

Fg 31: Water Reticulation in Ixopo

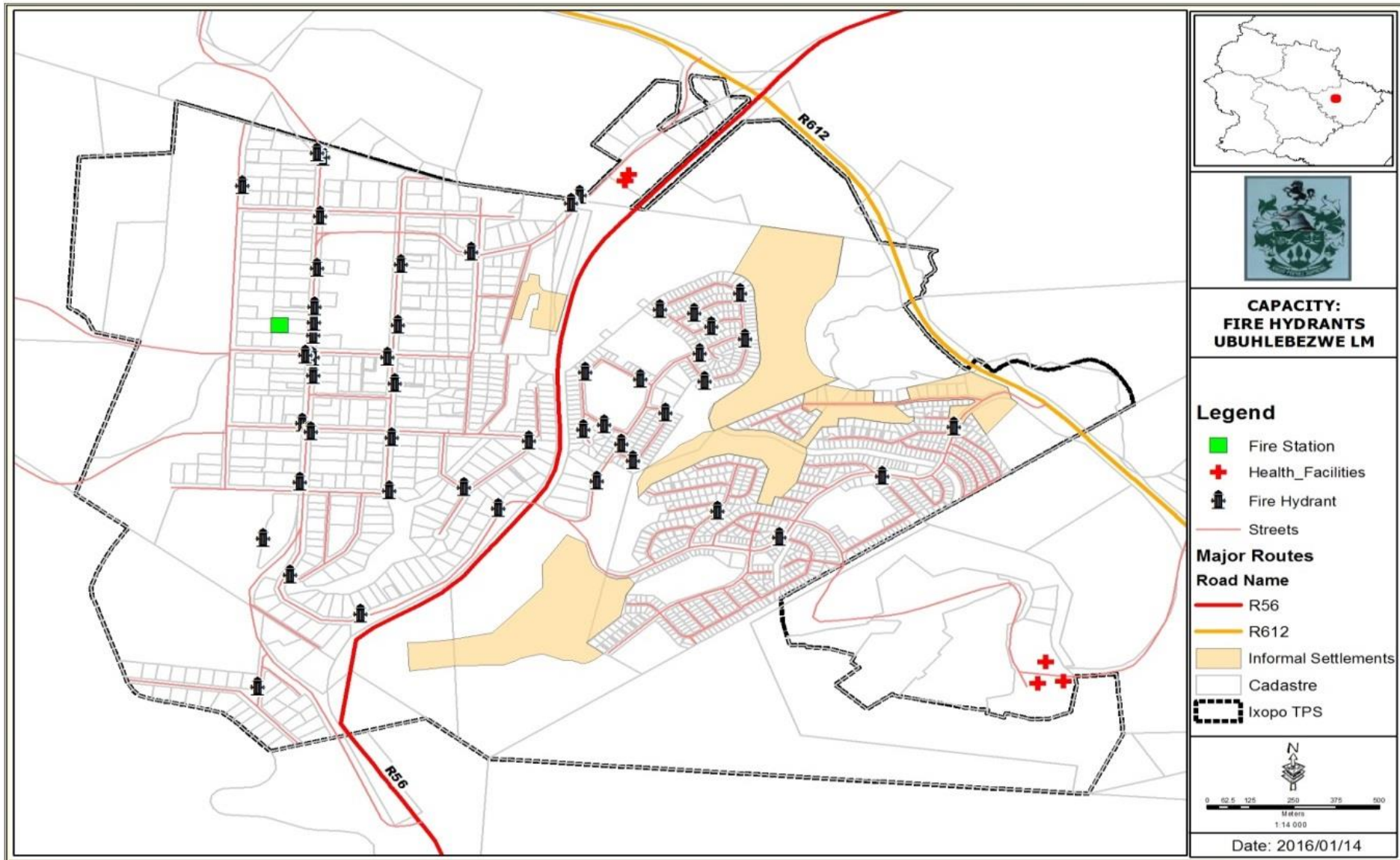


Figure 32 : fire hydrants in Ixopo

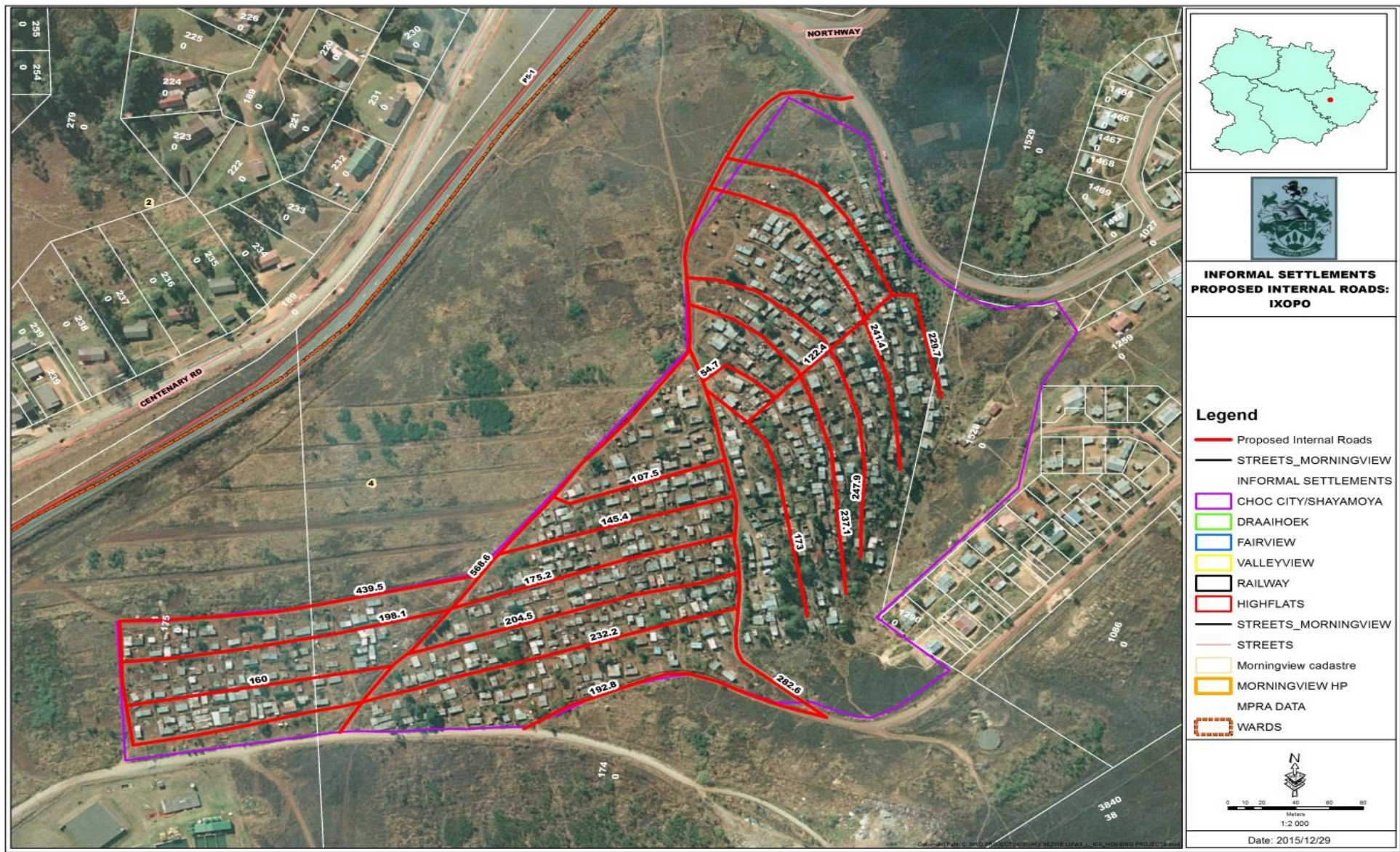


Fig 33: Chocolate City – Ideal Road Access



Fig 34: Informal Settlements below Morningside



Fig 35 : Informal Settlements in Fairview

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

Ubhulebezwe 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 Annually	None	Ward 2 and 4	Disaster Management Fire and Rescue Services	May - June
Fire Safety Inspections	Conduct Fire safety Inspections	One Hundred and Eighty Fire Safety Inspections Conducted Annually	None	All wards	Disaster Management Fire and Rescue Services	On-going
Fire Hydrants Inspections	Conduct Fire Hydrants Inspections	Two hundred and Fourty Fire Hydrants Inspections Conducted annually	None	Ward 4	Disaster Management Fire and Rescue Services	On-going
Disaster Management Relief	Procurement of Disaster Management Relief	1. Blankets 2. Sponges 3. Plastic Rolls	R 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	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 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
Ithuba lethu 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 Fourty 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
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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 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)						
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				wards		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 	<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 • Location of the fire station, not strategic in so far as free access of entrance and exit

COMMUNITY SAFETY:

The Ubuhlebezwe Local Municipality Community Safety Plan; has been developed through a comprehensive consultative process that involved all stakeholders with an aim of ensuring that this plan is owned by all stakeholders within the Ubuhlebezwe Municipality area of jurisdiction.

The Community Safety Plan contains the strategic interventions formulated to improve the safety of residents, visitors and those who do business in Ubuhlebezwe Local Municipal. Ubuhlebezwe Local Municipal will coordinate the implementation of this Community Safety Plan, which can only be implemented through a multi-disciplinary approach outlined in the 1996 National Crime Prevention Strategy.

Ubuhlebezwe Local Municipality has a legal responsibility to enhance the level of safety of residents and visitors. This responsibility is outlined in numerous laws and strategies that are summarised below. The research report contains a comprehensive discussion of the legislative mandates on safety for local government.

Ubuhlebezwe Municipality has adopted and internalized the following community safety focus area for implementation as a municipality strategic community safety pillar;

Intensify the Fight against Crime and Corruption.

“Government is determined to curb the levels of crime and corruption. While significant progress has been recorded, further success however rests upon overcoming critical weaknesses in the functioning of the criminal justice system (CJS) including lack of integrated implementation, the shortage of critical skills and suboptimal use of resources leading to huge case and workloads for the police, courts and correctional centers, the less than satisfactory accountability systems and the disappointing levels of citizen involvement and community mobilisation in the fight against crime.

Informed by the foregoing challenges, government has adopted a plan to revamp and improve the efficiency of the criminal justice and security system so that public morale is not eroded, the social fabric is not strained, trust in the legitimacy and credibility of the state is not shattered and the economy is not negatively affected. Critical in this regard is the involvement of individuals and communities in the fight against crime. To achieve this government will establish a transformed, integrated, modernised, properly resourced and well-managed criminal justice system, the details of which programme have been adopted and are being implemented.”

Policy Thrust

National Institutional & Policy Environment

a) *The Constitution of the Republic Of South Africa*

Section 152 (1) of the Constitution of the Republic of South Africa, (Act 108 of 1996) lists the four objectives of local government, one of which is a safe and healthy environment. The

Constitution stipulates that local government must meet these objectives within its financial and administrative capacity (section 152 (2)). Safety is a basic need that enables and preserves the socio-economic gains of residents, visitors and businesses. The improvement of safety enhances the quality of life for all. This need must be continuously prioritised.

UbuhlebezweLocal Municipality will use existing administrative, budget and planning processes to meet this need (section 153 (b) of the Constitution of the Republic of South Africa). In doing this, UbuhlebezweLocal Municipality will coordinate the safety initiatives of different partners who are implementing projects within the municipal boundaries.

b) *White Paper on Local Government*

The White Paper on Local Government requires the local sphere of government to play two roles to improve safety, namely:

- To lead local initiatives on environmental design, public values and education. These three are part of the pillars of the NCPS. (The White Paper on Local Government 1996).
- To strategise and implement social crime prevention measures that promote healthy, prosperous and well informed communities that do not allow criminal activity to flourish.

c) *Municipal Systems Act*

The Municipal System Act was developed to, inter alia; provide core principles, mechanisms, and processes to enable municipalities to socially and economically uplift local communities.

This Act is most important as it stipulates the legal duties and rights of municipalities. Section 11(4) (i) of the Municipal System Act of 2000 makes it a legal duty for municipalities to promote a safe and healthy environment.

d) *White Paper on Safety and Security*

The White Paper on Safety and Security lists the following crime prevention activities (1998:23) for local authorities:

- Actively participate in social crime prevention initiatives;
- Redirect the provision of services to facilitate social crime prevention;
- Facilitate a multi-agency approach¹ to social crime prevention.

e) *National Crime Prevention Strategy (1996)*

The South African government developed the NCPS in 1996 and it remains government strategy for the prevention of crime. Key principles of the NCPS relevant to the UbuhlebezweLocal Municipality's crime prevention plan are:

- The need for a multi-sectoral approach to crime prevention. The NCPS indicates that crime is caused by a plethora of issues and therefore its prevention requires coordinated interventions from different clusters of government or sectors.
- The disaggregation of the causes of crime and the development of locally relevant strategies to address crime problems. The NCPS highlights the need to undertake local research to understand local factors causing crime. It is scientific knowledge of the local causal factors that must inform the process of developing a local crime prevention strategy.

The NCPS does not support a "one size fits all" approach in which strategies developed elsewhere are simply translated to the local environment. South Africa has learned that the transplanting of crime prevention initiatives is a recipe for failure.

The Provincial Institutional & Policy Environment

a) *The KwaZulu Natal Department of Community Safety & Liaison Strategic Plan*

The Department of Community Safety and Liaison derives its mandate from Sections 206 and 208 of the Constitution. Section 206 (3) states that each Province is entitled to:

- monitor Police conduct;
- oversee the effectiveness and efficiency of the Police service;
- promote good relations between the Police and the community;
- assess the effectiveness of visible policing; and
- liaise with the Cabinet member responsible for policing in the Province

Section 208 states that, 'a civilian secretariat for the Police service must be established by National legislation to function under the direction of the Cabinet member responsible for policing'. These legal provisions help grow our young democracy by enshrining the principles of accountability, transparency, accessibility in the interests of promoting better policing and ultimately, the safety and security of the citizens of our Country.

In line with these mandates and the recent pronouncements by both our President and our Premier, this Department will be focusing on the following key strategies over the next five years:

- Eliminating stock theft and offering appropriate protection to our farming communities;
- Facilitating integrated social crime prevention at local level;
- Empowering community structures and supporting victims of crime;
- Building the capacity of Youth and Youth structures;
- Engendering the education and the protection of the rights of the vulnerable;
- Promotion of Rural safety and food security in deprived and depressed areas and
- Promoting a healthy life for all.

Working hand-in-hand with the law enforcement agencies to improve services remains integral to our work. Although the use of incarceration is perceived to be the best solution as criminals get their "just desserts", without an emphasis on preventive and developmental aspects, law enforcement will have limited effect. The youth in our Province will continue to receive targeted attention with emphasis on developing leadership skills through our Volunteer Social Crime Prevention programme (VSCPP). Youth development programmes will be implemented alongside capacity building for schools to create safer spaces for teaching and learning.

The Communities-in-Dialogue Programme remains a key proactive measure in averting conflict within our societies by promoting social cohesion.

Summarised Approach

The proposed approach to conduct Community Safety Strategy/Plan is clearly defined through the process flow:



Strategic Planning Framework

Background Information

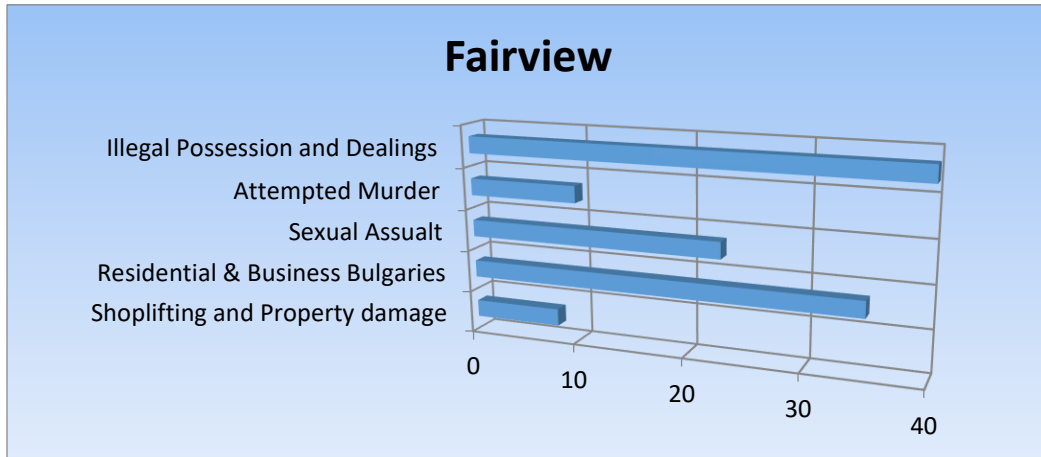
Crime Patterns



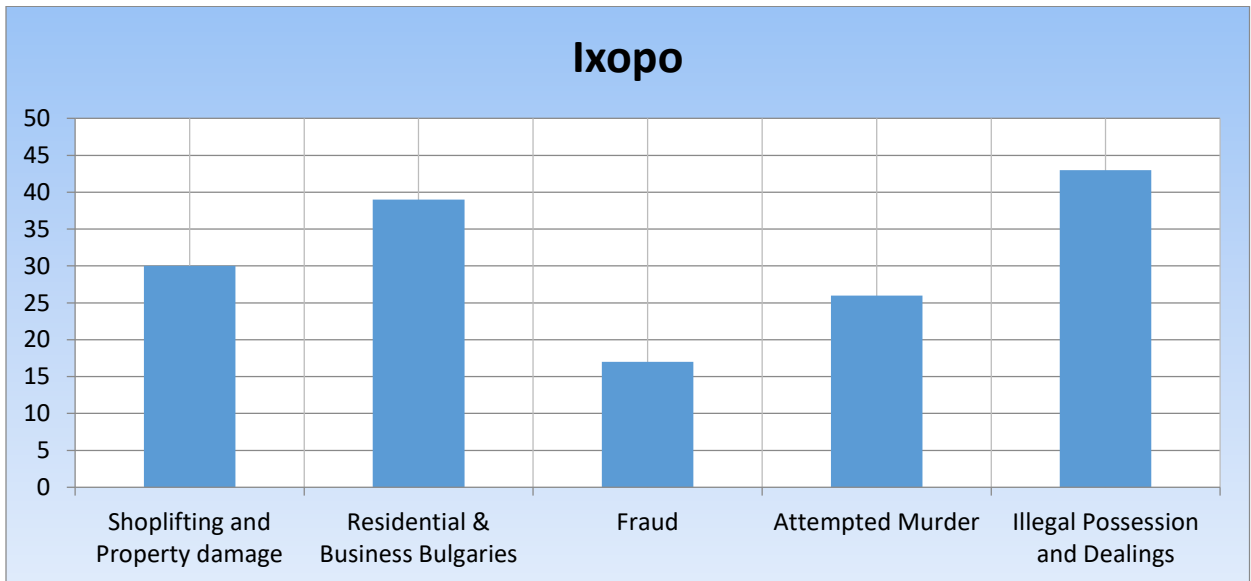
Empirical Research Findings

The municipality has conducted the empirical research guided by the Community Policing. The findings are as follows:

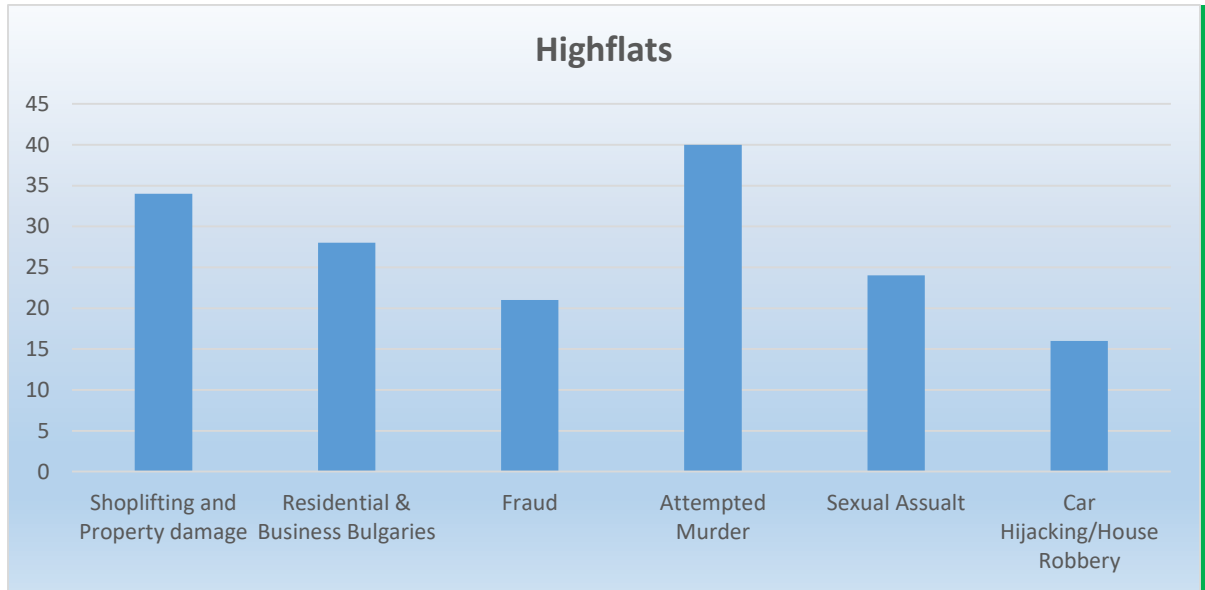
a) Fairview



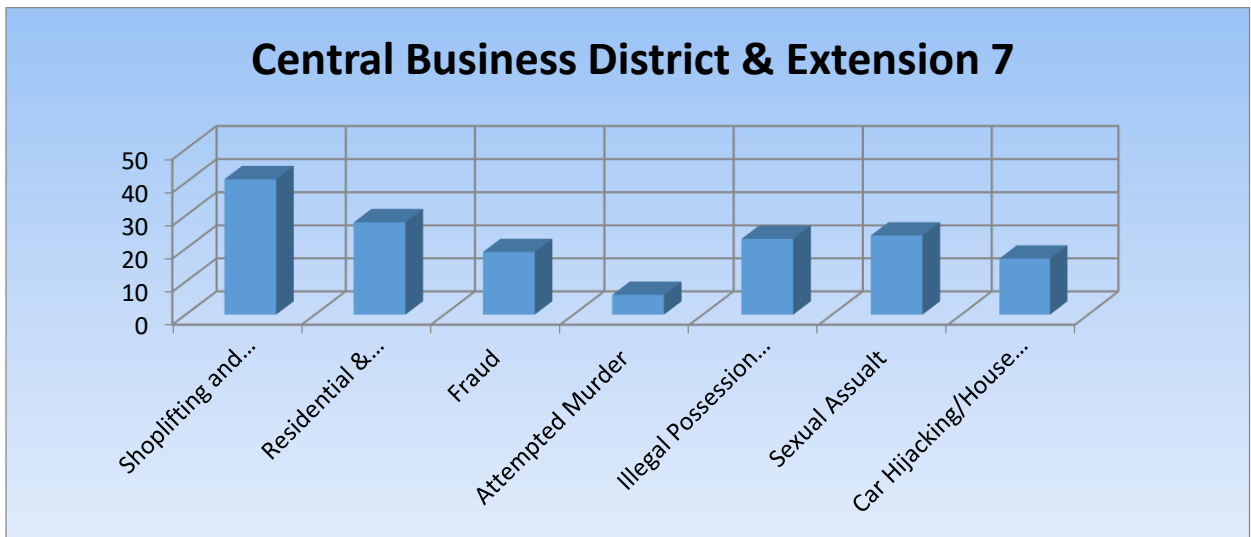
b) Ixopo Town



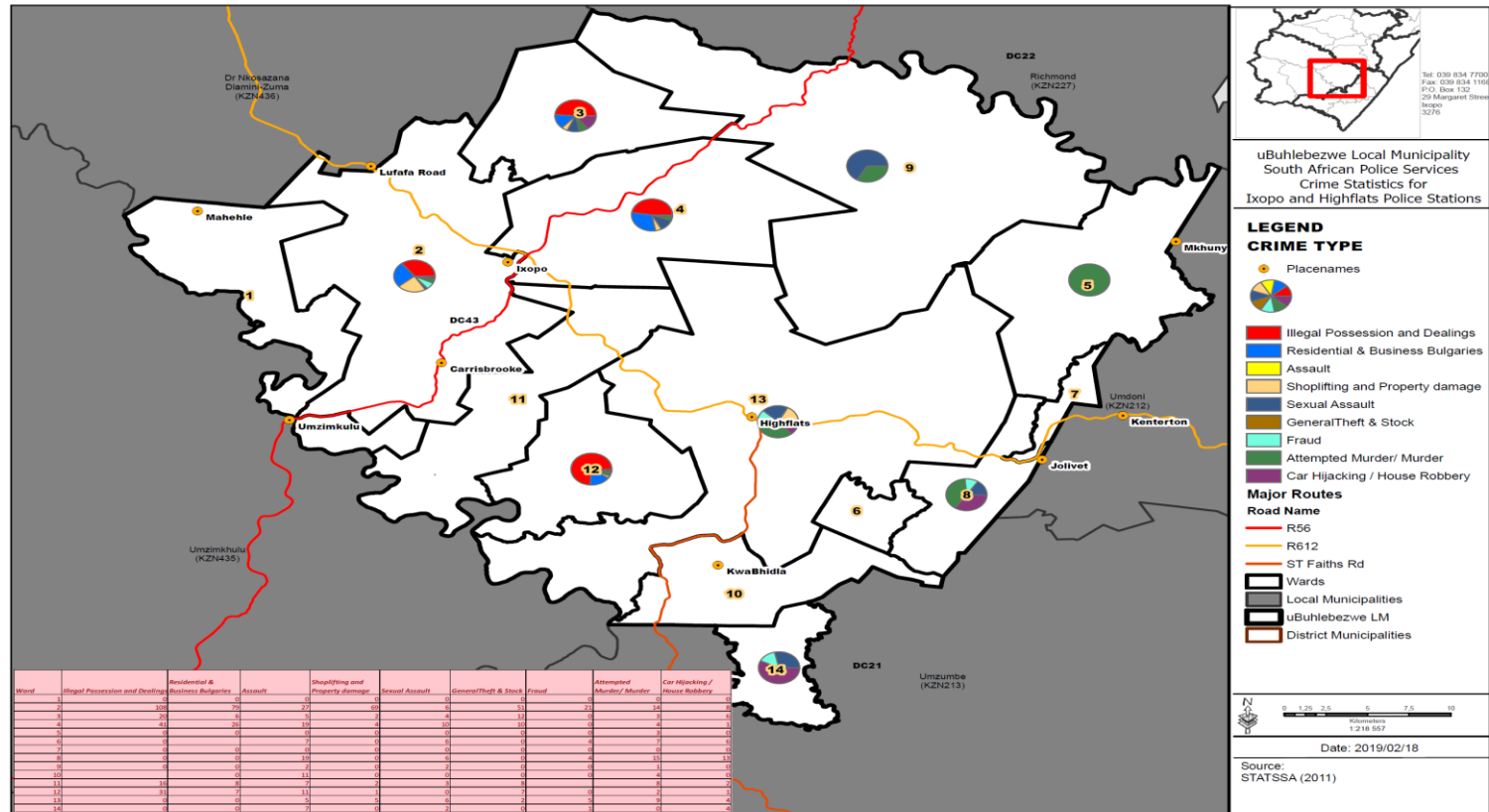
c) Highflats



d) Central Business District & Extension 7



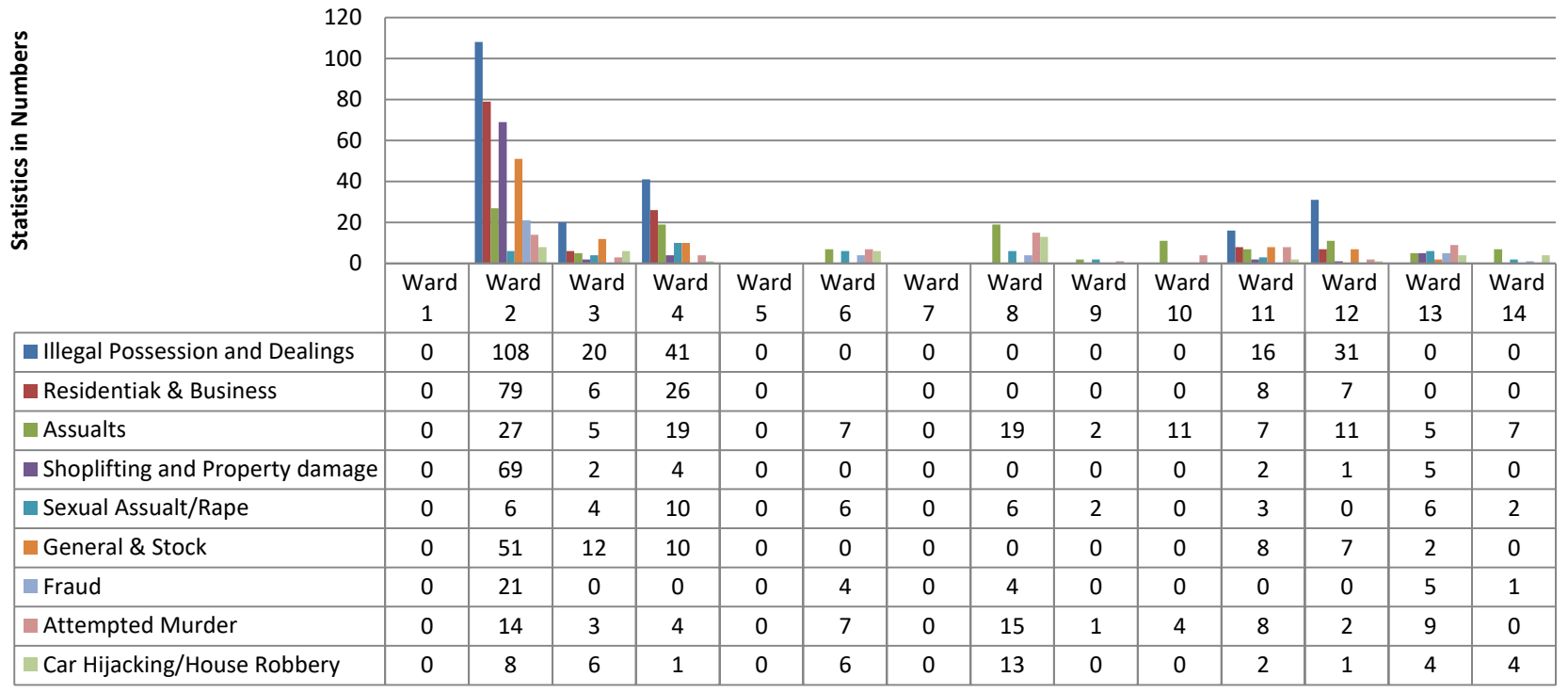
e) Map Showing Cases Reported at Ubuhlebezwe for a Period of 01/01/2018 To February 2019



Ward	Illegal Possession and Dealings	residential & Business Burgaries	Assaults	Shoplifting and Property damage	Sexual Assault	General & Stock	Fraud	Attempted Murder	Car Hijacking/House Robbery
1	0	0	0	0	0	0	0	0	0
2	108	79	27	69	6	51	21	14	8
3	20	6	5	2	4	12	0	3	6
4	41	26	19	4	10	10	0	4	1
5	0	0	0	0	0	0	0	0	0
6	0	0	7	0	6	0	4	7	6
7	0	0	0	0	0	0	0	0	0
8	0	0	19	0	6	0	4	15	13
9	0	0	2	0	2	0	0	1	0
10	0	0	11	0	0	0	0	4	0
11	16	8	7	2	3	8	0	8	2
12	31	7	11	1	0	7	0	2	1
13	0	0	5	5	6	2	5	9	4
14	0	0	7	0	2	0	1	0	4

f) All wards Cases in Highflats & Ixopo SAPS

Ubuhlebezwe Cases Reported For All wards in Highflats & Ixopo SAPS



Study Limitation

The South African Police Services (SAPS) indicated that the law does not allow them to release crime statistics to service providers. Thus limited the study in a sense of qualifying the empirical data received but based on valid and reliable principles of research the empirical research findings are valid and reliable.

Causes of the Crime Patterns

- Most of the crime in Ubuhlebezwe is caused by the influx
- Congestion on the pavements in the town
- Street lighting at night is not visible due to the untrimmed trees that block the light
- The community also contributes to the crime because they don't assist the SAPS in finding the culprits
- Substance abuse mostly alcohol.
- Corruption issues

Broader Interventions to Curb Crime in Ubuhlebezwe

- Create employment opportunities for the youth
- Increase the capacity of the Municipal Protection Service/Bylaw Enforcement, and monitor the reporting system further submitted to the South African Police Services.
- Encourage the community to report all crime activities
- The Municipality needs to work together with the SAPS and Department of Community Safety & Liaison.

Strategic Interventions

- There should be a Legal obligation for all Stakeholders in crime prevention to work together.
- Crime issues should be included in the Operation Sukuma Sakhe meetings so that the relevant Stakeholders can be held accountable for non-attendance and decision making.
- Employment Opportunities for the Youth.
- Increase reserve man-power in the Municipal Protection Services e.g. Peace Officers.
- Anti-Crime campaigns to take place on bi-monthly.
- Churches to assist in conducting Moral Regeneration talks and ongoing programme.
- Edutainment for the youth working together with all strategic partners.

Vision of the Municipal Community Safety Plan

"To have safe, healthy and secure environment which will enable the inhabitants to excel in all facets of life"

Mission of the Municipal Community Safety Plan

"A clean and safe environment for residents and visitors to work, live and play without threat to themselves and properties".

Strategic Goals and Objectives

The specific strategic goals that the Community Safety Plan seeks to achieve are:

- To institutionalise and resource interventions aimed at enhancing safety for residents of UbuhlebezweLocal Municipality;
- To establish a framework that enables the implementation of multi-disciplinary interventions that prevents and reduces crime in UbuhlebezweLocal Municipality;
- To implement, monitor and evaluate interventions that enhance levels of safety and therefore enable residents and visitors to work, live and play within UbuhlebezweLocal Municipality.

Community Safety Implementation Blueprint

INTERVENTIONS
Intervention 1: Institutional Capacity to Coordinate the Community Safety Plan Implementation
Intervention 2: Obtain Buy-In
Intervention 3: Manage Factors Pushing Citizens into Criminal Pathways
Intervention 4: Serve Victims of Crime
Intervention 5: Manage the Environmental Factors that Cause Crime

Intervention 1: Institutional Capacity to Coordinate the Community Safety Plan Implementation

Effective and full-time coordination of the processes essential for the implementation of the Community Safety Plan is required. Coordination cannot be a part time responsibility. Haphazard, part-time coordination will cause role players to lose interest because of perceptions that they are not being taken serious

Intervention 2: Obtain Buy-In

This strategy evolved from an initiative of the provincial sphere of government and not from the governance and policy formulation mechanisms of UbuhlebezweLocal Municipality. Local government and Community Safety Forum members' management and policy formulation structures should be made aware of this intervention. The objective is to obtain buy in, support and the passing of relevant resolutions to enable implementation and resourcing.

Intervention 3: Manage Factors Pushing Citizens into Criminal Pathways:

Numerous factors, listed in the above tables, combine in a complex manner to cause crime and insecurity at Greater Ubuhlebezwe. These factors will need to be managed and addressed to improve safety and security. Youth are a

predominant factor in offending and victimisation. The focus should range from enhancing law enforcement to improving socio-economic opportunities, particularly of youth, and addressing specific vulnerability factors. The environmental factors are addressed separately as strategic objective 5.

Intervention 4: Serve Victims of Crime:

Victims of crime have specific needs. Various local service providers must seek to develop a clear understanding of the needs of victims and continuously develop interventions to meet these needs. Service providers must develop a shared understanding that victims need to be served and that their needs rather than those of service providers must be met. Immediate needs include the effective management of victims of rape the establishment of a shelter to provide comprehensive services to victims of crime, particularly gender crime, and the extension of victim empowerment services to all victims irrespective of gender.

Intervention 5: Manage the Environmental Factors that Cause Crime:

The focus of this intervention is to address the environmental factors that cause crime and insecurity. They are listed in the table above but include: increasing visibility, re-planning particularly of trust areas so that pathways are reduced, clearing bushes, improving the quality of roads and numbering houses. It is believed that if the Community Safety Plan coordinates the implementation of strategic interventions and activities within the above five intervention areas, Ubuhlebezwe Local Municipality will become a safer area.

Strategic Objective 1: Create institutional capacity to coordinate and implement the Municipal Safety Plan.				
Strategic Focus Area	Activities	Leading Role Player	Other Role Players	Time Frame
Source dedicated capacity to coordinate the implementation of the Community Safety Plan	<ul style="list-style-type: none"> Identify personnel within the municipality Community Safety Division who are going to assist with public safety endeavors. Train and capacitate the officials in their coordination role and on the Community Safety Plan. 	Ubuhlebezwe Municipality	Department of Community Safety & Liaison, CPF, Structures, SAPS, Municipal Traffic Police, RTI and Ubuhlebezwe Rapid Response Team	February 2018
Ensure that the steering committee is appropriately	<ul style="list-style-type: none"> Implementation of the plan in consultation with SAPS 			

Strategic Objective 1: Create institutional capacity to coordinate and implement the Municipal Safety Plan.				
Strategic Focus Area	Activities	Leading Role Player	Other Role Players	Time Frame
constituted and fully functional and that it is able to lead initiatives to enhance levels of safety at UbuhlebezweLocal Municipality.	<ul style="list-style-type: none"> Formalise the Community Safety Forum steering committee operating at municipal level relationship and work; officially launch the Community Safety Forum. 	Ubuhlebezwe Municipality	Department of Community Safety & Liaison; SAPS; Community Policing Forum	April 2018
	<ul style="list-style-type: none"> To support the Community Policing Forums in terms of resources that will enable them function efficiently and effectively. 			

Strategic Objective 2: Obtain buy-in of the Community Safety Plan and resources to implement it from strategic role-players				
Strategic Focus Area	Activities	Leading Role Player	Other Role Players	Time Frame
Build awareness of the Community Safety Plan among stakeholders and community members	<ul style="list-style-type: none"> Seek approval of the Community Safety Plan from governance structures with UbuhlebezweLocal Municipality 	Ubuhlebezwe Municipality	Operation Sukuma Sakhe Strategic Partners	May 2018
	<ul style="list-style-type: none"> Develop and implement communication strategy to communicate the Community Safety Plan 			
Secure multi-year budget from government and	<ul style="list-style-type: none"> Develop a comprehensive budget required to implement the Community Safety Plan. 	Ubuhlebezwe Municipality	Operation Sukuma	July 2018

nongovernmental organisations to implement the Community Safety Plan.	<ul style="list-style-type: none"> Identify and approach government and non-government institutions to fund or resource the strategic interventions. 		Sakhe Strategic Partners	
	<ul style="list-style-type: none"> Integrate the Community Safety Plan into the Integrated Development Plan. 			
	<ul style="list-style-type: none"> Ensure that specific project activities are included in multiyear budgeting in terms of realization and implementation of the plan 			
Performance Indicators	<ul style="list-style-type: none"> Council resolution & Budget. 			

Strategic Objective 3: Address factors that pull individuals into offending behaviour				
Strategic Focus Area	Activities	Leading Role Player	Other Role Players	Time Frame
Ensure that children and youth (particularly male youth) complete school and reduce number of drop-outs.	<ul style="list-style-type: none"> Conduct a survey to clearly understand the reasons for learners dropping out of school. 	Ubuhlebezwe Municipality	Operation Sukuma	2018-2020
	<ul style="list-style-type: none"> Design an after-school programme to assist learners with school work, especially those experiencing difficulties. 	Department of Social Development	Sakhe Strategic Partners;	
	<ul style="list-style-type: none"> Ensure that schools are safe. 	Department of Education	SAPS	

Strategic Objective 3: Address factors that pull individuals into offending behaviour

Strategic Focus Area	Activities	Leading Role Player	Other Role Players	Time Frame
	<ul style="list-style-type: none"> • Reward learners who excel and those who are improving. • Establish a school and learning assistance programme (provide school uniforms and materials to needy children). • Establish a bursary scheme for learners who want to study further. • Ensure that learning is taking place at school by addressing blockages. 			
<p>Ensure that local youth are kept busy through sporting, cultural and income generating activities.</p>	<ul style="list-style-type: none"> • Establish and maintain recreational facilities for children and youth. This includes sports clubs. • Introduce new sporting games such as rugby, cricket, softball, etc in townships. • Establish and maintain vacation clubs and activities for local youth and children. 	<p>Department of Sports & Recreation; Ubuhlebezwe Municipality</p>	<p>Operation Sukuma Sakhe Strategic Partners; SAPS</p>	<p>2018-2020</p>

Strategic Objective 3: Address factors that pull individuals into offending behaviour

Strategic Focus Area	Activities	Leading Role Player	Other Role Players	Time Frame
	<ul style="list-style-type: none"> Build youth skills development (income-generating projects) and participation in economic activities at Ubuhlebezwe Local Municipality. 			
Address youth violence with specific focus on males and patriarchy as a factor in violence, particularly gendered crime.	<ul style="list-style-type: none"> Develop and implement programmes to re-orientate and empower local residents so that they are able to deal with issues relating to male emasculation, fatherhood, motherhood and parenting in general. 	Ubuhlebezwe Municipality	Operation Sukuma Sakhe Strategic Partners; SAPS	2018 - 2020
	<ul style="list-style-type: none"> Empower males with alternative dispute resolution mechanisms. 			
	<ul style="list-style-type: none"> Implement programmes that build self esteem of males. 			
	<ul style="list-style-type: none"> Implement life orientation programmes for males at risk 			
	<ul style="list-style-type: none"> Implement moral regeneration programme targeting churches. 			
Improve community-police	<ul style="list-style-type: none"> Ensure that CPFs are established and fully functional. 	SAPS; Ubuhlebezwe.Municipality	Operation Sukuma Sakhe	2018-2019

Strategic Objective 3: Address factors that pull individuals into offending behaviour

Strategic Focus Area	Activities	Leading Role Player	Other Role Players	Time Frame
relations, with emphasis on women residing in rural areas	<ul style="list-style-type: none"> Address perceptions of police collusion and friendship with criminals. 		Strategic Partners	
	<ul style="list-style-type: none"> Address perceptions of police inability to adequately and promptly respond to crime. 			
	<ul style="list-style-type: none"> Ensure that SAPS enforces the law and is visible at different times of the day. 			
Improve police visibility	<ul style="list-style-type: none"> Increase foot patrols of local neighborhoods by SAPS. 	SAPS Sector Policing Forum (GKM Area)	SAPS, CPF, private security companies, traffic police and Community patrollers.	2018-2019
	<ul style="list-style-type: none"> Encourage community involvement in patrolling activities coordinated by SAPS in all neighbourhoods. 			
	<ul style="list-style-type: none"> Increase the rate at which SAPS patrols neighbourhoods at night especially in areas that are not covered by security companies. 			
	<ul style="list-style-type: none"> Private security companies to coordinate and support SAPS patrols of streets in suburban areas, smallholdings and commercial farms, 			

Strategic Objective 3: Address factors that pull individuals into offending behaviour

Strategic Focus Area	Activities	Leading Role Player	Other Role Players	Time Frame
	<p>particularly during vulnerable times.</p> <ul style="list-style-type: none"> • SAPS and private security companies to share information to inform preventative patrols, and share regular reports on outcomes of preventative patrols, security gaps and challenges identified during patrols. • Increase police patrols in trust areas, particularly at nights and early mornings when buses drop and collect local residents going to and from work. • Establish and support community patrollers. 			
<p>Performance Indicators</p>	<ul style="list-style-type: none"> • Project implementation plan approved • Defined KPA and baseline per initiative. • Impact assessment reports 			

Strategic Objective 4: Manage victims of crime				
Strategic Focus Area	Activities	Leading Role Player	Other Role Players	Time Frame
Provision of comprehensive services to meet needs of victims of crime.	<ul style="list-style-type: none"> Establish a shelter to provide residential care for victims of gender violence. 	SAPS, Department of Justice and Constitutional Development, NPA	Department of Social Development, Ubhlebezwe Municipality;	2018-2020
	<ul style="list-style-type: none"> Support victims of crime through all the stages of the criminal justice processes (reporting a crime, investigation, prosecution and integration of offender back into community). 			
	<ul style="list-style-type: none"> Extend victim empowerment services to all victims, irrespective of gender. 			
	<ul style="list-style-type: none"> Continuously improve the services provided to victims of crimes by conducting a survey to understand the needs of victims of crime, service receipt and gaps in meeting needs of victims in Ubhlebezwe Local Municipality. 			
	<ul style="list-style-type: none"> Provide training in gender and cultural sensitivity, victim empowerment, Domestic Violence Act and the Sexual Offences Act to local service providers. 			
	<ul style="list-style-type: none"> Establishment of Support Groups for all issues, depression 			
Performance Indicators	<ul style="list-style-type: none"> Impact Assessment Report 			

Strategic Objective 5: Manage the environmental factors that cause crime				
Strategic Focus Area	Activities	Leading Role Player	Other Role Players	Time Frame
Improve visibility at night, particularly in townships and rural areas of Ubhlebezwe Local Municipality.	<ul style="list-style-type: none"> Install street lights and mass lights where they do not exist. 	Ubhlebezwe Municipality	SAPS, CPFs, community development Workers.	2018-2020
	<ul style="list-style-type: none"> Increase total number of street lights and mass lights where they are in sufficient 			
Improve visibility by clearing bushy areas	<ul style="list-style-type: none"> Regularly identify and de-bush open fields. 	Ubhlebezwe Municipality	CPF's and SAPS (police stations)	2018-2020
Improve road safety	<ul style="list-style-type: none"> Maintenance of roads, especially secondary roads 	Ubhlebezwe Municipality	Traffic Police; RTI; SAPS	2018-20
	<ul style="list-style-type: none"> Reduce number of cars driving at high speed within Ubhlebezwe Local Municipality. 			
	<ul style="list-style-type: none"> Reduce incidents of car spinning. 			
	<ul style="list-style-type: none"> Monitor the taverns (off consumption) have a time limit. 			
	<ul style="list-style-type: none"> Insufficient parking space 			
Performance Indicators	<ul style="list-style-type: none"> Progress Reports 			

Construction of Ubhlebezwe Municipal Emergency Management Centre (Fire Station)

Ubhlebezwe Local Municipality has been funded by Cooperative Governance and Traditional Affairs (COGTA) an amount of R9 000 000.00 to build Ubhlebezwe Municipal Emergency Management Centre. The project is on progress and the current spending for this project is on 6%.

UBUHLEBEZWE ANIMAL POUND SERVICES AS PER KWAZULU NATAL POUND ACT NO. 3 OF 2006.

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

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

UBuhlebezwe Municipality has requested Dr.Nkosazane Dlamini Zuma Municipality to assist by sharing its Municipal animal pound services with uBuhlebezwe Municipality, that agreement was successful agreed upon. uBuhlebezwe Municipality is currently in the process of looking for appropriate land for animal pound services which is going to assist uBuhlebezwe communities in terms of job opportunities and achieving projects as per attached below table.

NONE BUDGETED PROJECTS TO BE ACHIEVED

NAME OF THE PROJECT	BUDGET	TARGET AREAS	YEAR
Buying of land outside Ixopo town	None	Outside Ixopo town	2019/2020
Employment of Animal Range Officers	None	All Wards	
Outsourcing of Animal Doctors (Veterinarian)	None	Department of Agriculture	2019/2020
Buying of equipment and vehicles	None	Ixopo town	2019/2020
Buying of animal feed	None	Ixopo town	2019/2020

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 October 2018; 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:

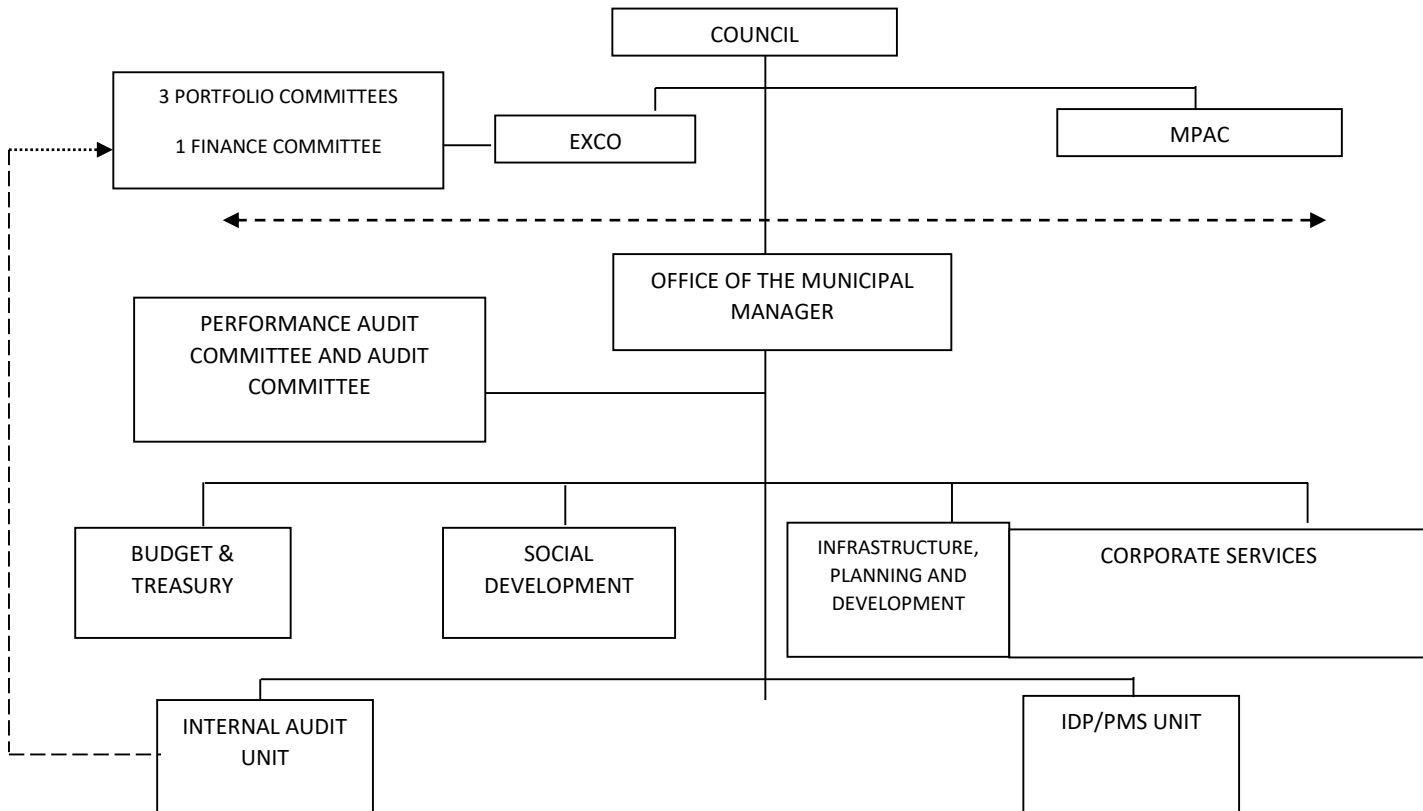
Functions	Function currently performed		Capacity perform function to the		Levels of capacity	Alternative measures in place(function not performed or no capacity)	Municipal Action
	Y e s	N o	Yes	N o			
Amusement facilities	-	x	-	X	-	-	-
2. Air pollution	-	x	-	X	-	-	There is no demand no action required
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 landfill site in partnership Department of Land Affairs
31 Street trading	X	-	x	-	Limited number of Peace Officers	-	The municipality to train more Peace Officers
32 Street Lighting	X	-	X	-	Capacity is limited relying to ESKOM.	-	Municipality is negotiating with ESKOM to take over the street lighting after completion of the project.
33. Traffic and parking	x	-	x	-	-	-	No action required
34. Fireworks					-	-	No action required
35. Libraries	x	-	x	-	-	-	-

Table 16: Municipal Powers and Functions

- **A Council approved Organizational Structure**



The Municipal Council is composed of 27 Councillors of which 14 are ward Councillors and 13 are proportional representatives. Amakhosi also form part of Council and have been allocated to Portfolio Committees as per the recommendation made by the MEC for Co-operative Governance and Traditional Affairs. Ubuhlebezwe Municipal Council meets quarterly while both the Executive Committee and portfolio committees sit bi-monthly.

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

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

As depicted in the organisational structure above, the Ubuhlebezwe Municipality has 4 departments and 2 units. Each department is headed by the Director who reports directly to the Municipal Manager. The Municipal Manager reports directly to the Exco via the Mayor who is the Chairperson of the Executive Committee. The Municipal Manager is assisted by the Internal Audit Unit 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 2018/19 financial year were filled or are in the process of being filled, with recruitment processes for them already being underway. The recruitment processes for Director: Corporate Services are underway, with the position being readvertised after not finding a suitable candidate in the first round of requirement.

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

Employment Equity:

The total number of female employees is 117

The total number of male employees is 100

The total number of senior positions is 5, Three of the positions are occupied by black females, one is occupied by a male while the other one is currently vacant, recruitment processes are underway for Director Corporate Services

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	234
Total number of filled posts	217
Total number of vacant posts	17
Vacancy rate	8%

Table 17: employment equity

Organisational Council approved organogram is attached as an annexure

- **Previously disadvantaged groups**

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

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

- **Filling of critical posts**

The organisational structure shows five (5) critical posts, i.e. Municipal Manager, Directors: Social Development, 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 position currently is that of the Director: Corporate Services, 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 **31/01/2019**
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	3	0	0	0			4
Senior management	6	0	0	0	4	1	0	0			11
Professionally qualified and experienced specialists and mid-management	2	0	0	0	5	0	0	0			7
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	43	1	1	1	27	2	0	0			75
Semi-skilled and discretionary decision making	23	0	0	0	35	0	1	0			59
Unskilled and defined decision making	32	0	0	0	38	1	0	0			71
TOTAL PERMANENT	108	1	1	1	112	4	1	0			228
Temporary employees	8	0	0	0	15	1	0	0			24
GRAND TOTAL	116	1	1	1	127	5	1	0			251

- **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 October 2018. 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 2019/2020 implementation will be at a Council meeting scheduled for May 2019.

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 2018/19 is being implemented as follows:

Trainings	Attended By	Male	Female
1. Lease Agreement Development and Administration.	SR LUNDELL MC MBHELE	-	2
2. - Introduction to MS Excel.	M NTAKA N ZONDI S MOLOI M DLAMINI CS KUNENE CORPORATE TRAINEE SM NDEBELE K ZUMA P ZINCUME I HLONGWANA	3	8
3. - Fleet, Transport and Plant / Equipment Management.	SR LUNDELL M NTAKA K MOSHUBI M NGCOBO	1	3
4. - Office Cleaning and Maintenance.	B SHEZI N DLULISA R WILDEY P NGUBO B NGCONGO N MAZIBUKO N NGCOBO K MHLUNGU N MADUNA W TENZA	-	10
5.. - E-Records Management	S LUNDELL M MBHELE J NYANISA	-	3
6. - Front Desk Operations and Telephone etiquette.	T BIYASE L LUSWAZI	-	2
7. - Effective Access Control, Safety and Security.	B MNTUNGWA T BIYASE T MKHIZE T MKHIZE	3	1
8. - Property Management.	M MBHELE N ZONDI K MOSHUBI T Dlamini R Gopal	2	3

9. - English Communication	P MSANI M NGCOBO NP ZUKE N CHEMANE A BEST S MOLOI M DLAMINI CORPORATE TRAINEE N MASONDO N ZONDI	5	4
10. - Online Leave System.	M NGCOBO P MSANI NP ZUKE N MOKOENA S CELE N NGCONGO	2	4
11. - Best Practice Payroll and Salary Admin, Legislation Compliance 2018.	M NGCOBO P MSANI NP ZUKE N MOKOENA S CELE N NGCONGO	2	4
12. - Firearm Shooting.	S NZUZA M MCHUNU S XABA M NINDANE S DLAMINI	3	-
13. – EDL GRADE B	M NSINDANE S DLAMINI	2	-
14. - Fire Instructor 1.	S MTHEMBU M SITHOLE B NDLOVU T MBATHA M MSOMI C MAPHANGA L KHUMALO N MJWARA M MNGONYAMA	9	-
15. - Fire Fighter 2, Hazmat Operations.	S MTHEMBU	1	-
16. - Server Infrastructure.	S SEPTEMBER S KHUMALO JUNIOR NETWORK ADMINISTATOR (VACANT)	1	1
17. - InDesign Core and Expert.	S KHUMALO M DLADLA	2	-
18 – Sustainable Urban Land Use Planning	Z MAZIBUKO M GEBASHE	1	1
19. - Basic Training in Road Marking and Road Signs.	D MORENG	5	-

	Z MEMELA S MTSHALI E FUNEKA S MNGOMA		
20 - Advanced Report Writing.	ALL PERSONNAL ASSISTANTS		6
21. - TLB Competency Certificate.	S NYANISA	1	-
22. – Staff Management	ALL MANAGERS,SUPERVISOR S AND FOREMAN	10	10
23. - Advanced Project Management.	B MJWARA S MKHWANAZI S NYIDE S MBUTHO M ZULU M DLAMINI K ZUMA S NYANISA	7	1
24. – Trade Test Plumbing	T MEMELA S NJILO	2	-
25. - Occupational Health and Safety.	SM NDEBELE S NYIDE S MBUTHO M ZULU N ZUNGU Z MEMELA S NYANISA B MJWARA E FUNEKA	8	1
26. - MSCOA Training.	P ZINCUME B MBONGWE I HLONGWANA C MNGUNI T MATHANDA P MPANZA A MGILANE N MTHEMBU N SITHOLE M MPUMGOSE Z RULUMENI A NGUBO N TSHAZI M MBATHA N KHUMALO	4	11
27. - Customer Care.	M MNCWABE N MASONDO N ZONDI	-	8

	C KUNENE M DLAMINI N MBASA Z DLAMINI N CHILIZA		
28. - Credit Control and Debt Collection.	N MTHEMBU B MBONGWE M MBATHA	-	3
29.- Writing of Tender Documents	LOCAL CONTRACTORS	5	5
30.- Plumbing	UNEMPLOYED YOUTH	14	14
31.- Public Participation in Local Governance	NEW WARD COMMITTEES	70	53
32.- Leadership and Conflict Management	ALL COUNCILLORS	18	9
33.- Community Diversity	OLD WARD COMMITTEES	11	4
34. National Certificate : Emergency Supervision: Fire and Rescue Operations	UNEMPLOYED YOUTH	14	14
	EMPLOYED	15	6
35.-ODETDP	EMPLOYED	7	7
36.-EDL GRADE A	S NZUZA M MCHUNU S XABA	3	-
37.-IT Governance and IT Services Management	U DUKADA	1	-
38.-Strategic Planning and Advanced Monitoring and Evaluation	Z KHUMALO S SIKHAKHANE Z MBADU M DLADLA IDP/PMS INTERN	2	3
39.-Internal Audit Technician Programme	N CLOCK A DLAMINI S NDYEBO	1	2
40.-Bank Reconciliation	N KHUMALO M MPUNGOSE M NTSENGANE	2	1

Table 18: WSP quantified

- **Skills Audit**

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

- **Implementation of HR Policies:**

WSP

At the beginning of each calendar year. The Human Resource Unit requests employees to submit 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.

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 one of the CGICT framework implementation with only programme portfolio management outstanding but in consultation with SALGA to drive the Municipality towards phase two of CGICT implementation.

POLICY	DATE ADOPTED	LAST REVIEWED
Cellphone and 3G Data Policy	16 May 2013	October 2018
ICT Business Continuity	14 April 2014	October 2018
ICT Security Policy	26 May 2016	October 2018
Incident Management	26 May 2016	October 2018
Remote Access Procedure	26 May 2016	October 2018
Firewall Policy	26 May 2016	October 2018
Disaster Recovery Policy	14 April 2014	October 2018
ICT Governance Framework	26 May 2016	October 2018
Backup Policy	26 May 2016	October 2018
Back up Procedure	26 May 2016	October 2018
Audit Logs Procedure	26 May 2016	October 2018
Change Management Procedure	26 May 2016	October 2018
ICT Operating System Security	14 December 2017	October 2018
ICT Security Controls	14 December 2017	October 2018
Service Level Agreement	14 December 2017	October 2018

Table 19: ICT policies

The following policies were reviewed at the policy strategic plan, however, they will be re-drafted with a governance specialist to comply with AG recommendations

- ICT Operating System Security
- ICT Security Controls
- Service Level Agreement

. 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 is currently being drafted in consultation with SALGA.

. 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.
- The implementation of a virtual environment to get the best out of our infrastructure.

- 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.
- Setting up DR (Disaster Recovery) site for IT.
- Redrafting and implementing the ICT units Policies, Governances Specialists, migrating to Office 365 which is the latest mailbox.
- Upgrading the Municipal Financial Management System to be MSCOA compliant and to transact efficiently and effectively on MSCOA with no issues and to meet the national treasury requirements.

Challenges.

1. The major challenge currently is poor network infrastructure but is being addressed and with implementation and installation of better infrastructure.
2. Municipal Financial system not performing as per MSCOA requirements and other functionality issues.
3. Service provider compliance and availability. Service providers not abiding to the agreements stipulated on the agreed SLA's.
4. 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 arears and plans are in place to carry the tasks.

Telecommunications in the area.

Network reception though in the outer rural wards is still relatively poor but plans are in place to improve reception the rural wards for better network reception. The Municipality has already approved two wayleaves for fibre implementation in Ixopo town which will boost our telecommunications network significantly.

PROGRESS ON WORK WITH SALGA ICT:

SALGA reviewed the units Policies and gave positive feedback and will be reviewing the new IT strategy once completed..

KEY FINDINGS BY AG

- IT Strategic Plan incomplete
- IT Security Policy does not meet minimum requirements
- User access policy does not meet minimum requirements
- Program Change Policy does not meet minimum requirements
- Disaster Recovery Plan does not meet minimum requirements
- No formal Change Request form done for upgrade of SAMRAS

The ICT unit is working to address the above findings and they have been included in the Municipality's Action Plan, with dates for implementstion and strategies.

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

WEAKNESSES :

- Slow network
- 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.
- Environmental Controls – Controls need to Improve more especially with air conditioning and fire detectors in server rooms
- SD – Removal of phones – Network Issues – Loss of trust on new Cisco phones
- Clarity on I.T. Role (SAMRAS & VIP)
- 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

THREATS

- Offsite not functional (Infrastructure is available; solution is to recommend implementation of a VPN and Benchmark with other municipalities)

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

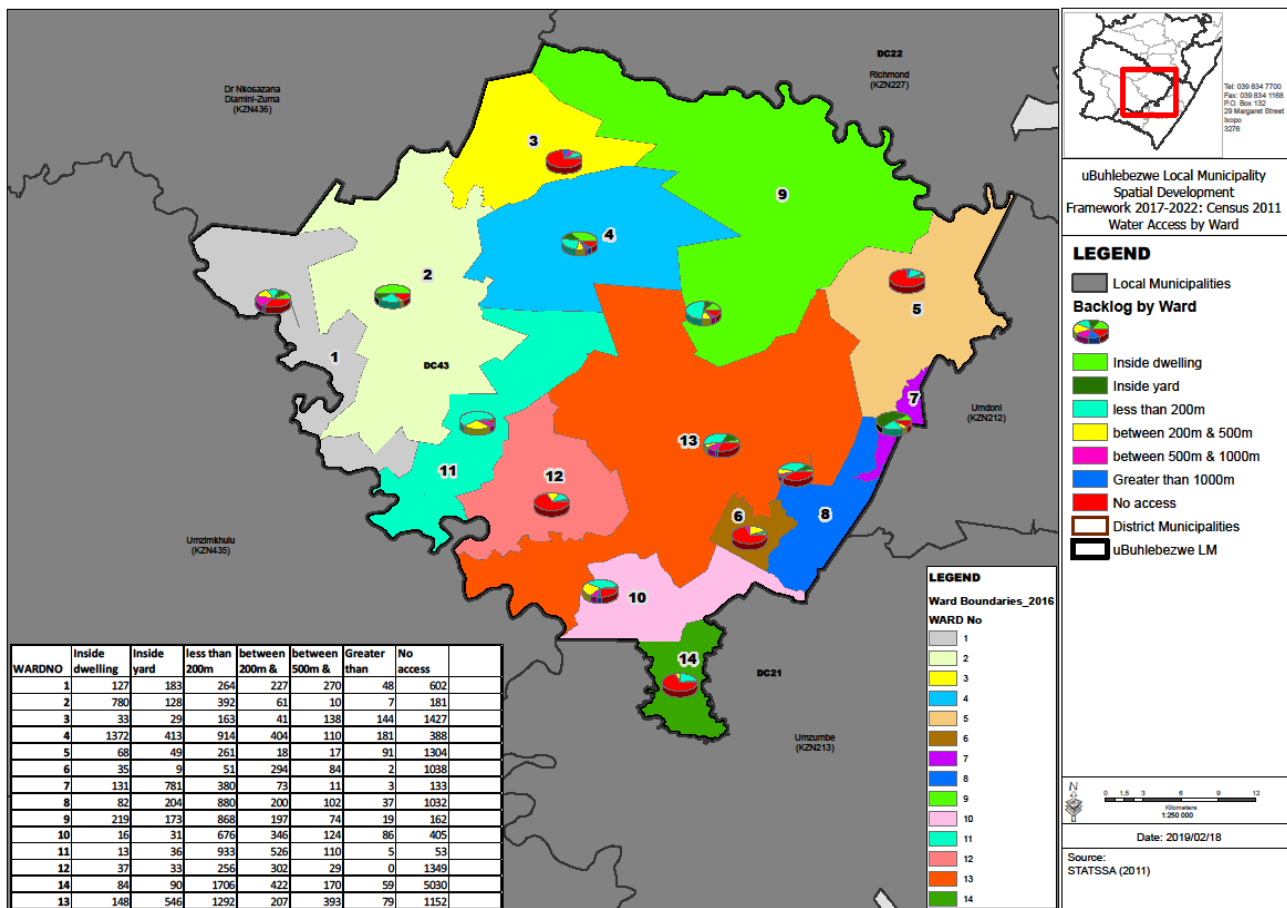
The municipality has experienced some improvements on households with access to clean and hygienic water. Figures provided by Census indicate that water backlog were 60% in 2011 to 54% in 2016.

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



Water needs and Priorities

As per the community survey, (2016) approximately 46% households in Ubuhebezwe 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 Ubuhebezwe 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
Ubuhebezwe Local Municipality	25 119	11633	13486	54%

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

NO.	PROJECT NAME	WARD	FY	Population served	STATUS
1.	RECTIFICATION & UPGRADE OF FAIRVIEW AND IXOPO TOWN SEWER SYSTEM	4	18/19 & 19/20		Construction
2.	Ncakubana Water Supply Scheme Phase 3	1	18/19		Construction
3.	Umkhunya Water Supply Schemes (AFA)	5	18/19 & 19/20		On hold due to appeal
4.	Mariathal, Spreza, Mandilini Water Project	4	18/19 & 19/20		Tender
5.	Nokweja/Mazabekeni Water Supply Scheme	11&12	18/19		Construction
6.	Hlokozi water Supply Scheme	6 & 8	18/19		Construction
7.	Upgrade of Umhlabashana Water supply	10 & 13	18/19		Construction
8.	Upgrade of Jolivet Water Supply	8	18/19		Construction

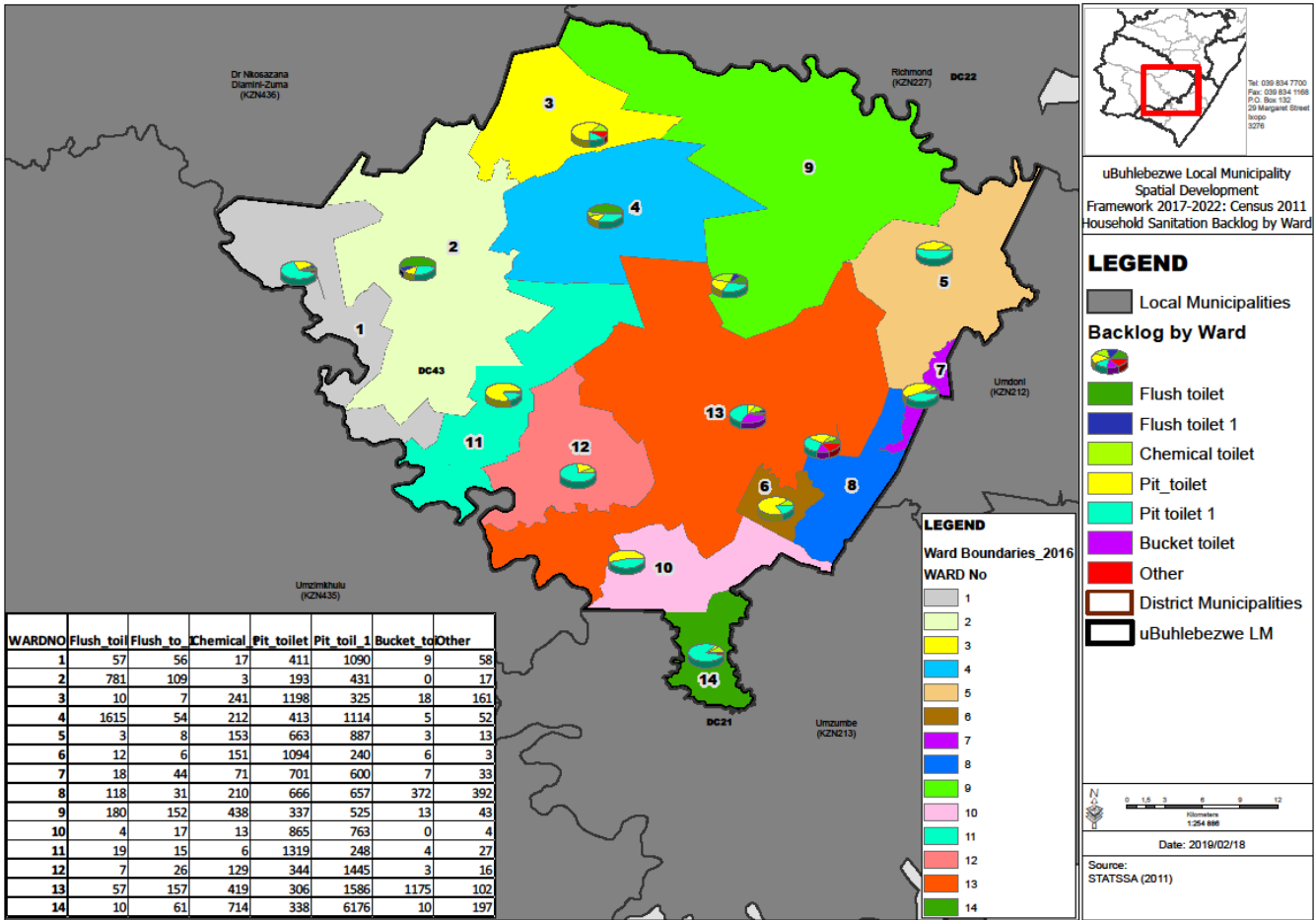
Status of Sanitation

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 back where they are an approved business plan to address this backlog.

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

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

1.	Universal rural Sanitation Coverage in Ubuhlebezwe Municipality	All Wards	18/19 & 19/20	Construction
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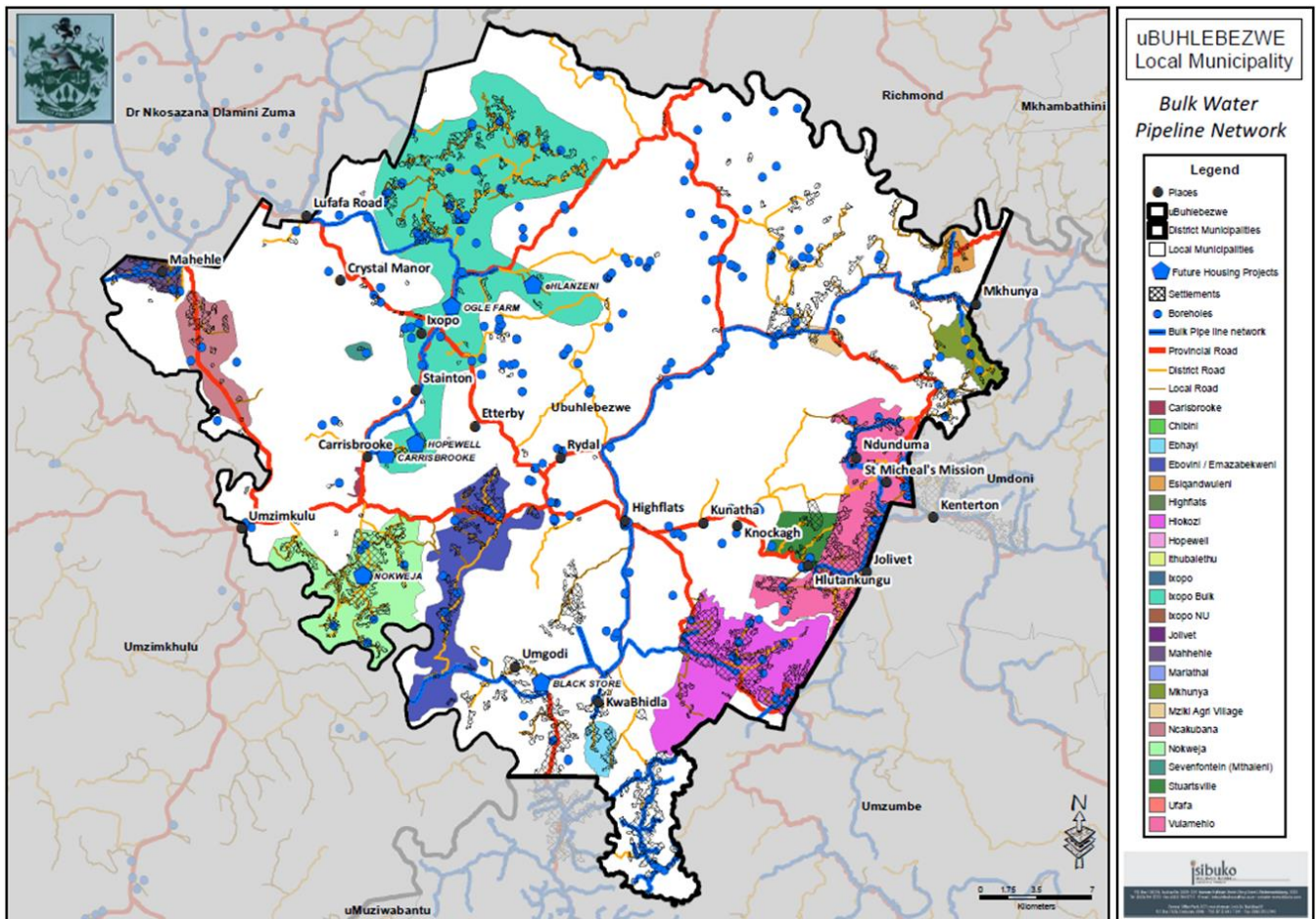


Fig 38 : Bulk Water Pipeline Network

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
- Ncakupana 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
- Maintenance of handpumps
- Maintenance of protected springs
- Shortage of water tinkering facilities
- Poor water quality\
- Ageing water and sewer infrastructure
- Sewer spillages
- Vandalism
- Low water table which leads to boreholes drying up
- Power source failure (Eskom)

Attempts to overcome challenges:

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

Progress from The Harry Gwala District on Water and Sanitation for 2018/19:

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.

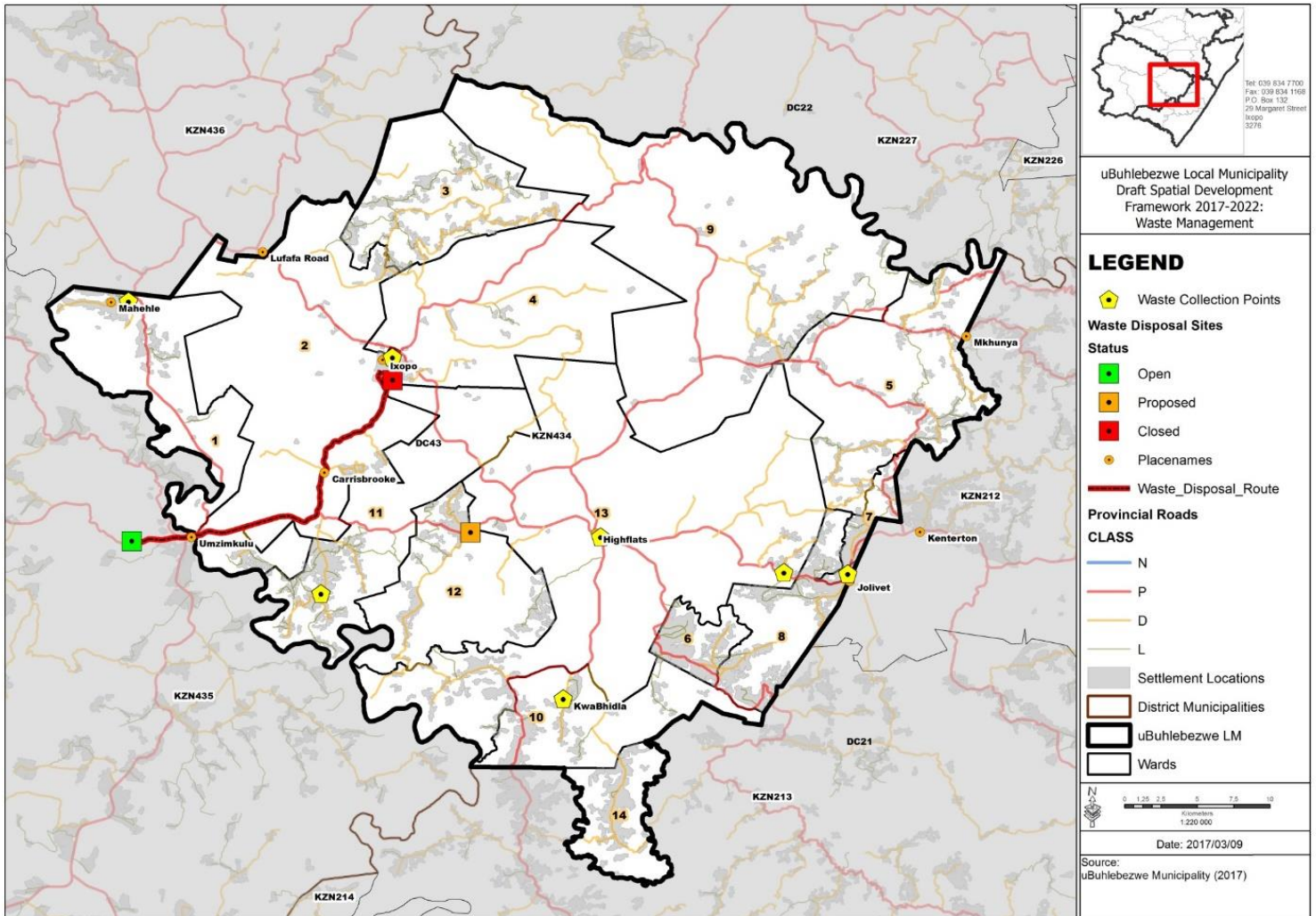
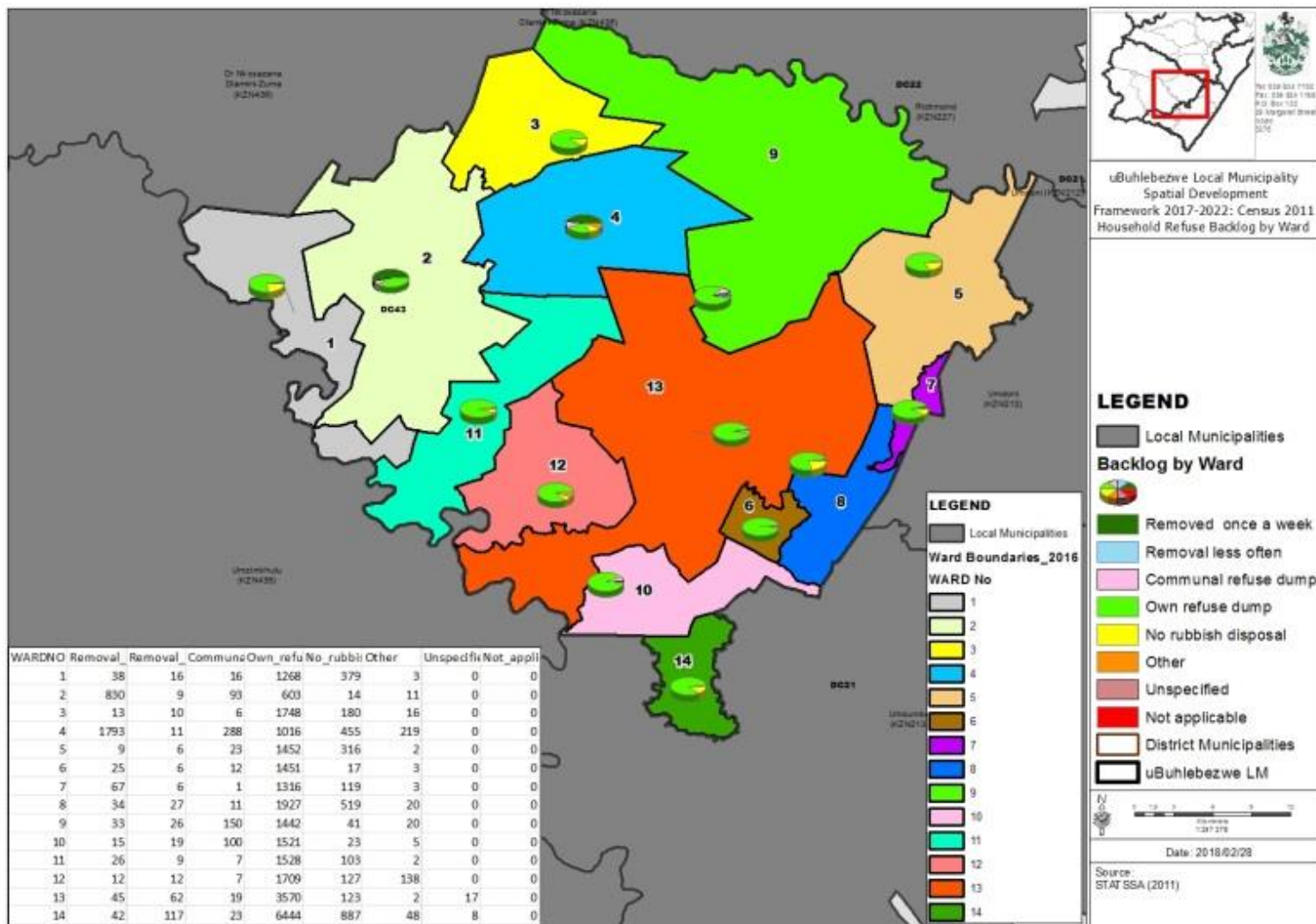


Fig 39: solid waste

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 40: 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).

- **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 2019/20 Ubhlebezwe Municipality has been allocated a grant of R 1 590 000. In the 2017/18 financial year, funding of R 1 000 000.00 was received and jobs were created as follows:

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 sportsfilelds.

Ubuhlebezwe has developed and adopted the comprehensive infrastructure plan (CIP). The broad aim of the CIP is therefore to consolidate information from across the various municipal service sectors and provide a documentary planning tool that will assist in the compilation of the Integrated Development Plan.

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

The Comprehensive Infrastructure Plan is a Plan that:

- Provides a holistic overview of existing infrastructure, a vision of future developmental options and possible project priorities.
- Summarises and collates key strategic information from the available documents
- Is a ward-based planning and data tool
- Updated annually to feed information into the Integrated Development Plan (IDP)

- Is presented in a brief, user friendly format that is understandable to non-technical people.-provide a strategic model to identify gaps and challenges faced in infrastructure management and leverage the appropriate intervention mechanisms to ensure both institutional and financial capability at the municipal level.
- creates a framework for sustainable service delivery
- promotes a programmatic solution rather than a project based planning
- It will cover elements such as water, sanitation,halls, sportfields, roads and housing.

This Ubuhlebezwe Local Municipality (ULM)'s Comprehensive Infrastructure Plan (CIP) covers the following five sector areas:

- Bulk Water Supply and Sanitation
- Electricity
- Halls and Sportsfields
- Housing
- Roads.

- **Roads and storm water:**

Roads

Within Ubuhlebezwe Municipality there is a unit responsible for roads, stormwater and maintenance of existing infrastructure. The 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, Donnybrok, 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 2018/2019 financial year by Ubuhlebezwe Municipality

	2018/2019 financial year		
WARD	PROJECT DESCRIPTION	Kilometre	Areas
2	Golf Course Roads	1.5km	Golf course Development
2	Lower Valley View Road	0.8km	Town roads (Brigadier, General Arnott and Lewis Maurice)
4	Fairview Road (Multi Year)	1.5km	Lower Fairview low cost houses
7	Shelembe Road	1.3km	Jolivet area
10	Nxele Road	1km	Mhlabashane area
14	Esivandeni Road (Multi Year)	4km	Ndwebu area interconnecting services of thusong centre

Planned project for 2019/2020 financial year

Esidungeni Road

The site is located in Cabazi village in ward 1, Ixopo approximately 15km from the Ixopo CBD. The site can be accessed via the R56 provincial road southbound from Ixopo. The road comprises of three sections.

The road length is approximately 2.0 km long and shall be constructed to the KwaZulu Natal Department of Transport type 7A standards, with a 5m carriageway accordingly.

Khambula access road

The project consists of the construction of 1.1 kilometres by 5.0m wide of Khambule Access Road in Ward 8 of Ubuhlebezwe Municipality under the jurisdiction of Harry Gwala District Municipality in the province of Kwa-Zulu Natal.

Construction of Magawula Access Road Ward 13:

Ubuhlebezwe Municipality is a local municipality which falls under Harry Gwala District Municipality in the South Coast. According to the StatsSA (2011) the population of ward 13 in Ubuhlebezwe Municipality stands over 5072 people with an estimated number of households of about 1127. Magawula Road is within the Municipal boundaries under Ward 13 and is located near Highflats. It will serve a purpose of providing a suitable and accessible gravel road that is usable under all weather conditions.

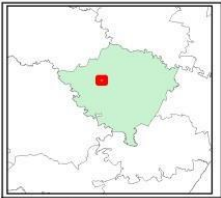
The proposed 1.6km gravel wearing coarse prism will be a type 7A DOT road with 5.5m in width, 4% camber with 1.5m v-drains (unlined) on either sides with a minimum 600mm diameter cross drainage pipes where applicable.

Masomini Road

The site is located in Impunga village in ward 7, within the Jolivet area under Ubuhlebezwe Local Municipality. The site can be accessed via the R612 provincial road by taking the Jolivet direction from Ixopo. The start point of the road is adjacent to Impunga School, and at the end, it intersects with the R612 provincial road. The road comprises of three sections.

The road length is approximately 2.5 km long and shall be constructed to the KwaZulu Natal Department of Transport type 7A standards, with a 5m carriageway accordingly.

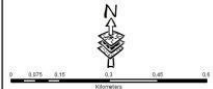
MAP OF UBUHLEBEZWE MUNICIPALITY STREETS



**URBAN STREETS
UBUHLEBEZWE LM**

Legend

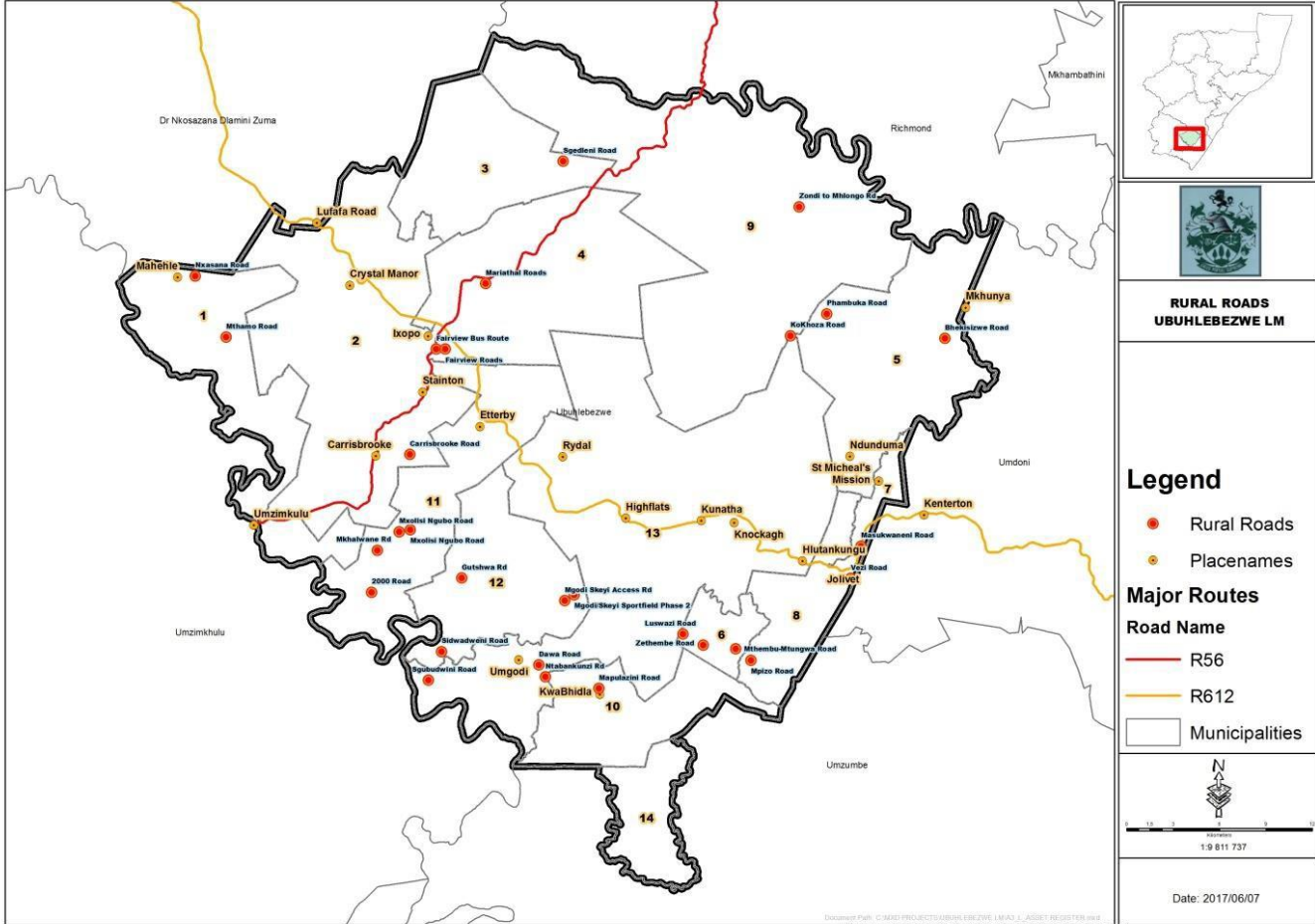
- Placenames
- Streets
- Major Routes**
- Road Name**
- R56
- R612
- CADASTRE



1:1 900 000
Date: 2017/06/07

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MAP OF UBUHLEBEZWE GRAVEL 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

Intergrated Transport Plan:

In the 2019/20 financial year, Ubuhlebezwe Municipality will be developing its Intergrated Transport Plan. The project has been added to the Performance Plan for the Director : Infrastructure Planning and Development. There has been communication with the Department of Transport as well, on the direction to take. Though the costs are high, working on the plan will begin in 2019/20

• Electricity / Energy

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

The Electrification Service Development Plan has been budgeted for in 2018/2019 where backlog has 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

Current Projects:

- Webbstown Infills at Ward 1
- Ofafa Electrification Phase 2 Electrification Construction Eskom
- Electrification of Golf Course Housing Project

Project prioritised by Ubuhlebezwe Municipality for 2019/2020:

- Blackstore Electrification
- Bethal Electrification
- Ndonyane Electrification
- Fairveiw Electrification
- Mandilini Electrification

Future Proposed Projects by Eskom:

- .Emazabekweni
- Ntlosane/Stewartville `

- 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
8	Ntlosane Stewartview Electrification, Eskom
9	Mziki Electrification
9	Ko Zondi Electification
9	Mission Electrification
13	Blackstore Electrification
Table 24 : proposed electrification projects	

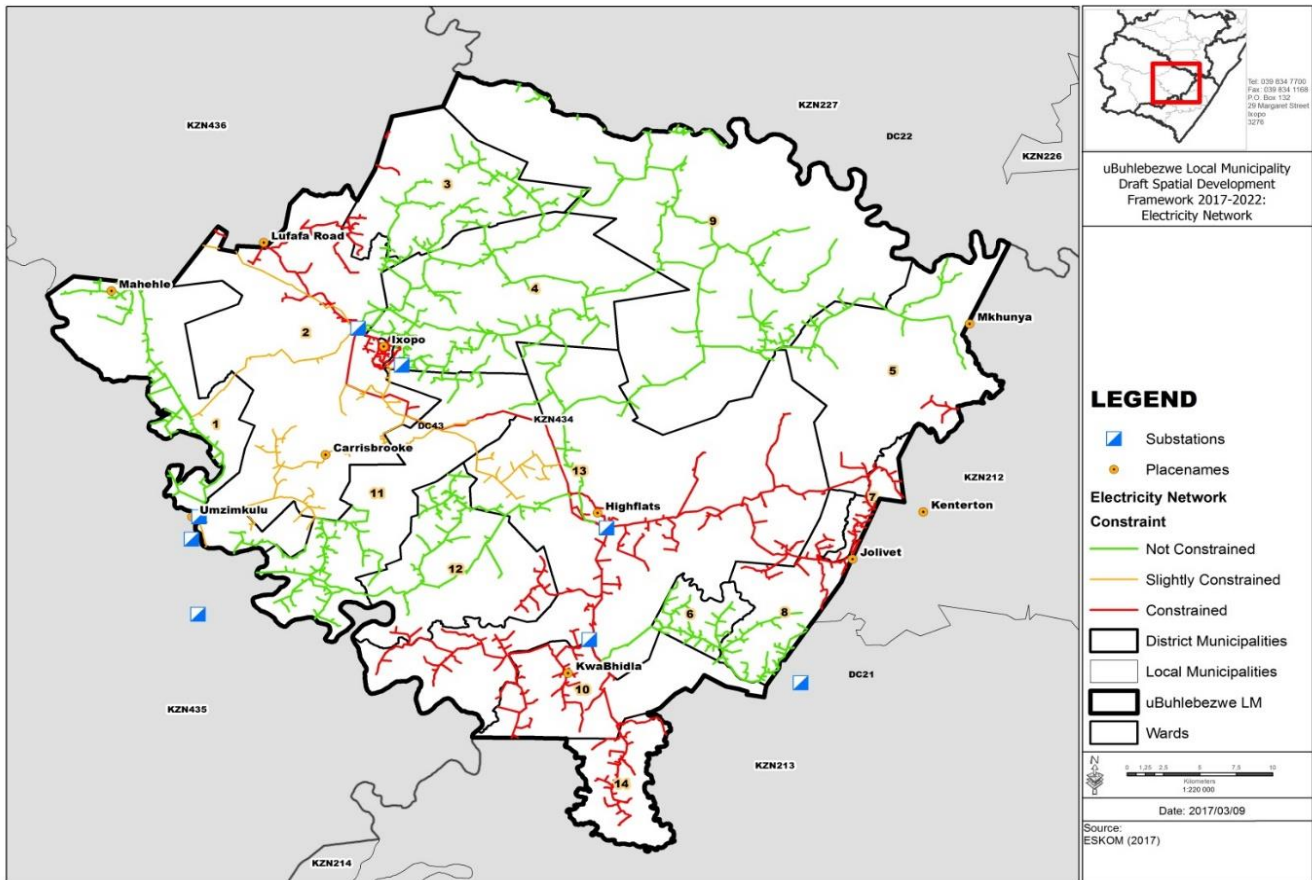


Fig 42: Electricity Networks

- 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)

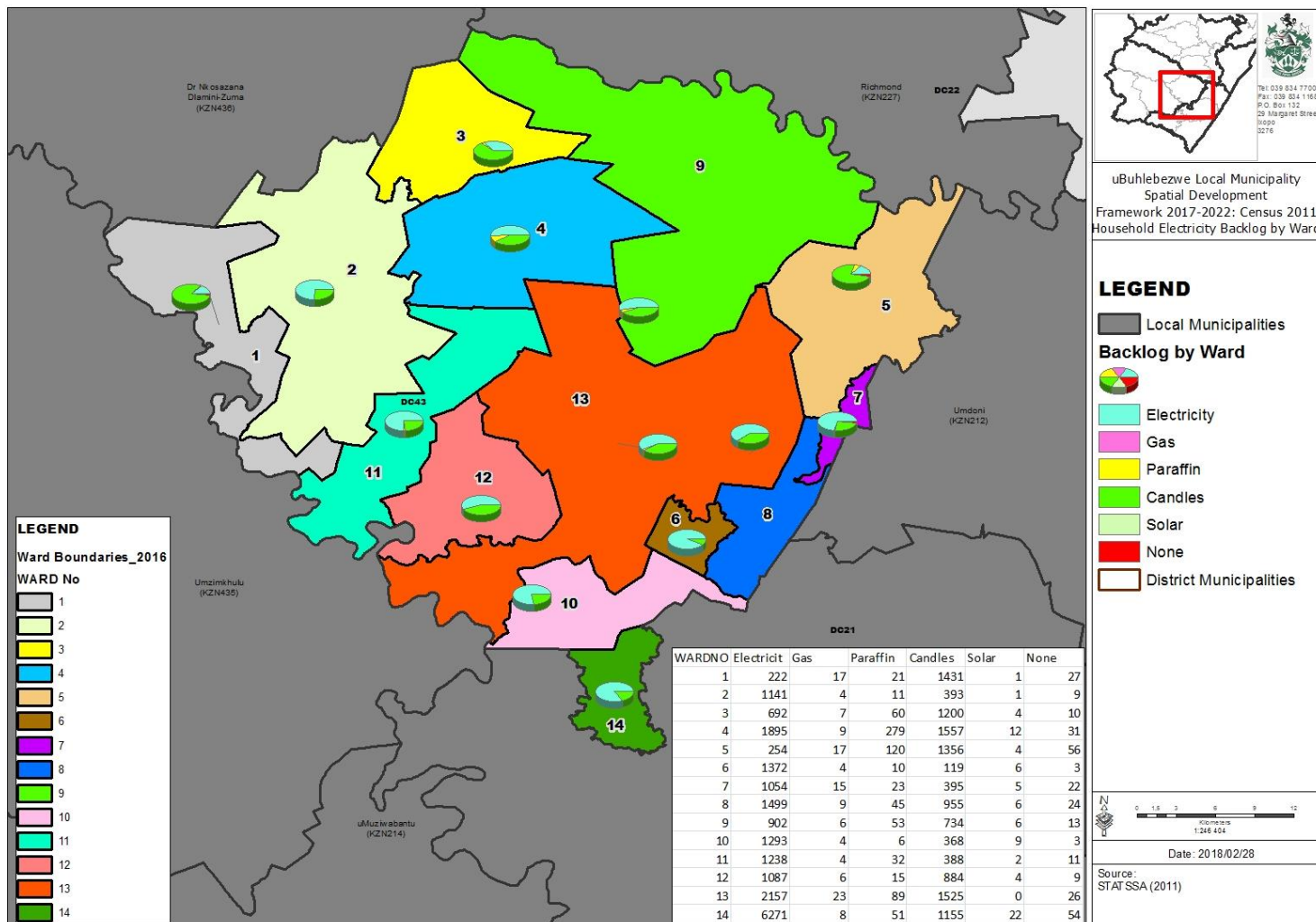


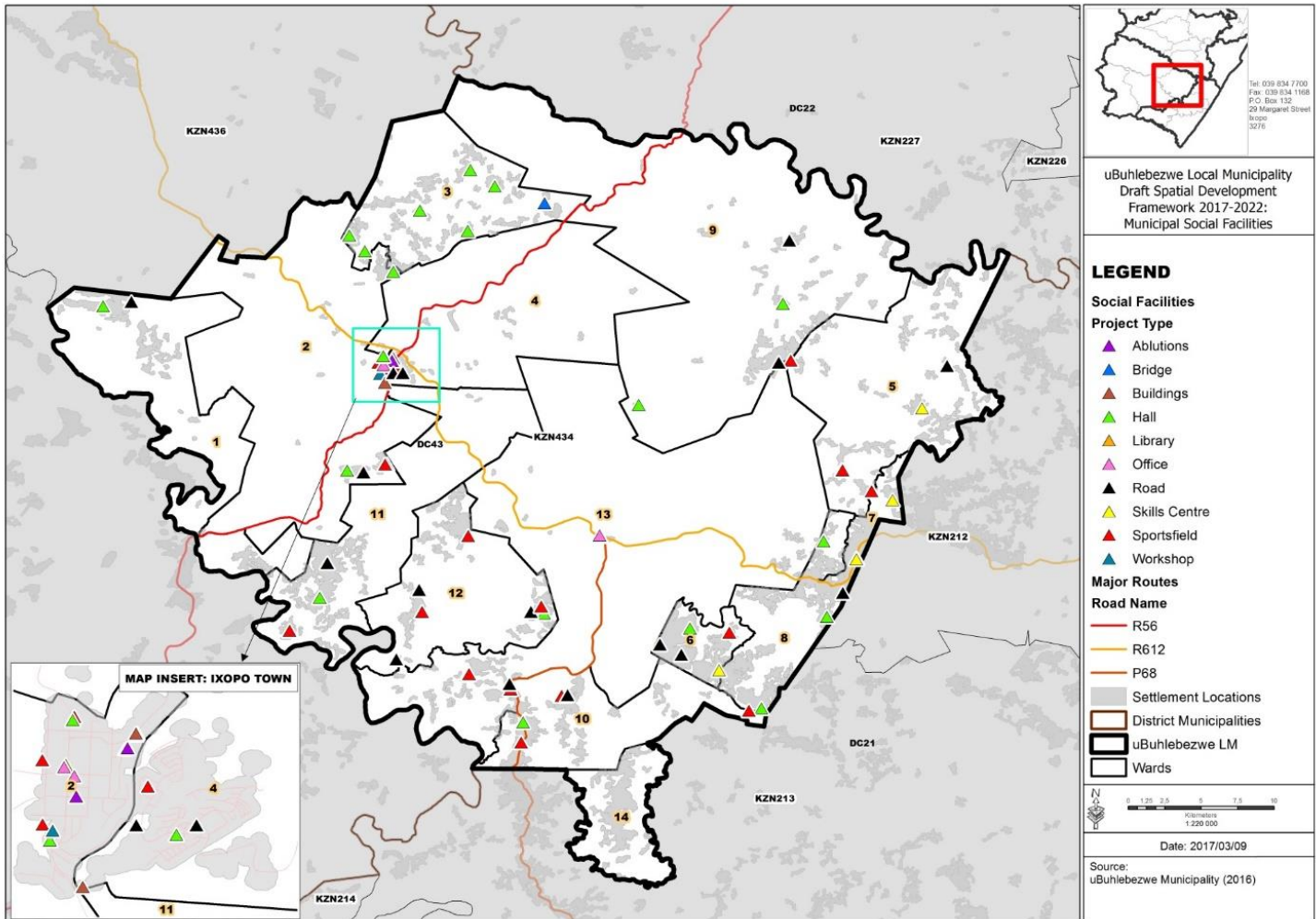
Figure 43: electricity networks

Community Facilities:

For the 2019/20 financial year, Ubuhlebezwe Municipality has prioritised the following community facilities:

WARD	PROJECT
3	Pass 4 Phungula Sportsfield Siqandulweni Sportsfield
11	Kwa Dladla Sportsfield
4	Fire Station

Table 25: Community Facilities



Access to community facilities : Fg 45

Halls and Sportsfields

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

Creches

In previous years, ULM used to build creches and childcare facilities. However following an agreement with the Department of Basic Education (DBE) in 2010, responsibility for creches has been progressively transferred to the Department. Creches are therefore not covered in the scope of this IDP document.

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

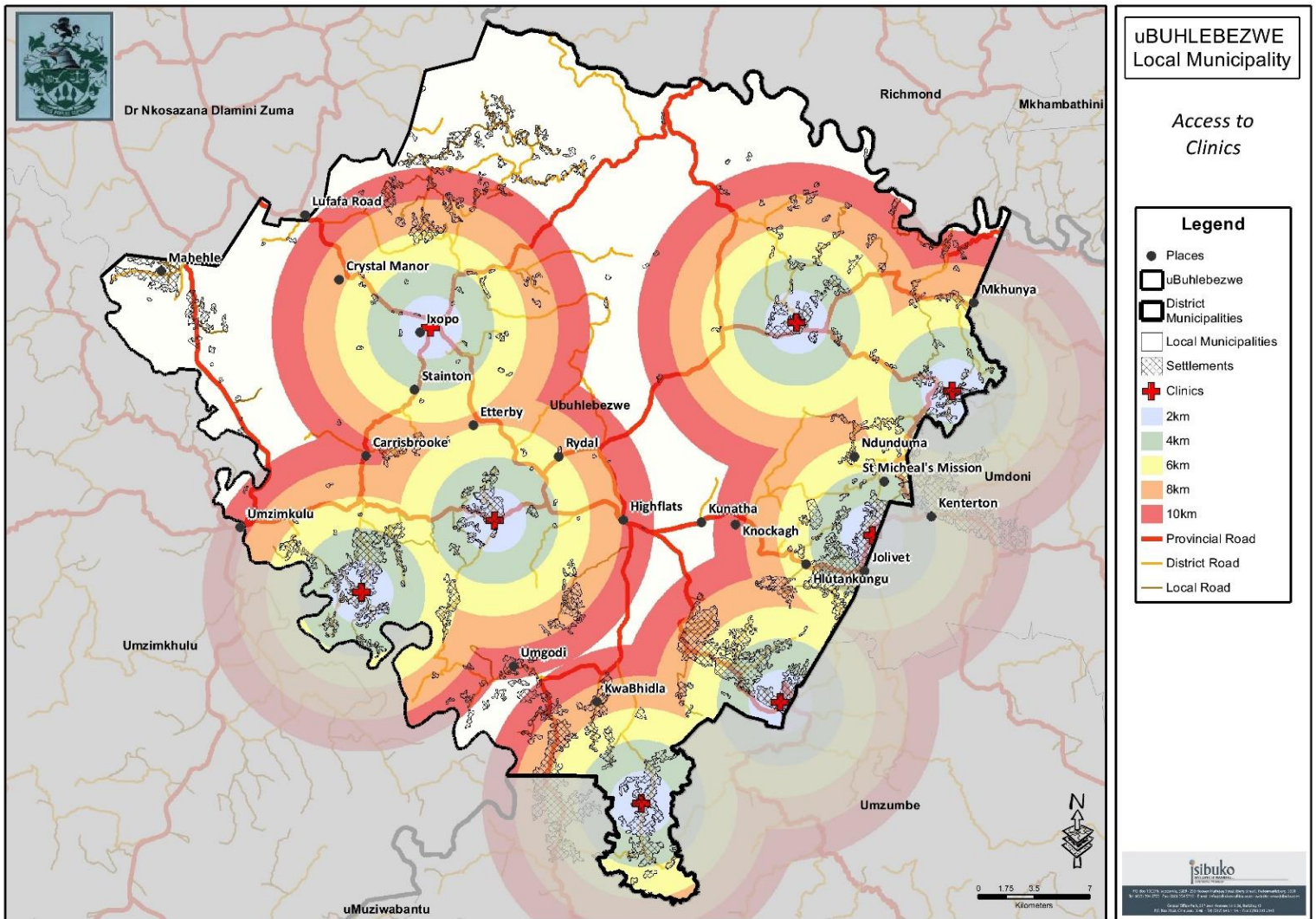


Fig 46: Access to Clinics

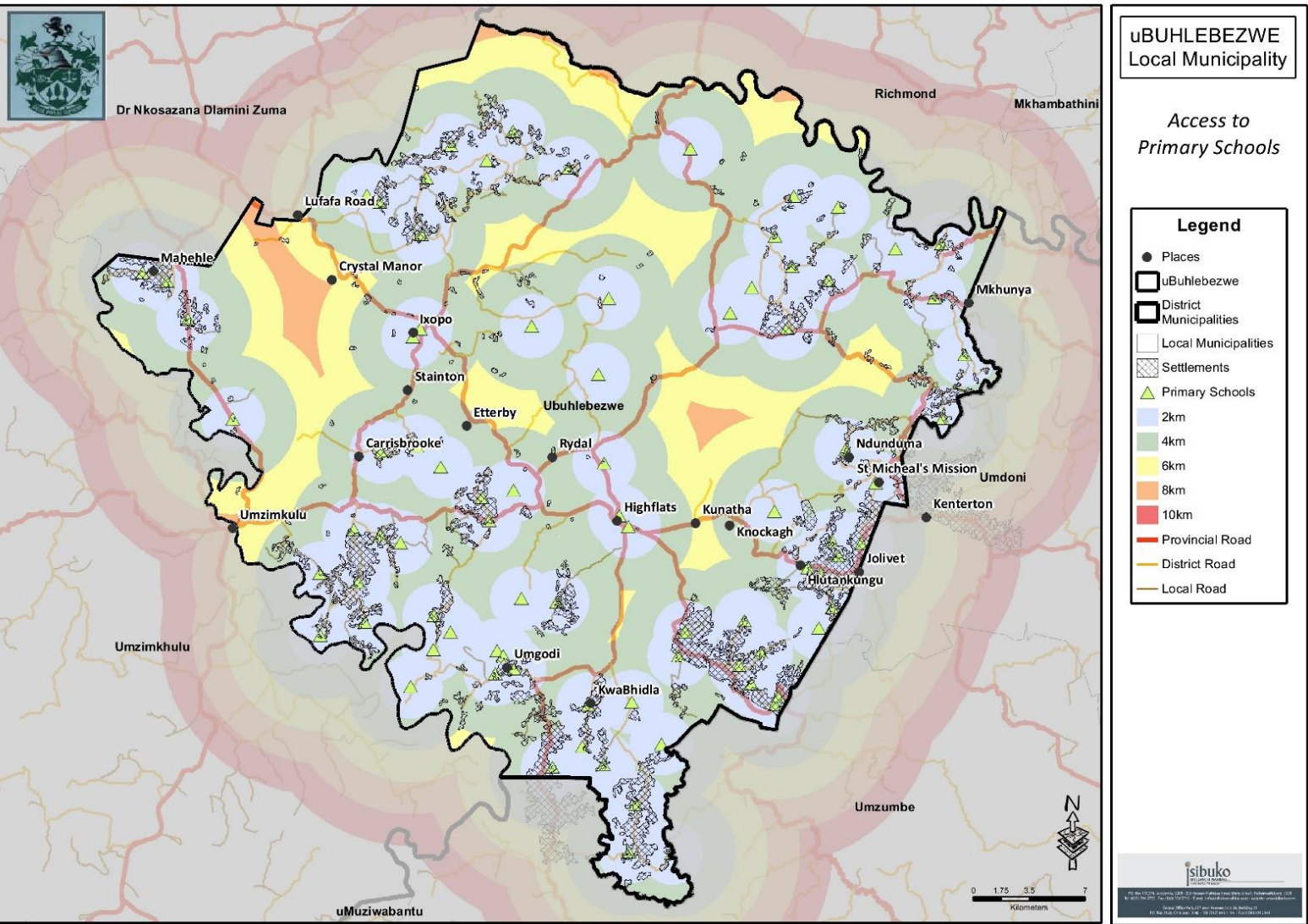


Fig 48: Access to Primary Schools

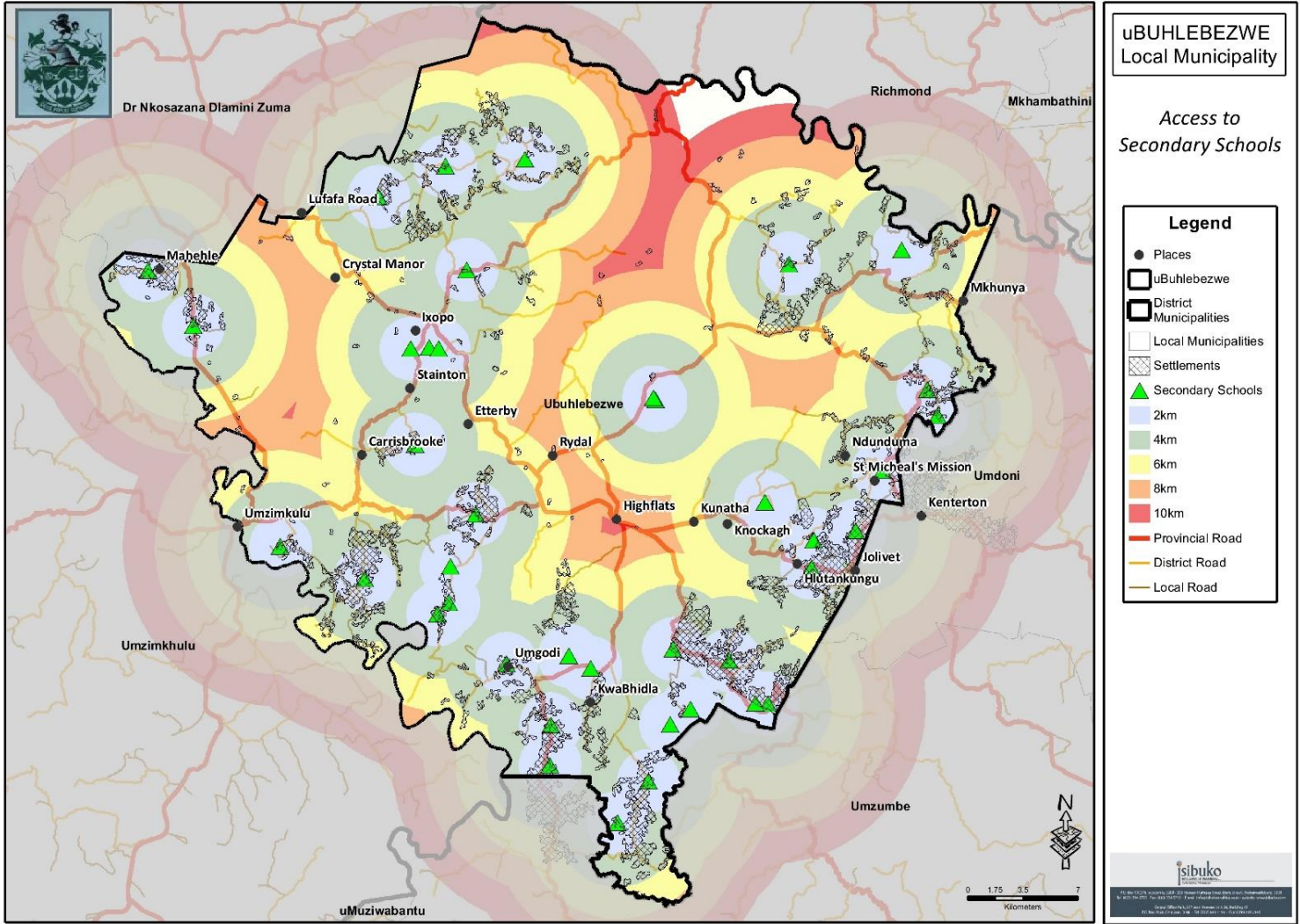


Fig: 49: Access to Secondary Schools

Cemetery Sites:

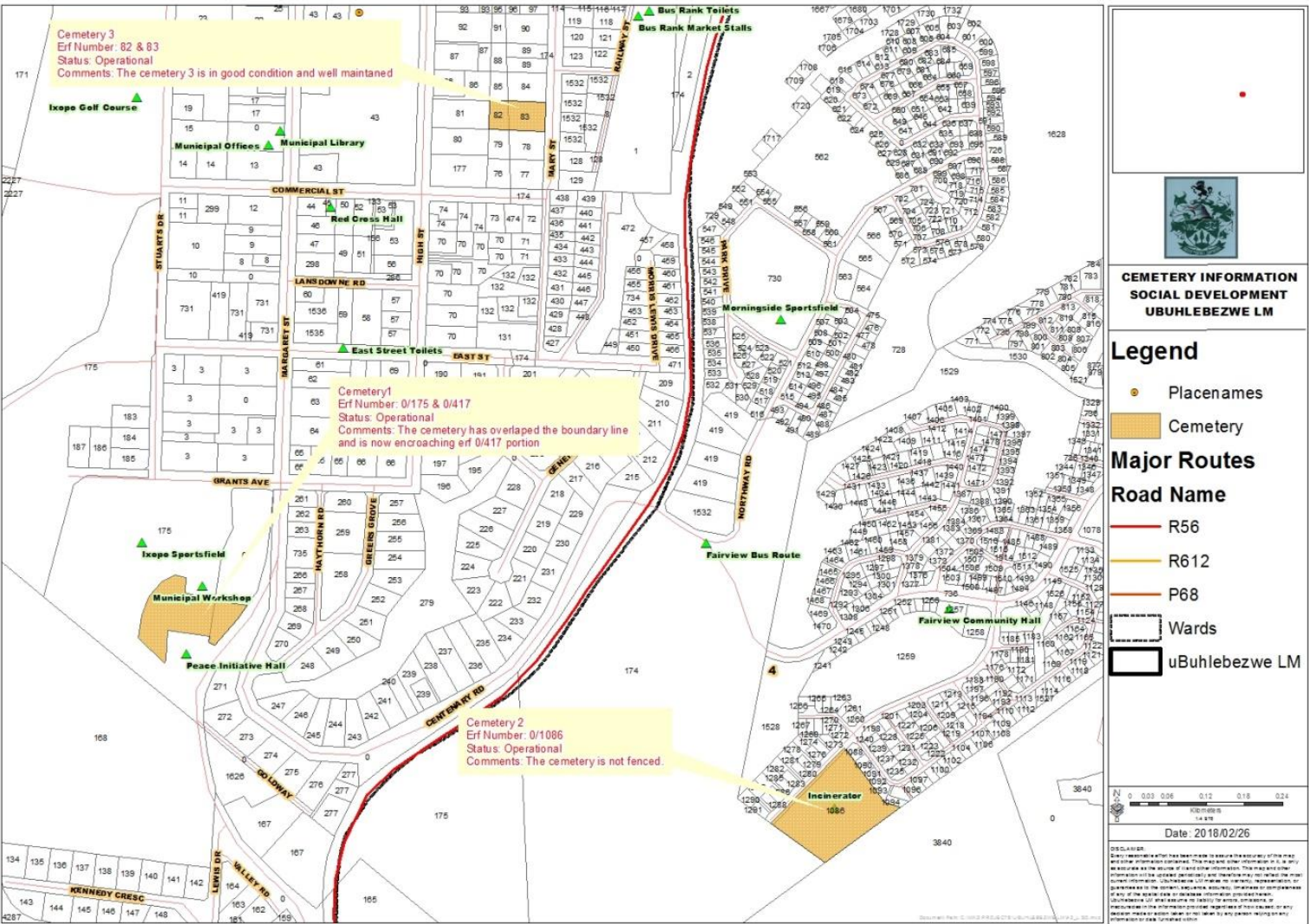
Ubuhebezwe Municipality has one authorised cemetery, located in the Ixopo Town. This has resulted in this cemetery prematurely nearing full capacity, leaving the Municipality with no alternative area that can be used for cemeteries. The Municipality is at this stage trying to find alternative land, which has proven to be very difficult due to unavailability of suitable land to be used for cemeteries. The alternative land was identified at Mariathal and Seminary which it belongs to the Roman Catholic church. Church leaders were involved and negotiations are in progress.

The Cemetery layout plan was developed and graves were numbered. A public notice was issued for a period of 6 months to all the citizens to identify the graves at both Ixopo and Fairview cemetery.



Ixopo Cemetery





Ixopo Cemetery

REVISED FIVE YEAR CAPITAL WORKS PROGRAMME

WARD	NAME OF THE PROJECT 2016/2017	NAME OF THE PROJECT 2017/2018	NAME OF THE PROJECT 2018/2019	NAME OF THE PROJECT 2019/2020	NAME OF THE PROJECT 2020/2021
1		Harold Nxasane Road	Webbstown electricity infills	Mahafana –water Esidungeni Road	Station- water
2	Jeffrey ZunguSportfield Portion of East Street-ph2 Ixopo Bus Rank	Chapel Street Jeffrey Zungu Sportfield	Lower Valley View Roads Golf Course Roads Golf Course Electrification Expansion of Municipal Offices	Bethal Farming Electrification Ubuhlebezwe Fire Station	Hopewell to Carrisbroo k road
3	Electrification & Housing (Ofafa)	Ofafa Housing	Ofafa Housing	Ofafa Housing	Magidigidi road, Sgedleni hall
4	Morningside Hall (Soweto) – ph2	Spreza Road	Fairview Roads	Electricity in Mandilini, Ithubalethu housing Mariathal Housing Fairview Electricity planning	Shezlop road Hlanzeni Housing
5	Electrification (Mkhunya) – Ph 1 Electrification (Mkhunya) – Ph 2	Butateni Road Electrification (Mkhunya)	Nkweletsheni Hall	Nkweletsheni Hall Sinqandulweni Sports field	Siqandulw eni Hall
6	Msenge Road	120 infills, Ngomakazi Electrification	Pass 4 Phungula Sportsfield	Hlokozi Housing	Hlokozi Skills Centre Mapo Road
7	Upgrade of JolivetSportfield	Mkhwanazi road	Shelembe Road	Masomini road Ndonyane Elec planning	Sjoti Road
8	Madungeni Hall		Ntlosane/Stewartsvie electrification (Eskom)	Khambula Road Ntlozane/ Stewarsview Elec (Eskom)	Chibini Hall
9	Kintail Hall	Kintail Hall (end July 2017)	Mziki Electrification (Eskom)	Ko Zondi electrification (Eskom)	Bayempini Mzizi Sportsfield Bonizwe Hall
10		Mncadi road	Nxele Road	Kwathathane Housing	Mhlabashan skills centre Nyuluka Rd
11	MxolisiNgubo Rd		Kwadladla sports field (kickabout)	Nokweja Gym Park KwaDIadla Sportsfield	Nkoneni to kwadladla rd Plainhill hall

WARD	NAME OF THE PROJECT 2016/2017	NAME OF THE PROJECT 2017/2018	NAME OF THE PROJECT 2018/2019	NAME OF THE PROJECT 2019/2020	NAME OF THE PROJECT 2020/2021
12	Nomakhele Road		Amazabeko Hall	Madungeni Housing	Mgodi /Skeyi Road Mdabu Skill Centre Madungeni Hall
13	Thuleshe Road		Blackstore electrification: <ul style="list-style-type: none"> • Mhlabashane • Kwa Mncinci • Nhlamvana • Tsheni Lenduna • Sgobane 	Magawula Road Ntlosane/ Stewartsvie Electr (Eskom)	Ntsheleni road
14			Ezivandeni Road	Ezivandeni Road	Dangwini rd Mdibaniso rd

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.

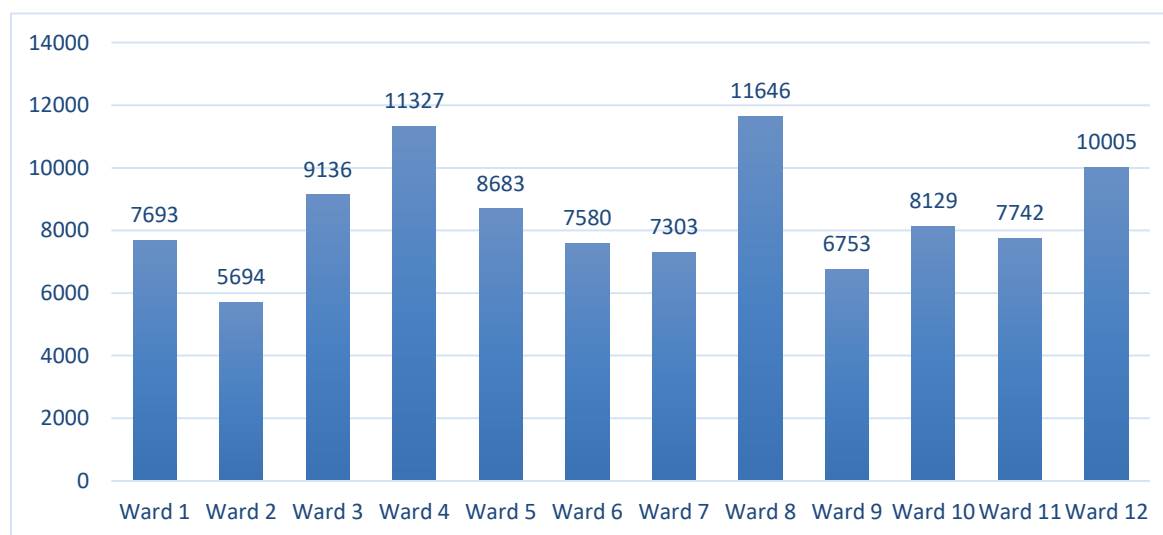
It is for this reason that a number of plans/ strategies have are being developed and reviewed in order to redress the current spatial and economic issues facing the ULM. With plans such as the Urban Regeneration Strategy (URS), Housing Sector Plan, three Year Capital Investment Plan, Local Economic 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.

POPULATION DISTRIBUTION BY WARD, LATEST STATISTICS:

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.

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

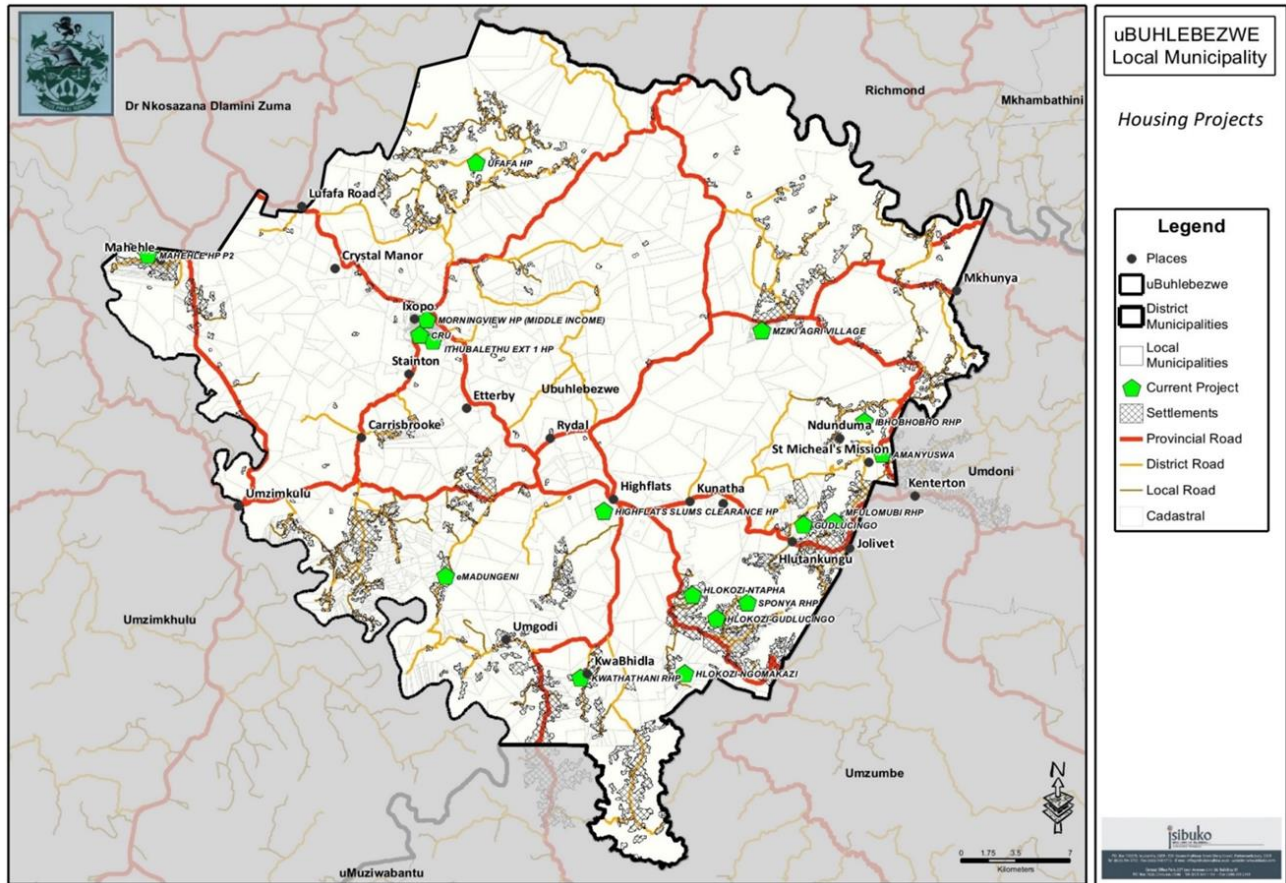


Figure 50: Housing Projects

SLUMS CLEARANCE PROJECTS

Informal Settlements

Informal settlement is one of the key challenges facing the Ubuhlebezwe Municipality. The total demand for dwelling units (informal dwelling, shack not in backyard -in informal settlements) can thus be calculated at approximately 1235 units (based on Census 2011 data). However, the 2016 Community Survey suggests a demand of 998 dwelling units, which is 237 units less than in 2011.

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
Highflats Slums Clearance Housing Project	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

SLUMS IN DETAIL:

The municipality is in the process of purchasing the Wolseley Farm, which will accommodate the existing informal settlements. The Municipality will need to cater to de-stumping procedures as the land is currently under forestry plantations. Pre-feasibility studies were completed in 2015, which included detailed geotechnical studies, environmental desktop studies, a land audit, land evaluation and preparation of conceptual layout plans.

Informal Settlements							
Name	Area (location)	Property description	No. of structures / dwellings	Land ownership	Extent of land occupied (ha)	Zoning (Ubhulebezwe Land Use Scheme)	
Shayamoya/Chocolate City/Zwelisha	Ixopo	Portion of Erf 174; Portion of RE 175	517	State land	10.71	Transitional residential and Utilities and services	
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; Ubhulebezwe Municipality	1.47	Administration	
Highflats	Highflats	3/1938; 37/1938; 38/1938; portion of 39/1938; portion of 46/1938; portion of RE/1938	400	Transnet	5.68	Transitional residential; Residential 1; Limited Commercial	

Table 31 : Slums clearance in details

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 OF SETTLEMENTS	Rural settlements in Ubuhlebezwe are not sustainable in the short to long term basis. Most people in the area do not derive a sustainable living from rural agriculture. There is a heavy dependence on welfare grants ("survival capital") and external in-flows of remittances from urban centres or commercial farms. The key challenge is therefore to transform these rural villages into sustainable human settlements with basic services, social infrastructure and economic development opportunities.
LAND FOR HOUSING	<p>There are certain challenges in Human Settlement development projects that relates to land issues. These include the following:</p> <ul style="list-style-type: none"> Slow and complex land identification and development processes; Limited land in close proximity to the town centre; Slow and complex land purchasing procedures. <p>Strategies need to be developed to assist in fast tracking of land identification and release.</p>
ILLEGAL OCCUPATION OF LAND	<p>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.</p> <p>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.</p>

Table 35: challenges -housing

• BULK WATER SUPPLY AND SCHEME

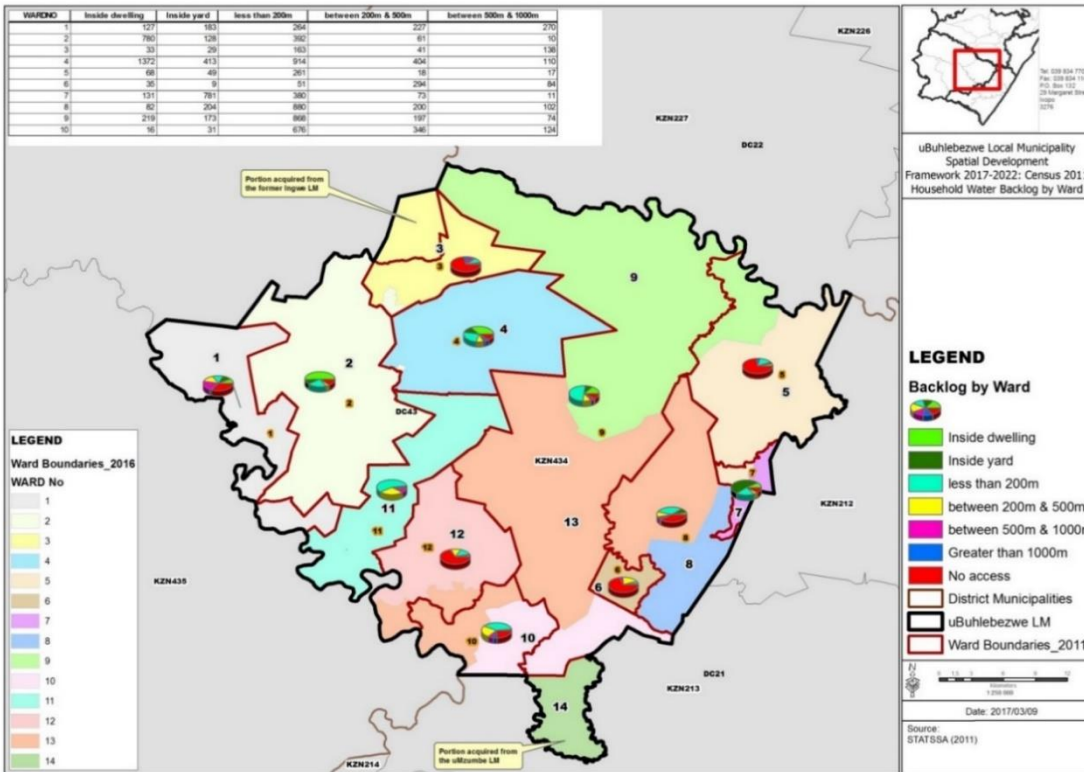


Fig 52: Water Backlogs Map

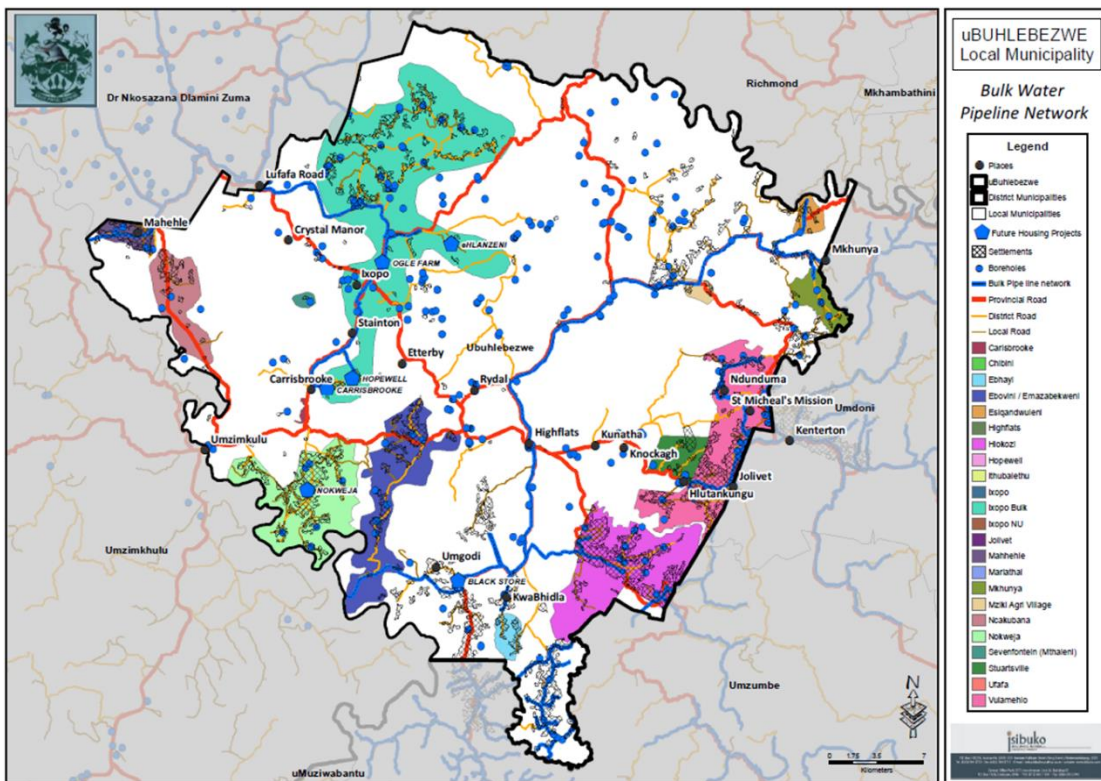
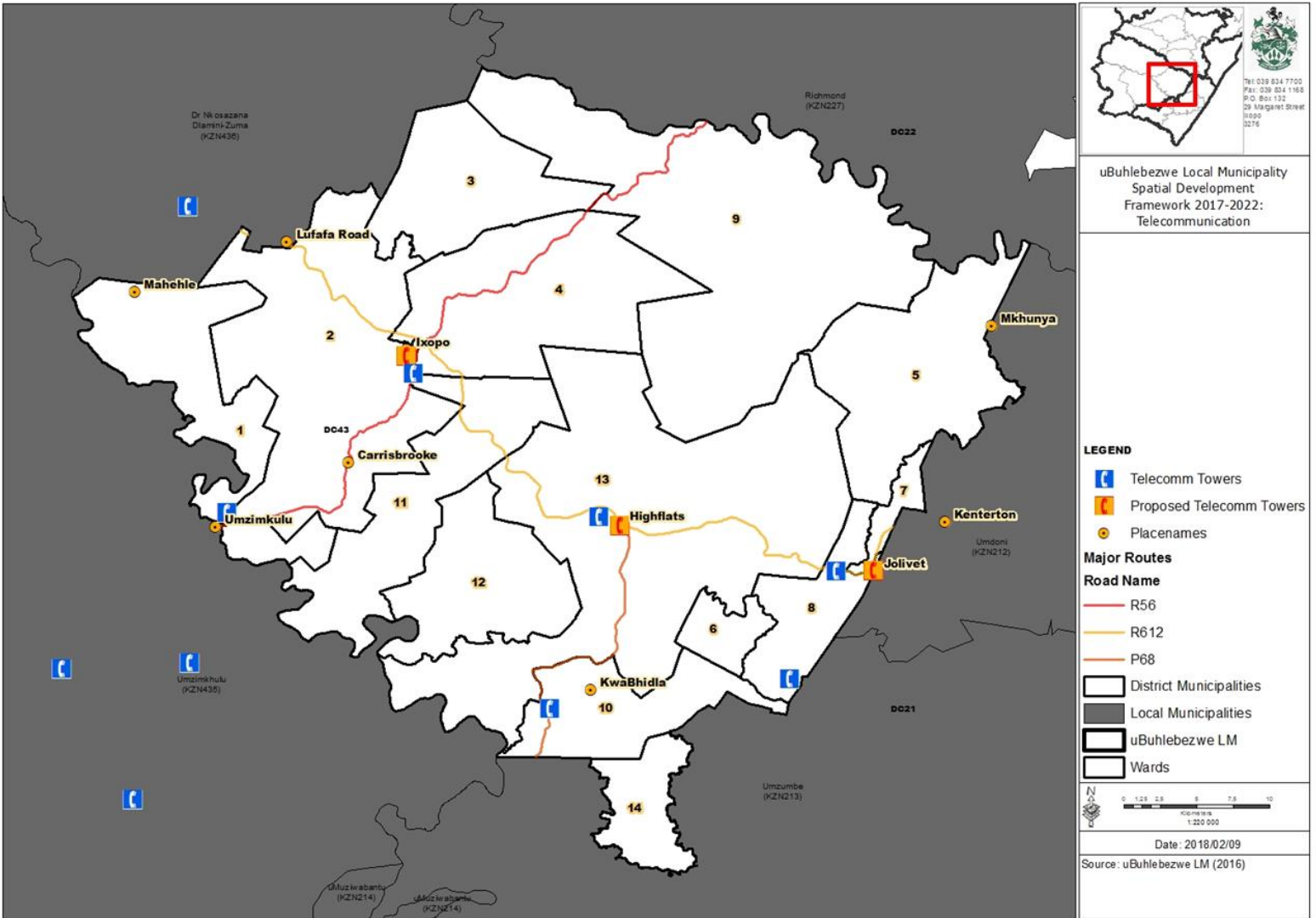


Fig 53: Bulk water supply and water schemes

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 54: 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 the scheduled dates for 2019 is as follows;

MONTH	DAY	TIME	VENUE
28 February 2019	Thursday	10:00 am	Main Boardroom
26 April 2019	Friday	10:00 am	Main Boardroom
21 June 2019	Friday	10:00 am	Main Boardroom
23 August 2019	Friday	10:00 am	Main Boardroom
25 October 2019	Friday	10:00 am	Main Boardroom
29 November 2019	Friday	10:00 am	Main Boardroom

Table 36: housing meeting dates

DATES WHEN POLICIES WERE REVIEWED

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

Table 37: 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 in 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 border 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. Plans to have a separate longer- term SDF vision outside that of the SDF is still going to be considered especially because it will be in line with the requirements of SPLUMA.

UPDATE ON SPLUMA READINESS:

There has been already five (sittings) of stand-alone Municipal Planning Tribunals (MPT) which has considered a lot of land use applications received for processing by the local Municipality. The operation and preparation of the Municipality to be SPLUMA compliant in terms of assessing applications accordingly materialized at the beginning of 2017. This was made possible with the adoption and approval of the SPLUMA By-laws, it should be noted that during the course of March 2017 the Municipality managed to gazette their By-laws to overlook all planning functions of the Municipality to be compliant with SPLUMS. The Establishment of the Municipal Planning Tribunal also came about where by the Municipality advertised and shortlisted the members based on their qualifications.

The MPT members are as follows;

PROFESSIONAL FIELD	PERSONNEL
Registered Planners	Municipal Officials: Manager Housing and Planning & Authorizing Officer (Municipal Planner and 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
A person registered in a category in terms of section 18(1)(a) of the Architectural Profession	Mr. N. Duma
A person registered in terms of section 13(1) (d) of the Geomatics Professions Act as a as a Land Surveyor.	Trench Thomas Neish
Technical Advisor: Registered Planner to also serve at EXCO on appeals	- Gaxela Simthembele Lawrence (Technical Advisor) - Dawe Thobeka Imaculate - Pamla Mahlubi. M - Poval Mark

Table 38: MTP members

Roles and Responsibilities: SPLUMA

The formation and approval of MPT members has resulted in 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;

- Appointed 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.
- Council – to consider the processes pertaining the changes effected on the Scheme.

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.

The below showcases a wall-to-wall land use management scheme which covers the whole Municipal area. There are a range of scheme areas which include the following;

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

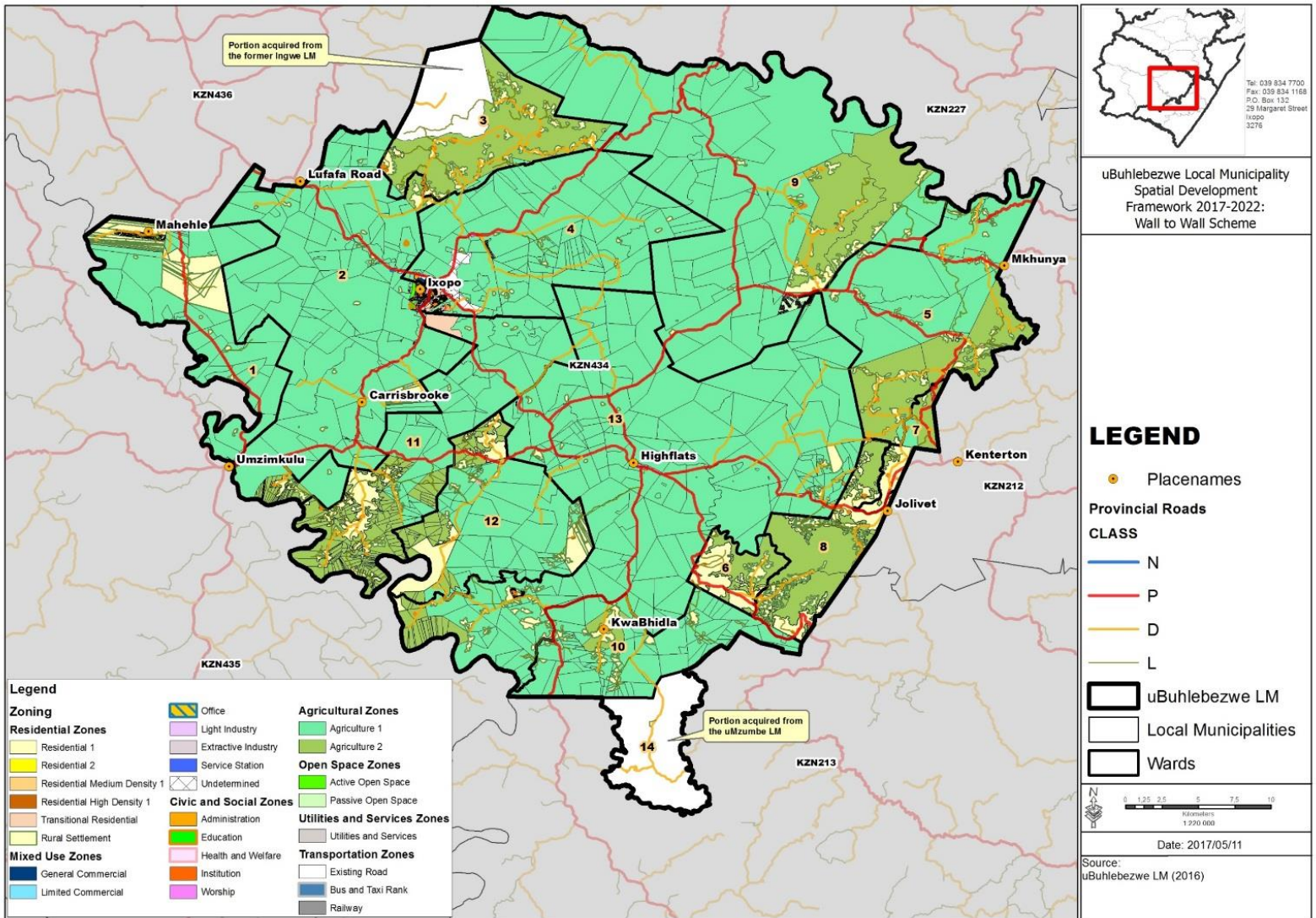


Figure 55: Wall to Wall Scheme

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

Table 40: 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. The IEC has been attending our community meetings in order for them to have a platform to speak to the communities on matters such as address harvesting, registration and election dates and procedure.

SWOT ANALYSIS

BIOPHYSICAL ENVIRONMENT	<p>Strengths:</p> <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. 	<p>Weaknesses:</p> <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.
	<p>Opportunities:</p> <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. 	<p>Threats:</p> <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.
	<p>Opportunities:</p> <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. 	<p>Threats:</p> <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	<p>Strengths:</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. ○ Ubuhlebezwe Local Municipality has enquired the services of an implementing agent to handle the process of constructing Community Residential Unit (CRU) facility 	<p>Weaknesses:</p> <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.
	<p>Opportunities:</p> <ul style="list-style-type: none"> ○ Eskom is in the process of constructing a new power station in Kenterton which will 	<p>Threats:</p> <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.
<p>BUILT ENVIRONMENT</p>	<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

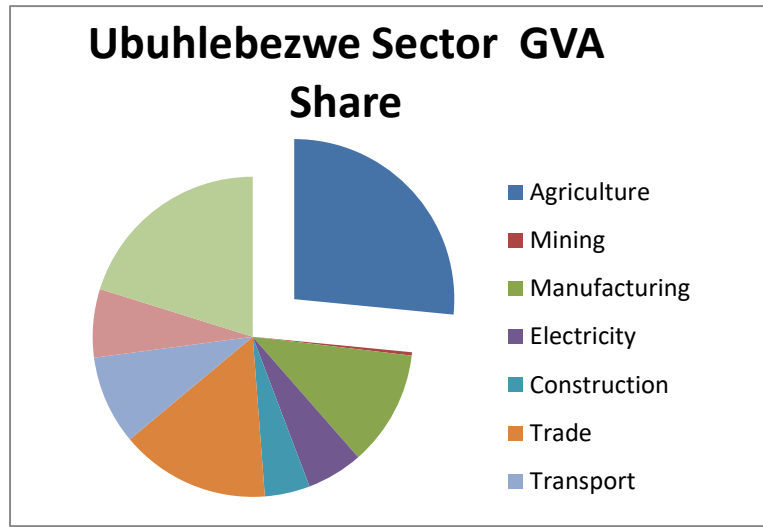
5.1 Local Economic Development Analysis:

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	Ubhulebezwe 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: ECONOMIC DEVELOPMENT, TOURISM AND ENVIRONMENT AFFAIRS

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

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

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

Demographic Profile

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

Employment status

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

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

Community Survey 2016

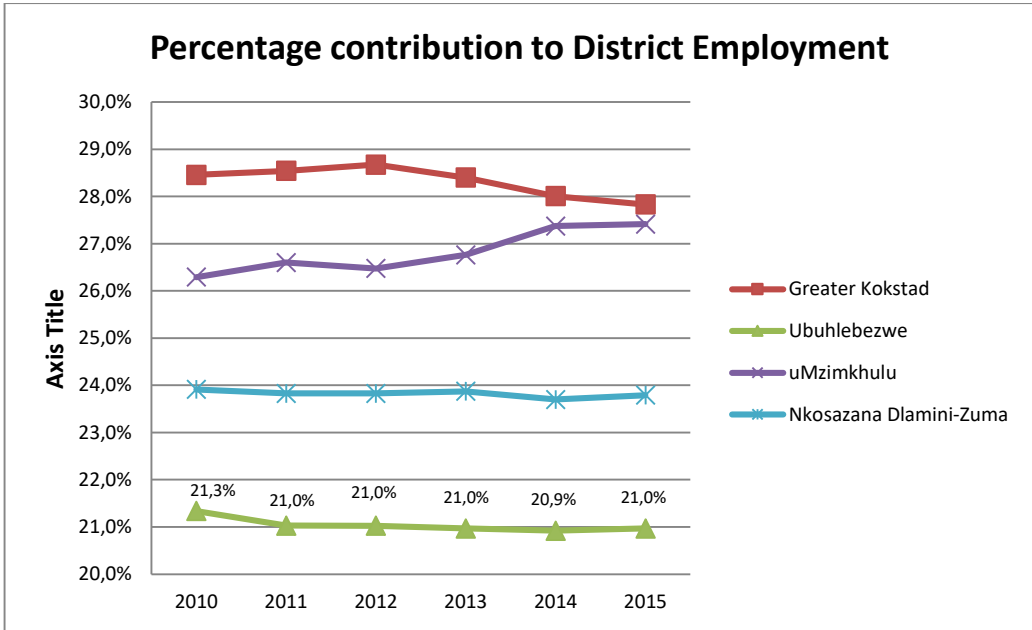
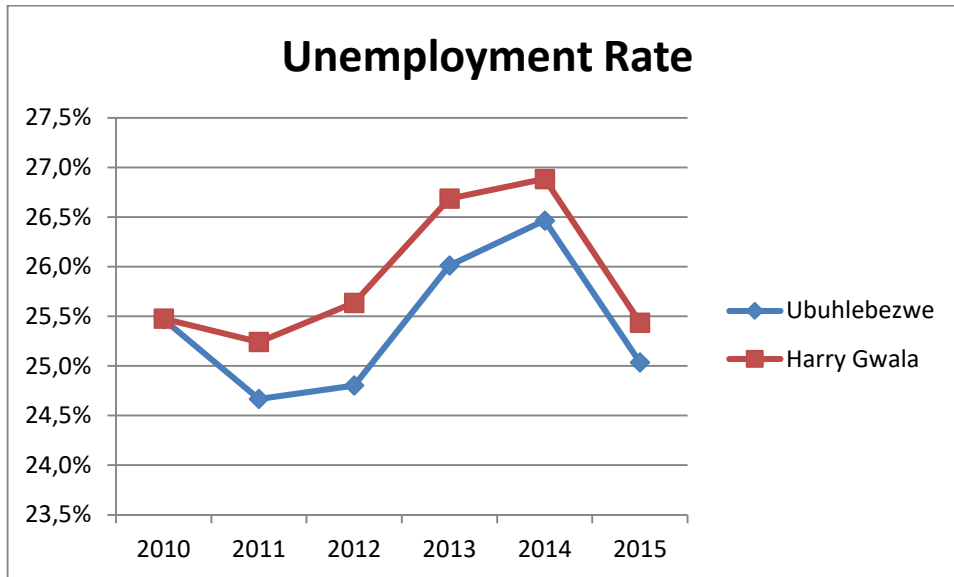


Table.....: Percentage contribution of HGDM local municipalities to District Employment. Quantec (2015)

	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 Ubuhebezwe Local Municipality vs HGDM. Quantec (2015)

Spatial Profile

Access

The main corridor within the Ubuhebezwe 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 Ubuhebezwe 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

Ubuhebezwe 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 Ubuhebezwe 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 Ubuhebezwe 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 4 subcommittees teams that sit quarterly to deal with issues within each sector. These subcommittee's teams are Agriculture, Tourism, Honey Project and Business Support.

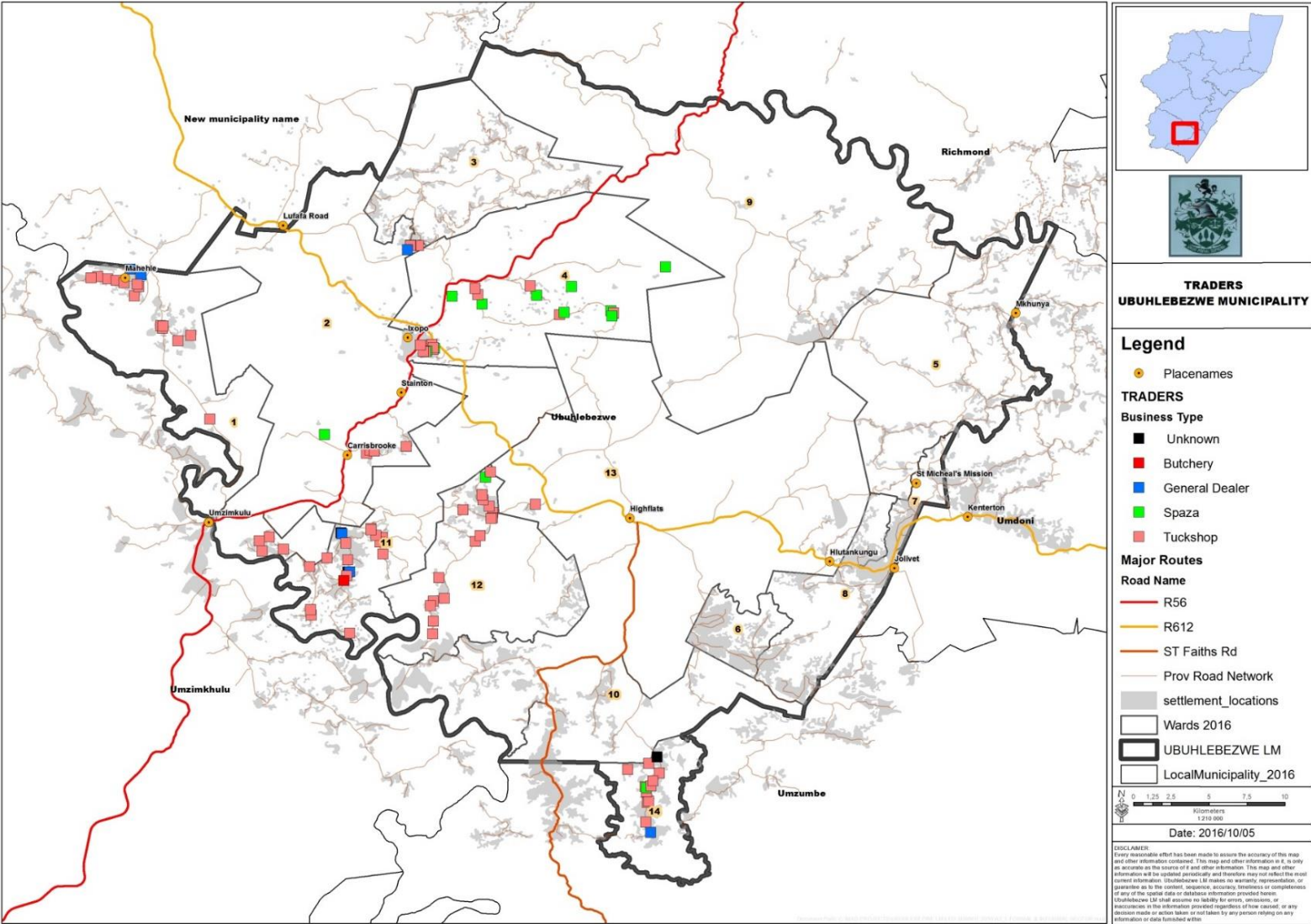


Fig 56: Traders within Ubuhebezwe Municipality

Registered 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 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.

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	HLUTHANKUNGU 073 179 7777	8

		(LIVESTOCK)		
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 071 355 4080 082 343 1201	12
22.	MPINI PROJECT	AGRICULTURE (POULTRY)	EMAZABEKWENI 063 734 6007	12
23.	NJABULO (PTY) (LTD)	AGRICULTURE (LIVESTOCK)	MGODI – MASHUMI 071 892 4461 083 507 5744	13
24.	MAKHAWINI POULTRY PROJECT	AGRICULTURE (LIVESTOCK)	NOKWENA 073 271 8141	13
25.	NDWEBU POULTRY	AGRICULTURE (POULTRY)	ENDWEBU 072 091 2734 082 343 8617	14
NO	PROJECT NAME	SECTOR AGRICULTURE (CROP)	LOCATION / CONTACTS	WARD
26.	KWANOBHE VEGETABLE	AGRICULTURE (CROP)	OFAFA 071 627 9080	3
27.	SMOTHO TRADING ENTERPRISES	AGRICULTURE (CROP)	OFAFA 079 804 1414 072 923 5647	3