

			072 452 1522	
28.	DLULUJEQEZA AGRICULTURAL PRIMARY CO-OP	AGRICULTURE (CROP)	MASHAKENI 079 878 3726	3
29.	LUFABA MULTIPURPOSE SUPPORT GROUP	AGRICULTURE (CROP)	OFAFA	3
30.	SIYANQOBA DISABILITY PROJECT	AGRICULTURE (CROP)	SGEDLENI 083 486 4714	3
31.	SHOEMEKA FARMS (PTY) LTD	AGRICULTURE (CROP)	072 735 9315 073 003 9333	3
32.	VUSISIZWE PROJECT	AGRICULTURE (CROP)	NHLANGWINI HLOKOZI 076 146 8045	6
33.	UDLENI CO-OPERATIVE	AGRICULTURE (CROP)	INGOMAKAZI 083 520 5376	6
34.	KHUTHALA PROJECT	AGRICULTURE (CROP)	HLOKOZI 063 145 6219	6
35.	KUYANTWEZA PROJECT	AGRICULTURE (CROP)	ESIGCAKINI HLOKOZI 076 665 4513	8
36.	HILLTOP FARM - HLUTHANKUNGU	AGRICULTURE (CROP)	HLUTHANKUNGU 072 203 1336	8
37.	ISIMBINDI CO-OPERATIVE	AGRICULTURE (CROP)	ISIBINDI FARM	8
38.	KUHLEKONKE PROJECT	AGRICULTURE (CROP)	HLOKOZI 073 113 7982	8
39.	UMVITHI TRADING	AGRICULTURE (CROP)	HLUTHANKUNGU 083 592 7652	8
40.	MHLABA-MGODI- CO- OPARATIVE	AGRICULTURE (CROP)	UMHLABASHANE 076 745 7709	10
41.	SCOTTVILIE CO-OPERATION	AGRICULTURE (CROP)	KWATHATHANI 073 420 6561 073 771 2068	10
42.	N.T TENZA	AGRICULTURE (CROP)	NOKWEJA 082 686 5849	11
43.	BUNGELA CO- OPATIVE	AGRICULTURE (CROP)	KWADLADLA 082 686 5849	11
		AGRICULTURE (CROP)	NOKWEJA	

44.	IMBOKODO		079 521 4102 082 604 8438	11
45.	SKHUTHAZA KWABA (PTY) LTD	AGRICULTURE (CROP)	NOKWEJA 076 935 7969	11
46.	MBOSHTWA PRIMARY FARMING CO-OP	AGRICULTURE (CROP)	NOKWEJA 073 251 2300	11
47.	KWAKHE CIVILS (PTY) LTD	LOGISTICS AGRICULTURE (CROP)	NOKWEJA 083 590 0461	11
48.	SIBANGO PROJECT	AGRICULTURE (CROP)	MAWUSHWENI 073 251 2300	11
49.	MGELEBANA CO- OPERATIVE LTD	AGRICULTURE (CROP)	EMADUNGENI 076 921 9816	12
50.	SIKHIPHA IKATI EZIKO	AGRICULTURE (CROP)	EMDABU 079 989 5348	12
51.	MSIMELEO	AGRICULTURE (CROP)	EMAZABEKWENI 082 395 9396	12
52.	CABINDLELA PROJECT PTY LTD	AGRICULTURE (CROP)	EMAZABEKWENI 071 406 0482	12
53.	JAMA BEKHONA	AGRICULTURE (CROP)	EMAZABEKWENI 078 126 3818 078254 7303	12
54.	TRUNGUIL CONSTRUCTION (PTY)	AGRICULTURE (CROP)	EMAZABEKWENI 073 454 1149 072 259 8976	12
55.	L.G FARMERS	AGRICULTURE (CROP)	EMAZABEKWENI 082 348 0762	12
56.	OKWETHU	AGRICULTURE (CROP)	EMAZABEKWENI 071 243 7886	12
57.	ITHEMBA LETHU	AGRICULTURE (CROP)	EMAZABEKWENI 079 058 2876	12
58.	ITHAFA CO-OP BUTTERNUT PROJECT	AGRICULTURE (CROP)	UMGODI 078 260 4819	13
59.	SIMOSEMPIMO CO-OP	AGRICULTURE	HIGHFLAT 072 484 9985	13
60.	ITHEMBA LETHU	AGRICULTURE (CROP)	ENDWEBU 073 279 6217	14
61.	GOBAMADODA PTY LTD	AGRICULTURE (CROP)	ENDWEBU 078 155 1629	14
	XOSHA INDLALA	AGRICULTURE (CROP)	HIGHFLATS 073 675 7821	14

62.				
63.	KHANYISANI	AGRICULTURE (CROP)	NDWEBU 082 049 9029	14
64.	S'BUSISWENI	AGRICULTURE (CROP)	NDWEBU 073 227 1582	14
65.	SIZABANTU PROJECT	AGRICULTURE (CROP)	UMZUMBE 079 421 1931	14
66.	BAMBANANI AGRICULTURE	AGRICULTURE (CROP)	NDWEBU 073 050 4609	14
67.	MGAWU PLANT NURSERY	AGRICULTURE (CROP)	ENDWEBU 063 046 3893 071 805 6829	14
68.	THUTHUKAN GARDEN	AGRICULTURE (CROP)	ENDWEBU 079 552 1352 082 275 9648	14
69.	ITHUBA LELI	AGRICULTURE (CROP)	HIGHFLATS 079 584 2975 076 342 1495	14
70.	SAVELA NATHI	AGRICULTURE (CROP)	HIGHFLATS 081 830 1904	14
71.	SIYAZAMA PROJECT	AGRICULTURE (CROP)	TSHAMOYA 060 744 4026 / 078 126 1926	12
72.	EMADUNGENI MULTI-PURPOSE PROJECTS CO-OPERATIVE LIMITED	AGRICULTURE (CROP) (LIVESTOCK)	071 862 4457 078 699 4396	
73.	MANDALUHLE AGRICULTURAL PRIMARY CO-OPERATIVE LIMITED	AGRICULTURE (CROP) TUCKSHOP MUSIC AND ENTERTAINMENT	SPRINGVALE 063 174 0462	
No	PROJECT NAME	SECTOR BEEKEEPERS	LOCATION / CONTACTS	WARD
74.	SIZAMAKAHLE BEEKEEPERS	BEEKEEPERS	INTAKAMA AREA 060 612 0615 079 227 1640	3
75.	VUKA SAKHE PROJECT	BEEKEEPER	OFAFA 078 471 2014	3
76.	IMIZAMO EMIHLE PROJECT	BEEKEEPER	OFAFA 082 403 1688	3
77.	WHITE ANGELS PROJECT	BEEKEEPER	OFAFA 076 218 2344	3

78.	SIYATHUTHUKA	BEEKEEPER	EMANDILINI 076 621 5806 064 743 6788	4
No	PROJECT NAME	SECTOR FORESTRY	LOCATION / CONTACTS	WARD
79.	KHULANGANTO (PTY) (LTD)	FORESTRY	MAKHOLWENI khulanganto2@gmail.com	4
80.	DYNAMO DUCK TRADING AND PROJECT	MANUFACTURING(AMAPU LANGWE PROCESSING	IXOPO 063 079 4929	4
No	PROJECT NAME	SECTOR MANUFACTURING BLOCKS	LOCATION / CONTACTS	WARD
81.	ZENZELE PROJECT	MANUFACTURING BLOCKS	MAHEHLE 072 314 2422	1
82.	JOIN HANDS PRIMARY CO- OPERATIVE LIMITED	MANUFACTURING (BLOCKS)	MAKHOLWENI 079 424 1211	4
83.	WE DO WELL CATERING & PROJECTS	MANUFACTURING (BLOCKS)	EHLANZENI 078 138 5658	4
84.	WARD 04 COMMUNITY CLOSE CORPORATION	MANUFACTURING BLOCKS	FAIRVIEW 073 453 5411/ 072 375 0153	4
85.	MKHIZE BLOCKS & SAND PTY LTD	MANUFACTURING BLOCKS	NJANE 079 941 0988	7
86.	IPHUPHOLETHU	MANUFACTURING (BLOCKS)	NTSHAYAMOYA 073 962 8363 / 062 578 8961	12
87.	MHLANDLA INVESTMENT PTY LTD	MANUFACTURING (BLOCKS)	EMAZABEKWENI 079 585 2394 / 071 874 4117	12
88.	MAHLUZO TRADING	MANUFACTURING (BLOCKS)	EMAZABEKWENI 076 604 9657	12
89	BLOCKSTREET 039 (PTY) LTD	MANUFACTURING (BLOCKS)	FAIRVIEW 072 853 3440 060 619 5484	4
89.	CYRILLEKO PTY LTD	MANUFACTURING (ALUMINIUM)	MARIATHAL 073 293 6918 073 649 0630	4
90.	MWELASE CONSTRUCTION	BUILDING CONSTRUCTION	EMAZABEKWENI 073 774 4425 / 072 464 46359	12
91.	AMANGONYAMA AMAHLE	FURNITURE & HARDWARE	NOKWEJA 073 127 6464	11
92.	MAZENZELE	BOILER	SAINT ALLOIS	11
93.	DUBASI ENTERPRISES	FENCING AND WELDING	ENDWEBU 072 852 1993	14
94.	ZAZI SKILLS DEVELOPMENT	MANUFACTURING (CHEMICAL)	NDWEBU 079 530 3436	13
No	PROJECT NAME	SECTOR TEXTILE CLOTHING	LOCATION / CONTACTS	WARD

95.	MPANGELE FARMING CO-OPERATIVE LIMIT	TEXTURE & CLOTHING	INCAKUBANA	2
96.	BONI'S TRADITIONAL WEAR	TEXTURE & CLOTHING	FAIRVIEW 072 649 2693	4
97.	AKHANAYIMVELO PTY (LTD)	TEXTURE & CLOTHING	MORNINGSIDE 083 769 7448	2
98.	THUBALETHU SEWING PROJECT	TEXTURE & CLOTHING	FAIRVIEW 073 805 4857	4
99.	DSIGN HUE	TEXTURE & CLOTHING	HLUTHANKUNGU 082 072 5839	8
100.	HOMIES CLOTHING	TEXTILE CLOTHING	NKAWINI 061 087 1567 084 946 9111	8
101.	ZAMANDLA BUSINESS ENTERPRISES	TEXTURE & CLOTHING	ENDWEBU 083477 5055	14
102.	HLUTHANKUNGU FASHION DESIGNER	TEXTURE & CLOTHING	HLUTHANKUNGU 073 512 8611 071 153 1109	8
103.	PHAPHAMA TEXTILE & FARMING	TEXTURE & FARMING	HLUTHANKUNGU 076 063 5363	8
104.	SIYASUTHA TRADING	TEXTURE & CLOTHING	HLOKOZI 083 318 6305	
105.	IKHWEZI LOKUSA CENTRE	TEXTURE & CATERING	UNCAKUBANA 082 480 1995 073 296 4236	2
No	PROJECT NAME	SECTOR ART & CRAFT	LOCATION / CONTACTS	WARD
106.	WOZA PROJECT	ARTS & CRAFT	HOPEWELL 079 982 2560 / 071 506 7093	2
107	ISIZIBASIKAMAMINZELA	ARTS & CRAFT	KWATHATHANI 073 769 4452	10
108	THANDANANI PROJECT	ARTS & CRAFT	EMGANGENI 078 608 8287 071 980 6984	7
109.	ABAPHILE ABANTU MULTI-PURPOSE CENTRE	ARTS & CRAFT	HOPEWELL 083 738 9921	2
110.	NAWE UNGAKWENZA	ARTS & CRAFT	FAIRVIEW 079 288 7978	4
No	PROJECT NAME	SECTOR CATERING	LOCATION / CONTACTS	WARD
111	T.E TENZA BUSINESS ENTERPRISES	CATERING, DECORATION PAINTING & GARDEN SERVICES	HOPEWELL 071 210 4308	2
112.	SIYASUTHA TRADING CC	CATERING	HLOKOZI	6

113.	ZABAZENKOSI CATERING AND PROJECTS	CATERING	UMHLABASHANE 081 085 6742	10
114.	CEBOLENKOSI ENTERPRISE	CATERING	UMHLABASHANE 073 017 3133	10
115.	BUSIE & SENAH CATERING BUSINESS	CATERING	EMAZABEKWENI 078 160 9253 076 766 6616	12
116.	BETTER TRIUMPH EMERAL (PTY)	CATERING	HIGHFLATS 072 200 9019 / 083 583 0268	13
117.	YOUNG NATION BAKERS	BAKERY	JOLIVET 061 385 5447 / 073 439 9268	7
118.	SIYAPHAMBILI CO-OP SIZAKANCANE CO-OP SIZOPHUMELELA CO-OP	BAKERY	JOLIVET 082 742 9326 079 545 3688	7
119.	HLUTHANKUNGU SPORTSGROUND TUCK SHOP	RETAIL	HLUTHANKUNGU 076 026 7215	8
120.	MALIZI BAKERY	BAKERY	EMADUNGENI 071 170 8469	12
121.	MSENTI'S BAKERY	BAKERY	EMAZABEKWENI 078 131 6857	12
122.	SHAGGY'S TUCKSHOP	SUPERMARKET	MORNINGSIDE 071 296 5313 / 078 055 8798	4
123.	SIYATHUTHUKA CRECHE	CRECH	HLOKOZI 076 217 2076	6
124.	KING SHAKA HAIR SALOON	SALON	HIGHFLATS 074 010 6545	6
No	PROJECT NAME	SECTOR ENTERTAINMENT & MEDIA	LOCATION / CONTACTS	WARD
125.	BLOCKSTREET 039 (PTY LTD)	ENTERTAINMENT & MEDIA	FAIRVIEW	4
126.	INGEZENZEZE NKAYISHANE PRODUCTION PTY	ENTERTAINMENT & MEDIA	HLOKOZI 079 646 3961	6
127.	BHEKIMPI SOLUTIONS PTY	ENTERTAINMENT & MEDIA	NDWEBU 079 332 4847	7
128.	ICHWANE LEBHACA (MASKANDI)	ENTERTAINMENT & MEDIA	NOKWEJA 073 360 5556	11

Table 57: SMME's & COORPS

Job creation

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

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

Through the LED grant, the Municipality is able to fund various SMME's and Coops which has the ripple effect of creating employment opportunities:

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

- Youth,
- Women and
- the disabled

HLUTHANKUNGU FASHION DESIGN = R 40 000

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

MTHEMBU SUPPLIERS = R 40 000

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

QHAWEKAZI BUSINESS ENTERPRISE = R 50 000

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

Gijima Co-operative = R40 000

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

SIYETHEMBA CO-OPERATIVE = R290 000

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

SHAZI SIGNS = R220 000

SIPHOSENKOSI CECIL SHEZI	7911055417084	083 536 6010
SANELE HLANGANISO MNGADI	9604095710083	071 9217 547
THABANI MOONLIGHT NDIMANDE	8007215677086	078 494 0634

PROJECTS FUNDED IN 2018:

NO	PROJECT NAME	WARD	VILLAGE NAME	PROJECT TYPE	YEAR	FUNDING AMOUNT
1.	Ungakwenza	4	Fairview	Crafts	2018	<u>R5000.70</u>
2.	Amadunge Sewing	12	Emadungeni	Sewing	2018	<u>R22 350.00</u>
3.	The Mntambos Farming	14	Ndwebu	Crop Production	2018	<u>R53 442.52</u>
4.	Ikhabalethu Co-op	14	Ndwebu	Crop Production	2018	<u>R47 229.96</u>
5.	Ezokulima Fici Trading PTY LTD	12	Emazabekweni	Crop Production	2018	<u>R32 000.00</u>
6.	Mandaluhla Primary Co-op	9	Springvalle	Crop Production	2018	<u>R50 000.00</u>
7.	Ekuthuleni Co-op	9	Nhlavini	Crop Production	2018	<u>R50 000.00</u>
8.	Sakha Icathulo	7	Jolivet	Sewing	2018	<u>R25 000.00</u>
9	Cyrilled PTY LTD	4	Mariathal	Manufacturing Aluminium	2018	<u>R25 000.00</u>
10.	Sithembiso Khumalo	12	Emazabekweni	Crop Production	2018	<u>R20 000.00</u>

Supporting SMMEs and Cooperatives

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

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

Capacity Building on SMMEs and Co-operatives

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

The Informal Economy Policy

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

PROJECT TARGETING EMERGING FARMERS

Small Holder Farm Support :

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

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

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

Catalyst projects: LED

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

Table 41: Catalyst Projects - LED

Linkage between Ubuhlebezwe LED Strategy and Ubuhlebezwe IDP

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

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

Linkage between Ubuhlebezwe LED Strategy and the District LED Strategy:

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

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

Linkage between the Ubuhlebezwe LED Strategy with the PGDS

KZN PGDS	UBUHLEBEZWE LED STRATEGY
<ul style="list-style-type: none"> Is aimed at promoting prosperity and improving quality of life, Promoting sustainable economic development and job creation, developing human capacity, Identifying and working with all role players from all sectors of society, 	<ul style="list-style-type: none"> The Ubuhlebezwe LED Strategy identifies strategic areas for investment which will assist in bolstering the local economy and employment creation within Ubuhlebezwe Local Municipality. In this regard, the Municipality erected market stalls in the Town of Ixopo, to improve the lives of business people who are still trading within the informal economy. The promotion of job creation is addressed through the funding of various LED projects that are found mostly within our rural wards. SMME's and Cooperative are encouraged to apply for funding, annually and the Municipal leadership embarks on physical visit to these potential projects to see if they are indeed viable and sustainable. Projects that are found to be sustainable are the funded by the Municipality. Through our LED Forum and Operation Sukuma Sakhe the Municipality is constantly engaging with all role players from all sectors of society. Our Public Participation Unit, through ward based planning, also ensures that the Municipality has an impact, even at grass root levels. Annually, the Municipality sets aside a budget for the training and capacitation of unemployed Youth, over the years, we have funded and facilitated the training of Youth in Plumbing and Carpentry, electricity and welding. Giving them skills to be employable and/or self employed

SKILLS TRAINING FOR YOUTH:

- The Municipality also provides skill training to young people, and in this financial year training was provided for Electricity and Welding, the following youth were trained:

Electricity	Ward	Welding	Ward
Zakade Gerald Mananga	01	Lindokuhle Mbhele	01
Zamokuhle Tenza	02	Zamokuhle Tenza	02
Lindelani Dlamini	03	Isaac Nduli	03
Myron Stylvester Strachan	04	Ndumiso Phakathi	04
Siyabonga Cosmas Hadebe	05	Lucky Shezi	04
Hloniphani Comfort Mbhele	06	Laurence Mkhize	06
Njabulo Mazeka	07	Reginald Mkhize	07
Thokozani Christian Hlengwa	08	Thulasizwe Mbizani	08

Philani Makhekhe Biyase	09	Ayanda Shange	09
Mvelo Christopher Mbanjwa	10	Xolani Mkhize	10
Vincent Msinga	11	Nkosisikelela Mtolo	11
Nkanyiso N.B. Zulu	12	Lungisani Ndlangisa	12
		Mbekezeli Nsindane	13
		Thembelani Ngcobo	14

Table 42: skills training for youth



Figure: Youth receiving training through the Skill Trainig Programme

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

Linkage between the Ubuhlebezwe LED Strategy with the NSDP

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

BUSINESS RETENTION AND EXPANSION STRATEGY

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

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

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

Land Ownership:

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

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

The actual valuation roll is attached to this IDP document.

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

Table 42: skills training for youth

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

The informal Economy policy was adopted by Council in December 2014;

The Retention policy was adopted by Council in January 2015;

And the EPWP Policy was adopted by Council in January 2016.

Local firms/industries and businesses?

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

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

A designated LED unit

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

Operation Sukuma Sakhe and War rooms:

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

Programs seeking to transform the local tourism players

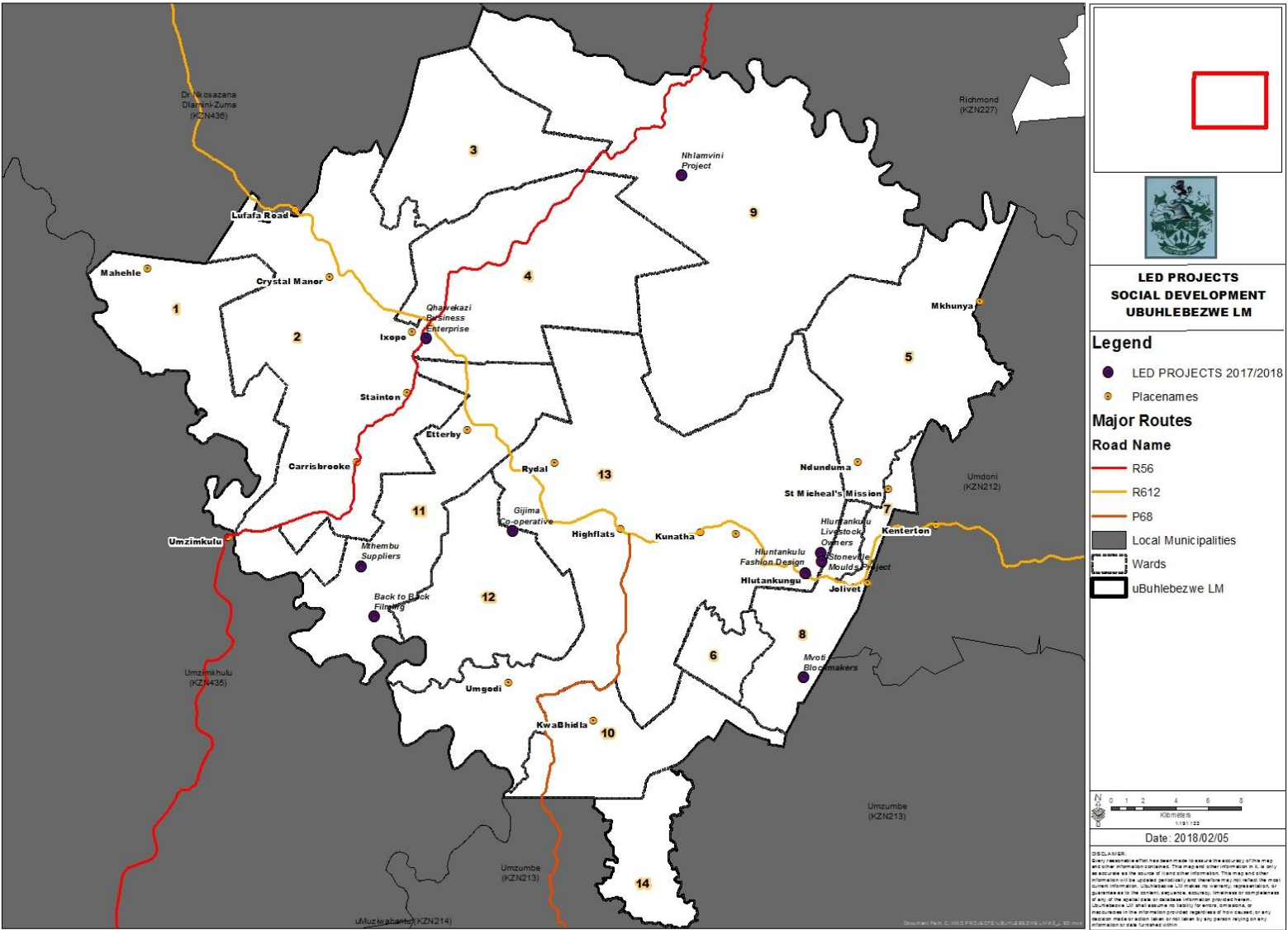
The municipality’s takes into account local inputs, and has aligned its tourism within the broader district, provincial, and national objectives. However, in order to become a destination that will increase tourism revenue, it has to target a specific market.

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

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

- Ingoma yezinsizwa

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



UBUHEBEZWE TOURISM

Vision

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

Tourism Objectives

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

Focus Areas

Nature Based Tourism: Adventure, Rail, Hiking and Biking

Cultural Tourism: Heritage, Community and Missions.

Five Tourism Implementation Strategies

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

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

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

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

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

Ubuhlebezwe Tourism Experience Tourism Events

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

Events	Date
Ubuhlebezwe Tourism Festival	September
Alan Paton Walk and Train Ride	April

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

Ubuhlebezwe Alan Paton Steam Train Race 2018

Ubuhlebezwe Municipality hosted its Alan Paton Steam Train Race on Saturday the 15th of September 2018, in celebration of international tourism month.

The race was the athletics against the train, it started at Carisbrooke Train Station endpoint Ixopo Allwoodburn Train Station ward 2.

The main objective of the event was to;

- Showcasing Rail tourism and the legacy of Alan Paton in Ubuhlebezwe.
- To highlight the significance of tourism as a tool for development and cultural enlightenment.
- Aims at promoting Ixopo as a Tourism (destination)
- To create an enabling environment for tourism to flourish within Ubuhlebezwe.
- To create public awareness on tourism and to generate local economic activity.
- To promote Ixopo as a Cross Country Destination
- To promote healthy lifestyle

The Ubuhlebezwe Alan Paton Steam Train Race was composed of varies activities;

- Cultural entertainment
- Art & Crafts Exhibition
- Ubuhlebezwe Steam Train Ride

Attached is a list of participants that won and their prizes;

Males 10 km Run

Name and Surname	Position	Amount
Nkosikhona Mhlakwana	1	R5 000
Bhekisisa Maradonna Ngcobo	2	R2 500
Nkululeko Ngubane	3	R1 500
Jabulani Dlamini	4	R1000
Msawenkosi Mthlane	5	R900
Rethabile Pakisi	6	R800
Mthobisi S. Mkhize	7	R700
Siphiwe Innocent Zulu	8	R600
Luyanda Benedict Chiya	9	R500
Lekhotla Pulinyana	10	R400

Females 10 km Run

Name and Surname	Position	Amount
Jenet Mbhele	1	R5 000
Makhosazana Ladyfair Mhlongo	2	R2 500
Mokulubete Blandini Makatisi	3	R1 500

Malineo Mahloko	4	R1 000
Zama Mokoena	5	R900
Simangaliso Zamalofe Madlala	6	R800
Aphelele Jileka	7	R700
Nontlantla Gcina	8	R600
Lieketseng Cecilia Molefe	9	R500
Maureen Dladla	10	R400

Councillors Females 10 km Run

Name and Surname	Position	Amount
Edith Thembekile Shoba	1	R500
Nancy Zibuyile Jili	2	R400

Government Employees Females and Males 10 km Run

Name and Surname	Position	Amount
Nonkhululeko Saturday Ngongo	1	R500
Thembinkosi Gordon Dlamini	2	R400
Nkosikhona Marcus Dlamini	3	R350
Sazi Goodman Gumede	4	R300
S'busiso Silverius Nxele	5	R250

Females 10 km Walk

Name and Surname	Position	Amount
Babongile Rejoice Memela	1	R1000
Wendy Ann Coleman	2	R500
Precious Thabile Jili	3	R400
Pamela Ann Corlett	4	R300
Penelope Fikile Cele	5	R200

Males 10 km Walk

Name and Surname	Position	Amount
Vukani Minenhle Mduge	1	R1000
Simphiwe Cyril Bhengu	2	R500
Ramlagan Bobby	3	R400

Juniors Females 10 km Run

Name and Surname	Position	Amount
Simangaliso Zamalofe Madlala	1	R500
Aphelele Jikela	2	R300
Nontlanhla Gcina	3	R200

Juniors Males 10 km Run

Name and Surname	Position	Amount
Mphilisi Mtolo	1	R500



Ubuhlebezwe Tourism Day Festival / Alan Paton Walk

An annual Ubuhlebezwe Tourism Day Festival / Alan Paton Walk has been established to bring about awareness of Alan Paton. This takes place in September to celebrate Tourism Months. This festival aims at mainstreaming the role of Arts, Culture and Tourism in social and economic development. Tourism month is celebrated annually during September month, to highlight the importance and contribution of tourism to the communities. The United Nations World Tourism Organisation (UNWTO), an agency responsible for the promotion of sustainable and universally accessible tourism, established a World Tourism Day in September 1979. This day is commemorated on the 27th of September every year through appropriate tourism events and themes. South Africa also celebrates the day each year during September month wherein a number of campaigns are conducted to raise awareness on various tourism aspects. This is vital as it highlights the effect tourism has on social, cultural, political and economic values.

Motivation and Objectives

- To create a central event for Tourism Month.
- To create public awareness of the steam train and to generate local economic activity.
- To market Ubuhlebezwe Tourism and to create another event for our annual event calendar which we will showcase at Indaba and Agri-show.
- Showcasing Rail tourism and the legacy of Alan Paton in Ubuhlebezwe
- Aims at promoting Ixopo as a Tourism Hub (destination) and to create an enabling environment for tourism to flourish within Ubuhlebezwe.
- Cultivating awareness of tourism and its economic potential in Carisbrooke Ixopo
- To get public participation (Alan Paton Walk) – to promote healthy lifestyle, to get more people using steam train.
- Marketing the nature, cultural diverse.

The Target Market and Desired Impact

The Ubuhlebezwe Tourism Day Festival targeting potential tourism; members of Southern Midlands Tourism (SMT), potential investors includes government departments, school principals, Carisbrooke primary school drama learners, Theatre group performance, the Carisbrooke Community, the municipal political leadership and municipal officials.

Stakeholders

- Carisbrooke Community
- Municipality Leadership
- Traditional leadership (Izinduna)
- Circuit Inspectors (School Principals)
- Department of Economic Development and Environmental Affairs
- Department of Art and Culture
- Department of Cooperative Governance and Traditional Affairs
- SEDA

- Southern Midlands Tourism (SMT)
- Private Business
- Tourism Creators (Atlas Tours)
- University of KwaZulu-Natal Alan Paton Centre
- N3 Gateway
- Media (NIX Matters)
- The Public

Marketing

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

Tourism marketing opportunities in Ubuhlebezwe Municipality

- Tourism infrastructure, such as an information office or a Visitor Information Centre is critical in the success of developing the tourism industry in Ubuhlebezwe. A strategic site, which is highly visible and accessible, has to be identified and all stakeholders must agree on the site.

STEAM TRAIN TRIPS AND ACTIVITIES

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

Paton's Adventures	Julian Pereira	039 834-2963 kznrail@futurenet.co.za	Box 87 Ixopo 3276
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Tourism Attractions

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

Ixopo Mission

- St Isidore's

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

Jolivet

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

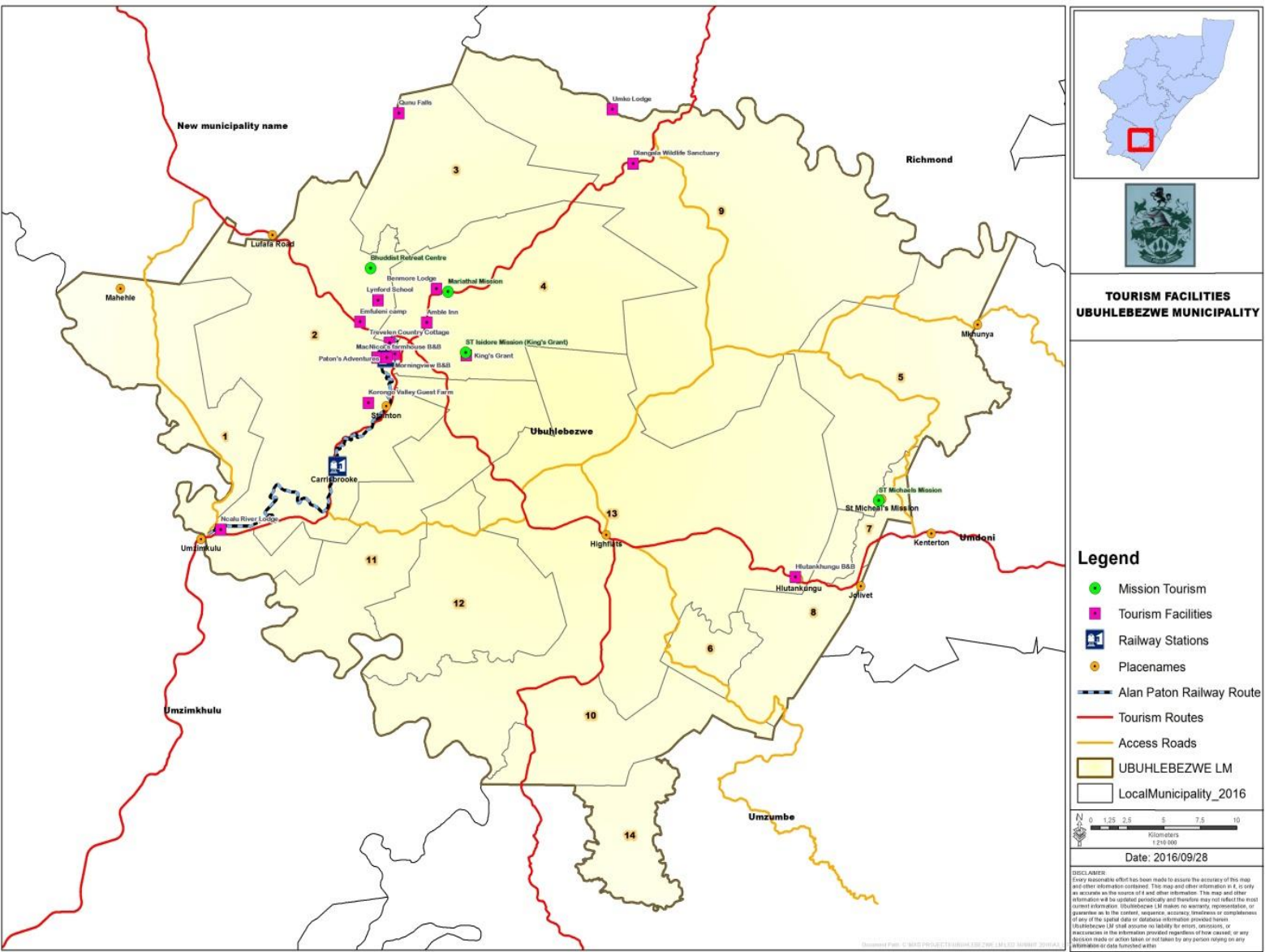
Tourism Products and Product Development

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

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

TOURISM ACCOMMODATION FACILITIES

NAME OF THE ESTABLISHMENT	CONTACT PERSON	CONTACT	ADDRESS
Amble Inn & Benmore House	Ann MacKenzie	039 834-2208 amble@futurenet.co.za	Box 46 Ixopo 3276
Belmont Conf. Wedding & B&B	Sandy Bowman	039 834-1399	Box 331 Ixopo 3276
Emfuleni camp	Karen Baxton	039-8341495 goni@futurenet.co.za / paston.karen@gmail.com	Box 266 Ixopo 3276
Hlutankhungu B&B	Tim Dennis	039 835-9022 Hlutangs01@gmail.com	Box 343 Highflats 3306
King's Grant	Cheryl Biggs	039 834-2730 cherylbiggs@kingsgrant.co.za	Box 277 Ixopo 3276
Korongo Valley Guest Farm	Sue duPlessis	039 834-1039 korongo@telkomsa.net	Box 97 Ixopo 3276
MacNicol's farmhouse B&B	Crystal MacNicol	039 834-1068 macnicol@futurenet.co.za	Box 75 Ixopo 3276
Mat Louwrens Arts and Gallery Studio	Mat Louwrens	039 834-2313 nomatlo@futurenet.co.za	Box 248 Ixopo 3276
Morningview B&B	Nozi Mvusi	039 834-1231 nozie.mvusi@kzndae.gov.za morningviewnb@futurenet.co.za	30 High Street Ixopo 3276
Paton's Adventures	Julian Pereira	039 834-2963 kznrail@futurenet.co.za	Box 87 Ixopo 3276
Weni Cottage		glynis@toocoe.co.za 039 835 0284	
Qunu Falls	Christo Shacks	039 834-0205	Box 224 Ixopo 3276
Trevelen Country cottage	Merredy Louwrens	039 834-1177 trevelen@futurenet.co.za	Box 151 Ixopo 3276
Stimela Cottages		039 833 1128 gavinw@futurenet.co.za	



Fg 58: Tourism Facilities

Tourism Task Team Initiative

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

Tourism Key Challenges

- Inadequate signage and information services.
- Inadequate transport infrastructure and transport services.

- Craft production and retail outlets.
- Lack of accommodation facilities.
- Lack of adventure tourism

SWOT ANALYSIS FOR TOURISM WITHIN UBUHLEBEZWE

STRENGTHS

Ubuhlebezwe affiliates in a community tourism organisation (CTO) that is very vibrant called the Southern Midlands Tourism. This structure is functioning well and it provides essential support system to their members. The Organisation co-ordinate tourism-related support & impart knowledge on tourism issues. It also assists in promotion of facilities within the area.

The area has a rich cultural heritage like the Mayibuye heritage, the culture and history of the AmaBhaca and the commemoration of iNkosi Madzikane, as well as the history of Alan Paton. There are also natural attractions such as the Umkomaas River and valley which traverses the municipal area.

WEAKNESSES

There is a lack of tour operators in Ubuhlebezwe.

Entertainment facilities are lacking, save the restaurants available at some of the tourism facilities. Tourism signage is not consistent. Some of tourism facilities use the Southern Midlands Tourism logo, while others use the national brown tourism signs. There is no Investment Attraction Strategy. Very little foreign tourists visit Ubuhlebezwe

OPPORTUNITIES

There are a number of key assets, which could be developed and integrated into a diverse product mix:

- Tourism promotion and development should focus on Ixopo Town as the launch pad into the whole of Harry Gwala region, the “Berg” to the northwest, Midlands to the northeast and the coast to the east. ULM falls within the Pietermaritzburg/Midlands tourism destination and should be marketed as such as this is one of the recognised destination in the tourism sector.
- There are opportunities to develop arts and craft
- There are a number of mountain bike events passing through area on an annual basis. These include events like the Sani2C, Joburg2C and Freedom challenge, which make use of accommodation in ULM when they pass through the area.
- Develop mission tourism further and research for stories within these missions. There are three existing missions located within the Ubuhlebezwe area, namely St Isidore (Mill Museum) at Kings Grant, Buddhist Retreat and the Mariathal Mission.
- Bass fishing is an opportunity within ULM that can attract tourists. Only a few tourism facilities in Ubuhlebezwe Municipality offer bass fishing as an activity.

Opportunity exists to develop the business tourism segment.

Adventure tourism opportunity in the form of mountain biking and quad biking exists.

- Avi-tourism can provide a competitive advantage with Ubuhlebezwe being Blue Swallow country. This is an endangered and rare species with nearby breeding sites.
- An opportunity exist to link to surrounding municipalities to establish a tourism route/s.

THREATS

The impact of Global warming: The effects of global warming and climate change can be categorised as a phenomena of chance and can pose a threat to the tourism industry.

A M&E plan in place to track progress and effectiveness

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

Plans in place to mobilize private sector resources

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

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

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

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

An analysis of the Health sector

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

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

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

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

Disease profile

EPIDEMIOLOGICAL (DISEASE) PROFILE

Major causes of deaths in children>5 years:

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

Ten leading causes of loss of lives:

Table 1: Disease profile

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

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

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

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

In 2013/2014 HIV positive test rate among pregnant women was 36.6%, in 2014/15 it went up to 37.5% and down to 35.2% in 2015/16. The trend of maternal deaths went down from 2013/14 to 2015/16. The cause for maternal deaths were Postpartum Haemorrhage (PPH), followed by septic abortion, non pregnancy related (HIV), and pregnancy related sepsis. In 2014/15 it was non-pregnancy related and ectopic pregnancy, embolism. In 2015/16 it was non pregnancy related.

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

Deaths due to severe malnutrition in babies seemed to be going up. In 2013/14, it was 10 out of 95 babies, in 2014/15 out of 93 babies admitted 4 died and in 2015/16, out of 60 children admitted in 2015/16, 6 died. These deaths raised a serious concern in ensuring that Philamntwana centres are functional. The municipality is doing well with TB indicators with a loss to follow up rate of 1.3%

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

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

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

Table 43 : HIV/AIDS Support groups

COMMUNITY DEVELOPMENT:

Structures in place for vulnerable groups

Childrens Programmes:

Child Protection Week Campaign:

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

Early Childhood Development:

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

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

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

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

Table 44: early childhood development establishments

Nutrition programme for Orphaned and Vulnerable Children (OVC)

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

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

Table 45: Nutrition Programs

Children's Forum:

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

DISABILITY PROGRAMMES:

Disability Rights Awareness Month:

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

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

The purpose of these disability campaigns is to;

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

Disability Local Forum:

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

Disability Development Programmes:

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

Learning facilities for people with disabilities:

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

Disability Sports:

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

Senior Citizens:

PROGRAMMES FOR THE ELDERLY:

Older persons Awareness Month:

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

The objective of this awareness programme is to;

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

Golden Games Programme (Active Ageing):

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

Older Persons Luncheon Club Programme:

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

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

Table 46: luncheon clubs for the elderly

Older Persons Local Forum:

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

Arts and Culture Forum

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

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

Social Cohesion & Nation Building:

Izimbizo zamadoda

Izimbizo zamadoda is a programme that is led by men's forum from all 14 wards of Ubuhlebezwe municipality. In line with Gender Policy Framework for Local Government of 2015-2020, Ubuhlebezwe municipality conducts annual Izimbizo zamadoda campaign, a campaign that emanated from "2014 father and son talk" campaign that was aimed at promoting intergenerational relationship between young men and their fathers. This has become an annual program

The burning issues from men range from car hijacking, livestock theft, removing or changing some police officials and substance abuse. Resolutions included involvement in Agricultural projects and behavioural change programmes, identifying and reporting problem police staff to the Department of Community Safety and Liaison.

Men's day campaign

In South Africa July is known as the men's month and like any other departments Ubuhlebezwe municipality holds an annual campaign that is led by the men's sector. The purpose of the men's day event included a focus on improving gender relations, promoting gender equality, and highlighting positive roles that men can play in the society

Women’s day Commemoration

South Africa has a constitution (Act 108 of 1996) that promotes non-sexism in the Bill of Rights (Chapter 2). It recognises primarily, that women’s rights are human rights. The Gender Policy Framework (2015-2020) also promotes the “basic needs” approach to women’s empowerment and gender equality to ensure that government approaches these challenges in an integrated manner.

Different government departments, men and women addressed issues raised during stakeholder and community participation on the day of the campaign. A guess speaker and a business woman encouraged women to learn to be independent and seek advice from experienced people in order to start their own businesses.

HIV AND AIDS PROGRAMMES

SUPPORT GROUPS

Income generating projects for people on chronic medication



Food security mini tunnels

In order to encourage good performance, the municipality has introduced awards for best performing support groups.

World Aids day campaign

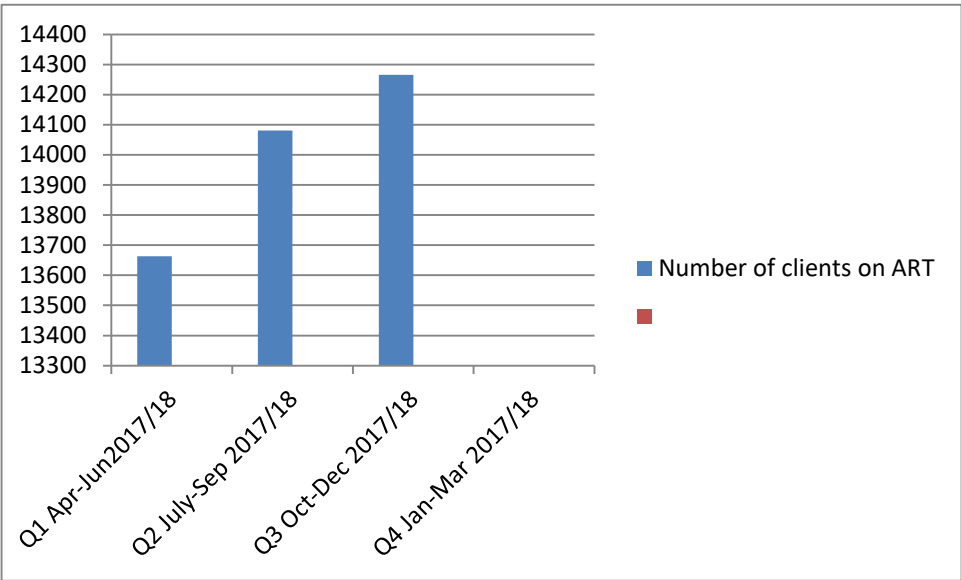
Every December, Ubuhlebezwe municipality commemorates World Aids. This campaign is done in order to remember families that lost their lives through HIV and AIDS related illnesses and support people that are infected and affected with HIV and AIDS. During this campaign, departments and organisations share information which includes current programmes with the communities. This is then followed by awards for the best performing support group .

In preparation for awards during World Aids day, assessments are done by all stakeholders as well as representatives from support groups (Figure 6). Involving support groups in the assessments helps them understand what is expected and to ensure transparency.

HEALTH AND WELLNESS

- Ubuhlebezwe is doing well on the indicator (HIV Counseling and Testing). On average about 7% of all those that tested were HIV positive. HIV Counselling & Testing and TB screening are offered at all points of entry in all health care facilities and this has contributed to an increased statistics. Universal Test and Treat (UTT) has been implemented, HIV and TB positive clients are initiated on treatment regardless of the viral load or CD4 count. However, clients on emergencies cannot be tested.
- Lost to follow up clients: Some clients are initiated on treatment but later disappear. This is very dangerous. Clients crossing borders e.g. from Lesotho are culprits. Tracing of lost to follow clients is in place.
- Fraudulent identity: Some clients register using other people's identity documents.
- Issue of traditional healers contributes to the delay for initiating treatment. More educational workshops for traditional healers are planned to take place.
- Challenge of men who do not want to test but use their female counterparts to test.
- Females are not comfortable with introducing condoms to their partners
- Male condoms are still used for several purposes other than the desired purpose
- Flavored condoms are the favorite especially for the youth
- SAPS has been conducting awareness campaigns on gender based violence. DoH, Together with Department of Social Development, they will lead Awareness campaigns in the most affected areas.
- Ubuhlebezwe Municipality has put aside a budget in the 2019/20 financial year, for conducting Sexual Assault and Teenage pregnancy Campaigns in Wards.

Sustaining Health and wellness



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

SWOT ANALYSIS: SOCIAL AND LOCAL ECONOMIC DEVELOPMENT:

Strengths	Weaknesses
<ul style="list-style-type: none">• It is relatively close to major cities and towns in the Province.• It is located between Africa’s two great ports with excellent transport infrastructure.• A diverse and rich cultural heritage has potential broad international appeal.• High concentration of prime agricultural land in the hands of large commercial farmers.• Potential commercial farming areas.• Subtropical climate conducive to high agricultural yield.• High percentage of arable land.• LED unit is fully capacitated with an LED/Tourism Manager, LED/Tourism Officer and Business Licencing clerk.• Existing agricultural land.• Arts and craft potential.• Rare bird species.	<ul style="list-style-type: none">• Roads and services need upgrading and regular maintenance to attract Tourists attractions and this requires high levels of commitment and resources from the Municipalities.• There is a huge backlog in the provision of basic services such as water, sanitation, electricity and housing, especially in the rural areas and informal settlements.• The municipality does not have readily access to land for development.• Concerns over the inability to maintain a relatively pristine environment necessary for successful tourism initiatives and further high-income residential developments.• The municipal area lacks formal economy and hence, lack of effective demand, inadequate infrastructure, insufficient business premises, inward and outward communication and marketing information.• Lack of reliable infrastructure such as roads, electricity and water especially in rural areas.• Lack of communication due to poor infrastructure.

<ul style="list-style-type: none"> • Rail tourism – as the oldest narrow gauge garret in the world. • Close proximity to Pietermaritzburg, as the capital of the Province. • There are already existing community facilities such as schools, halls, clinics and houses/residential areas. • Most of our areas are already serviced with electricity. 	<ul style="list-style-type: none"> • Local SMMEs are not geared to take advantage of emerging business and tender opportunities offered by government Departments and outsourcing opportunities by established business. • Lack of start-up capital and no frame-work for access to financial resources • Lack of access to adequate and appropriate services. • High poverty levels within the Municipality. • Equipment to practise farming is not sufficient. • Lack of training and skills development centres. • Steep fragmented topographic conditions resulting into isolated settlement pattern • Shortage of tourism, manufacturing, and construction sector development, which limits creation of employment opportunities. • Huge housing backlogs. • Lack of the programmes to support both formal and informal business sector development. • Existing education and skills development programmes are weak. • Lack of communication between the SMMEs and the established businesses. • Lack of health facilities in deep rural areas, people have to travel long distances to reach the nearest facility. • Underutilization of land unresolved land claims. • Lack of housing delivery and some of the existing ones are leaking. • Lack of co-ordination within government Departments. • There is no buying power for developments such as the Shopping Mall.
<p>Opportunities</p> <ul style="list-style-type: none"> • There is a scope for increasing employment opportunities in the agricultural, government, and informal sectors. The District Municipality and thus many district offices for various sector departments are located in Ixopo. • A number of housing projects and related infrastructure have been approved for implementation, as part of the current IDP. • There is MIG funding allocated for Ubuhlebezwe which helps the municipality with improved infrastructure. • There are opportunities to diversify agricultural activities. • There are opportunities to expand the markets such as arts and craft and tourism. • The growth and development of up and coming Contractors due to the upgrading of roads that is currently taking place at Ixopo and development of low-cost, middle income and high incomes housing projects that will take place in the near future, as per the current IDP. • The formation of Ubuhlebezwe Business Forum focussing on all the economic sectors is likely to provide the required impetus to economic growth within Ubuhlebezwe municipal area. 	<p>Threats</p> <ul style="list-style-type: none"> • Concerns with the proposed rural housing projects and the ability of the infrastructure to cope. • HIV/AIDS represents a serious economic threat throughout the area. HIV/AIDS is a major concern, as it has begun to visibly impact on labour productivity. • The general lack of communication, networking and linkages between businesses is a matter for concern, as a result of which, the emerging enterprises are not being integrated into the local mainstream economy. • Lack of co-ordination and alignment amongst all public and private sector stakeholders in the local economy of Ixopo, in particular, cripples the local economy. • Skilled people prefer working in big cities due to the underdevelopment of Ubuhlebezwe. • Crime capitalises on many existing social ills within the municipal area.

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

Emphasis on LED Matters:

Programs targeting Vulnerable Group:

Extensive reporting on these can be found on page 205 to 255, these address programs for Children, Orphaned Children, ECD's, The Disabled, The Elderly, Men and Women programs.

Quantifying number of Jobs created:

The SDBIP quantifies the number of Jobs to be created through LED and EPWP

M&E Plan to track progress:

Page 246 covers the different methods used to Monitor and Evaluate performance on LED

AG & PT comments on LED:

There were no comments received from AG and PT on LED, AG report can be found on page 358 with AG findings

Plans to mobilise Private Sector:

Page 246 extensively covers the plans in place.

Budget for Research and Development:

Ubuhlebezwe Municipality has put aside a Budget of R 1 050 000 for LED, Research and Development are included in this budget for the implementation of all initiatives under LED.

Implementation of projects:

Projects that are being implemented are reflected on Pages 222-224

Green Economy:

Environmental issues are covered in the environmental section Pages 67-78

Capacity challenges:

The LED and Social Development units are fully capacitated with staff, any shortcomings identified in their performance are addressed through training programs and are included annually in the WSP.

Reducing Red Tape:

Business regulation formal and informal, is included within the Municipality's performance management and reported on Quarterly. The turnaround time for issuing formal business licenses (3 days and 1 day for informal) is monitored.

Municipal Financial Viability and Management

CAPITAL FUNDING AND EXPENDITURE TO ADDRESS SERVICE DELIVERY

The municipality adopted a forward planning strategy wherein all procurement for the services required for capital projects is done a year prior the implementation year of such projects. This assists in eliminating delays that may be due to procurement processes. It also gives enough time to make corrective measures timeously should any unforeseen delay occur.

Funding Capital Budget:- Capital budget is largely financed through conditional grants from National Government as well as provincial Government. The municipality correspondingly finances some of the capital projects based on available own revenue generated.

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

S 71(1) (f) ALLOCATION RECEIVED AND ACTUAL EXPENDITURE ON THOSE ALLOCATIONS							
Votes	Allocations	Original Budget 2018/2019	Actual Received YTD	Actual Expenditure - January 2019	Expenditure YTD- January 2019	Unspent Y T D	% Expenditure Against allocation
1104 0	Financial Management Grant	1,970,000.00	1,970,000.00	32,421.63	1,136,771.15	833,228.85	58%
1112 0	Electrification - DOE	16,000,000.00	16,000,000.00	-	536,993.95	15,463,006.05	3%
2010 0	Library Grant	753,000.00	261,639.25	86,926.70	714,701.38	(453,062.13)	95%
2202 0	Small Town Rehab - COGTA (carry over)	18,245.00	-	-	-	-	0%
2218 0	MIG	26,439,000.00	10,000,000.00	2,392,405.36	12,728,294.54	(2,728,294.54)	48%
2219 0	Ixopo Sportsfield Maintenance Grant (carry over)	8,278.00	-	-	-	-	0%
2294 0	Library Grant - Cyber	838,000.00	-	23,496.41	191,479.00	(191,479.00)	23%
2297 0	EPWP	1,590,000.00	1,113,000.00	127,586.70	763,335.57	349,664.43	48%
2299 0	Sportfield Maintenance	58,000.00	50,000.00	-	-	50,000.00	0%
	TOTAL	47,674,523.00	29,394,639.25	2,662,836.80	16,071,575.59	13,323,063.66	34%
Total MIG	Total MIG	26,439,000.00	10,000,000.00	2,392,405.36	12,728,294.54	(2,728,294.54)	48%

S 71(1) (c) ACTUAL EXPENDITURE, PER SOURCE							
Expenditure	Budget 2017/2018	Budget January 2018	Actual January 2018	Budget YTD	Actual YTD	Variance YTD	% Spent YTD
Employee related costs	77,540,000.00	6,461,666.67	5,815,500.00	45,231,666.67	42,462,411.36	2,769,255.31	54.76%
Bad and doubtful debts	1,500,000.00	125,000.00	473,500.00	875,000.00	875,000.00	0.00	58.33%
Depreciation	19,000,000.00	1,583,333.33	1,583,333.33	11,083,333.33	11,083,333.33	0.00	58.33%
Contracted services	6,316,000.00	526,333.33	596,462.60	3,684,333.33	3,226,004.28	458,329.05	51.08%
Repairs and Maintenance	4,186,000.00	348,833.33	197,287.92	2,441,833.33	1,803,200.20	638,633.13	43.08%
Grants Expenses	4,221,000.00	351,750.00	356,467.19	2,462,250.00	1,882,239.82	580,010.18	44.59%
General Expenses	31,520,668.00	2,626,722.33	3,988,855.96	18,387,056.33	16,237,537.10	2,149,519.23	51.51%
				-			
TOTAL	144,283,668.00	12,023,639.00	13,011,407.00	84,165,473.00	77,569,726.09	6,595,746.91	54%

S 71(1) (c) ACTUAL EXPENDITURE, PER SOURCE								
Expenditure	Budget 2016/2017	Adjustment 2016/2017	Budget June 2017	Actual June 2017	Budget YTD	Actual YTD	Variance YTD	% Spent YTD
Employee related costs	70,421,458.00	66,351,013.54	5,868,454.83	4,804,920.80	66,351,013.54	69,910,798.84	(3,559,785.30)	105%
Bad and doubtful debts	1,500,000.00	1,900,000.00	158,333.33	-	1,900,000.00	0.00	1,900,000.00	0%
Depreciation	19,000,000.00	19,000,000.00	1,583,333.33	1,669,101.74	19,000,000.00	16,561,921.78	2,438,078.22	87%
Contracted services	5,983,000.00	5,983,000.00	498,583.33	768,825.78	5,983,000.00	5,559,755.75	423,244.25	93%
Repairs and Maintenance	2,993,650.00	2,993,650.00	249,470.83	263,027.58	2,993,650.00	2,608,982.65	384,667.35	87%
Grants Expenses	4,548,000.00	3,935,000.00	327,916.67	222,636.60	3,935,000.00	3,650,356.34	284,643.66	93%
General Expenses	29,225,340.00	30,251,866.50	2,520,988.88	60,544,265.67	30,251,866.50	75,590,039.78	(45,338,173.28)	250%
TOTAL	133,671,448.00	130,414,530.04	11,207,081.21	68,272,778.17	130,414,530.04	173,881,855.14	(43,467,325.10)	130%

- Projects indicated in order of prioritization for 2018/19 financial year

<u>Capital Expenditure by Asset Class/Sub-class</u>	<u>Funding Source By Name</u>	<u>New/ Ongoing</u>	<u>Final Budget 2018-2019</u>
Infrastructure - Road transport MIG	<i>MIG, Internal</i>	New & Ongoing	<i>16,271,707</i>
Sports Fields & Stadiums - MIG	<i>MIG, Internal</i>	New & Ongoing	<i>13,574,613</i>
General vehicles	<i>Internal</i>	New	<i>652,000</i>
Plant & Equipment	<i>Internal</i>	New	<i>160,000</i>
Office & IT Equipment	<i>Internal</i>	New & Replacement	<i>1,497,700</i>
Office Furniture	<i>Internal</i>	New & Replacement	<i>215,000</i>
Other Buildings	<i>Internal</i>	New	<i>24,149,148</i>
Intangible	<i>Internal</i>	New	<i>3,800,000</i>
ELECTRIFICATION PROJECTS	<i>Internal</i>	Ongoing	<i>6,727,218</i>
Other Assets	<i>Internal</i>	New	<i>265,600</i>
Total Assets			<i>67,312,986</i>

<u>Capital Expenditure by Asset Class/Sub-class</u>	-	<u>FINAL BUDGET 2018/2019</u>	<u>M.T.D ACTUAL</u>	<u>Retention To Date 2018-2019</u>	<u>Year To Date 2018-2019 VAT EXCL</u>	<u>Year To Date 2018-2019 VAT INCL</u>
Infrastructure						
Infrastructure - Road transport						
Roads, Pavements & Bridges		16,271,707	505,962	984,166	10,442,418	11,861,157
Infrastructure - Road transport MIG		13,364,387	505,962	737,071	9,253,247	10,530,675
Chapel Street W2	MIG	421,545	-	-	-	-
Sprenza Road W4	MIG	666,464	-		-	-
Butateni Road W5	MIG	90,996	-		-	-
Harold Nxasane Road W1	MIG	138,623	-		-	-
Mkhwanazi Road W7	MIG	82,585	-	-	-	-
Mncadi Road W10	MIG	67,156	-	-	-	-
Golf Course Roads	Internal	2,907,320	-	247,094.50	1,189,170.90	1,330,482.36
Shelembe Road W7	MIG	2,814,363	-	135,128.65	1,568,080.99	1,783,023.84
Nxele Road W10	MIG	1,921,205	-	145,142.87	1,650,722.50	1,876,559.44
Lower Valley View Road W2	MIG	3,073,535	505,961.52	203,889.04	2,496,743.74	2,840,671.95
Esivandeni Road W14	MIG	757,109	-	-	265,948.45	305,840.72
Farview Road	MIG	3,330,808	-	252,910.90	3,271,751.79	3,724,578.82
Sports Fields & Stadiums - MIG & Internal		13,574,613	1,150,691	222,495	3,496,755	3,987,894
Sports Fields & Stadiums - MIG		13,074,613	1,150,691	222,495	3,496,755	3,987,894
Jeffrey Zungu Sportfield W2	M I G	1,693,842	-	-	881,986.32	1,014,284.27
Kintail Hall W9	MIG	168,225	-	-	-	-
Mazabeko Hall W12	MIG	3,719,515	-	106,724.00	832,781.00	941,689.55
Nkweletsheni Hall W5	MIG	3,719,515	648,449.41	65,547.28	954,849.13	1,088,244.41
Pass 4 Phungula Sportsfield W6	MIG	3,773,517	502,241.42	50,224.14	827,138.47	943,675.62
KwaDladla Sportfield W11	Internal	500,000	-	-	-	-
INTERNAL FUNDING		29,819,692	53,046	40,559	1,488,612	1,613,516
Other assets		36,546,910	53,046	40,559	5,791,931	6,932,832
General vehicles		552,001	-		550,218	550,218
Deputy Mayor's Vehicle	internal	552,000	-		550,217.50	550,217.50
Isuzu Single Cab IPD *2	internal	1				
Plant & Equipment		148,160	-		-	-

Diesel tank trailer	Internal	70,000				
Roll Bank forks (tlb)	Internal	28,160	-		28,160.00	32,384.00
Concrete Poker	Internal	50,000				
Office & IT Equipment		689,783	29,630	-	470,192	530,950
laptops	internal	200,000	-		249,352.79	286,755.71
Other IT Equipment	internal	72,000	-		3,135.36	3,605.66
Biometric Scan	internal	15,000	-		-	-
VTS - Brake test and camera installation	internal	119,000	-		120,991.96	139,140.75
Software licenses	internal	10,000	-		-	-
GIS Server	internal	-	-		-	-
IPD Recorder	internal	1,944	-		1,943.51	2,235.04
Camera with bag and Nikon DX charger	internal	9,700	-		-	-
Overhead Projector and Extension cord	internal	10,000	-		-	-
Strongroom Door	internal	-	-		-	-
SERVER FIRE PROTECTION SYSTEM	internal	75,000	-		-	-
CISCO IP PHONES	internal	80,000	-		-	-
Metal detectors	internal	8,000	7,500.00		7,500.00	8,625.00
Cash Counting Bill (*6)	internal	18,000	16,480.00		16,480.00	18,952.00
Ultra violet light (*6)	internal	6,000	5,650.00		5,650.00	6,497.50
CCTV Cameras (*5)	internal	1	-		-	-
PA System - SD	internal	65,138	-		65,138.50	65,138.50
Office Furniture		215,000	23,416	-	33,365	38,369
Budget & Treasury	internal	212,500	23,416.34		33,364.60	38,369.29
Vaccuum Cleaner - SD	internal	2,500	-		-	-
Other Buildings		24,149,148	-	40,559	405,595	460,350
Municipal Houses - Double Storey	internal	500,000	-		-	-
Revamping of Redcross	internal	100,000	-		-	-
Revamping of Municipal Building	internal	21,149,148	264 -	40,559.48	405,594.77	460,350.06

Municipal Building Lift	<i>internal</i>	2,400,000				
Intangible		3,800,000	-	-	-	-
Financial Management System (MSCOA Compliant)		3,800,000				
ELECTRIFICATION PROJECTS		6,727,218	-	-	4,303,319	5,319,316
Golf course Electrification	<i>internal</i>	6,727,218	-	-	4,303,318.99	5,319,315.94
Other Assets		265,600	-		29,243	33,629
6 x Dust bin	<i>internal</i>	600				
IPD - Microwave	<i>internal</i>	3,000	-		1,042.61	1,199.00
Jojo Tank (*2) for SD	<i>internal</i>	12,000				
Stove and Pots for PI Hall (Including cuttlery)	<i>internal</i>	50,000			28,200.00	32,430.00
kiosk	<i>internal</i>	200,000				
Total Assets		66,393,230	1,709,699	1,247,221	19,731,104	22,781,883
M I G		26,439,000.00	1,656,652.35	959,566.88	12,750,002.39	14,518,568.62
Internal Funded		39,954,230.07	53,046.34	287,653.98	6,981,101.49	8,263,314.32
Small Town Rehabilitation - Roll Over Electrification			-	-		-
		-	-		-	-
Total CapEx		66,393,230.07	1,709,698.69	1,247,220.86	19,731,103.88	22,781,882.93

	Capital Expenditure by Asset Class/Sub- class	New/Ongoing	DEPARTMENT	FINAL BUDGET 2019/20	BUDGET 2020/21	BUDGET 2021/22
	Infrastructure					
	Infrastructure Assets					
	Electricity, Roads, Pavements & Bridges			23 637 206.31	24 913 615.45	26 283 864.30
	Infrastructure - Road transport MIG			22 703 077.31	23 929 043.48	25 245 140.88
50301001201	Chapel Street W2	New	Technical	462 615.13	487 596.35	514 414.15
50301001161	Shelembe Road W7	New	Technical	150 687.74	158 824.88	167 560.25
50301001181	Nxele Road W10	New	Technical	87 932.89	92 681.27	97 778.74
50301001171	Lower Valley View Road	New	Technical	2 728 402.68	2 875 736.42	3 033 901.93
50301001191	Esivandeni Road W14	New	Technical	4 919 848.53	5 185 520.35	5 470 723.97
	Sdungeni Rd W1	New	Technical	3 123 531.12	3 292 201.80	3 473 272.90
	Masomini Road W7	New	Technical	3 709 788.75	3 910 117.34	4 125 173.80
	Magawula Road W13	New	Technical	2 146 888.76	2 262 820.75	2 387 275.89
	Khambule Road W 8	New	Technical	1 590 400.46	1 676 282.08	1 768 477.60
50301001151	Farview Road	New	Technical	3 782 981.25	3 987 262.24	4 206 561.66
50301000331	Golf Course Roads	New	Technical	385 796.00	406 628.98	428 993.58
	ELECTRIFICATION			548 333.00	577 942.98	609 729.85
50301000981	Golf course Electrification	New	Technical	548 333.00	577 942.98	609 729.85
	Community Assets			4 913 922.69	5 179 274.52	5 464 134.61
	Sports Fields, Stadiums & Community halls			3 908 062.80	4 119 098.19	4 345 648.59
	Sports Fields & Stadiums - MIG			3 208 062.80	3 381 298.19	3 567 269.59
	Sqandulweni Sport field	New	Sport and Rec	2 204 827.76	2 323 888.46	2 451 702.32
50301000571	Jeffrey Zungu Sportfield	New	Sport and Rec	395 098.04	416 433.33	439 337.17
50301001231	Pass 4 Phungula Sportsfi	New	Sport and Rec	608 137.00	640 976.40	676 230.10
50301001241	KwaDladla Sportfield W	New	Sport and Rec	700 000.00	737 800.00	778 379.00
	HALLS			1 005 859.89	1 060 176.32	1 118 486.02
	Community halls MIG			1 005 859.89	1 060 176.32	1 118 486.02
50301001211	Mazabeko Hall W12	New	Community H	159 992.81	168 632.42	177 907.20
50301001221	Nkweletsheni Hall W5	New	Community H	845 867.08	891 543.90	940 578.82
	Propety ,plant & Equipment			46 859 700.00	49 390 123.80	52 106 580.61
	Other Buildings			26 659 759.00	28 099 385.99	29 644 852.22
new	Fire Station	new/ongoing	Fire	14 259 759.00	15 029 785.99	15 856 424.22
50301000881	Revamping of Municipal	new/ongoing	Technical	10 000 000.00	10 540 000.00	11 119 700.00
	Revamping of Thusong C	New	SD Thusong	300 000.00	316 200.00	333 591.00
	CRU Sub station	New	Technical	800 000.00	843 200.00	889 576.00
50301000581	Fibre Underground Tra	New	Traffic	1 300 000.00	1 370 200.00	1 445 561.00
	Transport Assets			3 590 000.00	3 783 860.00	3 991 972.30
50301000091	Mayor's Vehicle	New	Council	1 100 000.00	1 159 400.00	1 223 167.00
	Double Cap - Disaster	New	Disaster/Fire	470 000.00	495 380.00	522 625.90
	Double Cap - Disaster	New	Disaster/Fire	470 000.00	495 380.00	522 625.90
	Single Cab IPD *4	New	Technical	1 080 000.00	1 138 320.00	1 200 927.60
	Double Cab IPD *1	New	Technical	470 000.00	495 380.00	522 625.90
	Plant & Equipment			15 037 441.00	15 849 462.81	16 721 183.27
	Road Marking Machine	New	Roads	60 000.00	63 240.00	66 718.20
	Jet Cleaner	New	Roads	285 000.00	300 390.00	316 911.45
	Concrete Mixture	New	Roads	30 000.00	31 620.00	33 359.10
	Excavator	New	Roads	1 943 500.00	2 048 449.00	2 161 113.70
	2*10 ton truck	New	Roads	2 880 000.00	3 035 520.00	3 202 473.60
	Grader	New	Roads	4 200 000.00	4 426 800.00	4 670 274.00
	Lowbed (horse 30ton and	New	Roads	1 800 000.00	1 897 200.00	2 001 546.00
	Generator(IPD)	New	Technical	50 000.00	52 700.00	55 598.50
	Water Tanker	New	Roads	1 527 941.00	1 610 449.81	1 699 024.55
	12/14 ton Truck (break	New	Roads	1 200 000.00	1 264 800.00	1 334 364.00





	Bomag hand roller	New	Roads	170 000.00	179 180.00	189 034.90
	Configuration of skip truck	New	Refuse	700 000.00	737 800.00	778 379.00
	13X Brush cutters	New	Refuse	91 000.00	95 914.00	101 189.27
	Generator (traffic)	New	Traffic	100 000.00	105 400.00	111 197.00
	Computer and IT Equipment			800 000.00	843 200.00	889 576.00
50301000821	laptops and Other IT Equip	New	Corporate	70 000.00	73 780.00	77 837.90
	Gis Laptop	New	Corporate	20 000.00	21 080.00	22 239.40
new	Air Conditioners	New	Corporate	75 000.00	79 050.00	83 397.75
50301000801	Biometric Scan	New	Corporate	15 000.00	15 810.00	16 679.55
50301000730	Fire equipment	New	Fire	70 000.00	73 780.00	77 837.90
50301000791	Software licenses	New	Corporate	550 000.00	579 700.00	611 583.50
	Office Furniture			172 500.00	181 815.00	191 814.83
	Partitioning Of	New	Library	15 000.00	15 810.00	16 679.55
	30 SD Boardroom Chairs	New	Community Development	25 000.00	26 350.00	27 799.25
	25 Library Boardroom	New	Library	20 000.00	21 080.00	22 239.40
	2 Chairs Thusong centre	New	SD Thusong	2 000.00	2 108.00	2 223.94
	Biult-ins SD Kitchen	New	Community Development	25 000.00	26 350.00	27 799.25
	Vacuum Cleaner - SD	New	SD	5 000.00	5 270.00	5 559.85
	Steel trassels tables 15	New		20 000.00	21 080.00	22 239.40
	Microwave (SD Tusong	New	SD Thusong	2 000.00	2 108.00	2 223.94
	6 Kids Tables and 24	New	Library	15 000.00	15 810.00	16 679.55
	Library Overhead Projector	New	Library	5 000.00	5 270.00	5 559.85
	2x White Board - Library	New	Library	4 000.00	4 216.00	4 447.88
	Shredding Machine	New	Library	4 500.00	4 743.00	5 003.87
	Office Chairs	New	Municipal	30 000.00	31 620.00	33 359.10
	Intangible			2 900 000.00	3 056 600.00	3 224 713.00
50301000931	Financial Management System	new/ongoing	Finance	2 500 000.00	2 635 000.00	2 779 925.00
	Building Plans Information	New	Town Planning	400 000.00	421 600.00	444 788.00
	Other Assets			600 000.00	632 400.00	667 182.00
	Fencing Garden Refuse	New	Refuse	300 000.00	316 200.00	333 591.00
#####	Kiosk	New	Corporate	300 000.00	316 200.00	333 591.00
	Total Assets			78 310 829.00	82 539 613.77	87 079 292.52

M I G	26 917 000.00	28 370 518.00	29 930 896.49
Internal Funded	45 393 829.00	47 747 495.77	50 704 008.52
Disaster Mana Centre	6 000 000.00	6 000 000.00	6 000 000.00
	-	-	-
Total Capex	78 310 829.00	82 118 013.77	86 634 905.01

RECONCILIATION

	Final Budget Funding	Budget Funding	Budget Funding
TOTAL CAPEX	78 310 829.00	82 118 013.77	86 634 905.01
Will be funded of capital projects from Investments	- 34 500 000.00	- 25 000 000.00	- 25 000 000.00
SURPLUS FROM OPEX	- 23 925 831.31	- 44 971 051.97	- 47 446 801.11
Non Cash Item	- 21 578 000.00	- 21 578 000.00	- 21 578 000.00
SHORTFALL / SURPLUS	- 1 693 002.31	- 9 431 038.20	- 7 389 896.10

The Investments Register

 UBUHLIBEZWE MUNICIPALITY 2018 - 2019 Financial Year Investment Register for January 2019   											
Institution	Acc No	Acc Type	Maturity Date	Interest Rate (% pa)	(Withdrawals) (Bank charges)	Deposits	Accumulated Investment	Interest Earned	Interest Accrued	% Per Investm	% Invested Per Bank
ABSA Bank - Small Town	2074567242	1 Month - Fixed D	12-Jun	6.75			0.00	322,414.91	-	-	-
First National Bank - Equ	62 1438 9598 8	Call Account	29-Dec	3.30	-	-	3,272,598.81	106,414.54	878.67	0.02	0.18
First National Bank - Equ	62 2481 6621 8	Call Account	07-Dec	3.90			679,278.62	14,569.20	1,741.93	0.00	
First National Bank - Equ	71770508335	14 days - Call Acc	31-Jan	3.90			5,677,600.29	-	132,855.85	0.03	
First National Bank - Equ	7479441557	3 Months - Fixed	13-Mar	7.72		-	15,000,000.00		155,457.53	0.09	
NED Bank	7881076763 / 122	12 Months - Fixed	21-Jan	7.80			20,000,000.00		957,194.80	0.12	0.21
NED Bank	7883 0767 63 / 121	12 Months - Fixed	26-Jun	8.60	-	-	15,889,682.99	-	794,919.45	0.09	
STD Bank - Equit. Share	068730276 - 005	3 Month - Fixed D	13-Mar	7.63	-	-	15,000,000.00	-	34,469.18	0.09	
STD Bank - Equit. Share	068730276 - 008	3 Months - Fixed	31-Jan	3.90			14,870.60	376.40	27.01	0.00	
STD Bank - Equit. Share	068730276 - 006	3 Months - Fixed	31-Jan	7.72			5,530,834.26	202,272.91	39,003.75	0.03	
Investec - Equit. Share	1100539353453	4 Months - Fixed	23-Mar	7.35			0.00	-	-	-	
Ithala Bank	46170081	3 Month - Fixed D	30-Jun	7.35			0.00	-	-	-	
Ithala Bank	46170792	3 Month - Fixed D	31-Jan	7.35		-	33,183,693.92	640,958.34	1,335,893.69	0.19	0.19
					10,410,728.81	-	166,860,679.76	3,939,209.94	3,824,812.08	0.96	1.00
First National Bank	52 5524 1619 4	Current Account	31-Jan				6,182,935.36	242,999		0.04	
Cash and Cash Equivalent							173,043,615.12	4,182,209		1.00	

The municipality has short term investments totaling R146 million and cash on hand of R20.3 million in its current account as at 31 January 2019.

S 71(1) (f) ALLOCATION RECEIVED AND ACTUAL EXPENDITURE ON THOSE ALLOCATIONS							
Votes	Allocations	Original Budget 2018/2019	Actual Received YTD	Actual Expenditure - January 2019	Expenditure YTD - January 2019	Unspent Y T D	% Expenditure Against allocation
1104 0	Financial Management Grant	1,970,000.00	1,970,000.00	32,421.63	1,136,771.15	833,228.85	58%
1112 0	Electrification - DOE	16,000,000.00	16,000,000.00	-	536,993.95	15,463,006.05	3%
2010 0	Library Grant	753,000.00	261,639.25	86,926.70	714,701.38	(453,062.13)	95%
2202 0	Small Town Rehab - COGTA (carry over)	18,245.00	-		-	-	0%
2218 0	MIG	26,439,000.00	10,000,000.00	2,392,405.36	12,728,294.54	(2,728,294.54)	48%
2219 0	Ixopo Sportsfield Maintenance Grant (carry over)	8,278.00	-		-	-	0%
2294 0	Library Grant - Cyber	838,000.00	-	23,496.41	191,479.00	(191,479.00)	23%
2297 0	EPWP	1,590,000.00	1,113,000.00	127,586.70	763,335.57	349,664.43	48%
2299 0	Sportfield Maintenance	58,000.00	50,000.00	-	-	50,000.00	0%
	TOTAL	47,674,523.00	29,394,639.25	2,662,836.80	16,071,575.59	13,323,063.66	34%
Total MIG	Total MIG	26,439,000.00	10,000,000.00	2,392,405.36	12,728,294.54	(2,728,294.54)	48%

UBUHLEBEZWE MUNICIPALITY
2018 - 2019 Financial Year
Investment Register for September 2018



Insitution	Acc No	Acc Type	Maturity Date	Interest Rate (% pa)	(Withdrawals) (Bank charges)	Deposits	Accumulated Investment	Interest Earned	Interest Accrued	% Per Investm	% Invested Per Bank
ABSA Bank - Small Town	2074567242	1 Month - Fixed	12-Jun	6.75	-	-	13,187,008.83	242,873.76	27,432.26	0.08	0.08
First National Bank -	62 1438 9598 8	Call Account	29-Jul	3.30	6,000,000.00	-	232,059.79	65,875.52	1,669.16	0.00	0.07
First National Bank -	62 2481 6621 8	Call Account	07-Jul	3.90	-	-	670,843.52	6,134.10	1,714.98	0.00	
First National Bank -	71770508335	14 days - Call Ac	31-Jul	3.90	-	-	5,677,600.29	-	58,238.18	0.04	
First National Bank -	74,590,521,793	3 Months - Fixed	31-Jul	3.90	-	-	0.00	117,846.18	-	-	
NED Bank	7881076763 / 122	12 Months - Fixed	10-Jul	7.80	-	-	20,000,000.00	-	385,665.84	0.12	0.28
NED Bank	7881076763 / 123	6 Months - Fixed	21-Jan	7.80	-	-	10,000,000.00	-	163,408.23	0.06	
NED Bank	7883 0767 63 / 121	12 Months - Fixed	26-Jun	8.60	-	-	15,889,682.99	-	350,487.21	0.10	
STD Bank - Equit. Share	068730276 - 001	1 Month - Fixed	31-Jul	6.35	-	-	114,986.39	5,479.23	479.15	0.00	0.08
STD Bank - Equit. Share	068730276 - 008	3 Months - Fixed	31-Jul	3.90	-	-	14,651.86	157.66	28.08	0.00	
STD Bank - Equit. Share	068730276 - 006	3 Months - Fixed	31-Jul	7.72	-	-	5,428,198.15	99,636.80	20,246.75	0.03	
STD Bank - Equit. Share	68730276-004	3 Months - Fixed	08-Nov	7.42	-	-	6,580,602.87	-	65,550.01	0.04	
Investec - Equit. Share	1100539353455	3 Months - Fixed	31-Jul	7.60	-	-	44,642,758.75	844,377.16	278,864.36	0.28	0.28
Ithala Bank	46170792	3 Month - Fixed	30-Jun	7.35	-	-	33,183,693.92	640,958.34	452,480.11	0.21	0.21
					6,000,000.00	-	155,622,087.36	2,023,338.75	1,806,264.32	0.97	1.00
First National Bank	52 5524 1619 4	Current Account	30-Sep				5,408,486.71	117.318		0.03	
Cash and Cash Equivalent							161,030,574.07	2,140,656		1.00	

S 71(1) (f) ALLOCATION RECEIVED AND ACTUAL EXPENDITURE ON THOSE ALLOCATIONS								
Votes	Allocations	Original Budget 2018/2019	Adjusted Budget 2018/2019	Actual Received YTD	Actual Expenditure - April 2019	Expenditure YTD- April 2019	Unspent Y T D	% Expenditure Against allocation
30311070082	Financial Management Grant	1,970,000.00	1,970,000.00	1,970,000.00	120,184.68	1,496,783.51	473,216.49	76%
30311071142	Electrification - DOE	16,000,000.00	16,000,000.00	16,000,000.00	1,467,772.66	2,004,766.61	13,995,233.39	13%
30311073092	Library Grant	753,000.00	753,000.00	1,035,000.00	87,163.02	976,133.80	58,866.20	130%
-	Small Town Rehab - COGTA (carry over)	18,245.00	18,245.00	-	-	-	-	0%
30311071202	MIG	26,439,000.00	26,439,000.00	26,439,000.00	1,693,667.21	18,753,035.54	7,685,964.46	71%
-	Ikopo Sportsfield Maintenance Grant (carry over)	8,278.00	8,278.00	-	-	-	-	0%
30311073092	Library Grant - Cyber	838,000.00	838,000.00	-	23,496.41	261,968.23	(261,968.23)	31%
	EPWP	1,590,000.00	1,590,000.00	1,590,000.00	124,969.00	1,152,847.26	437,152.74	73%
	Sportfield Maintenance	58,000.00	50,000.00	50,000.00	-	8,943.20	41,056.80	18%
	Disaster management grant	3,000,000.00	3,000,000.00	3,000,000.00	574,338.27	1,125,277.55	1,874,722.45	38%
	Sportfield and recreation grant (Gym park)	2,000,000.00	2,000,000.00	2,000,000.00	-	-	2,000,000.00	0%
	TOTAL	52,674,523.00	52,666,523.00	52,084,000.00	4,091,591.25	25,779,755.70	26,304,244.30	49%
Total MIG	Total MIG	26,439,000.00		26,439,000.00	1,693,667.21	18,753,035.54	7,685,964.46	71%

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

Indigent Policy

Ubuhlebezwe Municipality adopted an indigent policy which seeks to address social ills within the municipality by supporting indigent households as required by legislation. The municipality offers free basic services in the form of, free basic electricity, refuse removal and exemption from payment of property rates. The municipality further budgets for social programmes that capacitate unemployed youth, persons with disabilities as well as SMME's. Currently, there are 66 beneficiaries registered in the indigent register

The purpose of the indigent policy is to ensure:

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

Criteria for indigent qualification

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

- Households where verified total gross monthly income of all occupants over 18 years of age does not exceed a total R 3 500 00 or an equivalent of two (2) state pensions.
- Subsidised services may include refuse removal and property rates.
- Only households where the account holder or property owner has applied as indigent, and whose application has been approved shall qualify for the above concessions.
- For a household to qualify for subsidies or rebates on the major service charges, the registered indigent must be the full-time occupant of the property concerned, and if not also the owner of the property concerned, may not own any other property, whether in or out of the municipal area. The property value will be assessed in line with the Municipal Property Rates. In the event of recognised polygamous customary marriages the applicant should provide property registration documents (title deed/lease agreements) for each property.
- All households that are child headed, even if they are below eighteen (18) years of age, are eligible to apply for the indigent support.
- Households must formally apply for relief on the prescribed documentation and satisfy the qualifying criteria/principles determined by the Council.
- The status of indigent is conferred for a period of not more than twelve months after which re-application must be made.

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

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

Revenue Enhancement Strategy

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

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

• DEBT MANAGEMENT

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

2016	24,580,160.00
2017	26,925,487.00
2018	27,748,652.00
2019(7 MONTHS, ENDING 31 JANUARY 2019)	34,101,775.00

It must also be noted that the municipality implemented a new valuation roll effective from 1 July 2018 which also resulted in an increase in property values thereby increasing overall debt on rates.

A huge amount of debt is sitting beyond 120 days of age.

Age analysis as at 30 April 2019:

Year End	Month End	Mun	Item	Detail	0- 30 Days	31- 60 Days	61- 90 Days	91- 120 Days	121- 150 Days	151- 180 Days	181 Days - 1 Year	Over 1 Year	Total -
2019	M07	KZN434	*100	Debtors Age Analysis By Income Source									
			*1200	Trade and Other Receivables from Exchange Transactions - Water	0	0	0	0	0	0	0	0	0
			*1300	Trade and Other Receivables from Exchange Transactions - Electricity	0	0	0	0	0	0	0	8,584	8,584
			*1400	Receivables from Non-exchange Transactions - Property Rates	-2,330,788	1,178,792	1,141,080	1,104,869	951,145	1,001,396	4,218,475	25,222,772	32,487,741
			*1500	Receivables from Exchange Transactions - Waste Water Management	0	0	0	0	0	0	0	0	0
			*1600	Receivables from Exchange Transactions - Waste Management	364,130	142,593	132,265	126,088	118,100	117,629	566,346	3,174,429	4,741,580
			*1700	Receivables from Exchange Transactions - Property Rental Debtors	0	0	0	0	0	0	0	61,881	61,881
			*1810	Interest on Arrear Debtor Accounts	0	0	0	0	0	0	0	640,102	640,102
			*1820	Recoverable unauthorised, irregular or fruitless and wasteful	0	0	0	0	0	0	0	0	0
			*1900	Other	-4,810,861	40,232	25,434	25,294	21,285	25,895	177,584	657,024	-3,838,112
			*2000	Total By Income Source	-6,777,520	1,361,617	1,298,780	1,256,251	1,090,530	1,144,920	4,962,405	29,764,792	34,101,775
			*2100	Debtors Age Analysis By Customer Group									
			*2200	Organs of State	-2,487,358	231,826	226,863	213,273	198,783	194,395	938,676	9,309,911	8,826,369
			*2300	Commercial	-4,969,013	325,679	292,325	286,477	249,179	250,244	2,127,882	12,166,318	10,729,091
			*2400	Households	683,106	802,501	777,980	754,889	640,957	638,675	1,895,562	8,287,008	14,540,678
			*2500	Other	-4,255	1,611	1,611	1,611	1,611	1,606	286	1,555	5,639
			*2600	Total By Customer Group	-6,777,520	1,361,617	1,298,780	1,256,251	1,090,530	1,144,920	4,962,405	29,764,792	34,101,775

AD : AGE ANALYSIS OF DEBTORS (All values in Rand)

Save File as : Muncode_AD_ccyy_Mnn.XLS (e.g.: GT411_AD_2005_M10)

Change Year End (ccyy) to Financial Year End (e.g.: 2005 for year 2004/2005) and Month End (Mnn) to Active Month (M01=July...M12=June)(e.g.: M10)

Change Muncode to your own municipal code (e.g.: GT411)

To Save File press the following keys at the same time with Caps Lock off: Ctrl Shift S

Year End	Month End	Mun	Item	Detail	0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	Total -	Actual Bad Debts Written Off against Debtors	Impairment - Bad Debts i.to Council Policy
2018	M12	KZN434	1100	Debtors Age Analysis By Income Source											
			1200	Trade and Other Receivables from Exchange Transactions - Water	0	0	0	0	0	0	0	0	0	0	0
			1300	Trade and Other Receivables from Exchange Transactions - Electricity	0	0	0	0	0	0	0	8,584	8,584	0	0
			1400	Receivables from Non-exchange Transactions - Property Rates	-3,815,221	555,526	493,074	457,182	2,109,572	427,785	1,512,646	24,169,385	25,909,949	0	0
			1500	Receivables from Exchange Transactions - Waste Water Management	0	0	0	0	0	0	0	0	0	0	0
			1600	Receivables from Exchange Transactions - Waste Management	320,609	120,793	111,226	107,166	101,292	96,318	493,067	2,943,882	4,294,355	0	0
			1700	Receivables from Exchange Transactions - Property Rental Debtors	0	0	0	0	0	0	0	65,088	65,088	0	0
			1810	Interest on Arrear Debtor Accounts	0	0	0	0	0	0	0	651,404	651,404	0	0
			1820	Recoverable unauthorised, irregular or fruitless and wasteful Expenditure	0	0	0	0	0	0	0	0	0	0	0
			1900	Other	-4,368,423	22,209	21,976	62,254	29,834	36,626	332,317	682,480	-3,180,728	0	0
			2000	Total By Income Source	-7,863,035	698,529	626,277	626,602	2,240,698	560,729	2,338,030	28,520,822	27,748,652	0	0
			2100	Debtors Age Analysis By Customer Group											
			2200	Organs of State	-2,454,745	166,622	122,222	106,056	289,706	103,111	476,584	9,122,106	7,931,663	0	0
			2300	Commercial	-5,087,899	242,472	229,090	260,548	1,155,138	209,372	906,980	11,700,514	9,616,216	0	0
			2400	Households	-320,577	289,396	274,926	259,960	795,760	248,207	954,292	7,696,859	10,198,823	0	0
			2500	Other	186	39	39	39	93	39	174	1,342	1,950	0	0
			2600	Total By Customer Group	-7,863,035	698,529	626,277	626,602	2,240,698	560,729	2,338,030	28,520,822	27,748,652	0	0

End	End	Mun	Item	Detail	30 Days	60 Days	90 Days	120 Days	150 Days	180 Days	1 Year	Year	-	Debts	ad Debts i
2017	M12	KZN434	1100	Source											
			1200	Exchange Transactions - Water	0	0	0	0	0	0	0	0	0	0	
			1300	Trade and Other Receivables from Exchange Transactions - Electricity	0	0	0	0	0	0	0	8,601	8,601	0	
			1400	Transactions - Property Rates	-51,820	522,219	504,874	493,080	5,347,067	466,128	2,049,175	17,638,848	26,969,572	0	
			1500	Transactions - Waste Water	0	0	0	0	0	0	0	0	0	0	
			1600	Transactions - Waste Management	271,715	103,965	92,285	119,669	114,730	69,102	358,155	2,611,758	3,741,379	0	
			1700	Transactions - Property Rental	0	0	0	0	0	0	0	85,054	85,054	0	
			1810	Interest on Arrear Debtor Accounts	0	0	25	0	0	0	0	732,942	732,967	0	
			1820	irregular or fruitless and wasteful	0	0	0	0	0	0	0	0	0	0	
			1900	Other	-2,761,098	38,007	38,155	37,915	37,278	26,888	140,415	568,665	-1,873,775	0	
			2000	Total By Income Source	-2,541,203	664,191	635,339	650,665	5,499,075	562,118	2,547,745	21,645,869	29,663,797	0	
			2100	Group											
			2200	Organs of State	-1,645,503	102,956	98,157	94,444	4,110,592	94,444	304,401	5,473,579	8,633,068	0	
			2300	Commercial	-513,711	321,746	309,766	340,923	482,913	271,082	1,356,844	9,384,414	11,953,977	0	
			2400	Households	-382,758	239,479	227,404	215,287	905,242	196,581	886,438	6,786,966	9,074,638	0	
			2500	Other	769	11	11	11	328	11	62	910	2,114	0	
			2600	Total By Customer Group	-2,541,203	664,191	635,339	650,665	5,499,075	562,118	2,547,745	21,645,869	29,663,797	0	

2018-2019 Collection Rate								
	MTD							YTD
	July	August	September	October	November	December	January	Total
Receipts	544,123.88	869,525.85	730,497.19	645,879.20	1,248,424.04	1,781,358.06	1,480,012.08	7,299,820.30
Rates	1,880,658.56	78,531.98	1,832,259.34	1,832,029.86	1,832,059.65	1,833,875.30	1,842,184.19	12,731,598.88
Collection Rate	28.93%	51.80%	39.87%	35.25%	68.14%	97.14%	80.34%	57.34%
Receipts	79,578.20	85,942.52	78,550.02	77,285.32	99,524.20	148,524.52	124,358.84	693,763.62
Refuse	183,543.67	182,737.64	182,737.64	182,737.64	182,737.64	182,620.54	182,737.64	1,279,852.41
Collection Rate	43.36%	47.03%	42.99%	42.29%	54.46%	81.33%	68.05%	54.21%
Receipts	31,367.08	32,663.05	22,783.02	25,159.69	35,778.79	58,602.78	45,472.11	251,826.52
Rentals	50,876.85	50,876.85	50,732.11	50,738.17	62,867.80	63,620.75	54,360.48	384,073.01
Collection Rate	61.65%	64.20%	44.91%	49.59%	56.91%	92.11%	83.65%	65.57%
Total Rec	655,069.16	988,131.42	831,830.23	748,324.21	1,383,727.03	1,988,485.36	1,649,843.03	8,245,410.44
Total Billing	2,115,079.08	1,912,146.47	2,065,729.09	2,065,505.67	2,077,665.09	2,080,116.59	2,079,282.31	14,395,524.30
Total Rate	30.97%	51.68%	40.27%	36.23%	66.60%	95.59%	79.35%	57.28%

The municipality appointed a debt collector in 2018 financial year in order to address the collection rate challenges. Collection rate as at 30 April 2019 was at 65.71%

• Supply Chain Management

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

The SCM Policy is aligned to the MFMA, PPPF and SCM Regulations. The policy speaks to the BBBEE and does not add any other points in procuring goods and services other than the prescribed points. . There were material SCM findings reported by the office of the auditor general for the financial year ending 30 June 2018 and these finding resulted in irregular expenditure and the details are as follows:

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

All deviations were reported to council.

Alignment between Procurement Plan and SDBIP

The Municipal SDBIP and Procurement Plan are developed at the same time and approved by Council concurrently, to ensure alignment of the two documents. The performance plan is then monitored by SCM and reported on monthly to the Finance Committee, and thereafter to Council.

Municipal Departments and Council are then able to detect challenges early and find ways to overcome them. Quartely reporting in the SDBIP also reflects budget expenditure, which is also a detection method on expenditure and performance.

Challenges in the Unit:

- Lack of response to adverts by service providers for projects that must be implemented.
- Lack of responses to Quotations for the provision of services
- Location of the Municipality is far from bigger towns where goods and services are easily available.
- Lack of adequate skills within the locality for specialized services.

Functionality of Bid Committees:

Bid Committees are functional, the Municipal has functional Bid Specificatio, Bid Evaluation and Bid Adjudication committees. The timeframes for the sitting of these committees is dependent on the procurement plan which contain dates for when projects should commence.

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

Bid Processing:

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

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

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

FINANCIAL VIABILITY:			
		Financial Year 2016/17	Financial Year 2017/18
Cash / Cost Coverage Ratio (Excl. Unspent Conditional Grants)	((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	$\frac{118,300,602 - 4,103,312}{8,004,144}$ = 14.27 months	$\frac{102,395,778 - 1,163,515}{806,960}$ = 12.5 months
Current Ratio	Current Assets / Current Liabilities	$\frac{135,186,064}{30,379,225}$ = 4.45	$\frac{151,094,536}{33,856,749}$ = 4.46
Capital Expenditure to Total Expenditure	Total Capital Expenditure / Total Expenditure (Total Operating expenditure + Capital expenditure) × 100	$\frac{121,533,527}{178,716,754}$ = 68%	$\frac{38,020,020}{177,000,136}$ = 21.48%
Net Debtors Days	((Gross Debtors - Bad debt Provision) / Actual Billed Revenue) × 365	$\frac{31,618,229 - 17,639,565}{14,848,248}$ = 94 days	$\frac{27,748,652 - 4,477,729}{16,168,011.85}$ = 143 days
Collection Rate	(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off) / Billed Revenue × 100	$\frac{43,887,677 - 31,618,229}{14,848,248}$ = 83%	$\frac{43,916,663.85 - 31,618,229}{16,168,011.85}$ = 76.06%
Remuneration as % of Total Operating Expenditure	Remuneration (Employee Related Costs and Councillor's Remuneration) / Total Operating Expenditure × 100	$\frac{52,842,444 + 8,378,802}{121,533,527}$ = 50%	$\frac{64,049,416}{138,980,116}$ = 46.08%

FINANCIAL VIABILITY:

		Financial Year 2017/18	Financial Year 2018/19
Cash / Cost Coverage Ratio (Excl. Unspent Conditional Grants)	((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	$\frac{102,395,778-1,163,515}{806,960}$ =12.5 months	$\frac{151,100,258-17,689,559}{65,734,599}$ =2.02 months
Current Ratio	Current Assets / Current Liabilities	$\frac{151,094,536}{33,856,749}$ =4.46	$\frac{207,302,050}{50,315,466}$ =4.12
Capital Expenditure to Total Expenditure	Total Capital Expenditure / Total Expenditure (Total Operating expenditure + Capital expenditure) x 100	$\frac{38,020,020}{177,000,136}$ =21.48%	$\frac{14,138,374}{79,872,973}$ =17.7%
Net Debtors Days	((Gross Debtors - Bad debt Provision)/ Actual Billed Revenue)) x 365	$\frac{27,748,652-4,477,729}{16,168,011.85}$ =143 days	$\frac{6,177,946 - 3,893,612}{10,466,590}$ =80 days
Collection Rate	(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/Billed Revenue x 100	$\frac{43,916,663.85-31,618,229}{16,168,011.85}$ =76.06%	$\frac{16,644,536 - 5,968,297}{10,466,590}$ =102%
Remuneration as % of Total Operating Expenditure	Remuneration (Employee Related Costs and Councillor's Remuneration) /Total Operating Expenditure x100	$\frac{64,049,416}{138,980,116}$ =46.08%	$\frac{4,945,964}{65,734,599}$ =7.2%

Financial Plan:

PURPOSE

- The purpose of this document is to outline the comprehensive multi-year financial plan that will ensure long-term financial sustainability for the municipality.
- A multi-year financial plan is essential to ensure that the municipality continues to implement its mandate effectively without impairing its capital base. It will also enable the municipality to move towards self-sufficiency in meeting the growing demands of service delivery.

BACKGROUND

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

FINANCIAL OVERVIEW OVER 3 YEARS

Own revenue which is property rates and service charges is expected to increase as follows: 2018/19 R17,630,000, 2019/20 to R18,547,000 and for 2020/21 R 19 511 000. This is attributed to the revenue enhancement strategy that the municipality has put in place.

The municipality is growing and as such, service delivery costs will be increasing. The municipality currently has no vacant funded posts and is intending on filling all the proposed posts, so that it can effectively affect service delivery to the community. We anticipate general expenses to increase as follows: R 83 463 000 for 2018/19, R87 803 000 for 2019/20 and R 92 369 000 for 2020/21.

The table below presents the three year municipal budget

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

FINANCIAL STRATEGY FRAMEWORK

- Ubuhlebezwe Municipality is a developing and growing municipality striving for service delivery excellence. Therefore many challenges are faced with regards to financial planning and are ever changing due to the dynamic setting of local government
- The priority for the municipality, from the financial perspective is to ensure viability and sustainability of the municipality. The multi-year financial plan and related strategies will therefore need to address a number of key areas in order to achieve this priority. These strategies are detailed below:

Revenue Enhancement Strategy

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

Asset Management Strategy

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

Financial Management Strategies

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

Operational Financing Strategies

- Effective cash flow management to ensure continuous, sufficient and sustainable cash position;
- Enhance budgetary controls and financial reporting;
- Direct available financial resources towards meeting the projects as identified in the IDP; and

- To improve Supply Chain Management processes in line with regulations.

Capital Financing Strategies

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

Cost-Effective Strategy

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

Measurable Performance Objectives for Revenue

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

Financial Management Policies

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

Tariff Policy – the policy prescribes the procedures for calculating tariffs. This policy is required in terms of Section 74 of the Local Government Municipal System Act, Act 32 of 2000;

Rates Policy – a policy required by the Municipal Property Rates Act, Act 6 of 2004. This policy provides the framework for the determination of rates;

Indigent Support Policy – to provide access to and regulate free basic services to all indigents;

Budget Policy – this policy set out the principles which must be followed in preparing a Medium-Term Revenue and Expenditure Framework Budget. It further ensures that the budget reflects the strategic outcomes embodied in the IDP and related strategic policies.

Asset Management Policy – the objective of the policy is to prescribe the accounting and administrative procedures relating to property, plant and equipment;

Accounting Policy – the policy prescribes the basis of presentation of the Annual Financial Statements in accordance with the Generally Recognized Accounting Practices and Accounting Standards;

Supply Chain Management Policy – this policy is developed in terms of Section 11 of the Municipal Finance Management Act, Act 56 of 2003. The principles of this policy is to give effect to a fair, equitable, transparent, competitive and cost effective system for the procuring of goods and services, disposing of goods and selecting of contractors in the provision of municipal services

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

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

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

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

- **REVENUE FRAMEWORK**

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

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

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

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

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

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

- **GRANT FUNDING**

- The Division of Revenue Act contains allocations from National and Provincial, which allocations are recognized as government grants and factored as follows over the medium term:

- The Equitable share allocation to the local sphere of government is an important supplement to existing municipal revenue and takes account of the fiscal capacity, fiscal efficiency, developmental needs, extent of poverty and backlogs in municipalities.
- Municipal Infrastructure Grant allocation which caters for the infrastructure backlogs within Ubuhlebezwe Municipality.
- Municipal Systems improvement Grant allocation which caters for the improvement in Municipal Systems and ensuring that issues of public participation are adhered to as legislated
- Other Provincial, COGTA and any other grants in kind allocations which cater for specific projects for that particular year.

• **TARIFF SETTING**

- Ubuhlebezwe Municipality derives its revenue from the provision of services such as property rates and refuse removal. A considerable portion of the revenue is also derived from grants by national governments as well as other minor charges such as traffic fines, interests from investments and rentals.
- As in the past, increase cost primarily driven by the Consumer Price Index (CPIX), dictates an increase in the tariffs charged to the consumers and the ratepayers. It therefore follows that all the tariffs will have to be increased by a percentage in line with the forecasted CPIX estimated at estimated 6.3 for 2016/2017, 5.4% for 2017/18 and 5.2% 2018/19.
- It is realised that the ability of the community to pay for services rendered is also under tremendous pressure and that the economic outlook for the near future require everybody to make sacrifices.

• **DEBTORS**

- Debtors with the age of ninety days (90) plus, constitute 123% of the total debtors book as at 30 June 2018.
- The debtor's book constitutes 13% of the total municipal budgeted revenue.

Collection rate was 73% in the 2014/15 financial year, 63% in the 2015/16 financial year, 71% in the 2016/17 financial year and 58.84% at 31 January 2019.

- **AUDIT OPINIONS**

YEAR	AUDIT OPINION
2011/2012	Unqualified Audit Opinion
2012/2013	Clean Audit
2013/2014	Clean Audit
2014/2015	Clean Audit
2015/2016	Clean Audit
2016/2017	Unqualified Audit Opinion
2017/2018	Qualified Audit Opinion

- **Skills Shortage at BTO:**

Skills Shortage in the Budget and Treasury Office is in the Revenue Collection Unit, which limits the Municipality's ability to generate its own revenue. The Municipality has engaged the services of a debt collector to assist with revenue collection.

- **Use of Consultants:**

Ubuhlebezwe always tries to limit the use of Consultants, primarily for financial preservation but also to capacitate our internal staff, by giving them the opportunity to do the work themselves.

- **Municipal Assets and Infrastructure**

The municipality adopted an assets management policy which addresses accounting, safekeeping and maintenance of municipal assets. Furthermore the municipality develops a maintenance plan every year which emanates from the annual asset conditional assessment as prescribed by GRAP. The municipality furthermore keeps an updated asset register for all municipal assets, which is reconciled monthly. The assets register addresses, costs, depreciation, acquisitions and disposed assets. Assets are only disposed through a council resolution and through a public auction.

- **Repairs and Maintenance**

The budget for Repairs and maintenance for the year 2017-2018 is R4 186 000. The amount is 5% of the total capital budget. The municipality is aware of the norm which is 8%, however the resources are limited. In order to increase the percentage of repairs and maintenance, the municipality does not outsource repairs and maintenance. Furthermore the municipality has budgeted for plant so as to reduce the costs of plant hire. Effectively, the cost of repairs would at least be close to the 8% norm due to cost cutting measures and alienating third parties.

Financial Year	Actual Budget Spent
20016-17	2,355,891.00
2017-18	3,383,404.00
2018-19 (7 Months, ending 31 January 2019)	1,973,652.33

• **Maintenance Plan**

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

• **Municipal Roads**

(i) Sealed Roads

(ii) Unsealed (Gravel) Roads

• **Municipal Buildings and Community Facilities**

(i) Office Buildings

(ii) Halls

(iii) Sport-fields

• **Financial Ratios**

The municipality has cost coverage of 14 months, as at 31 January 2019, which is calculated as follows:

Cash and cash equivalents = R 155 991 135.21

Unspent Grants = R 1 163 515

Fixed monthly costs = R 806 960

The ratio therefore is 79.16:1

• **Loans / borrowings and grant dependency**

The municipality is still grant dependent.

Total Budgeted Revenue R 187 494 135.21

Total own Revenue R 45 682 135.21

Total Grants Revenue R 141 812 000.00

Grant dependency is at 75 %

- The municipality does not have borrowings. The municipality has not yet received a report from the bankers on its credit worthiness.

• Expenditure Management

Financial Year	2015/16	2016/17	2017/18 (As 31 January 2018)
Budget	21,959,000.00	45,858,000.00	31,520,668.00
Actual	23,483,688.00	23,003,547.00	16,237,537.10
% Spent			52%

CHALLENGES EXPERIENCED AT BTO:

Challenges and Interventions

CHALLENGES	INTERVENTION
Lack of funds	Revenue enhancement strategies
Budget implications associated with establishment of SCM and Budget and Treasury Unit requiring skilled expertise	Established the SCM unit and the budget office
Enhancement of own revenue sources	<ul style="list-style-type: none"> • Data cleansing and verification process coupled with the implementation of the new system to improve the municipality's revenue management • Revenue Enhancement Strategy
Changes in the reporting formats and municipal accounting standards requiring financial systems and implementation thereto.	<ul style="list-style-type: none"> • Compliance reports have been submitted to the provincial treasury and full compliance with the MFMA • AFS have been submitted to AG

Municipal Financial Viability and management SWOT Analysis

STRENGTHS:	WEAKNESSES:
☐ Budget & Assessment Management unit	☐ Delays in SCM processes
☐ SCM Unit	
☐ Asset Management Unit	
☐ Expenditure Unit	
OPPORTUNITIES:	THREATS:
☐ Grants received	☐ Changing reporting formats
☐ Equitable share	☐ Low revenue collection rate
	☐ Incorrect billings
	☐ Skills shortage
	☐ ICT challenges (financial systems)

Good Governance and Public Participation

- **Batho Pele Policy alignment with the municipal policies**

The Batho Pele Policy, Service Delivery Charter and Standards, Service Delivery Improvement Plans were adopted by Council in December 2018. At a staff meeting of December 2018, all staff members were workshopped on the Policy, in order for them to understand their role in the implementation of Batho Pele

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

- **Operation Sukuma Sakhe (OSS)**

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

OPERATION SUKUMA SAKHE

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

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

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

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

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

SUKUMA SAKHE LOCAL STRUCTURE

Name	Position	Contact number
Mayor ZD Nxumalo	LTT Chairperson	0834643726
Ntokozo Mkhize	LLT. Coordinator	0837789066
Zamahlubi Radebe	LTT Secretariat	0796109992

Malusi Phungula	Ward 1 – Coordinator	0837783003
Namhla Ntabeni	Ward 2 – Coordinator	0837786171
Nondabuko Chiliza	Ward 3 – Coordinator	0786725647
Thandiwe Mkhize	Ward 4 – Coordinator	0744697346
Zazi Ngcobo	Ward 5 – Coordinator	0832537944
Thembeka Mkhize	Ward 6 – Coordinator	0837780041
	Ward 7 – Coordinator	
Dudu Makhanya	Ward 8 – Coordinator	0837780943
Gcinabahle Dlamini	Ward 9 – Coordinator	0782425545
Siphelele Gumede	Ward 10 – Coordinator	0825969332
	Ward 11 – Coordinator	
Khulekani Radebe	Ward 12 – Coordinator	0832011973

Name	Position	Contact number
Fikile Khanyile	Manager - SASSA	0839925017
Amangile Ncapayi	Comm. Safety and Liaison	0605201248
Gerry Engelbrech	Dept. Human Settlement	0823756828
Also Cwele	KZN DARD	0829219546
PB Ngcobo	DSD	078 011 5301
Mlotshwa	DOH	

X. Maphumulo	DOHA	0794919330
Sbonelo Ndlovu	Woza Moya – NGO	0738976249
Khuthutshelo Maiwashe	Beyond Zero	0791057819
Zama Mngadi	World Vision	0829737770
Catherine Ntanjana	Izindlondlo Traditional Healers	084 3045165
Simphiwe Zondi	Gender Based Violence Sisonke Cares	083 7195438
PR. Cllr TC Dlamini	Ward 12	072 017 0690
Cllr B.M Khuboni	Ward 1 Councillor	0795021881
Cllr. M.C Nkontwana	Ward 2 Councillor	0839772468
Cllr MC Ndlovu	Ward 3 Councillor	079 969 6977
Cllr Z.M Shabalala	Ward 4 Councillor	0826463934
Cllr N.G Radebe	Ward 5 Councillor	0729681352
Cllr T.T Mkhize	Ward 6 Councillor	0837780041
Cllr B.R Nduli	Ward 7 Councillor	0782064033
Cllr P.B Mpungose	Ward 8 Councillor	0828612714
Cllr NM Mdunge	Ward 9 Councillor	0788653521
Cllr V.C Mkhize	Ward 10 Councillor	0732322870
Cllr P. Ndlovu	Ward 11 Councillor	0763815271
Cllr. N.Z Jili	Ward 12 Councilor	0839933899

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

NUMBER OF WARDS IN THIS LOCAL MUNICIPALITY

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

NUMBER OF WAR ROOMS ESTABLISHED IN THIS LOCAL MUNICIPALITY

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

- **Inter governmental relations (IGR)**

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

Ubuhlebezwe is one of the five (5) municipalities within Harry Gwala District Municipality. There are five (5) portfolios which sit quarterly and coordinated by the Sisonke District. There are also Mayoral and Municipal Manager's Forums that sit on a regular basis. The municipality also participates in the provincial structure where Municipal Heads gets invited to and various presentations are made in relation to municipal activities, such as Back to Basics.

The Mayor and Municipal Manager participate in the MuniMec, Premier's Coordinating Forum, Provincial Municipal Manager's Forum. The Municipal Manager is the strategic head of IGR, assisted by the Communications Officer of operational duties.

Our Directors and Managers are also part of the various District Forums such as the CFO's Forum, LED Forum and Planners Forums. We also as Ubuhlebezwe host the IDP Representative Forums wherein all sector departments are invited to present and discuss their plan.

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

Table 47: IGR

- **Back to Basics**

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

- **The functionality of Ward Committees**

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

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

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

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

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

IDP Steering Committee:

IDP/ Budget Steering committee is being formed through our Budget and Treasury Office to be Chaired by the CFO and the Budgeting and Reporting Mangager. Currently the IDP Representative Forum is used as the steering committee.

- **Involvement of Amakhosi within the municipality**

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.

- **Council**

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

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

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

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

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

- **COUNCILLORS**

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

- **POLITICAL DECISION TAKING**

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

- **ADMINISTRATIVE GOVERNANCE**

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

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

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

- **COMMITTEES AND COMMITTEE PURPOSES**

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

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

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

Table 48: Committees (other than Exco) and Purposes of Committees

A Council adopted Public Participation Strategy

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

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

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

Communication Strategy

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

Internal staff Workshops/dialog

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

Radio

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

Community theatre

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

Audiovisual/video presentations on bill boards

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

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

Pamphlets

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

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

Posters

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

Public meetings

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

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

• Performance Management System

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

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

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

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

- **Internal Audit**

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

The risk based audit plan for the current was approved by the Audit and Performance Audit Committee, the plan is being implemented, the relevant internal audit reports are tabled to the Audit and Performance Audit Committee quarterly. The reports were discussed with management and action plans to address the weaknesses identified were documented.

- **The Audit and Performance Audit Committee**

The Audit and Performance Audit Committee is in place and fully functional. The Committee comprise of three independent members and performs both performance and financial oversight role in our municipality. Section 166 of the Municipal Finance Management Act (MFMA) states that the audit committee must advise council, political office bearers, the accounting officer and the management staff of the municipality on matters relating to internal financial control and internal audits, risk management, accounting policies, the adequacy, reliability and accuracy of financial reporting and information, performance management, effective governance, compliance with the MFMA, Division of Revenue Act and any other applicable legislation, performance evaluation and any other issues referred to it by the municipality.

The committee has performed its oversight role for the year under review and will be tabled to Council in the next quarter on matters relating financial management including annual financial statements, performance management and risk management.

The Audit and Performance Audit Committee Charter was reviewed and approved by Council in October 2018.

- **Enterprise Risk Management**

Section 62(1)(c) of MFMA requires a Municipality to have and maintain effective and transparent systems of financial and risk management and internal control, hence fraud risk assessment forms part of the risk management activities and informs the risk register. The municipality has implemented appropriate risk management activities to ensure that regular risk assessments are conducted i.e. IT risk assessments, business risks assessment (operational, strategic) and risk registers are updated. The progress on Risk Management and an updated Risk Register is reported on a quarterly basis, to the Risk Management Committee and subsequently to the Audit and Audit Performance Committee.

Roles and responsibilities:

Role-players	Responsibilities
Internal Audit	The internal audit activity therefore evaluates and contributes to the improvement of risk management, control and governance processes.

Governance	<p>The Internal Audit Activity assists Executive Management in achieving the goals of Ubuhlebezwe by evaluating the process through which:</p> <ul style="list-style-type: none"> • Goals and values are established and communicated; • The accomplishment of goals is monitored; and • Accountability is ensured and Municipal values are preserved
Risk Management	<p>The Internal Audit assist the municipality through facilitation in identifying, evaluating and assessing significant organisational risks and provide assurance as to the effectiveness of related internal controls regarding the focus areas reviewed.</p>
Controls	<p>The Internal Audit activity evaluate whether the controls of the focus areas, as set out in its Internal Audit Plan which management relies on to manage the risks down to acceptable levels, are appropriate and functioning as intended (i.e. are they effective yet efficient) and develop recommendations for enhancement or improvement.</p> <ul style="list-style-type: none"> • The Internal Audit activity is authorised to: • Have unrestricted access to all functions, records, property and personnel; • Have full and uninhibited access to the Audit Committee;
Management	<p>Management is responsible for the establishment and maintenance of an effective system of governance to:</p> <ul style="list-style-type: none"> • Establish and communicate organisational goals and values; • Monitor the accomplishment of goals; and • Ensure accountability and values are preserved. <p>Management is furthermore responsible for the establishment and maintenance of an effective system of internal control. The objectives of the system of internal control are, inter alia, to provide management with reasonable, but not absolute, assurance that:</p> <ul style="list-style-type: none"> • Risks are properly managed; • Assets are safeguarded; • Financial and operational information are reliable; • Operations are effective and efficient; and • Laws, regulations and contracts are complied with. <p>The prevention and detection of fraud is management's responsibility. The principal safeguard against fraud, misstatement and irregularities is an effective system of internal control. It must, however, be recognised that there are inherent limitations in any system of internal control – including human error, circumventions through collusion of two or more people and management's ability to override decisions which may result in fraud or irregular transactions.</p>

Table 49: Roles and responsibilities of Internal Audit

- **The municipality Risk Register**

There is a separate fraud risk register in place based on an assessment initially conducted by the Department of Co-operating Governance and Traditional Affairs. The municipality also has a Fraud Prevention Plan and a Fraud Prevention Strategy documents in place which have been presented to EXCO and the Audit Committee.

- **Risk Management Committee**

The Risk Committee was established and is fully functional. The members were appointed during the 2016/2017 financial year, which comprises of 13 managers and 5 directors of the municipality, an external Chairperson has been appointed as well. The Risk management framework and policy are in place. The committee meetings are held on a quarterly basis and reports are tabled to the accounting officer and the Audit Committee. The Risk management workshops are conducted annually from which a risk register is developed. The risk register is then monitored on a quarterly basis.

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

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

Name of Policy	Frequency of review	Latest date of review and adoption
Attendance and punctuality	Annually	October 2018
Bereavement policy	Annually	October 2018
Discipline and dismissal policy	Annually	October 2018
Dress code policy	Annually	October 2018
Employee assistant policy	Annually	October 2018
Intoxicating substance policy	Annually	October 2018
Grievance policy	Annually	October 2018
HIV and AIDS policy	Annually	October 2018
Internal bursary policy	Annually	October 2018
Leave policy	Annually	October 2018
Occupational health and safety policy	Annually	October 2018
Overtime policy	Annually	October 2018
Policy for recognition of qualifications	Annually	October 2018
Policy guidelines for in senior and critical positions	Annually	October 2018
Recruitment and selection policy	Annually	October 2018
Relocation policy	Annually	October 2018
Retention policy	Annually	October 2018
Scarce skills allowance policy	Annually	October 2018
Sexual harassment policy	Annually	October 2018
Standby allowance policy	Annually	October 2018

Succession planning policy	Annually	October 2018
Training and development policy	Annually	October 2018

Table 50 : Policies

A list of approved By-Laws:

POLICY NAME / BY-LAW	DATE APPROVED
1. Keeping of Dogs By-laws	04 December 2014
2. Keeping of Animal and Birds but Excluding Dogs By-laws	04 December 2014
3. Regulation of Mini –bus Taxis and Buses By-laws	04 December 2014
4. Library By-laws	04 December 2014
5. Carrying on of the Business of Street Vendor, Pedlar or Hawkers By-Laws	04 December 2014
6. Sign By-Laws (Advertising)	04 December 2014
7. Control of Discharge of Fireworks By-laws	04 December 2014
8. General and Nuisance By-laws	04 December 2014
9. Child care Service By-laws	04 December 2014
10. Public Amenities By-laws	04 December 2014
11. Road Traffic By-laws	04 December 2014
12. Establishment and Control of Recreational Facilities Bylaws	04 December 2014

13. Cemetery By-laws	04 December 2014
14. ACCOMMODATION ESTABLISHMENT	04 December 2014
15. BUILDING REGULATIONS	04 December 2014
16. ENCROACHMENT	04 December 2014
17. FENCES AND FENCING	04 December 2014
18. INFORMAL TRADING	04 December 2014
19. LIQUOR	04 December 2014
20. MUNICIPAL POUND	04 December 2014
21. MUNICIPAL ROADS	04 December 2014
22. RULES AND ORDERS	04 December 2014
23. INTEGRATED WASTE MANAGEMENT	04 December 2014
24. CREDIT CONTROL AND DEBT COLLECTION	04 December 2014

Table 51 : By-Laws

By-laws cover various local government issues such as public roads and miscellaneous, parking grounds, public open spaces, street trading, public health, cemeteries and crematoria, emergency services, culture and recreation services, and encroachment on property. Ubuhlebezwe Municipality has a total number of 15 (fifteen) bylaws which were promulgated in 2009, however, there have been some challenges with the implementation of such as there were no fine schedules to enable sanctions to be instituted. In 2013/14 financial year the process of drafting the necessary fine schedules and newly prioritized bylaws commenced. 11 (eleven) new bylaws and 26 fine schedules have been developed and the public participation process scheduled commenced in August 2014. All the bylaws and fine schedules have been finalized at a Council meeting held on the 4th December 2014. All Municipal By-laws and Fine Schedules were gazetted on the 9th February 2016 and booklets will be printed for easy implementation.

- **Establishment of bid committees**

All the bid committees are in place. The middle management form part of the bid specification committee and chaired by the SCM practitioner. The bid evaluation committee makes up of the middle managers being chaired by the SCM Manager and the bid adjudication committee made up of the senior management and chaired by the CFO. Each year the municipality adopts a demand management plan / procurement plan outlining all the planned and budgeted projects, giving the time frames of when the scm processes shall resume, from the requisitions by departments, advertising by SCM, sitting of bid committees and the final award of tenders. This plan is aligned with the IDP as well as the SDBIP. And from this plan members know exactly the dates of the meetings ensuring that the legislated time frames are adhered to.

- **Ward Based Plans**

The municipality's IDP is mainly informed by the Ward Based Plans. A Roll - Out of Community Based Planning (CBP) took place in 2013 and the WBP's are reviewed annually. Ward based planning is a practice that encourages the engagement of key Community Stakeholders at a ward level in crafting a developmental plan of a ward. A developed plan of a ward must be aligned with the municipalities Integrated Development Plan. Participants in the process are community representatives from structures e.g. Ward Committees, Community Care Givers, and the general members of the community with a full complement of War Room representation. This process is fully aligned and informs the Municipal Integrated Development Plan.

Ubuhlebezwe ward based plans have been developed. It focuses on the ward background, situational analysis, social profile, economic status, resources of the ward, Government intervention needed in the ward, ward needs, existing services, ward's SWOT analysis, ward vision, objectives, project, a submission to the IDP and spatial representation of the ward.

The main aim is to ensure a proper alignment of the ward based plans with Municipal IDP. The alignment focuses on the ward project itemized as the submission to the IDP on a ward based plan.

The following **table** is an indication of what is happening at a ward level:

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
1	Ward one is made out four VD's namely: Cabazi Mahafana, Ncakubana and Mahhehle. Traditional Authorities of ward one are Amabhaca Traditional Council. The type of dwelling in the ward is characterized of a combination of mud and blocks houses. The ward dominates the IsiZulu and average of English language. Ward proportion of access to sanitation covers part of Mahhehle area. Proportion of access to electricity covers almost all VDs with the exception of Cabazi that still requires infills.	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	Primary Schools -05 Secondary Schools - 03 Sports facilities - 02 Satellite library - 01 Community Hall - 03 Churches -04 Formal shops - 01 Informal - 08 SASSA Service Point - 01	<ul style="list-style-type: none"> Distribution of sanitation by Harry Gwala District Municipality though there is still a need to ensure the even supply. Distribution of electricity by Eskom hence there is a need of a maximum supply. EPWP Programme has provided minimum opportunities to the destitute thus providing low income earnings. Community Care Givers by the Department of social development. There is a need to hire more Community Care Givers. Community Safety and Liaison intervention in the ward with regards to crime prevention through Community Policing Forum. Sector Departments needs to ensure full participation in the War Room. 	Cabazi : Access Roads, Infill's. Mahafana : Water Ncakubana : Water, Herold Nxasane Rd Mahhehle: Water, Nxasane Rd Upgrading of P236 Required	Education Health Electricity Safety and Security Roads Access Roads Water Grant Job Creation Moral regeneration
2	Ward two is made out four VD's namely: Sonqoba simunye, Ixopo Primary Carisbrooke primary and Flagstone Farm. The Traditional Authority of ward	The ward is characterised by the middle income earners, large number of low income earners,	Primary Schools-04 Secondary Schools-01 High School-01 Clinic- 01 Sports facilities-02	<ul style="list-style-type: none"> Sanitation by Harry Gwala District Municipality. Electricity supply by Eskom. 	<ul style="list-style-type: none"> Electricity Access Roads Housing 	Education Health Electricity Safety and Security Roads

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
	two is Amazizi Traditional Council. The type of dwelling in the ward is characterized of combination of mud houses, blocks houses, informal and Farms. The ward dominates the IsiZulu, Afrikaans and English language. Ward proportion of access to water and sanitation is at an average level. Proportion of access to electricity covers all areas with the exception of Flagstone and Bethel Farm. The rating of electricity unit in Stanton farm is too high.	larger number of grantees and the unemployed.	Library-01 Community Hall-03 Police Station-01 Churches-13 Surgeries-07	<ul style="list-style-type: none"> • EPWP Programme has provided minimum opportunities to the destitute thus providing low income earnings. • Community Care Givers by the Department of health hence there is a need for additional volunteers at Flagstone and Bethel. • Community Safety and Liaison intervention in the ward with regards to crime prevention thorough Community Policing Forum and SAPS. • Sector Departments needs to ensure full participation in the War Room. 	<ul style="list-style-type: none"> • Water and sanitation • Job Opportunities 	Access Roads Water Grant Job Creation Moral regeneration Feeding Scheme
3	Ward Three is made out eight VD's namely: Magidigidi, Mpofini, Nkululeko, Lufafa, Bhensela, Cekazi, Lusiba and Ntakama. Traditional Authorities of ward three are Vukani Traditional Council. The type of dwelling in the ward is characterized of combination of mud houses and blocks houses. The ward dominates the IsiZulu language. Ward proportion of access to sanitation covers all voting Districts, except the infill's. Proportion of access to electricity covers all VD's. Water distribution at 97% and boreholes in addition.	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	Primary Schools-07 Secondary Schools-04 Sports facilities-02 Community Hall-07 Churches-05 SASSA Service Point-03	<ul style="list-style-type: none"> • Distribution of sanitation in the ward is at the maximum capacity through Harry Gwala District Municipality. • Electricity supply is at its maximum capacity except for the infill's . • EPWP and CWP Programme have provided minimum job opportunities to the destitute thus providing low income earnings. • Community Care Givers hired by 	Sanitation Infill's, Road Nsindane to Mgidigidi	Education Electricity Safety and Security Roads Access Roads Water Grant Job Creation Moral regeneration CWP Community Halls

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
				<p>the Department of health do provide excellent service though there is concerned about the handling of confidential personal information.</p> <ul style="list-style-type: none"> Community Safety and Liaison intervention in the ward with regards to crime prevention thorough Community Policing Forum as crime rate is at 30%. Sector Departments needs to ensure full participation in the War Room. 		
4	<p>Ward Four is made out four VD's namely: Fairview, Morningside, Mariathal, and Mazizini under Amazizini Traditional Council. The type of dwelling in the ward is characterized of combination of mud, blocks houses, 730 Informal settlements and RDP houses. The ward dominates the IsiZulu and average of English speaking people and foreign national languages. Ward proportion of access to sanitation covers Fairview, Hlanzeni, Shayamoya, Sperenza with the exception of Mandilini area. Proportion of access to electricity covers Morninside, Fairview, Morningview with exception of Mandilini, Ndimakude, Hlanzeni, Sperenza, Malamula and</p>	<p>The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.</p>	<p>Primary Schools-4 Secondary Schools-1 High Schools-2 Hospital-1 Sports facilities-3 Community Hall-2 Churches-1</p>	<ul style="list-style-type: none"> Sanitation by Harry Gwala. Electricity supply by Eskom. EPWP Programme has provided minimum opportunities to the destitute thus providing low income earnings. Community Care Givers by the Department of health. Community Safety and Liaison intervention in the ward with regards to crime prevention thorough SAPS, Community Policing Forum, and Operation Qeda ubugebengu. 	<p>Fairview and Morningside VD's requires houses Tar road in access roads Sanitation in Fairview and Mariathal Sports facilities in Mazizini and Mandilini Scholar transport</p>	<p>Education Moral regeneration Electricity Safety and Security Roads Access Roads Water Grant Job Creation Feeding Scheme Health Services</p>

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
	informal settlements (Chocolate city and Morningview).			<ul style="list-style-type: none"> There is full participation of Sector Departments in the War Room. 		
5	Ward five is made out of four VD's namely: Kwelentsheni, Sqandulweni, Siyavela, Zasengwa ukuthula, Bacwebileyo, Siyakha, Bhobhobho and Bambisanani. Traditional Authorities of ward five are Butateni Traditional Council and Amnyuswa Traditional Council. The type of dwelling in the ward is characterized of combination of mud and blocks houses. The ward dominates the IsiZulu language.	The ward is characterised by the middle income earners, large number of low income earners, larger number of grantees and the unemployed.	Primary Schools-06 Secondary Schools-01 High School-01 Clinic-01 Community Hall-01 Churches-03 Skills Centre-01	<ul style="list-style-type: none"> Water and sanitation by Harry Gwala District Municipality. Electricity supply by Eskom. EPWP/CWP Programme has provided minimum opportunities to the destitute thus providing low income earnings. Community Care Givers by the Department of health. Community Safety and Liaison intervention in the ward with regards to crime prevention thorough Community Policing Forum and SAPS Sector Departments needs to ensure full participation in the War Room. 	<ul style="list-style-type: none"> Electricity Access Roads Housing Water Job Opportunities Community halls Skills centre 	Education Health Electricity Safety and Security Roads Access Roads Water Grant Job Creation Moral regeneration Feeding Scheme Nutrition Programme Trainings
6	Women arrested Floods, Droughts Political unrest Appointment of CCGs Appointment of youth ambassadors First local elections	The ward is characterised by the middle income earners, low income earners, larger number of grant dependees and the unemployed	St Nicholas School Hlokosi School Luswazi School Zamafuthi School Bridge Roads Creches	Water & electricity Community hall Health services Roads, toilets, CWP Safety and security Services, educations Sanitation Housing telecommunications	Water services Electricity Sanitation Housing Health services Transport Skills development Community hall Library services Telecommunications Safety and security	Education, roads, sanitation, electricity, social services.

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
7	Ward seven is made out of three Voting Districts namely: Mpunga, Ukuthula and Indela. Traditional Authorities in ward seven are Ukuthula T/C and Amanyuswa T/C. The type of dwelling in the ward is characterised of a combination of mud and blocks houses. The ward dominates the IsiZulu. Ward proportion of access to electricity covers the whole ward though there are still infill's. Sanitation it covers most of the ward and there is still arequirement of infills to a minimum level	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	Primary Schools-01 High Schools-02 Clinic-01 Sports facilities-01 Education centre-01 Community Hall-01 Skills centre-01 Shops-03 ZG Centers-02	<ul style="list-style-type: none"> • EPWP, CWP and Zibambele Programme have provided minimum opportunities to the destitute thus providing low income earnings. • Community Care Givers hired by the Department • Community Safety and Liaison intervention through CPF's thou requires revival in some areas • Arts and culture co-ordinators in providing support with regards to arts culture activities • Water monitors by Harry Gwala District Municipality. 	Refurbishment main roads and Access roads Electrification of Kaloshe area Increase in number of Sports facilities	Education Health Services Skills centre Water Services Electricity Roads BIRTH CERTIFICATES IDENTITY DOCUMENTS MARRIAGE CERTIFICATES AGRICULTURAL SEEDS PUBLIC TRANSPORT COMMUNITY HALL HOUSING
8	Ward eight is made out of five VD's namely: Lingeletu, Somelulwazi, Bongindawo, Lusibabukhulu and Mantulela under Ikhwezi lokusa, Shiya abanye and Ukuthula Traditional Council. The type of dwelling in the ward is characterized of combination of mud and blocks houses. The ward dominates the IsiZulu and average of English Language. Ward proportion of access to sanitation covers 80% of the area and proportion of access to electricity covers 70%.	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	Primary Schools-08 Secondary Schools-01 High Schools-01 Clinic- 01 Sports facilities-01 Community Hall-04 Churches-12 Formal-06 Informal-12	<ul style="list-style-type: none"> • Distribution of sanitation by Harry Gwala. • Electricity supply by Eskom. • EPWP programme has provided minimum opportunities to the destitute thus providing low income earnings. • Community Care Givers by the Department of health. • Community Safety and Liaison intervention in the ward with regards to crime 	<ul style="list-style-type: none"> • Water • Electricity • Sports facilities • Access roads • Grant • Sanitations at School • Safety and security • Lightening Conductors • Crèches • Home for old age people • FET 	Education Moral regeneration Electricity Safety and Security Roads Access Roads Water Grant Job Creation Feeding Scheme Health Services

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
				prevention thorough SAPS, is not functioning anymore. • Zibambele Programme by Transport.		
9	Ward nine is made out six VD's namely: Phumobala, Mahlabathini, KoShange, Mission, Kozondi and kintail under Amakhuze Traditional Council. The type of dwelling in the ward is characterized of combination of mud, very few blocks houses and vandalised RDP houses. The ward dominates the IsiZulu language. Ward proportion of access to sanitation covers 90% of the ward. The proportion of access to electricity covers only 50% of the Ward.	The ward is characterised by the low income earners, larger number of grantees and the unemployed.	Primary Schools-06 High Schools-02 Clinic-01 Community Hall-03 Churches-03 Formal shops-04 Skills Centre-01	<ul style="list-style-type: none"> • Distribution of sanitation by Harry Gwala District Municipality. • Electricity supply by Eskom. • EPWP/CWP Programme has provided minimum opportunities to the destitute thus providing low income earnings • Community Care Givers by the Department of health. • Community Safety and Liaison intervention in the ward with regards to crime prevention thorough SAPS; Community Policing Forum but there is a need for more CPF. 	Sports fields Library Clinic Stable theatre Tar road Houses Electricity Skills centre Dams	Education Moral regeneration Electricity Safety and Security Roads Access Roads Water Grant Job Creation Feeding Scheme Health Services Skills Centre
10	Ward ten is made out of five VD's namely: Kwathathane, Mhlabashane, Ebhayi, KwaShinga and KwaMncinci under Vusathina Tradition Council. The type of dwelling in the ward is characterized of combination of mud and blocks houses. The ward dominates the IsiZulu language. Ward proportion of access to sanitation covers all wards with	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	Primary Schools-04 High Schools-02 Sports facilities-02 Community Hall-02 Churches-04 Informal shops-06 Funeral Parlour-01 Crèche-02	<ul style="list-style-type: none"> • Distribution of sanitation to the maximum capacity by Harry Gwala District Municipality. • Electricity supply by Eskom. • EPWP and CPW Programme have provided minimum opportunities to the 	<ul style="list-style-type: none"> • Access roads • Water • Electricity • Job Opportunity • Renovations of halls • Sport field at Bhayi • Houses • Skills Centre 	Education Moral regeneration Electricity Safety and Security Roads Access Roads Water Grant Job Creation Feeding Scheme Health Services Boreholes

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
	the exception of Kwamncinci area. The proportion of access to electricity covers 70% of the ward.			<p>destitute thus providing low income earnings.</p> <ul style="list-style-type: none"> Community Care givers by the Department of health. Community Safety and Liaison intervention in the ward with regards to crime prevention thorough SAPS, Community Policing Forum. There is a need of full participation from Sector Departments in the War Room. 	<ul style="list-style-type: none"> Clinic at Kwathathane 	
11	<p>Ward eleven is made out of 7 VD's namely: Mshobashobi, Merry help, Kwambingeleli, Nokweja, Bhekukuphiwa, Kwadladla, Makhonza. Traditional Authority in ward eleven is Amadzikane, Amazizizi and Amawushe traditional councils. The type of dwelling in the ward is characterized of combination of mud and blocks houses. The ward dominates the IsiZulu. Sanitation in the ward cannot be rated since it was provided long time ago and currently it requires to be redistributed. Proportion of access to electricity covers all Voting Districts. Water distribution in the ward is at 90%.</p>	<p>The ward is characterised by the middle income earners at a very minimal rate, low income earners, larger number of grantees and the unemployed.</p>	<p>Primary Schools-07 Secondary School-01 High School- 01 Clinic-01 Sports facilities-01 Community Hall-01 Churches-06</p>	<ul style="list-style-type: none"> EPWP, CWP and Zibambele Programme have provided to the minimum level thus created low income earnings opportunities. Community Care Givers hired by the Department of health do provide excellent service Community Safety and Liaison intervention in the ward with regards to crime prevention thorough Crime prevention volunteers Department of sports and recreation provide support with regard to sports development in 	<ul style="list-style-type: none"> Sports facilities Clinic services do not accommodate the population of more than 6000 people Poor water service provision Access roads and roads that are being serviced by the department of Transport requires refurbishment To attend to the HIV infections in the ward through awareness's The unemployment rate needs to be attended to School drop outs 	<p>Education Health services Moral regeneration Water services Social grant seeds Soup kitchen Community hall Electricity Safety and security</p>

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
				<p>the ward through sports hub</p> <ul style="list-style-type: none"> Arts and culture co-ordinators providing support with regards to arts and culture activities Harry Gwala District Municipality provide support through Water monitors Sector Departments needs to ensure full participation in the War Room. 	<ul style="list-style-type: none"> Stock theft discourages participation in agricultural activities 	
12	Ward twelve is made out five VD's namely: Amazabeko High school, Ntabakunuka Primary School, Madungeni Tribal Court, Khuluma Secondary school and Mgodini Primary school. Traditional Authorities of twelve is eMadungeni Traditional Council. The type of dwelling in the ward is characterized of combination of mud and blocks houses. The ward dominates the IsiZulu.	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	Primary Schools-03 Secondary Schools-02 Sports facilities-03 Community Hall-01 Clinic-01	<ul style="list-style-type: none"> Ubuhlebezwe Disaster Unit intervention accessible to the ward. EPWP Programme has provided minimum opportunities to the destitute thus providing low income earnings. Community Care Givers by the Department of health. Community Safety and Liaison intervention in the ward required to revive and lunch Community Policing Forum. Sector Departments needs to ensure full participation in the War Room. 	Water Electricity Roads and bridge Skills centre Addition of EPWP and CWP Community hall	Education Health Electricity Roads Access Roads
13	Ward thirteen is made out eight VD's namely: Mashumi, Black Store, Mbambalala, Nhlamvana, Highflats, Fletcher, Nqwakuza	The ward is characterised by the middle income earners, low income	Primary Schools-5 Secondary Schools-1 Clinic- 1 Sports facilities-2	<ul style="list-style-type: none"> There is a need of ensuring the even distribution of sanitation to the 	Water, Electricity, Access Roads and RDP	Education Health Services Electricity Safety and Security

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
	and Thuleshe. Traditional Authorities of ward thirteen are Amazizi T/C and Amadunge TC. The type of dwelling in the ward is characterized of combination of mud and blocks houses. The ward dominates the Isizulu. Ward proportion of access to sanitation is 70% and a proportion of 35% of access to electricity.	earners, larger number of grantees and the unemployed.	Satellite library-1 Police station -1 Community Hall-4 Churches-2 Formal shops-5 Informal-9 Banks-2 SASSA Service Point-2 Burial Services-2	maximum capacity since currently the provision of sanitation is at 70%. • The electricity supply is at 35% thus there is a need of a maximum distribution. • EPWP Programme has provided minimum opportunities to the destitute thus providing low income earnings. • There is a need to hire Community Care Givers by the Department of health. • Community Safety and Liaison intervention required in the ward with regards to crime prevention thorough Community Policing Forum.		Roads Access Roads Water
14	Ward Fourteen is made out five VD's namely: Lwazi high school, Ndwebu primary, Mdibaniso comprehensive, Nhlanguwini, Multipurpose centre and Smangele secondary Traditional Authorities of ward Fourteen is Nqabakucasha /Nhlanguwini Traditional Council the type of dwelling in the ward is characterized of combination of mud and blocks houses. The ward dominated by IsiZulu speakers. The proportion of electricity covers all wards except for Fodo, Thuthuka and	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	Primary Schools-03 High Schools-02 Sports facilities-05 Community Hall-02 Clinic-01 Churches-08 Formal shops-08 Funeral Parlour-01	• Distribution of water and sanitation. • Distribution of electricity supply by Eskom. • Zibambele programme • Community Care Givers by the Department of health. • Community Safety and Liaison intervention in the ward with regards to crime prevention thorough	Launch of war room Water and sanitation Electricity Houses Access roads EPWP and CWP Community hall Fencing of community gardens	Education Health Electricity Roads Access Roads ID birth certificates and marriage certificate Grants Water Moral regeneration

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
	Thoyi areas that require numbers of 472 hundred to 500. Distribution of water and sanitation doesn't cover the entire ward.			Community Policing Forum. <ul style="list-style-type: none"> • Water Monitors by Harry Gwala District Municipality • Grants by Sassa • Home affairs services. 		

Good Governance and Public Participation SWOT Analysis

<p>STRENGTHS:</p> <ul style="list-style-type: none"> • Effective participatory process and Transparency. • Delivery of appropriate quality of services • The municipality is in touch with its communities through Mayoral Community Consultation Meetings. • Improved Communication/Information dissemination through ward committees. • Community involvement in a decision making process. • Involvement of community through community based planning • Partnerships with sector departments • Public participation policies in place 	<p>WEAKNESSES:</p> <ul style="list-style-type: none"> • Expectation of communities regarding services delivery that are not informed by budget and timelines • Dependency syndrome where people depend on the municipality for everything e.g. employment, shelter, sanitation, free education
<p>OPPORTUNITIES:</p> <ul style="list-style-type: none"> • Alleviation of protests. • Sense of ownership promoted through a delivery of appropriate quality of services. • Self-governing when people are involved in a decision making process. • The municipality through proper consultation is able to acknowledge needs of its communities • Policies in place serves as a yardstick for public participation activities • Ward based plans in place 	<p>THREATS:</p> <ul style="list-style-type: none"> • Broadness of a Public participation concept • Uncertainties to the communities regarding timelines of services may lead to protests • Potential of a conflict between municipalities and the communities • local community to hold local government accountable

KEY CHALLENGES

Municipal Transformation & Organisational Development

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

Service Delivery & Infrastructure Development

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

Municipal Financial Viability

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

Social & Local Economic Development

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

Cross Cutting Interventions

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

Good Governance and Public Participation

- The only challenge in this KPA would be the non sitting of some committees. This has not been a major issues at Ubuhlebezwe, however occasionally there have been committees that have not sat on their scheduled dates and therefore have to be rescheduled.

Corrective Measures from 2018/19 IDP

KPA	MEC's Comment	Action	Department
Municipal Transformation	HR Plan must be developed, Adopted and Implemented	An HR Plan has been developed by HR Manager	Corporate Services - HR
Social and Local Economic Development	Develop LED strategy and align with PGDS-DGDP and Vision 2035	LED strategy was included in the IDP, Alignment with PGDS, DGDP & NDP was depicted on page 189, 191 & 192	Social Development - LED
	Show contribution to provincial & District targets such as jobs created on Sector Economy. Early Childhood Development, skills development aligned to key economic sector.	Emphasis to be done on this area under LED, however the alignments with the Districts Development Plan and PGDP shows contribution and alignment, Page 189,191,192	Social Development -LED
	Develop Street Vendors Policy	The Municipality has an Informal Traders Policy which we made mention of on page 185 – 187. Policy was included as part of documents submitted to COGTA	Social Development - LED
Basic Services and Infrastructure Development	Information and maps for water services from the District.	More information needs to be included on Water and Sanitation from the District	Infrastructure Planning & Development
	Local Intergrated Transport Plan (LITP)	The Municipality will develop the LITP in 2019/20	IPD & Community Safety
	Alignment of HSP to KZN Master Spatial Plan	Alignment to be reflects in the Housing Sector Plan	IPD – Planning Unit
	Provision of infrastructure for the upcoming elections	The Municipality provides halls to IEC for elections and gives IEC Platform during community engagements. This is	Office of the MM

		reflected on page 36 & 214	
Financial Viability	Show outstanding Debt By Category and Grant Dependency	BTO will include under financial reporting	BTO
	Include a provision for the disabled in our SCM policy	BTO to consider when reviewing the SCM Policy	
Good Governance	Participate more in District IGR structures	We have outlined the different IGR forums and structures that uBuhlebezwe officials and Councillors are part of on pages 278 & 292	Office of the MM
Cross Cutting	SDF Compliance with SPLUMA	Planning unit is working with a comprehensive assessment of the SDF and will improving on SPLUMA compliance.	IPD – Planning
	Complete strategic environmental assessment and align with the District Environmental Management Framework	Planning unit is working on the environmental assessment and alignment thereof	IPD - Planning
	Disaster risk profile mapping	Risk profile assessment per ward and mapping are included in pages 80-87	SD – Community Safety
	Fire Station	Funding for the Fire Station has been received from COGTA and processes are underway for the construction of the Fire Station, Page 120 and Disaster Management Plan	SD Community Safety

SECTION D. Municipal Vision, Goals and Objectives

OUR VISION:

“To provide affordable quality services through good governance”

OUR MISSION:

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

STRATEGIC OBJECTIVES:

STRATEGIC OBJECTIVE NO.	Strategic Objectives
01	To improve the performance and functioning of the municipality.
02	To develop staff to ensure effective service delivery through trainings.
03	To promote accountability to the citizens of UBuhlebezwe
04	To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development.
05	To promote culture of learning and enhance social development (illiteracy, skill, talent, education).
06	To Practice sound financial management principles.
07	To improve safety and security within the municipal environment
08	To improve sustainable economic growth and development
09	To invest in the development of the municipal area to enhance revenue
10	To facilitate spatial development in the entire area of UBuhlebezwe and at the same time achieve economic social and environmental sustainability

OUR CORE VALUES:

Values drive the municipality's culture and priorities and provide a framework in which decisions are made. Beliefs are shared amongst the stakeholders of the municipality, which are the following:

- HIGH STANDARD OF ETHICS
- PROFESSIONALISM
- HIGH LEVEL WORK ETHICS
- CARING FOR OUR COMMUNITY
- PUT PEOPLE FIRST
- TEAM WORK
- OPENNESS

OUR GOAL

UBuhlebezwe municipality goal focuses on sustainable economic growth and development, establishment of socio-economic infrastructural investment that will attract, retain business and create a great place to live in.

Goal Objectives and Strategies:

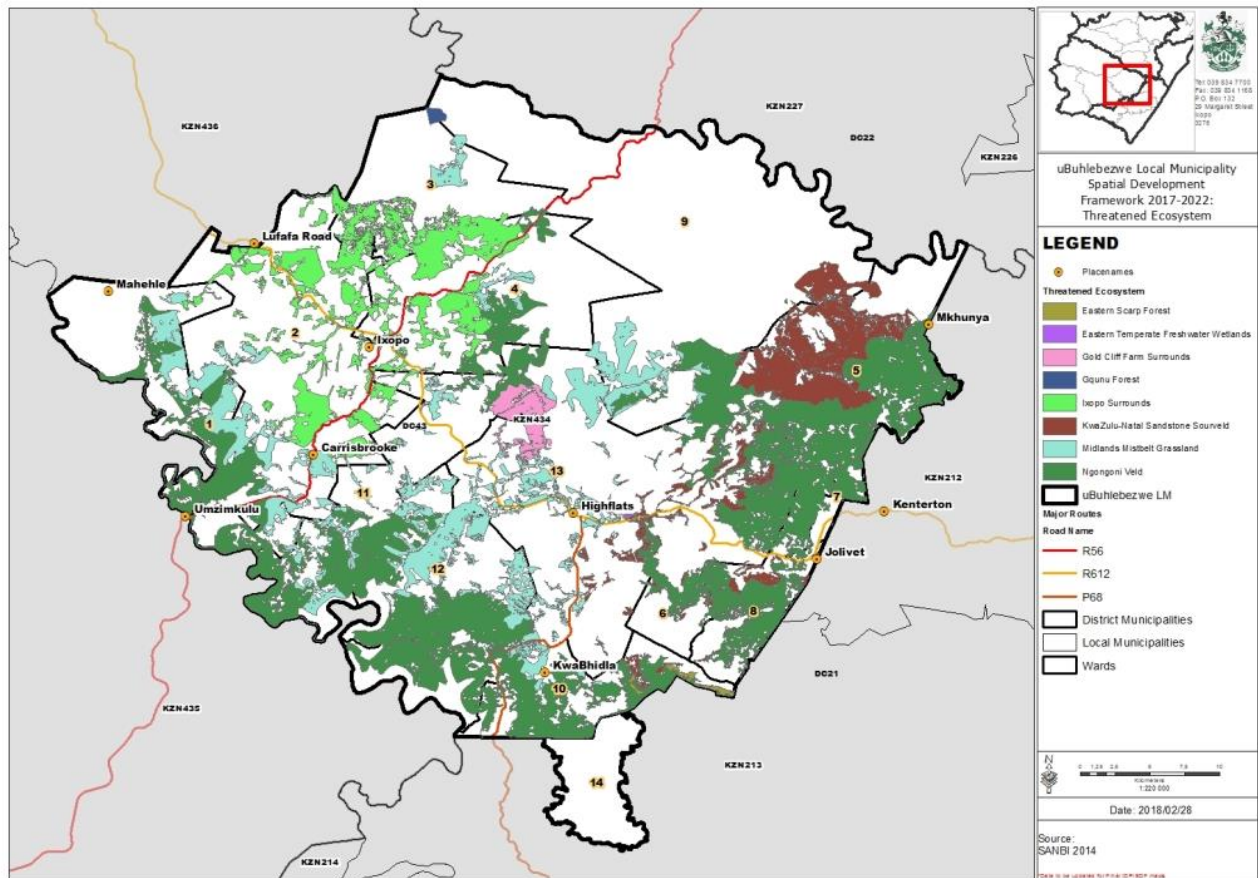
Goals	Objectives	Strategies	KPA	PGDS
<p>Sustainable Economic Growth and Development.</p> <p>Establishment of socio economic infrastructure investment that will attract, retain business and create a great place to live in.</p>	To improve performance and functioning of the municipality	<ul style="list-style-type: none"> • Signing of performance agreements • Signing of operational plans • Submission of the risk register reports to the office of the MM • Conducting performance reviews • Preparation and submission of a mid-year performance report • Holding of audit committee meetings • Monitoring of uploads on the municipal website • Monitor the conduction of trainings as per ICT policies • Monitor the conduction of weekly backup of ICT systems • Renewal of the soft ware licenses • Testing of the Disaster recovery site 	Municipal transformation and institutional development	Governance and policy
	To promote accountability to the citizens of Ubuhlebezwe	<ul style="list-style-type: none"> • Publishing of 2020/21 draft annual budget and draft IDP • Publishing the 2020/21 annual budget and IDP • Coordination of centralised ward committee • Submission of OSS progress report to Social Developmet portfolio 	<p>Municipal transformation and institutional development</p> <p>Good governance and public participation</p>	<p>Human and Community Development</p> <p>Human and Community Development</p>

	To develop staff to ensure effective service delivery through trainings	<ul style="list-style-type: none"> Monitoring of trainings conducted as per WSP Submission and Adoption of the WSP Monitor the Reviewal of all HR Policies Monitor Cordination of the EAP 	Municipal transformation and institutional development	Human Resource Development
	To improve safety and security within the municipal environment	<ul style="list-style-type: none"> Monitor that evacuation drills are conducted Monitor maintenance of law and order 	Basic service delivery & infrastructure development	Human and Community Development
	To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	<ul style="list-style-type: none"> Monitoring of the prioritised capital projects Inspection of prioritized Capital Projects Monitor Maintenance of municipal parks Monitor collection of waste from households and businesses Monitor the coordination of clean up campaigns Construction of roads, halls, sportsfields and other infrastructure Upgrade of sports fields Maintenance of access roads Monitoring of meetings with DoHS Processing of Building and alteration plans Electrification projects 	Basic service delivery & infrastructure development	<p>Strategic Infrastructure</p> <p>Response to climate change</p> <p>Spatial equity</p> <p>Environmental Sustainability</p>
	To improve sustainable economic growth and development	<ul style="list-style-type: none"> Submission of progress reports on small farmers programme Renewal of informal traders licenses Monitor the sustainability of LED projects Monitor Processing of business licenses Monitor the functionality of LED forum 	Social and local economic development	<p>Inclusive Economic Growth</p> <p>Human and Community Development</p>

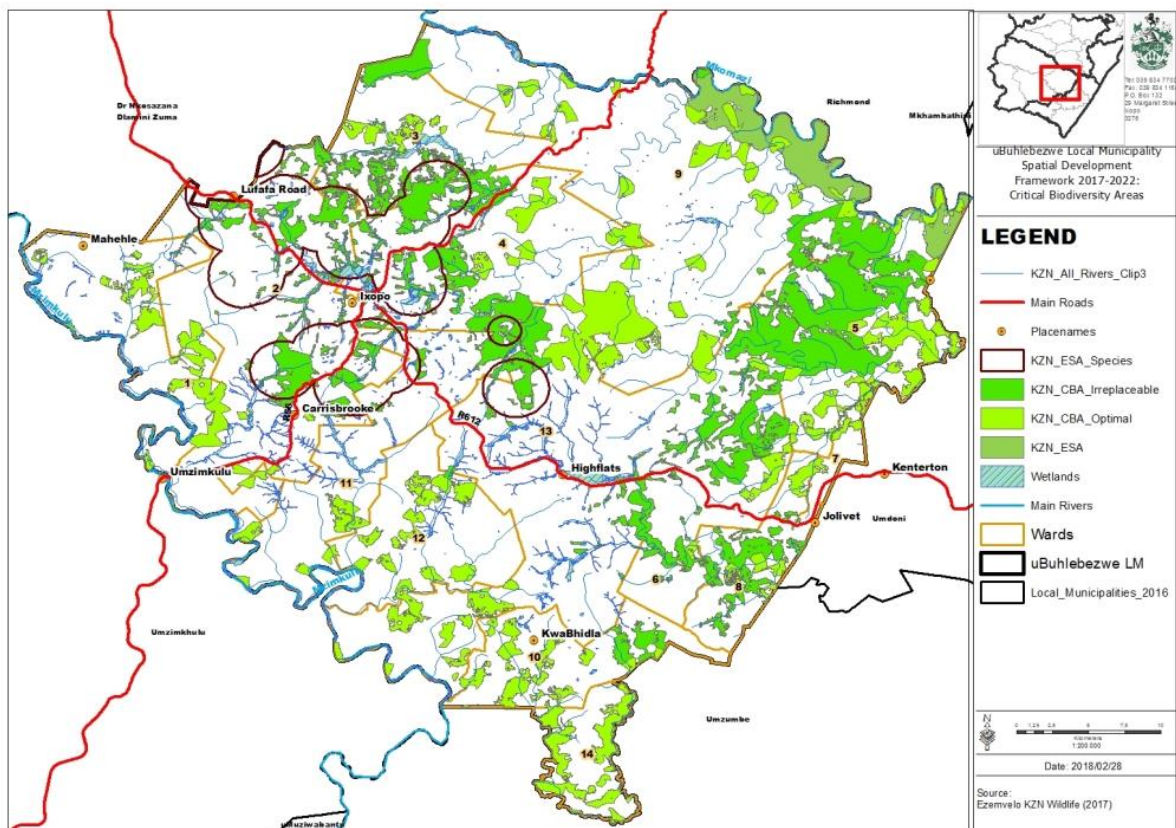
		<ul style="list-style-type: none"> • Monitor the creation of jobs through EPWP • Monitor the implementation of Youth Programme • Creation of jobs through LED projects 		
	To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	<ul style="list-style-type: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

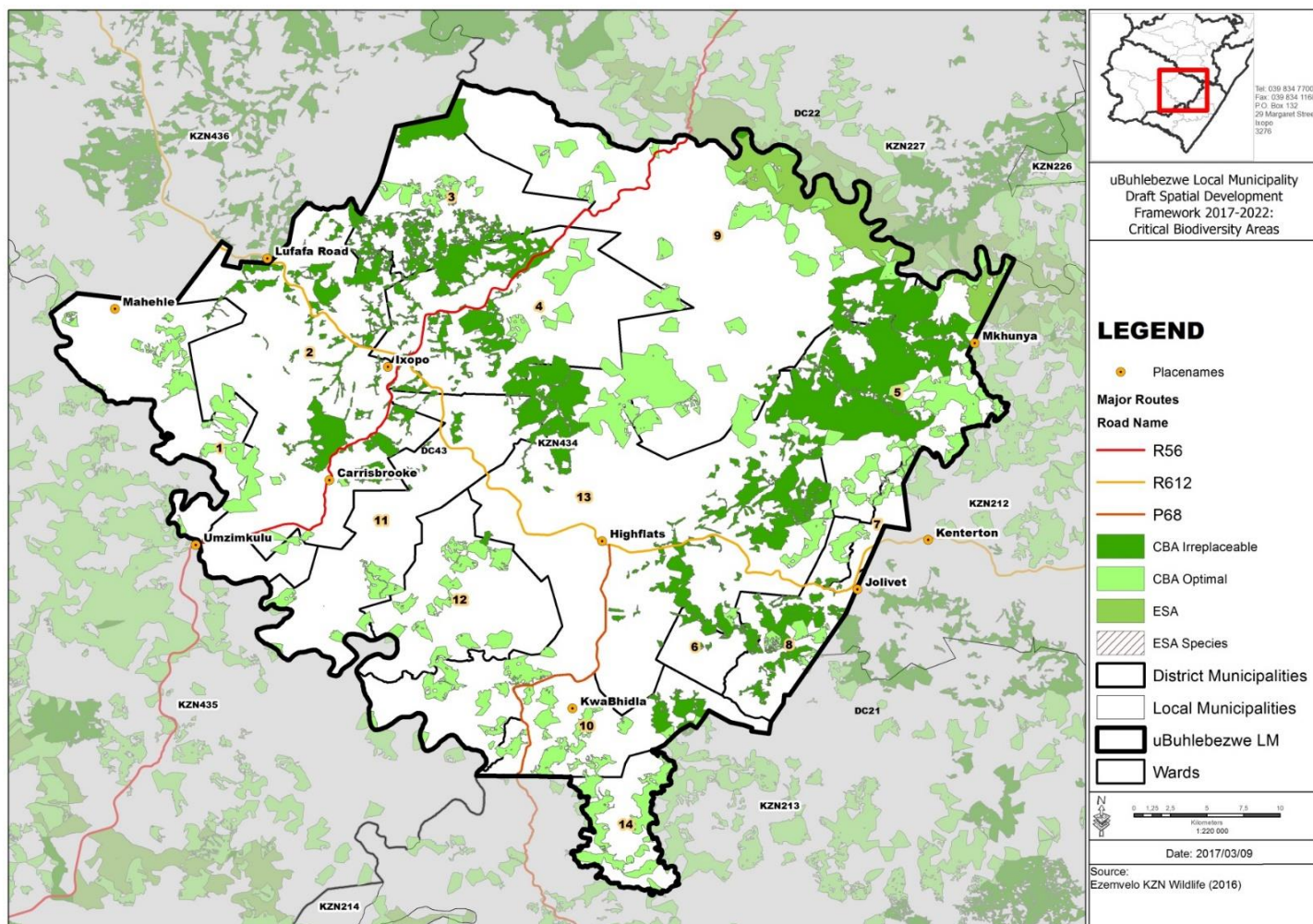
		<ul style="list-style-type: none"> Updating and approval of the indigent register 		
	To facilitate spatial development in the entire area of Ubuhlebezwe and at the same time achieve economic social and environmental sustainability	<ul style="list-style-type: none"> Reviewal and submission of annual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

SECTION E.1 STRATEGIC MAPPING

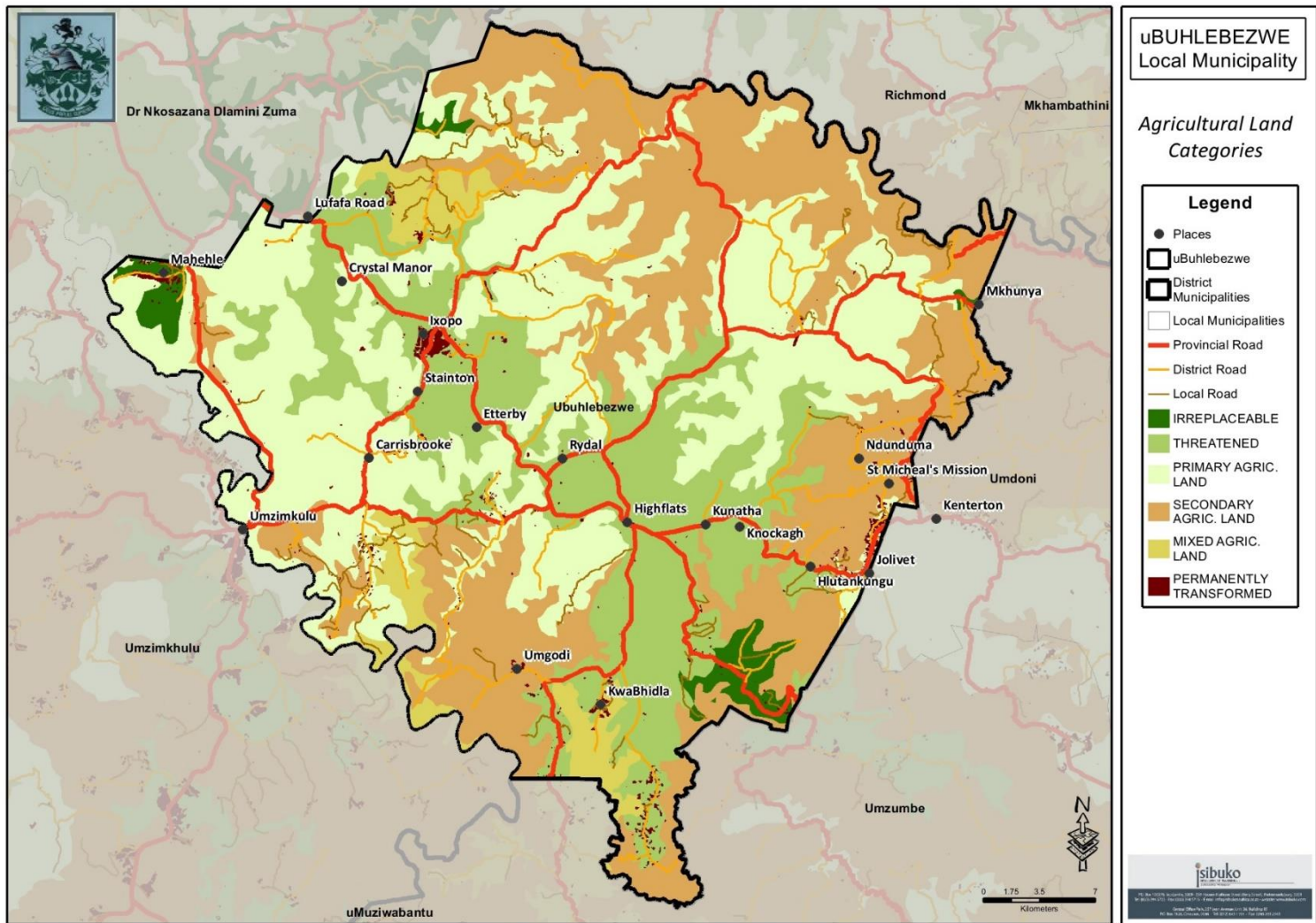


Threatened Eco system

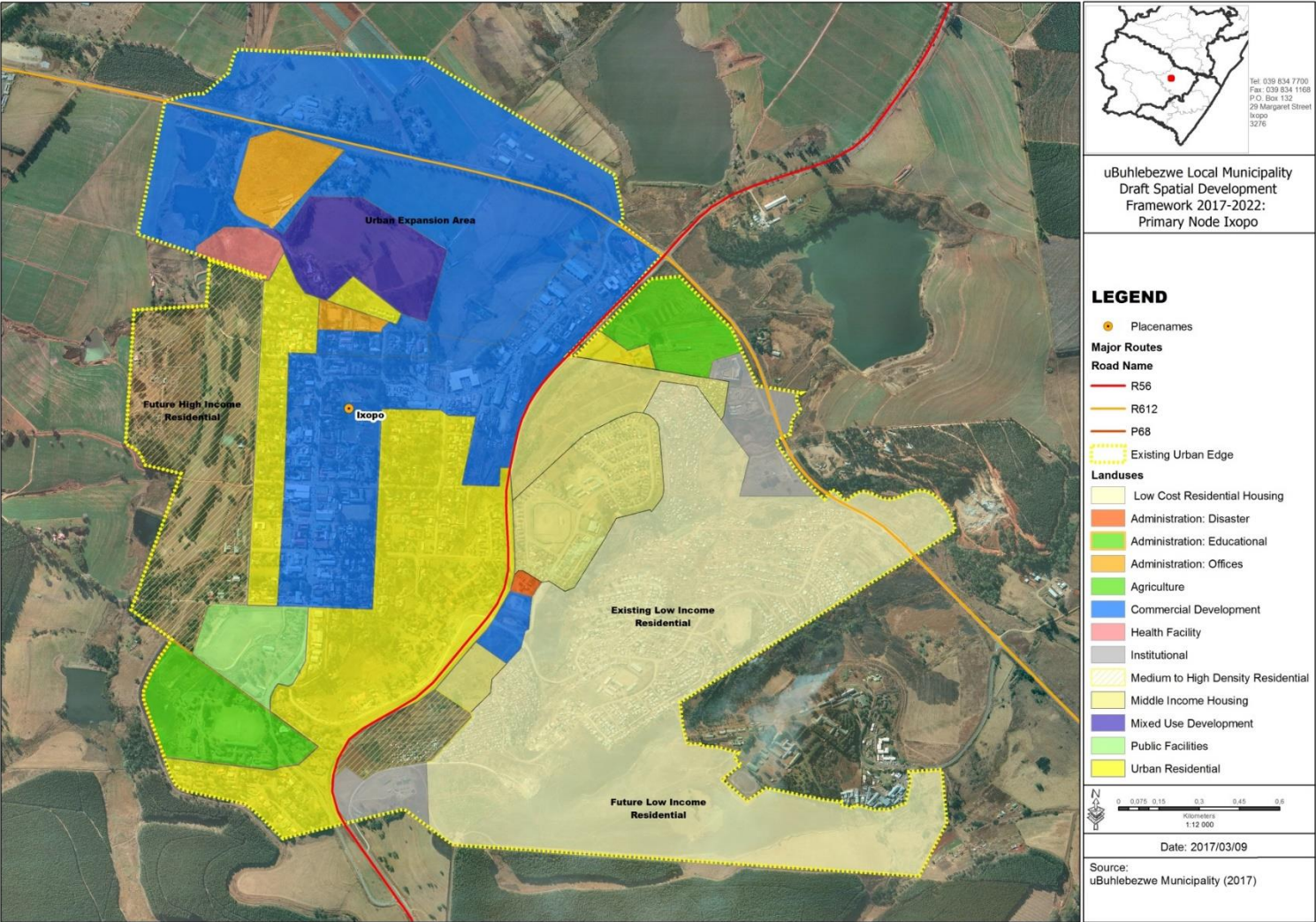




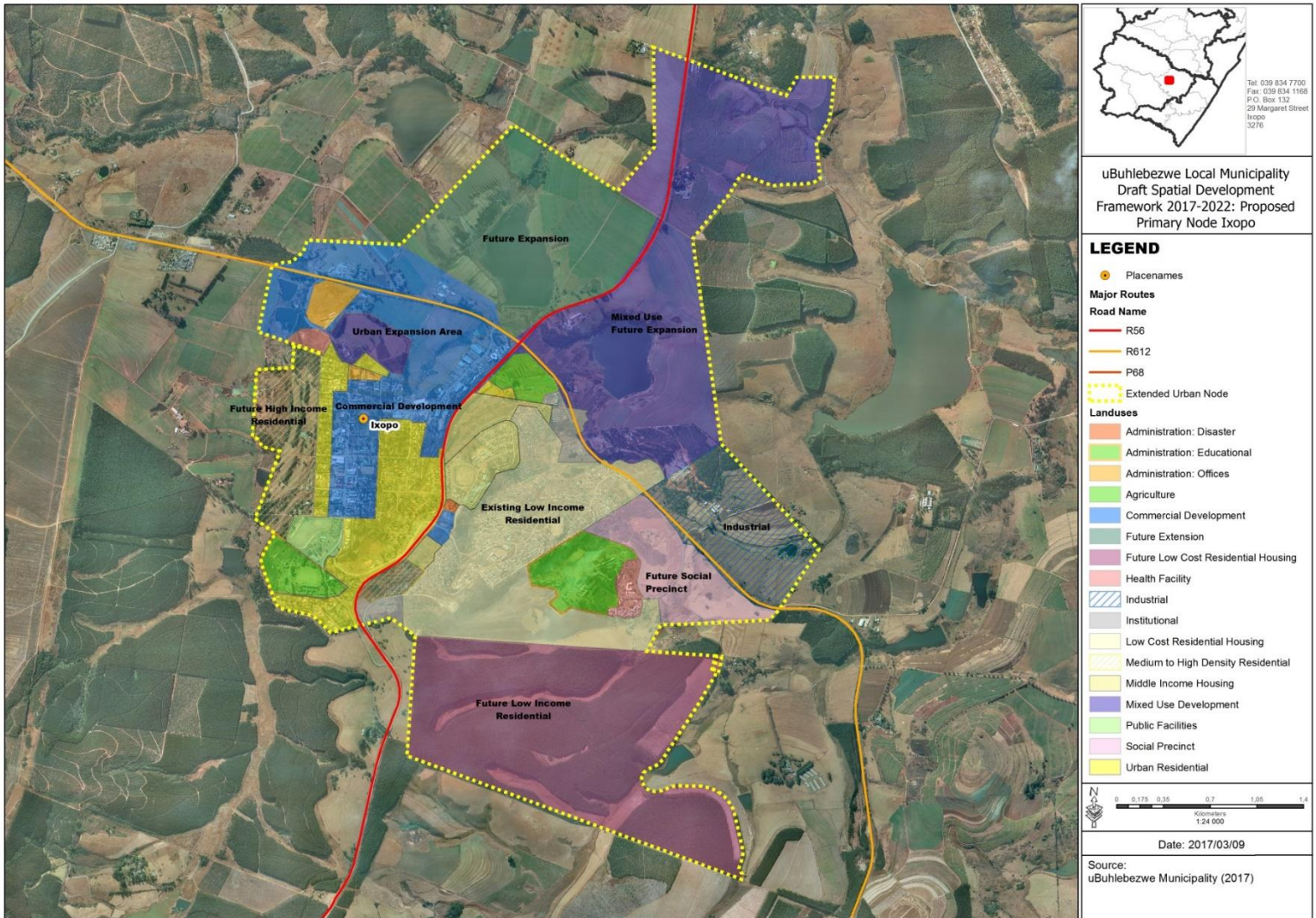
Environmental Sensitive Areas within Ubuhlebezwe Municipality



: Agricultural Potential Areas



: The desired spatial outcome



: The desired spatial outcome

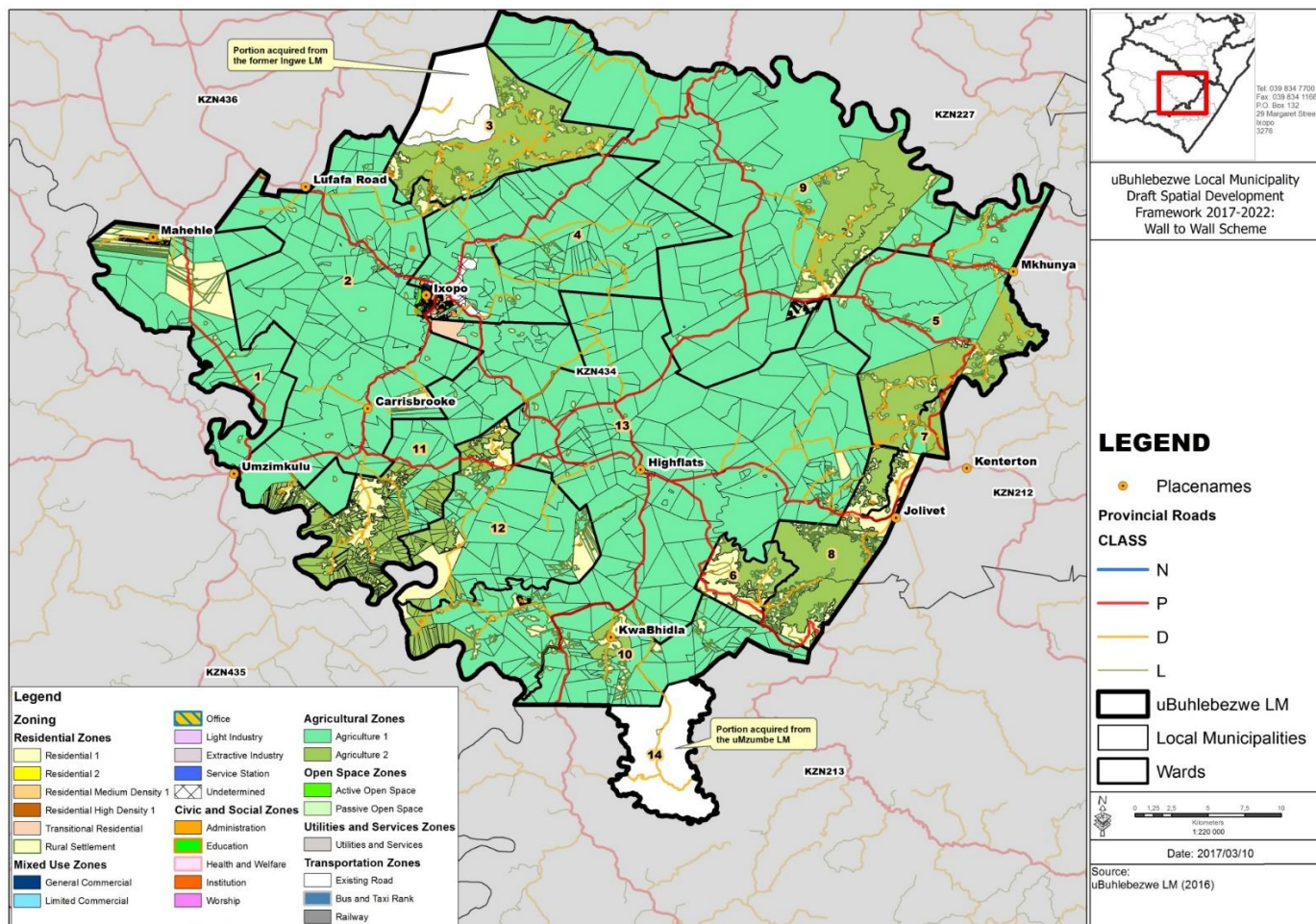


Figure 65: Spatial reconstruction of the municipality

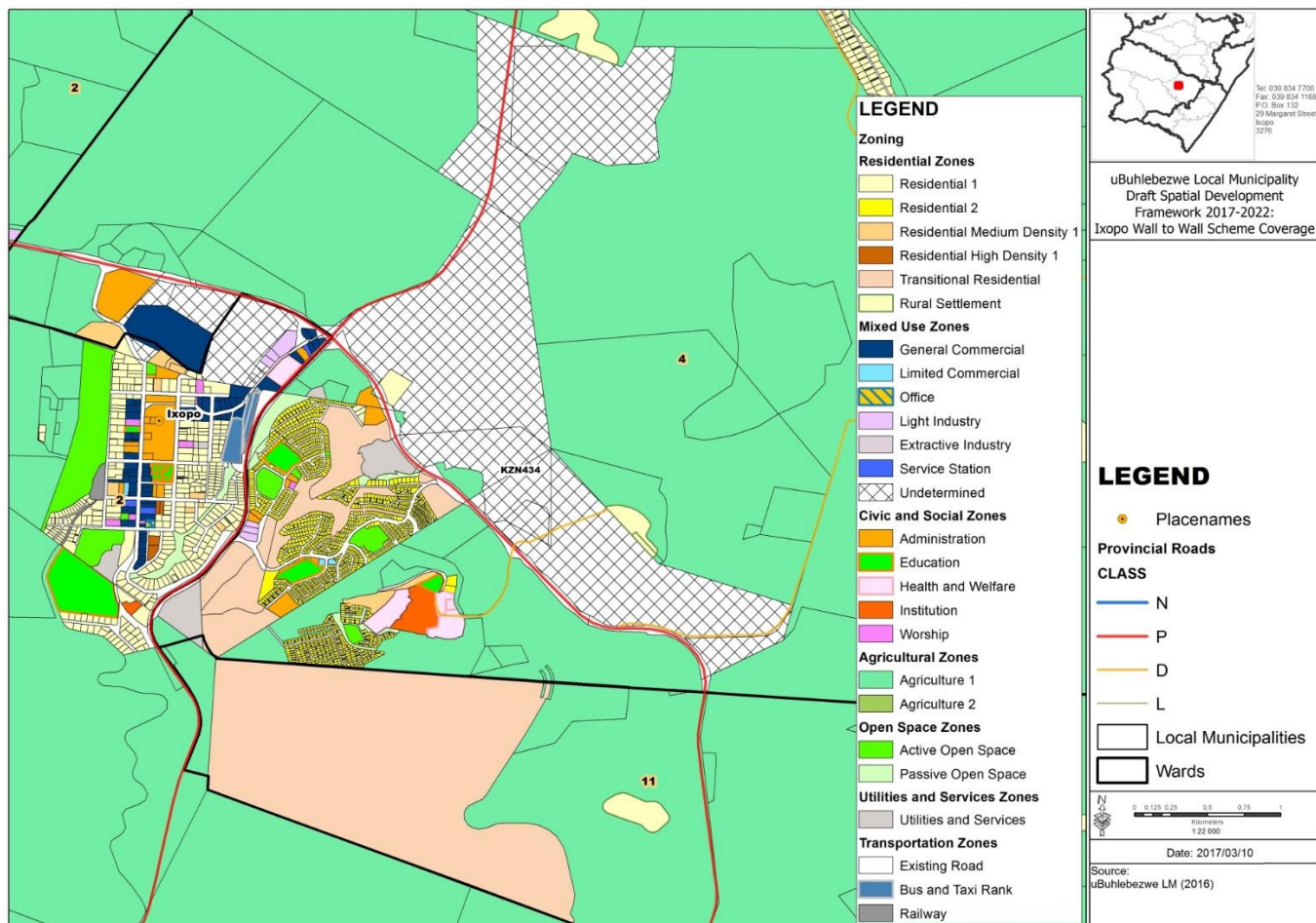
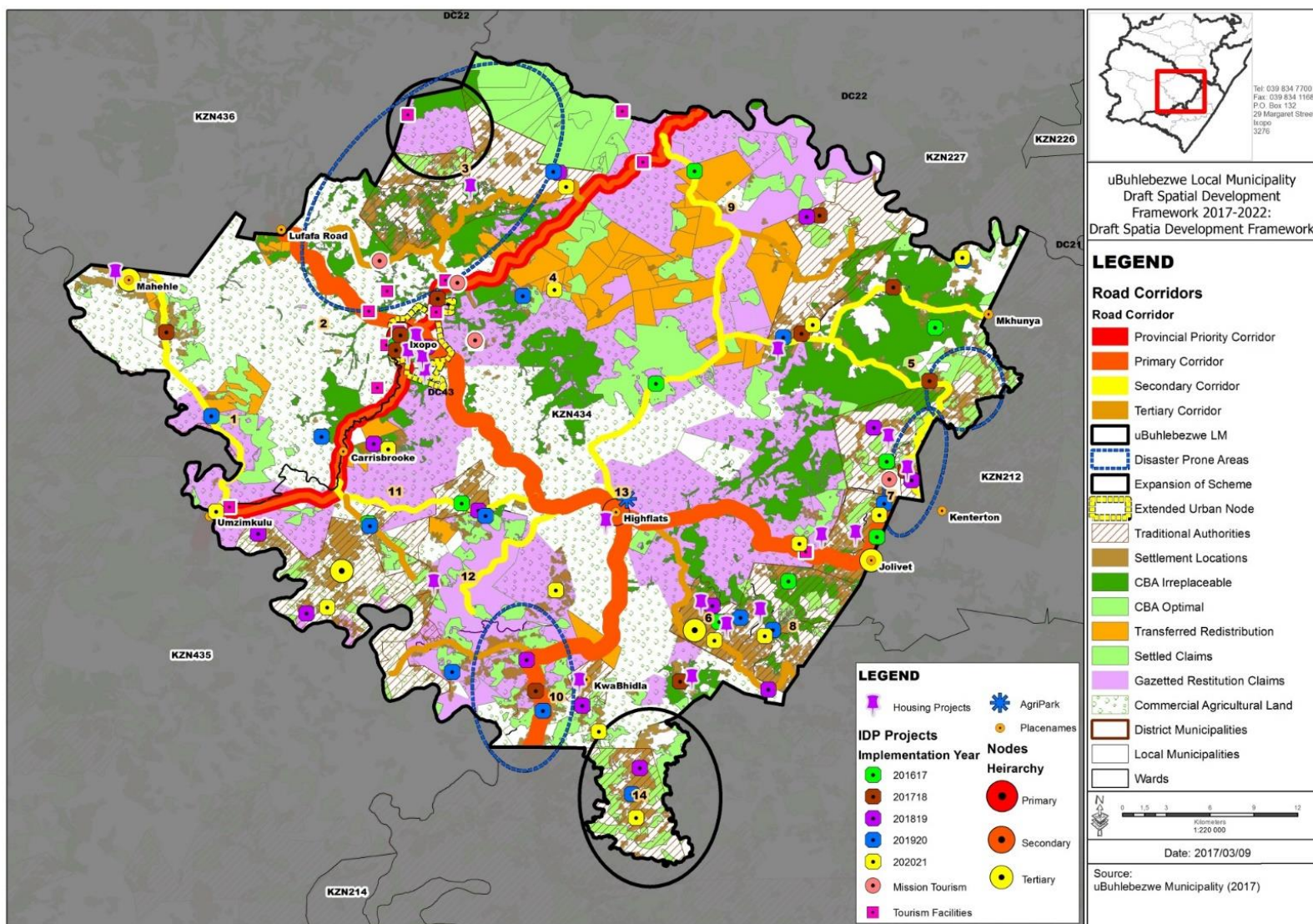


Fig 66: Spatial reconstruction of the municipality



Fg 67 : Location and nature of both public and private development within the municipality

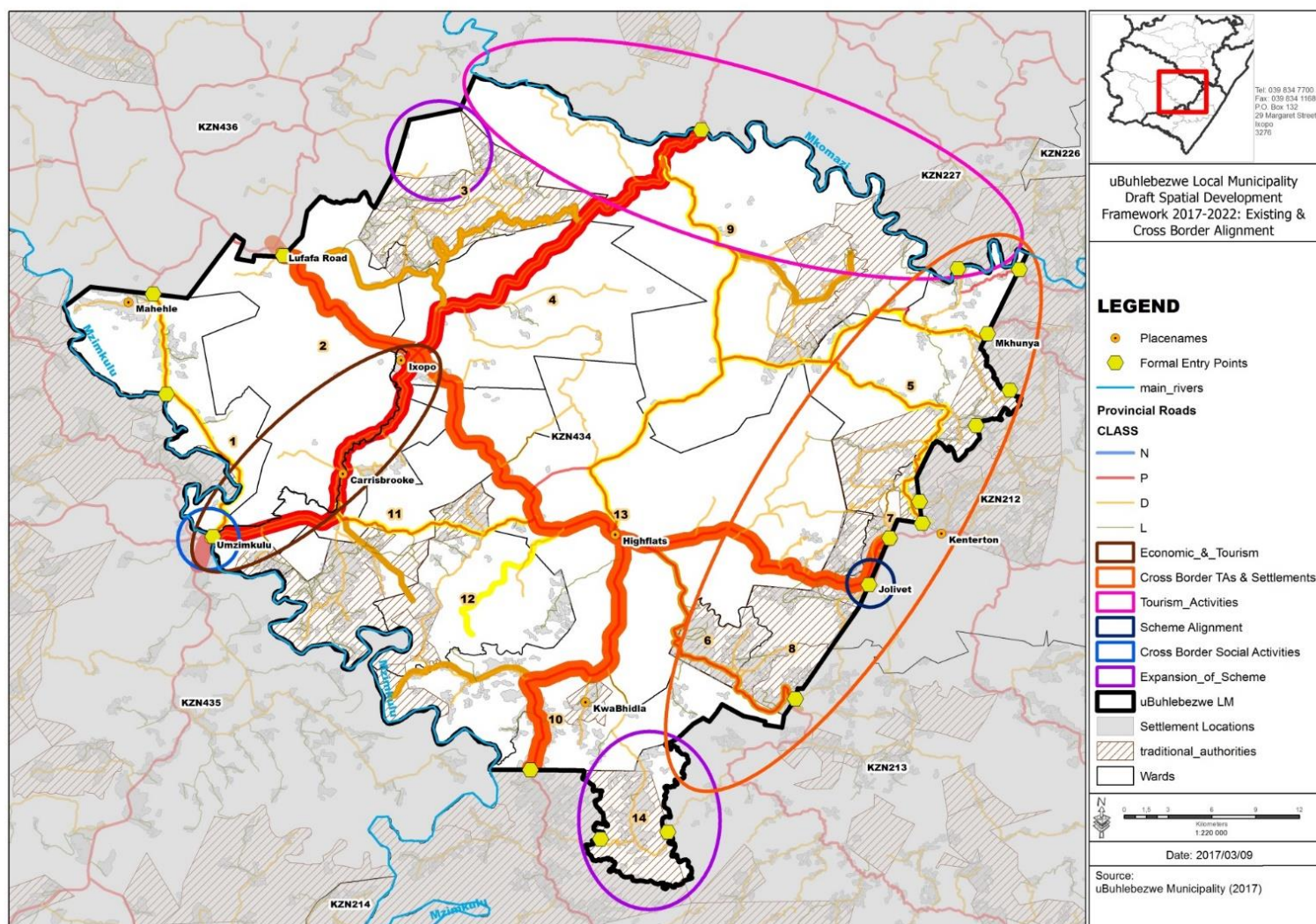


Fig 68: Spatial alignment with neighbouring municipalities

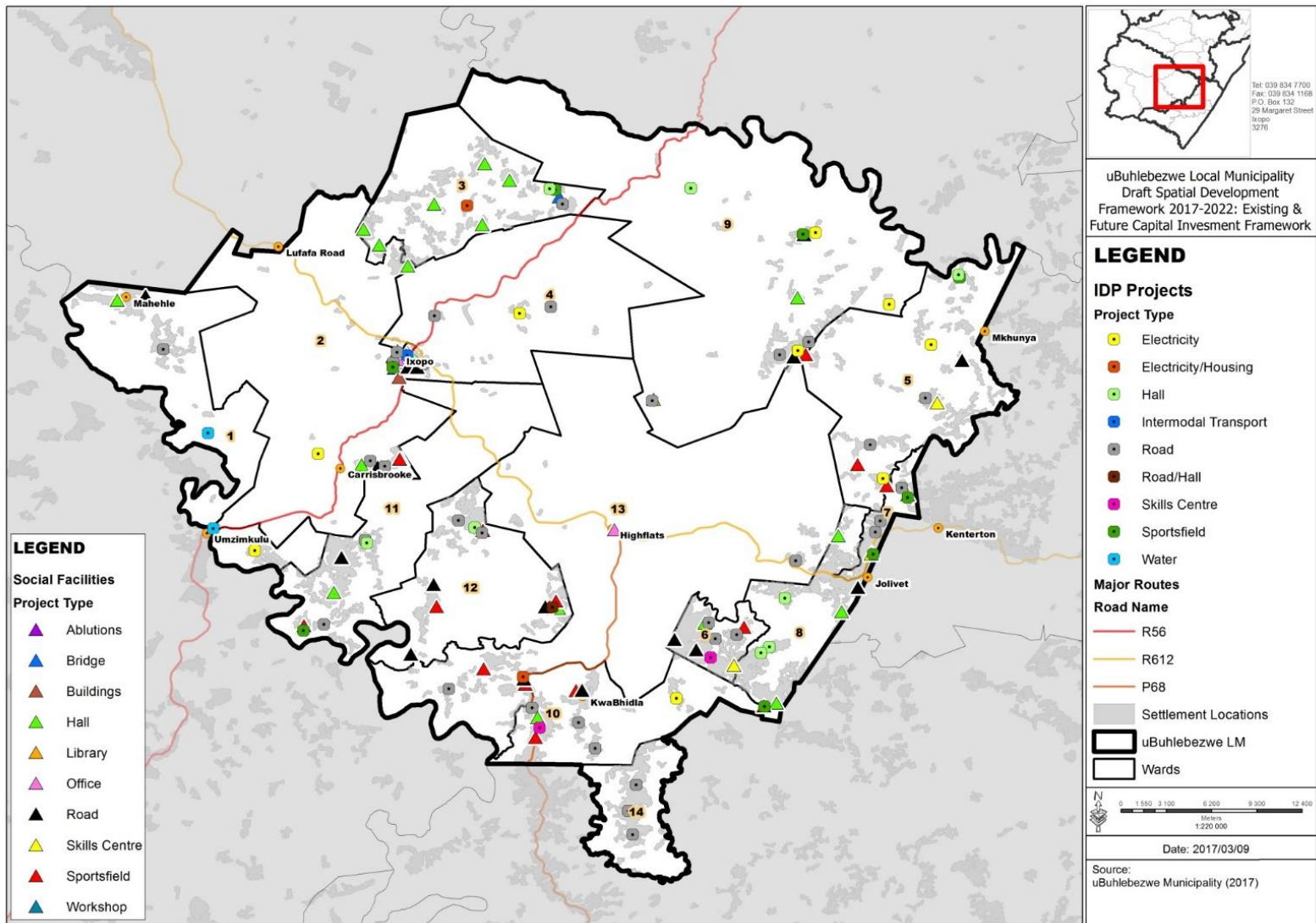
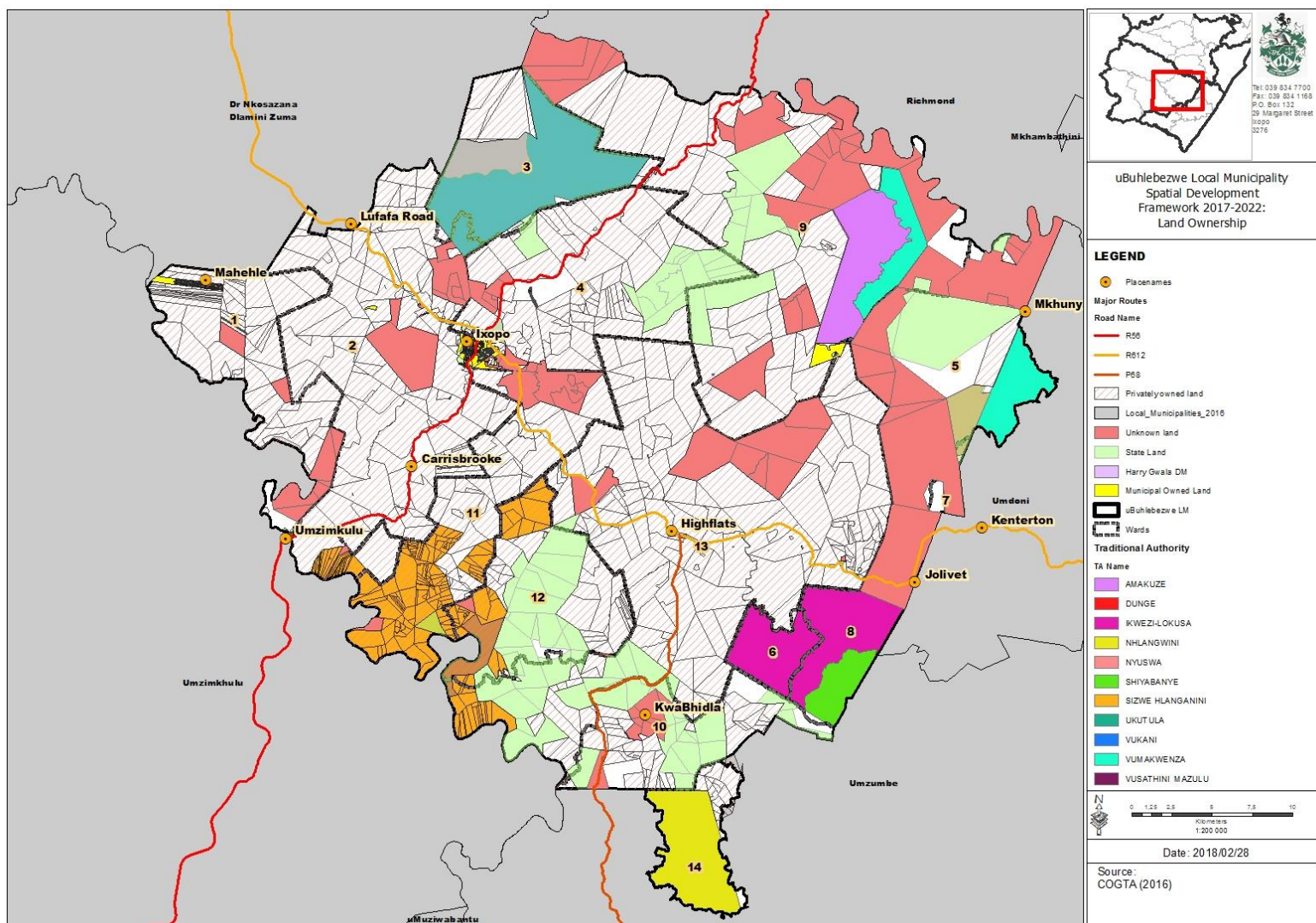


Fig 69: Existing and future development



Fg 70: land ownership