

**DRAFT INTERGRATED
DEVELOPMENT PLAN 2020/21
UBUHLEBEZWE LOCAL MUNICIPALITY**



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

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

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ABBREVIATION OF TERMS

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

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

SECTION A: EXECUTIVE SUMMARY

WHO WE ARE:

Spatial location of UBuhlebezwe Local Municipality

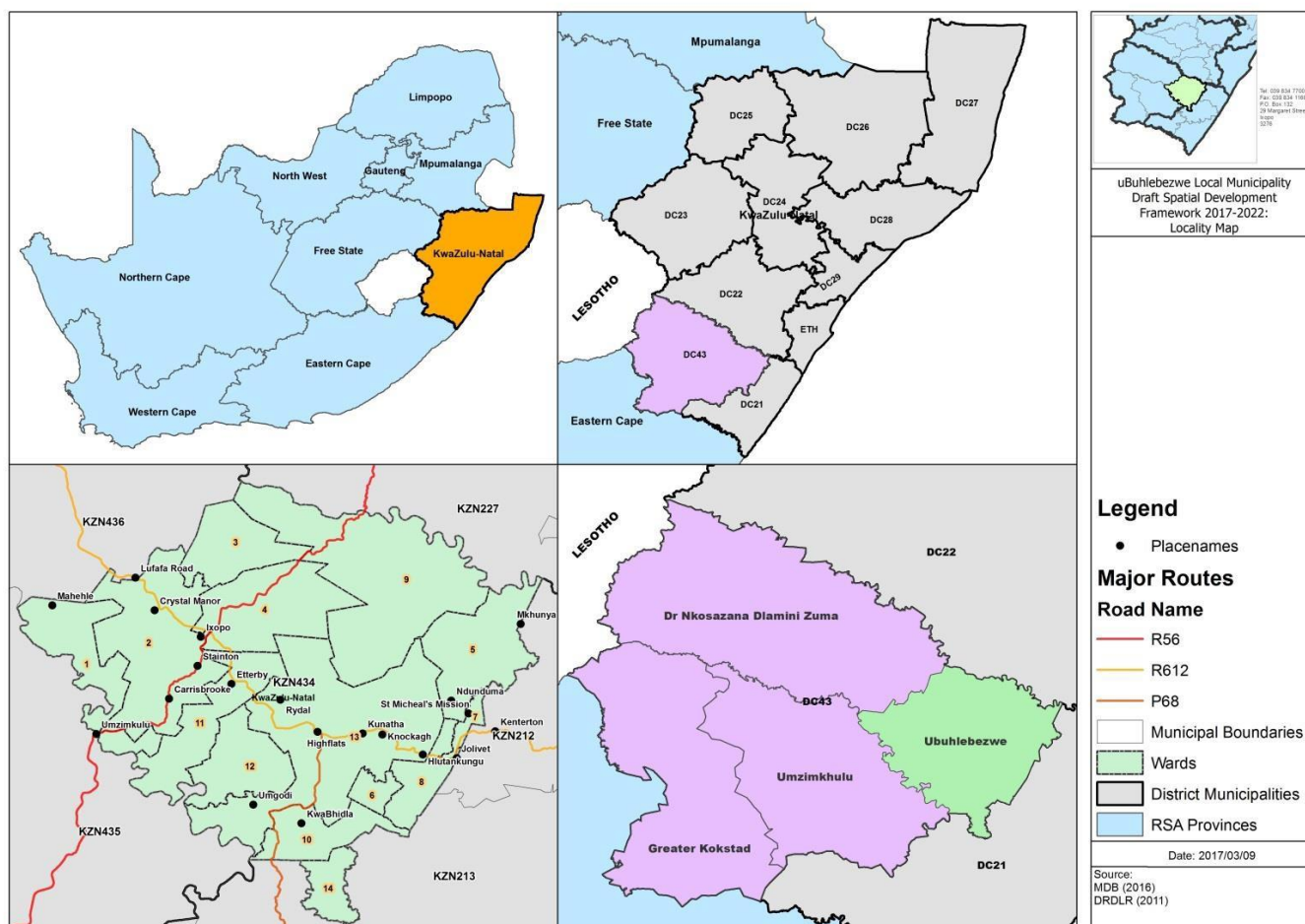


Fig 1: Spatial Location of Ubuhlebezwe Municipality

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) spread out throughout the area with the majority of its population residing in the rural areas. The major economic drivers in the ULM area are agriculture, mining, manufacturing, construction, utilities, business services and tourism. Among these economic sub-sectors,

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

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

Demographic Profile

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

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

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

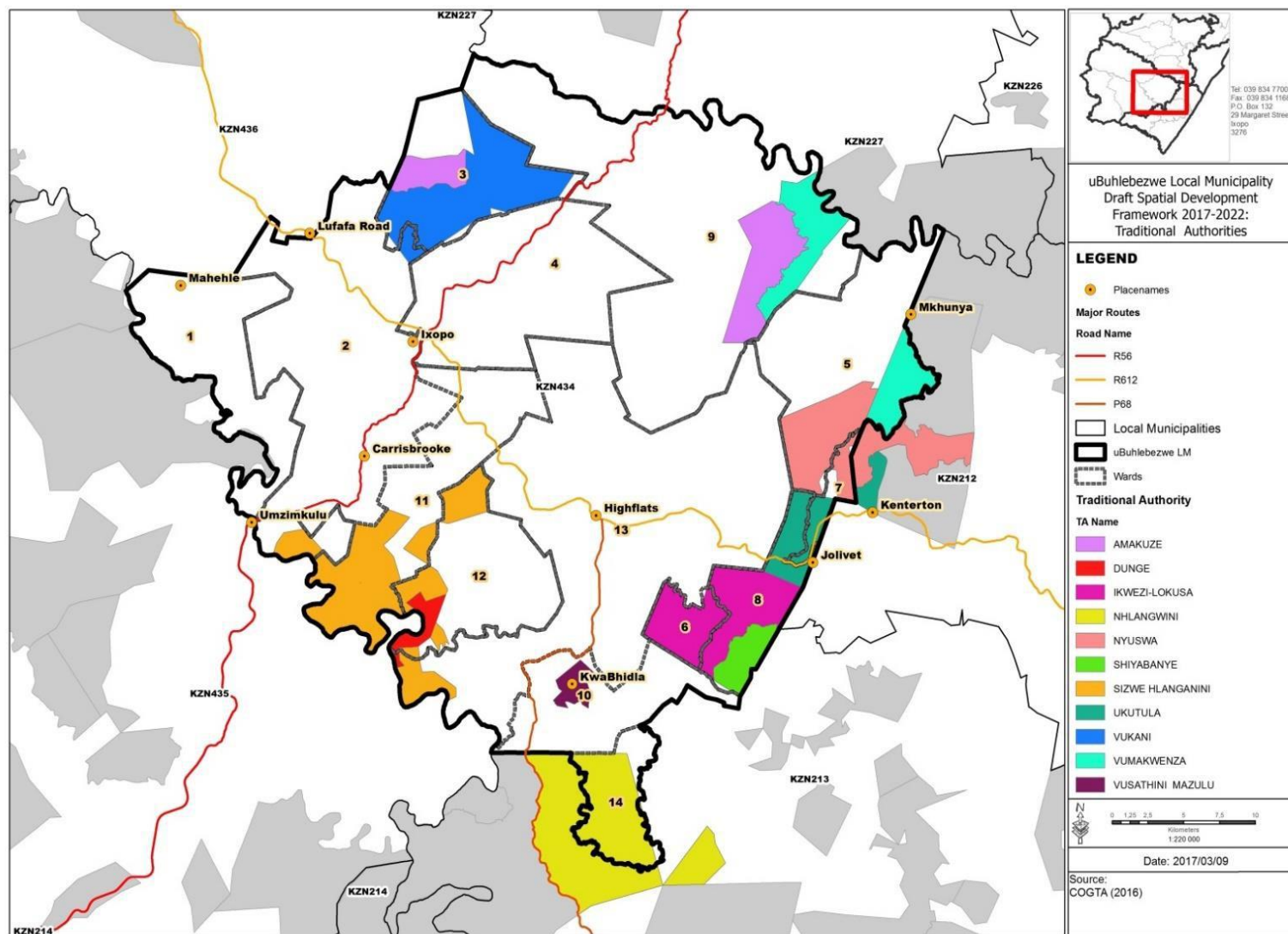
Children between the ages of 0-14 contribute a portion of 40, 4% towards the total population of uBuhlebezwe. Elderly people from 65+ within the existing population contribute 6.8%. The observable dependence ration of people between people living

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

Wards and Traditional Authority Areas depicted on a map

Traditional Authority Area

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



Fg 2: Traditional Authorities

Economic Profile

District Economy

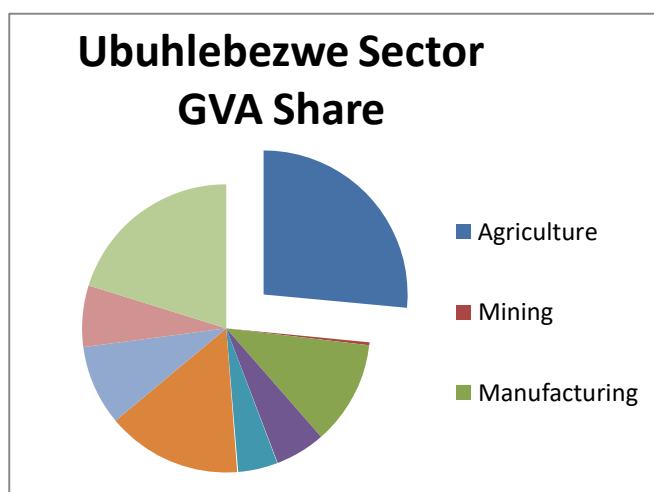
The most prominent employment sectors within the District are Agriculture including cattle, dairy, poultry, citrus, sugar-cane, fruit, and forestry, followed by Community Services, Trade and Domestic Employment. Up to 10,6% of the working population in the District are involved in construction and small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

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

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

Source: Department of Economic Development, Tourism and Environmental Affairs

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



Source: Department of Economic Development, Tourism & Environmental Affairs

Employment status

The table below depicts the total number of employment from 2010 to 2015. The table shows a steady increase in the total number of people employed except for 2011 which experienced a decline to 19 631 from 20 217 in 2010. In terms of

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

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

Community Survey 2016

Spatial Profile

Access

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

Settlement Patterns

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

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

How this plan was developed

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

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

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

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

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

Participation Mechanisms

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

- *IDP Representative Forums*

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

- *Media*

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

- *Notices*

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

- *Ward level IDP meetings*

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

- *Centralised Ward Committee meetings*

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

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

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

Meeting	Date	Venue	Participants
IDP Public Consultation	15/10/2019	Bhobhobho Hall	Wards : 5,7,8 & 9
IDP Public Consultation	16/10/2019	Kwathathani Hall	Wards : 6,10,12,13 & 14
IDP Public Consultation	17/10/2019	Chibini Hall	Wards : 1,2,3,4 & 11
Ratepayers meeting	23/10/2019	Soweto Hall	Ratepayers
IDP	10/10/2019	Municipal Council Chamber	All government
Representative Forum			departments, Management from the municipality
Ward meeting Committee	06/03/2020	Soweto Hall	Ward Committee members, councillors. CDW's, Ward Support Clerk, Municipal Management & Officials
Approval and submission of the Draft IDP to COGTA	31 March 2020	COGTA	Local Municipality
Publication of the Draft IDP (21 days' notice)	April 2020	Local Municipality	Local Municipality

Table 1:Stakeholder Participation during the IDP process

Key challenges facing the Municipality

Municipal Transformation & Organisational Development

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

Service Delivery & Infrastructure Development

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

Municipal Financial Viability

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

Social & Local Economic Development

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

Cross Cutting Interventions

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

Good Governance and Public Participation

- There are not challenges experienced with this KPA

VISION , GOALS & OBJECTIVES:

Goals	Objectives	Strategies	KPA	PGDS
<p>Sustainable Economic Growth and Development.</p> <p>Establishment of socio economic infrastructure investment that will attract, retain business and create a great place to live in.</p>	To improve performance and functioning of the municipality	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Publishing of 2020/21 draft annual budget and draft IDP • Publishing the 2020/21 annual budget and IDP • Coordination of centralised ward committee • Submission of OSS progress report to Social Developmet portfolio 	<p>Municipal transformation and institutional development</p> <p>Good governance and public participation</p>	<p>Human and Community Development</p> <p>Human and Community Development</p>

	To develop staff to ensure effective service delivery through trainings	<ul style="list-style-type: none"> 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 environment	<ul style="list-style-type: none"> Monitor that evacuation drills are conducted Monitor maintenance of law and order 	Basic service delivery & infrastructure development	Human and Community Development
	To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	<ul style="list-style-type: none"> Monitoring of the prioritised capital projects Inspection of prioritized Capital Projects Monitor Maintenance of municipal parks Monitor collection of waste from households and businesses Monitor the coordination of clean up campaigns Construction of roads, halls, sportsfields and other infrastructure Upgrade of sports fields Maintenance of access roads Monitoring of meetings with DoHS Processing of Building and alteration plans Electrification projects 	Basic service delivery & infrastructure development	Strategic Infrastructure Response to climate change Spatial equity Environmental Sustainability
	To improve sustainable economic growth and development	<ul style="list-style-type: none"> 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

		<ul style="list-style-type: none"> • Monitor the creation of jobs through EPWP • Monitor the implementation of Youth Programme • Creation of jobs through LED projects 		
	To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	<ul style="list-style-type: none"> • Train unemployed youth • Monitor Library services awareness campaign • Coordination of career exhibition • Coordination of teenage pregnancy campaigns • Conducting of HIV and sexual assault campaigns 	Social and local economic development	Human and Community Development
	To practice sound financial management principles	<ul style="list-style-type: none"> • Monitor the increase of revenue through community safety services • Compliance with the MFMA • Tabling of the 2020/2021 draft annual budget to Council for approval • Submission of the 2020/2021 draft annual budget to PT & NT • Tabling of section 71 reports to finance portfolio committee • Paying service providers within 30 days • Reviewal of monthly reconciliations of assets • Adoption of Budget and Treasury policies • Adoption of the 2020/21 final annual budget • Submission of the final 2020/21 adopted annual budget to NT & PT • 100% spending of MIG projects, small town rehabilitation projects, • Bid processing turn around time 	Financial viability and financial management	Inclusive Economic Growth

		<ul style="list-style-type: none"> Updating and approval of the indigent register 		
	To facilitate spatial development in the entire area of Ubuhlebezwe and at the same time achieve economic social and environmental sustainability	<ul style="list-style-type: none"> Reviewal and submission of annual Spatial Development Framework Monitor the facilitation of building plans Monitoring of Updated Data Sets for GIS 	Cross cutting interventions	Human and Community Development Spatial equity
	To invest in the development of the municipal area to enhance revenue	<ul style="list-style-type: none"> Monitor the increase of revenue through community safety services 	Cross cutting interventions	Human and Community Development

Progress measurement, in terms of the Organizational Key Performance

Indicators linked to departmental indicators

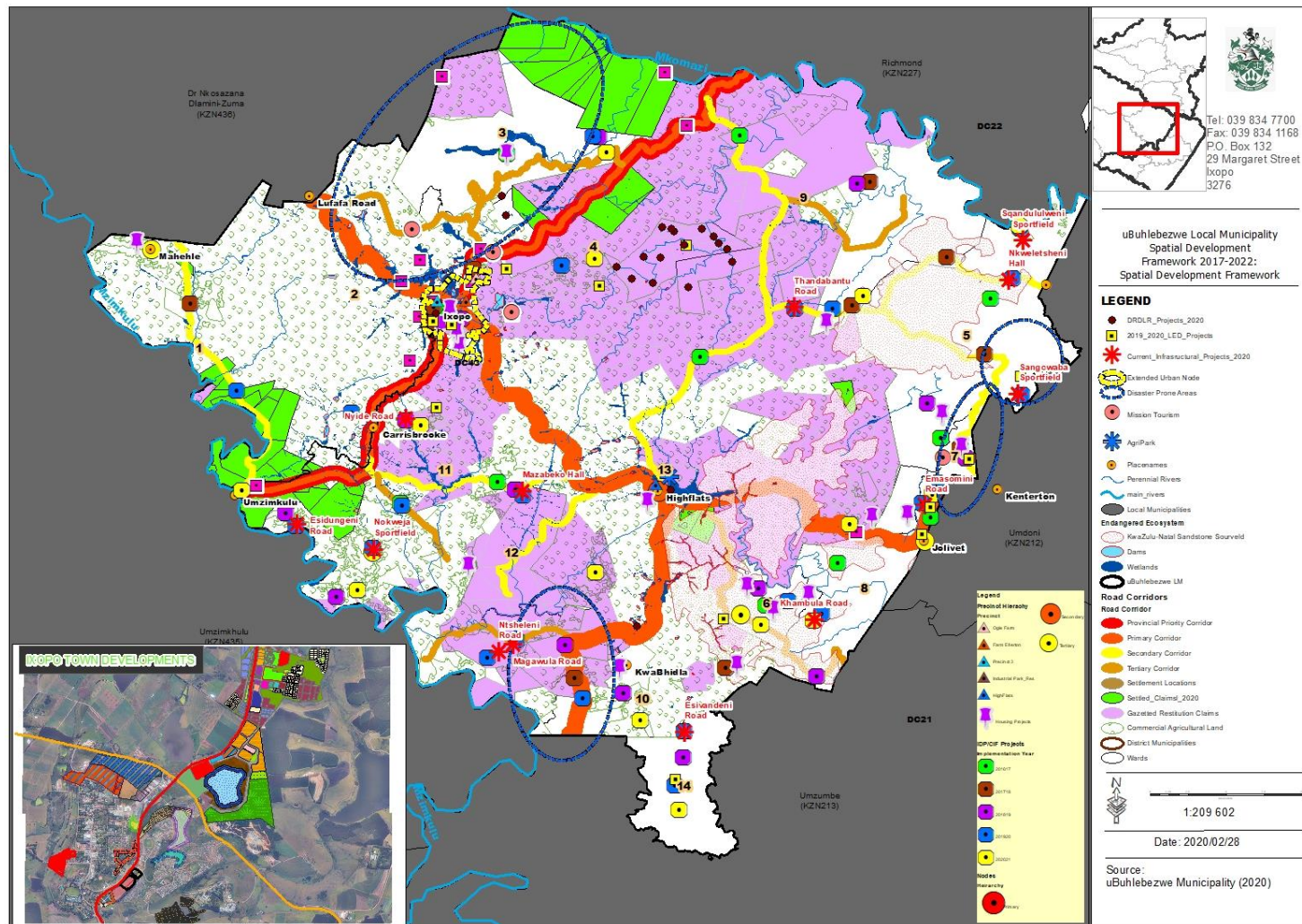
Municipal Systems Act, 2000 (No.32 of 2000), requires that all municipalities develop the Organisational and Individual Performance Management System. Wherein six (6) National Key Performance Areas are outlined, i.e.

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

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

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

Spatial Development Framework 2017-2022



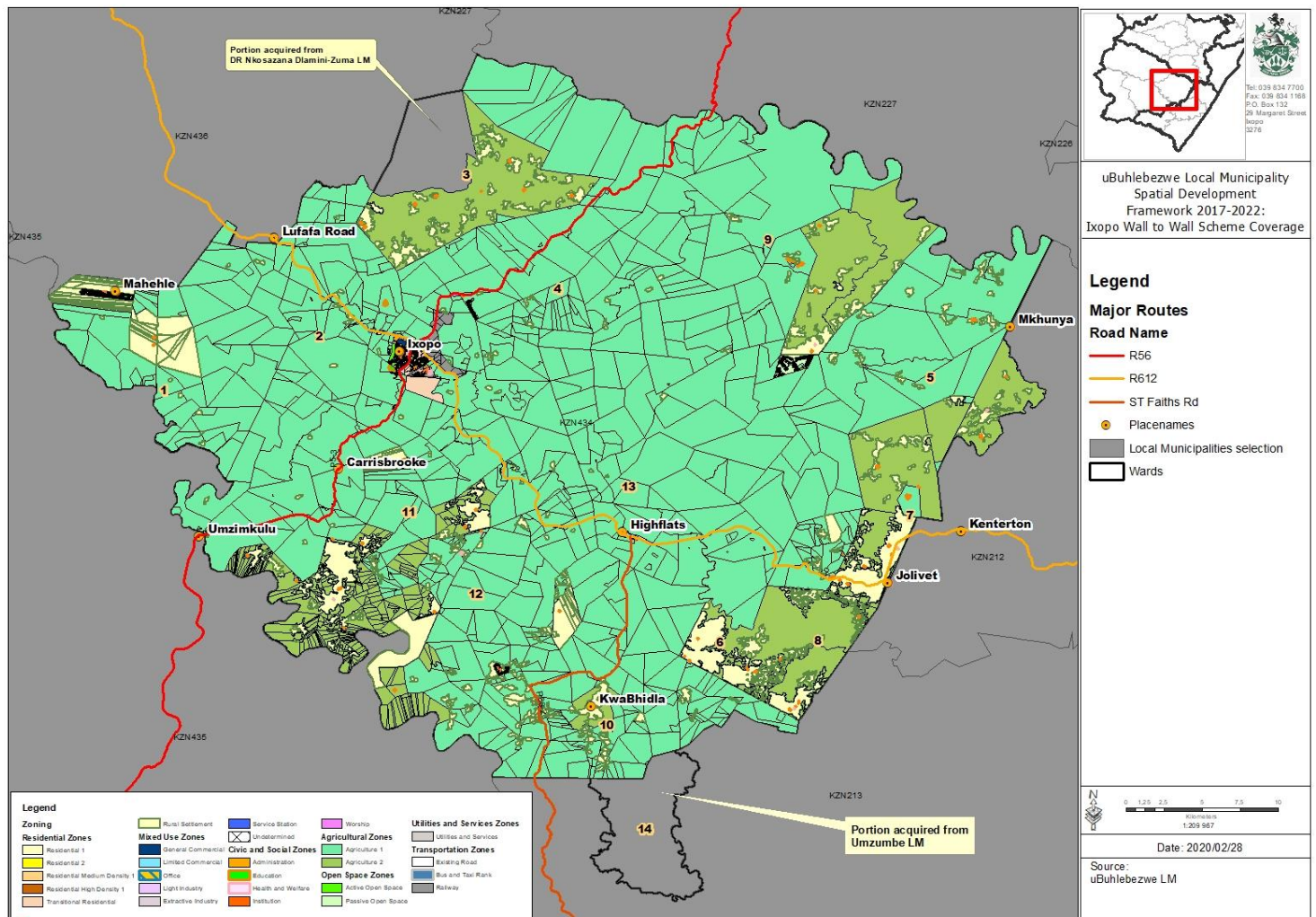
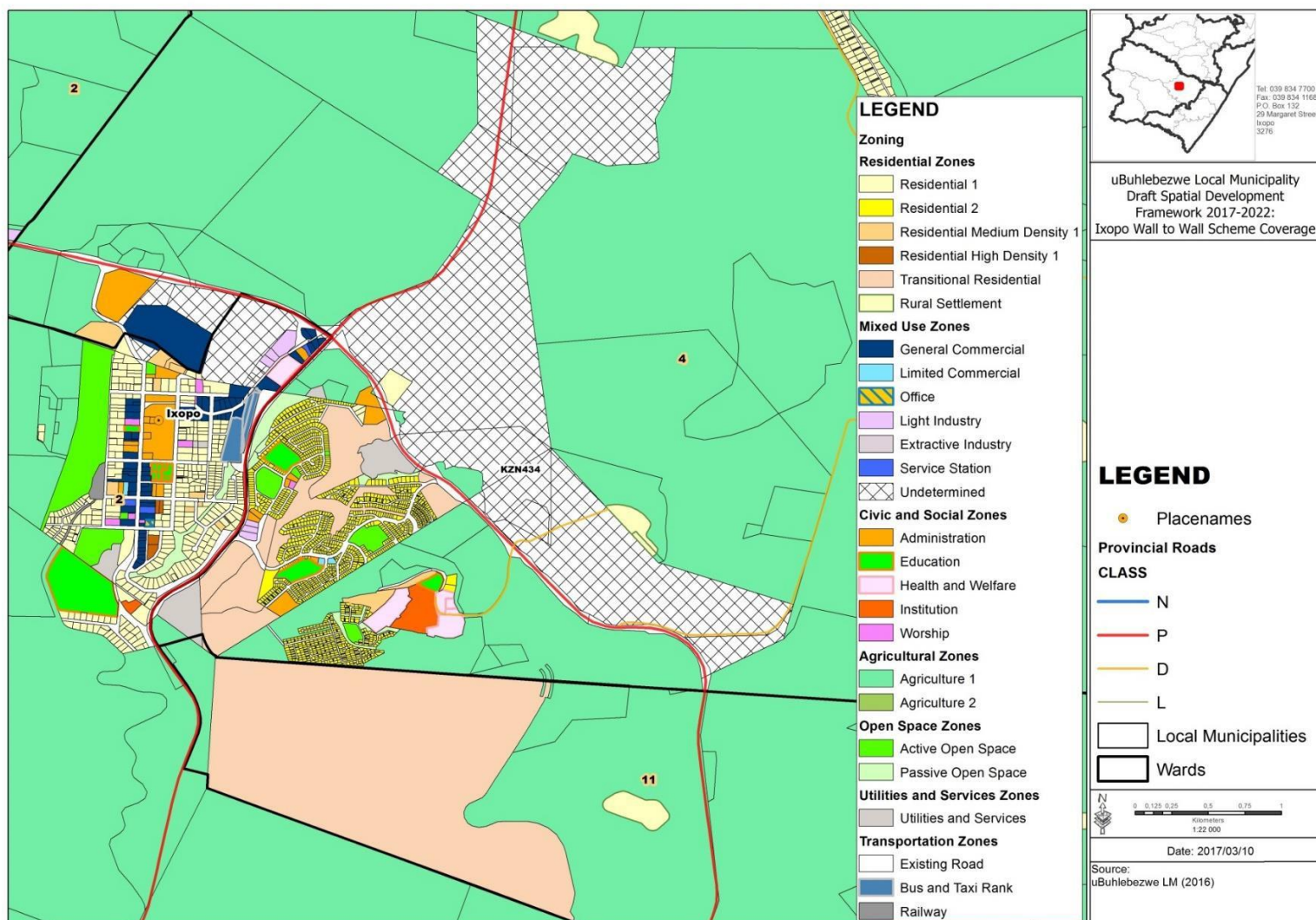


Fig 4: Wall to Wall Scheme



Fg 5 : Wall to Wall scheme coverage

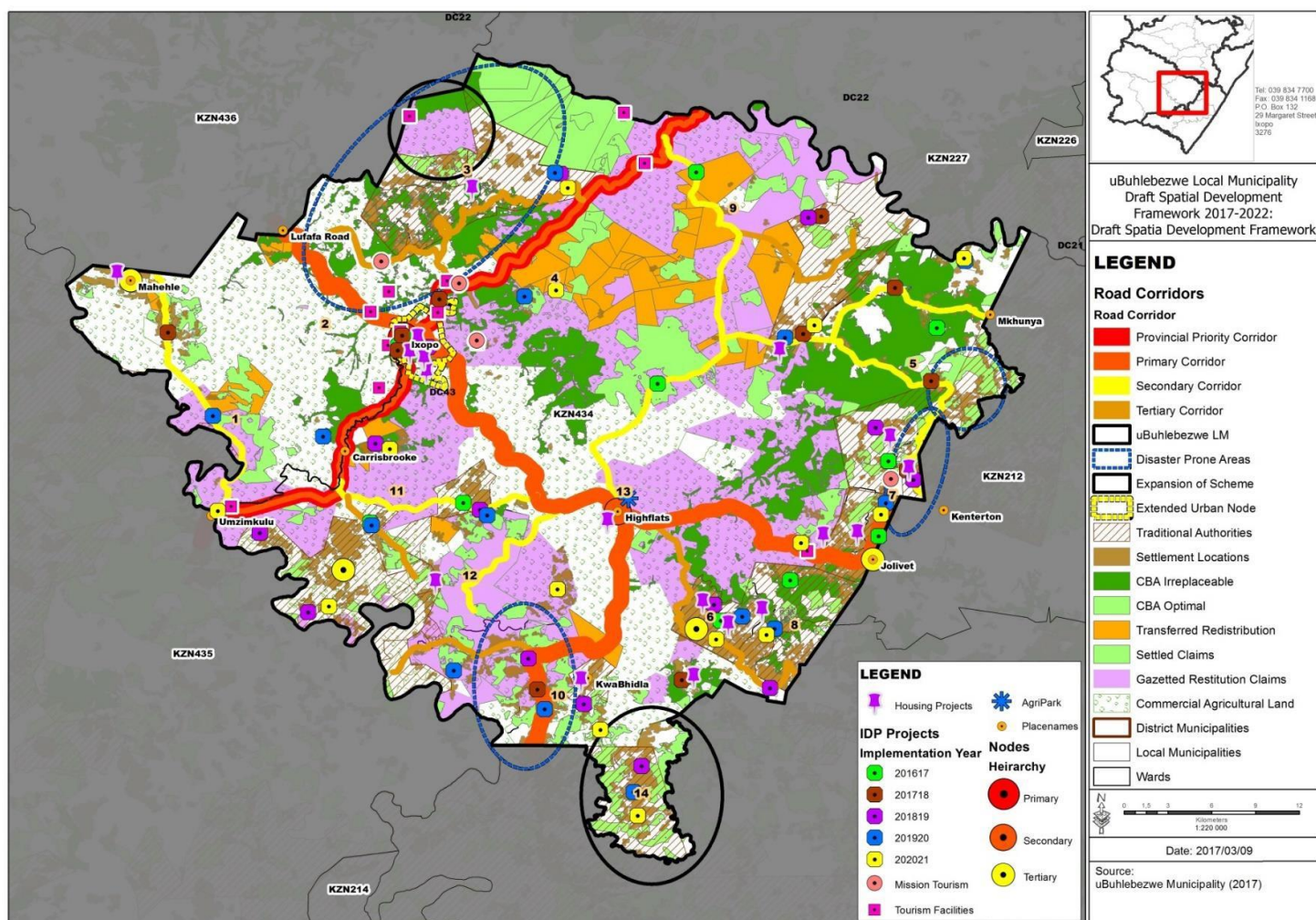


Fig 6 : Road corridors

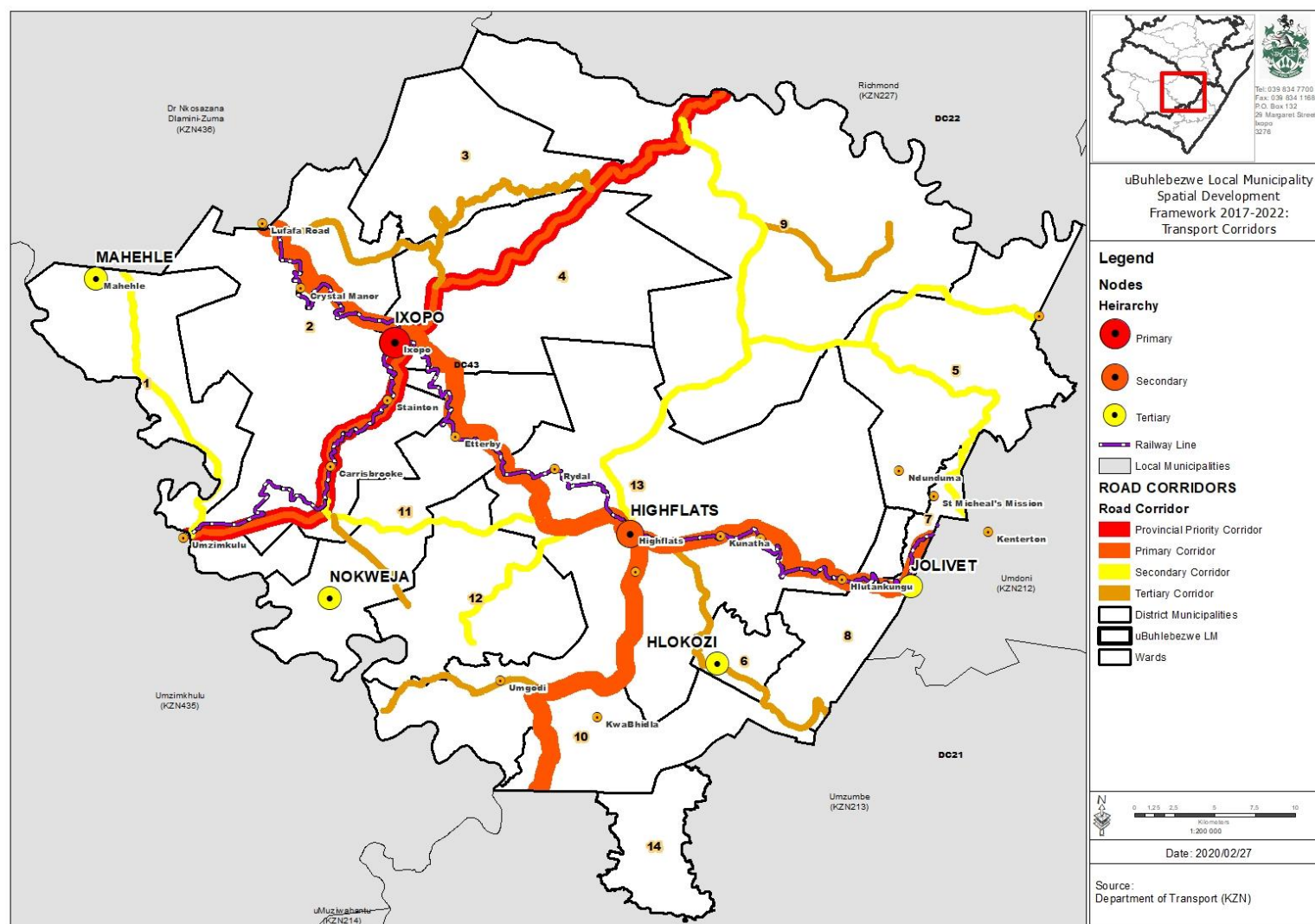
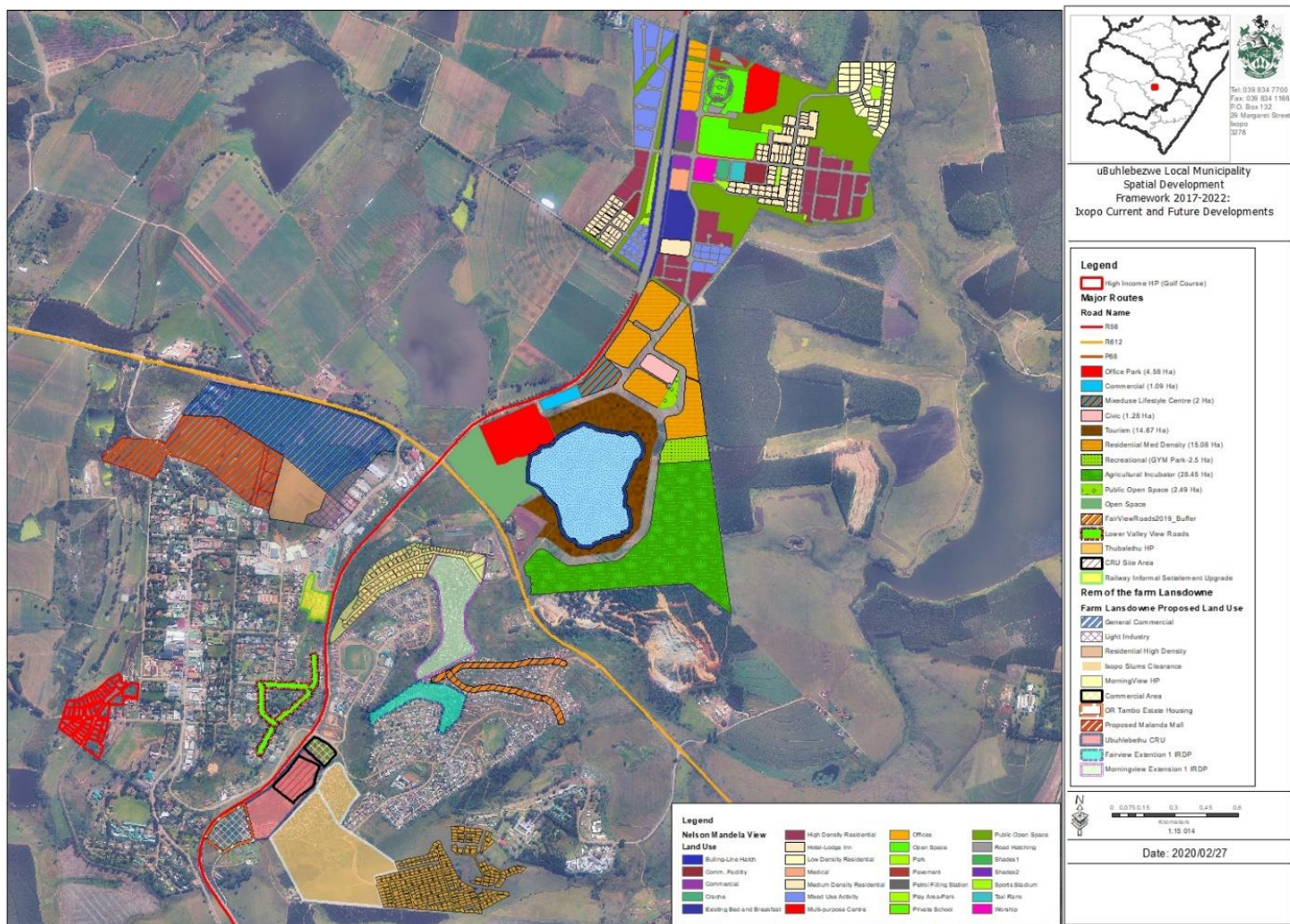


Fig 7 : Transport Corridors



Fg 8 : Existing and future development

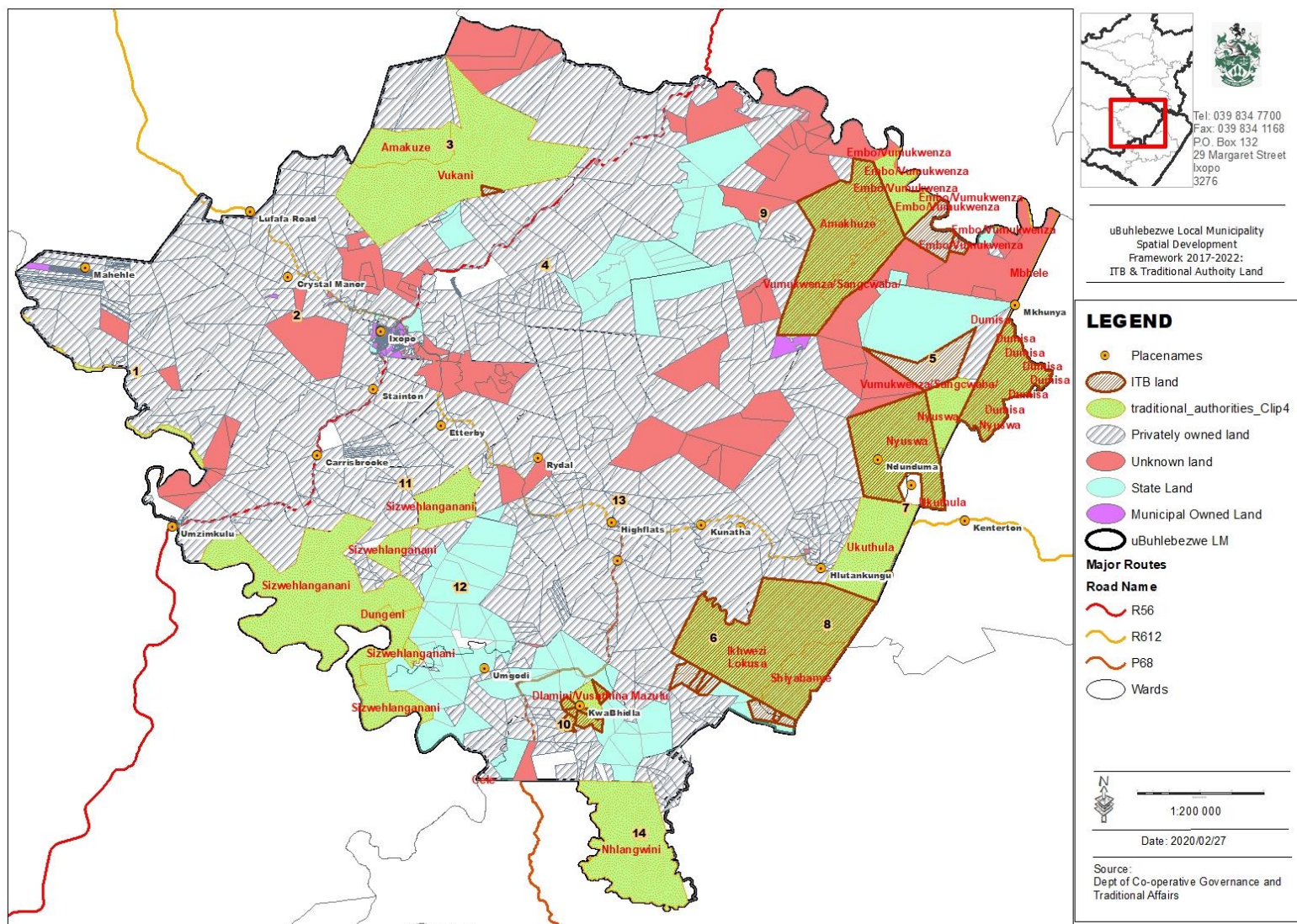


Fig 9: Land Ownership

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

Planning and Development Principles

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

PLANNING AND DEVELOPMENT PRINCIPLES	APPLICATION OF PRINCIPLES
	<p>service delivery projects e.g. LED initiatives and basic shelter closer to the CBD and economic opportunities.</p> <p>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.</p>
<p>Development should be within limited resources (financial, institutional and physical). Development must optimise the use of existing resources and infrastructure in a sustainable manner (<i>CRDP, National Strategy on Sustainable Development</i>)</p>	<p>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.</p>
<p>Stimulate and reinforce cross boundary linkages.</p>	<p>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).</p>
<p>All to have access to basic services (water, sanitation, shelter and energy) must be provided to all households (NDP)</p>	<p>Water, sanitation and shelter developmental infrastructure plans are constantly being aligned between the Water authority (Harry</p>

PLANNING AND DEVELOPMENT PRINCIPLES	APPLICATION OF PRINCIPLES
	<p>District Municipality) and Ubuhlebezwe.</p> <p>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.</p>
Land development procedures must include provisions that accommodate access to secure tenure (<i>CRDP</i>)	Rural housing projects within the municipality seek to give beneficiaries the ownership.
Tackle inherited spatial division (NDP)	<p>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</p> <p>– 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.</p>

Develop social and spatial compacts (NDP)	<p>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</p>
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PLANNING AND DEVELOPMENT PRINCIPLES	APPLICATION OF PRINCIPLES
	<p>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.</p>
<p>Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised</p>	<p>SDF makes provisions for protection of environmentally sensitive areas.</p> <p>We are currently conducting the Strategic Environmental Assessment. The Terms of Reference and SLA of which, have been approved and signed.</p> <p>The Municipality provided skip bins to all homeowner residing in around Ixopo Town to minimise the use of plastic bags, thereby protecting the environment.</p>
<p>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.</p>	<p>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.</p>
<p>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>)</p>	<p>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.</p> <p>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.</p>

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	<p>The municipality has developed a Waste Management Plan which address this issue.</p> <p>The Municipality provided skip bin to all homeowner residing in around Ixopo Town to minimise the use of plastic bags, thereby protecting the environment.</p>
Environmentally responsible behavior must be promoted through incentives and disincentives (<i>KZN PGDS</i>).	<p>The municipality has a cleaning awareness campaign.</p> <p>Processes for the purchase of bins that will be mounted on each street pole have been finalised and the project is underway.</p> <p>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.</p>
-The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each areas unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency (<i>KZN PGDS</i>)	<p>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.</p> <p>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.</p> <p>The planning of the Ixopo town itself is such that, service departments such as home</p>

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

Table 4: Planning and Development Principles

Government Policies and Imperatives

Government Priority	Issue	Municipal Action
Sustainable Development Goals	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • The Municipality creates employment through EPWP and LED grants. Vacant post are also filled timeously by following HR processes. • At Ubuhlebwe, 3 of our Directors are female, Director: IPD, Director SD, CFO. • Through IDP Representative Forum meetings and OSS, the municipality together with the Department of Education are working towards the construction of early childhood development centres. • Though creation of clinics is the Department of health's function, the municipality does provide basic services. • Regarding HIV/AIDS the municipality has made a provision for employee assistance programme. There is an HIV/AIDS coordinator employed by the Municipality who is hands on in coordinating and facilitating HIV/AIDS programs. • The number of people without water, sanitation and housing is declining. • The Municipality's plan is to conclude all MOU's within a period of three Months
National Plan Priorities	<ul style="list-style-type: none"> • More inclusive economic growth, decent work and 	<ul style="list-style-type: none"> • The planning towards economic growth is indeed inclusive. The Municipality's LED strategy addresses

Government Priority	Issue	Municipal Action
	<ul style="list-style-type: none"> 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 	<p>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.</p> <ul style="list-style-type: none"> The town of Ixopo forms the primary development node of the municipality, most economic services are available, It has a high potential for development of industries, commerce and other economic activities and a major education and health centre. The "land release programme", where in there will be housing and business activity taking place will certainly bring more economic activity, create jobs. Currently there is an Ixopo and Highflats precinct plan being developed that seeks to formalise nodes
14 National Outcomes	<ul style="list-style-type: none"> 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 responsive 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- 	<ul style="list-style-type: none"> 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, whereby

Government Priority	Issue	Municipal Action
	<ul style="list-style-type: none"> A diverse, socially cohesive society with a common national identity 	<p>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.</p>
National Development Plan	<ul style="list-style-type: none"> Basic Service Delivery & Infrastructure Local Economic Development Good Governance & Public Participation Municipal Transformation & Institutional Development Financial Viability Cross cutting interventions 	<ul style="list-style-type: none"> A provision of basic services such as water & sanitation has been made by the district as their field of competency, provision of electricity has been facilitated by the municipality working with Eskom. LED & Social Development has identified projects through LED & EPWP that are being implemented and will continue in the following financial years The municipality has developed a process plan which then addresses mechanisms for public participation in the IDP and Budget processes within the municipality The municipality has programmes designed and implemented to improve employment equity and skills development To ensure financial stability within the municipality, ubuhlebezwe has ensured that all debts that are 90+ days old are now handed over, and the municipal budget is spent accordingly, with monthly submissions of section 71 reports Ward Committees are functional in all 14 wards.
State of the Nation Address (SONA 2020)	<ul style="list-style-type: none"> Load Shedding Land reform Gender based violence Youth Crime 	<ul style="list-style-type: none"> The Municipality continues to work with Eskom in the provision of Electricity.

Government Priority	Issue	Municipal Action
		<ul style="list-style-type: none"> Awareness campaigns for people abusing drugs and alcohol are held annually to make them aware of the impact it has on their lives and offering assistance to them accordingly. Corruption - The Municipality has a fully capacitated Internal Audit Unit which also has a Risk and Compliance Officer. There are controls in place to mitigate fraud and corruption. Economy – Through our LED strategy and initiatives, the Municipality is committed to unlocking the economic potential of Ixopo. We are also looking at purchasing land for Development in order to attract investors and boost our economy.
State of the Province Address (SOPA 2020)		<ul style="list-style-type: none">
KZN PGDS (7 Goals)	<ul style="list-style-type: none"> Job creation Human Resource Development Human and Community 	<ul style="list-style-type: none"> 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
	<ul style="list-style-type: none"> • Strategic Infrastructure • Response to climate change • Governance and policy • Spatial equity 	<p>department of education to facilitate the construction of school facilities</p> <ul style="list-style-type: none"> • The municipality, through its LED and EPWP is able to eradicate poverty, also ensuring the healthy environment through cleaning awareness campaigns, human settlements is also on board and are, through our facilitations, building houses for the disadvantaged. SAPS and our community safety department work together in ensuring the safe and secure environment • The municipality has made provision for construction of new roads, rehabilitation of roads, there is also a project called revamping of Carrisbrook Railway as part of our tourism strategy • Working together with the District, are able to deal with disaster management • IGR structures are in place and are functional, where the chairpersons of each KPA are the municipal managers of all our five (5) local municipalities, with the district being the 6th • Spatial is one of the critical components in the IDP hence all municipalities within the district have formed a forum where alignment is being ensured.
Back to Basics		<ul style="list-style-type: none"> • The Municipality reports monthly and quarterly on back to basics. Ubuhlebezwe is a recipient of various awards on Back to basics.
District Development Model		<ul style="list-style-type: none"> • Ubuhlebezwe is part of engagements aimed at Implementing the District Model.

Table 5: Government Policies and Imperatives

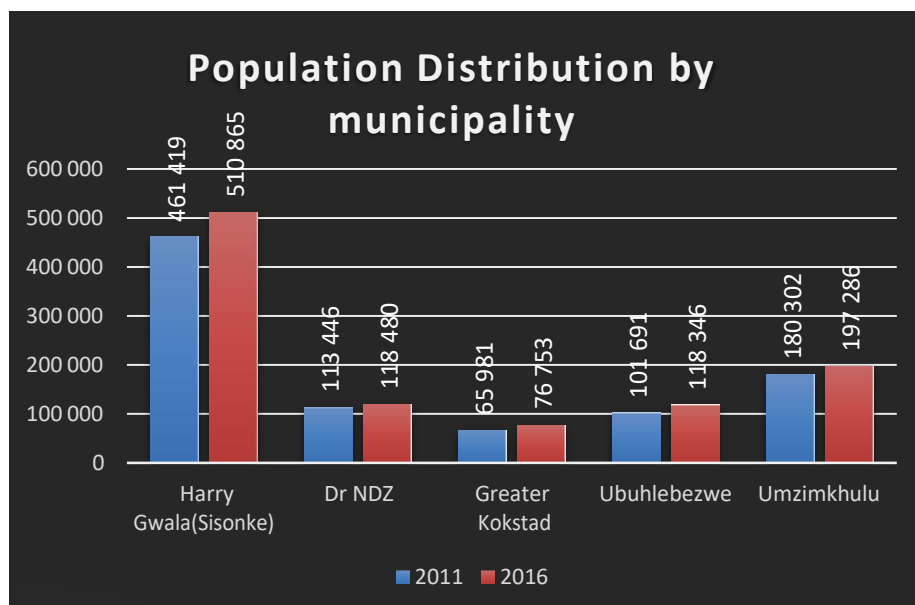
SECTION C: SITUATION ANALYSIS

Demographic characteristics and Analysis

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

Population size

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



Source: Stats SA Community Survey (2016)

Population distribution by gender

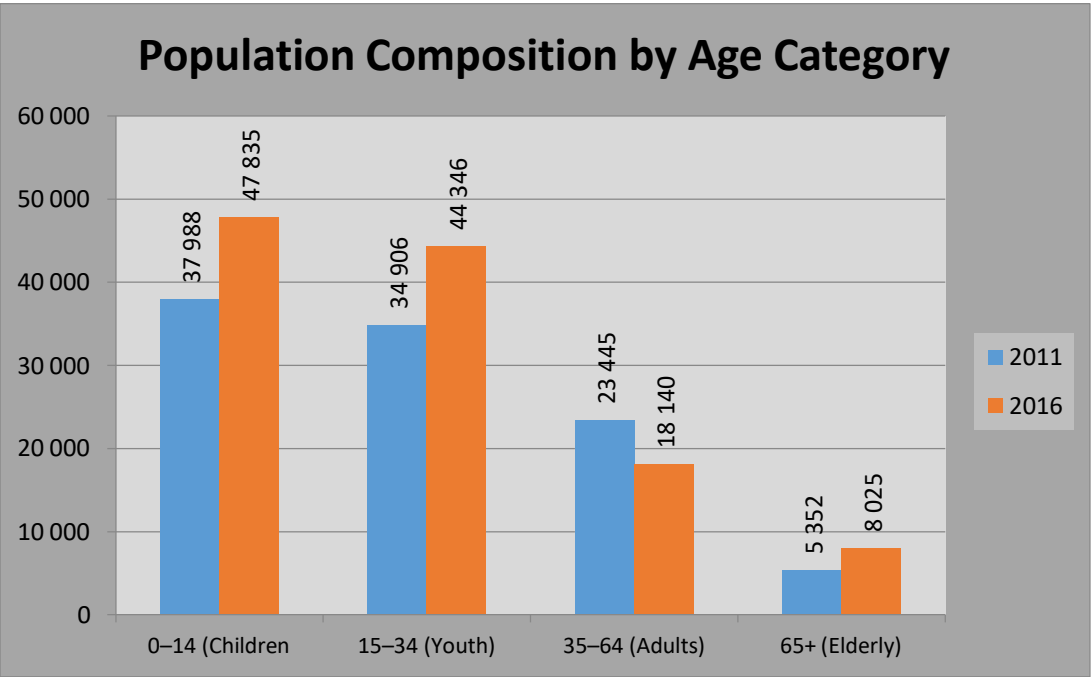
The table below depicts the population distribution by gender for Ubuhlebezwe Municipality for 2011 and 2016. There is a 1% increase in the percentage of males from 2011 to 2016; inversely the females declined by 1% over the same period.

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

Source: Stats SA Community Survey (2016)

Population composition

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



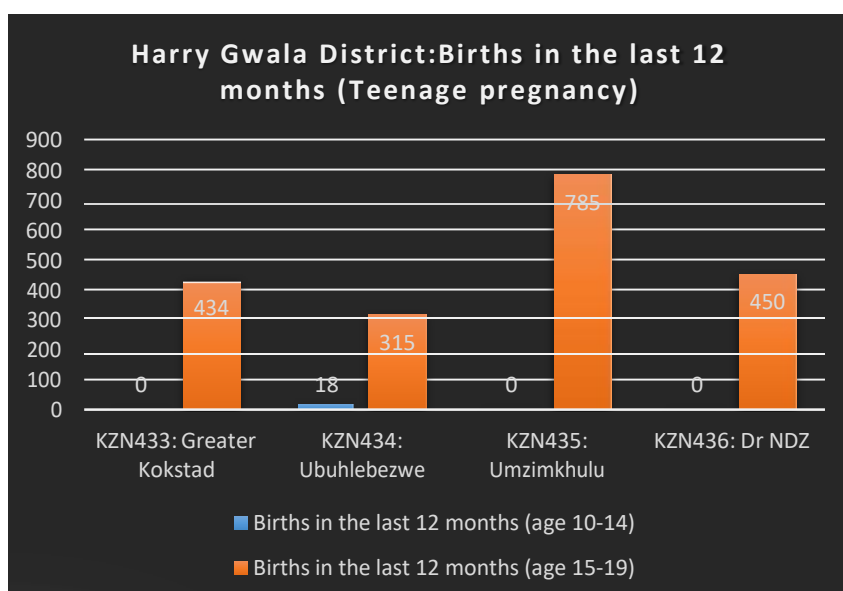
Source: Stats SA Community Survey (2016)

Dependency Ratio

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

Teenage pregnancy

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



Source: Stats SA Community Survey (2016)

Fertility rate

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

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

Source: StasSA mid-year population estimates (2009)

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

Mortality rate

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

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

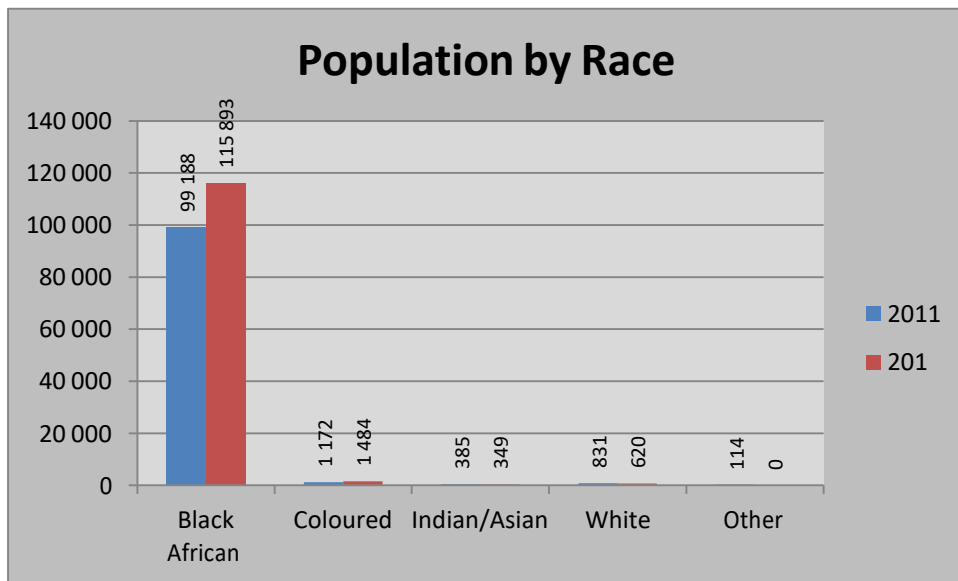
Life expectancy

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

Population groups

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

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



POPULATION GROWTH ESTIMATES: Source: Stats SA.

MID YEAR ESTIMATES FOR HARRY GWALA REGION:

POPULATION:

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

POPULATION BY SEX:

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

POPULATION BY AGE AND SEX:

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

Household and services

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

Electricity

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

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

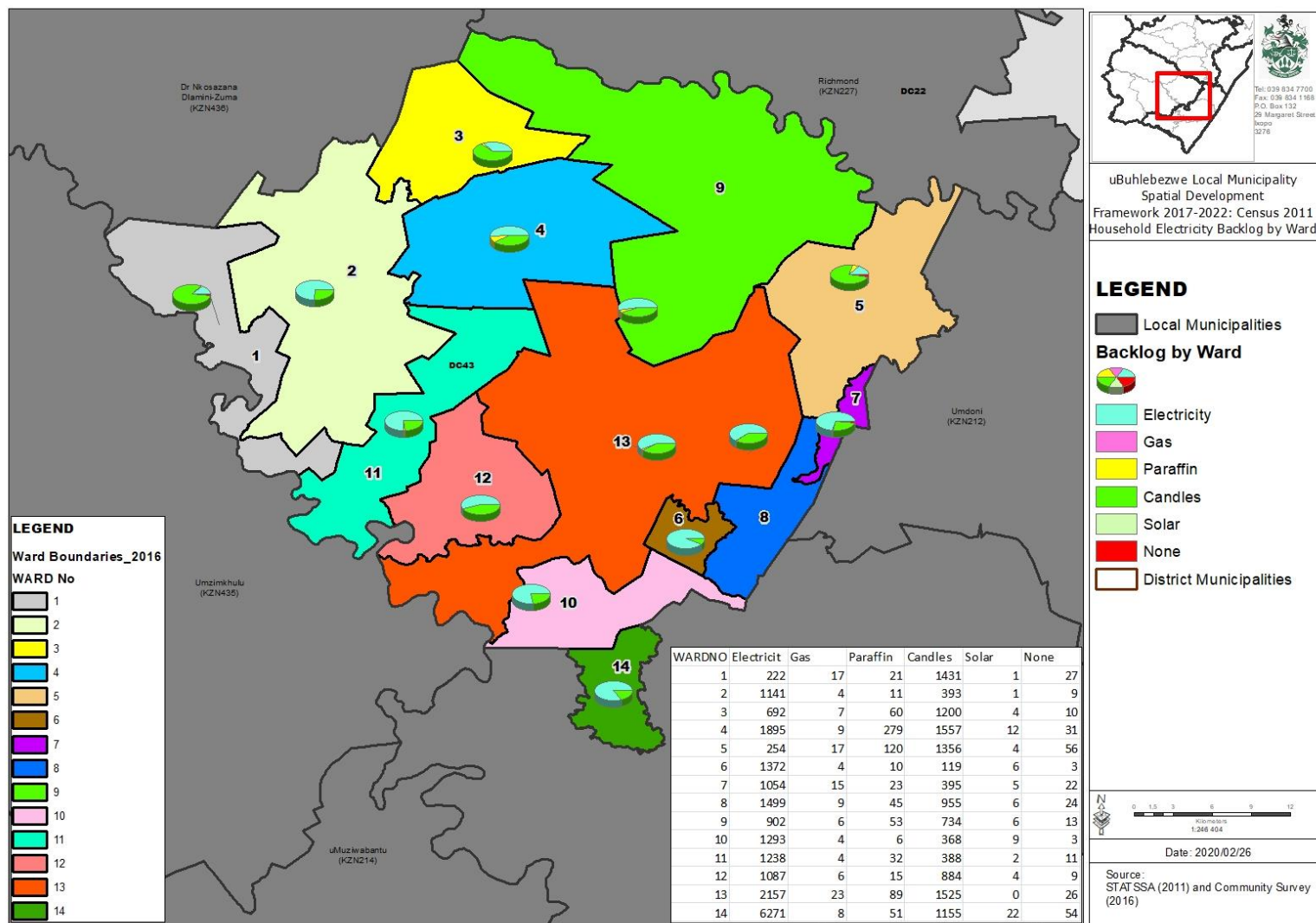


Fig 10: Electricity Backlogs

(Piped) water

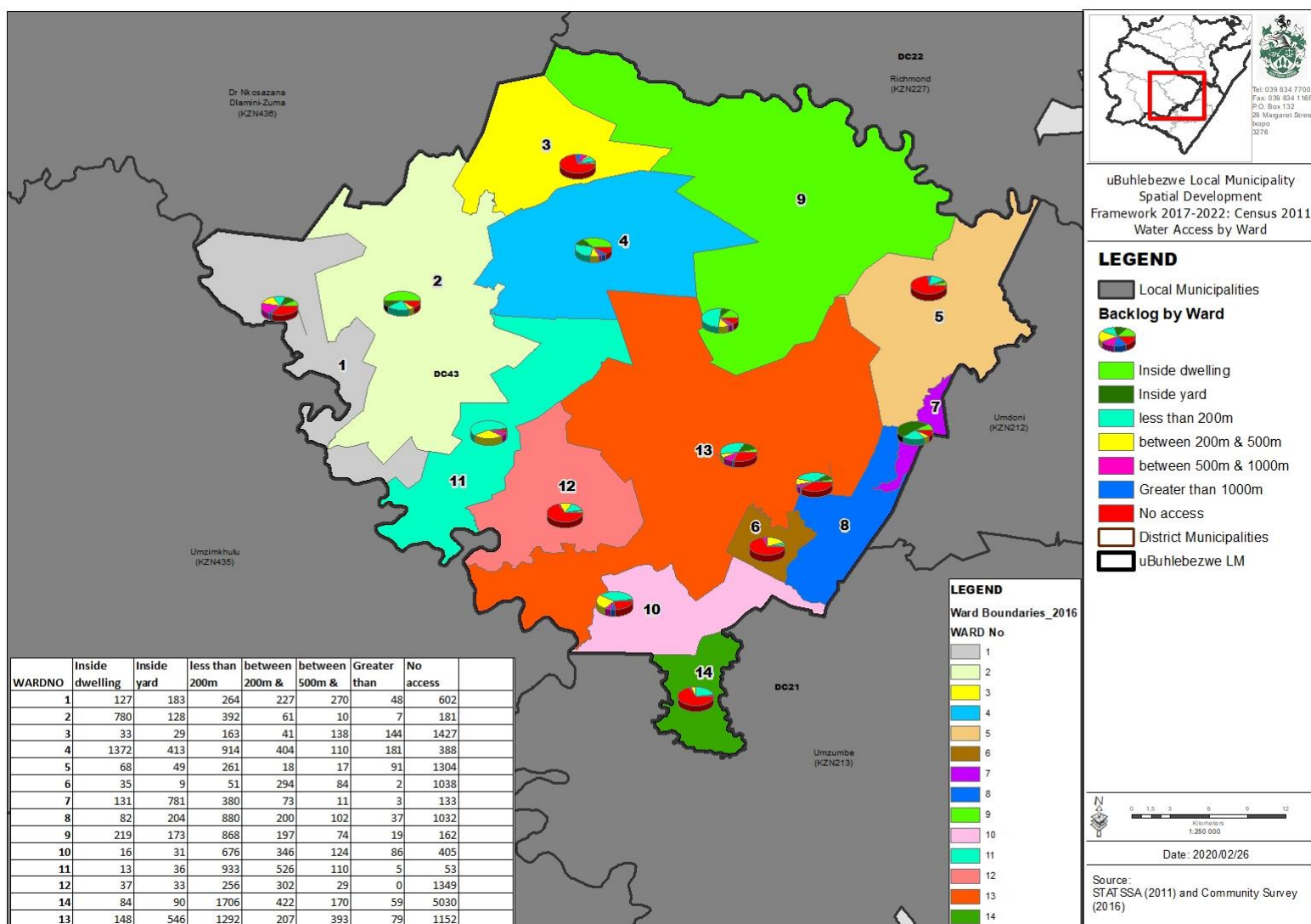
The minimum requirements for acceptable access to Piped Water are:

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

The following constitute backlogs:

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

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



Fg: 11 water backlogs

Sanitation

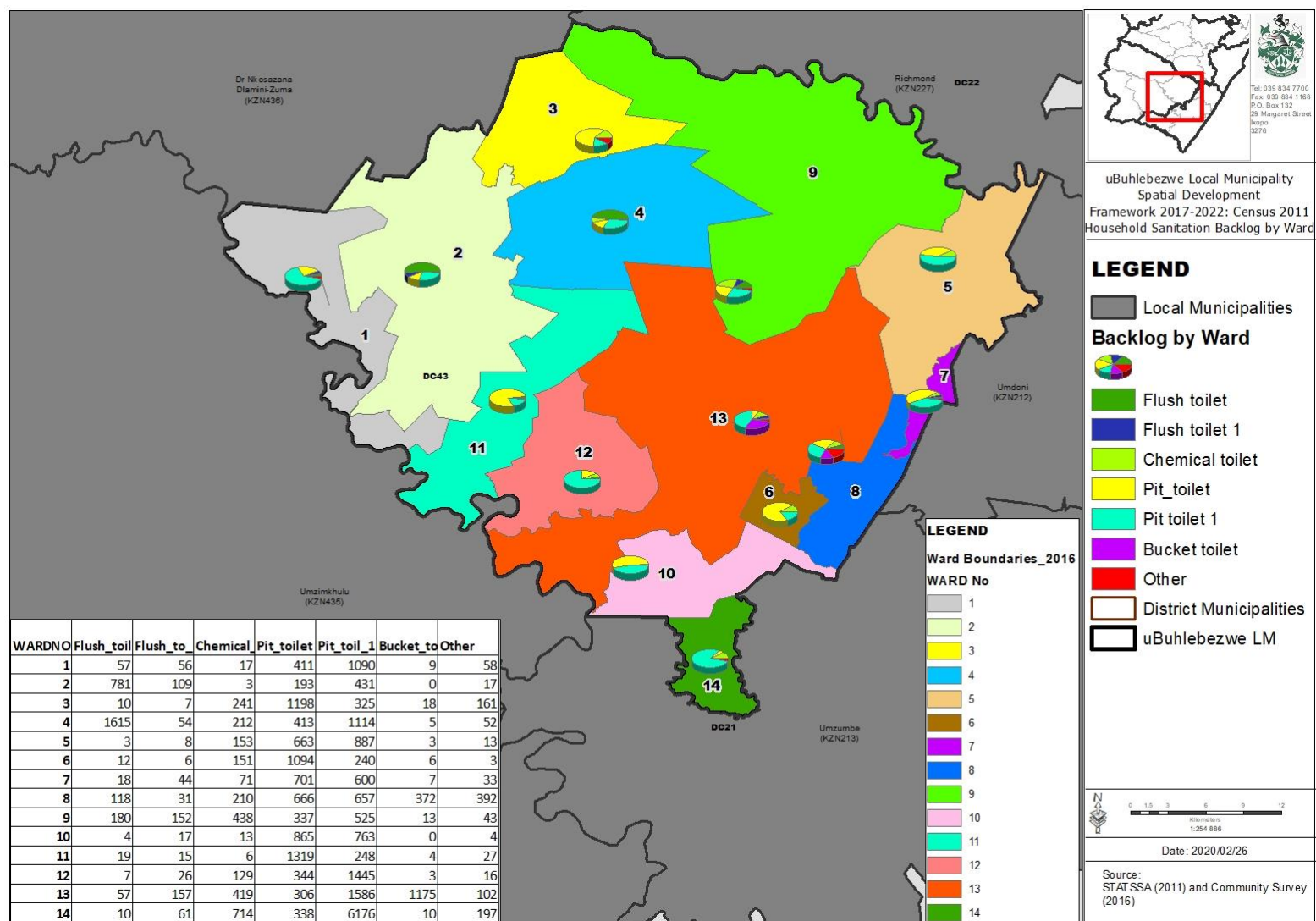
Minimum requirements for acceptable access to Sanitation are:

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

The following constitute backlogs:

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

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



Fg12: sanitation backlogs

Refuse Removal

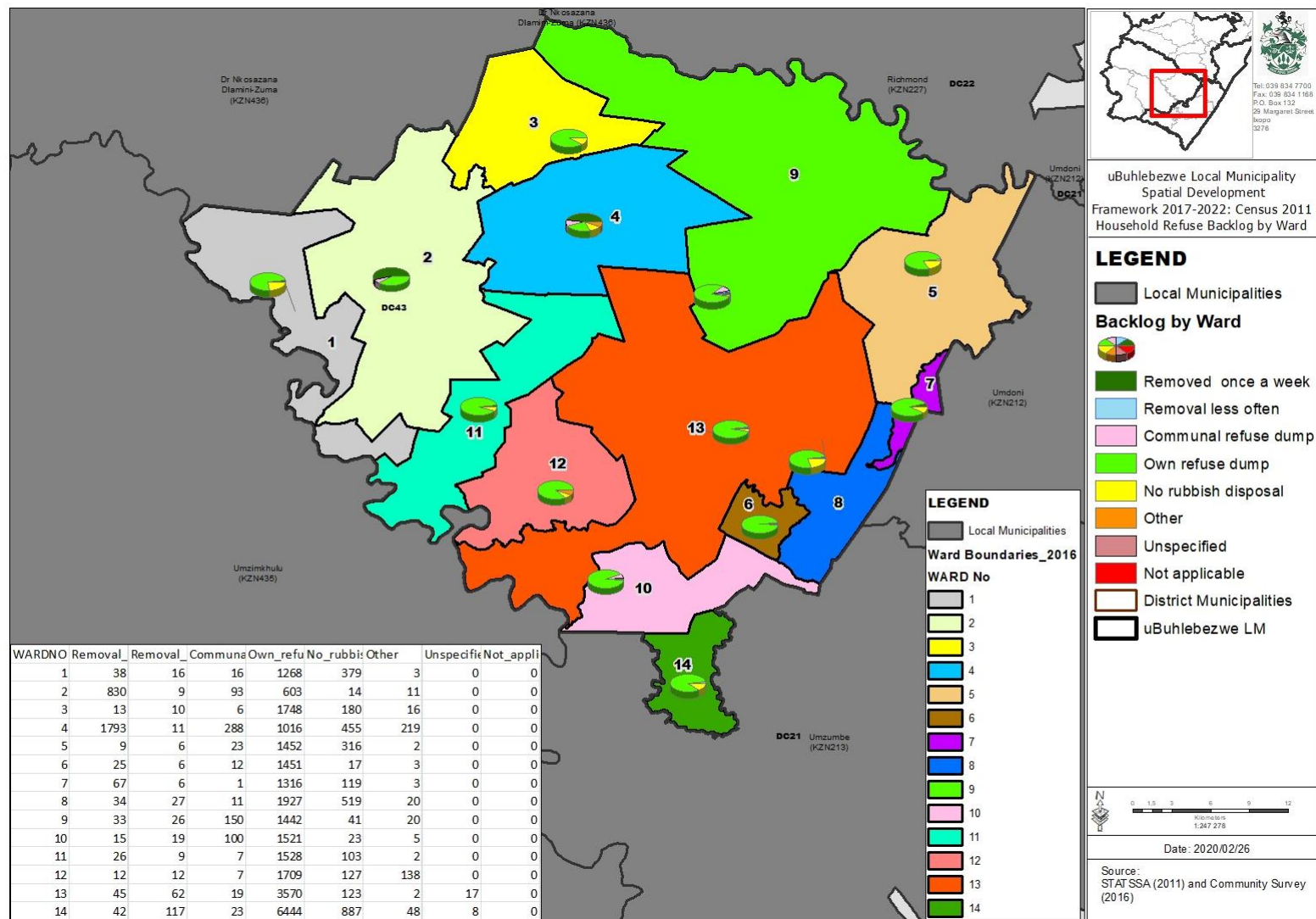
Minimum requirements for acceptable access to Refuse Removal are:

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

The following constitute backlogs:

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

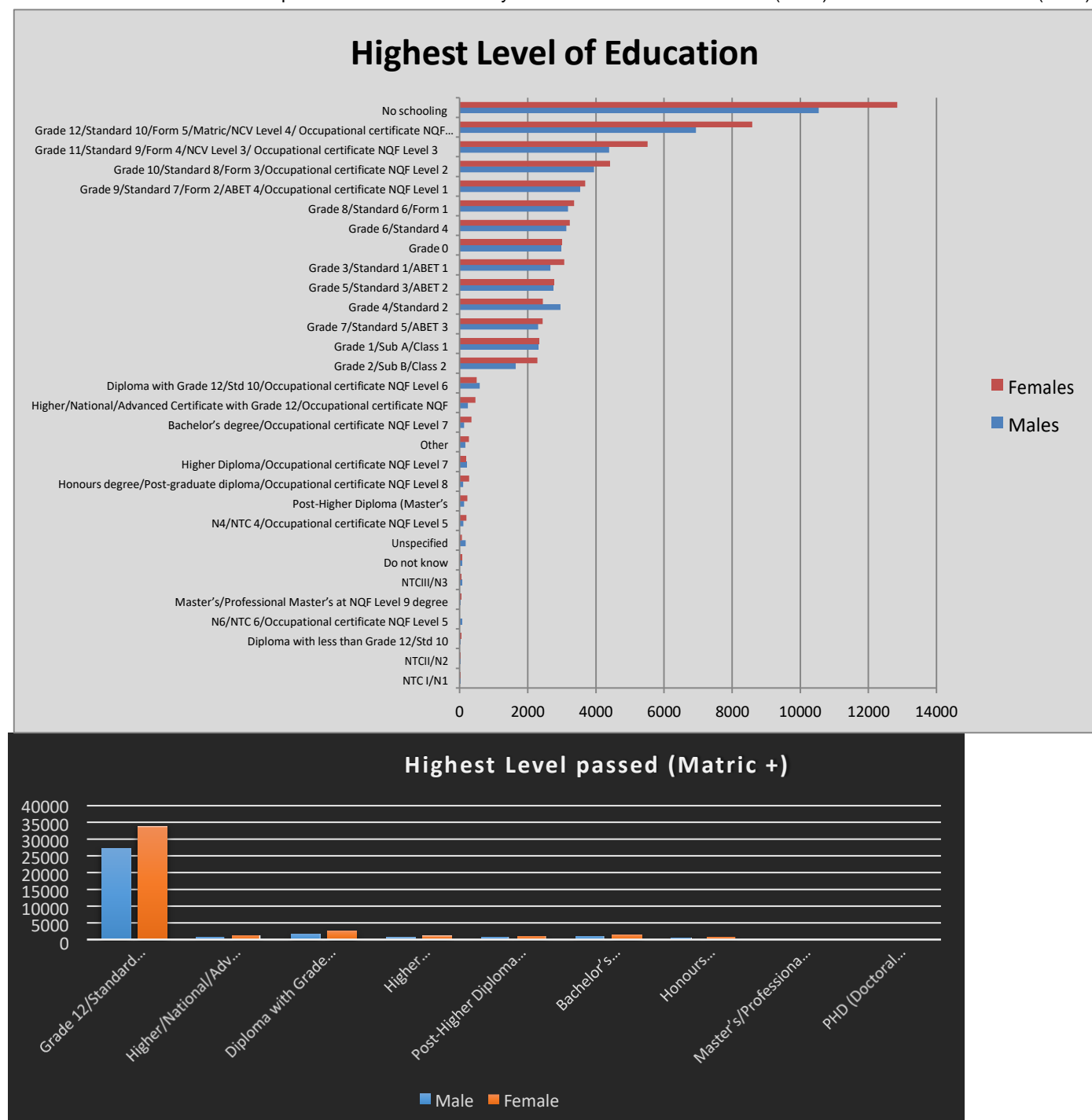
The Refuse Removal backlog in 2011 was 20 432 households. The backlog for 2016 is 109 424 (people). The map below depicts the backlogs from 2011 against the new ward boundaries. (community survey, 2016)



Fg 13: refuse backlogs

Educational status

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



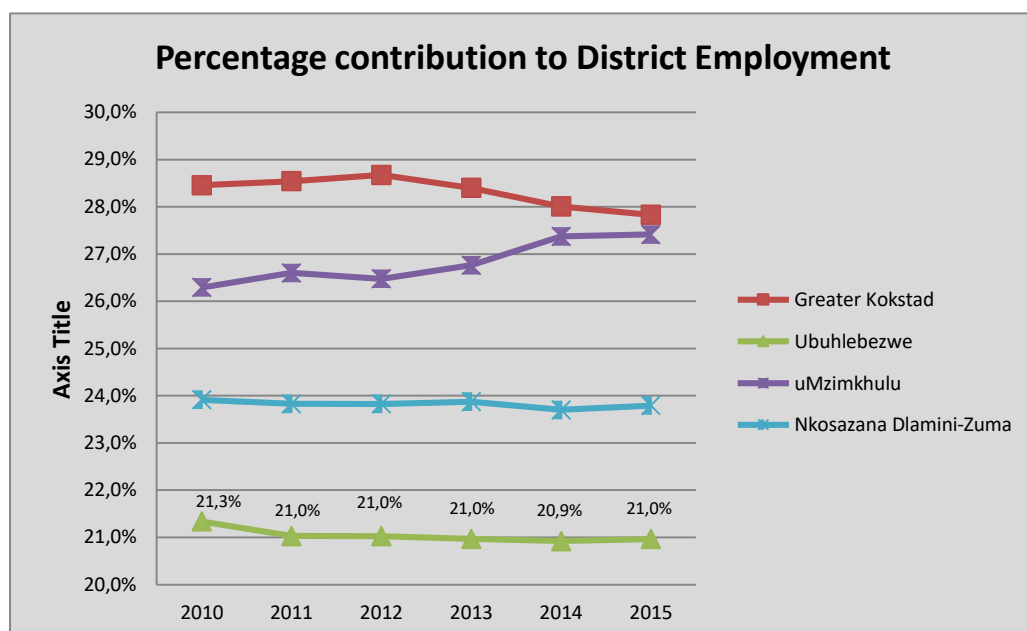
Source: Stats SA Community Survey (2016)

Employment status

The table below depicts the total number of employment from 2010 to 2015. The table shows a steady 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

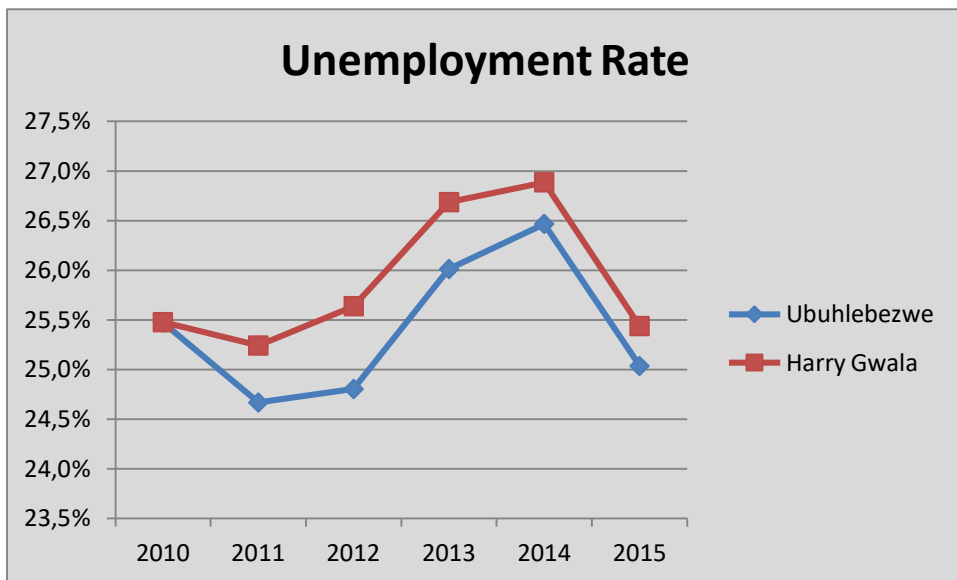
Total Employment per Municipality. Quantec (2015)



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

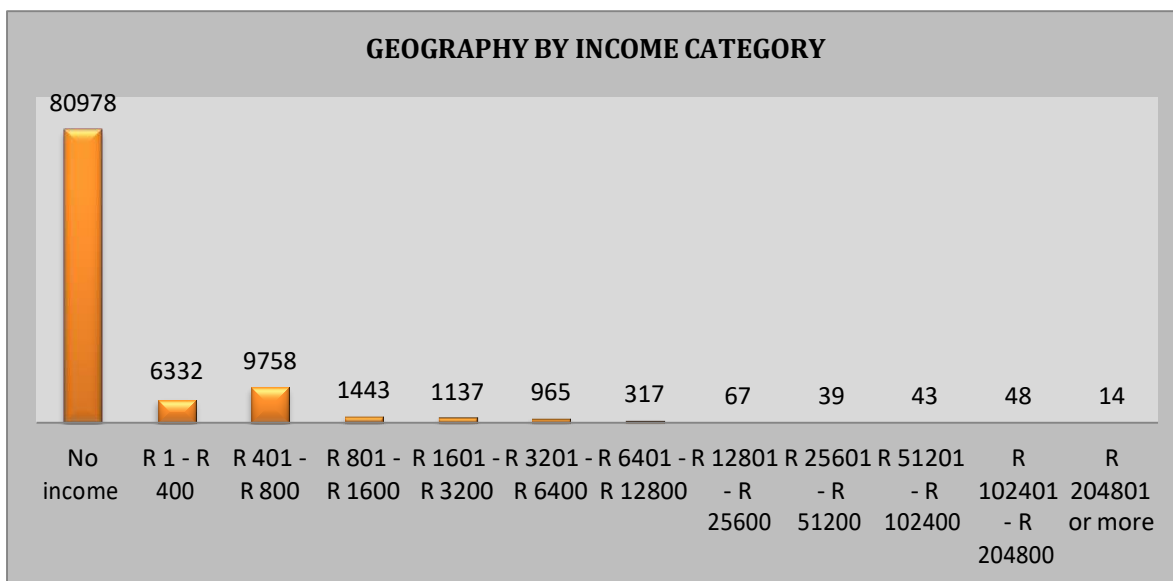
Number of the unemployed people. Quantec (2015)



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

Income status

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

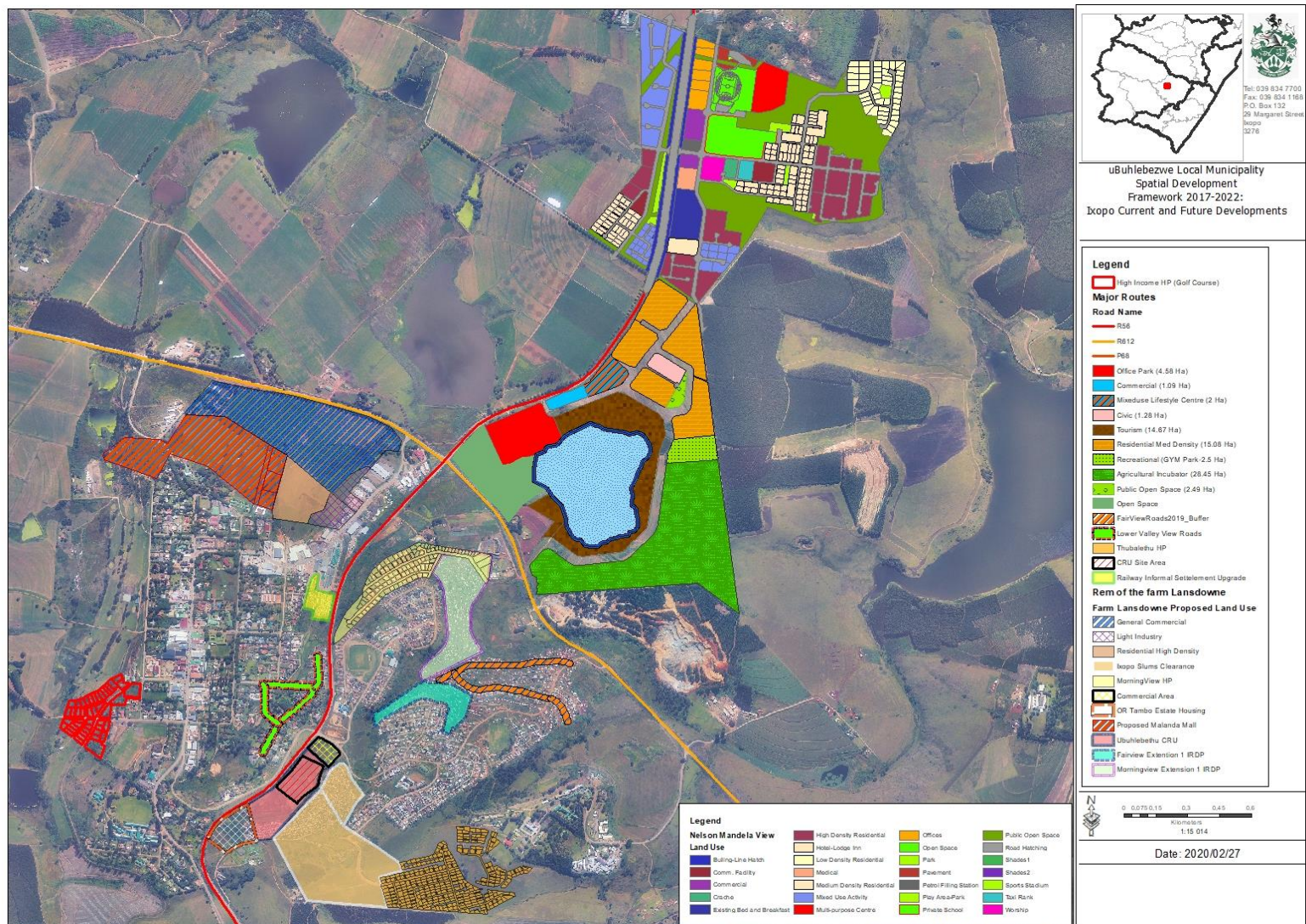


Source: Census 2001 (Stas SA)

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

Source: Census 2011 (Stats SA)

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



Fg14 Current and Future Developments

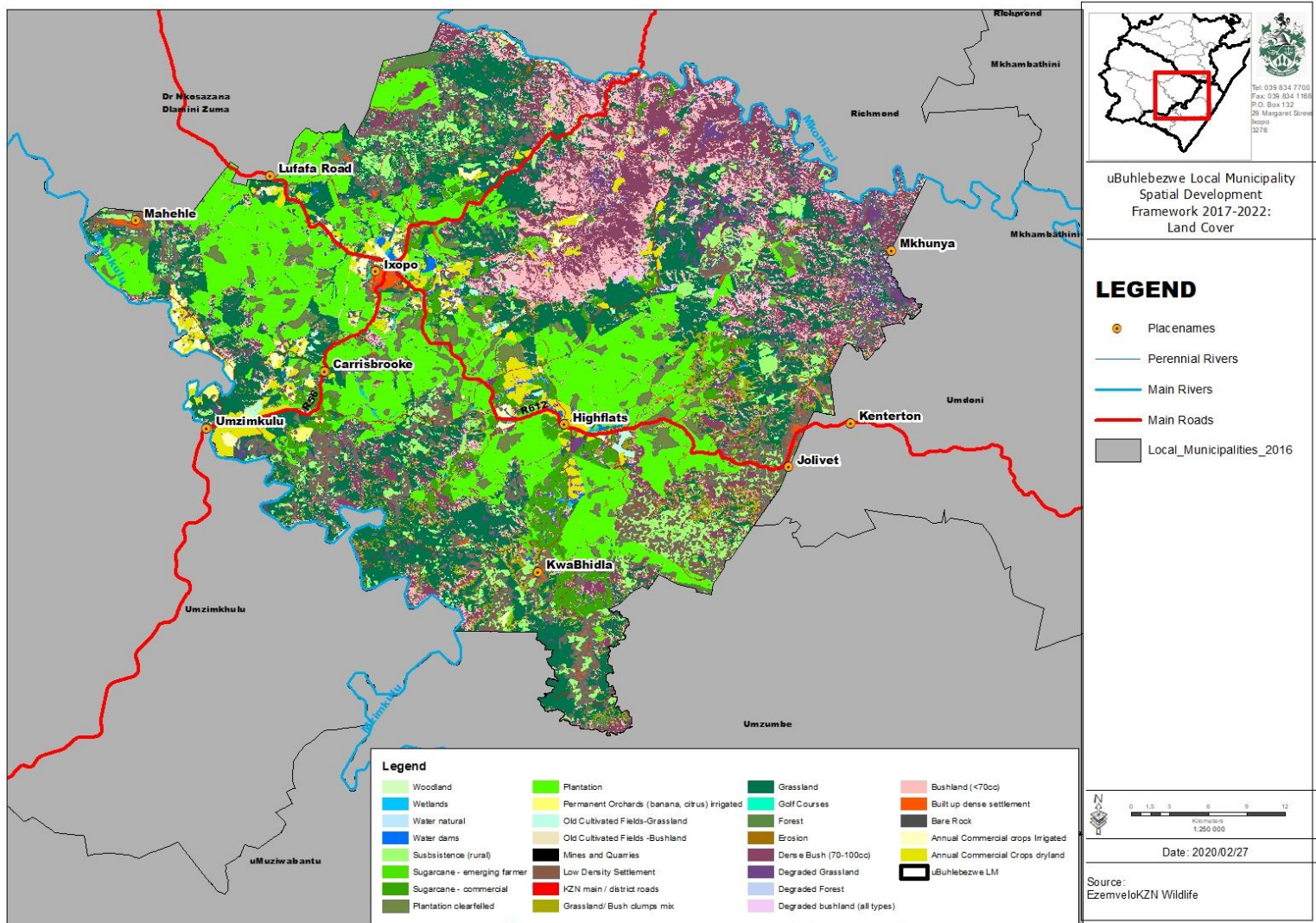
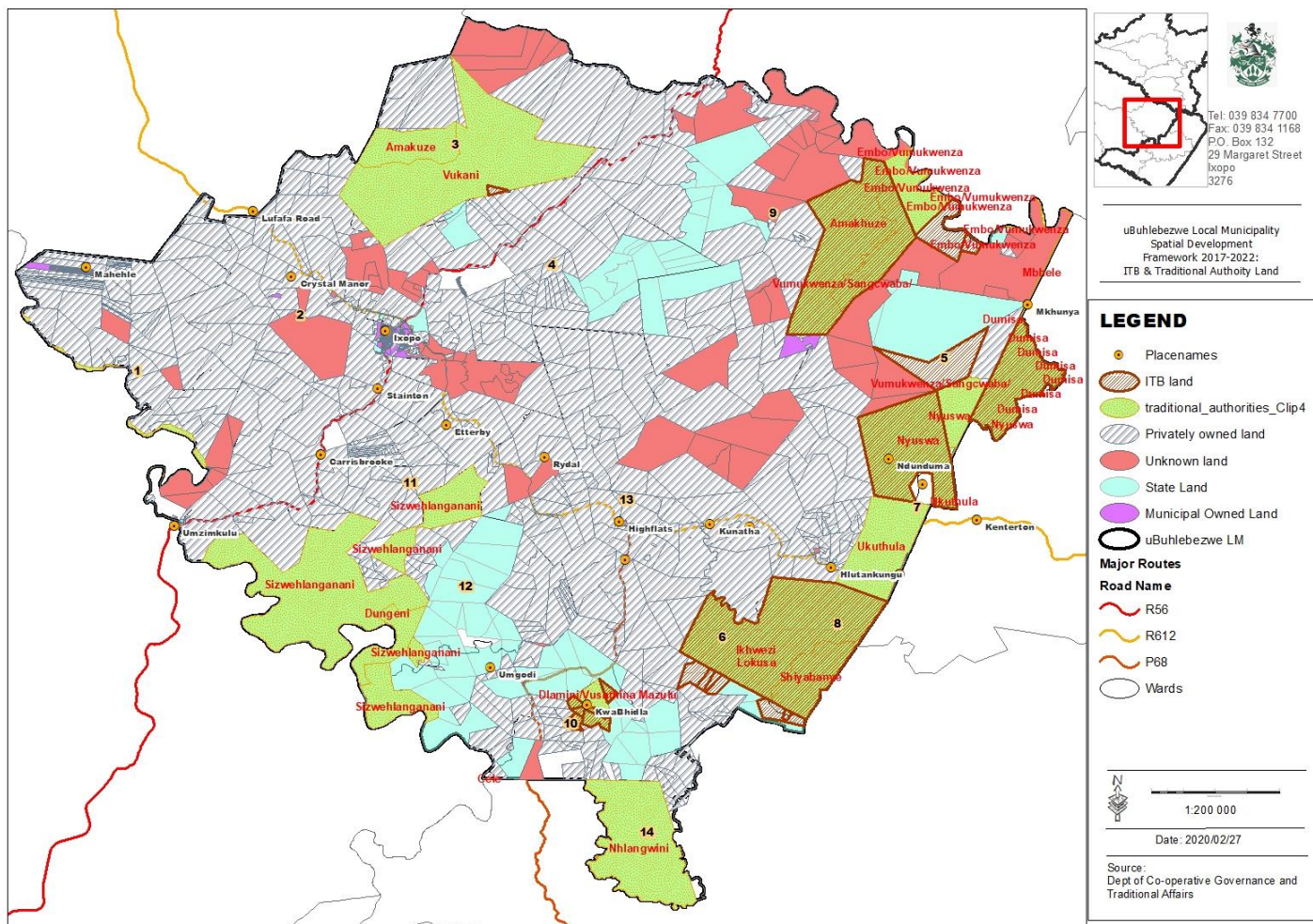


Fig 15 Land Cover



Fg 16 Land Ownership

Key findings

Municipal Transformation & Organisational Development

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

Service Delivery & Infrastructure Development

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

Municipal Financial Viability

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

Social & Local Economic Development

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

Cross Cutting Interventions

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

Good Governance and Public Participation

- There are not challenges experienced with this KPA

What is being done to address the challenges

Municipal Transformation & Organisational Development

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

• **Service Delivery & Infrastructure Development**

- 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

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

Municipal Financial Viability

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

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

Cross Cutting Interventions

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

CROSS CUTTING ISSUES

Spatial Analysis

INTRODUCTION AND BACKGROUND

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

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

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

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

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

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

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

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

OUR VISION:

"To provide affordable quality services through good governance"

MISSION:

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

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

LEGISLATIVE REQUIREMENTS - ALIGNED LEGISLATIONS AND PLANNING POLICIES:

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

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

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

- (a) officials in the full-time service of the Municipality; and
- (b) Persons who are not municipal officials.

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

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

• PROGRESS MADE WITH SPLUMA:

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

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

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

DESIGNATION	NAMES
CHAIRPERSON OF THE MPT	Ms T. Mthembu
AO and Deputy Chairperson	
REGISTRAR's OF MPT	Mr. M. Gebashe
REGISTRAR's OF APPEALS (RA)	Mr. M. Gebashe
	NAMES OF MEMBERS ON MPT/JMPT AND APPEAL AUTHORITY
MEMBERS ON MPT	Internal Municipal Official:- Manager Planning and Housing (Chairperson) Town Planner / Authorizing Officer (Deputy Chairperson) Municipal Environmental Officer Municipal Engineer – Director Infrastructure and Engineering External members:- Mr. MM Pamla Mr. M Povall Ms. TI Dawe Ms.
Municipal Planning Tribunal gazetted	March 2017
COUNCIL incl. Traditional Authorities	Approves the establishment of new zones for the scheme. Establishment of development controls and changes thereto. Repeal of the town planning scheme.
MEMBERS ON APPEAL AUTHORITY	EXCO: 1. Mayor: Cllr EB Ngubo 2. Deputy Mayor: Cllr. Z Mngonyama 3. Municipal Manager: G. M. Sineke 4. Speaker: Cllr. T.C Dlamini 5. Cllr. E.T. Shoba 6. Cllr. C.N Ntabeni 7. G.J.

- **PROGRESS IN COMPLIANCE WITH LEGISLATION:**

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

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

- LAND USE MANAGEMENT SCHEME – LUMS:

Scheme or Land Use Management System (LUMS) Guidelines

In terms of the Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA) each municipality is required to prepare a Land Use Scheme for the whole municipality. A key component of Integrated Development Plans is the requirement to prepare a Spatial Development Framework together with a Land Use Management System (LUMS) which can be applied to the whole municipality.

In terms of the new Land Use Management System for KwaZulu-Natal, a system of wall-to-wall Planning Schemes is proposed as forming the basis for the single LUMS required for municipalities. The purpose of preparing LUMS is to promote coordinated, harmonious and environmentally sustainable development. A land use management system, in its broader sense, refers to all of the actions required by a municipality to manage land. Some of the key elements of a comprehensive land use management system are as follows:

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

Rural Component of a Planning Scheme

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

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

UBuhlebezwe Municipality (with the assistance of COGTA) has initiated and adopted a planning scheme for the urban areas (including settlement areas) of uBuhlebezwe municipality. This process also included the development

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

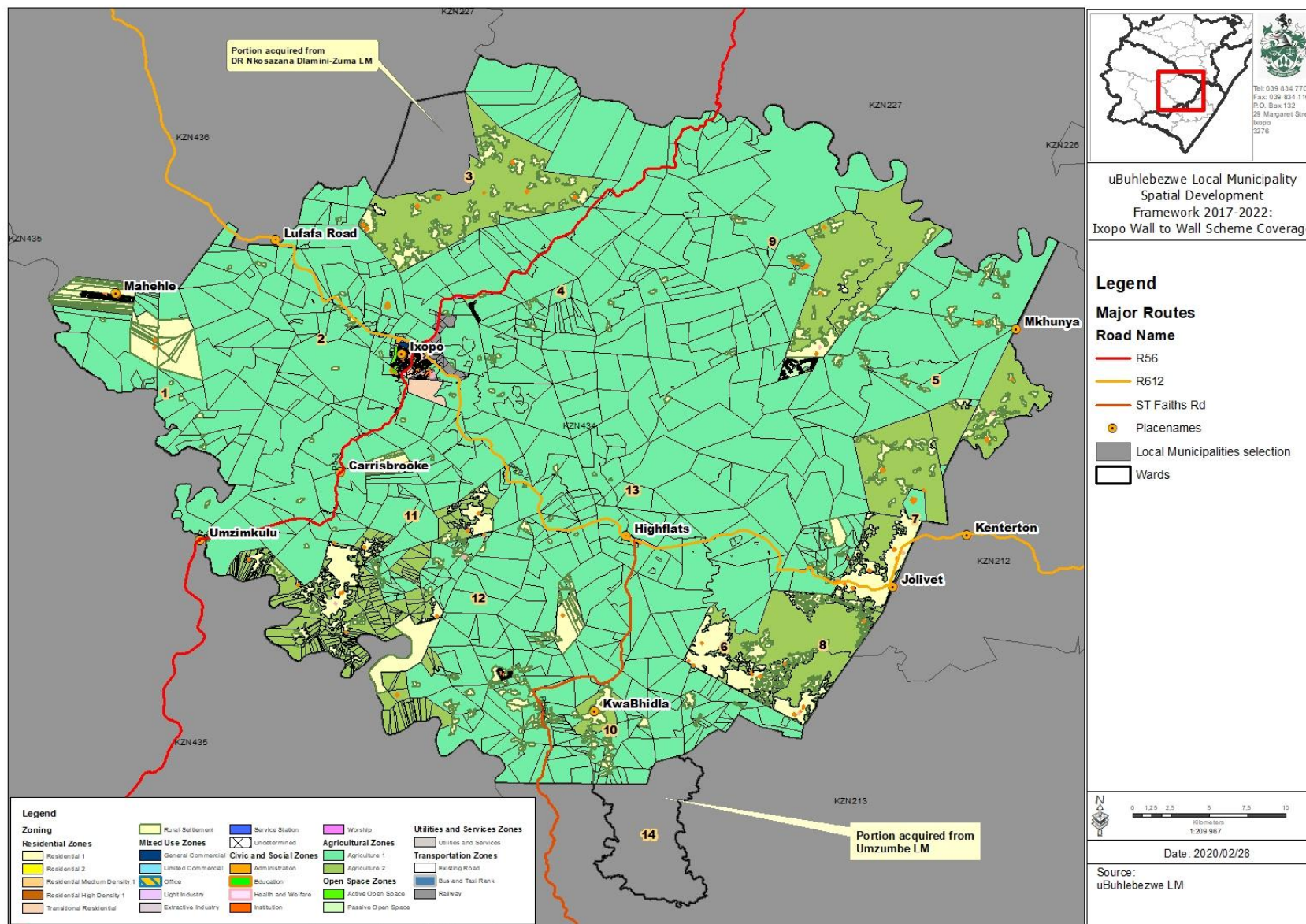
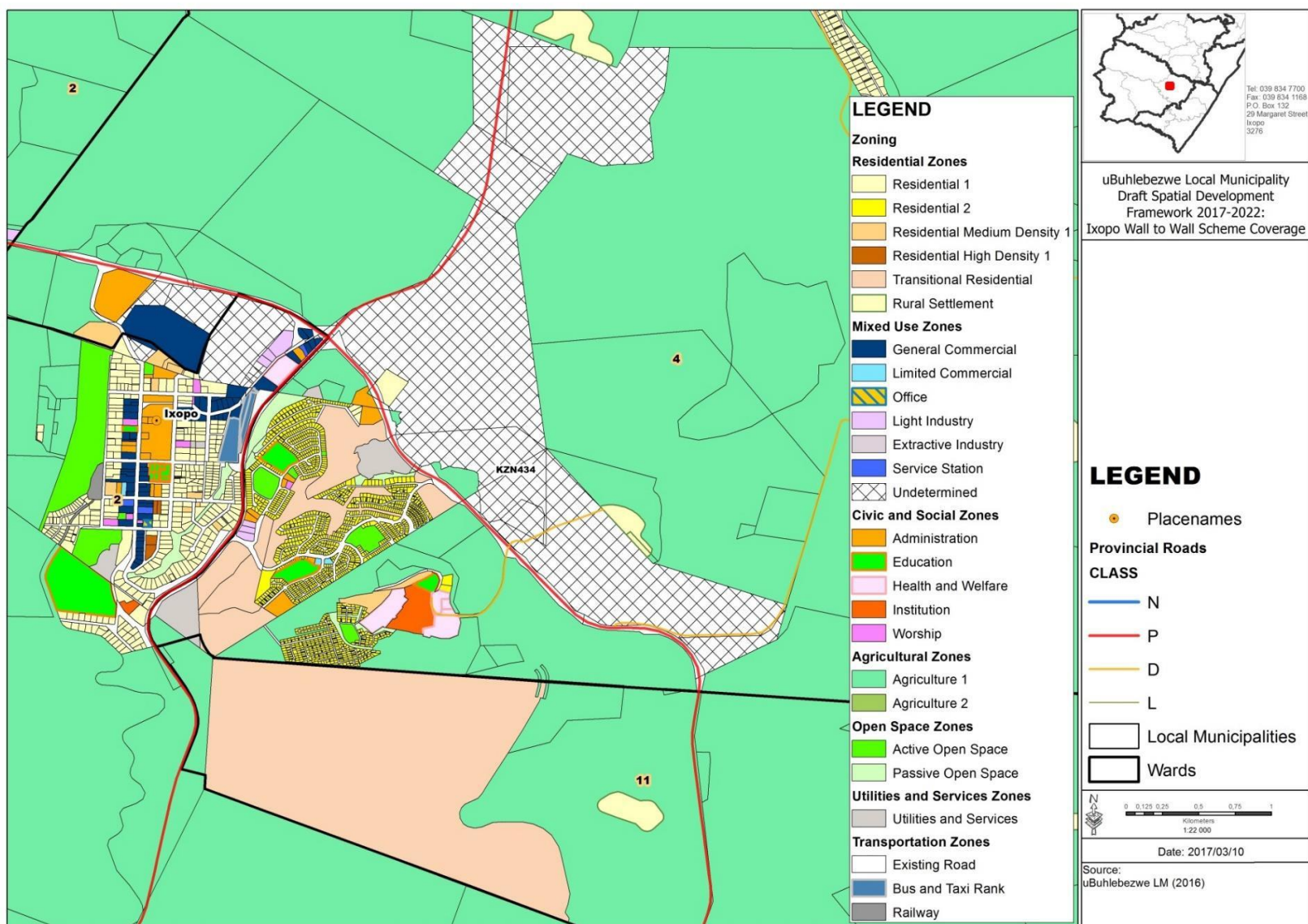


Fig 17: uBuhlebezwe LM Wall to Wall LUMS



Fg 18: Finalized Urban LUMS

: SUMMARY OF ISSUES AND INFLUENCES

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 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.		
Continuation of the construction of the Morning-view Middle-income housing development with a total number of (29 houses constructed and occupied)		

Table 6: summary of issues

Urban Regeneration :

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

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

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

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

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

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

NODES AND MOVEMENT CORRIDORS:

NODES

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

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

THE PRIMARY NODE

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

Nodal Key Issues:

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

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

THE SECONDARY NODE

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

Nodal Key Issues:

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

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

TERTIARY NODE

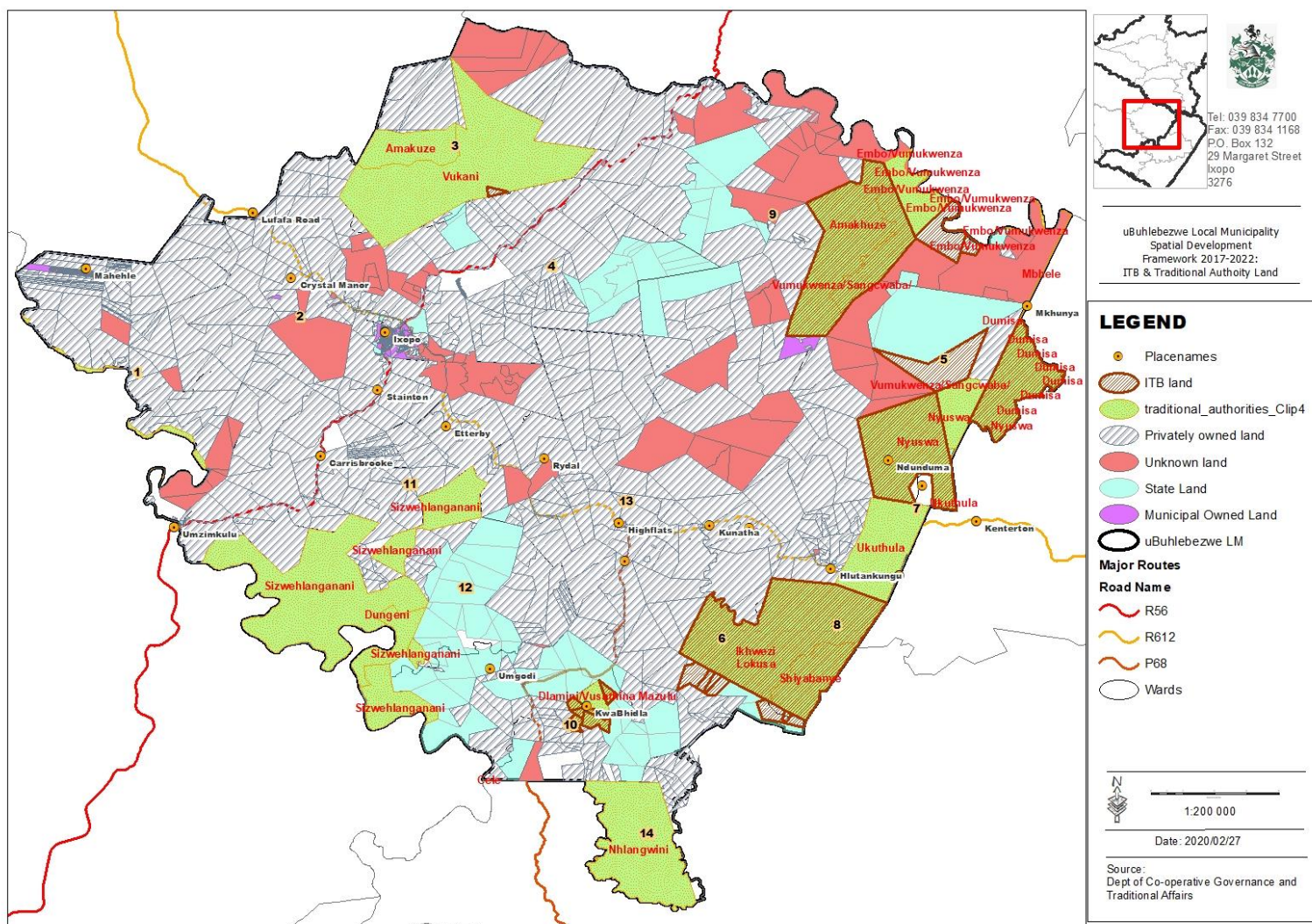
The areas of Mahehle, Nokweja, Jolivet, and Hlokozi are identified as Tertiary Nodes given the available services, facilities and functions. It is intended that the nodes will become a commercial node comprising of retail and agricultural activities. In terms of the noted tertiary nodes around the municipal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

JOLIVET NODE

MAHEHLE NODE

NOKWEJA NODE

HLOKOZI NODE



Fg 19 Land Ownership

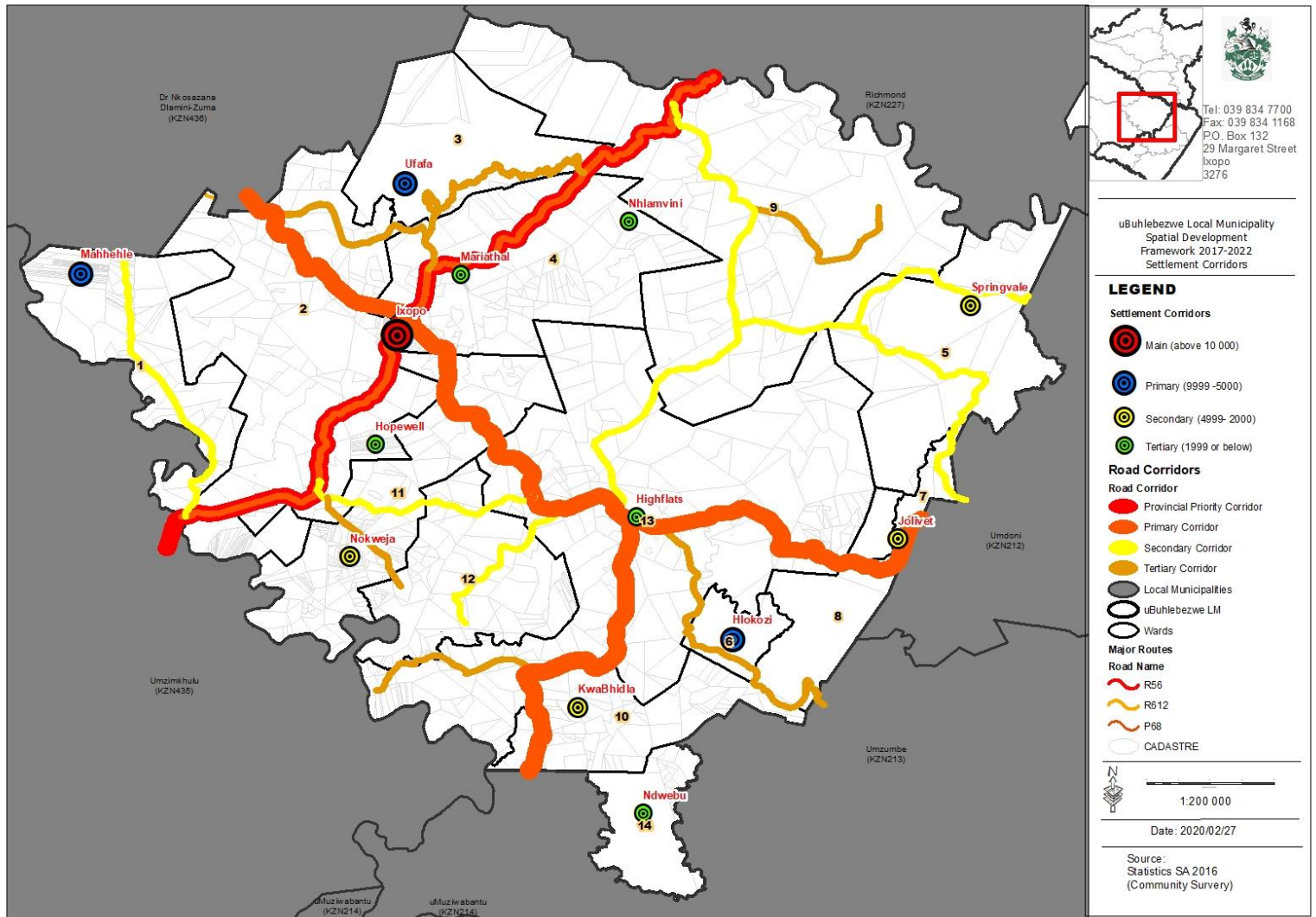
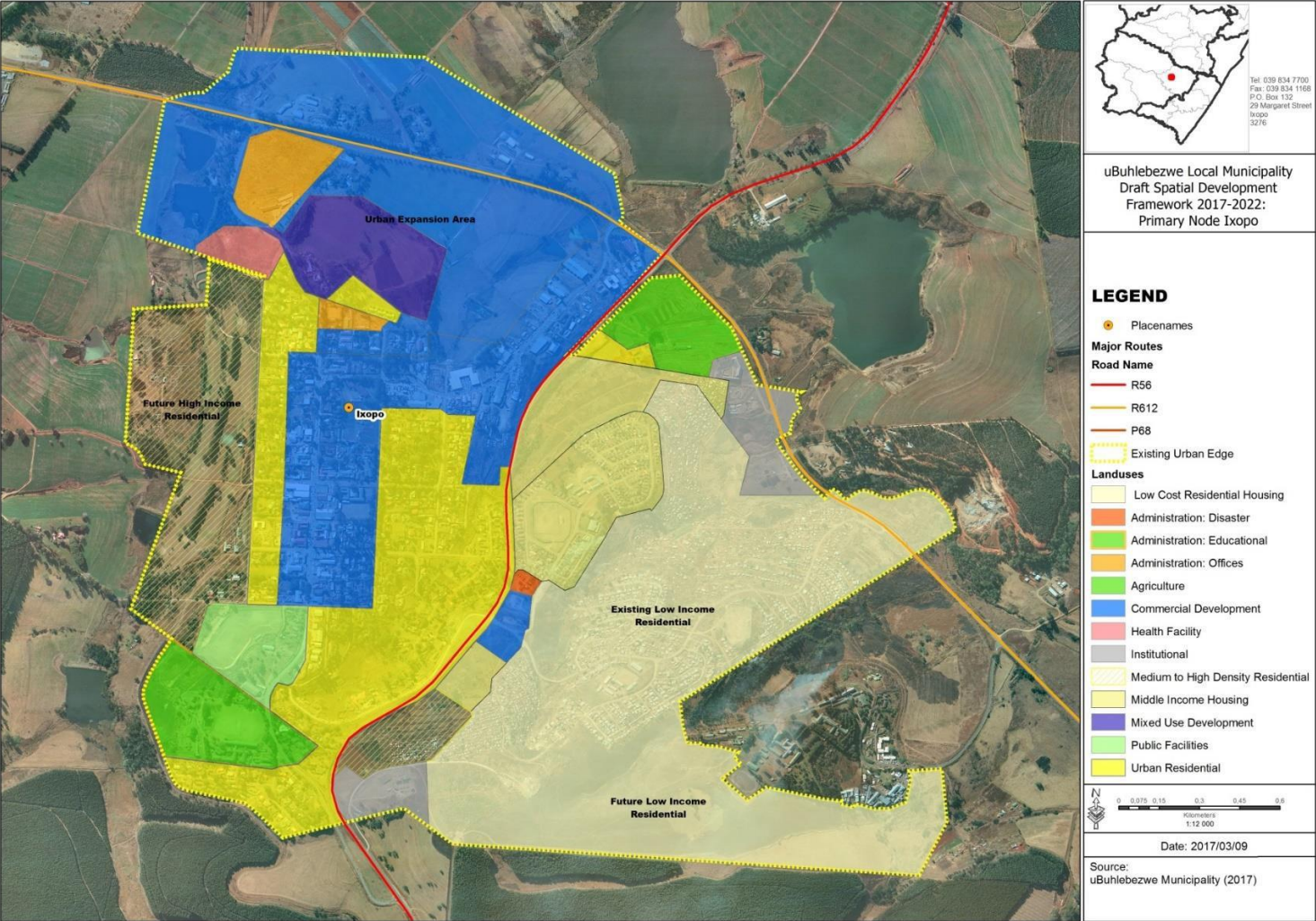
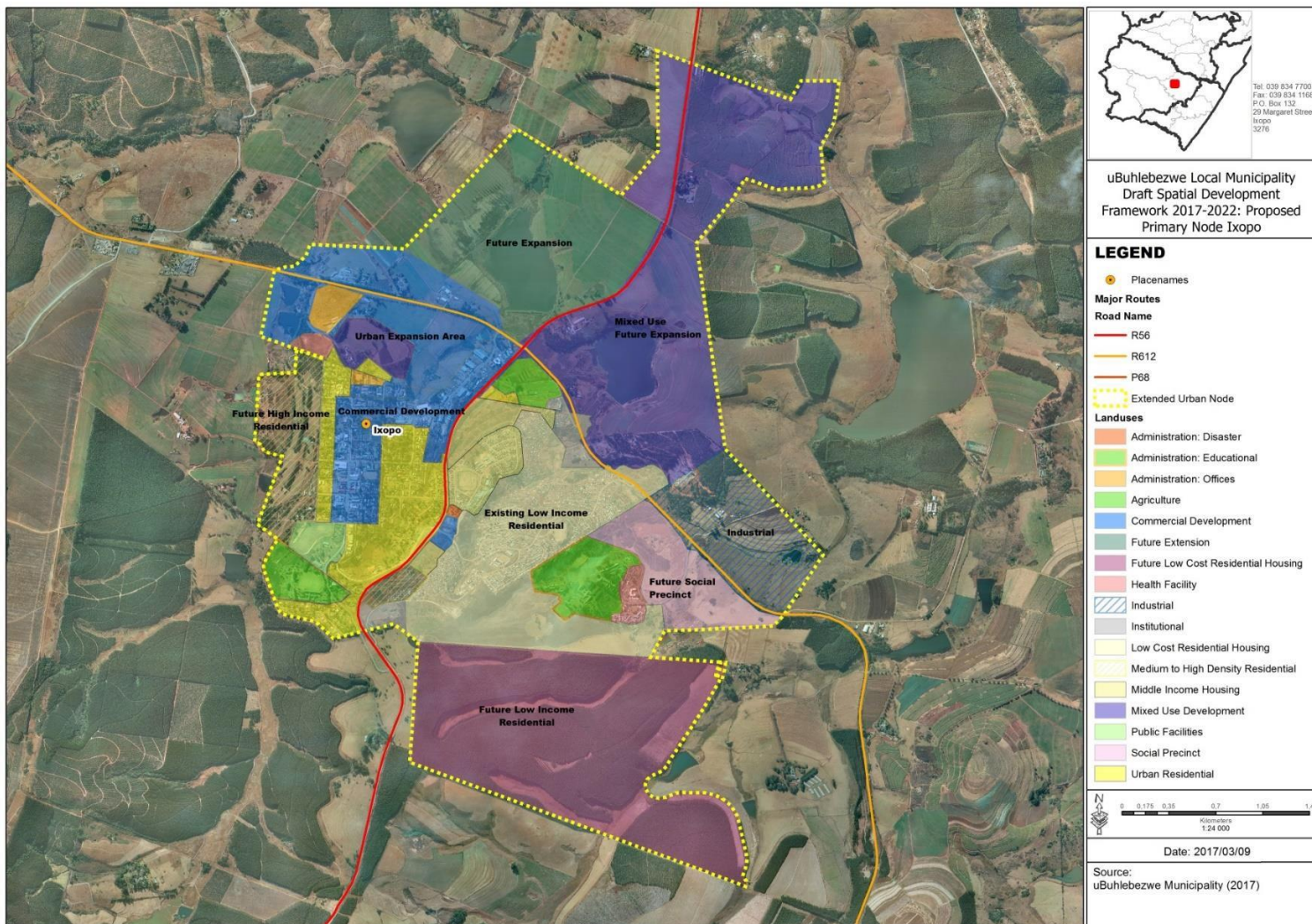


Fig 20 Settlement Corridors



Fg 22 The desired spatial outcome



Fg 23 The desired spatial outcome

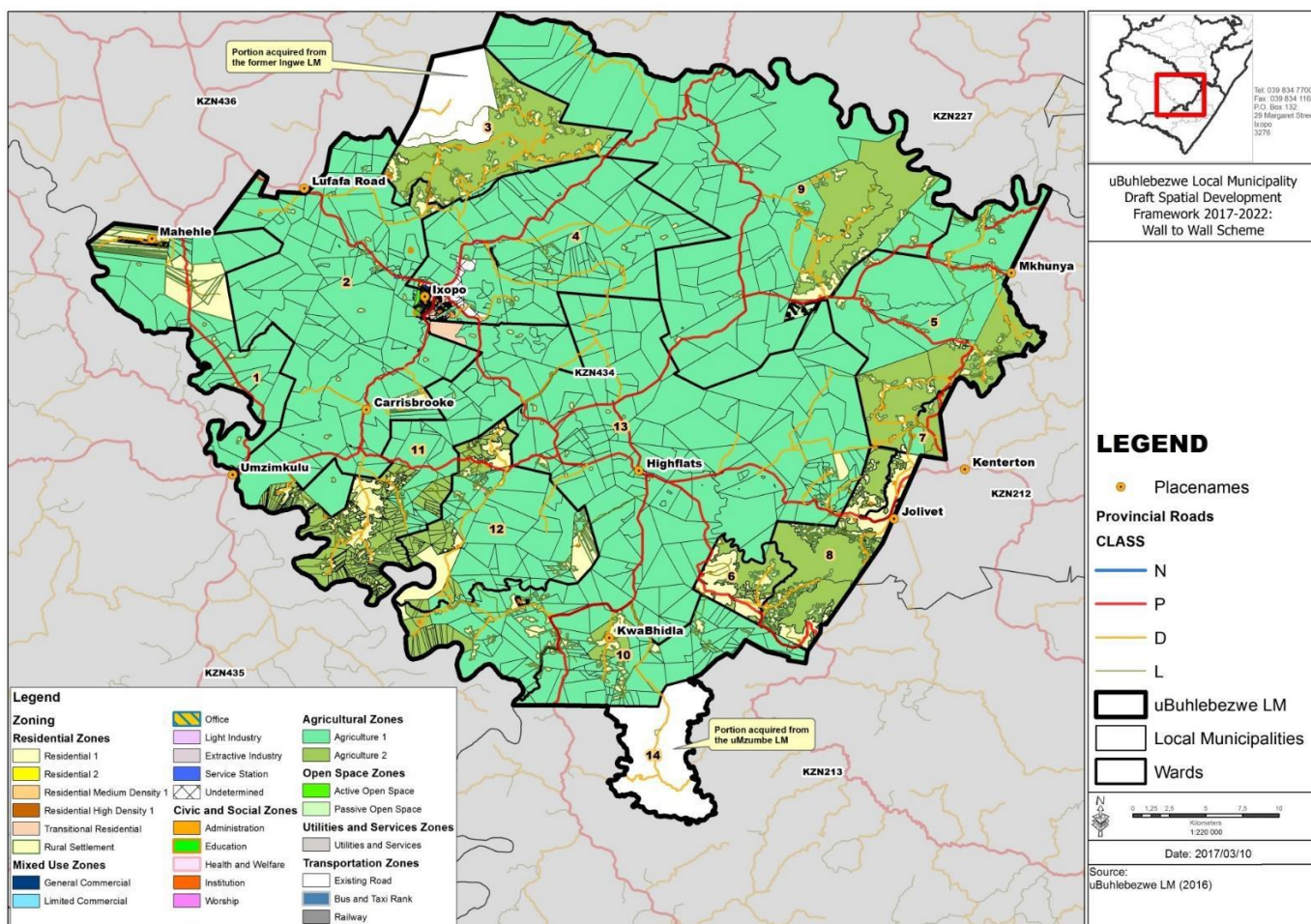


Fig 24 Spatial reconstruction of the municipality

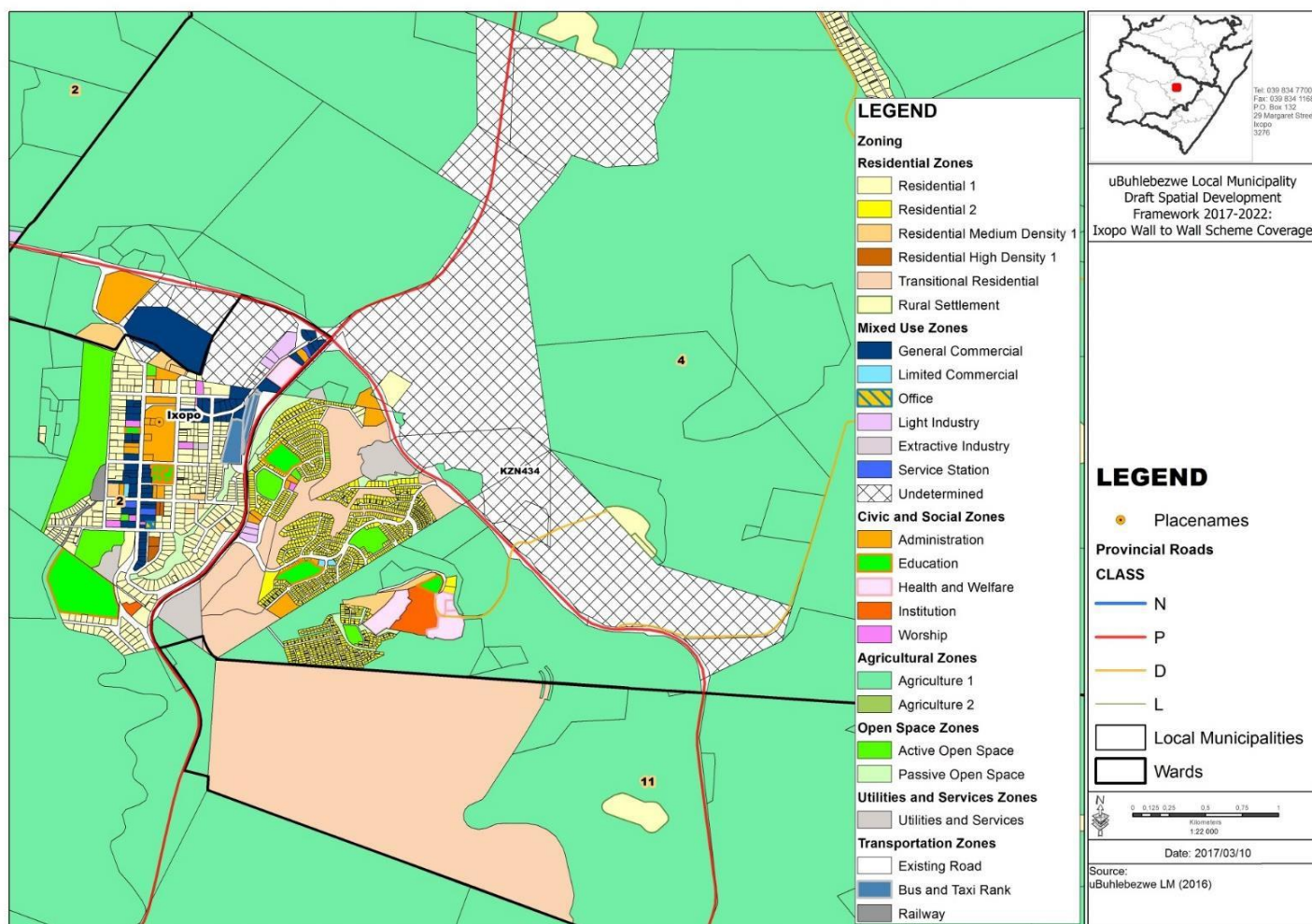


Fig 25 Spatial reconstruction of the municipality

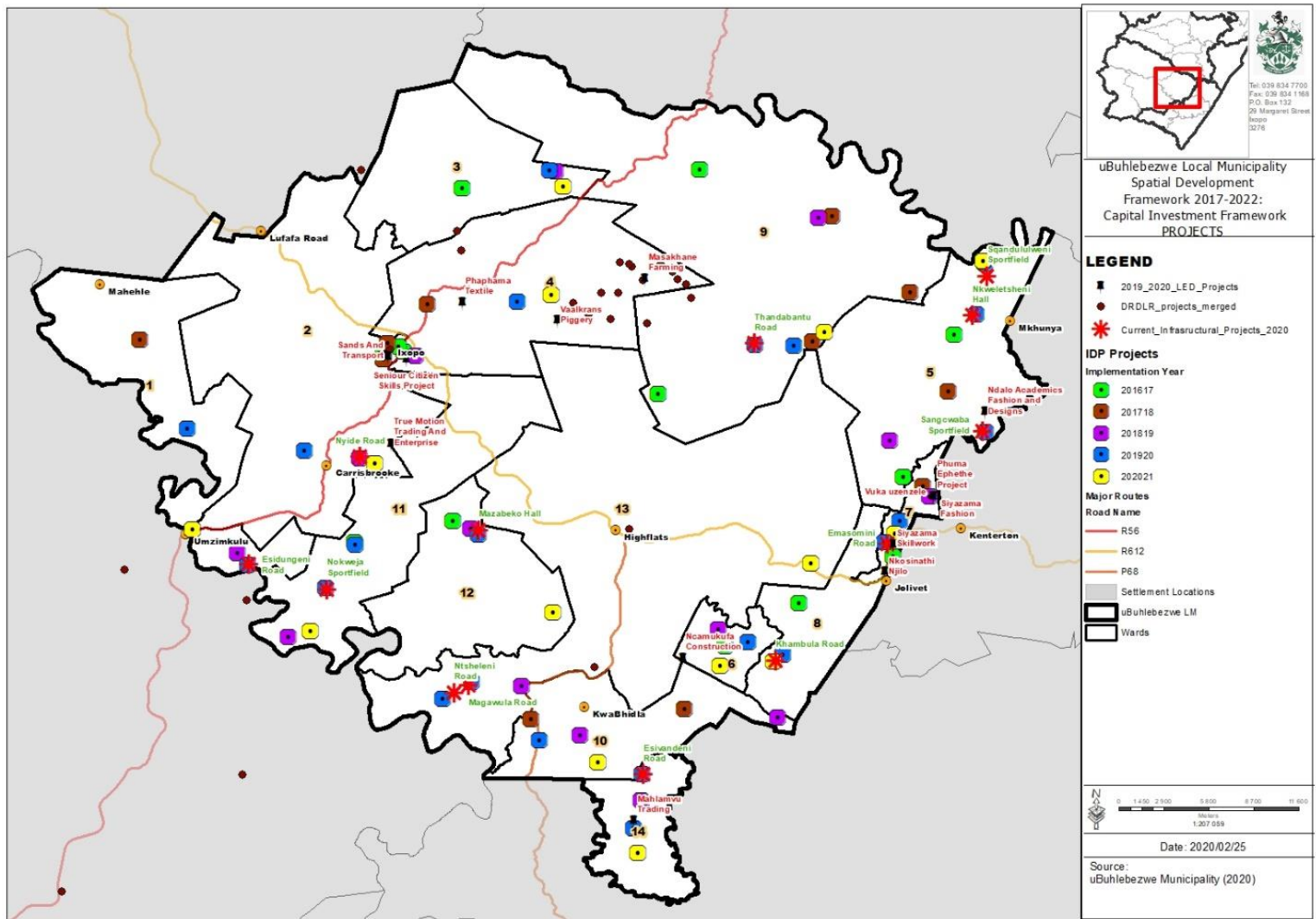
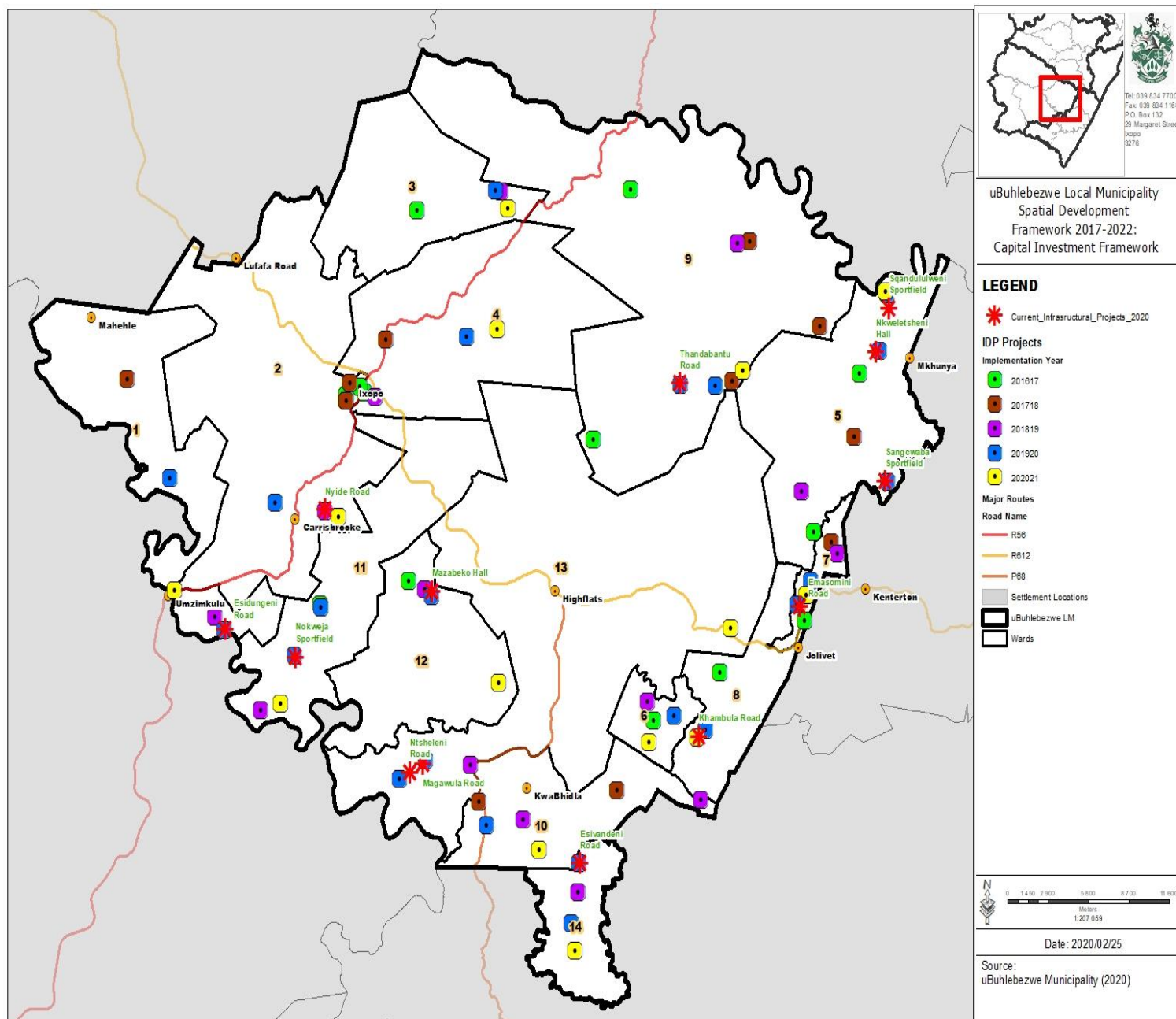
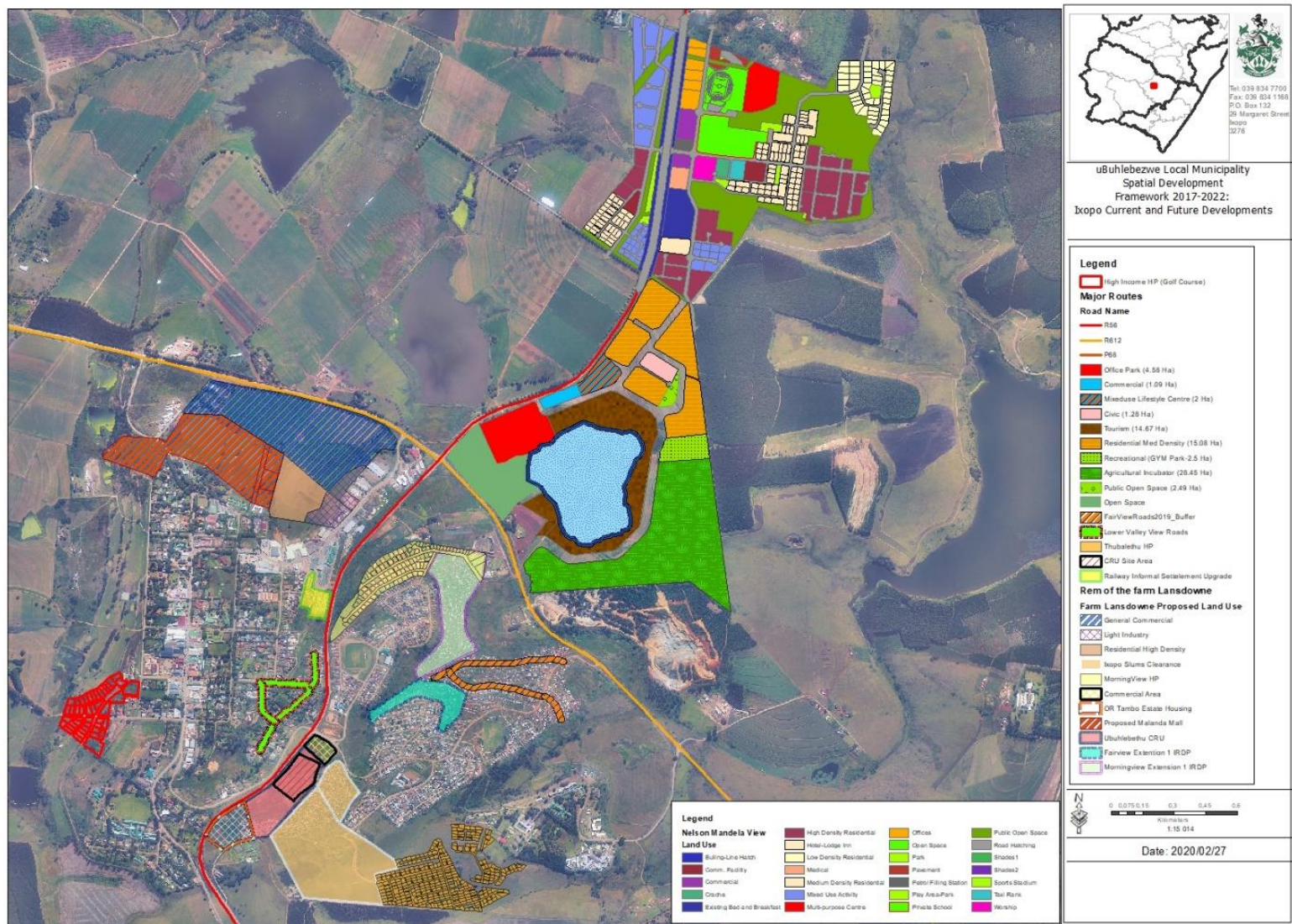


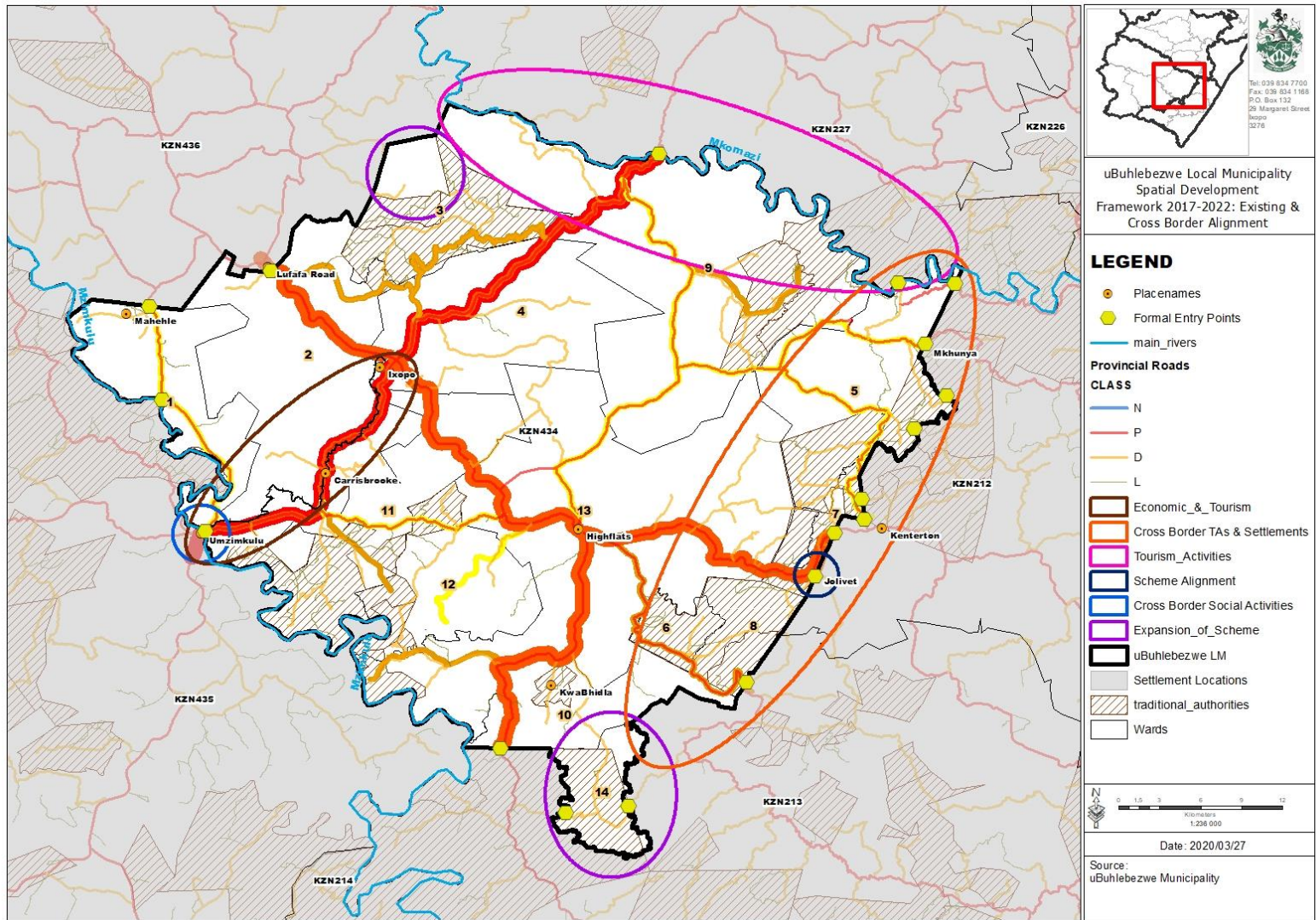
Fig 26 capital infrastructure framework projects



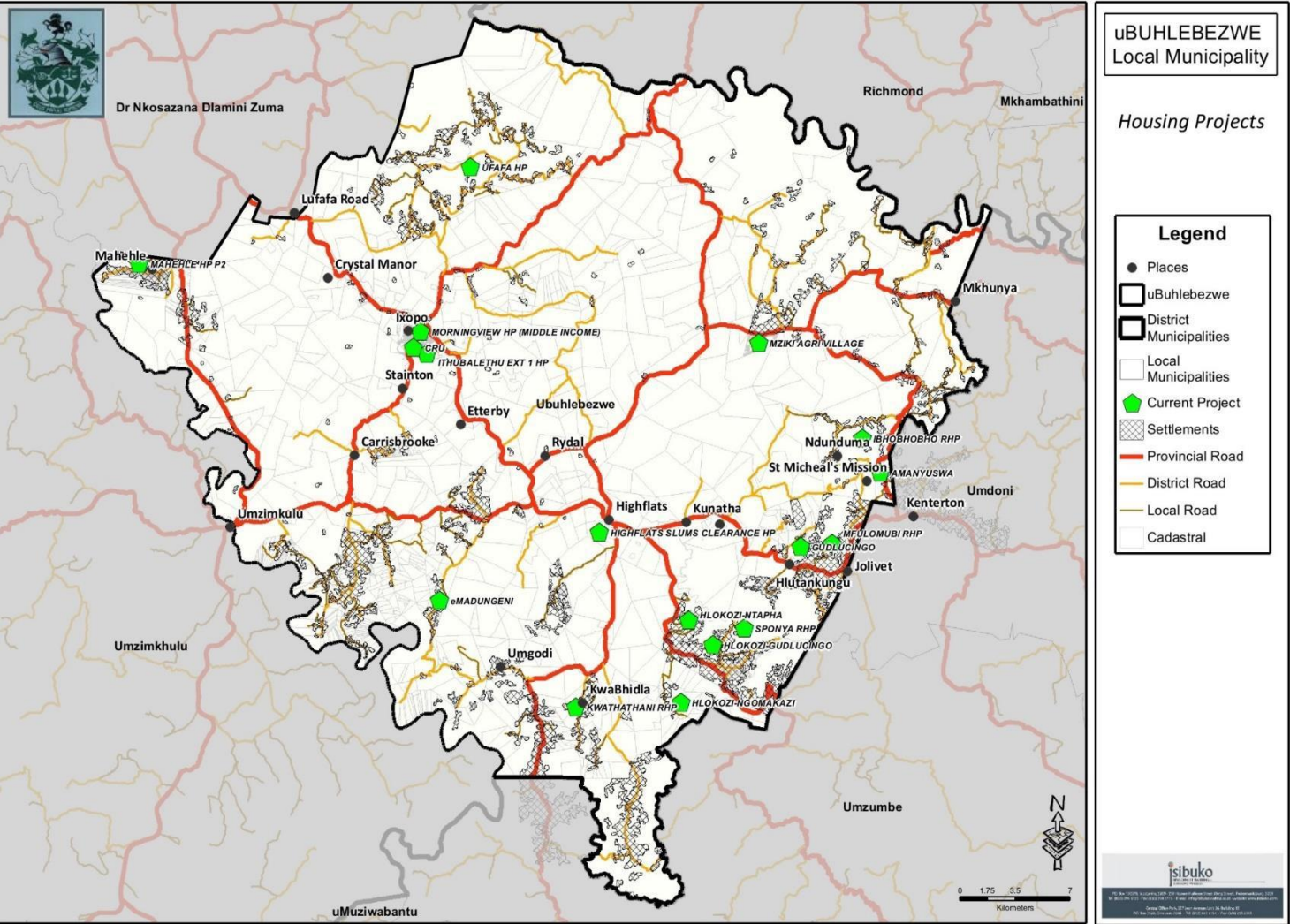
Fg 27 Capital Investment Framework



Fg28 Existing and future development



Fg 30



Fg 31 strategic interventions

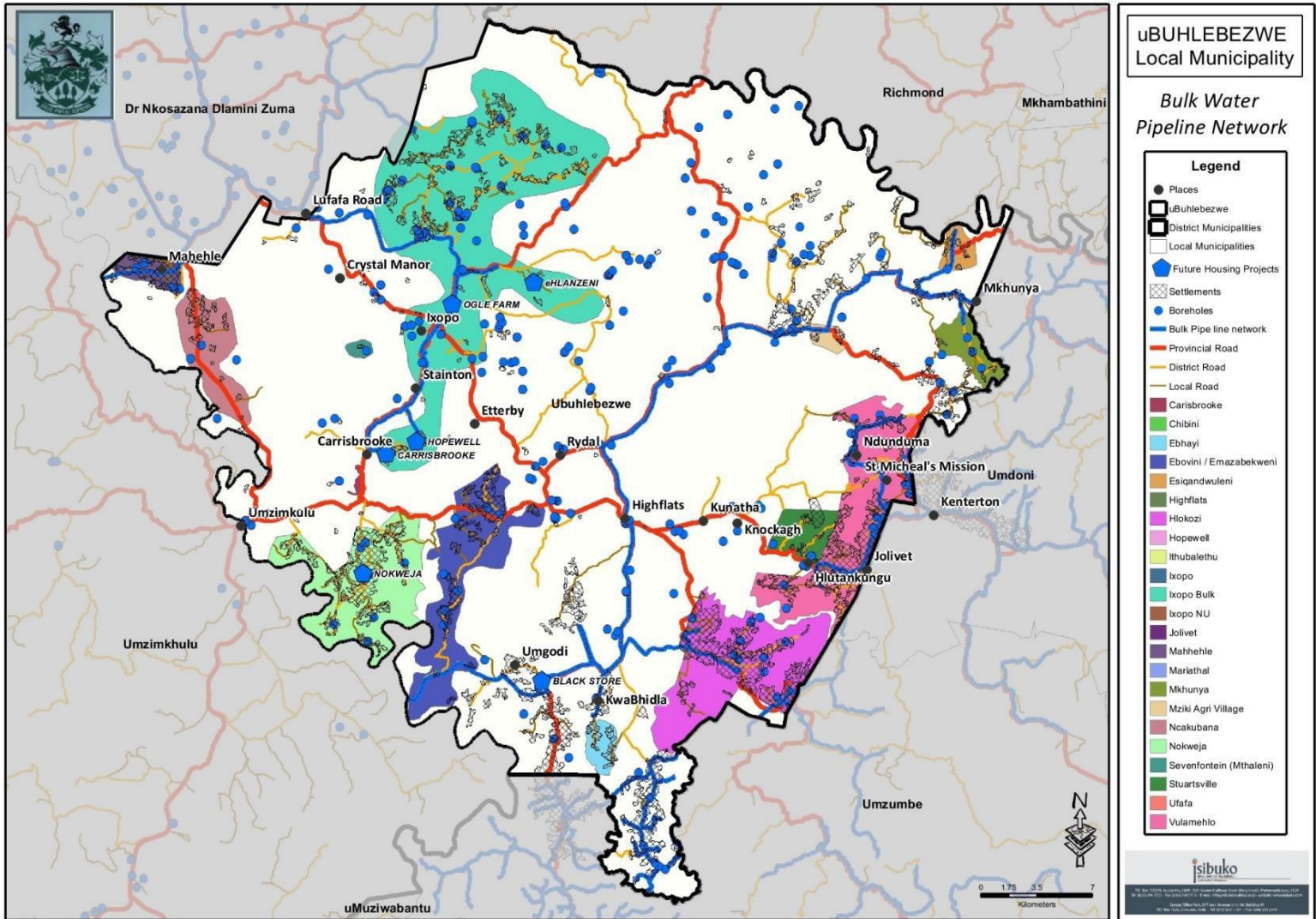


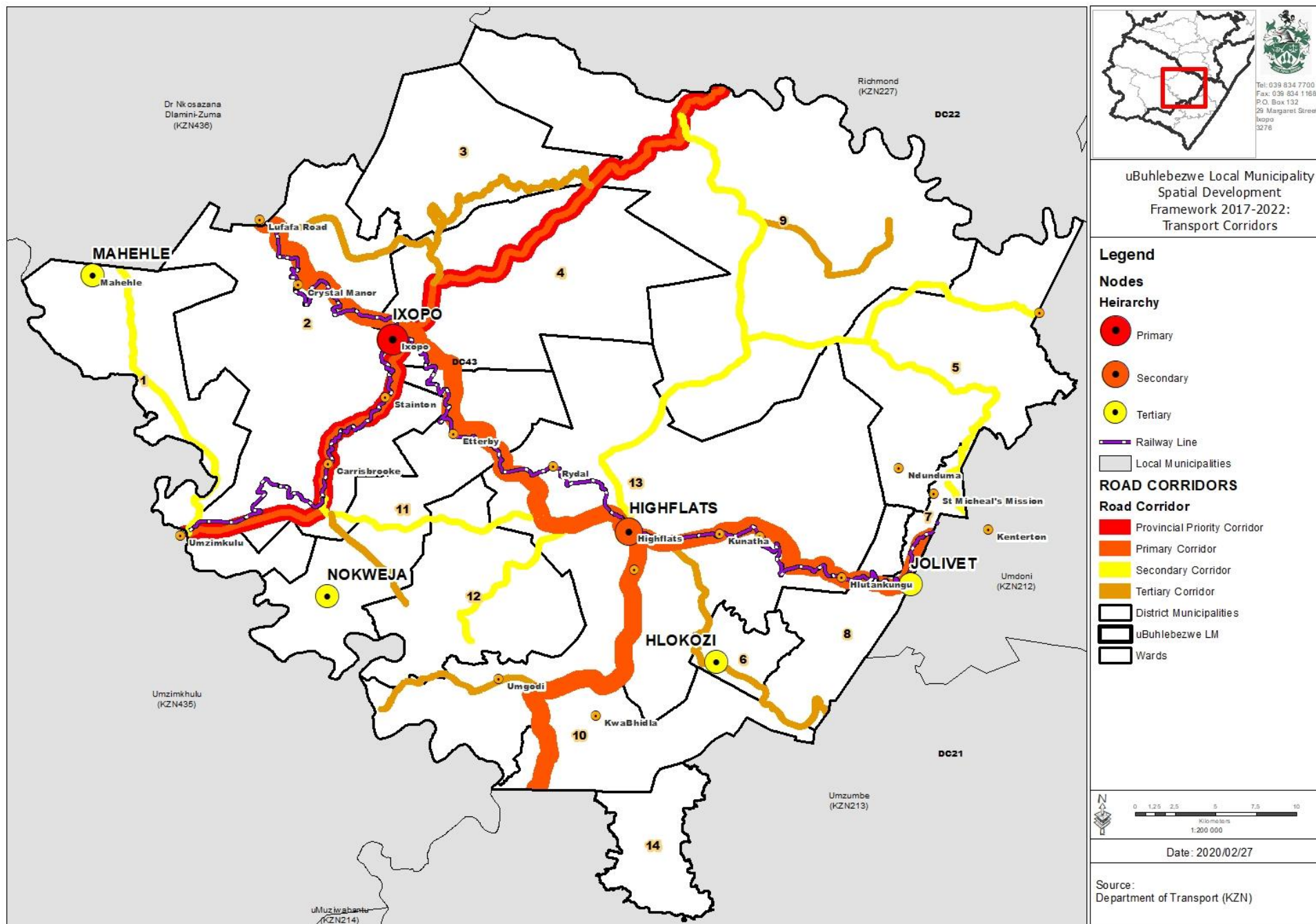
Fig 32 Strategic Intervention



Fg 33 Ixopo Town – SPLUMA application



Fg 34 Spluma Application (Ixopo Town)



Fg 35 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 Ubhlebezwe'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 Ubhlebezwe as follows:

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

ENVIRONMENTAL AND BIODIVERSITY:

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

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

In terms of waste management, the Municipality has the Integrated Waste Management Plan (IWMP) which was approved by the Council in 2015. The IWMP will be due for new cycle of development in 2019. The development of IWMPs is mandatory as stipulated in Section 11 of the Waste Act. The IWMP assist the municipality in waste management (waste collection, waste storage and waste disposal).

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

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

Hydrology:

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

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

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

The following Rivers are present in the Ubuhlebezwe Municipality:

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

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

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

Vegetation

The vegetation of Ubuhlebezwe Municipality can be described as follows:

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

Topography

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

Geology and Soil

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

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

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

Topography

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

Threatened Ecosystem

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

Threatened vegetation types in this municipality include:

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

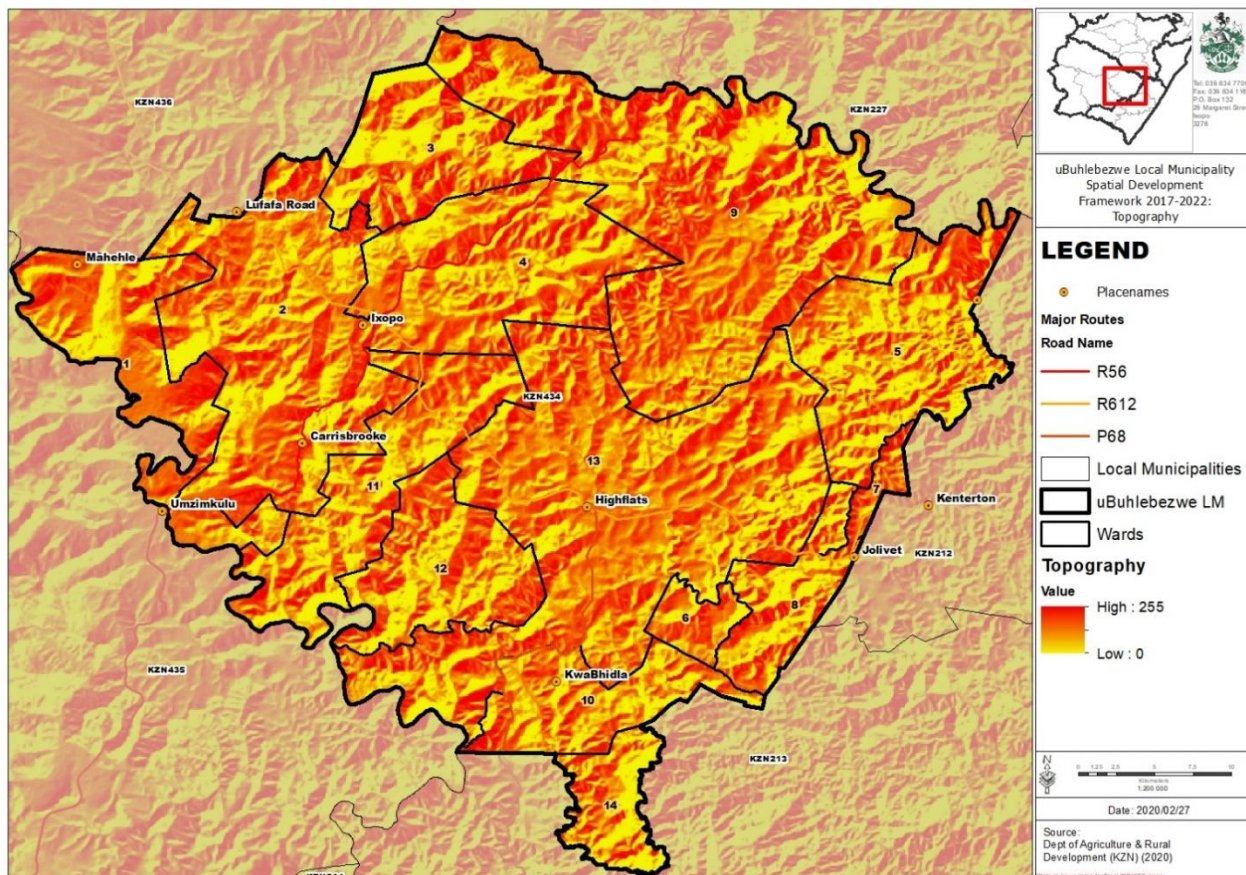
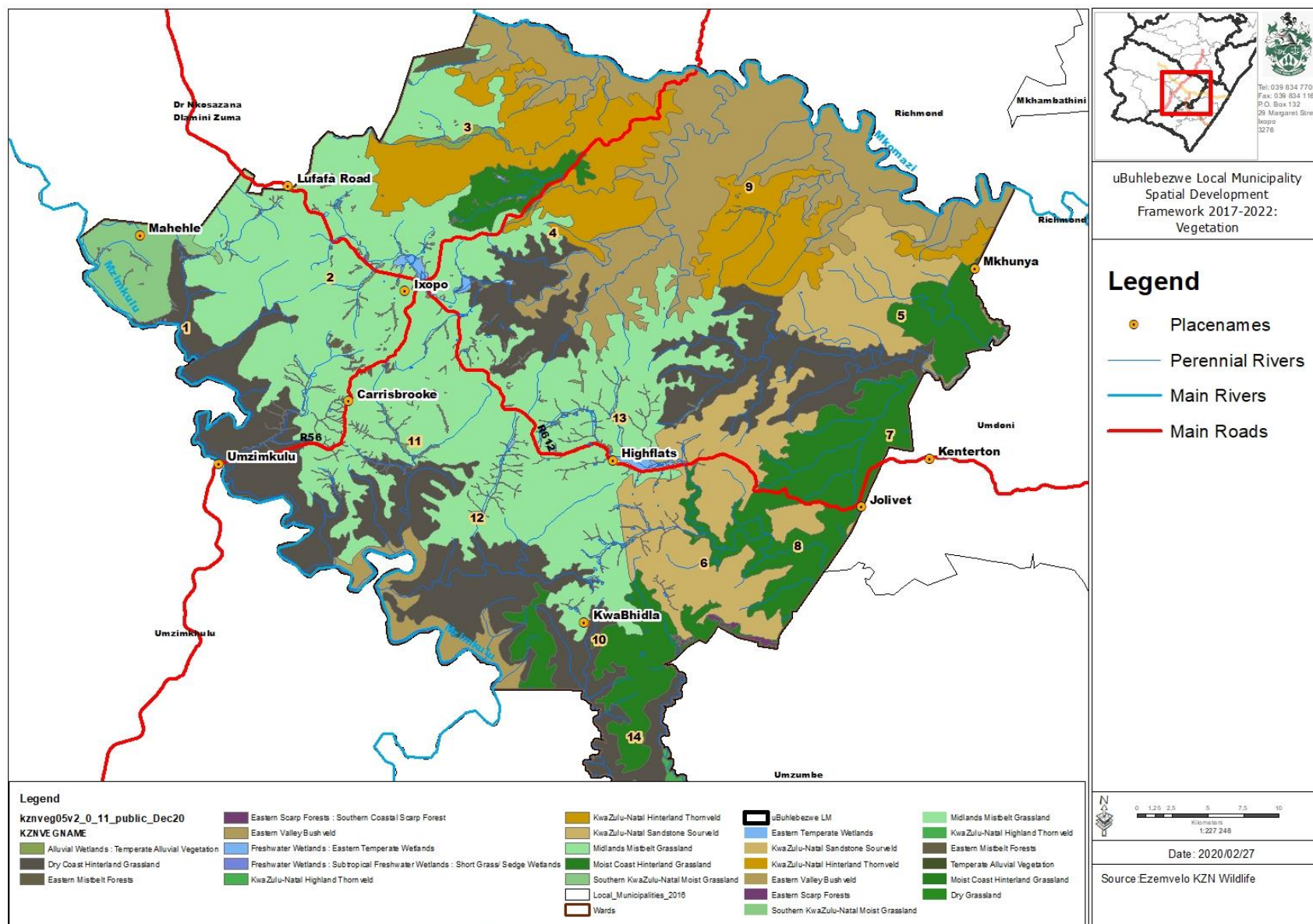


Fig 36:
Topography



Fg 37 Vegetation

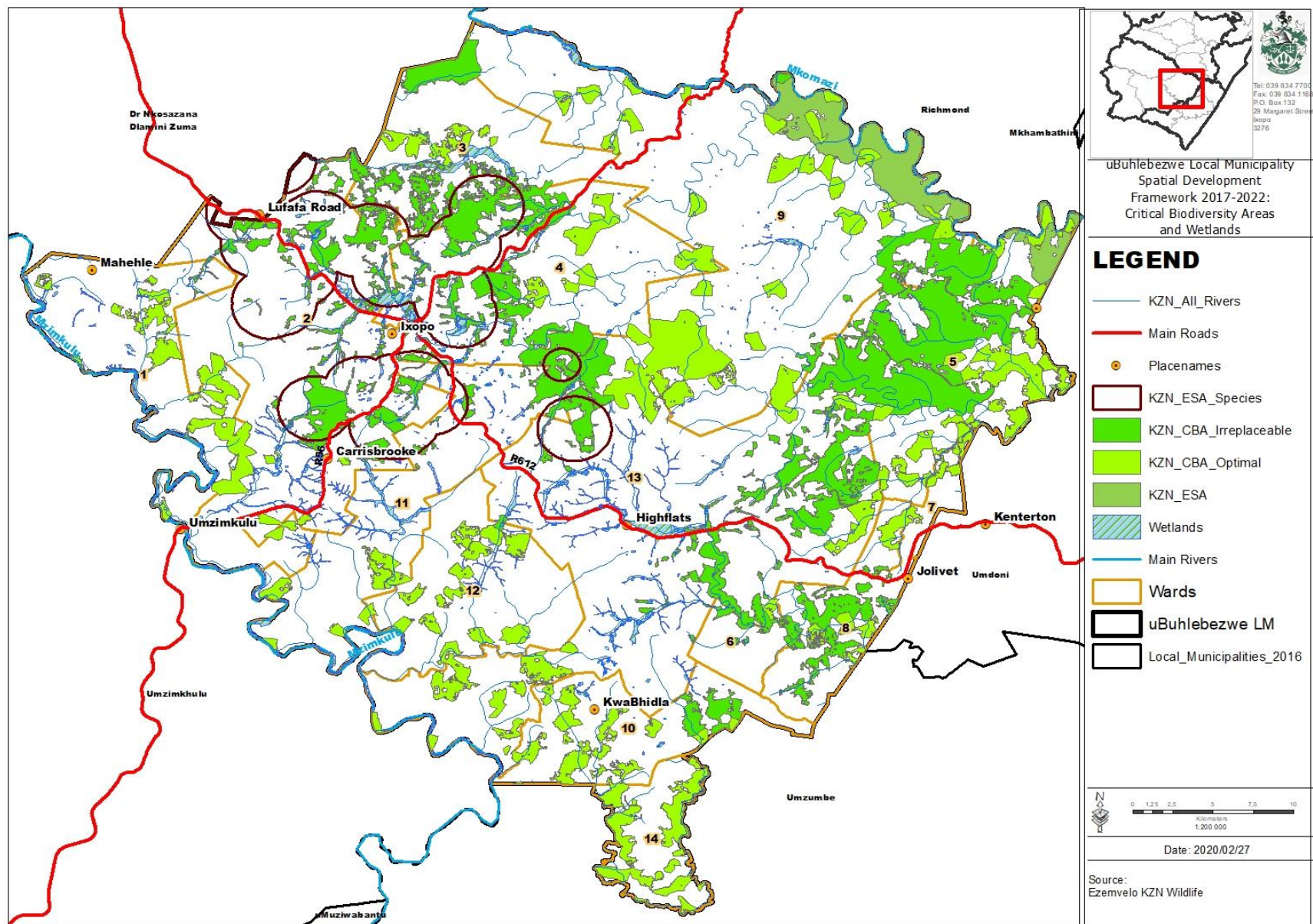
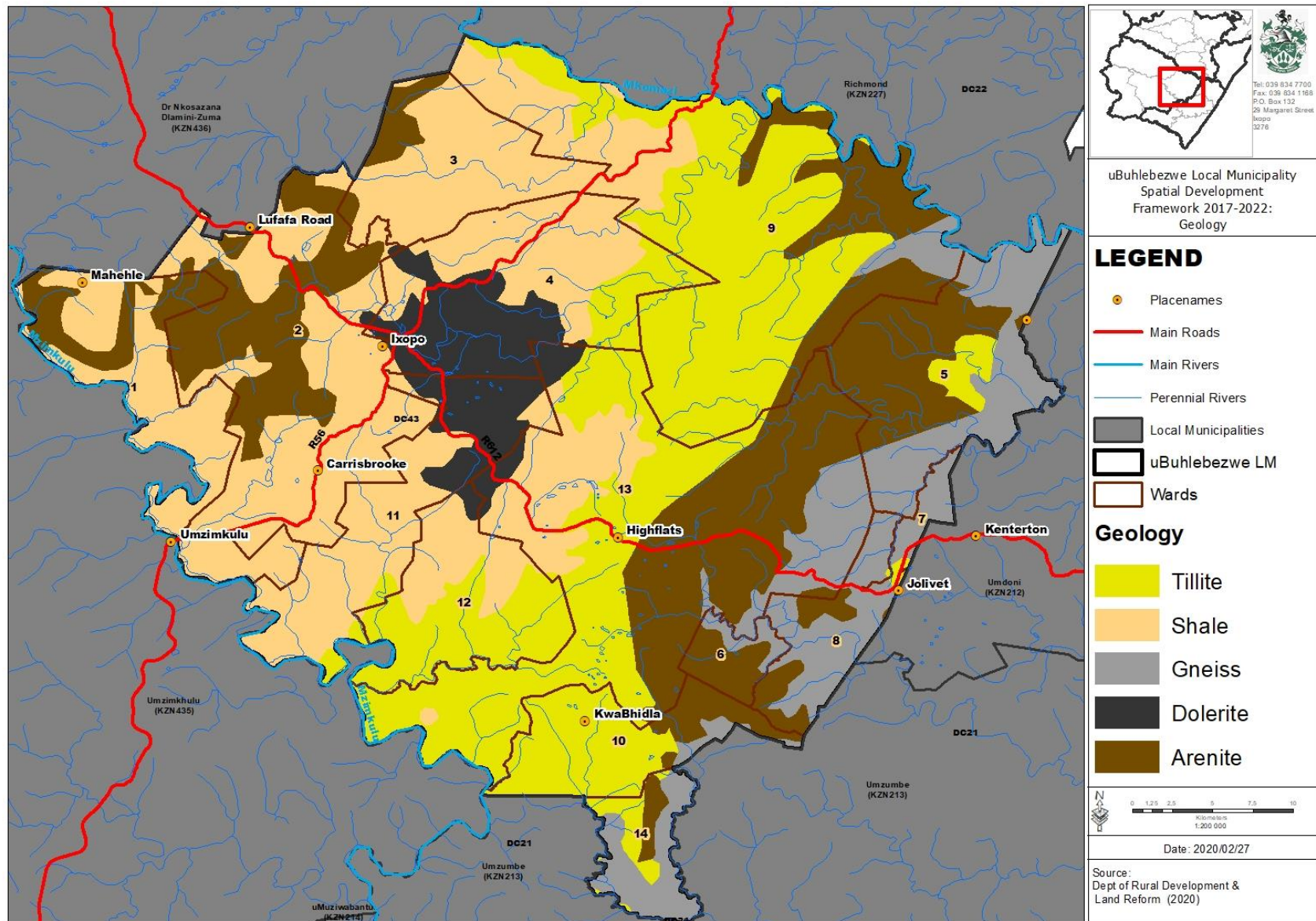


Fig 38 Critical biodiversity areas



Fg 39 Geology

Biodiversity Priority Areas

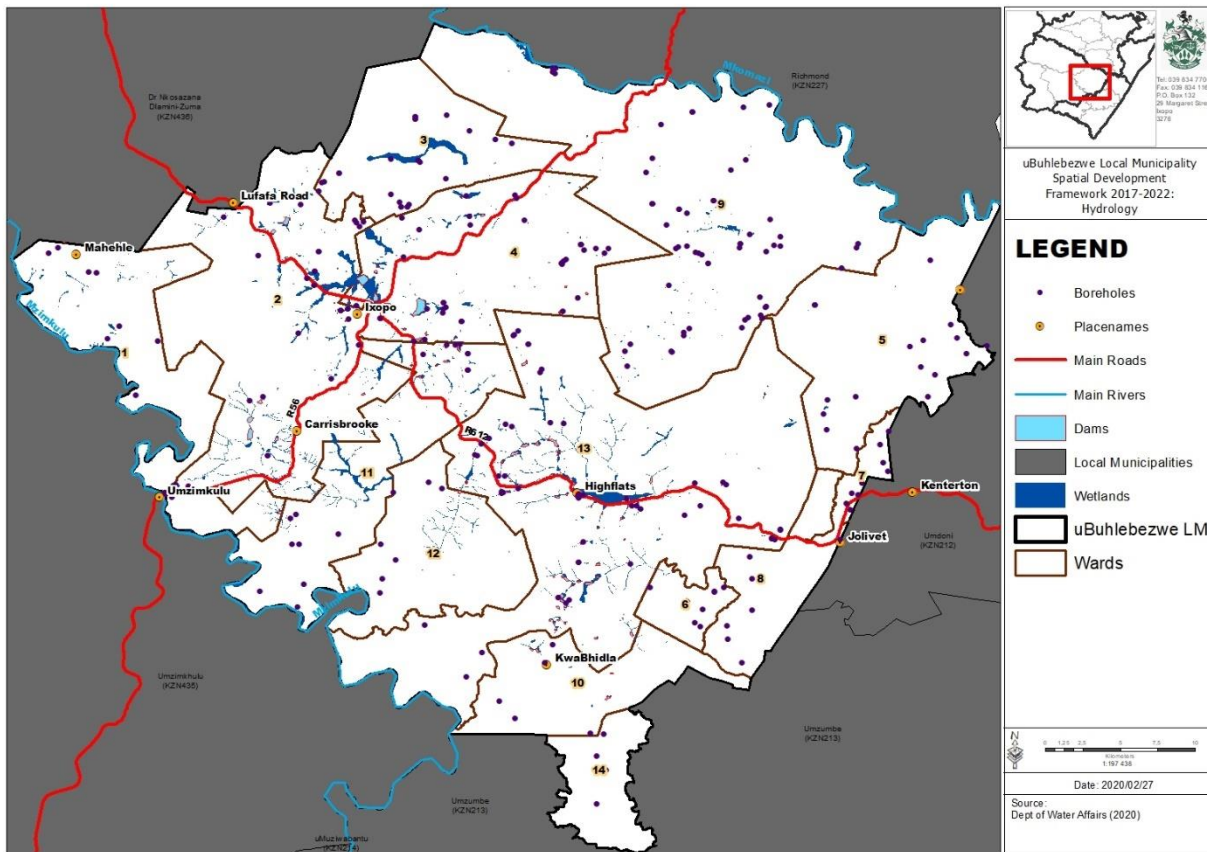
The biodiversity sector map consists of two main layers namely Critical Biodiversity Areas (CBAs) and Ecological Support Areas (ESAs). The two main layers, CBAs and ESAs, are divided into further subcategories as set out below:

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

Source (Ezemvelo KZN Wildlife, 2014)

Areas of conservation concern in this municipality are as follows:

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



**Fig 40
Hydrology**

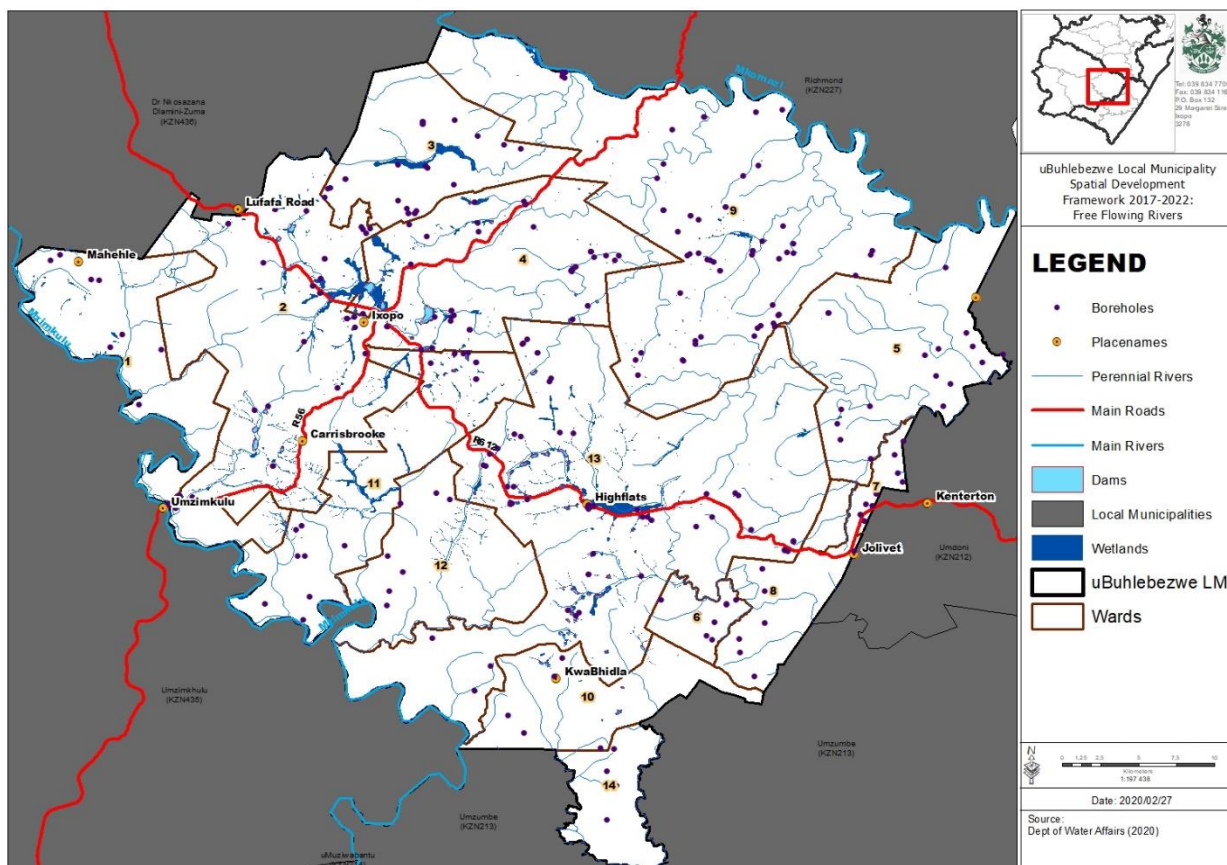


Fig 41 Free flowing Rivers

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

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

SUMMARY OF CAPITAL PROJECTS

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

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

MEDIUM – LONG TERM PROPOSED DEVELOPMENTS :

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

The

Environmental Management Unit has undertaken the following studies:

Table 07: studies

SWOT ANALYSIS FOR ENVIRONMENTAL MANAGEMENT:

Strengths:

- The beauty, ambiance and pristine natural environment of the municipality are an asset.
- A large number of critical (rare and endangered) species that include, Blue Swallow, Yellow Cranes and Cape Parrot, are present in the municipality.
- Wetlands also provide important habitat for many species
- Scenic public open space is an important social and biophysical strength.
- Abundant water resources in a form of streams and perennial rivers

Opportunities:

- Environmental education especially in the rural areas will help to achieve sustainability within the municipality. There is a large potential for this to be school based and include issues such as recycling that children can become involved in.
- Environmental capacity building within the local municipality will also be critical to ensure sustainability.
- A complex topography (rolling hills and mountains) across large sections of the municipality has an aesthetic appeal and holds considerable tourism development potential.
- Steeper slopes and mountainous areas are more inaccessible and are therefore less disturbed. These areas serve as habitat patches and dispersal corridors to a large

	<p>number of species. It also acts as important water catchment areas.</p> <ul style="list-style-type: none"> 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
<p>Weakness:</p> <ul style="list-style-type: none"> Indoor air pollution is likely to stay problematic because of the proportion of households without electricity. The effect of global warming / climate change, which are currently unknown, on aspects such as rainfall and temperatures. Steep river valleys and hilly terrain Lack of environmental management tools to guide current and future developments 	<p>Threats:</p> <ul style="list-style-type: none"> Low temperature, frost/moisture stress Steep slopes Reliance on natural resources for water supply Mountainous areas increase the cost of infrastructure provision, especially in the case of roads Steep topography cause accelerated erosion Invasive plant species have a negative impact on the wetland system with the displacement of natural species and the excessive utilisation of water resources. Potential impacts of ground water quality resulting from absence of waste removal services in rural areas Lack of rehabilitation of degraded areas. Leaching of soil, particularly in areas around Ixopo, which reduces its fertility. Leaching is a natural occurrence, it can however be accelerated by the removal of natural vegetation, and by overgrazing. Increasing population growth rates implies increased impact on ecological systems

SWOT ANALYSIS

BIOPHYSICAL ENVIRONMENT

Strengths:

- Land Use Management System in place for guidance on the use of land.
- Awareness campaigns on town planning & building control processes are conducted.
- A Slums Clearance Programme has been undertaken as an important program to bring important services to people.
- Development of Precincts plans that show an arrangement of land uses associated with the needs of the communities.

Weaknesses:

- Deteriorating air quality and general pollution.
- Overgrazing, excessive removal of vegetation, road construction activities, veld and forest fires and pollution pose potential threats to the environment
- Most of the land is privately owned
- Unavailability of a legal landfill site.
- Overall decrease in rainfall patterns poses a threat to sources of water.
- Soil erosion has impact on the flow of rivers, existence of estuaries and loss of agricultural land.

Opportunities:

- A formalised Refuse Disposal site is important aspect to cater for the basic land disposal needs for an urban space as well as for the disposal of different waste from Health related to building rubble.
- The municipality consists of 77% of the land that is suitable for agriculture.
- Agricultural Strategy is under development and agricultural productivity in the area has been promoted by supporting 8 cooperatives on vegetable and broiler production.

Threats:

- The main climatic limitation affecting the area is low temperature and frost which has a negative impact on agricultural development in the municipality. This limits the range of crops that can be grown, the length of the growing season and the level of production.
- In rural areas water is mainly drawn from natural sources like streams, rivers and fountains. Many areas in the municipal area do not have purified water and this makes these areas prone to cholera and other diseases.

BUILT ENVIRONMENT	Strengths: <ul style="list-style-type: none"> ○ 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: <ul style="list-style-type: none"> ○ 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: <ul style="list-style-type: none"> ○ Proposed Potential Duplex/Simplex development surrounding the town area offering accommodation choices to investors who prefer been located away from the CBD ○ Revamp/Renovation Of Old Buildings and turning them it useful spaces e.g. de-concentration of residence away from Margaret street and making the street into a fully-fledged commercial activity zone. ○ Ubuhlebezwe Local Municipality has enquired the services of an implementing agent to handle the process of constructing 150 units of the Community Residential Unit (CRU) facility. It is considered as a need within the urban area in order for more options to housing needs to be available due to the growing number of the working class. 	Threats: <ul style="list-style-type: none"> ○ Population density decline the further one moves away from the main transport routes. Levels of services are generally low, with the majority of residential structures being self-built. ○ Ubuhlebezwe has abundant land which is privately owned hence the municipality is in a process of a land release programme. The challenge is that the municipality will need to access this land for further development.

• Disaster Management

The Disaster Management Act (Act 57 of 2002), as amended from time to time in chapter 5, clearly define the requirements that municipalities have to undertake in order to fulfill their disaster management obligations.

The area of jurisdiction of uBuhlebezwe municipality is prone to different types of disaster hazards ranging from natural and human induced. Whilst natural disaster hazards cannot be prevented but is of paramount importance to make sure that, initiatives and/ or measures are put in place to mitigate the effects of such natural phenomenon.

Human induced disaster hazards are by all possible means preventable and hence the municipality is very vigilant to such phenomenon and has further put in place drastic measures and / or programmes in place to effectively prevent such human induced hazards from happening and where it happens that, such hazards do occur, effective response systems get activated and deal with such.

One of the most fundamental issues in disaster management is that of ensuring that disaster management centres act as repository and conduits of information, and building capacity at a community level with the effort of building disaster resilient communities. The area of jurisdiction of the municipality has about twelve (12) traditional leaders, which therefore places indigenous knowledge information at the centre stage of disaster management in terms of incorporation whenever a risk assessment is done in terms of key performance area 2 of the disaster management framework. The traditional leaders are also represented in the Disaster Management Advisory forum.

uBuhlebezwe municipality shall endeavor to ensure compliance with all disaster management statutory prescripts including the constitution of the republic, which is an overarching legislative document in the country, with the purpose of ensuring a safe environment and building resilient communities whilst reducing disaster vulnerabilities.

The municipality is currently striving to promote a continuous and integrated multi-sectoral, multi-disciplinary process of planning and implementation of measures aimed at:

- Preventing or reducing the risk of disasters
- Mitigating the severity or consequences of disasters
- Emergency preparedness
- A rapid and effective response to disasters and
- Post –disaster recovery and rehabilitation

As indicative above, the following projects are testimonies that, uBuhlebezwe municipality is hard at work with special emphasis in prioritizing disaster management issues:

- Establishment of the Disaster Management Centre
- Development of the Disaster Management Policy Framework
- Reviewed Disaster Management Plan in 2017
- Disaster Management Advisory Forum
- Disaster Risk Assessment
- Disaster Risk Reduction
- Disaster Response and Recovery
- Information Management and Communication
- Education, Training, Public Awareness and Research
- Funding Arrangements for Disaster Risk Management

• DISASTER MANAGEMENT FRAMEWORK

The uBuhlebezwe Disaster Management Framework was developed and approved by Council in 2014, and is reviewed annually, 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, None 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.

The Disaster Management Framework was approved by Council in 2014, and is currently being implemented to ensure disaster management issues are done in an integrated approach within the area.

• **DISASTER MANAGEMENT ADVISORY FORUM**

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

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

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

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

No	Stakeholder	RESPONSIBILITIES
1.	Line Function Departments in the municipality	<ul style="list-style-type: none"> To provide expertise and technical information pertaining to their line function departments To act as leading agencies in dealing with certain hazards that require technical skills
2.	Traditional Leaders	<ul style="list-style-type: none"> To ensure that, traditional values and indigenous information is also forms part of disaster management planning in the municipal area
3.	South African Weather Services	<ul style="list-style-type: none"> To provide advices on weather patterns and cascade early warning systems as part of ensuring state of preparedness
4.	SASSA	<ul style="list-style-type: none"> To make provision of the different types of grants to needy communities To also provide relief such as food vouchers and/or groceries
5.	Home Affairs	<ul style="list-style-type: none"> To ensure that, communities receive their identity documents To control illegal emigration of people to and from the South African Borders
6.	South African Liquor Authority	<ul style="list-style-type: none"> Responsible of regulating liquor licenses in the area Attend to all liquor related complaints and ensure that, they are resolved Timeously
7.	Provincial Disaster Management Centre	<ul style="list-style-type: none"> To provide oversight on disaster risk management issues implementation at a local level Assist with training and capacity building Provide enormous disaster related support
8.	None Government Organizations	<ul style="list-style-type: none"> To provide support (disaster relief) whenever a need arises
9.	uBuhlebezwe Municipal Disaster Management Centre	<ul style="list-style-type: none"> Point of coordination for Disaster Management Ensure development of Disaster Management plans and monitoring the implementation thereof Conduct risk assessment for the area of jurisdiction of the municipality in consultation with all relevant role players Promote prevention, mitigation and response initiatives by municipal organs of state, non-governmental organizations and communities in the area of jurisdiction. Measure performance and evaluate progress of initiatives Facilitate the activation of Joint Operation Centre whenever a need arises

No	Stakeholder	RESPONSIBILITIES
		<ul style="list-style-type: none"> • Make referrals to other sector departments • Plan and execute awareness campaigns
10.	Community Based Organizations	<ul style="list-style-type: none"> • To provide both physical and emotional support during difficult times to victims
11.	Eskom	<ul style="list-style-type: none"> • To provide technical information and skills on electricity • To conduct awareness campaigns
12.	South African Police	<ul style="list-style-type: none"> • To ensure safety and security
13.	Fire Services	<ul style="list-style-type: none"> • To ensure fire safety communities
14.	Department of Health	<ul style="list-style-type: none"> • To deal with diseases and provide technical information on how to prevent and mitigate the effects of diseases
15.	Department of Transport	<ul style="list-style-type: none"> • To make provision of measures to prevent motor vehicle accidents
16.	District Disaster Management Centre	<ul style="list-style-type: none"> • Provide support to the municipality on disaster management issues •

Table 08: Representation if the disaster management advisory forum for uBuhlebezwe municipality

• ESTABLISHMENT OF THE 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 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 the national norms and standards.

In uBuhlebezwe municipality, the disaster management section is utilizing the fire station as the base for its disaster management centre. A new fire station will be built in the 2019/20 financial year.



Figure 18: disaster management centre

- **LOCATION OF DISASTER MANAGEMENT**

In terms of location, the disaster management unit is located within the Social Development Department under the section Community Safety with the organogram as follows:



- **VOLUNTEERS**

uBuhlebezwe municipality is fully aware of the Disaster Management Volunteer regulations and it endeavor to strive to comply with it in terms of ensuring that, a unit of volunteers is readily available whenever needed. Such volunteers were identified by the district municipality in consultation with its family of local municipalities.

Currently, based at the wards of uBuhlebezwe municipality are twenty nine (29) disaster management volunteers. Such data base is updated on monthly basis as part of ensuring that, such volunteers are still within the area of jurisdiction of the municipality.

Since the August 2016 elections the municipality is establishing ward base disaster management structures for purposes of involving the youth on disaster management issues and as well to utilize them as additional volunteers for disaster management. Such a structure has been successfully established in ward 2 of uBuhlebezwe. In partnership with working on fire, such structures are also trained on issues of disaster management and fire safety. The youths are also provided with fire beaters to act as first responders during a fire.

- **PREVENTION AND MITIGATION**

In line with section 47 of the Disaster Management 2002, (Act 57 of 2002), the municipality has put measures in place to the extent of its capacity to always provide guidance to other organs of state particularly the sector

departments, private sector, non-governmental organizations, communities and individuals in municipal area to assess and prevent or reduce the risk of disasters.

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

• **CLEARING OF STORM WATER DRAINS**

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

• **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 a number of line function departments come together and target specific areas that, have been identified to be not complying with the legislation. In such joint inspections, confiscation of illegal items is done, raids of specific premises. It is one of the ways or measures that, ensures risk reduction within the private sector.

• **DISASTER MANAGEMENT INTERDEPARTMENTAL AND BUSINESS COMPLIANCE COMMITTEE**

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

• **DISASTER RISK 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 uMzombe municipalities as per map below.

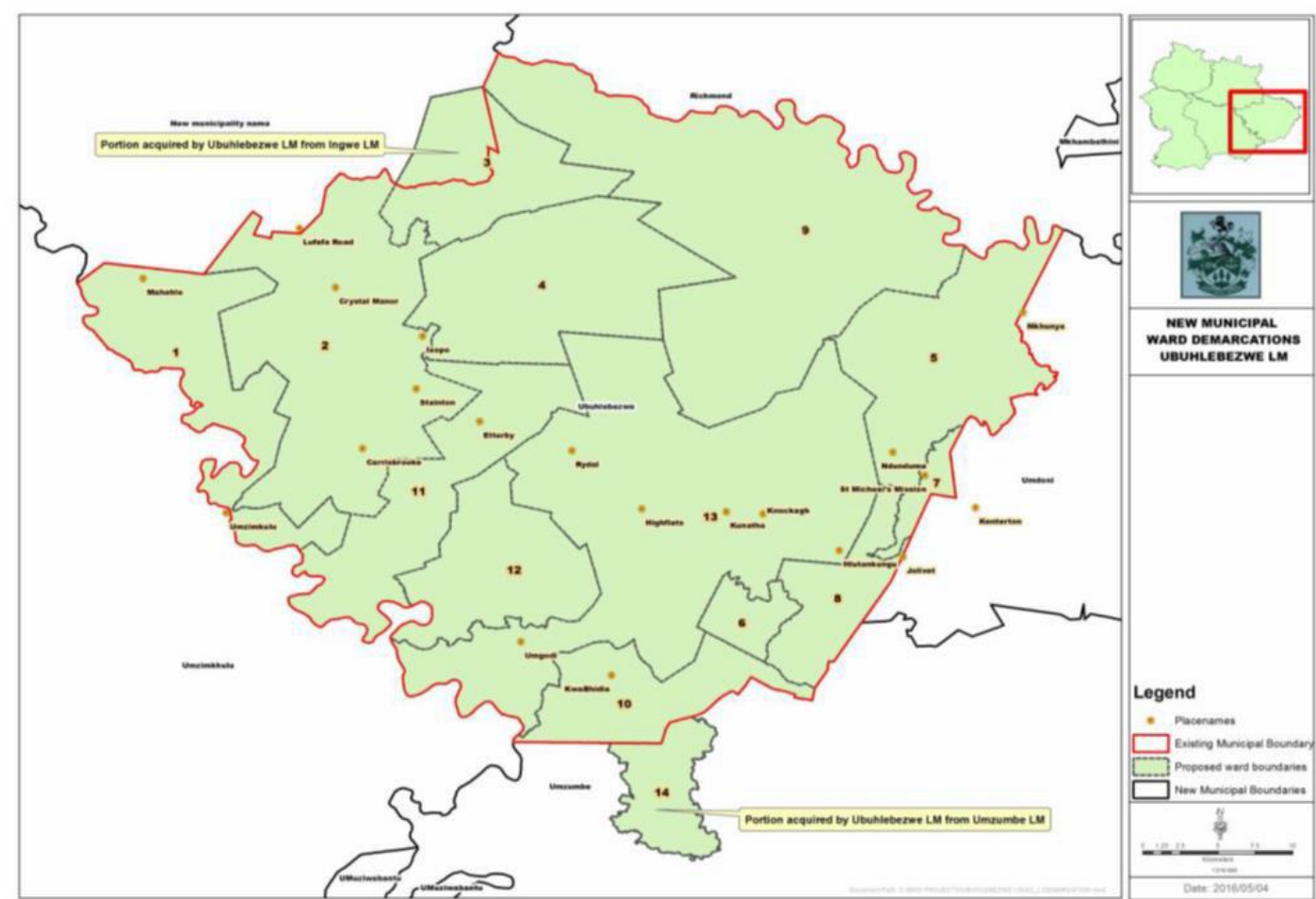


Fig 42: Areas acquired from NDZ and Umzumbe LM

The incorporation of the voting districts to uBuhlebezwe municipality prompted the review and update of the disaster management plan, in line with section 53 subsection 1© of the disaster management act 2002, (Act 57 of 2002) as amended from time to time.

Contained in the Disaster Risk Management Plan is the risk profile of the municipal area, which will be discussed under key performance area 2.

• **DISASTER RISK ASSESSMENT**

During the review of the disaster management plan in 2017, the municipality conducted the risk assessment of ward 14 which was incorporated into the municipality after the 2016 elections in order to include such into the risk profile of the municipality.

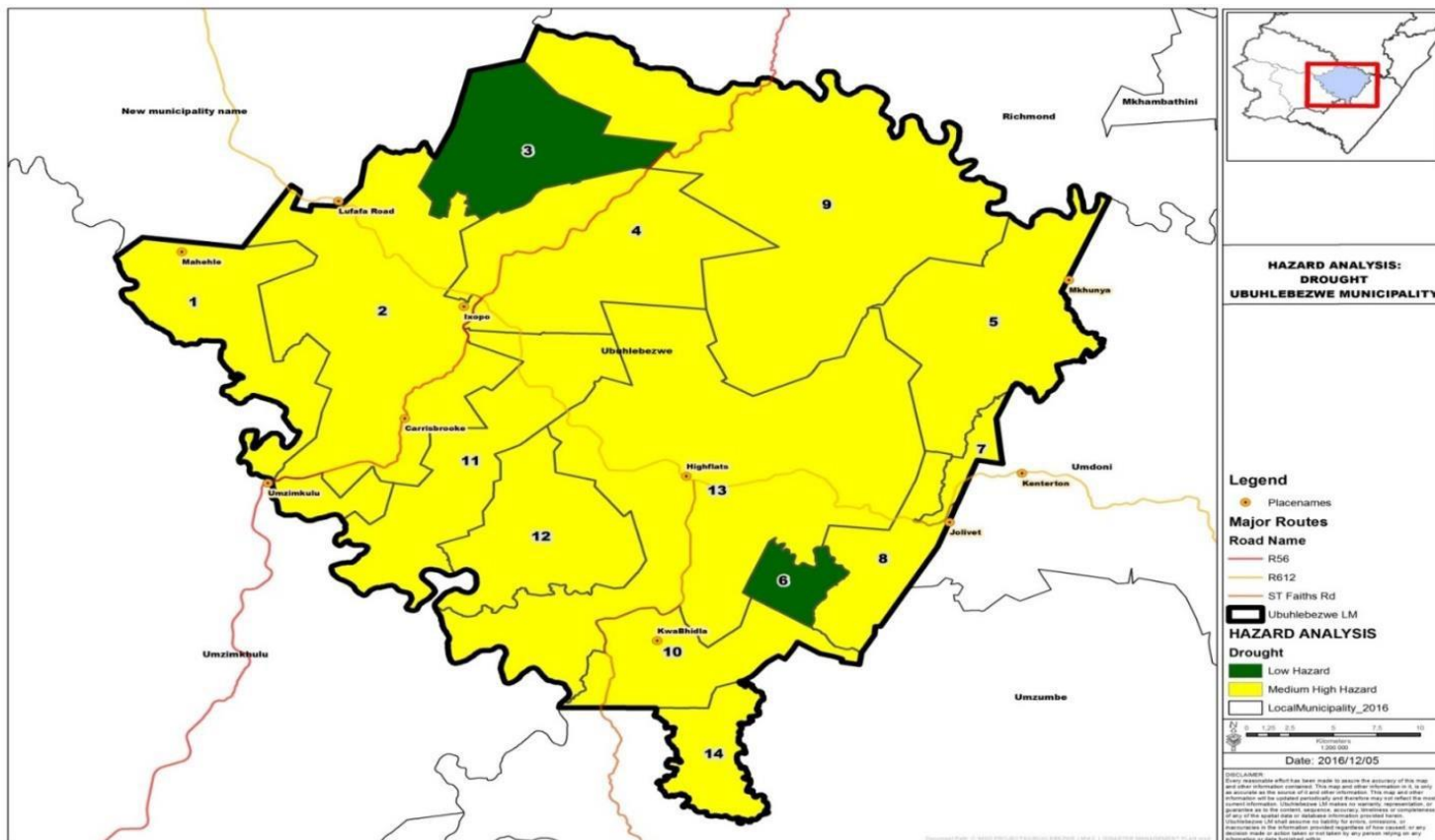
The risk profile of the municipality is as follows:

Ward	Brief Overview	Hazards and threats
1	Ward 1 is situated on the North Western part of Ubuhlebezwe municipal area. Ward 1 shares municipal boundaries with Umzimkhulu Local Municipality, Ingwe local municipality, and ward 2 of Ubuhlebezwe Municipality.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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, Ingwe Local Municipality, Ward 2 and Ward 4 of Ubuhlebezwe Local Municipality.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Fires • Floods • Storms • Hazmat Incidents • Epidemics • Drought • Lightning
6	Ward 6 is situated on the South Eastern part of Ubuhlebezwe Municipal Area. Ward 6 shares Municipal boundaries with Umzumbe Local Municipality, ward 7, ward 8 and ward 10 of Ubuhlebezwe Local Municipality.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Fires • Floods • Storms

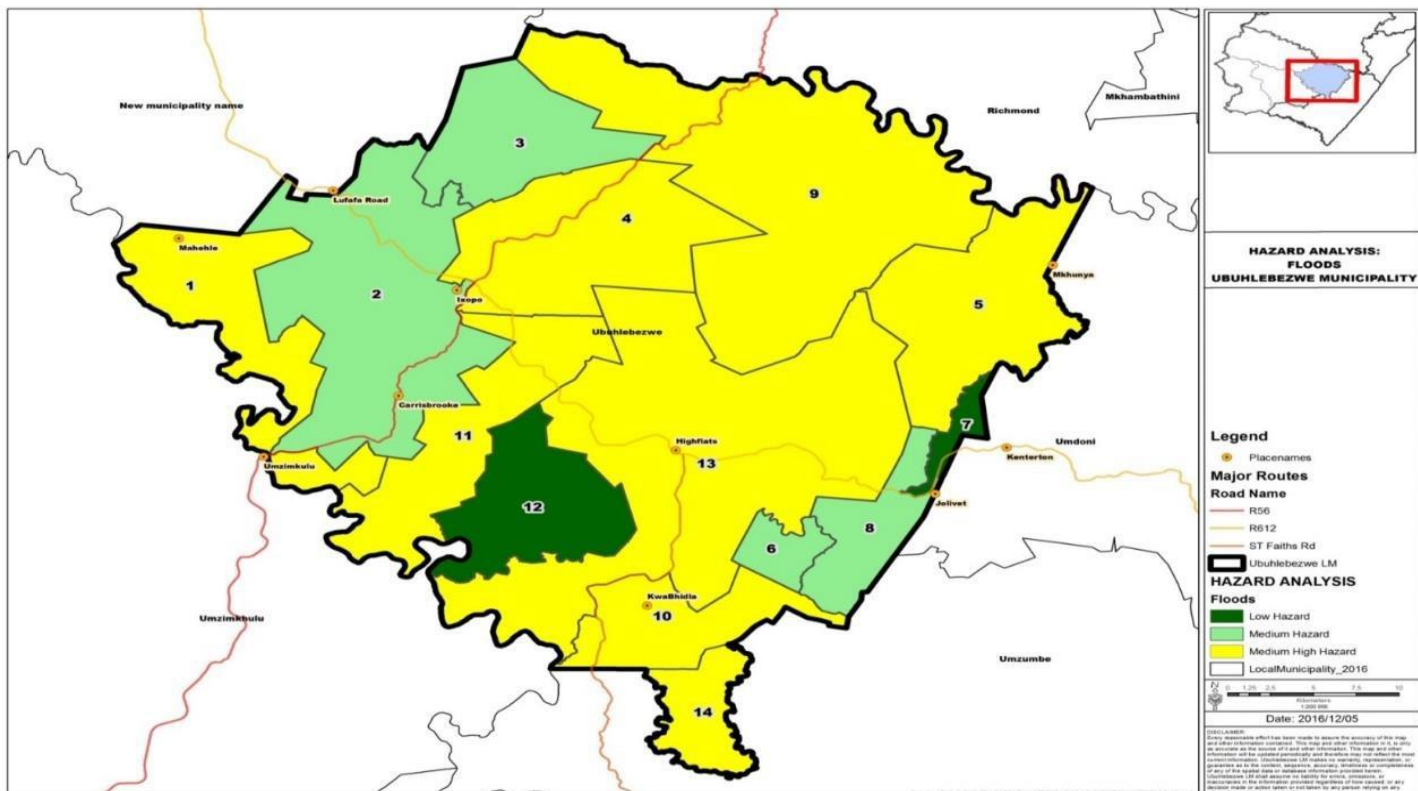
		<ul style="list-style-type: none"> • Motor Vehicle Accident • Hazmat Incidents • Epidemics • Drought • Potential Unrest • Lightning
9	Ward 9 is situated in the centre of Ubuhlebezwe Municipal Area. Ward 9 shares Municipal boundaries with, ward 4, ward 5, ward 6, ward 8, 12 of Ubuhlebezwe Municipal Area.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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 ward 9, ward 8, ward 10, ward 11, ward 12, of Ubuhlebezwe Municipal Area.	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Fires • Drought • Hailstorm • Road Accidents • Heavy Rain • Floods • Strong wind • Snow • Lightning • Wild pigs • Snow • Substance Abuse and Crime • Hazardous Installations

Table 09: Risk profile

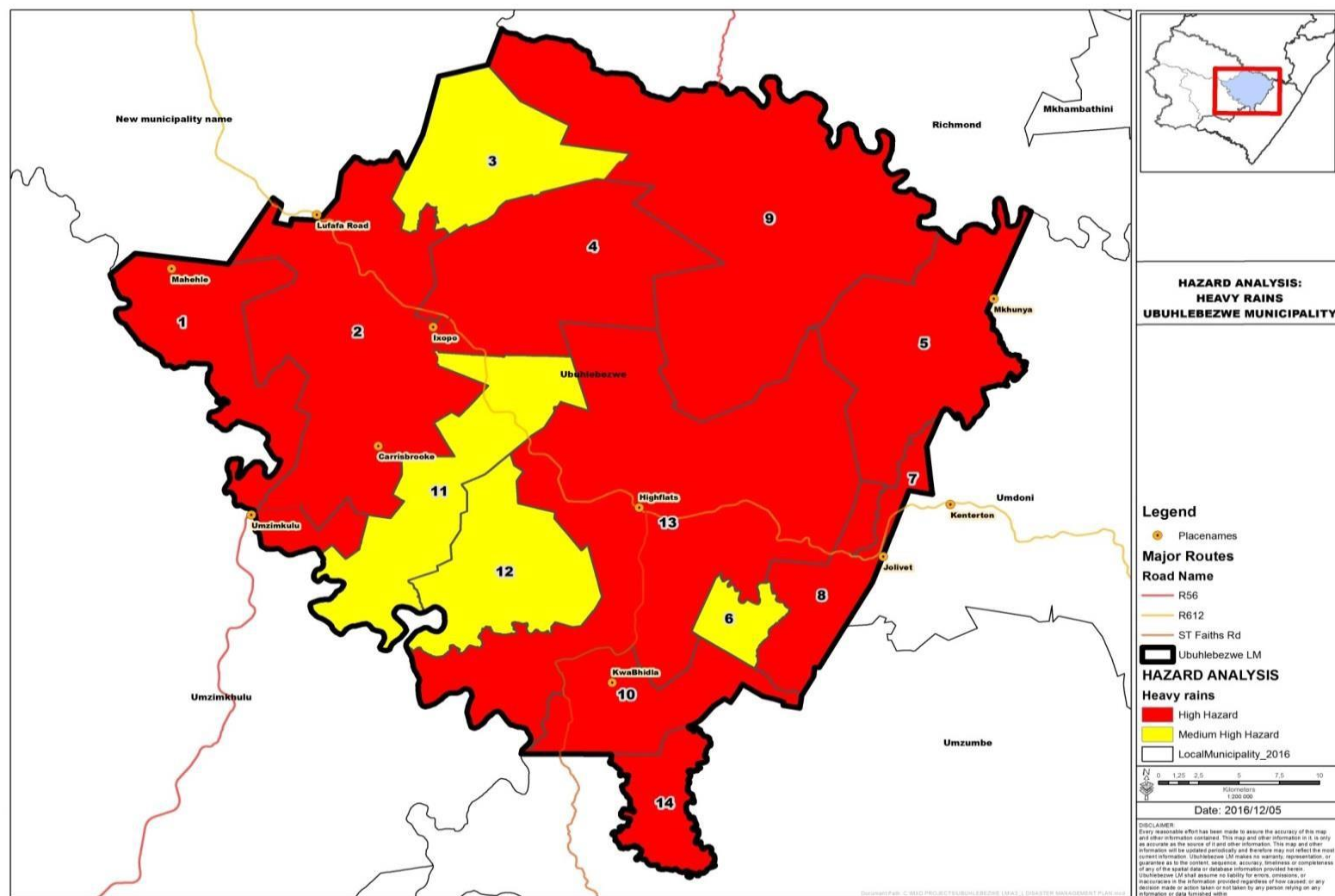
After the risk assessment was done, risk profiles were populated for different wards and the profiles are presented below per ward.



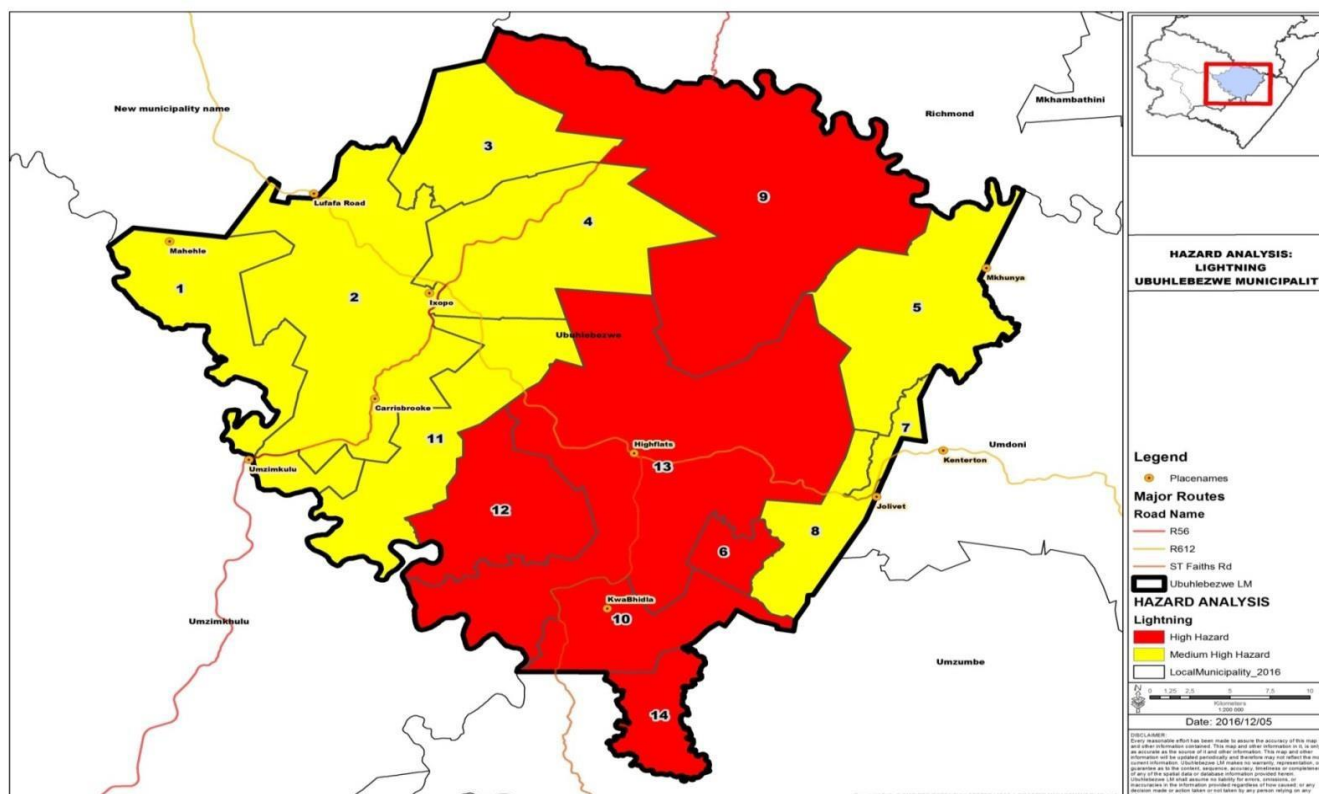
Fg 43 Drought Hazard



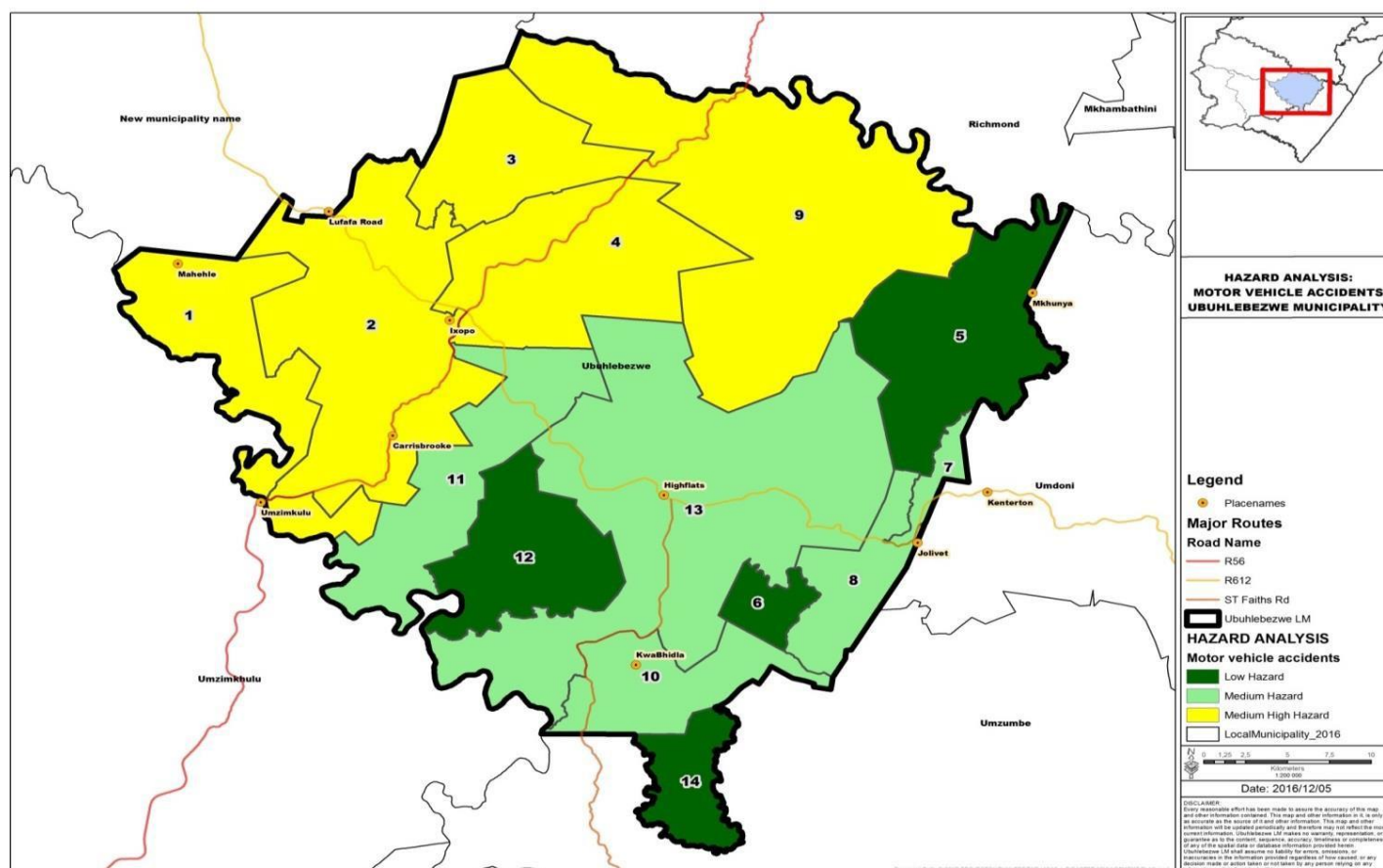
Fg 44 Flood Hazard



Fg 45 Heavy Rain Hazard

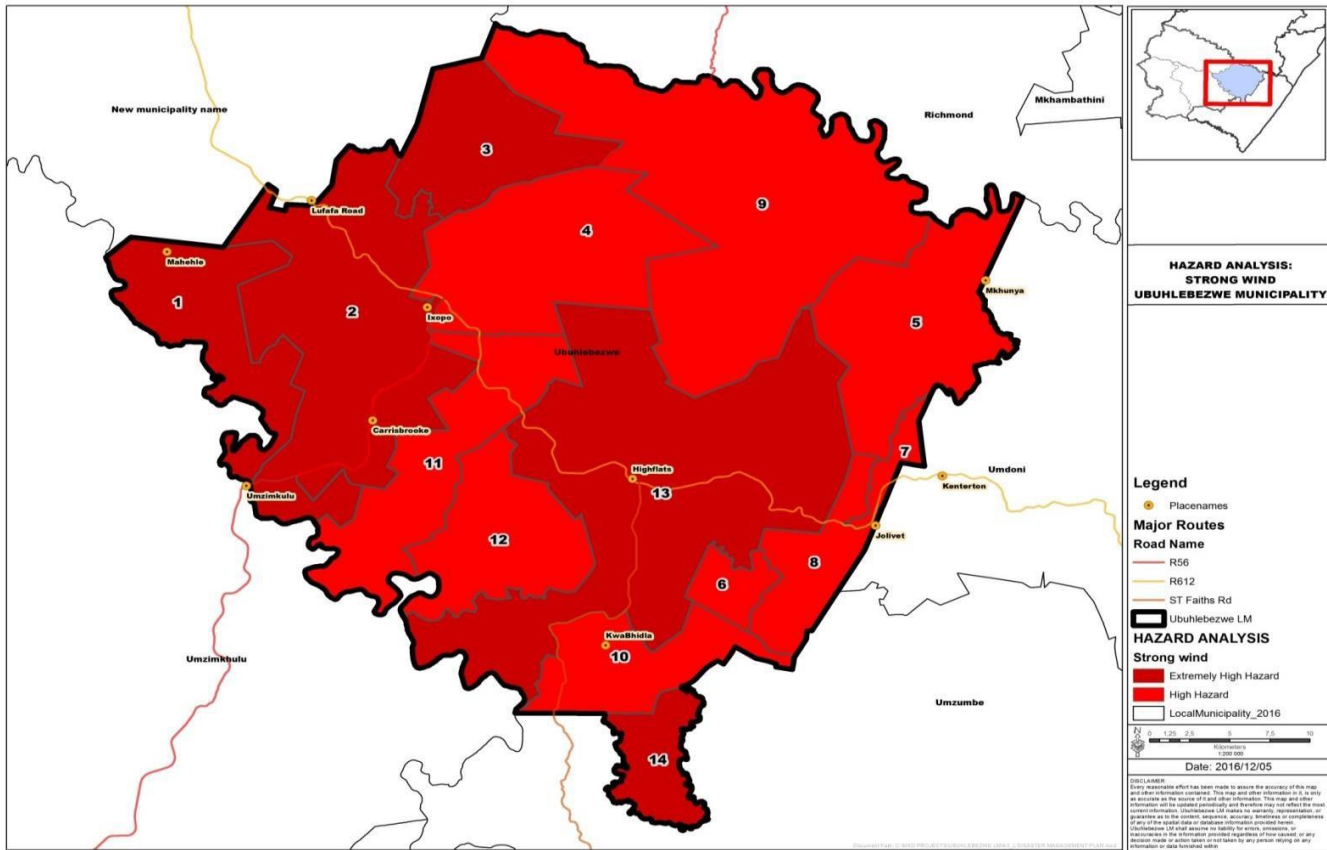


Fg 46 Lightning Hazard

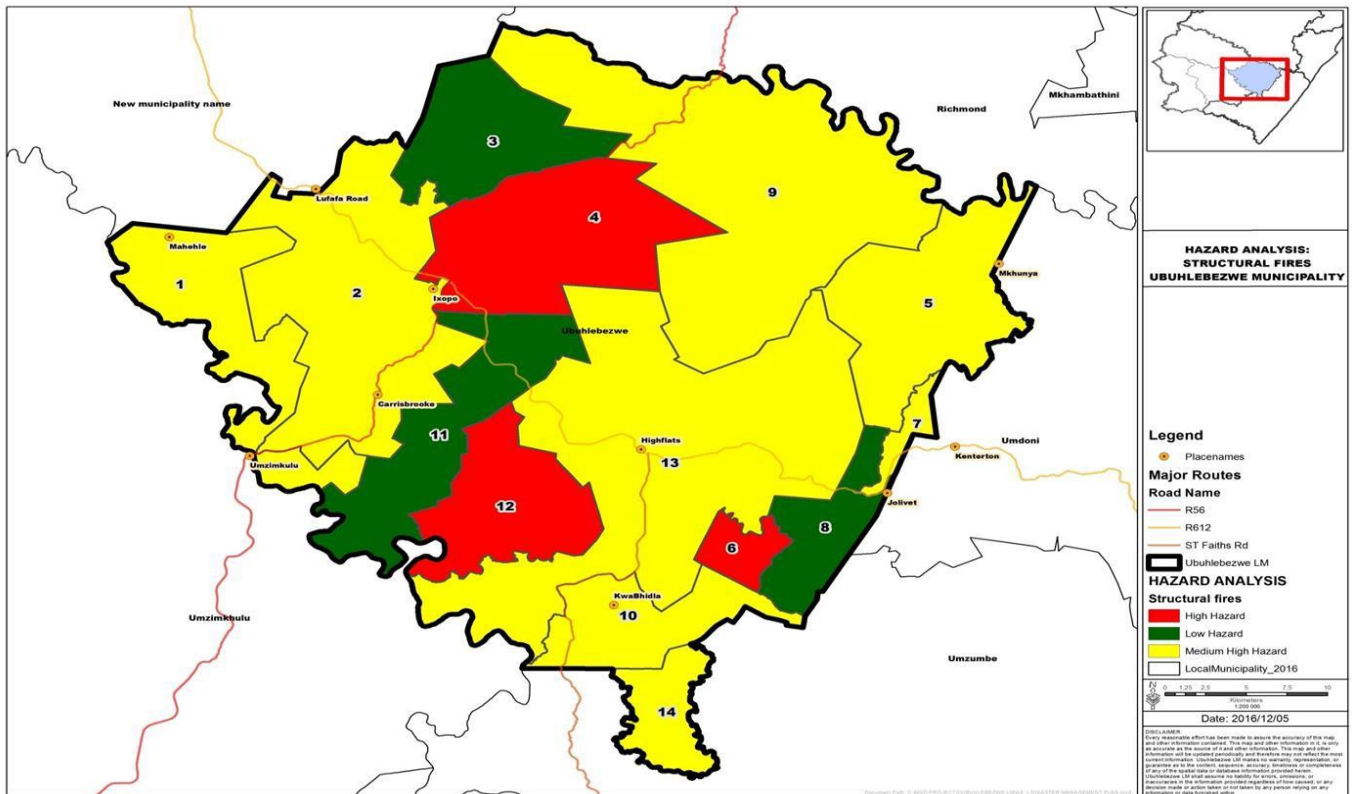


Fg 47 Motor Vehicle Hazard

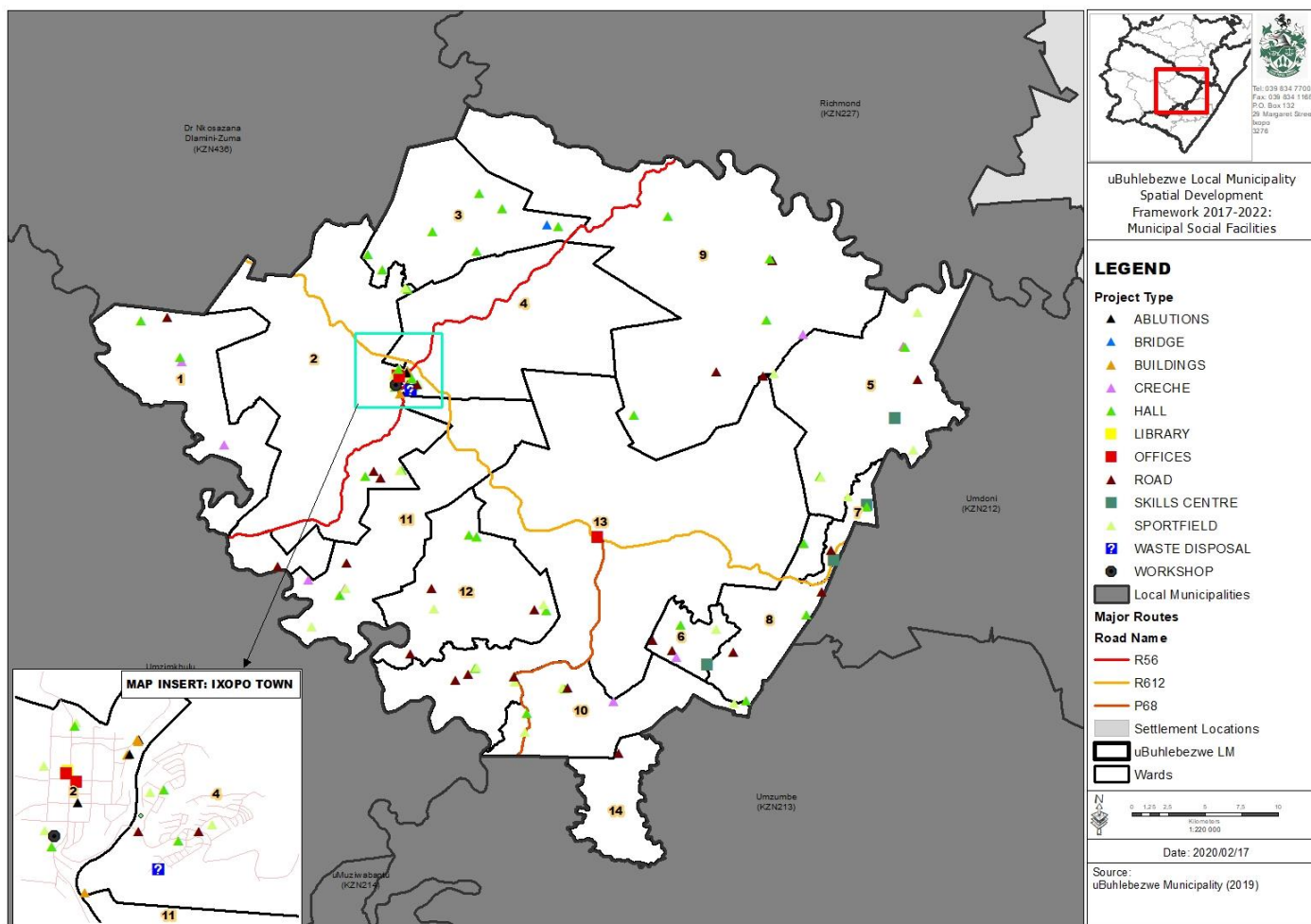




Fg 49 Strong Wind Hazard

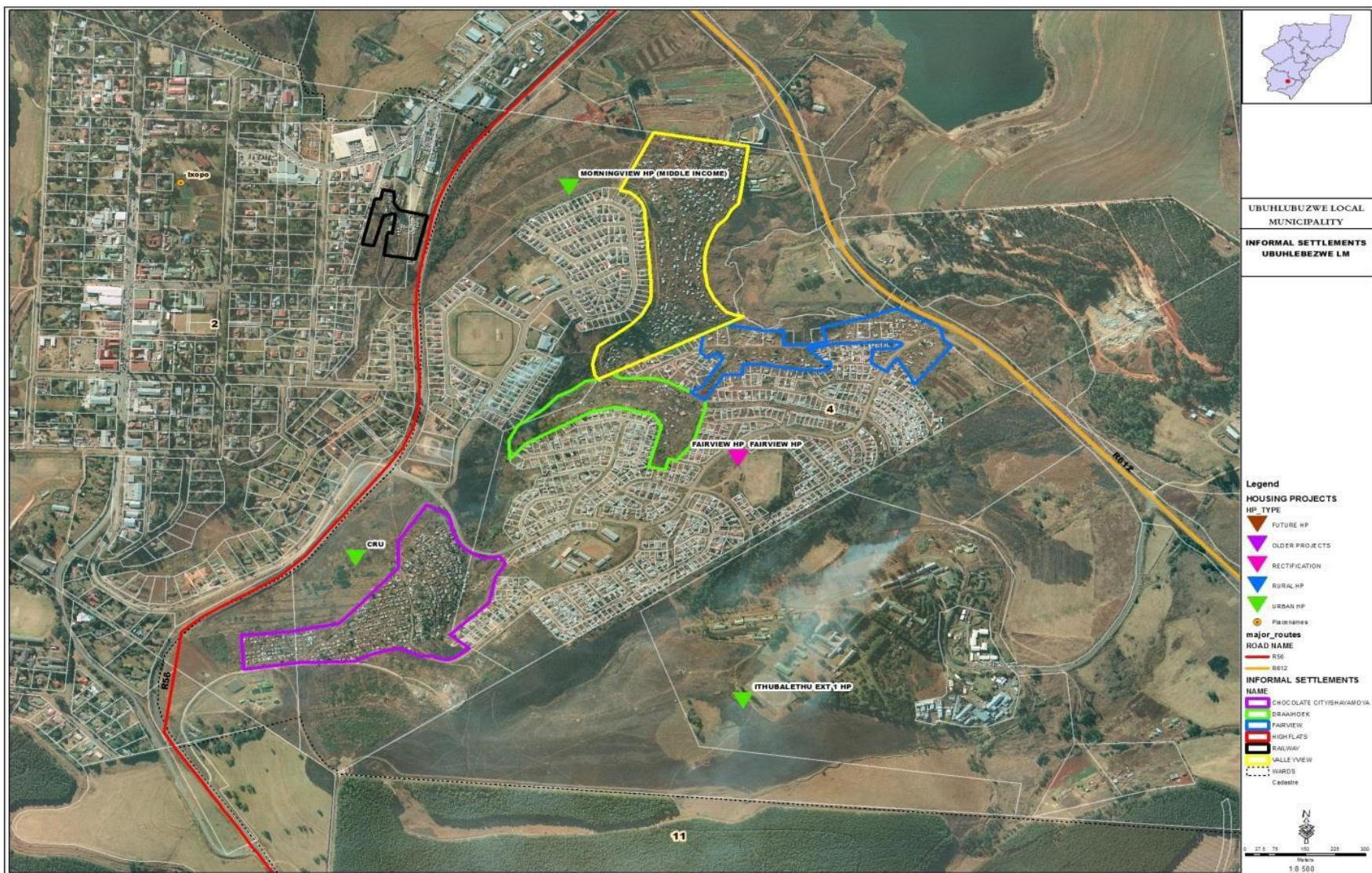


Fg 50 structural fires



Fg 51 Social Facilities

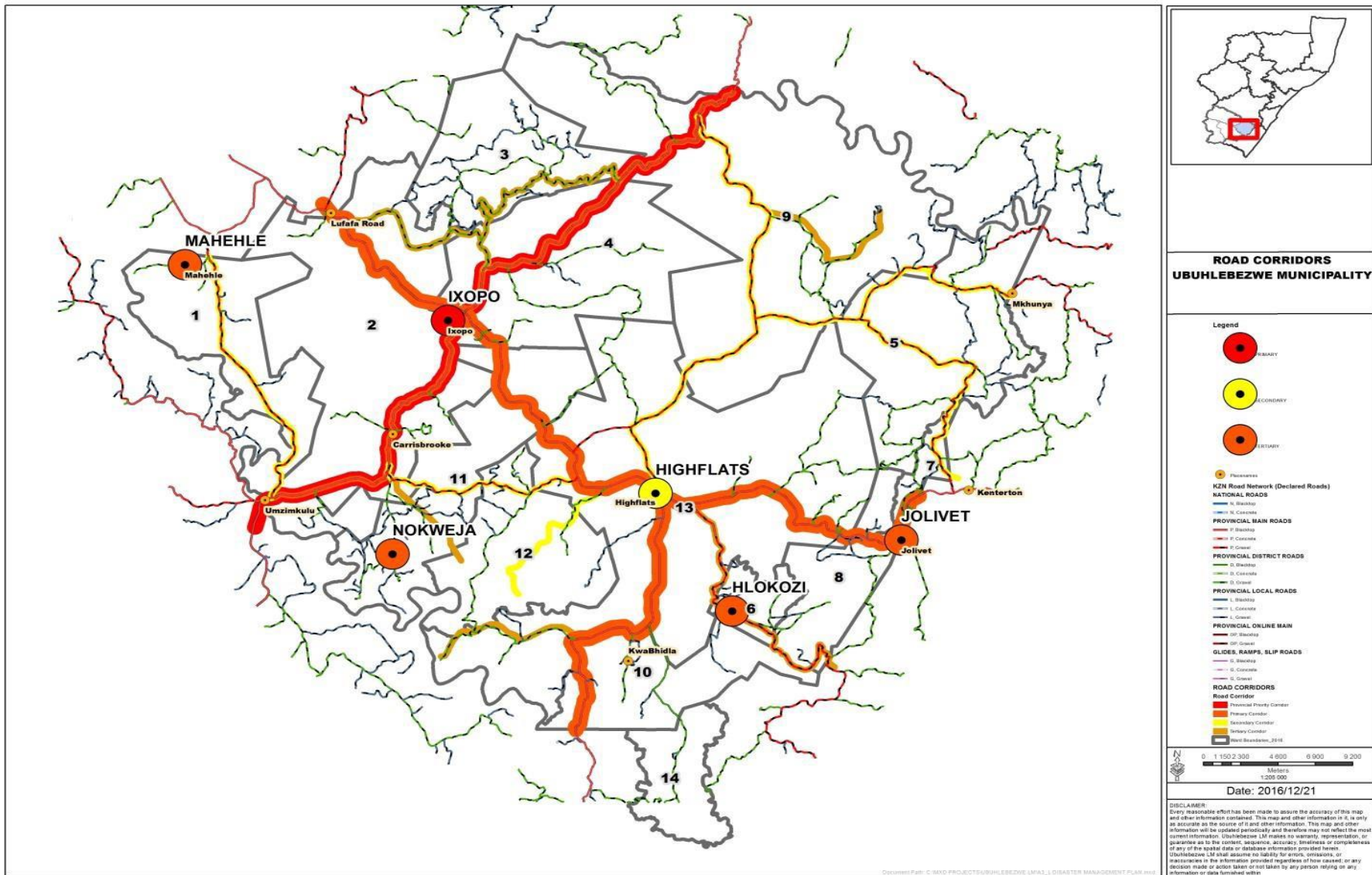
Fg 51 social facilities



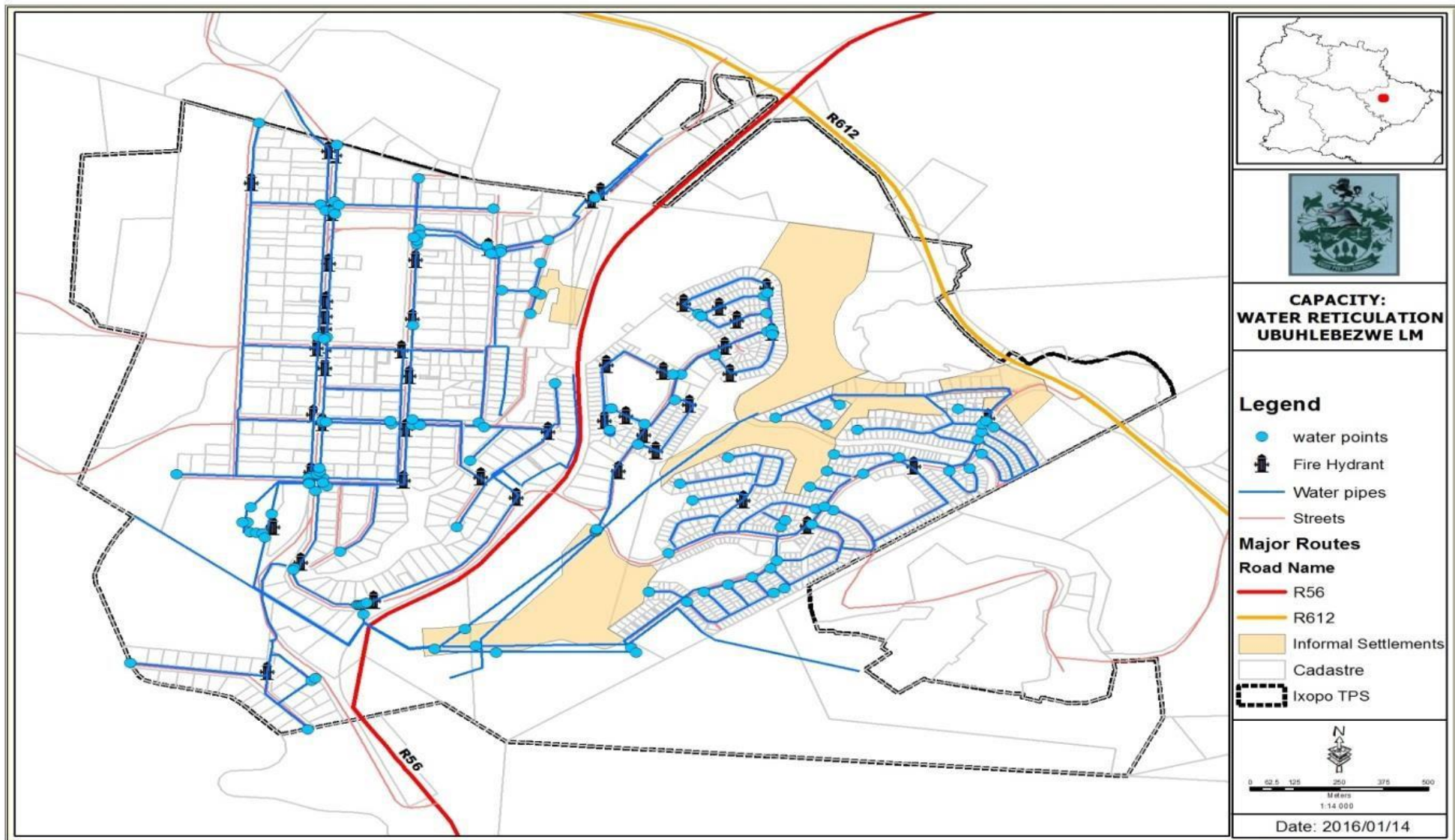
Fg 52 informal settlements



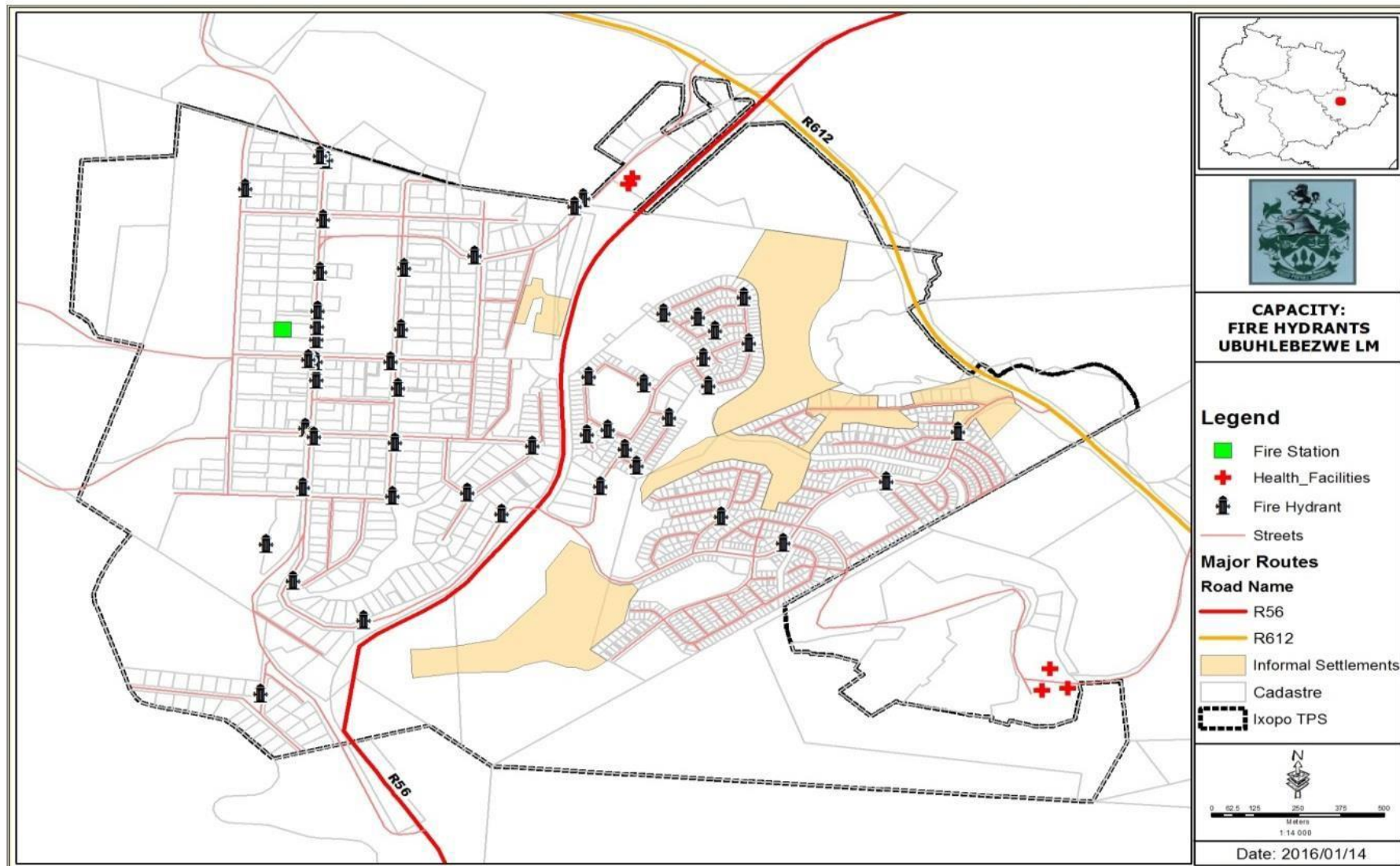
Fig 53 informal settlements High-flats



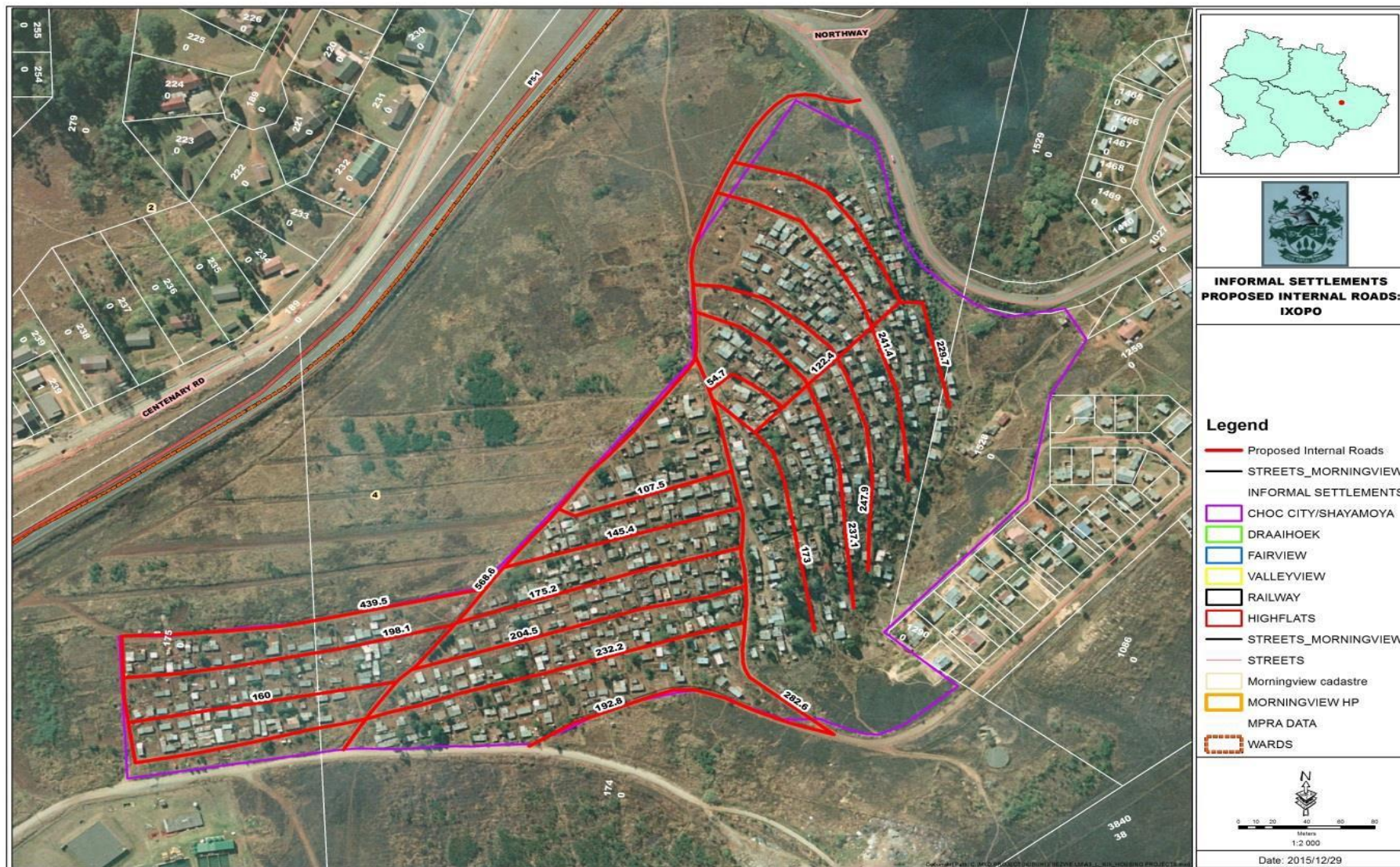
Fg 54 uBuhlebezwe Road Corridor



Fg 55 Water Reticulation in Ixopo



Fg 56 fire hydrants in Ixopo



Fg 57 Chocolate City – Ideal Road Access



Fig 58 Informal Settlements below Morningside



fg 59 Informal Settlements in Fairview

- **DISASTER MANAGEMENT PLACES OF SAFETY (SOCIAL FACILITIES, HALLS AND SKILLS CENTRES)**

Ubuhlebezwe municipality has mapped up all its social facilities (Halls and Skills Centres), that can be utilized as places of safety should a need arise wherein major disaster incidents and/ or disasters warrant that, residents or victims of such disasters be evacuated in order to ensure their safety. Such halls and skills centres can be utilized to accommodate residents for a duration that will be determined by the Chief Disaster and Fire Officer, acting in conjunction with the Joint Operations Centre and management.

- **DISASTER INCIDENT MAPPING**

The municipality has already started with the mapping of disaster incidents, as part of ensuring that, each and every incident that occur GPS coordinates are taken to indicate a historical occurrence of such an event. The municipality has utilized data available as far back as January 2015 as a starting point to map such incidents as indicative in figures 21 and 22, above.

Such incident mapping will be very useful in the future on the basis that, risk assessment will be informed by historical recorded and reliable data, which shall pin point exactly where the incidents have occurred specifically. A GPS unit was procured for the sole purpose to map incidents mapping, one should also acknowledge the Geographical Information Systems (GIS) unit, within the municipality and COGTA for assisting with such incident mapping.

The Disaster Management and Fire Fighters personnel were trained on how to utilize the GPS unit and all of them are currently using it. This makes it easier whenever an incident has occurred on the basis that such data is collected on site, immediately, and such is thereafter captured into the system in terms of filling the beneficiary list which is later submitted to the district municipality and thereafter to the provincial disaster management centre (COGTA).

- Disaster Risk Profile in place

- Disaster Risk profile spatial Mapping in place
- Disaster Management Places of Safety Identified
- Disaster Incident Mapping done

HAZARD	PROJECTS
1. Fire	<ul style="list-style-type: none"> • Procurement of fire beaters • Conduction of awareness's • Burning of fire brakes • Improving fire fighting equipment
2. Floods	<ul style="list-style-type: none"> • Construction of dams • Construction according to building standards • Consistency in Awareness Campaigns • Consistency in Early Warning Systems • Building Bridges
3. Lightning	<ul style="list-style-type: none"> • Lightning Conductors • Consistency Awareness Campaigns • Consistency in Early Warnings
4. Storms	<ul style="list-style-type: none"> • Consistent Awareness Campaigns • Consistency in Early Warnings
5. Snow	<ul style="list-style-type: none"> • Early warning • Department of Transport to assist with graders • Snow protocol
6. Motor Vehicle Accidents	<ul style="list-style-type: none"> • Upgrading and road maintenance • Visibility of Road Traffic Officers • Awareness Campaigns
7. Hazmat Incidences	<ul style="list-style-type: none"> • Upgrading and road maintenance • Implementation of Municipal By-Laws • Visibility of Road Traffic Officers • Consistency in Awareness Campaigns
8. Epidemics	<ul style="list-style-type: none"> • Consistency in Awareness Campaigns • Vaccinations
9. Droughts	<ul style="list-style-type: none"> • Awareness Campaigns • Water Harvesting • Installation of boreholes
10. Strong Wind	<ul style="list-style-type: none"> • Planting of trees • Awareness Campaigns • Encourage communities not to build on valleys

Table 10: Hazards & Projects

DISASTER RISK REDUCTION

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:

PROJECT NAME	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	BUDGET	TARGET AREAS	RESPONSIBLE STAKEHOLDER	DEADLINE
Integrated Community Safety Awareness Campaigns	Conduct Awareness campaign per quarter	Four Awareness Campaigns Annually	None	All wards	Disaster Management stakeholders	On-going
Disaster Management Advisory Forum Meetings	Hold Disaster Management Advisory Forums	Four Disaster Management Advisory Forum Meetings Held Annually	R 12 000.00		All Disaster Management Relevant Stakeholders	2017-2021
Burning of Fire Breaks	Burning of Fire Breaks	Three scheduled fire breaks conducted at high risk areas	None	Ward 2 and 4	Disaster Management Fire and Rescue Services	May - June
Fire Safety Inspections	Conduct Fire safety Inspections	Annually One Hundred and Eighty Fire Safety Inspections Conducted	None	All wards	Disaster Management Fire and Rescue Services	On-going
Fire Hydrants Inspections	Conduct Fire Hydrants Inspections	Annually Two hundred and Fourty Fire Hydrants Inspections Conducted	None	Ward 4	Disaster Management Fire and Rescue Services	On-going
Disaster Management Relief	Procurement of Disaster Management Relief	annually 1. Blankets 2. Sponges 3. Plastic Rolls	R 70 000.00	All Wards	Disaster Management Fire and Rescue Services	Re-Currying
Disaster Management Promotional Material	Procurement of Disaster Management Pamphlets	10, 000 pamphlets-Zulu and English versions, Key holders	R 40 000.00	All Wards	Disaster Management Fire and Rescue Services	Re-Currying
Fire Breaks and prevention equipment	Procurement of Knapsack Tanks	15 Knapsack Tanks	R 30 000.00	All Wards	Disaster Management Fire and Rescue Services	June 2017
Lightning Conductors	Installation of Lightning Conductors	5 Lightning Conductors to be installed	equipment			R 200 000
Fire Emergency Vehicle	Procurement of Fire vehicle (Bakkie-Sakkie)	1 Fire Vehicle procured and install fire fighting				

t

Fire Station	Construction of a new fire station	Construction of one (1) new Fire Station	To be sourced	Ward 4	Infrastructure and Development Planning	-
Study on Satellite Stations	Conduct a study on satellite stations positioning within area of jurisdiction	Report on study of positioning of satellite stations	None	All wards	Disaster Management and Fire Services	-
Memorandum of Understanding	To forge and improve working relations with private sector	Memorandum of Understanding signed	None		Municipality and Private Sector	-
Disaster Management Information and Communication System (DMICS)	Facilitate Procurement of the System	System procured	R 12 000.00	Ward 2	Disaster management and Fire Services	-

HARRY GWALA DISTRICT MUNICIPALITY WATER PROJECTS 2017-2021

MUNICIPAL INFRASTRUCTURE GRANT (MIG)

uBuhlebezwe Sanitation Backlog	Eradication of Sanitation Backlog	Number of sanitation facilities built	R 58, 187, 715.05	All wards	Harry Gwala	June 2017
High-Flats Town Bulk Project			R 33, 369, 810.03	Ward 13	Harry Gwala	Planning Stage
Ixopo—Mariathal Water Supply Project			R 24, 420, 017.43	Ward 4	Harry Gwala	Dec 2016
Rectification & Upgrade of Fairview and Ixopo Town Sewer System			R 74, 239, 598.00	Ward 2 & 4	Harry Gwala	June 2021
Ithubalethu Water (New Housing Development)			R 24, 298, 593.00	Ward 4	Harry Gwala	Dec 2016
Ncakubana Water Supply Scheme Phase 2			R 33,659, 457.20	Ward 1	Harry Gwala	June 2018
Chibini Water Supply Project			R 50, 749, 823.28	Ward 4	Harry Gwala	Dec 2016
Ufafa Water Supply Project			R 42, 744, 568.00	Ward 4	Harry Gwala	June 2018

		r d 3		
Umkhunya Water Supply Schemes (AFA) MIS 224801	R 158, 300, 915.51	W a r d 5	Harry Gwala	June 2021
Ixopo Hopwell Water Supply	R 14, 000 000.00	W a r d 2	Harry Gwala	June 2020
WATER SERVICE INFRASTRUCTURE GRANT (WSIG)				
Hlokozi rural water supply scheme phase 4	R 13, 346, 479.75	W a r d 6 a n d 8	Harry Gwala	June 2017
Nokweja/Mhlabashane community water supply scheme	R 17, 000 000.00	W a r d 1 1	Harry Gwala	June 2017
Ubuhlebezwe Sanitation	R 8, 000 000.00	A l l W a r d s	Harry Gwala	June 2018
Marianthal Mandilini Esperance Water Supply Project Phase 4	R 15 200 000.00	W a r d 4	Harry Gwala	June 2018

Table 11: Disaster risk reduction projects / programs

• **DISASTER MANAGEMENT IMPLEMENTATION PLAN FOR UBUHLEBEZWE MUNICIPALITY 2017-2021 AND THOSE OF OTHER STAKEHOLDERS**

PROJECT NAME		KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	BUDGET	TARGET AREAS	RESPONSIBLE STAKEHOLDER	DEADLINE
Integrated Safety Campaigns	Community Awareness	Conduct Awareness campaign per quarter	Four Awareness Campaigns Annually	None	All wards	Disaster Management stakeholders	On-going

PROJECT NAME	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	BUDGET	TARGET AREAS	RESPONSIBLE STAKEHOLDER	DEADLINE
						ngoing
Disaster Management Advisory Forum Meetings	Hold Disaster Management Advisory Forums	Four Disaster Management Advisory Forum Meetings Held Annually	R 12 000.00		All Disaster Management Relevant Stakeholders	2017-2021
Burning of Fire Breaks	Burning of Fire Breaks	Three scheduled fire breaks conducted at high risk areas Annually	None	Ward 2 and 4	Disaster Management Fire and Rescue Services	May - June
Fire Safety Inspections	Conduct Fire safety Inspections	One Hundred and Eighty Fire Safety Inspections Conducted Annually	None	All wards	Disaster Management Fire and Rescue Services	Ongoing
Fire Hydrants Inspections	Conduct Fire Hydrants Inspections	Two hundred and Forty Fire Hydrants Inspections Conducted annually	None	Ward 4	Disaster Management Fire and Rescue Services	Ongoing
Disaster Management Relief	Procurement of Disaster Management Relief	4. Blankets 5. Sponges 6. Plastic Rolls	R 70 000.00	All Wards	Disaster Management Fire and Rescue Services	Recurring
Disaster Management Promotional Material	Procurement of Disaster Management Pamphlets	10,000 pamphlets-Zulu and English versions, Key holders	R 40 000.00	All Wards	Disaster Management Fire and Rescue Services	Recurring

PROJECT NAME	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	BUDGET	TARGET AREAS	RESPONSIBLE STAKEHOLDER	DEADLINE
						ying
Fire Breaks and prevention equipment	Procurement of Knapsack Tanks	15 Knapsack Tanks	R 30 000.00	All Wards	Disaster Management Fire and Rescue Services	June 2017
Lightning Conductors	Installation of Lightning Conductors	5 Lightning Conductors to be installed	R 200 000	Ward 5	Harry Gwala District Municipality	June 2017
Fire Emergency Vehicle	Procurement of Fire vehicle (Bakkie-Sakkie)	1 Fire Vehicle procured and install fire fighting equipment	R 300 000		Disaster Management Fire and Rescue Services	June 2017
Fire Station	Construction of a new fire station	Construction of one (1) new Fire Station	To be sourced	Ward 4	Infrastructure and Development Planning	-
Study on Satellite Stations	Conduct a study on satellite stations positioning within area of jurisdiction	Report on study of positioning of satellite stations	None	All wards	Disaster Management and Fire Services	-
Memorandum of Understanding	To forge and improve working relations with private sector	Memorandum of Understanding signed	None		Municipality and Private Sector	-
Disaster Management and Communication System (DMICS)	Facilitate Procurement of the System	System procured	R 12 000.00	Ward 2	Disaster management and Fire Services	-
HARRY GWALA DISTRICT MUNICIPALITY WATER PROJECTS 2017-2021						
MUNICIPAL INFRASTRUCTURE GRANT (MIG)						
uBuhlebezwe Sanitation Backlog	Eradication of Sanitation Backlog	Number of sanitation facilities built	R 58, 187, 715.05	All wards	Harry Gwala	June

PROJECT NAME	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	BUDGET	TARGET AREAS	RESPONSIBLE STAKEHOLDER	DEADLINE
				rds		2017
High-Flats Town Bulk Project			R 33, 369, 810.03	Ward 13	Harry Gwala	Planning Stage
Ixopo—Mariathal Water Supply Project			R 24, 420, 017.43	Ward 4	Haryy Gwala	Dec 2016
Rectification & Upgrade of Fairview and Ixopo Town Sewer System			R 74, 239, 598.00	Ward 2 & 4	Harry Gwala	June 2021
Ithubalethu Water (New Housing Development)			R 24, 298, 593.00	Ward 4	Harry Gwala	Dec 2016
Ncakubana Water Supply Scheme Phase 2			R 33,659, 457.20	Ward 1	Harry Gwala	June 2018
Chibini Water Supply Project			R 50, 749, 823.28	Ward 4	Harry Gwala	Dec 20

PROJECT NAME	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	BUDGET	TARGET AREAS	RESPONSIBLE STAKEHOLDER	DEADLINE
						16
Ufafa Water Supply Project			R 42, 744, 568.00	Ward 3	Harry Gwala	June 2018
Umkhunya Water Supply Schemes (AFA) MIS 224801			R 158, 300, 915.51	Ward 5	Harry Gwala	June 2021
Ixopo Hopwell Water Supply			R 14, 000 000.00	Ward 2	Harry Gwala	June 2020
WATER SERVICE INFRASTRUCTURE GRANT (WSIG)						
Hlokozi rural water supply scheme phase 4			R 13, 346, 479.75	Ward 6 and 8	Harry Gwala	June 2017
Nokweja/Mhlabashane community water supply scheme			R 17, 000 000.00	Ward 11	Harry Gwala	June 2017
Ubuhlebezwe Sanitation			R 8, 000 000.00	All Wards	Harry Gwala	June 2018

PROJECT NAME	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	BUDGET	TARGET AREAS	RESPONSIBLE STAKEHOLDER	DEADLINE
Marianthal Mandilini Esperance Water Supply Project Phase 4			R 15 200 000.00	Ward 4	Harry Gwala	June 2018

Table 12: Disaster management implementation plan

- **RESPONSE AND RECOVERY**

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

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

Relevant response teams are very crucial so as 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:

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

- Deploying response resources to the scene
- Managing and distributing the resources deployed accordingly.
- 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

RELEVANT STAKEHOLDERS REPRESENTATIVES FOR RESPONSE AND RECOVERY

NAME OF REPRESENTATIVE	DESIGNATION	ORGANIZATION	CONTACT DETAILS
N.C Mohau	Director Social Development	uBuhlebezwe Municipality	0398341904
			072 585 3020
ZN Mthanti	Manager Community Safety	uBuhlebezwe Municipality	0398347700
			0828540339
			0829681168
			0760628953
S.P Mthembu	Station Officer	uBuhlebezwe Municipality	0398342211
			0729393281
			0732753407
T. Dzanibe	Disaster Manager	Harry Gwala District Municipality	0398340043
			0828057892
T.S. Mkhize	District Manager	Emergency Medical Services	0398347211
			0834689563
V. Dawchurran	Communications Officer	Emergency Medical Services	0398347211
			0844047817
N. Mbongwa	Principal Provincial Inspector	Road Traffic Inspectorate - Ixopo	0398341450
			0798058208
N. Mhlophe	Senior Provincial Inspector	Road Traffic Inspectorate	0398341450
			0829074079
K.Nala	Station Commander	Ixopo SAPS	0398348823/7
			0829074079
L.M. Zondi	Lieutenant	Ixopo SAPS	0398348823/7
			0796963557
B.K. Maphumulo	Station Commander	High Flats SAPS	0398353262/3
			0824177166
S.S. Chiliza	Captain	High Flats	0398353262/3
			0795000026
Mr. Mbuli	Ibhubesi Emergency Services	Operates in district area	035-7899052
			0783792749
Dr. F. Parak	Gijima Care	District Area	0609090911

NAME OF REPRESENTATIVE	DESIGNATION	ORGANIZATION	CONTACT DETAILS
			0609090911
			0725344620
S. Chiya	Traffic Officer	uBuhlebezwe Traffic	0398347700
			0826594405
P. Ramdev-Ashley	Vehicle Tower	Ashley Towing	0398341516
			0715057156
Ettian	Vehicle Tower	Ixopo Towing	0398341351
			0822201948
E. Mlomo	Municipal Health Services Manager	Harry Gwala District Municipality	0398348700
			0781407357
T. Mahlaba	Director Social Services	Harry Gwala District Municipality	0398348700
			0763180097
M. Mchunu	Municipal Health Services Manager	Harry Gwala District Municipality	0398348700
			0724210687
B. Mchunu	Manager	EDTEA	0398347600
			0722053441
S. Sosiba	Assistant Manager	EDTEA	0398347600
			0720850458
Charmaine Moses	Manager	World Vision	0398340053
			0612936040
Zama Mngadi	Development Facilitator	World Vision	0398340053
			0829737770
Mrs. Ngcobo	Manager	Department of Social Development	0398341668
			0828048720
S. Dimba	Manager	SASSA	0398342985
			0736930372
Larry Smith	Manager	Eskom	0398342064
			0793166141
Nozipho Ndlovu	Manager	Home Affairs	0398348902
			0793409451
Cyril Vezi	Manager	South African Red Cross	0315632914
			0839389966
Thembakazi Base	Manager uMzimkhulu Branch	South African Red Cross	0829315171

Table 13: RELEVANT STAKEHOLDERS REPRESENTATIVES FOR RESPONSE AND RECOVERY

- Mechanisms are in place to ensure proper response and recovery takes place swiftly
- List of all relevant stakeholders responsible for disaster management is in place

- **INFORMATION MANAGEMENT AND COMMUNICATION SYSTEM**

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:

INFORMATION COMMUNICATION SYSTEM	QUANTITY
Telephones	2
Computers (2 x lap tops, 1 x desk top)	3
Cell phones	3
Radios	5
Photocopying, scanning machine	1
Emails	1

Table 14: Information management and Communication

- **EARLY WARNING SYSTEMS**

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

- **Education, Training, Public Awareness and Research**

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.

FUNDING ARRANGEMENTS:

- **INTERNAL FUNDING**

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

- **GOVERNMENT FUNDING**

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

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

The municipality currently has received funding to build a disaster management centre/ fire station in the 2018/19 financial year. The centre will be strategically positioned to discharge sufficient provision of services.

- **PRIVATE SECTOR AND NON GOVERNMENTAL ORGANIZATIONS**

The municipality also partners with the private sector and non-governmental organizations to play their roles on disaster management programmes, in terms of sponsoring such programmes whenever they are implemented.

- **Disaster Management SWOT ANALYSIS**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Disaster Management is also utilizing fire fighters to perform some of the functions • Disaster Management Volunteers availability at ward level • Availability of land to build new fire station • Municipality provision of internal funding towards disaster management budget • Disaster Management Forum is very effective 	<ul style="list-style-type: none"> • Lack of a proper Fire Station • Unavailability of funds to build the Fire Station • Rural areas are very sparsely • Lack of reports from some sector departments to the forum and inconsistency in attending such meetings • Disaster Management official also performing fire services functions
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • 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 also sitting in the forum • Participation of the private sector on issues of disaster management • New fire station is almost completed which will result in better accessibility and faster response time. 	<ul style="list-style-type: none"> • Unavailability of fire hydrants in High flats and rural schools • Inaccessible informal settlements by emergency vehicles due to non-existence of access roads • Occurrence of natural disasters • Houses not built in accordance with national building standards and regulations (rural and informal settlements) • Growth of informal settlements around urban areas •

Municipal Transformation & Institutional Development

- **Human Resources Strategy**

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

This strategy has been compiled and it addresses the following:

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

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

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
	Succession planning	Succession plans for all key roles and individuals	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 Reducing HR operating costs Decreasing time per HR query/activity Decreasing person-to-person inquiries and comebacks Cost-efficient decisions and work procedures	Possible investment in technology
	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	Budgetary considerations Time investment for Skills Development Facilitator (SDF) and line management

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

Table 15: human resources strategies that are in place

The strategy is subject to:

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

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

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

- **Municipal Powers and Functions**

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

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

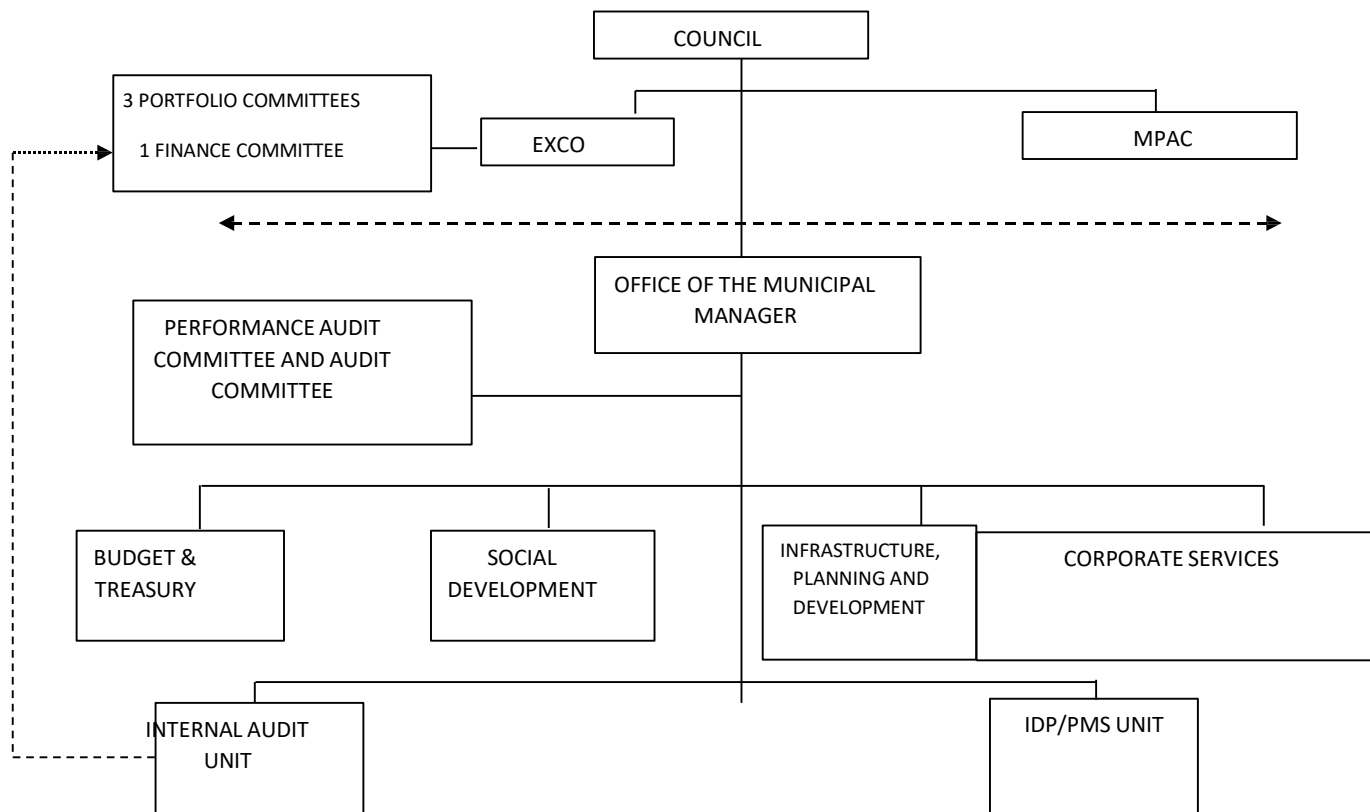
Functions	Function currently performed		Capacity to perform function		Levels of capacity	Alternative measures in place (function not performed or no capacity)	Municipal Action
	Y e s	N o	Yes	N o			
Amusement facilities	-	x	-	X	-	-	-
2. Air pollution	-	x	—	X	-	-	There is no demand no action required
3 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 Regeneration to address the lack of amenities within the municipal area.
20. Local Sports facilities	X	-	x	-			Continuously maintain community sports field within the municipality
21. Markets	-	x	-	X	-	-	The municipality deals with the markets through the informal traders policy
22. Parks and recreation	X	-	x	-	-	-	Continuously Maintain and beautify parks and gardens
23. Pontoons and ferries	-	x	-	X	-	-	No action required
24. Pounds	-	x	-	X	-	-	Municipality has a shared services agreement with Dr Nkosazana Zuma Municipality, whilst still trying to acquire land

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

Table 16: Municipal Powers and Functions

- **A Council approved Organizational Structure**



The Municipal Council is composed of 27 Councillors of which 14 are ward Councillors and 13 are proportional representatives. Amakhosi also form part of Council and have been allocated to Portfolio Committees as per the recommendation made by the MEC for Co-operative Governance and Traditional Affairs. 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 Ubuhlebezwe Municipality has 4 departments and 2 units. Each department is headed by the Director who reports directly to the Municipal Manager. The Municipal Manager reports directly to the Exco via the Mayor who is the Chairperson of the Executive Committee. The Municipal Manager is assisted by the Internal Audit Unit 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 2019/20 financial year were filled or are in the process of being filled, with recruitment processes for them already being underway. The recruitment processes for Director: Corporate Services were finalized, and the Director assumed duty on the 01st August 2019. The CFO and Director Infrastructure positions are vacant, recruitment processes for both these positions are underway.

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

Employment Equity:

The total number of female employees is 128

The total number of male employees is 111

The total number of senior positions is 5, Two of the positions are occupied by black females, one is occupied by a black male while the other two are currently vacant, recruitment processes are underway for the Chief Financial Officer and Director : Infrastructure, Planning and Development.

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

Category	Number
Total number of Approved posts	262
Total number of filled posts	237
Total number of vacant posts	25
Vacancy rate	9.5%

Table 17: employment equity

Organisational Council approved organogram is attached as an annexure

- **Previously disadvantaged groups**

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

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

- **Filling of critical posts**

The organisational structure shows five (5) critical posts, i.e. Municipal Manager, Directors: Social Development, 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. The only vacant critical positions currently are that of the Director: Infrastructure Planning and Development and the Chief Financial Officer, for which recruitment processes are underway.

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 **31/01/2020**
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	0	0	0	2	0	0	0			3
Senior management	8	0	0	0	4	1	0	0			13
Professionally qualified and experienced specialists and mid-management	6	0	0	0	6	0	0	0			12
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	15	0	1	0	25	1	0	0			42
Semi-skilled and discretionary decision making	24	0	0	1	48	0	1	0			72
Unskilled and defined decision making	48	0	0	0	34	1	0	0			83
TOTAL PERMANENT	108	1	1	1	112	4	1	0			225
Temporary employees	8	0	0	0	15	1	0	0			12
GRAND TOTAL	116	1	1	1	127	5	1	0			237

- **A Council adopted Employment Equity Plan (EEP)**

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

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

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

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

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

The WSP is in place and is consolidated annually. It was developed and adopted by Council on the 21st of April 2017. The next adoption for the 2020//2021 implementation will be at a Council meeting scheduled for June 2020.

The Ubuhlebezwe Workplace Skills Plan tells the SETA what trainings Ubuhlebezwe will provide to the employees in the next 12 months, based on the operational requirements of the organisation, its industry and the critical skills identified by the SETA.

This document is thus a check and balance system to gather valuable statistical information with regards to skills shortages, critical skills in organizations and development requirements within the industry.

It also allows Government to project skills needs and to make this information available to training institutions such as universities and technical training institutions. Without this information the Government would not be able to plan learnership training courses and provide for skills.

Ubuhlebezwe Workplace Skills Plan has been approved and is in place and is designed to be in line with the municipal strategic objectives. It aims at enabling the employees to deliver services effectively and efficiently. The WSP for 2019/20 is being implemented as follows:

Trainings		Attended By	Male	Female
1	<ul style="list-style-type: none"> - IT Risk Assessment and Compliance - Security Management - Corporate Governance, Risk and Compliance - Strategy and Performance Management - Business Continuity and Information 	U Dukada	1	

	Security Management			
2	- Advanced Strategic Management	L.S Hlophe NP Zuke	1	1
3	- PA, Secretaries and Senior Secretaries NQF: Level 5, 21 Credits, US: 12155, 335839, 119472 & 12156	Z Dlamini N Masondo N Chiliza C Kunene		4
4	- QCTO: Occupational Health and Safety Practitioner Qualification Curriculum - 226302001	A Best	1	
5	- Waste and Environmental Management - Green Economy and Climate Change - Local Economic Development (How to Source Funding and Business Development) - Change Management - Advanced Microsoft Excel - Advanced LED Development Strategy - Community Development	NC Mohau LED Officer LED Manager LED Clerk Community Development Officer	2	3
6	- Records and Registry Management - Protocol Etiquette - Conflict Management - Risk Management	N Mbaso		1
7	- Cisco Certified Network Associate (CCNA) - ITIL®2011 Edition Foundation	S Khumalo L Ndlovu ICT Clerk	2	1
8	- Disaster Management Course	L Zondi BW Ndlovu NG Shoba	2	1
10	- Shooting Course	All Traffic Officers	8	2

TRAININGS FROM 01 JULY 2019-30 JUNE 2020

Trainings		Attended By	Male	Female
11	- Diving Course	JJ Woodley M Msomi	2	
12	- Carpentry	Councillors	18	9
13	- EOV – Grade A	SI Nsele		1
14	- Fire Prevention	M Sithole	1	
15	- Fire Instructor	M Mngonyama NZ Mjara T Mbatha	3	
16	- Peace Officer	LS Khumalo Z Dlamini	1	1
17	- Sage 300 People Job Profile Management - Sage 300 People Personnel Management	M Ngcobo P Msani	2	

18	<ul style="list-style-type: none"> - Strategic Planning and Policy Formulation US120307; 120301; 114585; 120311; - Local Governance and Municipal Administration , 255576 	Z Mbadu S Skhakhane M Dladla IDP/PMS	2	2
19	<ul style="list-style-type: none"> - Credit Control and Debt Collection - Fundamentals of Property Management - Customer Care Skills - Ms Excel Essential - Customer Service Management 	NL Sebenza	1	
20	<ul style="list-style-type: none"> - Budget Preparation - Vat Training - Bank Reconciliation - MSCOA - Excel - Advanced - Caseware 	Nelisa Tshazi Mthokozisi Tsengane Mbuso Dlamini Noma Khumalo	2	2
	<ul style="list-style-type: none"> - Microsoft Excel Essential 2013 – Advanced - Fundamentals of Property Management - Customer Care Skills / Customer Service Management 	Nokukhanya Sihlangu		1
21	<ul style="list-style-type: none"> - Customer Care - Manage Debtor Portfolio - Effective Communication 	Nothando Sithole Zanele Majola		2

TRAININGS FROM 01 JULY 2019-30 JUNE 2020

Trainings		Attended By	Male	Female
22	<ul style="list-style-type: none"> - Effective Billing & Revenue Enhancement - Customer care service 	Nduduzo Ndlangisa	1	
23	<ul style="list-style-type: none"> - Protocol Etiquette - Report Writing and Minutes Taking - Advanced Speed Typing 	Mpume Mncwabe Makhosi Dlamini		1
24	<ul style="list-style-type: none"> - Data Analyst - Vat Training - Bookkeeping 	Ignatia Hlongwana		1
25	<ul style="list-style-type: none"> - Creditors Control - Grap Standards - VAT - MSCOA 	Bongeka Mbongwe		1
26	<ul style="list-style-type: none"> - Waste Management 	Refuse Collectors	9	9
27	<ul style="list-style-type: none"> - Supply Chain Management (US: 119345, NQF Level: 5 and Credit: 15) 	Procurement Clerks		5
28	<ul style="list-style-type: none"> - Labour Relations & Effective Discipline 	Manager PMU	1	
29	<ul style="list-style-type: none"> - Sustainable Urban Land Use Planning 	Town Planner Junior Town Planner PMU Trainee	3	
30	<ul style="list-style-type: none"> - Building Management 	S Ncube	1	

31	- ArcGIS (Introduction, Standard and Advanced)	GIS Officer GIS Clerk	1	1
32	- Advanced Auto-Card	S Mbutho M Zulu	2	
33	- Core Municipal Processes and Ward Committee's Role (IDP, Budgeting, PMS, LED, Service Delivery) (US: 242895; 242890)	Ward Committees	70	53
34	- Community Diversity	Old Ward Committees	11	4
35	- Welding	Unemployed Youth	14	14
36	- Contract Management Law	Director IPD		1
37	- PMS Training	Ward Committees	2	1

- **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. In 2019/20, The Municipality will be expanding the Municipal offices in order to accommodate staff appropriately, whilst also making the Municipality more accessible this project is projected to be completed in 2020 .

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 2019
ICT Business Continuity Policies	14 April 2014	October 2019
ICT Security Policy	26 May 2016	October 2019
Incident Management	26 May 2016	October 2019
Remote Access Procedure	26 May 2016	October 2019
Firewall Policy	26 May 2016	October 2019
Disaster Recovery Policy	14 April 2014	October 2019
ICT Governance Framework	26 May 2016	October 2019
Backup Policy	26 May 2016	October 2019
Back up Procedure	26 May 2016	October 2019
Audit Logs Procedure	26 May 2016	October 2019
Change Management Procedure	26 May 2016	October 2019
ICT Operating System Security	14 December 2017	October 2019
ICT Security Controls	14 December 2017	October 2019
Service Level Agreement	14 December 2017	October 2019

Table 19: ICT policies

The following policies were reviewed at the policy strategic plan, and have been re-drafted with a governance specialist to comply with AG recommendations:

- ICT Operating System Security
- ICT Security Controls
- Service Level Agreement
- Business Continuity Policies
- Disaster Recovery Policies
- Disaster Recovery Policy

. Strategy

The Municipality does have a strategy in place which helps guide the implementation of ICT, however, in 2017, SALGA ICT unit paid a visit to Ubuhlebezwe and looked at the current strategy in comparison to our needs. A new strategy has been drafted and approved by Council in October 2019.

. 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 facilitate the procurement of an integrated ERP that is not just a financial system but also encapsulate all the modules and functionalities that will allow the Municipality to perform all its business activities.
- 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
- Installation of a cemetery software for Ixopo graveyard

Challenges.

1. The major challenge currently is bad network but is being addressed and with implementation and installation of better infrastructure and failover network..
2. Service provider compliance and availability. Service providers not abiding to the agreements stipulated on the agreed SLA's.
3. Reluctance of users to adapt and using helpdesk system for call logging.

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.

PROGRESS ON WORK WITH SALGA ICT:

SALGA reviewed the units Policies and gave positive feedback and currently reviewing the new IT strategy.

SWOT ANALYSIS

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

STRENGTHS:

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

WEAKNESSES :

- Assets not centralized (too many assets from different vendors could lead to different vendors for different asset maintenance, loss on bulk buy discounts on cost analysis.
- SD – Removal of phones – Network Issues – Loss of trust on new Cisco phones
- Clarity on I.T. Role (SAGE Evolution and Sage 300)
- One account for administration which all team members have access too yet active directory not properly monitored (Have two accounts so that in the absence of one team member another account is used or different account for different team members)
- Service provider not complying to agreed terms on SLA

OPPORTUNITIES:

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

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.

SWOT ANALYSIS: Municipal Transformation & Institutional Development

<p>Strengths:</p> <ul style="list-style-type: none"> • 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 	<p>Opportunities:</p> <ul style="list-style-type: none"> • 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
<p>Weaknesses:</p> <ul style="list-style-type: none"> • IT - Shortage of accredited institutions within the municipal area able to rollout IT training, Shortage of IT skills provincially, Lack of broadband connectivity to businesses and households, High communications costs, Lack of internet connection to some extent due to aging infrastructure and poor IT management, Low maturity of IT systems and controls in the Municipality, Low innovation index, Poor IT culture amongst staff in terms of controls and security. • HR – capacity, lack of office space, • Admin – turnaround time for minutes, lack of storage space for archives • OHS – lack of budget • Overall - Slow pace of implementation of programmes in government, Lack of expertise in terms of service providers within the municipal area. 	<p>Threats:</p> <ul style="list-style-type: none"> • Regulatory Frameworks and legislation sometimes prohibiting beneficial ideas and slowing implementation of approved programmes. . HR – High staff turnover

Basic Service Delivery and Infrastructure

Water and Sanitation

Harry Gwala District Municipality is a water service authority as mandated by the legislative framework. Water and sanitation therefore is provided by the District Municipality.

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

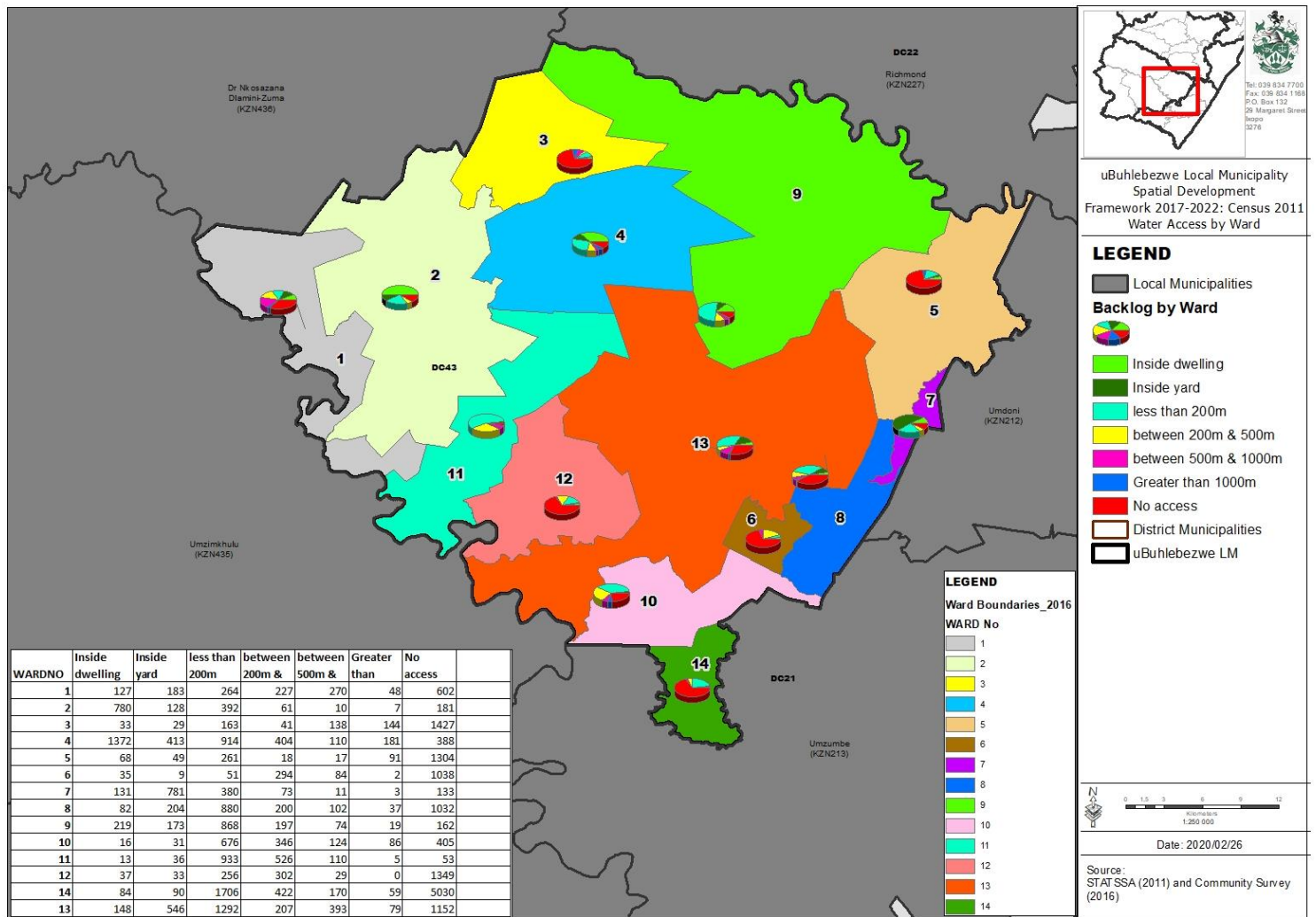


Fig 60 Water Access by Ward

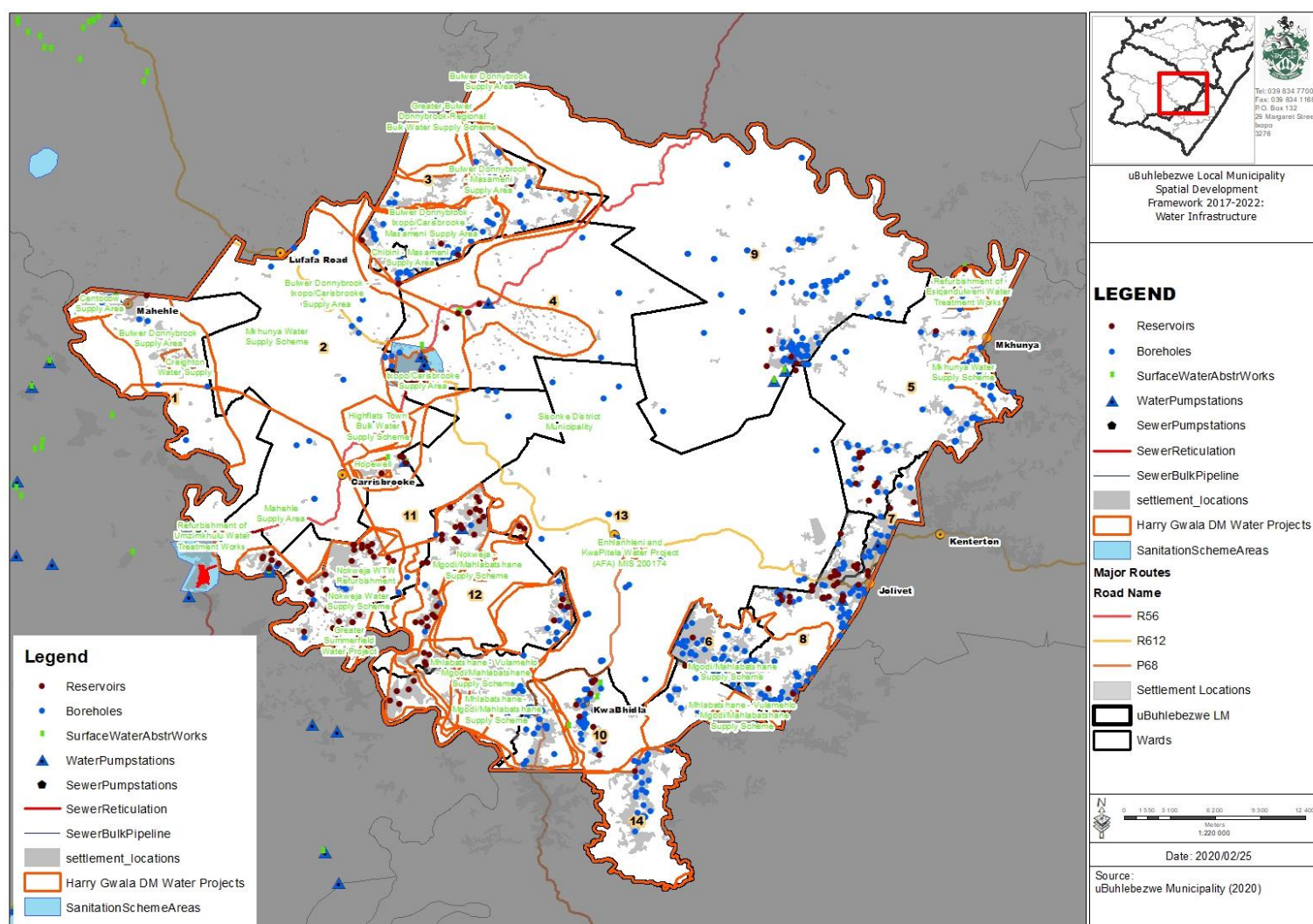
Water needs and Priorities

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

Access to water

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

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



The district has a list of project in the current year and 2019/2020 financial year earmarked to reduce the backlog which are detailed below:

NO.	PROJECT NAME	WARD	STATUS
1.	RECTIFICATION & UPGRADE OF FAIRVIEW AND IXOPO TOWN SEWER SYSTEM	4	Construction
2.	Ncakubana Water Supply Scheme Phase 3	1	Construction
3.	Umkhunya Water Supply Schemes (AFA)	5	On hold due to appeal
4.	Mariathal, Sprenza, Mandilini Water Project	4	Tender
5.	Nokweja/Mazabekeni Water Supply Scheme	11&12	Construction
6.	Hlokozi water Supply Scheme	6 &8	Construction
7.	Upgrade of Umhlabashana Water supply	10 & 13	Construction
8.	Upgrade of Jolivet Water Supply	8	Construction

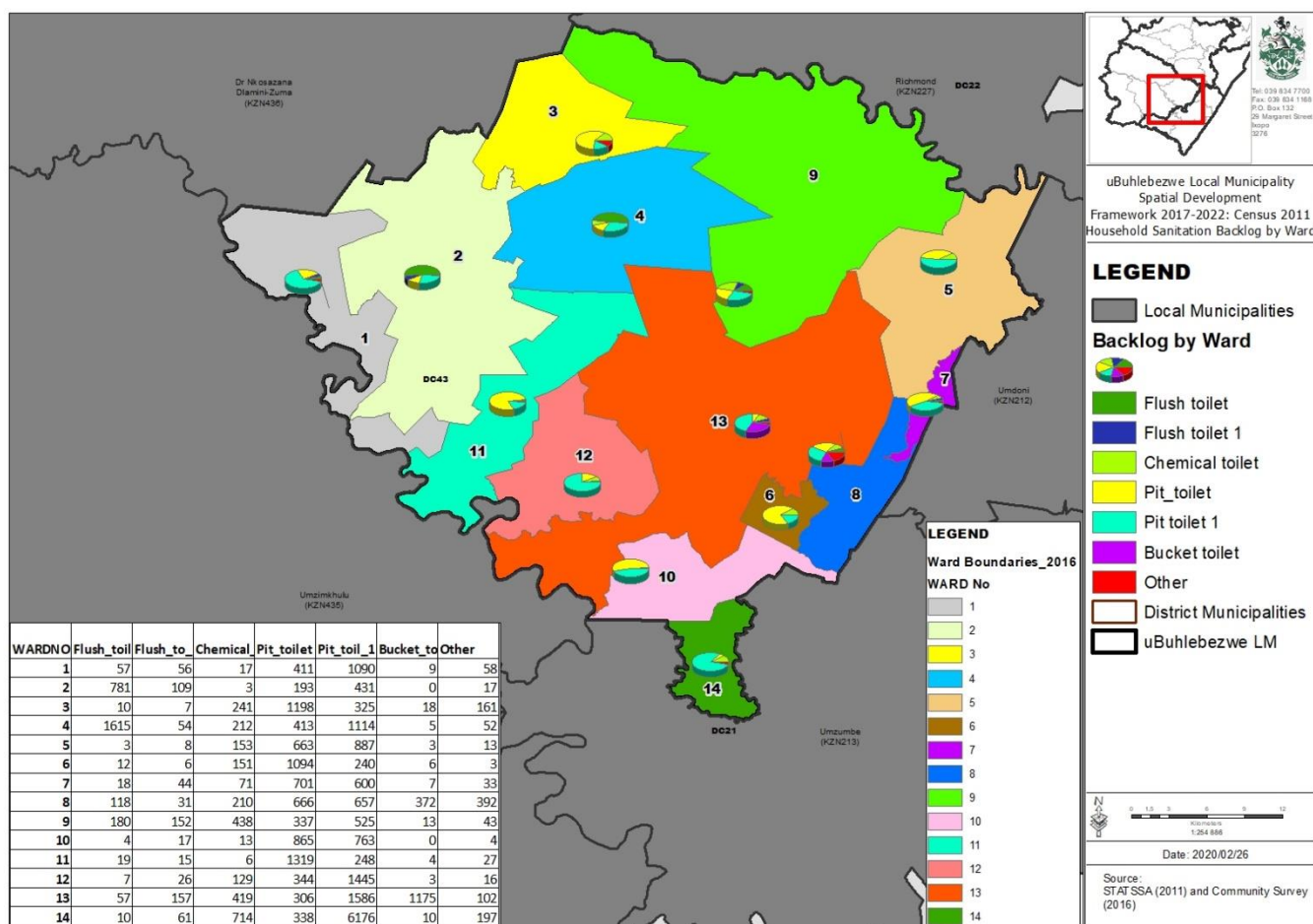
Status of Sanitation

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%

1.	Universal rural Sanitation Coverage in Ubuhlebezwe Municipality	All Wards	18/19 & 19/20	Construction
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Existing Water and Sanitation Projects:

- Ixopo – Mariathal Water Supply
- Hlokozi Water Project
- Jolivet Water Conservation and Demand Management
- Ixopo – Hopewell Water Supply
- Mziki Agrivillage Water Supply
- Ebovini- Emazabekweni Community Water Supply
- Nokweja/ Mashumini Community Water Supply Scheme
- Ufafa Water Supply Phase 2

Current Projects being Implemented:

- Ixopo- Mariathal Water Supply Phase 3
- Chibini Water Supply Phase 3
- Mkhunya Water Supply Phase 1
- Mkhunya Water Supply Phase 2
- Mkhunya Water Supply Phase 3
- Ncakubana Water Supply Phase 2
- Ithubalethu Water Supply
 - Ubuhlebezwe Sanitation Backlog Eradication
 - Ubuhlebezwe Sanitation

The District has prioritised the upgrade of the Ixopo Town water distribution system, implementation of which was scheduled to begin in the 2017/18 financial year. Business plans have been submitted to DWS for approval.

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

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

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

Attempts to overcome challenges:

- water delivery trucks
- Supply of Jojo tanks
- Supply hand pumps
- Boreholes
- Source bulk water from Umtwalume river in order to meet the Hlokozi water demands
- Introduction of zonal supply system in order to share the limited water
- Implementing a maintenance plan
- Initiating 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

Progress from The Harry Gwala District on Water and Sanitation

Project Name	Project Description	Approved Budget R	Physical Progress	Completion Date
Mkhunya Water Project Phase 4	5ML Water Treatment Plant	R16 480 542.01	15% construction	TBC (under Appeal)

Nokweja Mashumi Water Project	Upgrade of abstraction, Water treatment works and rising main	R 9 251 633.52	98% construction	30 May 2019
Mashumi Water Scheme	Construction of 10.7 km's reticulation, 16 standpipes	R 7 339 290.91	95% construction	30 May 2019
Ncakubana Water Project Phase3	Construction of 36 km's reticulation, 90 standpipes	R 16 709 987.14	85% construction	22 June 2019
Ixopo Fairview Sewer Upgrade	Construction of sewer Bulk line and upgrading of sewer pump-station	R 16 709 987.00	42% construction	15 May 2019
uBuhlebezwe Sanitation	1000 units	R 8 000 000.00	888 units completed	30 June 2019
Upgrade of Jolivet Water Supply	Construction of internal reticulation and equipping of borehole	R 4 758 127.00	72% Construction	15 June 2019
Upgrade of Umhlabashana Water Supply	Construction of reticulation communal standpipes and elevated tank	R 5 731 335.50	50% Construction	15 June 2019
IXOPO MARIATHAL WATER SUPPLY	Construction of 21.690km internal bulk and village reticulation infrastructure and communal standpipes	R22 686 127.12	SCM Processes	30 June 2020
Universal rural sanitation coverage of uBuhlebezwe Municipality	Construction of 1500 VIP toilets	R15 000 000.00	SCM Processes	30 June 2020

Table 20: Plans from Harry Gwala DM

Solid Waste Management

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

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

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

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

Minimum requirements for acceptable access to Refuse Removal are:

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

following constitute backlogs:

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

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

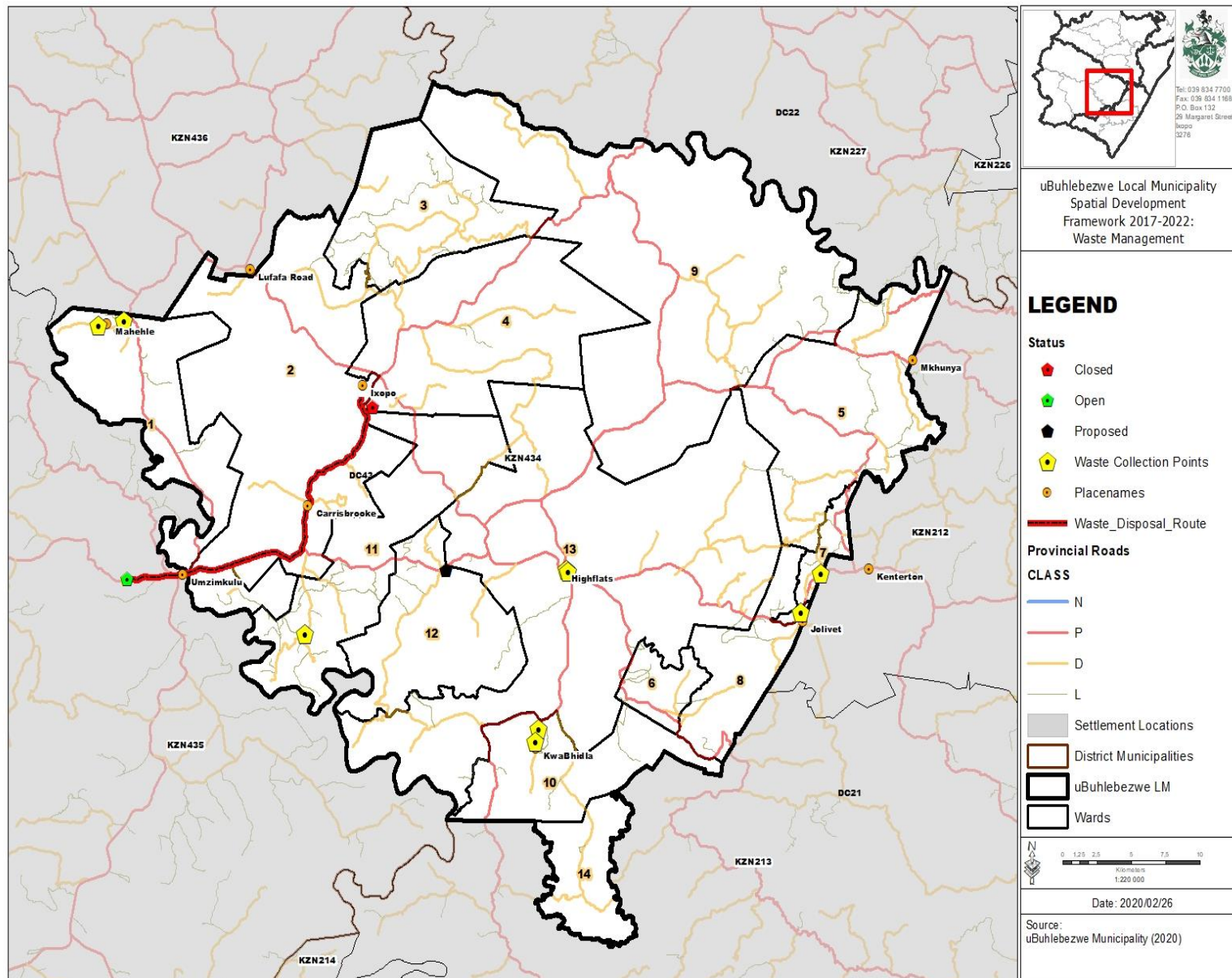
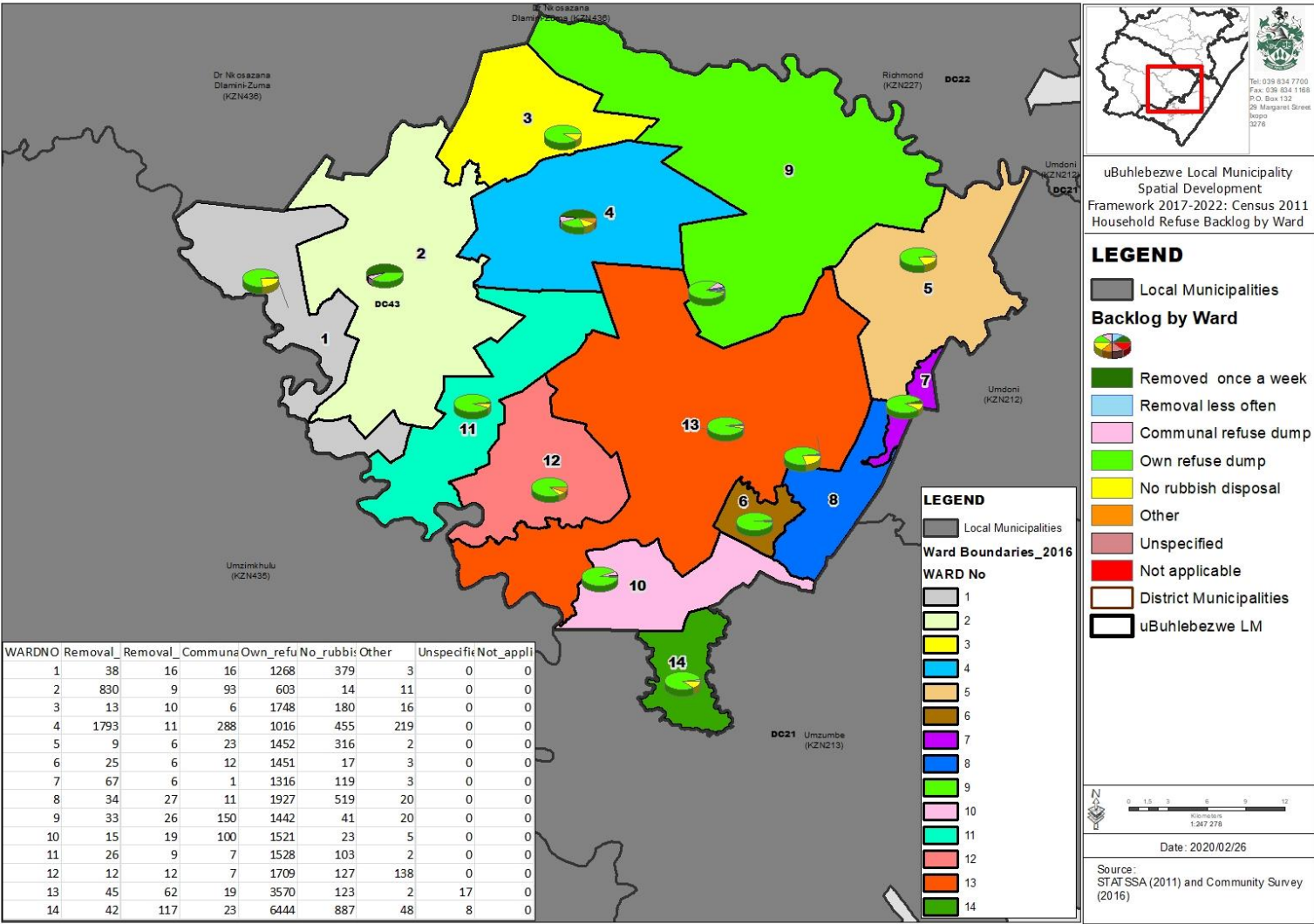


Fig 63 solid waste

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



Fg 64 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.

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

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

- **Solid Waste Recycling**

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

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

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

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

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

Household collection occurs at both Highflats and Ixopo.

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

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

- **Promote Recycling and Waste Diversion**

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

Table 21 : Recycling and Waste Diversion

- **Promotion of Recycling.**

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

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

Reduction of landfilling and transport costs

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

A tertiary goal would be to establish a regional recycling strategy

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

Street Cleaning:

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

Green Economy Initiatives:

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

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

Plastic bags are toxic to the environment as they end up at landfill 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 (240lr). The municipality has adopted and gazetted Solid Waste bylaws and fine scheduled for law enforcement, The municipality has also developed and approved the Integrated Waste Management Plan that is being implemented. In order for the municipality to improve waste collection services, a budget allocation has been set aside to buy the convert skipper truck

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

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

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

The municipality has an adopted policy in relation to this programme, it was submitted to council for adoption with programs and projects and submitted to NDPW. All projects registered in the business plan are successfully implemented. .The municipality receives funding for EPWP stipend and a number of EPWP projects are initiated within the municipality that create a number of jobs, this include Waste management, Greening, cleaning of all municipal facilities including community halls and sportfields. For 2020/21 Ubuhlebezwe Municipality has been allocated a grant of R 1 590 000.

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

Table 22: Jobs created thorough EPWP

- **Comprehensive Infrastructure Plan:**

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

TRANSPORTATION INFRASTRUCTURE:

Within Ubuhlebezwe Municipality there is a unit responsible for roads, stormwater and maintenance of existing infrastructure. The municipality has budgeted for the integrated Transport plan in the draft budget for 2019/2020 financial year.

The maintenance entails the daily pothole repairs, drainage cleaning, blading and gravelling of municipal roads. In terms of 2018/2019 financial year conditional assessment report, we had a total of 98.6 km for the urban road and 118 km of gravel roads

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

- Provincial Roads
- District Roads
- Local Road

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

Project under implementation by Department of Transport in the current financial year

Project Name	Kilometer	Ward and Area
D 1011	6.9km	3, Ufafa
D1051	3km	6, Hlokozi
L2881	3km	6, Hlokozi
L 1884	304km	6, Hlokozi

Local access roads connecting the district roads with the various villages

Project under implementation in 2020/2021 financial year by Ubuhlebezwe Municipality

2020/21 financial year	
WARD	PROJECT DESCRIPTION
3	Ntakama Road
13	Ntsheleni Road
2	Nyide Road
9	Thandabantu Road
6	Mapo Road
7	Sjoti Road
10	Nyuluka Road
11	Kwa Dladla to Nkoneni Road
12	Mgodi/ Skeyi Road
14	Mdibaniso Road
14	Mdabu Road

MAP OF UBUHLEBEZWE RURAL ROADS

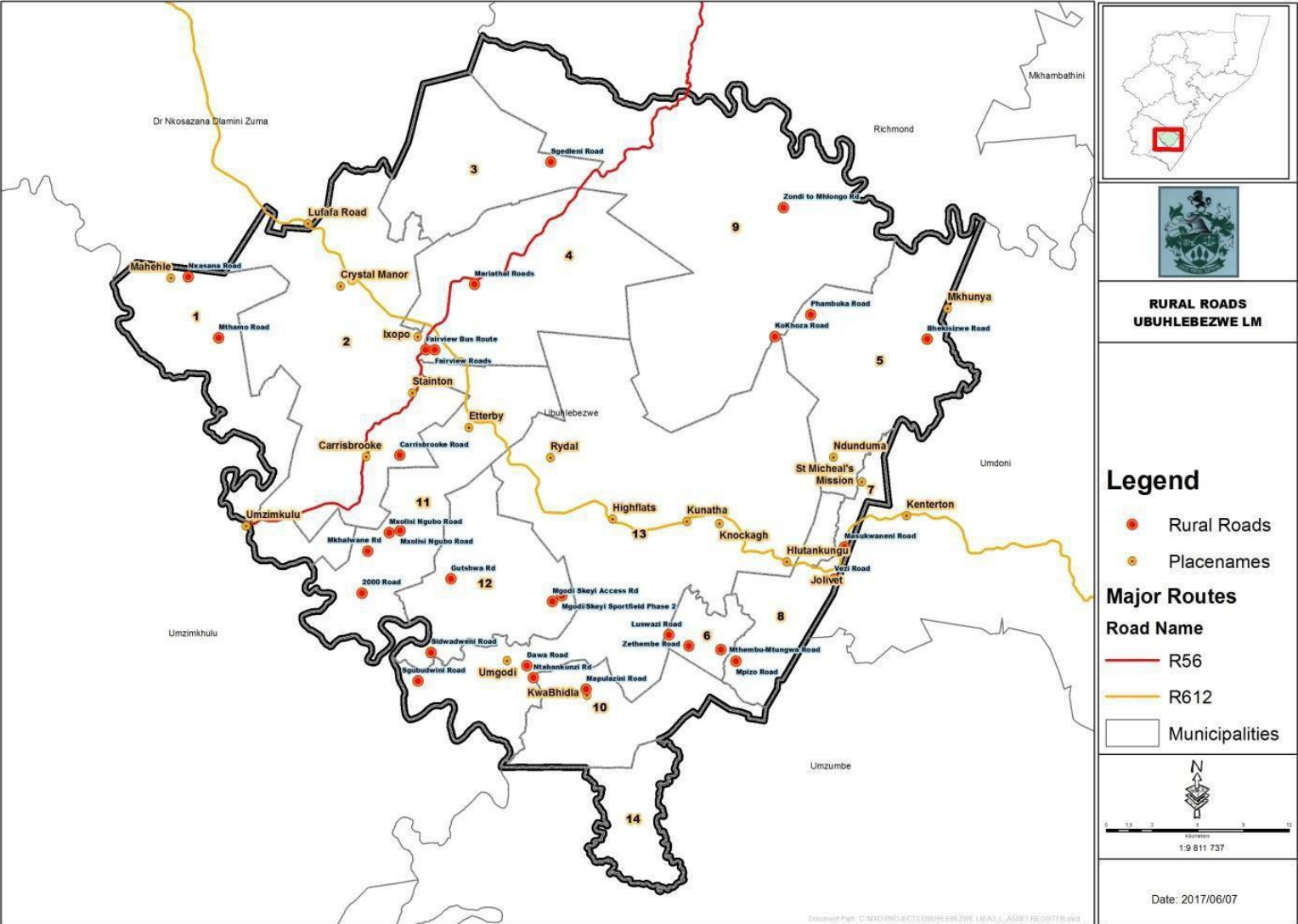


Fig 67 rural roads

STATUS & PRIORITY NEEDS OF COMMUNITY FACILITIES

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

Priority	Priority	Actual no. of facilities	Backlog
Community halls	Community halls	36	7
Sports Fields	Sports Fields	16	2
Taxi Rank	Taxi Rank	1	0

- **ELECTRICITY /**

Electricity in the UBuhlebezwe area is supplied by ESKOM. Most of the households in rural areas have inadequate access to electricity. Other alternative sources of energy such as candles; paraffin, coal etc. are utilized by households without access to electricity. The lack of access to electricity is attributed to inadequate bulk supply, poor access to areas due to topography and insufficient funding. ESKOM has informed the Municipality that it is not capable of providing the electricity requirements to the new applicants in rural areas. The existing power stations have reached maximum capacity. Eskom is in the process of constructing a new power station in Kenterton which will serve most of the area falling under UBuhlebezwe municipality. Funding has been secured by Eskom and has been gazetted..

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

Existing Projects for Eskom:

- Construction of 2 High Mast Lighting Unit in Draaihoek
- Construction of 2 High Mast Lighting Unit in Chocolate City
- Highflats High Mast

Project prioritised by Ubuhlebezwe Municipality for 2019/2020:

- Blackstore Electrification
- Bethal Electrification
- Ndonyane Electrification
- Fairveiw Electrification
- Mandilini Electrification
- Ntlosane/Stewartville

Future Proposed Projects by Eskom:

- .Emazabekweni
- Mziki Low-cost housing
- Eros Oribi -Nqabeni 132 kV line (loop in loop out)
- Corinth Lamington 132 kV Line Establish
- Corinth Mzongwana 132kV
- Nqabeni Substation Upgrade
- Pungashe NB41 11kV to 22kV conversion
- Highflats NB21 11kV to 22kV conversion
- Ixopo NB2 SWER Line conversion

- Bulwer 2nd 20VA TRFR
- Highflats NB23 -Pungashe NB41
- Umzali 132/22kV 2nd 20MVA Trfr Establish
- Lamington Substation 132/22 kV transformation Establish

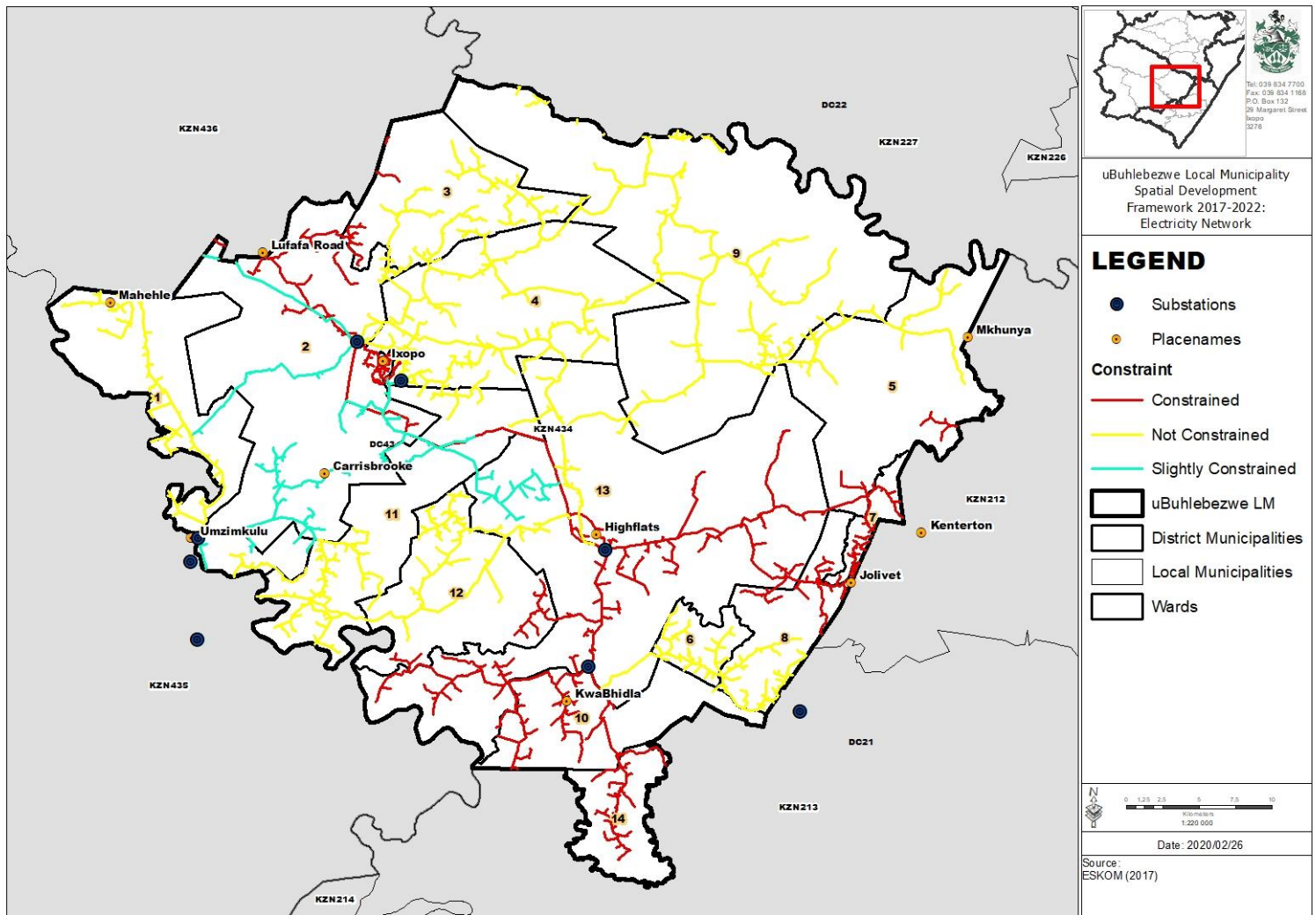
The Municipality, together with Eskom has the following project prioritised for the upcoming years :

WARD	PROJECT
4	Fairview Electricity
5	KwaBhaki Electrification
7	Dayimane Electrification
8	Ntlosane Stewartsvue Electrification, Eskom
9	Ndonyane Electrification
9	Ko Zondi Electrification
11	Maweni Electrification
12	Mgodi Skeyi Electrification
Table 24 : proposed electrification projects	

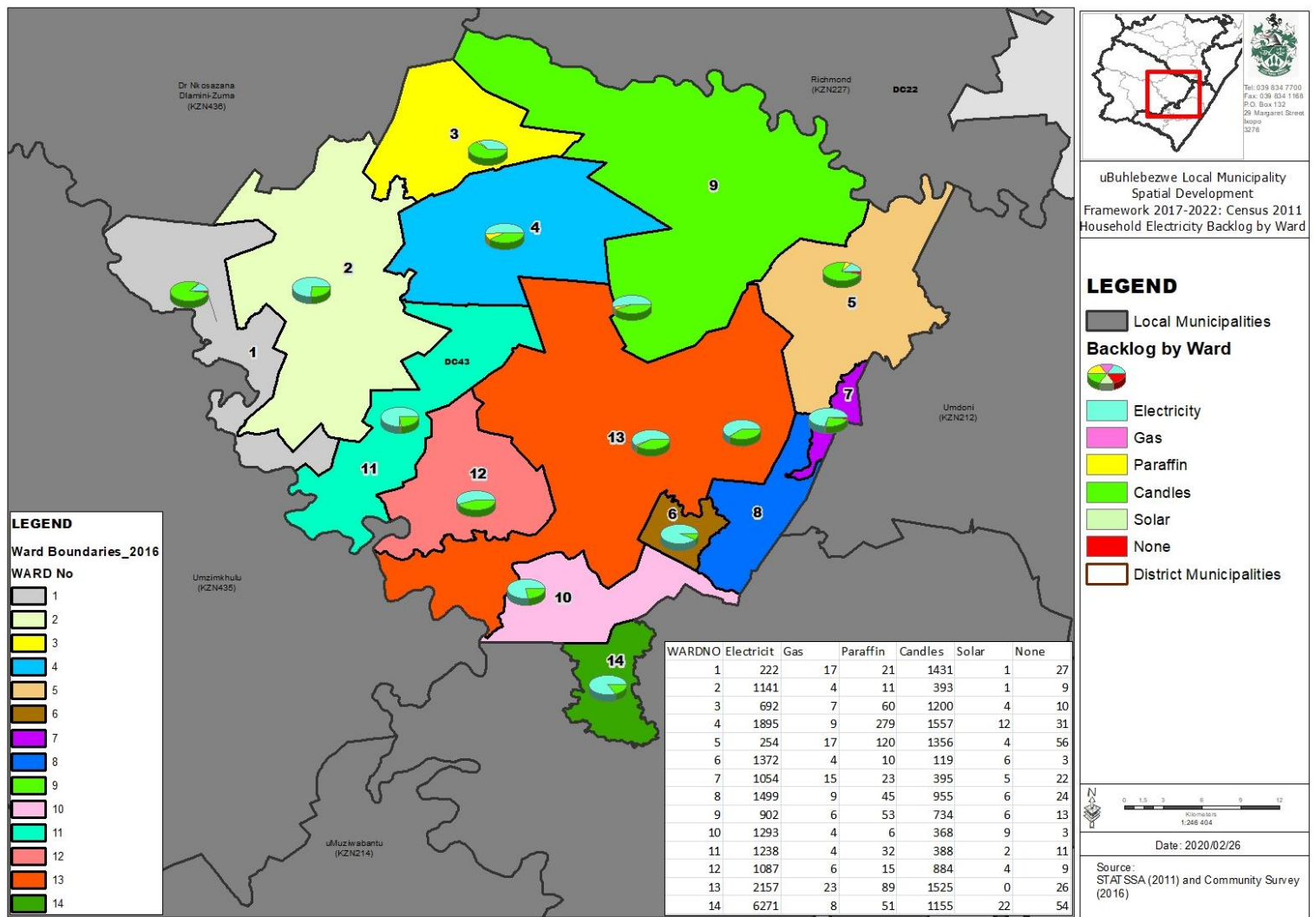
- **Electrification backlogs**

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).



Fg 68 electricity networks



Fg 69 electricity backlogs

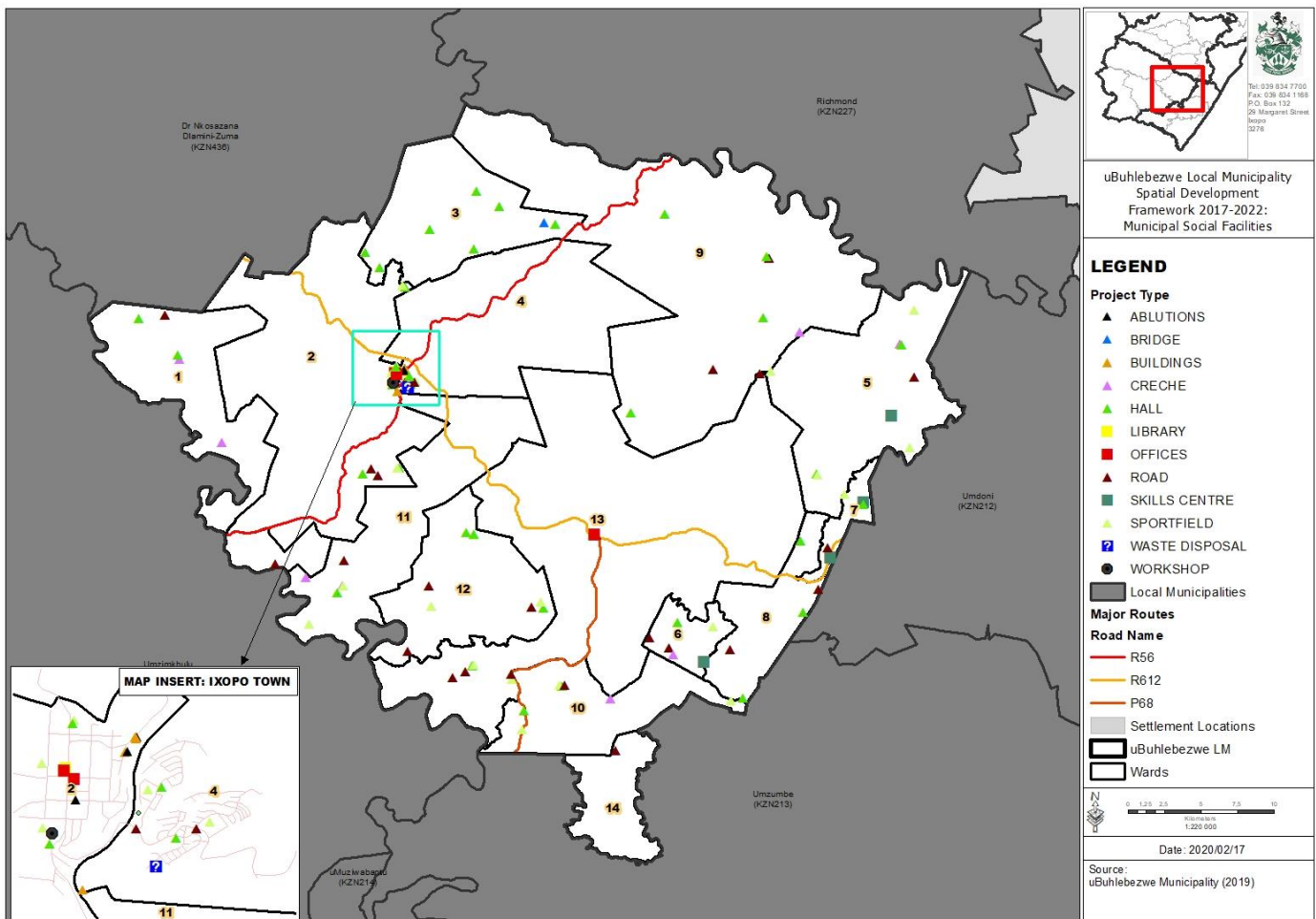
Community Facilities:

For the 2020/21 financial year, Ubuhlebezwe Municipality has prioritised the following community facilities:

WARD	PROJECT
5	Sangcwaba Sportsfield
10	Skhunyana Hall

Table 25: Community Facilities

Access to community facilities : Fg 45



Fg 70 socil 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.

Ubuhlebezwe Municipality has the following Early Childhood Development facilities monitored by the Department of Social Development. The challenge is most of the ECD are operating without NPO Certificates and without any funding which leads to poor learning environment for children.

ECD NAME	AREA	WARD	STATUS
Mahhafana creche	Ncakubane	01	Funded
Sizisizwe creche	Ncakubana	01	Funded
Mahhafana creche	Ncakubane	01	Funded
Simunye Creche	Hopewell	02	Not Registered
Okumhlophe Creche	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

Table 44: early childhood development establishments

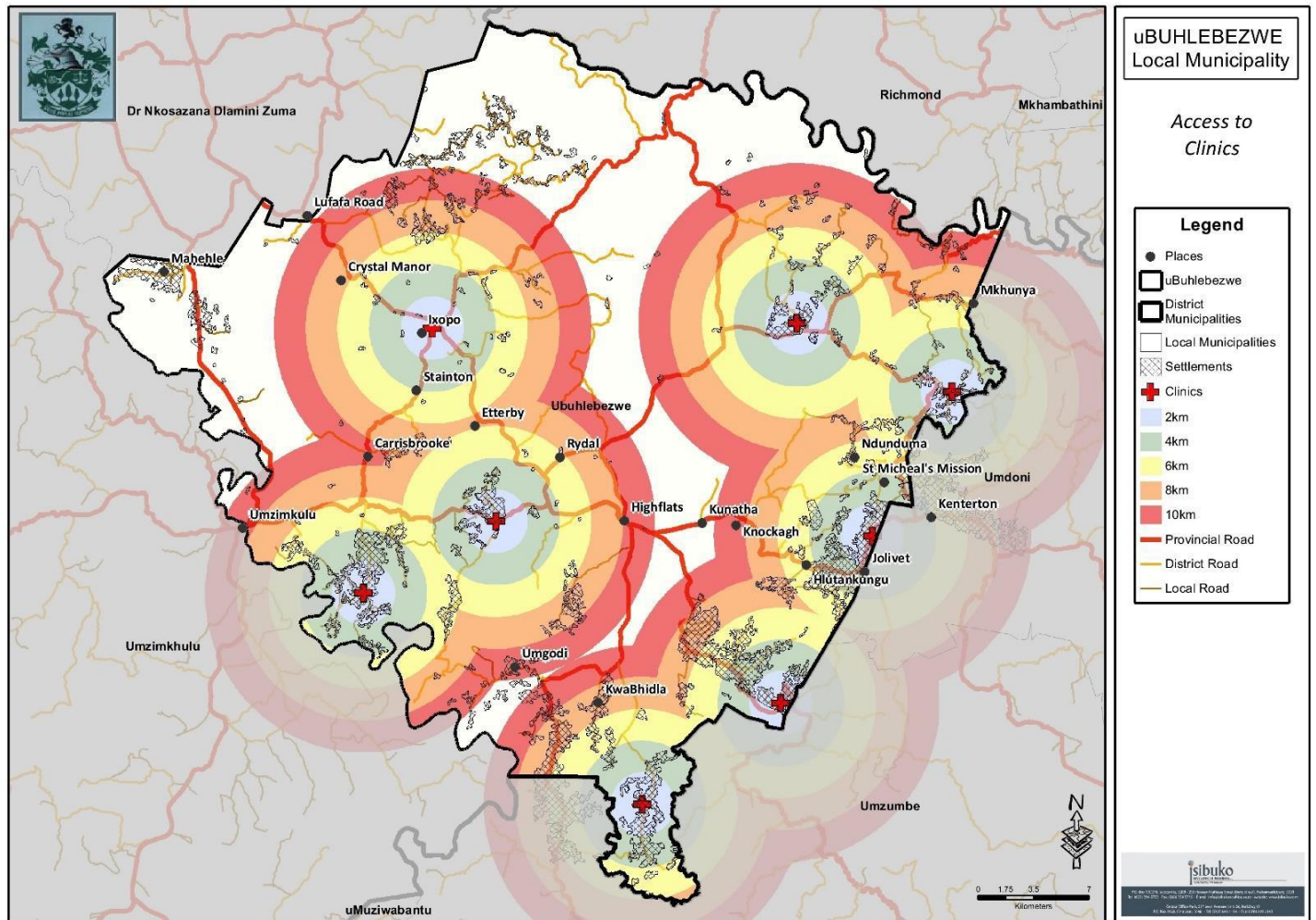
MUNICIPAL POUND:

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

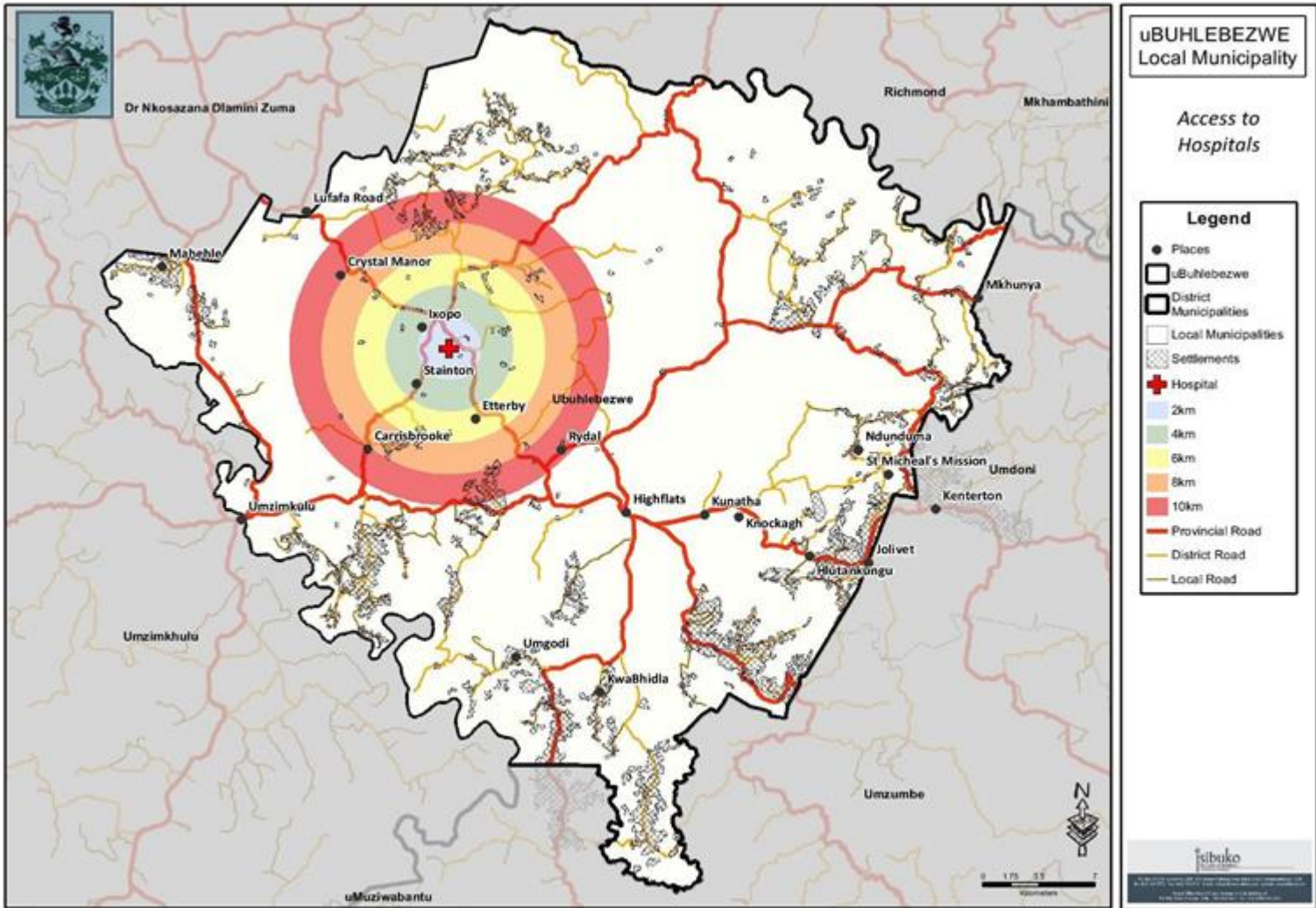
Community Facilities backlogs in wards as identified by community members:

WARD	BACKLOG
1	<ul style="list-style-type: none"> • There are no community halls or sportfields in Ncakubana • There are no sportfields in Cabazi • Lack of maintenance of community halls
3	<ul style="list-style-type: none"> • No Sportsfield (Municipality has prioritized Pass 4 Phungula Sportsfield, Siqandulweni Sportsfield)
4	<ul style="list-style-type: none"> • No public halls in Emazizini and Mariathal • No Sportsfield in some wards
5	<ul style="list-style-type: none"> • 1 hall servicing a large number of communities
6	<ul style="list-style-type: none"> • No Clinic • No Sportsfields
7	<ul style="list-style-type: none"> • Existing infrastructure needs maintenance
9	<ul style="list-style-type: none"> • Lack of maintenance of hall • There are no sportsfields and recreational facilities
11	<ul style="list-style-type: none"> • Shortage of halls • Access to Sportsfield is problematic
12	<ul style="list-style-type: none"> • Need for community halls
14	<ul style="list-style-type: none"> • No community halls • No sportsfield • Lack of maintenance of existing infrastructure

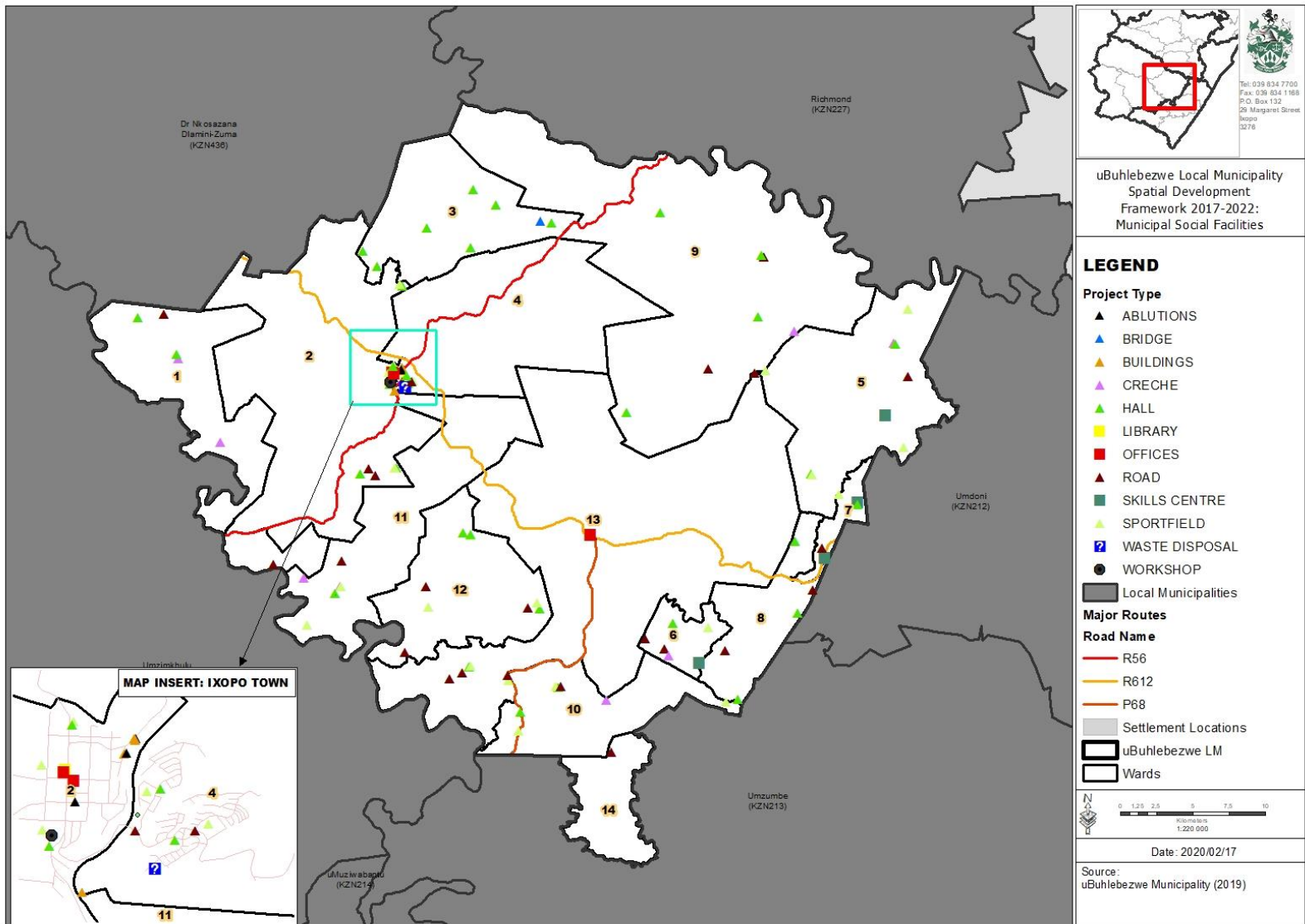
Table 26: community facilities backlog



Fg 71 Access to Clinics



Fg 72 Access to Hospitals



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 LM are fast approaching their maximum capacity therefore creating an urgent need for the LM to establish the new cemetery.

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

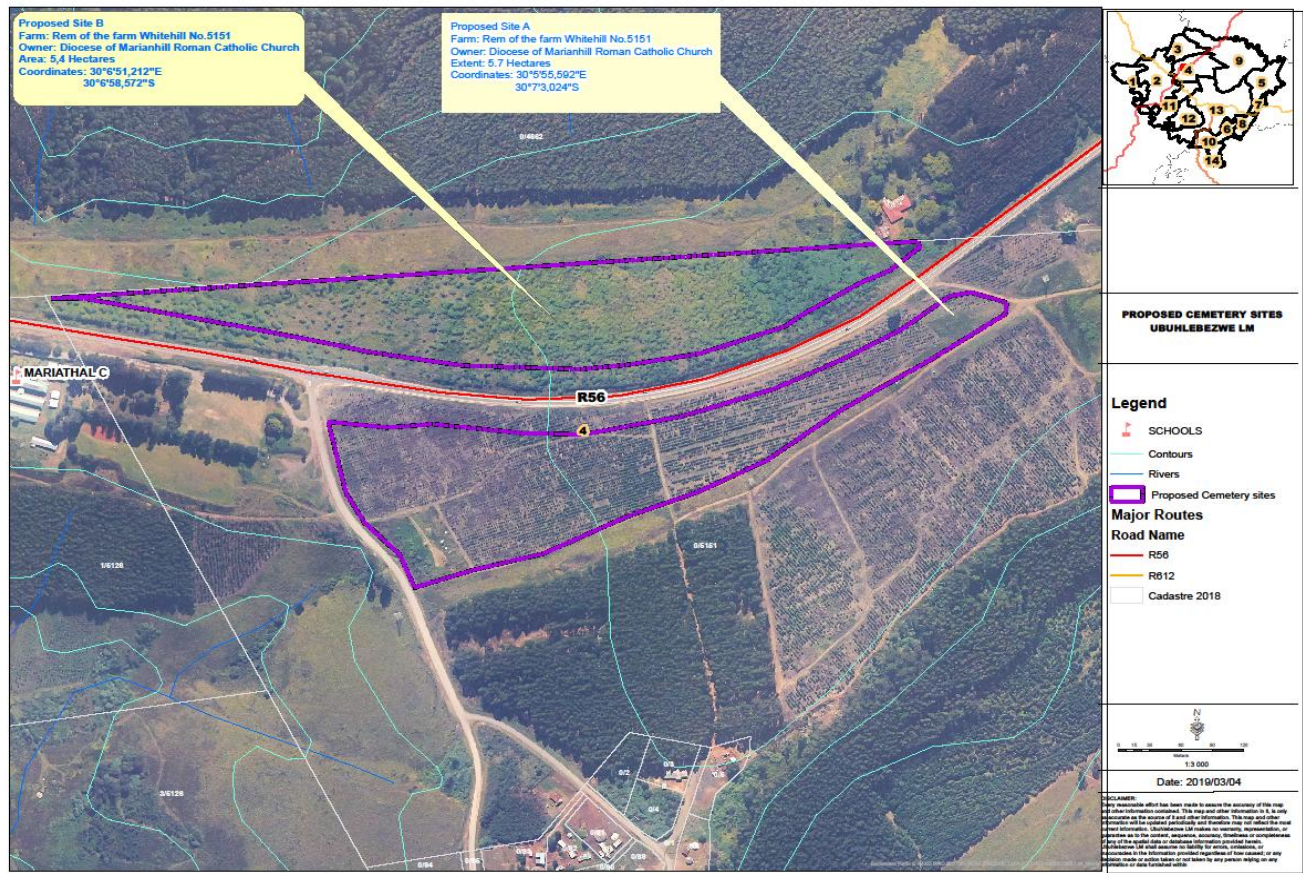
The coordinates for project site B:

30° 6' 51,212" E
30 ° 6' 58, 572" S

Candidate Site 2:

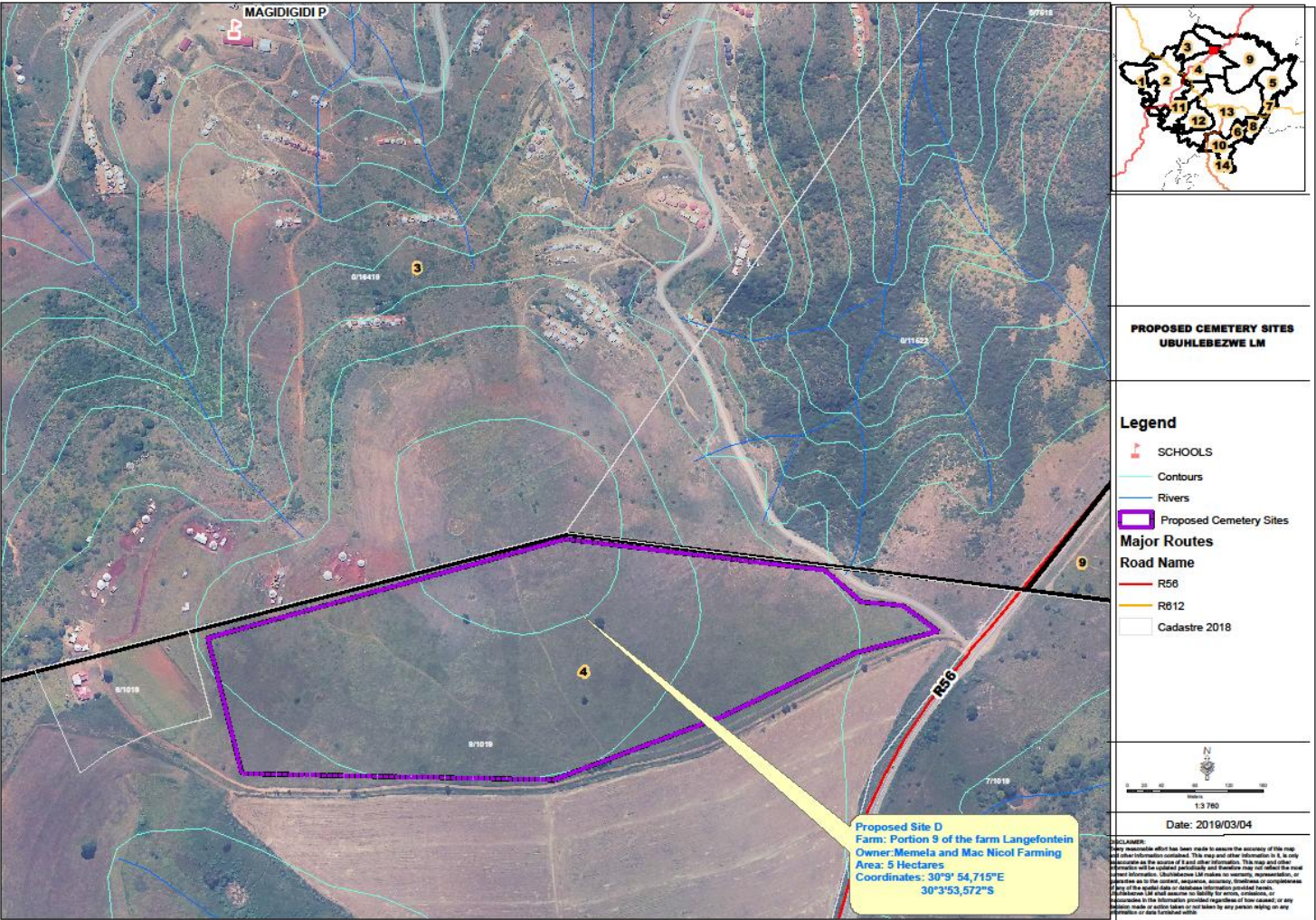
The pre-identified site is located in Ward 3 in Portion 9 of Farm Langefontein. The project site is owned by Memel and Mac Nicol Farming. The project area is 5 ha. The coordinates of the project site are:

30° 9' 54,715' E
30° 3' 53, 572' S



Fg 76 Candidate site 1

Fg 77 Candidate Site 2:





Fg 79 Cemeteries



Fg 80 Mariathala Site

2019/20 PROJECT PROGRESS & 2020/21 PROPOSED PROJECTS:

WARD	2019/20 Projects	PROGRESS TO DATE - 2019/20	2020/21 PROJECTS	MOVED TO OUTER YEARS
1	Esidungeni Road Webbstown Infills	Budget: R 3 207 503.39 Progress is at 80% PROGRESS: 100%	Installation of High Mast	
2	Lower Valley View Roads Golf Course Electrification Bethal Farming Electricity Ubuhlebezwe Fire Station	R 5 801 937.68 Progress is at 85% BUDGET: R 4 029 011.03 PROGRESS IS AT 90% Tender is closing on 06 March 2020 BUDGET : R 16 261 431.67 PROGRESS: 87%	Nyide Road Ixopo Slums Clearance	Hopewell to Carrisbrooke Road
3	Ofafa Housing	Contractor was terminated, a new contractor will be appointed by Dpt of Human Settlements.	Ntakama Road	Magididi Road Sgedleni Hall
4	Fairview Road Mandilini Electricity Fairview Electricity (Planning) Ithubalethu Housing Mariathal Housing	Completed by 30 September 2019 BUDGET: R 10 727 816.46 PROGRESS : 91% Consultant has been appointed. Application pack has been submitted. Awaiting conformation of bulks from the District. As soon as application is approved and bulks, construction will begin. Rehabilitation program has SCM issues and has been out on hold.	Hlanzeni Housing Fairview Electricity Fairview Extention 1 – IRDP Insitu upgrade	Shezlop Road
5	Nkweletsheni Hall	R 3 540 436.88	Sangcwaba Sportsfield	Siqandulweni Hall

	ESiqandulweni Sportsfield	<p>PROGRESS: 91%</p> <p>BUDGET: R 8 816 827.72</p> <p>PROGRESS: 0%</p> <p>Currently the contractor is establishing and submitting contractual documentation.</p>	Kwa Bhaki Electricity	
6	Hlokozi Housing	Is at Site establishment stage for the first 300 houses	<p>Installation of High Mast</p> <p>Hlokozi Housing Project</p> <p>Mapo Road</p>	Hlokozi skills centre
7	<p>Masomini Road</p> <p>Ndonyane Electricity</p> <p>Amanyuswa Housing</p> <p>Mfulomubi Housing</p>	<p>R 3 902 842.05</p> <p>PROGRESS:75%</p> <p>Project is done by Eskom</p> <p>Planning Stages</p> <p>Application for 2nd Phase of 500 Houses has been submitted to DOHS</p>	<p>Installation of High Mast</p> <p>Dayimane Electricity</p> <p>Sjoti Road</p> <p>Ndonyane Electricity</p> <p>Amanyuswa Housing</p> <p>Mfulomubi Housing</p>	
8	<p>Khambula Road</p> <p>Ntlosaze Stewartville Electricity</p> <p>Gudlucingo Housing Project</p> <p>Mfulomubi Housing</p>	<p>Completed in December 2019.</p> <p>Project is done by Eskom</p> <p>Is at Construction stage .</p> <p>Application for 2nd Phase of 500 Houses has been submitted to DOHS for approval</p>	<p>Ntlosaze Stewartville Electricity</p> <p>Gudlucingo Housing Project</p> <p>Mfulomubi Housing</p> <p>Chibini Hall</p>	
9	Ko Zondi Electricity	Project is done by Eskom	Thandabantu Road	<p>Bayempini Mzizi Sportsfield</p> <p>Bonizwe Hall</p>
10	<p>Blackstore electricity</p> <p>KwaThathane Housing</p>	<p>BUDGET: R20 684 735</p> <p>PROGRESS: 86%</p> <p>Project will recommence in April 2020 after Dpt has completed the</p>	<p>Skhunyanana Hall</p> <p>Nyuluka Road</p>	Mhlabashane Skills Centre

		contract.		
11	Nokweja Gym Park Kwa Dladla Sportsfield	Completed BUDGET: R 1 513 683.82 PROGRESS: 95%	Maweni Electricity KwaDladla to Nkoneni Road Installation of High Mast light	Plainhill Hall
12	Madungeni Housing Project	Is at Construction stage for 300 houses.	Madungeni Housing Project Mgodi Skeyi Electricity Mgodi Skeyi Road	Madungeni Hall Mdabu Skills Centre
13	Magawula Road Ntlosane Stewartville Electricity Blackstore Electricity	R 1 958 109.31 PROGRESS: 95% Project done by Eskom PROGRESS: 96%	Ntsheleni Road Ntlosane/Stewartville Electricity Mgodi Skeyi Electricity	
14	Esivandeni Road	BUDGET : R 4 919 848.53 PROGRESS: 66%	Mdibaniso Road Cilo Road	

Human Settlements:

INTRODUCTION:

Ubuhlebezwe Local Municipality (ULM) 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. These are legislative requirements stipulates that a municipality is required to prepare and review a Spatial Development Frameworks (SDF) and must be based on. An SDF forms 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 essential will guide and spatially represent the developmental plans in which the Municipality hopes to achieve.

Ubuhlebezwe Local Municipality (ULM) is one of the four (4) local municipalities that constitute the Harry Gwala District Municipality (HGDM). The ULM is sandwiched in between 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 facilities. Among these economic sub-sectors, agriculture; business services; and manufacturing have been the biggest contributors to the ULM Growth Domestic Product (GDP) thus far.

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 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 Municipality also developed a comprehensive Land Use Management Scheme, Rural

Land use policy in the year 2016 in which is constantly get to be reviewed on a yearly basis in order to remain relevant. The Municipality has infact a Wall-to-wall scheme which covers the whole Municipal area.

The municipality has finalised and adopted 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.

It should be noted as well that The Municipality constantly aligns itself with the strategies of the Harry Gwala District, having taken part in the District Growth and development Strategic Sessions. The Municipality sees the need to review its developmental vision and make it in line with the 2025 – 2030 vision. This will assists with long term planning development which will proof to be sustainable in the long run.

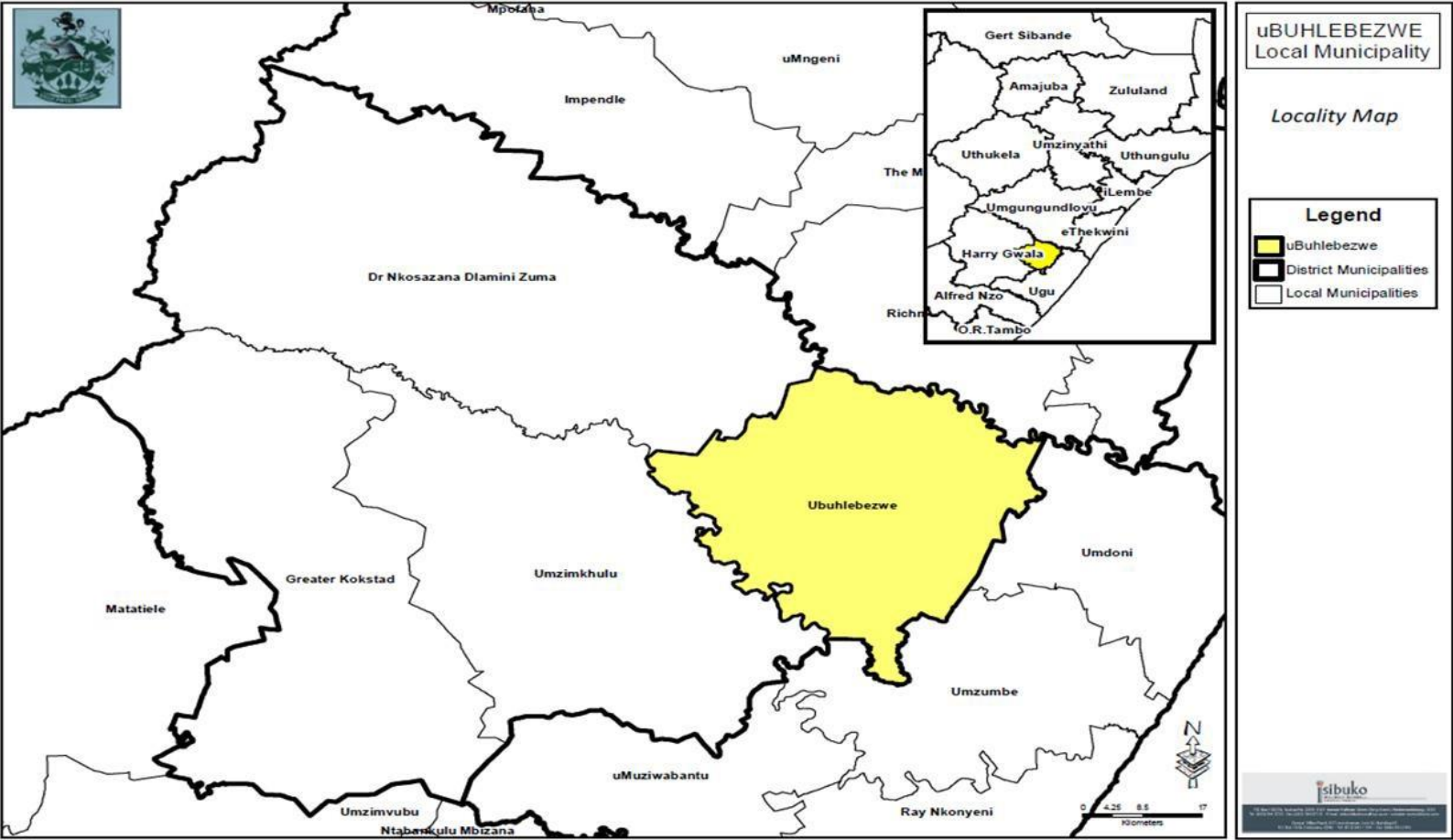


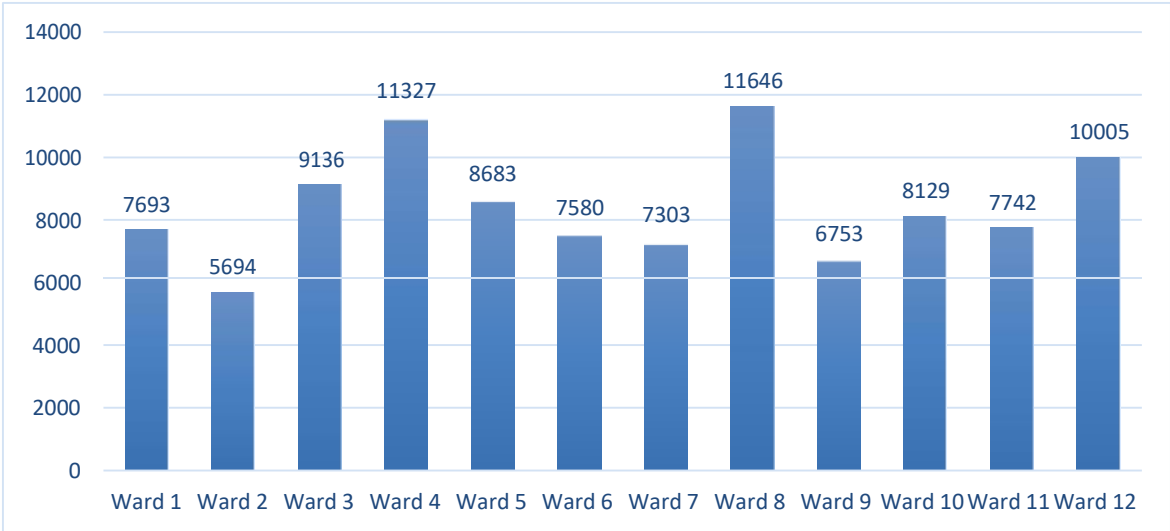
Figure 81: Locality

POPULATION DISTRIBUTION BY WARD. LATEST STATESTICS:

Ward	Male	Female	Total
Ward 1	3665	4028	7693
Ward 2	2910	2784	5694
Ward 3	4132	5004	9136
Ward 4	5268	6069	11327
Ward 5	3803	4880	8683
Ward 6	3803	4880	8683
Ward 7	5273	6189	11461
Ward 8	5418	6227	11646
Ward 9	3240	3513	6753
Ward 10	3723	4406	8129
Ward 11	3600	4142	7742
Ward 12	4519	5486	10005
Ward 13	1802	2037	3839
Ward 14	3492	4077	7569

Table 28: Population composition by Ward

• **POPULATION DISTRIBUTION BY WARD**



Source: Statistics South Africa (Census 2011)

AIMS AND OBJECTIVES OF THE HOUSING SECTOR PLAN

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

Its objectives are as follows:

To reduce housing backlog in line with the national and provincial norms, standards and targets.

To provide for the introduction of a variety of housing typologies and densities in appropriate locations in line with the Ubuhlebezwe Municipality SDF.

To contribute towards spatial transformation and creation of an efficient settlement and spatial pattern.

To facilitate rapid and cost-effective release of land for human settlement development purposes.

To integrating human settlement projects with other development programmes within the context of the Ubuhlebezwe Municipality Integrated Development Plan and the Harry Gwala District Integrated Development Plan.

To build capacity for effective human settlement development.

The Ubuhlebezwe Municipality 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.

LEGISLATIVE AND POLICY FRAMEWORK:

- NATIONAL HOUSING ACT [107] OF 1997
- NATIONAL HOUSING POLICY
- OUTCOME 8: SUSTAINABLE HUMAN SETTLEMENTS AND IMPROVED QUALITY OF HOUSEHOLD LIFE
- KZN INFORMAL SETTLEMENTS UPGRADING STRATEGY
- THE CONSTITUTION NO. 108 OF 1996
- PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)
- A PROVINCIAL HUMAN SETTLEMENTS MASTER SPATIAL PLAN FOR KWAZULU-NATAL FOR HUMAN SETTLEMENTS INVESTMENT
- KZN INFORMAL SETTLEMENTS UPGRADING STRATEGY

UBUHLEBEZWE DEVELOPMENT AGENDA

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

Eg
82



Informal Settlements

There are currently five informal settlements in Ubuhlebezwe, located within the urban area of Ixopo and one in Highflats. There are two slums clearance projects within Ubuhlebezwe, namely the Highflats Slums Clearance Housing Project and the Ixopo Slums Clearance project.

In terms of Progress on Wolsely Farm which was on was a project set to purchase the Farm in order to develop low cost housing to accommodate all existing informal settlements within the urban space - after careful consideration of the application pack by DOHS, it was established that DOHS simply does not have any funding available to buy Wolsely farm. The following procedure was then followed – a formal request and motivation for the department to consider the in-situ upgrade of slums clearance projects for our Municipal urban area was sent. It was essentially set to benefit and accommodate over and above the occupants of the following existing informal settlements;

INFORMAL SETTLEMENT	WARD	PERIOD Of existence	ESTIMATED NO. OF HOUSEHOLDS
Chocolate City/Shayamoya	4	15+ years	550
Draaihoek	4	15+ years	140
Fairview	4	20+ years	390
Valleyview and Railway	2	12+ years	300

This will amount to an estimate of 1380 beneficiaries that can benefit as part of this application. The Municipality suggested the following manner in which it needs the Department's assistance on rolling out of the human settlement developments to aid in clearing the informal settlements within the urban space using two subsidy options;

IXOPO SLUMS CLEARANCE HOUSING PROJECT: IN-SITU UPGRADE

The Municipality, with the assistance from DOHS, plans to implement an in-situ upgrade human settlements development as part of the slums clearance within the vicinity Remainder 175 of Stuartstown and Remainder 174 of Stuartstown. This urban space currently consist of a Shayamoya/Chocolate city and Zwelisha informal settlements and the Municipality would like to extend this development to link right up to the Ithubalethu Housing Project.

MORNING-VIEW AND FAIRVIEW EXTENSION 1 INTERGRATED RESIDENTIAL DEVELOPMENT PROGRAM (IRDP): IN-SITU UPGRADE:

The Municipality intends on developing a full integrated human settlements development as well as open market bonded housing 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 and also includes the portion under the ownership of State i.e. Portion 0 of 1529. 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) is under the ownership of the Municipality and Portion 0 of 1529 (*to accommodate the Fairview Extension 1*) 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.

Both of the above projects have been advertised and are currently following the relevant SCM procedures for appointment of relevant service providers in order to unpack its viability.

SLUMS CLEARANCE PROJECTS

PROJECTS	WARD	UNITS	COMMENTS
Inxusa TH Dunge Heights	9	500 units	The initial amount of units was 500. However, this is likely to increase to 800, but will have to be confirmed. The increase in the number of units require additional land. Two land parcels have been identified for this purpose, but the land legal matters is still pending.
Ixopo Slums Clearance	4	2000 units planned	An additional 2000-2500 units is still to be determined. Currently, bulks have to be confirmed by the District.

Table 30: Slums Clearance Projects

Scheme)							
		Ixopo	Portion of Erf 174; Portion of RE 175	517	State land	10.71	Transitional residential and Utilities and services
Shayamoya/Chocolate City/Zwelisha							
Draaihoek (east and west	Ixopo		137		State land (western portion)	4.54	Transitional residential
			782-787; 790-796; 819; 834	129	Private properties (eastern portion)	6.88	Transitional residential; Passive Open Space; Residential 2
MorningView	Ixopo		2/1628; 1738; 1629-1638; 1733-1735; portion of 1738	383	State land	10.91	Transitional residential; Residential 2
ValleyView	Ixopo (behind taxi rank, next to R56)		Portion of Erf1; Portion of Erf 2; Portion of Erf 174	158	Ixopo Transitional local council; Ubuhlebezwe Municipality	1.47	Administration
Highflats of RE/1938	Highflats		3/1938; 37/1938; 38/1938; portion of 39/1938; portion of 46/1938; portion	400	Transnet	5.68	Transitional residential; Residential 1; Limited Commercial

Table 31 : Slums clearance in details

SLUMS IN DETAIL

The municipality is in the process of ensuring that all informal settlements within the town of Ixopo are being formalized by providing proper shelter. Pre-feasibility studies were conducted and completed in 2015, which included detailed geotechnical studies, environmental desktop studies, a land audit, land evaluation and preparation of conceptual layout plans.

In the town of Highflats, land availability is an issue as the municipality is still negotiating with the land owners thereafter, due processes will follow towards implimantation of the project.

The challenges that the municipality is faced with when it comes to development issues are laid in the following tables. The table below also addresses the attempts that have been made to deal with these challenges as well.

Table 10: EXISTING CHALLENGES SURROUNDING THE HOUSING SECTOR WITHIN THE MUNICIPALITY

CHALLENGES	DESCRIPTIONS
LACK OF BULK SERVICES CONFIRMATION FOR THE DISTRICT MUNICIPALITY.	The municipality is experiencing problems with the confirmation of bulk services from the District for some of the housing projects. This is particularly problematic in the urban projects. Attempts have been to have meetings to address this issue but clarity regarding movement of projects hasn't been provided.
HOUSING BACKLOG	Housing backlog in Ubuhlebezwe Municipality manifests itself in the form of substandard dwelling units, particularly in the traditional authority and informal settlement areas. These dwelling units are constructed in traditional material and are self-built units, which do not meet any building standards. In fact, they are built without any building plans or involvement of authorities.
SUSTAINABILITY SETTLEMENTS OF	Rural settlements in Ubuhlebezwe are not sustainable in the short to long term basis. Most people in the area do not derive a sustainable living from rural agriculture. There is a heavy dependence on welfare grants ("survival capital") and external in-flows of remittances from urban centres or commercial farms. The key challenge is therefore to transform these rural villages into sustainable human settlements with basic services, social infrastructure and economic development opportunities.
LAND FOR HOUSING	There are certain challenges in Human Settlement development projects that relates to land issues. These include the following: Slow and complex land identification and development processes; Limited land in close proximity to the town centre; Slow and complex land purchasing procedures. Strategies need to be developed to assist in fast tracking of land identification and release.
ILLEGAL OCCUPATION OF LAND	The majority of informal settlements manifest itself in the illegal occupation of land. People seek employment opportunities or better access to services in urban areas and occupies open pieces of land. These unoccupied pieces of land are usually in close proximity to a town, and might be on land not suitable for human habitation or development. It becomes problematic for the municipality to deal with

and accommodate these illegal occupants.

It has also been found that some completed houses are being rented

or sold illegally, and are being illegally extended. This is problematic because the housing delivery process is to curb the housing backlog challenge and if more houses are being illegally used the housing backlog will not be addressed.

Table 35: challenges -housing

- BULK WATER SUPPLY AND SCHEME

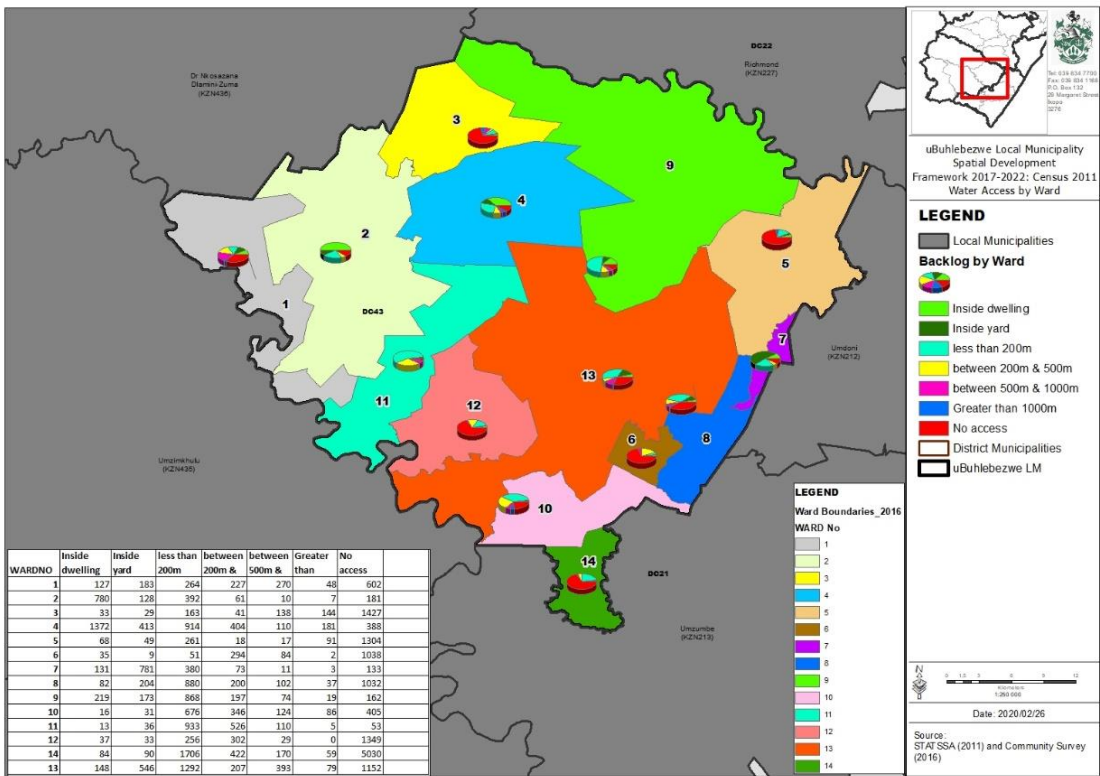


Fig 83: Water Backlogs Map

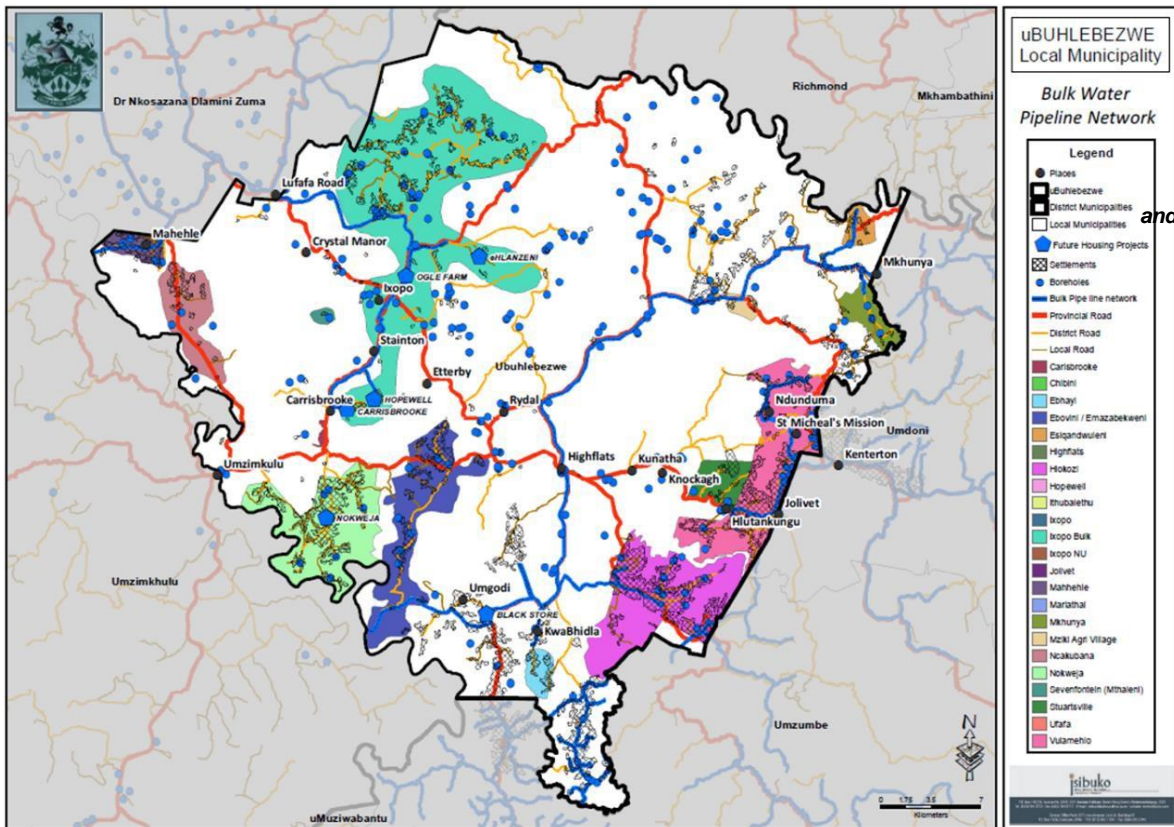
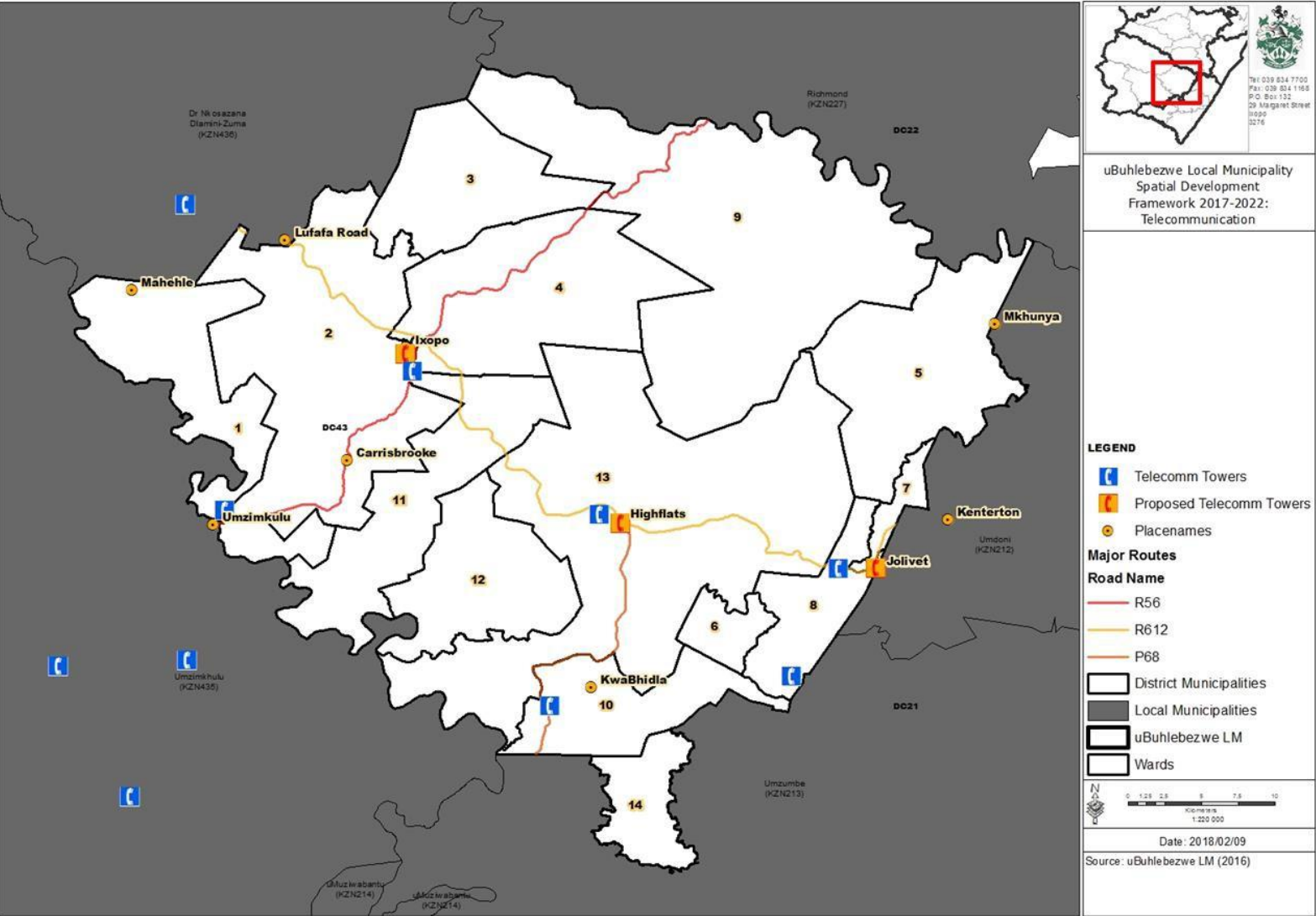


Fig 84: Bulk water supply and water schemes

MAP AND ANALYSIS ON TELECOMMUNICATION :

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



Fg 85: Telecommunication

HOUSING FORUM:

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

MONTH	DAY	TIME	VENUE
18 February 2020	Tuesday	10:00 am	SD Boardroom
14 April 2020	Tuesday	10:00 am	SD Boardroom
09 June 2020	Tuesday	10:00 am	SD Boardroom
11 August 2020	Tuesday	10:00 am	SD Boardroom
13 October 2020	Tuesday	10:00 am	SD Boardroom
08 December 2020	Tuesday	10:00 am	SD Boardroom

DATES WHEN POLICIES WERE REVIEWED

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

dates of policy reviews

SPATIAL ANALYSIS:

INTRODUCTION AND BACKGROUND:

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

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

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

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

UPDATE ON SPLUMA READINESS:

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

The MPT members are as follows;

PROFESSIONAL FIELD	PERSONNEL
A person registered in a category in terms of the Planning Profession Act, 2002 (Act 36 of 2002)	Municipal Officials: Manager Housing and Planning (Chairperson)
A person registered in a category in terms of the Planning Profession Act, 2002 (Act 36 of 2002)	Municipal Official: Municipal Town Planner (Authorizing Officer and Deputy Chairperson)
Attorney or advocate	Received applications from; Miya Lulama Mkhize Nomfuneko Keshav Sushil
Persons registered in a category in terms of section 20(3) of the Natural Scientific Professions Act, 2003 (Act No 27 of 2003) within the field of environmental science	Municipal Official: Environmental Officer
A person registered in a category in terms of section 18(1)(a) of the Engineering Profession Act, 2000 (Act No 46 of 2000)	Municipal Official: Director Infrastructure Planning and Development External Member: Ndlela Nkosinathi
A person registered in a category in terms of section 18(1)(a) of the Architectural Profession	Duma Nathi
A person registered in terms of section 13(1) (d) of the Geomatics Professions Act as a as a Land Surveyor.	Trench Thomas Neish
	Dawe Thobeka Imaculate Pamla Mahlubi. M Poval Mark
Technical Advisor: Registered Planner to also serve at EXCO on appeals	Vacant

Table 38: MTP members

Roles and Responsibilities: SPLUMA

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

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

UPDATE ON LUM:

SPLUMA requires the municipality to develop, adopt and implement a wall-to-wall scheme for its area of jurisdiction. Such a scheme must be in place within five years from the date on which the provisions of the Act that deals with schemes were promulgated. The same requirement has been

included in the Spatial Planning and Land Use Management Act, Act No 16 of 2013 (SPLUMA), which requires municipalities to 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 property owners, developers and the municipality a clear point of reference from which to manage the use of land.

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

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

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

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

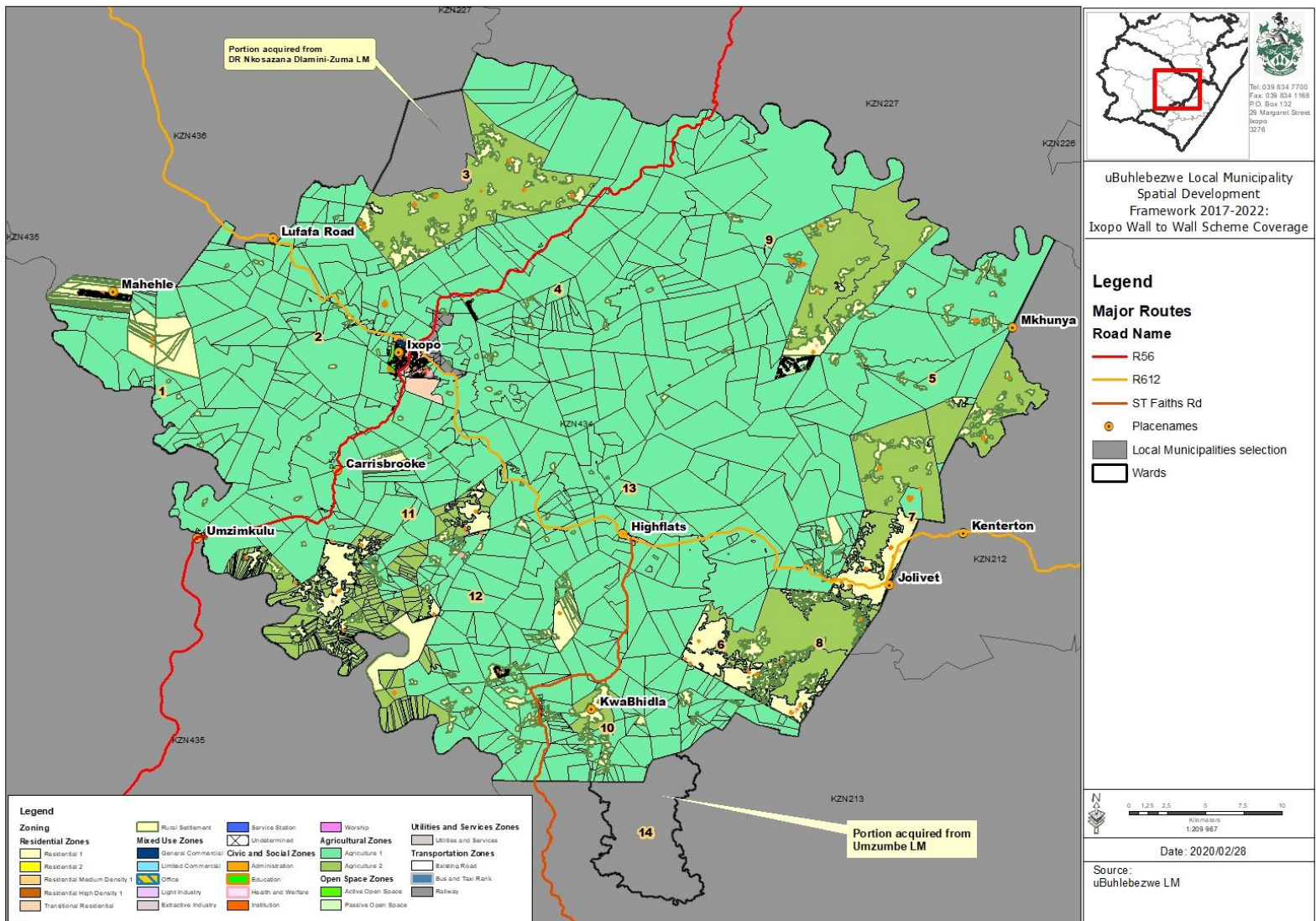


Figure 86: Wall to Wall Scheme

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

MANAGEMENT OVERLAYS

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

Table 39: LUM management overlays

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

DEVELOPMENT POTENTIALS	DEVELOPMENT 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 primary, secondary and tertiary nodal areas	Expansion of the commercial and residential activities and foot print around the town of Ixopo; it involves among the following; Proposed Nelson Mandela View, Proposed Sisonke Mall and Private Hospital, Proposed OR Tambo Residential Development, Proposed Ithubalethu Housing Project, Proposed Golf Course Development, Morningview Housing, Proposed Ixopo Community
Positive progress has been sourced for more land to cater to the ever-growing informal settlements of the primary and secondary nodes i.e. Ixopo and Highflats	Electricity illegal connections around the Highflats area (second node).	Commercial growth activities in the Highflats area.
Implementation of the Golf Course Development within the town of Ixopo.	Rural Development administration: the Municipality has administered a lot of business licences application within the urban and rural spaces.	The growth of the secondary node of Highflats is closely being monitored and would indicate that the Municipality need to plan around the development of the Secondary node.
		New Market stalls within Ixopo town area. As well as processes in place to administer the informal hawkers.
		Alan Paton's Railway Heritage Route Tourism initiative up and running.
		Heritage/Tourism initiative as well as the Margaret Mncadi Statue being formally opened in the 2015.
		Continuation of the construction of the Morning-view Middle-income housing development with a total number of (29 houses constructed and occupied)

summary of issues and influences

Infrastructure Projects relating to National and Local Government elections:

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

SWOT ANALYSIS

BIOPHYSICAL ENVIRONMENT	Strengths: <ul style="list-style-type: none"> Land Use Management System in place for guidance on the use of land. Awareness campaigns on town planning & building control processes are conducted. A Slums Clearance Programme has been undertaken as an important program to bring important services to people. Development of Precincts plans that show an arrangement of land uses associated with the needs of the communities. 	Weaknesses: <ul style="list-style-type: none"> Deteriorating air quality and general pollution. Overgrazing, excessive removal of vegetation, road construction activities, veld and forest fires and pollution pose potential threats to the environment Most of the land is privately owned Unavailability of a legal landfill site. Overall decrease in rainfall patterns poses a threat to sources of water. Soil erosion has impact on the flow of rivers, existence of estuaries and loss of agricultural land.
	Opportunities: <ul style="list-style-type: none"> A formalised Refuse Disposal site is important aspect to cater for the basic land disposal needs for an urban space as well as for the disposal of different waste from Health related to building rubble. The municipality consists of 77% of the land that is suitable for agriculture. Agricultural Strategy is under development and agricultural productivity in the area has been promoted by supporting 8 cooperatives on vegetable and broiler production. 	Threats: <ul style="list-style-type: none"> The main climatic limitation affecting the area is low temperature and frost which has a negative impact on agricultural development in the municipality. This limits the range of crops that can be grown, the length of the growing season and the level of production. In rural areas water is mainly drawn from natural sources like streams, rivers and fountains. Many areas in the municipal area do not have purified water and this makes these areas prone to cholera and other diseases.
	Opportunities: <ul style="list-style-type: none"> Natural attractions and rare bird species provide an opportunity to attract special interest tourists to the area. The expansion of the rail tourism industry can provide tourists with an experience which is unique to the Ubuhlebezwe region. The strategic location of Ixopo provides opportunities for the possible location of industrial, commercial and other economic activity. Organic farming and herb production provide a niche market and a suitable alternative to small-scale commercial farmers. A fresh produce market will not only enhance economic development but will also boost and complement commercial agricultural development in the municipality. Ubuhlebezwe is in a process of developing its tourism routes. The focus of route development in Ubuhlebezwe will be on a combination of a mountain/quad bike, hiking and drive route/s that traverse Ubuhlebezwe and link different tourism products on-route. 	Threats: <ul style="list-style-type: none"> The ability to initiate projects depends on whether funds are available/can be accessed to implement proposals. The global and regional markets are influenced by a range of issues which are not controlled by the local arena. These issues include the supply and demand for commodities, the exchange rate, etc. Lack of co-operation among stakeholders can result in the desired outcome to being not achieved. Unregulated informal sector: competition among hawkers in the informal sector is a problem since there are a large number of operators in the retail sector.
INFRASTRUCTURE	Strengths: <ul style="list-style-type: none"> There is a rural road upgrading programme which is undertaken in association with the local Transport Forum. The municipality has made a budget provision for storm water management and has received a funding from COGTA for rehabilitation of roads and storm water. Ubuhlebezwe Local Municipality has enquired the services of an implementing agent to handle the process of constructing Community Residential Unit (CRU) facility 	Weaknesses: <ul style="list-style-type: none"> Infrastructure backlogs and aging infrastructure. Dispersed settlement pattern increase cost of service delivery in the area. Access to Basic services (Electricity, Water and Sanitation) is limited. Currently most rural roads are unusable during the rainy season.
	Opportunities: <ul style="list-style-type: none"> Eskom is in the process of constructing a new power station in Kenterton which will 	Threats: <ul style="list-style-type: none"> Some areas within the town experience problems in terms of strewn litter, water flowing on the road

	<p>serve most of the area falling under UBuhlebezwe municipality. Funding has been secured by Eskom and has been gazetted.</p> <ul style="list-style-type: none"> ○ There is a rural road upgrading programme which is undertaken in association with the local Transport Forum. ○ The municipality has made a budget provision for storm water management and has received a funding from COGTA for rehabilitation of roads and storm water. 	<p>surface, etc. This could lead to the decay of these areas.</p> <ul style="list-style-type: none"> ○ Poor road infrastructure impedes on the mobility of people and goods. ○ Poor communication infrastructure results in difficulties to publicize information. ○ Vandalizing of available services. ○ The existing power stations have reached maximum capacity since Eskom has is not capable of providing the electricity requirements to the new applicants in rural areas.
BUILT ENVIRONMENT	<p>Strengths:</p> <ul style="list-style-type: none"> ○ 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. 	<p>Weaknesses:</p> <ul style="list-style-type: none"> ○ 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.
	<p>Opportunities:</p> <ul style="list-style-type: none"> ○ Proposed Potential Duplex/Simplex development surrounding the town area offering accommodation choices to investors who prefer been located away from the CBD ○ Revamp/Renovation Of Old Buildings and turning them it useful spaces e.g. de-concentration of residence away from Margaret street and making the street into a fully-fledged commercial activity zone. ○ Ubuhlebezwe Local Municipality has enquired the services of an implementing agent to handle the process of constructing 150 units of the Community Residential Unit (CRU) facility. It is considered as a need within the urban area in order for more options to housing needs to be available due to the growing number of the working class. 	<p>Threats:</p> <ul style="list-style-type: none"> ○ Population density decline the further one moves away from the main transport routes. Levels of services are generally low, with the majority of residential structures being self-built. ○ Ubuhlebezwe has abundant land which is privately owned hence the municipality is in a process of a land release programme. The challenge is that the municipality will need to access this land for further development.

Social and Local Economic Development:

STATUS OF LOCAL ECONOMIC DEVELOPMENT STRATEGY:

Local Economic Development Strategy was reviewed internal on the 25th May 2017 and adopted by the Ubuhlebezwe Council, therefore the strategy is still relevant in addressing the current needs of the communities of Ubuhlebezwe in matters of economic development.

Ubuhlebezwe Municipality has an adopted Informal Economy Policy which covers the aspect of regulating street vendors. The Business Retention Policy is also in place

5.1 Local Economic Development Analysis:

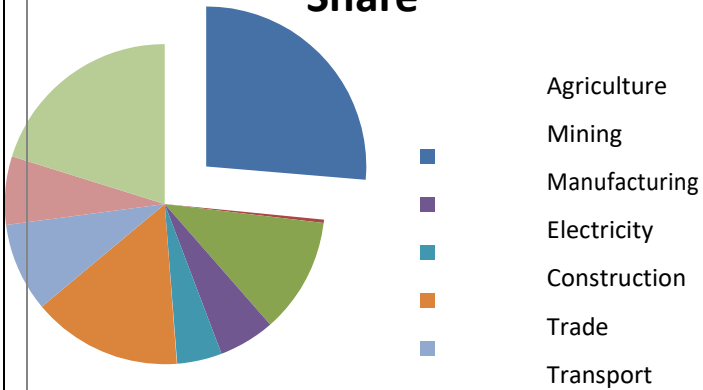
The most prominent employment sectors are Agriculture including cattle, dairy, poultry, citrus, sugar-cane, fruit, and forestry, followed by Community Services, Trade and Domestic Employment. Up to 10,6% of the working population in the District are involved in construction and small scale manufacturing.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

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

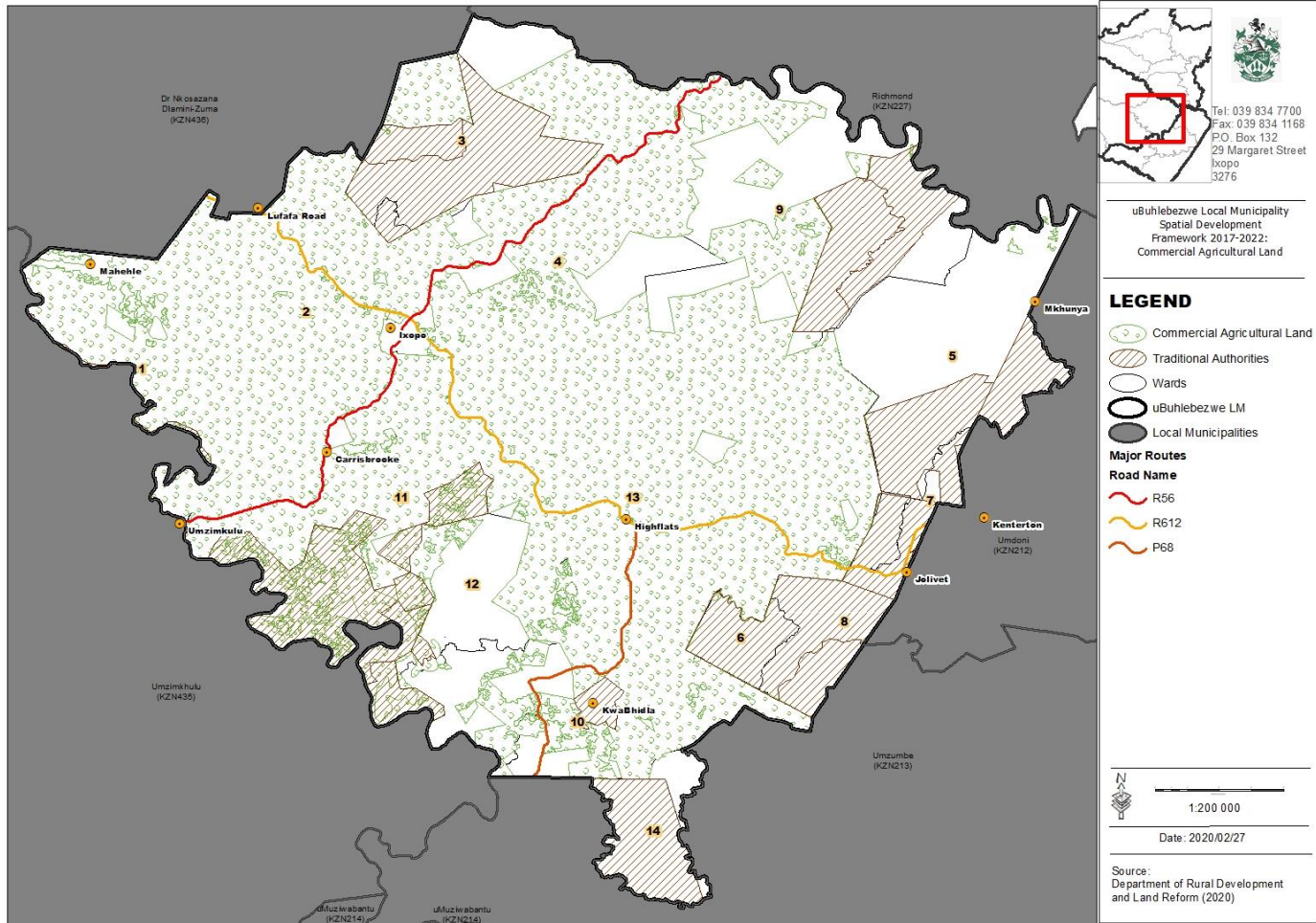
Sector	Harry Gwala	Ubuhlebezwe
Agriculture	1,953,774	496,177
Mining	34,313	6,284
Manufacturing	831,197	218,259
Electricity	407,738	106,053
Construction	379,166	85,318
Trade	1,865,647	283,078
Transport	702,642	167,943
Finance	674,007	129,105
Community services	2,525,090	377,260
Total Industries	9,373,574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

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

Ubuhlebezwe Sector GVA Share



SOURCE: ECONOMIC DEVELOPMENT, TOURISM AND ENVIRONMENT AFFAIRS



Fg 87 Commercial Agricultural land

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

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

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

Demographic Profile

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

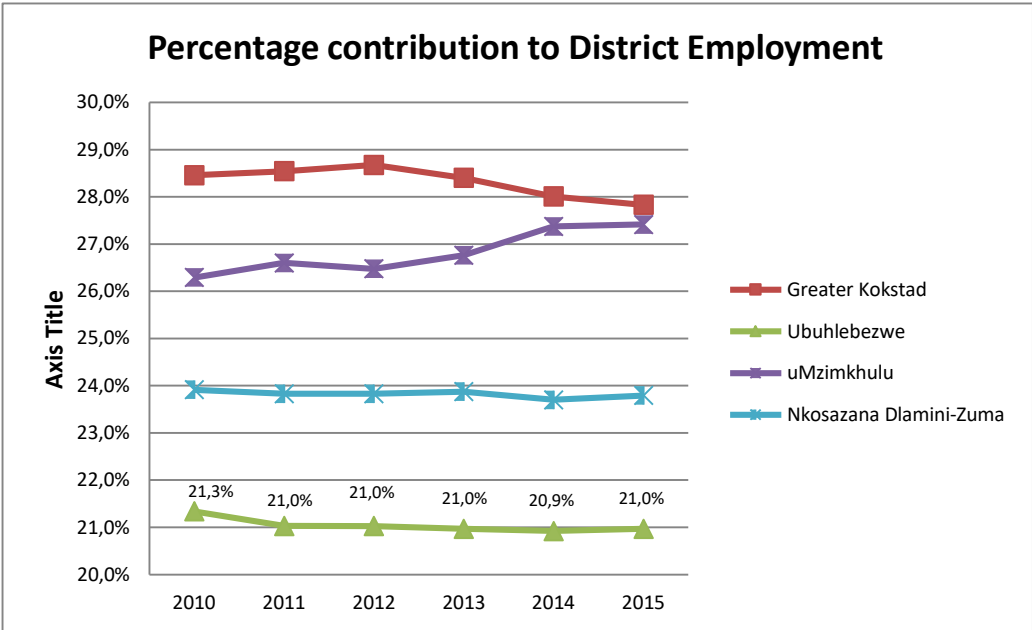
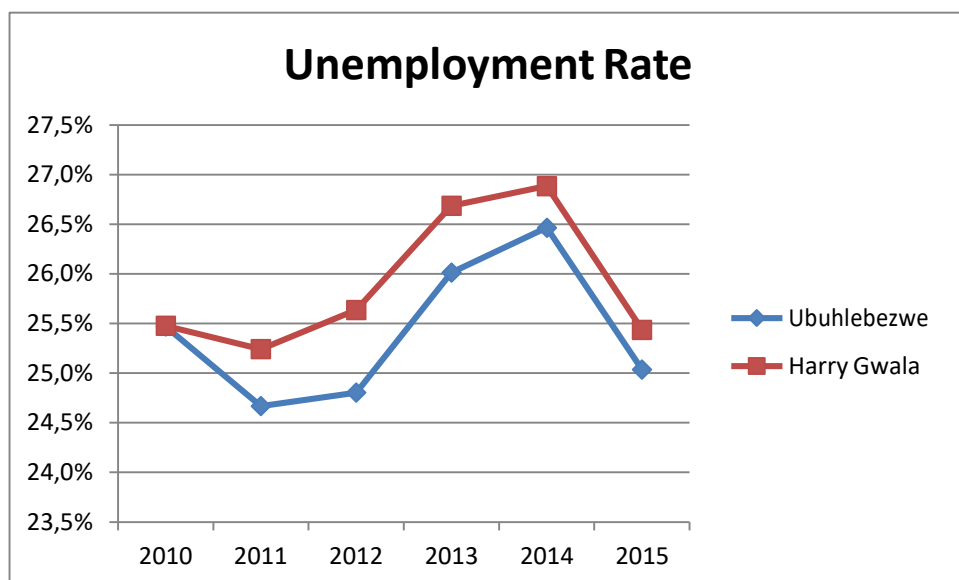


Table.....: Percentage contribution of HGDM local municipalities to District Employment. Quantec (2015)

	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

Table.....: Number of the unemployed people. Quantec (2015)



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

Spatial Profile

Access

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

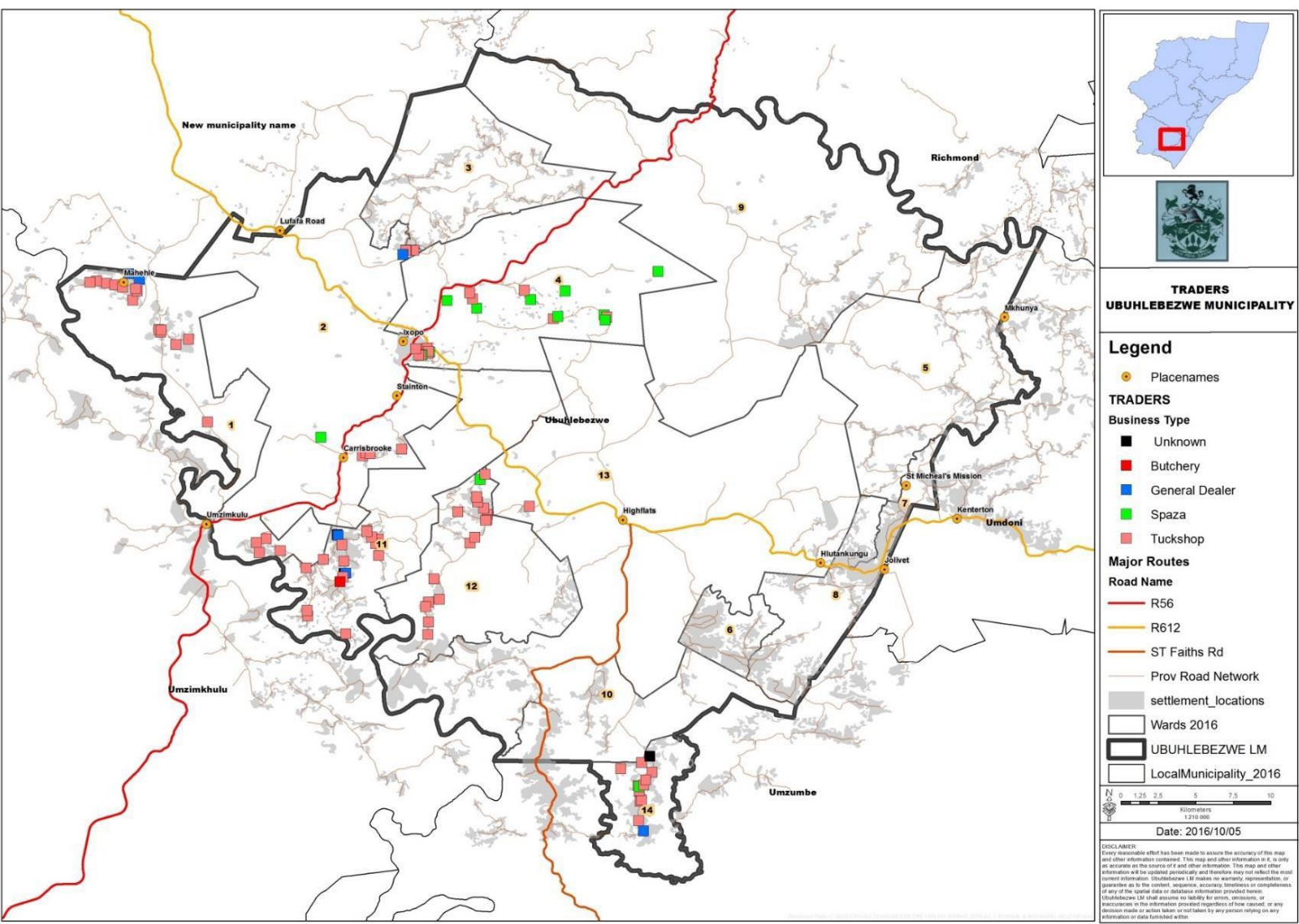
Settlement Patterns

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

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

Local economic Development Forum

An Inclusive Planning and active LED Forum were established. The forum consists of four subcommittees teams that sit quarterly to deal with issues within each sector. These subcommittee’s teams are Agriculture, Tourism, Honey Project and Business Support. Ubuhebezwe Municipality through LED forum and fruitful partnership with Harry Gwala Agric (NPO) has yielded fruitful results, hence the Harry Gwala Agric and Ubuhebezwe 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



Fg 88 Traders within Ubuhebezwe Municipality

Registered SMMEs and Cooperatives and Job creation

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

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

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

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

PROJECTS FUNDED IN 2019:

NO	PROJECT NAME	SECTOR	LOCATION	CONTACT DETAILS	SUPPORT	AMOUNT APPROVED
1.	MASAKHANE FARMING	LIVESTOCK	DAWNVALLEY FARM WARD04	065 715 0038	AGRIC INPUTS	R18 000.00
2.	VAALKRANS PIGGERY	LIVESTOCK (PIGGARY)	HLANZENI WARD04	062 3606500/ 073 043 2860	FEEDS	R30 000.00
3.	PHUMA EPHETHE PROJECT	POULTRY	EMGAGENI WARD 07	078 181 7366	FEED, EQUIPMENT FOR STRUCTURE	25 000.00
4.	VUKUZENZELE PROJECT	POULTRY	SPRINGVALE KOZONDI WARD 09	072 735 8223 / 072 949 1430	STRUCTURE FEED	R16 000.00
5.	UBUNYE BOBUMBANO	POULTRY	VUKANI MPOFINI WARD 03	072 899 0265/ 066 493 9850	FEED, JOJO TANK, AND CAGE	R15 000.00
6.	ZONDI FARM	LIVESTOCK	KWANTAMBAM A WARD 12		FEEDS AND CHEMICALS	R5 000.00
7.	INTSHAKAZI	CROP	KWANCAKUBAN E WARD 01	073 624 8082 072 605 7285	DESIEL PUMP FENCING MATERIAL AND AGRIC INPUT	R22 000.00
8.	MANCIZA	CROP	EMAZABEKWENI WARD 12	071 355 4080 / 082 343 1201	AGRIC INPUT	R2 000.00
9.	INHLAKANIPHO FARMING PTY LTD	CROP	EMADUNGENI WARD 12	076 669 0587	FENCING AND AGRIC INPUT	R20 000.00

10.	NCAMA UKUFA CONSTRUCTION AND FARMING	CROP	HLOKOZI WARD 06	072 979 4966	SEEDS	R5 000.00
11.	SIYATHUTHUKA AGRI CO-OP	CROP	MAZABEKWENI WARD 12	072 5863482073 466 2811	FENCING MATERIAL WATER PUMP PIPES AND SPRINKLER	R30 000.00
12.	PANDAROSA	CROP	HLANZENI WARD 04	072 516 2955	AGRIC INPUT AND MECHANISATION	R40 000.00
13.	MAHLAVU TRADING	BLOCKS MAKING	NDWEBU WARD 05	073 625 1359/ 073 057 6351	MACHINE MIXER, PALLETES	R30 000.00
14.	SANDS AND TRANSPORT	BLOCKS MAKING	IXOPO TOWN WARD 02	073 512 5524	ABLUTION FACILITY	R20 000.00
15.	THANDOKUHLE	SEWING	HLOKOZI NHLANGWINI WARD 08	073 119 0660	SEWING MATERIAL	R5 000.00
16.	IKUSASA SEWING SKILL ACADEMY	SEWING	MORNINGSIDE WARD 04	064 762 1764	MACHINES AND MATERIAL	R40 000.00
17.	PHAPHAMA TEXTILE AND FARMING	SEWING	MAKHOLWENI	076 063 5363/ 083 559 5348	MACHINES & SEWING MATERIAL	R30 000.00
18.	NDALO ACADEMICS FASHION AND DESIGN	SEWING	SANGCWABA WARD 05	060 494 5331/ 073 202 8742	MACHINES AND MATERIAL	R50 000.00
19.	SIYAZAMA FASHION	SEWING	JOLIVET WARD07	063 033 0232 / 066 456 0399	MATERIAL AND MACHINE	R20 000.00
20.	SENIOR CITIZEN SKILL PROJECT	ART AND CRAFT	FAIRVIEW WARD 04	072 356 0434/ 082 957 6580	MACHINE AND MATERIAL	R36 000.00
21.	KUNTO TIMBER JOINER AND PROJECT	MANUFACTURE	IXOPO WARD 04	082 523 1131	MATERIAL	R5 000.00
22.	SIYAZAMA SKILL WORK	TREATED POLE	NHLAVINI WARD 09	082 644 4835 /082 448 7327	CCA CHEMICAL MATERIAL	R10 000.00
23.	TRUE MOTION TRADING ENTERPRISE PTY (LTD)	MANUFACTURE	HOPEWELL WARD 02	078 521 4657	WELDING MATERIAL, GENERATOR	R30 000.00
24.	PHILANGOMPHAKA THI	MANUFACTURE	HLUTHAKUNGU WARD 08	061 398 3496/ 060 816 1044	TRAINING	R5 000.00
25.	NKOSINATHI NJILO	CAR WASH	JOLIVET WARD 07	079 027 7659 063 086 8120	WATER PRESSURE MACHINE AND VACUUM CLEANER	R7 000.00

Supporting SMMEs and Cooperatives

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

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

SMME’S AND CO-OPERATIVES DATABASE

No	PROJECT NAME	SECTOR AGRICULTURE (LIVESTOCK)	LOCATION/ CONTACTS	WARD
1.	SAZIWA PROJECT	AGRICULTURE (LIVESTOCK)	CABAZI 073 511 9767	1
2.	INDUNA	AGRICULTURE (LIVESTOCK)	HOPEWELL buzanisindane@gmail.com	2
3.	ZONDLILE PROJECT	AGRICULTURE (POULTRY)	CARISBROOKE 079 868 8179	2
4.	VUKA USEBENZE	AGRICULTURE (LIVESTOCK)	HLANZENI 084 892 5717	4
5.	SIYAZAMA	AGRICULTURE (LIVESTOCK)	HLANZENI 082 484 7812 073 630 9581	4
6.	MPANGELE FARMING CO- OPERATIVE LIMIT	AGRICULTURE (LIVESTOCK)	UMKHUNYA 073 736 9601	5
7.	IDLUSHIYE	AGRICULTURE (LIVESTOCK)	HLOKOZI 064 947 2781	6

8.	DYNAMIC NEWVISION	AGRICULTURE (LIVESTOCK)	MGANGENI 079 287 2718	7
9.	GRACE LANO PIGGERY	AGRICULTURE (LIVESTOCK)	HLUTHANKUNGU 076 852 2832 072 033 6747	8
10.	HLUTHANKUNGU CHICKEN GROWERS	AGRICULTURE (LIVESTOCK)	HLUTHANKUNGU 072 900 6144 071 153 1109	8
11.	SUKUMA FARMING PROJECT	AGRICULTURE (LIVESTOCK) AGRICULTURE (LIVESTOCK)	HLUTHANKUNGU 073 179 7777	8
12.	UMVITHI TRADING	AGRICULTURE (LIVESTOCK)	HLUTHANKUNGU	8
13.	PRISCILLA POULTRY PROJECT	AGRICULTURE POULTRY	HLUTHANKUNGU 060 702 2003	8
14.	MASAKHANE IMBOKODO AGRICU PRIMARY	AGRICULTURE (LIVESTOCK)	UMHLABASHANE 072 684 6899	10
15.	MAZENZELE	AGRICULTURE (LIVESTOCK)	SAINT ALLOIS 082 080 3292	11
16.	NOKWEJA FARM FRESH EGGS	AGRICULTURE (LIVESTOCK)	NOKWEJA 076 091 5074	11
17.	IBUYA GOGO	AGRICULTURE (LIVESTOCK)	NOKWEJA 072 119 9021	11
18.	PHOKOPHELA ENTERPRISE	AGRICULTURE (LIVESTOCK)	EMAZABEKWENI 078 600 6319/ 079 854 5860	12
19.	MASISUKUME	AGRICULTURE (POULTRY)	EMAZABEKWENI 082 097 9455	12
20.	NTULA TRADING ENTERPRISE	AGRICULTURE (LIVESTOCK)	EMADUNGENI 072 616 0614	12
21.	EZEMVELO WOMENS	AGRICULTURE (LIVESTOCK)	EMAZABEKWENI	12

			071 355 4080 082 343 1201	
22.	MPINI PROJECT	AGRICULTURE (POULTRY)	EMAZABEKWENI 063 734 6007	12
23.	NJABULO (PTY) (LTD)	AGRICULTURE (LIVESTOCK)	MGODI – MASHUMI 071 892 4461 083 507 5744	13
24.	MAKHAWINI POULTRY PROJECT	AGRICULTURE (LIVESTOCK)	NOKWENA 073 271 8141	13
25.	NDWEBU POULTRY	AGRICULTURE (POULTRY)	ENDWEBU 072 091 2734 082 343 8617	14
NO	PROJECT NAME	SECTOR AGRICULTURE (CROP)	LOCATION / CONTACTS	WARD
26.	KWANOBHE VEGETABLE	AGRICULTURE (CROP)	OFAFA 071 627 9080	3
27.	SMOTHOTRADING ENTERPRISES	AGRICULTURE (CROP)	OFAFA 079 804 1414 072 923 5647 072 452 1522	3
28.	DLULUJEQEZA AGRICULTURAL PRIMARY CO-OP	AGRICULTURE (CROP)	MASHAKENI 079 878 3726	3
29.	LUFABA MULTIPURPOSE SUPPORT GROUP	AGRICULTURE (CROP)	OFAFA	3
30.	SIYANQOBA DISABILITY PROJECT	AGRICULTURE (CROP)	SGEDLENI 083 486 4714	3
31.	SHOEMEKA FARMS (PTY) LTD	AGRICULTURE (CROP)	072 735 9315 073 003 9333	3

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

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

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

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

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

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

111	T.E TENZA BUSINESS ENTERPRISES	CATERING, DECORATION PAINTING & GARDEN SERVICES	HOPEWELL 071 210 4308	2
112.	SIYASUTHA TRADING CC	CATERING	HLOKOZI	6
113.	ZABAZENKOSI CATERING AND PROJECTS	CATERING	UMHLABASHANE 081 085 6742	10
114.	CEBOLENKOSI ENTERPRISE	CATERING	UMHLABASHANE 073 017 3133	10
115.	BUSIE & SENAH CATERING BUSINESS	CATERING	EMAZABEKWENI 078 160 9253 076 766 6616	12
116.	BETTER TRIUMPH EMERAL (PTY)	CATERING	HIGHFLATS 072 200 9019 / 083 583 0268	13
117.	YOUNG NATION BAKERS	BAKERY	JOLIVET 061 385 5447 / 073 439 9268	7
118.	SIYAPHAMBILI CO-OP SIZAKANCANE CO-OP SIZOPHUMELELA CO-OP	BAKERY	JOLIVET 082 742 9326 079 545 3688	7
119.	HLUTHANKUNGU SPORTSGROUND TUCK SHOP	RETAIL	HLUTHANKUNGU 076 026 7215	8
120.	MALIZI BAKERY	BAKERY	EMADUNGENI 071 170 8469	12
121.	MSENTI'S BAKERY	BAKERY	EMAZABEKWENI 078 131 6857	12
122.	SHAGGY'S TUCKSHOP	SUPERMARKET	MORNINGSIDE 071 296 5313 / 078 055 8798	4
123.	SIYATHUTHUKA	CRECH	HLOKOZI	6

	CRECHE		076 217 2076	
124.	KING SHAKA HAIR SALOON	SALON	HIGHFLATS 074 010 6545	6
No	PROJECT NAME	SECTOR ENTERTAINMENT & MEDIA	LOCATION / CONTACTS	WARD
125.	BLOCKSTREET 039 (PTY LTD)	ENTERTAINMENT & MEDIA	FAIRVIEW	4
126.	INGEZENZEZE NKAYISHANE PRODUCTION PTY	ENTERTAINMENT & MEDIA	HLOKOZI 079 646 3961	6
127.	BHEKIMPI SOLUTIONS PTY	ENTERTAINMENT & MEDIA	NDWEBU 079 332 4847	7
128.	ICHWANE LEBHACA (MASKANDI)	ENTERTAINMENT& MEDIA	NOKWEJA 073 360 5556	11

CAPACITY BUILDING ON SMMEs AND CO-OPERATIVES

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

Cooperative Governance and Compliance Training

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

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

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



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

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

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

Ubuhlebezwe Municipality LED Office has conducted training on how to start your own business and Web 2.0 and social media. The trainings are still on-going to reach all Ubuhlebezwe Municipal wards during 2019 / 20 financial year. The following Ubuhlebezwe Municipal wards has already

NO	LOCATION AND WARD	NUMBER OF PEOPLE TRAINED	DATES
1.	Hopewell Ward 02	35	12-16 August 2019
2.	Ofafa Ward 03	36	12-16 August 2019
3.	Fairview Ward 04	30	19-23 August 2019
4.	Sangcwaba Ward 05	42	19-23 August 2019
5.	Nokweja Ward 11	30	26-30 August 2019
6.	Nokweja Ward 11	25	25-27 September 2019



Ubuhlebezwe Municipality skills development

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

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



Business Regulations

The Department of Economic Development, Tourism and Environmental Affairs has introduced the automated licensing and permitting system to ensure effective and efficient licensing. The system is also designed to map the jobs created that are not documented. The Municipality has

implemented a new system for hawker's permit using PVC cards and camera on site and the turnaround time of 1 day and 3 days turnaround time for formal businesses.

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



The Informal Economy Policy

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

stakeholder through public participation, as from 22 May 2014.

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

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

Ubuhlebezwe Municipality acknowledges the relevance and contribution of the informal economy to the economic and social life of the town.

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

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

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

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

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

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

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

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

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

- Developing those areas that will have most significant impact on the largest number of people, e.g. areas with large flow of pedestrian traffic.

- Allocating space for informal trading areas in accordance with the broad Spatial Planning Framework of the Ubuhlebezwe and the local spatial development Framework.
- Providing minimal infrastructure for informal trading, that would vary depending on the type of activities.

UBUHLEBEZWE SKILLS DEVELOPMENT PROGRAMME

UKZN 2020 RLED Champions Programme

Background on the Champions Programme

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

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

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

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

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

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

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

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

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

- Youth,
- Women and
- the disabled

HLUTHANKUNGU FASHION DESIGN = R 40 000

DLAMINI DORAH XOLSILE	7505100343087	0711531109
NZUZA NQOBA GABRIAL	8512106210087	0715154120 / 0782536168
MAYEZA SMANGELE P.	7409020562084	073 5128611 / 076 982 6005

MTHEMBU SUPPLIERS = R 40 000

CEBANE T	9811295880083	071 028 6954
JOHN. MHLONGO	9204015941080	079 431 3999
MTHEMBU. B	920406	073 885 0498
MHLONGO .M	9405015770086	072 7425 427
MKULISI Z.C	7609250480085	072 172 5045
DLAMINI N.T	9004045481085	063 648 2506
MKULISE S.	9607285711084	079 9822 518
MKHIZE T.B	980325	060 827 5937
ZUNGU T.M	8804115688084	076 585 1379
MKULISE T.C	7012135364089	082 970 7216

QHAWEKAZI BUSINESS ENTERPRISE = R 50 000

AMANDA MPISI	8401250399088	060 757 6630
ROSE	5704200014084	073 159 1267
OLIVE BERNARDO	11-09- 1962	072 069 6165

Gijima Co-operative = R40 000

SURNAME & INITIAL	ID NUMBER	CONTACT NUMBER
NZIMANDE N.G	5507290802080	0831389921
BIYASE M.S	8407045831087	0749477114
DLAMINI F.S.F	8804181027084	0767283039
NGWADI S.	9204130442082	0836702747
DLAMINI N.I	8611280513082	0797918884

SIYETHEMBA CO-OPERATIVE = R290 000

BRUCE. B. ZULU	84050156089	081 856 5471
JOHN MTOLO	6404146095086	076 628 8349
SHUDENI SHEZI		N/A
NTOMBIFIKILE CHIYA		073 302 6752
HLEKISILE MADONDA		060 833 4223
ZAZI DLAMINI		073 1847409

SHAZI SIGNS = R220 000

SIPHOSSENKOSI CECIL SHEZI	7911055417084	083 536 6010
SANELE HLANGANISO MNCADI	9604095710083	071 9217 547
THABANI MOONL	8007215677086	078 494 0634
IGHT		

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

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

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

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

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

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

PROJECT TARGETING EMERGING FARMERS

Small Holder Farm Support :

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

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

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

Commercial Farmers Mentoring Emerging Farmers

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

Project Description	Implementing Agent	Funding	Beneficiaries	Status quo
Olge Farm Proposed Development	Ubuhlebezwe Municipality	As per Business Plan	Business Community	The project is still on planning stage.

Catalyst projects: LED

Project Description	Implementing Agent	Funding	Beneficiaries	Status quo
Small holder farm support	LIMA	R 4 363 861.76	800 farmers	The project was approved in august 2016 and the project is under implementation for the period of four years.
Olge Farm Proposed Development	Ubuhlebezwe Municipality	As per Business Plan	Business Community	The project is still on planning stage.
Erection of market stalls (Ixopo Taxi Rank)	Ubuhlebezwe Municipality	R 1 000 000	Street vendors Ixopo town)	The project is under construction.
Construction of Light Industrial Park	Ubuhlebezwe Municipality	R 850 000.00	10 (mechanic, automotive & body work) Highflats SMMEs	Business plan submitted to COGTA still waiting the response.
Construction of a highflats 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 busy conducting the feasibility study for the preparation of the business plan.

Catalyst Projects - LED

LINKAGE BETWEEN UBULEBEZWE LED STRATEGY AND UBULEBEZWE IDP

UBULEBEZWE IDP	UBULEBEZWE LED
-Is aimed at promoting quality and sustainable delivery of municipal services.	-The Ubululebezwe 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 Ubululebezwe Local Municipality.
-Involving communities in the development	- The Ubululebezwe 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 Ubululebezwe 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 Ubululebezwe 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 UBULEBEZWE LED STRATEGY AND THE DISTRICT LED STRATEGY:

HARRY GWALA LED STRATEGY	UBULEBEZWE LED STRATEGY
Promoting co-operation at all levels of society in order to improve the quality of life of all its residents.	-To improve the quality of life of all the residence the Ubululebezwe 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 Ubululebezwe LED Strategy would identifies all the stakeholders both the recognised and those that are not recognised, register them to qualify for further funding and technical assistance. The sources of funding for local initiatives would also be identified within the Ubululebezwe 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 Ubhlebezwe 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 UBHLEBEZWE LED STRATEGY WITH THE PGDS

KZN PGDS	UBHLEBEZWE LED STRATEGY
<ul style="list-style-type: none"> 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, 	<ul style="list-style-type: none"> The Ubhlebezwe LED Strategy identifies strategic areas for investment which will assist in bolstering the local economy and employment creation within Ubhlebezwe Local Municipality. In this regard, the Municipality erected market stalls in the Town of Ixopo, to improve the lives of business people who are still trading within the informal economy. The promotion of job creation is addressed through the funding of various LED projects that are found mostly within our rural wards. SMME's and 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

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

Ubhlebezwe Local Economic Development Strategy and plan was developed in 2010 and reviewed in 2017 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 Ubhlebezwe 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 Ubhlebezwe 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 Ubhlebezwe economic and growth challenges four key drivers of growth in the Ubhlebezwe 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 Ubhlebezwe waste management capacity

6. GOVERNANCE AND POLICY

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

7.SPATIAL EQUITY

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

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

LAND OWNERSHIP:

The database for land ownership was developed and all sites were identified through Valuation Roll process.

Summary of Ubuhlebezwe Municipality – General Valuation Roll period of valuation roll: 01 July 2012 full title properties.

The actual valuation roll is attached to this IDP document.

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

LINKAGE BETWEEN THE UBUHLEBEZWE LED STRATEGY WITH THE NSDP

NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE	UBUHLEBEZWE LED STRATEGY
<ul style="list-style-type: none"> • Is aimed at making South Africa a nation in which investment in infrastructure and development programmes support government's growth and development objectives • By focusing on economic growth and employment creation in areas where this is most effective and sustainable. • Fostering development on the basis of local potential; and • Supporting restructuring where feasible to ensure greater competitiveness 	<ul style="list-style-type: none"> • The Ubhlebezwe LED Strategy identifies strategic areas for investment within Ubhlebezwe Local Municipality, which creates employment opportunities for the local community of the area. • As agriculture is one of the core economic activities in the area, the Municipality, together with LIMA funded the implementation of the small holder farm support. • We are currently seeking funding for the Construction of a Light industrial Park and of the Highflats agro processing and packhouse. These initiatives would unlock many job opportunities. Whilst attracting investments into the area. • The Ubhlebezwe LED would assist in identifying the key role players/stakeholders within the local economy of Ubhlebezwe Municipality.

BUSINESS RETENTION AND EXPANSION STRATEGY

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

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

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

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

- The informal Economy policy was adopted by Council in December 2014;
- The Retention policy was adopted by Council in January 2015;
- And the EPWP Policy was adopted by Council in January 2016

LOCAL FIRMS/INDUSTRIES AND BUSINESSES?

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

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

A DESIGNATED LED UNIT

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

PLANS IN PLACE TO MOBILIZE PRIVATE SECTOR RESOURCES

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

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

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

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

MONITORING AND EVALUATION :

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

Tourism, Honey and Business Support normally sit in a quarter.

OPERATION SUKUMA SAKHE AND WAR ROOMS:

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

PROGRAMS SEEKING TO TRANSFORM THE LOCAL TOURISM PLAYERS

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

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

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

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

- Hip Hop Crew
- Maskandi
- Kwaito

UBUHLEBEZWE TOURISM

Vision

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

Tourism Objectives

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

Focus Areas

Nature Based Tourism: Adventure, Rail, Hiking and Biking

Cultural Tourism: Heritage, Community and Missions.

Five Tourism Implementation Strategies

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

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

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

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

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

Ubuhlebezwe Tourism Experience Tourism Events

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

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

Ubuhlebezwe Tourism Celebration 2019

The Ubuhlebezwe Municipality hosted its Annual Tourism event on the 14th of September 2019 in celebration of international tourism month. The theme of the celebration was **“Creating a travelling culture of our legacy through Ubuhle bethu available facilities and attractions”**. It took place at Ndwebu Nhlanguwini Hall in ward 14. Ndwebu is on the foothills of Ndwebu Mountain between the streams of uMhlabashane and Mzumbe, it is one of the locations at Ubuhlebezwe with different and interesting tourist attraction sites and is located +-17 kilometres away from Highflats Town.

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

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

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

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

Ubuhlebezwe Tourism Celebration was composed of varies activities;

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

SURNAME AND NAME	POSITION	SURNAME AND NAME	POSTION
DLAMINI NOLWAZI	1	MHLONGO THOBA	1
NGUSE SIMBONGILE	2	SITHOLE PHELELANI	2
SHIBASE ASIPHE	3	NGWANE MTHOKOZISI	3
SHIBASE LETHU	4	DLAMINI BUSANI	4
SHOBA SINDISWA	5	MBANJWA ANDILE	5
SHOBA SINDISIWE	6	CHIYA MFUNDO	6
ZUMA ASANDE	7	SHEZI SPHEPHELO	7
DLAMINI AYAPHILA	8	ZUMA MFUNDO	8
SHEZI NOBUHLE	9	NZIMANDE MPENDULO	9
CHILIZA BONGIWE	10	MTHEMBU SBONISO	10
ZULU BONGO	11	YANGA KHUNYANA	11
NDLOVU NOTHILE	12	DLAMINI SPHILESONKE	12
TIBE NTANDOKAZI	13	MBAMBO LWAZI	13
MKHIZE ZAMA	14	MAGUBANE MZOKUTHULA	14
NYANISA SNENHLANHLA	15	SHOZI NELSON	15
CHIYA SINDISWA	16	MAPHANGA SKHUMBUZO	16
KHAMBULE ZAMAJALI	17		
SHEZI ZOLEKA	18		
HADEBE SINDISWA	19		
NOTHANDO THABEDE	20		

Attached is a list of participants that won, and their prizes were trophies and medals, gold, silver and bronze

Females and Males 10 km Ndwebu Trail Run



Tourism Attractions

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

Ixopo Mission

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

Jolivet

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

Marketing

- The Ubuhlebezwe Municipality and SMT Websites
- Ubuhlebezwe Municipal Brochure and SMT Brochure
- Marketing Video

- Social Media
- Agricultural Royal Show
- Tourism (Travel Indaba)

Tourism Products and Product Development

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

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

Tourism Accommodations Facilities

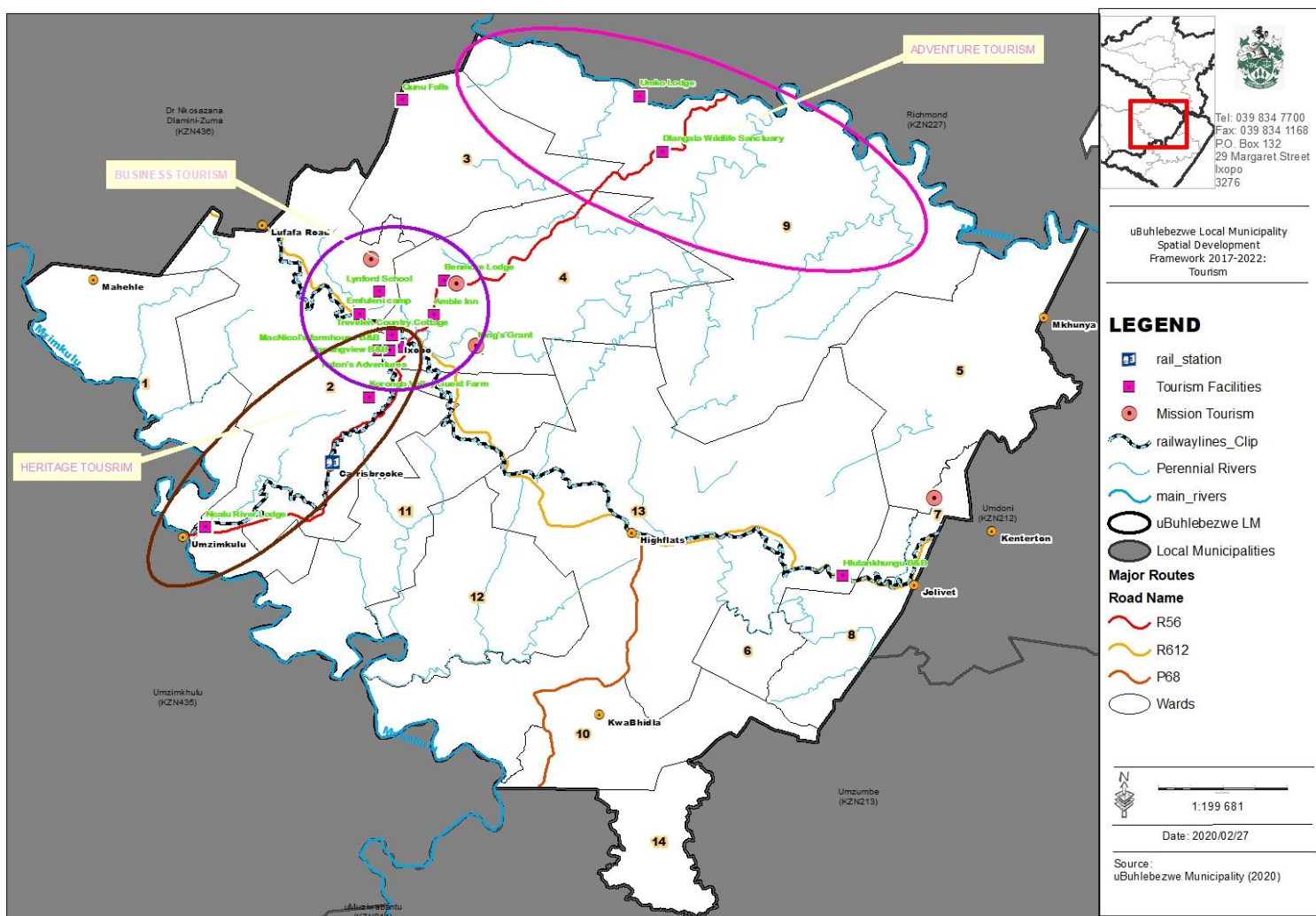
NAME OF THE ESTABLISHMENT	CONTACT PERSON	CONTACT	ADDRESS
Amble Inn & Benmore House	Ann MacKenzie	039 834-2208 amble@futurenet.co.za	Box 46 Ixopo 3276
Belmont Conf. Wedding & B&B	Sandy Bowman	039 834-1399	Box 331 Ixopo 3276
Emfuleni camp	Karen Baxton	039-8341495 goni@futurenet.co.za / paston.karen@gmail.com	Box 266 Ixopo 3276
Hlutankhungu B&B	Tim Dennis	039 835-9022 082 286 6085 Hlutangs01@gmail.com	Box 343 Highflats 3306
King's Grant	Cheryl Biggs	039 834-2730 cherylbiggs@kingsgrant.co.za	Box 277 Ixopo 3276
Korongo Valley Guest Farm	Sue duPlessis	039 834-1039 071 226 4304 korongo@telkomsa.net	Box 97 Ixopo 3276
MacNicol's farmhouse B&B	Crystal MacNicol	039 834-1068 083 794 5087 macnicol@futurenet.co.za	Box 75 Ixopo 3276
Mat Louwrens Arts and Gallery Studio	Mat Louwrens	039 834-2313 nomatlo@futurenet.co.za	Box 248 Ixopo 3276
Morningview B&B	Nozi Mvusi	039 834-1231 nozie.mvusi@kzndae.gov.za	30 High Street Ixopo 3276

		morningviewnb@futurenet.co.za	
Paton's Adventures	Julian Pereira	039 834-2963 kznrail@futurenet.co.za	Box 87 Ixopo 3276
Weni Cottage		glynis@toocee.co.za 039 835 0284	
Qunu Falls	Christo Shacks	039 834-0205	Box 224 Ixopo 3276
Trevelen Country cottage	Merredy Louwrens	039 834-1177 trevelen@futurenet.co.za	Box 151 Ixopo 3276
Stimela Cottages		039 833 1128 gavinw@futurenet.co.za	

STEAM TRAIN TRIPS AND ACTIVITIES

- Train trips run every second Sunday of the Month.
- Trips also available on demand any day for 8 or more people.

Paton's Adventures	Julian Pereira	039 834-2963 / 082 374 1417 kznrail@futurenet.co.za	Box 87 Ixopo 3276
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Fg 89 Tourism Facilities

Tourism Task Team Initiative

A Tourism Task Team was established through the Ubuhlebezwe LED Forum. Its function to deal with local tourism issues and required to report back to the Ubuhlebezwe LED forum meetings. The Tourism Task Team is currently Functional.

Tourism Graduate Development Programme

The Ubuhlebezwe Municipality LED / Tourism Unit partnered with the Department of Economic Development and Environmental Affairs (EDTEA) on a Tourism Graduate Development Programme. Ubuhlebezwe Municipality LED / Tourism is partaking in mentoring and train Tourism graduates currently the unit is hosting two Tourism interns and has requesting two trainees to resume in March 2019/2020 to ensure that the Unit has capacity to facilitate tourism programmes and events.

Ubuhlebezwe Tourism Initiatives or programmes and Projects

The Ubuhlebezwe Municipality LED / Tourism Unit has submitted application to the Department of Economic Development and Environmental Affairs (EDTEA)on Operation Vula Fund Tourism Categories. The following projects has been identified and Business plans were submitted to EDTEA requesting funding.

- 1. **Renovation of Allwoodburn Railway Station**
- 2. **Ixopo Light Industrial House**
- 3. **Ixopo Market Stalls**
- 4. **Highflats Market Stalls**

Tourism Key Challenges

- Inadequate signage and information services.
- Inadequate transport infrastructure and transport services.
- Craft production and retail outlets.
- Lack of accommodation facilities.
- Lack of adventure tourism

SWOT Analysis: Tourism Within Ubuhlebezwe

Strengths <ul style="list-style-type: none">• 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	Weaknesses <ul style="list-style-type: none">• 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.
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<p>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.</p>	<ul style="list-style-type: none"> • There is no Investment Attraction Strategy. • Very little foreign tourists visit Ubuhlebezwe
<p>Opportunities</p> <ul style="list-style-type: none"> • There is a scope for increasing employment opportunities in the agricultural, government, and informal sectors. The District Municipality and thus many district offices for various sector departments are in Ixopo. • Tourism promotion and development should focus on Ixopo Town as the launch pad into the whole of Harry Gwala region, the “Berg” to the northwest, Midlands to the northeast and the coast to the east. ULM falls within the Pietermaritzburg/Midlands tourism destination and should be marketed as such as this is one of the recognised destinations in the tourism sector. • There are opportunities to develop arts and craft • There are several mountain bike events passing through area on an annual basis. These include events like the Sani2C, Joburg2C and Freedom challenge, which make use of accommodation in ULM when they pass through the area. • Develop mission tourism further and research for stories within these missions. There are three existing missions located within the Ubuhlebezwe area, namely St Isidore (Mill 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. 	<p>Threats</p> <ul style="list-style-type: none"> • The impact of Global warming: The effects of global warming and climate change can be categorised as a phenomenon of chance and can pose a threat to the tourism industry. • Crime capitalises on many existing social ills within the municipal area.

AN ANALYSIS OF THE HEALTH SECTOR

Ubuhlebezwe municipality in partnership with World Vision installed 6 vegetable tunnels for 6 support groups for people that are on chronic medication such as HIV, Diabetes, BP etc. At the beginning of the programme, the support groups were organized for people with HIV and AIDS only. However, due to discrimination that the groups suffered other groups with chronic illnesses were invited to join. Support groups are formed so that people infected with the disease can have a support system where they are free to talk about issues that affect them with people that they

trust. According to departments and NGOs that worked with support groups, maintaining support groups is a big challenge because of lack of support. This is one of the critical issues that were raised during Ubuhlebezwe HIV/AIDS summit in July 2012.

These groups need to be involved in sustainable food security programmes that can assist them to get food for subsistence as well as for income generation purposes. Ubuhlebezwe municipality has conducted needs and assets assessment in the six support groups in order to understand their status quo. Based on the assessments it was clear that the groups were interested in vegetable production, although it was perceived as being labour intensive. For this reason the municipality in partnership with World Vision came up with food security mini tunnels with water tanks that were installed in 6 wards. They received a starter pack of seedlings, fertilizer and small garden implements. The groups now have a schedule for meetings, and all other activities that keep them busy and these include planting and harvesting their vegetables for subsistence and income generation purposes.

Government departments such as the Department of Health, Department of Social Development, Department of Agriculture and Department of Sport and Recreation have joined the programme and have played different roles. The support groups were linked to Department of Social Development funded NPO that have HIV programmes for close monitoring in the wards.

Disease profile

EPIDEMIOLOGICAL (DISEASE) PROFILE

Major causes of deaths in children>5 years:

- Pneumonia
- Gastro-enteritis with dehydration
- TB
- Septicaemia
- Convulsions/seizures

Ten leading causes of loss of lives:

Table 1: Disease profile

Disease	Health barometer (%)
1. HIV & AIDS	19.4
2. TB	16.4
3. Diarrhoeal diseases	6.6

4. LRI	6.5
5. Cerebrovascular disease	5.7
6. Diabetes	3.8
7. Nephritis	2.8
8. Road injuries	2.7
9. Hypertension	2.4
10. Interpersonal	2.0

Source: Department of Health: Ubuhlebezwe sub-district health plan 2017/18

The leading diseases were ranked according to the most to the least leading diseases that are the major causes of loss of lives. HIV is still the leading disease within Ubuhlebezwe municipality. Factors that are contributing to the loss of lives are mostly due to socio-economic factors and delay in seeking medical help.

The municipality is still struggling with teenage pregnancy that is continuously going up. This challenge has been approached by strengthening school health services. Ubuhlebezwe will also be having campaigns in schools and communities, addressing the rise of teenage pregnancy.

Indicator	Baseline FY 2018/2019	Target FY 2019/2020	Q1	Q2	Q3	Q4	Deviation/gaps	Remedial action/mitigation strategies
HIV tests conducted	46213	48524	16828	18934	15228		Annual target achieved even before the fourth quarter even though quarter 3 dropped due to holidays.	*All scheduled outreach plans were done *All facilities do HIV screening *Professional nurses, lay counsellors have been trained on index contact tracing per facility and progress is monitored on Nerve Centre weekly meetings on Wednesdays
HIV test clients positive	2428	2976.00	608	598	462		Target not met Monthly target =744. Low positivity yield. Low uptake on index contact testing	*Monitoring implementation of index contact testing focusing on key populations (transgender, MSM, Drug injecting, sex workers etc.)
New sexual assaults seen in public facilities	74	0	7	21	14		Sexual assault cases that are linked to gender-based violence are still ongoing	Sexual assault campaign was done in most affected areas, one was done in Ofafa for all ward 3 primary schools another one will be done in Hlokozi area and this is an ongoing programme where follow ups and one on
New sexual assault under 12 years	23	0	04	7	3			

								one counselling sessions will be done by relevant stakeholders
Teenage pregnancy	25%	21%	19%	19.5%	23.2%		<p>*Teenage pregnancy is still a challenge with the following highlighted as main challenges</p> <ul style="list-style-type: none"> -Poor usage of contraceptive by older males -Working men taking advantage of girls -Policy of no - condoms at schools while scholars practice sex -Limited time for parents and teachers on introduction of norms and standards, cultural beliefs and religion (life orientation) 	<p>-Baby not now campaign for teenagers in 14 identified schools in all 14 Ubuhlebezwe wards to identify and prevent challenges that result to teenage pregnancy. Programme will be ongoing.</p> <p>*Mother/daughter, father/son talk show to promote good family bonds is also an ongoing programme allowing families to talk to each other</p> <p>- She Conquers dialogue was done at Fairview. This is a campaign that is aimed at improving the lives of girls and young women who face challenges of sexual and gender-based violence</p>

Support Group	Ward	Area/site	No. of participants	Progress	Contact person/s	Contact No
Lufafa	3	Lufafa Multipurpose, Ofafa	15	The group has been selling and consuming vegetables since December 2015.	Mathabethe	072 586 8319
Sizanani	4	Fairview hall-Fairview	10	The group managed to sell and use vegetables for subsistence since December 2015.	Thandiwe Mkhize Mrs Ncama	074 469 7346 082 506 1429

Sinawe	5	Ebutateni skills centre-Sangcwaba	11	The tunnel was installed but no vegetables were planted due to some challenges	Mrs Ndlovu	073 596 6135
Siyangoba	6	Masakhane Womens organisation-Ntapha (Hlokozi)	11	The group has been selling and using vegetables since December 2015	Hloniphile	076 081 2163
Vuka siyaphila	7	Jolivet clinic- Jolivet	16	The tunnel is doing very well with the assistance of CCGs and clinic staff	Lele Jwara	082 503 6166
Mpilonde	11	Nokweja	8	Vegetables were planted but they had water challenges	Mr Mkhize Mzokuthula	083 731 9429 074 061 8893/ 0626918363

The municipality has established the support groups as stated on the table above:

HIV/AIDS Support groups

COMMUNITY DEVELOPMENT:

Structures in place for vulnerable groups

Childrens Programmes:

Child Protection Week Campaign:

Child Protection Week Campaign is observed on the month of May of each year. This child protection week campaign highlights the plight of violence and all forms of abuse against children. Ubuhlebezwe Municipality conducts awareness campaigns with primary school learners from all the wards of this municipality. Government Developments form part of these campaigns since child protection is a responsibility of each and every South African.

Early Childhood Development:

“Early Childhood Development (Crèches) is a facility that provides learning and support appropriate to the child development age and stage”

Ubuhlebezwe Municipality has the following Early Childhood Development facilities monitored by the Department of Social Development. The challenge is most of the ECD are operating without NPO Certificates and without any funding which leads to poor learning environment for children.

ECD NAME	AREA	WARD	STATUS
Mahhafana creche	Ncakubane	01	Funded
Sizisizwe creche	Ncakubana	01	Funded
Mahhafana creche	Ncakubane	01	Funded
Simunye Creche	Hopewell	02	Not Registered
Okumhlophe Creche	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

Table 44: early childhood development establishments

Nutrition programme for Orphaned and Vulnerable Children (OVC)

There are 3 soup kitchens in Ubuhlebezwe that are funded by the Department of Social Development. These soup kitchens provide hot meals to orphans and vulnerable children (OVC) after school before they go home and they are as follows:

SOUP KITCHEN NAME	AREA	WARD	STATUS
Sizisizwe Project	Ncakubane	01	Funded
Sinawe Soup Kitchen	Sangcwaba	05	Funded
Thembaletu Women's group	Emazabekweni	12	Funded

Table 45: Nutrition Programs

Children's Forum:

Ubuhlebezwe Municipality does not have children's forum, but this structure is going to be launched in 2018 during Children Month on the month of May.

DISABILITY PROGRAMMES:

Disability Rights Awareness Month:

“A disabled person is the one who has long term physical, mental, intellectual or sensory impairment which may hinder full and effective participation in society on an equal basis”

Disability Rights Awareness Month is commemorated from the 3rd of November to 3rd of December of each year. Ubuhlebezwe Municipality also highlights the importance of this month by conducting awareness campaigns in different wards.

The purpose of these disability campaigns is to;

- Promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedom by all people with disabilities.
- To promote respect for their inherent dignity.

Disability Local Forum:

Ubuhlebezwe Municipality has launched disability ward forums in all 14 wards and most of the chairpersons, form part of ward committee, heading the people with disability portfolio. People with disability forums are functional in most wards. Disability forums are particularly concerned about the municipality in progress in meeting the minimum 2% target of employing people with disability, accessibility to municipality office, such as the Mayor's office, Municipal Manager and social Development offices where their services are rendered there is no ramp for wheel chairs. There is a lack of learnerships and skills training for people with disability and also the need for an official that can proper or fluently communicate in sign language to deaf people.

Disability Development Programmes:

There is a Zamambo Disability Project that is funded by the Department of Social Development at Sangcwaba (ward 05). This project manufactures furniture and there equipment in place for the group to work with, however there is a need for proper training of the member, for this project to be fully functional.

Learning facilities for people with disabilities:

Ubuhlebezwe Municipality only has one school that caters for learners with special needs, which is Daniel Mzamo Special School at Mhlabashane (Ward 10). Daniel Mzamo Special School has hostels that accommodate about 200 learners and starts from grade R to grade 9. This school has a pre - vocational class that mainly focuses on skills development; such sewing, food preparation, bricklaying, gardening and fine Arts. The main challenge is that when the learners leave the school with only grade 9 they struggle to find employment. There is a need for learnership programmes for disabled people for self-employment.

Disability Sports:

People with disabilities in Ubuhlebezwe are gradually becoming involved in sports, for instance a soccer team from Ofafa (ward 03) has performed extremely well in Harry Gwala District Disability Sport day, where soccer, netball and athletics take place. This has become an annual event. Disability sports needs to be promoted and encouraged in this municipality to obtain full participation in all wards.

Senior Citizens:

PROGRAMMES FOR THE ELDERLY:

Older persons Awareness Month:

Older person's week is observed from the 30th of September to 6th of October of each year. Ubuhlebezwe Municipality also highlights importance of this week by conducting awareness campaigns in different wards that are highly affected by older person's abuse.

The objective of this awareness programme is to;

- Maintain and promote the status, wellbeing, safety and security of Older Persons.
- Maintain and protect the rights of Older Persons.
- Shift the emphasis from institutional care to community – based care in order to ensure that older persons remains in the home within the community for as long as possible
- Combat the abuse of older persons.

Golden Games Programme (Active Ageing):

The aim of this initiative is to improve the quality of life of older persons as well as to encourage them to live healthy and active lifestyle by participating in sports and other social activities. All wards of Ubuhlebezwe participate in these annual games, which starts from local municipality level where all 14 wards compete, then they move to District municipality Level, where Ubuhlebezwe Team compete with other municipalities within Harry District Municipality, they move to Provincial level up to the National Level. Ubuhlebezwe passing the ball team from Jolivet (ward 7) has represented Team KZN twice in 2016 and 2017 in the National Level.

Older Persons Luncheon Club Programme:

Luncheon Clubs are for Older Persons where they meeting on daily basis to engage in different activities. There are 5 luncheon clubs within Ubuhlebezwe Municipality, which 2 of them are funded by the Department of Social Development. The luncheon clubs conduct activities during their gatherings, such as intergenerational programmes (passing their knowledge to the younger generations), active ageing activities and beadwork. These luncheon clubs are interested in vegetable gardening; however there is no land available for them to do so. These luncheon Clubs are as follows:

CLUB NAME	WARD	STATUS
Injabulo Luncheon Club	03	Funded
Grace Assembly Luncheon Club	04	Funded
Nkululekweni Luncheon Club	06	Registered not funded
Asiphile Luncheon Club	05	Registered not funded
Insasa Luncheon Club	09	Registered not funded

luncheon clubs for the elderly

Older Persons Local Forum:

Ubuhlebezwe Municipality has launched older persons ward forums in all 14 wards and most of the chairperson of these wards form part of ward committees. The older person's forums are functional in most wards. The forums are particularly concerned about the situation at pay point of SASSA, with problems here ranging from long queuing times, to lack of basic facilities, including toilets, proper shelter and chairs to sit, to the fact that they are harassed by loan sharks and vendors. The Municipality needs to put in place a mechanism to make sure that the services and facilities which promote the respect and dignity of older persons are easily accessible.

Arts and Culture Forum

Arts and Culture Structures are in place in all 14 wards of Ubuhlebezwe as well as the local structure. Performing Arts Development programmes are conducted annually, such as Ubuhlebezwe Tourism and Arts Festival, where aspiring artists are provided with a platform to expose their talents. Local Artists are also supported by the municipality with resources such performing instruments and uniforms to improve their level of performance. Trainings and workshops are also conducted to improve their performance.

The above programs contribute greatly to our involvement in social cohesion and nation building programs. They ensure that there is social integration and inclusion in society, reducing inequality, exclusion and disparities that may arise based on age and assumed infirmity of the elderly.

Social Cohesion & Nation Building:

Men's day campaign

On 24 July 2019, men who were accompanied by women's forum chairpersons from all Ubuhlebezwe Municipality wards came together to attend Men's day dialogue that took place at Themba Mnguni hall, Blackstore -ward 13 (Figure 1). The purpose of the men's day 2019 was to give men a platform to discuss any issues that affect them. The focus was on gender-based violence and highlighting positive roles that men can play in the society. This followed the spike in reports of women being murdered and raped in various parts of the country. The theme for 2019 was, "Hhayi egameni lamadoda" meaning that those who abuse women and children should not do it in the name of men as real men do not abuse women and children. Men classify men who abuse women as *abantu besilisa* (not real men) not *amadoda* (real men)". This programme is in line with the Gender Policy Framework for Local Government of 2015-2020. All the discussions were about creating a safer and better world for all. Below are the some of the discussions during the dialogue:

- Men who go and work away from their homes forget about their family roles. They forget their families and allow young women to use them and leave them when things are bad
- Men tend to die earlier than their wives. They do not open up about their challenges, instead they keep stuff within themselves, as a result they suffer with silent depression. They leave their wives who then assume their duties

Department of Health commented that men do not want to go to health facilities, therefore their health is compromised, they should start taking care of their health especially that statistics show high rate of men who die from prostate cancer.



Figure 1: Men who attended Men's Day at Blackstore, ward 13

It was a heat argument that men do not want to attend clinics, therefore their health is compromised, they should start taking care of their health especially that statistics show high rate of men who die from prostate cancer.

Women’s day Commemoration

Ubuhlebezwe hosted Women’s day commemoration on 22 August 2019 in the form of a dialogue at Sukuma hall in Mhlabashane (ward 10) under the theme, “*Sakha umuntu wesifazane*” (Figure 2). Although the event was an annual event that is aimed at commemorating the 1956 march of women to the Union Buildings in Pretoria to petition against the country's pass laws that required South Africans defined as "black" under The Population Registration Act to carry an internal passport, known as a pass, that served to maintain population segregation, control urbanisation, and manage migrant labour during the apartheid era, the event was a sharing session where women shared and discussed their stories as a way of empowering one another. It was also a counselling session for some as Social workers from Department of Social Development and Lifeline and Rape Crisis had to take some women outside for further counselling.





Figure 2: “Sakha umuntu wesifazane” programme-Women discussing their issues

HIV AND AIDS PROGRAMMES

FOOD SECURITY PROJECT FOR SUPPORT GROUPS

Ubuhlebezwe municipality has been providing assistance to support groups that are on chronic medication in their income generating activities (Figure 3). This is done to ensure that people on chronic medication are food secure and adhere to treatment. This project includes rotational monthly meetings with support groups to promote healthy lifestyle and adherence to treatment.





Figure 3: Food security and psychosocial support for people on chronic medication

Health and fitness campaign for support groups

Aligned with the National Strategic Plan for 2030, on 28 November 2019 support groups from ward 3, 4, 5, 6, 7, 9 and 11 participated in Health and fitness programme. The programme was done in order to promote healthy lifestyle for people on chronic medication. The programme has two phases, phase 1: information sharing sessions on Nutrition, and adherence to treatment, phase 2: sport activities where all 7 support groups participated. Sport codes played included; egg walk, glass walk, sac game, dress up, umkhukhu function, relay, 100m run, and tug of war (Figure 4; Table 1).



Figure 4: Participants who took part in Health and fitness campaign games

Table 1: Sport codes and the winning teams

Code	Support group winner	Ward
Ladies relay	Lufafa	3
Men relay	Siyathuthuka	9
100 m run	Vukasiyaphila	7
Sack game	Sinawe	5
Egg walk	Siyanqoba	6
Glass walk	Sizanani	4
Dress up	Siyanqoba	6
Tug of war	Siyanqoba	6
Umkhukhu function	Sinawe	5
Overall winner on points	Siyanqoba	6

World Aids day commemoration

Ubuhlebezwe municipality commemorates World Aids day in each December. On 03 December 2019 Ubuhlebezwe commemorated World Aids day at Highflats in ward 13. The area has people living in a squatter camp with many health challenges. This was done in support of the families that lost their loved ones through HIV and Aids related illnesses and support people that are infected and affected with HIV and Aids. The programme includes a candlelight ceremony with prayer where an HIV activist lights a candle in memory of other activists supported by church leaders and leadership (Figure 5).





Figure 5: World Aids day 2019 commemoration

Health and Wellness

Sexual assault and teenage pregnancy remain the challenges in the municipality. However, plans are in place to deal with the challenges (Table 2).

Baby not now talk show

Boys and girl learners from Ubuhlebezwe schools in all wards attended “Baby not now” talk show that took place at the central Peace Initiative hall on 28 May 2019 (Figure 6). They were very happy to get an opportunity to speak out about issues that affect them. Teenage pregnancy has been reported as a challenge at Ubuhlebezwe. This has a big impact on the increasing new HIV infections. The idea of the talk show was to give the target group an opportunity to express themselves without any fear of intimidation. The setting, the music, the MC, including the audience allowed them to speak out without fear even the educators were asked not to treat the venue as school where learners find it hard to talk freely in front of their teachers.



Figure 6: Learner discussions during “Baby not now” talk show

Discussions

Below were some of the questions that were asked by different stakeholders to lead the discussions and learners engaged accordingly. Before moving to the next question, stakeholders intervened by making some remarks as a way of providing more information and clarity as they go. This is shown on the comments at the end of each question. Below are some of the questions that guided the discussions:

1. Why do girls get pregnant?

- They value peer pressure than listening to their parents
- Seeing girls with boyfriends who are driving flashy cars and they want to be like them
- Lack of parent-child relationship
- Girls always say “Yes” when boys are asking for something
- Choosing bad friends
- Poverty (assisting parents by getting pregnant so that they can get child support grant)
- Making a boyfriend happy by letting boys use their bodies as they don’t want boys to leave them
- Adult males do not care about using condoms and girls too

Comments:

- Wait until the time is appropriate to have sex which can result to pregnancy
- Avoid peer pressure, it does not help
- Teachers must treat learners as their own children, they must not judge them or use them but give them advise
- Teenagers must know what they want and be responsible for their actions. They should work towards changing the situation at home by going to school.
- They should not put pressure on parents as people come from different backgrounds meaning that teenagers must accept their families' situation as families are not the same, they must not rush for what their families cannot afford
- Teenagers must know that they are loved and cared for, they must not commit suicide when parents cannot afford fancy stuff that they want

2. Who impregnate school teenagers?

Table 3: Responses from learners on teenage pregnancy

Girls	Boys
Adults who afford fancy lifestyle lure girls with material things knowing that those girls cannot afford those	Working people because they attract girls with fancy stuff because they have money
Teachers take advantage while their role is to support girls	Taxi drivers promise teenagers all sorts of nice stuff. Taxi drivers even visit teenagers in their boarding houses that is where everything takes place.
Stepfathers who infect girls with HIV	
Schoolmate boys who want girls to visit them and then impregnate them to "mark their territory".	

Comments:

- When teenagers are in a relationship they must communicate with their partners, they must know themselves, know their goals and set clear boundaries. They should not allow distractions in reaching their goals.
- Teenagers must know who they are and what they are worth.
- They must forget about having babies at their age as that will bring them challenges
- If people force them to do something that they are not comfortable with, they must report that

3. What are the challenges that prevent teenagers from going to the clinic for family planning?

- People will know and judge them that they are sexually active at a young age
- There is a myth that doing family planning before having a child will prevent one from getting pregnant in future.

4. What should learners do to prevent pregnancy?

- Learn to say "No" if you are offered a lift by a man
- Learners must learn to say no and be bold if they are not happy with the way they are treated
- If a person touches you without your consent, report to the nearest person/house/police station because that is sexual harassment
- Teenagers must stop wanting stuff that they cannot afford
- In order to have a better life, education should come first and boys later
- Accepting the situation at home and the family background is the best thing to do if one wants a bright future instead of rushing for material things that come with a price

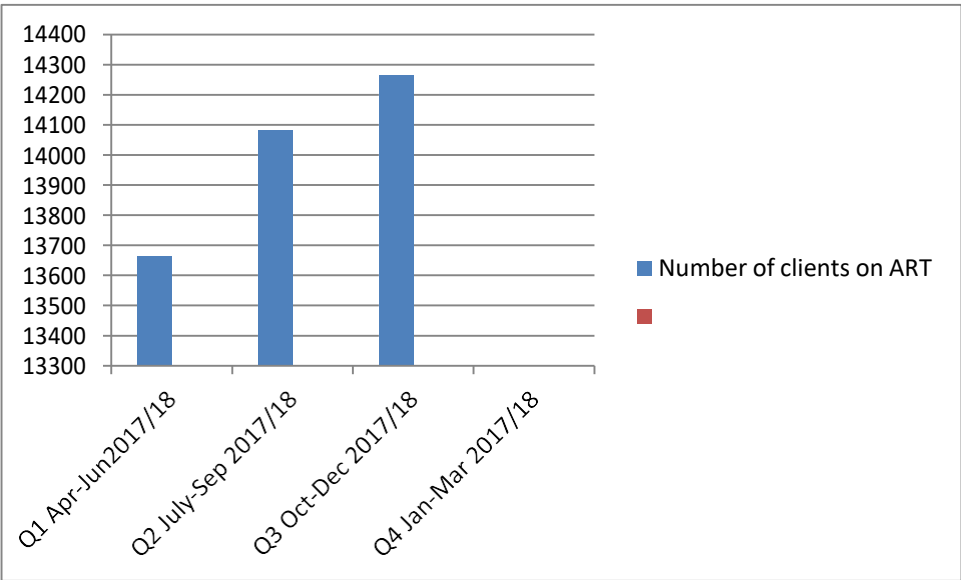
Comments:

- Family planning is one of the best options if teenagers are sexually active. Although the department will stop injection, there are still other pregnancy prevention methods such as contraceptive implants that can be in the body for up to three years.
- Abstinence at a young age is the best choice, learners must learn to say no and be bold
- Learners must pray for a better life and not force it
- Teenagers must keep their virginity for their husbands and they will be proud of themselves for doing that

Older women perceive men who flaunt their wealth as unsuitable partners for a long-term relationship as they are viewed less reliable (Kruger DJ & Kruger JS, 2018). Lack of parent-child relationship was also seen as a leading factor for teenagers to look for information and love from outside. The love of fancy stuff that comes with a price is something that teenagers have to learn that these do not come for free, the price might put them at risk or destroy their future plans.

Regular programmes of this nature are a reminder and an eye opener to the youth that they should not take their lives for granted and allow people to take advantage of their financial challenges. Mother/daughter and father/son talk show will be an ongoing programme to improve intergenerational relationship between the parents and their children as this relationship was seen by teenagers as lacking.

Sustaining Health and wellness



- Ubuhlebezwe is doing well on the indicator (clients on ART)
- Universal test and treat is implemented. All people that tested HIV positive get treatment, there is no more waiting period.
- Challenges - increasing number of loss to follow up clients due to cross boarder influx and clients visiting and returning to their places of origin without informing facilities of their intentions to relocate
- Starting treatment for clients who are not in a good state of readiness also increases the number of defaulters
- Clients are encouraged to use local health care facilities, so that they do not run short of travelling costs

SWOT ANALYSIS: SOCIAL AND LOCAL ECONOMIC DEVELOPMENT:

Strengths	Weaknesses
<ul style="list-style-type: none">• 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.• Rare bird species.	<ul style="list-style-type: none">• 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 huge backlog in the provision of basic services such as water, sanitation, electricity and housing, especially in the rural areas and informal settlements.• The municipality does not have readily access to land for development.• 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.

<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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.
<p>Opportunities</p> <ul style="list-style-type: none"> • 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 infrastructure. • There are opportunities to diversify agricultural activities. • There are opportunities to expand the markets such as arts and craft and tourism. • The growth and development of up and coming Contractors due to the upgrading of roads that is currently taking place at Ixopo and development of low-cost, middle income and high incomes housing projects that will take place in the near future, as per the current IDP. • The formation of Ubuhlebezwe Business Forum focussing on all the economic sectors is likely to provide the required impetus to economic growth within Ubuhlebezwe municipal area. 	<p>Threats</p> <ul style="list-style-type: none"> • Concerns with the proposed rural housing projects and the ability of the infrastructure to cope. • HIV/AIDS represents a serious economic threat throughout the area. HIV/AIDS is a major concern, as it has begun to visibly impact on labour productivity. • The general lack of communication, networking and linkages between businesses is a matter for concern, as a result of which, the emerging enterprises are not being integrated into the local mainstream economy. • Lack of co-ordination and alignment amongst all public and private sector stakeholders in the local economy of Ixopo, in particular, cripples the local economy. • Skilled people prefer working in big cities due to the underdevelopment of Ubuhlebezwe. • Crime capitalises on many existing social ills within the municipal area.

<ul style="list-style-type: none">• Natural attractions and rare bird species provides an opportunity to attract special interest tourists to the area.• The expansion of the rail tourism industry can provide tourists with an experience, which is unique to the Ubuhlebezwe region.• Sector Departments have proposed services to be rendered in the Town of Ixopo.	
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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.

Below is a table reflecting a summary of funds received, spent and variance for capital grants:

		S71(1) (f) ALLOCATION RECEIVED AND ACTUAL EXPENDITURE ON THOSE ALLOCATIONS						
	Allocations	Original Budget 2019/2020	Adjusted Budget 2019/2020	Actual Received YTD	Actual Expenditure - January 2020	Expenditure YTD- 2020	Unspent YTD	% Expenditure Against allocation
	Financial Management Grant	1 970 000.00	-	1 970 000.00	78 546.55	678 300.92	1 291 699.08	34%
	Electrification - DOE	13 000 000.00	-	6 500 000.00	2 276 243.78	11 235 338.91	(4 735 338.91)	86%
	Library Grant and Library Grant - Cyber	197 000.00	-	197 000.00	25 014.01	204 319.29	(7 319.29)	104%
	Community Library Services Grant	838 000.00	-	904 000.00	52 867.14	500 871.77	403 128.23	60%
	MIG	26 917 000.00	-	21 000 000.00	200 000.00	17 060 269.72	3 939 730.28	63%
	Building plans information systems	500 000.00	-	500 000.00	-	-	500 000.00	0%
	EPWP	1 793 000.00	-	1 256 000.00	139 405.76	1 101 617.51	154 382.49	61%
	Sportfield Maintenance	50 000.00	-	-	3 060.00	18 360.00	(18 360.00)	37%
	Disaster management grant	6 000 000.00	-	6 000 000.00	-	6 000 000.00	-	100%
						-		
	TOTAL	51 265 000.00	-	38 327 000.00	2 775 137.24	36 799 078.12	1 527 921.88	72%
Total MIG	Total MIG	26 917 000.00		21 000 000.00	200 000.00	17 060 269.72	3 939 730.28	63%

• Projects indicated in order of prioritization for 2019/20 financial year

Capital Expenditure by Asset Class/Sub-class	SOURCE OF FUNDING	NEW/ONGOING	FINAL BUDGET 2019/20
Infrastructure - Road transport	<i>MIG , INTERNAL</i>	<i>New & Ongoing</i>	22 703 077.31
Sports Fields & Stadiums	<i>MIG , INTERNAL</i>	<i>New & Ongoing</i>	3 208 062.80
Community Halls	<i>MIG</i>	<i>New & Ongoing</i>	1 005 859.89
Other Buildings	<i>INTERNAL , DISASTER GRANT</i>	<i>New & Ongoing</i>	26 659 759.00
Transport Assets	<i>INTERNAL</i>	<i>New</i>	3 590 000.00
Plant & Equipment	<i>INTERNAL</i>	<i>New</i>	15 037 441.00
Computer and IT Equipment	<i>INTERNAL</i>	<i>New & Ongoing</i>	800 000.00
Office Furniture	<i>INTERNAL</i>	<i>New & Ongoing</i>	157 500.00
Intangible Assets	<i>INTERNAL , COGTA</i>	<i>Ongoing</i>	2 900 000.00
Other Assets	<i>INTERNAL</i>	<i>New</i>	600 000.00
Total Assets			76 661 700.00

Capital Expenditure by Asset Class/Sub-class	DEPARTMENT	SOURCE OF FUNDING	FINAL BUDGET 2019/20	M.T.D ACTUAL	Retention	Year To Date 2019-20 VAT EXCL.	Year To Date 2019-2020 VAT INCL.
Infrastructure							
Infrastructure Assets							
Electricity, Roads, Pavements & Bridges			23 437 206.28	183 574.88	1 805 380.01	13 269 885.16	15 396 710.54
Infrastructure - Road transport MIG			22 503 077.28	183 574.88	1 483 579.68	13 269 885.16	15 026 640.16
Chapel Street W2	Technical	MIG	462 615.13	-	396 725.33	396 725.33	456 234.13
Shelembe Road W7	Technical	MIG	600 687.72	-	82 187.85	180 128.82	194 819.97
Nxele Road W10	Technical	MIG	87 932.89	-	67 055.26	-	77 113.55
Lower Valley View Road W2	Technical	MIG	2 728 402.68	183 574.88	154 391.78	1 917 922.35	2 172 790.10
Esivandeni Road W14	Technical	MIG	4 269 848.52	-	234 184.60	2 531 874.54	2 798 958.63
Sdungeni Rd W1	Technical	MIG	3 123 531.12	-	128 071.68	1 750 444.24	1 972 872.88
Masomini Road W7	Technical	MIG	3 709 788.75	-	132 991.15	2 008 545.45	2 214 722.45
Magawula Road W13	Technical	MIG	2 146 888.76	-	119 232.20	1 308 853.89	1 406 406.94
Khambule Road W 8	Technical	MIG	1 590 400.46	-	54 260.63	1 205 103.34	1 484 063.12
Farview Road	Technical	MIG	3 782 981.25	-	114 479.20	1 970 287.20	2 248 658.40
Golf Course Roads	Technical	Internal	385 796.00	-	321 800.33	-	370 070.38
ELECTRIFICATION PROJECTS			548 333.00	-	-	-	-
Golf course Electrification	Technical	internal	548 333.00	-	-	-	-
Community Assets			5 263 922.68	381 758.95		2 082 902.46	2 607 550.67
Sports Fields, Stadiums & Community halls			3 908 062.80	381 758.95		996 129.04	1 353 008.74
Sports Fields & Stadiums - MIG			3 208 062.80	-		447 824.04	842 262.63
Sqandulweni Sport field	Sport and Recreation	MIG	2 204 827.76	-	-	363 330.19	417 829.72
Jeffrey Zungu Sportfield W2	Sport and Recreation	MIG	395 098.04	-	284 578.25	-	327 264.99
Pass 4 Phungula Sportsfield W6	Sport and Recreation	MIG	608 137.00	-	97 196.37	84 493.85	97 167.93
KwaDladla Sportfield W11	Sport and Recreation	internal	700 000.00	381 758.95	104 177.95	548 305.00	510 746.11
HALLS			1 355 859.88	-			
Community halls MIG			1 355 859.88	-	-	31 690.00	1 086 773.42
Mazabeko Hall W12	Community Halls	MIG	509 992.80	-	188 106.40	270 779.13	339 611.96
Nkweletsheni Hall W5	Community Halls	MIG	845 867.08	-	156 416.40	815 994.29	914 929.97
Property, plant & Equipment			46 854 700.00	-	1 149 132.38	12 519 214.40	14 083 657.20
Other Buildings			26 659 759.00	-	1 136 232.38	11 743 365.73	13 232 592.73
Fire Station	Fire	Disaster grant	14 259 759.00	-	663 599.93	7 091 496.73	8 055 681.25
Revamping of Municipal Building	Technical	Internal	10 000 000.00	-	472 632.45	4 651 869.00	5 176 911.48
Revamping of Thusong Centre	SD Thusong	Internal	300 000.00	-	-	-	-
CRU Sub station	Technical	Internal	800 000.00	-	-	-	-
Fibre Underground Traffic/SD	Traffic	Internal	1 300 000.00	-	-	-	-
Transport Assets			3 590 000.00	-	-	-	-
Mayor's Vehicle	Council	Internal	1 100 000.00	-	-	-	-
Double Cap - Disaster	Disaster/Fire	Internal	470 000.00	-	-	-	-
Double Cap - Disaster	Disaster/Fire	Internal	470 000.00	-	-	-	-
Single Cab IPD *4	Technical	Internal	1 080 000.00	-	-	-	-
Double Cab IPD *1	Technical	Internal	470 000.00	-	-	-	-
Plant & Equipment			15 047 441.00	-		472 674.29	513 200.43
Road Marking Machine	Roads	Internal	60 000.00	-	-	52 716.49	60 623.96
Jet Cleaner	Roads	Internal	285 000.00	-	-	145 000.00	145 000.00
Concrete Mixture	Roads	Internal	30 000.00	-	-	19 893.16	22 877.13
Excavator	Roads	Internal	1 943 500.00	-	-	-	-
2*10 ton truck	Roads	Internal	2 880 000.00	-	-	-	-
Grader	Roads	Internal	4 200 000.00	-	-	-	-
Lowbed (horse 30ton and trailer)	Roads	Internal	1 800 000.00	-	-	-	-
Generator(IPD)	Technical	Internal	60 000.00	-	-	57 500.00	57 500.00
Water Tanker	Roads	Internal	1 527 941.00	-	-	-	-
12/14 ton Truck (breakdown)	Roads	Internal	1 200 000.00	-	-	-	-
Bomag hand roller	Roads	Internal	170 000.00	-	-	160 514.64	184 591.84
Configuration of skip truck	Refuse	Internal	700 000.00	-	-	-	-
13X Brush cutters	Refuse	Internal	91 000.00	-	-	37 050.00	42 607.50
Generator (traffic)	Traffic	Internal	100 000.00	-	-	-	-
Computer and IT Equipment			800 000.00	-	12 900.00	28 900.00	33 235.00
laptops and Other IT Equip	Corporate	Internal	70 000.00	-	12 900.00	28 900.00	33 235.00
Gis Laptop	Corporate	Internal	20 000.00	-	-	-	-
Air Conditioners	Corporate	Internal	75 000.00	-	-	-	-
Biometric Scan	Corporate	Internal	15 000.00	-	-	-	-
Fire equipment	Fire	Internal	70 000.00	-	-	-	-
Software licenses	Corporate	Internal	550 000.00	-	-	-	-
Office Furniture			157 500.00	-	-	9 379.57	
30 SD Boardroom Chairs	SD Community Development	Internal	25 000.00	-	-	-	-
25 Library Boardroom Chairs	Library	Internal	20 000.00	-	-	-	-
2 Chairs Thusong centre	SD Thusong	Internal	2 000.00	-	-	-	-
Built-ins SD Kitchen	SD Community Development	Internal	25 000.00	-	-	-	-
Vacuum Cleaner - SD PIH	SD	Internal	5 000.00	-	-	-	-
Steel trassels tables 15	SD Community Development	Internal	20 000.00	-	-	8 250.00	9 487.50
Microwave (SD Tusong)	SD Thusong	Internal	2 000.00	-	-	1 129.57	1 299.01
6 Kids Tables and 24 Chairs for Library	Library	Internal	15 000.00	-	-	-	-
Library Overhead Projector	Library	Internal	5 000.00	-	-	-	-
2x White Board - Library	Library	Internal	4 000.00	-	-	-	-
Shredding Machine	Library	Internal	4 500.00	-	-	-	-
Office Chairs	Municipal Manager	Internal	30 000.00	-	-	-	-
Intangible			2 900 000.00	-	-	-	-
Financial Management System (MSCOA Compli	Finance	Internal	2 500 000.00	-	-	-	-
Building Plans Information Systems	Town Planning	COGTA	400 000.00	-	-	-	-
Other Assets			600 000.00	-	-	264 894.81	304 629.03
Fencing Garden Refuse Dump Site	Refuse	Internal	300 000.00	-	-	264 894.81	304 629.03
Kiosk	Corporate	Internal	300 000.00	-	-	-	-
Total Assets			78 455 828.96	565 333.83	2 922 822.39	28 958 775.44	33 342 460.34
M I G			27 066 999.96	183 574.88	1 451 889.68	14 804 482.62	17 123 444.73
Internal Funded			44 988 829.00	381 758.95	7 062 796.09	7 062 796.09	8 163 334.37
Disaster Mana Centre			6 000 000.00	-	663 599.93	7 091 496.73	8 055 681.25
			400 000.00				
Total Capex			78 455 828.96	565 333.83	3 027 000.34	28 958 775.44	33 342 460.34

The municipality has short term investments totalling R150 million and cash on hand of R19,2 million in its current account as at 31 January 2020.

S 71(1) (f) ALLOCATION RECEIVED AND ACTUAL EXPENDITURE ON THOSE ALLOCATIONS								
Allocations	Original Budget 2019/2020	Adjusted Budget 2019/2020	Actual Received YTD	Actual Expenditure - January 2020	Expenditure YTD- 2020	Unspent YTD	% Expenditure Against allocation	
Financial Management Grant	1 970 000.00	-	1 970 000.00	78 546.55	678 300.92	1 291 699.08	34%	
Electrification - DOE	13 000 000.00	-	6 500 000.00	2 276 243.78	11 235 338.91	(4 735 338.91)	86%	
Library Grant and Library Grant- Cyber	197 000.00	-	197 000.00	25 014.01	204 319.29	(7 319.29)	104%	
Community Library Services Grant	838 000.00	-	904 000.00	52 867.14	500 871.77	403 128.23	60%	
MIG	26 917 000.00	-	21 000 000.00	200 000.00	17 060 269.72	3 939 730.28	63%	
Building plans information systems	500 000.00	-	500 000.00	-	-	500 000.00	0%	
EPWP	1 793 000.00	-	1 256 000.00	139 405.76	1 101 617.51	154 382.49	61%	
Sportfield Maintenance	50 000.00	-	-	3 060.00	18 360.00	(18 360.00)	37%	
Disaster management grant	6 000 000.00	-	6 000 000.00	-	6 000 000.00	-	100%	
					-			
TOTAL	51 265 000.00	-	38 327 000.00	2 775 137.24	36 799 078.12	1 527 921.88	72%	
Total MIG	Total MIG	26 917 000.00	21 000 000.00	200 000.00	17 060 269.72	3 939 730.28	63%	

- The municipality's cost coverage is 22 months with an estimated fixed cost of R7.3 million per month.

Indigent Policy

Ubuhlebezwe Municipality adopted an indigent policy which seeks to address social ills within the municipality by supporting indigent households as required by legislation. The municipality offers free basic services in the form of, free basic electricity, refuse removal and exemption from payment of property rates. The municipality further budgets for social programmes that capacitate unemployed youth, persons with disabilities as well as SMME's.

The purpose of the indigent policy is to ensure:

- The provision of basic services to the community in a sustainable manner, within the financial and administrative capacity of the Council; and
- To provide procedures and guidelines for the subsidization of basic service charges to its indigent households, using the Council's budgetary provisions received from Central Government, according to prescribed policy guidelines.

Criteria for indigent qualification

In order to qualify for indigent support the following criteria must be met:

- Households where verified total gross monthly income of all occupants over 18 years of age does not exceed a total R 3 500,00 or an equivalent of two (2) state pensions.
- Subsidised services may include refuse removal and property rates.
- Only households where the account holder or property owner has applied as indigent, and whose application has

been approved shall qualify for the above concessions.

- For a household to qualify for subsidies or rebates on the major service charges, the registered indigent must be the full-time occupant of the property concerned, and if not also the owner of the property concerned, may not own any other property, whether in or out of the municipal area. The property value will be assessed in line with the Municipal Property Rates. In the event of recognised polygamous customary marriages the applicant should provide property registration documents (title deed/lease agreements) for each property.
- All households that are child headed, even if they are below eighteen (18) years of age, are eligible to apply for the indigent support.
- Households must formally apply for relief on the prescribed documentation and satisfy the qualifying criteria/principles determined by the Council.
- The status of indigent is conferred for a period of not more than twelve months after which re-application must be made.

• **Indigent Support Free Basic Services (FBS) for three years**

	2019/2020	2020/2021	2021/2022
RATES	R 1 050 000.00	R 1 102 500.00	R 1 157 625
REBATES	R 1 365 000.00	R 1 433 250.00	R 1 504 912.50
ELECTRICITY	R 1 087 246.36	R 1 141 608.35	R 1 198 689.00
REFUSE	R 157 500.00	R 165 375.00	R 173 643.75

Revenue Enhancement Strategy

Ubuhlebezwe Municipality developed a revenue enhancement strategy. The strategy is aimed at addressing revenue collection challenges experienced as well as enhancing revenue through exploring other avenues of revenue collection.

Municipal property development is part of the revenue enhancement strategy, which will result in an increase in property rates. A process of hiring of community hall has also been put in place. LED – financing of smme's for local economic development and job creation. These strategies are already being implemented, and this is work in progress, awaiting to see the impact it has in the next financial year.

• **DEBT MANAGEMENT**

Municipal's consumer debt position for the last three years:

2017	26,925,487
2018	27,748,652
2019	34,101,775
2020 (7 Months, Ending 31 January 2020)	16,085,783

It must also be noted that the municipality implemented a new valuation roll effective from 1 July 2018 which also resulted in an increase in property values thereby increasing overall debt on rates. A huge amount of debt is sitting beyond 120 days of age.

Age analysis as at 31 January 2020:

Year End	Month End	Mun	Item	Detail	0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	Total
2020	M07	KZN434	1100	Debtors Age Analysis By Income Source									
			1200	Trade and Other Receivables from Exchange Transactions - Water	0	0	0	0	0	0	0	0	0
			1300	Trade and Other Receivables from Exchange Transactions - Electricity	0	0	0	0	0	0	0	0	0
			1400	Receivables from Non-exchange Transactions - Property Rates	1 118 746	1 629 982	1 393 905	1 334 991	1 314 002	1 238 711	7 150 641	5 248 227	20 429 206
			1500	Receivables from Exchange Transactions - Waste Water Management	0	0	0	0	0	0	0	0	0
			1600	Receivables from Exchange Transactions - Waste Management	251 973	283 321	169 994	173 840	149 946	152 445	781 958	600 844	2 564 322
			1700	Receivables from Exchange Transactions - Property Rental Debtors	29 407	0	14 933	114 311	0	0	214 017	78 319	450 986
			1810	Interest on Arrear Debtor Accounts	0	0	0	0	0	0	0	0	0
			1820	Recoverable unauthorised, irregular or fruitless and wasteful Expenditure	0	0	0	0	0	0	0	0	0
			1900	Other	3 380	3 160	2 773	2 693	1 922	13 199	-481 525	22 286 894	21 832 496
			2000	Total By Income Source	1 403 506	1 916 464	1 581 604	1 625 835	1 465 870	1 404 356	7 665 091	28 214 284	45 277 010
			2100	Debtors Age Analysis By Customer Group									
			2200	Organs of State	0	0	0	0	0	0	0	0	0
			2300	Commercial	0	0	0	0	0	0	0	0	0
			2400	Households	0	0	0	0	0	0	-233	0	-233
			2500	Other	1 403 506	1 916 464	1 581 604	1 625 835	1 465 870	1 404 356	7 665 325	28 214 284	45 277 244
			2600	Total By Customer Group	1 403 506	1 916 464	1 581 604	1 625 835	1 465 870	1 404 356	7 665 091	28 214 284	45 277 010

Age analysis as at 31 January 2020:

Summary of Debtors per Category

Government	R 11 537 014.76
Business	R 10 766 862.62
Households	R 18 790 396.15
Other	R 4 533 036.47
Total	R 45 727 310.00

Collection rate as at 31 January 2020 was at 130%

2019-2020 Collection Rate								
	MTD							YTD
	July	August	September	October	November	December	January	Total
Receipts	743 326.01	715 707.28	1 137 789.05	790 967.68	702 278.78	709 589.02	2 671 266.88	7 470 924.70
Rates	2 493 604.73	1 908 010.41	1 907 800.00	1 907 800.00	1 907 800.01	1 909 726.98	1 919 713.00	13 954 455.13
Collection Rate	29.81%	37.51%	59.64%	41.46%	36.81%	37.16%	139.15%	53.54%
Receipts	59 226.75	47 085.41	135 310.08	69 538.78	58 785.17	74 787.90	190 172.22	634 906.31
Refuse	191 620.87	257 171.32	256 206.50	261 063.51	262 042.81	261 682.85	262 550.26	1 752 338.12
Collection Rate	30.91%	18.31%	52.81%	26.64%	22.43%	28.58%	72.43%	36.23%
Receipts	27 979.15	20 915.29	37 819.25	20 667.12	12 967.20	15 221.55	19 132.67	154 702.23
Rentals	71 274.71	71 274.71	71 274.71	50 311.78	40 638.11	40 638.11	33 577.68	378 989.81
Collection Rate	39.26%	29.34%	53.06%	41.08%	31.91%	37.46%	56.98%	40.82%
Total Rec	830 531.91	783 707.98	1 310 918.38	881 173.58	774 031.15	799 598.47	2 880 571.77	8 260 533.24
Total Billing	2 756 500.31	2 236 456.44	2 235 281.21	2 219 175.29	2 210 480.93	2 212 047.94	2 215 840.94	16 085 783.06
Total Rate	30.13%	35.04%	58.65%	39.71%	35.02%	36.15%	130.00%	51.35%

The municipality appointed a debt collector in 2018 financial year in order to address the collection rate challenges.

• **Supply Chain Management**

The SCM Unit is fully capacitated with no vacant posts. A demand management plan is developed and is in line with the budget and SDBIP. The SCM Policy was developed and approved by council.

The SCM Policy is aligned to the MFMA, PPPF and SCM Regulations. The policy speaks to the BBBEE and does not add any other points in procuring goods and services other than the prescribed points. There were material SCM findings reported by the office of the auditor general for the financial year ending 30 June 2019 and these finding resulted in irregular expenditure and the details are as follows:

- Less than three quotations were received on procurement below R200 000 and reasons were not recorded and approved
- Suppliers awarded without meeting minimum threshold for local production and content on protective clothing and furniture
- Bid not advertised for the required minimum period
- Procurement process was not followed where monies were deposited directly to the personal account of an employee to do procurement.

All deviations were reported to council.

Alignment between Procurement Plan and SDBIP

The Municipal SDBIP and Procurement Plan are developed at the same time and approved by Council concurrently, to ensure alignment of the two documents. The performance plan is then monitored by SCM and reported on monthly to the Finance Committee, and thereafter to Council. Municipal Departments and Council are then able to detect challenges early and find ways to overcome them. Quarterly reporting in the SDBIP also reflects budget expenditure, which is also a detection method on expenditure and performance.

Challenges in the Unit:

- Lack of response to adverts by service providers for projects that must be implemented.
- Lack of responses to Quotations for the provision of services
- 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 is dependent on the procurement plan which contain dates for when projects should commence.

Five days after tender closing, the Bid Evaluation sits, minutes of this meeting are then submitted to the Bid Adjudication Committee and to the Accounting Officer for appointment.

Bid Processing:

- 120 days turnaround time for Bids of R200 000+ to be finalized from the closing date of tender.
- 60 days turnaround time for Bids of R30 000 to R199 999 to be finalized from the closing date of tender
- 6 days turnaround time for Quotations less than R30 000 to be finalized from the closing date of the quotation.

• **Budget and Treasury Office and the Preparation of Annual Financial Statements**

Budgeting and the preparation of annual financial statements are both done in-house with no use of consultants. Key personnel posts at BTO are filled. The staff turnover rate is largely on the junior posts which are filled within a month after resignation.

FINANCIAL VIABILITY:		Financial Year 2017/18	Financial Year 2018/19
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)	$\frac{102,277,331 - 1,163,515}{806,960}$ = 12.5 months	$\frac{155,455,064 - 1,285,554}{1,018,214}$ = 15.1 months
Current Ratio	Current Assets / Current Liabilities	$\frac{159,504,318}{28,593,169}$ = 5.59	$\frac{191,985,532}{36,687,792}$ = 5.23
Capital Expenditure to Total Expenditure	Total Capital Expenditure / Total Expenditure (Total Operating expenditure + Capital expenditure) x 100	$\frac{38,020,020}{177,000,136}$ = 21.48%	$\frac{30,594,227}{169,040,227}$ = 18.09%
Net Debtors Days	((Gross Debtors - Bad debt Provision) / Actual Billed Revenue) x 365	$\frac{27,748,652 - 4,477,729}{16,168,011.85}$ = 143 days	$\frac{39,863,408 - 4,743,403}{23,534,787}$ = 149 Days
Collection Rate	(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off) / Billed Revenue x 100	$\frac{43,916,663.85 - 31,618,229}{16,168,011.85}$ = 76.06%	$\frac{50,910,434 - 37,416,768}{23,534,787}$ = 40.28%
Remuneration as % of Total Operating Expenditure	Remuneration (Employee Related Costs and Councillor's Remuneration) / Total Operating Expenditure x 100	$\frac{62,333,281 + 9,901,684}{138,991,758}$ = 51.97%	$\frac{62,083,872 + 10,182,136}{140,365,735}$ = 51.48%

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.
- A multi-year financial plan is essential to ensure that the municipality continues to implement its mandate effectively without impairing its capital base. It will also enable the municipality to move towards self-sufficiency in meeting the growing demands of service delivery.

BACKGROUND

- A financial plan is prepared for a period of at least three years, however it is preferred that it should be for over a period of five or more years
- A multi-year financial plan is prepared to ensure financial sustainability of the municipality, paying particular attention to the municipality's infrastructure requirements.
- It is also an important component of the municipality's Integrated Development Plan.
- A prudent multi-year financial plan identifies and prioritizes expected needs based on the municipality's Five-year Integrated Development Plan and details estimated amounts of funding from various sources
- The multi-year financial plan will also ensure that the municipality has greater financial health and sustainability, making it easier to collaborate on projects with other levels of government and various public and private stakeholders. This will further enhance the ability of the municipality to have access to more financing, funding and grants.

FINANCIAL OVERVIEW OVER 3 YEARS

Own revenue which is property rates and service charges is expected to increase as follows: 2019/20 to R25,123,059.34 for 2020/21 R 26,479,704.55 and for 2021/22 R 27,936,088.30. This is attributed to the revenue enhancement strategy that the municipality has put in place.

The municipality is growing and as such, service delivery costs will be increasing. The municipality currently has no vacant funded posts and is intending on filling all the proposed posts, so that it can effectively affect service delivery to the community. We anticipate general expenses to increase as follows: R

244,037,346.39 for 2019/20, R 256,513,363.09 for 2020/21 and R 280,903,202.79 for 2021/22.

The table below presents the three year municipal budget

	2019/20 R amount	2020/21 R amount	2021/22 R amount
OPERATING BUDGET			
REVENUE			
Equitable Share	110,309,000	117,050,000.00	124,463,000.00
Own Revenue(Property rates, Service charges)	25 123 060.31	26 379 216	27 698 173
Other	20 559 074.90	21 587 028.64	22 666 380.07
TOTAL REVENUE	155 991 135.21	165 016 244.64	174 827 553.07
CONDITIONAL GRANT BUDGET			
EPWP	1 793 000.00	0	0
FINANCIAL MANAGEMENT GRANT	1,970,000.00	1,970,000.00	1,970,000.00
LIBRARY GRANT	613 000.00	613 000.00	644 000.00
ELECTRIFICATION (DOE)	13 000.00	13 000.00	24 000.00
MIG	26 917 000.00	28 240 000.00	30 143 000.00
LIBRARY GRANT (CYBER)	197 000	197 000	202 000
TOTAL CONDITIONAL GRANTS INCOME	46,809,000	44,697,000	43,056,000
TOTAL REVENUE	31 503 000.00	31 033 000.00	31 983 000.00
EXPENDITURE			
General Expenses	87 636 150	92 017 957.75	96 618 855.75
Salaries	83 427 750	87 599 137	91 979 094.75
Repairs and maintenance	6 931 050	7 277 602.50	7 641 482.62
TOTAL EXPENDITURE	177 994 950	186 894 697.50	196 239 432.37
SURPLUS	9 499 185.21	9 154 547.14	10 571 120.70
CAPITAL BUDGET			
MIG	26 917 000.00	28 240 000.00	30 143 000.00
OTHER CAPITAL BUDGET	63 038 880.00	66 190 824.00	69 500 365.20
TOTAL CAPITAL	89,955,880	88 430 824	99 643 365.20

FINANCIAL STRATEGY FRAMEWORK

- Ubuhlebezwe Municipality is a developing and growing municipality striving for service delivery excellence. Therefore many challenges are faced with regards to financial planning and are ever changing due to the dynamic setting of local government

- The priority for the municipality, from the financial perspective is to ensure viability and sustainability of the municipality. The multi-year financial plan and related strategies will therefore need to address a number of key areas in order to achieve this priority. These strategies are detailed below:

Revenue Enhancement Strategy

- To seek alternative sources of funding;
- Expand income base through implementation of new valuation roll;
- The ability of the community to pay for services;
- Identification and pursuance of government grants;
- Tightening credit control measures and debt collection targets;
- Improve customer relations and promote a culture of payment;
- Realistic revenue estimates;
- The impact of inflation, the municipal cost index and other cost increases; and
- The creation of an environment which enhances growth, development and service delivery.

Asset Management Strategy

- *The implementation of a GRAP compliant asset management system;*
- *Adequate budget provision for asset maintenance over their economic lifespan;*
- Maintenance of asset according to an infrastructural asset maintenance plan;
- Maintain a system of internal control of assets to safeguard assets; and
- Ensure all assets owned and/or controlled except specific exclusions are covered by insurance.

Financial Management Strategies

- To maintain an effective system of expenditure control including procedures for the approval, authorization, withdrawal and payment of funds;
- Preparation of the risk register and application of risk control;
- Implement controls, procedures, policies and by-laws to regulate fair, just and transparent transactions;
- Training and development of senior financial staff to comply with prescribed minimum competency levels;
- Implement GRAP standards as gazette by National Treasury; and
- Prepare annual financial statements timeously and review performance and achievements for past financial years.

Operational Financing Strategies

- Effective cash flow management to ensure continuous, sufficient and sustainable cash position;
- Enhance budgetary controls and financial reporting;
- Direct available financial resources towards meeting the projects as identified in the IDP; and
- To improve Supply Chain Management processes in line with regulations.

Capital Financing Strategies

- Ensure service delivery needs are in line with multi-year financial plan;
- Careful consideration/prioritization on utilizing available resources in line with the IDP;
- Analyse feasibility and impact on operating budget before capital projects are approved;
- Determine affordable limits for borrowing;
- Source external funding in accordance with affordability;
- Improve capital budget spending; and
- Maximizing of infrastructural development through the utilisation of all available resource.

Cost-Effective Strategy

- Invest surplus cash not immediately required at the best available rates;
- Restrict capital and operating expenditure increases in relation to the inflation rate taking into consideration the macro economic growth limit guideline and municipal cost increases.
- To remain as far as possible within the following selected key budget assumptions:
- Provision of bad debts of at least 20%;
- Overall cost escalation to be linked to the average inflation rate;
- Tariff increases to be in line with inflation plus municipal growth except when regulated;
- Maintenance of assets of at least 6% of total operating expenditure;
- Capital cost to be in line with the acceptable norm of 18%;
- Outstanding external debt not to be more than 50% of total operating revenue less government grants; and
- Utilisation of Equitable Share for indigent support through Free Basic Services

Measurable Performance Objectives for Revenue

- To maintain the debtors to revenue ratio below 10%;
- To maintain a debtors payment rate of above 85%;
- To ensure that the debtors return remain under 60 days; and
- To keep the capital cost on the Operating Budget less than 18%.

Financial Management Policies

The purpose of financial policies is to provide a sound environment to manage the financial affairs of the municipality. The following are key budget related policies:

Tariff Policy – the policy prescribes the procedures for calculating tariffs. This policy is required in terms of Section 74 of the Local Government Municipal System Act, Act 32 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 principles of this policy is to give effect to a fair, equitable, transparent, competitive and cost effective system for the procuring of goods and services, disposing of goods and selecting of contractors in the provision of municipal services

Subsistence and Travel Policy – this policy regulates the reimbursement of travelling and subsistence cost to officials and councillors attending official business

Credit Control and Debt Collection Policy – this policy provides for credit and debt collection procedures and mechanisms to ensure that all consumers pay for the services that are supplied.

Investment and Cash Management Policy – this policy was compiled in accordance with the Municipal Investment Regulation R308 and ensures that cash resources are managed in the most efficient and effective manner possible.

Short-term Insurance Policy – the objective of the policy is to ensure the safeguarding of Council's assets

- **REVENUE FRAMEWORK**

In order to serve the community and to render the services needed, revenue generation is fundamental to financial sustainability of every municipality.

The reality is that we are faced with developmental backlogs and poverty, challenging our revenue generation capacity. The requests always exceed the available funds. This becomes more obvious when compiling the municipality's annual budget.

Municipalities must table a balanced and more credible budget, based on realistic estimation of revenue that is consistent with their budgetary resources and collection experience.

The revenue strategy is a function of key components such as:

- Growth in town and economic development;
- Revenue enhancement;
- Achievement of above 90% annualized collection rate for consumer revenue;
- National Treasury guidelines;
- Approval of full cost recovery of specific department;
- Determining tariff escalation rate by establishing/calculating revenue requirement; and
- Ensuring ability to extent new services and recovering of costs thereof

The South African economy is slowly recovering from the economic downturn and it will still take some time for municipal revenues to increase through local economic growth.

- **GRANT FUNDING**

- The Division of Revenue Act contains allocations from National and Provincial, which allocations are recognized as government grants and factored as follows over the medium term:
- The Equitable share allocation to the local sphere of government is an important supplement to existing municipal revenue and takes account of the

fiscal capacity, fiscal efficiency, developmental needs, extent of poverty and backlogs in municipalities.

- Municipal Infrastructure Grant allocation which caters for the infrastructure backlogs within Ubuhlebezwe Municipality.
- Municipal Systems improvement Grant allocation which caters for the improvement in Municipal Systems and ensuring that issues of public participation are adhered to as legislated
- Other Provincial, COGTA and any other grants in kind allocations which cater for specific projects for that particular year.

• **TARIFF SETTING**

- Ubuhlebezwe Municipality derives its revenue from the provision of services such as property rates and refuse removal. A considerable portion of the revenue is also derived from grants by national governments as well as other minor charges such as traffic fines, interests from investments and rentals.
- As in the past, increase cost primarily driven by the Consumer Price Index (CPIX), dictates an increase in the tariffs charged to the consumers and the ratepayers. It therefore follows that all the tariffs will have to be increased by a percentage in line with the forecasted CPIX estimated at estimated 6.3 for 2017/19, 5.4% for 2018/19 and 5.2% 2019/20.
- It is realised that the ability of the community to pay for services rendered is also under tremendous pressure and that the economic outlook for the near future require everybody to make sacrifices.

• **DEBTORS**

- Debtors with the age of ninety days (90) plus, constitute 123% of the total debtors book as at 30 June 2019.
- The debtor's book constitutes 13% of the total municipal budgeted revenue.

Collection rate was 73% in the 2016/17 financial year, 63% in the 2017/18 financial year, 71% in the 2018/19 financial year and 58.84% at 31 January 2020.

• **AUDIT OPINIONS**

YEAR	AUDIT OPINION
2011/2012	Unqualified Audit Opinion
2012/2013	Clean Audit

2013/2014	Clean Audit
2014/2015	Clean Audit
2015/2016	Clean Audit
2016/2017	Unqualified Audit Opinion
2017/2018	Qualified Audit Opinion
2018/2019	Qualified Audit Opinion

- **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 2017-2018 is R4 186 000. The amount is 5% 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
2017-18	3,311,623.00
2018-19	4,266,552.00
2019-20 (7 Months, ending 31 January 2020)	1,973,652.33

- **Maintenance Plan**

An Asset Maintenance Plan was prepared for the following types of Infrastructure Assets:

- **Municipal Roads**

(i) Sealed Roads

(ii) Unsealed (Gravel) Roads

• Municipal Buildings and Community Facilities

(i) Office Buildings

(ii) Halls

(iii) Sport-fields

• Financial Ratios

The municipality has cost coverage of 14 months, as at 31 January 2020, which is calculated as follows:

Cash and cash equivalents = R 155 991 135.21

Unspent Grants = R 1 163 515

Fixed monthly costs = R 806 960

The ratio therefore is 79.16:1

• Loans / borrowings and grant dependency

The municipality is still grant dependent.

Total Budgeted Revenue R 187 494 135.21

Total own Revenue R 45 682 135.21

Total Grants Revenue R 141 812 000.00

Grant dependency is at 75 %

- 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	2016/2017	2017/2018	2018/2019	2019/2020(As at 31 Jan 2020)
Budget	45,858,000.00	31,520,668.00	45,556,544.00	46,313,420.84
Actual	23,003,547.00	16,237,537.10	42,503,513.00	24,364,861.16
% Spent				53%

CHALLENGES EXPERIENCED AT BTO:

Challenges and Interventions	
Challenges	Intervention
mScoa data strings alignment	Requested PT to assist with the alignment of segments on 6.3 char
Lack of Funds	Revenue enhancement strategies to be implemented
Confirmation unspent conditional grants with no movement	Escalated the issue to Cogta to ascertain the way forward.

Municipal Financial Viability and management SWOT Analysis

STRENGTHS	WEAKNESSES
BTO is now fully functionally with the ff units:	- Delays in SCM unit
- SCM Unit Unit	- Unbundling of infrastructure assets
- Budget and Reporting Unit	
- Asset Management Unit	
- Revenue management Unit	
- Expenditure management Unit	
OPPORTUNITIES	THREATS
- Funding of capital projects through internally generated income	Low collection revenue rate
	Incorrect addresses for customers
	Inflating of prices by suppliers

Good Governance and Public Participation

- **Batho Pele 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. At a staff meeting of December 2018, all staff members were workshopped on the Policy, in order for them to understand their role in the implementation of Batho Pele

The Service Charter and Standards have been printed and are distributed to our community members so that they can always be aware of the type of service they should be receiving and what processes to follow if that service is not rendered efficiently. The Batho Pele principles are displayed around the Municipality and have been workshopped with staff members at a Staff meeting of December 2018.

- **Operation Sukuma Sakhe (OSS)**

OSS structures are functional which assist in the integrated approach for interventions and services. All programmes and projects are discussed and prioritized in the OSS structures.

OPERATIONSUKUMA SAKHE

“Operation Sukuma Sakhe is provincial programme that was founded on the premises of taking government to the people in a coordinated manner”

The primary clients of Operation Sukuma Sakhe are the most vulnerable groups within the households and in communities such as women, children, youth and people with disabilities, that is why Operation Sukuma Sakhe is a driving force of the entire programmes aimed at servicing the need of the vulnerable groups. All government Departments, local municipality, Business, Civil society, NGO, CBO, FBO and community members are mobilized to contribute to service delivery in an integrated manner through operating within the warrooms.

All the needs identified within these vulnerable groups are presented to the warrooms, and then the warrooms refers them directly to the relevant Departments for immediate response.

“A warroom refers to a physical space where coordinating task team at ward level provides a direct link to the community coordinates profiling and integrates servicedelivery.”

Ubuhlebezwe Municipality has launched warrooms in all 14 wards that are currently functional, for instance most warrooms are branded, furnished and have signages to direct communities.

SUKUMA SAKHE STRUCTURE:

Name	Position	Contact
Mayor EB Ngubo	LTT Chairperson	079 080 8787
Ntokozo Mkhize	LLT. Coordinator	0837789066
Zamahlubi Radebe	LTT Secretariat	0796109992
Thandiwe Mkhize		
Thembeke Mkhize	Ward 6 – Coordinator	0837780041
	Ward 7 – Coordinator	
Dudu Makhanya	Ward 8 – Coordinator	0837780943
Gcinabahle Dlamini	Ward 9 – Coordinator	0782425545
Siphelele Gumede	Ward 10 – Coordinator	0825969332
	Ward 11 – Coordinator	
Khulekani Radebe	Ward 12 – Coordinator	0832011973
Fikile Khanyile	Manager - SASSA	0839925017
Amangile Ncapayi	Comm. Safety and Liaison	0605201248
Gerry Engelbrech	Dept. Human Settlement	0823756828
Also Cwele	KZN DARD	0829219546
PB Ngcobo	DSD	078 011 5301
Mlotshwa	DOH	

SUKUMA SAKHE LOCAL STRUCTURE		
. Maphumulo	DOHA	0794919330
Sbonelo Ndlovu	Woza Moya – NGO	0738976249
Khuthutshelo Maiwashe	Beyond Zero	0791057819
Zama Mngadi	World Vision	0829737770
Catherine Ntanjana	Izindlondlo Traditional Healers	084 3045165
Simphiwe Zondi	Gender Based Violence Sisonke Cares	083 7195438
PR. Cllr TC Dlamini	Ward 12	072 017 0690
Cllr B.M Khuboni	Ward 1 Councillor	0795021881
Cllr. M.C Nkontwana	Ward 2 Councillor	0839772468
Cllr MC Ndlovu	Ward 3 Councillor	079 969 6977
Cllr Z.M Shabalala	Ward 4 Councillor	0826463934
Cllr N.G Radebe	Ward 5 Councillor	0729681352
Cllr T.T Mkhize	Ward 6 Councillor	0837780041
Cllr B.R Nduli	Ward 7 Councillor	0782064033
Cllr P.B Mpungose	Ward 8 Councillor	0828612714
Cllr NM Mdunge	Ward 9 Councillor	0788653521
Cllr V.C Mkhize	Ward 10 Councillor	0732322870

Cllr P. Ndlovu	Ward 11 Councillor	0763815271
Cllr. N.Z Jili	Ward 12 Councilor	0839933899

Cllr. T.B Nxumalo	Ward 13 Councilor	0839802902
Cllr. S.P Maluleka	Ward 14 Councilor	0785856837
Zama Mpangeva	Secretariat	0796109992

NUMBER OF WARDS IN THIS LOCAL MUNICIPALITY

		Contact numbers
Malusi Phungula	Ward 1	0837783003
Namhla Ntabeni	Ward 2	0837786171
Nondabuko Chiliza	Ward 3	0786725647
Thandiwe Mkhize	Ward 4	0744697346
Zazi Ngcobo	Ward 5	0832537944
Thembeke Mkhize	Ward 6	0837780041
Nonhlanhla Jili	Ward 7	079 710 4817
Dudu Makhanya	Ward 8	0837780943
Gcinabahle Dlamini	Ward 9	0782425545
Siphelele Gumede	Ward 10	0825969332
Lihle Khuboni	Ward 11	0769378279
Khulekani Radebe	Ward 12	0832011973

NUMBER OF WAR ROOMS ESTABLISHED IN THIS LOCAL MUNICIPALITY

TOTAL NO. OF WARDS:	FULLY FUNCTIONAL	FUNCTIONAL	POORLY FUNCTIONAL	NOT FUNCTIONAL
1,2,3,4,5,6,7,8,9,10,11,12,13,14		1,2,3,4,5,6,7,8,10,11,12,13,14	9	

- **Inter governmental relations (IGR)**

In terms of the Municipal Systems Act No. 32 of 2000, all municipalities should exercise their executive and legislative authority within the constitutional system of co-operative governance in the Constitution S41.

Ubuhlebezwe is one of the five (5) municipalities within Harry Gwala District Municipality. There are five (5) portfolios which sit quarterly and coordinated by the 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.

PORTOLIO	CHAIRPERSON	MUNICIPALITY THE CHAIRPERSON IS COMING FROM
Social Development, Youth and Special Programmes	Mr GM Sineke	Ubuhlebezwe Municipality
Communication AND Finance and Economic Development	Mr NC Vezi	Dr Nkosazana Dlamini Zuma Municipality
Planning	Mr Mapholoba	Greater Kokstad Municipality
Infrastructure Planning and Development	Mr ZS Sikhosana	Umkhulu Municipality

IGR

- **Back to Basics**

Ubuhlebezwe Municipality is actively participating in the back to basics programme since its implementation. Quarterly and monthly reports are prepared and submitted to the Department of Cooperative Governance and Traditional Affairs. Progress meetings coordinated by the Provincial department are attended. The municipality has received an Award on this program which shows that indeed the backs to Basics pillars are being adhered to. Where support is required, the department has prepared a support plan which was adopted by Council in November 2016. Progress is being monitored closely and included in the organizational performance plan.

- **The functionality of Ward Committees**

Ubuhlebezwe Municipality reviewed a Policy on Ward Committee Election and Operation with an aim of establishing its ward committees. The election model adopted in Ubuhlebezwe is a sectorial representation model.

In Ubuhlebezwe Municipality ward committees establishment process was rolled - out from the 7th till the 26th November 2016. The official launch of the ward committee structures took place on the 28th of November 2016. The established process in Ubuhlebezwe has been conducted in compliance with pieces of legislation that makes legal provisions for the elections and operations of ward committees which are;

- Sections 72 to 78 of the Structures Act,
- Chapter 4 of the Municipal Systems Act 32 of 2000
- The Constitution of the republic of South Africa
- An adopted Policy in Ward Committee Election and Operation.

Ward Committees functionality assessment in Ubuhlebezwe is conducted on quarterly bases. The assessment is done as per criteria proposed by the National Cogta Public Participation Unit, which is aimed at improving; sustaining and monitoring ward committee functionality. The criterion focuses on six functionality indicators namely:

- Number of ward committee meetings held
- Number of meetings chaired by War Councillor
- Percentage of attendance
- Number of community meetings held
- Number of sectorial reports submitted
- Number of ward reports submitted to the municipality

IDP Steering Committee:

An IDP Steering committee has been formed ,Chaired by the Municipal Manager. The Member of the Committee are as follows:

DEPARTMENT	NAMES	POSITION
Corporate Services	Ms P luswazi	Director: Corporate Services
	Mr LS Hlophe	Manager : HR
Budget & Treasury	Mrs M Mbatha	Acting CFO
	Mr L Makhaye	Manager : Budget & Treasury
Infrastructure, Planning & Development	Mr S Mkhwanazi	Acting Dir 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 GM Sineke	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.

- **Council**

The Speaker is the Chairperson of the municipal council she makes sure that the council adheres to the code of conduct and standing rules of order. The Speaker presides over the meetings of council and ensures that council meets quarterly. The office of the speaker monitors the functionality of the ward Committees as per yardstick prescribed by Cogta. The Office launched the Ward Committees as it is through these committees as structures to enhance participatory democracy. Ward committee's seats quarterly as per Ubuhlebezwe schedule of meetings adopted by council. The speaker oversees to the capacity building of ward committees.

The Council (headed by the Speaker) together with the Executive Committee (chaired by the Mayor) are the 2 decisive structure within the organisation and have 3 (three) portfolio Committees reporting thereto. Portfolio Committees, chaired by Exco members are aligned to the core functions of the existing departments, namely the Social Development; the Administration and Human Resources; and the Infrastructure, Planning and Development Committees. The Finance Committee also formulated by Council is chaired by the Mayor and deals with financial

management issues focusing on compliance reporting, budgeting, income and expenditure, systems and procedures, revenue enhancement etc.

Additionally to that is the Audit and the Oversight/ MPAC Committee reporting directly to Council and the sub-committee, the Local Labour Forum reporting to the AHR Portfolio Committee.

The mentioned committees provide structural reporting to various levels to ensure extensive interrogation before such is tabled before council or Exco and also to ensure proper monitoring and oversight over the performance of departments.

- **COUNCILLORS**

Political governance within Ubuhlebezwe Municipality is comprised of 27 (twenty seven) Councillors with 14 of such being Ward Councillors and the remaining being PR Councillors with affiliated parties being the ANC, IFP, EFF and DA; with the majority being that of the ANC.

- **POLITICAL DECISION TAKING**

Decisions are taken through Committee meetings where reports with recommendations are prepared and tabled by relevant Heads of Departments, and decisions are made and endorsed by majority of members present which is 50% +1. The decisions taken are captured in a decision Circular circulated to all Departments immediately after the sitting of the meeting, and it is the responsibility of the Risk and Compliance Officer and Internal Audit Unit to ensure that those decisions are implemented.

- **ADMINISTRATIVE GOVERNANCE**

The Municipal Manager as the accounting officer is the administrative head responsible for the implementation of organisational goals in line with the national key performance areas namely, Municipal Transformation and Organizational goals; Basic Service Delivery; Local Economic Development; Municipal Financial Viability and Management; and lastly Good Governance and Public Participation.

The Municipal Manager provides leadership and direction through effective strategies, in order to fulfill the objectives of local government which are provided for in the Constitution of the Republic of South Africa, and any other legislative framework that governs local government.

At Ubuhlebezwe Municipality we uphold the values of integrity and honesty, promoting a culture of collegiality throughout the municipality by delegating duties and rewarding excellence. We also strongly adhere to the Employment Equity policies and ensure that our staff complement has a fair representation in gender and race.

- **COMMITTEES AND COMMITTEE PURPOSES**

The Ubuhlebezwe Municipality is supported by a Committee System, with Portfolio Committees.

The Municipality has multi-party Portfolio Committees, being, the Administration, Human Resources and Finance; Community and Social Development; Planning and Infrastructure Committees. The aforementioned committees assist the Executive Committee in policy development and monitoring to accelerate service delivery, as well as the oversight of strategic programmes and projects.

Committees (other than Exco) and Purposes of Committees	
Municipal Committees	Purpose of the Committee
Administration, Human Resources and Finance	The Administration, Finance and Human Resources Portfolio Committee's function is to oversee the Administration, Communications and Information Technology; Finance and Budgeting; and all human resources related issues.
Community and Social Development	The Community and Social Development Committee oversees all general community services e.g. Protection Services i.e. Safety and Security as well as other municipal services e.g. Education, Health, Welfare and Social services, Sports and Recreation, Heritage etc
Planning and Infrastructure	The Planning and Infrastructure Committee oversees the following components Planning and Building Control, Housing and Infrastructure.
Municipal Public Accounts Committee (MPAC)	The Municipal Public Accounts Committee was established and fully functional. The Committee meetings are held on a quarterly basis. The National Treasury guideline for establishment of Municipal public Accounts Committees (MPAC) states that, MPAC must develop its work programme annually and link such programme to the overall planning cycle of Council and conclude with the evaluation of the annual report and recommendations to Council when adopting Oversight Report on the Annual Report. The committee has evaluated the Annual Report for the 2014/2015 financial year during February 2016.
MANCO	MANCO is the committee comprising of all HOD's, Chaired by the Municipal Manager. MANCO meetings are held weekly.

Committees (other than Exco) and Purposes of Committees

A Council adopted Public Participation Strategy

Ubuhlebezwe Municipality took an initiative to develop and adopted the Public Participation Strategy with implementation Plan in 2008, whilst the Public Participation Policy has been reviewed and adopted by Council in October 2018.

The optimistic aim of developing the community Participation Strategy in Ubuhlebezwe was to change the situation in as far as enhancing community participation in the municipal area. The rationale behind uBuhlebezwe Municipality

putting community participation on its strategic and operational agenda is because Section 152 (1) (e) of the Constitution of the Republic of South Africa states that one of the objectives of local government is to encourage the involvement of communities and community organizations in the matters of local government. The implementation plan incorporated in the strategy has been reviewed in 2018/2019 financial year to match the current situation.

Communication Strategy

Ubuhlebezwe Municipal has an adopted Communications Strategy, this communication strategy is a critical element to building local government long term sustainability. It is only through communication that customer and municipal expectations can be clearly articulated and understood by all relevant parties. Communication is a two-way process and involves community participation, which is enshrined in our constitution and municipal systems act. The communication process should facilitate alignment between municipal goals and community expectations. Furthermore, is also only through communication that the relationship between the municipality and its customer can be enhanced. Effective communication is a process of conveying the right message to the right person or people in the right manner and at the right time. Relevant communication media could be in a form of the following:

Internal staff Workshops/dialog

Conducting internal staff workshops to obtain ideas and mechanisms that would be assisting in improving revenue collection could be a starting point towards a successful revenue enhancement strategy. Workshops are important forms of communication when properly facilitated and managed. They allow for challenge and discussion and, if well attended and properly promoted, are able to stimulate awareness quickly and cost-effectively.

Radio

Radio is ubiquitous and yet it is personal; this is its great strength. However, unless there is a popular local radio station aimed at a local listenership, its use will be very limited, as radio is best suited for more general communication at regional, provincial, and national levels.

Community theatre

The use of drama to confront and offer solutions to social problems and to motivate changing attitudes and patterns of behavior community theatre is used as a communication tool for popular education, community organisation, and development. Effective community drama with an element of comic as a communication medium could proof to be entertaining, yet successful.

Audiovisual/video presentations on bill boards

Audiovisuals are a powerful form of communication, since they are made up of a sequel of pictures arranged in logical order that are reinforced by a supportive text and appropriate music and sound effects. Audiovisual communications provides a relatively inexpensive way of communicating with large audiences, the message is

consistent, and presentation does not depend on a high level of skill. Audiovisual presentations can be made using either photographic transparencies or digital images. Their principal advantage is the dynamic support they can offer to a multimedia communication programme.

Pamphlets

Pamphlets have the advantage of being relatively inexpensive to produce and easy to distribute.

Pamphlet should have little copy and maximum use should be made of graphics and illustrations. Therefore, for pamphlets to be effective, the reader should have some prior knowledge or a felt need for knowledge on the subject. In view of the complex perceptions people have toward water management, conservation, delivery, and payment, it is recommended that this communication medium be used only once a reasonably high level of awareness of the issues involved has been attained. Pamphlets would then provide an appropriate medium for reinforcing positive messages and for supplementing knowledge where certain identifiable gaps may exist.

Posters

The ideal use of posters is to remind people of something that they already know, or to heighten their interest in something about which they have some knowledge. Therefore, use of posters to effect behavior change should be restricted to reinforcing what is already known.

Public meetings

Public meetings are best suited for disseminating information, in other words for providing one-way communication and they therefore fulfill a very limited role in development communications, which require a free two-way flow of information. Other limitations include the following.

- ☐ Public meetings are easily 'hijacked' by dissident elements.
- ☐ Public meetings allow for limited debate only and can easily get out of hand.
- ☐ Divergent views may not be expressed because people are often reluctant to voice their concerns or their views in public for fear of criticism or ostracism.
- ☐ Many people do not like or are too shy to speak in public and so their views are never aired.
- ☐ Public meetings are largely impersonal and therefore it is difficult to ensure personal commitment to any particular course of action.

• Performance Management System

The municipality has developed a comprehensive performance management system in accordance with Chapter 6 of the Municipal Systems Act of 2000 Planning and Performance Regulations of 2001. The Municipality has a Performance Management Framework and the organisational scorecard (more details in Section H). This framework set out:

- The requirements that the UBuhlebezwe Municipality's OPMS will need to fulfil,
- The principles that must inform its development and subsequent implementation,
- The preferred performance management model of the Municipality,
- The process by which the system will work,

- The delegation of responsibilities for different roles in the process and
- A plan for the implementation of the system.

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

- **Internal Audit**

The Internal Audit Activity (IAA) is in place and fully functional. The Municipality appointed the Manager: Internal Audit in December 2018, currently, the unit comprises of two Internal Auditors, Risk and Compliance Officer and a vacant position for an Internal Audit Trainee. The Internal Audit Activity has been fully functional for more than 5 years and in terms of section 165 of the Municipal Finance Management Act, the IAA has developed a risk based audit plan and an audit program for the current year.

The risk based audit plan for the current was approved by the Audit and Performance Audit Committee, the plan is being implemented, the relevant internal audit reports are tabled to the Audit and Performance Audit Committee quarterly. The reports were discussed with management and action plans to address the weaknesses identified were documented.

- **The Audit and Performance Audit Committee**

The Audit and Performance Audit Committee is in place and fully functional. The Committee comprise of three independent members and performs both performance and financial oversight role in our municipality. Section 166 of the Municipal Finance Management Act (MFMA) states that the audit committee must advise council, political office bearers, the accounting officer and the management staff of the municipality on matters relating to internal financial control and internal audits, risk management, accounting policies, the adequacy, reliability and accuracy of financial reporting and information, performance management, effective governance, compliance with the MFMA, Division of Revenue Act and any other applicable legislation, performance evaluation and any other issues referred to it by the municipality.

The committee has performed its oversight role for the year under review and will be tabled to Council in the next quarter on matters relating financial management including annual financial statements, performance management and risk management.

The Audit and Performance Audit Committee Charter was reviewed and approved by Council in October 2018.

- **Enterprise Risk Management**

Section 62(1)(c) of MFMA requires a Municipality to have and maintain effective and transparent systems of financial and risk management and internal control, hence fraud risk assessment forms part of the risk management activities and informs the risk register. The municipality has implemented appropriate risk management activities to ensure that regular risk assessments are conducted i.e. IT risk assessments, business risks assessment (operational, strategic) and risk registers are updated. The progress on Risk Management and an updated Risk Register is reported on a quarterly basis, to the Risk Management Committee and subsequently to the Audit and Audit Performance Committee.

Roles and responsibilities:

Role-players	Responsibilities
Internal Audit	The internal audit activity therefore evaluates and contributes to the improvement of risk management, control and governance processes.

Governance	<p>The Internal Audit Activity assists Executive Management in achieving the goals of Ubuhlebezwe by evaluating the process through which:</p> <ul style="list-style-type: none"> • Goals and values are established and communicated; • The accomplishment of goals is monitored; and • Accountability is ensured and Municipal values are preserved
Risk Management	<p>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.</p>
Controls	<p>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.</p> <ul style="list-style-type: none"> • 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	<p>Management is responsible for the establishment and maintenance of an effective system of governance to:</p> <ul style="list-style-type: none"> • Establish and communicate organisational goals and values; • Monitor the accomplishment of goals; and • Ensure accountability and values are preserved. <p>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:</p> <ul style="list-style-type: none"> • 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. <p>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.</p>

Table 49: Roles and responsibilities of Internal Audit

- **The municipality Risk Register**

There is a separate fraud risk register in place based on an assessment initially conducted by the Department of Co-operating Governance and Traditional Affairs. The municipality also has a Fraud Prevention Plan and a Fraud Prevention Strategy documents in place which have been presented to EXCO and the Audit Committee.

- **Risk Management Committee**

The Risk Committee was established and is fully functional. The members were appointed during the 2016/2017 financial year, which comprises of 13 managers and 5 directors of the 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.

Name of Policy	Frequency of review	Latest date of review and adoption
Attendance and punctuality	Annually	October 2019
Bereavement policy	Annually	October 2019
Discipline and dismissal policy	Annually	October 2019
Dress code policy	Annually	October 2019
Employee assistant policy	Annually	October 2019
Intoxicating substance policy	Annually	October 2019
Grievance policy	Annually	October 2019
HIV and AIDS policy	Annually	October 2019
Internal bursary policy	Annually	October 2019
Leave policy	Annually	October 2019
Occupational health and safety policy	Annually	October 2019
Overtime policy	Annually	October 2019
Policy for recognition of qualifications	Annually	October 2019
Policy guidelines for in senior and critical positions	Annually	October 2019
Recruitment and selection policy	Annually	October 2019
Relocation policy	Annually	October 2019
Retention policy	Annually	October 2019
Scarce skills allowance policy	Annually	October 2019
Sexual harassment policy	Annually	October 2019
Standby allowance policy	Annually	October 2019

Succession planning policy	Annually	October 2019
Training and development policy	Annually	October 2019

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

Table 51 : 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	<ul style="list-style-type: none"> Distribution of sanitation by Harry Gwala District Municipality though there is still a need to ensure the even supply. Distribution of electricity by Eskom hence there is a need of a maximum supply. EPWP Programme has provided minimum opportunities to the destitute thus providing low income earnings. Community Care Givers by the Department of social development. There is a need to hire more Community Care Givers . Community Safety and Liaison intervention in the ward with regards to crime prevention through Community Policing Forum. Sector Departments needs to ensure full participation in the War Room. 	Cabazi : Access Roads, Infill's. Mahafana : Water Ncakubana : Water, Herold Nxasane Rd Mahhehle: Water, Nxasane Rd Upgrading of P236 Required	Education Health Electricity Safety and Security Roads Access Roads Water Grant Job Creation Moral regeneration

2	Ward two is made out four VD's namely: Sonqoba simunye, Ixopo Primary Carisbrooke primary and Flagstone Farm. The Traditional Authority of ward	The ward is characterised by the middle income earners, large number of low income earners,	Primary Schools-04 Secondary Schools-01 High School-01 Clinic- 01 Sports facilities-02	<ul style="list-style-type: none"> Sanitation by Harry Gwala District Municipality. Electricity supply by Eskom. 	<ul style="list-style-type: none"> Electricity Access Roads Housing 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Water and sanitation • Job Opportunities 	Access Roads Water Grant Job Creation Moral regeneration Feeding Scheme

3	<p>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.</p>	<p>The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.</p>	<p>Primary Schools-07 Secondary Schools-04 Sports facilities-02 Community Hall-07 Churches-05 SASSA Service Point-03</p>	<ul style="list-style-type: none"> • 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 	<p>Sanitation Infill's, Road Nsindane to Mgidigidi</p>	<p>Education Electricity Safety and Security Roads Access Roads Water Grant Job Creation Moral regeneration CWP Community Halls</p>
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Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
				<p>the Department of health do provide excellent service though there is concerned about the handling of confidential personal information.</p> <ul style="list-style-type: none"> 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	<p>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</p>	<p>The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.</p>	<p>Primary Schools-4 Secondary Schools-1 High Schools-2 Hospital-1 Sports facilities-3 Community Hall-2 Churches-1</p>	<ul style="list-style-type: none"> 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. 	<p>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</p>	<p>Education Moral regeneration Electricity Safety and Security Roads Access Roads Water Grant Job Creation Feeding Scheme Health Services</p>

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
	informal settlements (Chocolate city and Morningview).			<ul style="list-style-type: none"> There is full participation of Sector Departments in the War Room. 		
5	<p>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.</p>	<p>The ward is characterised by the middle income earners, large number of low income earners, larger number of grantees and the unemployed.</p>	<p>Primary Schools-06 Secondary Schools-01 High School-01 Clinic-01 Community Hall-01 Churches-03 Skills Centre-01</p>	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Electricity Access Roads Housing Water Job Opportunities Community halls Skills centre 	<p>Education Health Electricity Safety and Security Roads Access Roads Water Grant Job Creation Moral regeneration Feeding Scheme Nutrition Programme Trainings</p>
6	<p>Women arrested Floods, Droughts Political unrest Appointment of CCGs Appointment of youth ambassadors First local elections</p>	<p>The ward is characterised by the middle income earners, low income earners, larger number of grant dependees and the unemployed</p>	<p>St Nicholas School Hlokosi School Luswazi School Zamafuthi School Bridge Roads Creches</p>	<p>Water & electricity Community hall Health services Roads, toilets, CWP Safety and security Services, educations Sanitation Housing telecommunications</p>	<p>Water services Electricity Sanitation Housing Health services Transport Skills development Community hall Library services Telecommunications Safety and security</p>	<p>Education, roads, sanitation, electricity, social services.</p>

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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Water • Electricity • Sports facilities • Access roads • Grant • Sanitations at School • Safety and security • Lightening Conductors • Crèches • Home for old age people • FET 	<ul style="list-style-type: none"> 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
				<p>prevention thorough SAPS, is not functioning anymore.</p> <ul style="list-style-type: none"> • Zibambele Programme by Transport. 		
9	<p>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.</p>	<p>The ward is characterised by the low income earners, larger number of grantees and the unemployed.</p>	<p>Primary Schools-06 High Schools-02 Clinic-01 Community Hall-03 Churches-03 Formal shops-04 Skills Centre-01</p>	<ul style="list-style-type: none"> • 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. 	<p>Sports fields Library Clinic Stable theatre Tar road Houses Electricity Skills centre Dams</p>	<p>Education Moral regeneration Electricity Safety and Security Roads Access Roads Water Grant Job Creation Feeding Scheme Health Services Skills Centre</p>

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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Access roads • Water • Electricity • Job Opportunity • Renovations of halls • Sport field at Bhayi • Houses • Skills Centre 	<ul style="list-style-type: none"> 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.			<p>destitute thus providing low income earnings.</p> <ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Clinic at Kwathathane 	

11	<p>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%.</p>	<p>The ward is characterised by the middle income earners at a very minimal rate, low income earners, larger number of grantees and the unemployed.</p>	<p>Primary Schools-07 Secondary School-01 High School- 01 Clinic-01 Sports facilities-01 Community Hall-01 Churches-06</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<p>Education Health services Moral regeneration Water services Social grant seeds Soup kitchen Community hall Electricity Safety and security</p>
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Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
				<p>the ward through sports hub</p> <ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Stock theft discourages participation in agricultural activities 	
12	<p>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.</p>	<p>The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.</p>	<p>Primary Schools-03 Secondary Schools-02 Sports facilities-03 Community Hall-01 Clinic-01</p>	<ul style="list-style-type: none"> 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. 	<p>Water Electricity Roads and bridge Skills centre Addition of EPWP and CWP Community hall</p>	<p>Education Health Electricity Roads Access Roads</p>

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	<ul style="list-style-type: none"> • 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 and Public Participation SWOT Analysis

<p>STRENGTHS:</p> <ul style="list-style-type: none"> • 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 	<p>WEAKNESSES:</p> <ul style="list-style-type: none"> • 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
<p>OPPORTUNITIES:</p> <ul style="list-style-type: none"> • 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 	<p>THREATS:</p> <ul style="list-style-type: none"> • Broadness of a Public participation concept • Uncertainties to the communities regarding timelines of services may lead to protests • Potential of a conflict between municipalities and the communities • local community to hold local government accountable

KEY CHALLENGES

Municipal Transformation & Organisational Development

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

Service Delivery & Infrastructure Development

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

Municipal Financial Viability

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

Social & Local Economic Development

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

Cross Cutting Interventions

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

Good Governance and Public Participation

- The only challenge in this KPA would be the non sitting of some committees. This has not been a major issues at Ubuhlebezwe, however occasionally there have been committees that have not sat on their scheduled dates and therefore have to be rescheduled.

Corrective Measures from 2019/20 IDP

MEC COMMENT	MUNICIPAL INTERVENTION
FINANCIAL MANAGEMENT	
1. Errors from 2018/19 re-emerged in 2019/2020	<ul style="list-style-type: none"> High level review intervention by senior finance management will be performed to ensure that recurring errors are detected, and quality information is submitted.
2. Only reflected the budgeted, actual amounts and spent	<ul style="list-style-type: none"> Variance explanation will be included to ascertain the expenditure trend and budget monitoring.
3. Did not reflect funding source, variance tables and contingency plans to address challenges	<ul style="list-style-type: none"> Table indicating source of funding was attached and there were variances with regards to the delays of grants receipts and it was also detailed that the municipality dependent on conditional and unconditional.
4. No indication of how much has been allocated for indigent support from equitable share.	<ul style="list-style-type: none"> We will ensure on submission of 2020/2021 information we include the budget/allocation set aside for indigent.
5. No indication of increase/decrease of indigent support over the last 3 years	<ul style="list-style-type: none"> We will ensure on submission of 2020/2021 we insert tables showing the trends for the current and outer years.
6. No indication of 3 year outstanding debt by category	<ul style="list-style-type: none"> Age analysis for current and outer years will be provided
7. Debt collector was appointed as a means to collect, but did not provide write off plans, narration on collection rate, implementation of the policy, tariff structure realism and reasons for poor or insufficient debt management including plan to address it.	<ul style="list-style-type: none"> Yes, there is an indication with regards to the write-off or plan to recover, the municipality appointed a debt collector to address the collection challenge. The municipality also took an initiative/relief to encourage customers to pay and 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.
8. Timeframes to address challenges not indicated,	<ul style="list-style-type: none"> All other challenges will be addressed by 30 May 2020.
9. SCM does not make provision for disabled to qualify for tenders	<ul style="list-style-type: none"> We will make a submission to consider the inclusion of the provision for the disabled tenderers by end of May 2020 with all other budget related policy for approval and ensure that it is implemented by 2020/2021 financial year.
10. No asset renewal plan	<ul style="list-style-type: none"> Asset renewal plan will be developed and implemented in next financial year
11. Distribution losses are not indicated on the ratios	<ul style="list-style-type: none"> Distribution losses will be indicated in percentages/Ratios in 2020/2021 financial year.
12. Not enough consideration to SWOT analysis	<ul style="list-style-type: none"> SWOT analysis will be considered and be clearly defined.
13. No indication of prior 3 year expenditure	<ul style="list-style-type: none"> Prior year expenditure figures will included.
14. Some sector projects do not have funding amounts	<ul style="list-style-type: none"> All sector projects do have a source of funding, a table will be provided with all funding amounts.
CROSS CUTTING – SDF & DISASTER	
1. Several Comments from previous year were not addressed resulting in legal non-compliance matters not addressed.	<p>-The uBuhlebezwe Local Municipality Spatial Development Framework (SDF) 2019/20 review was submitted as part of the uBuhlebezwe Local Municipality Integrated Development Plan (IDP) 2019/20 review as a stand-alone document. The Planning Unit was advised after assessment was at a later stage that the 2018/19 SDF Review was assessed by COGTA.</p> <p>-In the 2019/20 SDF review the received MEC comments and SDF assessment comments relating to legal non-compliance were addressed accordingly.</p>
2. Revision of the SDF is recommended to comply with Sec 21 of SPLUMA	<p>In the 2019/20 SDF review, Section 21 of SPLUMA was addressed accordingly. However, in the 2020/21 SDF review further assurance/ amendments will be made to ensure compliance with the Section 21.</p>
3. During revision consider: core elements of legal compliance	<p>-The uBuhlebezwe Local Municipality Spatial Development Framework (SDF) 2019/20 review was submitted as part of the uBuhlebezwe Local Municipality Integrated Development Plan (IDP) 2019/20 review as a stand-alone document. However, the 2018/19 SDF review was assessed by COGTA.</p> <p>-In the 2019/20 SDF review the received MEC comments and SDF assessment comments relating to legal non-compliance were addressed accordingly.</p>
4. Longer term spatial development vision statement for	<p>In the 2019/20 SDF review the Municipality had included a draft</p>

the municipal area	
5. Indicate a desired spatial growth and development pattern for the next 10 to 20 years	longer-term spatial development vision statement, however it was not adopted by Council. Furthermore, the SDF map has been included to depict what the Municipality wants to achieve in the next 20 -30 years. In the 2020/21 review the municipality will ensure that an approved SDF Vision is included.
6. Develop a vision for SDF that will be aligned with broader vision of IDP	
7. Status Quo and proposals must be updated to ensure alignment with the current SDF	In the 2019/20 SDF review the municipal status quo and proposals were updated accordingly, however in the 2020/21 SDF review updating of information will be required.
8. Disaster profile mapping outdated	In the 2019/20 SDF review the disaster profile mapping was updated, however in the 2020/21 review the disaster profile mapping will be updated to incorporate new disaster cases.
9. Include disaster risk profile in the SDF	In the 2019/20 SDF review the disaster risk profile was included in the SDF, however in the 2020/21 review the disaster risk profile for the Municipality will be updated.
10. Prioritise finances towards strengthening the capacity of fire services and disaster management.	The municipality has priorities funding towards capacity building of the fire services and disaster management team.
11. Operational plans must be put in place for the new Fire Station to ensure proper functioning of the centre.	The municipality has plans to ensure operational and functionality of the centre which will be included in the 2020/21 review.
12. Housing plans lacks timeframes	In the 2020/21 review the municipal housing projects will include timeframes for completion, same will also be included in the uBuhlebezwe Municipality Housing Sector Plan.
13. SDF did not identify designated areas where a national or provincial inclusionary housing policy may be applicable as required by SPLUMA.	In the 2019/20 SDF review designated areas where national or provincial inclusionary housing policy may be applicable for affordable/social housing programmes, inclusionary housing and high - middle income residential developments were identified, however in the 2020/21 review additions/updates will be done.
14. Recommendation to set aside funding for SDF due to the legal non compliance.	<p>This recommendation was based on the 2018/19 SDF review of which attempts were made to remedy the issue in the 2019/20 review, however in the 2020/21 review the issue will be revisited to ensure compliance.</p> <p>It also assist the municipality if COGTA can give funding assistance with the review of CIF/CIP to ensure that the SDF review is given undivided attention.</p>
LED	
<p>15. The Municipality must pronounce its total contribution to the Provincial and District economic targets, ie.</p> <ul style="list-style-type: none"> Total number of jobs to be created in the economic sector. Skills development aligned to the Key economic sectors <p>• Early Childhood Development</p>	<ul style="list-style-type: none"> Ubuhlebezwe Municipality through LED funding grant support LED projects that has created 40 jobs Ubuhlebezwe Municipality provide ongoing trainings to SMMEs in partnership with EDTEA and DUT. There are also ongoing trainings conducted to capacitate farmers. Trainings has been provided to municipal councillors and officials. SEDA provides ongoing business management training to SMMEs NDA provide ongoing trainings on governance, SARS compliance and reg Community Development Office supports Early Childhood Development centers with educational materials, and minor maintenance of structures e.g painting Community Development Office facilitate ECD Awareness campaigns to promote child participants and Children's Rights Community Development Office facilitate Early Childhood Developments Sports Activities to introduce and promote healthy lifestyle at a tender age.istration of businesses.
16. Current business retention & expansion strategies and initiation beyond 2014/15	<ul style="list-style-type: none"> Ubuhlebezwe Municipality has a Business retention and expansion strategy and that is currently being implemented. Ubuhlebezwe Municipality issue business permit and permission to local and foreign nations to operate. Ubuhlebezwe Municipality has LED grand funding to support SMMEs to expand their operations.
17. Develop and Table initiatives responding directly to challenges facing the tourism sector and effects of	<ul style="list-style-type: none"> Ubuhlebezwe is busy reviewing the current Tourism strategy which will be aligned with NTSS and Tourism master plan

global warming.	<p>also will incorporate initiatives .</p> <ul style="list-style-type: none"> • 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.
18. LED strategy to align to the National Framework adopted in December 2018	Ubuhlebezwe Municipality LED strategy is aligned with the National Economic Development Framework 2018
19. Review LED strategy in the current financial year.	Ubuhlebezwe has an existing LED strategy in place which was last reviewed in 2017 and has two years life span left.
20. Finalise engagements with Mining and Quarry houses to identify Social Labour Plans, programmes and projects	Ubuhlebezwe Municipality has forge partnership with Ixopo Quarry to address Social Labour Plans. Ixopo Quarry has supported one of the LED projects.
21. Specific programs to improve SMME's and COOPS in the key economic sectors	Ubuhlebezwe has LED funding grant budgeted for every financial year. Monitoring and trainings are provided to SMMEs and COOPs
22. Streamline development application processes.	Business applications are processed three days and hawkers permit one day turnaround time.
23. Reflect current Green Economy initiative	<ul style="list-style-type: none"> • Ubuhlebezwe Municipality has Clean-up campaigns to promote green economy. • Commemoration of Abor day • Commemoration of Tourism Month
24. Monitoring and Evaluation Plan to track progress and effectiveness of economic interventions undertaken	Ubuhlebezwe Municipality LED is conducting ongoing monitoring and evaluation on LED funded projects, in ensuring sustainability and capacity building.
25. Identify at least 3 key priority issues in each ward	Ubuhlebezwe have conducted ward profile during the finance year 2019/2020 the information regarding the key priority issues in each ward will be included in the IDP reviewal 2020/2021.
26. Audit Health and Education facilities to determine their service influence and quality	Ubuhlebezwe have conducted ward profile during the finance year 2019/2020 the information regarding audit and health facilities in each ward will be included in the IDP reviewal 2020/2021.
27. Include the Safety plan and Social Cohesion analysis	Ubuhlebezwe Municipality adopted the safety plan in the financial year 2019/20 which will be included in 2020/2021
OTHER MATTERS	
28. Strategic thrust of the KPAs, SDBIP and Batho Pele: <ul style="list-style-type: none"> • Technical Indicator descriptions should be developed 	Ubuhlebezwe has developed Technical Indicator descriptions, it will be included in the 2020/21 IDP.
29. OSS Report in more detail on the programmes, challenges with implementation and achievements.	Programmes: -There are Operation MBO Programmes where all Departments offer intervention to communities. - There is a challenge of poor attendance of Departments in Local Task Team Meeting and Warrooms. - Ubuhlebezwe has launched warroom in 14 ward. - All warroom are branded, fully furnished and has receive stationary to carry out warroom duties. - Department's local managers have been deployed to all warroom's to offers support in terms of functionality - Vulnerable groups has been capacitated and supported through Operation Sukuma Sakhe.

SECTION D. Municipal Vision, Goals and Objectives

OUR VISION:

“To provide affordable quality services through good governance”

OUR MISSION:

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

STRATEGIC OBJECTIVES:

STRATEGIC OBJECTIVE NO.	Strategic Objectives
01	To improve the performance and functioning of the municipality.
02	To develop staff to ensure effective service delivery through trainings.
03	To promote accountability to the citizens of UBuhlebezwe
04	To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development.
05	To promote culture of learning and enhance social development (illiteracy, skill, talent, education).
06	To Practice sound financial management principles.
07	To improve safety and security within the municipal environment
08	To improve sustainable economic growth and development
09	To invest in the development of the municipal area to enhance revenue
10	To facilitate spatial development in the entire area of UBuhlebezwe and at the same time achieve economic social and environmental sustainability

OUR CORE VALUES:

Values drive the municipality's culture and priorities and provide a framework in which decisions are made. Beliefs are shared amongst the stakeholders of the municipality, which are the following:

- HIGH STANDARD OF ETHICS
- PROFESSIONALISM
- HIGH LEVEL WORK ETHICS
- CARING FOR OUR COMMUNITY
- PUT 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:

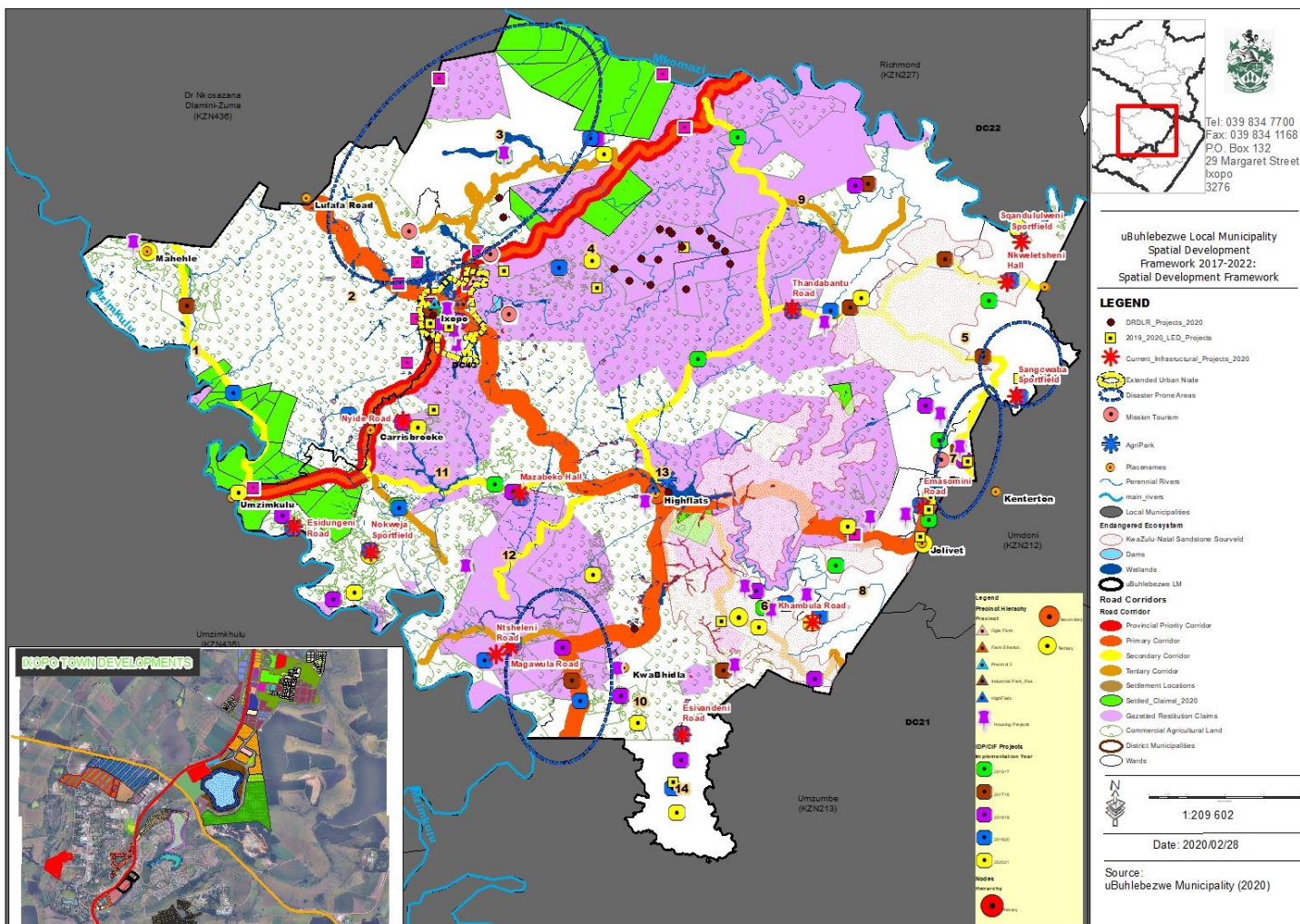
Goals	Objectives	Strategies	KPA	PGDS
<p>Sustainable Economic Growth and Development.</p> <p>Establishment of socio economic infrastructure investment that will attract, retain business and create a great place to live in.</p>	To improve performance and functioning of the municipality	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Publishing of 2020/21 draft annual budget and draft IDP • Publishing the 2020/21 annual budget and IDP • Coordination of centralised ward committee • Submission of OSS progress report to Social Development portfolio 	<p>Municipal transformation and institutional development</p> <p>Good governance and public participation</p>	<p>Human and Community Development</p> <p>Human and Community Development</p>

	To develop staff to ensure effective service delivery through trainings	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Monitor that evacuation drills are conducted • Monitor maintenance of law and order 	Basic service delivery & infrastructure development	Human and Community Development
	To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	<ul style="list-style-type: none"> • 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	<p>Strategic Infrastructure</p> <p>Response to climate change</p> <p>Spatial equity</p> <p>Environmental Sustainability</p>
	To improve sustainable economic growth and development	<ul style="list-style-type: none"> • 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	<p>Inclusive Economic Growth</p> <p>Human and Community Development</p>

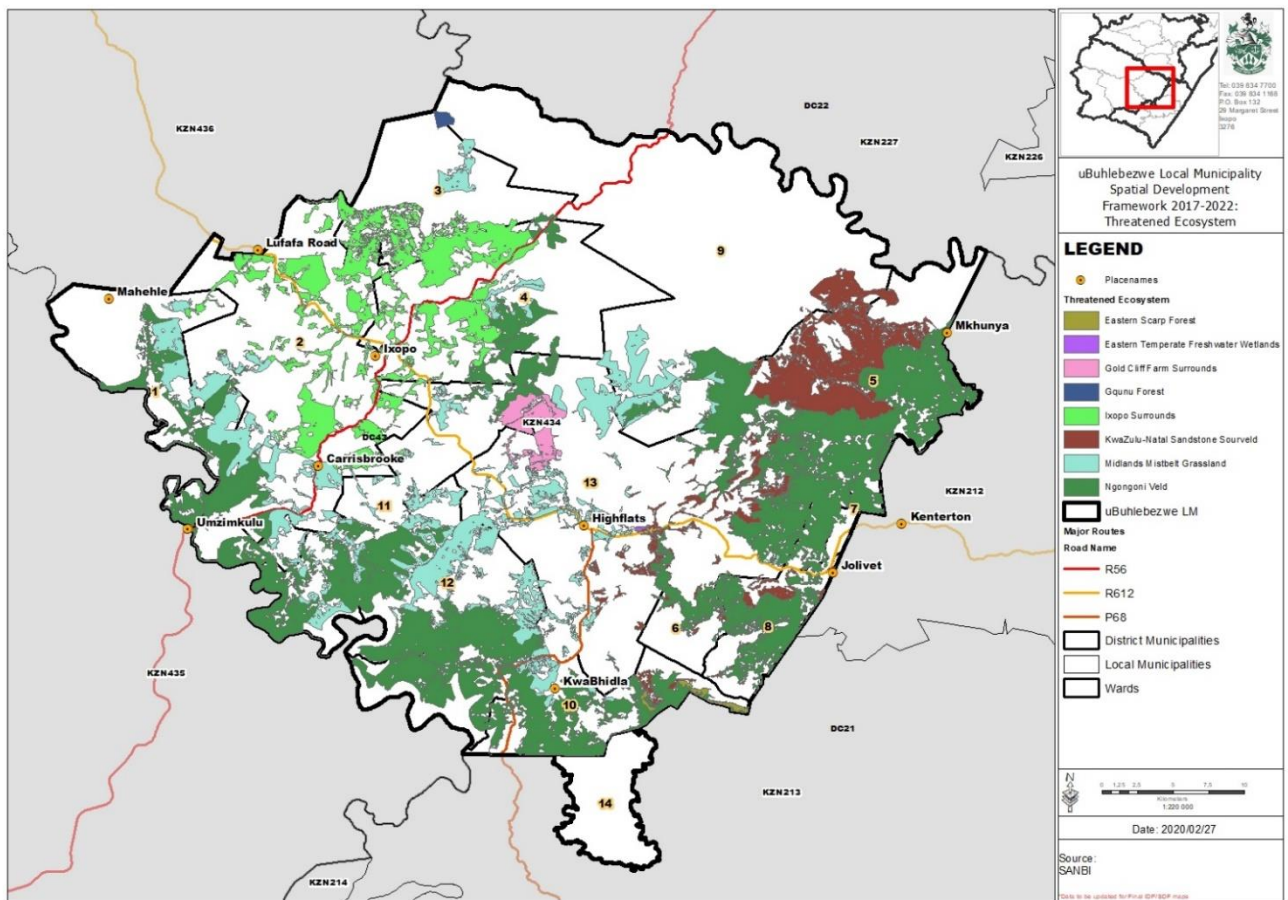
		<ul style="list-style-type: none"> • Monitor the creation of jobs through EPWP • Monitor the implementation of Youth Programme • Creation of jobs through LED projects 		
	To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	<ul style="list-style-type: none"> • Train unemployed youth • Monitor Library services awareness campaign • Coordination of career exhibition • Coordination of teenage pregnancy campaigns • Conducting of HIV and sexual assault campaigns 	Social and local economic development	Human and Community Development
	To practice sound financial management principles	<ul style="list-style-type: none"> • Monitor the increase of revenue through community safety services • Compliance with the MFMA • Tabling of the 2020/2021 draft annual budget to Council for approval • Submission of the 2020/2021 draft annual budget to PT & NT • Tabling of section 71 reports to finance portfolio committee • Paying service providers within 30 days • Reviewal of monthly reconciliations of assets • Adoption of Budget and Treasury policies • Adoption of the 2020/21 final annual budget • Submission of the final 2020/21 adopted annual budget to NT & PT • 100% spending of MIG projects, small town rehabilitation projects, • Bid processing turn around time 	Financial viability and financial management	Inclusive Economic Growth

		<ul style="list-style-type: none"> Updating and approval of the indigent register 		
	To facilitate spatial development in the entire area of Ubuhlebezwe and at the same time achieve economic social and environmental sustainability	<ul style="list-style-type: none"> Reviewal and submission of annual Spatial Development Framework Monitor the facilitation of building plans Monitoring of Updated Data Sets for GIS 	Cross cutting interventions	Human and Community Development Spatial equity
	To invest in the development of the municipal area to enhance revenue	<ul style="list-style-type: none"> Monitor the increase of revenue through community safety services 	Cross cutting interventions	Human and Community Development

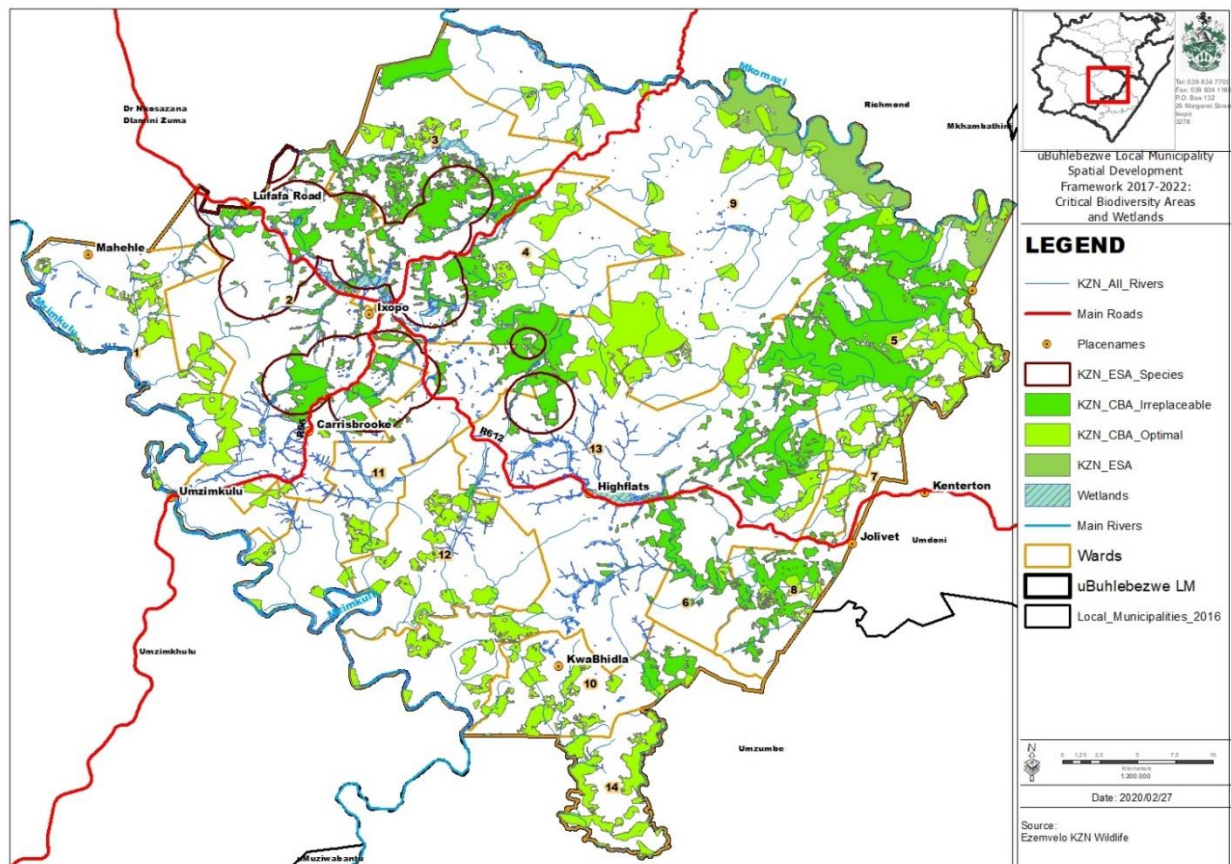
SECTION E.1 STRATEGIC MAPPING

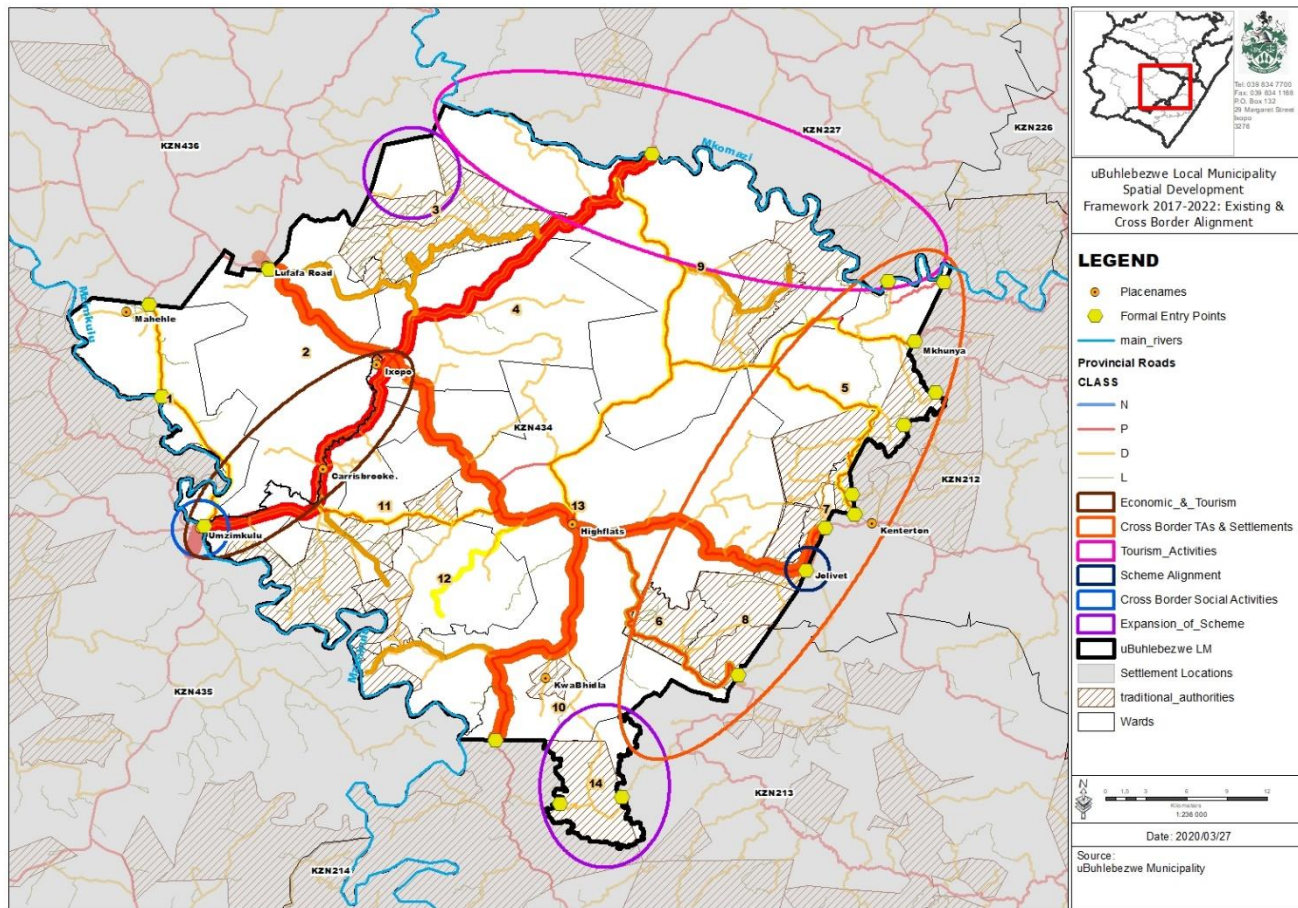


Fg 89 Spatial Development Framework



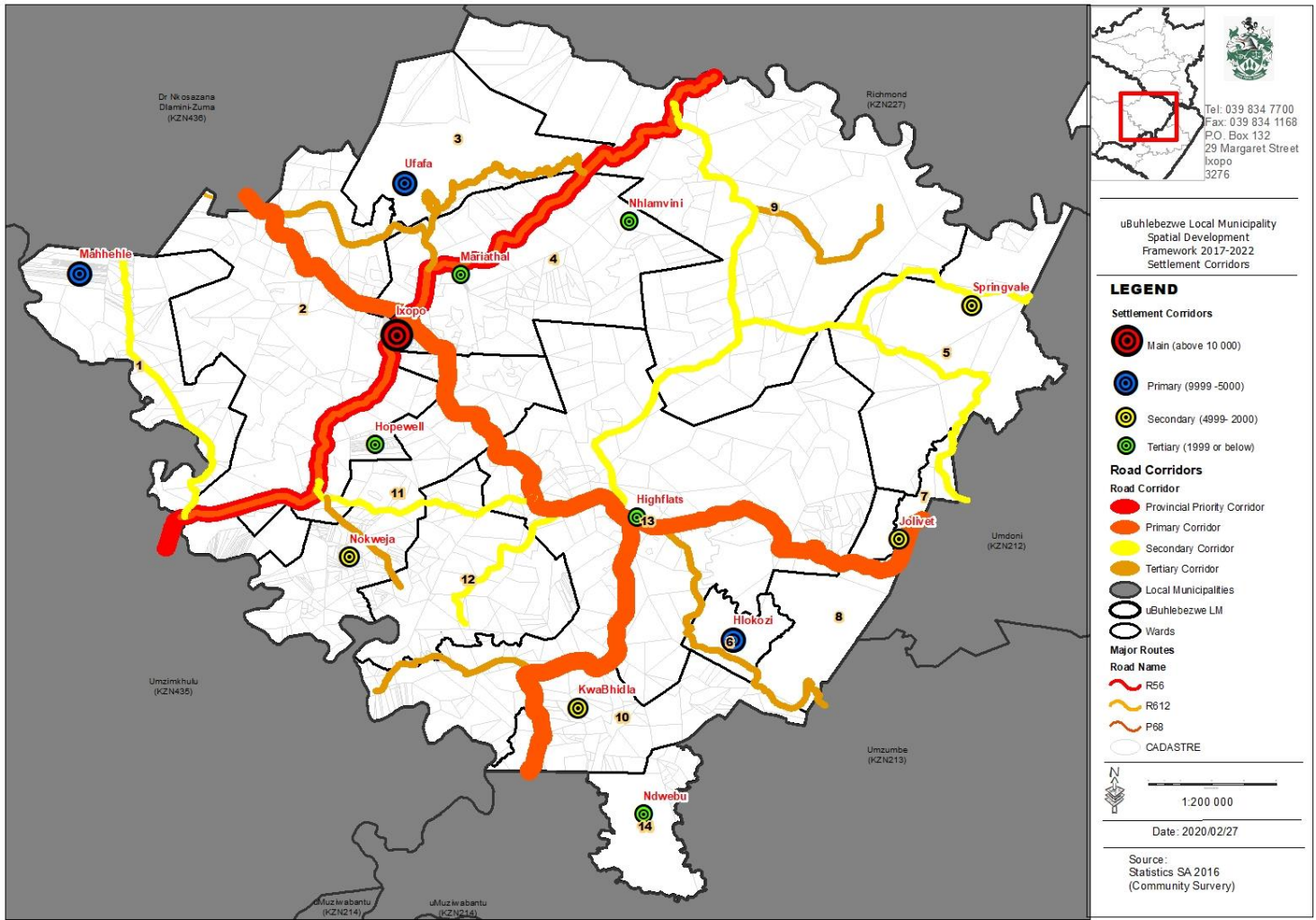
Fg 90 threatening eco systems



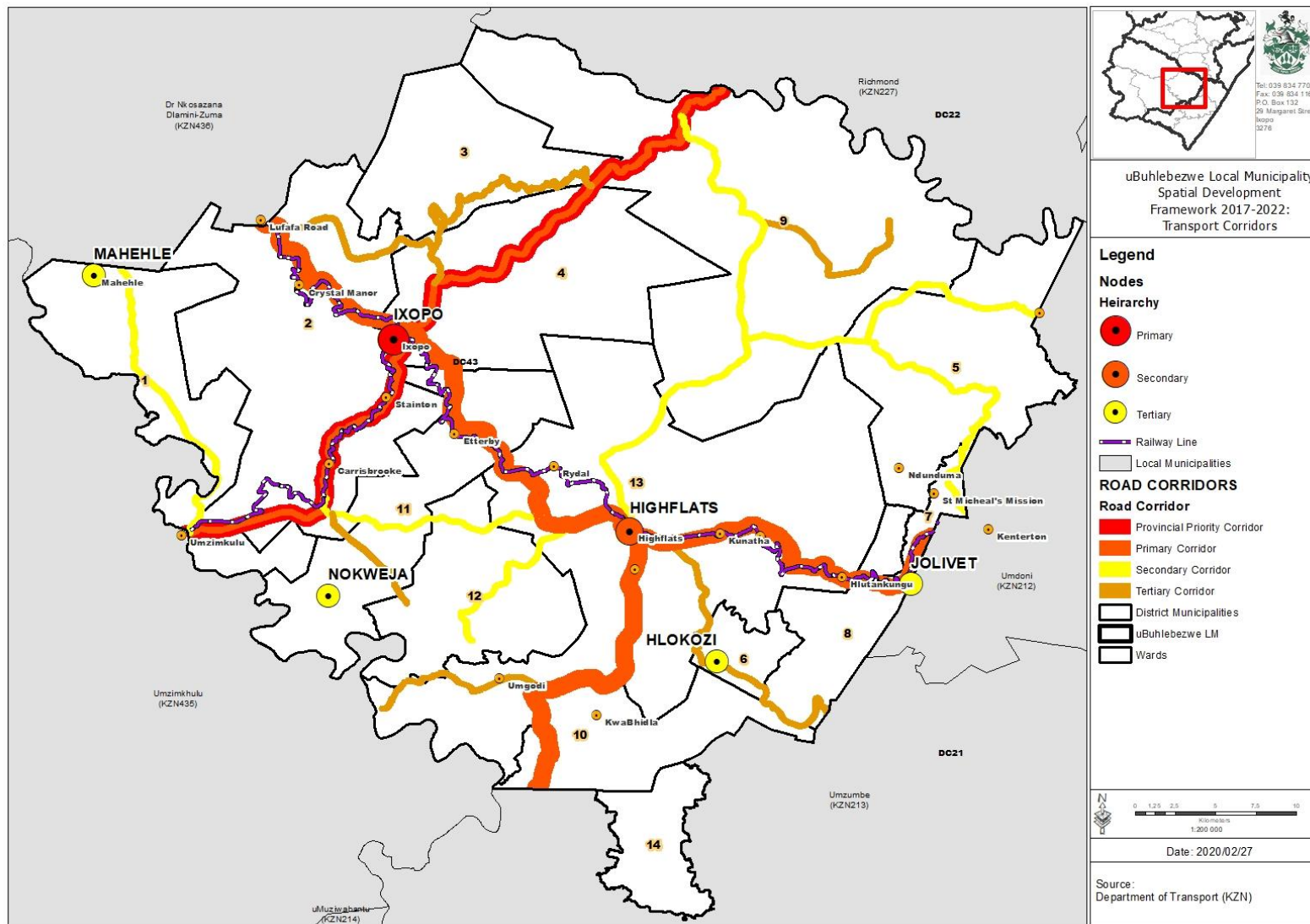


Cross Border alignment

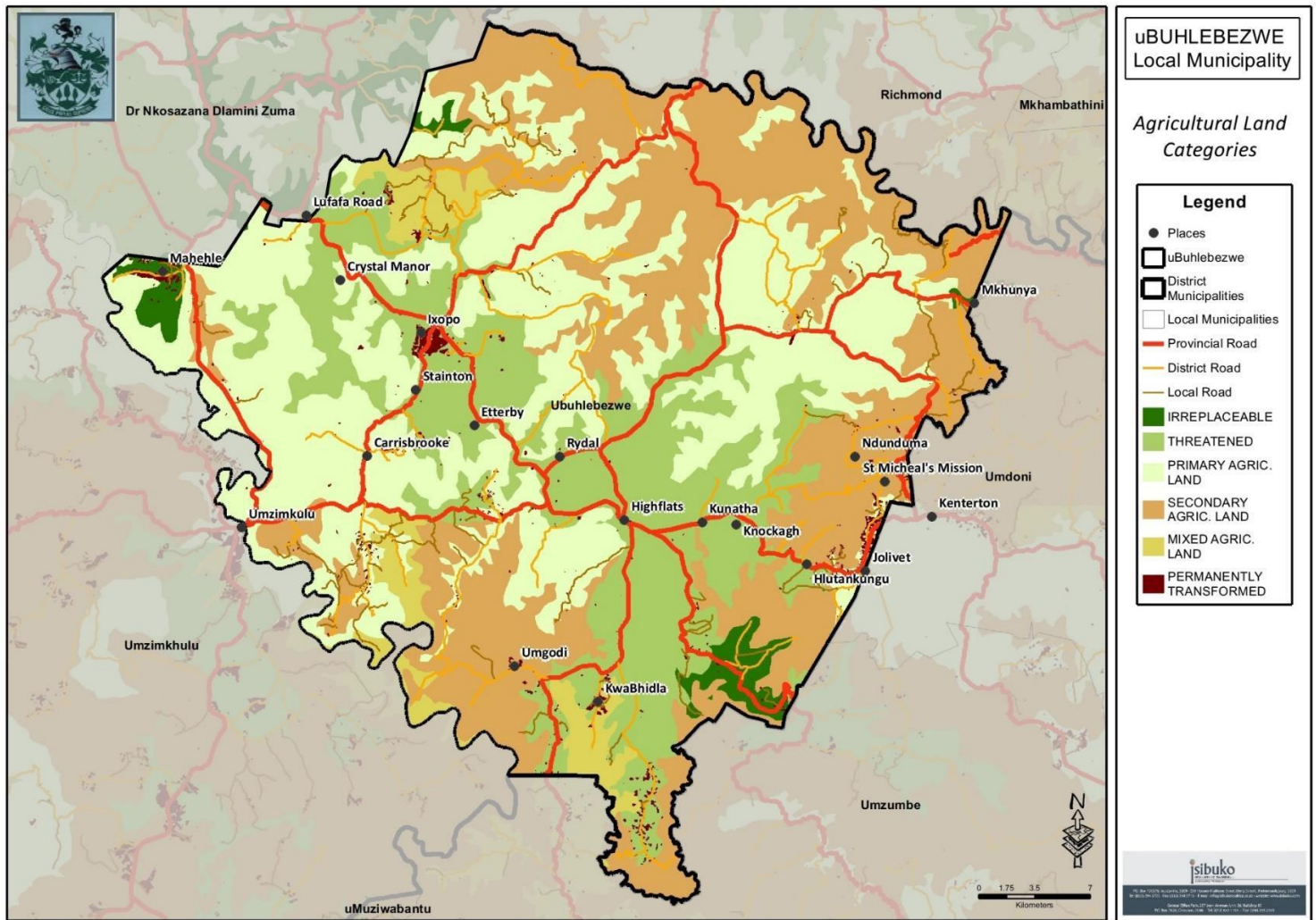
Fg 92



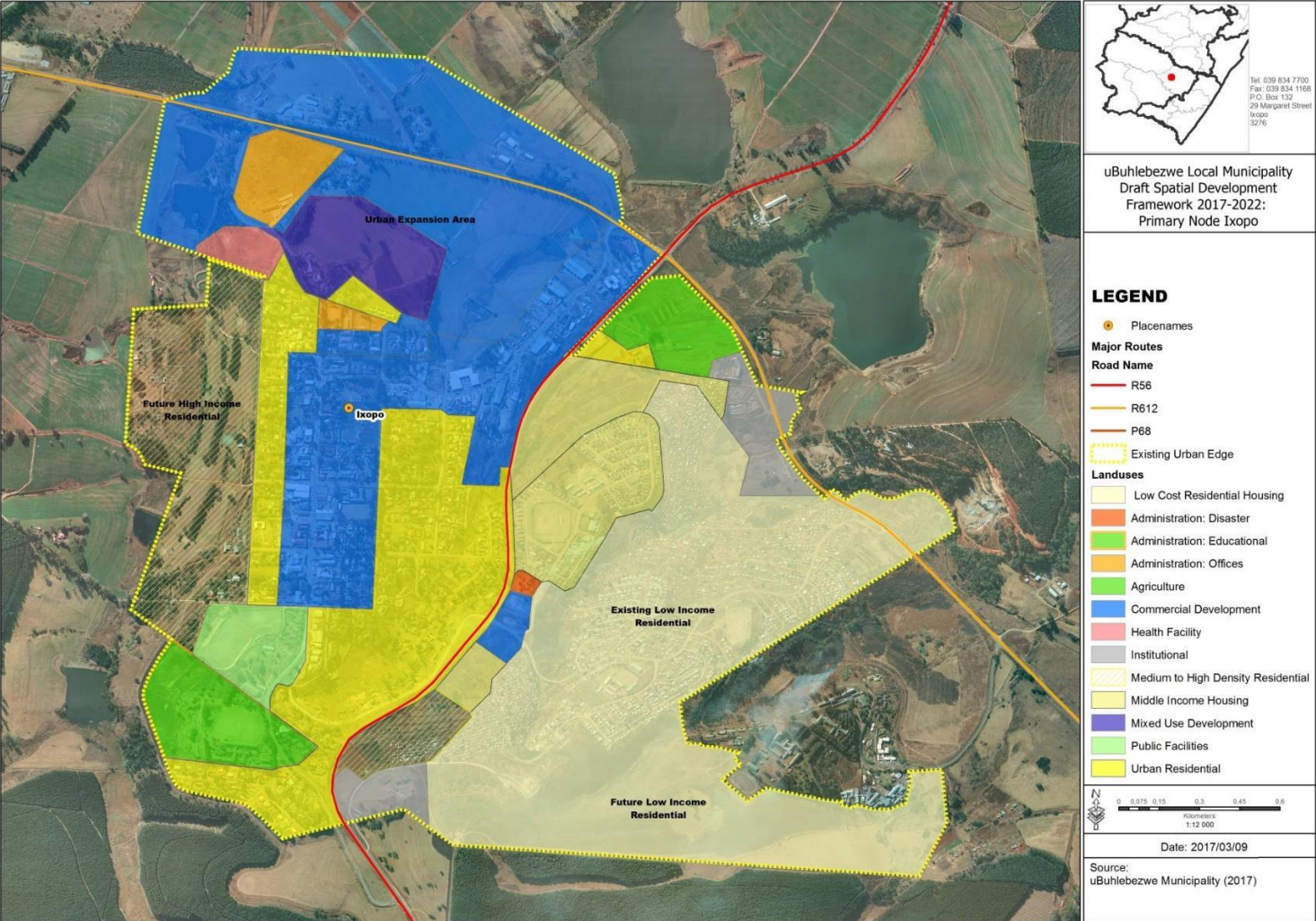
Fg 93 settlements corridor



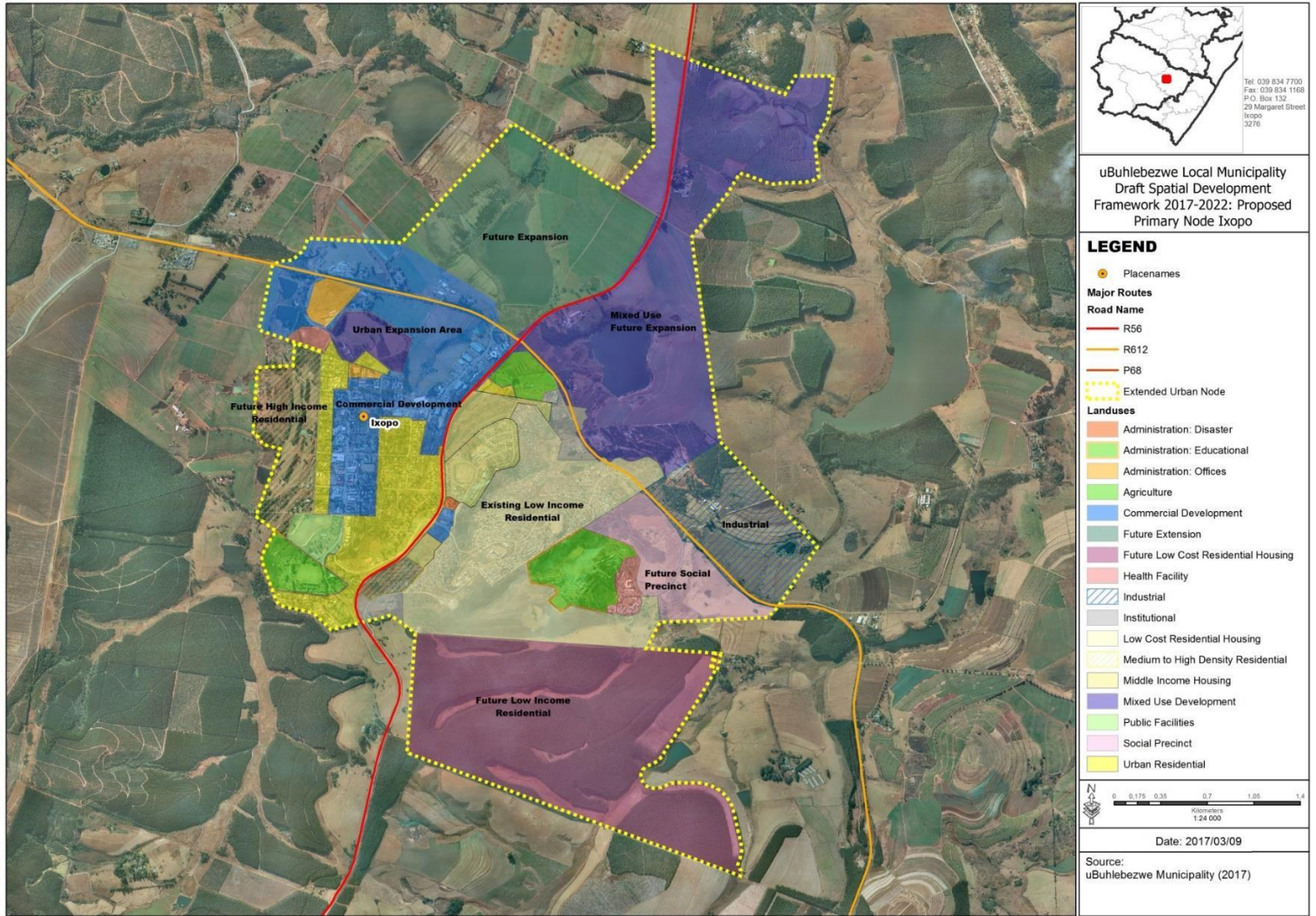
Fg 94 Transport Corridors



Fg 95 Agricultural Potential Areas



Fg 96 The desired spatial outcome



Fg 97 The desired spatial outcome

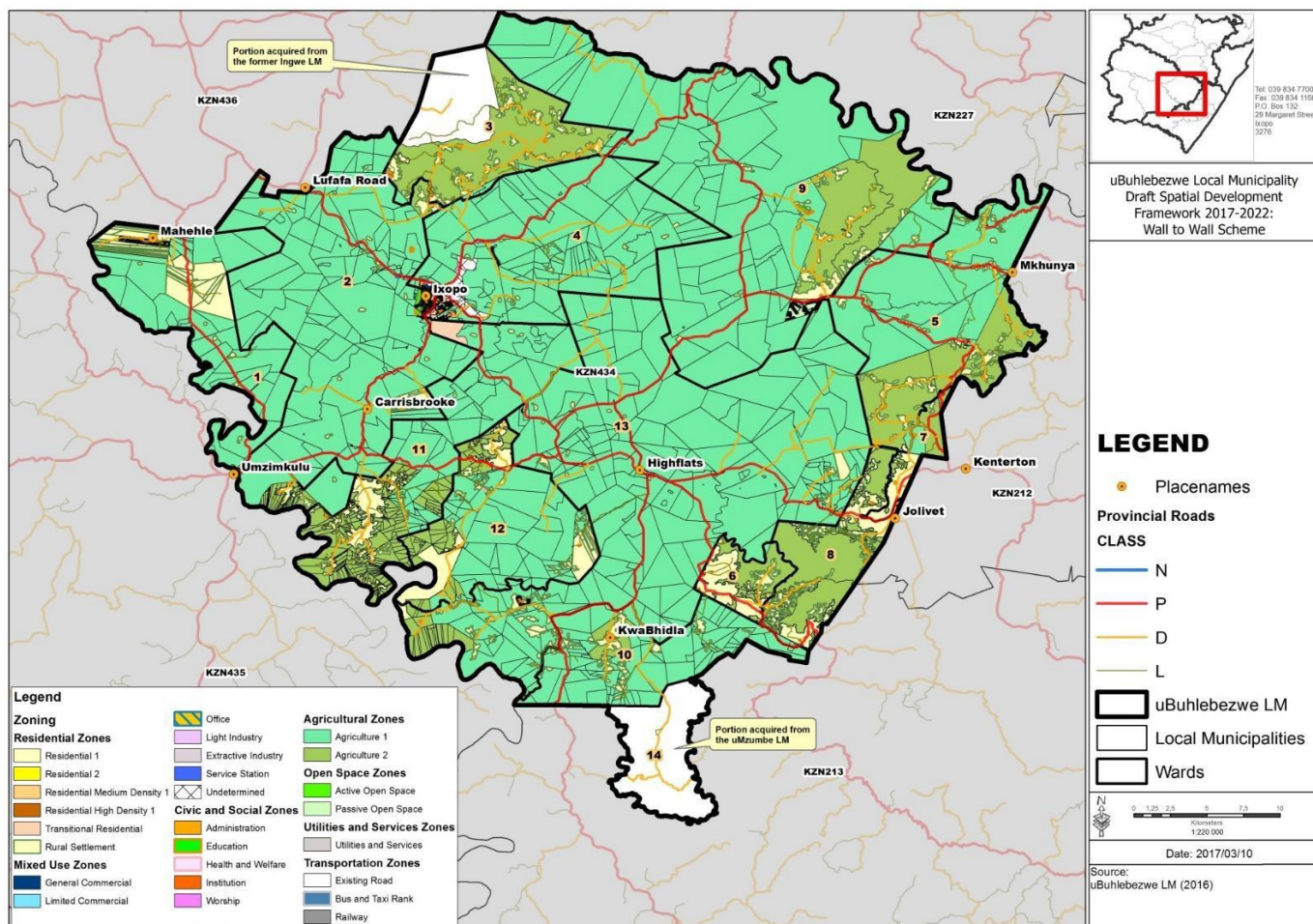


Figure 98 Spatial reconstruction of the municipality

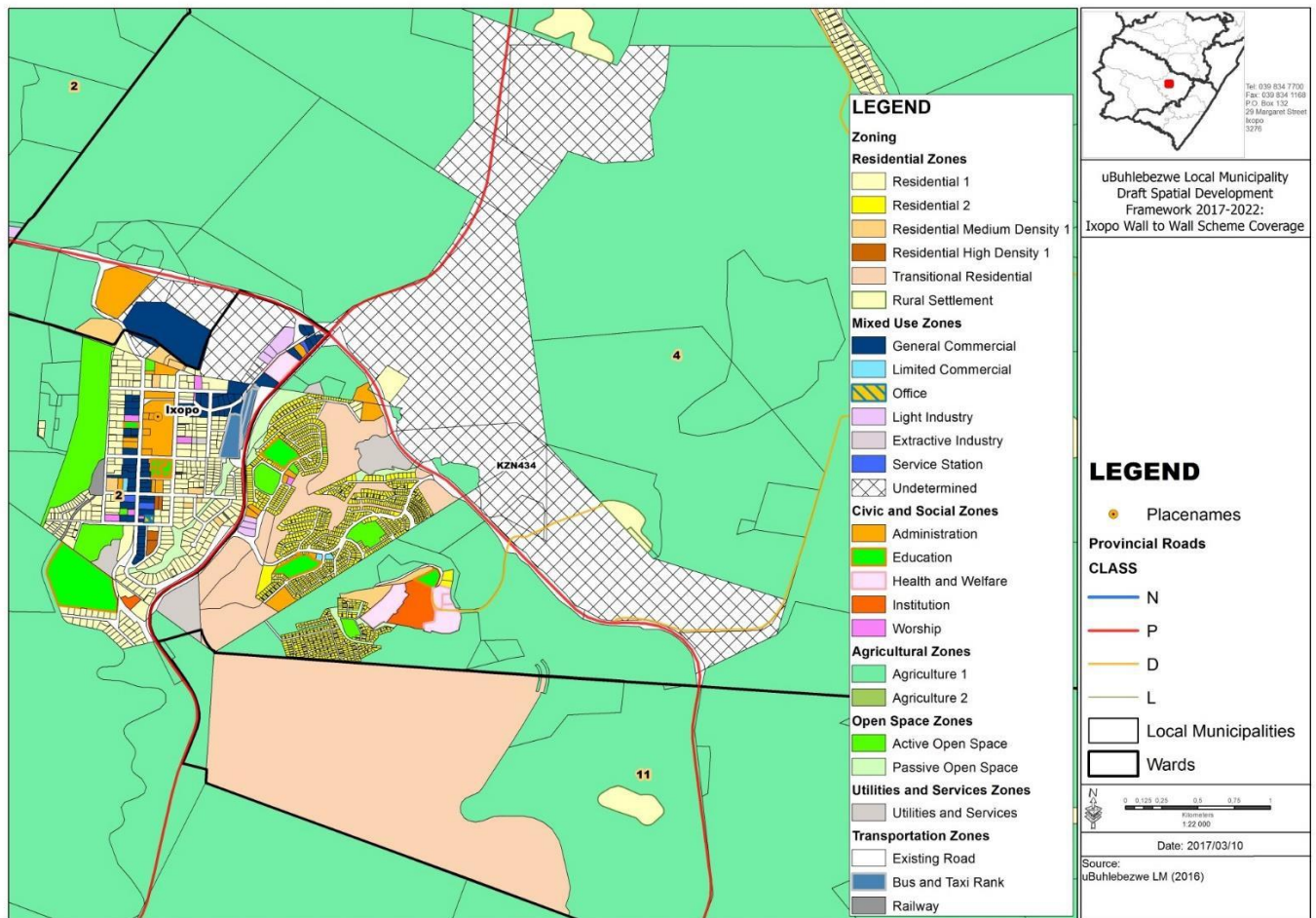


Fig 99: Spatial reconstruction of the municipality

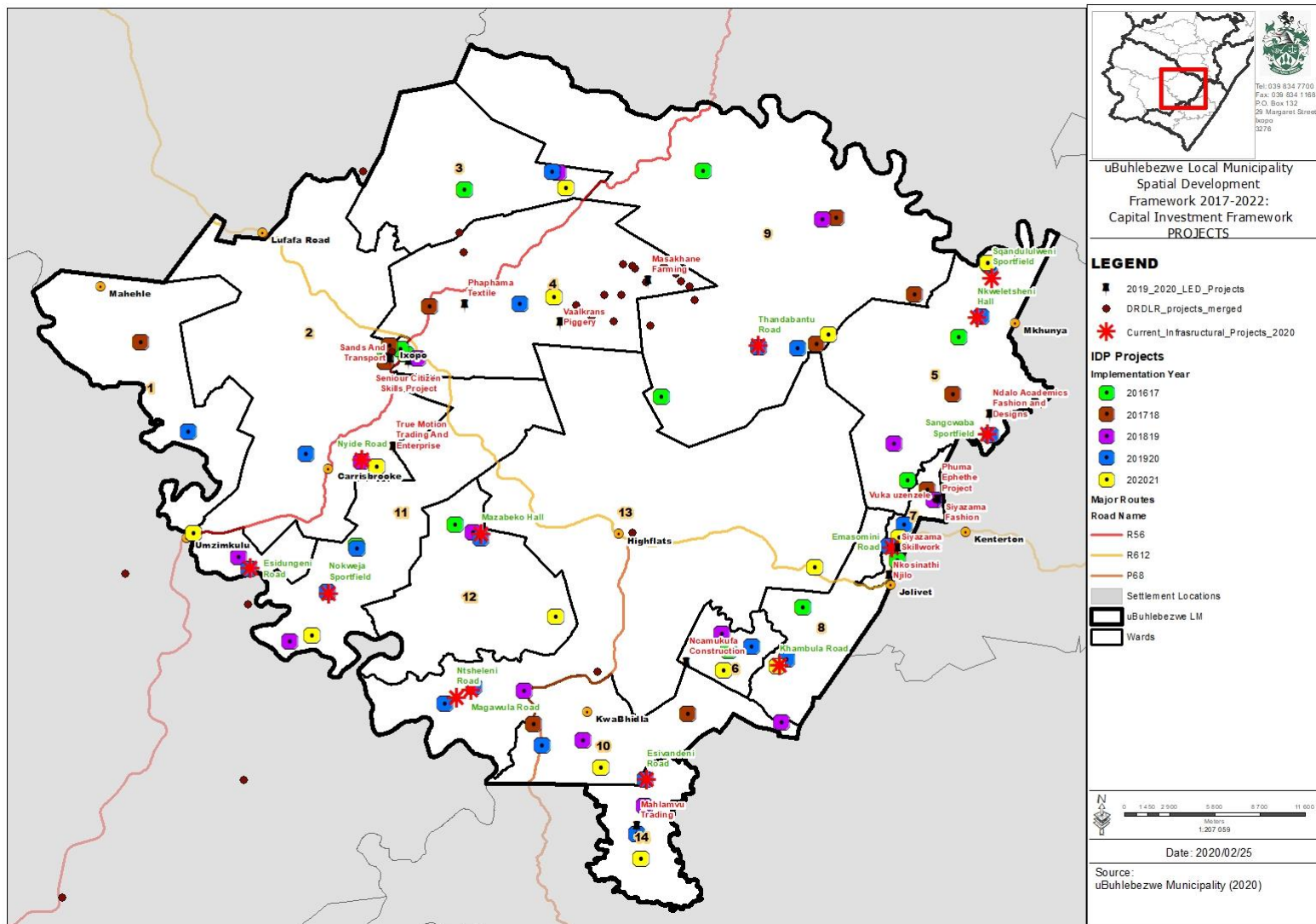
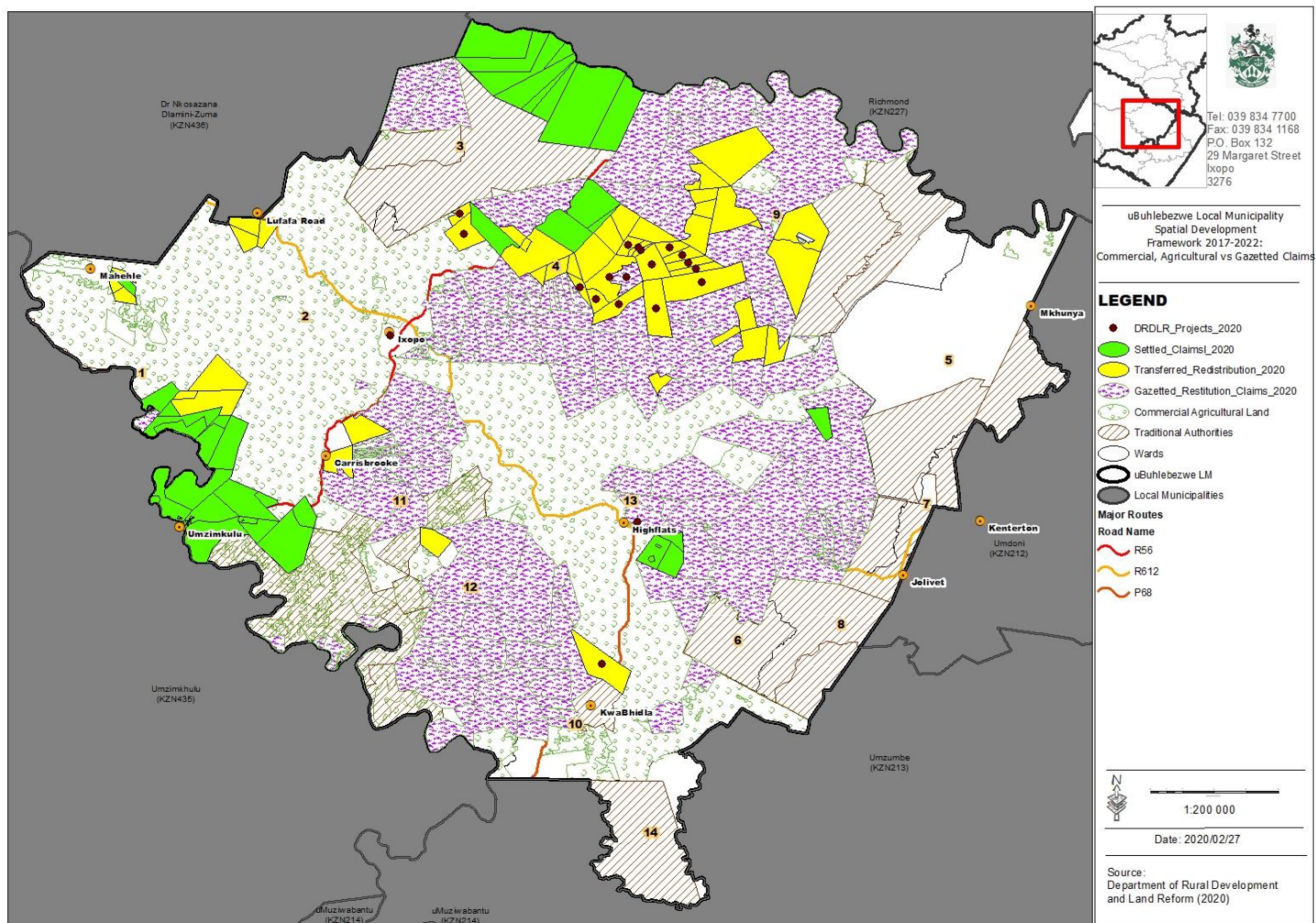
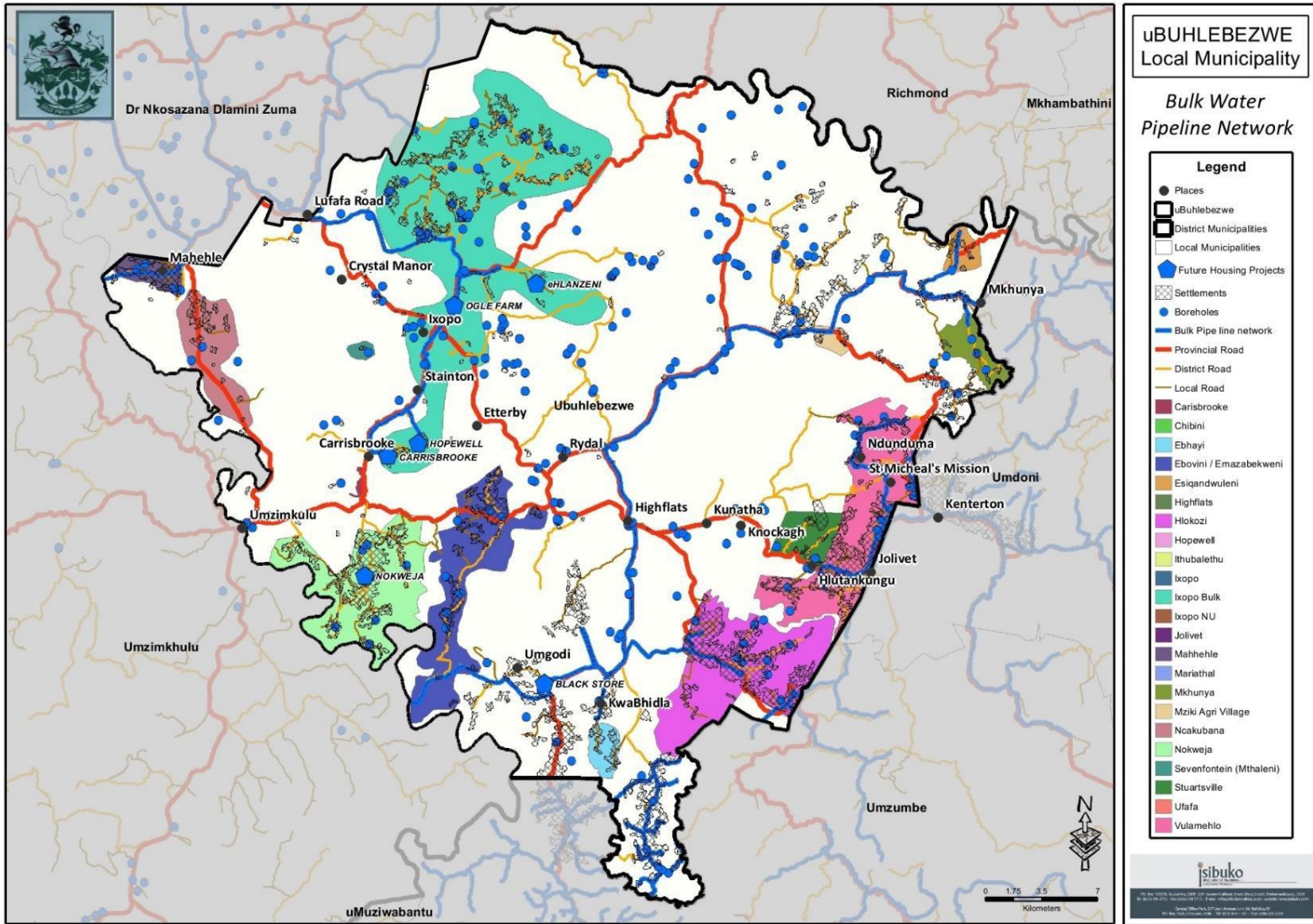


Fig 100 Location and nature of both public and private development within the municipality

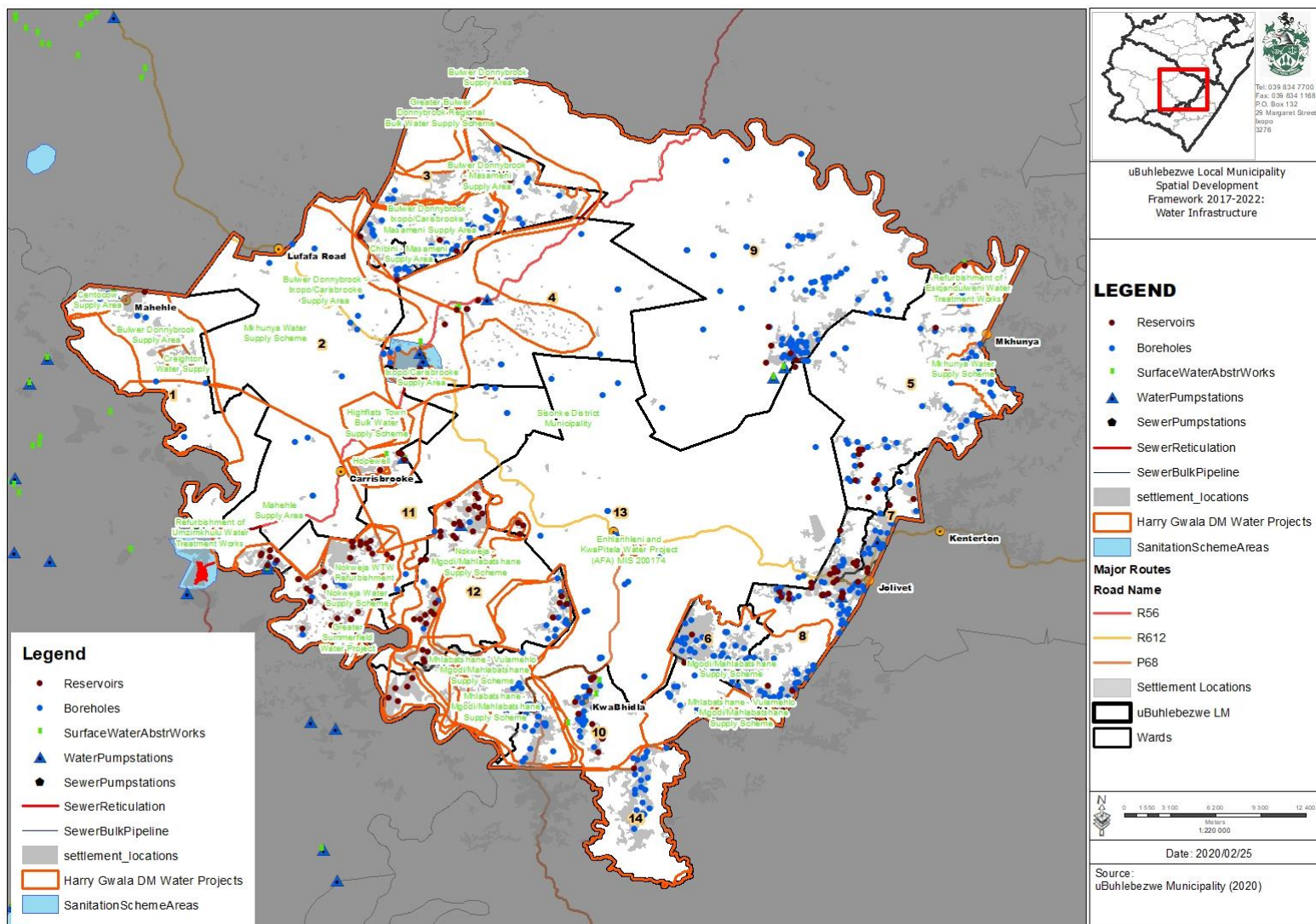


commercial, agricultural claims

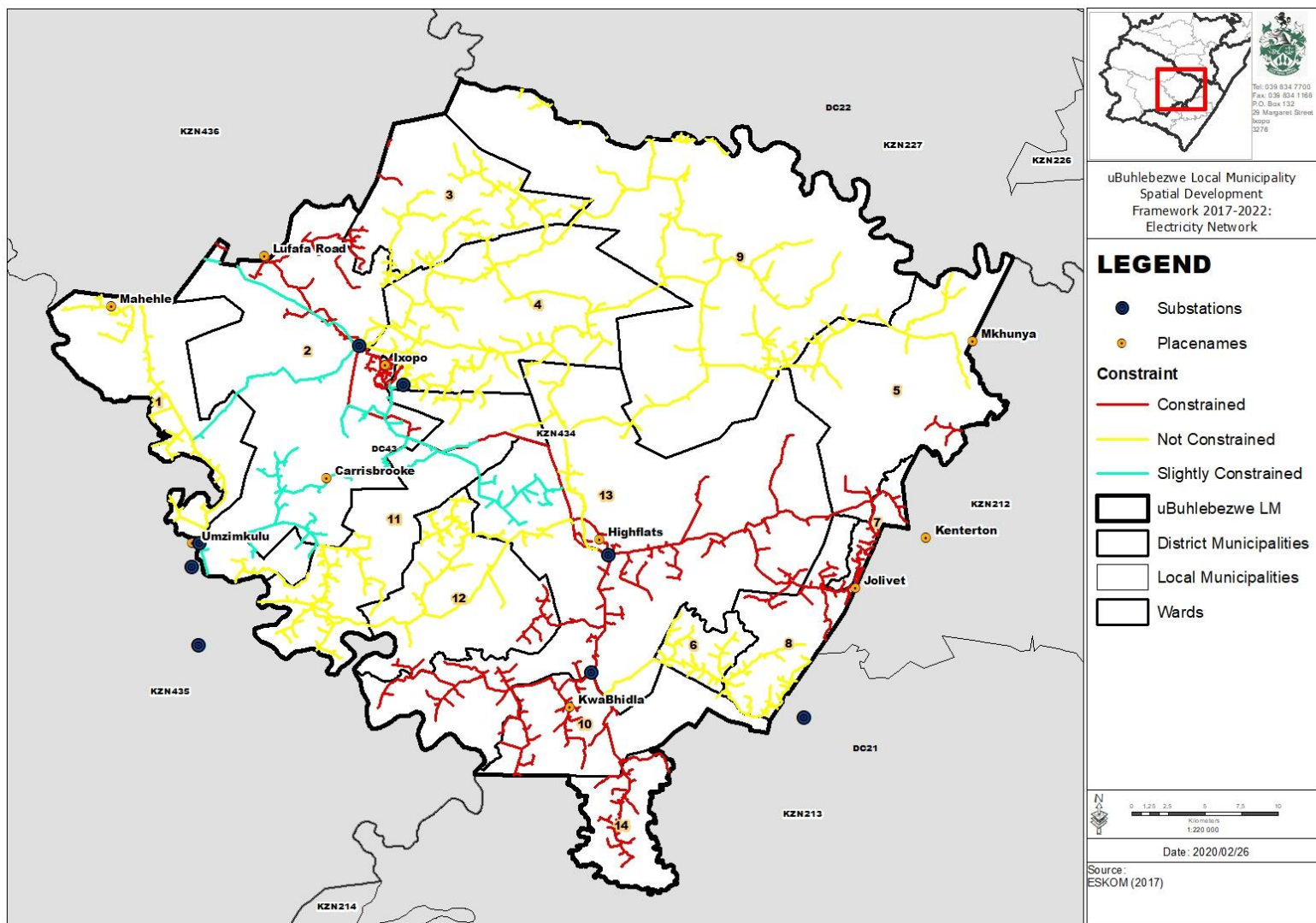
Fg 101



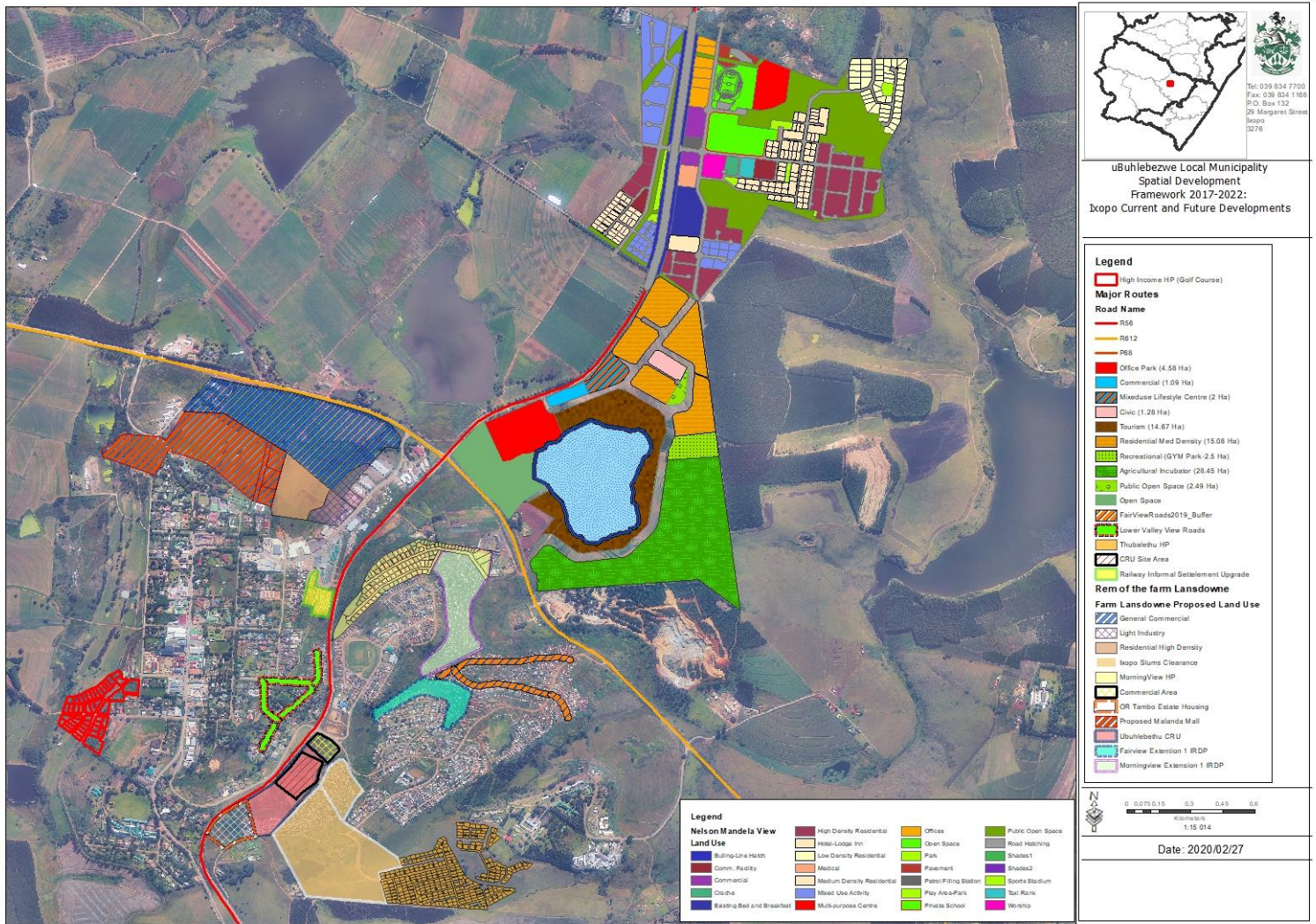
Fg 104: Strategic Intervention



Fg 105 water infrastructure



fg 106 electricity networks



Fg 107 Ixopo current & future developments

E.2 IMPLEMENTATION PLAN:

Ubuhlebezwe Municipality has a 5 year implementation plan that was developed in consultation with the community and all other relevant stakeholders. The Plan is reviewed and amended annually, depending on the existing needs and available budget.

IMPLEMENTATION PLAN 2020/21												
KEY CHALLENGES	OBJECTIVE	STRATEGIES	INDICATOR	5 YEARS TARGETS						FUNDING SOURCE	RESPONSIBLE DEPARTMENT	BUDGET 2020/21
				Year 1	Year 2	Year 3	Year 4	Year 5	BASELINE			
Inability to address backlogs in terms of Comprehensive Infrastructure Plan (CIP) due to limitation of funds	To ensure provision, upgrading and maintainance of Infrastructure and services that enhances socio economic development	Prioritise Capital Projects, i.e Construction of Roads, Halls, Sportsfields, taxi & bus ranks,	Kilometres of roads Constructed, Number of constructed community halls and Sportsfields	Construction of : East Street, Ixopo Bus Rank, Jeffrey Zungu Sportsfield, Morningside Hall, Msenge Road, Upgrade of Jolivet Sportsfield, Madungeni Hall, Kintail Hall, Mxolisi Ngubo Rd, Nomakhele Rd, Thuleshe Rd	Harold Nxasana Rd, Chapel Street, Spreza Road, Butateni Road, Mkhwanazi Road, Kintail Hall, Mncadi Road	Lower Valley View Roads, Golf Course Roads, Expansion of Municipal Offices, Fairview Roads, Pass 4 Phungula Sportsfield, Shelembe Rd, Nxele Rd, Amazabeko Hall, Ezivandeni Rd	Esidungeni Rd, Fire Station, Fairview Roads, Siqandulweni Sportsfield, Nkweletsheni Hall, Masomini Road, Khambula Rd, Nokweja Gym Park, Kwa Dladla Sportsfield, Magawula Rd, Ezivandeni Rd	Nyide Road, Ntakama Road, Mapo Road, Sjoti Rd, Thandabantu Rd, Chibini Hall, Skhunyana Hall, Nyuluka Rd, Nkoneni to KwaDladla Rd, Mgodi Skeyi Rd, Ntsheleni Rd, Dangwini Rd, Mdibaniso Rd	23 Roads Constructed, 6 Halls Contrusted, 6 Sportsfields Constructed	MIG & INTERNAL FUNDING	Infrastructure, Planning & Develoment	MIG - R 28 486 000
Lack of funds to be the providers of Electricity and Water, which could improve our revenue	To ensure provision, upgrading and maintainance of Infrastructure and services that enhances socio economic development	Monitor the implementation of Electrification projects by Eskom and DOE	Number of households electrified	Ofafa Electrification, Mkhunya Electrification,	Mkhunya Electrification, Ngomakazi Electrification	Webbstown Electrification, Mziki Electrification, Blackstore Electrification	Electricity at: Bethal Farm, Mandilini, Fairview, Ndonyane, Ntlosane/ Stewartsviw, KoZondi	Installation of High Mast lights at Ward 1,6,7,11. Fairview Elec, Kwa Bhaki Elec, Dayimani Elec, Ndonyane Elec, Ntlosane elec, Maweni, Mgodi Skeyi elec	13 areas electrified	DOE, Eskom	Infrastructure, Planning & Develoment	Electricity - R 13 000 000

Lack of proper housing leading to Slums within Primary and secondary nodes resulting in challenges with Spatial Development and growth	To facilitate Spatial Development in the entire area of Ubuhlebezwe and achieve economic, social and environmental sustainability	Monitor the Implementation of housing projects by Dpt of Human Settlements.	Number of coordinated meetings of progress of housing projects	Ofafa Housing	Ofafa Housing, Morningview Housing, Sponya Housing	Ofafa Housing, Bhobhobho, Sangcwaba,	Housing at : Ofafa, Ithubalethu, Mariathal, Hlokozi, Amanyuswa, Mfulomubi, Gudlucingo, Kwathathani, Madungeni	Ixopo Slums Clearance, Hlanzeni, Fairview Ext 2, Hlokozi, Amanyuswa, Mfulomubi, Gudlucingo, Madungeni	16 Housing Projects implemented	DOHS	Infrastructure, Planning & Development	DOHS budget
High Levels of illiteracy leading to High unemployment due to lack of skills	To improve sustainable economic growth and development	1. Skills Training for unemployed youth. 2. Library Services Awareness campaigns. 3. Annual Career exhibitions	Number of trainings conducted as per WSP, Number of library services campaigns conducted	Youth Training Program, 4 library campaigns, 1 Career Exhibition	Youth Training Program, 4 library campaigns, 1 Career Exhibition	Youth Training Program, 4 library campaigns, 1 Career Exhibition	Youth Training Program, 4 library campaigns, 1 Career Exhibition	Youth Training Program, 4 library campaigns,		Internal Funding, Dpt Arts & Culture	Social Development	Comm Development - R 1 145 000, Youth - R 350 000, Library - R 1 101 000, Trainings (wsp) – R 1 500 000

UBUHLEBEZWE MUNICIPALITY FIVE YEAR INFRASTRURE IMPLEMENTATION PLAN:

WARD	NAME OF THE PROJECT 2016/17	NAME OF THE PROJECT – 2017/18	NAME OF THE PROJECT – 2018/19	NAME OF THE PROJECT – 2019/20	NAME OF THE PROJECT – 2020/21
01	Harold Nxasana road		Webbstown Electricity infills	Mahafana Water Esidungeni Road	Installation of High Mast Lights
02	Jeffrey Zungu Sportsfield Portion of East Street – Phase 2 Ixopo Bus Rank	Chapel Street Jeffrey Zungu Sportsfield	Lower Valley View Roads Golf course Roads Golf Course Electricity Expansion of Municipal offices	Bethal Farming Elec Ubuhlebezwe Fire Station	Nyide Road Ixopo Slums Clearance
03	Ofafa Housing & Electricity		Ofafa Housing	Ofafa Housing	Ntakama Road
04	Morningside Hall	Sprenza Road	Fairview Roads	Mandilini Electricity Ithubaletu & Mariathal Housing Fairview Road & Electricity (Pre planning)	Hlanzeni Housing Fairview Electricity Fairview extension 2
05	Mkhunya Electricity Phase 1 & 2	Butateni Road	Nkweletsheni Hall	Nkweletsheni Hall Siqandulweni Sportsfield	Sangcwaba Sportsfield Kwa Bhaki Electricity
06	Msenge Road	120 infills, Ngomakazi Electricity	Pass Four Phungula Sportsfield	Hlokozi Housing	Installation of High Mast Light Hlokozi Housing Mapo Road
07	Upgrade -Jolivet Sportsfield	Mkhwanazi Road	Shelembe Road	Masomini Road Amanyuswa & Mfulomubi Housing Ndongyane Electricity	Installation of High Mast Light Dayimane Electricity Sjoti Road Amanyuswa & Mfulomubi Housing Ndongyane Electricity
08	Madungeni Hall			Khambula Road Mfulomubi &	Mfulomubi & Gudlucingo Housing

				Gudlucingo Housing Ntlosane/Stewartsville Electricity Chibini Hall	Ntlosane/Stewartsville Electricity
09	Kintail Hall	Kintail Hall	Mziki Electrification	Ko Zondi Electrification	Thandabantu Road
10		Mncadi Road	Nxele Road	KwaThathane Housing	Skhunyana Hall Nyuluka Road
11	Mxolisi Ngubo Road		KwaDladla Sportsfield	Nokweja Gym Park KwaDladla Sportsfield	Maweni Electricity Nkoneni to KwaDladla Road Installation of High Mast Light
12	Nomakhele Road		Amazabeko Hall	Madungeni Housing	Madungeni Housing Mgodi Skeyi Electricity Mgodi Skeyi Road
13	Thuleshe Road		Blackstore Electricity	Magawula Road Ntlosane/Stewartsville Electricity	Ntsheleni Road Ntlosane/Stewartsville elec Mgodi Skeyi Electricity
14			Esivandeni Road	Esivandeni Road	Mdibaniso Road Cilo Road

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
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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: <ul style="list-style-type: none"> • 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."

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 Qualified Opinion for the audit of the 2018/19 financial year. Below are the AG findings and the Action Plan thereof:

Report on the audit of the financial statements

Qualified opinion

I have audited the financial statements of the Ubuhlebezwe Local Municipality set out from page 360 which comprise the statement of financial position as at 30 June 2019, the statement of financial performance, statement of changes in net assets, cash flow statement and the statement of comparison of budget and actual amounts for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.

In my opinion, except for the possible effects of the matters described in the basis for qualified opinion section of this auditor's report, the financial statements present fairly, in all material respects, the financial position of the Ubuhlebezwe Local Municipality as at 30 June 2019, and its financial performance and cash flows for the year then ended in accordance with 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 Division of Revenue Act of South Africa, 2018 (Act No.1 of 2018) (Dora).

Basis for qualified opinion

Payables from exchange transactions

I was unable to obtain sufficient appropriate audit evidence for accruals included in payables from exchange transactions due to status of accounting records. I was unable to confirm these accruals through alternative means. Consequently I was unable to determine whether any adjustment was necessary to payables from exchange transactions disclosed at R32,14 million in note 14 to the financial statements.

Property, plant and equipment

The municipality did not review the useful lives of property, plant and equipment at each reporting date in accordance with GRAP17, *Property, plant and equipment*. As a result, property, plant and equipment with a gross carrying amount of R115,08 million had a zero net carrying amount while still in use. I was unable to determine the impact on the net carrying amount of property, plant and equipment as it was impractical to do so.

Irregular expenditure

The municipality did not include all irregular expenditure in the notes to the financial statements as required by section 125(2)(d) of the MFMA. This was due to payments made in contravention of the supply chain management regulations. I was unable to determine the full extent of the misstatement as it was impractical to do so. Consequently, irregular

expenditure stated at R12,79 million (2017-18: R12,66 million) in note 44 is misstated by an unknown amount.

Context for the opinion

I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of this auditor's report.

I am independent of the municipality in accordance with sections 290 and 291 of the International Ethics Standards Board for Accountants' *Code of ethics for professional accountants* and, parts 1 and 3 of the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* (IESBA codes) as well as the 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 codes.

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

Emphasis of matter

I draw attention to the matter below. My opinion is not modified in respect of this matter.

Material impairments

As disclosed in notes 5 and 6 to the financial statements, material losses of R27,02 million (2017-18: R23,88 million) was incurred as a result of an annual review of the recoverability of receivables from exchange and non-exchange transactions.

Other matter

I draw attention to the matter below.

Unaudited disclosure notes

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

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.

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

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.

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

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 material findings on the reported performance information against predetermined objectives for selected development priority presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.

My procedures address the reported performance information, which must be based on the approved performance planning documents of the municipality. I have not evaluated the completeness and appropriateness of the performance indicators/ measures included in the planning documents. My procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

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 following selected development priority presented in the annual performance report of the municipality for the year ended 30 June 2019:

Development priority	Pages in the annual performance report
KPA2: Basic service delivery and Infrastructure development	238-254

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.

I did not raise any material findings on the usefulness and reliability of the reported performance information for this development priority.

Other matters

I draw attention to the matters below.

Achievement of planned targets

The annual performance report on 230 to 295 sets out information on the achievement of planned targets for the year and explanations provided for the under and over-achievement of a significant number of targets.

Adjustment of material misstatements

I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were on the reported performance information of basic service delivery and infrastructure development. As management subsequently corrected the misstatements, I did not raise any material findings on the usefulness and reliability of the reported performance information.

Report on the audit of compliance with legislation

Introduction and scope

In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the compliance of the municipality with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.

The material findings on compliance with specific matters in key legislations are as follows:

Annual financial statements

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 current and disclosure items identified by the auditors in the submitted financial statements were subsequently corrected, but the uncorrected material misstatements and supporting records that could not be provided resulted in the financial statements receiving a qualified audit opinion.

Asset management

Funds were invested in Ithala State-owned Company Limited, in contravention of municipal investment regulation 6.

Expenditure management

Money owed by the municipality was not always paid within 30 days, as required by section 65(2)(e) of the MFMA.

Reasonable steps were not taken to prevent irregular expenditure, as required by section 62(1)(d) of the MFMA. The expenditure disclosed does not reflect the full extent of the irregular expenditure incurred as indicated in the basis for qualification paragraph. The majority of the disclosed irregular expenditure was caused by non-compliance with municipal supply chain regulations.

Revenue management

Interest was not charged on all accounts in arrears, as required by section 64(2)(g) of the MFMA.

Consequence management

Irregular, fruitless and wasteful expenditure incurred by the municipality were not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA.

Procurement and contract management

Some of the quotations were accepted from bidders and some of the contracts were awarded to providers whose tax matters had not been declared by the South African Revenue Service to be in order, in contravention of SCM regulation 43.

Competitive bids were adjudicated by a bid adjudication committee that was not composed in accordance with SCM regulation 29(2).

Other information

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 those selected development priority presented in the annual performance report that have been specifically reported in this auditor's report.

My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.

In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected development priority presented in the annual performance

report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If based on the work I have performed, I conclude that there is a material misstatement other information, I am required to report that fact. I have nothing to report in this regard.

Internal control deficiencies

I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for the qualified opinion and the findings on compliance with legislation included in this report.

Leadership did not ensure that effective measures were taken to address previous findings to support the achievement of credible reporting and compliance with legislative requirements.

Management did not implement a proper records management system in support of accruals under payables from exchange transactions.

Non-compliance with key legislation could have been prevented, had management updated and regularly monitored adherence to their compliance checklists.

Auditor - General

Pietermaritzburg

30 November 2019



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

AUDIT ACTION PLAN FOR 2018/19 :

Audit finding	Internal Control Deficiency	Action required	Responsible Department	Target date	Current status
Trade Payables not agreeing to supporting schedules	Management did not perform an adequate review of the payables from exchange transaction disclosure against underlying records to confirm accuracy in the financial statements.	The CFO should ensure that an amount of R1 414 396 is investigated and all avenues should be exhausted to ensure there is enough evidence to substantiate and validate a liability in question which emanated from the previous years. The following action and corrective measures will be performed; 1. A notice will be sent through media platforms to suppliers to check if there are still any payments due to them for any work performed which relates to 2016/17 and 2017/2018 financial year's, Suppliers will be required to submit individual accounts reconciliation with supporting documents such as	BTO - Budget and Reporting Manager	31-Jan-20	A draft notice has been prepared and will be submitted to the ACFO for review.

		<p>internal records and reasons why they did not furnish us with invoices and follow ups if they submitted invoices, Sworn affidavit where they bind themselves about the correctness of the information submitted to us to avoid chancers, fraudulent and invalid claims. 2. CFO will evaluate all claims recieved and submit recommendations to internal audit for verification and validation. 3. Once all processes have been performed a submission by an Accounting Officer to council for write off will be made as a last resort in ensuring that this is resolved.</p>			
BAC is not constituted in terms of Regulation.	<p>The bid evaluation committee did not ensure compliance with the preferential procurement regulations before recommending the award.</p> <p>The bid adjudication</p>	<p>The relevant structure should commence with investigation as required by legislation.</p>	<p>OMM - Municipal Manager</p>	<p>31- Jan-20</p>	<p>The SCM Irregular expenditure report would be reported to finance Committee on the 14 February 2019 for noting and Recommendations for onward submission to MPAC ,then after investigated by MPAC ,its will be</p>

	<p>committee did not adequately review compliance with the preferential procurement regulations before approving the recommendation by the bid evaluation committee.</p>				<p>submitted to council to approve for condonation on non condonations. then that report would also further submitted to Provincial treasury for approval.</p>
<p>Properties with Zero balance</p>	<p>Management did not perform adequate review of the FAR to ensure that items are classified consistently with results of the physical verification</p>	<p>Management should conduct a review of the FAR to identify any errors.</p>	<p>BTO - CFO & Asset Manager</p>	<p>30-Jun-20</p>	<p>We will involve experts in resolving the issue of zero book value assets, the process will start as soon as the FAR import to sage evolution is completed we will also seek guidance from MFMIP specialist in this regard</p>

Reasons for not obtaining 3 quotations are not documented and approved	The bid evaluation committee did not document the reasons for obtaining less than three quotations The CFO did not obtain documented reasons for less than three quotations	The reasons for appointing with less than three quotations should be documented for approval by the CFO	BTO - CFO Manager SCM	31-Mar-20	The SCM section will develop a form and document reasons why they accepted quotes less than three, as well as processes followed.
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	received before approving the recommendation from the bid evaluation committee.				
Winning service provider did not meet the minimum threshold for local production and content	The Supply Chain Manager did not diligently review compliance with Preferential Procurement Regulations before recommending the award to the accounting officer.	A compliance checklist should be developed and be implemented by the SCM unit to avoid recurrence of non-compliance. Irregular expenditure should be disclosed and investigated.	BTO - CFO Manager SCM	30-Jun-20	The municipality has requested training from DTI to capacitate members of bid committees. The SCM Irregular expenditure report would be reported to finance Committee on the 14 February 2019 for noting and Recommendations for onward submission to MPAC ,then after investigated by MPAC ,its will be submitted to council to approve for condonation on non condonations.the n that report would also further submitted to Provincial treasury for approval.

Irregular and fruitless expenditure	The accounting officer did not adequately monitor	The Accounting Officer should ensure that MPAC sits as per legislation.	OMM- Municipal Manager	30- Jun-20	Irregular ,Fruiless and wasteful expenditure report was submitted to
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were not investigated	investigations of irregular expenditure and fruitless and wasteful expenditure incurred in the prior year.	MPAC should ensure that the all irregular expenditure is investigated. The MPAC report should be tabled to Council.			MPAC on the 12 December 2019.
No evidence of investigation of irregular expenditure and approval of condonation	The accounting officer did not exercise adequate oversight responsibility regarding compliance with laws and regulations relating to condonation of irregular expenditure.	Consequent management should be constituted against officials identified to be liable for the incurrence of irregular, fruitless and wasteful expenditure. Irregular expenditure should only be condoned by the Council after an investigation has been investigated by the MPAC.	OMM- Municipal Manager	30-Jun-20	The Municipal Manager awaits for the report from MPAC and council, then He will act accordingly on their recommendations.
Inaccurate depreciation	The CFO and Asset Manager did not adequately review the depreciation calculations on fixed asset register prior to submission of audit to ensure that the relevant variables for calculation of depreciation are accurately recorded	The management should review the FAR and confirm depreciation amounts.	BTO - CFO & Asset Manager	30-May-20	The audited Fixed Asset Register will be imported to the asset management system and the depreciation will be calculated on the system and before the submission of AFS we will do a manual re-calculation to ensure accuracy/

Incorrect classification in the FAR	Management did not perform adequate review of the FAR to ensure that items are classified consistently with results of the physical verification	Management should conduct a review of the FAR to identify any errors.	BTO - CFO & Asset Manager	30-May-20	We have started the verification of assets and correct all the assets descriptions and we will also go through the asset types during the handholding and training.
Financial misconduct that constitute a crime committed by an official was not reported to the South African Police Service	The accounting officer did not adequately monitor investigations on the financial misconduct to ensure full compliance with legislation.	Management should ensure that any act of theft should be reported to the South African Police Services.	OMM - Municipal Manager	30-May-20	
Interest not levied on arrear consumer accounts	The management did not monitor adherence to its debt policy and the 2018/19 rates assessment to confirm that interest is levied on overdue accounts	The submission relating to 2019/2020 was sent to council and permission not charge interest was approved together with the tariff policy, resolution is available for validation and verification.	BTO - Budget and Reporting Manager	30-Dec-19	The item submitted to council and resolution has been obtained and filed for audit purposes.

Suppliers not paid within 30 days	management did not implement an invoice received register at the	For 2019/2020 financial year, all invoices are received, recorded and distributed by	BTO - Budget and Reporting Manager	30-Dec-19	All invoices are submitted to creditors section and the register is kept for
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	municipality to monitor long overdue invoices	creditors section to ensure that there is one central point which monitors the movement of invoices from creditors to user departments for approval to ensure that payments to suppliers are paid within the prescribed timelines stipulated by MFMA.			monitoring purposes as from the beginning of the financial year.
No movement in unspent conditional grants	management did not implement proper record keeping in a timely	Funders have been informed about these monies but we have only received one response for Sancwaba Grant and they confirmed the existence of the liability and will give us direction on the way forward thereto, we are still awaiting responses for other grants.	BTO - Budget and Reporting Manager	31-Mar-20	Only one response received and awaiting for other funders to respond.

PLANS FROM SECTOR DEPARTMENTS

• Initiatives by Economic Development, Tourism and Environmental Affairs

Initiative	Internal Support Services
Gijima KZN Local Competitive Fund (LCF)	Funding the medium business partnerships from R1 million to R5 million per project . 70% grant and 30% own contribution – current call on clothing & textile . Future call for Agri-processing manufacturing sector
EDTEA Public Entities and Public Sector Project Support & Funding	Soft loan and grant funding from the public entities and other public sector funders, e.g. Ithala Bank, TIKZN, KZN Growth Fund, KZN Tourism, Dube Trade Port, & others
EDTEA Own Funding Ad-hoc Catalyst Projects	This is grant funding on both planning and implementation projects that create an enabling environment to stimulate the KZN economy
EDTEA RLED Support Services in partnership with KZN COGTA (MOU)	Strategic, technical and institutional support services. Formulation, review and implementation of LED strategies and institutional structures. LED project implementation management and support (PSC's, LED Forums)
RLED Capacity Building Programme	<ul style="list-style-type: none"> • Graduate & Post Graduate Programme (UKZN) • Provincial RLED Summit - date be announced • Summer School Programme (UKZN) • RLED Capacity Building Workshops for Municipalities (Councillors, LED Port Folio Committee members and LED practitioners and officials)

<ul style="list-style-type: none"> • Project funding & support information sharing • Business plan concept input • Business plan input • Financing advice • Funding Stakeholder & application facilitation • Project & contract management services for implementation projects 	<p>Technical assistance and referrals with potential funding partners & institutions which include the following and others:</p> <ul style="list-style-type: none"> • External Prov & Nat Sector Departments & Entities – Agribusiness Development Agency (ADA) • Commercial Banks – loan finance for established businesses and SMME's • Anglo American & Mondi Zimele – soft loans • Department of Trade and Industry (DTI) – Various Funding Instruments:- Automotive Investment Scheme; Business Process Services Incentive (BPSI); Capital Projects Feasibility Programme (CPFP); Critical Infrastructure Programme (CIP); Employment Creation Fund (ECF); Manufacturing Investment Programme (MIP); Support Programme for Industrial Innovation (SPII); Tourism Support Programme (TSP) • Development Bank of South Africa (DBSA) – Various Funding Instruments:- Energy and Environment Partnership Grant; Jobs Fund; Renewable Energy Market Transformation (REMT)
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Initiative	Internal Support Services
<ul style="list-style-type: none"> Red tape reduction programme Back to Basics programme (COGTA) 	<ul style="list-style-type: none"> Industrial Development Corporation (IDC) – Various loan finance funding instruments :-Agro-Industries; Equity Contribution Fund; Community Fund; Forestry and Wood Products; Green Industries. National Empowerment Fund (NEF) – Finance / capital loans with preference to franchises and BBBEE deals (preference for franchising) Future Growth Asset Management – Agri-fund Black Industrialists Scheme (BIS) – aimed at supporting majority black-owned manufacturing companies with access to finance and markets, skills development, standards, quality & productivity improvement.

- Other programs by Economic Development, Tourism and Environmental Affairs**

- o Alien Invasive plants clearing
- o Planting of indigenous trees to create habitat for birds and other wildlife- 11 schools in the LM.
- o Planting of vegetables and trees at different schools within the municipality
- o Councillors workshop on Environmental Legislation

- Municipal Support**

- Provide support in Development Planning (IDP) and Spatial Development Frameworks (SDF)
- Support through screening of projects prior to development in regards with whether they need Environmental Authorization (EIA) or not
- Attend and serve on municipal forums, Service provider forums, Steering Committees, Consultative forums, Task teams
- Alien Invasive plants clearing.
- Planting of indigenous trees at low income households and enhance the value of properties – 2018/19.
- Planting of fruit trees for food security at low income households.
- Planting of vegetables and indigenous trees at different schools within the municipality.
- Environmental Awareness to schools and communities e.g. climate change.
- Conduct clean-up campaign.

•National priority programs by the Department of Health

- Universal Test and Treat
- Chronic Central Medicine Distribution and Dispensing (Medi Post) for stable clients.
- National Health Insurance
 - o National Core Standards
 - o Ideal Clinic Realization Model (assessments starting on the 24th to 28th March 2017 at Sangcwaba, KwaMashumi and Ixopo clinics) through Provincial assessment

- **Outreach services:**

- Mobile vehicles X 3 available and functional
- High Transmission Area vehicle around town
- Family Health Teams X 2
- Integrated School Health Programme
- Rehabilitation outreach- more focus at Ward 1 and Ward 3

Programs / Services offered by the Department of Social Development

- Services to older persons, i.e. abused, parenting skills, and awareness campaigns
- Services to persons with disabilities
- HIV/AIDS related services
- Services to families
- Child care and protection services
- Victim empowerment
- Substance abuse, prevention and rehabilitation programs
- Poverty alleviation programs
- Community based research and planning, i.e. household profiling and community profiling
- Youth development

Projects by Human Settlements

Human settlements participates in Ubuhlebezwe Forum meetings. For planned projects, refer to the housing chapter within the IDP under Section C, Basic Service Delivery and Infrastructure Development KPA.

Projects by Department of Transport

2019/2020 Ixopo

Local Council	Contract No	Contract Description	Budget	Km/m/m2/no	Rating	Priority	Start
KZ434	C434/4903	Safety Maintenance Blacktop patching - Annual Contract	3 000 000				2019/06/01
KZ434	C434/4904	Safety Maintenance Blacktop patching - Materials	1 000 000				2019/04/01
			3 000 000,00				
KZ434	C434/	Civil material	200 000				2019/04/01
KZ434	C434/3720	Maintenance contract - zone 1	15 000 000				2019/04/01
KZ434	C434/3721	Maintenance contract - zone 2	15 000 000				2019/04/01
KZ434	C434/3722	Maintenance contract - zone 3	15 000 000				2019/04/01
KZ434	C434/3723	Maintenance contract - zone 4	15 000 000				2019/04/01
KZ434	C434/3724	Maintenance contract - zone 5	18 800 000				2019/04/01
			79 000 000,00				
KZ221	C434/	Zibambele - Materials	200 000				2019/04/01
KZ221	C434/	Zibambele - Contractors	10 000 000				2019/04/01
			10 200 000,00				
KZ434	C434/3795	Re-gravelling of L1106,P73,L1780 0-14.6	3 000 000	14,60			2019/04/01
KZ434	C434/3798	Re-gravelling of D958, D960, DD68, L1773 from 0 - 20.3	2 500 000	20,30			2019/04/01
KZ434	C434/4859	Re-gravelling of L2881 from 0 - 2	400 000	2,00			2019/04/01
KZ434	C434/4861	Re-gravelling of L1884 from 0 - 3.4	750 000	3,40			2019/04/01
KZ434	C434/4862	Re-gravelling of D1051 from 0 - 3	1 200 000	3,00			2019/04/01
KZ434	C434/4863	Re-gravelling of D1101 from 0 - 6.8	1 800 000	6,80			2019/04/01
KZ434	C434/4871	Re-gravelling of D738 from 0 - 6.9	1 600 000	6,90			2019/04/01
KZ434	C434/4944	Re-gravelling of L2819 from 0 - 3.5	1 000 000	3,50			2021/04/01
KZ434	C434/4946	Re-gravelling of D1037 from 0 - 3	900 000	3,00			2019/04/01
KZ434	C434/4947	Re-gravelling of D84 from 0-1	300 000	1,00			2019/04/01
KZ434	C434/4948	Re-gravelling of D746 from 0 - 1	750 000	1,00			2019/04/01
			14 200 000,00	65,50			
		Total	106 400 000,00				

HARRY GWALA DISTRICT

FPSU / PROJECTS	FPSU FUNCTIONALITY ACTIVITIES, including RID/ infrastructure	BROAD IMPACT PROJECT	BUDGET
Highflats FPSU (Texas Valley) (approved)	Supply Agricultural Implements (2 tractors, plough, trailer, sprayer), fuel, branding .	120 cooperative members generating income through selling vegetables, 300 hectares.	R2 000 000.00
Ebutha (Hopewell) FPSU (not approved)	Supply Agricultural Implements (4 tractors, plough, trailer, sprayer), fuel , branding .	28 cooperative members and 3 individual farmers generating income through selling grain (maize and beans) from a 900 hectare.	R2 000 000.00
Korinte Cooperative (DVC) (Approved)	Acquisition animal feeds, dairy cows, dairy equipment and vaccines	50 Cooperatives members that will be benefiting from the project	R2 000 000.00
St Paul FPSU (not approved)	Acquisition animal feeds and vaccines	172 members are benefiting form the project through number of cattle sold and income genearted.	R1 000 000.00
Franklin FPSU (not approved)	Business Plan development, Supply of Agricultural Inputs.	100 Cooperative members will be benefiting from the project.	R5 000 000.00
Ndawana FPSU (not Approved)	Business Plan development, Supply of Agricultural Inputs.	250 cooperative members will benefit from the project.	R5 000 000.00
Harry Gwala Jobs (Graduates and NARYSEC) not approved	Payment of stipends to graduates offering technical support to FPSUs and in various projects	Creation of jobs and improved household income	R 500 000.00
Harry Gwala Skills Not approved	Skills training in to members from various cooperative, business financial, management	Improved skills level contributing to better implementation of projects and sustained enterprises	R 100,000.00

Department of Social Development:



- Harry Gwala has one (1) funded residential facility for older persons with a capacity of 67 in Greater Kokstad
- There are 18 Service Centres in the District:
- Greater Kokstad: 6
- Ubuhlebezwe: 3
- Dr Nkosazane Dlamini- Zuma: 6
- Umzimkhulu: 3



7

- The district has funded 15 HCBC Sites as follows:
- Greater Kokstad: 2
- Ubuhlebezwe: 8
- Dr Nkosazane Dlamini Zuma: 4
- Umzimkhulu: 1

OVERVIEW OF SERVICES TO CHILD CARE AND PROTECTION:

- Promotion of child care, support and protection so that every child can develop optimally.
- Services include the following:
- Child Care Protection
- Alternative care services
- ECD
- Community Based Care Services.
- 137 ECD Centers are registered and funded under equitable share in the District
- Greater Kokstad: 20
- Ubuhlebezwe: 28
- Umzimkhulu: 46
- Dr Nkosazane Dlamini - Zuma: 43
- 82 for ECD Conditional Grant
- Greater Kokstad: 7
- Ubuhlebezwe: 22
- Umzimkhulu: 11
- Dr Nkosazane Dlamini - Zuma: 42

Overview of services for victim empowerment

Services include the following:-

- Provision of psychosocial support to all victims of crime and violence
- Provision of shelter services
- Provision of skills development programmes
- Care and support services to victims of human trafficking
- Facilitation of Provincial and local VEP forums



We serve with humility

FUNDED SERVICES

The District is funding 5 White Door Centers of Hope as follows:

Greater Kokstad: 1

Umzimkhulu: 1

Ubuhlebezwe: 2

Dr Nkosazane Dlamini Zuma:1

- 2 Shelters for Abused Women as follows:
- Umzimkhulu:1
- Dr Nkosazane Dlamini Zuma :1



We serve with humility

YOUTH AND WOMEN DEVELOPMENT

- Youth mobilization programmes
- Youth camps
- Skills development
- 24 months Pilot project on youth and women development in all 4 local municipalities
- Target group: Youth :80
- Women: 100
- Categories: Youth completed Diversion programme , Youth Exiting foster Care, youth engaged in Youth mobilization programmes and



social development
Department:
Social Development
PROVINCE OF KWAZULU-NATAL

We serve with humility

FUNDED SERVICES

YOUTH

- 3 youth development organisations funded by the district as follows:
- Umzimkhulu: 2
- District:1

WOMEN

- 5 women development organisations
- Ubuhlebezwe: 1
- Dr Nkosazane Dlamini – Zuma: 5
- District: 1



social development
Department:
Social Development
PROVINCE OF KWAZULU-NATAL

We serve with humility

- **Water and Sanitation projects from Harry Gwala District**

Current Projects being Implemented:

- Ixopo- Mariathal Water Supply Phase 3
- Chibini Water Supply Phase 3
- Mkhunya Water Supply Phase 1
- Mkhunya Water Supply Phase 2
- Mkhunya Water Supply Phase 3
- Ncakubana Water Supply Phase 2
- Ithubalethu Water Supply
- Ubuhlebezwe Sanitation Backlog Eradication
- Ubuhlebezwe Sanitation

Future Proposed Projects:

PROJECT	PROJECT SCOPE
Ixopo Fairview Sewer Upgrade Phase 1	<ul style="list-style-type: none"> • Construction of Thubalethu Bulk Sewer Line • Upgrade of Fairview Bulk Sewer line • Upgrade of Pump Station • Project is a Tender stage
Nokweja Mhlabashane Phase 1	<ul style="list-style-type: none"> • Construction of 800 KL reservoir • Upgrade Booster Pump Station • Construction of 200KL Clear Water Storage • Upgrade River Abstraction • Upgrade Rising Main • 52% progress
Hlokozi Water Project Phase 4.	<ul style="list-style-type: none"> • The progress is at 65% progress
Highflats Town Water Supply Scheme	<ul style="list-style-type: none"> • The project is in the planning stages with an anticipated completion date of June 2019
Ixopo Town/ Ufafa bulk water augmentation	<ul style="list-style-type: none"> • Bulk water pipeline from Ngudwini Dam
Mariathal, Mandilini & Esperence Water Supply Phase 4	<ul style="list-style-type: none"> •
Ubuhlebezwe Sanitation Backlog Eradication	<ul style="list-style-type: none"> • 9842 sanitation units, in all wards. Progress is at 40%
Mkhunya water Supplu Phase 3	<ul style="list-style-type: none"> • 13 km pipes, 500kl reservoir & 29 standpipes, progress is at 7%

Department of education

NATEMIS	Project Name	Nature of Investment	Programme Implementer/ IA	2018-2019	2019 - 2020	2020-2021
500338328	BEKEZELANI JUNIOR SECONDARY SCHOOL	MAINTENANCE AND REPAIR	DBSA	242	0	0
500109076	BHEKUKUPHIWA PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	123	0	0
500113923	BUTHATHUBUNYE HIGH SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	0	0	50
500114441	CARRISBROOKE PRIMARY SCHOOL	UPGRADES AND ADDITIONS	Coega Development Corporation	6000	427	0
500494801	DANIEL MZAMO SPECIAL SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	102	0	0
500322899	DINGIZWE SECONDARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	0	400	215
500131720	EMAZABEKWENI PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	0	0	295
500157250	HLOKOZI SECONDARY SCHOOL	UPGRADES AND ADDITIONS	KZNDoe	0	4050	215
500130132	NTABAKUNUKA PRIMARY SCHOOL	UPGRADES AND ADDITIONS	Independent Development Trust	232,1385	321	0
500170237	IXOPO STATE AIDED SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	0	0	101
500170200	IXOPO PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DBSA	0	123	51,5

500170274	IXOPO VILLAGE INTERMEDIATE SCHOOL	UPGRADES AND ADDITIONS	KZNDoe	0	2356	1056,97
500175306	KHULUMA INTERMEDIATE SCHOOL	UPGRADES AND ADDITIONS	KZNDoe	0	3256	375,5
500179191	KWADLADLA PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	0	400	215
500183779	KWATHATHANI SECONDARY SCHOOL (COMPLETION CONTRACT)	REFURBISHMENT AND REHABILITATION	DoPW	0	6864	1126
500187183	LITTLE FLOWER COMBINED SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	0	0	101
500188256	LUDLIKI PRIMARY SCHOOL	MAINTENANCE AND REPAIR	DBSA	195,768	0	0
500188293	LUFABA PRIMARY SCHOOL	MAINTENANCE AND REPAIR	DBSA	468,345	0	0
500188922	LUSIBALUKHULU SECONDARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	0	400	215
500192326	MAGIDIGIDI PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	77,582109	0	0
500192881	MAHAFANA PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	0	65	338
500195175	MALEZULU SPECIAL SCHOOL	NEW /REPLACEMENT INFRASTRUCTURE ASSETS	Independent Development Trust	11390	1924	0
500197580	MANTULELA PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	439,9	0	0
500199615	MARIATHAL COMBINED SCHOOL	UPGRADES AND ADDITIONS	DoPW	0	196	316

50020002 2	EMABHELENI PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	0	0	80
50020035 5	MASHESHISA PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	0	0	101
50030824 7	MAVANGANA SECONDARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	148	0	0
50020335 2	MAZONGO PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	0	35	0
50021704 2	MPOFINI PRIMARY SCHOOL	UPGRADES AND ADDITIONS	KZNDoe	0	1253	279,22
50022336 9	NCAKUBANA PRIMARY SCHOOL	UPGRADES AND ADDITIONS	KZNDoe	0	0	315
50022381 3	NCOMANI SECONDARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	0	80	0
50023328 5	NKWELETSHEINI PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	188	0	0
50023454 3	NOMANDLA PRIMARY SCHOOL	UPGRADES AND ADDITIONS	KZNDoe	0	1914	265,06
50025900 0	SAVELA PRIMARY SCHOOL	UPGRADES AND ADDITIONS	KZNDoe	0	1325	271,5
50016446 5	SENZAKAHLE PRIMARY SCHOOL (IXOPO)	REFURBISHMENT AND REHABILITATION	DoPW	0	0	95
50027146 9	SIZISIZWE SECONDARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	0	400	215
50027487 3	SPRINGVALE PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	0	80	120

50027631 6	ST MICHAELS PRIMARY SCHOOL (UMZINTO)	REFURBISHMENT AND REHABILITATION	DoPW	0	0	102
50028667 6	UKUTHULA SECONDARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	194	0	0
50028756 4	UMGODI PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	0	400	215
50028763 8	UMHLABASHANA PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	0	0	93
50029496 4	WEBBSTOWN PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	0	96	308
50029855 3	ZAMAFUTHI PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	DoPW	155	0	0
50030203 1	ZWELITHULE PRIMARY SCHOOL	UPGRADES AND ADDITIONS	DoPW	118	0	0

SECTION H: ENNEXURES (IDP)

NO.	SECTOR PLAN	COMPLETED Y/N	ADOPTED Y/N
1	Spatial Development Framework	Y	Y
2	Housing Sector Plan	Y	Y
3	LED Strategy	Y	Y
4	Public Participation Strategy	Y	Y
5	Fraud Prevention Strategy / Policy	Y	Y
6	Internal Audit Charter	Y	Y
7	Workplace Skills Plan	Y	Y
8	Employment Equity Plan	Y	Y
9	Human Resource Strategy and HR Plan	Y	Y
10	Risk Management Framework / Strategy / Policy	Y	Y
11	Disaster Management Plan	Y	Y
12	Service Delivery & Budget Implementation Plan	Y	Y
13	Annual Performance Report	Y	Y
14	Integrated Waste Management Plan	Y	Y
15	Indigent Policy	Y	Y
16	Operating and Maintenance Plan Roads	Y	Y
17	Credit Control & Debt Collection Policy	Y	Y
18	Policy on Ward Committee Election	Y	Y