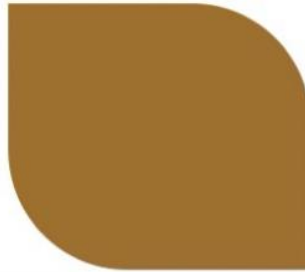




**UBUHLEBEZWE
MUNICIPALITY**



**Integrated
Development Plan
2024-2025**

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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

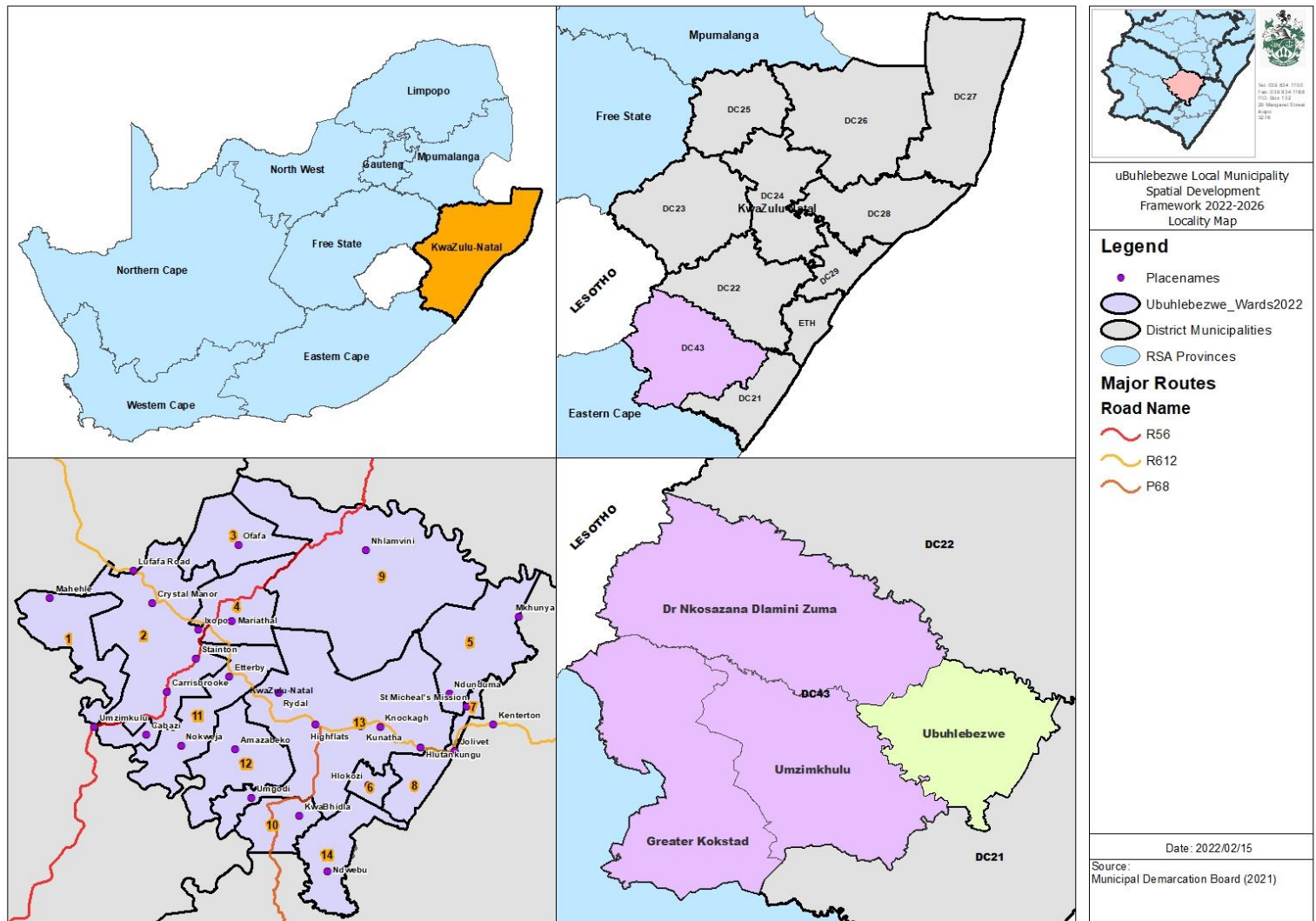


Fig 1: Spatial Location of Ubuhlebezwe Municipality

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) which has increased to 113 032 (Census, 2022) 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 redemarcation processes. The total population before redemarcation, 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) and has increased to 133 032 (Census, 2022)

According to the Stats SA, Community Survey 2016 results, there is an average of 4, 1 persons per household. 70,3% of households reside formal dwellings. 23.3% 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 24.9% having access to a flush toilet connected to the sewerage system (Census 2022). Harry Gwala District has increased in total population from 510 865 to 563 893, out of which Ubuhlebezwe Local Municipality has increased from 118 346 to 133 032 which is 23.2% of the District total population (Census 2022). The female population is dominant at UBuhlebezwe which indicates male absenteeism. Out of the total population of 133 032, total number of females has increased from 62834 in 2016 to 70414 (2022) which is 52,9% of the total population and males from 55513 (2016) to 62618 (2022) which is 47,1% 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 115 893 to 128 897 which is 96,9% of the total population. Age distribution within Ubuhlebezwe Municipal area, where the ages 00-04 accounting to 6921 which is 5,2% of the total population followed by ages 05-09 accounting to 6 999 which is 5,3% of the total population. Based on the Census 2022 results for the whole, no formal education constitutes 12.1 in terms of the population in relation to education. With the highest percentage being those with Some Secondary education 32.4%. in the previous Census 2011, the highest percentage was for no schooling, therefore there has been positive growth seen in the educational levels within the Municipal population.. The dominant trend is that each of the categories the number of educated females exceeds that of males. 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).

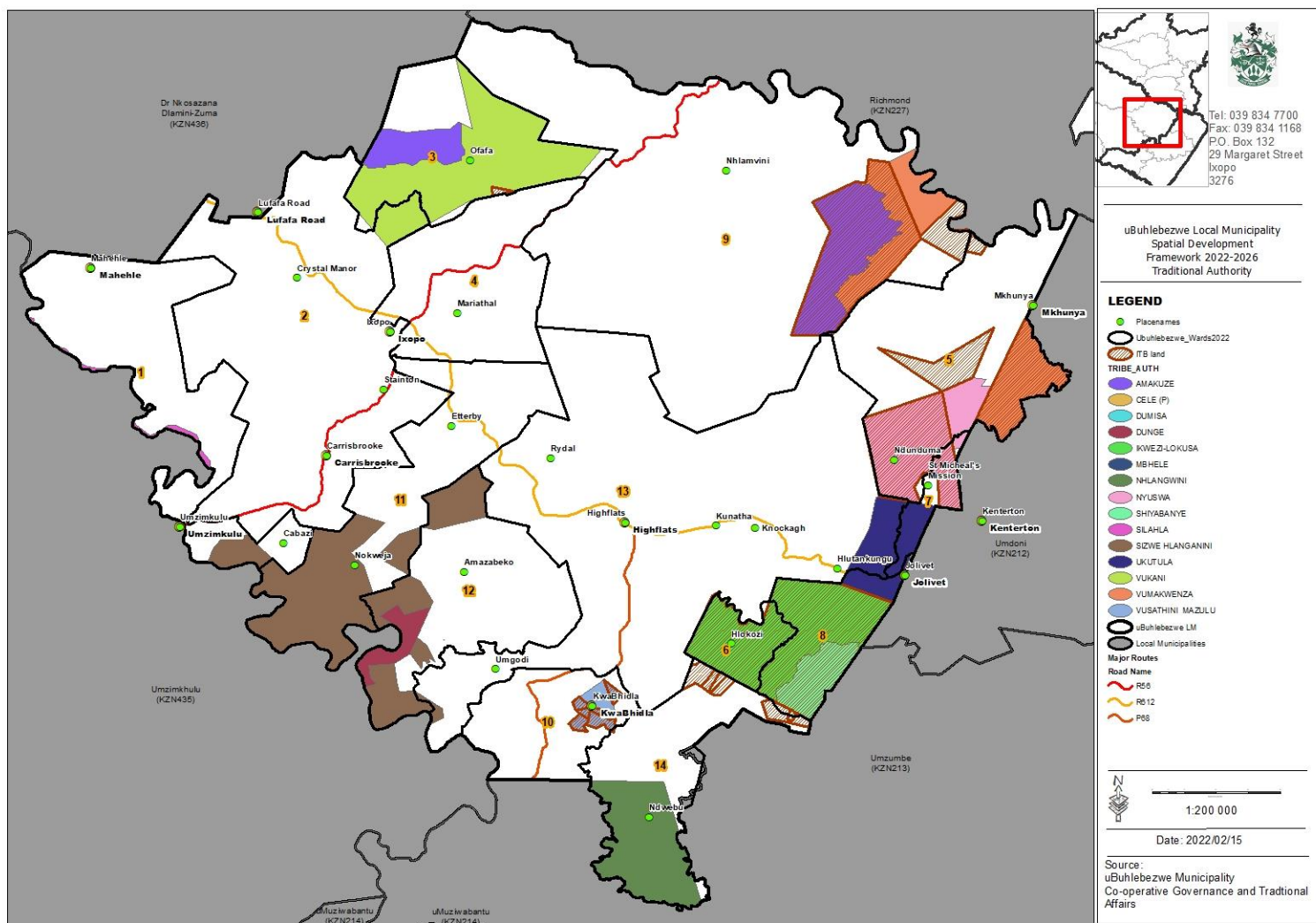
Children between the ages of towards the total population of uBuhlebezwe. Elderly people from 65+ within the existing population contribute 6.8%. The observable dependence ration of people between people living

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

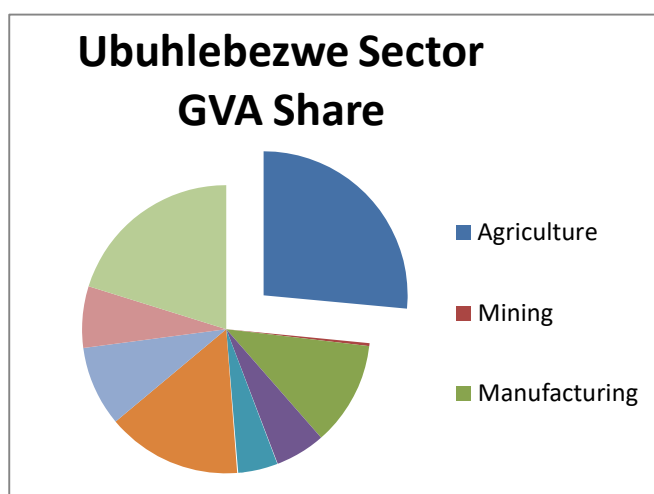
The most prominent employment sectors within the District are Agriculture including cattle, dairy, poultry, citrus, sugar-cane, fruit, and forestry, followed by Community Services, Trade and Domestic Employment. Up to 10,6% of the working population in the District are involved in construction and small 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 percentages the average employment contribution to the district population has declined by 0,3% between 2010 and 2015.

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

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 Harry Gwala 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 twice in a calendar 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.

- *Ward Committee meetings*

Meetings are held at a central venue once a quartet, where all fourteen (14) wards are represented by members of the ward committees and monthly at the wards.

- **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	09/04/2024	Chibini Hall	Wards : 5,7,8 & 9
IDP Public Consultation	10/04/2024	Emazabekweni Hall	Wards : 6,10,12,13 & 14
IDP Public Consultation	11/04/2024	Carrisbrooke Hall	Wards : 1,2,3,4 & 11
Ratepayers meeting	11/04/2024	Ubuhlebezwe Council Chambers	
IDP Representative Forum	04/04/2024	Ubuhlebezwe Council Chambers	All government departments, Management, Cllrs
Ward Committee meeting	07/03/2024	Peace Initiative Hall	Ward Committee members, councillors. CDW's, Ward Support Clerk, Municipal Management & Officials
Approval and submission of the Draft IDP to COGTA	02/04/ 2024	COGTA	Local Municipality
Publication of the Draft IDP (21 days' notice)	April 2024	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 compete with other Municipalities on salaries due to size of the Municipality and grant dependency.
- Unavailability of high quality service providers within the District, for the provision of training programs.

Service Delivery & Infrastructure Development

- There are still some challenges in terms of service delivery in terms of the Municipality not having a landfill site; currently the municipality is using the landfill site under Umzimkhulu Municipality.
- Limited funds means that there is slower progress in addressing backlogs 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 huge funds.

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 in the formal sector, therefore skilled employees come from outside the Municipality.

Cross Cutting Interventions

- Spatial development is still hindered by the unavailability of land, which affects Housing & commercial developments.
- Limited resources in Disaster Management causes delays in response time to Disaster.

Good Governance and Public Participation

- Unrealistic expectation of communities regarding services delivery which are not informed by budget and timelines
- Dependency syndrome where people depend on the municipality for everything e.g. employment, shelter, sanitation, free education

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 incentivized 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 and PDPs for Management.
- 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 was completed at the end of the 2022/23 financial year.

Service Delivery & Infrastructure Development

- In spite 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 area 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
- The municipality will need to access privately owned land for the development of agriculture, commercial, tourism, manufacturing etc. hence Ubuhlebezwe is on a continuous 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 sends reminders to debtor to come and pay their bills.
- The Municipality conducted data cleansing and address harvesting exercise to ensure that 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.
- A new disaster centre was constructed during 2020/21, which is assisting the Disaster team in discharging its duties

Good Governance

- Political and Administrative Leadership continuously embark on educational engagement with the communities in order to make their expectations realistic.
- Empowering Councillors and Ward Committee with knowledge so as to assist the community with understanding how Local Government functions.
- Transparency and extensive Public Participation.

The municipality's long term Vision and Mission

The Municipality's Vision is, To provide quality services and sustainable economic growth within the available resources.

the Mission Statement is "Ubuhlebezwe Municipality will strive to deliver basic services to all its citizens by the year 2030, by promoting sustainable socio-economic development, through Good Governance."

The Ubuhlebezwe Municipality has developed its public and stakeholder participation mechanisms which are part of the IDP/Budget Process Plan. There are forums sitting as per the plan where issues are discussed in order to address challenges facing the local community. There is IDP representative forum where the participating stakeholders can present their department's long term plans so that they are aligned with the municipalities. COGTA also comes on board as they are making provision for MIG projects i.e. Infrastructural Capital Projects so that people can be able to live in a healthy and safe environment. The District is also working closely with the local municipality, as their competency is on basic services i.e. water and sanitation, they also participate in our IDP forums.

GOALS, OBJECTIVES & STRATEGIES:

Goals	Objectives	Strategies	KPA	PGDS
Good Governance and Policy	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 the annual budget and IDP • Publish the Annual Report • Conduct Izimbizo & ratepayers meetings • Coordination of centralised ward committee • Submission of OSS progress report to Social Development portfolio	Municipal transformation and institutional development Good governance and public participation	Human and Community Development

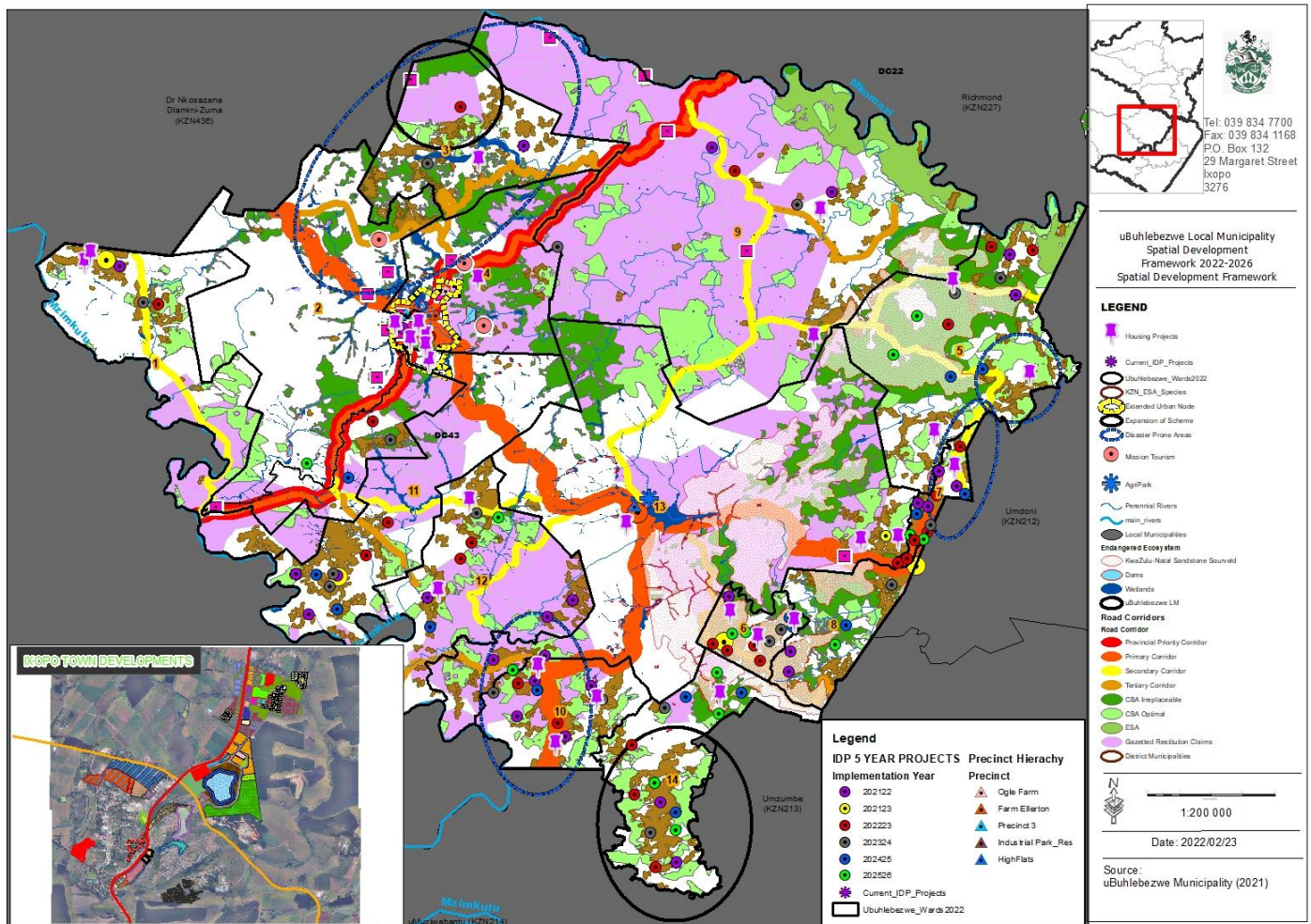
Human Resource Development	To develop staff to ensure effective service delivery through trainings	- Monitoring of trainings conducted as per WSP - Submission and Adoption of the WSP - Monitor the Reviewal of all HR Policies - Monitor Cordination of the EAP	Municipal transformation and institutional 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	Cross cutting interventions	Human and Community Development
Strategic Infrastructure	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
Job Creation	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		
Human and Community Development	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
Good Governance and Policy	To practice sound financial management principles	• Monitor the increase of revenue through community safety services • Compliance with the MFMA • Tabling of the draft annual budget to Council for approval • Submission of the 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 final annual budget • Submission of the final 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		
Spatial Equity	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
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
Environmental Issues	To facilitate spatial development in the entire area of Ubuhlebezwe and at the same time achieve economic social and environmental sustainability	- Sustainable use of natural resources - Application of sound environmental principles - Responsible environmental management - Natural resource conservation.	Cross Cutting Interventions	Spatial Equity

SPATIAL VISION:

Spatial Development Framework 2017-2022



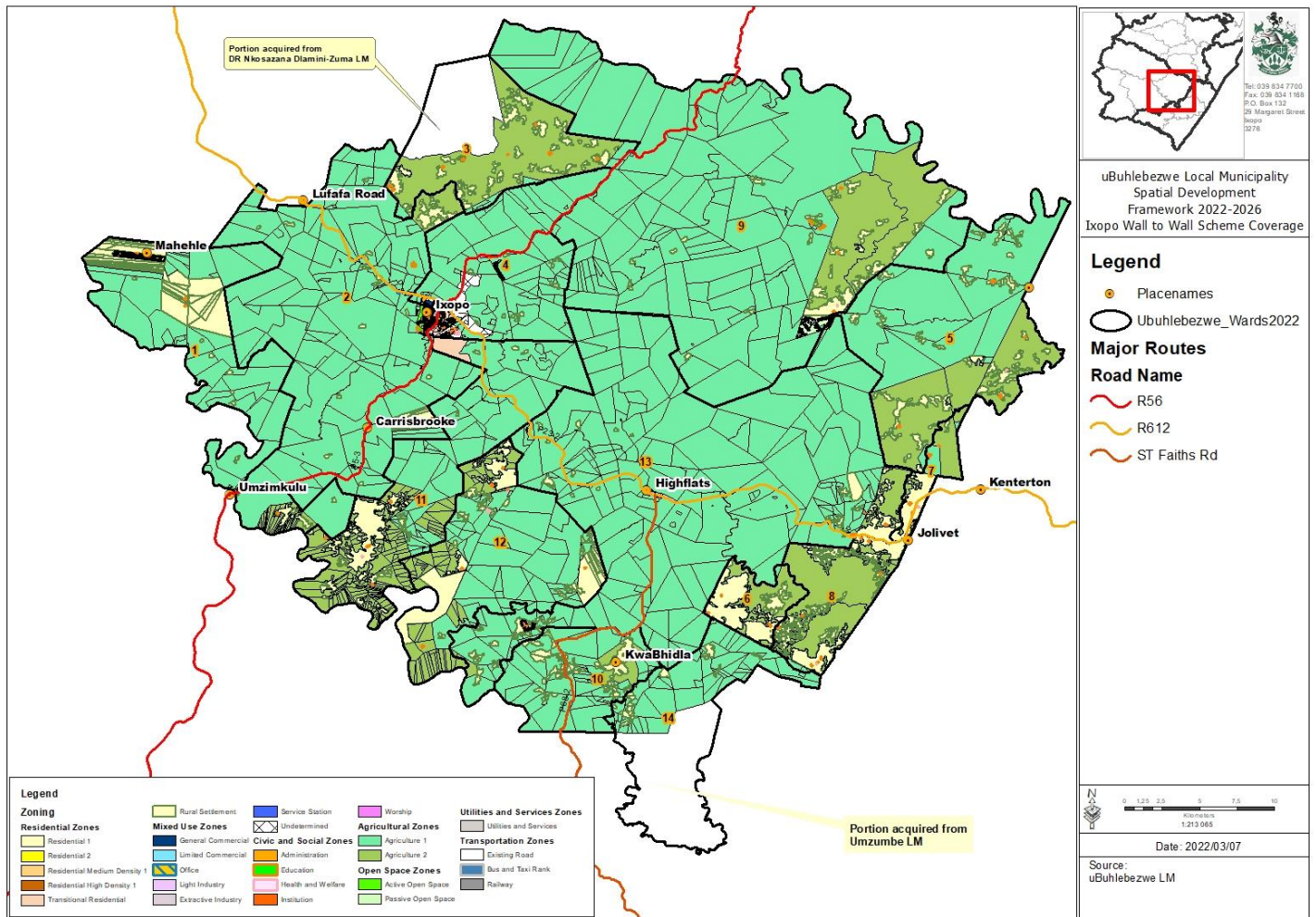
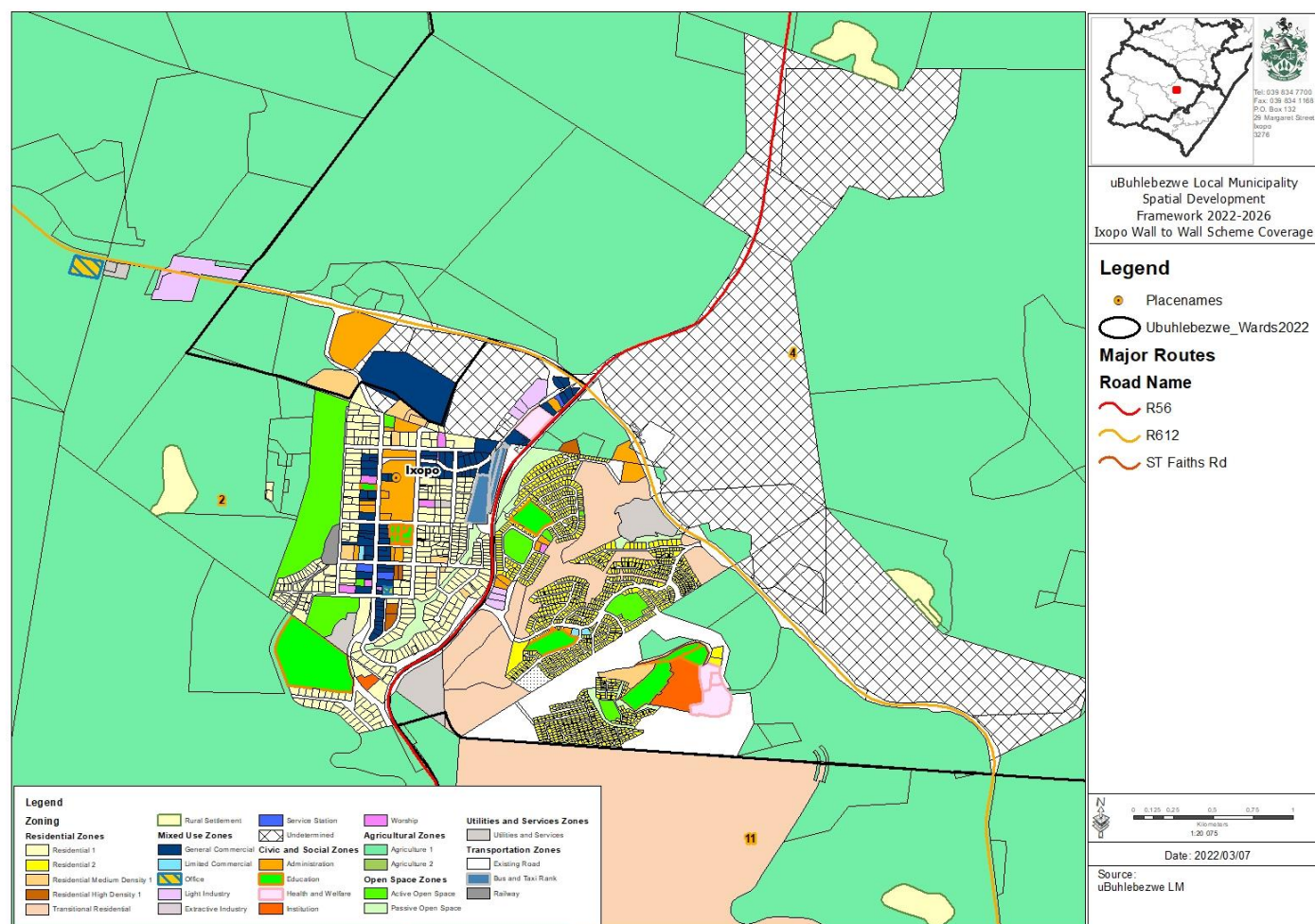
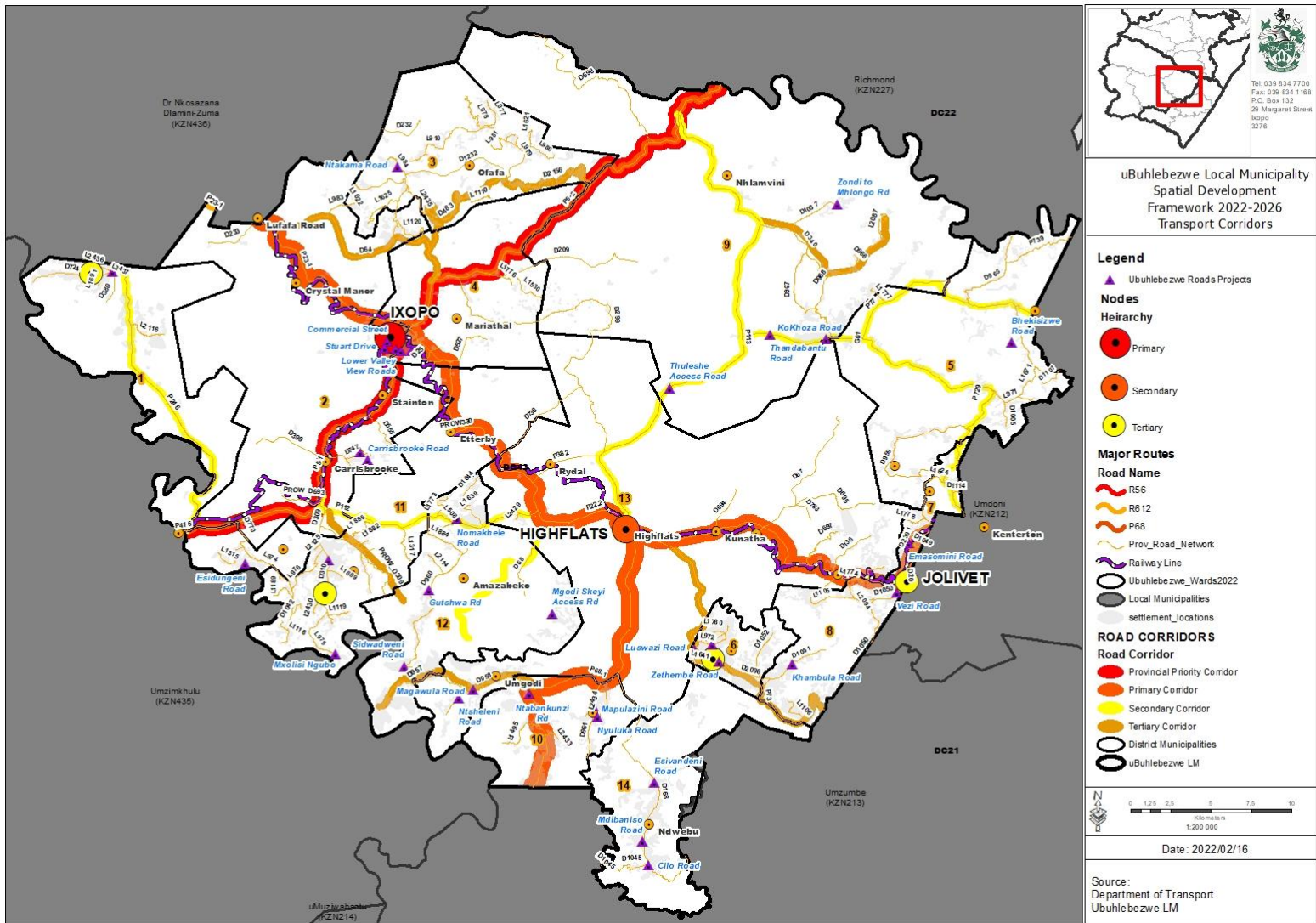


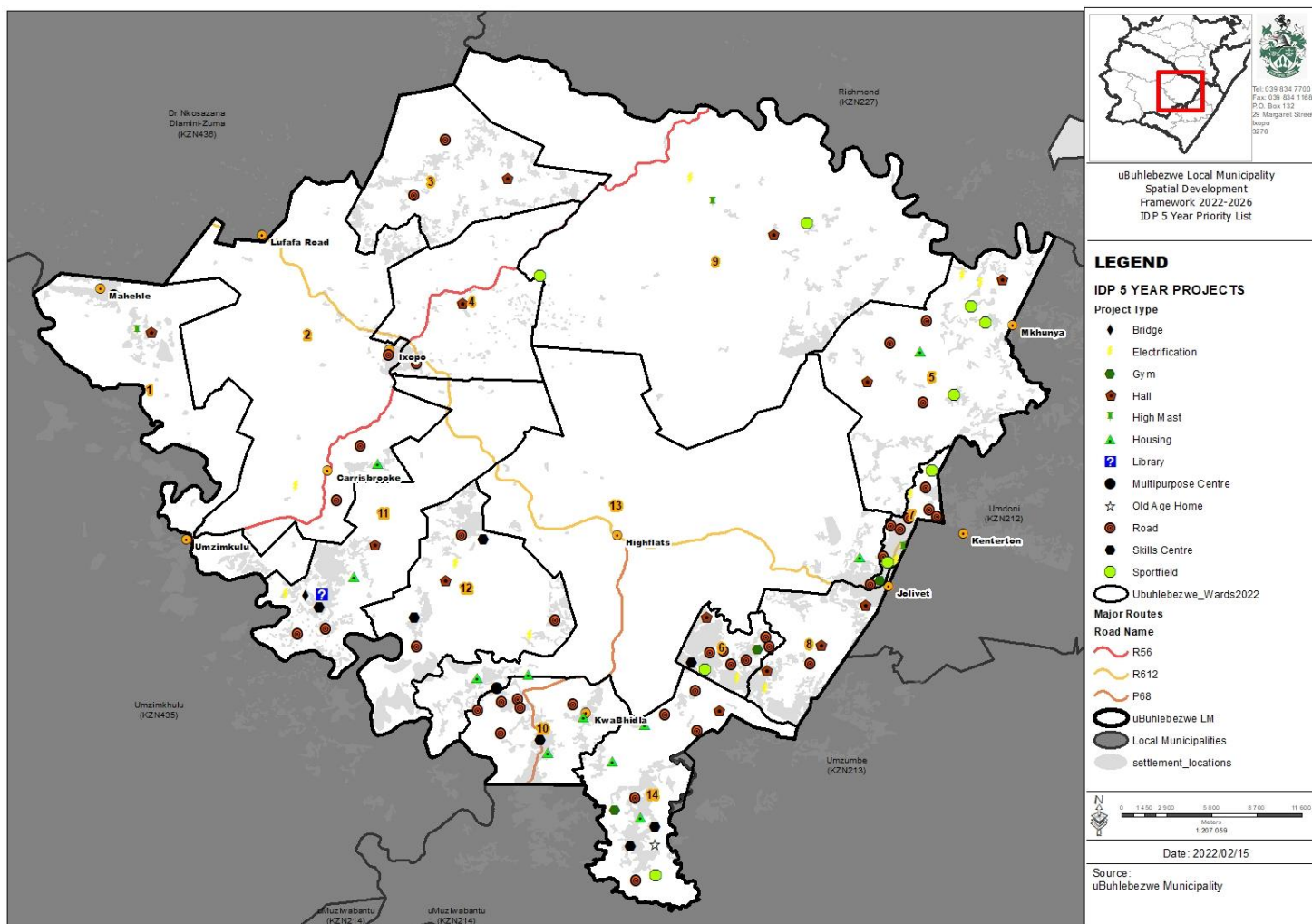
Fig 4: Wall to Wall Scheme



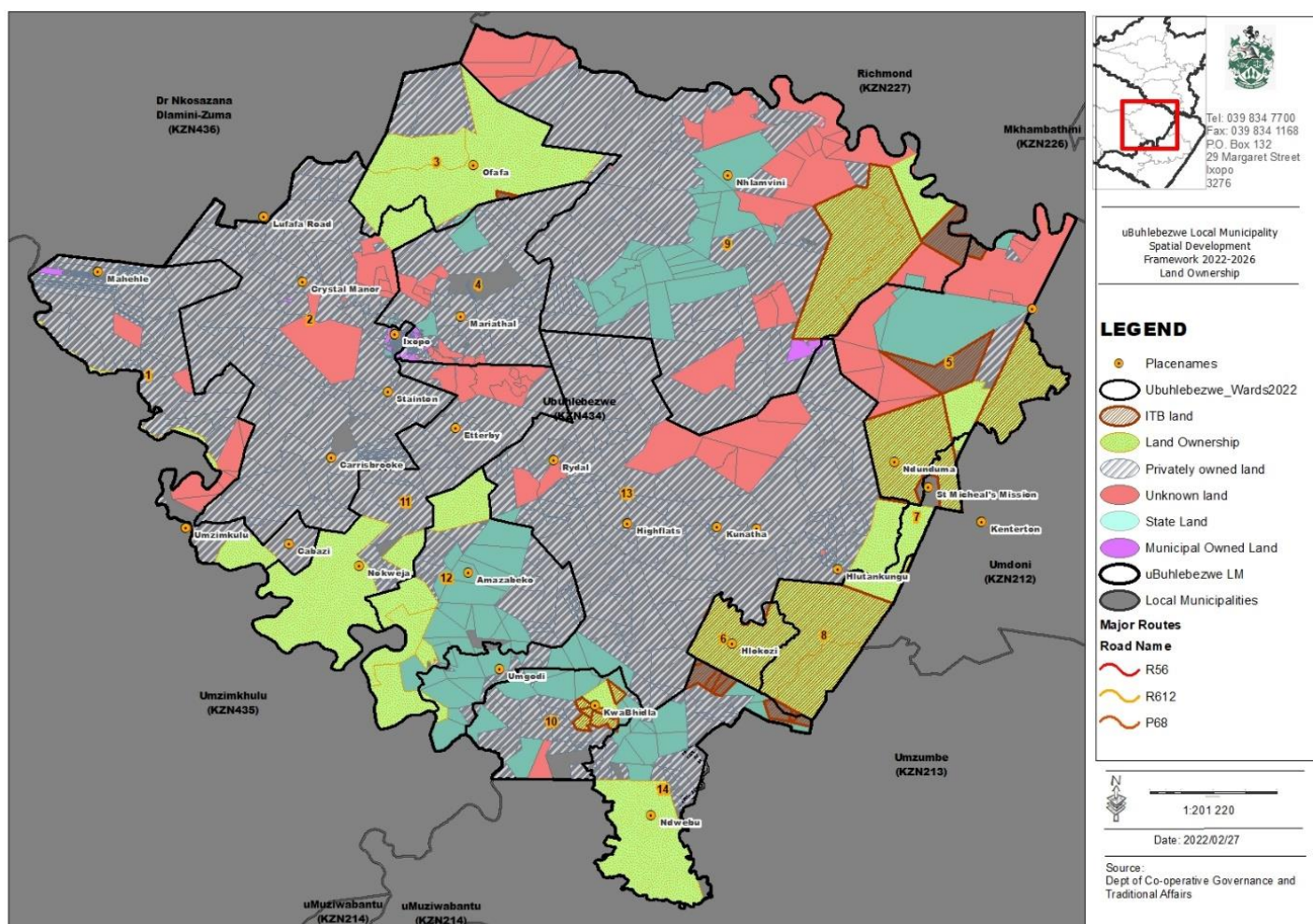
Wall to Wall scheme coverage



Road corridors



Existing and future development



Land Ownership

CATALYTIC PROJECTS:

The Municipality, in its strategies, has identified some catalytic projects that have the potential to unlock and address some of the Key Challenges that we are facing. These include:

Project Description	Implementing Agent	Funding	Beneficiaries	Status quo
Small holder farm support	Ubuhlebezwe Municipality	R 4 363 861.76	800 farmers	The project is under implementation
Ogle Farm Proposed Development	Ubuhlebezwe Municipality	As per Business Plan	-Business -Community	The project is still on planning stage.
Erection of market stalls (Ixopo Taxi & Highflats)	Ubuhlebezwe Municipality	R 7 000 000	Street vendors Ixopo & Highflats	The project is still under construction in Ixopo Highflats – Going through SCM processes
Construction of Ixopo Light Industrial Park	Ubuhlebezwe Municipality	R 5 000 000	10 (mechanic, automotive & body work)	Project is under construction
Construction of a highflats agro- processing and packhouse	Ubuhlebezwe Municipality	R 2 000 000.00	Cooperatives and SMMEs	DRDLR is conducting the feasibility study for the preparation of the business plan.
Infrastructure Development Business Support	Ubuhlebezwe Municipality	R 2.2 000 000	Cooperatives and SMMEs	Procurements Process
Grain Silos	Ubuhlebezwe Municipality	Feasibility study	Cooperatives and SMMEs	Planning Stage
Alan Paton Train station (Revamping) Couches Steam train Diesel locomotive Tourism information centre Crafts centre	Ubuhlebezwe Municipality	R 40 000 000	Cooperatives and SMMEs	Long Term Estimated financial year (2026/27)
Constructing of Highflats Mall	Ubuhlebezwe Municipality	Investments	Community, Residents, Business	The Project is at the stage of looking for investors.

Catalytic Projects

Expectations from the Municipality, in terms of outputs, outcomes, and deliverables, over the next years:

Key Performance Indicator	Output	Outcome	Status Quo / Time Frame
Land Release Programme	Ogle Farm Multi Facet Development Project	Improved Economy	Ogle Farm land has been acquired currently undergoing planning processes under project name Nelson Mandela View
Nodal Development	Developed Nodes	Regulated land use in areas not covered in the scheme. To encourage development and investments along the nodal areas.	Municipal Nodal assessment has been conducted and nodal plans are currently being formulated with the aim of encouraging development and investment.
Preparation of the wall to wall scheme as required in terms of the KwaZulu Natal Planning and Development Act	Wall to wall scheme	Bring uniformity in land use in areas not covered in the scheme by 2015 To review the wall to wall scheme annually based on the development trends experienced by the municipality.	Budget set aside for wall to wall scheme to be implemented in the 2023-2024 FY
High Income Housing Development	Golf Course Housing	Restructuring of Ixopo town. Attracting high income earners to buy property in Ixopo Revenue generation through rates.	The project is currently in planning phase in which the preliminary layout has been done.

Expansion of the Ixopo Town	Ogle Farm Development & Craigiburn Trust Farm	Improved economy Expansion of Ixopo Investments opportunities Improved health system with the proposed private clinic development	Ogle Farm Development (Nelson Mandela View) The project is in the Planning stage and is currently undergoing WULA processes. A revised SPLUMA application will be submitted once the WULA process has been finalised. Craigiburn Trust Farm This is a Privately-owned mixed-use development, planning approval has been issued for this development which entails residential, commercial activities and public open spaces. The development is in line with the vision of the Municipality to revitalize the Primary Node which is Ixopo.
Community Residential Units	Ubuhlebethu Community Residential Units	Housing for working class. Improved standard of living Improved economy	The project is currently in construction phase. The project is for 100 single units and 50 double units.
High Income Estate Housing Development	OR Tambo View and Nelson Mandela View Housing Estates	Improved economy High income Housing Improved outlook of the Ixopo Town Investment Opportunities	OR Tambo View is a middle-income housing project and is currently in the planning stage. Nelson Mandela View is in the Planning stage currently undergoing WULA processes. A revised SPLUMA application will be submitted once the WULA process has been finalised.

Rehabilitation and Expansion of Highflats	Middle Income and Commercial development	Improved economy Middle income Housing Improved outlook of the Highflats Town Investment Opportunities	As part of the plans to grow the secondary node, which is Highflats Town, the Municipality is in the process of acquiring land for Low Cost Housing and other developments to improve the economic activities in Highflats..
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Table 3: Expectations from the municipality

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.

SECTION B: PLANNING AND DEVELOPMENT PRINCIPLES AS WELL AS GOVERNMENT POLICIES AND 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 economic 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 segregational 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 (<i>"Breaking New Ground": from Housing to Sustainable Human Settlements</i>)	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 within 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 (<i>KZN PGDS</i>)	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
Millennium 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 employment through EPWP and LED grants. Vacant post are also filled timeously by following HR processes. • At Ubuhlebewe, 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 sustainable livelihoods	• 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 find ways of assisting local businesses to thrive whilst create 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

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 public service • A comprehensive, responsive and sustainable social protection system	• Efforts to contribute towards the improvement of basic education includes back to school campaign, adoption of a school by each Councillor and donation Science, Mathematics, 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 bursaries 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,
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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.
5 National Priorities	- Basic Service Delivery & Infrastructure - Local Economic Development - Good Governance & Public Participation - Municipal Transformation & Institutional Development - Financial Viability - Cross cutting interventions	- 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 were launched during March and are all functional

8 KZN Provincial Priorities	○ Provision of Basic Services - immediate challenge being water; ○ Job Creation; ○ Growing the Economy; ○ Growing SMMEs and Cooperatives; ○ Education and Skills Development; ○ Human Settlements and Sustainable Livelihoods; ○ Build a Peaceful Province; ○ Build a Caring and Incorruptible Government.	• The Municipality complies with all pronounced regulations of the National State of Disaster. • The municipality continues to seek private investors by ensuring that the Primary, secondary and Tertiary nodes are developed and maintained to attract business. Red tape reduction for potential investors is also closely monitored through the office of the MM to ensure that investor are not frustrating. • The Municipality continues to work the District Municipality on water issues, waters services is on the Agenda, during IDP representative Forum and the District Municipality joins us during IDP Izimbizo to attend specifically to water issues. • .SMMEs are supported through funding and training. Monitoring of funded projects is done Quartely and to ensure growth , SMMEs must create employment for themselves and for other community members. Training is done in order to improve existing skills and to create new skills. • Infrastructure plan is adopted and implemented to ensure that old infrastructure is maintained and new infrastructure is identified and constructed. • Localisation Plans for Ubuhlebezwe has a focus on the Agriculture sphere as this is the area where the Municipality has exporting potential. Agri business hubs are in the plans for local farmers. • Public & Social Employment is promoted through training, funding and provision of bursaries. Skills improvement will result in starting and growing of businesses and less reliance on being hired by someone else.
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State of the Nation Address (SONA 2024)	• Unemployment • Railway networks • Water Security • Infrastructure development • Renewable energy • Trade & Investment • Social Security • Making Government Work • NHI • Crime & Corruption	• The Municipality has made adjustments to accommodate the current Eskom problems. • The municipality continues to seek private investors by ensuring that the Primary, secondary and Tertiary nodes are developed and maintained to attract business. Red tape reduction for potential investors is also closely monitored through the office of the MM to ensure that investor are not frustrating. • The Ixopo Train is being revived, mostly for Tourism but the railway will also be refurbished to bring back rail tourism • The Municipality continues to work the District Municipality on water issues, waters services is on the Agenda, during IDP representative Forum and the District Municipality joins us during IDP Izimbizo to attend specifically to water issues. • Infrastructure plan is adopted and implemented to ensure that old infrastructure is maintained and new infrastructure is identified and constructed. • Education is promoted through training .and support to local schools Municipality offers internal & external bursaries. • Trade & Investment – the Municipality is focusing on developing the town to make it more attractive for Investment. Public/Private Partnerships are strengthened through LED forum and regular engagements between office of the Mayor & Business Owners. • Crime & Violence –More vigilant efforts are being implements by our Community Safety unit. In communities, revival of functional CPO' s is underway and there is a strong relationship between the Municipality and SAPS.
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Government Priority	Issue	Municipal Action
State of the Province Address (SOPA 2024)	- Capable, ethical, developmental State - Economic Transformation & Job Creation - Education, Skills & health - Social wage through basic services - Social cohesion and safe communities - Spatial Integration, Human Settlements, Local Government . - Building a Better Africa and a Better World.	• The Municipality has a fully capacitated and functional Internal Audit Unit, Risk Management Unit and Audit and Performance Audit Committees to ensure capable, ethical institution. • Numerous efforts are made towards job creation, through LED programmes, EPWP. • Trainings are done through the WSP, training is also done with Youth in the community to give them skills. • Crime prevention measures are implemented through the Justice and Safety which the Mayor and MM of Ukhlebezwe coordinate and Chair.
KZN GDS (7 Goals)	• Job creation • Human Resource 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.
Operation Clean Audit	• Irregular expenditure • Annual Financial Statements • Expenditure Management • Asset Management • Financial and performance management	• The municipality has developed a procurement plan, which is aligned to the budget, IDP, SDBIP as well as the organisational scorecard. This plan is tabled before council and thereafter implemented. • CFO is monitoring the financial records on a monthly basis to minimise errors on the AFS • We are now monitoring expenditure on a monthly basis through section 71 reports and the Accounting Officer undertakes to enhance monitoring monthly during MANCO meetings • The municipality has appointed the Asset Management Manager and Officer to enhance internal control over management of assets • Training has been conducted on the financial system. Recons are done Monthly
District Development Model		• Ubuhlebezwe is part of engagements aimed at Implementing the District Model. • The Municipality contributed to the Drafting of the District Plan and the Director Social Development Co- Chairs the Governance Cluster. • The Mayor and MM, coordinate and Chair the Justice and Safety Cluster.

Table 5: Government Policies and Imperatives

SECTION C: SITUATION ANALYSIS

Demographic characteristics and Analysis

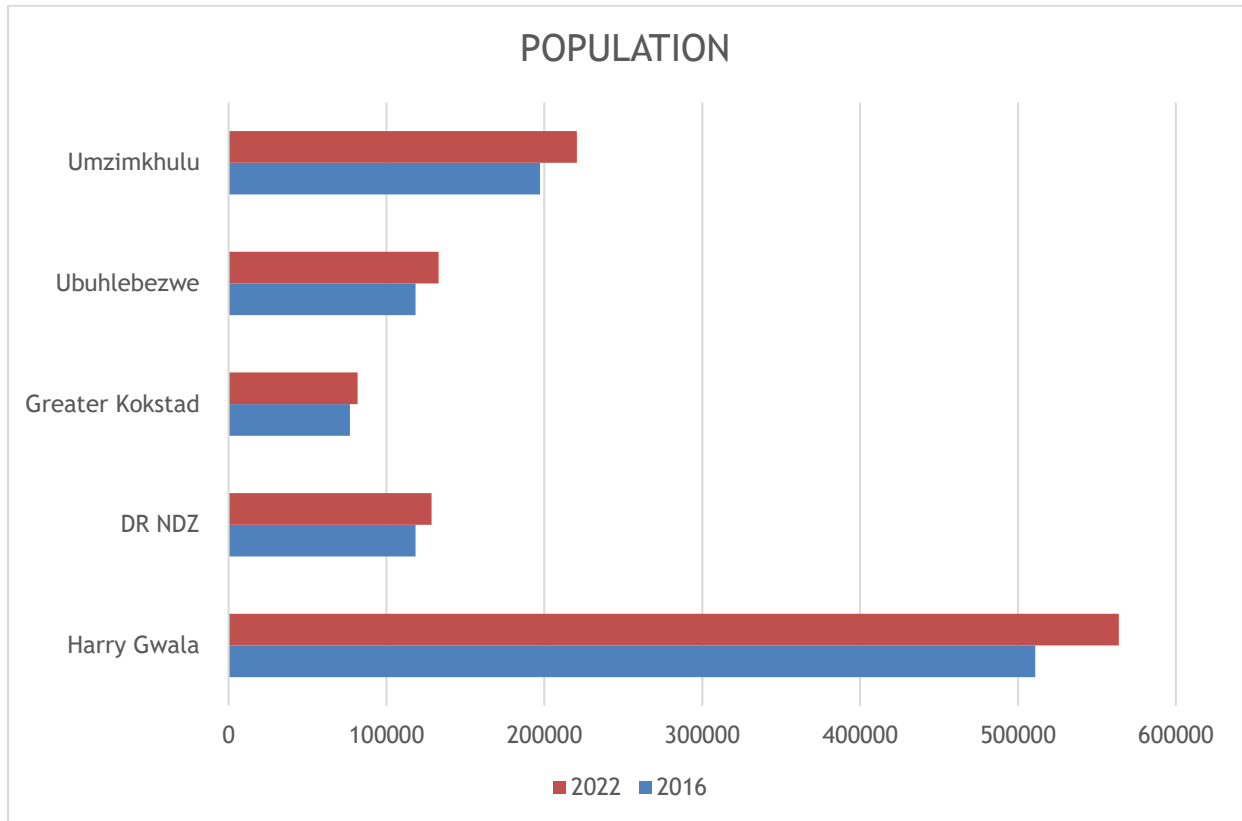
Stats SA conducted a census in 2022, According to Statssa a population census, as defined by the United Nations, is “the total process of collecting, compiling, evaluating, analyzing and publishing or otherwise disseminating demographic, economic and social data pertaining, at a specified time, to all persons in a country or a well-defined part of the country”; i.e. a total count of the population. The Community Survey 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.

The results of the Census 2022 has produced the below data in comparison with the 2011 Census:

Name	2022	2011
Total population	133 032	110 925
Young children (0-14 years)	32,5%	37,4%
Working age population (15-64 years)	60,8%	57,2%
Elderly (65+ years)	6,7%	5,4%
Dependency ratio	64,5	74,7
Sex ratio	88,9	86,5
No schooling (20+ years)	12,1%	15,5%
Higher education (20+ years)	5,4%	4,1%
Number of households	26 742	25 520
Average household size	5,0	4,3
Formal dwellings	70,3%	30,0%
Flush toilets connected to sewerage	24,9%	13,2%
Weekly refuse disposal service	21,5%	11,4%
Access to piped water in the dwelling	23,3%	11,6%
Electricity for lighting	93,1%	53,9%

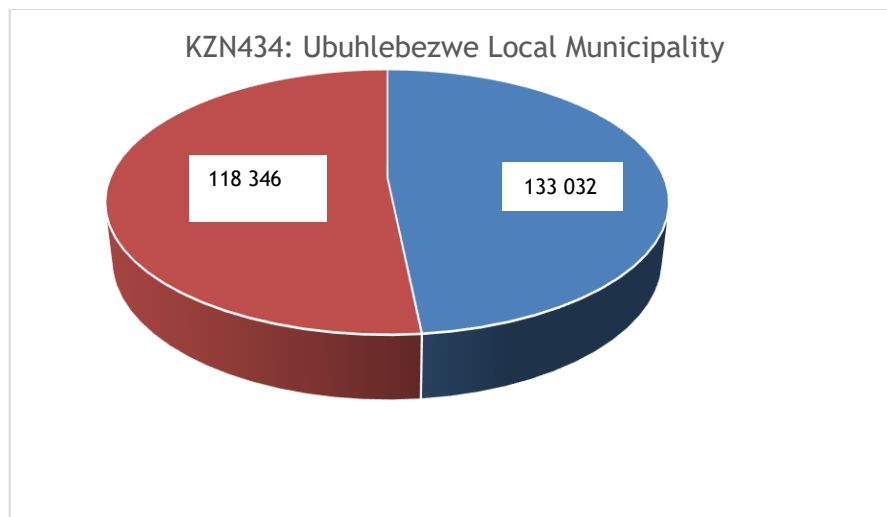
Population size

The table below depicts the population for Harry Gwala District Municipality (HGDM) and its family of local municipalities. All municipalities reflect an increase in their population 2016 to 2022.



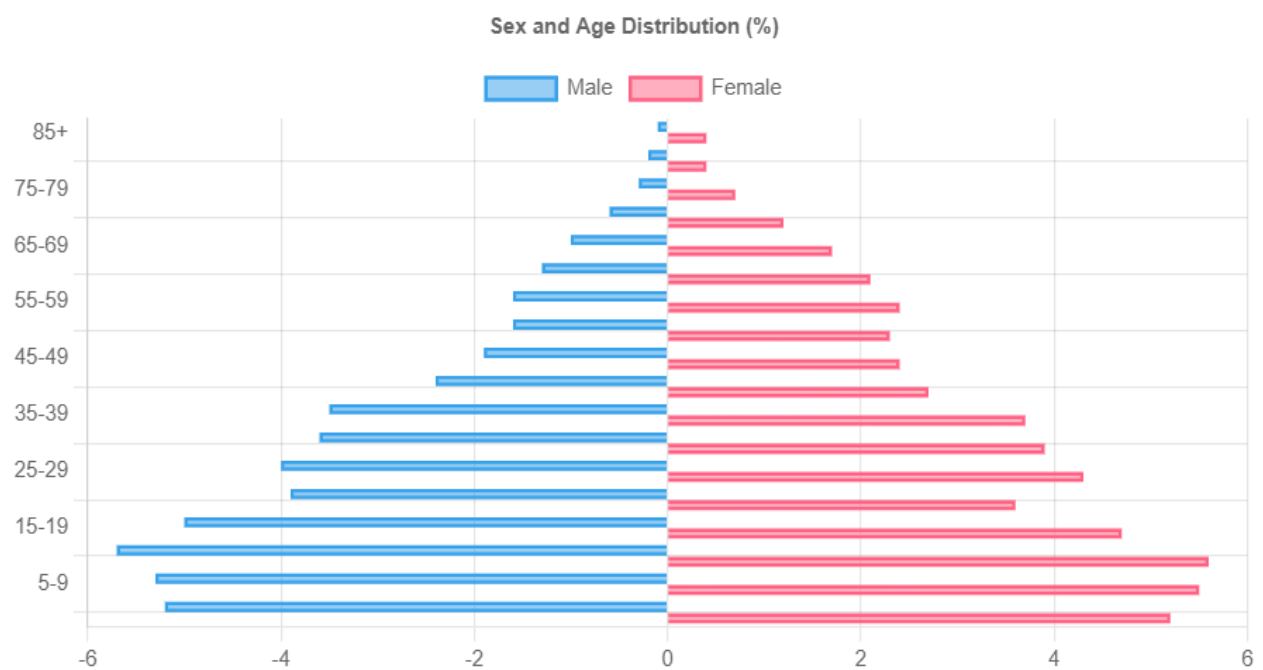
Municipality	2016	2022
Harry Gwala	510 865	563 893
Dr NDZ	118 480	128 565
Greater Kokstad	76 753	81 676
Ubuhlebezwe	118 346	133 032
Umzimkhulu	197 286	220 620

Distribution of population between 2011 and 2016



Population Composition:

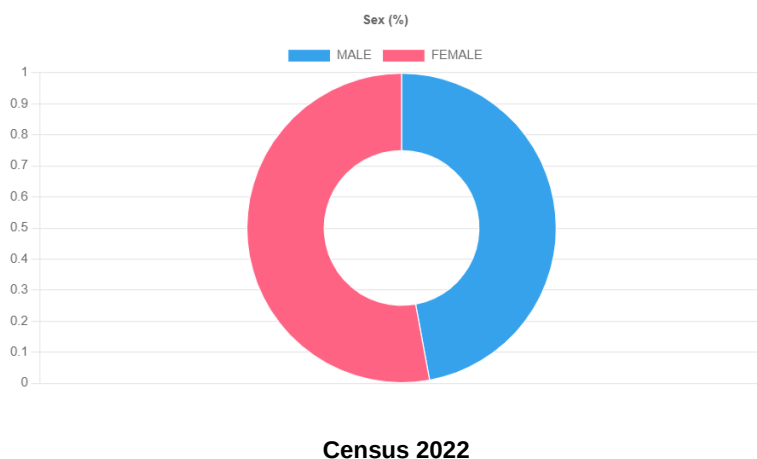
Distribution of population by district, municipality and broad age groups, Census 2022



Population distribution by gender

The table below depicts the population distribution by gender for Ubuhlebezwe Municipality. T.

Name	Frequency	%
MALE	62 618	47,1%
FEMALE	70 414	52,9%



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 2022 the dependency ratio stands at 645%, which shows a decrease that although the percentage is still high, there is a decrease in dependency which can also be linked to the increase in the percentage of people in Higher Education, 4,4 in 2022

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.

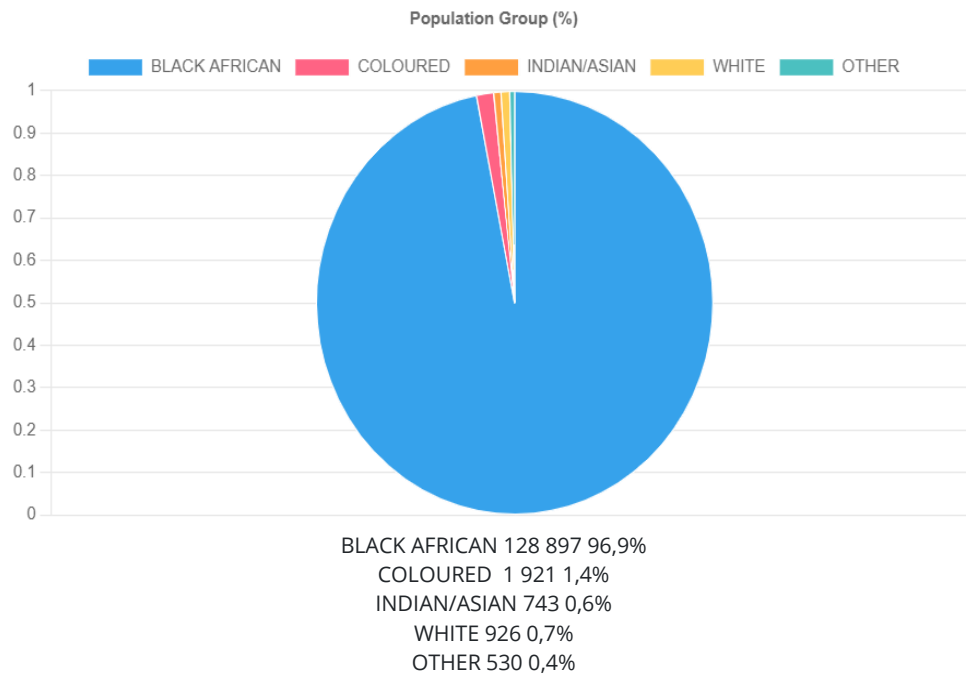
The IMR stands at 19, 4 i.e. 19, 4 infant deaths per thousand births.

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 during 2022.

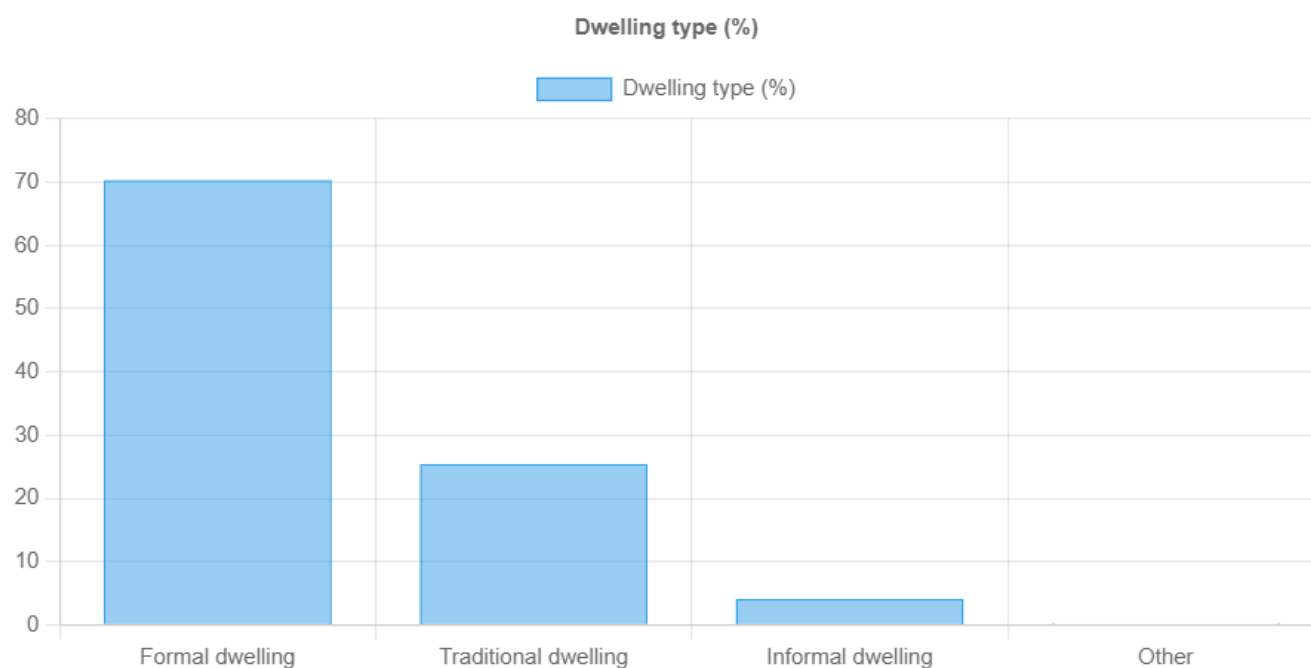


Households and services

The section below covers the backlog status that is faced by Ubuhlebezwe Local Municipality\ :

Name	Number of households	Rank
Umzimkhulu	40 064	1
Ubuhlebezwe	26 742	2
Dr Nkosazana Dlamini Zuma	25 525	3
Greater Kokstad	22 736	4

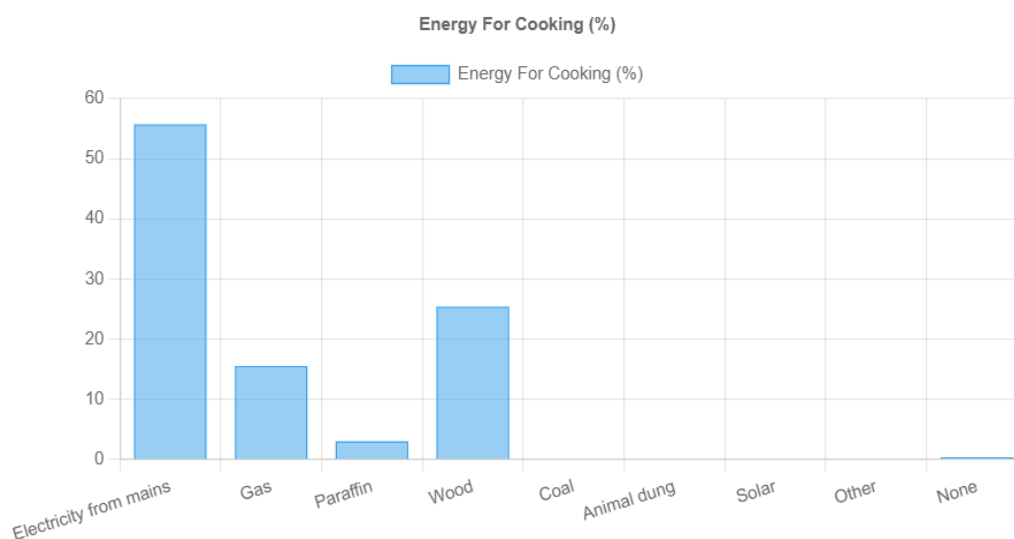
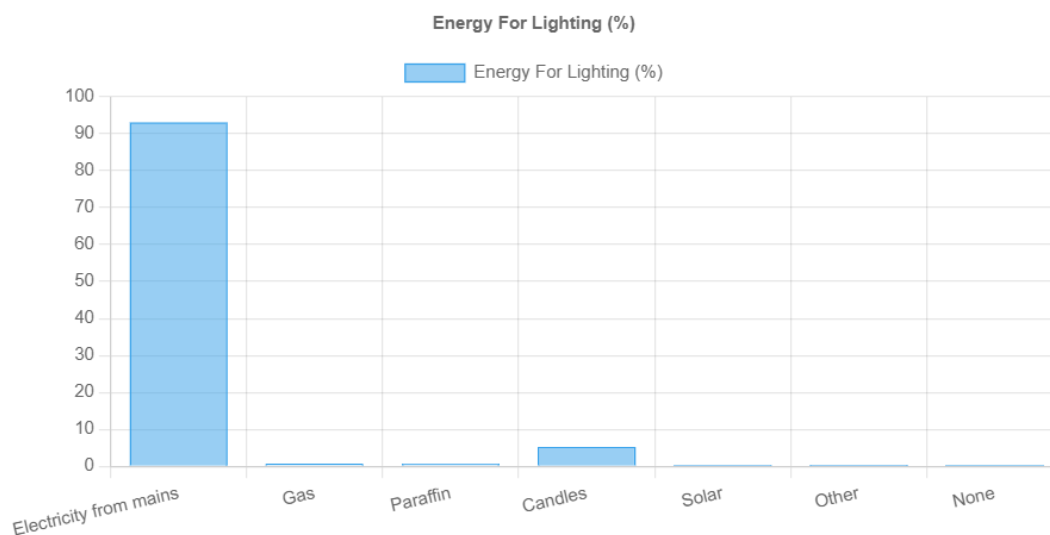
Census 2022



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



(Piped) water

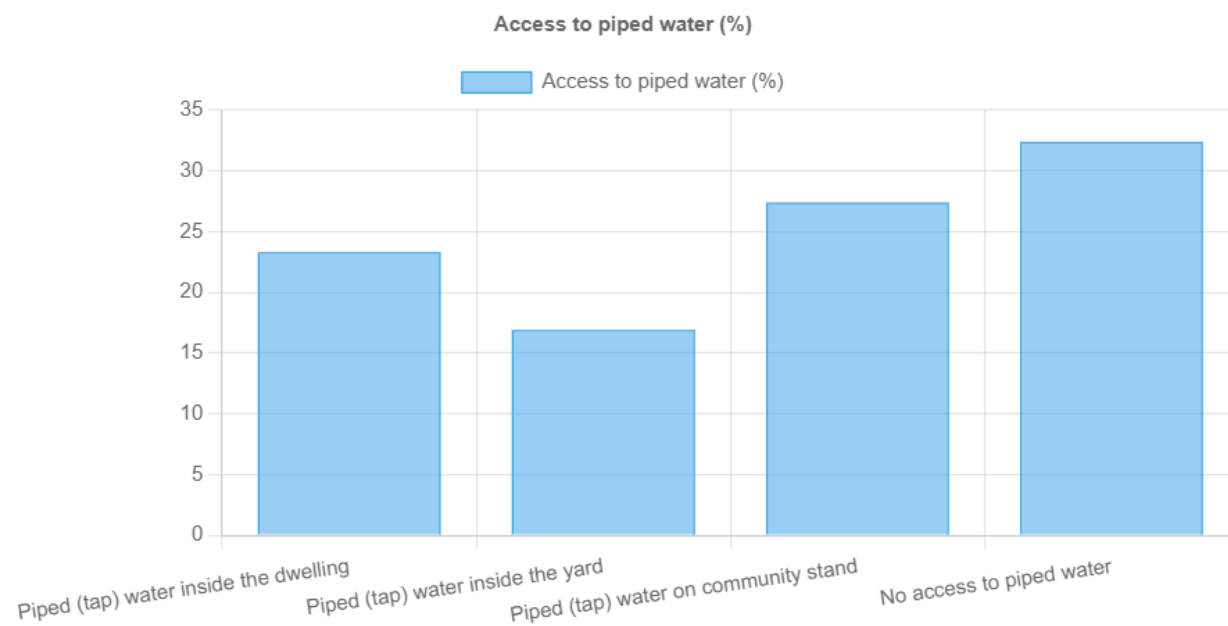
The minimum requirements for acceptable access to Piped Water are:

- 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:

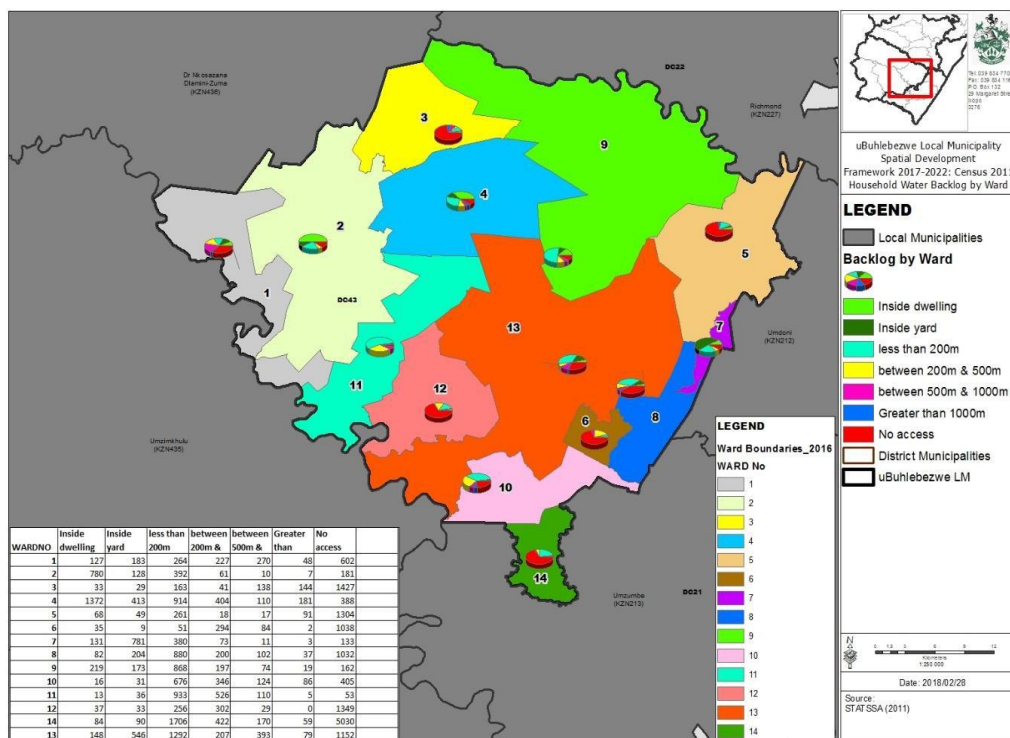
- Piped (tap) water on community stand: distance between 200m and 500m from dwelling/institution
- Piped (tap) water on community stand: distance between 500m and 1000m (1km) from dwelling /institution
- Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/institution.
- 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)



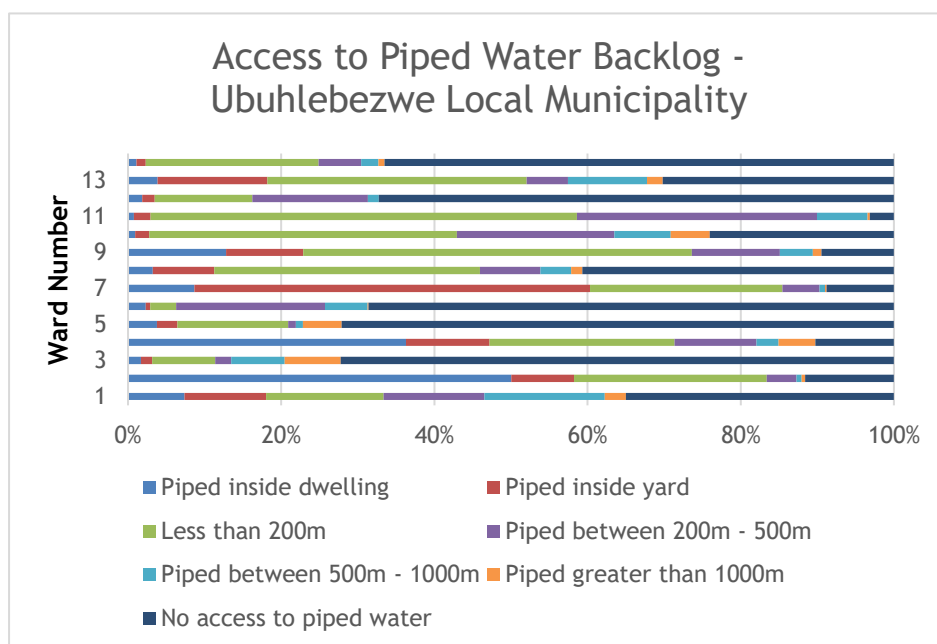
Census 2022

Name	Frequency	%
Piped (tap) water inside the dwelling	6 242	23,3%
Piped (tap) water inside the yard	4 522	16,9%
Piped (tap) water on community stand	7 321	27,4%
No access to piped water	8 657	32,4%



water

backlogs



Sanitation

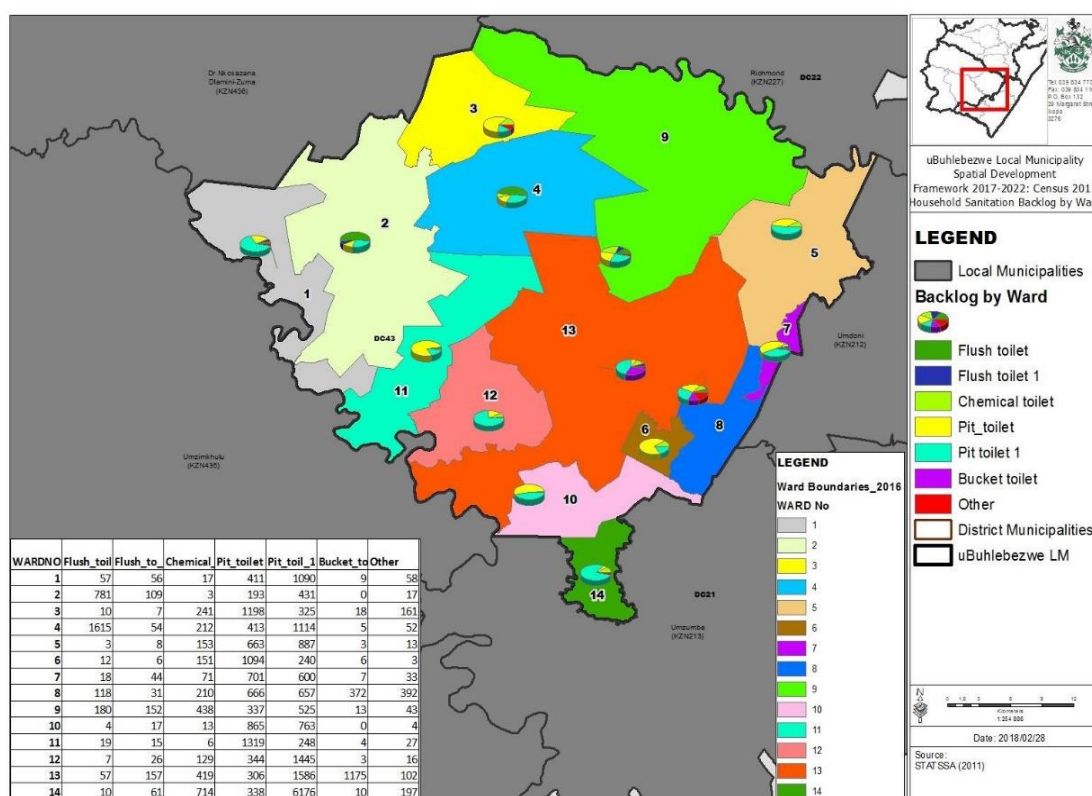
Minimum requirements for acceptable access to Sanitation are:

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

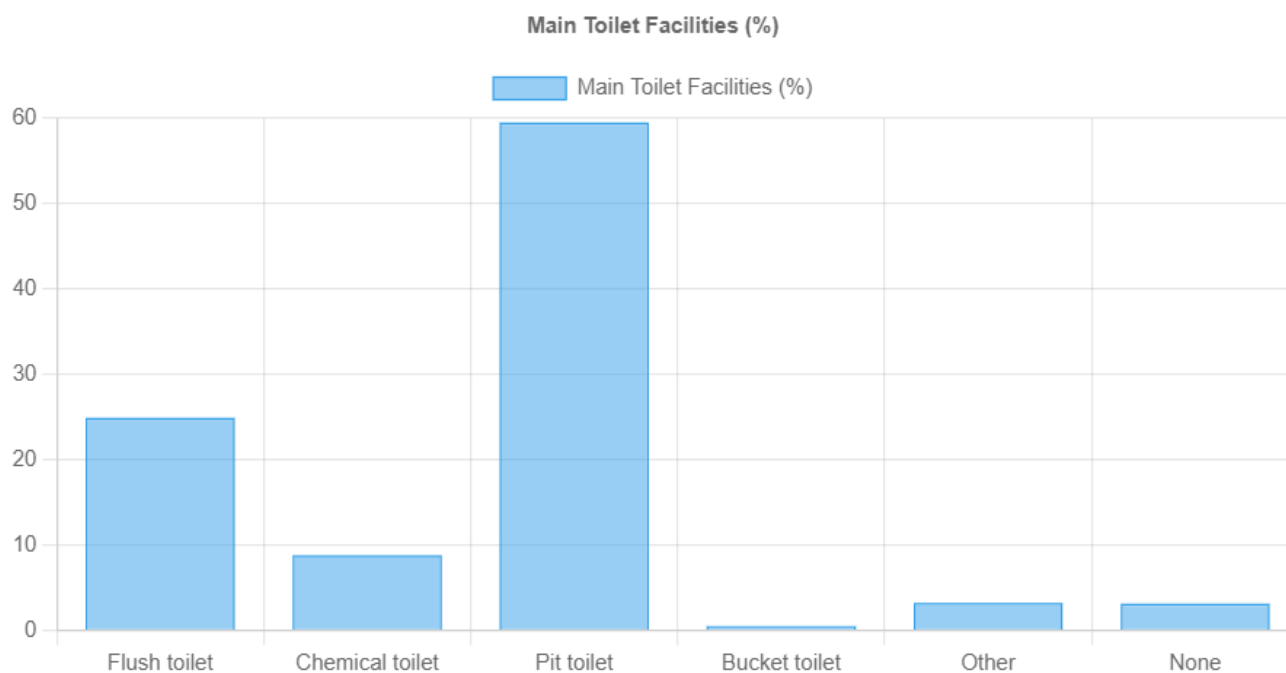
The following constitute backlogs:

- 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)



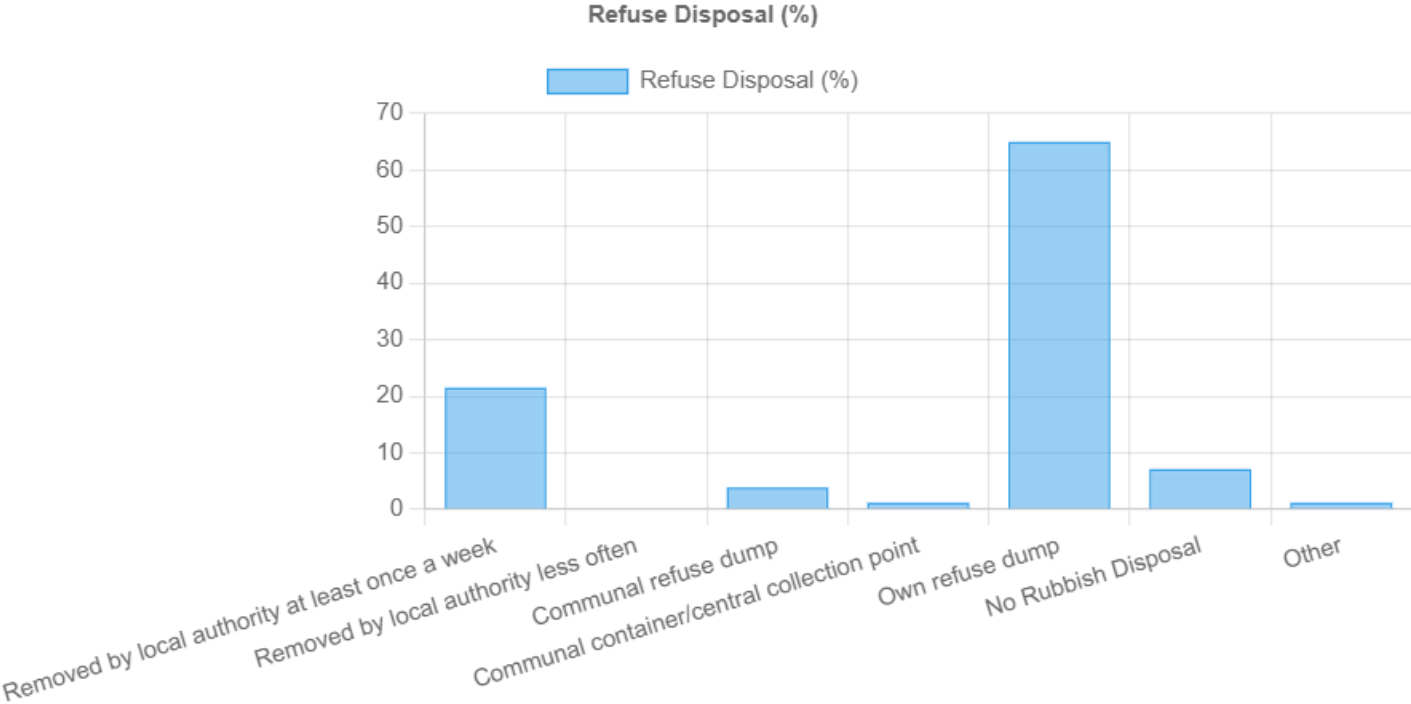
Refuse Removal

Minimum requirements for acceptable access to Refuse Removal are:

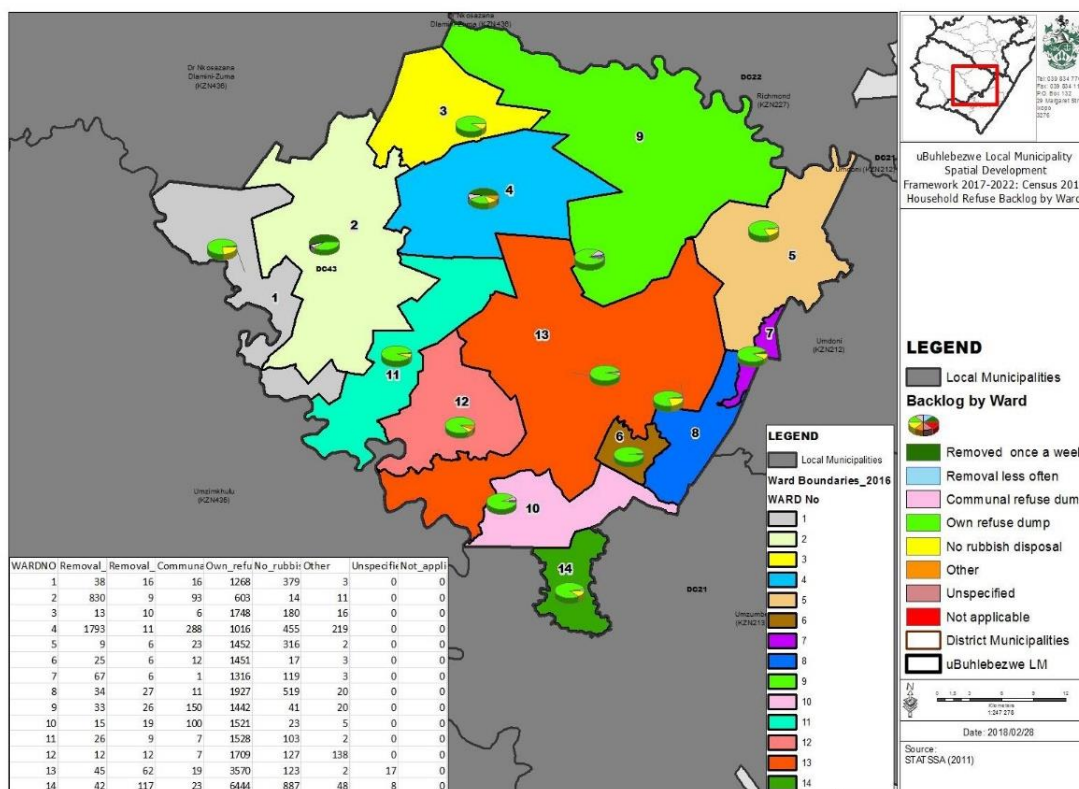
- Removed by local authority/private company at least once a week
- Removed by local authority/private company less often

The following constitute backlogs:

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



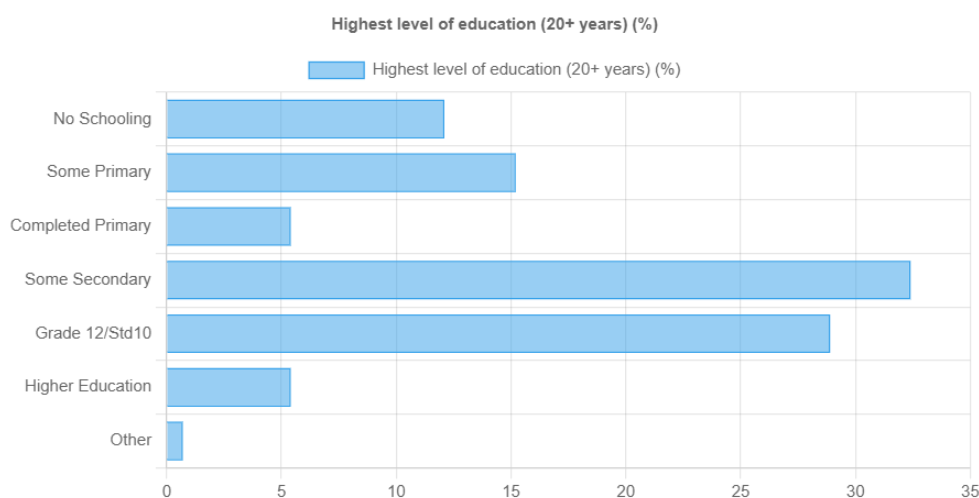
The Refuse Removal backlog in 2011 was 20 432 households. The backlog for 2016 is 109 424 (people). map below depicts the backlogs from 2011 against the new ward boundaries. (community survey, 2016)



Fg 12: refuse backlogs

Educational status

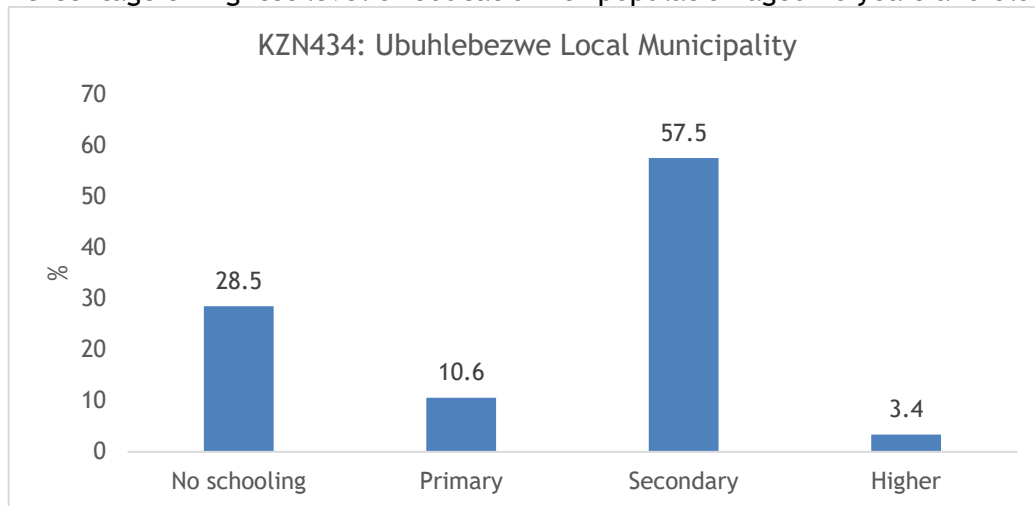
The graph below depicts the highest level of education within various categories for males and females at Ubuhebezwe Local Municipality based on the CS 2016 results for the whole population. Males (10545) and Females (12847) with no formal education constitute the majority in terms of the population in relation to education. The highest level of education that has been attained by the population of Ubuhebezwe 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 Census 2022

Name	Frequency	%
No Schooling	8 608	12,1%
Some Primary	10 785	15,2%
Completed Primary	3 813	5,4%
Some Secondary	23 042	32,4%
Grade 12/Std10	20 541	28,9%
Higher Education	3 869	5,4%

Percentage of highest level of education for population aged 20 years and older, CS 2016

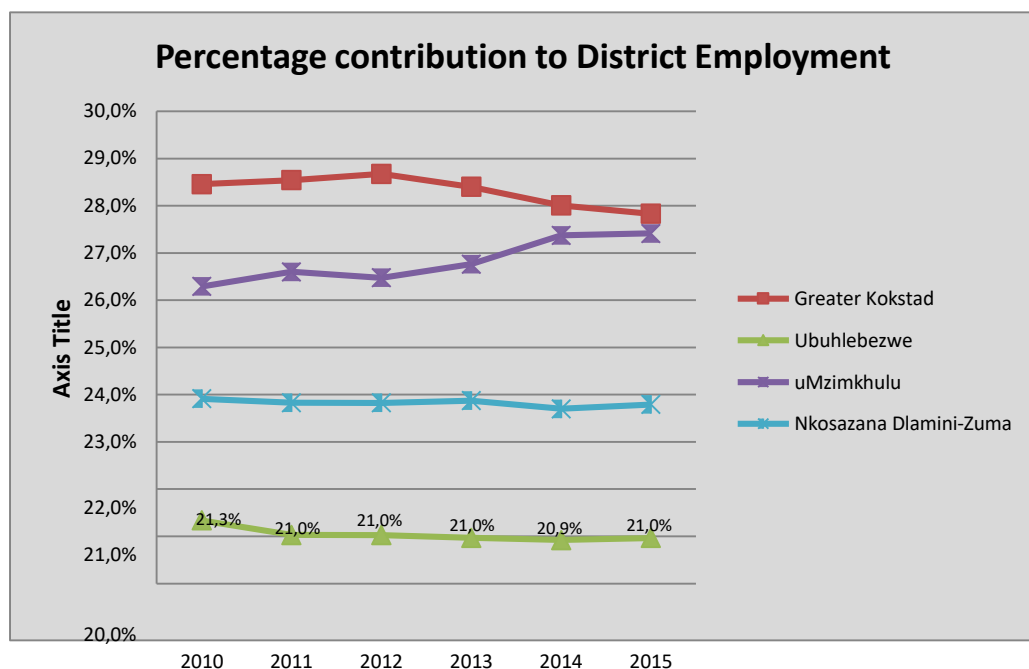


Employment status

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 19 631 from 20 217. 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
Nkosazana Dlamini-Zuma	22 658	22 245	22 894	24 122	25 486	26 718

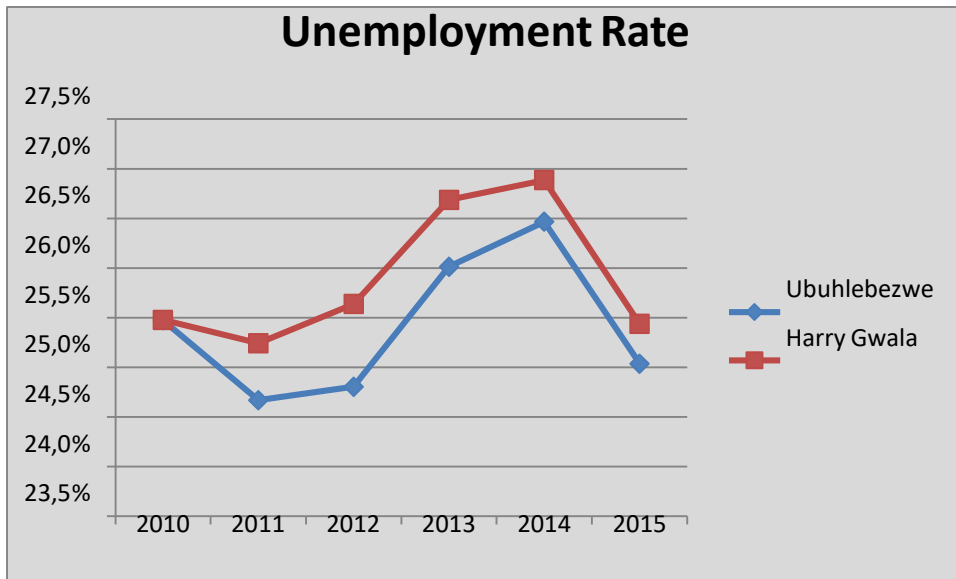
Total Employment per Municipality. Quantec (2015)



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 has indicated the below stats for Person Adjusted, Geography 2016 and Income Category.

Person adjusted	Geography 2016	Income Category	No.
		No income	47 854
		R 1 – R 4800	28 645
		R 4801 – R 9600	4923
		R 9601 – R 19 200	14 782
		R 19 201 – R 38 400	2768
		R 38 401 – R 76 800	1301
		R 76 801 – R 153 600	1239
Person adjusted	KZN 434 Ubuhlebezwe	R 153 601 – R 307 200	724
		R 307 201 – R614 400	275
		R 614 400 – 1 228 800	25
		R 1 228 801 – R 2 457 600	52
		R 2 457 601 or more	25

Stats SA : Community Survey 2016

The above figures show that that is still a high rate of people without source of income as it shows 47.8% of people not getting any income. This poses a challenge to the Municipality because it means that the large part of our population make no contribution towards the Municipality's revenue collection. This is the primary reason why the Municipality is highly dependant on Grants and would not be able to function without them.

The above Data also means that the larger population of Ubuhlebezwe is dependant on unemployment grants, and do not make a contribution to the economy on their own. This translates to the Municipality not being able to deliver services to the community at the pace that it wishes. This is why the Municipality undertakes to provide bursaries to student at Matric level, in order for them to have a better chance of being employable in future because if the younger generation today is not able to be self sustainable, then in future they will also be a burden to the state.

Municipality is also focusing on funding businesses that have the potential of creating job opportunities and provide food security.

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 47.8% in 2016.

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

- Unrealistic expectation of communities regarding services delivery which are not informed by budget and timelines
- Dependency syndrome where people depend on the municipality for everything e.g. employment, shelter, sanitation, free education

MUNICIPAL SUPPORT AND INTERVENTION PLAN:

- The MSIP, developed with support from COGTA is used as a tool to circumvent some of the challenges that the Municipality has, the MSIP is attached as an Annexure to the IDP

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 quality services and sustainable economic growth, within the available resources’

MISSION:

“Ubuhlebezwe Municipality will strive to deliver basic services to all its citizens by the year 2030, by promoting sustainable socio- economic development, through Good Governance’

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.

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.

. 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
AO	Mr. S. Ngcobo
REGISTRAR's OF MPT	Ms. S. Ngubane
REGISTRAR's OF APPEALS (RA)	Mr. M.E Mkhize
	NAMES OF MEMBERS ON MPT/JMPT AND APPEAL AUTHORITY

MEMBERS ON MPT	Internal Municipal Official:- Ms. T. Mthembu (Chairperson) Mr. S. Ngcobo (Deputy Chairperson) Municipal Environmental Officer (Ms. M. Majola) Municipal Engineer (Mr. S. Mbutho) External members:- Ms. N. Mkhize Mr. M. Pamla Mr. M. Povall Ms. TI Dawe Ms. LP Miya Ms. S Keshav Mr. N Duma Mr. TN Trench Mr. N Ndlela Mr. N. Duma
Municipal Planning Tribunal gazetted	November 2020
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: Mayor: Cllr E.B. Ngubo Deputy Mayor: Cllr. Z.L. Miya Municipal Manager: M.E Mkhize Speaker: Cllr. S.N.M. Chiya Cllr. L.A Zondi Cllr. C.N Ntabeni Cllr. G.J. Ngcongo Directors: M. Mohau S. Sityata Technical Advisors: Mr. W. Van Rensburg and Mr. P. Govender

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:

In terms of the Draft Guidelines for the development of LUMS a land use scheme (LUS) must give effect to and be consistent with the municipal spatial development framework and determine the use and development of land within the municipal area to which it relates in order to promote economic growth, social inclusion, efficient land development and minimal impact on public health, the environment and natural resources. As mention earlier, property rights are managed through “zoning” as indicative rights of what land use can be exercised on a property. These property rights are assigned, managed and amended though the controls and mechanisms of a land use scheme. All amendments of a land use scheme (unless delegated to a specific official) are decided by a municipal planning tribunal. This tribunal cannot make a decision on an amendment of a land use scheme (called a development application) that is inconsistent with a municipal spatial development framework.

Principles to be considered in a land use scheme

Principle of spatial justice

- Past spatial development imbalances to be redressed – better access & use of land
- SDF & policies must address inclusion of previously excluded
- Spatial planning mechanisms & LUS must enable redress in access to land
- Land use management system (LUM) systems must include provisions that are flexible & appropriate for managing disadvantaged areas
- Land development procedures must include provisions that accommodate access to secure tenure & upgrading of informal areas
- A Municipal Planning Tribunal may not be impeded or restricted solely on ground that value of land or property is affected by the outcome of the application

Principle of spatial sustainability

- Promote land development within fiscal, institutional & administrative means of Republic Guidelines for the development of Municipal Land Use Schemes Draft 2 – February 2017

- Ensure that special consideration is given to protection of prime agricultural land
- Uphold consistency of land use measures in accordance with environmental management instruments
- Promote & stimulate effective functioning of land markets
- Consider all costs (present & future) to all parties for the provision of infrastructure & social services in land developments
- Promote land development in locations that are sustainable & limit urban sprawl

Principle of efficiency

- Land development optimises use of existing resources & infrastructure
- Decision-making procedures designed to minimise negative financial, social, economic or environmental impacts
- Development application procedures are efficient & timeframes are adhered to by all parties.

Principle of spatial resilience

- Flexibility in spatial plans, policies and land use management systems are accommodated - ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks

Principle of good administration

- All spheres of government ensure integrated approach to land use & land development - guided by spatial planning and land use management systems embodied in this Act
- All government departments provide their sector inputs & comply with any other prescribed requirements during preparation or amendment of SDF's
- Requirements of any law relating to land development and land use are met timeously

The Draft Guidelines also outlines that preparation & amendment of spatial plans, policies, land use schemes and procedures for development applications, include transparent processes of public participation including all parties the opportunity to provide inputs

Land Use Management System (LUMS)

In terms of the White Paper the term land use management includes the following activities:

- The regulation of land-use changes.
- The regulation of 'green fields' land development,
- The regulation of the subdivision and consolidation of land parcels.
- The regulation of the regularization and upgrading process of informal settlements, neglected city centres and other areas requiring such processes; and
- The facilitation of land development through the more active participation of the municipality in the land development process, especially through public-private partnerships.

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 adopt 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 proper owners, developers and the municipality a clear point of reference from which to manage the use of land.

The draft of Land Use Management Framework has been circulated to the Municipality for comment(s). The project is in its final phase whereby there will be a third Project Steering Committee Meeting for the Preparation and Finalisation of a Planning Scheme for the Urban Areas of Ubuhlebezwe and a Rural Land Use Management Policy for the Ubuhlebezwe Municipal area which is to sit in the month of May.

Wall-To-Wall Scheme

A Wall-To-Wall Scheme is a single and flexible system used to manage land within a municipal area. Land Use Management is a combination of all the tools and mechanisms used by a municipality to manage the way land is used and developed.

These tools include inter alia: land use schemes; by-laws; licensing; rates and general property information. Municipalities are required to undertake land use planning in terms of the Municipal Systems Act No. 32 of 2000, and also under the proposed National Land use Bill.

- I. The former Natal Town and Regional Planning Commission (TRPC), now known as the KwaZulu- Natal Planning and Development Commission (PPDC), commissioned a study for the preparation of Guidelines for a Land Use Management System (LUMS).

What are the Aims of a Wall-To-Wall Scheme?

A Land Use Management System is aimed at coordinating all land uses and their relationship to each other - ensuring certainty, order and compatibility of land uses - in order to:

- create safe, healthy and livable environments through appropriate design standard
- promoting sustainable development and resource protection (e.g., protection of land assets).
- Promoting viable services provision.

The municipality has initiated an amendment of its single Land Use Scheme in order to give effect to and be consistent with the municipal SDF and determine the use and development of land within the municipal area to which it relates, in order to promote economic growth, social inclusion, efficient land development and minimal impact on public health, the environment and natural resources.

Ubuhlebezwe Local Municipality Land Use Scheme, 2016 (the Scheme) was developed and adopted by Council in 2016. The Scheme, developed in terms of the KwaZulu-Natal Planning and Development Act, 2008 (Act No. 6 of 2008) and the Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013), provides for different zones and land uses that to which development should conform.

Spatial Planning and Land Use Management Land Use (SPLUMA) Applications:

Together with other applicable legislation, development is guided by the Spatial Planning and Land Use Management Act No. 16 of 2013 read in conjunction with Ubuhlebezwe Municipal SPLUMA By-laws. The Act commenced in 2013 with an aim of making planning a municipal function as per the Municipal Systems Act, all planning functions are done by

municipalities. There are a number of land use applications that are currently in the systems. The applications referred to are as follows;

In Progress

- Proposal is for subdivision and rezoning of the land for Residential, Shopping Centre, General Commercial, Offices and Open Space purposes – need to be dealt with using the MPT structure once all the necessary documents have received from the applicant.
- Proposed Subdivision of Portion 4 of the Farm Esperanza No. 1938 (Thusong Centre and Highflats Memorial Hall). The application has been acknowledged as complete by the Municipality and advertised by the applicant – will be dealt with using the MPT structure.
- Proposed relaxation application for a Shopping Center on Erf 98 & 99 Stuartstown.
- Proposed relaxation application for uBuhlebezwe Municipal Emergency Centre on Portion 6 of Erf 419 Stuartstown.
- Proposed application for Telecommunication Mast on Portion 17 of the Farm Esperanza No. 1938 in Highflats area
- Application for the removal of title deed restrictive conditions for Portion 9 of the Farm Lansdowne NR 14864, Ixopo
- Proposed Special Consent Application on Erf 206 Stuartstown to allow Medium Density Housing (10 Units). The site is located along General Arnold Street
- Proposed Subdivision of Portion 27 (of 6) of the Farm Ixopo no. 3840 into 4 portions and Proposed Consolidation of the Rem of the Farm Ixopo no. 3840 and Portion 86 (of 27) of the Farm Ixopo no. 3840, Portion 82 of the Farm Ixopo no. 3840 and Portion 85 (of 27) of the Farm Ixopo no. 3840, Portion 84 (of 27) and Portion 83 of the Farm Ixopo no. 3840.
- Proposed Subdivision of The Remainder of The Farm Bush Hill No. 4480 (To Create Portion 8 and The Remainder of the Farm Bush Hill No.4480) And Proposed Consolidation of The Remainder of The Farm Bush Hill No. 4480 With the Remainder of the Farm Stainton No. 4483. (To Be Known as The Farm Stainton No.18834)
- Proposed Special Consent application to construct a free-standing cellular communication base station with 50m lattice type mast on Farm Olivar no. 16221
- Proposed Special Consent application to construct a cellular telephone mast and base station on Portion 12 of the Farm Eersteling no. 1370 ET.

Approved

- Application for a Mixed-Use Development on Rem of the Farm Lansdowne No.14684, Ixopo.
- Proposed Special Consent Application for a telecommunication mast and base station on Portion 1 of the Farm Relic no. 5704 et.
- Proposed Rezoning from Residential 1 to Residential High Density and Special Consent to allow 12 units on Erf 38 Stuartstown
- Subdivision of Portion 1, Remainder of Portion 4, Portion 5 (of 4) And Portion 6 all of the Farm Gorton No.2 No.1925 and Consolidation of Proposed Portion 9 (of 4), Proposed Portion 10(of 5), Proposed Remainder of 1 and Proposed Remainder of 6 (To Be Known As Proposed Portion 12 of the Farm Gorton No.2 No. 1925) and Consolidation of Proposed Remainder of 4, Proposed Remainder of 5, Proposed Portion 8 (of 1) and Proposed Portion 11 (of 6) (To Be Known As Proposed Portion 13 of the Farm Gorton No.2 No. 1925).

: 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 due to 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.		
Expansion of the Morning-view Middle-income housing development with a total number of (29 houses constructed and occupied)	The project area is environmental sensitive, and this will result in the project site not being able to accommodate the proposed project yield.	The proposed expansion will promote middle-income housing development.

Table 6: summary of issues

Urban Regeneration :

Ubuhlebezwe urban regeneration was approved in 2017 to look into a review of its various aspects. It focusses on the town center and its rationale is 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 current 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.

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 streetlights 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:

This node has a high function of supporting the surrounding rural settlement which engulfs the centre making service function of the node very paramount.

Nodal Key Issues:

- A need for tenure upgrade to attract investment.
- General infrastructural upgrade
- Need for proper road and place signage
- Need to identify and promote adventure tourism products
- Need to upgrade services and infrastructure
- 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.

Mahhehle Node:

This node has a high function of supporting the surrounding rural settlement

- Nodal Key Issues:
- A need to fast track formalization of remaining farms
- Surfacing of the main road linking the node with adjoining areas of Ixopo and uMzimkulu
- General infrastructural upgrade
- Facilities that are geared towards skills development should be considered
- Need for proper road and place signage
- Need to identify and promote adventure tourism products
- Need to upgrade services and infrastructure

Nokweja Node:

This node has a high potential of supporting the surrounding rural settlement. The rural nature of Nokweja, renders it appropriate to become a Tertiary Node servicing as a rural service centre which is a focal point from which a conglomeration of services would occur to serve the generally poor rural communities. Nokweja Location could become a point of access to municipal and government services for the surrounding rural community based on services, facilities and functions thus being identified as Tertiary Node. Therefore, it is intended that the node will become a commercial node comprising of retail and agricultural activities.

Nodal Key Issues:

- The area can benefit from surfaced road linking the node with the main road.
- Facilities that are geared towards skills development should be considered
- General infrastructural upgrade
- Need for proper road and place signage
- Need to identify and promote adventure tourism products
- Need to upgrade services and infrastructure

These are predominantly areas that function as dispersed settlements characterised by subsistence agriculture activities, low-income levels as well as dependence on social grants. The SDF identifies key aspects for the development of these areas to include.

- provision of human settlements.
- provision of improved infrastructure; and
- improved access to social facilities.

Hlokozi Node:

Hlokozi is located between Hluthankungu and Jolivet nodes. Whilst settlement here is informal, just like other established rural areas under traditional authorities, there is orderly structure to the land uses.

Nodal Key Issues:

- There is still a need for social services upgrade as this area has potential for Tourist attraction mainly Mission Tourism.
- Social Services such as mobile clinics and police visibility are lacking in the node.
- Need to upgrade services and infrastructure

Movement corridors

The corridors are the main structures that hold the spatial framework in place. The corridor concept has recently become popular in provincial development planning and national spatial development planning as the notion of corridor development is providing a useful framework for regional development. The idea of the corridor essentially refers to the development along major roads with considerable existing or potential movement. This inevitably occurs along routes, which connect major 'attractors' – significant towns, tourism attractions and other movement, which generate economic activity.

The corridor is effective in linking infrastructure and economic development as towns and structures are connected to each other via the transport network like "beads on a string". A major objective behind the corridors in this

study is the generation of sustainable economic growth and development in relatively underdeveloped areas, according to the inherent economic potential of the locality.

The Movement Corridors linking the primary nodes, hubs, secondary nodes, and satellites were proposed as follows:

- Primary Corridor:
- Secondary Corridor:
- Tertiary Corridors:

Primary Corridors

R612, R56 are the primary corridors within the Municipality. These provide high linkages with surrounding municipalities and economic nodes. Along the R56 Route from Richmond down to Ixopo there are many different types of agricultural activities / businesses taking place with a variety of vegetation and fruit activities, this route links Ubuhlebezwe with the Pietermaritzburg and Kokstad. This corridor centres on tourism and industry and links the primary nodes. This primary corridor facilitates stronger cross border economic flows and economic development.

Along the R612 however there is a large dominance of forestry and this route is denser with settlements as compared to the R56 the R612 gives access to Creighton and the South Coast (also linking it to the N2 which gives link to the Eastern Cape Province). The R612 corridor is a corridor with an agro-tourism theme and connects the nodes Ixopo, Creighton, Bulwer, Underberg and Umzinto.

These identified primary corridors have natural attractions along them which include landscape which can attract both domestic and international tourist thereby promoting LED projects at some locations.

Secondary Corridors

P68 – this route connects to the R612 which is directly linked to the Ixopo town area and runs up to Creighton. This route gives access to St. Faiths/ Port Shepstone.

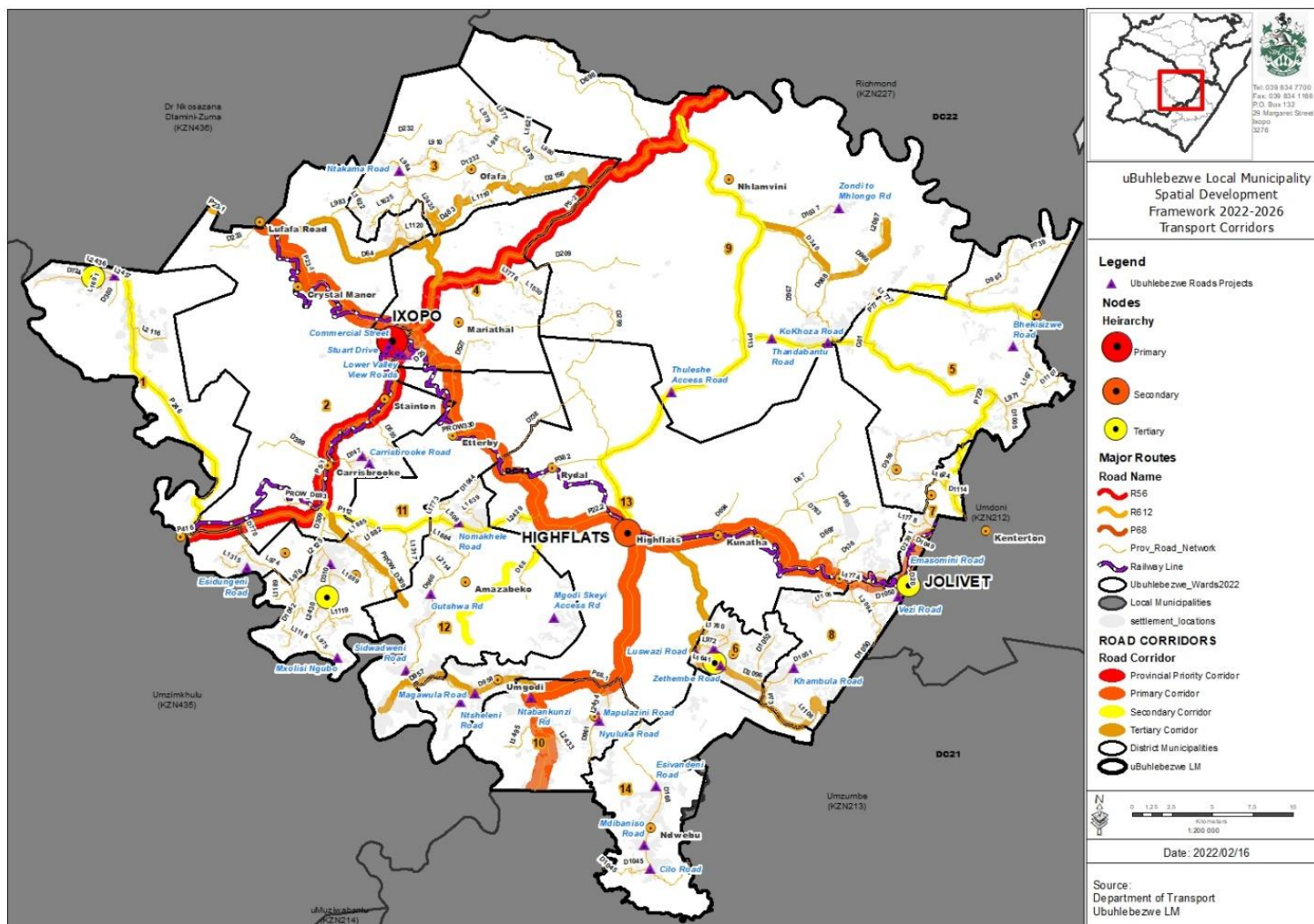
D310, D309 – these routes connect the Nokweja node to the primary corridors (R56, R612) P246 – this route connects Mahehle node to the R56.

Tertiary Corridors

These corridors provide vital linkages to service satellites in the district and ensure connectivity with service delivery in the communities.

Rail Tourism

Rail tourism is a Sisonke district wide tourism initiative which is linked to the Paton's Country Railway (PCR) initiative departing from Ixopo and running throughout the district and would possibly be linked to the Sisonke Express which runs from Pietermaritzburg



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 opportunity

ENVIRONMENTAL AND BIODIVERSITY:

ENVIRONMENTAL OVERVIEW

Tools of Environmental Management

❖ **Ubuhlebezwe Strategic Environmental Assessment**

Ubuhlebezwe Local Municipality developed the Strategic Environmental Assessment (SEA) which was adopted by Council in September 2018. The SEA has been aligned with the Environmental Management Framework prepared by the Harry Gwala District Municipality. The SEA has culminated into a Strategic Environmental Management Plan (SEMP) product. The SEMP is a strategic tool that is used by the municipality in determining the opportunities and constraints that are placed on the environment by current and future developments. The municipal SDF will be assessed and aligned through the SEA process. The alignment forms the 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 assists the municipality in ensuring that sensitive areas such as areas with critical biodiversity, floodlines and wetlands are set conserved.

❖ **Ubuhlebezwe Integrated Waste Management Plan**

In terms of waste management, the Ubuhlebezwe Municipality has the Integrated Waste Management Plan (IWMP) which was approved by the Council in 2021. The development of IWMPs is mandatory as stipulated in Section 11 of the Waste Act. The IWMP assists the municipality in waste management (waste collection, waste storage and waste disposal). The municipality has been implementing strategies from the existing IWMP such as extending waste service to some of the areas that were previously not serviced. The Municipality does not have a landfill site, Ubuhlebezwe Municipality is disposing of its waste at the Umzimkhulu landfill site.

❖ **The Ezemvelo KZN Wildlife Biodiversity Sector Plan for Harry Gwala District Municipality**

In 2014, the Ezemvelo KZN Wildlife developed the Biodiversity Sector Plan for the Harry Gwala District Municipality. The Biodiversity Sector Plan has assisted Ubuhlebezwe Municipality in mapping its biodiversity to determine important areas for the conservation of biodiversity to guide sustainable development as well as focus the conservation efforts.

❖ **Climate Change Response Plan for Harry Gwala District Municipality**

In 2018, the Harry Gwala District Municipality developed the district-wide Climate Change Vulnerability Assessment and Response Plan. The plan was facilitated and funded by DEFF. The district has recognized climate change as a threat to the environment, its residents and to future developments, hence, it had taken the initiative of putting in place measures to reduce the district's vulnerability to climate change. The assessment is based on a tool produced by the DEFF under the Local Government Climate Change Support Program. Within the next three years, Ubuhlebezwe Municipality intends to develop its Climate Change Response Strategy which will determine the level of vulnerability of the municipality to climate change as well as devise the strategies that the municipality could adopt to respond to climate change. This document provides the analysis of the potential climate change impacts for some of the environmental features, where relevant credible data was available.

❖ **Environmental Management Framework for Harry Gwala District Municipality**

The Harry Gwala District Municipality developed its Environmental Management Framework (EMF). The EMF provides the environmental status quo of the district. It identifies the opportunities and constraints that are posed by the environment on development. It provides the environmental constraint zones within the district. It further provides a strategic environmental management plan for the constraint zones.

Cognisance of the above-mentioned environmental tools has been taken into consideration when analyzing the environmental status of Ubuhlebezwe Municipality. The environmental sensitivity of some of the environmental features has been conducted. The purpose of the environmental sensitivity analysis is to provide an overarching

view of the inherent sensitivity of the Ubuhlebezwe LM. The sensitivity analysis is determined by allocating a weighting or value to each of the environmental feature in the status spatial layers. The specific feature weighting determines the level of environmental sensitivity, which ranges as low, medium, high and very high. The status of the feature will determine the type and extent of the management intervention required. The feature status can be improved by the establishment of stringent management requirements (parameters/responses). The weighting of each individual feature, where possible, will illustrate the feature inherent sensitivity to development pressure or resilience to change. In order to retain a certain degree of objectivity the band or spectrum of weighting was kept narrow.

Environmental Sensitivity Value Criteria

Sensitivity rating	Description
Low	The inherent feature status and sensitivity is already degraded. Any significant environmental development change will not influence the current status
Medium	The inherent feature status and sensitivity will be moderately influenced by a significant environmental – development change
High	Environmental – development change will influence the status of the feature, either negatively or positively.
Very High	Environmental - development change will significantly influence the feature, either negatively or positively

Institutional Capacity

The Municipality has a dedicated Environmental Management Unit and a Geographical Information System Unit. Both these Units have qualified personnel, 1 Environmental Officer, 1 GIS Technician, 1 Environmental and GIS Clerk and 1 Environmental and GIS Trainee. The Units are further supported by 1 intern provided by COGTA. These personnels ensure that the Municipality provides services in a sustainable manner by, amongst other things, ensuring compliance with the Environmental Authorizations and Water Use License for the projects undertaken within the Municipal jurisdiction. The Environmental Unit has access to a fully equipped Arc GIS system which assists with the spatial depiction of the environmental features.

BIOPHYSICAL ENVIRONMENT

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.

The steep slopes provide both the negative and positive impacts in an area as they are generally:

- Vulnerable to erosive forces which leads to sedimentation of watercourses
- Influence accessibility
- Offer aesthetic qualities
- Offer refuge to fauna and flora
- Act as important water catchment areas
- Create natural corridors

Sensitivity ratings assigned to slope

Sensitivity Criteria	Attributes	Ratings
Slope	Very steep slope 18°	VH
	Steep slopes (12° - > 18°)	VH
	Low to medium gradient slopes (<12°)	H

Source: Ubuhlebezwe SEA (2018)

The above table adopted from the municipal SEA reflects the sensitivity ratings assigned to the slope in the LM, based on their grading. Figure 8 shows the outcome of the associated sensitivity analysis.

❖ Strategic Assessment of the environmental pressures and opportunities

• **Pressures**

The steep topography and rugged terrain limit development opportunities as well as provision of services. The steep slope increases the cost of service delivery in terms of construction and maintenance. It places direct limitations on development. The rugged nature of the landscape has impact on the spatial planning since it results in dispersed settlements patterns. Dispersed settlements patterns are mostly found in the rural areas. There is a tendency for rural households to settle on the crest of the hills or near rivers so that they could be in proximity to water sources. The dispersed settlement patterns in turn pose a major challenge to provision of services and infrastructure such as bulk water infrastructure, road infrastructure, electricity, waste management services and disaster management services.

The potential for agricultural production is reduced in the areas with excessive steep slopes because cultivation in those areas is susceptible to degradation through soil erosion.

• **Opportunities**

The steep slopes are not easily accessible and therefore are less disturbed. The undisturbed areas serve as corridors to several species. These undisturbed areas are conducive to a number of tourism activities such as adventure tourism (rail bikes) as a tourism experience.

❖ Mitigation measures

The LM take cognizance of the following measures in order to address some of the challenges posed by the rugged terrain and hilly rolling country. Several initiatives have been undertaken by the Municipality such as:

- The construction and upgrading of gravel roads in rural areas to improve accessibility and connectivity. Rainwater harvesting is promoted in both urban and rural areas. Particularly, in rural areas, rainwater harvesting assists the communities so that they do not entirely depend on natural water bodies for water consumption.
- Provision of electricity – below is the list of the implemented and planned electricity projects:

Implemented electricity projects

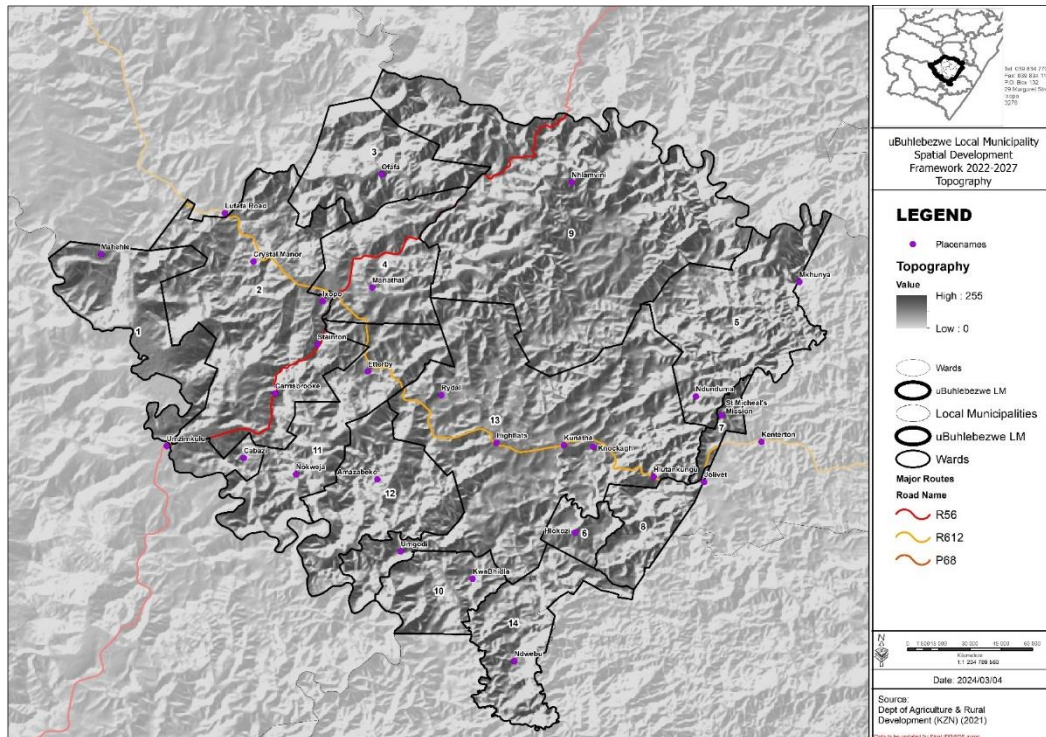
Project area	Ward	Number of Households connected
2019/2020 Financial year		
Webbstown	1	95
Mandilini	4	300
Blackstore	10 & 13	882
2020/2021 Financial year		
Bethel	2	50
Dayimane / Bhakhi	5 & 7	70
Maweni	11 & 12	40
Mgodi Skeyi	12	200
2021/2022 Financial year		
Stofile	5	119
Ntapha /Gudlucingo	6	102
Nhlamvini	9	85
2022/2023 Financial year		
KwaNothi/Makinatini Phase 1 & Phase 2	7	267

Project area	Ward	Number of high-masts
2020/2021 Financial year		
Jolivet	7	1
Hlokozi	8	1
Mahhehle	1	1
Nonkweja	11	1
2021/2022 Financial year		
Kwathathane	10	1
Spring Valley	9	1
Ndwebu Village	14	1

Planned electricity projects

Project area	Ward	Number of Households to be connected
2023/2024 Financial year		
Echibini / Mashakeni / Ntakama	2 & 3	130
Mariathal / Mandilini	4	41
Esigcakeni / Thafeni/ Nkawini	8	150
Nokweja	11	30
KwaNothi / Makinati	7	142
Mashumi / Mbambalala (Phase 3)	13	147
Highflats (Phase 1)	13	408
2023/2024 Financial year		
Project area	Ward	Number of High mast to be erected
Mashakeni	3	1
Sangcwaba	5	1
Mazabekweni	12	1
2024/2025 Financial year		
Project area	Ward	Number of Households to be connected
Fairview	4	327
Highflats Area (Phase 2)	13	496
Mashumi / Mbambalala	13	354
2025/2026 Financial year		
Hlokozi	6	512
Thafeni/Nkawini	8	170
Highflats	13	496
Endwebu	14	220

The provision of electricity, particularly in rural areas, increases energy efficiency thereby reducing dependency of rural communities on natural resources. The provision of high-mast lighting assists in the reduction of crime in rural areas.



Topography

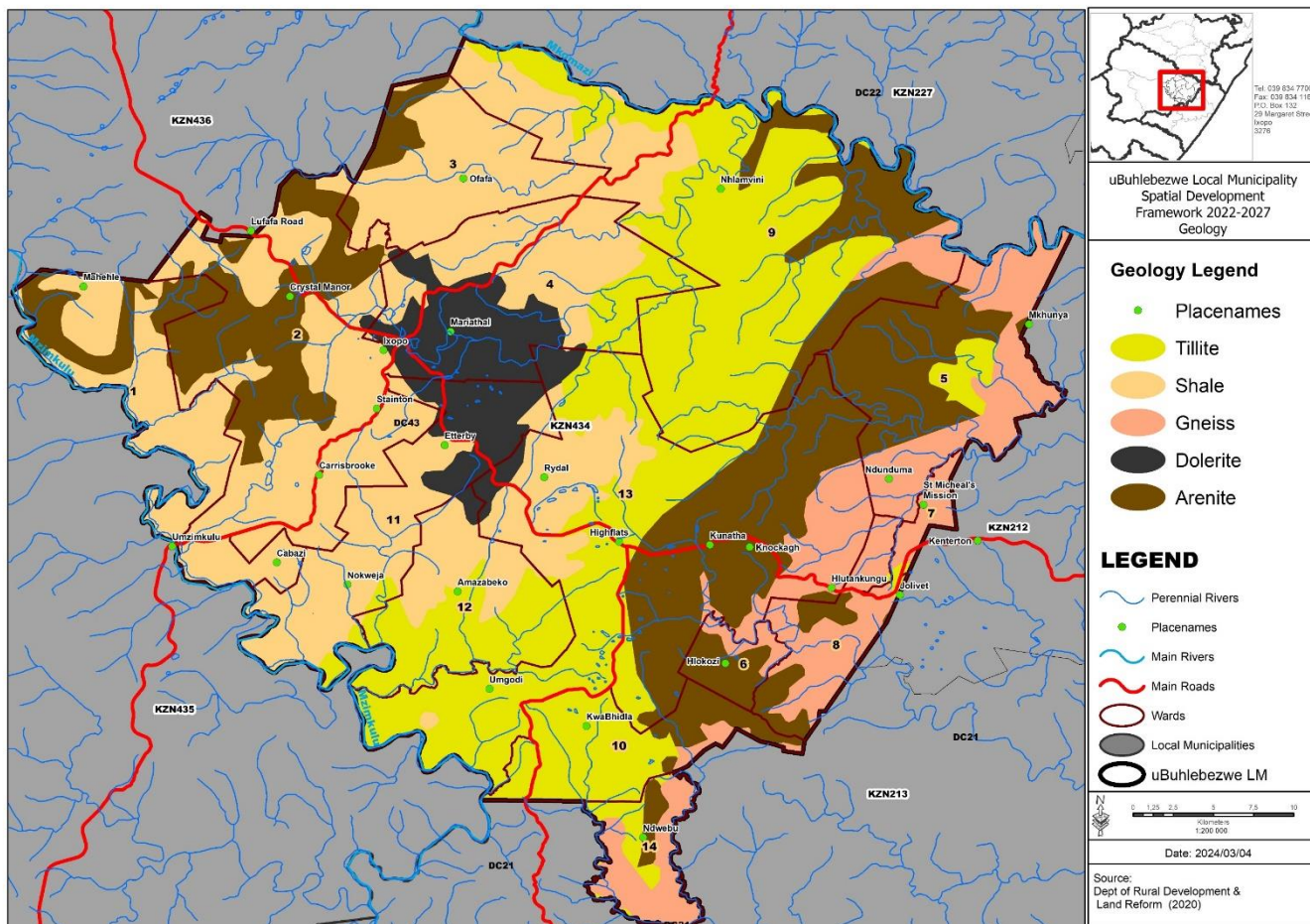
Geology and Soil

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.

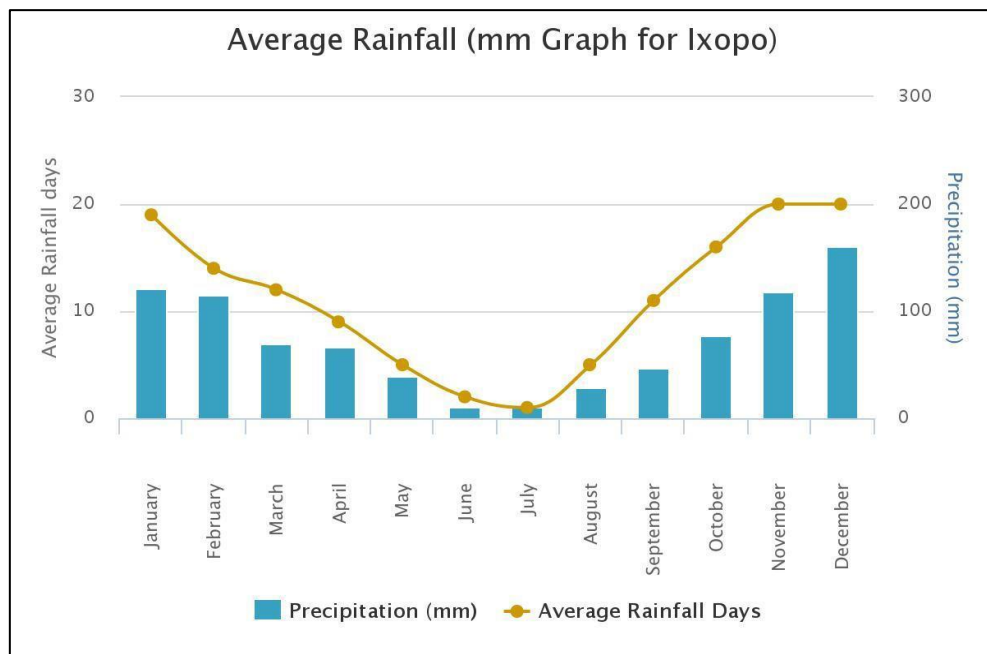
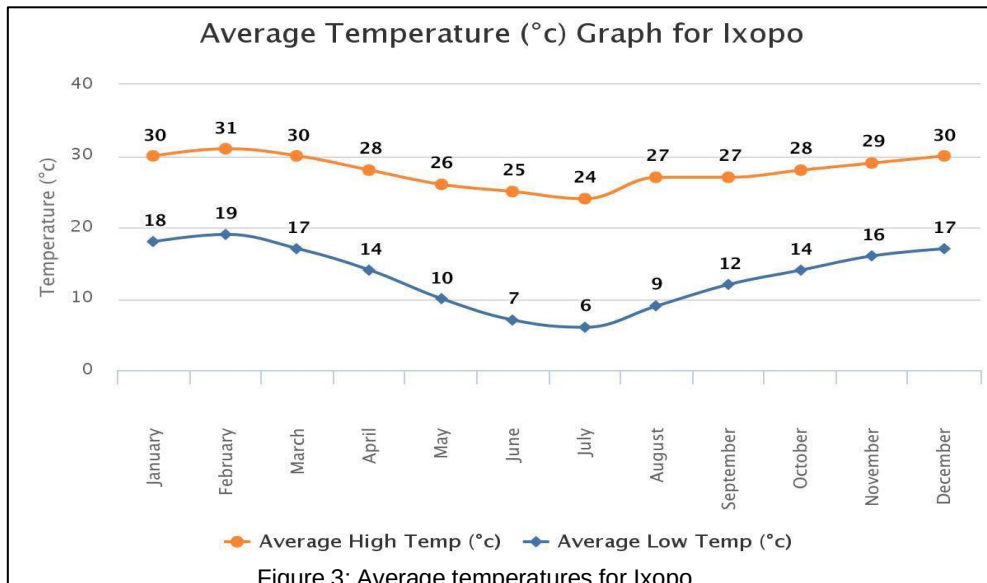
Synthesis

- 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.



Climate

Ixopo is characterised by a humid subtropical climate with mild winters and warm summers. Average monthly minimum and maximum temperatures and precipitation for Ixopo is provided in Figure 3 and Figure 4 (Source: World Weather Online).



Average precipitation for Ixopo Evident from the graphs above the following:

- The average daily temperature fluctuates from 24°C in winter (June and July) to 31°C in summer (January and February).

- The average rainfall varies from 10 mm during the winter (June and July) to 140 mm during summer (December and January).
- The approximate mean annual rainfall in the Ubuhlebezwe Municipality range between 600 to 850 mm.
- The highest average rainfall is recorded in December. The following is noted:
 - The highest rainfall is recorded in the eastern and south eastern areas of the municipal area.
 - The western areas receive the lowest annual rainfall.
- Moderate frost occurs with occasional severe frost. Mists occur in spring and early summer. Surrounding Ixopo occasional drought occurs, with heavy mists, occasional hail and frost also being experienced.
- Berg winds and sudden cold fronts in the area result in unpredictable weather conditions particularly in spring and early summer.

❖ Climate Change Impacts on Rainfall and Temperature

In the warmer wetter future scenario, it is predicted that the Harry Gwala District Municipality will experience an increase in rainfall in spring. While in the hotter and drier scenario, the region will experience a decrease in rainfall in spring and a strong decrease in rainfall in summer and autumn (Department of Environmental Affairs 2013 cited in Harry Gwala DM, 2017). The predicted change in rainfall and temperature will have impacts on different sectors within the Municipality such as agriculture, tourism, biodiversity, human settlements and disaster management.

❖ Projects implemented

Adopt a school project

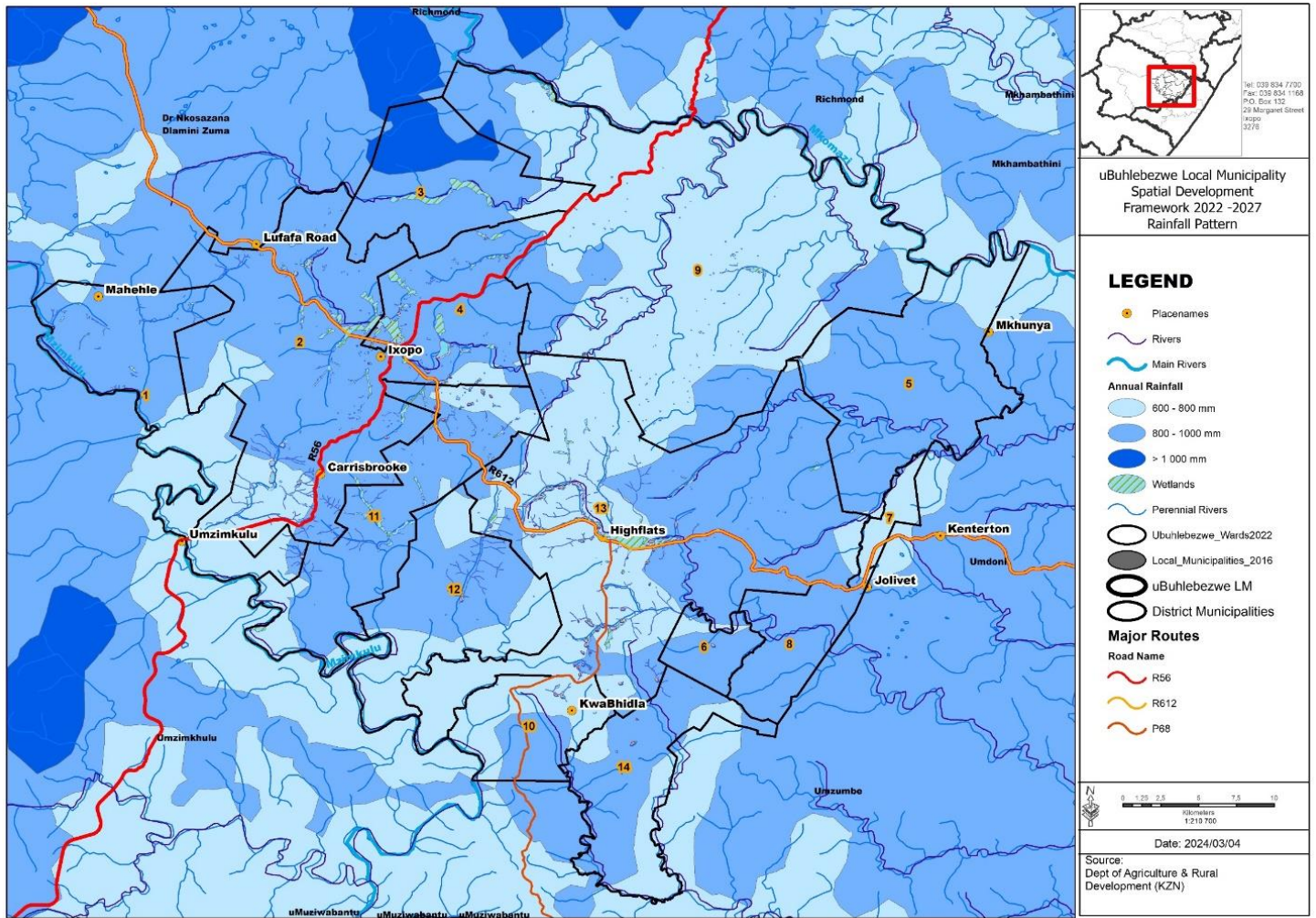
As part of mitigation measures against changing rainfall and temperature patterns, the municipality partnered with uMgeni Water and EDTEA in an Adopt a School Programme. The Municipality has also started commemorating environmental calendar days such Waterland month where schools are being visited and taught about the climate change impacts on water quantities and quality. As part of Adopt a School Programme, the Department of Forest and Fisheries donated indigenous trees which were planted in Mariathal Combined School and Ixopo Village Primary School.

Issuing of early warnings

The disaster management unit of the municipality has improved its disaster response capacity by ensuring that early warnings regarding changing weather conditions are issued as early as possible using various platforms.

Development of Ubuhlebezwe Disaster Management Centre

Previously, the disaster management unit was located within the municipal premises and it was not easily accessible during emergencies. Through the funding received from COGTA, the municipality has developed its own disaster management center as part of disaster response strategy. Disaster management related education and awareness



campaigns are undertaken throughout the municipality.

Hydrology

Rivers

There are three catchments found within the LM and these constitute the Umvoti to Umzimkhulu Water Catchment Area. The three catchments are as follows:

- Mzimkhulu Catchment Area
- Mkomazi Catchment Area
- Mzumbe Catchment Area

The Mzimkhulu River Catchment include the T52A, T52C and T52D quaternary catchments, the Mkomazi catchment include the U10J, U10K and U10L quaternary catchments and Mzumbe catchment include the U80B, U80E and U80J quaternary catchments (Ubuhlebezwe LM, 2017a).

There several major rivers (Mkhomazi, Mzimkhulu, uMzumbe, Nhlanvini, Lufafa, Ncalu, Mpambanyoni, Mthwalume, Xobho and Mhlabatshane Rivers) and several small rivers (Mhlubi, Mgodu, Mhlweni, Kwamshishi, Ntungwane, Ndongane and Gqunu Rivers) in Ubuhlebezwe Municipality.

- River
FEPA

According to Nel et al. (2011), the National FEPA maps provide strategic spatial priorities for conserving South Africa's freshwater ecosystems and supporting sustainable use of water resources. These strategic spatial priorities are known as Freshwater Ecosystem Priority Areas or FEPAs. The objectives of the Freshwater Ecosystem Priority Areas (FEPAs) are to:

- Identify the National Freshwater Ecosystem Priority Areas; and
- Develop an institutional basis to enable effective implementation.

The NFEPA provides guidance on how many rivers, wetlands and estuaries, and which ones should remain in natural or near natural condition. It supports:

- The water resources protection goals of the National Water Act (Act 36 of 1998);
- The National Environmental Management Act: Biodiversity Act (Act 10 of 2004) by informing both the listing of threatened freshwater ecosystems and the process of bioregional planning provided for by this Act; and
- The implementation of the National Environmental Management: Protected Areas Act (Act 57 of 2003) by informing the expansion of the protected area network. River

conditions as described by FEPAs are categorised as per the Table below:

Present Ecological State Categories describing current and future desired condition of

Rivers in South

Africa

Ecological category	Description
A	Unmodified, natural
B	Largely natural with few modifications. A small change in natural habitat and biota may have taken place but the ecosystem functions are essentially unchanged.
C	Moderately modified. A loss and change of natural habitat and biota have occurred but the basic ecosystem functions are still predominantly unchanged.
D	Largely modified. A large loss of natural habitat, biota and basic ecosystem functions have occurred.
E	Seriously modified. The loss of natural habitat, biota and basic ecosystem functions are extensive.

F	Critically/Extremely modified. Modifications have reached a critical level and the system has been modified completely with an almost complete loss of natural habitat and biota. In the worst instances the basic ecosystem functions have been destroyed and changes are irreversible.
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Source: Driver et al. (2011)

Driver et al., (2011) defines free flowing rivers as those rivers without dams. These rivers flow undisturbed from their source to the confluence with a larger river or to the sea. Dams prevent water from flowing down a river and disrupt ecological functioning with serious knock-on effects for downstream river reaches and users. Where such a river must be permanent or seasonal flowing and have an 'A or B' ecological category (good condition), with inland rivers have a minimum length of 50km. According to Drivers et al. (2011), free flowing rivers are rare in South Africa and they form part of our natural heritage.

It is worth noting that the flagship free-flowing rivers were identified based on their representativeness of free-flowing rivers across South Africa, as well as their importance for ecosystem processes and biodiversity value. These flagship free-flowing rivers should receive top priority for retaining their free-flowing character (Driver et al., 2011). There are three free flowing rivers found within Ubuhlebezwe LM and are Mzimkhulu River, Mkomazi River and the Mzombe River. The Mkhomazi River forms the northern boundary of the Ubuhlebezwe LM while Umzimkhulu River forms the boundary between the Umzimkhulu LM and Ubuhlebezwe LM

At a national level, there are 62 free flowing rivers and only 25 are longer than 100 km. Nineteen of the 62 rivers have been identified through the National FEPAs flagship projects. Four of the 19 flagship free flowing rivers identified at national level, they are located in KZN and Mzimkhulu River which is found within Ubuhlebezwe LM is one of the 4 flagship free flowing rivers identified in KZN (Nel et al., 2011).

- The Mzimkhulu River: Valued from Source to Sea
The Mzimkhulu River arises in the Drakensberg Mountains and flows downstream to meet the ocean at Port Shepstone. Mzimkhulu means "home of all rivers" and considering the rich cultural history surrounding the river it is clearly also "home to all people" such as the early Khoi San, the Nguni and the Zulu people, the English, German and Norwegian settlers, and more recently a range of landowners, rural communities and tourists (Nel et al., 2011).

According to Nel et al. (2011), the water quality of the Mzimkhulu River from its source in the mountains to the sea is excellent, with the primary impact on the river being the reduction of water quantity for farming and other activities. Much of the activity along this river depends on its natural state. The upper to middle part of the river is used for irrigation and dairy farming, both of which benefit from the good quality of water. In the lower reaches of the river, many communities depend on the water for subsistence farming livelihoods.

By keeping the Mzimkhulu river in a free-flowing natural state, the river remains able to offer this broad basket of opportunities to the communities and farmers of Ubuhlebezwe LM.

Wetlands

There are a number of wetland systems distributed in the Ubuhlebezwe LM with the three largest wetland systems at Ixopo, Highflats and on the Lufafa River. Wetlands are important natural asset and provide a number of ecosystem services such as flood control, nutrient cycling, stream flow regulation and erosion control. According to SANBI (2013a), wetlands support agriculture, filter pollution from water, trickle-feed water into rivers even during the dry season, slow flooding, combat desertification and help us absorb the environmental shocks that come with drought. Wetlands are also warehouses of a diverse range of life. Some of these wetlands are used for food, craft, manufactures, medicine, grazing and for both commercial and subsistence use.

In the Ubuhlebezwe LM, some of the wetlands are degraded because of cultivation (sugar cane), urban and rural development, inadequate waste management, building of dams or because of poor grazing management which causes erosion.

It is important to note that the map included in this report will not show all the wetland in the municipal area.

Dams

There are quite a number of smaller (in terms of size) dams found within the Ubuhlebezwe LM. Most of these dams are used for agricultural purposes. The most noteworthy dam is the Ixopo Dam which is located within the uMkhomazi catchment and supplies the town of Ixopo with 2.5 ml/day. Most of the dams are located on the western side of the municipality.

Boreholes

There are boreholes found throughout the municipality as depicted in Map 15. It is worth mentioning that ground water is ecologically important as it sustains rivers, wetlands and lakes. However, it is always presumed that there is no limit to groundwater but the truth is that over-use, over-abstraction or overdraft, can cause major problems to human users and to the environment. The most evident problem (as far as human groundwater use is concerned) is a lowering of the water table beyond the reach of existing wells. It is not yet established whether all the boreholes found within the municipality have Water Use licenses, however, all the boreholes that are commissioned by the Municipality have General Authorizations from the Department of Water and Sanitation.

Climate Change Impacts on Surface Water

Water resources are the primary medium through which climate change impacts will be felt by South Africans. The KZN is already water stressed due to the impacts of climate change. Climate change will affect Ubuhlebezwe LM's water accessibility, quantity, and quality. Drought, reduced runoff, increased evaporation, and an increase in flood events will impact both water quality and quantity. It is projected that due to climate change, there is potential for an increase in evaporation. The rising temperature and changing rainfall patterns will impact how much water makes into the river systems. The extreme bouts of flooding and drought which are expected due to climate change mean that the wetlands will become even more critical for water management (SANBI, 2013a).

Pollution sources

Water pollution sources arise from various sources including faecal pollution, dairies, piggeries, poor maintained sewer infrastructure, particularly evident in Fairview area and dumping of waste illegally on water resources. These sources of pollution threatens the integrity and functionality of water resources within the LM thereby threatening the critical biodiversity areas and ecological support areas within the LM. Alternative pollution sources include sedimentation from erosion and poor stormwater management.

Sensitivity rating assigned to hydrological features in the LM

Sensitivity Criteria	Extent Buffer	River FEPA	Rating	Ecological Buffer	Ratings
NFEPA Rivers	100m	Yes	VH	100m	H
Perennial Rivers	20m	Yes	VH	50m	H
Non-perennial Rivers	10m	Yes	H	25m	H
Wetlands	30m	Yes	VH	50m	H

Source: Ubuhlebezwe SEA (2018)

❖ Strategic Assessment of the environmental pressures and opportunities

● Pressures

The presence of rivers and wetlands limit development since there cannot be any development done in those areas. In some areas within the municipality, there are communities with houses that have encroached in the banks of the water courses. Some are located on flood prone areas. As more developments are being proposed within the municipality, that presents a potential for water pollution.

● Opportunities

Wetlands and rivers are considered as important ecological infrastructures. The presence of rivers (both major and minor) serves as a habitat for species. Some communities are still collecting water from rivers for various usages. Since agriculture contributes significantly to the economy of Ubuhlebezwe, the

presence of rivers and wetlands assist in nurturing agricultural produce.

Wetlands are important natural asset and provide a number of ecosystem services such as flood control, nutrient cycling, stream flow regulation and erosion control. Certain types of grass vegetation (reed, incema, & bhuma) found in wetlands are used by rural communities for crafts. This means that the presence of wetlands also contributes to socio-economic growth of the communities residing in close proximity to those wetlands. The wetlands also assist in mitigating against drought conditions.

The better is the condition of these ecological infrastructures, the better chances for them being able to deliver valuable services to communities. The honor is on the municipality to keep these water resources in good condition more especially that the province of KZN has been experiencing severe weather conditions (storms). The municipality can use ecosystem based strategies to reduce disaster risks.

❖ Mitigation measures

For the LM to keep the integrity and ecological functionality of its water features, buffering of the water course will be undertaken.

❖ Proposed Project

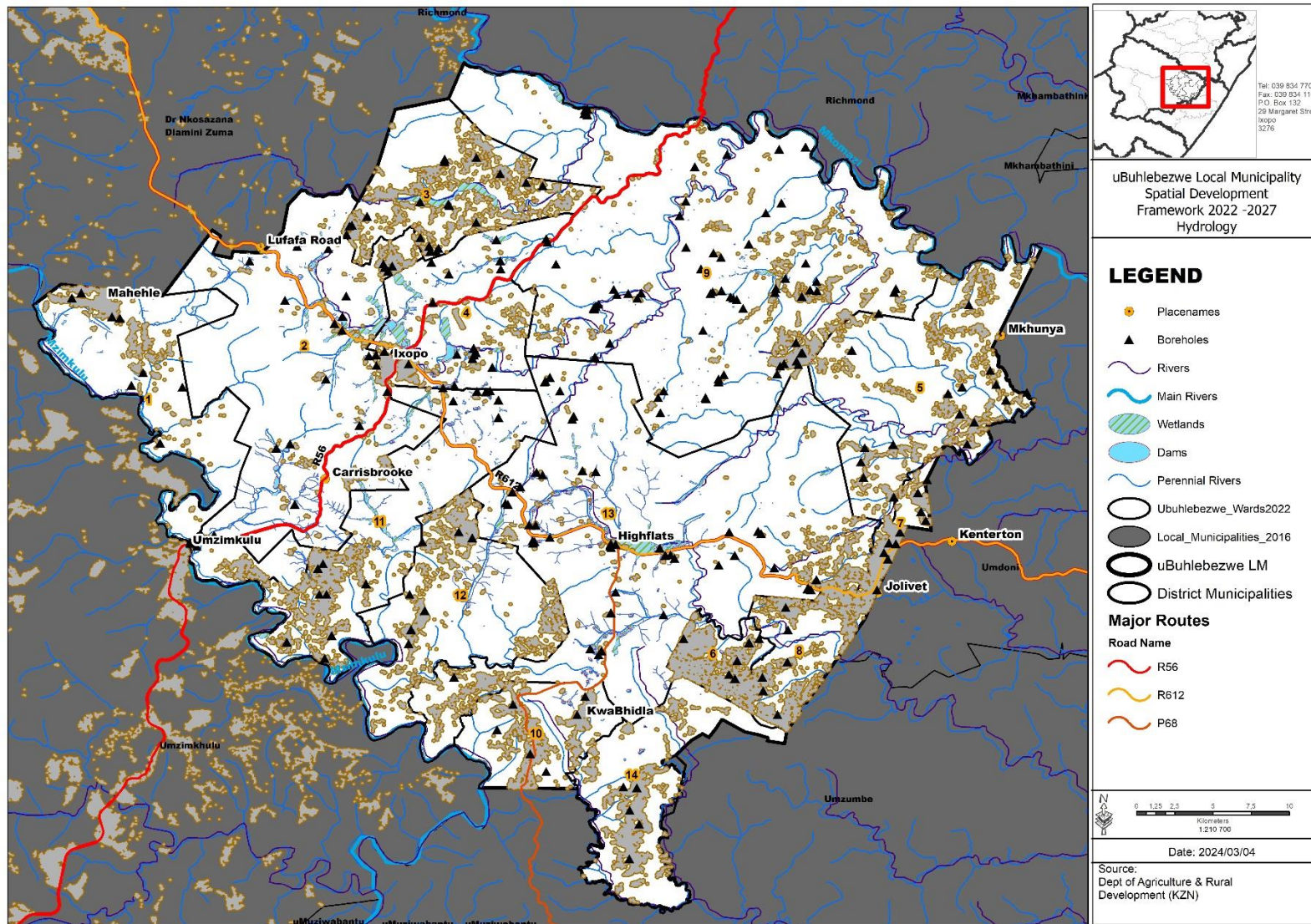
It is a well-known fact that currently the excessive water demand exceeds available supply - water security for vulnerable communities has been addressed by the LM through residential planning designs of the Department of Human Settlements' funded housing, such as promoting rain water harvesting through the jojo tanks, as well as reuse of grey water.

Within the next three financial years, the LM aims at conducting a municipal wetlands and river assessment study. The aim of the project is for the municipality to identify and understand the status of the water courses within their jurisdiction. Thereafter, the municipality can prioritize the water courses that provide goods and services to the municipality. Conservation measures can then be channeled to those water courses that could have been prioritized.

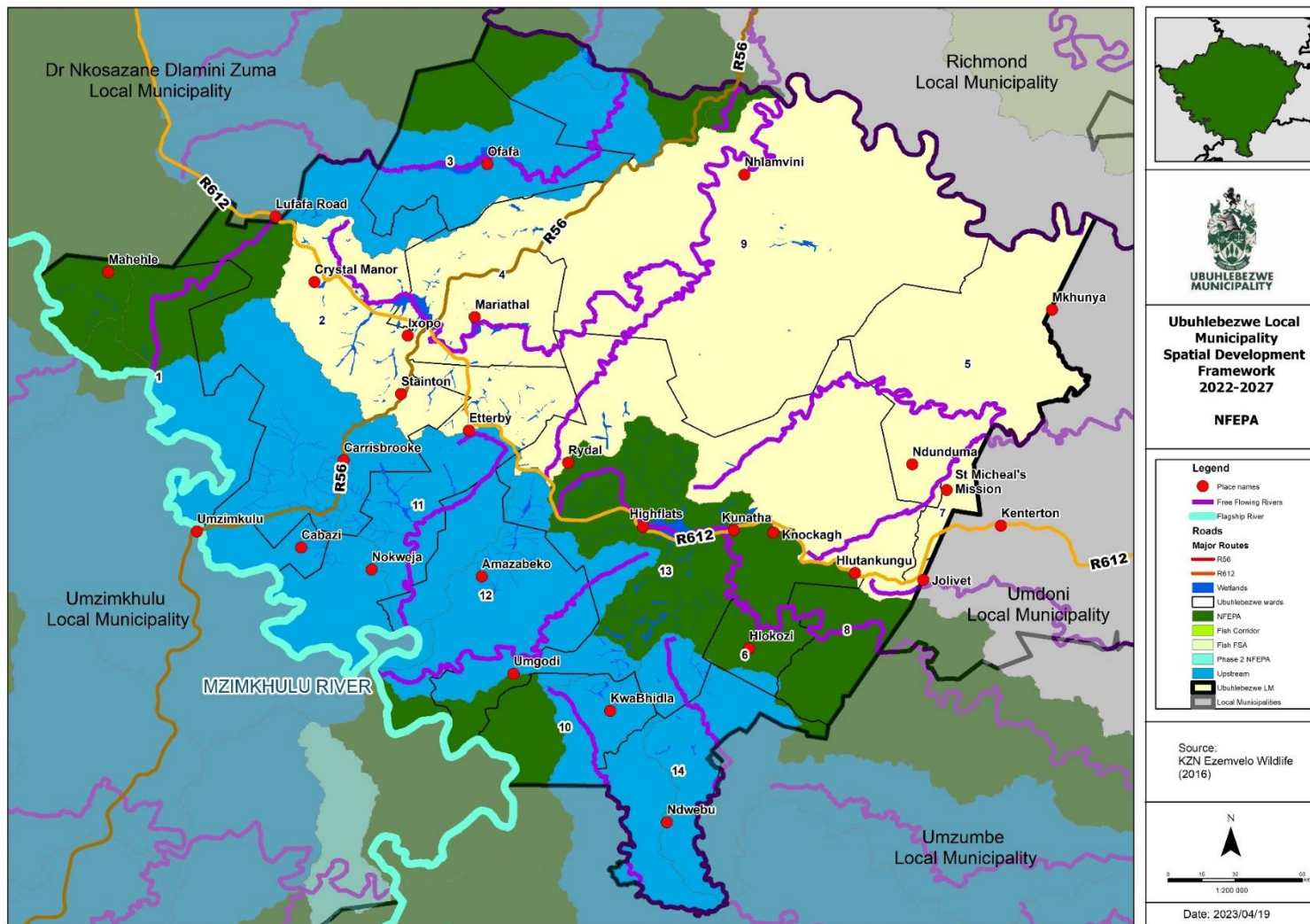
The municipality is in discussion with EDTEA and DEFF on forming a partnership. The aim is for the municipality to be capacitated in dealing with clearing of alien invasive species that has infested some of the rivers and wetlands within the municipality.

❖ Current project

The Municipality does conduct educational and awareness campaigns promoting the conservation of water



Map 14: Hydrological features



Land Cover

Change in land cover is the greatest driver of biodiversity loss. These changes not only fragment landscape but alter biogeochemical cycles, climate, ecosystem processes and ecosystem resilience, thereby changing the nature of ecosystem services provision and human dependencies. These losses and changes pose significant challenges for meeting biodiversity conservation goals and targets (Jewitt et al., 2015).

Land use in the Ubuhlebezwe Area is varied as shown in Figure 18, above. The more sizeable land- use activities within the LM include:

- Agriculture
 - Sugar cane: emerging and commercial farmers),
 - Dairy farming, livestock farming dryl
 - and crop production
- Forestry – plantations
- Low density settlements which are traditional authority areas where subsistence agriculture is being practiced.
- Built-up dense settlements

It is worth mentioning that land within Ubuhlebezwe LM is predominantly owned privately while there are some pockets of the land that are State-owned (State land), others form part of Ingonyama Trust Land which is administered by Amakhosi (Ubuhlebezwe LM, 2017d).

The primary node (Ixopo) is surrounded by agricultural land uses (which account for the highest land use) such as forestry, dairy and crop production. These activities are, in turn, surrounded by scattered traditional settlements with only an insignificant extent of land dedicated to commerce and industry.

Overcrowding, poverty and poor farming are amongst other reasons that have led to loss of significant areas of good agricultural land and land degradation is now regarded as one of the challenges facing rural areas within the LM. Dryland cropping results in significant losses of soil organic matter. Low organic matter results in lower water stable aggregates which are required to prevent soil erosion (Jewitt et, al. (2015). Dryland cropping is predominant found on the central, northern and western part of the LM. It is mostly likely that soil erosion is prevalent in the areas where dryland cropping is practices. Soil erosion has implications for biodiversity conservation, food security, soil conservation and water quality in terms of sediments and suspended sediments concentrations.

Forestry is an important part of the economy for the Harry Gwala District Municipality. In 2010, it contributed to over R331 million to the District's GDP and constitutes more than 8% of the District's economy. In Ubuhlebezwe LM, most of the land is arable for forestry. Forestry plantations cover large parts of the western, central and south-eastern parts of the municipality. According to the Harry Gwala District Municipality IDP (2017), timber producers in the district have indicated that there is still a growing demand for timber to be produced, as the market has not yet reached saturation. Plantations create acidic soils and an increase in available nitrate, a situation for which many indigenous plant species are not adapted. Shading effect may promote shade-loving or forest species, but these species will be lost during rotation harvesting practices (Jewitt et, al. 2015).

Built environment is increasing, particularly in the rural areas. Most of the biodiversity resides in the rural landscape. Therefore, expansion in these areas poses a threat to the remaining biodiversity.

Sprawling urbanisation should be contained by the encouragement of higher density settlements and the definition of an urban edge. An increase in the number of roads in the rural areas is promoting development in remote areas, facilitating greater natural resource extraction and enhancing landscape fragmentation effects. Development in rural areas reduces the opportunity for conserving large open spaces.

It can be concluded that the different land uses have varying effects on the biodiversity of the Ubuhlebezwe Municipal Area.

❖ Strategic Assessment of the Environmental Pressures and Opportunities

- Pressures

The land cover is modified due to agriculture, forestry and human settlements. Although forestry contributes significantly to the economy of the municipality, it is, however, worth mentioning that the environment cannot support an extensive expansion of existing plantation areas. The water and ecology of the municipality will be severely damaged by future extensive forestry plantation and growth. The presence of large commercial forestry blocks constitutes an ecological problem. The presence of forest interrupts the ecological corridors. One possibility which could be investigated is cutting potential ecological corridors through these forests and to begin the long process of rehabilitating land.

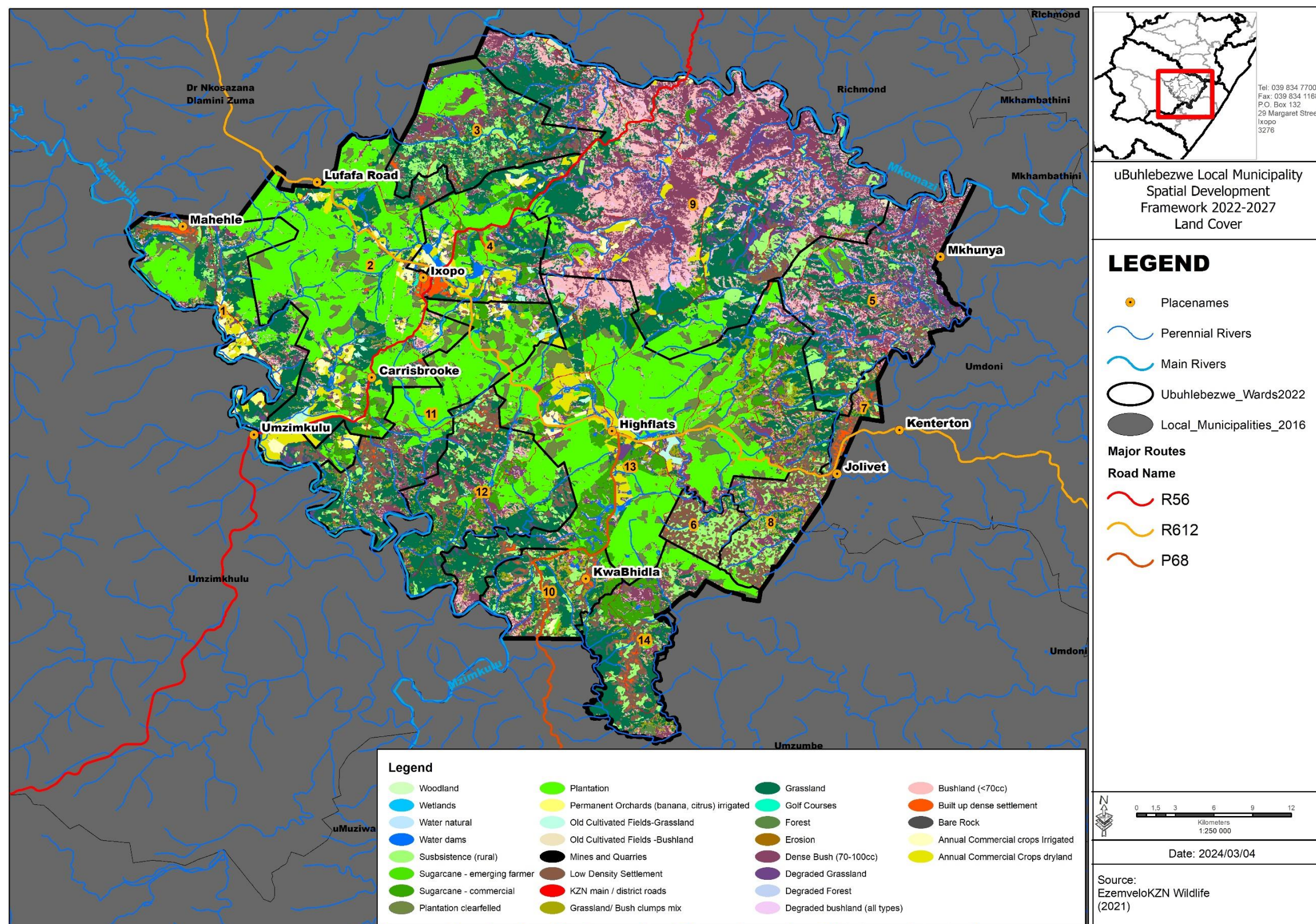
- **Opportunities**

Agriculture and Forestry contributes significantly to the economy of the LM. Forestry also serves as a habitat for certain species.

- ❖ **Current project being implemented**

The LM has undertaken an initiative of reducing exotic trees which consumes large quantities of water. The LM has cleared more than 80 exotic trees (Pine trees) in the Golf Course area. The Golf Course area is located along the Stuart drive in Ixopo Town, Ward 2. This project does not require funding from the Municipality since it is supported by a private firm. This private firm cut the exotic trees and make trusses. It also sells the raw material to companies which are manufacturing furnisher.

The clearance of exotic trees is important because exotic trees have an ability to become a nuisance due to their plague-like abilities. If these plants can grow and thrive in an area, there is a very high chance that they could outgrow the native plants and takeover the soil, causing any native plants or trees in the area to die.



Map 16: Land Cover

Vegetation

A biome is a distinct community of plants, animals and other organisms, that is shaped by prevailing physical conditions such as climate and soil types and which becomes the dominant form in an area. Each biome is made up of many vegetation types (SANBI, 2013a). According to Jewitt (2014), there are four biomes found within the Ubuhlebezwe Local Municipality. Those are Grassland, Savanna, Azonal Wetland and Forest. The Savana biome is categorised as being Endangered and Critically Endangered. The Forest biome is Near Threatened. Grassland biomes are Near Threatened with Midlands Mistbelt Grass land being classified as Endangered and Southern KwaZulu-Natal Moist Grassland having an Endangered status.

There are thirteen vegetation types found within Ubuhlebezwe Local Municipality and can be described as follows (as depicted in Figure 16, below):

- The dominant vegetation type is the Midlands Mistbelt Grassland, covering most of the north-western and south-western parts of the municipality. Most of this vegetation type has been transformed by plantations, cultivated land and by urban sprawl. Blue swallow habitat is diminishing due to this vegetation being modified.
- The northern parts of the municipality are characterised by the Eastern Valley Bushveld vegetation type. Most of this vegetation type remains as natural areas.
- The south, south western, eastern and central parts of the municipality consist of Dry Coast Hinterland Grassland and Moist Coast Hinterland Grassland (previously known as the Ngongoni Veld).
- KwaZulu-Natal Sandstone Sourveld is found in the eastern, south eastern and south western parts of the municipality. This highly transformed vegetation type is a prime agricultural area with mainly sugar cane and timber plantations.
- KwaZulu-Natal Hinterland Thornveld is found in the northern parts of the municipality. Some parts of this vegetation has already been transformed by cultivation and some urban or build up areas.
- The KwaZulu-Natal Highland Thornveld is found on the north-western tip of the municipality. The greatest threat to the remaining parts of this vegetation type is bush encroachment.
- Southern KwaZulu-Natal Moist Grassland is found in the eastern part of the municipality.
- Other vegetation types found in the municipality are small portions of the Eastern Mistbelt Forests, Scarp Forests and Eastern Temperate Wetlands.

Vegetation Type within Ubuhlebezwe Local Municipality

Ubuhlebezwe Vegetation Type	% Historical Veg Type within LM	% Loss in LM based on 2011 Landcover	% Remaining KZN Veg in LM
Alluvial Wetlands: Temperate Alluvial Vegetation	1.06	53.28	0.79
Dry Coast Hinterland Grassland	10.65	34.56	12.30
Eastern Mistbelt Forests	1.15	3.05	1.25
Eastern Scarp Forests: Southern Coastal Scarp Forest	1.85	3.40	3.27
Eastern Valley Bushveld	7.86	8.74	9.47
Freshwater Wetlands: Eastern Temperate Wetlands	1.07	75.04	0.46
Freshwater Wetlands: Subtropical Freshwater Wetlands: Short Grass/Sedge Wetlands	0.02	70.30	0.01
KwaZulu-Natal Highland Thornveld	0.08	11.32	0.10
KwaZulu-Natal Hinterland Thornveld	11.04	25.05	11.25
KwaZulu-Natal Sandstone Sourveld	9.41	65.71	15.23
Midlands Mistbelt Grassland	9.71	73.78	7.00
Moist Coast Hinterland Grassland	4.40	40.98	5.07

Ubuhlebezwe Vegetation Type	% Historical Veg Type within LM	% Loss in LM based on 2011 Landcover	% Remaining KZN Veg in LM
Southern KwaZulu-Natal Moist Grassland	1.43	68.69	0.79

It should also be noted that large parts of the Ubuhlebezwe Local Municipality are no longer under natural vegetation due to pressures such as the settlements scattered on the southern parts municipal area, forestry plantations which cover large parts of the western, central and south-eastern parts of the municipality and cultivated land along most of the river systems, some of which is planted with sugar cane.

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 related to a series of thresholds. Ultimately, the functioning of a threatened ecosystem is comprised as they reach certain measurable thresholds (SANBI, 2013a). Ecosystem status aims at identifying threatened ecosystem (here vegetation types). It draws on the Red List classification drawn by the International Union for Conservation of Nature (IUCN) is the world's main authority on the conservation status of species. The status of all species is determined using the categories determined by IUCN categories:

- Critically Endangered (CR) – species considered to be facing an extremely high risk of extinction in the wild
- Endangered (EN) – species considered to be facing a very high risk of extinction in the wild
- Vulnerable (VU) – species considered to be facing a high risk of extinction in the wild
- Least threatened (LT) – species do not qualify for the threatened category but is close to be classified under one of the categories in the near future (Mucina and Rutherford, 2006).

Focusing conservation efforts on threatened species is crucial for maintaining biodiversity. However, only conserving the natural habitats in which the species occur will ensure species persistence. The identification of threatened ecosystem is aimed at addressing this. The information on threatened ecosystem is derived from SANBI (2009). The Threatened Ecosystem are shown in Figure 14, below:

❖ Critically Endangered

There is no Critically Endangered ecosystem found within Ubuhlebezwe Local Municipality.

❖ Endangered

1) Gqunu Forest – KZN 25

Gqunu Forest is considered Endangered. It falls under the Grassland and Forest Biomes. It is only found in KwaZulu-Natal Province. Within the KwaZulu-Natal Province, the Gqunu Forest only occurs in Ubuhlebezwe LM and Dr Nkosazana Dlamini-Zuma LM. The onus is the Ubuhlebezwe Local Municipality to preserve this vegetation, in incorporation with the Dr Nkosazana Dlamini-Zuma Local Municipality.

2) KwaZulu-Natal Sandstone Sourveld – SVs 5

KwaZulu-Natal Sandstone Sourveld is considered Endangered. It falls under the Savana Biome. It is only found in KwaZulu-Natal Province. Within the Harry Gwala District, the KwaZulu-Natal Sandstone Sourveld is only found within Ubuhlebezwe Local Municipality. Therefore, it is imperative that the municipality conserve this vegetation.

3) Midlands Mistbelt Grassland – Gs 9

The Midlands Mistbelt Grassland is considered Endangered. It falls under the Grassland Biome. It is in KwaZulu-Natal and Eastern Cape Provinces. It is found within the Ixopo-Highflats area.

❖ Vulnerable

4) Eastern Scarp Forest – FOz V1

The Eastern Scarp Forest is considered Vulnerable. It falls under the Forest Biome. It is only found in the KwaZulu-Natal Province. The Ubuhlebezwe Local Municipality is only municipality within the Harry Gwala District which has Eastern Scarp Forest.

5) Eastern Temperate Freshwater Wetlands – Azf 3

The Eastern Temperate Freshwater Wetlands is considered Vulnerable. It falls under the Azonal Wetland Biome. It is located in KwaZulu-Natal, Eastern Cape, Northern Cape, Free State, North West, Gauteng and Mpumalanga. The Ubuhlebezwe Local Municipality and Greater Kokstad Local Municipality are the only municipalities within the Harry Gwala District that have the Eastern Temperate Freshwater Wetlands.

6) Gold Cliff Farm Surrounds – KZN 54

The Gold Cliff Farm Surrounds is considered Vulnerable. It falls under the Grassland and Savanna Biomes. It is located only in KwaZulu-Natal Province and it only occurs in Ubuhlebezwe Local Municipality.

7) Ixopo Surrounds – KZN 61

The Ixopo Surrounds is considered Vulnerable. It falls under the Grassland and Savanna Biomes. It is located only in KwaZulu-Natal Province. The Ixopo Surrounds is located in Ubuhlebezwe LM and Dr Nkosazana Dlamini-Zuma.

8) Ngongoni Veld – SVs 4

The Ngongoni Veld is considered Vulnerable. It falls under the Savanna Biome. It is located in KwaZulu-Natal and Eastern Cape Provinces. The Ubuhlebezwe and Umzimkhulu Local Municipalities are the only municipalities within the Harry Gwala District which have the Ngongoni Veld.

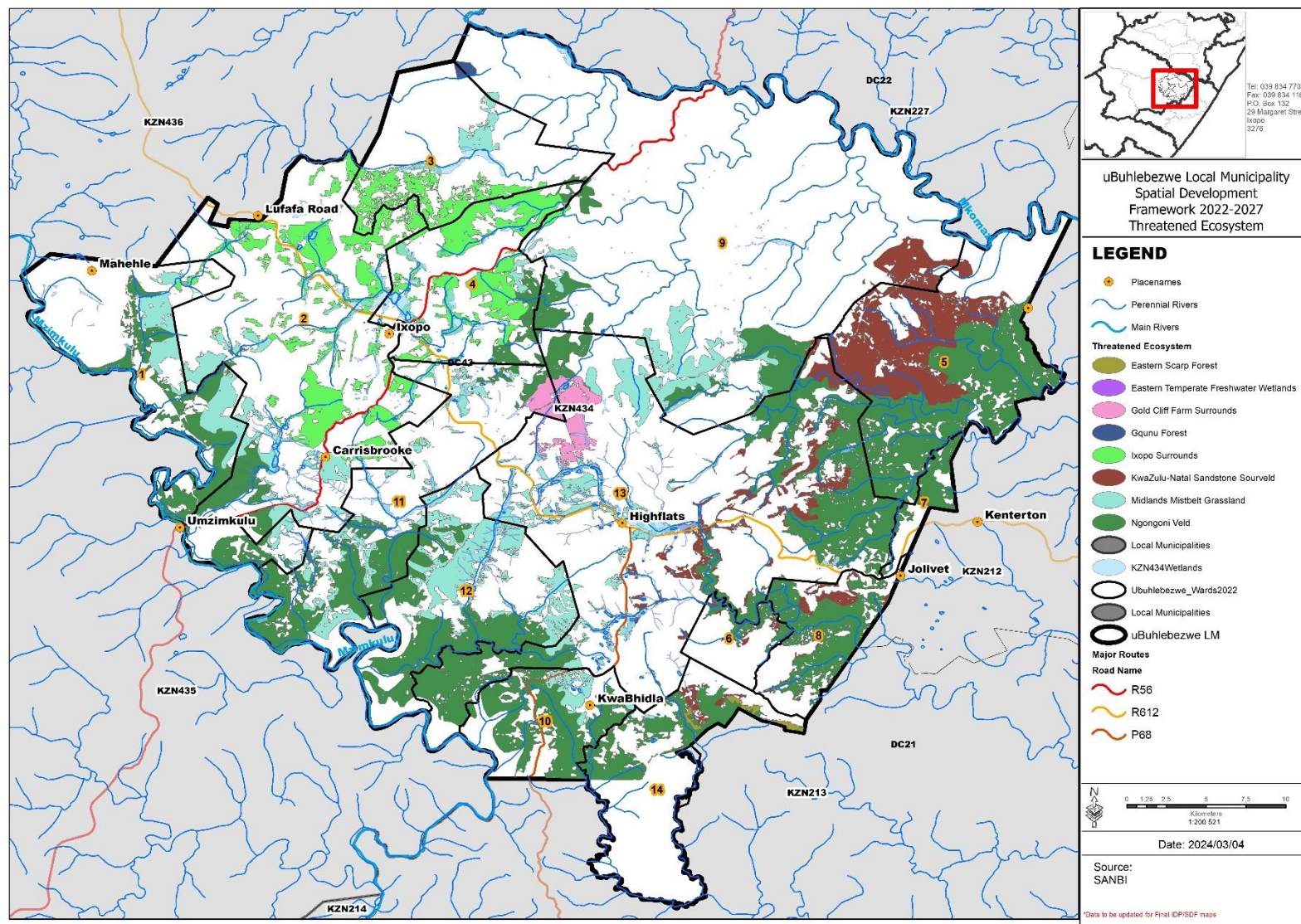
❖ **Strategic Assessment of the Environmental Pressures and Opportunities**

- **Pressures**

It is evident from the above-mentioned vegetation types and threatened ecosystems' analysis that there are quite several threatened ecosystems found within the LM. These areas have been significantly modified by human activities. In terms of spatial planning, it means that the LM should avoid proposing and undertaking further developments (such as housing and plantations) in areas where these threatened ecosystems are occurring.

- **Opportunities**

There is an opportunity for the LM to form partnership with the bordering local municipalities in managing and protecting these threatened species. Through saving what is left of the Midlands Mistbelt will help in saving Blue Swallows. The preservation of threatened ecosystems has direct positive spin-off on avi-tourism which in turn contributes to local economic development through job creation.



Threatened Ecosystem

Impact of Climate Change: A Biome Based Perspective

There are four Biomes found in the LM. According to SANBI (2011), each biome has a characteristic 'climate envelope' or a range and pattern of temperature and rainfall values within which it occurs. A drastic change in climate will naturally result in a biome shift. The shift in biomes will result in a change to the ecosystems and vegetation found in the Ubuhlebezwe Municipal Area. Based on outputs from 15 global circulation models that were statistically downscaled, the National Biodiversity Assessment 2011 team developed three downscaled climate scenarios for South Africa, looking ahead to approximately 2050:

- Best case scenario: smallest predicted increases in temperature and changes in rainfall.
- Intermediate scenario: middle of the range (median) predicted increases in temperature increases and changes in rainfall.
- Worst case scenario: greatest predicted increases in temperature and changes in rainfall.

According to SANBI (2013b), for the grassland biome, significant change and loss of habitat is projected due to climate change. This is likely to be related to the high-altitude location of the biome and its susceptibility to warming effects, as well as the possible increase in tree cover due to a longer growing season and CO₂ fertilisation. The savanna biome, on the other hand, is projected to expand with its geographic range partly replacing grassland. However, an increase in woody cover could shift the structure of some areas of the savanna biome towards woodland and even forest. The invasion of woody plants (alien and indigenous) into the grassland biome has major implications for the delivery of ecosystem goods and services to people, notably water delivery from highland catchments and grazing. Such shifts have extremely important implications for conservation and ecosystem service delivery, as well as ecosystem processes such as wildfire.

Threatened Flora and Fauna

According to Ezemvelo KZN Wildlife (2014), the IUCN Red List or Red Data List is the world's most comprehensive inventory of the global conservation status of plant and animal species. The status of all species is determined using the categories determined by IUCN which are as follows:

- Critically Endangered (CR) – species are considered to be facing an extremely high risk in the wild
- Endangered (EN) – the species is considered to be facing a very high risk of extinction in the wild
- Vulnerable (VU) – the species is considered to be facing a high risk of extinction in the wild.
- Near Threatened (NT) – when evaluated against IUCN criteria, does not qualify for a Threatened category but is close to qualifying for or is likely to qualify in one of those categories in the near future.
- Data Deficient (DD) – there is inadequate information regarding the species' population size, distribution or threats for an assessment to be made.

It is worth noting that species that are listed as critically Endangered (CR), Endangered (EN) and Vulnerable (VU) are considered as Threatened (Ezemvelo KZN Wildlife).

Flora

The following plants are found within Ubuhlebezwe LM:

- The *Satyrium rhodanthum* from Orchidaceae is considered as a rare species. It is currently listed as Critically Endangered. This species is threatened by the decline of its preferred habitat type — Mistbelt grasslands, due to housing and forestry expansion. *Satyrium rhodanthum* is restricted to a portion of the Mistbelt grasslands in KwaZulu-Natal near Ixopo, where sugarcane farming and cultivated forests are prevalent. The region is characterized by mountainous terrain affiliated with an intermittent Eastern escarpment fashioned by igneous intrusions.
- Fauna

The information on the rare bird species found within Ubuhlebezwe Local Municipality has been taken from the Bioresource Group: A Natural Resource Classification for KwaZulu-Natal document developed by the Department of Agriculture, Environmental Affairs and Rural Development. It is not clear how recent is the information provided in the document since the document is not dated.

The following rare birds species are found in Ubuhlebezwe Local Municipality and are as follows:

- The Blue Swallows - they are considered Vulnerable. The Blue Swallow is an intra-African migratory species which is threatened by destruction and degradation of its grassland and wetland habitats on both its breeding grounds and its non-breeding grounds. The destruction of natural habitat has been found to

have led to a rapid reduction of its already small population, which is projected to continue in the future unless immediate conservation action is taken across its entire distribution range.

- Blue Crane – they are considered Vulnerable. Blue Crane has declined, largely owing to direct poisoning, power-line collisions and loss of its grassland breeding habitat owing to afforestation, mining, agriculture and development, but not sufficiently to be classed as threatened. Although probably stable at present, a variety of threats particularly habitat loss and degradation, but also including power line collisions, wind farms, and capture for trade, could easily trigger future declines unless appropriate conservation measures are implemented.
- The *Bucconas carunculatus* commonly known as Wattle Crane is considered Critically Endangered.

The presence of these rare birds presents within Ubuhlebezwe Municipality presents Avi-tourism opportunities.

Biodiversity Priority Areas

Biodiversity means 'the variety and variability among organisms and the ecological complexes in which they occur'. This means that biodiversity refers to everything from the smallest living organisms both marine and terrestrial, reptiles, insects, birds, animals, fish and more (including humans), as well as the trees, grasses, seeds, flowers, sedges, the water, air and soil upon which we rely for our existence, as well as the habitats, the networks and links between them all that make life itself possible and sustainable (Ezemvelo KZN Wildlife, 2011).

Critically Biodiversity Areas

In 2014, Ezemvelo KZN Wildlife developed the Harry Gwala Biodiversity Sector Plan document. The primary purpose of mapping the Harry Gwala District's biodiversity is to determine important areas for the conservation of biodiversity, in order to guide sustainable development as well as focus conservation efforts within the District. The biodiversity mapping profile covers the terrestrial and aquatic environs of the district and is reflected as a biodiversity sector map consisting of two main layers namely Critical Biodiversity Areas (CBAs) and Ecological Support Areas (ESAs).

According to Ezemvelo KZN Wildlife (2017), the Critically Biodiversity Areas (CBAs) are divided into two subcategories. Both these categories are considered crucial for supporting biodiversity features and ecosystem functioning and area required to meet the conservation targets. The two subcategories are:

1) Critical Biodiversity Areas: Irreplaceable

These areas are considered critical for meeting biodiversity targets and thresholds, and which are required to ensure the persistence of viable populations of species and functionality of ecosystems. These represent the only known localities for which the conservation targets for one or more of the biodiversity features can be achieved. There are no alternative sites available and all these areas must be protected to ensure the persistence of the species and habitat.

2) Critical Biodiversity Areas: Optimal

These are the areas that represent an optimised solution to meet the required biodiversity conservation targets while avoiding areas where the risk of biodiversity loss is high.

Areas of conservation concern in this municipality are as follows (shown in Figure 19):

- Critical Biodiversity Priority Areas: Irreplaceable are mostly concentrated in the north-eastern part and there are concentrations on the northwestern part 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.

Ecological Support Areas (ESAs)

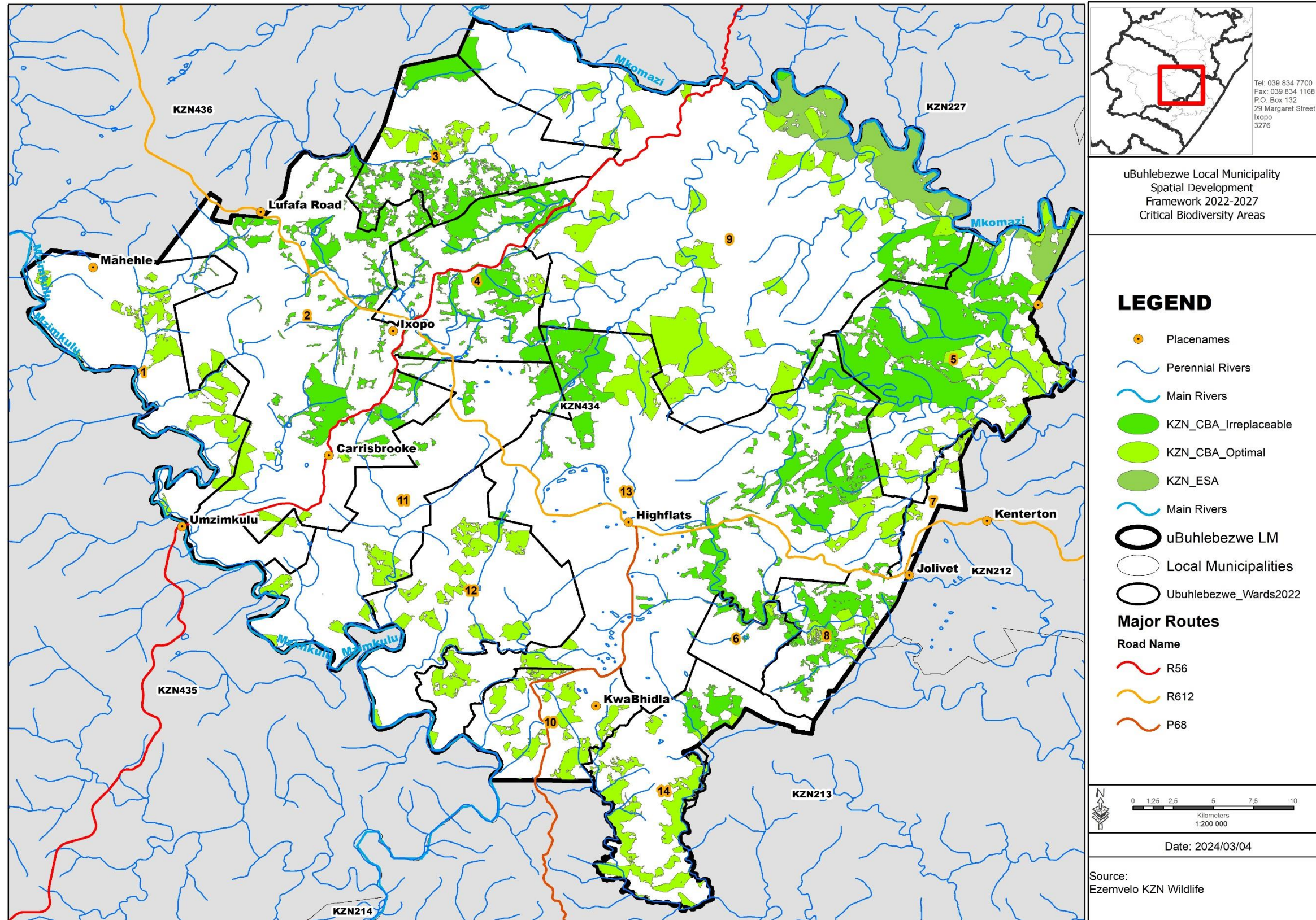
These areas are defined as functional but not necessarily entirely natural areas that are required to ensure the persistence and maintenance of biodiversity patterns and ecological processes within the critical biodiversity areas. ESAs include the landscape and local corridors and the buffer areas around the CBAs.

ESAs Species Specific

These areas are identified as being modified areas that provide support function to threatened or protected species.

Sensitivity analysis assigned to terrestrial biodiversity

Sensitivity Criteria	Source	Attributes	Rating
Important Bird Species	Birdlife South Africa (2015)		
Terrestrial CBAs	EKZN (2014)	CBA Irreplaceable	VH
		CBA Optimal	H
Terrestrial ESAs		Landscape and local corridors Ecosystems Species specific habitats	H
BSP Local Corridors			H
BSP Landscape Ecological Corridors			H
LM's Threatened Ecosystem	SEA Ubuhlebezwe		VH
LM's Flora and Fauna	SEA Ubuhlebezwe	Blue Swallows and Crane species	VH



Landscape and Local Corridors

The maintenance of connectivity is essential to a number of movement related ecological processes, including species migration, seasonal and altitudinal dispersal, and range displacement in response to climate change.

- Terrestrial Corridors

Two types of terrestrial corridors have been identified as Landscape and Local:

Landscape Corridors: these are found at the provincial scale and were developed as a series of altitudinal and bio-geographic corridors to facilitate evolutionary, ecological and climate change processes and to create a linked landscape for the conservation of species in a fragmented landscape.

Local Corridors: these are developed at a district scale to create fine scale links within the landscape that facilitates ecological processes and ensure persistence of critical biodiversity features.

It is worth mentioning that due to modification through human settlement, agriculture and forestry, the Midlands Corridor which was once located in the far east of Ubuhlebezwe has been significantly modified.

- Aquatic Corridors

According to Ezemvelo KZN Wildlife (2014), the aquatic corridors are mapped and defined according to the following:

- Landscape Corridors - are delineated from the KZN Priority/Flagship free flowing rivers identified in the KZN province.
- Local Corridors – are developed at a district scale to create fine links with the landscape that facilitates ecological processes and ensure persistence of critical biodiversity features.
- CBA Irreplaceable Linkages – are delineated from the National Flagship Rivers identified through the national Freshwater Ecological Priority Areas Project.

In terms of the aquatic corridors, the uMzumbe, Mkhomazi and Mzimkhulu Rivers are identified as free-flowing rivers. These Rivers are designated as aquatic landscape corridors in the Harry Gwala District. The Mkhomazi River forms the northern boundary of the Ubuhlebezwe LM while Mzimkhulu River forms the boundary between the Umzimkhulu LM and Ubuhlebezwe LM. The Umzumbe River begins from Ubuhlebezwe and goes down to Ugu District Municipality.

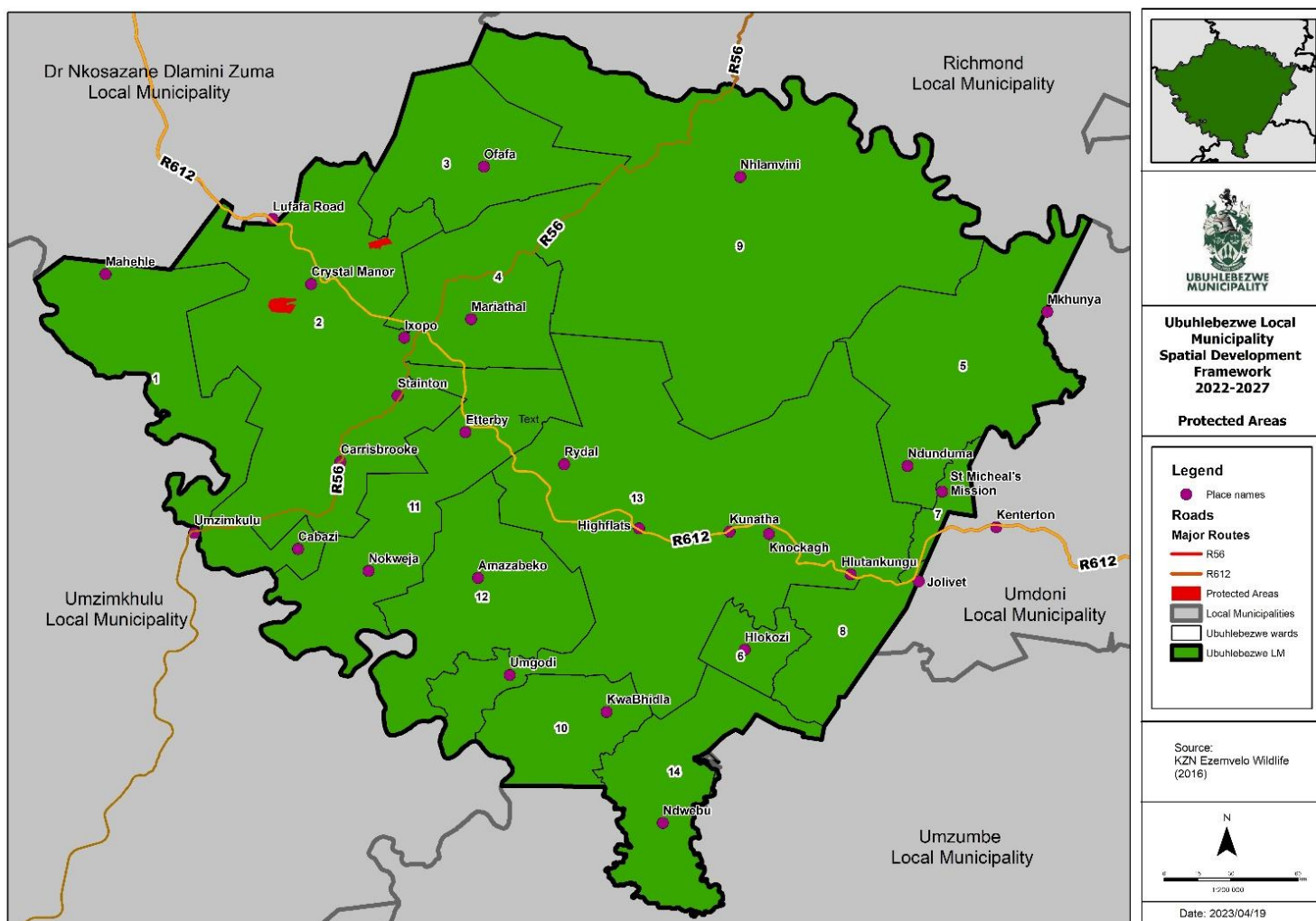
Mzimkhulu River which originates in the Berg and flows through the centre of Harry Gwala District, is one of the 19 National Flagship Free-flowing Rivers and is designated as a critical linkage in the District.

Protected areas

A Protected Area is defined as any area declared or proclaimed as such in terms of section or listed in the Second Schedule to the KwaZulu-Natal Nature Conservation Management Act No. 9 of 1997; or any of the protected areas referred to in section 9 of the National Environmental Management: Protected Areas Act No. 57 of 2003. The LM has two protected areas located on a privately owned land in Ward 2.

Stewardship Sites

Biodiversity stewardship is the conservation of the biodiversity by the people. By encouraging private and communal landowners to formally become custodians, taking responsibility for natural assets on their private and communally owned land it helps achieve conservation goals with positive, proactive partnerships and cooperative management being the key ingredient (Ezemvelo KZN Wildlife, 2011). There are no stewardship sites within Ubuhlebezwe LM.



Alien Invasive Species

According to SANBI (2013a), an invasive alien species is a species that:

- Has been introduced into an area outside its natural range, by intentional or unintentional human action; and
- Once established in the new habitat, has spread in such a way that it threatens ecosystem, habitats or species within the environmental or economic harm

The presence of alien invasive species results in an ongoing problem of, amongst others, increasing the hazard of wild veld fires, and substantially negative impacts upon ecosystem services, more especially water availability (Bek et. Al., 2017). In terms of the risk assessment conducted within the LM, the findings show that nine wards (ward 6, 7, 8,9,10,11,12,13 and 14) in Ubuhlebezwe LM are susceptible to high hazard through the veld fires (Ubuhlebezwe LM, 2017b). From these nine wards, ward 3, 5 11 and 12 are known to be infested with alien invasive species.

Mitigation

The LM has two programmes for alien invasive species. One programme focuses on rural areas of ward 3, 5, 11 and 12. The other programme focuses in and around Ixopo Town. Both programmes are undertaken during the off season (June, July and August) each year. These programmes do not require funds since the Municipality has the Community Services Unit which has general workers responsible for, amongst other things, alien clearance. The Municipality is also capitalizing on the services, clearing of alien invasive species, offered by Khabokedi Waste Management PTY (Ltd).

Climate Change Impact on Biodiversity

Biodiversity in the LM has been positively influenced by the conservation areas. It has been negatively influenced by land degradation (mainly due to overgrazing and poor land management practices), unsustainable harvesting of natural resources, soil erosion, the spread of invasive alien species, increased pollution, poor waste management, population growth, spatial development (such as the expansion of agricultural and urban areas), an extended drought that has affected most of KZN since 2015 due climate change (Harry Gwala DM, 2017b).

Indigenous bird species are used as potential indicators of climate responses for several reasons. They are highly mobile and sensitive to changes in habitat and climate, for example, certain bird species are sensitive to changes in vegetation structure (e.g. woodland versus grassland species), and some would show behavioural responses to changes in temperature and rainfall. According to Harry Gwala DM (2017b), climate change will increase already high rates of biodiversity degradation. Species rich hotspots will come under threat.

Cross links with adjacent municipalities

It is essential and a legislated requirement (NEMA, Act 107 of 1998) that there must be collaborative management between adjacent municipalities to ensure sustainable protection and ongoing consideration and management of CBAs, ESAs and biodiversity corridors that transverse municipal boundary. For example, Ubuhlebezwe LM shares Mzimkhulu, Mkhomazi and Umzumbe Rivers with bordering LMs. When making land use planning decisions covering land in proximity to municipal boundaries, the adjacent municipalities must be engaged, and their relevant biodiversity plan consulted to ensure that biodiversity planning priorities within adjacent municipal areas are not compromised.

Air Quality

There is currently no ambient air quality data available. The Harry Gwala District Municipality is in the process of developing the Air Quality Management Plan for the District. It is assumed that within the LM, air quality can be negatively affected by point sources such as:

- Human settlement air pollution, especially in winter
- Vehicle emissions
- Dirt roads (dust)
- Agricultural activities (dust resulting from seasonally exposed or bare soil surfaces, from degraded areas, burning of sugar cane)

- Construction activities (dust)

Strategic Assessment of Municipal Proposed Development on the Environment

In terms of promoting conservation of built and natural environment, the Municipality conducts screening of every proposed development to determine which of the proposed developments will trigger listed activities in terms of the 2014 EIA Regulations, as amended in 2017. At the middle of each financial year, the municipality engages with the Department of Economic Development, Tourism and Environmental Affairs (EDTEA) and submits the list of the projects that are being proposed for the next financial year. EDTEA together with the Municipality screens the proposed projects and ascertain which ones will require the Environmental Authorisations (EA) before commencement. The Municipality also engages with the Department of Water and Sanitation to ascertain which projects will require the Water Use License Application (WULA) before commencement. Municipal Environmental Management Unit ensures that for those proposed projects which do not trigger the listed activities but have the potential to negatively affects the environment; the Unit ensures compliance with Section 28 of NEMA by developing the Environmental Management Programmes (EMPrs) as well as conducting site audits.

The following tables provide projects that are about to be implemented, currently being implemented and that are planned for the next financial year.

A project implemented 2022/23

No.	Project Name	Ward	Environmental Requirements: Awaiting approvals
1.	Upgrade of Little Flower to Fairview Road	4	EA and WULA

Projects currently being implemented 2022/2023

No.	Project Name	Ward	Environmental Requirements Achieved
1.	Construction of Jolivet Gym	7	EMPr
2.	Construction of Mpiyamandla Access Road	13	EMPr
3.	Construction of Xolani Vezi Sportsfield	8	EMPr and WULA
4.	Construction of Plainhill Hall	11	EMPr and WULA
5.	Construction of Emadungeni Hall	12	EMPr and WULA

Projects implemented 2023/2024 Financial Year

No.	Project Name	Ward	Environmental Requirements
1.	Upgrade of Greers Grove Street	2	EMPr
2.	Upgrade of Hawthorne Street	2	EMPr
3.	Upgrade of High Street	2	EMPr
4.	Upgrade of Workshop Road	2	EMPr
5.	Upgrade of Goldway Road	2	EMPr
6.	Construction of Mgunyathi Access Road	5	EA, WULA and EMPr
7.	Upgrade of Morningside Stadium	4	EMPr and WULA
8.	Construction of Bhakaneni Road	8	EMPr
9.	Construction of Phambuka Hall	9	EMPr and WULA
10.	Construction of Bayempini Sportsfield	9	EMPr and WU
11.	Construction of Nhlwewukeni Hall	13	EMPr and WULA
12.	Construction of Skhunyana Hall	14	EMPr and WULA

Multiyear housing projects

No.	Project Name	Ward	Environmental Requirements
1.	Nelson Mandela View Housing Development	4	EA and WULA
2.	Ixopo Slums Clearance	2&4	EA & WULA
3.	Morning View/Fairview Extension	4	EA
4.	Ithubalethu Housing Project	4	EA
5.	Ixopo Community Residential Units	4	EA
6.	OR Tambo Middle Income	4	EA & WULA
7.	Gold Course High Income Residential Development	2	WULA

Other projects worth noting

Environmental and Educational Awareness Campaign targeted at Management Level

In August 2021, the Municipality, in partnership with EDTEA held an environmental education and awareness campaign targeted at the Municipal Management. The aim of the campaign was to be capacitate Municipal management so that they are aware of the importance of providing basic services in a sustainable manner. They were also familiarized with the processes that needs to be followed when the proposed developments require an environmental authorization before commencement. Implications of non-compliance with the stipulations in the environmental authorization were also outlines in that workshop.

Environmental and Educational Awareness Campaign targeted at personnel working for IPD

In November 2022, the Municipality in partnership with EDTEA and DWS held an environmental education and awareness campaigns targeted at Infrastructure, Planning and Development employees and relevant service providers (Engineers). The aim of the campaign was to capacitate Municipal personnel and Municipal service providers about issues pertaining to environmental and water management.

Municipal Newsletters and Social Media Platforms

On a quarterly basis, the Municipality issues a Municipal Newsletter which incorporate a column that focuses specifically on an environmental educational and awareness campaign. Different topics are being covered in the column. The topics include but are not limited to:

- What is environmental management
- Why it is important to conserve the environment
- What are the environmental processes that needs to be undertaken when the proposed developments triggers the listed activities under NEMA or Water Act.
- How long does it take to complete the environmental processes
- How do the environmental processes impact on the timeframes for the delivery of the proposed development.
- The importance of public participation in the environmental processes.

The above-mentioned columns are also posted on the Municipal social media platforms like Facebook and Twitter. The Newsletter is accessible to the communities who are residing within the Municipal jurisdiction, however, the columns posted on the social media platforms reaches a wide range of audience since it also reaches people who are residing outside the Municipal boundaries who maybe be originally coming from Ubuhlebezwe Local Municipality

Future environmental education and awareness campaign

The Municipal Environmental Office aims at conducting another environmental education and awareness campaign which will be targeted at the Municipal Management. The campaign will be undertaken before the financial year, 30th June 2024. EDTEA and DWS will also be part of the campaign.

Green economy projects

Sustainable waste management practices and education and awareness campaigns

In the last financial year, 2022/23, the Municipality was the beneficiary of two projects implemented by the National Department of Environment, Forest and Fisheries (DEFF) and the KwaZulu-Natal Department of Economic Development, Tourism and Environmental Affairs (EDTEA) through EPWP Programme, namely:

1. The implementing Agent for this project was Khabokedi Waste Management PTY (Ltd). The project was funded by both DEFF and EDTEA. The project aimed at assisting the Municipality in addressing waste management related issues such as:

- Extension of waste services to the rural areas that were previously un-served – Previously the Municipality collected waste in the urban areas, however, through this project, the Municipality can extend the waste management services to the all the 14 wards within the Municipality.
 - The Municipality was provided with 5 new skip bins which have been strategically located in some of the rural areas that were previously un-served. The Municipality was allocated bakkies/vans that are collecting waste in previously un-served rural areas.
 - The Municipality provided alternative clear plastic bags for the separation of waste at source. This initiative allowed for the reduction of the amount of waste which was disposed at the Umzimkhulu landfill site. It also allowed for recycling of re-useable waste materials.
 - Undertaking of education and awareness campaigns. The education and awareness campaigns were done on communal/groups as well as on a door-to-door basis.
 - The project created 400 EPWP employment opportunities comprising of team leaders and supervisors for the project. They were employed by Khabokhedi Waste Management PTY (Ltd)
 - The project offered the LM with the TLB, a tipper truck and two vans with trailers which assist in the clearance of illegal dumping sites. Once the illegal dumping sites have been cleared, they are rehabilitated and planted with ground cover and indigenous trees.
2. This project was funded KZN EDTEA. It focused on clearing and rehabilitating the illegal dumping sites. The project was implemented at Ixopo Town and Fairview Area with the aim of extending it further to other areas of the Municipality depending on the availability of funds. The project employed 15 EPWP participants.

In this financial year 2023/24, the Municipality is also the beneficiary of two projects, one projects from DEFF and another one from KZN EDTEA. Both projects have not yet begun but they both aimed at clearing illegal dumping sites and conducting door-to-door education and awareness campaigns. One hundred and twenty people will be employed for one year in the DEFF project while 15 people will be employed for 6 months in the KZN EDTEA project.

The Municipality has extended waste management services to previously un-served rural areas. The extension of services to previously un-served rural areas assist in reducing and addressing the waste that is usually buried in the backyards of the most un-served rural households. The Municipality is also working with other stakeholders in addressing and reducing waste management related issues hence in the Municipal Management scores, enough clean-up campaigns and education and awareness campaigns are some of their indicators.

Renewable energy and Green buildings

The Municipality has revamped its main building and included smart motion sensor lights to save energy. The Community Halls and Sportsfields developed by the Municipality, from this financial 2022/2023, will be using solar energy. There are other buildings within the Municipal jurisdiction that have green roofs such as the Department of Public Works building. Benefits associated with green roof include enhanced water quality, provision of habitat for biodiversity, regulation of the building's temperature, reduction of energy consumption, and enhancement air quality.

Water management

The LM is promoting rainwater harvesting by providing jojo tanks in rural areas. All the human settlement in-situ upgrades being implemented within the LM also provided jojo- tanks for rainwater harvesting.

Land Management

During planting season, September to March, the Municipality identifies areas within various wards and plants indigenous trees. Job opportunities are created through the EPWP programme. In 2021/2022 financial year, the Municipality celebrated Arbor Day by planting 80 indigenous trees on various Municipal Buildings.

Environmental Effects of COVID 19

The global disruption caused by the COVID-19 has brought about several effects on the environment at Ubuhlebezwe Municipality. There are both negative and positive impacts of COVID 19 on the environment.

❖ **Positive environmental effects of Covid 19**

Reduction of air pollution and GHGs emission

Due to movement restrictions and a significant slowdown of social and economic activities, air quality should have been improved within the Municipality. The Municipality does not have accurate data since the Harry Gwala District Municipality does not have an Air Quality Management Plan but they are in process of developing such a plan. During the hard lockdown, companies and transportation were closed. That hard lockdown should have reduced the amount of greenhouses gases (GHGs) emissions.

Reduction of noise pollution

Noise pollution is the elevated levels of sound generated from different human activities (e.g., machines, vehicles, construction work), which may lead to adverse effects in human and other living organisms. During hard lockdown, movement of people was restricted. Quarantine and lockdown measures mandated people to stay at home and economic activities were reduced. Vehicles movement was reduced, machine usage was reduced, and construction activities were halted. The noise pollution should have been reduced during the hard lockdown.

❖ **Negative environmental effects**

Increased medical waste generation

Since the outbreak of COVID-19, medical waste generation has increased globally, which is a major threat to public health and environment. For example, for a sample collection of the suspected COVID-19 patients, diagnosis, treatment of huge number of patients, and disinfection purposes, lots of infectious and biomedical wastes should have been generated from medical facilities such as Christ the King Hospital, general practitioners' rooms and clinics. The medical waste generated during hard lockdown (e.g., needles, syringes, bandage, mask, gloves, used tissue, and discarded medicines etc.) should have been managed properly to reduce infection and environmental pollution.

Safety equipment use and haphazard disposal

To protect from the COVID 19 infection, peoples are using face masks, hand gloves and other safety equipment which increase the amount of healthcare waste. Due to lack of knowledge about infectious waste management, some people dump these (face mask, hand gloves etc.) in open places and in some cases with household waste. Improper disposal of safety equipment also has the potential to negatively affect the water sources and pollute the environment.

❖ **Other effects on the environment**

There were huge amounts of disinfectants applied to institutions, commercial areas, and residential areas to exterminate COVID 19 virus. Such extensive use of disinfectants may kill non-targeted beneficial species, which may create ecological imbalance.

Mitigation measure against the potential effects of COVID 19

Since there was restriction of movement, non-essential Municipal workers were working remotely. However, the Municipality ensured that essential workers such as waste pickers, disaster management officers and fire fighters were working tirelessly to ensure that essential services are being provided effectively and efficiently given the circumstances around Covid 19.

The Municipality issued communications to Municipal staff encouraging them to comply with all the relevant regulations that were issued by the Government because of COVID 19. Once the Government eased some of the hard lockdown regulations, some of the Municipal staff gradually returned to work on a rotation basis. The Municipality has ensured that there are enough sanitizers to be used. There are temperature scanners located at strategic positions to enable the screening of Municipal staff when entering the Municipality. Temperature readings are being recorded on daily basis. The statistics for Municipal staff who were infected by virus were submitted to the District's Health Department for reporting purposes.

The Municipality has resorted in limiting the frequent use of paper. It is not possible for the Municipality to go paperless since there are notices that should be distributed to local communities and sometimes pasted on notice boards for information sharing purposes. However, where it is possible, the use of paper has been discouraged since it has the potential to spread the COVID 19 infections.

Swot Analysis

STRENGTHS	WEAKNESS
• The beauty, ambiance and pristine natural environment of the LM • The air quality across the LM is relatively good and serves as a positive aspect in place marketing efforts and increase tourism competitiveness of the LM • The LM has many critical (rare and endangered) species that include, Blue Swallow and Yellow Crane. • Wetlands serve as habitat for species • Wetland clusters allow for migration of species between wetlands fostering biodiversity. • Scenic public open space • Abundant water resources in a form of rivers and wetlands • Most wetlands are in good to modified condition • Major rivers (Umzimkhulu, Umkhomazi and Mzumbe) are found within the LM • The environmental educational and awareness campaigns being undertaken. • Clean-up campaigns being undertaken. • The use of social media platforms to disseminate information pertaining to environmental educational and awareness campaigns. • Availability of the District's Plans (Biodiversity Sector Plan, EMF, Climate Change Response Strategy) • Improved infrastructure in rural areas such as roads and electricity • Improved access and connectivity in rural areas.	• Pollution from stationery and mobile source emissions. • The proportion of households without electricity. • Unknown effects of climate change • Steep river valleys and hilly terrain. • Inadequate farming practices. • Poor veld management and overgrazing • Storm water management in urban areas. • Significantly modified vegetation types due to plantation and agriculture.
OPPORTUNITIES	THREATS
• Environmental education and awareness campaign in the rural areas • Large potential for school based environmental education and awareness campaigns • Environmental capacity building within the local municipality • A complex topography (rolling hills and mountains) presenting an aesthetic appeal and tourism development potential. • Steeper slopes and mountainous areas serve as habitat patches and dispersal corridors to many 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 • Wetland clusters allow for migration of species between wetlands fostering biodiversity. • The air quality of the LM serves as a positive aspect in place marketing efforts and increase tourism competitiveness of the LM • Conservation of threatened ecosystem	• Low temperature, frost/moisture stress • Steep slopes limit development and service provision • Reliance on natural resources for water supply • Mountainous areas increase the cost of infrastructure provision • Steep topography causes accelerated erosion • Alien invasive species encroachment on water courses. • Disturbance to wetlands due to habitat transformation, subsistence farming, settlements and encroachment by forestry and agriculture • Potential impacts of ground water quality • Slow pace on rehabilitation of degraded areas. • Leaching of soil, particularly in areas around Ixopo, which reduces its fertility. • Increasing population growth rates implies increased impact on ecological systems • Development pressures of uncontrolled informal and formal settlements on natural areas of high biodiversity • Significantly modified vegetation types due to plantation and agriculture • Poor land management in rural areas • Effects of COVID 19 on the environment

Disaster Management

1. 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.

The constitution of South Africa, chapter 7, section 152 (d) obliges municipalities to promote a safe and healthy environment for the citizens living in a particular municipality, whilst on the other hand the Disaster Management Act; (Act 57 of 2002) promotes a continuous integrated approach in dealing with issues of disaster management.

In terms of sections 52 and 53 of the Disaster Management Act, Act 57 of 2002, each municipality and municipal entity must draft disaster management plans for their areas of jurisdiction and such plans must include strategies and emergency procedures that outline as to how a municipality will deal with issues of disasters and/ or disaster incidents should they occur at any given time.

The plan must deliver a comprehensive approach encompassing various stakeholders in it's approach to disaster management. Roles and responsibilities of stakeholder must be clearly defined to avoid the duplication of resources and further create a seamless response environment.

The purpose of the plan is to provide for an approach that seeks to prevent, mitigate and respond to identified risks within the municipality in relation to Drought, heavy winds, fires, motor vehicle accidents that are anticipated to occur within the area of jurisdiction of uBuhlebezwe municipality during the 2024/2025 period.

The contents of this plan are a result of collective planning inputs obtained from stakeholders during the compilation of the disaster management plan for uBuhlebezwe Municipality.

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 are allowed to establish and maintain a fire brigade service for the following purpose:

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

National Veld and Forest Act 101 of 1998

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

Disaster Management Amendment Act 16 of 2015

Section 43 of the principal Act is hereby amended by the addition of the following subsections: “(3) A local municipality must establish capacity for the development and co-ordination of a disaster management plan and the implementation of a disaster management function for the municipality which forms part of the disaster management plan approved by the relevant municipal disaster management centre. (4) A local municipality may establish a disaster management centre 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 national norms and standards”

STATUS OF MUNICIPAL INSTITUTIONAL CAPACITY

2.1 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.

STORAGE FACILITIES

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

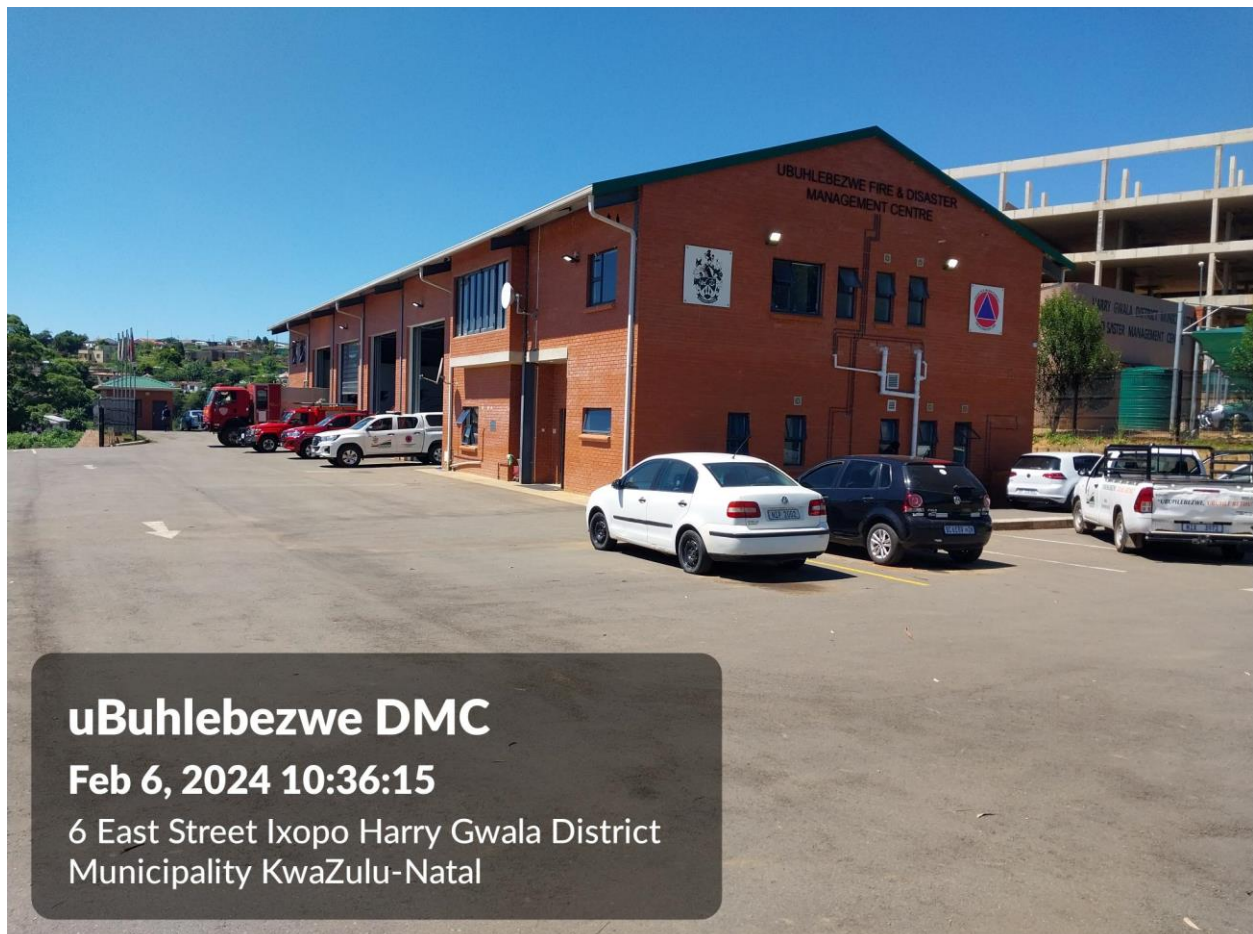


Figure 1: Ubuhlebezwe Fire & Disaster Management located at Morning Side Ixopo, Coordinates: LA: -30,15606, LO: 30,06595

Capacity and Resources

In terms of location, the disaster management unit is located within the Community & Social Services Department under the Community Safety component. 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, one double cap Toyota Hilux with skit unit and one Disaster Management Double cap Toyota Hilux. 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		19	22				

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, Non-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 2021 and the due for reviewal is August 2024. The level of the plan is closed to be finished.

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.

DISASTER RISK ASSESSMENT

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 Southeastern 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
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List of Priority Risk (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	

Hazard Maps

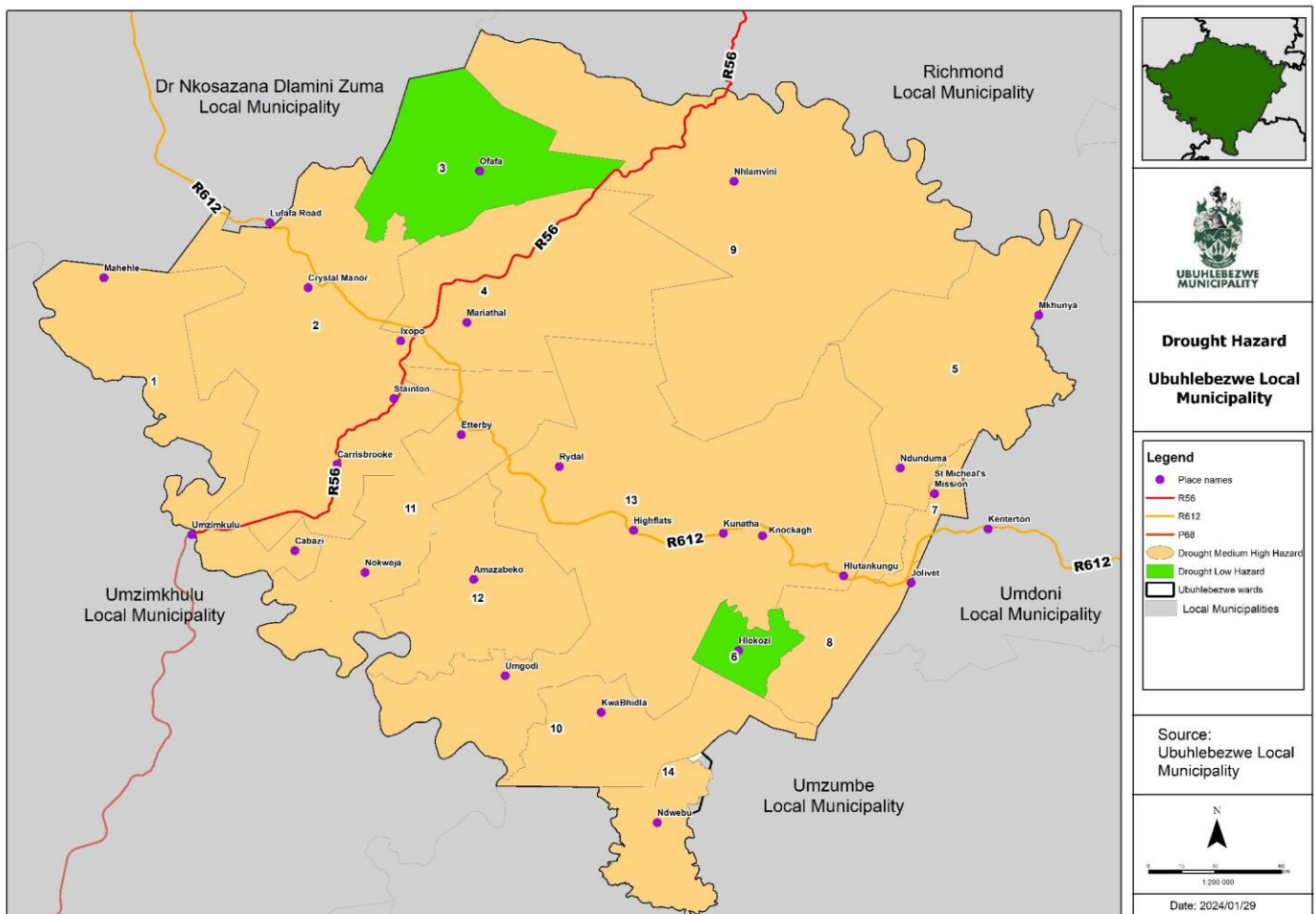


Figure 03: Drought hazard

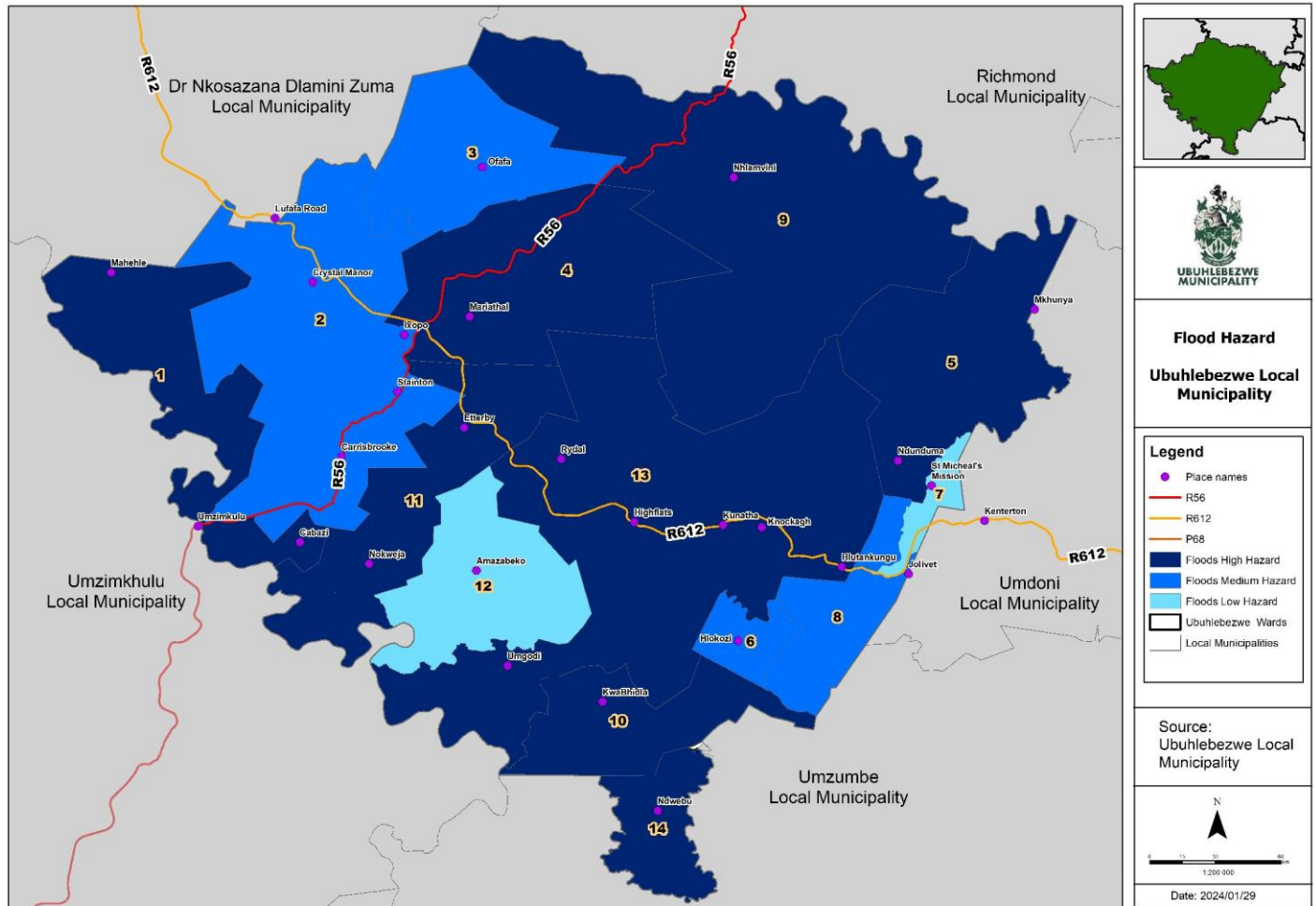


Figure 04: Flood Hazard

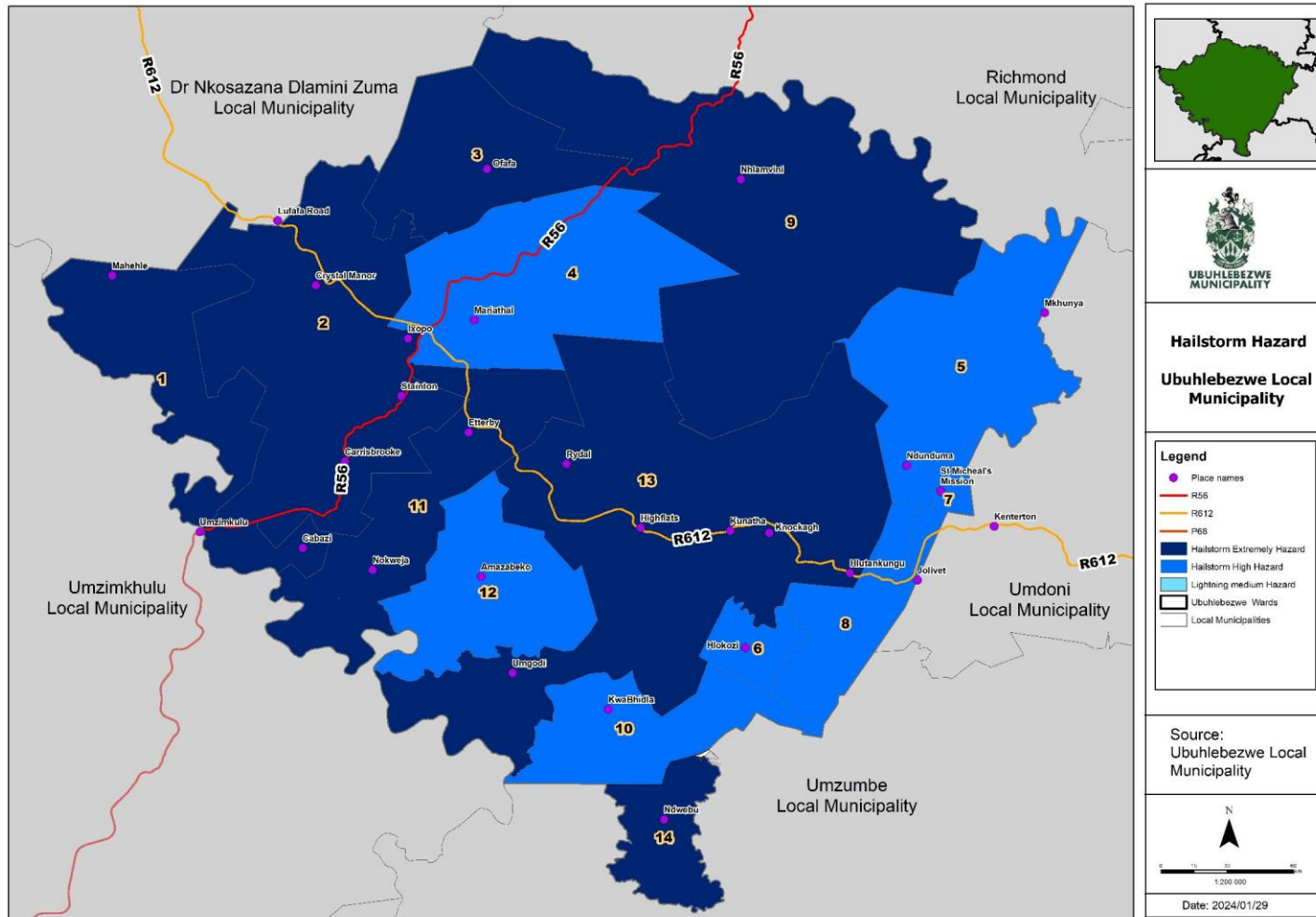


Figure 05: Hailstorm Hazard

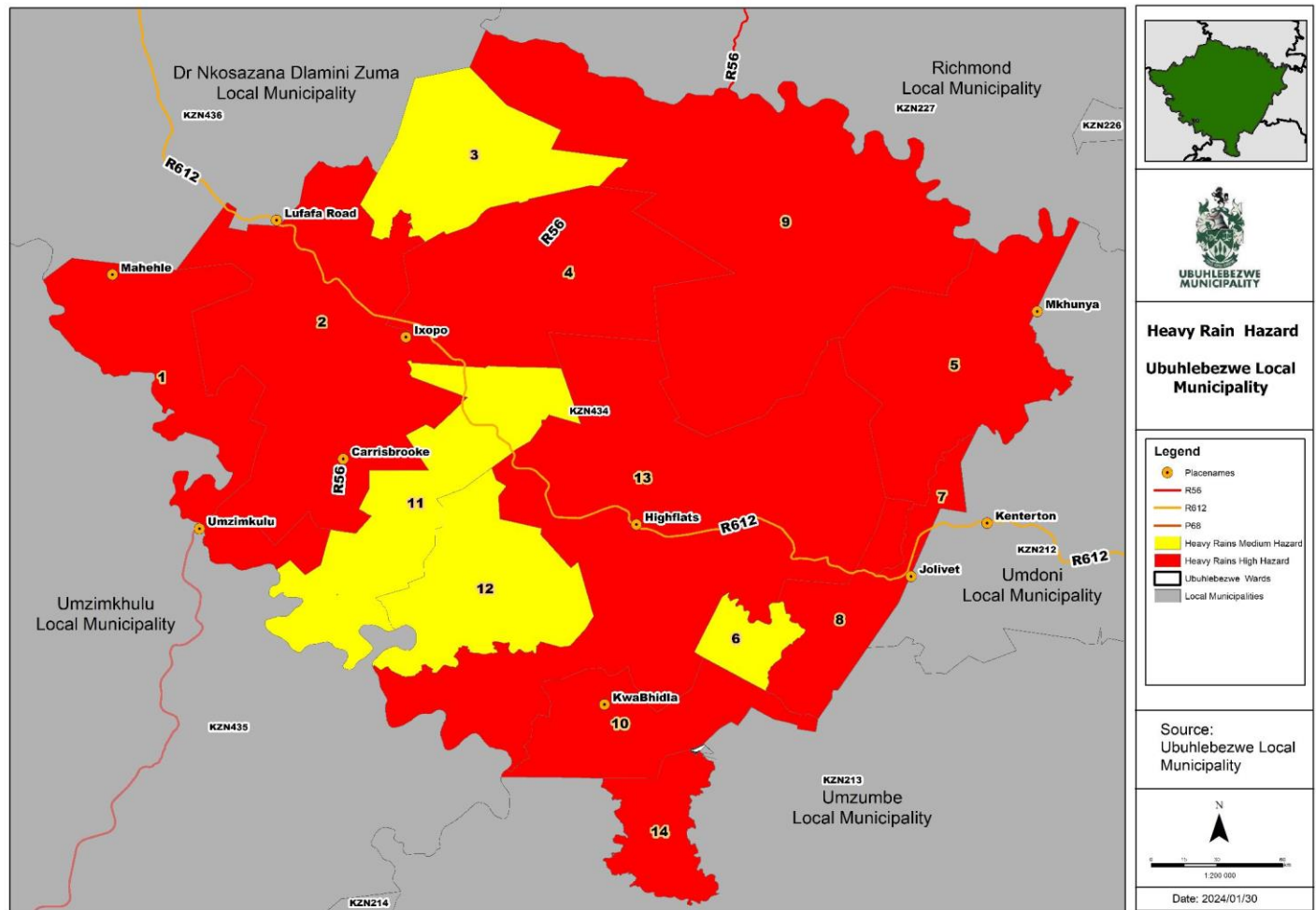


Figure 06: Heavy Rain Hazard

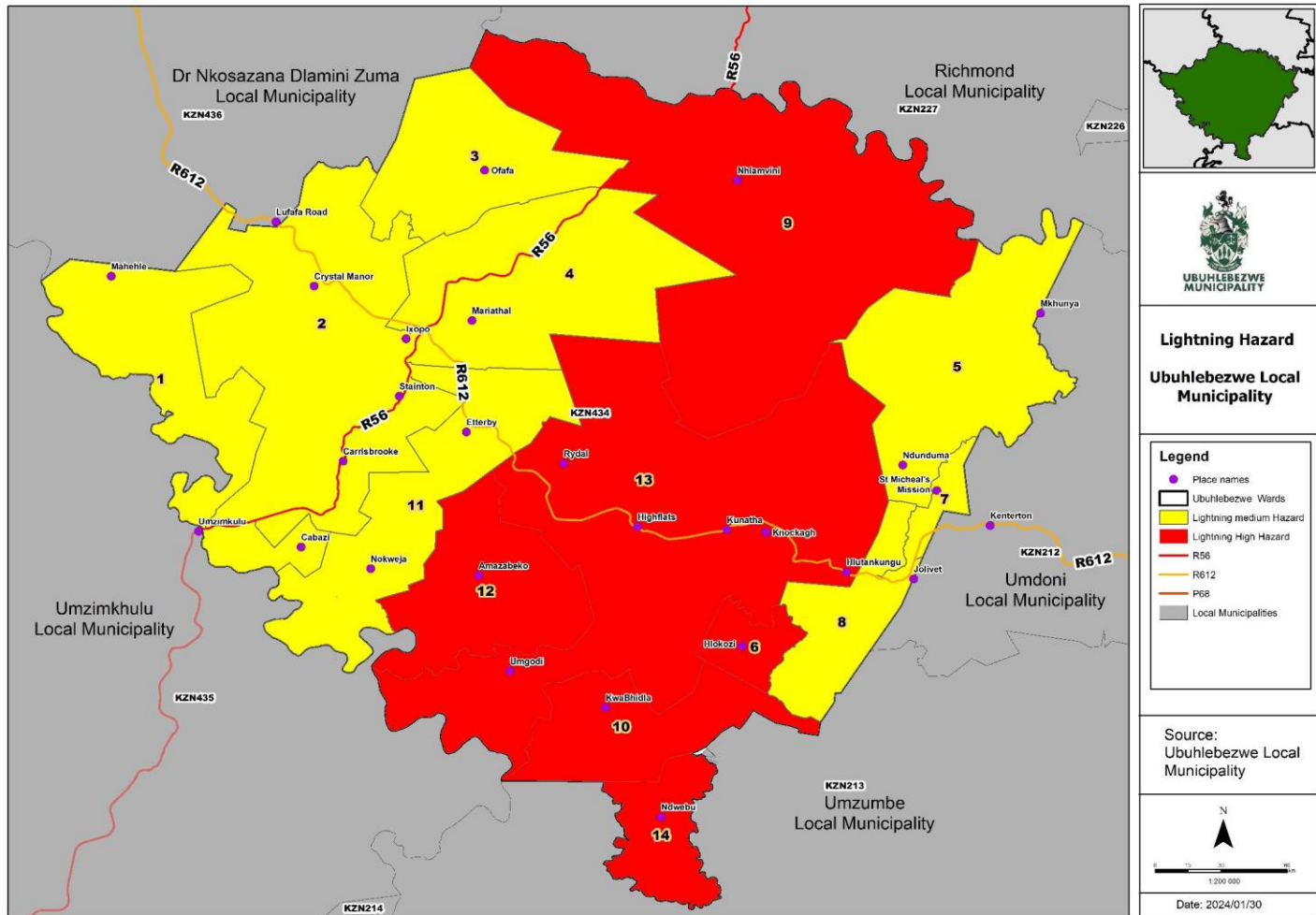


Figure 07: Lightning Hazard

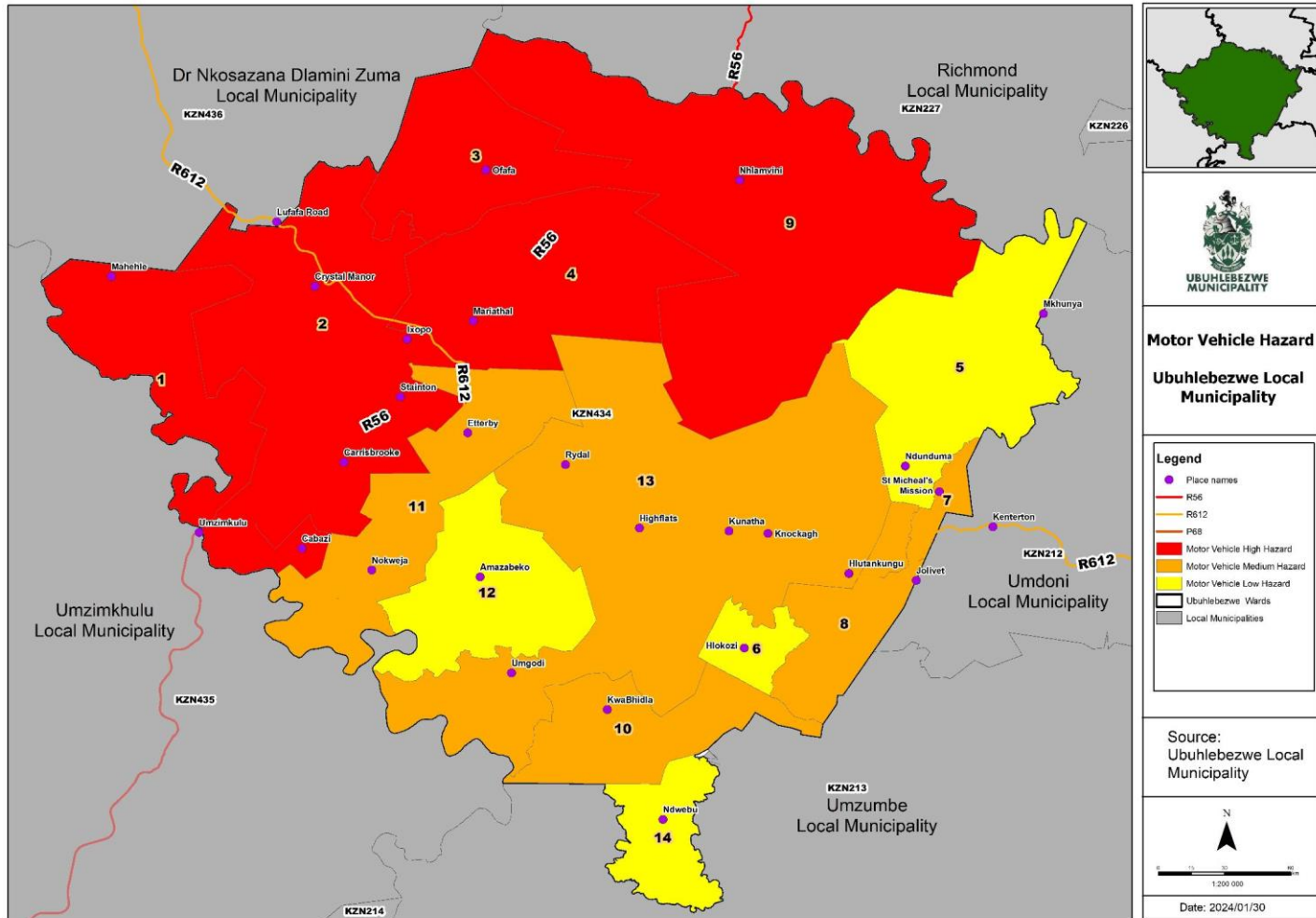
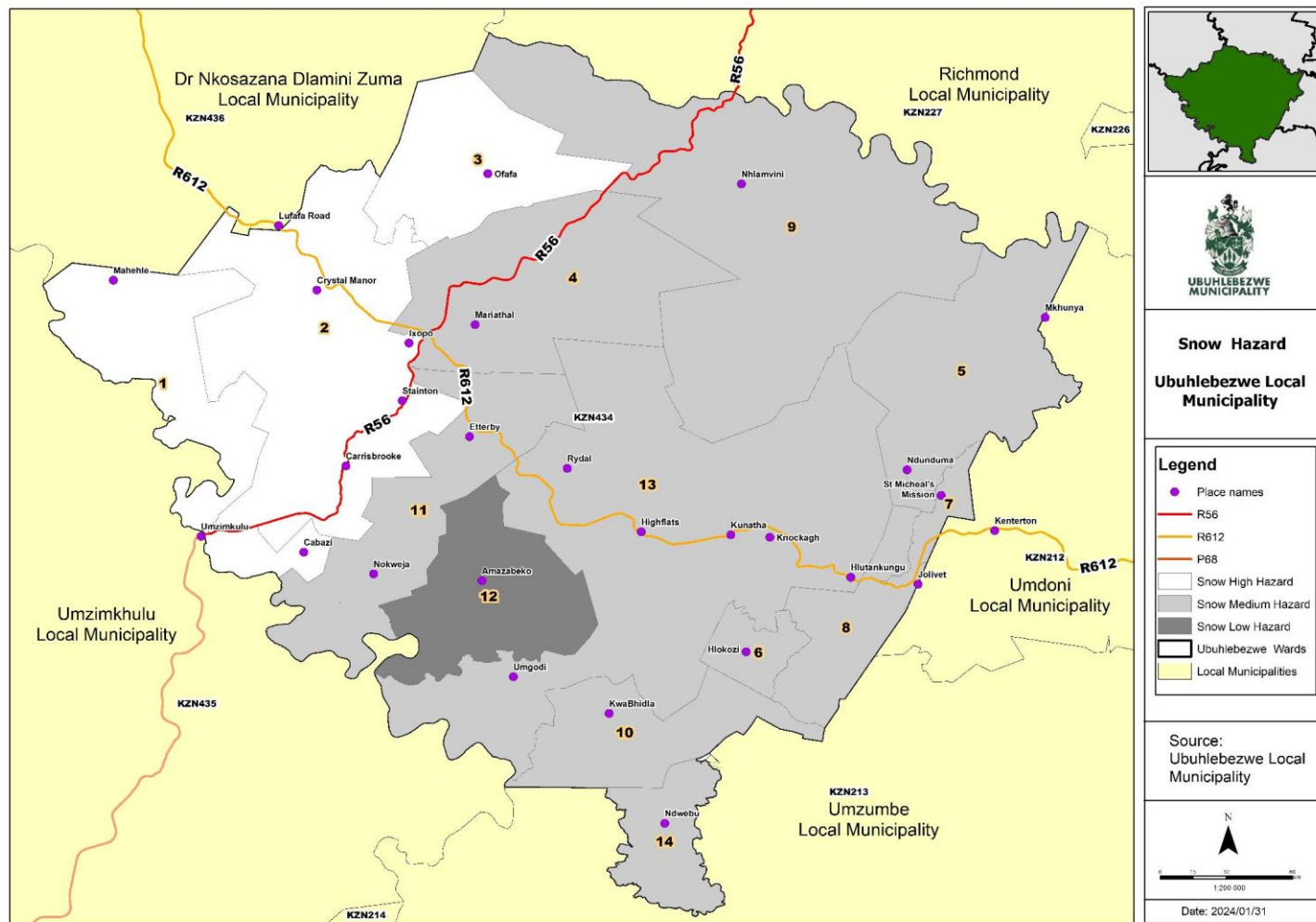


Figure 08: Motor Vehicle Hazard



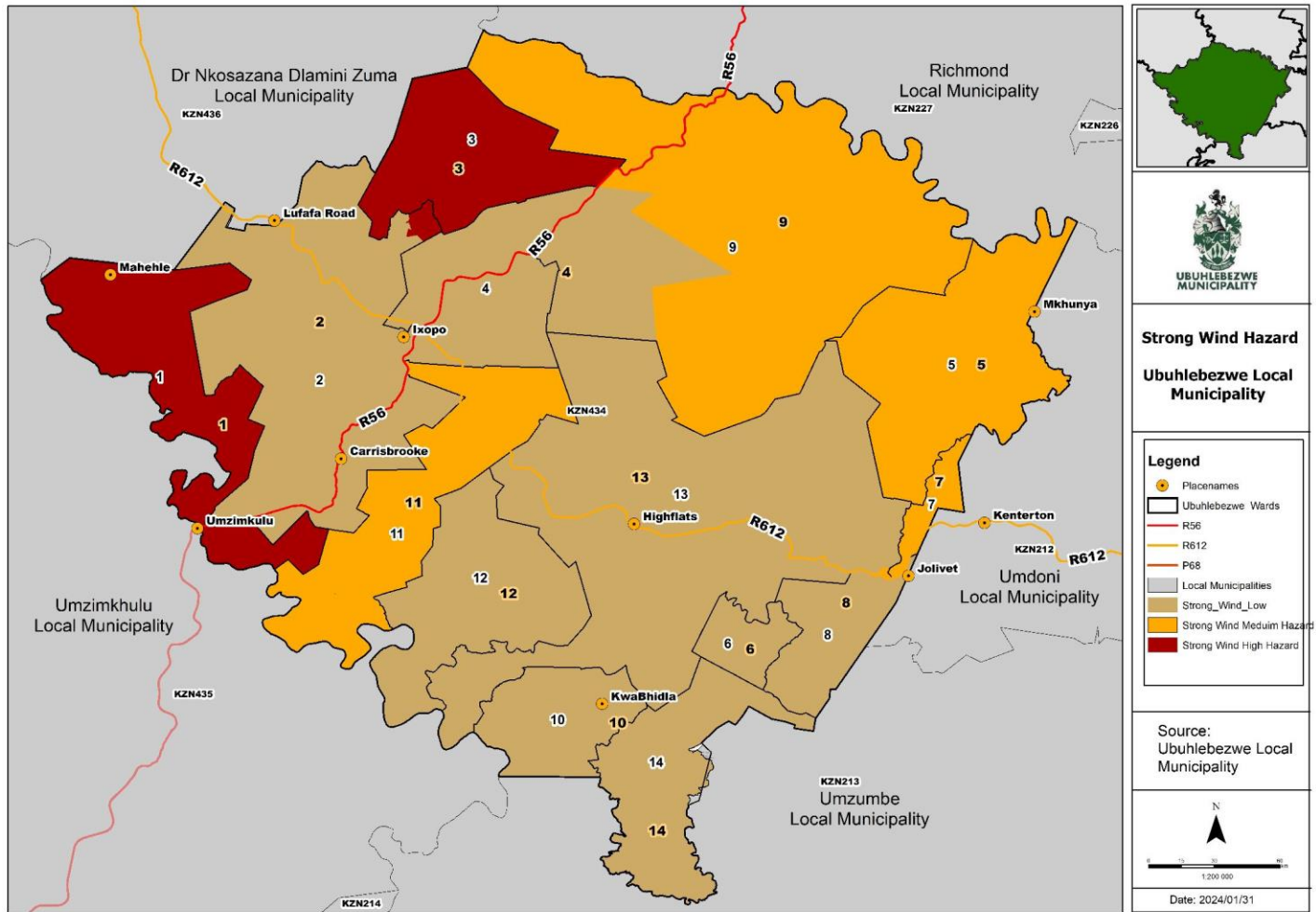


Figure 10: Strong Wind Hazard

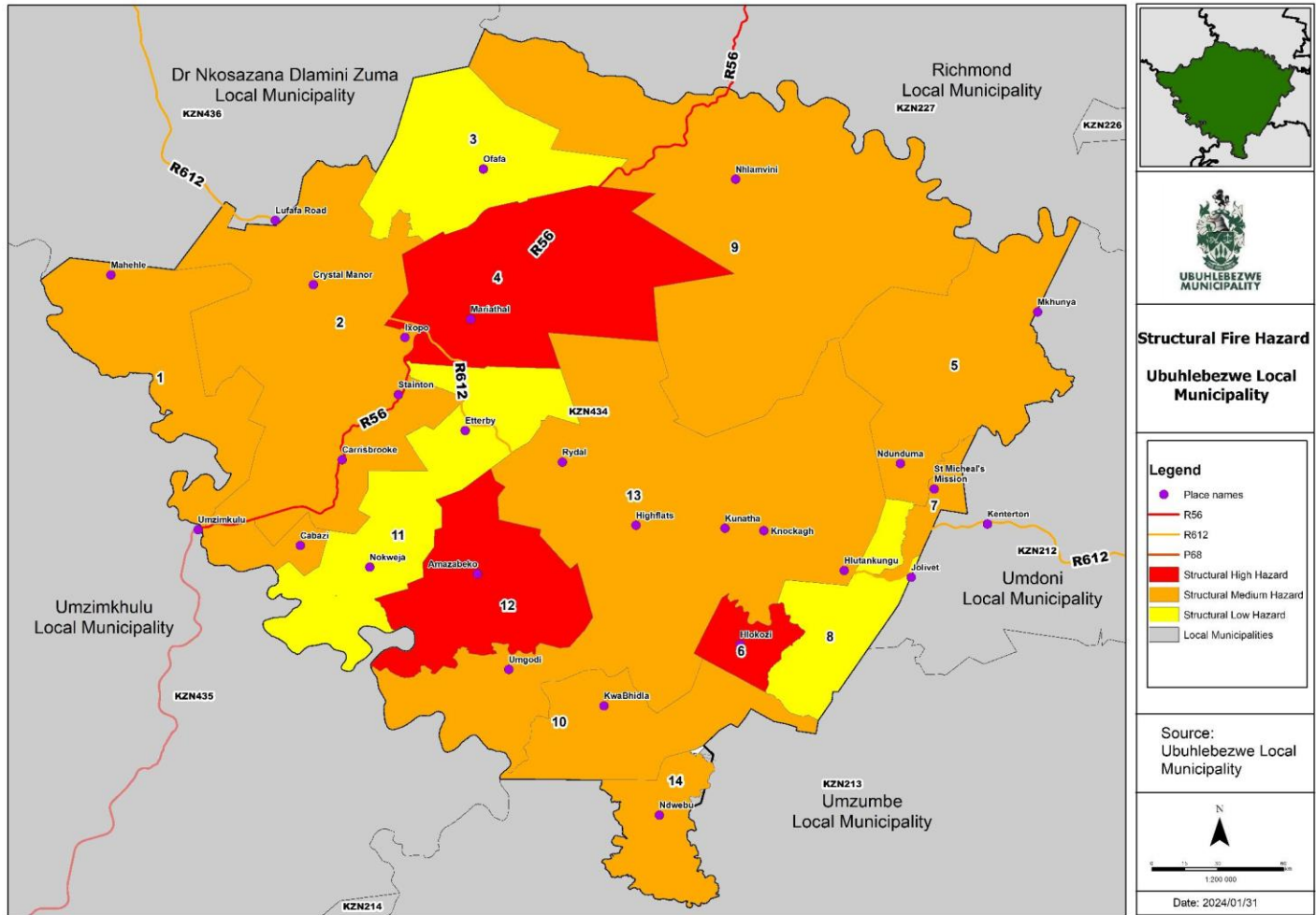


Figure 11: Structural Fire Hazard

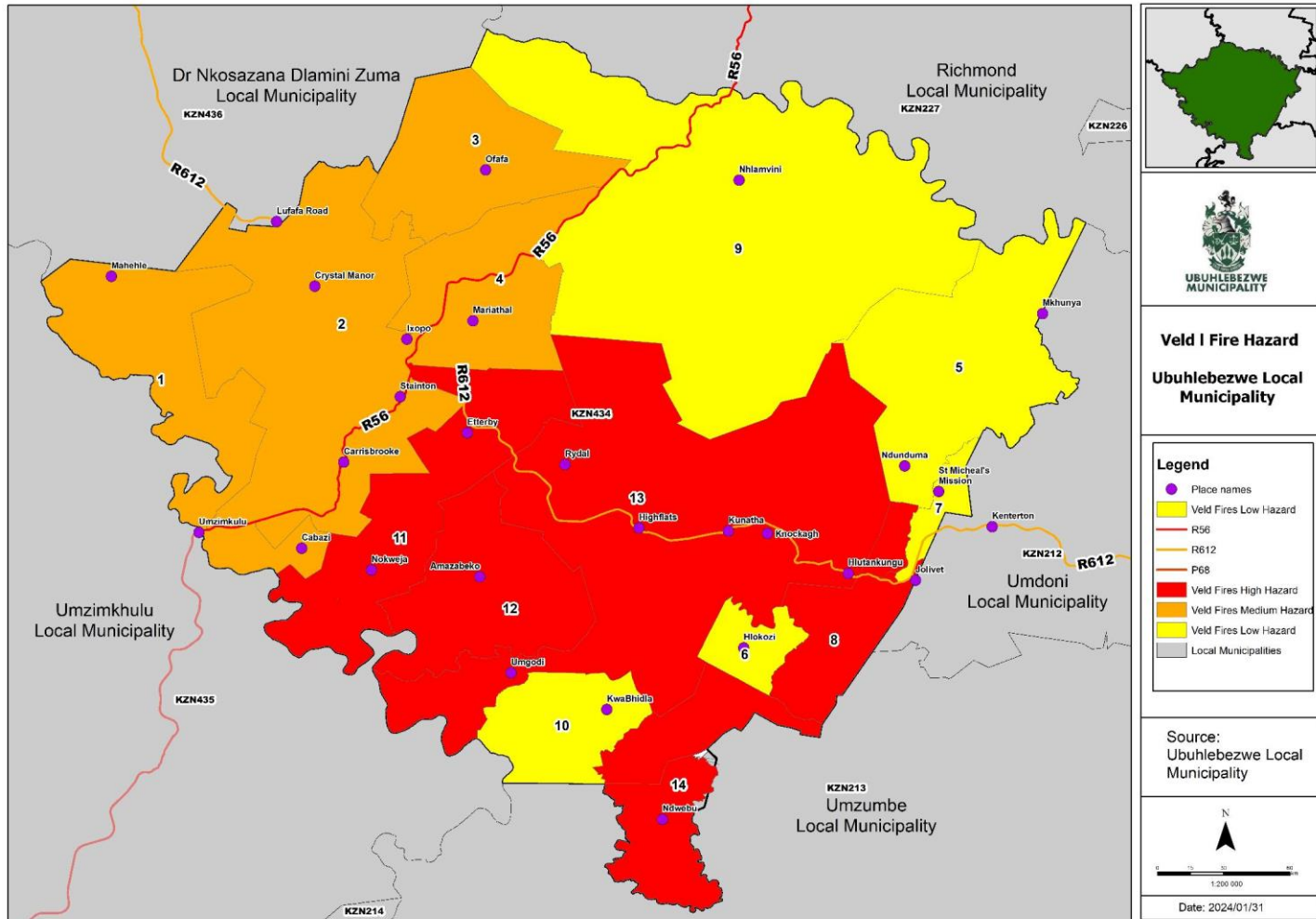


Figure 12: Veld Fire hazard

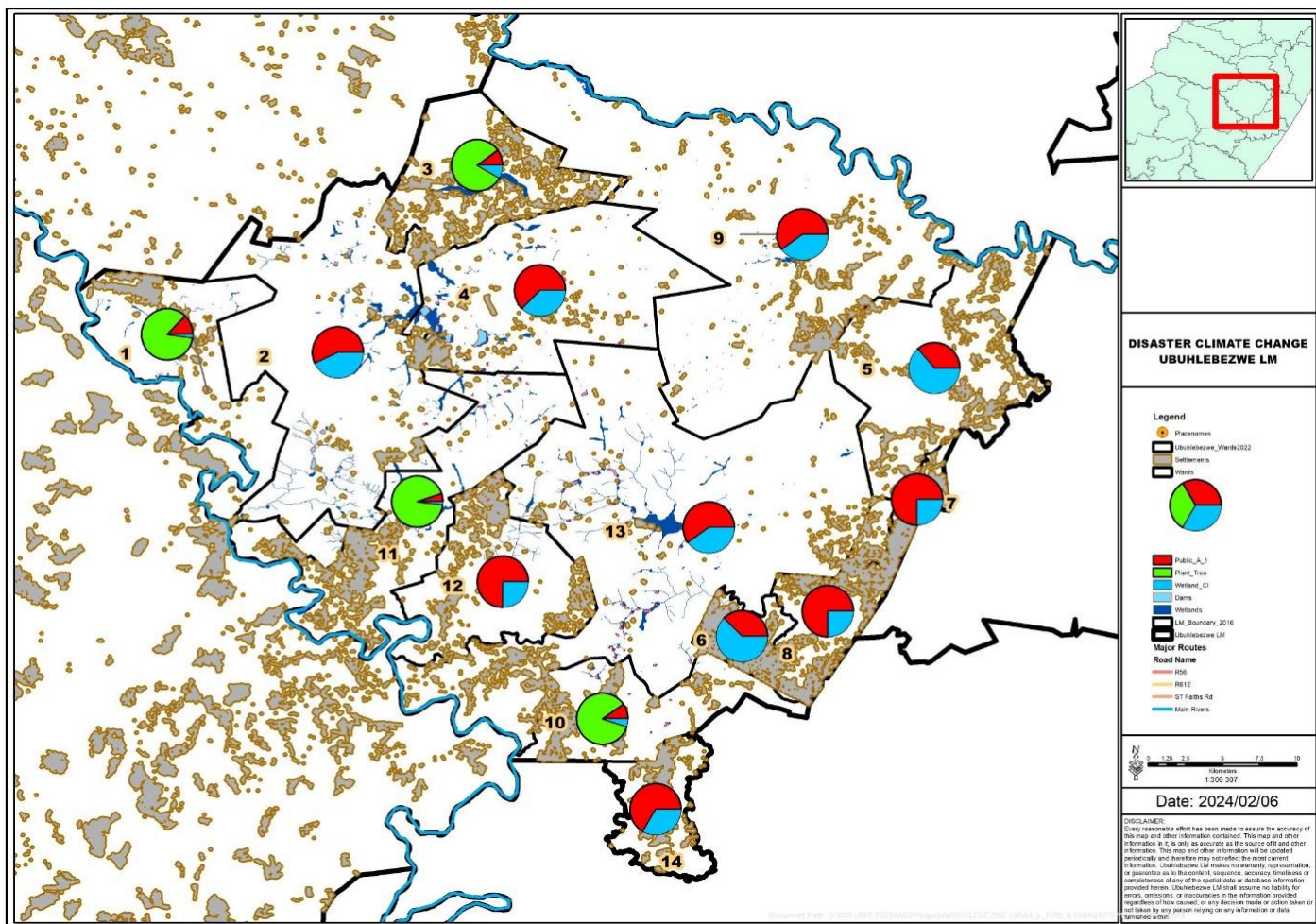


Figure 13: Climate Change Map

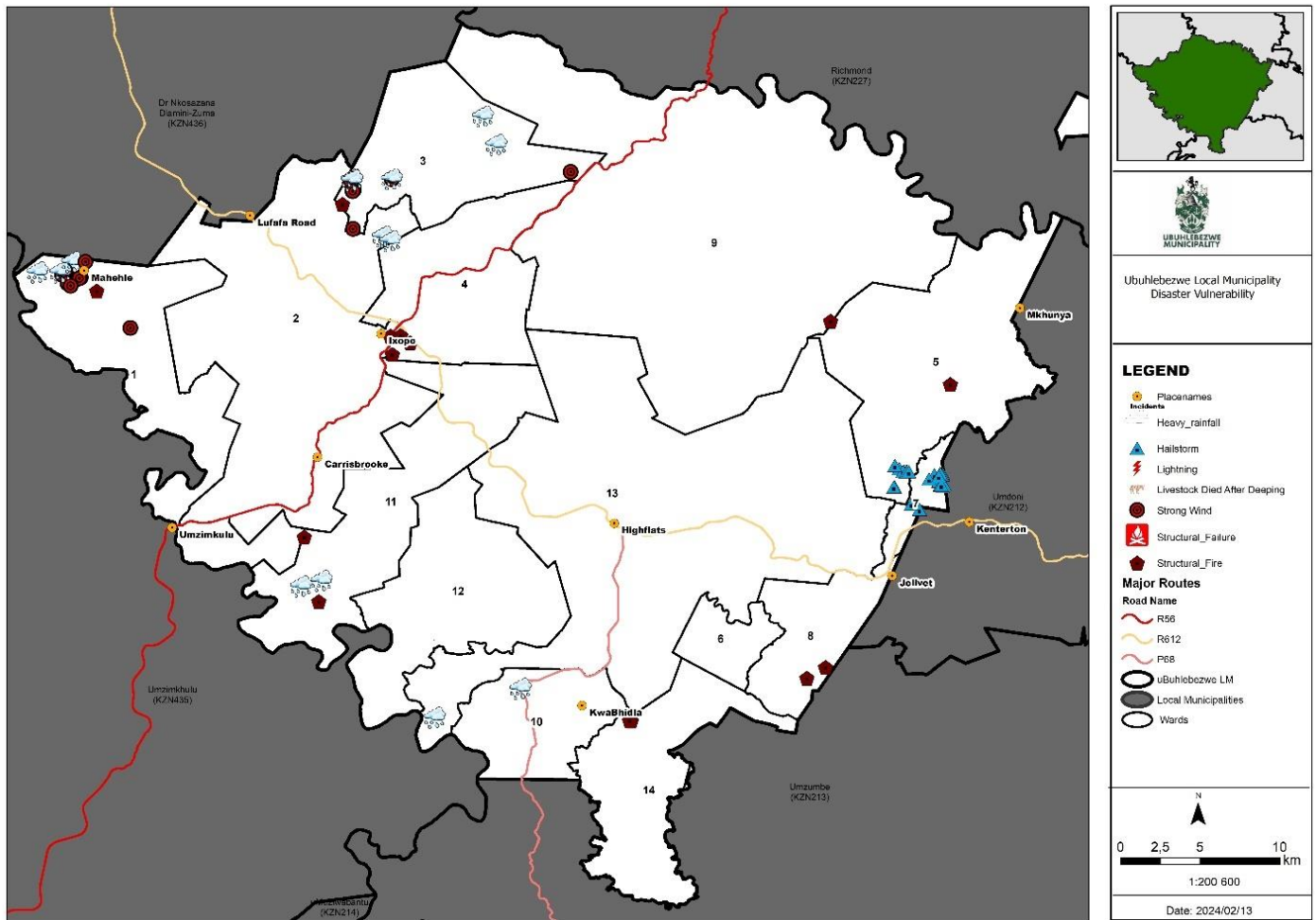


Figure 14: Vulnerability Maps

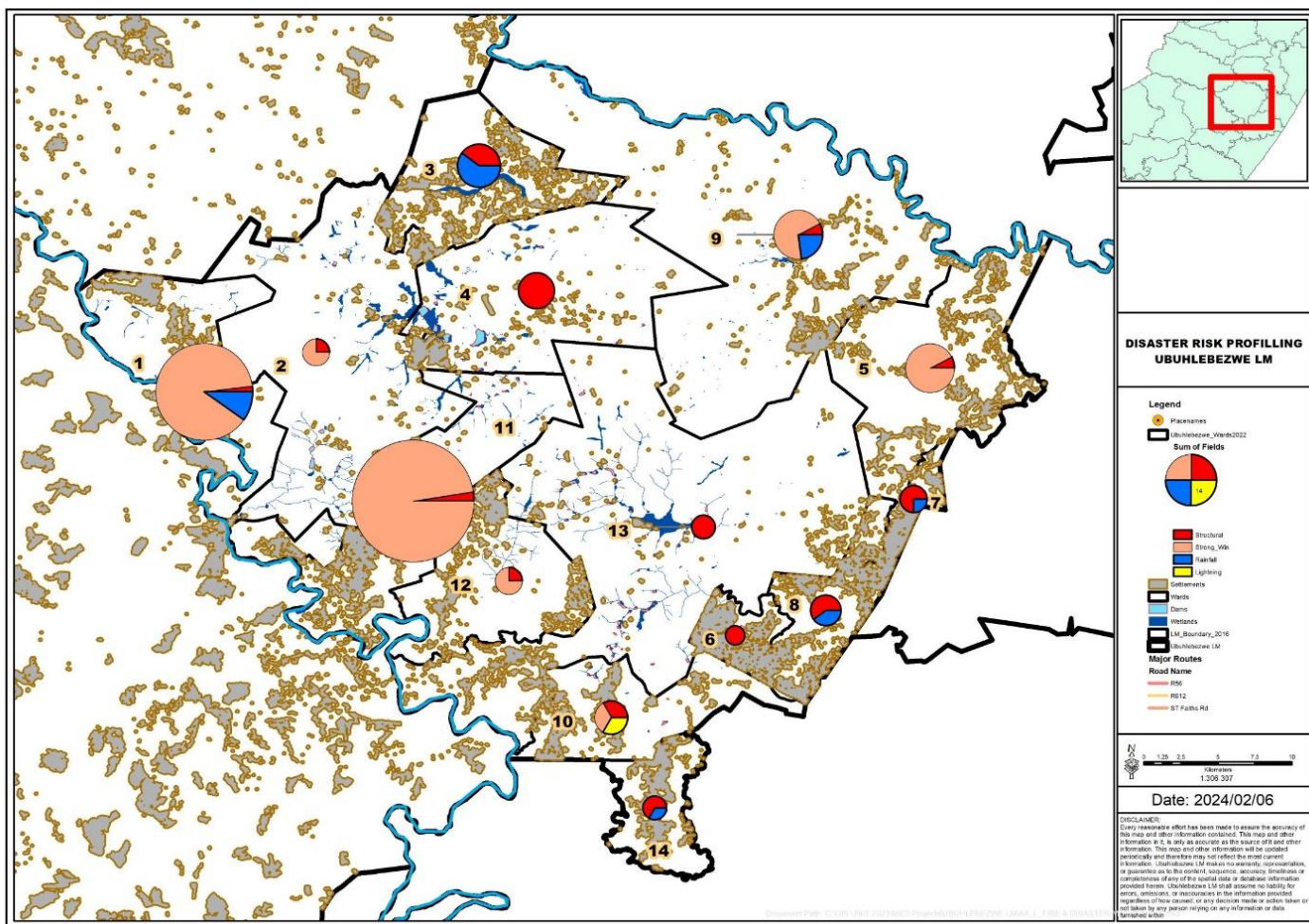


Figure 15: Disaster Risk Profile Maps (Disaster Risk Evaluation Maps)

Analysis of Climate Change Risks

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 gases especially carbon dioxide (CO₂).

According to Mr. Paul Polman – CEO Unilever, 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 2013, 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 consists of growing wattle, pine, and eucalyptus species. Crop production includes a 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 crops, 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

A shift in weather patterns has been noticed and this phenomenon manifests itself through rainfall being delayed from the period where it is expected to rain, whilst heat waves have been experienced. The municipal area has received some rain, but that does not imply that the municipality is not susceptible to droughts.

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

- Grazing land becoming eroded
- Livestock dying
- Damaged crops due to extremely hot conditions.
- Water vanishing from dams due to a lack of rainfall.
- Adverse and/or unpredictable weather conditions

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

The United Nations Environmental Programme 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 environmental 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 to prevent the environment from degrading whilst on the other hand ensuring beautification of the land. Areas that have planted trees and grass do not easily get eroded but they become so 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 participates in a programme called the Greenest Municipality competition run by the district municipality of Harry Gwala, which seeks 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.



Figure 16: One of the areas where the municipality continues to plant trees.



Figure 17: R56 & Centenary Road Intersection

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

side of the crossroads, which also beautify the land.



Figure 18: Wetland at crossroads Ixopo



Figure 19: 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 blowing 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 ferry tourists from one area to the other and hence burning of coal may 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 DISASTER MANAGEMENT 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 dam walls • 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 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 • Construction of boreholes
8. Strong Wind	• Planting of trees • Awareness Campaigns • Encourage communities not to build on valleys

DISASTER MANAGEMENT IMPLEMENTATION PLAN FOR UBUHLEBEZWE MUNICIPALITY 2024-2025 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 Quarterly	None	All wards	Disaster Management stakeholders	On-going
Disaster Management Advisory Forum Meetings	Co-ordinate Disaster Management Advisory Forums	Four Disaster Management Advisory Forum Meetings Held Quarterly	R 8 000.00		All Disaster Management Relevant Stakeholders	On-going
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	June - July
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 Fourth 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 4. Lightening Conductors	R 250 000.00	All Wards	Disaster Management Fire and Rescue Services	30 June 2025
Disaster Management Promotional Material	Procurement of Disaster Management Promotional Material	• Water Bottles • Banners • Gazebo • Pencil Cases	R 50 000.00	All Wards	Disaster Management Fire and Rescue Services	Re-Currying
Fire Emergency Vehicle	Procurement of 1 Fire (Bakkie-Sakkie) And 1 Disaster Management Double Cap	Increasing resource for quick response	R 7 000 000.00		Disaster Management Fire and Rescue Services	30 June 2025
Satellite Fire Station	Construction of a satellite fire station	Construction of one satellite Fire Station in Highflats	None	Ward 13	Infrastructure and Development Planning	2024

Memorandum Understanding	of	To forge and improve working relations with private sector	Memorandum Understanding signed	of	None		Municipality and Private Sector	30 June 2024
Fire Equipment		Procurements of Fire and Rescue Equipment	1. Compressor 2. SCBA's 3. Fire Beaters 4. Knapsacks		R 200 000.00	Fire & Disaster Management Centre	Fire & Rescue Services	December 2024

Total Draft Budget: R7 508 000.00

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	2024/2025
Ubuhlebezwe Municipality together with farmers to improve firebreaks and create awareness around the importance of maintaining firebreaks.	None	Informal settlements, farm dwellings, farms	2024/2025
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	2024/2025
Appointment of Disaster Management Assistants to Assist Disaster Management Officer	None	Disaster Management Centre	2023/2024

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	2024/2025
Harry Gwala District Municipality together with farmers to improve firebreaks and create awareness around the importance of maintaining firebreaks.	R 200 000	Informal settlements, farm dwellings, farms	2024/2025
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	2024/2025

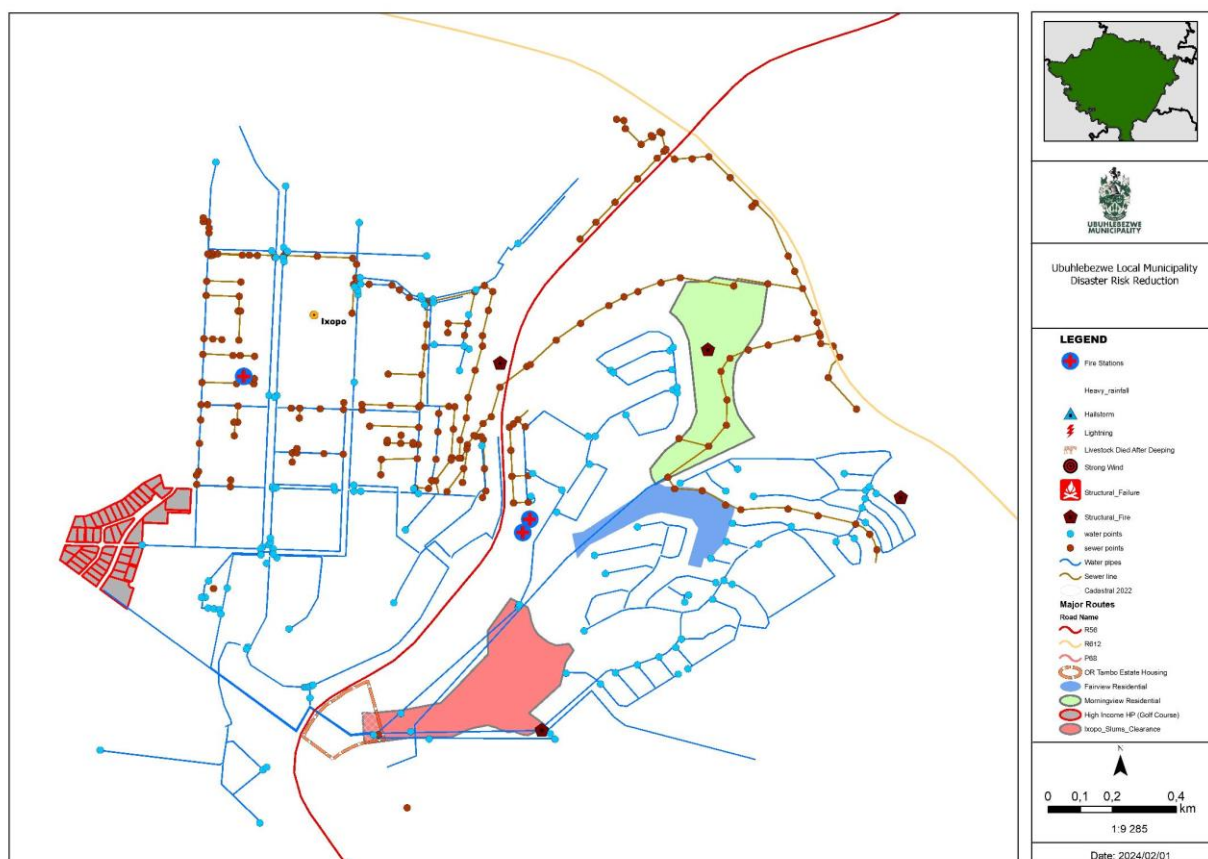
UTILIZING ANIMAL POUND SERVICES

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 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
Control of Stray Animals on Public Roads	R20 000.00	Jurisdiction of Ubuhlebezwe	2024/2025



Map reflecting strategic interventions (Fire Hydrants) for Disaster Risk Reduction

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 Infrastructure, Planning & Development department within Ubuhlebezwe Municipality working in conjunction with the disaster management unit in preparation of the summer season ensures that storm water drains are cleared to allow free flow of access water, as part of risk reduction initiatives.



Figure 20: 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.

4. 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 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

5.1. Municipal Capacity in terms of Response and Recovery

RELEVANT STAKEHOLDERS' REPRESENTATIVES FOR RESPONSE AND RECOVERY

NAME REPRESENTATIVE	OF	DESIGNATION	ORGANIZATION	CONTACT DETAILS
NC Mohau		Director Social Development	uBuhlebezwe Municipality	0398341904 0725853020
S Nene		Manager Community Safety	uBuhlebezwe Municipality	0398347700 0603462331
SP Mthembu		Chief Fire and Disaster Management Officer	uBuhlebezwe Municipality	0398342211 0760628953 0720290894
Vacant		Disaster Management Officer	uBuhlebezwe Municipality	0398342211
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
S. Mabizela		Chief Provincial Inspector	Road Traffic Inspectorate	0398341450 0630676640
Lt Col Nsimbi		Acting Station Commander	Ixopo SAPS	0398348823/7 0795000030
Lt Col Nxasana		Kenel	High Flats SAPS	0398353262/3 0824177319 0783792749
Dr. F. Parak		Gijima Care	District Area	0609090911 0609090911
L. Ndlovu		Superintendent	uBuhlebezwe Traffic	0398347700 0718421919
J. Joyce		Chief Traffic Officer	uBuhlebezwe Traffic	0398347700 0845303361
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	Senior Manager 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 Development	0398341668 0828048720
Fikile Khanyile	Manager	SASSA	0398342985 0732009834
Larry Smith	Manager	Eskom	0398342064 0793166141
Miss Ndlovu	Manager	Home Affairs	0398348902 0735668509
Cyril Vezi	Manager	South African Red Cross	0315632914 0839389966
Thembakazi Base	Manager uMzimkhulu Branch	South African Red Cross	0829315171

6. Information Management and Communication

6.1. Information Management

Ubuhlebezwe is planning to have communication system to be install in their New Fire & Disaster management Centre that is based at morning side Ixopo. 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:

6.2. Communication system

For communication Ubuhlebezwe Fire and Disaster are using 4 x 4-way Radios, 1 emergence landline phone (039 834 2211), 1 emergence cellular phone with emergency number 082 532 4558. Officers and Disaster Clerk are using Laptop for email as Online meeting like Zoom in meetings.

INFORMATION COMMUNICATION SYSTEM	QUANTITY
Telephones	4
Computers (3 x laptops)	3
Cell phones	5
Radios	4
Photocopying, scanning machine	1
Emails	3

6.3. 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.

7. EDUCATION, TRAINING, PUBLIC AWARENESS AND RESEARCH

7.1. 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.



Figure 21: School teachers and Children during a Fire Safety and Disaster Management Awareness Campaign at Sethabile And uMhlabashane HP Schools ward 8 And 10

7.2. Planned Capacity Building Programmes

VOLUNTEERS

The municipality has made strides and appointed 14 ward based Disaster Management volunteers. This stride is key as it has enhanced the municipality's capacity in line with Disaster Management imperatives.

The approach continues to be entrenched on a ward based approach which bodes well for the unit in terms of connecting with communities.

7.3. Research

There is no research going on or planned for upcoming financial year.

8. Funding Arrangements for Disaster Management

The municipality continues to provide disaster management funding through the relevant budget processes.

8.1. Internal Funding

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

Breakdown of available budget for disaster management and fire services

Project/Programmes	Budget
Fire Truck	R7 000 000.00
Materials and Supply's	R 250 000.00
Education and Training	R 8 000.00
Fire Equipment	R 200 000.00
Fire Equipment Maintenance	R 600 000.00
Disaster Management Promotional Material	R 50 000.00
Total	R8 108 000.00

8.2. 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 to the needs of the community of uBuhlebezwe Municipality 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.

8.3. Private Sector and Non-Governmental Organizations

The municipality further partners with the private sector and non-governmental organizations to play their roles on disaster management programmes. This includes participating in various programmes that are aligned to disaster management.

8.4. 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

- Ubuhebezwe Local Municipality (internal budget)

8.5. Private Partnerships

Fire Protection Association (FPA) - the district municipality has partnered with the UMkomaas Fire Protection Association which saw the the FPA accommodated at the Harry Gwala Disaster Management Centre. The Fire protection Association and forestry companies such as SAPPI, Mondi, RB Group and Private Farmers provide a backup service in terms of fire and major incidents that occur within the jurisdiction. The FPA provides management and coordination services through the HGDM Disaster management Centre Control Room in terms of setting up Disaster Management Control Centre with regards to receiving emergency calls and the dispatching of relevant role players to fire and disaster management incidents within the district.

8.6. Grant funding allocated for post-disaster recovery.

For This financial year Ubuhebezwe Disaster and Fire Unity have not received any financial grant.

Disaster Management & Fire Services Swot Analysis

STRENGTHS	WEAKNESSES
➤ Disaster Management is also utilizing fire fighters to perform some of the functions. ➤ Availability of a Fire & Disaster Management Centre ➤ Municipality provision of internal funding towards disaster management budget ➤ Effective Disaster Management Forum.	➤ Unavailability of funds to build the satellite Fire Station that can be based at Highflats to make a response quicker. ➤ Rural areas are sparsely located. ➤ Poor participation of stakeholders in the advisory forums. ➤ Fire fighters also performing disaster management services. ➤ Lack of sufficient disaster management personnel.
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) ➤ Mushrooming of informal settlements around urban areas ➤ Illegal electricity connection which may result in structural fires, injuries and fatalities.

Challenges for DM and Fire Services as per SWOT Analysis

Challenges for Disaster Management	Recommendations	Challenges for Fire Services	Recommendations
There are only two officials dealing with disaster management in all 14 wards	Employment of additional three disaster management field workers	Delayed response time to incidents in the Highflats area due to a lack of a satellite station.	Setup of a satellite Fire Station in Highflats.
Climate Change Programs	Funding is required	Bad condition of a Fire Engine and Land Cruiser with Old equipment	Procurement of New fire engine, new land cruiser.

NATIONAL KEY PERFORMANCE AREAS

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 is reviewed annually in the second quarter, the last review was during September 2021. 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.

The Table below depicts Human Resources that are in place:

Focus Area	Elements	Objective(s)	Structural, Process and 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 its 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 budget
Focus Area	Elements	Objective(s)	Structural, Process and 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 - innovative approaches	Budgetary considerations
	Identification of internal talent	Identify talent based on potential and performance	N/A

	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	Possible investment in technology
		Reducing HR operating costs Decreasing time per HR query/activity Decreasing person-to-person inquiries and comebacks 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 utilising 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	Dependent on nature of best practice and innovation adopted
	Changing demands and conditions	Creating better and innovative ways of executing work	Dependent on nature and extent of change
		Adaptation to changes imposed by both external and internal dynamics	
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 ye

- **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:

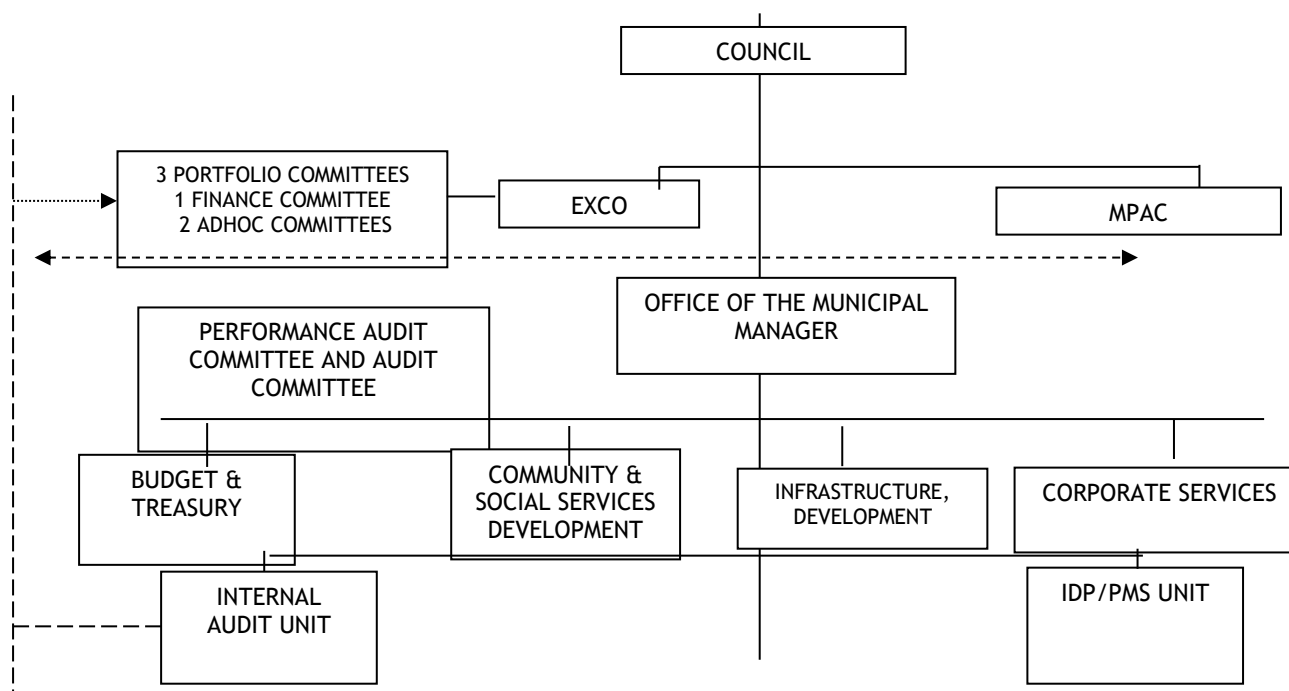
Functions	Function currently performed		Capacity to perform function		Levels of capacity	Alternative measures in place (function not performed or no capacity)	Municipal Action
	Y e s	N o	Yes	N o			
1. Amusement facilities	-	x	-	X	-	-	-
2. Air pollution	-	x	—	X	-	-	There is no demand no action required
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 awarenesses and responds in case 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 economic 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
20. Local Sports facilities	X	-	x	-			Regeneration to address the lack of amenities within the municipal area. 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	-	-	
24. Pounds	-	x	-	X	-	-	shared with Dr NDZ

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 landfill site 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 27 Councillors of which 14 are ward Councillors and 13 are proportional representatives. 2 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. Ubhlebezwe Municipal Council meets quarterly while both the Executive Committee and portfolio committees sit bi-monthly.

The Ubhlebezwe 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 Ubhlebezwe 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 and an independent Audit and Performance Audit Committee in meeting his accountability requirements in terms of the Municipal Finance Management Act.

- **A full Council adopted Organizational Structure**

The organisational 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 2022/23 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 are underway, with the position being readvertised after not finding a suitable candidate in the first round of requirement.

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

Employment Equity:

The total number of female employees is 129.

The total number of male employees is 144.

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

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 (Three coloured male and five coloured females).

Category	Number
Total number of Approved posts	274
Total number of filled posts	266
Total number of vacant posts	08
Vacancy rate	3%

Table 17: employment equity

- **Previously disadvantaged groups**

Director: Social Development, 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 organizational structure shows five (5) critical posts, i.e. Municipal Manager, Directors: Social Development, Director: Corporate Services, Director: Infrastructure Planning and Development and the Chief Financial Officer. In addition are the positions of the Managers: IDP/PMS and Internal Audit.

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

13/03/2024
DD / MM /YYYY

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	1	0	0	1	1	0	1			5
Senior management	6	1	0	1	5	1	0	1			15
Professionally qualified and experienced specialists and mid-management	6	1	0	1	4	1	0	1			14
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	30	4	1	4	25	4	1	3			72
Semi-skilled and discretionary decision making	23	3	1	4	19	1	1	1			53
Unskilled and defined decision making	35	5	2	6	30	4	4	4			90
TOTAL PERMANENT	101	15	4	16	84	12	6	11			249
Temporary employees	8	0	0	0	15	1	0	0			24
GRAND TOTAL	109	15	4	16	99	13	6	11			273

- A Workplace Skills Plan (WSP)**

The WSP is in place and is consolidated annually. It was developed and adopted by Council on the 18th of April 2024, The current WSP is implemented as follows:

NO	TRAININGS	ATTENDED BY	MALE	FEMALE
1.	Advanced Records Management	S. Moloi-Committee Clerk V.H Miya- Committee Clerk NP Zuke – Skills Development Facilitator B Bomela – PA to the Director IPD S Mbandlwa – Assistant Librarian M.C Mbhele-Senior Admin Officer	-	05
2.	Manage AdministrationRecords M	LC Biyase – Committee Clerk VP Chiya – HR Clerk OH Hlongwane – Senior Registry Clerk TN Kwababa to be replaced with M Ngcongo G Shoji Library Assistant	-	05
3.	Time Management	VH Miya – Committee Clerk S Moloi -Committee Clerk LC Biyase -Committee Clerk MC Mbhele – Senior Admin Officer S Mbandlwa – Assistant Librarian T Mthembu – Housing and Planning Manager ZN Mkhize – Senior Admin Clerk	-	07
4.	Report Writing and Minute Taking	VP Chiya – HR Clerk LC Biyase – Committee Clerk TN Kwababa – HRD Clerk SE Mthembu – Financial Control Officer Z Kati – Cybercadet B Nondabula-PA to the MM	-	06
5.	- Property Management - Policy Development	B Masuku – GIS Data Technologist S Ngcobo – Town Planner SPC Ngubane – Junior Town Planner A Mahlaba – Housing Clerk ZR Weldon – Housing Clerk R Gopal – Housing Officer	-	06
6.	Advanced Microsoft Office, on Powerpoint,Excel and Word.	MC Mbhele – Senior Admin Officer ZB Mthembu-Disaster Management Officer SP Dlamini-Disaster Management and Field Work Clerk P Mgobhoza-Contract Officer IN Masondo-PA Director Corporate Services.	03	22
7.	Advanced Driving 4x4	K Moshubi – External Messenger M Ngcobo – Internal Messenger M Mnguni – Driver to the Mayor M Vezi – Bodyguard to the Mayo J Msimango – Bodyguard to the Mayor M Madondo – Driver to the Speaker NG Shoba – Fire fighter N Mjwaha – Fire Fighter P Maphumulo – Fire Fighter S Mbanjwa – PIT Assistant	08	02
8.	- Advanced Electronic Management - Management and Leadership Development	M.C Mbhele - Senior Admin Officer S Adams – Admin Manager F Khumalo-PA to the Director SD	01	02
9.	- Occupational Health and Safety Training - Hygiene Training	R. Widely-Office Cleaner N. Mazibuko-Office Cleaner B. Shezi-Office Cleaner B. Ngcongo-Office Cleaner S.Ngcobo-Office Cleaner G. Nzimande-Office Cleaner J.Woods-Office Cleaner	-	16

		T.Ngwadi-Office Cleaner D. Ngongo-Office Cleaner P. Ngubo-Office Cleaner N. Dlulisa-Office Cleaner K. Mhlungu-Office Cleaner N. Maduna-Office Cleaner P. Dlamini-Office Cleaner W. Tenza-Office Cleaner N. Ngcobo-Office Cleaner		
10.	Project management	B Masuku – GIS Data Technologist VA Tuswa – GIS Clerk M Shoba - Foreman SE Mthembu – Financial Control Officer S Nkontwana – Youth Officer Z Radebe – ComDev Officer D Mngonyama – ComDev Clerk Z Dlamini – HIV / AIDS Clerk M Modi – ComDev Manager T Hlangu – Public Participation Officer	03	07
11.	Conflict Management	T Mthembu – Housing and Planning Manager SM Manci – Cashier ZN Mkhize – Senior Admin Clerk RZ Zungu – Reception NG Zondi-Admin Clerk: Properties	-	05
12.	Advanced Project Management	SPC Ngubane – Junior Town Planner S Kubheka – Social Facilitation Officer A Mahlaba – Housing Clerk ZR Weldon – Housing Clerk B Thabethe-Youth Clerk T Mbhele-LED Clerk S Ngidi-Artisan Builder K Zuma – EPWP Coordinator	03	05
13.	- Assessor Training - Skills Development Facilitators Training - Moderator Training	NP Zuke T Kwababa LS Hlophe	01	02
14.	Supervisory Training	CL Ndlovu – Superintendent HN Zakuza – Electrical Technician L Mnandi-Fleet Clerk M Dlamini-Budget and Reporting Accountant N Sihlangu-Income Accountant P Msani-HR Officer	05	01
15.	- Advanced Labour Relations - Developing and Implementation of Labour Policies	P Msani - HR Officer A Msiyane – Labour Relations Officer LS Hlophe – HR Manager A Best-Occupational Health and Safety Officer	04	-
16.	IPMS Training	P Msani – HR Officer LS Hlophe NP Zuke	02	01
17.	TLB	ZR Memela-	01	-
18.	- Advanced in Computer Technology Application (Excel,Word, Powerpoint) - Risk Assessment and Risk Reduction	ZB Mthembu-Disaster Management Officer SP Dlamini-Disaster Clerk and Field Worker	02	-
19.	Pump Operator	ZG Lujiva-Fire Fighter TJ Mfusi-Fire Fighter N Mjwaha-Fire Fighter G Maphumulo-Shift Leader G Wodely-Shift Leader	04	01

20.	- Accident Report - Road Traffic and Municipal Police	SD Xaba-Traffic Officer	01	-
21.	- Documents Management - Information Resources	SPZ Mbandiwa-Library Assistant	-	01
22.	- Customer Service - Customer Support	QM Cele-Traffic Officer	-	01
23.	- Examiner of Vehicles Grade A - Traffic Officer Course - Examiner of Driving Licenses Grade A	S Mbanjwa – PIT Assistance	01	-
24.	Advanced Computer Literacy	PN Ngcobo – Cashier K Moshubi-Messenger Fleet M Ngcobo-Internal Messenger	02	01
25.	- Disaster Management Certificate - Advance in Driving - Grade L(Learners)	VS Myende - Traffic Officer	01	0
26.	- EOL - EDL - VIP - Advanced Driving - EOV	Y Lwana – Traffic Officer NS Dlamini – Traffic Officer (EDL AND EOVS)	01	01
27.	Shooting Course	All Traffic Officers Office of the Mayor	11	02
28.	Accident Investigation	C.L Ndlovu – Superintendent	01	-
29.	Fire Instructor Course	M. Mngonyama-Fire Fighter S.A Nzimande-Fire Fighter L.I Memela-Fire Fighter L.Zondi-Shift Leader S.Mthembu-Fire Fighter T.Mbhatha-Fire Fighter N. Shoba-Fire Fighter S.P Mthembu-Chief Fire and Disaster Management Officer J.M Latha-Shift Leader L Khumalo-Fire Fighter T Mfusi-Fire Fighter Z Lujiva-Fire Fighter GP Maphumulo-Shift Leader N Mjwaha-Fire Fighter Woodley-Fire Fighter	13	02
30.	Computer Training	J. Joyce-Chief Traffic Officer S Nkontwana – Youth Clerk B Thabetha – Youth Clerk Z Radebe – ComDev Officer D Mngonyama – ComDev Clerk Z Dlamini – HIV / AIDS Clerk M Modi – ComDev Manager T Hlangu – Public Participation Officer	04	03
31.	- Sam Trac - Hazmat Technician - Water Rescue	L. Khumalo-Fire Fighter M.S Msomi-Fire Fighter SS Nene-Manager Community Safety A Best-Occupational Health and Safety Officer NG Shoba-Fire Fighter	04	01
32.	- Geographic and Information System - Drone Technology	S.P Dlamini-Disaster Field Worker Clerk	01	-

33.	- Fraud and Corruption Training - Operating The Register and Customer Training - Telephone Etiquette Training - Time Management	T. Mthembu – Housing and Planning Manager S.M Mancu-Cashier	-	02
34.	- Communication Course - Sign Language Course - Time Management Course	Z.N.Mkhize-Senior Admin Clerk	-	01
35.	- Funding Proposal - Basic knowledge of HIV, TB and other diseases	S Nkontwana – Youth Officer B Thabetha – Youth Clerk Z Radebe – ComDev Officer D Mngonyama – ComDev Clerk Z Dlamini – HIV / AIDS Clerk M Modi – ComDev Manager T Hlangu – Public Participation Officer	03	04
36.	- Development and Implementation of Labour Policies - Labour Relations Risks Management	L.N Msiyane-Labour Relations Officer LS Hlophe Manager HR	02	-
37.	- Financial Risk Management - Identified Risk Training on Conducting AFS Reviews - Training on GRAP Standards updates	N. Ngcogo- Risk and compliance officer	01	-
38.	- Field Data Collection and Management using ArcGIS - Advanced GIS Topics for Local Government - Imagery Analysis in ArcGIS pro. - MSDF Capital Investment Framework Training	B. Masuku- GIS Data Technologist V Tuswa-GIS Environmental Clerk	02	-
39.	- Sustainable Human Settlements Planning - MSDS Capital Investment Framework Training - ArcGIS pro Basic/Standard	S. Ngcobo- Town Planner	01	-
40.	- Field Data Collection and Management using the ArcGIS - Advanced GIS topics for Local Government - Imagery Analysis in ArcGIS pro	VA Tuswa- GIS Environmental Clerk	-	01
41.	MSDF Capital Investment Framework Training	S.P.C Ngubane- Junior Town Planner	01	-
42.	Social Facilitation	S. Kubheka- Social Facilitation Officer	-	01
43.	- Sustainable Human Settlements Planning - Health and Safety	A Mahlaba- Housing Clerk SPC Ngubane – Junior Town Planner ZR Weldon – Housing Clerk T Mthembu – Housing and Planning Manager R Gopal – Housing Officer S Ngcobo-Town Planner	01	05
44.	- Control Room Operator Training - Communication Skills	B. Mtungwa-Senior Access Controller	01	-
45.	- Telephone Etiquette - Public Management	R.Z Zungu- Receptionist	-	01
46.	- OHS Auditors Course - Hazard Identification and Risk Assessment. Incident Investigation Level 3	A. Best- Safety Officer	01	-

	Implement Road Side Safety Procedures US-14561			
47.	Asset Risk Management	S. Sibiya - Asset Management Clerk N Mthembu – Asset Management Clerk	-	02
48.	- How to Design an Asset Management Action Plan - Asset Verification and Conditionl Assessment.	N. Mthembu- Asset Management Clerk	-	01
49.	- GRAP Standards (Especially those that are related to Asset Management - Municipal Infrastructure Conditional Assessment Training	Z.Rulumeni- Asset Officer	01	-
50.	- Management of Electrical Construction Process - Eskom Line Construction - Working on Weight	N.H Zakuza- Electrical Technician	01	-
51.	- Getting Aquinted with GCC 2015 - Stormwater Infrastructure, Planning, and Maintenance - Management of Civil Engineering Construction Process - Manage Labour Intensive Construction Projects	S.Z Mbutho- PMU Technician	01	-
52.	Financial Management	S.E Mthembu-Financial Control Officer S Nkontwana – Youth Officer B Thabethe – Youth Clerk D Mngonyama – ComDev Clerk Z Radebe – ComDev Officer Z Dlamini – HIV / Aids Clerk M Modi – ComDev Manager T Hlangu – Public Participation Officer	03	05
53.	- Communicating and Conducting Interpersonal Relations in Industry (7995) - Conduct Performance Management To a South African Muncipal Environment (116341) - Enhance The Performance of Employees (255994) - Monitor and Evaluate Team Members Against Performance Standards (252034)	Z.Mbadu-IDP/PMS Officer S Sikhakhane-Monitoring and Evaluation Officer Z Mtolo-Communications Officer M Ngcongo-IDP/PMS Intern	02	02
54.	- Conducting An Auditing From Cradle to Grave - Training on Conducting AFS Reviews	S. Dzanibe-Internal Audit Officer	-	01
55.	- How to Review Financial Statements For Internal Auditors - Financial Auditing For Interenal Auditors in Public Sector - Auditing Risk Management (Part 4) - Auditing Cyber Security and Information Security Using NIST and ISO 27002: Basic/Awareness Level	S.Sikhakhane- Internal Auditor	01	-
56.	Monitoring and Evaluation	K. Zuma-PMU Admin	-	01
57.	- Review of Annual financial Statements and GRAP Updates - Financial Auditing for Internal Auditors	P.P Ndamase-Manager Internal Audit		

	- Vital Audit Skills in Dealing with Strategic Risk, Risk Appetite and KRIs - Fraud Risk Identification, Assessment and Anti-Controls-approach and Techniques for Internal Audit - Leadership Communication with Impact - Internal Auditors Guide to Strategic Thinking - Leadership Skills for Internal Auditors			
58.	Rental lease agreement course	R. Gopal-Housing Officer	-	01
59.	- Review of Financial Statements - Performance Auditing for The Public Sector - IT Auditing for Non-Auditing - Essential Skills For Auditing IT General Controls	E. Sigaba-Internal Audit Officer	01	-
60	Advanced Driving	All Traffic Officers	08	02
61	- Frontline Skills and Administrative Professionals - The Secret of Success for Secretaries and Pas - Event Management for Secretaries and Office Professionals - Future Skills for Secretaries and Pas - Office Administration	All PAs	02	04
62	- Monitoring and Evaluation of LED Projects - Field Data Collection Management using ArcGIS - Event Management - Marketing and Data analysis of Tourism in South Africa	L Khoza-LED Officer N Mncwabe-LED and Agriculture Officer NH Mkhize-Manager LED T Mbhele-LED Clerk	03	01
63.	Leadership and Ethics	All Councillors	17	10
64	Advanced Excell	Z Rulumeni – Asset Management Officer N Mthembu – Asset Management Clerk S Sibiyi-Asset Management Clerk N Ngcongco – Riskand Compliance Management officer S Dzanibe – Internal Auditor A Mgilane-SCM Practitioner P Ncobela-Procurements Clerk N Zuma-Procurements Clerk M Hlengwa-Procurements Clerk P Mgoboza-Contract Officer T Mathanda-Senior SCM Officer T Ndelu-Procurements Clerk	05	07
65	Welding	Unemployed Youth	14	14
66.	Report Writing and Minutes Taking	Ward Committee Members	07	07
67.	Power Tool	Officials From IPD Officials from SD	20	0
68.	Tyre Repairs and Maintenance	Officials From IPD Officials from SD Officials from Corporate Services	20	0
69.	Project Management Prince 2	S Memela-ICT Officer	02	0

		U Dukada-ICT Manager		
70.	ITL ICT Management Services	S Memela-ICT Officer LA Ndlovu-ICT Technician U Dukada-ICT Manager S Hlongwa-Junior Networks P Nzuza-ICT Clerk	03	02
71.	Payroll Reconciliation	N Ngcongco-Payroll Officer N Mokoena-Payroll Clerk N Tshazi-Payroll Clerk	0	03
72.	Internal Auditors Conference- Leading with Purpose-Inspiring Excellence	E Sigaba-Internal Auditor S Dzanibe-Internal Audit P Ncobela-Risk and Compliance Officer	0	03
73.	Risk Management Forum- Risk and Advisory Services	P Ncobela-Risk and Compliance Officer S Jili-Senior Risk and Compliance	01	01

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 their wish lists of the trainings that they desire, in order to capacitated themselves. The Wishlist is signed off by the Head of Department, for relevance. HR then coordinates the planning and implementation of trainings as per the consolidated wish lists that form the Municipality's WSP.

Recruitment and Selction Policy:

The HR Unit uses the Recruitment and Selection Policy as a guide, in the filling of all posts.

Retention Policy:

The Retention policy is being implemented annually. One of the ways in which implementation of the retention policy is ensured is through the introduction of a scarce skills subsidy where the Municipality offers an incentives to those employees who perform scarce skills duties. This is meant to encourage employees to stay at Ubuhlebezwe Municipality.

In order to be able to retain staff at Ubuhlebezwe, the Municipality has resolve to focus on creating a more conducive working environment for it Employees. During 2022/23 The Municipality expanded the Municipal offices in order to accommodate staff appropriately, whilst also making the Municipality more accessible.

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.

POLICY	DATE ADOPTED	LAST REVIEWED
Cellphone and 3G Data Policy	16 May 2013	October 2023
ICT Business Continuity Policies	14 April 2014	October 2023
ICT Security Policy	26 May 2016	October 2023
Incident Management	26 May 2016	October 2023

Remote Access Procedure	26 May 2016	October 2023
Firewall Policy	26 May 2016	October 2023
Disaster Recovery Policy	14 April 2014	October 2023
ICT Governance Framework	26 May 2016	October 2023
Backup Policy	26 May 2016	October 2023
Back up Procedure	26 May 2016	October 2023
Audit Logs Procedure	26 May 2016	October 2023
Change Management Procedure	26 May 2016	October 2023
ICT Operating System Security	14 December 2017	October 2023
ICT Security Controls	14 December 2017	October 2023
Service Level Agreement	14 December 2017	October 2023

ICT policies

. Strategy

The Municipality does have a strategy in place which helps guide the implementation of ICT. The Strategy was adopted by Council in 2019 and is reviewed annually.

. 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.
- 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 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 and fines monitoring for Traffic Department
- The installation of open town wifi that will aid communities to gain access to free wifi but in the interim all Municipal Offices will have free wifi for all the walk-in visitors.
- Phase two of the town surveillance cameras

Challenges.

1. The major challenge currently is bad network but is being addressed and with implementation and installation of better infrastructure and failover network..

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 areas 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.

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.
- Clarity on I.T. Role (SAGE Evolution and Sage 300)
- 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

Occupational Health and Safety

The Municipality has employed 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 employment of an OHS Officer increases safety in the workplace and ensures that the Municipality complies with all relevant legislation.

• 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 2023
Bereavement policy	Annually	October 2023
Discipline and dismissal policy	Annually	October 2023
Dress code policy	Annually	October 2023
Employee assistant policy	Annually	October 2023
Intoxicating substance policy	Annually	October 2023
Grievance policy	Annually	October 2023
HIV and AIDS policy	Annually	October 2023
Internal bursary policy	Annually	October 2023
Leave policy	Annually	October 2023
Occupational health and safety policy	Annually	October 2023
Overtime policy	Annually	October 2023
Policy for recognition of qualifications	Annually	October 2023
Policy guidelines for in senior and critical positions	Annually	October 2023
Recruitment and selection policy	Annually	October 2023
Relocation policy	Annually	October 2023

Retention policy	Annually	October 2023
Scarce skills allowance policy	Annually	October 2023
Sexual harassment policy	Annually	October 2023
Standby allowance policy	Annually	October 2023
Succession planning policy	Annually	October 2023
Training and development policy	Annually	October 2023

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 fine schedules have been developed and the public participation process was done during 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 printed for easy implementation. The Bylaws were then translated to isiZulu in 2018. A Bylaws Retreat whereby the said shall be reviewed is scheduled to sit in the 2023/2024 Financial Year prior to the promulgated of the isiZulu version.

SWOT ANALYSIS: Municipal Transformation & Institutional Development

Strengths: - 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	Opportunities: - 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: 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	Threats: - Regulatory Frameworks and legislation sometimes prohibiting beneficial ideas and slowing implementation of approved programmes. - HR – High staff turnover

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.	

KEY CHALLENGES

- **Inability to retain skilled staff due to location of the Municipality.**

Ubuhlebezwe is located in a small rural town of Ixopo, although the town has seen some development over recent year, it is still in the beginning stages of its growth and development. In terms of staff retention, this means that employees are happy to join the Municipality to kick start their careers, however once they have gained a few years of experience, they move to bigger cities where they can have access to more amenities such as Schools, Universities, Malls, better accommodation, better property investment opportunities, entertainment centres etc.

- **Inability to offer high salaries due to size of the Municipality and grant dependency.**

Ubuhlebezwe is Categorised as a Grade 1 Municipality which places a limit to the salaries that we can offer. The Municipality is also highly grant dependent and is already above the threshold on employment costs versus equitable share and own revenue. This means that we can not compete fairly with other Municipalities in terms of attracting and retaining staff, which does not make us first preference for people with scarce skills and those of the highest calibre in their fields.

- **Unavailability of high quality service providers, in close proximity, for the provision of training programs.**

The Municipality develops the WSP annually and advertises for skilled and competent service provider to provide trainings to staff and councillors. It is very difficult to find suitable trainer within Ubuhlebezwe and within the District which means we constantly have to send staff to Pietermaritzburg and Durban for training. This is costly in terms of travelling expenses and is also not assisting the local economy.

INTERVENTIONS:

- The Municipality has a Retention Policy in place, where employees, especially those in scarce and critical positions are incentivized 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 and PDPs for Management.

Basic Service Delivery and Infrastructure

Water and Sanitation

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

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

The water service provision mandate is being guided by the number of pieces of national and provincial legislations. Locally, the main document for water service provision is the Water Services Development Plan (WSDP). This key planning document is developed every five years of the Council term through alignment with the Integrated Development Plan (IDP) of the municipality and is reviewed on an annual bases.. The municipality has done the third review of the WSDP which indicate projects that are being done in the year 2022/23. Below is the link to the WSDP document.

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

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

- Water Services Master Plan
- Sanitation Master Plan
- Water Safety Plan
- Wastewater Risk Abatement Plan
- Operation and Maintenance Plan
- Water Resources Management Plan
- Infrastructure Asset Management Plan
- Disaster Management Plan

- Water Conservation and Demand Management Strategy

The municipality is initiating the review of the Water Services Master Plan and Infrastructure Asset Management Plan in the current financial year and the project will roll-over to the next financial year 2024/2025.

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

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

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

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

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

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

Business Element 4: Water Services Infrastructure Management (Infrastructure)

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

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

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

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

Sewer Schemes

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

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

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

Water Schemes

ANTIOCH SCHEME	KLIPSPRUIT SCHEME	NDAWANA SCHEME
BOMBO SCHEME	KNOEKFARM	NDZOMBANE SCHEME
BORNDRAND SCHEME	KOKSHILL RA SCHEME	NETHERBY
BULWER BULK (FUTURE)	KOKSHILL RB SCHEME	NGCESHENI WATER SCHEME
BULWER NKELABANTWANA WATER SCHEME	KOKSTAD WATER SCHEME	NGQOKOZWENI SCHEME
BULWER SCHEME	KRAANSDDRAAI / GLEN EDWSRD WATER SCHEME	NGQUMARENI SCHEME
BULWER-NKELABANTWANA NKUMBA (FUTURE)	KROMHOEK SCHEME	NGWANQA SCHEME
CARRISBROOKE SCHEME 2	KWABASE/PIKININI SCHEME	NGWINJINI WATER SCHEME
CENTOCOW / ST .APOLLINARIS/MAKHOLWENI SCHEME	KWAFILI / RUSTFONTEIN SCHEME	NJUNGA AND RHALODI SCHEME
CHIBINI (FUTURE)	KWAJAMES SCHEME	NKWEZELA WATER SCHEME
CLYDESDALE SCHEME	KWAMAKHOBA WATER SCHEME	NOKWEJA WATER SUPPLY SCHEME
COMMONVILLE/HOPEVALE SCHEME	KWASENTI WATER SCHEME	NOMANDLOVU SCHEME
CORINTH SCHEME	KWASOKHELA SCHEME	NONGIDI SCHEME
CREIGHTON WATER SCHEME	LUKHANYENI/MDENI WATER SCHEME	NTAKAMA SCHEME
DELAMZI SCHEME	LUKHASINI WATER SCHEME	NTLAMBAMASOKA SCHEME
DIPHINI/DUMISA SCHEME	LUSIZNIN SCHEME	NTSIKENI SCHEME
DONNYBROOK / GALA WATER SCHEME	LUWAMBENI SCHEME	NXAPHANXAPHENI SCHEME
DONNYBROOK SCHEME	MACABAZINI WATER SCHEME	NYANISWENI
EASTLANDS SCHEME	MACHUNWENI SCHEME	NYANISWENI WATER SCHEME - KS
EBOVINI / EMAZABEKWENI WATER SUPPLY SCHEME 3	MAGQAGQENI SCHEME	NYANISWENI WATER SCHEME - UMZ
EBUTHA - WATER TANKER	MAGQORHOLWENI WATER SCHEME	NYEMBE SCHEME
EDGERTON SCHEME	MAHEWINI WATER SCHEME	NZIMANKULU SCHEME
EMAUS SCHEME	MAHHEHLE WATER SUPPLY SCHEME	OKHETHENI WATER SCHEME
EMVUBUKAZI / KWABALA SCHEME	MAHRWAQA (FUTURE)	OQAQENI WATER SCHEME
ENGWAQA	MAKHOLWENI SCHEME	PAKKIES WATER SCHEME
ENHLANHLENI/EMAKHOLWENI SCHEME	MALENGE SCHEME	PITELA SCHEME
ERITH TRUST/EBHAYI/KWATHATHANE SCHEME	MAMBATHENI WATER SCHEME	PUNGASHE/MHLABATSHA NE SCHEME - HG
ESICEDENI/QULASHE AREA SCHEME	MANGWANENI WATER SCHEME	RIESDALE SCHEME
ESIKHESHINI SCHEME	MARAISKOP	RIETFLEI SCHEME
ESIQANDULWENI WATER SUPPLY SCHEME	MARIATHAL WATER SCHEME	RIVERSIDE SCHEME
ESIZINGENI	MARIATHAL WS (FUTURE)	ROCKY MOUNT SCHEME
FOUNTAINS/MATHATHANESCHEM E	MASAMANI KHUKHULELA WS	SANDANEZWE WATER SCHEME
FRANKLIN WATER SCHEME	MASAMANI WATER	SDADENI WATER SCHEME

	SCHEME	
GOSO SCHEME	MASHAWINI SCHEME	SIKHULU SCHEME
GREATER IMPENDLE 2 GREATER STOFFLETON - HG	MAWUSI SCHEME	SINGISI FACTORY SCHEME
GREATER MBULWELANI (FUTURE)	MBHULELO SCHEME	SMALL MAHOBE SCHEME
GREATER MKHUNYA (FUTURE)	MBULELWENI WATER SCHEME	SPITZKOP SCHEME
GREATER PANINKHUKU SCHEME	MDAYANE WATER SCHEME	SPRINGVALE WATER SUPPLY SCHEME
GREATER SUMMERFIELD SCHEME	MDENI SCHEME	ST BARNABAS SCHEME
GUDLINGDABA SCHEME	MFULAMHLE SCHEME	ST PAUL SCHEME
GUGWINI & SIHLONHLWENI SCHEME	MGODI/SKEI WATER SUPPLY SCHEME	STEPMORE
HIGHFLATS	MKHUNYA	STRANGERS REST SCHEME
HIGHLANDS/WASCHBANK SCHEME	MNKANGALA SCHEME	TARSVALLEY WATER SCHEME
HIMEVILLE SCHEME	MNQUMENI (FUTURE)	THUTHUKANE WATER SCHEME
HLANGANANI/POLELA SCHEME	MNQUNDEKWENI WATER SCHEME	TSAWULE SCHEME
HLOKOZI SCHEME	MNYWANENI WATER SCHEME	UFAFA (FUTURE)
HLOKOZI WATER SUPPLY SCHEME	MOTYENI/SMALL MAHOBE SCHEME	UMZIMKHULU SCHEME
HOPEWELL/CARRISBROOKE SUPPLY SCHEME	MPHITHINI WATER SCHEME	UNDERBERG SCHEME
HOPEWELL/KWADAYI SUPPLY SCHEME	MPHOLA/GAYBROOK SCHEME	VIERKANT WATER SCHEME
IBISI SCHEME	MPOFINI WATER SCHEME	VOYIZANA WATER SCHEME
IBISI/MFUNDWENI WATER SCHEME	MQATSHENI/STEPMORE	VUKA WATER SCHEME (NOT OPERATIONAL)
INDAWANA SCHEME	MQHOKWENI SCHEME	WATERFALL/NTLANGWINI SCHEME
IXOPO BULK (FUTURE)	MZIKI-AGRI VILLAGE	WENSBURG
IXOPO WATER SUPPLY SCHEME	NARAZETH SCHEME	ZIQALABENI SCHEME
JABULA/NDZIMANKULU SCHEME	NCAKUBANA (FUTURE)	
JOLIVET/VULAMEHLO WSS – CROSS BORDER	NCAMBELE/BLOEMFONTEIN SCHEME	
KILIMON WATER SCHEME (FUTURE)	NDABAYILALI SCHEME	

UMZIMKHULU	UBUHLEBEZWE
GREATER KOKSTAD	DR NKOSAZANA DLAMINI-ZUMA

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

Number of water and sanitation infrastructure assets and capacities

Water		
Item	Number	Total capacity
Boreholes	1988	
Abstraction works	184	
WTWs	23	37.67ML/d
Water pump stations	73	
Water bulk pipelines	787.8km	
Water reticulation pipes	1 401.2km	
Reservoirs	713	69ML
Sewer		
Item	Number	Total capacity
Sewer pump stations	4	

Sewer bulk pipelines		
Sewer reticulation pipes	103.8km	
WWTWs	13	11.68ML/d

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

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

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

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

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

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

Resources
Information
Activity control and management

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

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

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

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

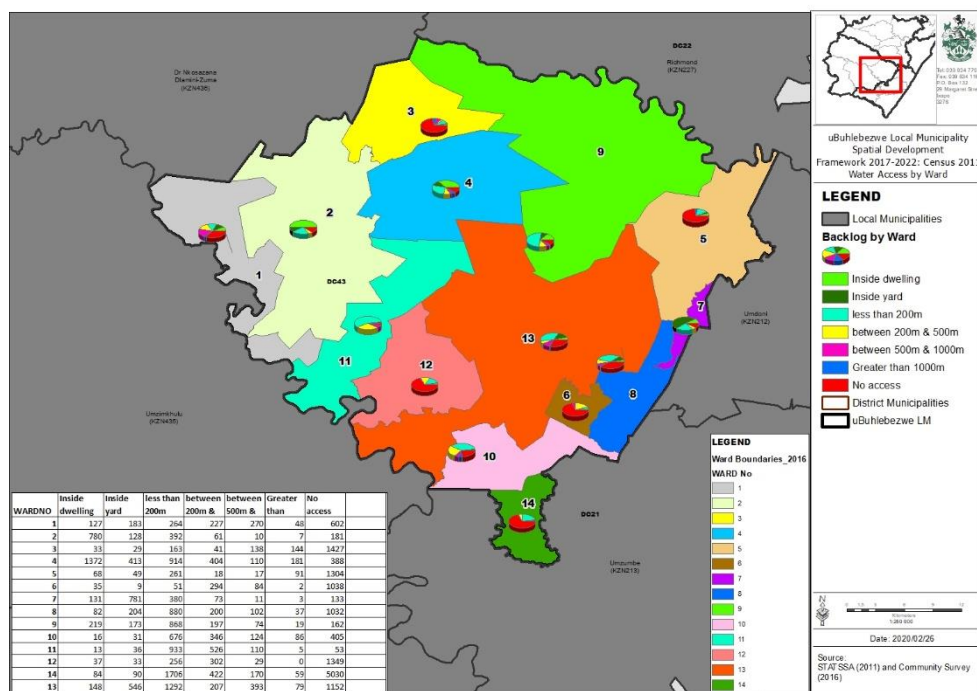
The municipality has experienced some improvements on households with access to clean and hygienic water. Figures provided by Census indicate that water backlog were 60% in 2011 to 54% in 2016.

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



Ward

Water Access by

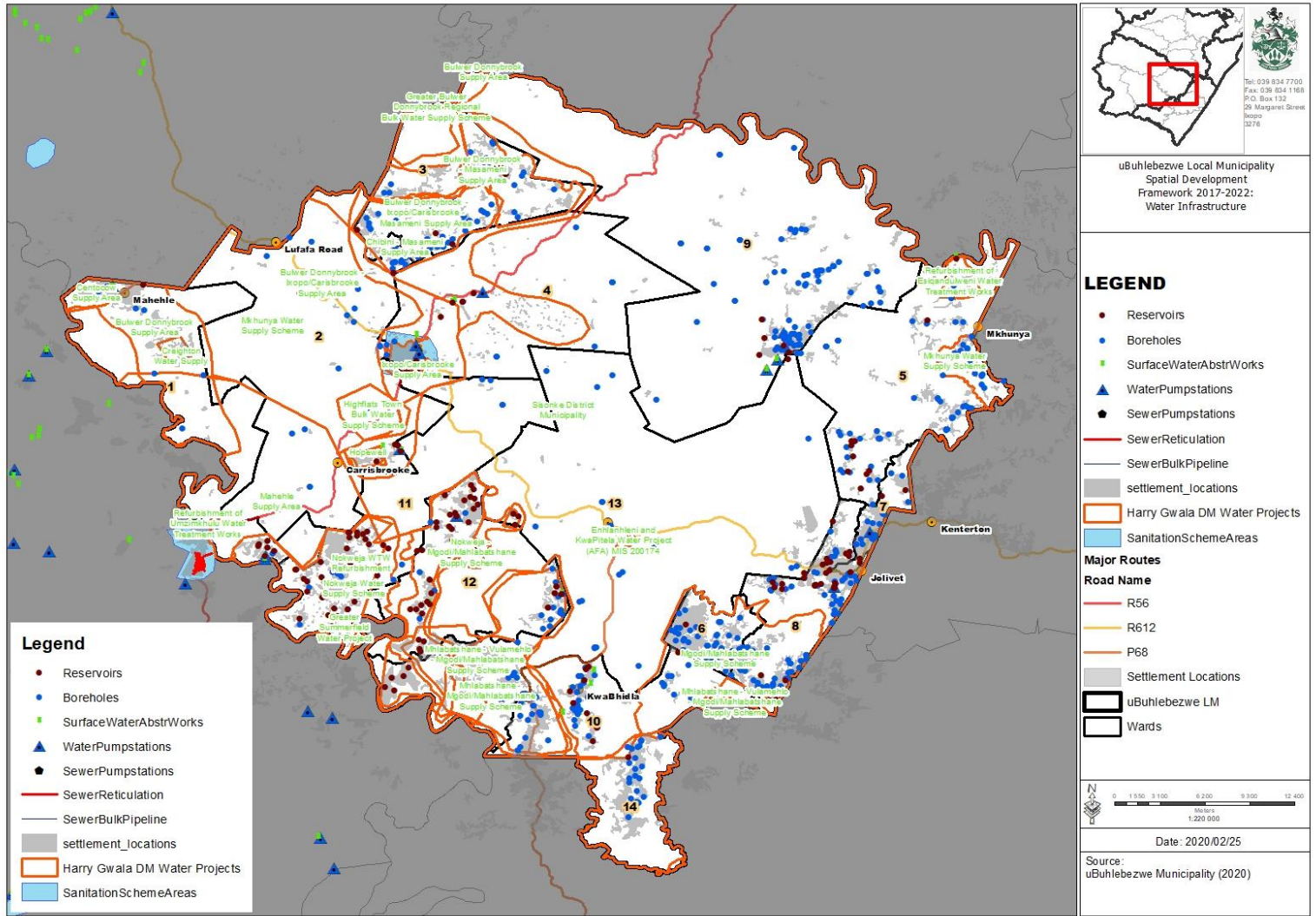
Water needs and Priorities

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 under Ubuhlebezwe , earmarked to reduce the Backlog:

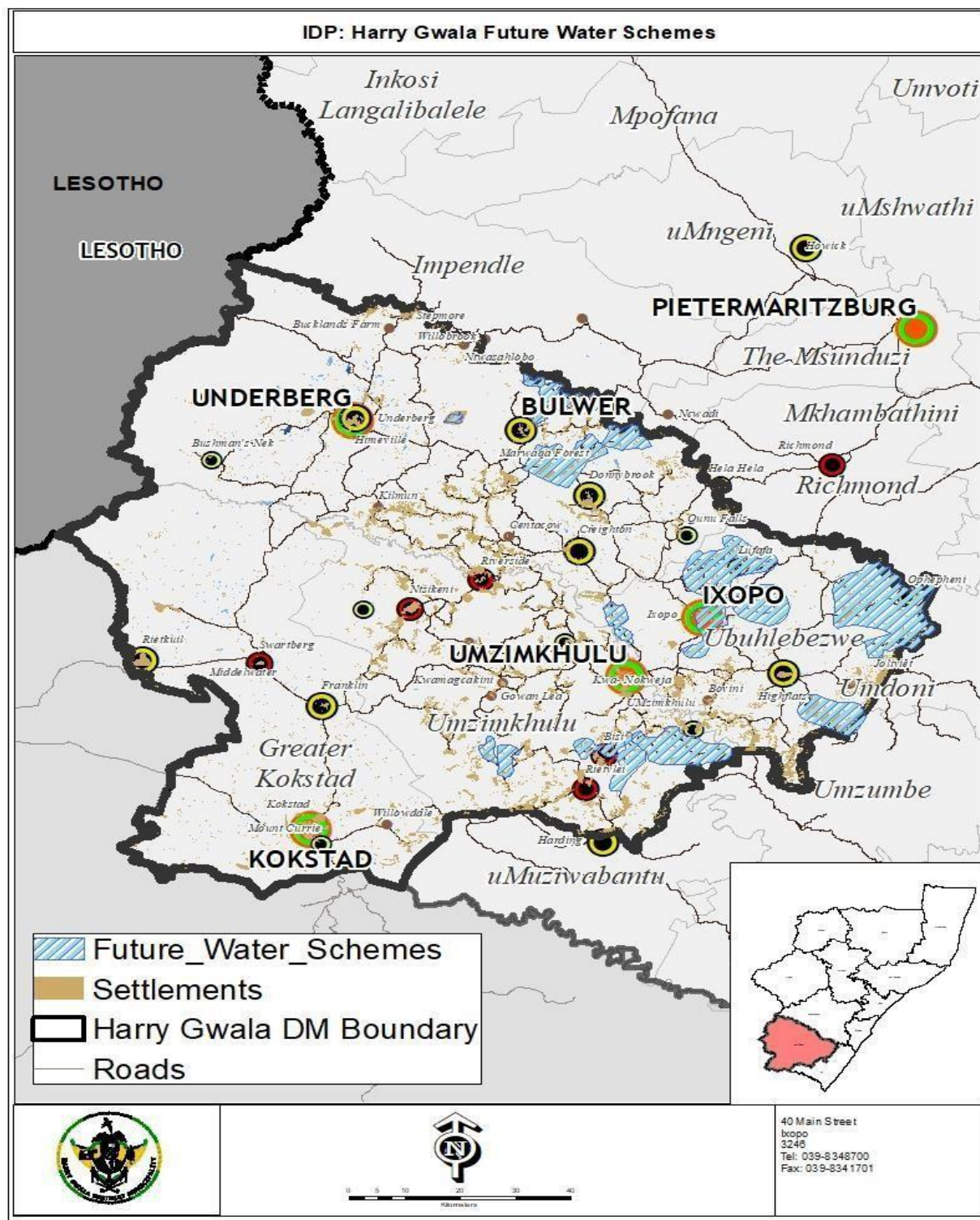
PROJECT NAME	PROJECT DESCRIPTION	WARDS IN ZONE	VILLAGE BENEFITING	BENEFICIARIES (HH)	PROJECT STATUS
Highflats Water Supply Scheme Makize Plumbing (R8 044 554,48)	•Equipping of Boreholes at Highflats to supply elevated Tank •Supply and Installation of 150kl elevated pressed steel tank on 10m high stand •Installation of communal of standpipes	Ward 13	Highflats informal settlements	3000	Defects Liability period. The project has a challenge with the water quality and the Planning and Design unit is attending to the matter.
Ncakubana Water Supply Scheme Towercity R8 972 162,00	. Construction of 1.8km of bulk pipeline and associated fittings. . Construction of Operator House. . Construction of Booster Pump House and Repairs at Water Treatment Work. . Contractor's establishment on Site, including provision of all facilities for the Engineer and Employer . Testing and commissioning of the new Works; Maintaining the Works for a period of 12 months after receipt of the Completion Certificate during the defects liability period	Ward 1	Ncakubane, Mahhehle, Mahafana	2504	The project is currently about 74% under construction.
Rectification and Upgrade of Fairview & Ixopo Town Sewer System, Zizamele JV Melomsandi (R15 792 917,37)	Construction of Juba Pump Station and Bulk Lines	Ward 4	Fairview, Morningside, morningview, Christ the King Hospital. Thubalethu,	2415	The project is under construction sitting at 19 % Completion

Nokweja Mashumi Community Water Supply Scheme	• Refurbishment and or extension of reticulation • Construction of pumping mains from boreholes • Refurbishment of communal standpipes • Drilling and equipping of boreholes	12, 13	Mazabakweni, Bovini, Madungeni, Ntambama, Mbambalala, Forster, Mashumi	2 907	The project has been handed over for construction, progress is siting at 35%
Emazizini Water Supply Scheme Contract 1 & 2	• Introduction of new boreholes • Introduction of storage tanks • Refurbishment and extension of reticulation and standpipes	4	Emazizini, Mariathal, Sbindi, Machekas, Malamula, Spreza, Shezlom	422	The project has been handed over for construction, progress is siting at 85%
Refurbishment / Augmentation of Gudlucingo - Bhayi Water Supply Contract 1 & 2	• Groundwater/source investigation, drilling & testing of boreholes within the 7 villages . • Provision of power supply to the 8 boreholes. • Installation of rising mains estimated to be • Equipping of the 8 boreholes • Installation of 7 Pump houses installations; • Installation of communal standpipes	6, 8, 10	Ebhayi, Gudlucingo, Etshenilenduna, Tsheleni, Ntapha, Mantulela and Nkwanini	3952	The project has been handed over for construction, progress is siting at 66%

Mhlabashane Water Supply Scheme Phase 2	• Refurbishment and or extension of reticulation • Construction of pumping mains from boreholes • Refurbishment of communal standpipes • Drilling and equipping of boreholes	10 & 13	Mhlabashane, Blackstore, Maromeni, Ntabankunzi	560	The project progress is siting at 98%
Refurbishment and Augmentation of Springvale Villages	• Introduction of new boreholes • Introduction of storage tanks • Refurbishment and extension of reticulation and standpipes	9	Springvale, Mziki, Plattistate	418	The project progress is siting at 98%

Water projects planned for 2023/24 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

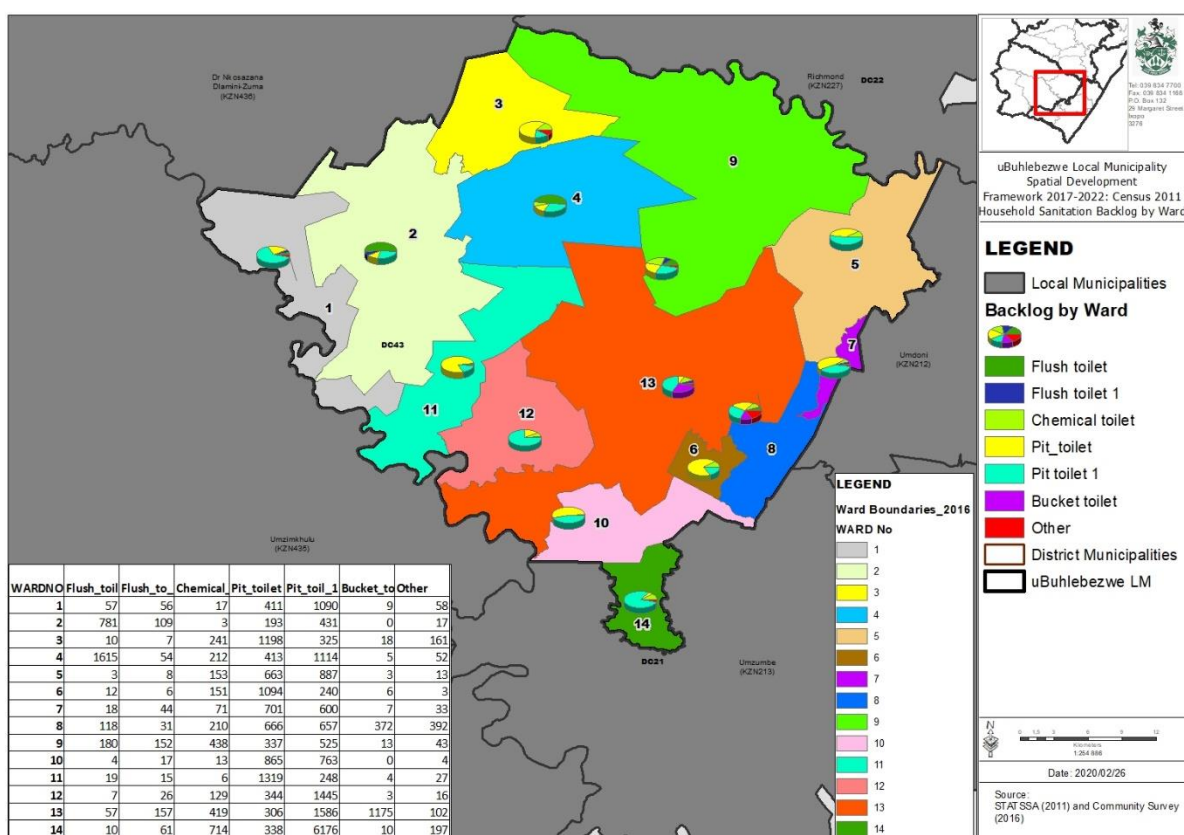


Status of Sanitation

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 backlog 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%





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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
- Maintenance of handpumps
- Maintenance 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 agreements 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

Waste Management

Solid Waste Management

Solid waste collection is the responsibility of the municipality. The municipality has adopted a weekly routine for 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 four (4) refuse collection trucks, one (1) skip bin, three (3) compactor truck and twenty-three (23) general workers with two supervisors 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 seven (7) in Highflats town and four (4) in Fairview township that are placed at the strategic positions.

The Municipality is the beneficiary of two projects implemented by the Department of Forestry Fisheries Environmental Affairs. The project aims at assisting the Municipality in addressing invasive plant challenges and waste management related issues such as:

- Extension of waste services to the rural areas that were previously un-served – Previously the Municipality collected waste in the urban areas, however, through this project, the Municipality is able to extend the waste management services to other wards such as ward 4, 5, 7 and 9.
- Clear plastic bags for the separation of waste at source are provided to waste pickers and collected and delivered to recyclers for further separation and baling. This initiative allows for reduction of waste which is disposed at the Umzimkhulu landfill site. It also allows for recycling of re-useable waste materials.
- Undertaking of education and awareness campaigns. The education and awareness campaigns are done of communal/groups as well as on a door-to door basis.
- The project has created over 120 employment opportunities comprising of EPWP, team leaders and supervisors for the project.
- The Municipality is using TLB and a tipper truck which assist in the clearance of illegal dumping sites. Once the illegal dumping sites have been cleared, they are being rehabilitated by planting of ground covers and indigenous trees.

There is also a project funded EDTEA. It focuses on clearing and rehabilitating the illegal dumping sites. Currently, the project is being implemented at Ixopo Town and Fairview Area with the aim of extending it further to other areas of the Municipality depending on the availability of funds and has employed 25 EPWP participants.

The Municipality is contributing significantly to the green economy within its area of jurisdiction working with other stakeholders in waste management.

- **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.

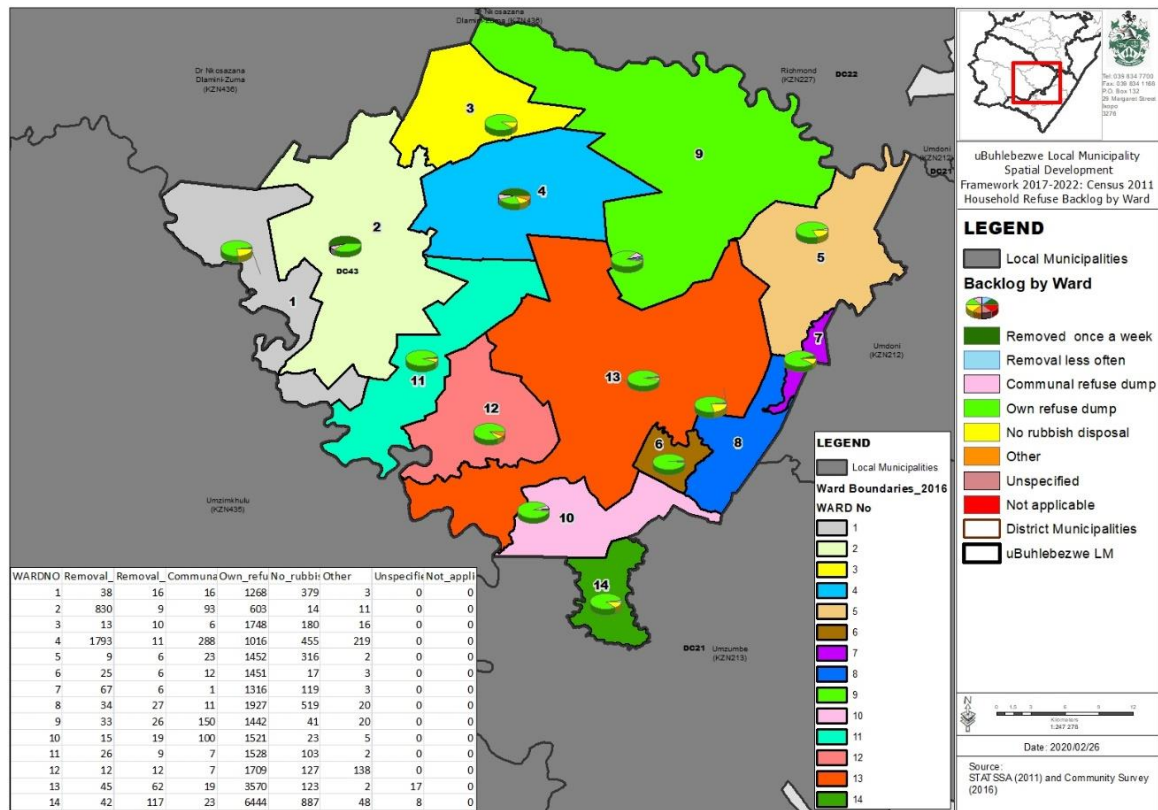
Minimum requirements for acceptable access to Refuse Removal are:

- **Removed by local authority/private company at least once a week**
- **Removed by local authority/private company less often**
- **Communal refuse dump**
- **Own refuse dump**
- **No rubbish disposal**

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



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)**



Refuse Backlogs

- **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.

- **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 includes Waste management, Greening, cleaning of all municipal facilities including community halls and sportfields. For 2023/24 Ubuhlebezwe Municipality has been allocated a grant of R 1 903 000.

NATURE OF JOBS	NUMBER OF JOBS CREATED
Waste management, greening, and cleaning of Community halls, Halls Security, EPWP Supervisors.	116

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

The municipality has an IWMP that was approved at a Council meeting held in October 2021 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.

- **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.	

: 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 sites, 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

Measures taken to improve performance:

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 (240l). 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.

- **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 sportsfields.

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.

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 Integrated Development Plan (IDP)
- 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.

- **Roads and storm water:**

Roads

Within Ubuhlebezwe Municipality there is a unit responsible for roads, stormwater and maintenance of existing infrastructure. The processes for the compilation of the Integrated Transport Plan are at finalization stage. The Draft Plan will be completed by June 2023.

The maintenance plan entails the daily pothole repairs, drainage cleaning, blading and gravelling of municipal roads. 98.6 km for the urban road and 118 km of gravel roads

Urban Roads	98.6 KMs
Gravel Roads	118 KMs

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, Donnybrook, Umzimkhulu, Richmond and Pietermaritzburg town. The district roads are around Ubuhlebezwe municipality.

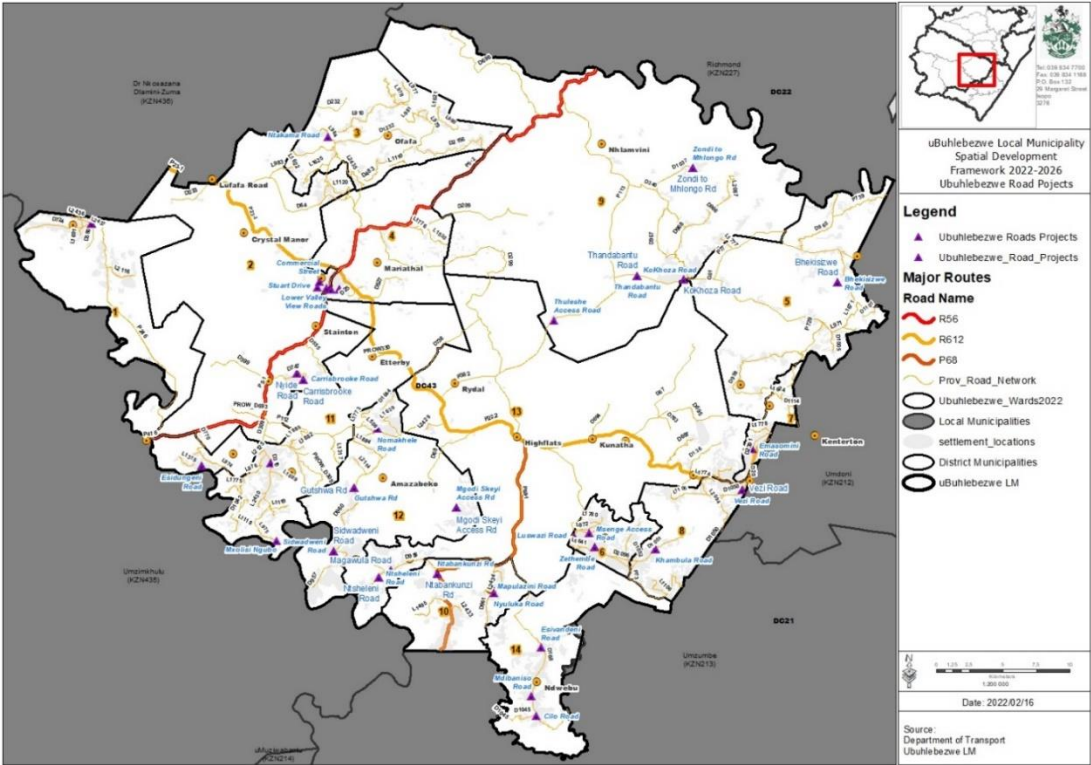
PROJECTS BY THE DEPARTMENT OF TRANSPORT:

<u>PROJECT</u>	<u>ROADS</u>
UPGRADE	P113,P112, D309, D310, D 168, P73
FUTURE PLANNED	P77

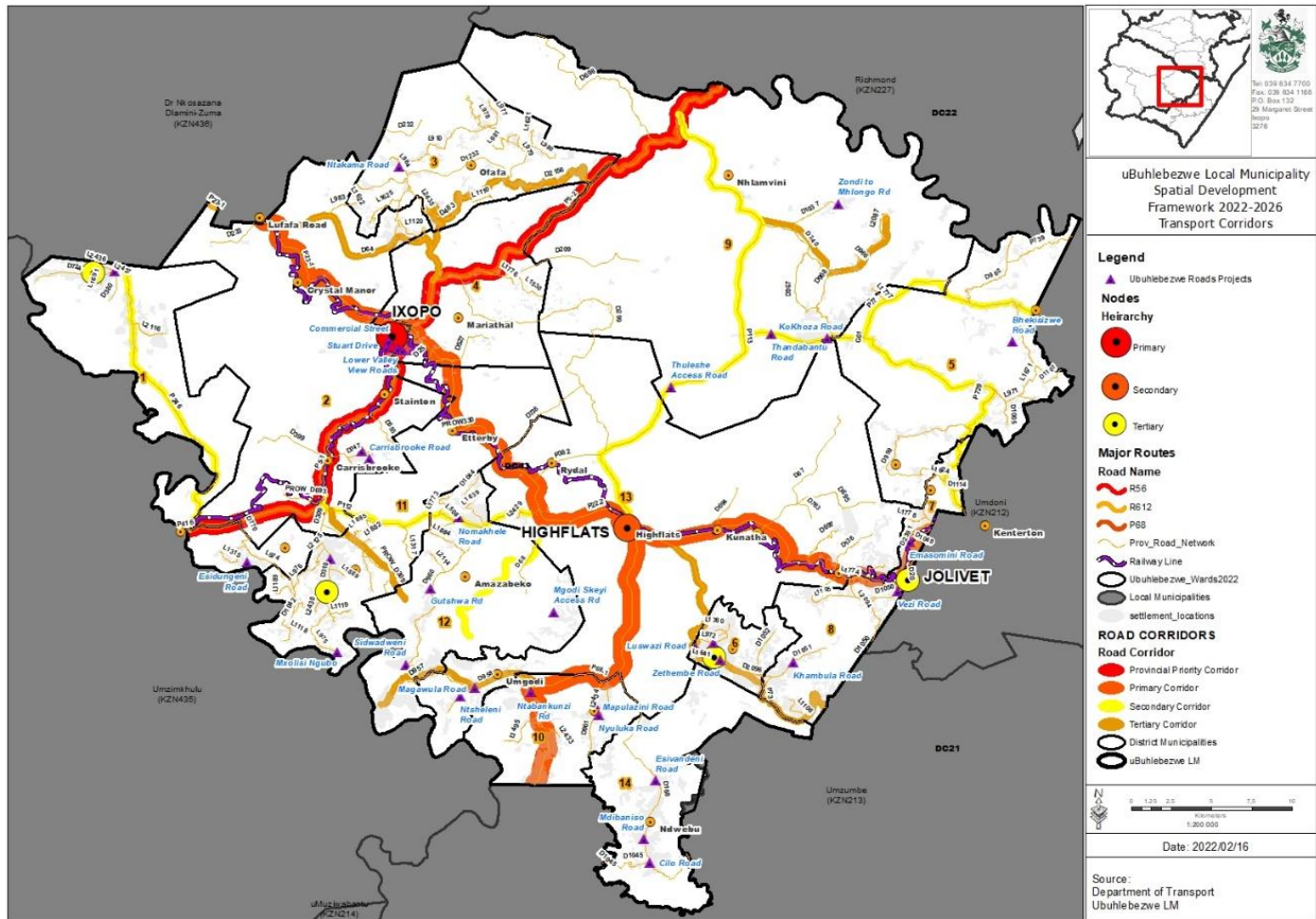
Local access roads connecting the district roads with the various villages

Project under implementation in 2024/25 financial year by Ubuhlebezwe Municipality

NO.	WARD	PROJECT DESCRIPTION	BUDGET
1.	02	Greers & Grove, Hawthorne, Workshop Road and High Street	9 545 519.45
2	05	Mgunyathi Road	4 940 866. 23
3	06	Fana Nyathi and St Nicholas Road	130 000
4		Black Mfeka Rd	130 000
5		Bhengu Rd	130 000
6		Jili Rd	130 000
7		Masulumaneni Road (Regravelling)	130 000
8	11	Construction of Maryhelp to Maweni Bridge	2 134 502,714



UBUHLEBEZWE ROADS PROJECTS



Intergrated Transport Plan:

The Transport plan has been finalized and adopted by Council. It is an annexure to the IDP.

Electricity / Energy

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 following are the completed and identified projects:

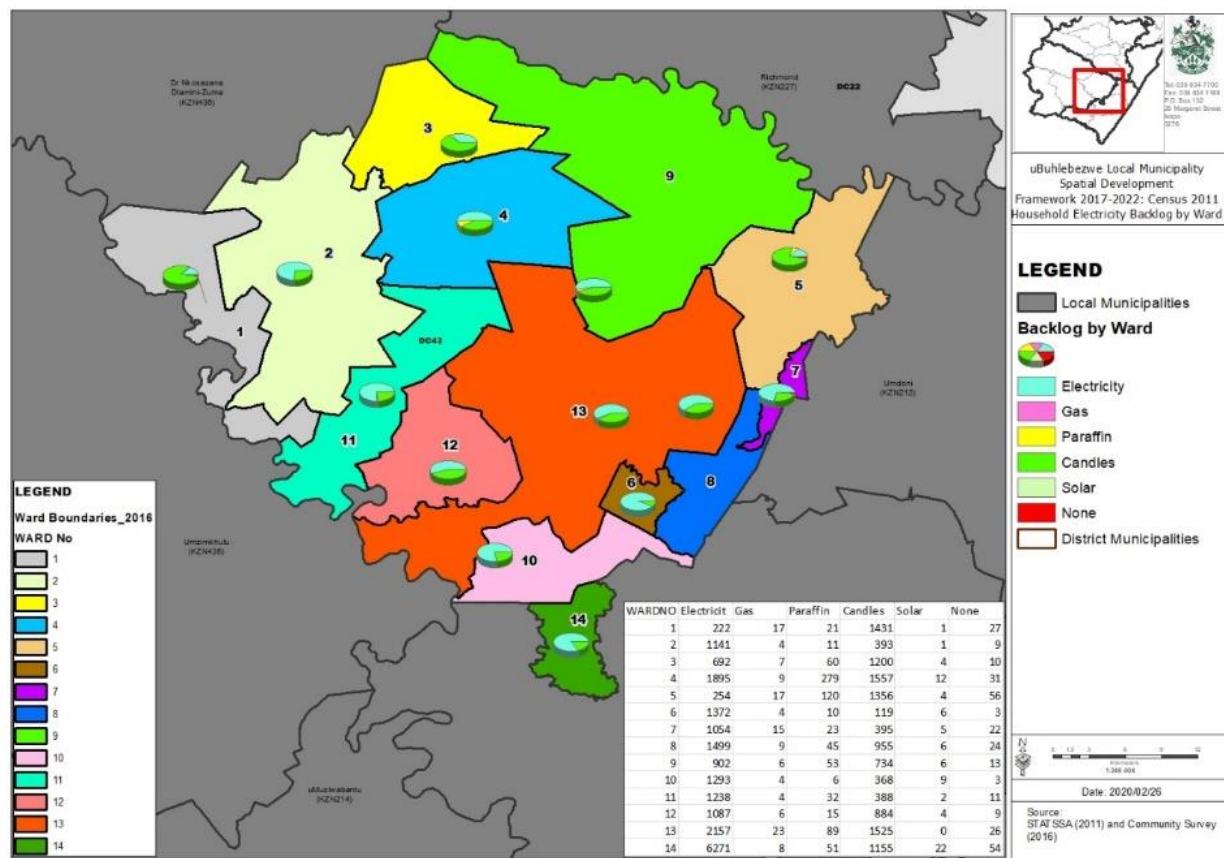
WARD	PROJECT	NUMBER OF HOUSEHOLDS	FINANCIAL YEAR
2019/20			
04	Mandilini	300	2019/20
01	Webbstown	95	2019/20
13	Blackstore	882	2019/20
2020/21			
02	Bethel	50	2020/21
12	Mgodi/ Skeyi	200	2020/21
11 & 12	Maweni	40	2020/21
5 & 7	Dayimane/ Bhaki	70	2020/21
2021/22			
	Nhlamvini	80	2021/22
05	Stofile	119	2021/22
06	Ntapha/ Gudlucingo	102	2021/22
07	KwaNothi Makinatini (Phase 1)	86	2021/22
2022/23			
07	KwaNothi Makinatini (Phase 2)	103	2022/23
2023/24			
WARD	PROJECT	NO. OF HOUSEHOLDS	FINANCIAL YEAR
02	Chibini/Mashakeni	130	2023/24
03	Chibini/Mashakeni	130	2023/24
04	Mariathal/Mandilini Elec	41	2023/24
07	KwaNothi Makinatini Elec	142	2023/24
08	Esigcakini/Thafeni Elec	150	2023/24
11	Nokweja Elec	30	2023/24
13	Mashumi/Mbambalala Elec	147	2023/24

2024/2025			
WARD	PROJECT	NO. OF HOUSEHOLDS	FINANCIAL YEAR
13	Highflats Electrification	626	2024/25

HIGH MAST LIGHTS

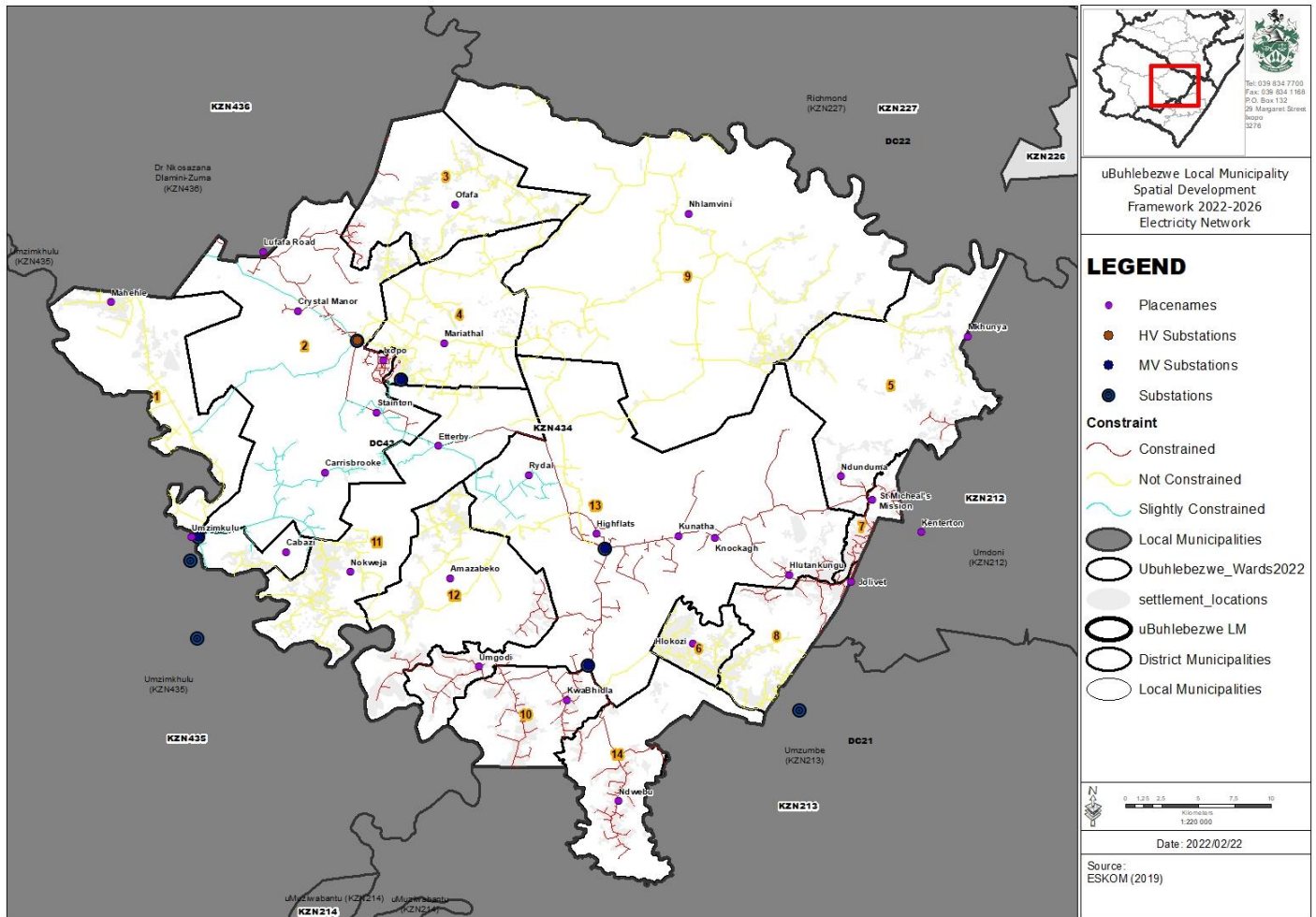
WARDS	PROJECT
01	Ncakubana
02	Carrisbrooke
04	Mandilini
05	Sigandulweni
06	Dabulamanzi
07	Njane
08	Nhlangwini
08	Nkawini
09	KoZondi
12	Maabekweni
13	Mashumi

- 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 networks

Community Facilities:

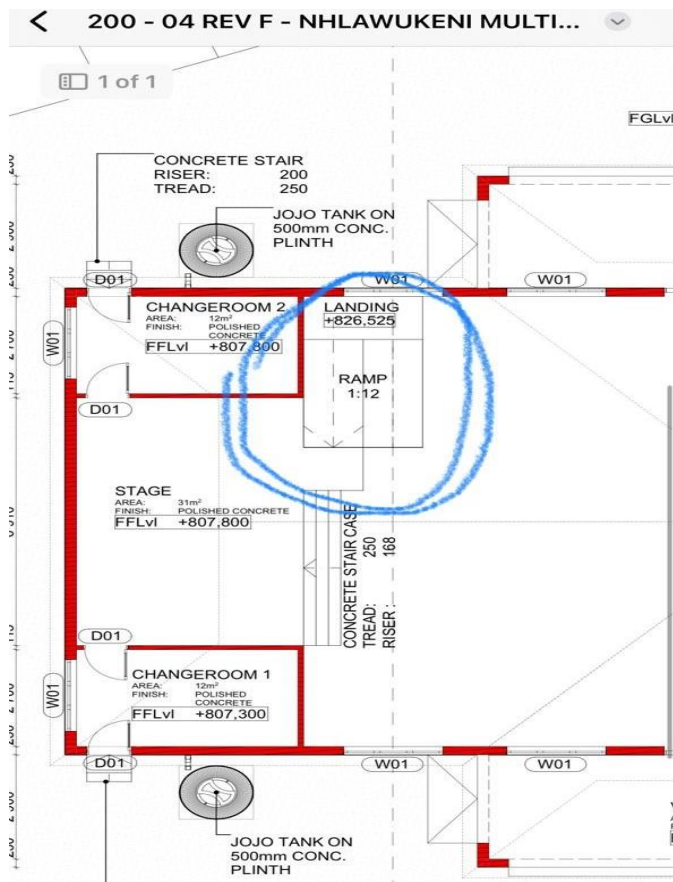
Status & Priority Needs of Community Facilities

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	43	5
Sports Fields	Sports Fields	19	2
Taxi Rank	Taxi Rank	1	0

Community Facilities

The design for Community Facilities ensure access to all community members including people living with disabilities:



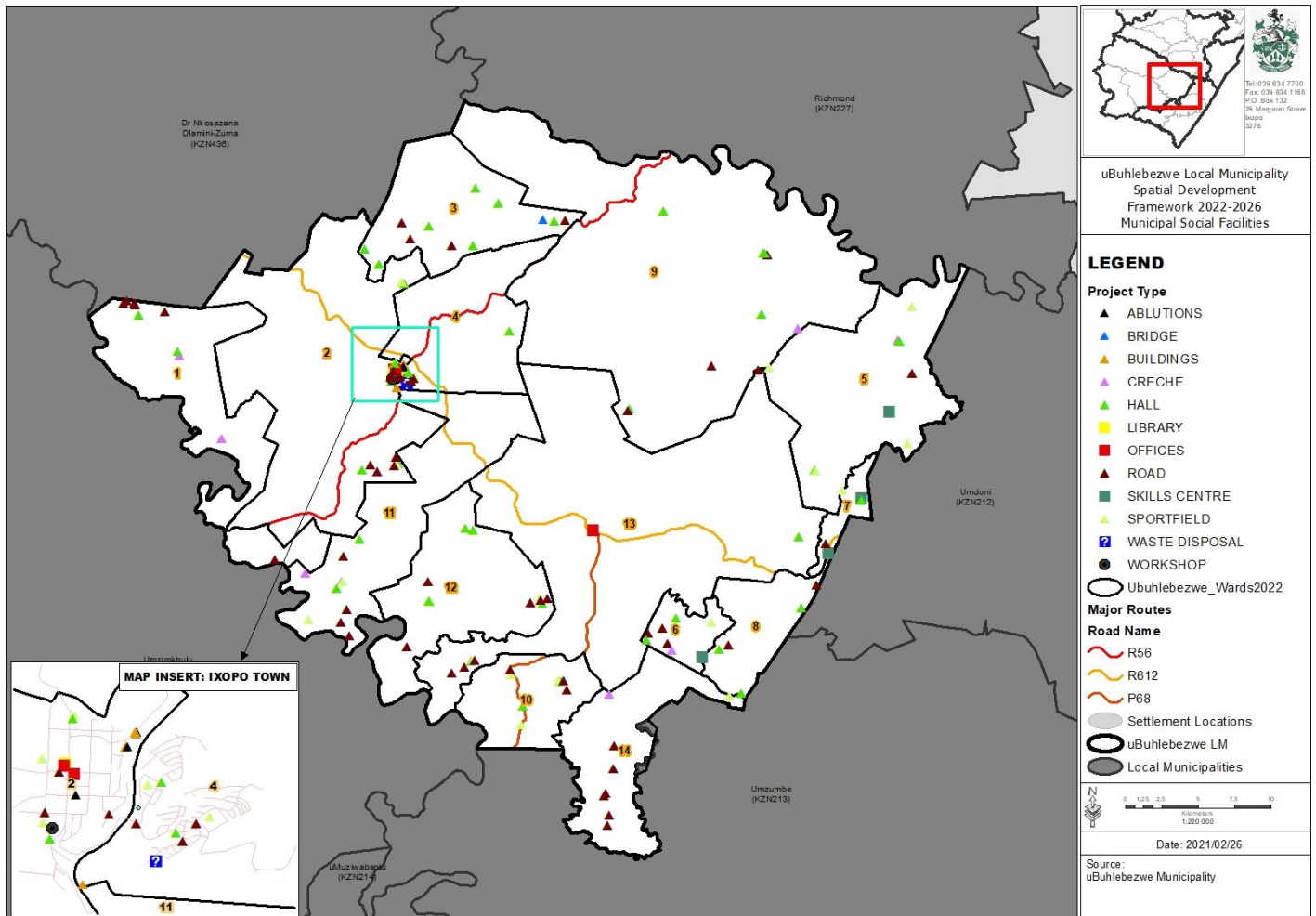
For the 2024/2025 financial year, Ubuhlebezwe Municipality has prioritised the following community facilities

CONSTRUCTION

WARD	PROJECT
04	Upgrade of Morningside Stadium
09	Phambuka Hall
14	Skhunyane Hall

REPAIRS AND MAINTAINANCE:

WARD	PROJECT
	Sheshe Hall
10	Bhobhobho



Access to community 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 to 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. Creches are therefore not covered in the scope of this IDP document.

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	Ofaa	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

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.

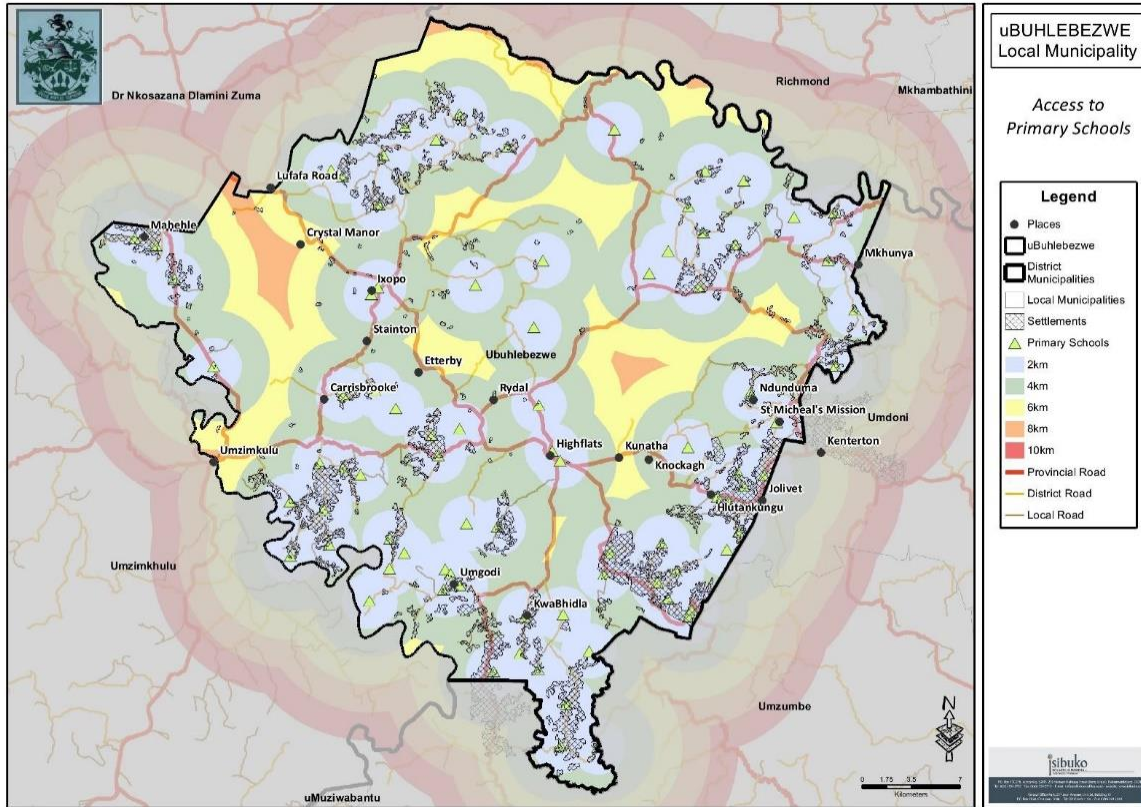
NAME OF THE PROJECT	BUDGET	TARGET AREAS	YEAR
Employment of Animal Rangers officers	None	Jurisdiction of Ubuhlebezwe	2024/2025

Employment of Animal Doctors veterinarian	None	Department of Agriculture	2024/2025
Buying of Equipment and Cars	None	Jurisdiction of Ubuhlebezwe	2024/2025
Buying of Animal Feed	None	Ixopo Town	2024/2025

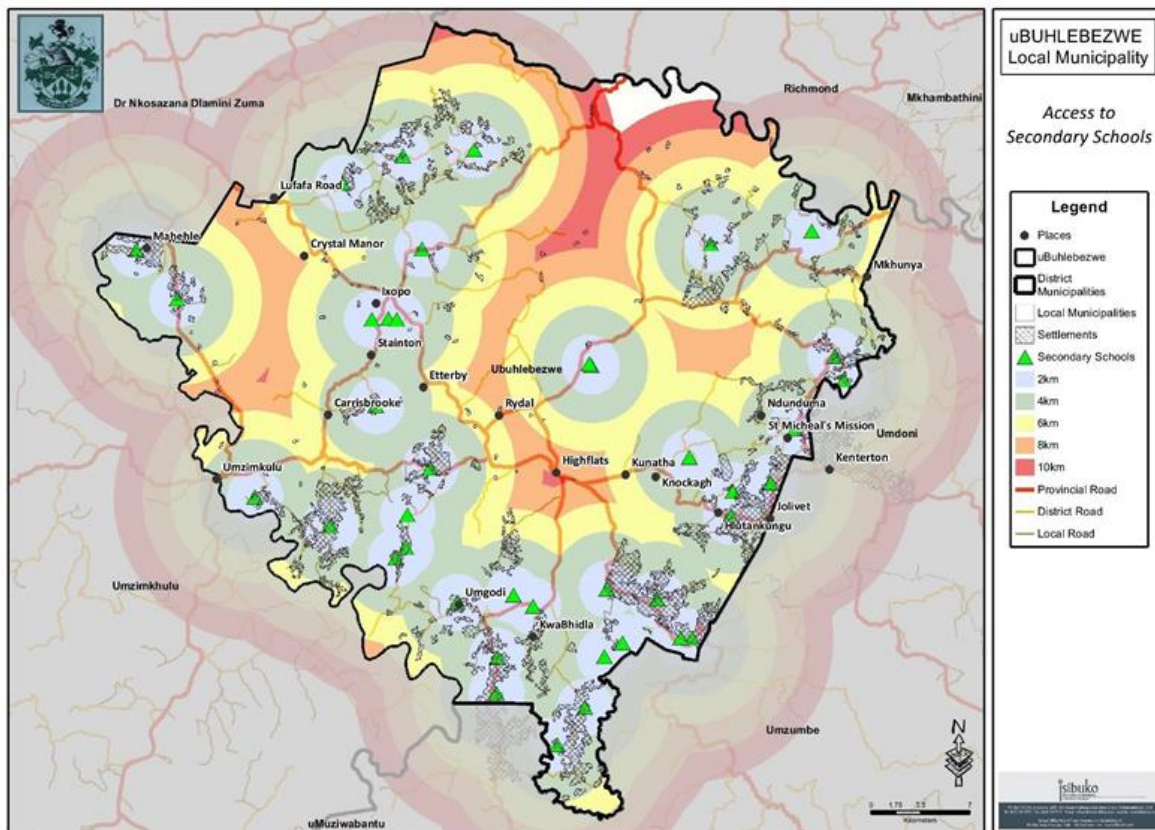
Community Facilites backlogs in wards as identified by community members:

WARD	BACKLOG
1	- There are no community halls or sportfields in Ncakubana - There are no sportfields in Cabazi - Lack of maintenance of community halls
3	No Sportsfield (Municipality has prioritized Pass 4 Phungula Sportsfield, Siqandulweni Sportsfield)
4	- No public halls in Emazizini and Mariathal - No Sportsfield in some wards
5	1 hall servicing a large number of communities
6	- No Clinic - No Sportsfields
7	Existing infrastructure needs maintainance
9	- Lack of maintaincane of hall - There are no sportsfileds and recreational facilities
11	- Shortage of halls - Access to Sportsfield is problematic
12	Need for community halls
14	- No community halls - No sportsfield - Lack of maintainance of existing infrastructure

community facilities backlog



Access to Primary Schools



Access to Secondary Schools

Educational Facilities:

Ubuhlebezwe municipality has 8 crèches, 67 primary schools and 2 secondary schools and 2 combined schools (refer to maps 78). 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

There is a school planned for Construction by the Department of Education

NAME	CMC	PROJECT DESCRIPTION	STATUS
The Guardian Angel School	Ixopo (Ward 04)	Construction of new school	Planning stage

The Department also has the following projects for maintainace plans for 2024/2025:

PROJECT NAME	LOCAL MUNICIPALITY	PROJECT DESCRIPTION	STATUS	PROJECT BUDGET
NKWELETSHENI PRIMARY SCHOOL	UBUHLEBEZWE	UPGRADES AND ADDITIONS	ON SITE	R 30 926 600
MAZONGO PRIMARY	UBUHLEBEZWE	WATER & SANITATION – PROJECTS	PRE SITE HAND STAGE	R 5 771 707
SPRINGVALE PRIMARY SCHOOL	UBUHLEBEZWE	WATER & SANITATION – PROJECTS	ON SITE	R 4 634 752
KWATHATHANI SECONDARY SCHOOL	UBUHLEBEZWE	UPGRADES AND ADDITIONS	DESIGN	R 9 318 047

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.

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:

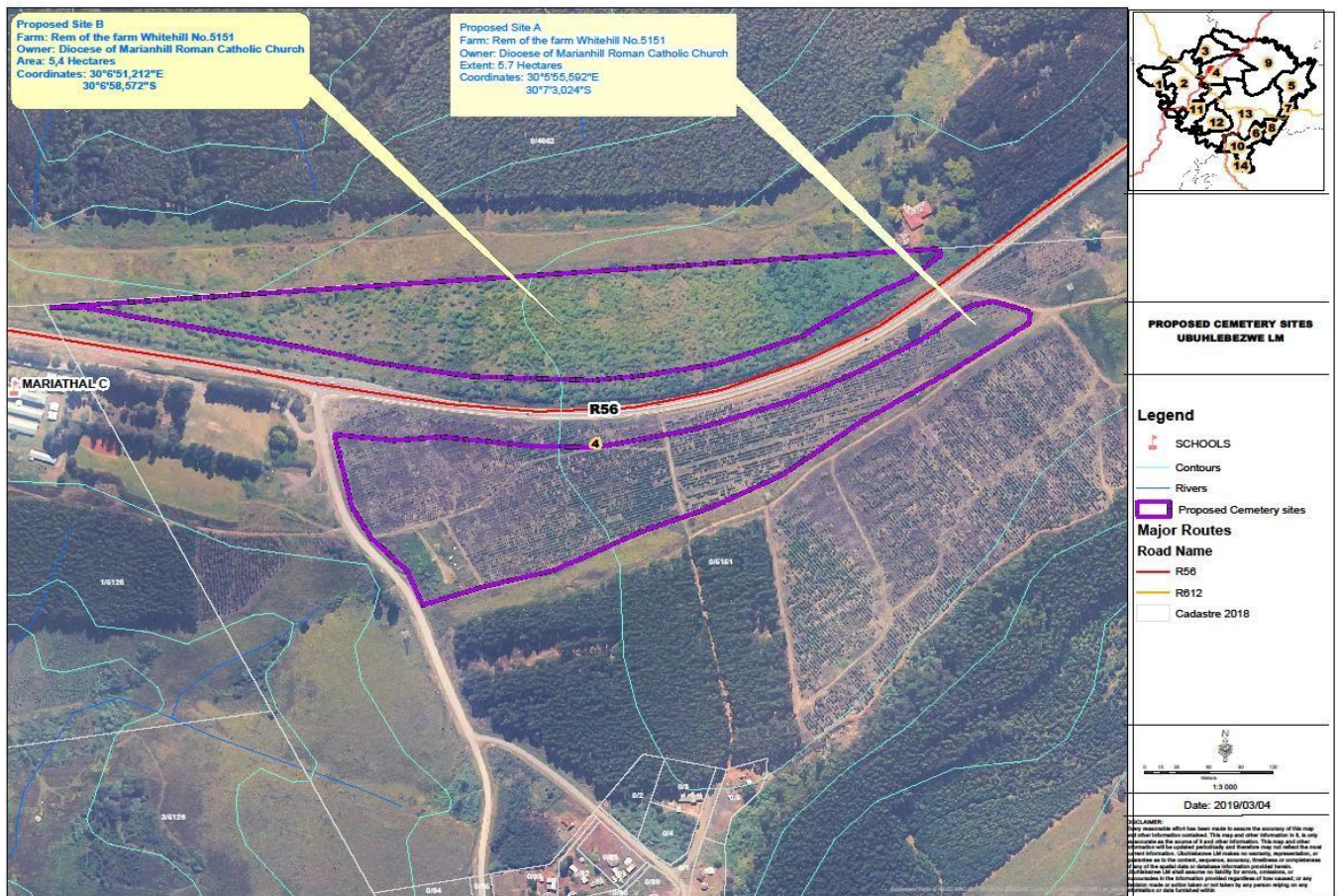
The pre-identified site is located in Ward 4 in the Remainder of the Farm White Hill No. 5151. The project site is owned by the Diocese of Marianhill Roman Catholic Church. It is located adjacent to Mariathal Mission Church and School site. The project area is 11.1 ha. The site is dissected by R56 into 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





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 programs and also in our future projects.





**CEMETERY INFORMATION
SOCIAL DEVELOPMENT
UBUHLEBEZWE LM**

Legend

- Placenames
- Cemetery

Major Routes

Road Name

- R56
- R612
- P68

Wards

uBuhlebezwe LM

Date: 2020/02/26

DISCLAIMER:
Every reasonable effort has been made to ensure the accuracy of this map and other information contained. This map and other information is not to be used as a basis for any other information. This map and other information and the updated periodically and therefore may not reflect the most current information. uBuhlebezwe LM makes no warranty, representation, or guarantee as to the content, accuracy, timeliness or completeness of any of the spatial data or database information provided herein. uBuhlebezwe LM shall not be liable for errors, omissions, or inaccuracies in the information provided regardless of how caused, or any damages, losses or actions taken or not taken by any person relying on any information or data for business edition.

IDP 5 YEAR PRIORITY LIST

WARD	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
01.	Moliva Road		Mahhehle/ Webbstown Electrification	Ncakubana High Mast	Ncakubana Hall
02.	Commercial Road Ixopo	D555 Road Black top Hopewell Infills	Carrisbrooke/ Webbstown electrification Chibini/Mashakeni electrification Greers& Grove, Hawthorne, Workshop Road & High Street	Carrisbrooke, High Mast Greers& Grove, Hawthorne, Workshop Road & High Street	Hopewell High Mast Infills whole ward D414 Road Blacktop Flaxton
03.	Madinda Road Hlongwa Road Nonkwenkwana Sportsfield	Mthakathi road Infills	Mcasimbana road Chibini/Mashakeni Elec Mashakeni High Mast	Mashakeni High Mast	
04.	Mandilini Multi Purpose Centre Thubalethu Housing Community Residential Unit	Road from Fairview to Little Flower Fairview electricity (Planning)	Mariathal Mandilini elec Thubalethu Internal Roads Little Flower to Fairview Road	Mandilini High Mast	Mandilini Sportsfield
05.	Stofela Electricity	Thokomala Housing Project	Nkweletsheni Sports field, Sangcwaba High Mast	Siqandulweni High Mast Mgunyathi road	Mnyanyabuzi hall, Zenzele road Butateni Sportsfield, Siqandulweni Hall,
06.	St Nicholas Multi Purpose Centre, Bhekisisa Road	Hlokozi Skills Centre Congo Sportsfield Infills	Hlengwa Road	Fana Nyathi road, Black/Mfeka road, Bhengu Road Jili Road Dabulamanzi High Mast	Mthembu road Gym park

07.	Madilika Road Kwa Miya Road Amanyuswa Housing (SPLUMA application & Phase 1)	Mgangeni Knockabout Ndela Road concrete strip Jolivet Centre Outdoor Gym Infills	Hardware Road Kwanothi Elec Phase 3	Njane High Mast	Upgrade Jolivet Sportsfield Jolivet Electrification Matendeni Road Impunga/Soul School Admin Block Jolivet Sportsfield Highmast Nobovane (D110) concrete strip
08.	Chibini Multi Purpose Centre Kwa Nothi & Makinatini Electricity Mfulomubi & Gudlucingo Housing	Xolani Vezi Sports Field,	Chibini Hall access road Bhakaneni Road Esigcakini/thafeni Elec Nhlewukeni hall	Nhlangwini High Mast Nkawini High Mast	
09.	Nhlamvini Electricity High Mast Light	Mahlabathini High mast Bayempini Mzizi Sportsfield Thokomala Housing	Bayempini Sportsfield	Phambuka Hall KoZondi High Mast	Phumobala Hall
10.		Mhlabashana Skills Centre, Nyuluka to kwa Shembe Road Ebhayi Housing	Scotchville Road Townland road Roman road, Sobantu road Ntabankuzi Road	Skhunyanana hall	
11.	Nkoneni to Kwa Dladla access roads		Nokweja Elec	Maryhelp to Maweni Bridge	Mzizi Road Nokweja Skills Centre Nokweja Library

12.	Mdabu Road	Madungeni Hall Infills	Phuthini road Ntambama Road Madungeni Hall access road	eMazabekweni High Mast	Amazabeko Skills centre
13.	Mashumi housing Nokwena Road Hholo Road	Mpiyamandla road Blackstore housing'	Nhlewukeni Hall Highflats Elec Phase 1 Mashumi/Mbambalala Elec	Mashumi High Mast	Stuartsville multipurpose
14.	Mleyi Sportsfield	Madwadweni road Gym park Mleyi Housing	Barleda Road	Skhunyane Hall	Old age home Sewing centre and Library Skills centre and resource centre

INTEGRATED HUMAN SETTLEMENTS

The Human Settlements Development in Ubuhlebezwe Municipality has a five-year (2021 to 2026) 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.

HUMAN SETTLEMENTS OBJECTIVES

- 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 will review 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.

Capital Projects by the Department of Human Settlements

Planned Budgets 2024/25

Project Name	Total Approved Budget	Total Accumulated Expenditure 20/21
Hlokozi Rural Housing Project	R42 967 349.44	R27 203 907.31
Mfulomubi Rural Housing Project	R38 817 312.00	R30 050 574.35
Emadungeni Rural Housing Project	R80 673 155.00	R6 803 968.82

Community Residential Units	R87 683 156.51	R45 247 736.57
Ithubalethu Ext 1 Housing Project	R12 916 746.97	R 10 541 543.49
Gudlucingo Rural Housing Projects Phase 1	R38 347 080.00	R38 347 080.00
Phase 2	R47 815 521.00	R3 736 882.80
Ixopo Slums – Metro Projects cc	R5 752 768.00	R1 966 727.00
Morning view Fairview Ext 1 RDP	R4 577 020.00	R1 448 370.00
Ufafa RHP	R41 900 799.00	R27 523 265.01
Sponya RHP Stage 1	R1 390 307.52	R1 390 307.52
Stage 2	R55 785 862.35	R55 785 862.35
Amanyuswa RHP Stage 1	R1 653 038.08	R1 653 038.08
Mariathal Rehabilitation	R100 000.00	R0.00
Total Budget R460, 380,115.87		R460, 380,115.87

CURRENT HOUSING PROJECTS: PLANNING AND CONSTRUCTION STAGE

Urban Projects at planning stage

Project name	Ward	Yield	Comments
Ixopo Slums Clearance Housing Project: In-Situ Upgrade	2 & 4	700	The Municipality is in the process of initiating the implementation of an in-situ upgrade human settlements development, in effort to eradicate the informal settlements plaguing the Urban areas surrounding the town. The development is earmarked for the remainder of ERF 175 of Stuartstown and Remainder 174 of Stuartstown (<i>as per the Map below</i>). The urban space currently consists of three informal settlements, namely: Shayamoya/Chocolate city and Zwelisha informal settlements. The project has received stage 1 approval and the planning activities have commenced. The municipality is fulfilling the role of the developer of the project. The SPLUMA application has been completed and submitted to the municipality and the social facilitation process is ongoing. The major issue experienced on the housing developments around the town is the availability of land. Land is very limited with a high demand for incremental housing therefore the municipality opted to explore the option of densification by incorporating three storey walk-up residential units into project.
Morning-View and Fairview	2/4	700	The Municipality has approved the planning stage (stage 1) for the full integrated human settlements development as well as

Extension 1 Integrated Residential Development Program (IRDP): In-Situ Upgrade			open market bonded housing option to accommodate middle-income earners within the Ixopo urban space. This is envisioned to be within the vicinity of Portion of 2 of Erf 1628 (<i>represented in light green on the above map</i>) and includes the portion under the ownership of State i.e., Portion 0 of 1529 (<i>represented in green on the above map</i>). It should be noted that a share of Portion of 2 of Erf 1628 is envisioned to accommodate an estimated 70 beneficiaries for middle-income housing and the rest of the proposed site to accommodate low-cost housing development. This will serve as continuation to the already existing Morning-view and Morningside middle income housing developments. It should be noted that Portion of 2 of Erf 1628 (<i>represented in light green on the above map</i>) is under the ownership of the Municipality and Portion 0 of 1529 (<i>represented in green on the attached map – to accommodate the Fairview Extension 1</i>) is under the ownership of the State i.e., Department of Rural Development and Land Affairs. This will further serve as a developmental space to accommodate the rest of informal settlements within the Ixopo town i.e., Draaihoek, Fairview, Valleyview and Railway informal settlements. All the above proposed projects will only impact the Ward 4 urban vicinity of the Ixopo town/ Primary node of Ubuhlebezwe.
Nelson Mandela View			Nelson Mandela View is located along the R56 and is known as Ogle Farm Mixed Use Development and will aid in increased development intensity within the space. This proposed development will unlock potential economic boost as well as more land for the Municipality to cater to more prominent development needs. The proposed total site area is 107, 4998 hectares which comprises of; remainder of farm Ogle Number 2226 to the extent of 21 hectares, Portion 4 of farm Corthill Number 5126 at 18, 4258 hectares and Portion 31 of the farm Ixopo Number 3840 to the extent of 67, 8640 hectares. The project has received stage 1 approval and In-depth studies and more refined plans are being conducted to fully unlock the development potential of the area and the following land uses have been highlighted to form part of the proposed plan. High Income Residential Middle Income Residential Institutional and Administration Limited Commercial Sport and Recreational Land Uses Public Open Spaces The major issues identified during stage one of the project was the lack of bulk infrastructure by the district which will hinder not only this project but all the upcoming developments around the Ixopo town. The Umgeni Water waste water treatment plant does not have sufficient capacity to accommodate the developments and have not given a clear indication of how the issue would be resolved. There is a similar issue with the water and sanitation services provided by the Harry Gwala District Municipality.

OR Tambo View	4		O.R Tambo View is located along the R56 south-west of ixopo, the property detail are the remaining Extent of Erf 174, Stuartstown, and the Remaining Extent of Erf 175, Stuartstown. The development aims to aid in increased development intensity within the space. This proposed development will unlock potential economic boost as well as more land for the Municipality to cater to more prominent development needs. Most pre-planning activities have been completed and the Environmental Impact Assessment is in progress. All layout planning activities have been completed. A portion of the project area is occupied by informal settlements and the resolution to the matter has not been concluded and the project is a middle-income project which will not cater to the lost income person who are currently occupying the land. The issue of the relocation of the occupants is yet to be resolved.
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Map: Ixopo Slums Clearance Housing Project: In-Situ Upgrade

Urban Projects at construction stage

Project name	Ward	Yield	Comments
Community Residential Units Program (CRU)	4	150	Ubuhlebezwe Local Municipality has appointed the services of an implementing agent to handle the construction of the 150 units (phase 1) of the Community Residential Unit (CRU) facility. This was seen 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. The need for affordable rental housing is witnessed by the large number of households and individuals who currently rent overcrowded and sub-standard but expensive accommodation in backyards as well as informal settlements. This will also combat the options of having people travelling long distances to and from work e.g., from Pietermaritzburg, Kokstad and Durban. One the following page showcases where the CRU site has been planned to be constructed and it can be seen that it is much closer to the main transport routes as well as within the urban context. The Community Residential Units Programme (CRU) aims to enable the provision of secure, stable rental tenure for lower income persons/households. It should be highlighted that the grant may also be utilised for the development of new public rental housing assets, if there is a need. This program will be used for the development of sustainable public rental housing assets. The housing stock funded by the CRU Programme should remain in public ownership and cannot be sold or transferred to individual residents. Maintenance funding can be accessed through the CRU Programme from DOHS and it should be noted that funding of operating costs has to come

			from the rental income collected by the owner and in this case will be the local authority.
Ithubalethu (Extension 1) Housing Project	4	327	Ithubalethu Housing Project is low-income housing project Aimed to address the housing backlog that exists in and around the Ixopo town. A historic low-income project called Fairview Housing project was implemented and could not accommodate all the low-income residents residing in the area. The population in and around the town has steadily increased over time and as such the housing demand increased. The project aims to accommodate the historic backlog from the previous project. The stage 2 approval was obtained in April 2023 and the beneficiary administration process along with the installation of services will be undertaken and concluded during this stage of the project.

Rural Housing Projects at planning Stage

Project name	Ward	Yield	Comments
Thokomala Rural Housing Project	5 & 9		Ubuhlebezwe Local Municipality appointed the services of the Housing Development Agency via the Department of Human Settlements, to undertake the Stage 1 process for the project. The appointed service provider initiated and concluded the process of appointing a professional team to undertake the feasibility studies for the project. The appointed professional team will be responsible for the project inception, pre-planning, specialist studies, town planning and the submission of the tranche one application pack. The project pre-planning stage and the Specialist studies are being undertaken concurrently.
Mhlabashane/Phungashe	10		Ubuhlebezwe Local Municipality appointed the services of the Housing Development Agency via the Department of Human Settlements, to undertake the Stage 1 process for the project. The appointed service provider initiated and concluded the process of appointing a professional team to undertake the feasibility studies for the project. The appointed professional team will be responsible for the project inception, pre-planning, specialist studies, town planning and the submission of the tranche one application pack. The project pre-planning stage and the Specialist studies are being undertaken concurrently. The social impact has been concluded and signed by all parties and the Land Availability agreement process is underway. The professional team is awaiting the bulk services confirmation from the District Municipality.
Amanyuswa Rural Housing Project	7	512	The project area falls within the Jurisdiction of the Ubuhlebezwe Local Municipality in ward 7. The project is located in the southern region of KwaZulu- Natal, approximately 45 km southeast of Ixopo. The Amanyuswa Rural Housing project is being implemented in terms of the amended rural policy guidelines, with the Ubuhlebezwe

			Municipality fulfilling the role of the developer. The stage 1 approval for the project was granted in December of 2018, the stage 1 activities have been concluded and the stage 2 application has been submitted to the Department of Human Settlements.
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Rural Housing Projects at Construction Stage

Project name	Ward	Yield	Comments
Hlokozi Rural Housing Project	6	2600	The Hlokozi Rural Housing project is located between Hluthankungu and Jolivet nodes and is defined by communal land under the Ingonyama Trust Board. The Hlokozi Rural housing Project is being implemented in terms of the amended rural policy guidelines, with the Ubuhlebezwe Municipality fulfilling the role of the developer. The project is approved for 2600 beneficiaries and is currently being implemented in phases. The project is a rural project with the Ingonyama Trust Board being the land owner, a memorandum of agreement was signed between the Municipality and the Ingonyama trust Board. The first phase of the project was concluded in 2021 and the second phase commenced in January of 2022 and has reached the 70% mark.
Gudlucingo Rural Housing project	8	1500	The project area falls within the Jurisdiction of the Ubuhlebezwe Local Municipality in ward 8. The project is located in the southern region of KwaZulu- Natal, approximately 30km southeast of Ixopo. The Gudlucingo Rural Housing project is being implemented in terms of the amended rural policy guidelines, with the Ubuhlebezwe Municipality fulfilling the role of the developer. The project is approved for 1500 beneficiaries and is currently being implemented in phases of 300. This is a Rural Housing Project with Ingonyama Trust Board being the landowner. A memorandum of agreement was signed with the Ingonyama Trust Board and the Local Municipality. The first phase of the project was completed and closed out in 2022 and the second phase of the project commenced later in the same year. The construction of the second phase of 300 units is currently underway.
Mfulomubi Rural Housing Project	7	1500	The project area falls within the Jurisdiction of the Ubuhlebezwe Local Municipality in ward 7. The project is located in the southern region of KwaZulu- Natal, approximately 35km southeast of Ixopo and along the border of Umdoni Local Municipality. The Mfulomubi Rural Housing project is being implemented in terms of the amended rural policy guidelines, with the Ubuhlebezwe Municipality fulfilling the role of the developer. The project is approved for 1500 beneficiaries and is currently being implemented in phases of 500. This is a Rural Housing Project with Ingonyama Trust Board being the landowner. A

			memorandum of agreement was signed by the Ingonyama Trust Board and the Local Municipality. The project commenced in November 2012 and two phases of 500 units each have been completed. The project is currently on the third phase (300 units) and approaching completion of the phase with the memorandum of agreement ending in July 2023.
Ufafa Rural Housing Project	3	1000	The project area falls within the Jurisdiction of the Ubuhlebezwe Local Municipality in ward 3. The project is located along the R56 heading towards Richmond local Municipality, approximately 25km from Ixopo. The Ufafa Rural Housing project is being implemented in terms of the amended rural policy guidelines, with the Department of Human Settlements fulfilling the role of the developer. The project is approved for 1000 beneficiaries and the first phase of the project was 500 units, the second phase of the project (300 units) is currently being implemented. This is a Rural Housing Project with Ingonyama Trust Board being the landowner. A memorandum of agreement was signed by the Ingonyama Trust Board and the Local Municipality. The Memorandum of agreement for the second phase of the project was approved in May 2021 and is due to end in May of 2023.
Madungeni Rural Housing Project	12	1000	The project area falls within the Jurisdiction of the Ubuhlebezwe Local Municipality in ward 12. The project is located approximately 29 km southeast of Ixopo. The Madungeni Rural Housing project is being implemented in terms of the amended rural policy guidelines, with the Department of Human Settlements fulfilling the role of the developer. The project is approved for 1000 beneficiaries and the first phase of the project was 500 units, the second phase of the project (300 units) is currently being implemented. The land within the project area is privately owned and the Land owners granted consent for the project by signing Land Availability agreements.

4.5.5 Operation Sukuma Sakhe

Project name	Ward	Yield	Comments
OSS 14	3;9;14	14	The project area falls within the Jurisdiction of the Ubuhlebezwe Local Municipality. The project is approved for 14 beneficiaries and is currently being implemented and approaching completion. This is a Rural Housing Project with Ingonyama Trust Board being the landowner. A memorandum of agreement was signed by the Ingonyama Trust Board and the Department of Human Settlements.
OSS 38	5;9	38	The project area falls within the Jurisdiction of the Ubuhlebezwe Local Municipality. The project is approved for 38 beneficiaries and the appointed implementing agent is currently doing typical

			studies and have submitted to NHBRC. This is a Rural Housing Project with Ingonyama Trust Board being the landowner. A memorandum of agreement was signed by the Ingonyama Trust Board and the Department of Human Settlements.
OSS 50-100	1;2;3;5;9;11;13;14		The project areas fall within the Jurisdiction of the Ubuhlebezwe Local Municipality. Ward 3 was approved by the MEC on the 29 th of March 2023 with 89 approved beneficiaries in eMashakeni and 94 approved beneficiaries in Ntakama. Ward 1;2;5;9;11;13;14 is still underway. The major challenges currently being faced are land legal issues.

Housing Rectification Programmes

Project name	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.
Informal settlement	Ward	Number of informal structures
Shayamoya /Chocolate City/Zwelisha (Ixopo)	4	517
Draaihoek east (Ixopo)	4	129
Draaihoek west (Ixopo)	4	137
Morningview (Ixopo)	4	383
Valley View (Ixopo)	4	158
Highflats	13	700
TOTAL		2024

This will amount to total of 1380 beneficiaries in total that can benefit as part of the proposed informal settlements clearance project. The following manner of development is proposed and will be structured in order to clearing the informal settlements within the urban space using two subsidy options.



Map: Areas for urban housing interventions

SDF Areas where Development Intensity is to be changed

The map below which showcases a linkage of the current urban space with that of the proposed growth development located on the other side of the regional road R56. It should be noted that the greater original urban space forms the bases as the town of Ixopo under Ward 2. The space opposite was developed or came into existence in the new democratic era and fall under Ward 4 of the Municipality. This consist of low and middle- income housing, an illegal mine operation, institutions (offices and educational land uses) as well as other social related land uses. It should be noted that based on the strategic growth points envisioned for the Ixopo town includes the following development which will increase development intensity.

- slums clearance housing projects to cater to low-cost income beneficiaries, both high-density option and free-standing housing
- middle-income rental housing in a form of community residential housing
- middle-income residential housing in form of gated estate and free-standing housing option

In the end and as illustrated on the map below labelled 'linkage plan', the linkage and greater development intensity will be focused along the R56 and R612 transportation link. Over a long-term period, it will result to Strategies, Programs and Projects for the development of land along the urban primary node space.

Proposed Housing Development

Various housing projects have been proposed within the urban space of Ixopo according to both, the SDF and the Human Settlement Sector Plan. Some of these developments have close relations in terms of space and targeted relief for housing demand around what would be labelled as a common limited space. As such, a coordinated approach may be sought to ensure a better alignment of these developments and a more effective use of limited land within the urban area. To this end it has been proposed that the following projects may be relooked and developed in clear context with each other.

These projects include, namely:

- Ogle Farm Precinct (now referred to as Nelson Mandela View Development)

The successful implementation of housing developments would be more so assured with the interventions of the Department of Human Settlements to ensure use of applicable subsidy programs.

A special emphasis would be further placed on the development around:

- Proposed Ixopo slums clearance housing project: in-situ upgrade
- Morning-view and Fairview extension 1 Integrated Residential Development Program (IRDP) - in-situ upgrade
- Ubuhlebethu Community Residential Units (CRU)

In looking at the different proposed interventions, it follows that there is greater opportunity for application different housing subsidy instruments to ensure maximum and effective implementation of housing around Ixopo town, particularly where same would be applicable. The original O.R. Tambo project may for instance be developed for affordable housing which can be extended to include the planning of the current informal settlement areas. The work already carried out by the service provider tasked to ensure effective partnerships and development of the Nelson Mandela View has thus suggested that the area around Ubuhlebethu CRU and some parts of slums clearance can be relooked at and alternatively developed to with clear linkages and access to amenities as coexisting residential developments. This would be realized through spatial reconfiguration of this area in line with the map below.

Land Reform

There is approximately 41 transferred redistribution, 24 labor tenant and 48 gazetted land claims in Ubuhlebezwe Municipal area. It is important to the claimant and the Agricultural sector in general that the Land remains commercially viable and support is provided by beneficiaries, especially those involved in commercial farming ventures.

Ubuhlebezwe Existing Programmes

- Land Redistribution(LRAD, State land)
- Tenure Reform (Labor Tenants)
- Land Restitution

Land for Human settlement

LOCAL MUNICIPALITY	PROJECT NAME	B	HA	ACTIVITY
Ubuhlebezwe LM	Highflats Slums Clearance	250	100	Land Acquisition

Transfer Implementation

Local Municipality	Project Name	BB	Ha	Activity	Budget Allocation
Ubuhlebezwe	Pierremont			Implementation	R 250,000.00
Ubuhlebezwe	Springvale			Implementation	R 760,000.00
Ubuhlebezwe	Farm BnB			Implementation	R 700,000.00
Ubuhlebezwe	Carrisbrooke			Implementation	R 114,000.00
Ubuhlebezwe	Ehholo			Implementation	R 170,800.00
Ubuhlebezwe	Senzokuhle			Implementation	R 326,000.00

Land distribution for agricultural development

Local Municipality	Project Name	BB	Ha	Activity
Ubuhlebezwe LM	Amble Inn	16	120	Land Acquisition
Ubuhlebezwe LM	Shoztrans	13	485	Land Acquisition
Ubuhlebezwe LM	Walkers Family Trust Farms(PLAS)	77	4800	Land Acquisition
Ubuhlebezwe LM	Eerstelling Farm (Portion 3)(LRAD)	8	400	Land Acquisition

Labour tenants

Hluthankungu	36	0	land acquisition
Ixopo LT Cluster(Arcadia,Eersteling, Donalson Farms)	87	0	land acquisition
Ehlanzeni Farms	530	4150	land acquisition
Inhlamvini Farms	300	796	land acquisition

State land Management that Supports development

Project Name	BB	HH	Activity
Platt Estate		1800	Disposal
Nkweletsheni State land	224	1943	Disposal

Ubuhlebezwe Focus Areas

- Pro-Active Land Acquisition in support of Economic Growth in the Region with particular focus on people living on farms.
- Settlement of Labour Tenant Claims.
- LT Court Referrals
- To look into creating inactive packages that will attract inward investments
- Land Acquisition for Human Settlement
- State land Disposal that supports development (Plates Estate, Nkweletsheni).
- High Economic Venture Projects (Sugarcane, Timber) in support of small scale and emerging entrepreneurs in rural/communal areas.
- Post Transfer Implementation (BOG).
- Roll-out of Area Based Plan.
- Urban Renewal Project Implementation
- Having Precinct Plans that should be coupled with the business plans for funding purpose

SWOT Analysis

SWOT ANALYSIS		
BIOPHYSICAL ENVIRONMENT	Strengths: A Slums Clearance Program has been undertaken as an important program to bring important services to people.	Weaknesses: Illegal structures being constructed using various materials that could be harmful to the environment.
	Opportunities: The Municipality is in the process of initiating the implementation of an in-situ upgrade human settlements development, in effort to eradicate the informal settlements plaguing the urban areas surrounding the town.	Threats: - No access to Basic services (Electricity, Water and Sanitation) - Population increases and rapid urbanisation.
SOCIO-ECONOMIC	Strengths: - Capacity Building Strategy through 40 Small, Medium and Macro Enterprise (SMME's) trained on different skills (hospitality, plumbing, electricity and masonry) has been implemented. - Extended Public Works Program in place.	Weaknesses: Low Levels of education result in: Low skills base, Youth out-migration to urban areas, High unemployment rate. - High Levels of Poverty and inequality - High dependence on social grants in women and child-headed households. - Generally, there is little sign of economic activity outside of the urban areas.
	Opportunities: There is an opportunity for local sub-contractors, within their wards, to be engaged in some building milestones by the Implementing agent.	Threats: - A decrease in labour force. - Not enough skilled labourers.
INFRASTRUCTURE	Strengths: - There is a rural road upgrading program 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 increases 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 gazette. There is a rural road upgrading program which is undertaken in association with the local Transport	Threats: Some areas within the town experience problems in terms of strewn litter, water flowing on the roadsurface, etc. This could lead to the decay of these areas. Poor road infrastructure impedes on the mobility of people and

	Forum. The municipality has made a budget provision for storm water management and has received a	goods. • Poor communication infrastructure results in difficulties to publicize information. • Vandalizing of available services. The existing power stations have reached maximum
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 its 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 densities 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 program. The challenge is that the municipality will need to access this land for further development.

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

DEVELOPMENT POTENTIALS	DEVELOPMENT CONSTRAINTS	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 Ogle Farm mixed use development precinct plan, Proposed OR Tambo High income residential development as well as acquiring the Wolsely Farm in order to accommodate the growing informal settlements
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.
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 is 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 metho

KEY CHALLENGES:

- There are still some challenges in terms of service delivery in terms of the Municipality not having a landfill site; currently the municipality is using the landfill site under Umzimkhulu Municipality.
- Limited funds means that there is slower progress in addressing backlogs 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 huge funds.

INTERVENTIONS :

- In spite 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

LOCAL ECONOMIC DEVELOPMENT & TOURISM

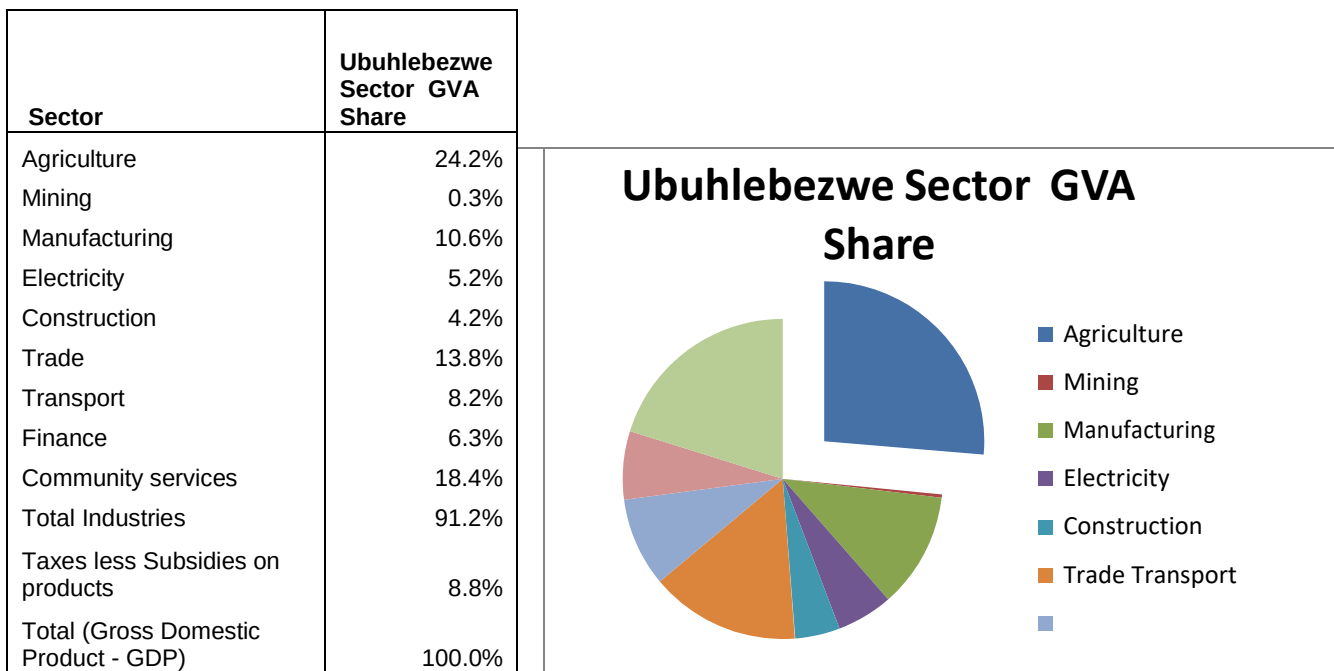
Status of Local Economic Development Strategy:

Local Economic Development Strategy was reviewed internal on the 05 December 2020 and adopted by the Ubuhlebezwe Council; therefore, the strategy is still relevant in addressing the current needs of the communities of Ubuhlebezwe in matters pertaining to economic development.

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



SOURCE: ECONOMIC DEVELOPMENT, TOURISM AND ENVIRONMENT AFFAIRS

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 redemarcation 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.

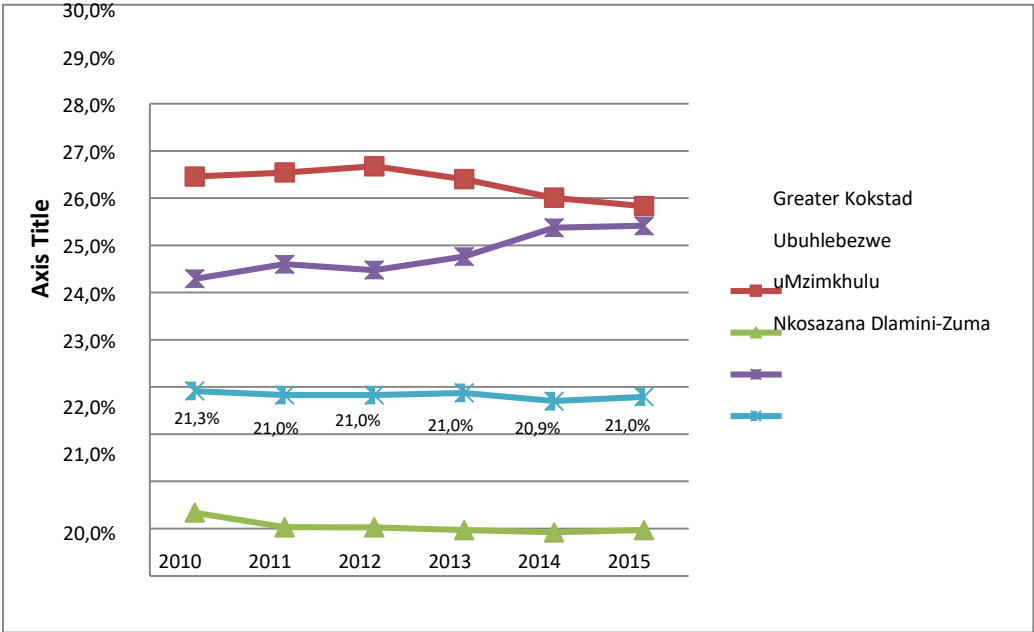
Employment status

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 2010. 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

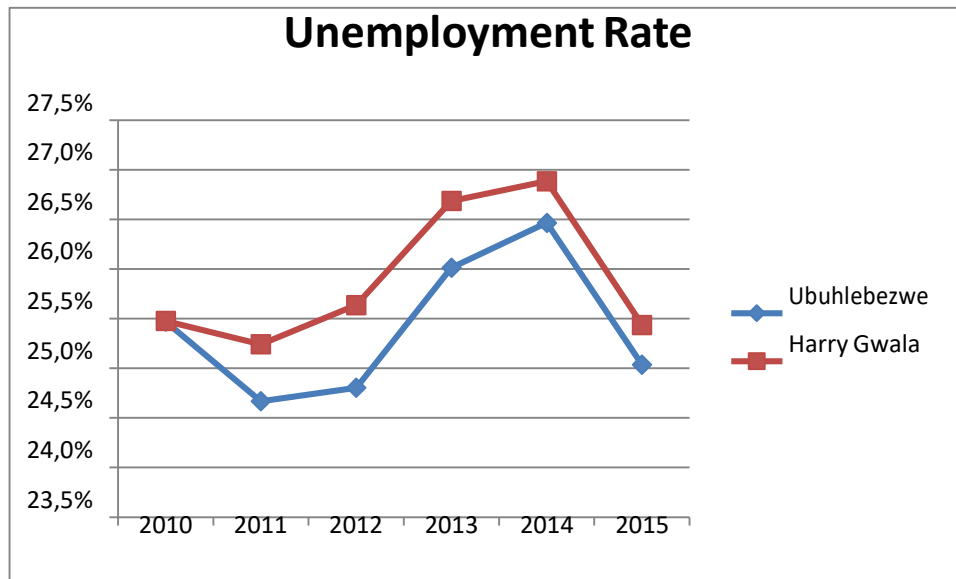
Percentage contribution to District Employment



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 Ubhulebezwe Local Municipality vs HGDM. Quantec (2015)

Spatial Profile

Access

The main corridor within the Ubhulebezwe 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 Ubhulebezwe 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

Ubhulebezwe 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 Ubhulebezwe 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 Ubhulebezwe 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

LED GRANT FUNDING 2021/2022 FINANCIAL YEAR

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.

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, Department of Agriculture and Ubuhlebezwe LED unit respectively.

MUNICIPAL EMPLOYMENT INITIATIVE SUPPORT BY EDTEA

Ubuhlebezwe Municipality partnered with KZN Department of Economic Development, Tourism and Environmental Affair (EDTEA) regarding financial and technical support required for the implementation of Ubuhlebezwe Municipal Employment Initiative (MEI) whereby LED and /or SMME projects are identified, evaluated, approved, and implemented. The support for the implementation of the Ubuhlebeze MEI was considered and approved by EDTEA for the current financial year (2021/2022). The total approved amount from EDTEA is one million rand to be spent within the current EDTEA financial year ending on the 31 March 2022. Ubuhlebezwe council on the 01 July 2021 accepted the funding of one million for MEI and authorised the accounting officer to sign the relevant funding agreement with EDTEA. The total approved amount from EDTEA is one million rand was transferred in December to Ubuhlebezwe Municipality account by EDTEA.

Supporting SMMEs and Cooperatives

LED Projects to be monitored – 2024/2025 Financial Year

QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Shwabade	Fisukwenza Holding	PSS Bakery	Ebhodweni
Sokoluhle Project	Bungela Cooperative	Senzelwe umusa	Kotshi Enterprise
Sthenjwa Project	Nzwabe Farming	Wozakhululeka Enterprise	Nkosingiphile Carpenters
Moses Nursery and Scaping	Umlwandle Trading Enterprise	Biyase block making and sand supplies	Isipho Sempilo
Momoyi Honey Production	Jamabekhona Agric Cooperative	Mahulumeni Poultry	Hemsley Farming
Webstown Holding	Mlwande Agric Cooperative	Shezi Interconnect project and poultry farming	Bathusile Agricultural Cooperative
Bhovungana Enterprise	Khumalo Vegetables	Mze's Rabbitry	Empunzini Trading
Vuka Uzame carpentry	Mkhosa KaMancinza Farm	Khotiz Toilet Paper	Elliot Mdunge Thengakahle
Mjay internet Café	Bhekimpi Project	Dladla pig stalls	Ukukhanya Agric Farming
Sakhi Sizwe project	Langwe Forest	Zamabuhle Hair Salon	Maqandenkukhu Project

LED GRANT FUNDING 2023/2024 FINANCIAL YEAR

Ubuhlebezwe Municipality 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.

LED grant funding window for the 2022/2023 financial year was open in April 2022 and closed on the 31 May 2022. Ubuhlebezwe Municipality LED Unit received 331 LED Business proposals requesting funding. The LED office from the during the month of June 2022 conducted verification assessment to 331proposals received. 68 are recommended for site visit. 56 approved for funding. There were 25 LED projects that were rolled over to 2023/2024 financial year.

Rollover LED Projects – 2023/2024 Financial Year

NO	PROJECT NAME	SECTOR	LOCATION	WARD
1	BIG DEAL SERVICE	SEWING	KWATHATHANI	10
2	N.A.K.S PROJECT	SEWING	CHIBINI	02
3	ZOE'S FASHION DESIGN	SEWING	KWATHATHANI	10
4	MAMA DLAMINI	SEWING	NOKWEJA TOP	11
5	LWANDLE PROJECT	SEWING	ENDWEBU	14

6	MELOKUHLE CLOTHING	SEWING	CHIBINI	03
7	IKUSASALETHU WOMEN'S PROJECT	SEWING	EMAZABEKWENI	12

BLOCKS PROJECTS				
8	KHOTHI -PHINI PROJECT	BLOCK MAKING	NHLANGWINI	8
9	ISIPHILELO SAMI TRADING	BLOCK MAKING	EMAZABEKWENI	12
10	NOVAYIYA SANDS AND BLOCKS SUPPLIERS	BLOCK MAKING	ENDWEBU	14
11	NGUNGUMAHLOM BE	BLOCK MAKING	MASHUMI	13
12	INKATHEKO TRADING PRIMARY COOPERATIVE LIMITED	BLOCK MAKING	ENDWEBU	14
13	MKHANDI WENSIMBI TRADING ENTERPRISE	BLOCK MAKING	ENDWEBU	14
14	MHLIKIZA TRADING & PROJECT	BLOCK MAKING	ENDWEBU	14
AGRICULTURE (BEEKEEPING)				
15	GOLDEN HONEY	BEEKEEPING	MAKHOLWENI	04

AGRICULTURE (CROPS)				
16	HANGALA FARMING	AGRICULTURE (CROPS)	MANDILINI	04
17	REAL FUZE	AGRICULTURE (CROPS)	MGANGENI	07
18	LUTHI PLUMBING AND PROJECTS	AGRICULTURE (CROPS)	NOKWEJA	11
BAKERY				
19	ISIPHO SEMPILO MANUFACTURING	BAKERY	MHLABASHANE	10
20	BAKERY PROJECT	BAKERY	ENDWEBU	14
21	IMIVUZO	BAKERY	ENDWEBU	14

	YAMATHEMBA				
MANUFACTURING					
22	KHOTIZ TOILET PAPER (PTY) LTD	MANUFACTURING	IXOPO	02	
23	FIGASON WELDING PROJECTS	WELDING PROJECTS	MHLABASHANE	10	
TOURISM					
24	NINI PROJECT	CRAFT	UMKHUNYA	05	
OTHER SECTOR					
25	ZAMABUHLE HAIR SALON	BEAUTY AND CARE	HLOKOZI	06	



on site and the turnaround time for hawkers permit of 1 day and 21 days turnaround time for formal businesses.

The Informal Economy Policy

The informal Economy policy was adopted by Council on the 20 September 2023. 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.

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.

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.

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.

INFORMAL ECONOMY

Informal Economy Infrastructure Development Project

- Ixopo market stalls: 100 market stalls will be constructed within Ixopo to assist the informal traders with conducive trading environment. The contractor was appointed on the 6 December 2023. Sod- turning was held on the 11 December 2023. The consultants together with the contractor are currently busy with preparations for site establishment.
- Highflats: 79 Market Stall will be constructed in Highflats. The project is currently under procurement process (the tender was advertised on the 29 January 2024 and close on the 1 March 2024).
- Light Industrial Park Projects: 15 Units will be constructed to assist small businesses with trading space. The project is currently under construction.
- Livestock Kraal: The construction of livestock kraal is under construction. This project will assist in beautification the Ixopo town and provide conducive environment for the livestock traders.

Informal Traders workshop

- The Department of Small Business Development together with its agency (SEDA, SEFA) assisted informal, micro, and small enterprises within Ubuhlebezwe Municipality through the Township and Rural Entrepreneurship program to unlock funding from DSBS. The participants were workshopped on how to complete the application form. This workshop was held on the 16 November 2023 and 140 participants attended the workshop.
- Ubuhlebezwe Municipality LED unit conducted a meeting with informal traders on the 11 December 2023 (Highflats) and 13 December 2023 (Ixopo) reminder on the permit renewal and introduction of the new system (Automated system).
- The business compliance team conducted business compliance inspection on the 21 December 2023 at Highflats, to ensure that business adhere to trading regulations as

stated on the business act and unacceptable goods were confiscated from these various shops.





PROJECT TARGETING EMERGING FARMERS

UBUHLEBEZWE SMALL HOLDER FARMERS SUPPORT PROGRAMME:

The Ubuhlebezwe Municipality has a farmer 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 programme aims at addressing issues of unemployment, poverty, food insecurity and inequality, the target group is youth, women, and people with disability. Agriculture facilitation aims to create direct linkages with the value chain and break the economic isolation. 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 development training, in ensuring that these objectives are realised and ensuring sustainable development of these farmers. Farmers are also encouraged to collaborate with each other to benefit from the economies of scale. The programme aims at developing significant institutional farming structures to facilitate collective buying and selling. This programme is ongoing, with provision of ongoing farmer extension support to ensure sustainable production.



MARKET AND INPUT SUPPLIER LINKAGES

The main objective of market and input supplier linkages is to create a relationship between a farmer (a produce), input supplier (where the farmer purchase production inputs) and market

(where the farmer sell produce). The farmer support program emphasises on high quality seed, certified seed, appropriate fertilization, proper feeding. The main objective is to produce high yields, high quality produce for the markets. Therefore, reputable input suppliers are key in achieving this.



FARMER'S DAY 2023

Livestock Farmer's Day on the 24 August 2023 at Peace Initiative Hall. The stakeholder from ARS shared information on climate change and livestock feeding under communal farming, plants poisonous to livestock, small stock management, bull selection, DNA based technologies to help farmer fight theft and improve their stock. This information was essential for the implementation of EAS-KyD program. This program seeks to farmers to improve their livestock and keep proper records.



STAKEHOLDERS ENGAGEMENT

Stakeholder engagement through Agricultural task team, LED forums and information sharing days ensures sharing of information and resources on agricultural programs and projects, align, and integrate agricultural activities to avoid overlapping of efforts and double dipping.



Honey Project Market Linkage

Engagements with Peels Honey and beekeepers on the 04th of October 2023. Peels Honey offers market for raw honey for the beekeepers Collect from the beekeeper. The price of a kg varies depending on the market.

PESI Beneficiaries

- 13 farmers receive feed for livestock and poultry.
- 5 farmers received grain inputs.



Catalyst projects: LED

Project Description	Implementing Agent	Funding	Beneficiaries	Status quo
Ogle Farm Proposed Development	Ubuhlebezwe Municipality	As per Business Plan	Business Community	The project is still on planning stage.
Erection of market stalls (Ixopo)	Ubuhlebezwe Municipality	R 4 000 000.00	Street vendors (Ixopo town)	The project is under construction.
Erection of market stalls (Highflats)	Ubuhlebezwe Municipality	R 3 000 000.00	Street vendors (Highflats town)	The project is on procurement processes.
Ixopo Light industrial Park	Ubuhlebezwe Municipality	R 5 000 000.00	Mechanic, automotive & body work SMMEs	The project is under construction.
Light industrial Park	Ubuhlebezwe Municipality	Determine by the business plan	Mechanic, automotive & body work SMMEs	The project is on conceptualisation phase.
Grain Silos	Ubuhlebezwe Municipality	Feasibility study	Cooperatives and SMMEs	The project is still on planning stage.
Infrastructure Development Business Support	Ubuhlebezwe Municipality	R2.2 million	Cooperatives and SMMEs	The project is on procurement processes. (Ongoing)
Construction of a highflats agro-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 conducting the feasibility study for the preparation of the business plan.
Ubuhlebezwe Smallholders Farmers Support Development Programme	Ubuhlebezwe Municipality	n/a	Cooperatives and SMMEs	Ongoing

Allwoodburn Train Station Revamping	Ubuhlebezwe Municipality	R40 000 000.00	Cooperatives and SMMEs	Assessment Conducted and report issued.
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Catalyst Projects – LED

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 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 identify 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 hawkers 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 Cooperative 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.
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The Ubuhlebezwe LED Strategy responds to the NSDP as indicated by the table below, the PGDS and the District LED Strategy by focusing on localities of economic growth and economic potential to encourage private sector investment, stimulate sustainable economic activities and create long-term employment opportunities.

Linkage between the Ubuhlebezwe LED Strategy with the NSDP

NATIONAL SPATIAL 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.	• 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.

NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE	UBUHLEBEZWE LED STRATEGY
• Fostering development based on local potential; and • Supporting restructuring where feasible to ensure greater competitiveness	• The Ubuhlebezwe LED would assist in identifying the key role players/stakeholders within the local economy of Ubuhlebezwe Municipality.

Alignment of LED strategy with Harry Gwala District Growth Development Plan, Provincial Growth Development Plan and National Development Plan.

Ubuhlebezwe Local Economic Development Strategy and plan was developed in 2017 and reviewed in 2023 and The Harry Gwala District Growth and Development Plan was prepared in 2014, it is reviewed in 2018 as an extension of the KwaZulu-Natal Provincial Growth and 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 and plan is a long term plan focusing on the year 2030. The municipal IDP will align with the LED strategy and plan.

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 Ubulhezwe 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.

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 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 several 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 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 to retaining and expanding existing businesses in the Ubuhlebezwe area:
 1. Enhance **municipal support** for local business enterprises.
 2. Ensure an improvement to the local business initiative, and **overall coordination of business representation** in the local area.
 3. Take active measures to **improve the levels of safety** in Ixopo Town as the business centre.
 4. Increase **communication** efforts between the Municipality and local business.
 5. Provide **support and promote local production and manufacturing businesses**; and

6. Undertake an active drive to **increase local employment opportunities** within the municipality.

Adopted Policies: Informal Economy, Retention, Expanded Public Works Policy

The informal Economy policy was adopted by Council in September 2023.

The Retention policy was adopted by Council in December 2020.

And the EPWP Policy was adopted by Council in January 2020.

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 one LED / Tourism Manager, two LED/Tourism Officers, one LED / Tourism Clerk and a Business Licensing Clerk all reporting to the Director: Social Development.

MONITORING AND EVALUATION (M&E) PLAN IN PLACE TO TRACK PROGRESS AND EFFECTIVENESS

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.

EPWP POLICY:

The phase five EPWP policy is still in draft form within the Department of Public Works, although we have requested the Draft document, we have not yet received it. We will await the final document in order to align with our own Policy.

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 Ubhlebezwe Municipality.

Tourism Objectives

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

Focus Area

Nature Based Tourism: Adventure, Rail, Hiking and Biking

Cultural Tourism: Heritage, Community and Missions.

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 Ubhlebezwe:

Accommodation Type	No of Facilities
Hotels	1
Bed & Breakfast	6
Self-catering	2
Guest Houses	2
Lodges	4
Traditional & Cultural	0
Conference & Exhibition Facilities	3
TOTAL	13

meetings. The Tourism Task Team is currently Functional. The aim of the task team is to discuss issues that pertaining to tourism development and to create an enabling environment for tourism to flourish within Ubuhlebezwe. The main purpose of the Tourism Task team is to report of progress made by the Tourism unit and planned programmes and activities for financial year with other relevant stakeholders and report to the LED/ Tourism Forum.

LED Forum

An inclusive planning and LED forum were established. The forum consisted of 4 sub-committees' teams that sit quarterly to deal with issues within each sector. These sub-committees' teams are Agriculture and Honey Task Team, Tourism Task Team, and Business Compliance Task Team. LED forum is held twice a year (June and December). Quarter 2 LED forum was held on the 06 December 2023. As part of the municipal LED institutional Arrangement, LED Forum within a municipality is an engagement platform composing of the local business sector, chamber of commerce, NGOs, government, traditional leadership, academic institutions to drive the Local Economic Agenda of a municipality. The municipal LED Forum seek to mobilise and solicit financial resources to implement LED Catalytic projects within the municipal LED strategy, monitor and evaluate the implementation of LED Catalytic projects, provide advice and recommendations to the Municipal Council on matters to be considered towards the promotion of Local Economic Development, identify, and implement strategies to broaden the local revenue and economic base in consultation with municipal Council.

Marketing

- The Ubuhlebezwe Municipality and SMT Websites
- SMT WhatsApp Group and HGDA Tourism WhatsApp Group
- Ubuhlebezwe Tourism Experience Pamphlet and SMT Brochure

Ubuhlebezwe Municipality will participate in the upcoming Africa Travel Indaba on 14-16 May 2024.

TOURISM DAY CELEBRATION

Launching The Tourism Month (Ecotourism Awareness)

Tourism Month is celebrated annually in September to highlight South Africa's diverse tourism

offerings as well as the sector's significant contribution to the local economy and job creation. Tourism Month festivities are held throughout the Country, culminating with the World Tourism Month Celebrations, Ubhlebezwe launched the tourism month on the 1st of September 2023 at Idlangala Wildlife Reserve. Idlangala is one of Ubhlebezwe's newly opened game reserves that will be one of our main tourism Attractions. This year's Tourism Day theme was **TOURISM & GREEN INVESTMENTS** hence we have identified Idlangala Wildlife Sanctuary to uphold this year's theme of Tourism & Green Investment thus highlighting the need for more and better-targeted investments for people, for the planet, and for prosperity, not just traditional investments that promote and underpin economic growth and productivity. The newly elected CTO Executive members Southern Midlands Tourism (SMT) was introduced.

Tourism Organisations (CTOs).

Activities

- Game drive
- Hiking
- Ecotourism awareness
- Introducing the new CTO (southern midlands Tourism)

Participants:

- Exco Members
- Social Development Portfolio
- Management
- CTO





District Tourism Establishment Audit

Ubuhlebezwe Municipality together with Harry Gwala Development Agency, Community Tourism Organisation (CTO) and Tourism Grading Council of South Africa conducted joint audit on Tourism establishments on the 25 and 26 October 2023, to strengthen the relationship between private and public sector, to update Ubuhlebezwe tourism businesses database and to ensure business compliance with business act. This audit will ensure informed interventions to enhance visitor experience as well as to encourage tourism product owners to affiliate with the local CTO.



Flea Market

The Ubuhlebezwe LED Unit had a flea market on the 01 December 2023. The aim is to create a platform for local businesses (food vendors, local brands, art and craft, fragrances, and fresh produce etc) to showcase and sell their products to the public and network with other businesses, share information and learn how they can develop their products through customer reviews.



Ubuhlebezwe Music Festival

Ubuhlebezwe music festival was held on the 23 December 2023 at Jeffrey Zungu Stadium. This event seeks to promote Ubuhlebezwe Tourism as one of the tourism destinations of choice in KwaZulu-Natal. The main aim of the event was to create a multiplier effect (economic spin-off) for the municipality, event that will have direct and indirect impact on the lives of the local community and surrounding through business opportunities and temporary jobs.





SWOT Analysis: Tourism Within Ubuhlebezwe

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. • 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.	Weaknesses • 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 • 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.	Threats • 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.

• 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 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.	• Crime capitalises on many existing social ills within the municipal area.
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TOURSIM AND GLOBAL WARMING

- 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 year to promote green economy.
- Annually we Commemorate of Arbor day.
- Commemoration of Tourism Month

SWOT ANALYSES LED

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	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

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 municipal area.	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 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.
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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.

S 71(1) (f) ALLOCATION RECEIVED AND ACTUAL EXPENDITURE ON THOSE ALLOCATIONS

S 71(1) (f) ALLOCATION RECEIVED AND ACTUAL EXPENDITURE ON THOSE ALLOCATIONS					 THE UBUHEBEZWE MUNICIPALITY		
Allocations	Original Budget 2023/2024	Adjusted Budget 2023/2024	Actual Received YTD	Actual Expenditure - April 2024	Expenditure YTD- 2024	Unspent Y T D	% Expenditure Against allocation
Financial Management Grant	1 950 000.00	1 950 000.00	1 950 000.00	433 757.78	1 612 698.49	337 301.51	83%
Electrification - DOE	21 863 000.00	21 863 000.00	21 863 000.00	(55 780.98)	18 820 887.33	3 042 112.67	86%
Library Grant - Cyber	254 000.00	254 000.00	254 000.00	-	254 000.00	-	100%
Community Library Services Grant	981 000.00	981 000.00	981 000.00	-	981 000.00	-	100%
MIG	39 499 000.00	36 857 000.00	36 857 000.00	3 841 052.39	36 857 000.00	-	100%
EPWP	7 831 000.00	7 394 000.00	7 394 000.00	724 993.60	6 618 964.27	775 035.73	90%
Title Deeds Restoration Programme	100 000.00	100 000.00	100 000.00	-	-	100 000.00	0%
Infrastructure Economic Development	2 000 000.00	3 855 111.00	3 855 110.58	-	2 046 154.24	1 808 956.34	53%
Small Town Rehabilitation Programme	-	2 796 255.00	2 796 255.00	345 560.21	2 353 572.44	442 682.56	84%
TOTAL	74 478 000.00	76 050 366.00	76 050 365.58	5 289 583.00	69 544 276.77	6 506 088.81	93%

GRANT ROLL OVER:

Title Deeds Restoration June 2023 (R100 000.00)

Application letter for rollover was sent to Provincial Treasury on the 12th of August 2023.

Projects indicated in order of prioritization .

Capital Expenditure by Asset Class/Sub-class	DEPARTMENT	SOURCE OF FUNDING	FINAL ADJUSTED BUDGET	MTD ACTUAL	RETENTION 2023-24 VAT EXCL	 THE UBULEBEZWE MUNICIPALITY	2022-23 VAT EXCL2023-24 VAT INCLSpent VAT EXCL			Percentage Spent VAT INCL
Infrastructure INT			3 250 000.00	-	-	2 287 839.48	2 631 015.40	70%	81%	
Infrastructure MIG			9 591 290.7	-	-	9 317 332.2	10 714 932.1	97%	112%	
Community Assets INT		Int	600 000.00	-	-	241 673.37	277 924.38	40%	46%	
Community Assets MIG		MIG	15 201 698.00	2 787 524.97	242 427.00	13 388 900.59	15 397 235.68	88%	101%	
Community Halls INT		Int	-	-	-	-	-	0%	0%	
Community Halls MIG		MIG	8 952 285.67	321 309.71	-	7 493 513.44	8 617 540.46	84%	96%	
Buildings LED INTERNAL			1 947 295.00	48 203.26	-	696 280.03	705 258.66	36%	36%	
Small Town			2 796 255.00	300 487.14	-	2 046 584.73	2 353 572.44	73%	84%	
Buildings LED			3 855 111.00	-	-	1 982 278.77	2 032 751.86	51%	53%	
Electrification MIG		MIG	3 111 725.56	-	-	1 861 035.29	2 140 190.58	60%	69%	
Electrification INT		Int	1 260 000.00	-	-	-	-	0%	0%	
VEHICLES		Int	1 877 630.32	-	-	1 791 332.77	2 060 032.69	95%	110%	
Other Equipment		Int	4 101 000.00	258 358.48	-	1 739 514.54	2 000 441.72	42%	49%	
Computer and IT Equipment INT		Int	1 246 174.00	52 707.78	-	336 045.98	386 452.88	27%	31%	
Computer and IT Equipment MIG		MIG	-	-	-	-	-	0%	0%	
Office Furniture		Int	473 500.00	-	-	331 091.70	380 755.46	70%	80%	
Intangible		Int	790 600.00	300 900.00	-	303 800.00	349 370.00	38%	44%	
Land		Int	485 000.00	-	-	350 000.00	402 500.00	72%	83%	
Building		Int	2 283 400.50	221 230.43	-	1 309 132.91	1 505 502.85	57%	66%	
Total Expenditure			61 822 965.80	4 290 721.77	242 427.00	45 476 355.87	51 955 477.15	74%	84%	
MIG Expenditure			36 856 999.98	3 108 834.68	242 427.00	32 060 781.59	36 869 898.83	87%	100%	
Led Grant			3 855 111.00	-	-	1 982 278.77	2 032 751.86	51%	53%	
Small Town			2 796 255.00	300 487.14	-	2 046 584.73	2 353 572.44	73%	84%	
Internal Expenditure			18 314 599.82	881 399.95	-	9 386 710.78	10 699 254.02	51%	58%	
Total Expenditure			61 822 965.80	4 290 721.77	242 427.00	45 476 355.87	51 955 477.15	74%	84%	

Capital Expenditure by Asset Class/Sub-class	DEPARTMENT	SOURCE OF FUNDS	FINAL ADJUSTED BUDGET	MTD ACTUAL	RETENTION 2023-24 VAT EXCL	2022-23 VAT EXCLUDED OR VAT INCL	2022-23 VAT INCL	Spent VAT INCL	Percentage Spent VAT INCL
Infrastructure INT			3 250 000.00			2 287 839.48	2 631 015.40	70%	81%
Infrastructure MIG			9 591 280.7			9 317 932.2	10 714 932.1	97%	12%
Ithubaletshu Internal Roads	IPD	Int	2 220 000.00	-	-	1 953 049.10	2 246 006.47	88%	101%
Ithubaletshu Internal Roads - Indirect	IPD	Int	480 000.00	-	-	334 790.38	385 008.94	70%	80%
Barlela Road	IPD	Int	30 000.00	-	-	-	-	0%	0%
Mboshongweni/Phuthini Road	IPD	Int	30 000.00	-	-	-	-	0%	0%
Ntambama Road	IPD	Int	30 000.00	-	-	-	-	0%	0%
Chibini Hall Accessing Regraveling	IPD	Int	30 000.00	-	-	-	-	0%	0%
Townland Road	IPD	Int	30 000.00	-	-	-	-	0%	0%
Ntabankunzi Road Regraveling	IPD	Int	30 000.00	-	-	-	-	0%	0%
Sobantu Road	IPD	Int	20 000.00	-	-	-	-	0%	0%
Scotchtville Road	IPD	Int	30 000.00	-	-	-	-	0%	0%
Roman Road	IPD	Int	30 000.00	-	-	-	-	0%	0%
Madungeni Hall Accessing Regraveling	IPD	Int	20 000.00	-	-	-	-	0%	0%
Hardware	IPD	Int	20 000.00	-	-	-	-	0%	0%
Jilli Road	IPD	Int	-	-	-	-	-	0%	0%
Hlengwa Road	IPD	Int	20 000.00	-	-	-	-	0%	0%
Bhengu Road	IPD	Int	-	-	-	-	-	0%	0%
Black/Mfeka	IPD	Int	-	-	-	-	-	0%	0%
Fana Nyathi and St Nicholas Road	IPD	Int	-	-	-	-	-	0%	0%
Mcasimbana Road ward 03	IPD	Int	30 000.00	-	-	-	-	0%	0%
Bhakaneni Ward 08	IPD	MIG	2 056 522.35	-	-	2 056 522.35	2 365 000.70	100%	115%
Bhakaneni Ward 08 - Indirect Cost	IPD	MIG	387 116.46	-	-	387 116.46	445 183.93	100%	115%
Mngunyathi Road 1 km Ward 05 - Ir	IPD	MIG	-	-	-	-	-	0%	0%
Mngunyathi Road 1 km Ward 05 - Ir	IPD	MIG	200 000.00	-	-	51 080.07	58 742.08	26%	29%
Greers and Grove, Hawthorne Road	IPD	MIG	1 609 520.70	-	-	2 225 944.93	2 559 836.67	138%	159%
Greers and Grove, Hawthorne Roads, Wic	IPD	MIG	1 031 725.08	-	-	1 031 725.08	1 186 483.84	100%	115%
Little Flower to Fairview Road (Direct)	IPD	MIG	3 953 454.93	-	-	3 333 192.80	3 833 171.72	84%	97%
Little Flower to Fairview Road (Indir	IPD	MIG	352 951.23	-	-	231 750.58	266 513.17	66%	76%
Municipal exit point (construction)	IPD	Int	200 000.00	-	-	-	-	0%	0%
Community Assets INT			600 000.00			241 673.37	277 924.38	40%	46%
Community Assets MIG			15 201 698.00	2 787 524.97	242 427.00	13 388 900.59	15 397 235.68	88%	101%
Bayempini Sportfield W9		MIG	6 847 521.00	605 682.00	-	5 937 838.95	6 828 514.79	87%	100%
Bayempini Sportfield W9 -Indirect Cost		MIG	890 177.00	-	-	781 251.38	898 439.09	88%	101%
Nkwelutsheni Kick-about Sportfield W5		Int	300 000.00	-	-	-	-	0%	0%
Plain hill hall (internal)	IPD	Int	300 000.00	-	-	241 673.37	277 924.38	81%	93%
Rehabilitation of morningside									
(ring fence mig)	IPD	MIG	6 184 000.00	2 181 842.97	242 427.00	5 490 137.63	6 313 658.27	89%	102%
rehabilitation of morningside (ring	IPD	MIG	1 280 000.00	-	-	1 179 672.63	1 356 623.52	92%	106%
Community Halls INT			-	-	-	-	-	0%	0%
Community Halls MIG			8 952 285.67	321 309.71	-	7 493 513.44	8 617 540.46	84%	96%
Skhunyane Hall W14	IPD	MIG	3 103 823.03	-	-	2 492 688.71	2 866 592.02	80%	92%
Skhunyane Hall W14 - Indirect Cost	IPD	MIG	466 089.91	-	-	294 702.05	338 907.36	63%	73%
Phambuka Hall W9	IPD	MIG	95 601.71	-	-	95 601.71	109 941.97	100%	115%
Phambuka Hall W9 - Indirect Cost	IPD	MIG	-	-	-	-	-	0%	0%
Nhleweni hall W13	IPD	MIG	4 699 352.03	321 309.71	-	4 118 340.79	4 736 091.91	88%	101%
Nhleweni hall W13 - Indirect Cost	IPD	MIG	587 418.99	-	-	492 180.18	566 007.21	84%	96%
Buildings LED INTERNAL			1 947 295.00	48 203.26	-	696 280.03	705 258.66	36%	36%
Small Town			2 796 255.00	300 487.14	-	2 046 584.73	2 353 572.44	73%	84%
Buildings LED			3 855 111.00	-	-	1 982 278.77	2 032 751.86	51%	53%
Construction of market stalls	INT		1 787 295.00	-	-	636 422.53	636 422.53	36%	36%
Construction of market stalls - indirect Cost	INT		160 000.00	48 203.26	-	59 857.50	68 836.13	37%	43%
Construction of market stalls	LED		1 680 000.00	-	-	1 645 791.48	1 645 791.48	98%	98%
Light Industrial Park	Small Tc		2 796 255.00	300 487.14	-	2 046 584.73	2 353 572.44	73%	84%
Construction of market stalls - Indirect Cost	LED		320 000.00	-	-	306 487.29	352 460.38	96%	110%
Construction of highflates market stalls	LED		1 855 111.00	-	-	30 000.00	34 500.00	2%	2%
Electrification MIG			3 111 725.56	-	-	1 861 035.29	2 140 190.58	60%	69%
Electrification INT			1 260 000.00	-	-	-	-	0%	0%
Golf Course Electrification	IPD	Int	155 000.00	-	-	-	-	0%	0%
CRU Electrification	IPD	Int	5 000.00	-	-	-	-	0%	0%
Amazabeko Highmast W12	MIG		152 188.95	-	-	-	-	0%	0%
Amazabeko Highmast W12 - Indirect Cost	MIG		252 800.00	-	-	84 956.78	97 700.30	34%	39%
Mashakeni Highmast W3	MIG		959 889.61	-	-	862 235.00	991 570.25	90%	103%
Mashakeni Highmast W3 - Indirect Cost	MIG		152 800.00	-	-	108 886.61	125 219.60	71%	82%
Sangcwaba Highmast W5	MIG		1 480 200.00	-	-	705 355.00	811 158.25	48%	55%
Sangcwaba Highmast W5 - Indirect Cost	MIG		113 847.00	-	-	99 801.90	114 542.19	87%	101%
Solar for main office building	IPD	Int	700 000.00	-	-	-	-	0%	0%
Streetlights/ Solar	IPD	Int	400 000.00	-	-	-	-	0%	0%
VEHICLES			1 877 630.32	-	-	1 791 332.77	2 060 032.69	95%	110%
Mayoral car	Int		768 530.00	-	-	768 530.00	883 809.50	100%	115%
Fire engine truck	Int		10 000.00	-	-	-	-	0%	0%
Double Cab -Corporate	Corpora		510 100.32	-	-	438 613.32	504 405.32	86%	99%
Double Cab -Traffic	Corpora		589 000.00	-	-	584 189.45	671 817.87	99%	114%
Other Equipment			4 101 000.00	258 358.48	-	1 739 514.54	2 000 441.72	42%	49%
Brush cutters *6	Int		100 000.00	-	-	86 600.00	99 590.00	87%	100%
Podium	SD		20 000.00	-	-	20 000.00	23 000.00	100%	115%
Fire suppression	Corpora		200 000.00	173 567.98	-	173 567.98	199 603.18	87%	100%
portable Generator 7.5KVA	SD		150 000.00	-	-	149 000.00	171 350.00	99%	114%
Jaws of Life	fire	Int	1 250 000.00	-	-	792 476.59	911 348.08	63%	73%
Brake testing machine	law	Int	220 000.00	13 300.50	-	186 700.50	214 705.58	85%	98%
Fire Equipment	fire	Int	30 000.00	-	-	26 085.23	29 998.01	87%	100%
CCTV Camaras Installation	Corpora		70 000.00	-	-	61 962.04	71 256.35	89%	102%
3x Municipal Kitchens	Corpora		50 000.00	-	-	-	-	0%	0%
3x Guard Houses	Corpora		150 000.00	71 490.00	-	71 490.00	82 213.50	48%	55%
UPS systems for new server room	Corpora		200 000.00	-	-	-	-	0%	0%
Access gate Traffic	law	Int	-	-	-	-	-	0%	0%
Movable filing cabinet x3	Corpora		200 000.00	-	-	-	-	0%	0%
steel cabinet x3	Corpora		30 000.00	-	-	-	-	0%	0%
Fencing and access gate for municipal properties	corpora		932 000.00	-	-	171 632.20	197 377.03	18%	21%
Fencing of Mariathal cemetery	Int		20 000.00	-	-	-	-	0%	0%
restoration of rail way	SD	INT	479 000.00	-	-	-	-	0%	0%
Computer and IT Equipment INT			1 246 174.00	52 707.78	-	336 045.98	386 452.88	27%	31%
Computer and IT Equipment MIG			-	-	-	-	-	0%	0%
Laptops	Corpora		717 000.00	40 905.78	-	63 024.78	72 478.50	9%	10%
GIS Laptops *2	Corpora		150 000.00	-	-	82 500.00	94 875.00	55%	63%
Other IT Equipment	Corpora		129 599.00	-	-	42 811.20	49 232.88	33%	38%
Sound System	SD		50 000.00	-	-	40 600.00	46 690.00	81%	93%
Portable speaker With 2 mics	SD		27 575.00	11 802.00	-	22 302.00	25 647.30	81%	93%
Camera	SD		30 000.00	-	-	34 958.00	40 201.70	117%	134%
Communication equipment	MMA		50 000.00	-	-	49 850.00	57 327.50	100%	115%
Biometric Scan	Corpora		42 000.00	-	-	-	-	0%	0%
Technical Equipment for new board	Corpora		50 000.00	-	-	-	-	0%	0%
Office Furniture			473 500.00	-	-	331 091.70	380 755.46	70%	80%
Plastic Chairs Hall	SD		70 000.00	-	-	-	-	0%	0%
Tender/Application/suggestion box	Corpora		-	-	-	-	-	0%	0%
5x Microwave Ovens	Corpora		26 500.00	-	-	22 500.00	25 875.00	85%	98%
3x Fridges	Corpora		30 000.00	-	-	19 900.00	22 885.00	66%	76%
Aircondition unit	Corpora		200 000.00	-	-	189 100.00	217 465.00	95%	109%
cutlery	Corpora		-	-	-	-	-	0%	0%
Building Furniture (housing	IPD		100 000.00	-	-	78 885.19	90 487.97	79%	90%
Municipal boardroom furniture	Corpora		22 000.00	-	-	-	-	0%	0%
Cleaning Equipment (Office &Fleet)	Corpora		25 000.00	-	-	20 906.51	24 042.49	84%	96%
Intangible			790 600.00	300 900.00	-	303 800.00	349 370.00	38%	44%
GPS software	IPD		70 000.00	-	-	-	-	0%	0%
Software licenses	Corpora		720 600.00	300 900.00	-	303 800.00	349 370.00	42%	48%
Land			485 000.00	-	-	350 000.00	402 500.00	72%	83%
Land Acquisition(Mariathal cemeter	IPD		485 000.00	-	-	350 000.00	402 500.00	72%	83%
Building			2 283 400.50	221 230.43	-	1 309 132.91	1 505 502.85	57%	66%
Server room door	Corpora		27 000.00	-	-	26 990.90	31 039.54	100%	115%
Golf Course Refurb	IPD		20 402.00	-	-	-	-	0%	0%
Statistics Building Refurb	IPD		450 000.00	-	-	20 402.00	23 462.30	5%	5%
Thusong / Traffic Refurb	IPD		1 785 998.50	221 230.43	-	1 261 740.01	1 451 001.01	71%	81%
Total Expenditure			61 822 965.80	4 290 721.77	242 427.00	45 476 355.87	51 955 477.15	74%	84%
MIG Expenditure			36 856 999.98	3 108 834.68	242 427.00	32 060 781.59	36 869 898.83	87%	100%
Led Grant			3 855 111.00	-	-	1 982 278.77	2 032 751.86	51%	53%
Small Town			2 796 255.00	300 487.14	-	2 046 584.73	2 353 572.44	73%	84%
Internal Expenditure			18 314 599.82	881 399.95	-	9 386 710.78	10 699 254.02	51%	58%



Insitution	Acc No	Acc Type	Maturity Date	Interest Rate (% pa)	Balance Per Statement 01-Apr	(Bank charges)	(Withdrawals)	Deposits	Month End Interest Received	Balance Per Statement Tuesday, 30 April 2024	Month End Interest Accrued	Interest Accrued To date	Received Interest To date	Balance Per General Ledger 30-Apr	Difference	Current Month Interest Income Earned
ABSA Bank - 21M	2080309987	4 Month - Fixed Deposit	03-May	9.19	24 208 912.49	-	-	-	-	24 208 912.49	188 955.53	548 580.58	1 263 059.50	24 208 912.49	-	188 955.53
ABSA BANK	2080845799	4 Month - Fixed Deposit	12-Jan	9.05	-	-	-	-	-	-	-	0.00	1 012 481.10	-	-	-
ABSA BANK	2081163724	4 Month - Fixed Deposit	09-Sep	9.59	31 902 123.23	-	-	-	-	31 902 123.23	259 840.61	435 861.66	1 902 123.23	31 902 123.23	-	259 840.61
ABSA BANK	2081163499	92 Days - Fixed Deposit	10-Oct	9.34	-	-	-	-	-	-	-	0.00	470 838.36	-	-	-
ABSA BANK	2081347409	91 Days - Fixed Deposit	10-Jun	9.01	20 467 715.07	-	-	-	-	20 467 715.07	277 884.27	277 884.27	467 715.07	20 467 715.07	-	277 884.27
ABSA BANK	2081347417	125 Days - Fixed Deposit	12-Aug	9.5	23 000 000.00	-	-	-	748 287.67	23 748 287.67	125 566.63	125 566.63	748 287.67	23 748 287.67	-	185 429.65
First National Bank - <i>Equity Share</i>	62 1438 9598 8	Call Account		2.40	320 639.99	-	-	-	1 869.37	322 509.36	-	-	17 454.86	322 509.36	-	1 869.37
First National Bank - <i>Equity Share</i>	62 24816621 8	Sangowaba Housing		2.40	828 212.01	-	-	-	4 526.80	832 738.81	-	-	44 747.82	832 738.81	-	4 526.80
First National Bank - <i>Equity Share</i>	76200672890	2 Month - Fixed Deposit	07-Jun	8.61	28 169 514.81	-	-	-	425 274.78	28 594 789.59	175 376.15	175 376.15	1 822 438.89	28 594 789.59	-	201 955.83
First National Bank - <i>Equity Share</i>	62895356113	Titlle deeds	30-Jun	2.40	113 514.16	-	-	-	620.44	114 134.60	-	-	6 152.67	114 134.60	-	620.44
First National Bank - <i>Equity Share</i>	62873993060	Call Account housing	02-Apr	3.85	33 457.18	-	-	-	222.75	33 679.93	-	-	2 197.01	33 679.93	-	222.75
NED Bank	7881076763/118	Notice Account		7.75	11 021 914.57	-	- 21 021 914.57	10 000 000.00	41 086.47	41 086.47	-	-	946 981.81	41 086.47	-	41 086.47
Ned Bank	7781076763/174	91 Days - fixed deposit	13-Sep	8.95	-	-	-	-	-	-	-	-	409 757.64	-	-	-
Ned Bank	7781076763/175	63 days - fixed Deposit	21-Aug	9.00	-	-	-	-	-	-	-	-	281 942.23	-	-	-
NED Bank	7781076763/176	88 days - fixed Deposit	17-Nov	8.80	-	-	-	-	-	-	-	-	483 067.00	-	-	-
NED Bank	7881076763/179	1 DAY Notice Account		8.05	34 029 994.52	-	- 5 000 000.00	-	218 541.06	29 248 535.58	-	-	248 535.58	29 248 535.58	-	218 541.06
NED Bank	7881076763/180	fixed deposit	14-Aug	9.07	-	-	-	19 756 513.53	-	19 756 513.53	93 277.81	93 277.81	577 927.00	19 756 513.53	-	93 277.81
NED Bank	7881076763/178	121 Days - fixed Deposit	12-Apr	9.09	19 178 586.53	-	- 19 756 513.53	-	577 927.00	-	-	-	5 856.81	141 899.40	-	52 538.82
STD Bank - <i>Equity Share</i>	068730276 - 001	Retail/Wholesale Call Deposit	25-Nov	1.30	141 233.67	-	-	-	665.73	141 899.40	560.99	560.99	901.83	141 899.40	-	646.89
STD Bank - <i>Equity Share</i>	068730276 - 008	3 Months - Fixed Deposit	15-Nov	2.00	18 117.32	-	-	-	100.02	18 217.34	61.64	61.64	901.83	18 217.34	-	97.13
STD Bank - <i>Equity Share</i>	068730276-047	59 Days - Notice Deposit	24-Jun	9.18	22 177 747.16	-	-	-	345 541.14	22 523 288.30	50 399.71	50 399.71	1 594 599.35	22 523 288.30	-	167 373.34
STD Bank - <i>Equity Share</i>	068730276-050	122 Days - Notice Deposit	23-Jun	9.33	29 154 782.02	-	-	-	916 391.22	30 071 173.24	68 586.99	68 586.99	2 137 897.27	30 071 173.24	-	225 236.54
					244 766 464.73	-	- 45 778 428.10	29 756 513.53	3 281 054.45	232 025 604.61	1 240 510.33	1 776 156.43	14 444 962.70	232 025 604.61	-	1 920 103.31
NEDBANK	1214909418	Current Account	30-Apr		1 353 760.85	-	-	-	-	2 266 192.02	-	-	-	2 266 192.02	-	-
																-
Cash and Cash Equivalent					246 120 225.58	-	- 45 778 428.10	29 756 513.53	3 281 054.45	234 291 796.63	1 240 510.33	1 776 156.43	14 444 962.70	234 291 796.63	-	1 920 103.31

The municipality has short term investments totaling R234 291 796.63 and cash on hand of R2 266 292.02 in its current account as at 30 April 2024.

- The municipality's cost coverage is 9.97 months with an estimated fixed cost of R24 560 599.66 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 736 registered indigents in the 2023/24 indigent register, the process of registering for 2024/25 will be done before end of the financial year.

To qualify for indigent supports the following criteria must be met:

- Households were verified total gross monthly income of all occupants over 18 years of age does not exceed a total R 4 180,00 or an equivalent of two (2) state pensions.
- Subsidized 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 recognized 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.

- 2023/24- 736
- 2022/23 - 161
- 2021/22 - 107

• Indigent Support for three years

	2022/2023	2023/2024	2024/25
RATES	R 738 153	R 772 846	R 772 846.10
REBATES	R 10 328 111	R 14 054 614	R 17 687 461.41
ELECTRICITY	R 600 000	R 600 000	R 600 000.00
REFUSE	R 51 000	R 51 000	R 53 499.00

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:

2022	65 377 257
2023	75 669 000
2024 (10 Months, ending 30 April 2024)	108 318 000

It must also be noted that the municipality implemented a new valuation roll effective from 1 July 2020 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.

+/- 80% of our debt relates to rates. The prescribed period to write off a debt for rates is 30 years and in terms of the MSA (SECTION 96), the Accounting Officer is tasked with the responsibility of ensuring that he collects all money that are due and payable to the municipality. We try to ensure that we comply with these prescripts and that is why we also have a revenue enhancement strategy. We also do account for provision for bad debt in our AFS to demonstrate the estimate/ probability that we may not collect based on current collection trends.

The amount of bad debt provision per year is R 2 271 399.00

Age analysis as at 30 April 2024

KZN434 Ubuhlebezwe - Supporting Table SC3 Monthly Budget Statement - aged debtors - M10 April

Description	NT Code	Budget Year 2023/24										Total over 90 days	Actual Bad Debts Written Off against Debtors	Impairment - Bad Debts i.t.o Council Policy
		0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total				
R thousands														
Debtors Age Analysis By Income Source														
Trade and Other Receivables from Exchange Transactions - Water	1200	–	–	–	–	–	–	–	–	–	–	–	–	–
Trade and Other Receivables from Exchange Transactions - Electricity	1300	–	–	–	–	–	–	–	–	–	–	–	–	–
Receivables from Non-exchange Transactions - Property Rates	1400	4 173	3 107	3 316	2 986	2 995	2 694	13 217	43 251	75 740	65 144	–	–	–
Receivables from Exchange Transactions - Waste Water Management	1500	–	–	–	–	–	–	–	–	–	–	–	–	–
Receivables from Exchange Transactions - Waste Management	1600	586	5	451	–	216	209	1 074	6 199	8 740	7 699	–	–	–
Receivables from Exchange Transactions - Property Rental Debtors	1700	213	–	16	–	8	5	59	200	501	272	–	–	–
Interest on Arrear Debtor Accounts	1810	1 700	6	1 574	–	753	722	2 617	–	7 372	4 092	–	–	–
Recoverable unauthorised, irregular, fruitless and wasteful expenditure	1820	–	–	–	–	–	–	–	–	–	–	–	–	–
Other	1900	(21)	(27)	(16)	(26)	(21)	(22)	(4)	16 103	15 965	16 029	–	–	–
Total By Income Source	2000	6 649	3 091	5 341	2 961	3 952	3 609	16 963	65 752	108 318	93 237	–	–	–
2008/9 - totals only														
										–	–			
Debtors Age Analysis By Customer Group														
Organs of State	2200	1 768	763	1 252	796	1 049	819	4 182	12 686	23 315	19 532	–	–	–
Commercial	2300	831	295	790	286	443	433	1 908	11 937	16 923	15 006	–	–	–
Households	2400	1 896	785	1 718	734	1 184	1 163	5 590	29 625	42 694	38 295	–	–	–
Other	2500	2 154	1 248	1 581	1 144	1 277	1 194	5 284	11 504	25 386	20 403	–	–	–
Total By Customer Group	2600	6 649	3 091	5 341	2 961	3 952	3 609	16 963	65 752	108 318	93 237	–	–	–
Notes														
Material increases in value of debtors' categories compared to previous month to be explained														
Bad debts = amounts actually written off in the month														
Total by Income Source must reconcile with Total by Customer Group														

Summary of Debtors per Category

Government	R 23 315 000
Business	R 16 923 000
Households	R 42 694 000
Other	R 25 386 000
Total	R 108 318 000

Collection rate as at 30 April 2024 was at 53.68%

2023-2024 Collection Rate												THE UBUHLEBEZWE MUNICIPALITY	
	M T D										Y T D		
	July	August	September	October	November	December	January	February	March	April		Total	
Receipts	2 782 941.27	988 926.00	1 729 737.02	1 401 284.19	2 853 043.58	2 390 498.23	3 872 514.09	1 595 477.46	2 637 963.06	2 102 022.58	22 354 407.48		
Rates	4 385 336.74	4 385 336.74	4 378 236.23	4 375 384.62	4 365 923.44	4 365 923.44	4 375 523.42	4 375 523.42	4 375 545.12	4 361 402.75	43 744 135.92		
Collection Rate	63.46%	22.55%	39.51%	32.03%	65.35%	54.75%	88.50%	36.46%	60.29%	48.20%	51.10%		
Receipts	392 885.83	139 613.06	244 198.17	197 828.35	402 782.62	337 482.10	546 707.87	225 243.87	372 418.31	296 756.12	3 155 916.30		
Refuse	347 009.56	343 824.39	344 090.35	348 601.68	348 786.06	348 786.06	349 927.83	349 927.83	351 078.21	351 078.21	3 483 110.18		
Collection Rate	113.22%	40.61%	70.97%	56.75%	115.48%	96.76%	156.23%	64.37%	106.08%	84.53%	90.61%		
Receipts	98 221.45	34 903.24	61 049.54	49 457.09	100 695.66	84 370.52	136 676.97	56 310.96	93 104.58	74 189.03	788 979.04		
Rentals	39 609.99	34 733.39	210 100.65	213 100.65	212 801.65	212 801.65	212 801.65	212 801.65	212 801.65	208 194.58	1 769 747.51		
Collection Rate	247.97%	100.49%	39.00%	23.21%	47.32%	39.65%	64.23%	26.46%	43.75%	35.63%	44.58%		
Total Rec	3 274 048.55	1 163 442.30	2 034 984.73	1 648 569.63	3 356 521.86	2 812 350.85	4 555 898.93	1 877 032.29	3 103 485.95	2 472 967.73	26 299 302.82		
Total Billing	4 771 956.29	4 763 894.52	4 932 427.23	4 937 086.95	4 927 511.15	4 927 511.15	4 938 252.90	4 938 252.90	4 939 424.98	4 920 675.54	48 996 993.61		
Total Rate	68.61%	24.42%	41.26%	33.39%	68.12%	57.07%	92.26%	38.01%	62.83%	50.26%	53.68%		

The municipality appointed a debt collector in January 2022 to address the collection rate challenges with a revised scope which extends up to the attachment of property.

• 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 no material SCM findings reported by the office of the auditor general for the financial year ending 30 June 2023 and the finding resulted in irregular expenditure in the previous years have been resolved.

The SCM policy is attached as an Annexure.

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.

The Procurement Plan is revised and updated annually, the 2024/5 Procurement Plan was updated, tabled to Council and adopted on the 22 May 2024.

Challenges in the Unit:

- Location of the Municipality is far from bigger towns where goods and services are easily available.
- Lack of adequate skills within the locality for specialized services.

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 are 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:

- 90 days turnaround time for Bids of R300 000+ to be finalized from the closing date of the tender.
- 60 days turnaround time for Bids of R30 000 to R299 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.

Financial Plan:

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

FINANCIAL VIABILITY	FORMULA	Financial Year 2023/24	Financial Year 2022/23
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)	$\frac{244\,791\,170.63}{24\,560\,599.66}$ = 9.97 months	$\frac{207\,422\,276.22}{23\,376\,797.80}$ = 8.87 months
Current Ratio	Current Assets / Current Liabilities	$\frac{221\,179\,418}{25\,664\,567}$ = 8.62 : 1	$\frac{254\,289\,081}{34\,297\,169}$ = 7.41 : 1
Capital Expenditure to Total Expenditure	Total Capital Expenditure / Total Expenditure (Total Operating expenditure + Capital expenditure) × 100	$\frac{36\,386\,130}{(242\,873\,526)}$ = 14.98%	$\frac{27\,759\,522}{175\,722\,727}$ = 15.80%
Net Debtors Days	((Gross Debtors - Bad debt Provision) / Actual Billed Revenue) × 366	$\frac{92\,660\,391.99}{48,996,993.61}$ = 692 Days	$\frac{75\,773\,783}{24\,169\,900}$ = 1 144 Days
Collection Rate	(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off) / Billed Revenue × 100	=53.68 %	=64.23%
Remuneration as % of Total Operating Expenditure	Remuneration (Employee Related Costs and Councillors Remuneration) / Total Operating Expenditure x100	$\frac{92\,751\,828}{206\,487\,396}$ =44.92%	$\frac{83\,576\,012}{147\,963\,205}$ =56.48 %

- 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, and other internal generated funds is expected to increase as follows: for 2022/23 R 48 216 766, for 2023/24 R 49 355 051, and R 97,886,178.05 for 2024/2025. 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 total operating budget to increase as follows: R 202 695 546 for 2022/23, R 213 580 259 for 2023/24 and R 231 144 628.72.

The table below presents the three-year municipal budget.

Operating Budget	Adjusted Budget 2023/2024	Original Budget 2024/2025	Original Budget 2025/2026
Total Operational Expenditure	R246 626 467.00	R258 711 163.9	R270 611 877.00
Total Capital Budget	R61 822 966.00	R31 042 000.00	R32 404 000.00
TOTAL APPROVED BUDGET	R308 449 433.00	R289 753 163.9	R303 015 877.00

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 several key areas 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.
- Analyze 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 utilization 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 8% 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
- Utilization 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 collection rate of above 80%.
- 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 of 2000.

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 principle 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 Councilors 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 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% for 2023/24, 4.9% 2024/25, 4,6% 2025/26 and 4,5% for 2026/27.
- 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 95.5% of the total debtors' book as at 30 April 2024.
- The debtor's book constitutes 33% of the total municipal budgeted revenue.

Collection rate was 72.33 % in the 2021/22 financial year, 66.23% in the 2022/ 23 and 53.68 % at 30 April 2024.

The amount of bad debt provision for 2024/25 budget year is R 2 494 684.34.

- **AUDIT OPINION**

YEAR	AUDIT OPINION
2019/2020	Qualified Audit Opinion
2020/2021	Unqualified Audit with Matters
2021/2022	Unqualified Audit with Matters
2022/2023	Unqualified Audit with Matters

- **Plans to improve Audi Opinion:**

An Audit action plan was developed, tabled and adopted by Council on the 25th January 2024 as the program of action to sustain and improve on the Unqualified Audit opinion obtained during 2022/23. The Action Plan is attached as an Annexure to the IDP.

- **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 2024/25 is R 12 916 000.00. The amount is 6% of the total capital budget. 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. Effectively, the cost of repairs would at least be close to the 8% norm due to cost cutting measures and alienating third parties.

Financial Year	Actual Budget Spent
2020-21	R 2 183 615
2021-22	R 2 479 606
2022-23	R 2 791 000
2023-24 (10 Months, ending 30 April 2024)	R 4 823 000

• 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 9.97 months, as at 31 March 2024, which is calculated as follows:

Cash and cash equivalents = R 246 120 225.58

Unspent Grants = R -1 210 611.55

Fixed monthly costs = R 24 560 599.66

• Loans / borrowings and grant dependency

The municipality is still grant dependent.

Total Budgeted Revenue R 285 549 966.95

Total own Revenue R 98 838 966.95

Total Grants Revenue R 186 711 000.00

Grant dependency is at 65.39%

- 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	2021/2022	2022/2023	2023/2024 as at April 2024 (10 months)
Budget	241 581 821,00	221 365 400	246 626 000
Actual	111 079 546,83	175 722 727	183 726 000
% Spent			74.49 %

CHALLENGES: FINANCIAL MANAGEMENT:

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 homeowners 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.

Interventions by the Municipality

- 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 utilizing them whilst we continue looking for others:
- The Municipality has engaged the services of a debt collector to assist with collection.
- Municipal staff also sends reminders to debtor to come and pay their bills.
- The Municipality conducted data cleansing and address harvesting exercise to ensure that 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.

Municipal Financial Viability and management SWOT Analysis

STRENGTHS	WEAKNESSES
BTO is now fully functionally with the ff units:	- Delays in SCM processes
- 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 Policy alignment with the municipal policies

The Batho Pele Policy, Service Delivery Charter and Standards, Service Delivery Improvement Plans were adopted by Council in December 2018. Annually one or two Batho Principles are chosen for discussion as the last staff meeting of the year, to ensure that the Policy is continuously being workshopped with staff, especially new employees.

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 are workshopped to staff during staff meetings.

SERVICE DELIVERY PRIORITIES:

PRIORITY	CHALLENGE	INTERVENTION
CAPITALISING ON THE AGRICULTURAL SECTOR	The most predominant sector within Ubuhlebezwe is Agriculture, however, currently, there are not enough initiatives in place to grow this sector.	The Municipality has given the year 2021/22 and 2022/23 the theme: Going Green , focusing more on the Agriculture sector as a Catalyst for unlocking the local economy. We have started supporting schools that are doing Agriculture as a subject with Equipment and agricultural feed.
STRATEGIC INFRASTRUCTURE DEVELOPMENT TO ATTRACT INVESTORS.	Ubuhlebezwe does not have many tourism facilities or business developments that would attract investors, mainly due to unavailability of land and aging infrastructure.	The Municipality has purchased land and is currently raising funds to develop this land. One portion of land has been earmarked for High income housing which will be called Golf Course Housing Estate and another for multi purpose activities including a Petrol station with shops and sports facilities. The Municipality aims to also identify areas even within rural wards, secondary and tertiary nodes, that can be developed in a more modern manner with Malls, Centres , sporting facilities, etc
Job Creation	As a rural municipality, one of the challenges is low education	The Municipality has shifted its focus to skilling and funding cooperatives and individuals,

	levels, which leads to high unemployment in the formal sector for the highest percentage of our population.	who have ventured into business. The Municipality also funds students to pursue education at Tertiary institutions, however those who are can not take this route, are encouraged to start skills based businesses and we are providing various skills trainings, followed by funding where the applicants qualify.
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SERVICES THAT NEED IMPROVEMENT:

<u>SERVICE</u>	<u>CHALLENGE</u>	<u>INTERVENTION</u>
Financial Sustainability	The Municipality is highly grant dependent and without the provision of these grants the Municipality would not be able to sustain itself. Looking at the economy of the country as a whole, there is an urgent need for the Municipality to find alternative means of funding in order to become more self sustainable.	Creation of more revenue streams. Partnering with the Private Sector on some sectors, such as Infrastructure Development , LED and Tourism.
Revenue enhancement	The Municipality essentially has only one Town with high economic activity taking place, which is Ixopo. Highflats as a secondary node has only one Flagship shop with other businesses being smaller sole propriety stores. The remainder of the 14 Wards have little to no economic activity taking place in them. This impacts negatively in the Municipality being able to increase own revenue. Ixopo is also the only area that has Middle income housing and with a potential for High income housing (Golf Course Gated Estate)	Move towards projects that can generate funds instead of only taking money out of the Municipal coffers with nothing coming in. Build infrastructure that is directly aimed at investments eg. Malls, Rental properties – accommodation and business. Construction of tourism and entertainment areas that will generate income. Construction of Golf Course Estate, Nelson Mandela View and OR Tambo view which will be developments with Middle income and High

		Income housing and from which the municipality can collect rates and charge tariffs for services rendered.
Town Planning/ Spatial Development	There is a mushrooming of illegal structures around town. Applicants whose structures are not approved because they do not meet the criteria, continue to build the property and some do not even consult the Municipality, we wake up with new structures built. This negatively impacts the Municipality on rates collection and Spatial Development.	Capacitate the Planning unit with more personnel and trained peace officers. Increased monitoring by the Planning unit so that the Municipality can react quicker, before construction of buildings is complete.
Streetlights	For the bigger part of the year, the streetlights are not working due to cable theft and illegal connections. Periodically the Municipality, Eskom and SAPS goes on a drive to disconnect illegal connection, however soon after, the illegal connection are back on. This leaves the Town and its surrounding in darkens which increases criminal activities around shops and for the commuter.	Explore alternative energy methods with minimum risk.

OPERATION SUKUMASAKHE

Operation Sukuma Sakhe (OSS), a programme that is aimed at bringing government services closer to people through organized warroom structures at ward level. In this programme, stakeholders intervene on the issues identified by field workers in the community. Unresolved issues are escalated to the next level, the Local Task Team (LTT) and proceed to District Task Team (DTT) and then to the Provincial Task Team (PTT). Interventions could be in the form of programmes or service delivery operations depending on the situation.

LOCAL STRUCTURE CHAMPION AND EXECUTIVE

No	Name	Position	Department
1.	Her Worship The Mayor : Cllr EB Ngubo	LTT Champion	Ubuhlebezwe
2.	Mrs. M Modi : Community Development Manager	LTT Chairperson	Ubuhlebezwe
3.	VACANT / Deputy chair has re – allocated	LTT Deputy Chairperson	-
4.	Ms. Z.B Radebe: Community Development Officer	LTT Secretary	Ubuhlebezwe
5.	Ms. Z Dlamini : HIV/AIDS Clerk	Deputy Secretary	Ubuhlebezwe
6.	Khorola Lesuthu	DTT Deployee	KZN Liquor Authority

WARROOM COORDINATORS

Name	Ward	Position
Melusi Phungula	1	Cogta: CDW/War-room Convener
Namhla Ntabeni	2	Cogta: CDW/War-room Convener
Nondabuko Chilliza	3	War-room Convener
Mhlonishwa Langa	4	Cogta: CDW/War-room Convener
Nikiwe Ngcobo	5	Community Safety and Liaison
Jabulani Ngubane	6	War-room Convener
Bongumusa Dumakude	7	Warroom Convener
Dudu Makhanya	8	Cogta: CDW/War-room Convener
Nkanyiso Nzimande	9	Ward Support Clerk-Warroom convenor
Mfano Nzimande	10	Cogta: CDW/War-room Convener
Thapelo Keswa	11	Cogta: CDW/War-room Convener
Khulekani Radebe	12	Cogta: CDW/War-room Convener
Sphehile Gumede	13	Cogta: CDW/War-room Convener
Godwill Mbhele	14	Ward Support Clerk-War-room convenor

LOCAL TAST TEAM DEPLOYMENT

LTT members are deployed in warrooms to support warrooms and ensure that interventions are done by relevant stakeholders.

Ward number	LTT Deployee
1	Mr NH Mkhize – Ubuhlebezwe: Manager LED
2	Vacant
3	Mr Mlisana-IEC
4	Ms F. Khanyile – SASSA (Ixopo)
5	Captain Chiliza - SAPS – Highflats
6	Mrs P. Ngcobo – Department of Social Development
7	Mr V. Radebe – Sports , Arts and Culture
8	Mrs M Modi – Ubuhlebezwe: Manager Community Development
9	Ms Z Dlamini – Ubuhlebezwe Gender/HIV Clerk
10	Ms Z Radebe – Ubuhlebezwe Community Development Officer & Ms B Zaca-Lifeline
11	Mr C Dlamini- Department of Home Affairs
12	Mr B Mkiti, Dept. of Agriculture/SAPS Highflats
13	Mr Xhayimpi-Vukuzithathe
14	Ms Sebenzile Shezi-Department of Health

LOCAL TASK TEAM MEETINGS

Local Task Team Meetings are done bi-monthly to give time for interventions to take place. During these meetings, warroom coordinators present their reports with cases identified and stakeholders make necessary arrangements to ensure that interventions are done, and cases are closed.

LOCAL AIDS COUNCIL

Local Aids Council meetings sit quarterly. The focus is to discuss matters pertaining to HIV and related issues. Department of Health is the key stakeholder. Multistakeholder programmes to address issues of concern.

UBUHLEBEZWE OSS LTT AND LAC SCHEDULE 2024

MONTH	LTT	LAC
JANUARY		
FEBRUARY	29\02\2024	20\02\2024
MARCH		
APRIL	16\04\2024	24\04\2024
MAY		
JUNE	18\06\2024	
JULY	15-19 Public Service Week	23\07\2024
AUGUST	20\08\2024	
SEPTEMBER		
OCTOBER	17\10\2024	24\10\2024
NOVEMBER	21\11\2024	
DECEMBER		

WARROOM FUNCTIONALITY

Ubuhlebezwe established all 14 warrooms in all 14 wards. Out of all 14 wards, there is 1 fully functional (ward 2), eleven functional, one poorly functional and one non-functional warroom.

Plans to improve functionality status of warrooms are in place.

TOTAL NO. OF WARDS	FULLY FUNCTIONAL	FUNCTIONAL	POORLY FUNCTIONAL	NOT FUNCTIONAL	COMMENT
14	1 Ward 2	12 Ward 1,3,4,5,7,8,9,10,11,12,13,14	0	1 Ward 6	Ward 6: *Warroom meetings did not sit as per schedule *No reports *No minutes *LTT held a meeting to discuss issues that led to

					the warroom to be labelled as not functional. Members promised to work with LTT to ensure the warroom get back to track.
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Challenges:

- Ubuhlebezwe is faced with social ills such as teenage pregnancy, sexual assault, drug and substance abuse. Programmes are done by different stakeholders to fight these challenges.
- Poor attendance of stakeholders in warrooms delays the process of case interventions.
- Warroom venues are vandalised by the communities
- Request for LTT members, deployees and Warroom induction from the province has not materialise
- Late or no submission of reports and under reporting.
- Shortage of water in the whole municipality
- Network challenges and loadshedding.

DISTRICT DEVELOPMENT MODEL (DDM)

The DDM is an operational model that is designed to address problems with service delivery by allowing all spheres of government, from local municipalities to national government, to work together in a more effective and coordinated way. This will help municipalities to better plan, budget and implement projects and programmes.

WARD COMMITTEES

The outcomes for the functionality verification process for the previous quarter July to September 2023 that are based on the provincial ward committee functionality criteria which took place on 7 November 2023 at Greater Kokstad Municipality Council Chamber. Plans to improve functionality are in place. These include Capacity building programs such as training for ward support clerks and ward committees and workshops for councillors.

LM	No of wards	No % of Functional wards	Functional wards	No & percentage of non-Functional	Non-functional wards	Comments
Ubuhlebezwe	14	10 (71%)	2, 3, 5, 6, 7, 8, 9, 10, 11 & 14	4 (29%)	1,4,12,13	Ward 1 – no quorum for 1 WC meeting Ward 4: 2 Ward Committee meetings not chaired by the councillor Ward 12: 2 Ward Councillor meetings not chaired by the councillor Ward 13: 1 out of 3 Ward Committee meetings held

Challenges:

- Government departments are experiencing a challenge of hi-jacking of the state vehicles which delays the service delivery. Ixopo Department of Social Development had two incidents of this nature at Ixopo area
- Ubuhlebezwe is faced with social ills such as teenage pregnancy, sexual assault, drug and substance abuse. Programmes are done by different stakeholders to fight these challenges.
- Poor attendance of stakeholders in warrooms delays the process of case interventions.
- Warroom venues are vandalised by the communities.
- Late or no submission of reports and under reporting.
- Shortage of water.
- Network challenges and loadshedding.

IGR - DISTRICT DEVELOPMENT MODEL:

CLUSTER	CONVENOR & CHAIRPERSON
Justice and Safety	Chairperson – Cllr EB Ngubo (Mayor – Ubuhlebezwe LM) Convenor – Mr. M.E Mkhize (MM – Ubuhlebezwe LM)
Community Services	Chairperson – Cllr J Msiya (Mayor – Umzikhulu LM) Convenor – Mr. A. Ngqoyiya (MM – Umzikhulu LM)
Governance	Chairperson – Cllr. S. Msomi (Mayor – Dr NDZ) Convenor – Mr N Vezi (MM – Dr NDZ)
Economic	Chairperson – Cllr. L. Madikizela (Mayor – Greater Kokstad LM) Convenor – Mr Zwane (MM – Greater Kokstad)

Ubuhlebezwe Local Municipality forms part of Harry Gwala District Development Model and participates in the following Clusters: -

- Social Protection, Community and Human Development Cluster.
- Economic Sectors & Infrastructure Development Cluster.
- Governance, State Capacity, Institutional Development Cluster
- Justice, Crime Prevention & Security Cluster (chaired by uBuhlebezwe Mayor Cllr EB Ngubo and Convened by Municipal Manager Mr ME Mkhize)

OBJECTIVES OF THE STRUCTURES:

- a) The overarching objective of the Structures is to ensure that service delivery is fast tracked and that municipalities are properly supported and adequately resourced.
- b) Oversee the development and recommendation of the ONE PLAN and ONE BUDGET of the agreed plan, according to district and local strategic objectives, national and provincial priorities and towards district developmental impact.

uBuhlebezwe municipality prepares reports for DDM Technical and Political Hub and implements resolutions taken at these cluster meetings .

Ubuhlebezwe Municipality is responsible for the functionality of the Justice and Safety Cluster, with the following responsibilities:

- Develop and manage the programme of Justice and Safety.
- Report to the Technical Cluster on the impact of all Justice and Safety programmes;
- Ensure the alignment of Justice and Safety Provincial Programs of Action with the Provincial and National G&A Programme of Action;
- Monitor the impact of all District Justice and Safety Cluster programs that have been implemented in the District.

• **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 Sisonke 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 and Planners Forums. We also as Ubuhlebezwe host the IDP Representative Forums wherein all sector departments are invited to present and discuss their plan.

Strategic pronouncements for National and Provincial structures become part of the Agenda for the IGR structures where implementation and progress of them is monitored . Each Municipality is given and opportunity to present at these structures and recommendation are made based on best practices.

IGR reports are then presented to MANCO, incorporated into the Agenda of the relevant portfolio committees and are tabled to Council for information sharing and Council resolution on matter

Circular 88 Monitoring Tool:

The Department of COGTA has introduced a Monitoring tool for Municipalities which indicated the MFMA Circular No. 88 indicators applicable to Municipalities. Ubuhlebezwe is compliant in the completion and submission of the Template to COGTA.

The Performance Monitoring and Evaluation Unit coordinates Quarterly meetings to consolidate information that is included in response to the Circular 88 from all departments. This activity is also included in the SDBIP and as a target for all Department Heads, to ensure full compliance.

Circular 88 Template is an Annexure to the IDP.

Back to Basics Program:

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 received an Award on this program which shows that indeed the back 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.

OPMS 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

• 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 new ward committees establishment process was rolled - out from During February 2022, following the local government elections. The official launch of the ward committee structures will be taking place in the near future. 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

The Ward Committee Structure have been launched in all 14 wards as follows:

WARD 1

NO.	NAME AND SURNAME	SECTOR
1.	Chiya Nozipho	Business
2.	Hadebe Zibonele	Agriculture
3.	Dlamini Mlungisi	Youth and Education
4.	Mpumpa Mngqobi	Arts & Culture
5.	Nene Nokulunga	Sports
6.	Manci Phumzile	Senior Citizens & Religious
7.	Zulu Babhekile	Women & Civil Society
8.	Mdladla Denis	Men & Traditional Leadership
9.	Tenza Emmerencia	Disability
10.	Dlamini Jabulani	Transport & Safety

WARD 2

NO.	NAME AND SURNAME	SECTOR
1.	Tenza Domonica	Business
2.	Enerst Mjwaraa	Agriculture
3.	Dlamini Nkosisfikile	Youth & Education
4.	Ngidi Siyabonga	Arts & Culture
5.	Dlamini Bongani Petros	Sports
6.	Mbhele Zamubuhle	Senior Citizens & Religious
7.	Shezi Ntombenhle Patricia	Women & Civil Society
8.	Maduna Sydney	Men & Traditional Leadership
9.	Vacant	Disability
10.	Bunting Brenda	Transport & Safety

WARD 3

NO.	NAME AND SURNAME	SECTOR
1.	Gebashe Mbongeni	Business
2.	Nzuza Nokuzola	Agriculture
3.	Msomi Ndumiso	Youth & Education
4.	Koza Reginald	Arts & Culture
5.	Shezi Bonginhlaha	Sports
6.	Thusi Moses	Senior Citizens & Religious
7.	Bheki Dlamini	Men & Traditional Leadership
8.	Mtolo Jalile Beatrice	Women & Civil Society
9.	Thusi Khulekani	Disability
10.	Lugaju Msizi	Transport & Safety

NO.	NAME AND SURNAME	SECTOR
1.	Hadebe Alex Bongani	Business
2.	Mazibuko Zandile	Agriculture
3.	Jama Phumla	Youth and Education
4.	Tyhaliti Zanele	Arts & Culture

5.	Dlamini Nhlakanipho	Sports
6.	Dlamini Cosmos	Senior Citizen & Religious
7.	Mthembu Nkosinathi	Men & Traditional Leadership
8.	Dlamini Philisiwe	Women & Civil Society
9.	Biyase Nhlanhla	Disability
10.	Dlamini Sitha	Transport and Safety

WARD 4

WARD 5

NO.	NAME AND SURNAME	SECTOR
1.	Dlamini Zanele	Business
2.	Ndlovu Nelisiwe	Agriculture
3.	Mayeza Kwanele	Youth & Education
4.	Bhengu Zinhle	Arts and Culture
5.	Dlamini Msizi	Sports
6.	Mkhize Zweliyahintsha	Senior Citizen and Religious
7.	Ngcongco Bhokizazi	Men & Traditional Leadership
8.	Mghobhozi Bancamisile	Women and Civil Society
9.	Msomi Mbhekiseni	Disability
10.	Mkhize Bheki	Transport and Safety

WARD 6

NO.	NAME AND SURNAME	SECTOR
1.	Mbanjwa Tholithemba	Business
2.	Ngubane Jay Khonzekhaya	Agriculture
3.	Mkize Babongile	Youth and education
4.	Khumalo Nonhlanhla	Arts a culture
5.	Mngoma Kholeka	Sports
6.	Duma wendy Zandile	Senior Citizen & Religious
7.	Khumalo Mdingiswa	Men & Traditional Leadership
8.	Ngcongco Charity	Women and Civil Society
9.	Mkhize Bonginkosi	Disability
10.	Ngubane Thembinkosi	Transport and Safety

WARD 7

NO.	NAME AND SURNAME	SECTOR
1.	Business	Business
2.	Agriculture	Agriculture
3.	Youth and education	Youth & education
4.	Arts a culture	Arts and Culture
5.	Sports	Sports
6.	Senior Citizen & Religious	Senior Citizens & Religious
7.	Men & Traditional Leadership	Men & Traditional Leadership
8.	Women and Civil Society	Women & Civil Society
9.	Disability	Disability
10.	Transport and Safety	Transport and safety

WARD 08

NO.	NAME AND SURNAME	SECTOR
1.	Vezie Protus	Business
2.	Mzizi Bunyebezwe	Agriculture
3.	Sithole Lindokuhle	Youth & Education
4.	Nzuza Nane	Arts & Culture
5.	Shange Bongekile	Sports
6.	Shozi Lethiwe	Senior Citizens & Religious
7.	Zuma Buyisile	Women and Civil Society
8.	Mchunu Mlungisi	Disability
9.	Ndwendwe Johanes	Transport & Safety
10.	Mbele Bonginkosi	Men & Traditional leadership

WARD 9

NO.	NAME AND SURNAME	SECTOR
1.	Mhlongo Bonginkosi	Agriculture
2.	Shange George	Youth and Education
3.	Zuma Fezeka	Arts and culture
4.	Mnyandu Sthandiwe	Sports
5.	Dludlu Thembelani	Senior Citizens & Religious
6.	Dlamini Thembinkosi	Women and Civil Society
7.	Shandu Victory	Disability
8.	Nncwabe nkululeko	Transport and Safety
9.	Mazibuko Beauty	Men & Traditional Leadership
10.	Mhlongo Goodman	Agriculture

WARD 10

NO.	NAME AND SURNAME	SECTOR
1.	Dlamini Sifundo	Business
2.	Dlamini Nolundi	Agriculture
3.	Mlitwa Sizwe	Youth and Education
4.	Khanyase Bagabisile	Arts and Culture
5.	Phungula Khanyisani	Sports
6.	Dlamini Zoe	Senior Citizens & Religious
7.	Silangwe Sizeni	Women and Civil Society
8.	Khanyile Sandile	Disability
9.	Kunene Khayelihle	Transport and Safety
10.	Mnguni Mandlayezulu	Traditional Leadership

WARD 11

NO.	NAME AND SURNAME	SECTOR
1.	Jili Linda	Business
2.	Keswa Mduduzi	Agriculture
3.	Dweku Bongeka	Youth and Education
4.	Bekwa Ntombekhaya	Arts and Culture
5.	Msiya Thokozani	Sports
6.	Ndlovu Hlengiwe	Senior Citizens & religious
7.	Jili Promise	Women and Civil Society
8.	Mbhele Bonisiwe	Disability
9.	Zulu Sifiso	Transport and Safety
10.	Zulu Wilbert	Men & Traditional Leadership

WARD 12

NO.	NAME AND SURNAME	SECTOR
1.	Shezi Busizwe	Business
2.	Miya Cyril	Agriculture
3.	Nkomo Senzo	Youth and education
4.	Mfungeni Nomalungelo	Arts and Culture
5.	Ngcongco Nhlanhla	Sports
6.	Mayeza Mbuyiselwa	Senior Citizen & Religious
7.	Dlamini Nokuthula	Women and Civil Society
8.	Diya Claudia	Disability
9.	Chemane T.	Transport & Safety
10.	Shezi Busizwe	Men & Traditional Leadership

WARD 13

NO.	NAME AND SURNAME	SECTOR
1.	Gumede Andrias Dunisani	Business
2.	Miya Msawenkosi	Agriculture
3.	Mkhize Thembisile	Youth and Education
4.	Mkhize Benzani	Arts and Culture
5.	Dlamini Mbongiseni	Sports

6.	Ngubo Dunile	Women and Civil Society
7.	Myandu Zanele	Disability
8.	Shabalala Lindelani	Transport & Safety
9.	Chagwe Sibongwe	Men & Traditional Leadership
10.	Nkontwane Anastacia	Senior citizens and religious

WARD 14

NO.	NAME AND SURNAME	SECTOR
1.	Ngubane Patrick	Business
2.	Hlangu Mandlenkosi	Agriculture
3.	Khambule Sinenhlanhla	Youth & Education
4.	Radebe Siphamandla	Arts & Culture
5.	Shabane Sphephelo	Sports
6.	Mchunu Duduzile	Women & Civil Society
7.	Dlamini Mzokhona	Disability
8.	Mjwara Bonginhlanhla	Transport & safety
9.	Gwamanda Sweebert	Men & Traditional Leadership
10.	Nhlangulela Thoko	Senior citizen & Religious

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	Director: Corporate Services
	Mr LS Hlophe	Manager : HR
Budget & Treasury	Ms M Mkhize	Assistant CFO
	Mr S Mathenjwa	Manager : Budget & Treasury
Infrastructure, Planning & Development	Mr S Mkhwanazi	Director IPD
	Ms T. Mthembu	Manager : Housing & Planning
Social Development	Mrs NC Mohau	Director : Social Development
	Mr N.H Mkhize	Manager : LED
Office of the MM	Mr ME Mkhize	Municipal Manager
	Ms Z Khumalo	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. The Municipality also consults Amakhosi in the Dvelopment of the IDP and for the 2023/24 IDP a Consultative meeting took place on the 19th May 2023

- **Council**

The Speaker is the Chairperson of the municipal council, he 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 sit 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.

Additional 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, DA and independent Councillors, 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.

Table 48: 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 2021.

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 2021/22 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 prove 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.

Social Media

In this day and age of technology, the Municipality has ensure that it is not left behind with the times. uBuhlebezwe has an active social media presence where the latest news and updates are published. The interaction for the Social media pages are assisting the Municipality to understand its community and be able to reach out to them in real time

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

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 is in place and fully functional. The Municipality has a fully functional Internal Audit Unit which reports to the Audit and Performance Audit Committee and Risk Management Committee Quarterly. The unit comprises of 1 Internal Audit Manager, 3 Internal Auditors and 2 Internal Audit Interns . The Internal Audit Activity has been fully functional for more than 10 years and in terms of section 165 of the Municipal Finance Management Act, annually, the IAA develops a risk based audit plan and an audit program for the year.

The risk based audit plan for the current year 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.

All Section 54 and 56 managers have signed their Employment Contracts as well as Performance Agreements.

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The risk based audit plan for the current year 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 performs its oversight role well and report to Council on matters that come up during meeting with suggestion on the best solutions on issues pertaining to 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 2021.

- **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 15 managers and 5 directors of the municipality, 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, which are reviewed annually at a Strategic Planning Session for policies..

Name of Policy	Frequency of review	Latest date of review and adoption
Attendance and punctuality	Annually	October 2023
Bereavement policy	Annually	October 2023
Discipline and dismissal policy	Annually	October 2023
Dress code policy	Annually	October 2023
Employee assistant policy	Annually	October 2023
Intoxicating substance policy	Annually	October 2023
Grievance policy	Annually	October 2023
HIV and AIDS policy	Annually	October 2023
Internal bursary policy	Annually	October 2023
Leave policy	Annually	October 2023
Occupational health and safety policy	Annually	October 2023
Overtime policy	Annually	October 2023
Policy for recognition of qualifications	Annually	October 2023
Policy guidelines for in senior and critical positions	Annually	October 2023
Recruitment and selection policy	Annually	October 2023
Relocation policy	Annually	October 2023
Retention policy	Annually	October 2023
Scarce skills allowance policy	Annually	October 2023
Sexual harassment policy	Annually	October 2023
Standby allowance policy	Annually	October 2023

Succession planning policy	Annually	October 2023
Training and development policy	Annually	October 2023

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. Ubhlebezwe 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 practitioner. 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 projects, giving the time frames of when the scm processes 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 is 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 P23 6 Required	Educational Health Electricity Safety and Security Roads Access Roads Water Grant Job Creation Moral regeneration

2	Ward two is made out four VD's namely: Songqoba 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 Sports facilities-02	- Sanitation by Harry Gwala District Municipality. - Electricity supply by Eskom.	- Electricity Access - Roads - Housing	- Education - Health - Electricity - Safety and Security Roads
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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
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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 ward 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: Lingeletu, 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
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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
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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
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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 through 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 Mgodini 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
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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
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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 Challenges:

- Unrealistic expectation of communities regarding services delivery which are not informed by budget and timelines
- Dependency syndrome where people depend on the municipality for everything e.g. employment, shelter, sanitation, free education

Addressing the challenges:

- Political and Administrative Leadership continuously embark on educational engagement with the communities in order to make their expectations realistic.
- Empowering Councillors and Ward Committee with knowledge so as to assist the community with understanding how Local Government functions.
- Transparency and extensive Public Participation.

Good Governance and Public Participation SWOT Analysis

STRENGTHS: • 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	WEAKNESSES: • 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: 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	THREAT • 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

- Unrealistic expectations of communities regarding services delivery which are not informed by budget and timelines
- Dependency syndrome where people depend on the municipality for everything e.g. employment, shelter, sanitation, free education

MEC Comments & Corrective Measures from 2023/24 IDP

MEC COMMENTS	MUNICIPAL INTERVENTION
LOCAL ECONOMIC DEVELOPMENT	
1. Catalyst Projects identified in the LED Strategy must be prioritized for implementation.	The Municipality is making every attempt to implement the LED strategy, during the 2023/24, we have prioritised and are implementing, the Ixopo Hawkers Stall and Light Industrial Park projects. Funding is being sourced even from Sector Departments and Private Investors.
BASIC SERVICE DELIVERY	
1. Request the KZN Water Plan from the District and include it in the IDP.	The Municipality will continue to engage the District on Water and Sanitation matters.
2. Request and list the 5 year plan for Water and Sanitation projects	The Municipality will request the 5 Year plan from the Harry Gwala District.
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	
1. Bring Izinduna into the IDP process and submit document to Traditional House/ Traditional Councils	Izinduna were part of the IDP process and a copy of the IDP was submitted to Amakhosi.
CROSS CUTTING – SDF & DISASTER	
1. SDF to identify needs to be undertaken in the next 5 years (Short Term) to ensure achievement of long term vision	To be identified for 2024/25
2. Prioritise additional budget for disaster management and fire services through other possible funding options.	Environmental challenges will be integrated into the goals and vision.
3. Consider alignment of Organisational structure with the existing Disaster Management and Fire Services guidelines by appointing suitable DM and FS personnel.	Will be incorporated in the review of the SDF

SECTION D. Municipal Vision, Goals and Objectives

OUR VISION:

To provide quality services and sustainable economic growth, within the available resources

OUR MISSION:

UBuhlebezwe Municipality will strive to deliver basic services to all its citizens by the year 2030, by promoting sustainable socio- economic development, through Good Governance.

STRATEGIC OBJECTIVES:

STRATEGIC OBJECTIVE	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 PEOPLE 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.

Goal Objectives and Strategies:

Goals	Objectives	Strategies	KPA	PGDS
Good Governance and Policy	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 draft annual budget and draft IDP • Publishing the 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

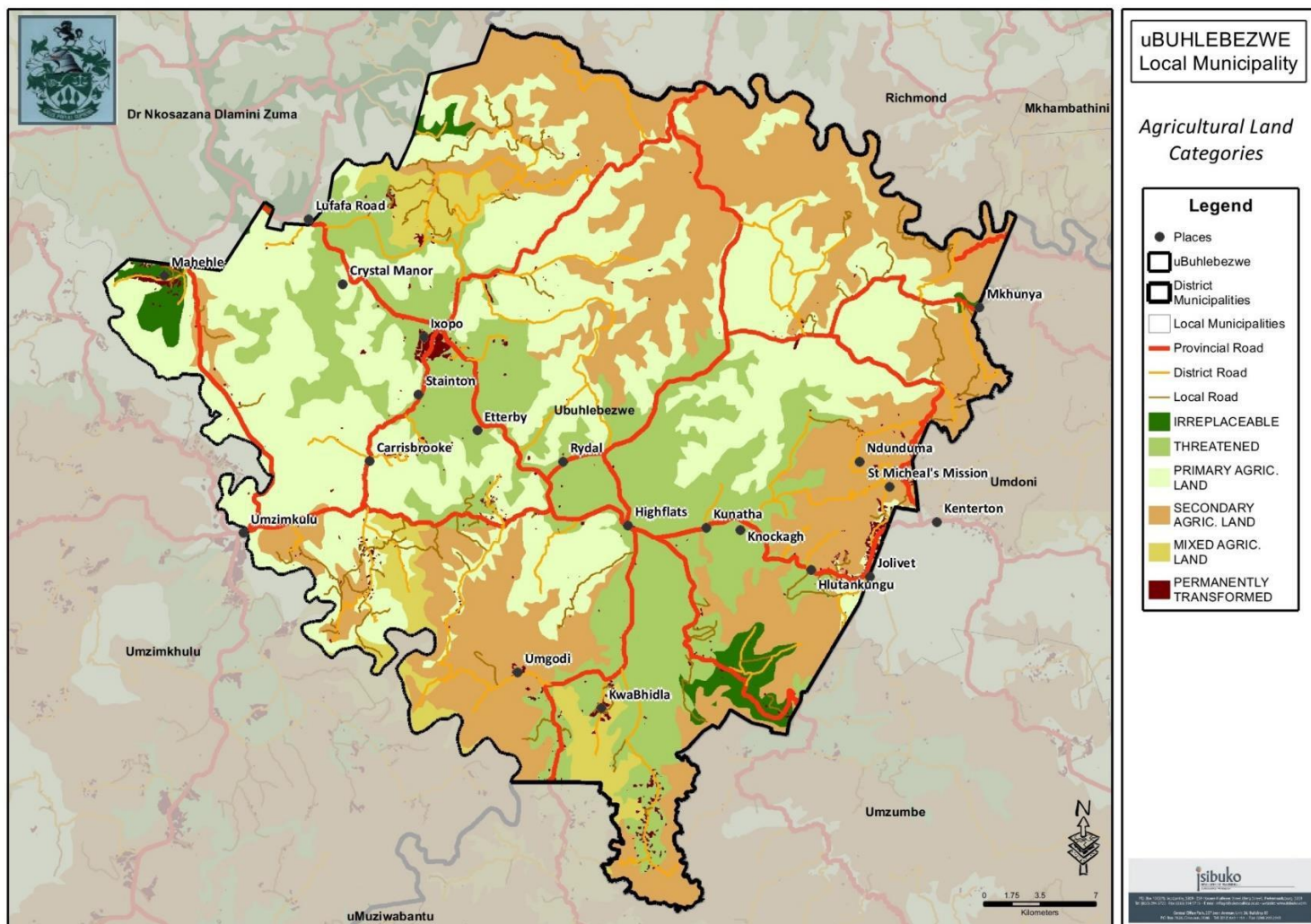
HUMAN RESOURCE DEVELOPMENT	To develop staff to ensure effective service delivery through trainings	• Monitoring of trainings conducted as per WSP • Submission and Adoption of the WSP • Monitor the Reviewal of all HR Policies • Monitor Coordination of the EAP	Municipal transformation and institutional development	Human Resource Development
	To improve safety and security within the municipal environme	• Monitor that evacuation drills are conducted • Monitor maintenance of law and order	Basic service delivery & infrastructure development	Human and Community Development
STRATEGIC INFRASTRUCTURE	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
JOB CREATION	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		
HUMAN AND COMMUNITY DEVELOPMENT	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
GOOD GOVERNANCE AND POLICY	To practice sound financial management principles	• Monitor the increase of revenue through community safety services • Compliance with the MFMA • Tabling of the draft annual budget to Council for approval • Submission of the 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 final annual budget • Submission of the final 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

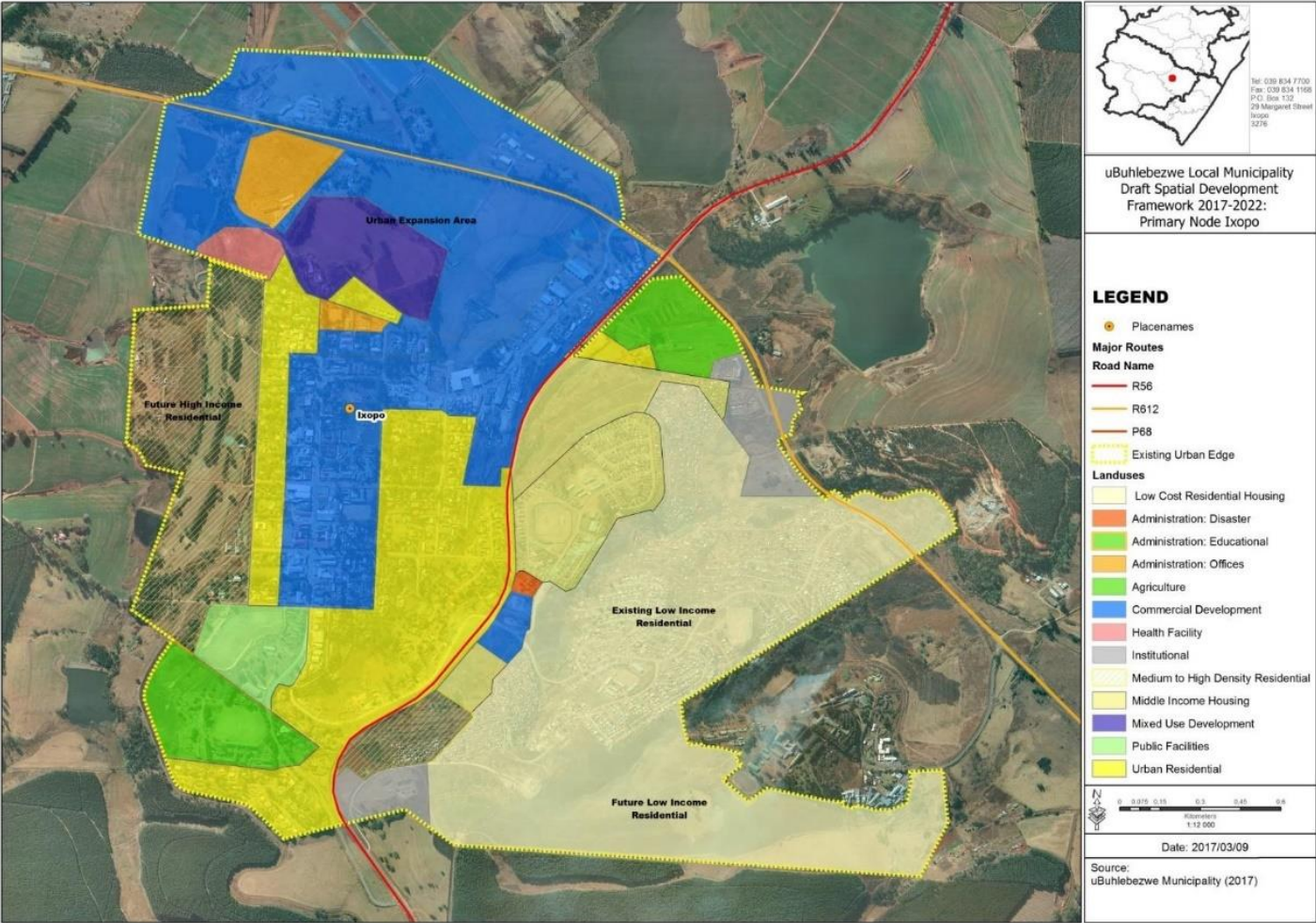
		• Updating and approval of the indigent register		
SPATIAL EQUITY	To facilitate spatial development in the entire area of Ubuhlebezwe and at the same time achieve economic social and environmental sustainability	• Reviewal and submission of annual Spatial Development Framework • Monitor the facilitation of building plans • Monitoring of Updated Data Sets for GIS	Cross cutting interventions	Human and Community Development Spatial equity
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 AND IMPLEMENTATION PLAN

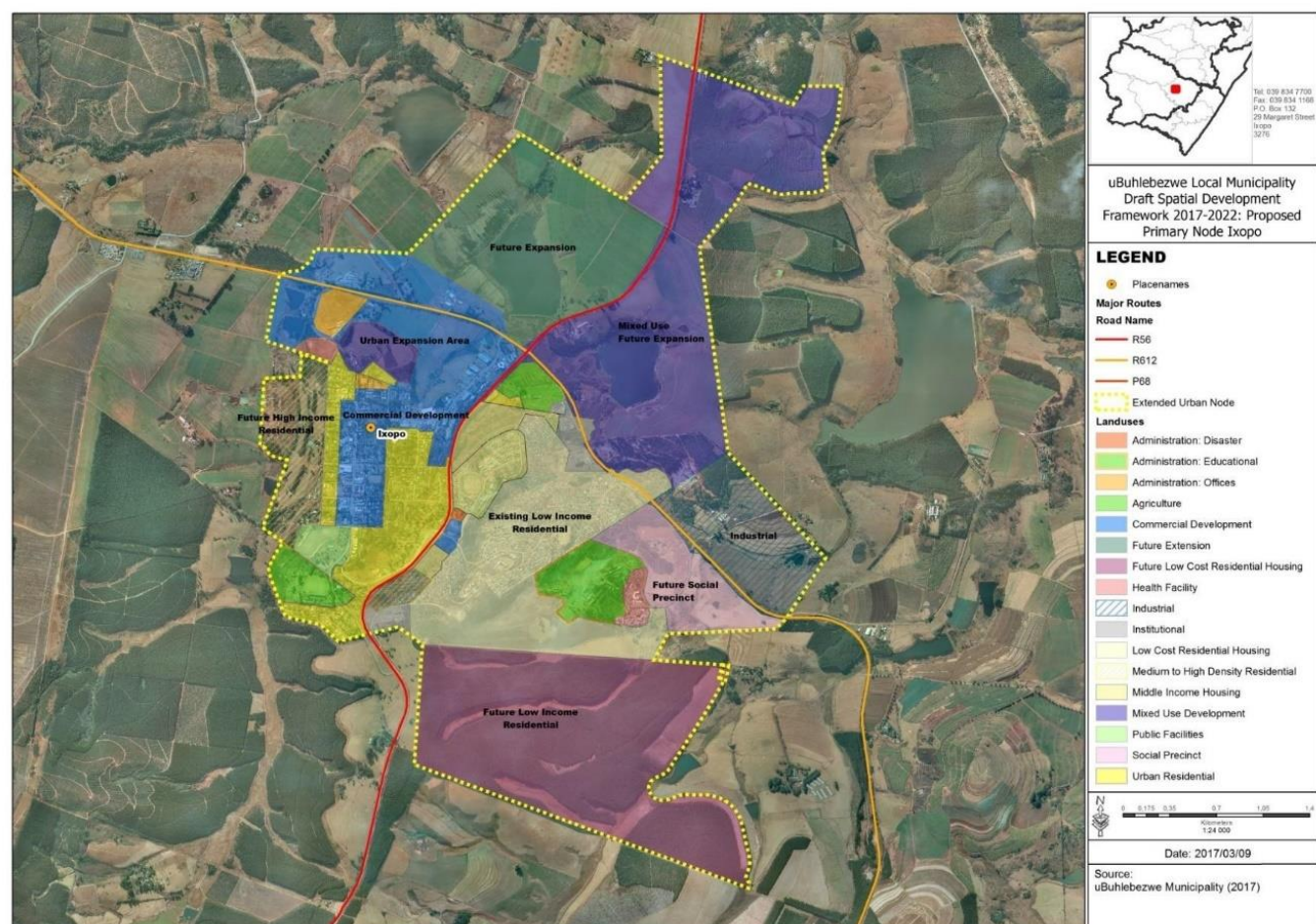




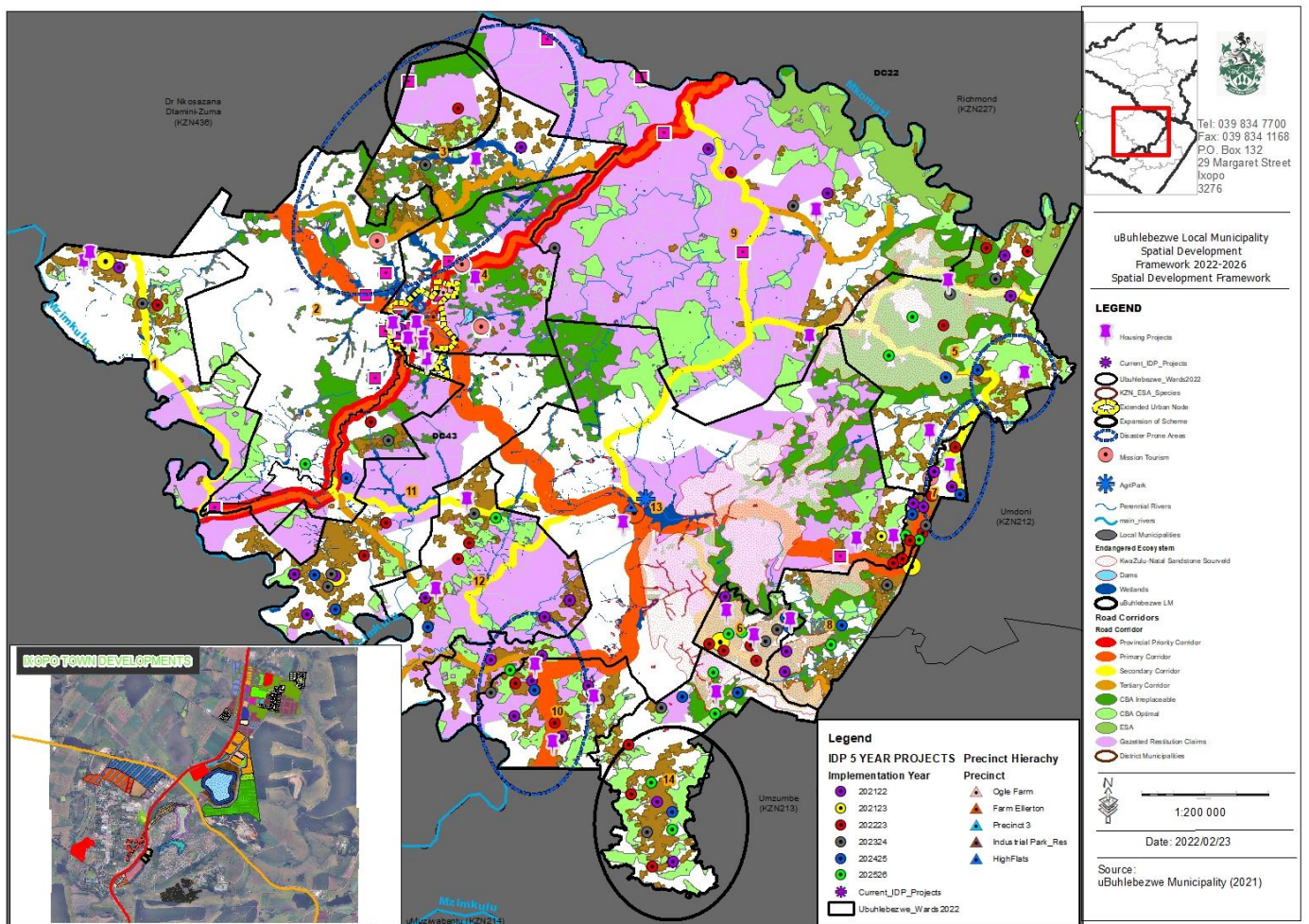
: Agricultural Potential Areas



: The desired spatial outcome



: The desired spatial outcome



Spatial reconstruction of the municipality

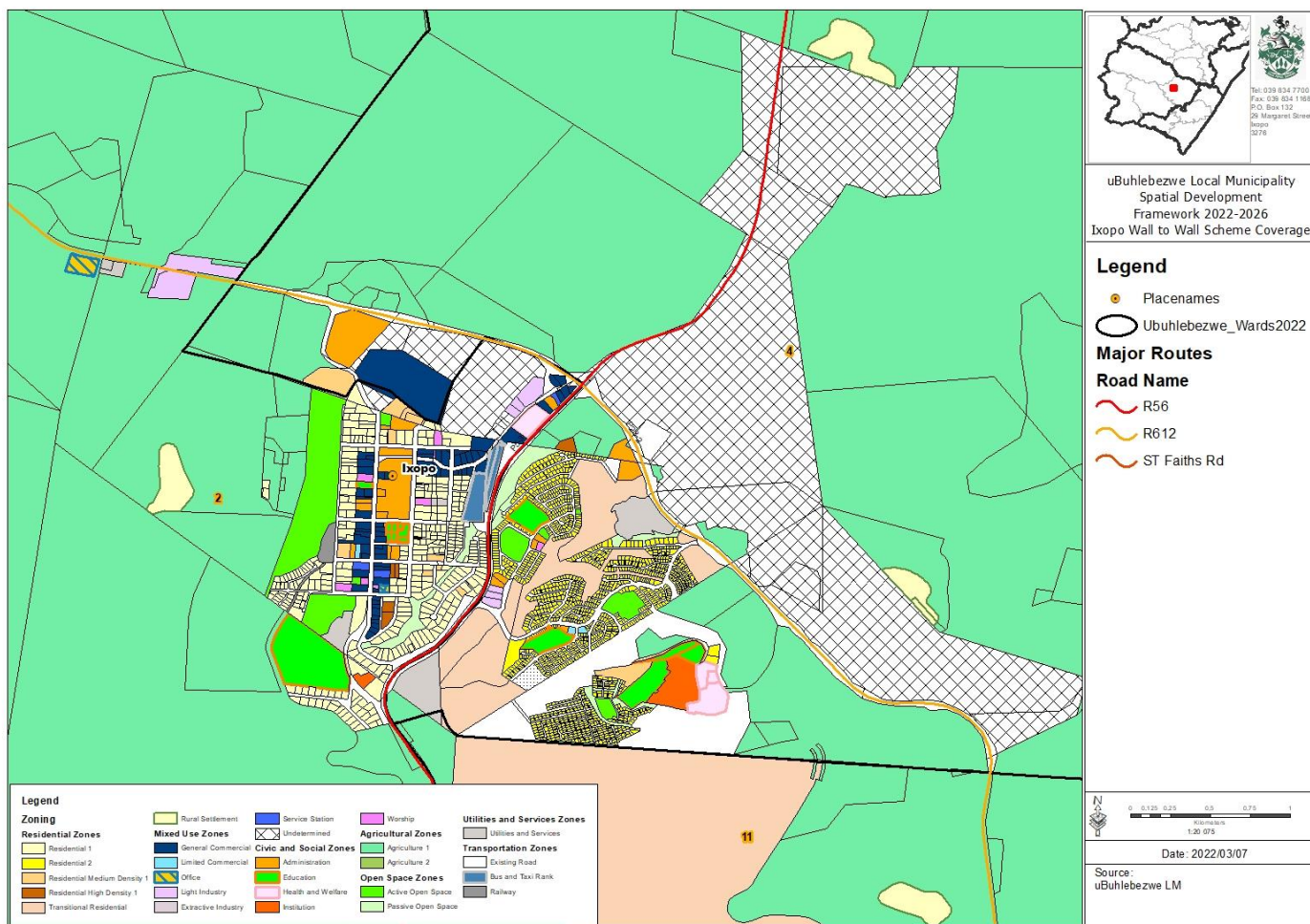
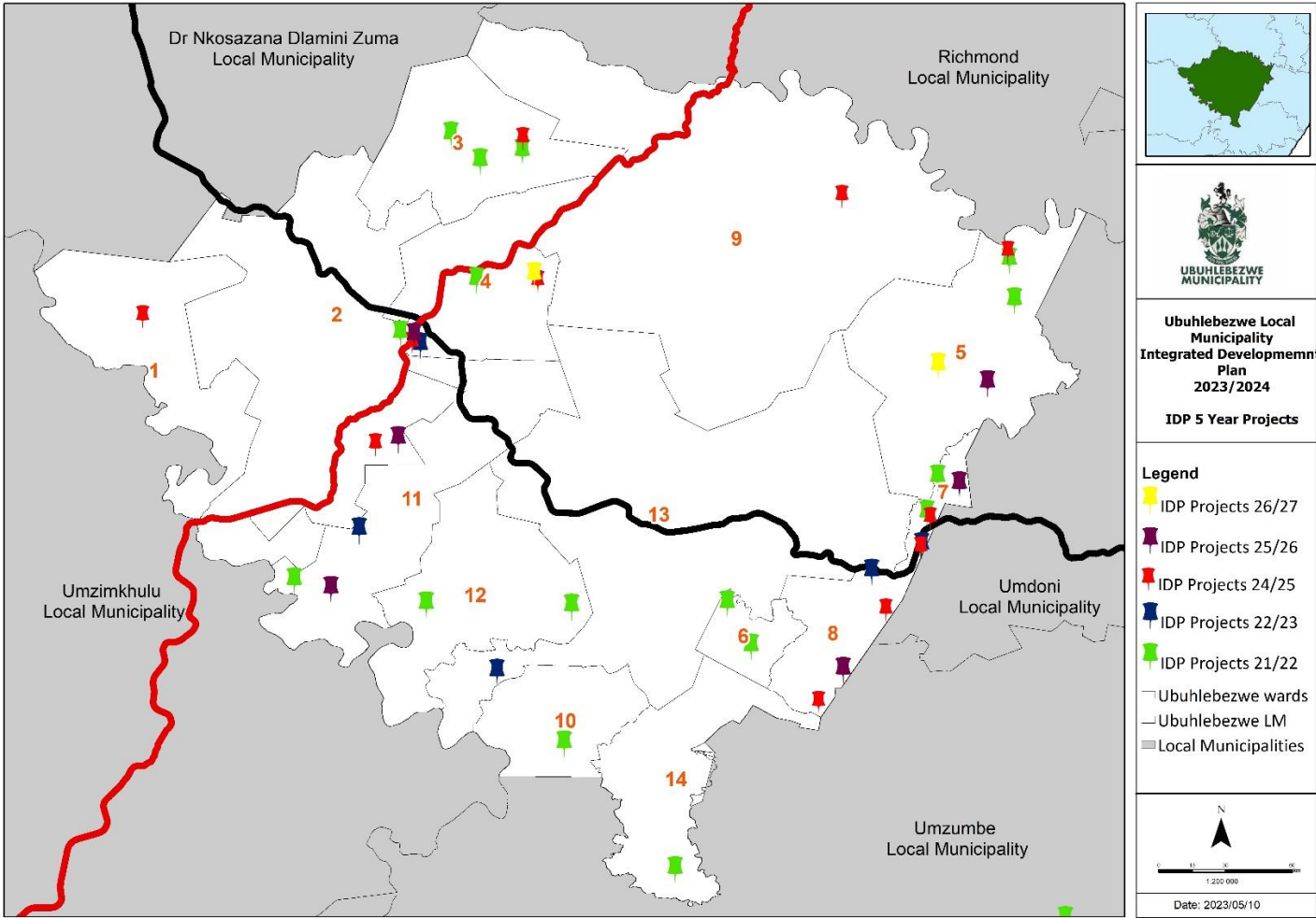
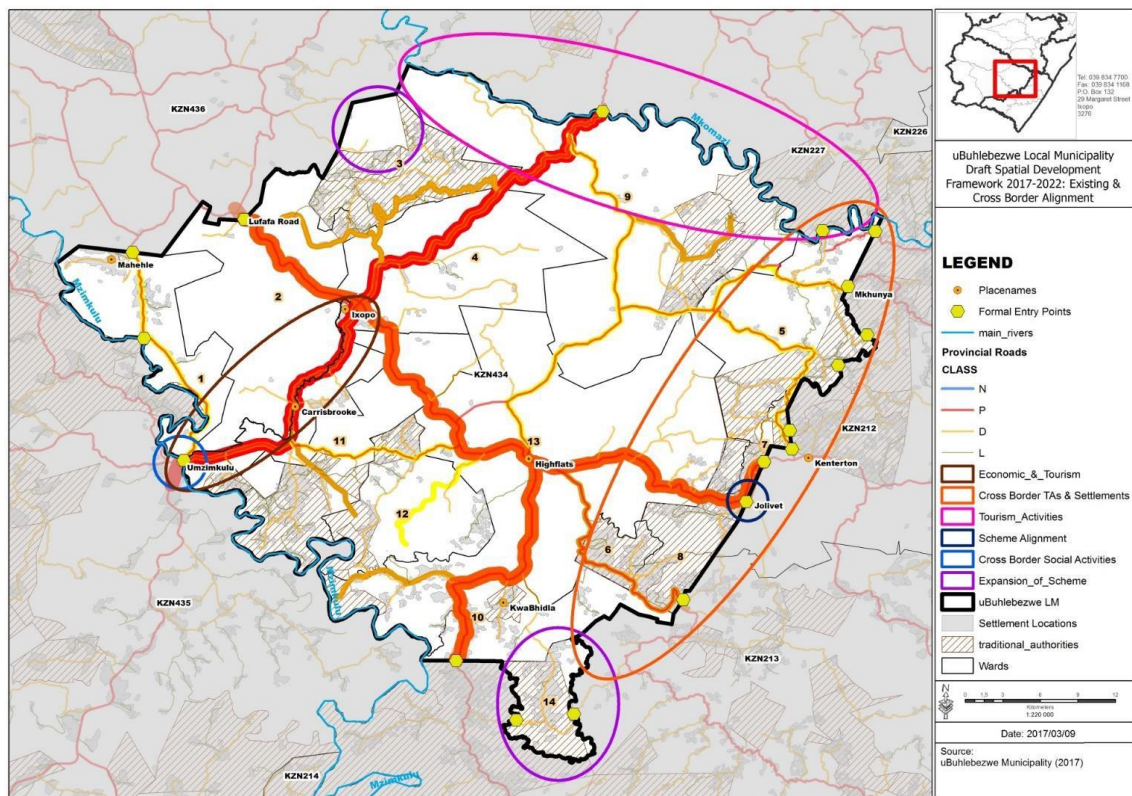


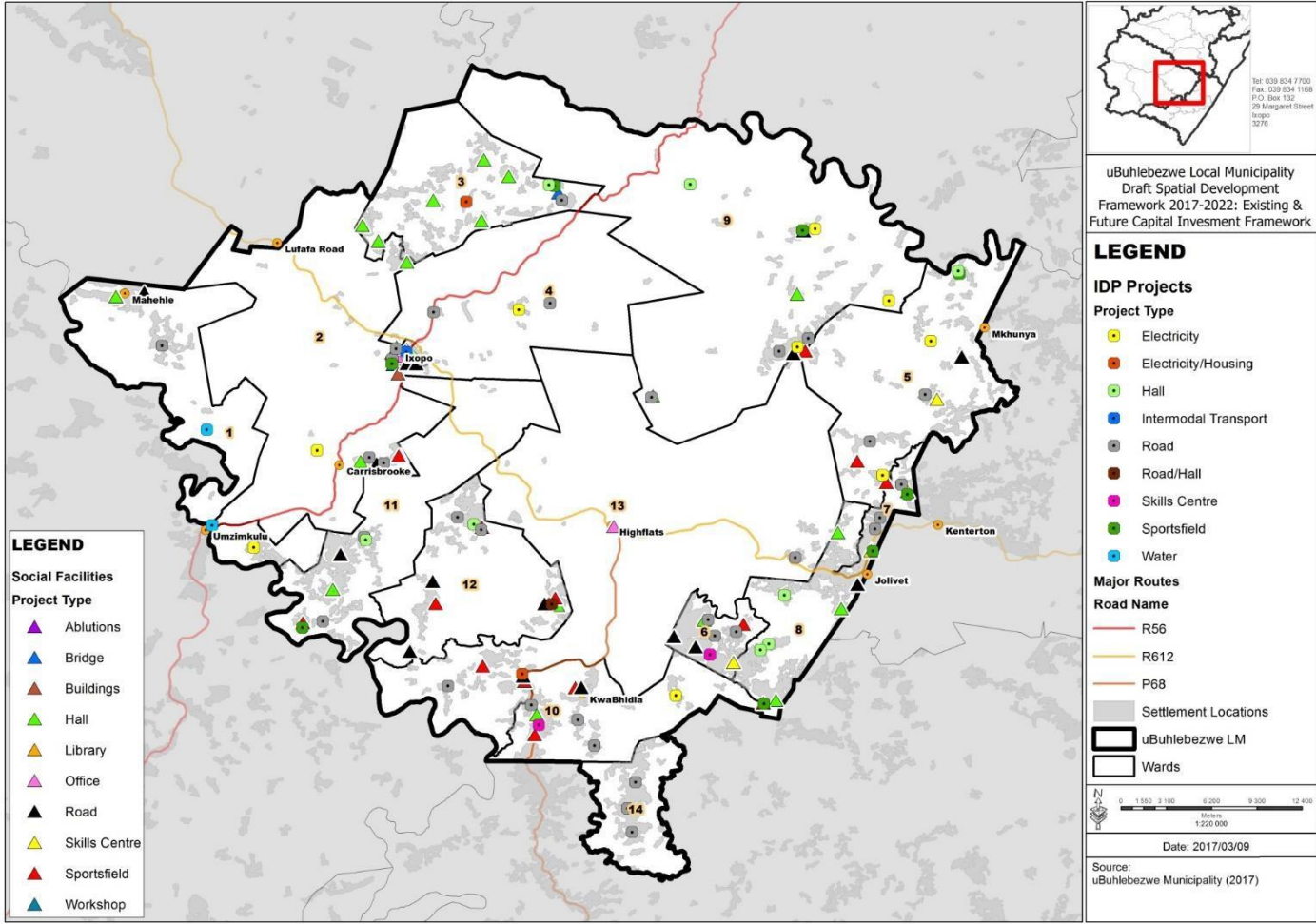
Fig 66: Spatial reconstruction of the municipality



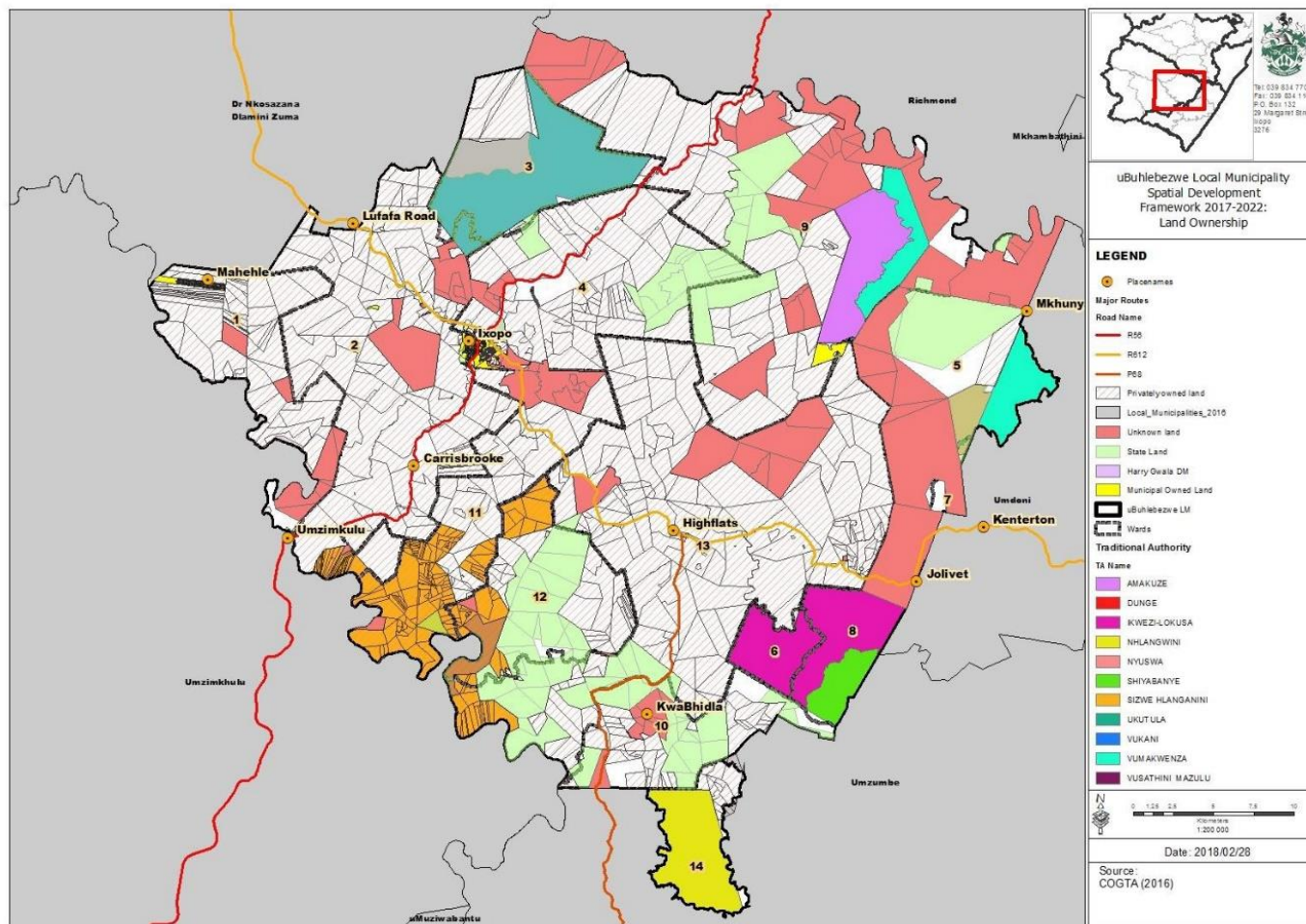
IDP PROJECTS



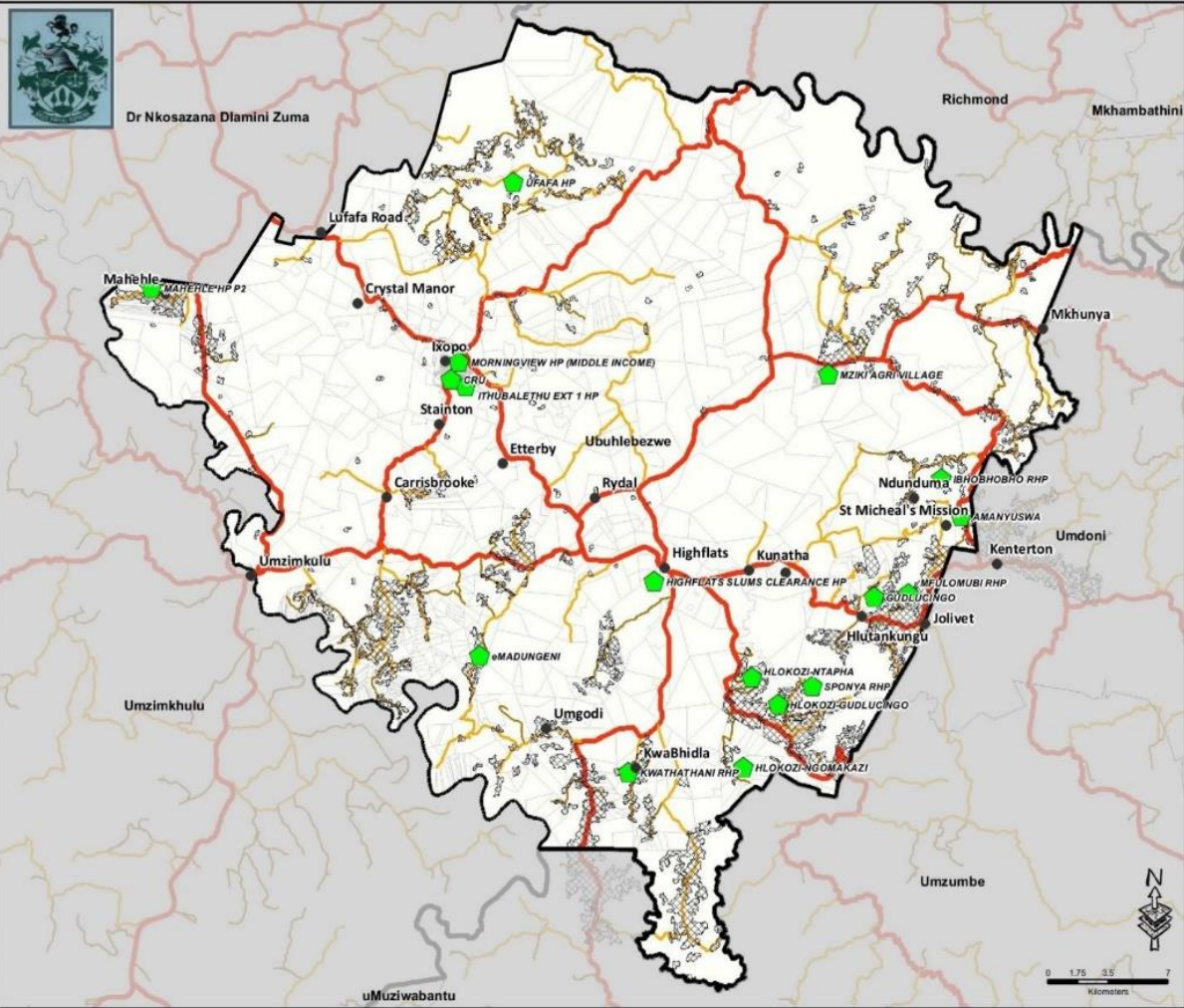
Spatial alignment with neighbouring municipalities



Existing and future development



land ownership



uBUHLEBEZWE
Local Municipality

Housing Projects

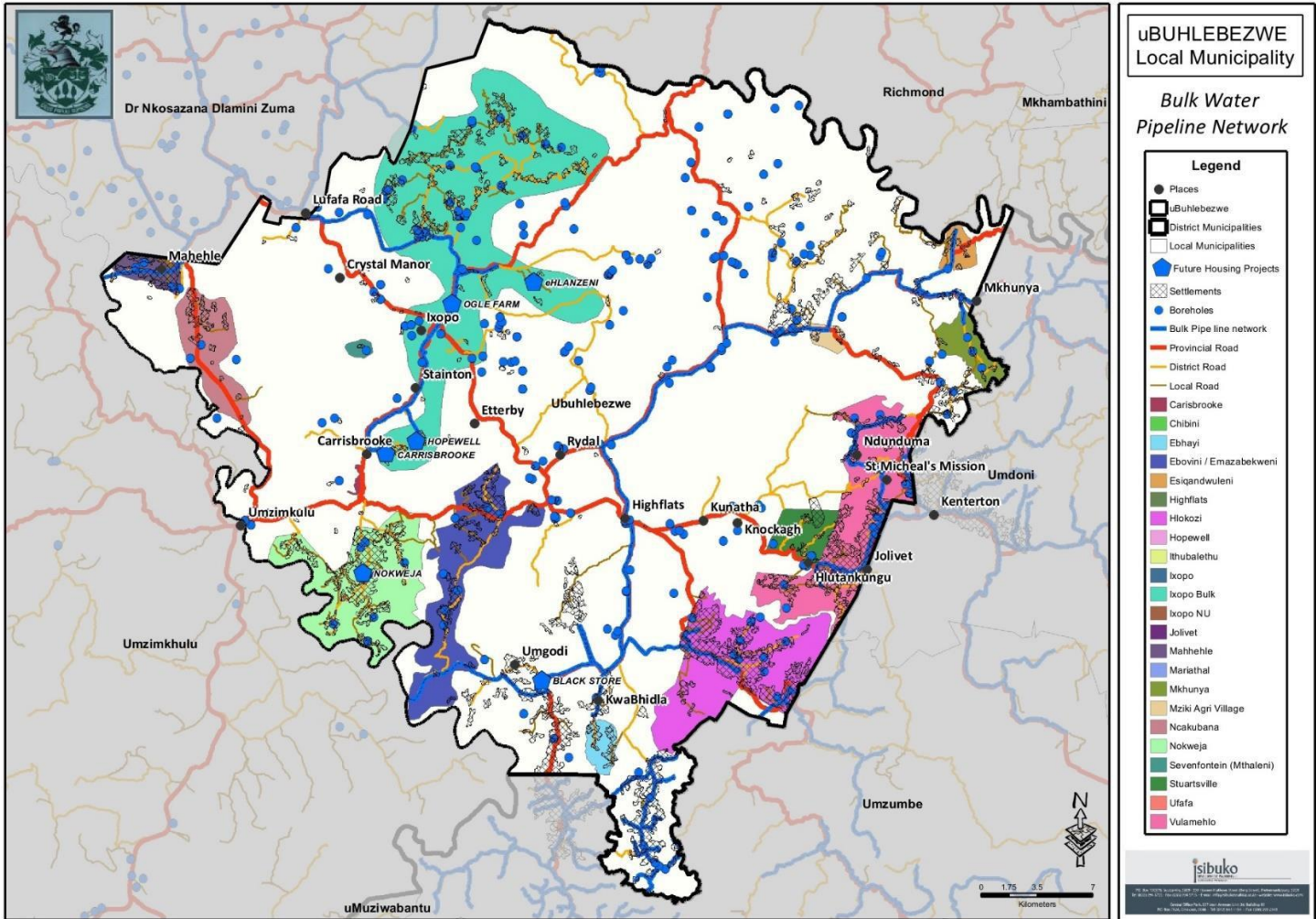
Legend

- Places
- uBuhlebezwe
- District
- Municipalities
- Local
- Municipalities
- Current Project
- ▨ Settlements
- Provincial Road
- District Road
- Local Road
- Cadastral

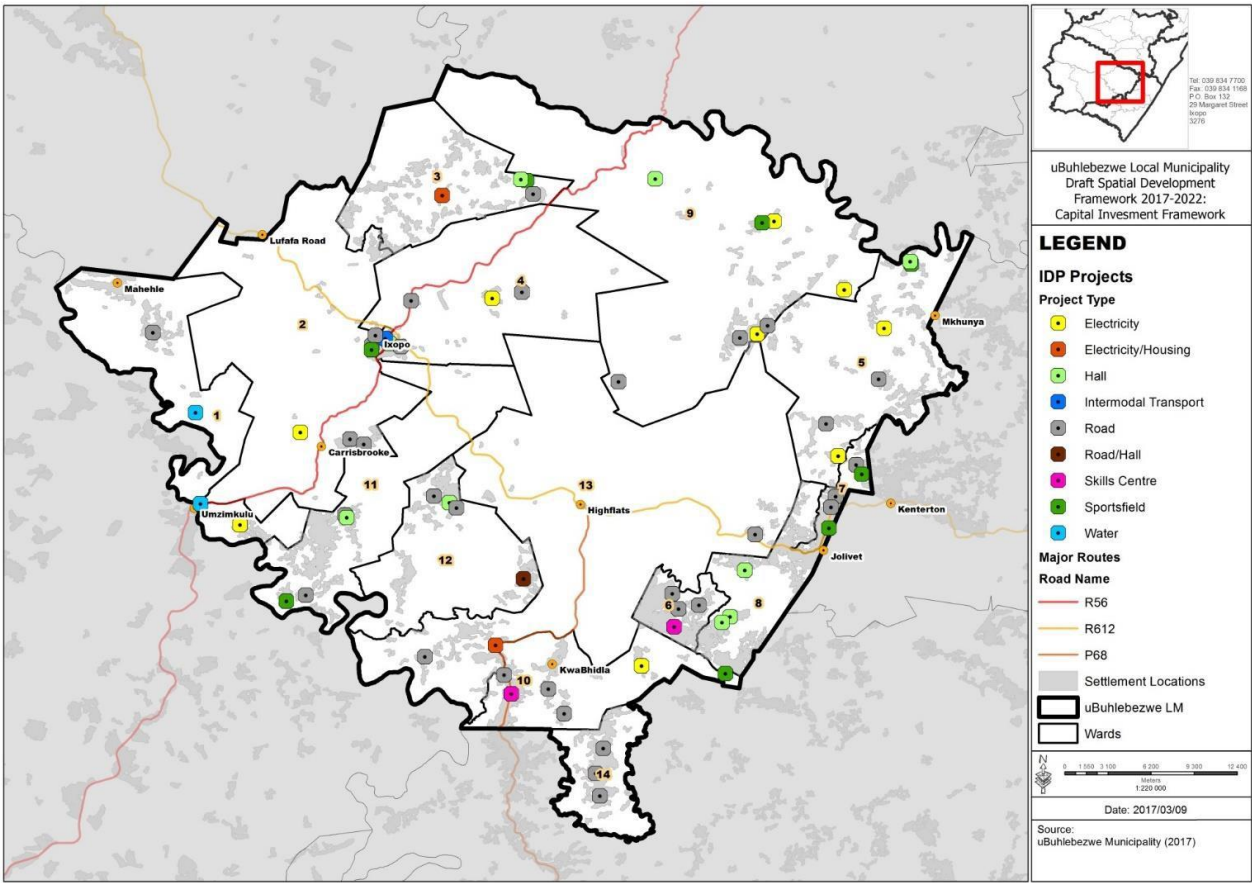
sibuko

0 1.75 3.5 7
Kilometers

strategic interventions



Strategic Intervention



Areas where priority spending required

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 annually, depending on the existing needs and available budget.

IMPLEMENTATION PLAN 2022/23												
KEY CHALLENGES	OBJECTIVE	STRATEGIES	INDICATOR	5 YEARS TARGETS						FUNDING SOURCE	RESPONSIBLE DEPARTMENT	BUDGET 2022/23
				Year 1 – 2021/22	Year 2 – 2022/23	Year 3 – 2023/2024	Year 4 – 2024/2025	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, high mast lights	Kilometres of roads Constructed, Number of constructed community halls and Sportsfields	Moliva Rd, Commercial Rd, Madinda Rd, Hlongwa Rd, Bhekisisa Rd, Madilika Rd, Kwa Miya Rd, Nkoneni to Kwa Dladla Rds, Mdabu Rd, Nokwena Rd, Hholo Rd, Nonkwenkwana Sportsfiles, Mleyi Sportsfield Mandilini, St Nicholus, Chibini Multi Purpose Centres.	Mpiyamandla Road, Little flower to Fairview road, Ithubalethu Road, Mdabu Road, Hlongwa Road, Nonkwenkwana Sportsfield, Xolani Zezi Sportsfield, Jolivet Outdoor Gym. Plainhill Hall, Madungeni Hall	Greers & Grove, Hawthorne, Workshop Rd, High Street, Mcasimbana, Thubalethu internal, Little Flower, Hlengwa, Hardware, Bhakaneni, Scotchville, Townland road, Roman, Mbhoshongweni, Ntambama, Sobantu, Ntabankunzi, Barleda Roads Nkweletsheni, Bayempini, Morningside Sportsfields Nhlewukeni,	Roads Constructed: Greers & Grove, Hawthor Little Flower, Workshop Rd, High Street, Mgunyathi, Fana Nyathi, Black/Mfeka, Bhengu, Jili, Masulumaneni Road, Maweni tp Maryhelp Bridge Sportsfields upgraded: Upgrade Morningside Stadium, Halls constructed: Phambuka Hall, Skhunyanane Hall Halls Maintained : Sheshe, Bhobhobho, Fairview, Peace, Highflats		55 Roads Constructed, 1 Taxi Rank Constrcted, 9 Halls Constructed, Sportsfields Constructed 1 sportsfield upgraded	MIG & INTERNAL FUNDING	Infrastructure, Planning & Development	MIG - R 42 963 963 249.52

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 implementat ion of Electrification projects by Eskom and DOE	Number of household s electrified	Stofela, KwaNothi & Makinatini, Nhlamvini electrification, Ward 9 High Mast light	KwaNothi / Makinatini Phase 2, Fairview,	Carrisbrooke/Webbsto wn, Chibini/Mashakeni,Mari athal/Mandilini, KwaNothi, Esigcakeni/Thafeni, Nokweja, Mashumi/Mbambalala Electricity	Highflats electrification		25 areas electrified	DOE, Eskom	Infrastruct ure, Planning & Develome nt	INEP- R 7 521 316.00
Lack of proper housing leading to Slums within Primary and secondary nodes resulting in challenges with Spatial Developme nt and growth	To facilitate Spatial Development in the entire area of Ubuhlebezwe and achieve economic, social and environmental sustainability	Monitor the Implementat ion of housing projects by Dpt of Human Settlements.	Number of coordinat ed meetings of progress of housing projects	Thubalethu, CRU, Amanyuswa, Mashumi	Community Residential Units, Fairview Extension, Ithubalethu Housing, Amanyuswa housing, Mfulomubi & Gudlucingo housing.	Community Residential Units, Fairview Extension, Ithubalethu Housing, Amanyuswa housing, Mfulomubi & Gudlucingo housing.	Community Residential Units, Fairview Extension, Ithubalethu Housing, Amanyuswa housing, Mfulomubi & Gudlucingo housing.		16 Housing Projects implemented	DOHS	Infrastruct ure, Planning & Develome nt	DOHS budget
High Levels of illiteracy leading to High unemploy ment 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 conducte d as per WSP, Number of library services campaign s conducte d	4 Youth Training Programs, 4 library campaigns, 1 Career Exhibition	4 Youth Training Programs, 4 library campaigns, 1 Career Exhibition	4 Youth Training Programs, 4 library campaigns, 1 Career Exhibition	3 Youth Training Programs, 8 library campaigns, 1 Career Exhibition		Annual	Internal Funding, Dpt Arts & Culture	Social Developm ent	Comm Developm ent - R 1 145 000, Youth - R 350 000, Library - R 1 101 000, Trainings (wsp) – R 1 500 000

IMPLEMENTATION PLAN PROGRESS REPORT:

WARD	2022/2023	PROGRESS @ MAY 2023
01.	Mahhehle/ Webbstown Electrification	100% Completed
02.	Carrisbrooke/ Webbstown electrification	Completed
	Chibini/Mashakeni electrification	Completed
	Greers& Grove, Hawthorne, Workshop Road & High Street	0.06 kms completed
03.	Mgcasimbana road	100% completed
	Chibini/Mashakeni Elec	
	Mashakeni High Mast	100% completed
04.	Mariathal Mandilini elec	100% completed
	Thubalethu Internal Roads	1.5km completed
	Little Flower to Fairview Road	1.02 Completed
05.	Nkweletsheni Sports field,	100%
	Mgunyathi road	Moved to 2024/25
06.	Fana Nyathi road, Black/Mfeka road, Bhengu Road Hlengwa Road Jili Road	Moved to 2024/25
07.	Hardware Road	100% completed
	Kwanothi Elec Phase 3	100% completed
08.	Esigcakini/thafeni Elec	100% completed

09.	Phambuka Hall Bayempini Sportsfield	Moved to 2024/25 100% Completed
10.	Scotchville Road Townland road Roman road,	In progress In progress In progress
11.	Nokweja Elec	100% Completed
12.	Mbhoshongweni road Ntambama Road Emazabekweni High Mast	100% Completed 100% Completed Moved to 2024/25
13.	Sobantu road Ntabankuzi Road regravelling Nhlewukeni Hall Highflats Elec Phase 1 Mashumi/Mbambalala Elec	In progress 100% completed 100% completed Moved to 2024/25 In Progress
14.	Barleda Road Skhunyanene Hall	Ongoing Moved to 2024/25

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
------	-----	------	-----	-----	-----	-----	------	-------	-------	-----	------	------



Monitoring Quarter 1	Monitoring Quarter 2	Monitoring Quarter 3	Monitoring Quarter 4	Submission of annual report to the MEC for Local Government
Internal Audit Performance Report to Municipal Manager Section 57 employees	Internal Audit Performance Report to Council	Internal Audit Performance Report to Municipal Manager	Internal Audit Performance Report to Council	
Performance Audit Committee Report		Performance Audit Committee Report		

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							
			1 st quarter		2 nd quarter		3 rd 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	<i>Weighting</i>
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 (scribe);
- (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/ Committees	Portfolio	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."

PERFORMANCE REPORTING: 2022/23

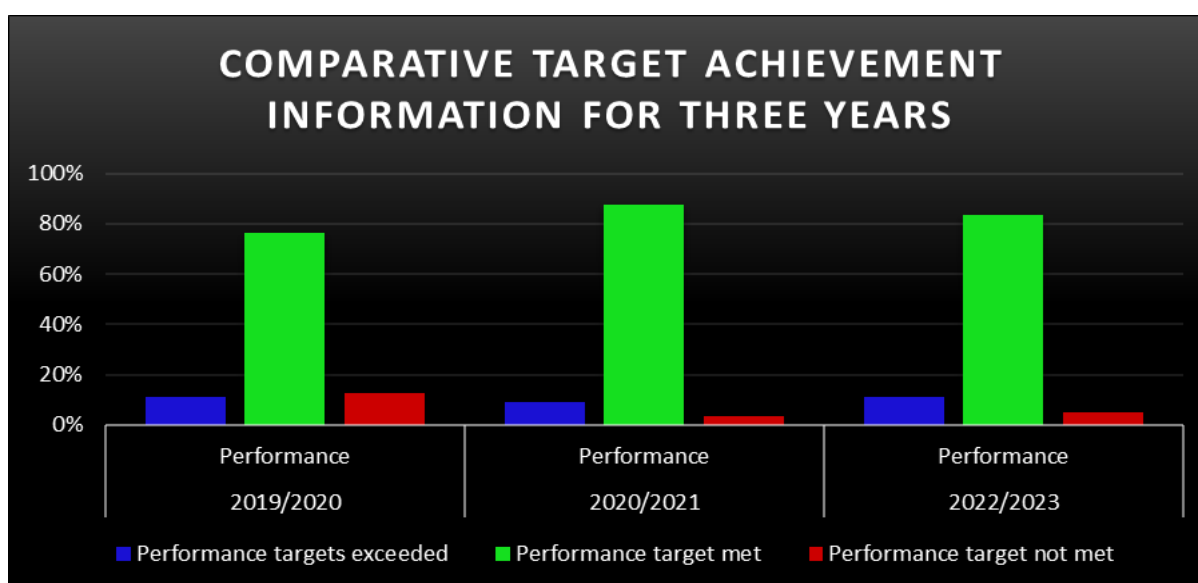
The tables below record the information as required for the Annual Performance Report which is derived from the Integrated Development Plan and includes additional outputs developed as part of the IDP Review process.

ANNUAL ORGANIZATIONAL PERFORMANCE (ANNUAL TARGETS VS. ACTUAL ACTUALS)

The annual organization performance (depicted by strategic departments of UBuhlebezwe municipality) is encapsulated in the table below. These results are derived from the quarterly performance monitoring and evaluations performed during the 2022/23 financial year.

Comparative Target Achievement Information for three years:

Performance Status	2020/2021 Performance	2021/2022 Performance	2022/2023 Performance
Total No of Targets	177	180	173
Performance targets exceeded	20	16	12
Performance target met	135	158	149
Performance target not met	22	06	12



The Department of Co-Operative Governance and Traditional Affairs defines PMS as “a strategic approach to management which equips leaders, managers, employees and stakeholders at different levels, with a set of tools and techniques to regularly plan, continuously monitor and periodically measure and review performance of the municipality in terms of indicators and targets for efficiency, effectiveness and impact.”

AREAS OF UNDERPERFORMANCE DURING 2022/23 AND CORRECTIVE MEASURES THEREOF:

Comparison with previous year	Demand	Actual	Blockage	Corrective measure
Advert was issued on 4 August 2020 and the memo for payment of bursaries was issued on 29 March 2021.	Award bursaries to Staff members that would have applied and met selection criteria by 30-Apr-22	Bursaries were awarded to Staff members on the 5th May 2022.	This project coincided with the programme of IDP Roadshows where the majority of committee members take part.	This target has been scheduled to sit at the beginning of Quarter 3 to avoid this incident from reoccurring.
1356 households with access to refuse removal within the jurisdiction of UBuhlebezwe Municipality by 30-Jun-23	1356 households with access to refuse removal within the jurisdiction of UBuhlebezwe Municipality by 30-Jun-23	Refuse collection to 1355 households with access to refuse removal within the jurisdiction of UBuhlebezwe by 30 of June 2023.	Number of households with access to effuse removal was reduced by 1 household at 30 June 2023 The customer was a tenant on 40 High Street and requested the municipality to close the account since the owner demolished the property, nobody currently resides at the property and there is no rates to be collected, last billing was on the end of April 2023.	The target will be reviewed and number of households with access to refuse removal will be 1355.
Q1: Meeting scheduled for the 5th August 2021 distributed on the 29th July 2021 which translates to 7 Days prior.	Distribute the agenda of the IPD Portfolio committee meeting 5 days prior to meeting	Q1: Agenda distributed for the IPD Portfolio Committee meeting 5 (five) days prior to the meeting Meeting of the 4th August 2022 distributed on the 1st August 2022. 3 days prior to the meeting.	Items from IPD were received late and the agenda was not compiled timeously for the meeting of August 2022	Reminder emails were sent to IPD and items were subsequently received. A Submission of Items Calendar will be compiled and submitted to departments to assist them with proper planning towards submission.
New Target	Construction of 1.5km Phase 1 Thubalethu Road by 30-Jun-23	1.5km phase 1 Thubalethu Road not constructed .	The project was dependent on the completion of scope of works for the housing project. The contractor did not construct according to original designs which has led to the delays on completion of the project	The original contractor surrendered the project. A new contractor was appointed on the 21 April 2023 and is currently on site.
2022/2023 FY Business plans were recommended to MIS system by the 18th November 2021	Recommendation of 2023/2024 Business Plan on MIS system by 30-Nov-22	2023/24 Business Plans not recommended on MIS System by 30 November 2022	The Municipality was unable to confirm prioritised projects during Quarter 1 for registration in Quarter 2. Projects could only be tabled at an MBPAC meeting in Quarter 4 .	While the negotiations were underway IPD proceeded with the preparations for tender which went concurrently with the MBPAC. We have currently appointed above 90% of all Capital projects for 2023/2024 FY.
2 guard houses and 1 public toilet were constructed by 30 June 2021.	1 Community Facilities (Thusong centre) maintained by 30-June-23	1 Community facility (Thusong) was not maintained by 30-June-2023,	The Tusong centre was shut down by the Departments of Labour due to defects to the building that rendered it dangerous for employees and community to use	Refurbishment of Tusong Centre budgeted for in 2023/2024. Maintainance team prioritised other areas for Maintainance ie, Municipal Buidling, PI Hall, IEC Offices, BTO offices, OMM Offices
3 multi-purpose centres were	2 multi-purpose centers	1 Multi purpose centre completed	A suitable service provider was not found, Plainhill hall was re-	New Contractor was appointed on 17

completed. Mariathal reached practical completion on the 01st of April 2022 and completed on the 25th of May 2022 Chibini reached practical completion on the 20th of April 2022 and completion on the 30th of June 2022 St Nicholas reach practical completion on the 23rd April 2022 and completion on the 30th June 2022.	constructed (Plainhill & Emadungeni) by 30-Jun-23	(Mandungeni) by 15 June 2023. Plainhill hall at 76% by 27 June 2023	advertised, which caused delays in commencement of the project	January 2023 construction progress was at 90% by 30 June 23
12 Assest management reconciliations, updated asset register and a list of all insure assets were reviewed on the 06/08/2021, 06/09/2021, 06/10/2021, 05/01/2022, 05/12/2021, 08/11/2021, 02/02/2022 04/03/2021, 04/04/2021, 06/05/2022 06/06/2022, 06/07/2022	Review 12 asset management reconciliations, updated asset register and a list of all insured assets within 7 working days of the end of each month	11 Assets management reconciliations, updated asset register and a list of all ensure assets were reviewed on the 02/09/2022, 05/08/2022, 05/09/2022, 03/11/2022, 05/12/2022, 11/01/2023, 06/03/2023 and 05/04/2023, 04/05/2023 05/06/2023 06/07/2023	No payments made in December	The months February and March were reviewed on 06/03/2023 and 05/04/2023 respectively
New Target	Submission of the Draft Land Use (Wall to Wall) Scheme to Council by 30-Jun-23	Scheme was not submitted due to budget constraints	There shortage of funds, with potential bidders quoting above the allocated budget..	Project has been budgeted for accordingly in the 2023/24 budget.
SPLUMA Applications for the Subdivision of Golf Course Estate not submitted to the MPT for approval.	Submit SPLUMA Applications for the Subdivision of Golf Course Estate to the MPT for approval by 30-Jun-23	SPLUMA Applications for the Subdivision of Golf Course Estate were not submitted to the MPT for approval by 30-Jun-23	Proposed increased project value by the service provider. -Awaiting written consent letter for the proposed rail buffer.	The SPLUMA application will be finalised on the 30th of October 2023. Motivation report for SPLUMA Application will be done internally
Appointment was affected by budget constraint. The commencement of the project is now pending the	Reviewal and submission of the final Integrated Transport Plan to Council by 30-Jun-23	The final Integrated Transport Plan was not submitted to Council by 30-Jun-23	The service provider was appointed on the 12th July 2022 as per our forward planning with a SLA signed on the 29th August 2022 and due to financial constrains the municipality put the	The service provider submitted the final document on the 15th June 2023 and it will be submitted to Council during September 2023

verification of charge in appointment value by scm.			project on hold until the adjustment budget approval in January 2023.	
The service provider was not appointed by 30-Jun-22.	Monitor submission of registration for subdivided portion of roads to MPT, SG and title deeds office by 30-Apr-23	Registration for subdivided roads not submitted	Engagements with landowners did not yield positive results. Landowners have refused to donate the affected land	The project is currently put on hold, until budget can be made available to pay the landowner or an alternative solution can be found in consultation with legal team.
New Target	Review Infrastructure Maintenance Plan and submit to Council by 30-Jun-23	The Infrastructure Maintenance Plan not reviewed and not submitted to Council by 30 June 2023.	The project was deferred due to the unavailability of funds.	The finalized conditional assessment report was used instead to review and produce the maintenance plan which is used for maintaining the municipal assets.

2023/2024 Performance achievement narrative:

SUMMARY OF PERFORMANCE- QUARTER 1		
Total Number of Targets	Total Achieved	Not Achieved
93	91	2
Average Performance	96%	

SUMMARY OF PERFORMANCE- QUARTER 2		
Total Number of Targets	Total Achieved	Not Achieved
89	85	4
Average Performance	96%	

SUMMARY OF PERFORMANCE- QUARTER 3		
Total Number of Targets	Total Achieved	Not Achieved
106	100	6
Average Performance	94%	

The 2022/23 Audited APR and the 2024/25 SDBIP are Annexures to the IDP.

The Department of Co-Operative Governance and Traditional Affairs defines PMS as “ a strategic approach to management which equips leaders, managers, employees and stakeholders at different levels, with a set of tools and techniques to regularly plan, continuously monitor and periodically measure and review performance of the municipality in terms of indicators and targets for efficiency, effectiveness and impact.”

A PMS is also intended to assist the Council to improve service delivery by channeling its resources to meet performance targets and in doing so, ensure that the municipality achieves its strategic objectives is contained in its IDP.

A PMS should fulfill the following objectives:

- Facilitate increased accountability
- Facilitate learning and improvement
- Provide early warning signs
- Facilitate decision making
- 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.

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 2022/23	11 August 2023 12 August 2023 13 August 2023	Municipality
Quarter 1 of 2023/24	Informal	Municipality
Quarter 2 of 2023/24	11 March 2024 12 March 2024 13 March 2024	Municipality
Quarter 3 of 2023/24	Informal	Municipality

OPMS 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

AG 'S REPORT AND ACTION PLAN

Ubuhlebezwe Municipality received an Unqualified Opinion for the audit of the 2022/23 financial year. Below are the AG findings and the Action Plan thereof:

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the uBuhlebezwe Local Municipality set out on pages 320 to 385, which comprise the statement of financial position as at 30 June 2023, statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget information and actual amounts for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the uBuhlebezwe Local Municipality as at 30 June 2023 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), 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, 2022 (Act No. 5 of 2022) (Dora).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the responsibilities of the auditor-general for the audit of the financial statements section of my report.
4. 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.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matters

6. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Restatement of corresponding figures

7. As disclosed in note 50 to the financial statements, the corresponding figures for 30 June 2022 were restated as a result of errors in the financial statements of the municipality at, and for the year ended, 30 June 2023.

Material impairments – receivables from exchange transactions

8. As disclosed in note 6 to the financial statements, the municipality recognised an allowance for impairment of R10,38 million (2021-22: R6,50 million) as the recoverability of these debts was doubtful.

Material impairments – receivables from non-exchange transactions

9. As disclosed in note 7 to the financial statements, the municipality recognised an allowance for impairment of R49,16 million (2021-22: R42,96 million) as the recoverability of these debts was 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 particulars of non-compliance with the MFMA should be disclosed 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.

Responsibilities of the auditor-general 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

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 must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for the selected key performance area presented in the annual performance report. The accounting officer is responsible for the preparation of the annual performance report.
17. I selected the following key performance area presented in the annual performance report for the year ended 30 June 2023 for auditing. I selected a key performance area that measures the municipality's performance on its primary mandated functions and that is of significant national, community or public interest.

Key performance area	Page numbers	Purpose
Basic service delivery and infrastructure development	197-266	To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development To improve the performance and functioning of the municipality

Key performance area	Page numbers	Purpose
		To practice sound financial management principles To improve safety and security within the municipal environment

18. I evaluated the reported performance information for the selected key performance area against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the municipality's planning and delivery on its mandate and objectives.
19. I performed procedures to test whether:
- the indicators used for planning and reporting on performance can be linked directly to the municipality's mandate and the achievement of its planned objectives
 - the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements
 - the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
 - the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents
 - the reported performance information is presented in the annual performance report in the prescribed manner
 - there is adequate supporting evidence for the achievements reported and for the measures taken to improve performance.
20. I performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.
21. I did not identify any material findings on the reported performance information for the selected key performance area.

Other matters

22. I draw attention to the matters below.

Achievement of planned targets

23. The annual performance report includes information on reported achievements against planned targets and provides measures taken to improve performance.

Material misstatements

24. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information for basic service delivery and infrastructure

development key performance area. Management subsequently corrected all the misstatements and I did not include any material findings in this report.

Report on compliance with legislation

25. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting officer is responsible for the municipality's compliance with legislation.
26. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.
27. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the municipality, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.
28. The material finding on compliance with the selected legislative requirement, presented per compliance theme, is as follows:

Annual financial statement

29. The 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 of revenue, expenditure and disclosure items identified by the auditors in the submitted financial statement were subsequently corrected, resulting in the financial statements receiving an unqualified audit opinion.

Other information in the annual report

30. The accounting officer is responsible for the other information included in the annual report. The other information referred to does not include the financial statements, the auditor's report, and the selected key performance area presented in the annual performance report that have been specifically reported on in this auditor's report.
31. My opinion on the financial statements, the report on the audit of the annual performance report and the report on compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.
32. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected key performance area presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
33. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

34. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.

35. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for the opinion and the material finding on compliance with legislation included in this report.
36. Leadership did not provide adequate oversight and monitoring to ensure that action plans were effectively implemented to fully address previous emerging risks findings on the financial statements and compliance with legislation.
37. Management, internal audit and the audit committee did not perform adequate reviews to ensure that the financial statements and the annual report are free of material misstatement.

Pietermaritzburg
30 November 2023



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

2022/2023 ACTION PLAN:

No.	Audit query	Audit finding	Internal Control Deficiency	Action required	Previously Raised	Related previously raised findings	Responsible Department/ official	Target date	Current status from responsible department
1	License commission is overstated	During the audit of revenue from non-exchange transactions, it was identified that the municipality accounted for license commission from the department for 13 months/transactions instead of 12 months/transactions thus recognizing revenue not yet accrued to it during this reporting period of R119 000. This results in an overstatement of revenue from exchange	Management did not implement controls over daily and monthly processing and reconciling of transactions to ensure that revenue due to it is accounted for.	Management should consider reconciling the department's account and to make the necessary adjustments. Management should provide the auditor's with the proposed journal with supporting evidence before making adjustments in the annual financial statements.	No	No	BTO / DCFO	21/11/2023	Resolved

		transactions and receivables from exchange transactions by R119 000.							
2	Construction contracts non-compliance	During the audit of revenue from non-exchange transactions, government grants and subsidies, it was identified that the municipality has recognised revenue and expenses and disclosed a prior period error relating to the INEP grant of R6 081 715 (R6 956 522) and housing grant of R15 560 737 (R42 821 509) as construction contracts, however, the following issues were identified. (a) The revenue and expenditure is recognised as government grants and subsidies in terms of GRAP 23 and contracted services instead of contract revenue and contract costs using GRAP 11; (b) The municipality has disclosed the contract revenue and costs using GRAP 23 instead of GRAP 11 and ; (c) The municipality has omitted to disclose the accounting policy relating to construction contracts as per GRAP 11 in the notes to the annual financial statements.	Management did not ensure adequate reviews of the annual financial statements and did not prepare accurate and complete financial statements that are in compliance with the applicable accounting framework.	Management should consider adjusting the annual financial statements to align to the applicable accounting framework.	No	No	BTO/ B&R M	21/11/ 2023	Resolved
3	Long outstanding housing and inventory debtors not considered for	During the audit of receivables from exchange transactions, it was identified that the housing debtors of R101 775 (2022: R103 275) and	Management did not prepare regular, accurate and complete financial statements that are supported	Management should consider reconciling the department's account and to make the necessary adjustments.	No	No	BTO/ DCFO	21/11/ 2023	The amount R 101 775.00 relates to a project called self-help as indicated by

impairment or write-off	inventory debtors of R258 509 (2022: R258 509) have remained long outstanding with little/no movement in the current and previous years, however, the municipality has not considered any impairment or the write-off of these debtors as per the required accounting framework and the municipality's policies.	and evidenced by relevant information in compliance with the accounting framework and its policies.						the auditors. These debtors do not meet the principles of write off as stipulated in our Bad debt policy. The municipality conducted numerous engagements with the customers through our rates payers' meetings and public participation meetings. These properties have not been transferred to the debtors pending the payment of the outstanding amount as per the agreements between them and municipality . This debt could not be written off as the credit and debt processes are still underway and have not been identified as irrecoverable. There is communication between our debt collectors and the debtor to recover the outstanding monies.
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4	Receivables from exchange transactions disclosure non-compliance	During the audit of receivables from exchange transactions, note 5 amounting to R8 791 094 (2022: R 5 917 511) in the annual financial statements, it was identified that the municipality did not disclose an analysis of the age of the financial assets that are past due at the end of the reporting year but not impaired as required by the accounting framework. This results in a non-disclosure and non-compliance with the applicable accounting framework.	Management did not prepare accurate and complete financial statements that are in compliance with the accounting framework.	Management should consider adjusting the disclosure note to align to the applicable accounting framework.	No	No	BTO/DC FO	21/11/2023	Resolved
5	Work in progress with no movement not assessed for impairment.	The GOLF COURSE ELECTRIFICATION project had no movement in the current year however no evidence was provided that they were assessed for impairment	Management did not adequately review the WIP register to ensure that all projects with indicators of impairment were considered for impairment	Management should strengthen review of the WIP register and ensure that all projects with indicators of impairment are considered for impairment.	No	No	BTO/AM	21/11/2023	Impairment testing was performed to assets that had impairment indicators. Golf Course Electrification did not show any impairment indicator. There are measures that were put in place to protect the asset from possible risks i.e. there is a security guard

									employed by the sub-contractor (Splender Electrical) who is safe guarding the infrastructure until site is handed over back to municipality. The non movement of the project is from challenges experienced by a contractor in sourcing the required minisub station that is to the specification of Eskom. Eskom did not want to take over the infrastructure while this is not resolved. There matter has subsequently been resolved in 2023.
6	Cash flow statement misstatements	Operating activities - it was identified that the Sale of goods and rendering of services rates and fines - these should	The Municipality did not perform an adequate review of the financial	The Municipality should make the necessary corrections to the financial statements to	No	No	BTO/CFO	21/11/2023	Resolved

		be classified as separate line item called taxation.	statements to confirm disclosures are accurate and made in accordance with GRAP standards. The internal audit and audit committee did not perform an adequate review of the financial statements prior to it being submitted for audit to confirm disclosures are accurate and made in accordance with GRAP standards.	confirm its accuracy and adherence to the GRAP standards. All amendments should be appropriately substantiated against supporting evidence and provided to the auditors for validation purposes.					
7	Construction of new gravel roads not reported in the annual performance report	During the physical verifications, it was determined that a new gravel access road was constructed using the internal team following the request on of the community. The gravel access road was not reported in the annual performance report resulting in the misstatement.	The accounting officer did not adequately monitor the achievement of the audit action plan to ensure prior period findings relating to the reliability of reported performance information is addressed in a timely manner. The PMS manager and Head of Technical Services did not adequately review the reported performance against the actual supporting evidence to ensure that the reported information is that it is reliable before submission to audit.	The PMS Manager and the Head of Technical Services should improve the review of the reported actual performance against its supporting documentation to confirm that it is reliable, prior to submission for inclusion in the annual performance report. The PMS Manager in consultation with the Head of Technical Services should investigate the discrepancies and make the necessary corrections to the annual performance report. The revised report with the necessary supporting evidence should be presented to the auditors for validation purposes.	No	No	MM/PMS Manager & IPD	21/11/2023	Resolved
8	"1.	Housing grant – accounting treatment"	During the audit of government grants and subsidies, note 23, it was identified that the	Management did not read, analyse agreements holistically and in combination in order to properly	Management should identify and consider	No	No	BTO/ B&R M	21/11/2023

			municipality recognised revenue of R15 560 737 (2022: R 42 821 509) relating to the grant received from the Department of Human Settlement (Department) under GRAP 11/23, however, through inspection of a number of agreements provided by the Municipality, it was identified that in certain instances, the municipality is a project manager for the Department and therefore based on the terms, conditions, roles and responsibilities, the municipality should have recognised an agent-principal arrangement using GRAP 109.	understand their substance and to determine the appropriate accounting. There were in adequate reviews to ensure that the financial statements were prepared in terms of the applicable standard.	all binding arrangements, read and analyse them holistically and in combination in order to properly understand their substance and to determine the appropriate accounting. The Municipality should consider accounting for the principal-agent arrangements in accordance with GRAP 109, which includes complying with the recognition, measurement, presentation and disclosure requirements.				
9	Note 49. Events after the reporting date	During the audit of Events after reporting date, it was noted that the event presented under note 49 in the Annual Financial Statements for the year ended 30 June 2023 as event after reporting was incorrectly classified and presented as the event does not meet the	The accounting officer did not adequately review the Annual Financial Statements disclosure before issue and that GRAP 14 definition is satisfied.	Management should improve the review of the disclosure relating to Events after the reporting date. The disclosed Events after the reporting date note 49 should be adjusted as GRAP 14 not is met.	No	No	BTO/DCFO	21/11/2023	Resolved

		definition per GRAP 14. The conditions of events were known by the client before reporting date as at 30 June 2023 and the amount was recognized as Receivables already and revenue after reporting date of 30 June 2023.							
10	Unauthorised expenditure is incomplete	During the audit of unauthorised expenditure, it was identified that the following overspending of the total amount in the municipality's approved budget was not recognised and disclosed as unauthorised expenditure: Contracted Services - 14 824 279,00 & Debt Impairment -7 810 875,00. This results in understatement of unauthorised expenditure and non-compliance with the MFMA.	Management did not ensure adequate disclosure of unauthorised expenditure in contravention of the applicable legislation.	Management should consider full disclosure of all instances of unauthorised expenditure supported by an accurate and complete schedule in terms of the applicable legislation.	No	No	BTO/ B&R M	21/11/2023	"The Debtors Impairment is a non-cash item, there is no outflow of cash, thus this is not an over expenditure. Non- cash items were added back to ensure that the total budget is funded.
11	Unauthorised expenditure non-compliance	During the audit of expenditure management, it was identified that reasonable steps were not taken to prevent unauthorised expenditure amounting to R12 229 165, as disclosed in note 39 to the annual financial statements, in contravention of section 62(1) (d) of the MFMA. This results in non-compliance with the applicable legislation	Management did not ensure compliance with the applicable legislation.	Management should ensure initial and adjusted budget takes into consideration all transactions including non-cash items.	No	No	BTO/ B&R M	21/11/2023	The unauthorised expenditure amounting to R12 229 165, as disclosed in note 39 to the annual financial statements relates to impairment of assets. Impairment indicators were identified during the conditional assessment that was done at year end. Further processes are to be carried out inline with section 32 of the MFMA to ensure that

									proper processes are carried. Impairment is a non-cash item, there is no outflow of cash, thus this is not an over expenditure. Non- cash items were added back to ensure that the total budget is funded.
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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

Opinion

1. I have audited the financial statements of the uBuhlebezwe Local Municipality set out on pages xx to xx, which comprise the statement of financial position as at 30 June 2022, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.

2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the uBuhlebezwe Local Municipality as at 30 June 2022, 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, 2021 (Act No.9 of 2021) (Dora).

Basis for opinion

3. 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 my report.
4. 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.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matters

6. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Restatement of corresponding figures

7. As disclosed in note 43 to the financial statements, the corresponding figures for 30 June 2021 were restated as a result of errors in the financial statements of the

municipality at, and for the year ended, 30 June 2022.

Material impairments - receivables from non-exchange and exchange transactions

8. As disclosed in note 5 to the financial statements, the municipality recognised a provision for impairment on receivables from non-exchange transactions of R42,96 million (2020-2021 : R34,96 million) as the recoverability of these debts was doubtful.
9. As disclosed in note 6 to the financial statements, the municipality recognised a provision for impairment on receivables from exchange transactions of R6,50 million (2020-2021 : R4,72 million) as the recoverability of these debts was 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 key performance area 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 do not extend to any disclosures or assertions relating to the extent of achievements in the current year or 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 key performance area presented on pages x to x in the municipality's annual performance report for the year ended 30 June 2022.
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 key performance area.

Report on the audit of compliance with legislation

Introduction and scope

21. 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.
22. The material finding on compliance with specific matters in key legislation are as follows:

Financial statements

23. The 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 of the cash flow statement identified by the auditors in the submitted financial statements were subsequently corrected, resulting in the financial statements receiving an unqualified audit opinion.

Other information

24. 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 key performance area presented in the annual performance report that has been specifically reported in this auditors report.
25. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and do not express an audit opinion or any form of assurance conclusion on it.
26. 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 financial statements and the selected key performance area presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated. The other information obtained prior to the date of this auditor's report is the mayor's and the municipal manager's foreword. The audit committee's report is expected to be made available to me after 30 November 2022.
27. If, based on the work I have performed on the other information that obtained prior to the date of this auditor's report, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.
28. When I do receive and read the audit committee's report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

29. 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 findings on compliance with legislation included in this report.
30. Management did not perform adequate review procedures and reconciliations in respect of financial reporting processes to ensure the accuracy and completeness of the financial statements.

Pietermaritzburg
30 November 2022



Annexure — Auditor-general's responsibility for the audit

I. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for the selected key performance area and on the municipality's compliance with respect to the selected subject matters.

Financial statements

2. In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting officer
- conclude on the appropriateness of the accounting officer's use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the uBuhlebezwe Local Municipality to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a municipality to cease operating as a going concern
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

Communication with those charged with governance

3. I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

4. I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

2021/2022 AUDIT ACTION PLAN

No.	Audit query	Audit finding	Internal Control Deficiency	Action required	Previously Raised	Responsible Department/ official	Target date	Current status from responsible department
1	Cash Flow Statement: Discrepancies	During the recalculation of the cash flow statement (Net cash flow from operating activities and Net cash flow from investing activities) amounts disclosed has fol discrepancies which resulted in a material misstatement,	The Accounting officer, Chief Financial Officer and the Budget Manager of the municipality did not implement controls to ensure that cash flow statement is supported by proper calculations/ workings that is agreeing with the cash flow line items disclosed in the annual financial statement.	The Accounting officer, Chief Financial Officer and the Budget Manager of the municipality did not implement controls to ensure that cash flow statement is supported by proper calculations/ workings that is agreeing with the cash flow line items disclosed in the annual financial statement. Corrections were made and this will be a follow up on the next audit.	Yes. 21/22	BTO - CFO Manager Budget and Reporting	Immediat ely	The preparation process of the AFS and methodology was also reviewed. This process allowed for additional and timely review of the AFS by varies stake holders. The approach adopted has cascaded the AFS preparation to the junior staff within the BTO Office through the guidance of the DCFO, the DCFO becomes the first review, CFO the second review , as well as the Internal Audit, Audit Committee and KZN Treasury. The Municipality has also adopted an approach of preparing AFS twice a year, so as to improve the quality and accuracy of the AFS. KZN PT has been engaged to provide training on cashflow preparation. The review process will start at Midyear AFS preparation process.

2	Possible duplicate payments: Payments made more than once using the same invoice from the service provider.	During the audit of contracted services, it was noted that the invoice received from Smart Secure (PTY) Ltd. With the number IN105635 was paid for on the 28 January 2022, and the same invoice was used and paid again in February 2022 and march 2022, possibly resulting in duplicate payments.	Management did not take the necessary steps to ensure that the amounts paid to the supplier were supported by evidence of work performed and that payments were made against correct invoices. Management did not adequately implement payment checklist that was designed to ensure that the municipality was paying for services actually performed during the affected months. the municipality's accounting system did not detect that payments were made on an invoices number that had already been settled.	management must ensure that all invoices submitted by suppliers are supported by evidence of work performed and that payments are made for invoices issued for each period during which the service was performed. Officials authorizing payments must diligently implement the municipality's designed internal control (payment checklist) to ensure that invoices received from service providers related to the period in which the service was performed and are adequately supported before being submitted for payments. in addition, the accounting officer must investigate the above payments to determine whether the municipality has received	No	MM - Budget Manager Deputy CFO, CFO	1-Jan-23	Management has worked on improving the municipality's designed internal control by amending the expenditure/payment checklist to ensure that invoices received from service providers related to the period in which the service was performed and are adequately supported before being submitted for payments.
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				value for money, i.e. whether it has suffered a loss; failure of the municipal system to detect that the invoice was already been paid, with the aim of improving the automated controls embedded in the financial system				
3	Procurement and contract management	Minimum threshold for local production and content not declared	Adequate reviews and monitoring was not undertaken by SCM and finance officials to ensure that all SCM processes were adhere to prior the awards were made.	Management should ensure that the invitations to quote for the award comply with the requirements of the PPR going forward. Furthermore, management should identify further cases of similar non compliance and ensure full disclosure of irregular expenditure is made in the irregular expenditure register and disclosure note. the adjustment should be submitted for audit with supporting documents.	No.	BTO - CFO Manager SCM	1-Jan-23	Management shall ammend the presentation of its adverts , so as to ensure that the invitations to quote for the award comply with the requirements of the PPR and easily linked to each project going forward.

4	Contract awarded to a bidder who should have been disqualified	Non-compliance with legislation and payments made amount to irregular expenditure.	The bid committee did not apply proper due diligence when evaluating/adjudging the tender documents for compliance with relevant laws and regulations	The BEC should apply due diligence during the evaluation of bids and ensure that the evaluation criteria are consistently applied to all bidders. The information submitted by bidders should be scrutinized and verified for validity. Management should identify further cases of similar non-compliance and ensure full disclosure of irregular expenditure is made in the irregular expenditure register and disclosure note.	No.	BTO - CFO Manager SCM	1-Jan-23	Management shall ammend the presentation of its adverts , so as to ensure that the invitations to quote for the award comply with the requirements of the PPR and easily linked to each project going forward, so as to avoid the confusion in the presentation.
5	Reasons for deviation not justifiable	Deviation requirements not met	The accounting officer did not ensure compliance with laws and regulations as a result irregular Expenditure was not prevented.	The accounting officer must ensure that compliance with laws and regulations, by preventing the occurrence of irregular expenditure.	Yes. 2020/2021	BTO - CFO Manager SCM	1-Dec-21	The finding was as a result of a cut-off issue as this finding was resolved subsequent to it being raised in the 2020/21. Currently management has incorporated transport cost as part of the specification for prospective service providers , so as to avoid non-compliance going forward. Further more the

								municipality has developed a subsistence and re-imbursement policy to address the shortfall in terms on internal control. ADDRESSED.
6	Awards made to family members of persons in services of the auditee	Persons in the service of the auditee did not disclose their spouse and business partners who stood to acquire a direct benefit from a contract concluded with the municipality	Management did not have adequate processes in place to ensure that all employees, including councillors provide their declaration of interest.	The accounting officer should investigate all awards made to the suppliers to ascertain whether the interest was declared. In addition, all declarations by affected employees should be located and submitted for audit. All awards of more than R2000 made to a person who is a spouse, child or parent of a person in the service of the state should be disclosed in the annual financial statements as per the requirements of SCM regulations 45. Furthermore, the above cases should be investigated for possible undue	No	BTO - CFO Manager SCM	Ongoing	The municipality does not have a machanism to identity false declarations , however currently all service providers are required to complete declaration forms as part of their bids/ proposals

				influence in the procurement process relating to awards made to suppliers conducting business the municipality. Management should identify further cases of similar non-compliance and ensure full disclosure of irregular expenditure is made in the irregular expenditure register and disclosure note. the adjustment should be adjusted for audit with supporting documents.				
7	Differences noted between the Annual Financial Statements and Provision for Bad debts calculation	Unsubstantiated variances were noted between the annual financial statements and the provision for bad debts calculation	The Municipal Manager and the CFO did not perform a review between the Provision for Bad debts calculation and AFS together with the municipal records to ensure that the financial statements are supported by accurate and complete reporting	The CFO should perform reviews between the Provision for Bad debts calculation and AFS together with the municipal records to confirm and complete reporting. Any reconciling items should be followed up and cleared against	No	MM and BTO - CFO	30-Jun-23	The preparation process of the AFS and methodology was also reviewed. This process allowed for additional and timely review of the AFS by various stakeholders. The approach adopted has cascaded the AFS preparation to the junior staff within the BTO Office through the guidance of the DCFO, the DCFO becomes the first review,

				sufficient appropriate evidence. these reconciliations should be signed by the CFO evidence of review. The Municipal Manager and the CFO should investigate these variances against supporting evidence and make the necessary corrections to the Provision for Bad debts calculation and/or AFS. The internal audit unit and the audit committee a should perform a detail review of the AFS against the underlying records to ensure accurate and complete reporting.				CFO the second review , as well as the Internal Audit, Audit Committee and KZN Treasury. The Municipality has also adopted an approach of preparing AFS twice a year, so as to improve the quality and accuracy of the AFS.ONGOING.
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8	Discrepancies noted on irregular expenditure disclosure	Differences between irregular expenditure register and the amount disclosed in the AFS	Management did not reconcile the amounts per the financial statements to the underlying records. In addition, management did not perform adequate review of the annual financial statements to ensure that the amounts disclosed were accurate. The internal audit unit and the audit committee did not perform a detail review of the AFS against the underlying records to ensure accurate and complete reporting	The CFO should perform a reconciliation between the General Ledger, Trail Balance and AFS together with the municipal records to confirm accurate and complete reporting. Any reconciling items should be monitored and appropriately supported against sufficient appropriate evidence. These reconciliations should be signed by the CFO as evidence of review. All reclassifications between general ledger accounts that were processed during the preparation of the AFS must be substantiated by supporting documentation made available for audit. The Municipal Manager and the CFO should	Yes. 2020/2021	MMBTO - CFO	30-Jun-23	The preparation process of the AFS and methodology was also reviewed. This process allowed for additional and timely review of the AFS by various stakeholders. The approach adopted has cascaded the AFS preparation to the junior staff within the BTO Office through the guidance of the DCFO, the DCFO becomes the first review, CFO the second review, as well as the Internal Audit, Audit Committee and KZN Treasury. The Municipality has also adopted an approach of preparing AFS twice a year, so as to improve the quality and accuracy of the AFS and all supporting documentation. ONGOING.
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				investigate these variances against supporting evidence and make the necessary corrections to the general ledger; trail balance and/or AFS				
9	Irregular expenditure recorded in the incorrect financial record	Based on a testing of irregular expenditure, invoices relating to good/services that were rendered in the previous financial period however it was recorded in the current year. No appropriate disclosure was made in the irregular expenditure disclosure note for irregular expenditure identified in the current year but relating to the prior year.	the Chief Financial Officer and internal audit did not diligently and adequately review the Annual Financial Statements to confirm accurate recording in terms of the GRAP 1 on Presentation of Financial Statements the annual financial statement prior submission to auditors to ensure that amounts disclosed are accurate and correctly classified. the CFO and financial accountant did not adequately review the purchase documentation to confirm capturing of the expenditure in the correct financial period that it was	The CFO and financial accountant should improve the review of purchase documentation to confirm correct capturing of expenditure in the financial period that the goods/services were rendered or delivered. The CFO should make the necessary corrections to the annual financial statements. The adjustment and supporting evidence and process followed to correct the population should be presented to the auditors	Yes. 2020/2021	BTO - CFO	30-Jun-23	The preparation process of the AFS and methodology was also reviewed. This process allowed for additional and timely review of the AFS by various stakeholders. The approach adopted has cascaded the AFS preparation to the junior staff within the BTO Office through the guidance of the DCFO, the DCFO becomes the first review, CFO the second review, as well as the Internal Audit, Audit Committee and KZN Treasury. The Municipality has also adopted an approach of preparing AFS twice a year, so as to improve the quality and accuracy of the AFS and all supporting documentation.ONGOING.

			rendered or delivered. The CFO did not adequately monitor the achievement of the audit action plan to confirm prior period findings relating to the accurate recognition of expenditure has been appropriately addressed.	for validation. the CFO should make the necessary corrections to the annual financial statements to confirm accurate recording in terms of the GRAP framework. The adjustment should be appropriately substantiated and be submitted to the auditors for validation.				
10	Planned targets as per SDBIP not consistent with the reported targets in the annual performance report	The presentation and disclosure of the reported performance information in the annual performance report could not be confirmed	The Accounting Officer and the PMS Manager did not develop a performance checklist that incorporates the requirements of the MSA relating to the presentation and disclosure of the annual performance report. Management did not prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information.	The Accounting Officer and PMS Manager should implement a performance checklist that incorporates the requirements of the MSA relating to the presentation and disclosure of the annual performance report. This checklist should be signed as evidence of review. The internal audit should improve the review of the	No.	MM PMS Manager	1-Jan-23	PMS Manager has developed a performance checklist that incorporates the requirements of the MSA relating to the presentation and disclosure of the annual performance report.

			The Accounting Officer and the PMS Manager did not monitor and continually compare the quarterly achievements to actual achievements to ensure that corrective measure are taken where targets are not achieved. Management did not adequately review the annual performance plan to ensure that the planned indicators as per the annual performance plan are consistent with the reported indicators.	annual performance report prior to submission for audit to confirm non-achievement of targets are supported by adequate corrective measures in terms of the MSA. Management should make the necessary corrections to the APR and submit the revised document with supporting evidence to substantiate reasons for non-achievement of targets and updated corrective measures to auditor for validation. Management must review the annual performance report and ensure that the reported achievements are consistent with planned targets.				
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11	The depreciated for assets was not accurately calculated	Depreciation and amortization, it was noted that the depreciation for the assets were calculated using the estimated useful life (EUL) instead of the remaining useful life (RUL) as the RUL represents the period over which the asset is expected to be available for use. The amount presented on the face of the Statement of Financial Position does not agree to the amount disclosed in the notes to the Annual Financial Statements. PPE: the revamping furniture was not depreciated for the year ended 30 June 2022	The CFO did not adequately confirm that the assets were accurately calculated in terms of GRAP 17 to ensure that the assets were correctly valued as at 30 June 2022. in addition, The Municipal Manager and the CFO did not perform a reconciliation between AFS and the notes of the AFS for depreciation and amortization line item. The CFO did not ensure that revamping furniture was depreciated for the year ended 30 June 2022 as the assets were available for use as at year end.	The CFO should perform an adequate review of the depreciation calculations to ensure that the depreciation has been accurately calculated in terms of GRAP 17 as this will ensure that assets are correctly valued as at 30 June 2022 The CFO should perform a reconciliation between the AFS and the notes to the AFS for depreciation and amortization line item to confirm accurate and complete reporting. in addition, The Municipal Manager and the CFO should verify the accuracy of the depreciation and amortization amount supported by the relevant corroborating evidence and make the	No.	BTO:CFO & ASSETS	Continuously	The finding was as a results of assets that were not yet assembled and ready for use towards year end, however have subsequently been assembled and depreciated. The CFO does perform an adequate review of the depreciation calculations to ensure that the depreciation has been accurately calculated in terms of GRAP 17 on a monthly basis.
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				necessary corrections to the AFS and/or to the notes to the AFS. Moreover, the internal audit unit should perform a detailed review of the AFS against the Notes to the AFS to ensure accurate and complete reporting. Perform a review of the Fixed Asset Register and confirm that all assets that are available for use are depreciated for the year end to ensure compliance with GRAP 17.				
12	Discrepancies noted between the Annual Financial Statements, Trail Balance and General Ledger	Unsubstantiated variances were noted between the annual financial statement (AFS) and the general ledger	The Municipal Manager and the CFO did not perform a reconciliation between the General Ledger, Trail Balance and AFS together with the municipal records to ensure that the financial statements are supported by accurate and complete underlying records. The internal audit	The CFO should perform a reconciliation between the General Ledger, Trail Balance and AFS together with the municipal records to confirm accurate and complete reporting. Any reconciling items should be monitored and	No.	BTO:CFO	30-Nov-22	The Budget and reporting performed a reconciliation between the General Ledger, Trail Balance and AFS together with the municipal records to confirm accurate and complete reporting when the finding was raised during the audit. BTO will continue to monitor and appropriately supported against sufficient

			unit and the audit committee did not perform a detailed review of the AFS against the underlying records to ensure accurate and complete reporting.	appropriately supported against sufficient appropriate evidence. these reconciliations should be signed by the CFO as evidence of review. all reclassification between general ledger accounts that were processed during the preparation of the AFS must be substantiated by supporting documentation made available for audit. The Municipal Manager and the CFO should investigate these variances against supporting evidence and make the necessary corrections to the general ledger, trail balance and/or AFS. The internal audit unit and the audit				appropriate evidence.
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				committee should perform a detailed review of the AFS against the underlying records to ensure accurate and complete reporting.					
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PLANS FROM SECTOR DEPARTMENTS

DEPARTMENT OF AGRICULTURE & RURAL DEVELOPMENT

District Name: UBUHLEBEZWE	
FARMER SUPPORT AND DEVELOPMENT	
Performance Measures	ANNUAL TARGETS PLANNED PER LOCAL OFFICE
	Ubhlebezwe
Number of subsistence producers supported	250
Number of smallholder producers supported	15
Number of black commercial farmers supported	0
Number of agricultural job opportunities created through departmental interventions	30
Number of hectares planted for food production through Departmental support	600
Number of female farmer projects supported by the Department	2
Number of youth projects supported by the Department	10
Number of projects for people with disability supported by the Department	5
Number of producers supported in the Red Meat Commodity	5
Number of producers supported in the Grain Commodity	150
Number of producers supported in the Cotton Commodity	0
Number of producers supported in the Citrus Commodity	0

DEPARTMENT OF HUMAN SETTLEMENTS:

MUNICIPALITY	UNITS	BUDGET
UBUHLEBEZWE MUNICIPALITY	442	R 70 426 437

ESKOM:

PROPOSED PROJECTS FOR 2023/24 HARRY GWALA					
Municipality Code & Name	Project Name	Ward Number	Project Type	Estimated Conns	Status
KZN435_Umzimkhulu	Wesley NB112-Ward 21 Ngqokozweni Extension	21	Household	339	Project is at design stage
KZN436_Dr NDZ	Dr NDZ Ward 1 infills	1	Household	196	Project is at design stage
KZN436_Dr NDZ	Dr NDZ Ward 5 infills	5	Household	215	Project is at design stage
KZN436_Dr NDZ	Dr NDZ Ward 6 infills	6	Household	236	Project is at design stage
KZN434_uBuhlebezwe	UbuhebezweJolivetward 7 infills	7	Household	37	Project is at design stage
Total				1123	

DEPARTMENT OF EDUCATION:

NEW SCHOOLS

Municipality	Name	Allocation year	Estimated Total project cost
Greater Kokstad	Thembaletu S	From 2022/23	R85 300, 000
Greater Kokstad	XoloxoloSP	From 2022/23	R66 258, 873
Ubuhlebezwe	Daniel Mzamo	2022/23	R26 486,00
Mzimkhulu	Mthwane S	2022/23	R85 200,00

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UPGRADES & ADDITIONS

MUNICIPALITY	NO OF SCHOOLS
Greater Kokstad	12
Dr Nkosazana-Dlamini Zuma	52
uMzimkhulu	134
uBuhlebezwe	53
TOTAL	251

R 1 200 674, 414 (Estimated Total Cost)

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REFURBISHMENT & REHABILITATION

MUNICIPALITY	NO OF SCHOOLS
Greater Kokstad	1
Dr Nkosazana-Dlamini Zuma	9
uMzimkhulu	14
uBuhlebezwe	23
TOTAL	47

R 226 526, 466 (Estimated Total Cost)

• **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 Maintenance Plan Roads	Y	Y
17	Credit Control & Debt Collection Policy	Y	Y
18	Policy on Ward Committee Election	Y	Y