MPAC ,then after investigated by MPAC ,its will be submited to council to approve for condonation on non condonations then that report would also further submitted to Provincial treasury for approval.	
Procurement and contract management	Some of the goods and services with a transaction value of below R200 000 were procured without obtaining the required price quotations, in contravention of by SCM regulation 17(1)(a) and	The accounting officer did not ensure that all required processes are duly followed prior to approving the award.	The accounting officer did not ensure that all required processes are duly followed prior to approving the award.	BTO - CFO Manager SCM	**31-May-21**	The SCM Irregular expenditure report would be reported to next finance Committee for noting and Recommendations for onward submition to MPAC ,then after investigated by MPAC ,its will be submited to	

	(c).					council to approve for condonation on non condonations then that report would also further submitted to Provincial treasury for approval.	
Procurement and contract management	Some of the competitive bids were adjudicated by a bid adjudication committee that was not composed in accordance with SCM regulation 29(2). Similar non-compliance was also reported in the prior year.	The accounting officer did not ensure that all required processes are duly followed prior to approving the award	An irregular expenditure was incurred and it should be followed up	BTO - CFO Manager SCM	**31-May-21**	The SCM Irregular expenditure report would be reported to next finance Committee for noting and Recommendations for onward submition to MPAC ,then after investigated by MPAC ,its will be submited to council to approve for condonation on non condonations then that report would also further submitted to Provincial treasury for approval.	
Procurement and contract management	The performance of some of the contractors or providers was not monitored on a monthly basis, as required by section 116(2)(b) of	The bid evaluation committee did not ensure compliance with the preferential procurement regulations before recommending the award. The bid adjudication	The relevant structure should commence with investigation as required by legislation.	BTO - CFO Manager SCM	**31-May-21**	The Municipality will make use of the Service provider assessment form to evaluate and monitors the service providers perfomance.	

	the MFMA	committee did not adequately review compliance with the preferential procurement regulations before approving the recommendation by the bid evaluation committee.					
Expenditure management	Fruitless and wasteful expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA.	The SCM Manager did not exercise oversight on subsequent appointment of a supplier after the BEC did not get a supplier who met the product.	A compliance checklist should be developed and be implemented by the SCM unit to avoid recurrence of non-compliance. Irregular expenditure should be disclosed and investigated.	BTO - CFO Manager Budget and Reporting	**31-May-21**	Irregular ,Fruiless and wasteful expenditure, the MPAC report was presented to the council . **Resolved**	
Cash and cash equivalents	Bank reconciliation cash book balance does not agree to the balance as per the AFS	Management did not perform an adequate review of the financial statements to ensure that the financial statements submitted for audit are supported by accurate underlying records.	Bank reconciliations should be performed and reviewed monthly in order to detect reconciling items of time.	BTO: BUDGET MANAGER CFO & Assistant CFO	**31-May-21**	A reconciliation is performed on a monthly basis for the review and authorisation by the CFO and further reported to the portfolio committees.	
Consequence Management	No evidence of investigation of irregular expenditure and approval of condonation	The accounting officer did not exercise adequate oversight responsibility regarding compliance with laws and regulations	Consequent management should be constituted against officials identified to be liable for the incurrence of irregular,	OMM-Municipal Manager	**31-May-21**	Irregular ,Fruiless and wasteful expenditure, the MPAC report was presented to the council . Irregular	

		relating to condonation of irregular expenditure.	fruitless and wasteful expenditure Irregular expenditure should only be condoned by the Council after an investigation has been investigated by the MPAC.			,Fruiless and wasteful expenditure, the MPAC report was presented to the council . **Resolved**	
Property, Plant and Equipment	Financial statements not agreeing to asset registers	The asset manager did not perform a reconciliation between the financial statements and the asset registers of the municipality to confirm complete and accurate reporting.	The asset manager should perform a reconciliation between the asset registers and the municipal records on a monthly basis to confirm accurate and complete reporting.	BTO: CFO & ASSETS Manager	**31-May-21**	Asset manager to perform monthly reconcilliations within 5 working days at the end of each month to ensure that similar errors are prevented and submit to ACFO and CFO for review and approval.	
Property, Plant and Equipment	Completeness of assets disclosed	The accounting officer did not adequately monitor the achievement of the internal audit action plan to confirm that findings relating to asset management are addressed in a timely manner.	The CFO in consultation with the asset manager should follow up and present the auditors with explanations and sufficient appropriate evidence to support the inclusion or exclusion of these assets from its accounting records.	BTO: CFO & ASSETS Manager	**31-May-21**	Asset manager and Manager Administration to update the municipal property list and submit the updated list to the Internal Audit you to conclude on the finding raised. CFO and Asset Manager to pesent a detailed report on the exclusion of the assets as raised by the auditors.	

Property, Plant and Equipment	Overstatement of assets	The asset manager did not implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support restatements in the financial statements	The asset manager should improve record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support asset restatements in the financial statements.	BTO: CFO & ASSETS Manager	**31-May-21**	Asset manager to perform monthly reconcilliations within 5 working days at the end of each month and submith to ACFO and CFO for review and approval.	
Property, Plant and Equipment	Capitalised assets not agreeing to underlying records	The asset manager did not reconcile the work in progress schedule to supporting payment certificates to confirm the accurate and complete recording of capitalised projects.	The CFO should follow up and make the necessary corrections to the financial statements to confirm accurate recognition and measurement of infrastructure assets in the financial statements.	BTO: CFO & ASSETS Manager	**31-May-21**	Asset manager to perform monthly reconcilliations within 5 working days at the end of each month to ensure that similar errors are prevented and submit to ACFO and CFO for review and approval.	
Property, Plant and Equipment	Duplication on asset registers	The asset manager did not adequately review the asset registers to confirm accurate disclosure in the financial statements.	The asset manager should improve the review of tne municipality's asset registers to confirm accurate disclosure in the financial statements.	BTO: CFO & ASSETS Manager	**31-May-21**	Asset Manager to perform a thourough review of the FAR and ensure that a porpoer reconcilliation is done during the verification process and resolve all exceptions identified.	
Property, Plant and Equipment	Capital expenditure incorrectly recorded inclusive of VAT	The finance accountant did not perform an adequate review of the payment voucher to confirm appropriate	The CFO should make the necessary corrections to the annual financial statements and the fixed asset	BTO: CFO & ASSETS Manager	**31-May-21**	Asset manager to perform monthly reconcilliations within 5 working days at the end of each month to ensure that	

		accounting and tax treatment of input VAT prior to approval and capturing.	register of the municipality. The updated input VAT should be declared to SARS via the VAT201 submissions.			similar errors are prevented and submit to ACFO and CFO for review and approval.	
Unspent Conditional Grants	No movement in unspent conditional grants	management did not implement proper record keeping in a timely	Funders have been informed about these monies but we have only received one response for Sancwaba Grant and they confirmed the existence of the liability and will give us direction on the way forward thereto, we are still awaiting responses for other grants.	BTO - CFO and Budget and Reporting Manager	**31-May-21**	Funders have been informed about these monies sitting as unspent conditional grants without any movemets but we have only received one response form COGTA for Sancwaba Grant and they confirmed the existence of the liability and will give us direction on the way forward thereto, we are still awaiting responses for other grants.	
Unspent Conditional Grants	Incorrect classification of operational and capital grants	The CFO did not adequately review the grants and subsidies disclosure note against the underlying records of the municipality to confirm appropriate classification in the financial statements.	The CFO should improve the review of the grants and subsidies disclosure note against the underlying records of the municipality to confirm appropriate classification in the financial statements.	BTO - CFO and Budget and Reporting Manager	**31-May-21**	Resolved. BTO has ensured that conditional grants (Operationa and Capital)are correclty classified.	

Pre-determined objectives	Reported achievements in the annual report inconsistent with SDBIP	The PMS manager did not implement a performance checklist to confirm alignment of reported achievements with planned indicators and targets.	The PMS manager should implement a performance checklist to confirm alignment of reported achievements with planned indicators and targets. This should be signed as evidence of review.	MM - Municipal Manager	**31-May-21**	A performance checklist has been developed which ensure alignment of reported achievements with the planned targets and indicators. It will be signed by Manager: IDP/PMS and the Municipal Manager.	
Pre-determined objectives	Measures taken to improve performance not adequately disclosed	The PMS manager did not develop a performance checklist that incorporates the requirements of the MSA relating to presentation and disclosure of the annual performance report.	The PMS manager should implement a performance checklist that incorporates the requirements of the MSA relating to presentation and disclosure of the annual performance report.	MM - Municipal Manager	**31-May-21**	A performance checklist has been developed which will be used to ensure that the requirements of the MSA are incorporated.	
Non Compliance with the ACT	Appropriate approval not obtained for acting beyond 3 months	The accounting officer did not adequately monitor adherence to the MSA requirements with regards to the extensions of acting positions beyond three months at the Municipality.	The accounting officer should improve the review of the MSA requirements relating to the extension period of acting managers reporting directly to the Office of the Municipal Manager.	MM - Municipal Manager	**31-May-21**	The Municipal manager will ensure that going forward the municipaity will ensure the compliance with the relavant Act.	

PLANS FROM SECTOR DEPARTMENTS

- **Initiatives by Economic Development, Tourism and Environmental Affairs**

Initiative	**Internal Support Services**
Gijima KZN Local Competitive Fund (LCF)	Funding the medium business partnerships from R1 million to R5 million per project . 70% grant and 30% own contribution – current call on clothing & textile . Future call for Agri-processing manufacturing sector
EDTEA Public Entities and Public Sector Project Support & Funding	Soft loan and grant funding from the public entities and other public sector funders, e.g. Ithala Bank, TIKZN, KZN Growth Fund, KZN Tourism, Dube Trade Port, & others
EDTEA Own Funding Ad-hoc Catalyst Projects	This is grant funding on both planning and implementation projects that create an enabling environment to stimulate the KZN economy
EDTEA RLED Support Services in partnership with KZN COGTA (MOU)	Strategic, technical and institutional support services. Formulation, review and implementation of LED strategies and institutional structures. LED project implementation management and support (PSC's, LED Forums)
RLED Capacity Building Programme	• Graduate & Post Graduate Programme (UKZN) • Provincial RLED Summit - date be announced • Summer School Programme (UKZN) • RLED Capacity Building Workshops for Municipalities (Councillors, LED Port Folio Committee members and LED practitioners and officials)

• Project funding & support information sharing • Business plan concept input • Business plan input • Financing advice • Funding Stakeholder & application facilitation • Project & contract management services for implementation projects	Technical assistance and referrals with potential funding partners & institutions which include the following and others: • External Prov & Nat Sector Departments & Entities – Agribusiness Development Agency (ADA) • Commercial Banks – loan finance for established businesses and SMME's • Anglo American & Mondi Zimele – soft loans • Department of Trade and Industry (DTI) – Various Funding Instruments:- Automotive Investment Scheme; Business Process Services Incentive (BPSI); Capital Projects Feasibility Programme (CPFP); Critical Infrastructure Programme (CIP); Employment Creation Fund (ECF); Manufacturing Investment Programme (MIP); Support Programme for Industrial Innovation (SPII); Tourism Support Programme (TSP) • Development Bank of South Africa (DBSA) – Various Funding Instruments:- Energy and Environment Partnership Grant; Jobs Fund; Renewable Energy Market Transformation (REMT)

Initiative	Internal Support Services
• Red tape reduction programme • Back to Basics programme (COGTA)	• Industrial Development Corporation(IDC) – Various loan finance funding instruments :-Agro-Industries; Equity Contribution Fund; Community Fund; Forestry and Wood Products; Green Industries. • National Empowerment Fund (NEF) – Finance / capital loans with preference to franchises and BBBEE deals (preference for franchising) • Future Growth Asset Management – Agri-fund • Black Industrialists Scheme (BIS) – aimed at supporting majority black-owned manufacturing companies with access to finance and markets, skills development, standards, quality & productivity improvement.

- **Other programs by Economic Development, Tourism and Environmental Affairs**
    - Alien Invasive plants clearing
    - Planting of indigenous trees to create habitat for birds and other wildlife- 11 schools in the LM.
    - Planting of vegetables and trees at different schools within the municipality
    - Councillors workshop on Environmental Legislation

- **Municipal Support**
- Provide support in Development Planning (IDP) and Spatial Development Frameworks (SDF)
- Support through screening of projects prior to development in regards with whether they need Environmental Authorization (EIA) or not
- Attend and serve on municipal forums, Service provider forums, Steering Committees, Consultative forums, Task teams
- Alien Invasive plants clearing.
- Planting of indigenous trees at low income households and enhance the value of properties –.
- Planting of fruit trees for food security at low income households.
- Planting of vegetables and indigenous trees at different schools within the municipality.
- Environmental Awareness to schools and communities e.g. climate change.
- Conduct clean-up campaign.

•National priority programs by the Department of Health

- Universal Test and Treat
- Chronic Central Medicine Distribution and Dispensing (Medi Post) for stable clients.
- National Health Insurance
    - National Core Standards
    - Ideal Clinic Realization Model (assessments starting on the 24th to 28th March 2017 at Sangcwaba, KwaMashumi and Ixopo clinics) through Provincial assessment

- **Outreach services:**

  - Mobile vehicles X 3 available and functional
  - High Transmision Area vehicle around town
  - Family Health Teams X 2
  - Integrated School Health Programme
  - Rehabilitation outreach- more focus at Ward 1 and Ward 3

Programs / Services offered by the Department of Social Development

- Services to older persons, i.e. abused, parenting skills, and awareness campaigns
- Services to persons with disabilities
- HIV/AIDS related services
- Services to families
- Child care and protection services
- Victim empowerment
- Substance abuse, prevention and rehabilitation programs
- Poverty alleviation programs
- Community based research and planning, i.e. household profiling and community profiling
- Youth development

Projects by Human Settlements

Human settlements participates in Ubuhlebezwe Forum meetings. For planned projects, refer to the housing chapter within the IDP under Section C, Basic Service Delivery and Infrastructure Development KPA.

Project Name	Ward	Yield	Project Amount	Completed Houses	Completed Sites
Mfulomubi Rural Housing Project	7	1324	R109 814 673.00	673	NA
Emadungeni Rural Housing Project (Phase 1)	12	500	R 66 824 640.00	400	0
Hlokozi Rural Housing Project	6	300	R 39 000 000,00	0	0
Gudlucingo Rural Housing Project	8	300	R 4 842 885.00	0	0
Ufafa Rural Housing (phase 1)	3	500	R 58 724 715.00	419	0

Projects by Department of Transport

Local Coucil	*Contract No*	*Contract Description*	*Budget*	*Km/m/m2/no*	*Rating*	*Priority*
KZ434	C434/4903	Safety Maintenance Blacktop patching - Annual Contract	3 000 000			
KZ434	C434/4904	Safety Maintenance Blacktop patching - Materials	1 000 000			
			3 000 000,00			
KZ434	C434/	Civil material	200 000			
KZ434	C434/3720	Maintenance contract - zone 1	15 000 000			
KZ434	C434/3721	Maintenance contract - zone 2	15 000 000			
KZ434	C434/3722	Maintenance contract - zone 3	15 000 000			
KZ434	C434/3723	Maintenance contract - zone 4	15 000 000			
KZ434	C434/3724	Maintenance contract - zone 5	18 800 000			
			79 000 000,00			
KZ221	C434/	Zibambele - Materials	200 000			
KZ221	C434/	Zibambele - Contractors	10 000 000			
			10 200 000,00			
KZ434	C434/3795	Re-gravelling of L1106,P73,L1780 0-14.6	3 000 000	14,60		
KZ434	C434/3798	Re-gravelling of D958, D960, DD68, L1773 from 0 - 20.3	2 500 000	20,30		
KZ434	C434/4859	Re-gravelling of L2881 from 0 - 2	400 000	2,00		
KZ434	C434/4861	Re-gravelling of L1884 from 0 - 3.4	750 000	3,40		
KZ434	C434/4862	Re-gravelling of D1051 from 0 - 3	1 200 000	3,00		
KZ434	C434/4863	Re-gravelling of D1101 from 0 - 6.8	1 800 000	6,80		
KZ434	C434/4871	Re-gravelling of D738 from 0 - 6.9	1 600 000	6,90		
KZ434	C434/4944	Re-gravelling of L2819 from 0 - 3.5	1 000 000	3,50		
KZ434	C434/4946	Re-gravelling of D1037 from 0 - 3	900 000	3,00		
KZ434	C434/4947	Re-gravelling of D84 from 0-1	300 000	1,00		
KZ434	C434/4948	Re-gravelling of D746 from 0 - 1	750 000	1,00		
			14 200 000,00	**65,50**		
		Total	**106 400 000,00**			

Department of Rural and Land Development:

HARRY GWALA DISTRICT

FPSU / PROJECTS	FPSU FUNCTIONALITY ACTIVITIES, including RID/ infrastructure	BROAD IMPACT PROJECT	BUDGET
Highflats FPSU (Texas Valley) **(approved)**	Supply Agricultural Implements (2 tractors, plough, trailer, sprayer), fuel , branding .	120 cooperative members generating income through selling vegetables, 300 hectares.	R2 000 000.00
Ebutha (Hopewell) FPSU **(not approved)**	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
Korinte Cooperative (DVC) **(Approved)**	Acquisition animal feeds, dairy cows, dairy equipment and vaccines	50 Cooperatives members that will be benefiting from the project	R2 000 000.00
St Paul FPSU **(not approved)**	Acquisition animal feeds and vaccines	172 members are benefiting form the project through number of cattle sold and income genearted.	R1 000 000.00
Franklin FPSU **(not approved)**	Business Plan development, Supply of Agricultural Inputs.	100 Cooperative members will be benefiting from the project.	R5 000 000.00
Ndawana FPSU **(not Approved)**	Business Plan development, Supply of Agricultural Inputs.	250 cooperative members will benefit from the project.	R5 000 000.00
Harry Gwala Jobs (Graduates and NARYSEC) **not approved**	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
Harry Gwala Skills **Not approved**	Skills training in to members from various cooperative, business financial, management	Improved skills level contributing to better implementation of projects and sustained enterprises	R 100.000.00

Department of Social Development:



- Harry Gwala has one (1) funded residential facility for older persons with a capacity of 67 in Greater Kokstad
- There are 18 Service Centres in the District:
- Greater Kokstad: 6
- Ubuhlebezwe: 3
- Dr Nkosazane Dlamini- Zuma: 6
- Umzimkhulu: 3



- The district has funded 15 HCBC Sites as follows:
- Greater Kokstad: 2
- Ubuhlebezwe: 8
- Dr Nkosazane Dlamini Zuma: 4
- Umzimkhulu: 1

OVERVIEW OF SERVICES TO CHILD CARE AND PROTECTION:

- Promotion of child care, support and protection so that every child can develop optimally.
- Services include the following:
- Child Care Protection
- Alternative care services
- ECD
- Community Based Care Services.

- 137 ECD Centers are registered and funded under equitable share in the District
- Greater Kokstad: 20
- Ubuhlebezwe: 28
- Umzimkhulu: 46
- Dr Nkosazane Dlamini - Zuma: 43

- 82 for ECD Conditional Grant
- Greater Kokstad: 7
- Ubuhlebezwe: 22
- Umzimkhulu: 11
- Dr Nkosazane Dlamini - Zuma: 42

Overview of services for victim empowerment

Services include the following:-

- Provision of psychosocial support to all victims of crime and violence
- Provision of shelter services
- Provision of skills development programmes
- Care and support services to victims of human trafficking
- Facilitation of Provincial and local VEP forums



social development
Department:
Social Development
PROVINCE OF KWAZULU-NATAL

We serve with humility

FUNDED SERVICES

The District is funding 5 White Door Centers of Hope as follows:
Greater Kokstad: 1
Umzimkhulu: 1
Ubuhlebezwe: 2
Dr Nkosazane Dlamini Zuma:1

- 2 Shelters for Abused Women as follows:
- Umzimkhulu:1
- Dr Nkosazane Dlamini Zuma :1



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YOUTH AND WOMEN DEVELOPMENT

- Youth mobilization programmes
- Youth camps
- Skills development
- 24 months Pilot project on youth and women development in all 4 local municipalities

- Target group: Youth :80
- Women: 100

- Categories: Youth completed Diversion programme , Youth Exiting foster Care, youth engaged in Youth mobilization programmes and

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FUNDED SERVICES

YOUTH

- 3 youth development organisations funded by the district as follows:
- Umzimkhulu: 2
- District:1

WOMEN

- 5 women development organisations
- Ubuhlebezwe: 1
- Dr Nkosazane Dlamini – Zuma: 5
- District: 1

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- **Water and Sanitation projects from Harry Gwala District**

Current Projects being Implemented:

- Ixopo- Mariathal Water Supply Phase 3
- Chibini Water Supply Phase 3
- Mkhunya Water Supply Phase 1
- Mkhunya Water Supply Phase 2
- Mkhunya Water Supply Phase 3
- Ncakubana Water Supply Phase 2
- Ithubalethu Water Supply
- Ubuhlebezwe Sanitation Backlog Eradication
- Ubuhlebezwe Sanitation

Future Proposed Projects:

PROJECT	PROJECT SCOPE
Ixopo Fairview Sewer Upgrade Phase 1	• Construction of Thubalethu Bulk Sewer Line • Upgrade of Fairview Bulk Sewer line • Upgrade of Pump Station • Project is a Tender stage
Nokweja Mhlabashane Phase 1	• Construction of 800 KL reservoir • Upgrade Booster Pump Station • Construction of 200KL Clear Water Storage • Upgrade River Abstraction • Upgrade Rising Main • 52% progress
Hlokozi Water Project Phase 4.	• The progress is at 65% progress
Highflats Town Water Supply Scheme	• The project is in the planning stages with an anticipated completion date of June 2019
Ixopo Town/ Ufafa bulk water augmentation	• Bulk water pipeline from Ngudwini Dam
Mariathal, Mandilini & Esperence Water Supply Phase 4	•
Ubuhlebezwe Sanitation Backlog Eradication	• 9842 sanitation units, in all wards. Progress is at 40%
Mkhunya water Supplu Phase 3	• 13 km pipes, 500kl reservoir & 29 standpipes, progress is at 7%

Department of education

NATEMIS	Project Name	Nature of Investment	Programme Implemeter/ IA	2018-2019	2019 - 2020	2020-2021
500338328	BEKEZELANI JUNIOR SECONDARY SCHOOL	MAINTENANCE AND REPAIR	DBSA	242	0	0
500109076	BHEKUKUPHIWA PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	123	0	0
500113923	BUTHATHUBUNYE HIGH SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	0	0	50
500114441	CARRISBROOKE PRIMARY SCHOOL	UPGRADES AND ADDITIONS	Coega Development Corporation	6000	427	0
500494801	DANIEL MZAMO SPECIAL SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	102	0	0
500322899	DINGIZWE SECONDARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	0	400	215
500131720	EMAZABEKWENI PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	0	0	295
500157250	HLOKOZI SECONDARY SCHOOL	UPGRADES AND ADDITIONS	KZNDoE	0	4050	215
500130132	NTABAKUNUKA PRIMARY SCHOOL	UPGRADES AND ADDITIONS	Independent Development Trust	232,1385	321	0
500170237	IXOPO STATE AIDED SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	0	0	101
500170200	IXOPO PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DBSA	0	123	51,5

500170274	IXOPO VILLAGE INTERMEDIATE SCHOOL	UPGRADES AND ADDITIONS	KZNDoE	0	2356	1056,97
500175306	KHULUMA INTERMEDIATE SCHOOL	UPGRADES AND ADDITIONS	KZNDoE	0	3256	375,5
500179191	KWADLADLA PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	0	400	215
500183779	KWATHATHANI SECONDARY SCHOOL(COMPLETION CONTRACT)	REFURBISHMENT AND REHABILITATION	DoPW	0	6864	1126
500187183	LITTLE FLOWER COMBINED SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	0	0	101
500188256	LUDLIKI PRIMARY SCHOOL	MAINTENANCE AND REPAIR	DBSA	195,768	0	0
500188293	LUFAFA PRIMARY SCHOOL	MAINTENANCE AND REPAIR	DBSA	468,345	0	0
500188922	LUSIBALUKHULU SECONDARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	0	400	215
500192326	MAGIDIGIDI PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	77,582109	0	0
500192881	MAHAFANA PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	0	65	338
500195175	MALEZULU SPECIAL SCHOOL	NEW /REPLACEMENT INFRASTRUCTURE ASSETS	Independent Development Trust	11390	1924	0
500197580	MANTULELA PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	439,9	0	0
500199615	MARIATHAL COMBINED SCHOOL	UPGRADES AND ADDITIONS	DoPW	0	196	316

500200022	EMABHELENI PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	0	0	80
500200355	MASHESHISA PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	0	0	101
500308247	MAVANGANA SECONDARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	148	0	0
500203352	MAZONGO PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	0	35	0
500217042	MPOFINI PRIMARY SCHOOL	UPGRADES AND ADDITIONS	KZNDoE	0	1253	279,22
500223369	NCAKUBANA PRIMARY SCHOOL	UPGRADES AND ADDITIONS	KZNDoE	0	0	315
500223813	NCOMANI SECONDARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	0	80	0
500233285	NKWELETSHENI PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	188	0	0
500234543	NOMANDLA PRIMARY SCHOOL	UPGRADES AND ADDITIONS	KZNDoE	0	1914	265,06
500259000	SAVELA PRIMARY SCHOOL	UPGRADES AND ADDITIONS	KZNDoE	0	1325	271,5
500164465	SENZAKAHLE PRIMARY SCHOOL (IXOPO)	REFURBISHMENT AND REHABILITATION	DoPW	0	0	95
500271469	SIZISIZWE SECONDARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	0	400	215
500274873	SPRINGVALE PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	0	80	120

500276316	ST MICHAELS PRIMARY SCHOOL (UMZINTO)	REFURBISHMENT AND REHABILITATION	DoPW	0	0	102
500286676	UKUTHULA SECONDARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	194	0	0
500287564	UMGODI PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	0	400	215
500287638	UMHLABASHANA PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	0	0	93
500294964	WEBBSTOWN PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	0	96	308
500298553	ZAMAFUTHI PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	155	0	0
500302031	ZWELITHULE PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	118	0	0

SECTION H: ENNEXURES (IDP)

NO.	SECTOR PLAN	COMPLETED Y/N	ADOPTED Y/N
1	Spatial Development Framework	Y	Y
2	Housing Sector Plan	Y	Y
3	LED Strategy	Y	Y
4	Public Participation Strategy	Y	Y
5	Fraud Prevention Strategy / Policy	Y	Y
6	Internal Audit Charter	Y	Y
7	Workplace Skills Plan	Y	Y
8	Employment Equity Plan	Y	Y
9	Human Resource Strategy and HR Plan	Y	Y
10	Risk Management Framework / Strategy / Policy	Y	Y
11	Disaster Management Plan	Y	Y
12	Service Delivery & Budget Implementation Plan	Y	Y
13	Annual Performance Report	Y	Y
14	Integrated Waste Management Plan	Y	Y
15	Indigent Policy	Y	Y
16	Operating and Mintainance Plan Roads	Y	Y
17	Credit Control & Debt Collection Policy	Y	Y
18	Policy on Ward Committee Election	Y	Y