

# UBUHLEBEZWE MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 2016/2017



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## ABBREVIATION OF TERMS

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

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

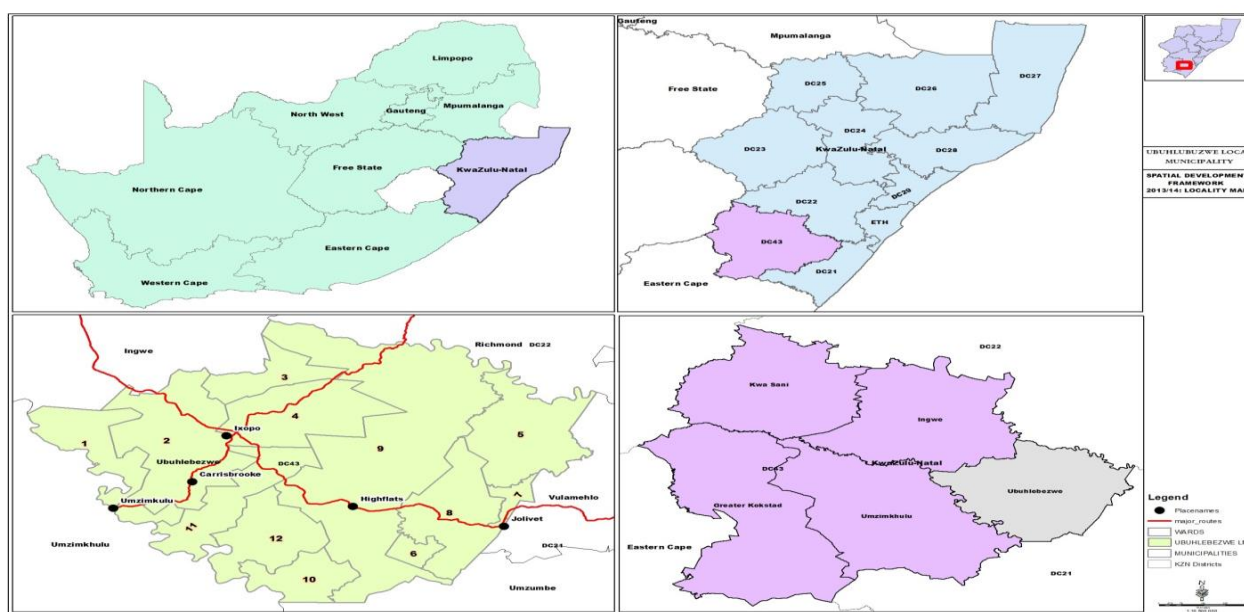


# SECTION A: EXECUTIVE SUMMARY

## A.1 Who we are and where we are located

### A.1.1 Spatial location within KwaZulu-Natal

#### Map 1: Spatial Location



Ubuhlebezwe is one of five local municipalities that constitute the Harry Gwala District. It is located along the eastern boundary of the Harry Gwala District Municipality. It borders onto the Ingwe, Richmond, Vulamehlo, Umzumbe and UMzimkhulu local municipalities. It covers an area of approximately 1604 km<sup>2</sup> with a total population of 101691 which represents 22% of the Harry Gwala District Municipality's total population. Between 2001 and 2011 according to StatsSA, uBuhlebezwe growth rate has been 0, 03%

Ubuhlebezwe has strong north-south linkages and east-west linkages within its region. This is achieved via R56, which links it to areas such as Pietermaritzburg to the north and Kokstad to the south. R612 provides regional access and linkages with the South Coast tourism region in the east and Southern Drakensburg to the west. In addition, Ubuhlebezwe is located at the intersection of at least three established tourism regions, namely: Southern Drakensburg; Natal Midlands; and UGu South Coast.

The town of Ixopo forms the primary development node of the Municipality and has also been selected as the seat of the Harry Gwala District Council. The importance of Ixopo cannot be underestimated in the socio-economic development of the area as a whole. Its role as a centre of activity is further emphasised in the Spatial Development Frameworks (SDF). Ixopo plays an important role in terms of the possible location for industry, commerce and other economic activity. It is a major education and health centre and assists in the diffusion of new ideas and technologies to the rural areas. It is also the primary base for the operation of many departments and service providers.

### A.1.2 Demographic Profile

According to the statistics results as per Census 2011, There are 23 487 households under Ubuhlebezwe Municipality with an average of 4, 1 persons per household. 30, 3% of households reside formal dwellings and approximately 63, 8% of residences are owned and fully paid off. 12, 4% of households have access to piped water from either inside the dwelling, inside the yard or water on a community stand. Access to proper sanitation is very poor, with 12% having access to a flush toilet connected to the sewerage system. Harry Gwala District has a total population of 461 420, out of

which Ubuhlebezwe Local Municipality has a total population of 101 690 which is 22% of the District total population. The female population is dominant at UBuhlebezwe which indicates male absenteeism. Out of the total population of 101 690, total number of females is 54445 which is 53% of the total population and males 47246 which is 46% of the total population. The population density is 63 persons/ km2.

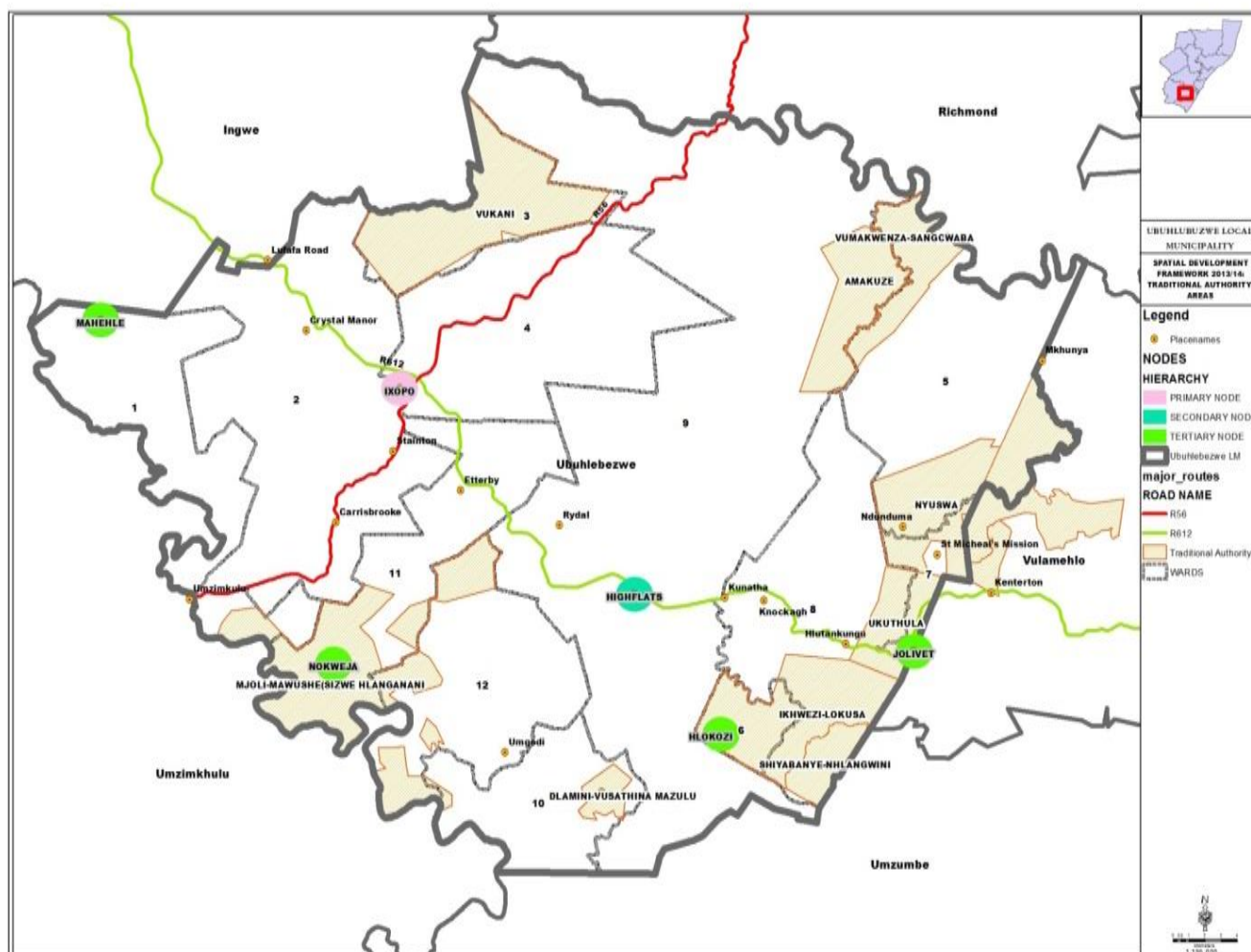
The majority of population in Ubuhlebezwe is dominated by Black Africans with a total population of 99 188 which is 98% of the total population. Age distribution within Ubuhlebezwe Municipal area, where the ages 00-04 accounting to 13 731 which is 14% of the total population followed by ages 15-19 accounting to 12 403 which is 12% of the total population. A literacy level within Ubuhlebezwe Municipal area shows that from 2001 Census results there have been a decrease from 29.2% down to 15.8% in 2011. Whereas employment levels are at 66% and unemployment levels at 34%.

Children between the ages of 0-14 contribute a portion of 37, 4% towards the total population of uBuhlebezwe. Olderly people from 65+ within the existing population contribute 5, 3%. The observable dependence ration of people between people living below 15 years of age and those having 64+ is 74, 3%. This percentage is too high and contributes to uncontrollable levels of poverty. In actual facts it will become difficult for the municipality to cater for the provisions of pensioners, proving social security systems to people in need as well as the non-working population.

### A.1.3 Number of Wards and Traditional Authority Areas depicted on a map

#### Traditional Authority Area

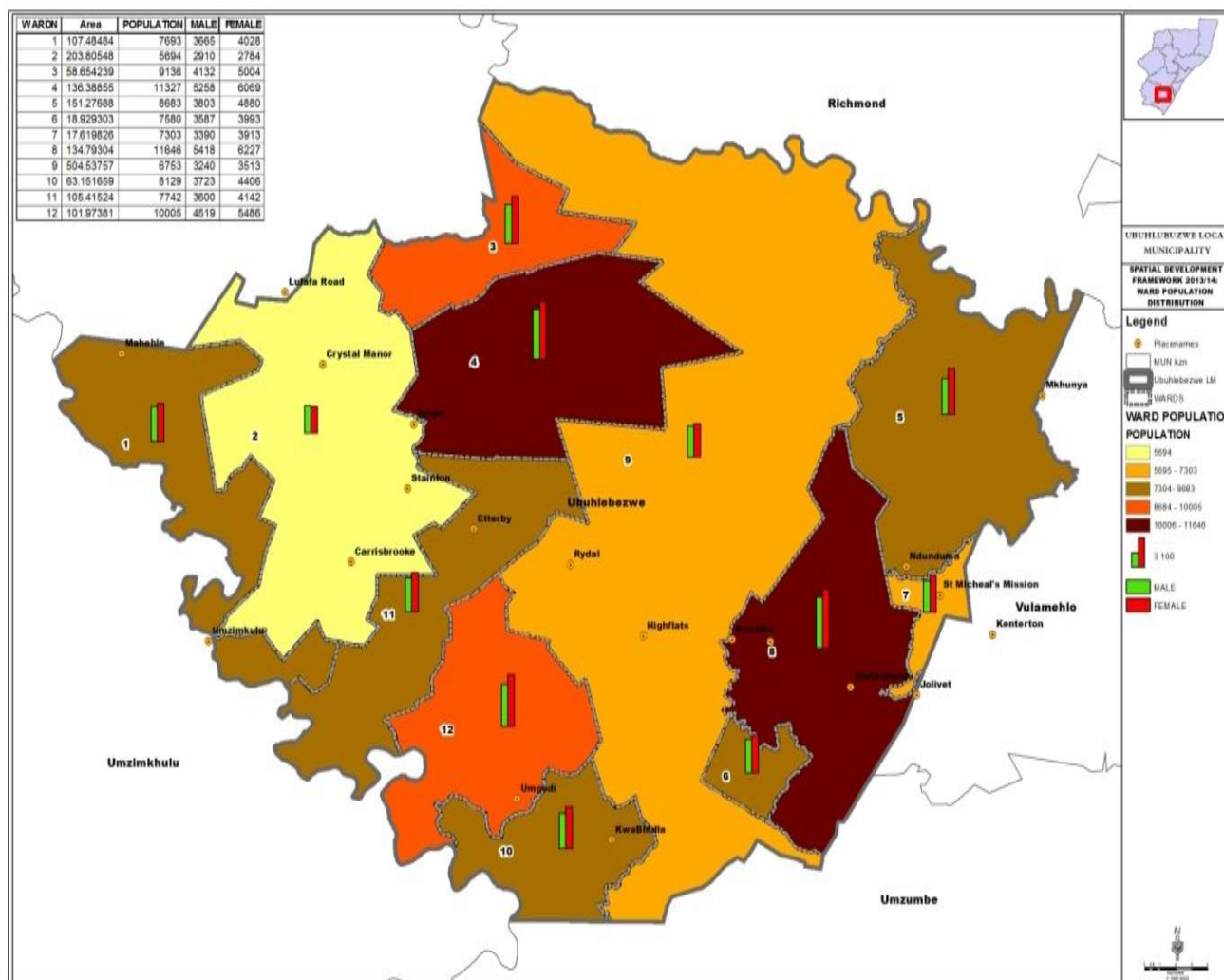
Vukani; Vumakwenza, Amakhuze, Nyuswa, Ukuthula, Mjoli-Mawushe, Ikhwezi lokusa, Shiyabanye-Nhlangwini, Dlamini-Vusathina Mazulu, Amadunge, Amabhaca and Amazizi



Map 2: Traditional Land

## Number of Wards

UBuhlebezwe Municipality has twelve (12) wards as shown in the map below:



Map 3: Number of Wards

### A.1.4 Economic Profile

In terms of broad economic sector it indicates that agriculture is the major economic contributor in the primary sector within UBuhlebezwe Municipality as well as within Harry Gwala District. This means that it is important to create a conducive environment for subsistence and commercial farming in the area.

### A.2 How this plan was developed

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

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

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

The Process Plan also established the advertising requirements and the procedures for adopting the IDP and submitted to Council for approval. In following the phases of the IDP, emphasis was given to community consultation via Clustered IDP roadshows held in November 2015 and April 2016. Separate consultations workshops were also conducted with the existing community structures such as the Ixopo Business Forum, Ratepayers.

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

### **Participation Mechanisms**

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

- *IDP Representative Forums*

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

- *Media*

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

- *Notices*

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

- *Ward level IDP meetings*

Meetings were held in each of the twelve (12) wards to ascertain the needs of the community.

- *Centralised Ward Committee meetings*

Meetings were held at a central venue where all twelve (12) wards were represented by members of the ward committees.

### **Public / Stakeholder Participation during IDP Review process**

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

**Table 1: IDP Meetings**

<b>Meeting</b>	<b>Date</b>	<b>Venue</b>	<b>Participants</b>
IDP Roadshow	17 November 2015	Shiyabanye Hall	Wards 5 , 7 & 8
IDP Roadshow	18 November 2015	Ntapha Hall	Wards 9 , 6 , 10 & 12
IDP Roadshow	19 November 2015	Nokweja Hall	Wards 1 , 2 , 3 , 4 & 11
IDP Roadshow	19 November 2015	Peace Initiative Hall	Ratepayers
IDP Representative Forum	24 March 2016	Municipal Library	All government departments, Management

			from the municipality
Ward Committees	29 March 2016	Library Boardroom	Executive Committee, Management, Ward Committees
IDP Roadshow	12 April 2016	Sangcwaba Hall	Wards 5 , 7 & 8
IDP Roadshow	13 April 2016	Kokhoza Hall	Wards 9 , 6 , 10 & 12
IDP Roadshow	14 April 2016	Fairview Hall	Wards 1 , 2 , 3 , 4 & 11
IDP Roadshow	14 April 2016	Peace Initiative Hall	Ratepayers

### A.3 Key challenges faced by Ubuhlebezwe Municipality

#### Municipal Transformation & Organisational Development

- Inability to retain skilled staff due to low salaries.

#### Service Delivery & Infrastructure Development

- Ubuhlebezwe Municipality although striving for Excellency, there are still some challenges in terms of service delivery that of the municipality has already engaged on processes to address 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

#### Municipal Financial Viability

- There are also financial constraints, since we have a low revenue base and are highly dependent on Grant Funding.

#### 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

Ubuhlebezwe Municipality is currently not experiencing any challenges in the Cross-Cutting Interventions as well as Good Governance, Community Participation & Ward Committee System.

### A.4 Ubuhlebezwe's long term Vision

**"To provide affordable quality services through good governance."** The Ubuhlebezwe Municipality has developed its public and stakeholder participation mechanism which is part of the IDP/Budget Process Plan. There are forums seating as per the plan where there are issues discussed in order to address challenges facing our local community, how they can be addressed. This is why there is IDP representative forum so that we can all know each department's long term plans so that they are aligned with the municipalities. COGTA also comes on board as they are making provision for MIG projects i.e. Infrastructural Capital Projects so that people can be able to live in a healthy and safe environment. The District is also working closely with the local municipality, as their competency is on basic services i.e. water and sanitation, they also participate in our IDP forums.

### A.5 What Ubuhlebezwe is doing to unlock and address its key challenges

Ubuhlebezwe Spatial Development Framework identifies important nodes, such EXobho (Primary Node), Highflats (Secondary Nodes) and Hlokozi, Hluthankungu, Nokweja, Jolivet, Mahehle (Tertiary Nodes). Obviously, these nodes have different functions or roles in the development of Ubuhlebezwe. The successful development of Ixopo Town would have many economic benefits for the people of Ubuhlebezwe. In five years' time, Ubuhlebezwe would have made significant progress in terms of attracting investors to the town, thereby creating a platform for a sustainable revenue base for the municipality.



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

Preparation of the wall to wall scheme as required in terms of the KwaZulu Natal Planning and Development Act.

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

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

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

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

#### **A.6 What you could expect from us, in terms of outputs, outcomes and deliverables, over the next five years:**

**Table 2: Expectations in the next five (5) years**

<b>Key Performance Indicator</b>	<b>Output</b>	<b>Outcome</b>	<b>Time Frame</b>
Land Release Programme	Expanded Town of Ixopo	Improved economy	2012-2017 (negotiations started)
Revamping of the Alan Paton Railway	Alan Paton Railway	Tourism attraction	2012-2017 (project started)
Establishment of the tourism routes	Tourism Routes	Tourism attraction	2012-2017
Nodal Development	Developed Nodes	Regulated land use in areas not covered in the scheme	2012-2017
Development of Highflats Precinct	Highflats Precinct Plan	Regulated land use in areas not covered in the scheme	2012-2017 (work in progress)
Preparation of the wall to wall scheme as required in terms of the KwaZulu Natal Planning and Development Act	Wall to wall scheme	Bring uniformity in land use in areas not covered in the scheme by 2015	2012-2017

#### **A.7 Measurement of progress**

Municipal Systems Act, 2000 (No.32 of 2000), requires that all municipalities develop the Organisational and Individual Performance Management System. Wherein five (5) National Key Performance Areas are outlined, key performance indicators are set with measurable outputs, measurable objectives and allocated budgets. Progress is monitored monthly and quarterly with reports produced. Alignment has to be shown as well between the IDP, Organisational Scorecard, SDBIP and signed performance agreements and plans for the Municipal Manager and Directors directly accountable to the Municipal Manager. This process has since been cascaded down to line Managers to ensure proper implementation of all planned activities.

## SECTION B: PLANNING AND DEVELOPMENT PRINCIPLES; GOVERNMENT POLICIES AND IMPERATIVES

### B.1 Planning and Development Principles

**Table 3: Planning & Development Principles**

PLANNING AND DEVELOPMENT PRINCIPLES	APPLICATION OF PRINCIPLES
Land development optimizes the use of existing resources and infrastructure (Spluma Development Principles)	This is especially applicable to Ubuhlebezwe in a sense that we always strive to align our development projects in line with the development basic infrastructure. As much as project are planned and prioritized by the Municipality but nothing gets implemented without the basic infrastructure services laid out. Our developmental plans are aligned with District development plans in order to ascertain the timeframe attached per developmental proposal.
Promote and stimulate the effective and equitable functioning of land markets (Spluma Development Principles)	The Municipality adopted a Land Disposal Policy which translates this principle in a manner of offering different disposal of Municipal land to a variety of people with different economic backgrounds.
Promote land development in locations that are sustainable and limit urban sprawl ( Spluma Development Principles)	The Municipality does not own much land surrounding the ever growing town area and it becomes difficult to plan and implement service delivery projects e.g. LED initiatives and basic shelter closer to the CBD. This is in order to be closer to economic opportunities. The Municipality has a high volume of informal settlements within the urban space and is currently facilitating land negotiations with the surrounding land owners in order to combat the ever growing informal settlements population. These target areas are within close proximity to the urban space and will not just offer sufficient housing development for the Town area but other land uses to support the broad public.
Development should be within limited resources (financial, institutional and physical). Development must optimise the use of existing resources and infrastructure in a sustainable manner ( <i>CRDP, National Strategy on Sustainable Development</i> )	The organisational structure has been developed to address issues relating the capacity so that services can be delivered timeously and efficiently, the municipal budgets also make provision of same.
Stimulate and reinforce cross boundary linkages.	Ixopo is located along the eastern boundary of Harry Gwala District, Municipality, it borders onto Ingwe, Richmond, Vulamehlo, Umzumbe and Umzimkhulu local municipalities, Ixopo is the main

PLANNING AND DEVELOPMENT PRINCIPLES	APPLICATION OF PRINCIPLES
	administrative centre located approximately 85km south east of Pietermaritzburg, and is strategically located at the intersection of four major provincial roads leading to Pietermaritzburg, the Drakensburg, the Eastern Cape and the South Coast (R56 and R612).
All to have access to basic services (water, sanitation, shelter and energy) must be provided to all households (NDP)	Water, sanitation and shelter developmental infrastructure plans are constantly being aligned between the Water authority (Harry District Municipality) and Ubuhlebezwe. Where energy is concerned the Municipality is currently facilitating electricity supply to the household within the vicinity of the Mahehle, Mkhunya and Ufafa areas. As a response to the promotion of going green, the Municipality in future will also be engaging with the relevant stakeholders to looking into the housing development in conjunction to the energy saving initiatives fit for human sustainable living.
Land development procedures must include provisions that accommodate access to secure tenure (CRDP)	Rural housing projects within the municipality seek to give beneficiaries the ownership.
Tackle inherited spatial division (NDP)	Our current SDF gives a guide which informs land development and management principles meant to deal with past imbalances. Our SDF also lays the direction of growth, special development areas for targeted growth and that is meant to deal with past segregation imbalances. The SDF also indicates where an area of development is promoted and where development is reduced – which in most cases it is guided by environmental issues among other things. The SDF evidently is aligned to the developmental elements contained within the National Development Plan (NDP), Provincial Growth and Development Strategy as well the District SDF accordingly.
Develop social and spatial compacts (NDP)	All developmental plans are a direct response of the need from the broad public e.g. electricity implementation project were a response protest action which took place over the years. Social spatial developmental measures are definitely promoted in terms of the development of our urban, rural and regional spaces for communities. The SDF is guided and framed by the system of regulations within which we are most familiar.
Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised	SDF makes provisions for protection of environmentally sensitive areas.



PLANNING AND DEVELOPMENT PRINCIPLES	APPLICATION OF PRINCIPLES
Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective planning and development.	Through IDP Representative Forum, SDF Steering Committee, Mayor's Forum, Municipal Manager's Forum and Inter-governmental Structures provides the platform to achieving coherent and effective planning and development.
If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity ( <i>"Breaking New Ground": from Housing to Sustainable Human Settlements</i> )	The municipality has initiated two projects, i.e Morningview middle-income project and Golf Course Project.
During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted	The municipality has made a provision of developing an Integrated Waste Management Plan which address this issue.
Environmentally responsible behavior must be promoted through incentives and disincentives ( <i>KZN PGDS</i> ).	The municipality has made a provision for a cleaning awareness campaign.
-The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each areas unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency ( <i>KZN PGDS</i> )	Ixopo precinct plan has identified the need for a shopping complex to service the people of Ixopo, this minimises chances of people having to travel to the nearest towns, e.g Pietermaritzburg.
Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities ( <i>KZN PGDS</i> )	The municipality is engaging, through its IDP/Budget process plan, with the department of education to facilitate the construction of school facilities.

## B.2 Government Policies and Imperatives

Table 4: Government Policies & Imperatives

Government Priority	Issue	Municipal Action
Millennium Development Goals	<ul style="list-style-type: none"> <li>Number of jobs created</li> <li>Number of early childhood development centres created (service delivery)</li> <li>The number of women employed in the senior level : Employment Equity Plan</li> <li>The number of clinics created in conjunction with the department of health</li> <li>The number of people that receive assistance with HIV-Aids</li> </ul>	<ul style="list-style-type: none"> <li>Through LED and Public Works programme, the municipality will be able to create jobs</li> <li>Through IDP Representative Forum meetings, the municipality together with Education are working towards the construction of early childhood development centres</li> <li>To eliminate gender disparity, a number of women employed have increased</li> </ul>

Government Priority	Issue	Municipal Action
	<ul style="list-style-type: none"> <li>programs</li> <li>Environmental programs implemented</li> <li>The number of MoU signed with the government departments</li> </ul>	<ul style="list-style-type: none"> <li>Though creation of clinics is health's function, the municipality does provide basic service in terms of services</li> <li>Regarding HIV/AIDS the municipality has made a provision for employee assistance programme</li> <li>The number of people without water, sanitation and housing is declining</li> <li>To conclude all MOU's within a period of three months</li> </ul>
National Plan Priorities	<ul style="list-style-type: none"> <li>More inclusive economic growth, decent work and sustainable livelihoods</li> <li>Economic and social infrastructure;</li> <li>Rural development, food security and land reform;</li> <li>Access to quality education;</li> <li>Improved health care;</li> <li>The fight against crime and corruption;</li> <li>Cohesive and sustainable communities;</li> <li>Creation of a better Africa and a better world;</li> <li>Sustainable resource management and use</li> <li>A developmental state including improvement of public services</li> </ul>	<ul style="list-style-type: none"> <li>The town of Ixopo forms the primary development node of the municipality, most economic services are available,</li> <li>It has a high potential for development of industries, commerce and other economic activities and a major education and health centre</li> <li>The municipality has a new project "the land release programme", where in there will be developments taking place</li> <li>Currently there is a Ixopo and Highflats precinct plan being developed that seeks to formalise nodes</li> </ul>
14 National Outcomes	<ul style="list-style-type: none"> <li>Improve the quality of basic education</li> <li>Improve health and life expectancy</li> <li>All people in South Africa protected and feel safe</li> <li>Decent employment through inclusive economic growth</li> <li>A skilled and capable workforce to support inclusive growth</li> <li>An efficient, competitive and responsive economic infrastructure network</li> <li>Vibrant, equitable and sustainable rural communities and food security</li> <li>Sustainable human settlements and improved quality of household life</li> <li>A response and, accountable, effective and efficient local government system</li> <li>Protection and enhancement of environmental assets and natural resources</li> <li>A better South Africa, a better and safer Africa and world</li> <li>An efficient, effective and development-oriented public service</li> <li>A comprehensive, responsive</li> </ul>	<p>There has been an adoption of 14 outcomes within which to frame public service delivery priorities and targets. Cabinet ministers have signed performance agreements linked to these outcomes. More detailed delivery agreements have since been developed to extend targets and responsibilities to national and provincial departments, agencies and municipalities. UBuhlebezwe Municipality is attempting to comply with the 14 outcomes by taking them into consideration in the budget and IDP process.</p> <p>UBuhlebezwe Municipality, in its IDP, Budget, SDF &amp; PMS Process Plan, it outlines mechanisms for community participation, whereby the community needs are being looked in to and prioritisation takes place. Basic services such as , road networks, community facilities, infrastructure are being budgeted for, and incorporated in the Service Delivery &amp; Budget Implementation Plan to ensure that the municipality is responsive, accountable, effective and efficient to its community.</p>

Government Priority	Issue	Municipal Action
	and sustainable social protection system <ul style="list-style-type: none"> <li>• A diverse, socially cohesive society with a common national identity</li> </ul>	
5 National Priorities	<ul style="list-style-type: none"> <li>• Basic Service Delivery &amp; Infrastructure</li> <li>• Local Economic Development</li> <li>• Good Governance &amp; Public Participation</li> <li>• Municipal Transformation &amp; Institutional Development</li> <li>• Financial Viability</li> <li>• Cross cutting interventions</li> </ul>	<ul style="list-style-type: none"> <li>• A provision of basic services such as water &amp; sanitation has been made by the district as their field of competency, provision of electricity has been facilitated by the municipality</li> <li>• LED &amp; Social Development has identified projects through LED &amp; EPWP that are being implemented and will continue in the following financial years</li> <li>• The municipality has developed a process plan which then addresses mechanisms for public participation in the IDP and Budget processes within the municipality</li> <li>• The municipality has programmes designed and implemented to improve employment equity and skills development</li> <li>• To ensure financial stability within the municipality, ubuhlebezwe has ensured that all debts that are 90+ days old are now handed over, and the municipal budget is spent accordingly, with monthly submissions of section 71 reports</li> </ul>
State of the Nation Address (SONA 2016)	<ul style="list-style-type: none"> <li>• Unlocking the potential of small, medium and micro enterprises (SMMEs), cooperatives, rural and township enterprises</li> <li>• Agriculture for growth and food security</li> <li>• Promote opportunities for youth</li> <li>• Infrastructure programmes transport networks, improve roads)</li> <li>• Delivering houses to the people</li> <li>• Fighting HIV/AIDS</li> <li>• Fight against crime and creating safer communities</li> <li>• Crime against women and children</li> <li>• Fight against corruption</li> <li>• Improving lives of the disabled people</li> <li>• Back to basics programme</li> <li>• Substance abuse (alcohol and drugs)</li> </ul>	<ul style="list-style-type: none"> <li>• Capacitation programmes has been planned by the municipality to capacitate small businesses on how to implement and sustain their projects</li> <li>• Ixopo has a potential in agriculture and through social development they are being capacitated to implement their projects and sustain them</li> <li>• A Youth Development Strategy has been developed, wherein the youth participated by commenting on the strategy. Programmes will emanate from this strategy</li> <li>• The municipality received MIG funding from COGTA to implement projects such as access roads, street lights for safe communities, community facilities such as halls</li> <li>• Awareness campaigns are held every year to ensure that women, children are aware of their rights as well as the disabled people</li> <li>• Awareness campaigns for people abusing drugs and alcohol are held annually to make them aware of the impact it has on their lives</li> </ul>
KZN GDS (7 Goals)	<ul style="list-style-type: none"> <li>• Job creation</li> <li>• Human Resource Development</li> <li>• Human and Community Development</li> </ul>	<ul style="list-style-type: none"> <li>• Through LED projects/activities, the municipality has made a provision for such and through those projects, jobs are created in</li> </ul>

Government Priority	Issue	Municipal Action
	<ul style="list-style-type: none"> <li>• Strategic Infrastructure</li> <li>• Response to climate change</li> <li>• Governance and policy</li> <li>• Spatial equity</li> </ul>	<p>all financial years</p> <ul style="list-style-type: none"> <li>• The municipality is engaging, through its IDP/Budget process plan, with the department of education to facilitate the construction of school facilities</li> <li>• The municipality, through its LED and EPWP is able to eradicate poverty, also ensuring the healthy environment through cleaning awareness campaigns, human settlements is also on board and are, through our facilitations, building houses for the disadvantaged. SAPS and our community safety department work together in ensuring the safe and secure environment</li> <li>• The municipality has made provision for construction of new roads, rehabilitation of roads, there is also a project called revamping of Carrisbrook Railway as part of our tourism strategy</li> <li>• Working together with the District, are able to deal with disaster management</li> <li>• IGR structures are in place and are functional, where the chairpersons of each KPA are the municipal managers of all our five (5) local municipalities, with the district being the 6th</li> <li>• Spatial is one of the critical components in the IDP hence all municipalities within the district have formed a forum where alignment is being ensured.</li> </ul>
Operation Clean Audit	<ul style="list-style-type: none"> <li>• Irregular expenditure</li> <li>• Annual Financial Statements</li> <li>• Expenditure Management</li> <li>• Asset Management</li> <li>• Financial and performance management</li> </ul>	<ul style="list-style-type: none"> <li>• The municipality has developed a procurement plan, which is aligned to the budget, IDP, SDBIP as well as the organisational scorecard. This plan is tabled before council and thereafter implemented. plan</li> <li>• CFO is monitoring the financial records on a monthly basis to minimise errors on the AFS</li> <li>• We are now monitoring expenditure on a monthly basis through section 71 reports and the Accounting Officer undertakes to enhance monitoring monthly during MANCO meetings</li> <li>• The municipality has appointed the Asset Management Officer to enhance internal control over management of assets</li> <li>• Training has been conducted on the financial system. Recons are now done monthly</li> </ul>



## SECTION C: SITUATIONAL ANALYSIS

### C.1 Spatial Development Framework

#### INTRODUCTION AND BACKGROUND



#### INTRODUCTION AND BACKGROUND

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

21 years of democracy results a process of transformation and restructuring has commenced with respect to the management and planning of municipalities throughout the Republic. An extensive process was undertaken by all municipalities in South Africa to comply with the provisions of the Municipal Systems Act, Act and in particular the preparation of Integrated Development Plans and its sector plans including that which is represented geographically through the Spatial Development Framework (SDF). This document is a result of a review of the Ubuhebezwe Spatial Development Plan which was approved in. The SDF is a plan outlining the desired spatial development of the municipality as contemplated in the Spatial Planning and Land Use Management Act, Act 13 of 2013, which replaced disparate apartheid era laws with a coherent legislative system designed to spatially transform the country in its democratic era. The SDF also highlights priority investment and development areas and will therefore serve as a directive to decision-makers and investors. The SDF is an essential element of the Integrated Development Plan (IDP) and will translate this plan into its spatial implications to provide overall development guidelines. This tool should

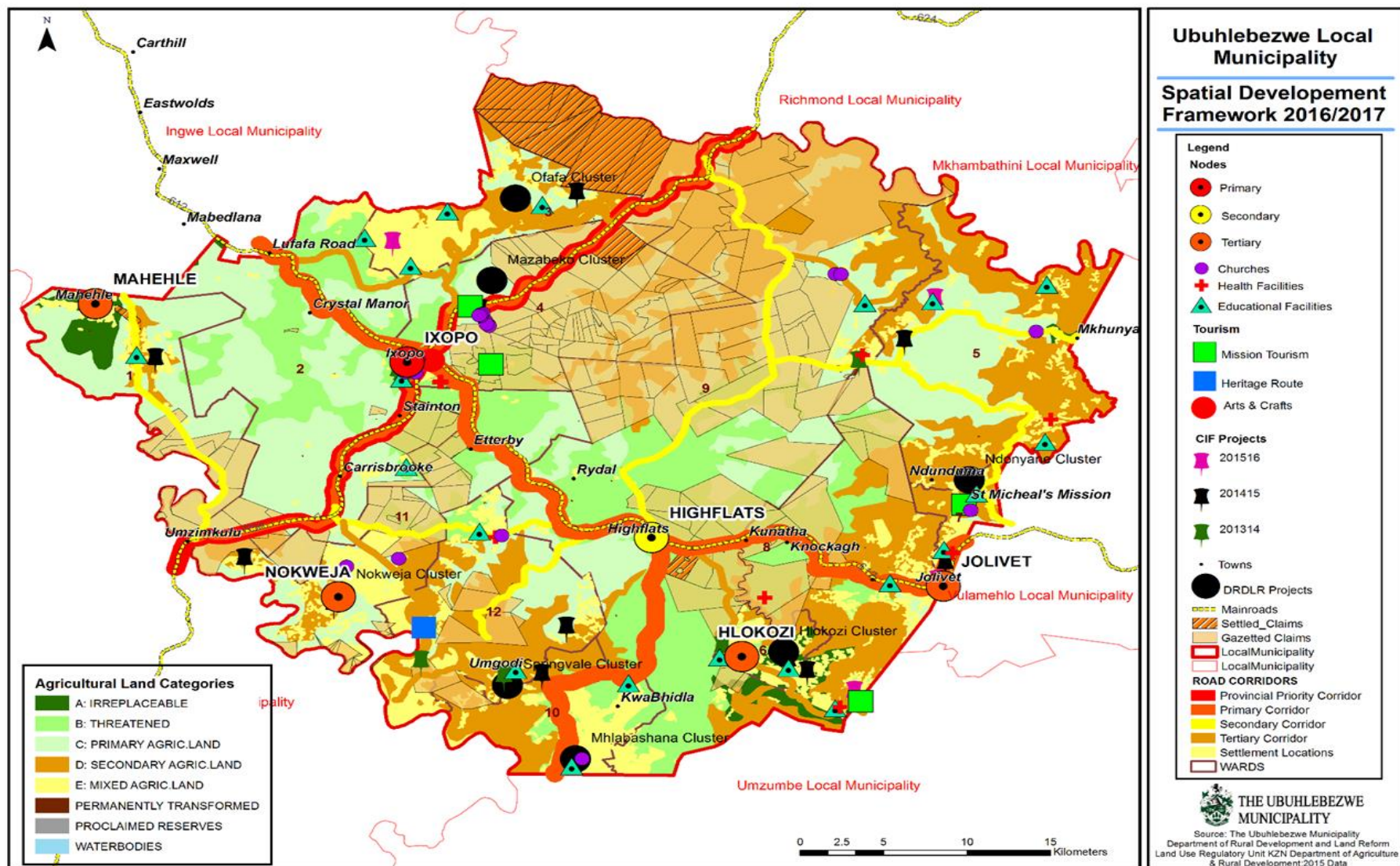
therefore not be used in isolation with the IDP, but must support decision-making within the context of the IDP. The SDF is aligned with IDP and does not conflict with other development strategies, Nationally, Provincially and Regionally. The SDF is approved and refined annually. This document therefore contains the reviewed SDF for adoption again by Council this financial year (2016). The Ubuhlebezwe and SDF will take cognizance of the foresight of those past and presently involved in building the town as well as the challenges faced with integrating the activities of the population cores of the greater municipality within a sustainable social, economic, and bio-physical context.

The IDP and SDF are intended to provide a general framework for growth and change, not a detailed blueprint. Once prepared, many of the details will need to be worked out in further deliberations with local communities. Any changes to the framework will need to be reflected in future revisions which should occur on a regular basis towards achieving the Municipality's Vision. The IDP and SDF is the Municipality's response to planning for future growth and change. It is intended to enable the Council, communities, development industry, service providers, and government agencies to plan, budget and develop with confidence to meet the expectations of the Municipality's development. An alignment with these structures plays a very prominent role in the development agendas within the Ubuhlebezwe jurisdiction.

## **STUDY AREA:**

Ubuhlebezwe Municipality is one of the five Local Municipalities that exist within the Harry Gwala District. The main administrative centre of the Municipality is the town of Ixopo and is strategically located at the intersection of four major provincial routes leading to Pietermaritzburg, the Drakensberg, the Eastern Cape and the South Coast (R56 and R612). A total of 8,994 inhabitants reside in Ward 10. Two commercial nodes viz. Ixopo and Highflats characterize the Ubuhlebezwe municipal area. The seat of Harry Gwala District Municipality, Ubuhlebezwe Local Municipality's Spatial Development framework forms a prominent sector plan or component of the integrated Development plan IDP for the local authority. It serves as a tool for the implementation of the IDP and localized spatial plans and policies as well as Land Use Management System (LUMS). It also serves to facilitate planning at a higher level by informing national and provincial authorities of the spatial development directives of the Ubuhlebezwe Local Municipality. Furthermore, the broad purpose of the SDF is to provide strategic guidelines and principles in terms of which development initiatives and land use applications can be evaluated. The Spatial Development Framework is envisaged to provide strategic guidance for the future physical and spatial development of the municipality and in so doing will reflect the social, economic, and environmental linked into development issues identified in the IDP.





Map 4: Ubuhlebezwe Consolidated SDF – 2016/17

## LEGISLATIVE REQUIREMENTS - ALIGNED LEGISLATIONS AND PLANNING POLICIES:

The review of the Spatial Development is comprehensively aligned to the following legislation and policies;

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

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

Council has approved and adopted the relevant institutional arrangements to administer the planning field within the Municipality. In 2015 Council has approved the institutional arrangement consisting of the AO, the MDA as well as those who will be serving at the District-wide MPT. Further arrangements to have the MPT agreements entered into will be facilitated during the year 2016 in order to have a fully functional MPT to assess the relevant applications. For now Council has approved that all application be dealt or rather assessed by the AO up until the MPT is up and running. Regarding the implementation of the Act, the Municipality has facilitated the Council adoption of the Ubuhlebezwe SPLUMA bylaws which took place on the 18th of February 2016. The Department of Rural Development and Land Reform (DRDLR) has initiated and managed to gazette the bylaws on behalf of the Municipality on the 04th of March 2016. This marks the completion the relevant elements that needed to be facilitated to get the Municipality to concur with the requirements of the SPLUMA.

## - LAND USE MANAGEMENT SCHEME – LUMS:

Scheme or Land Use Management System (LUMS) Guidelines

In terms of the Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA), and the KwaZulu-Natal Planning and Development Act, 2008 (Act No. 6 of 2008), (PDA), each municipality is required to prepare a Land Use Scheme for the whole municipality. A key component of Integrated Development Plans is the requirement to prepare a Spatial Development Framework together with a Land Use Management System (LUMS) which can be applied to the whole municipality.

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

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

## Rural Component of a Planning Scheme

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

- Outside defined urban areas;



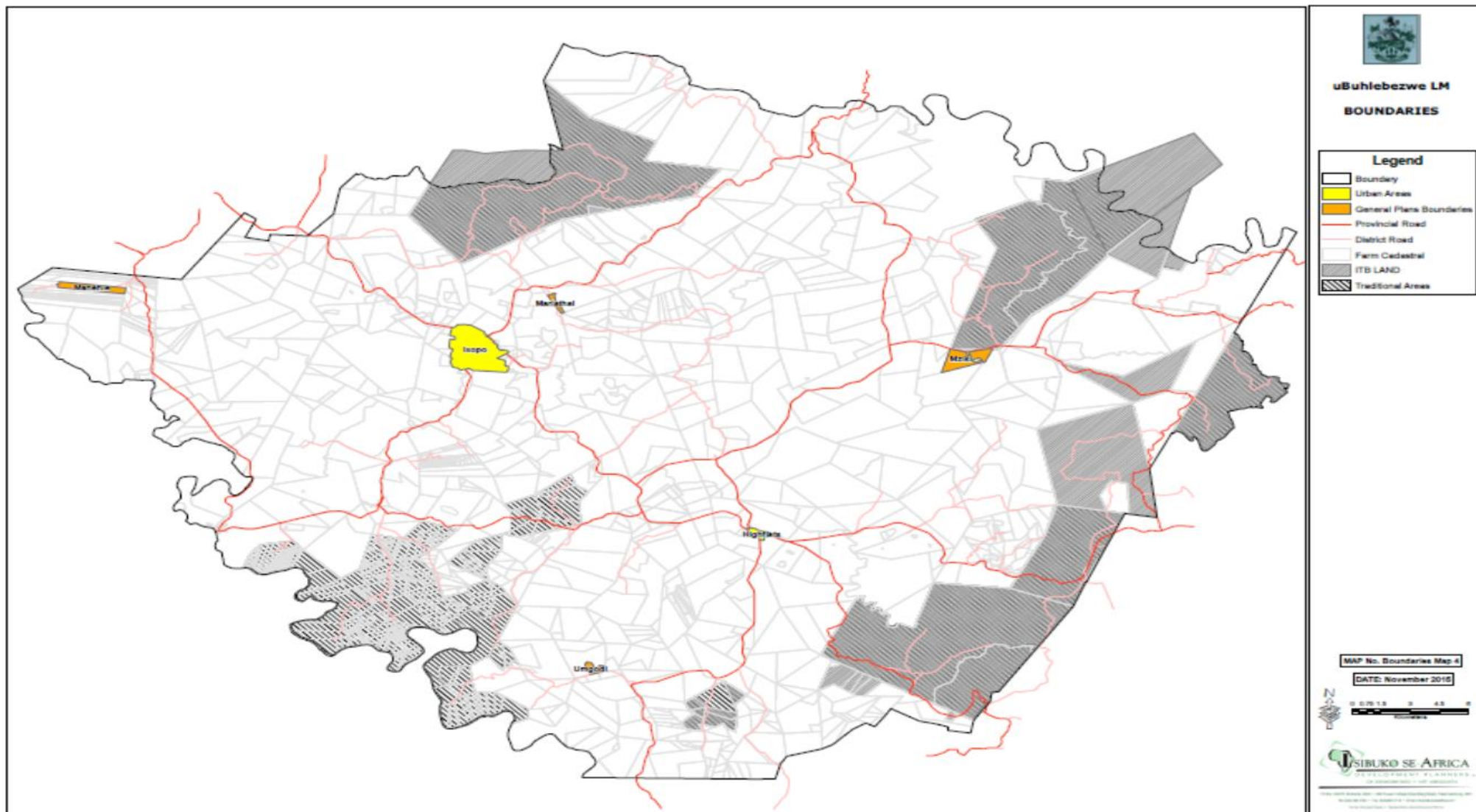
- So as to promote the general principles of sustainability, efficiency and integration;
- To ensure that prime agricultural land is protected, and
- To ensure that important areas of environmental significance and bio-diversity are protected.

UBuhlebezwe Municipality (with the assistance of COGTA) has initiated a process towards the preparation and finalization of planning scheme for the urban areas (including settlement areas) of uBuhlebezwe municipality. This process also includes the development of rural land use management policy for rural areas within the municipality as well. The Kwa-Zulu Natal Planning and Development Act of 2018 requires Land Use Schemes be done within 5 years of promulgation of the Act and the Spatial Planning and Land Use Management Act, Act No 16 of 2013 (SPLUMA) also requires municipalities to adopt wall-to-wall schemes by 2018. The approach entailed developing a new scheme that covers the whole of uBuhlebezwe which will be a uniform land use system that can be applied throughout the municipal area.

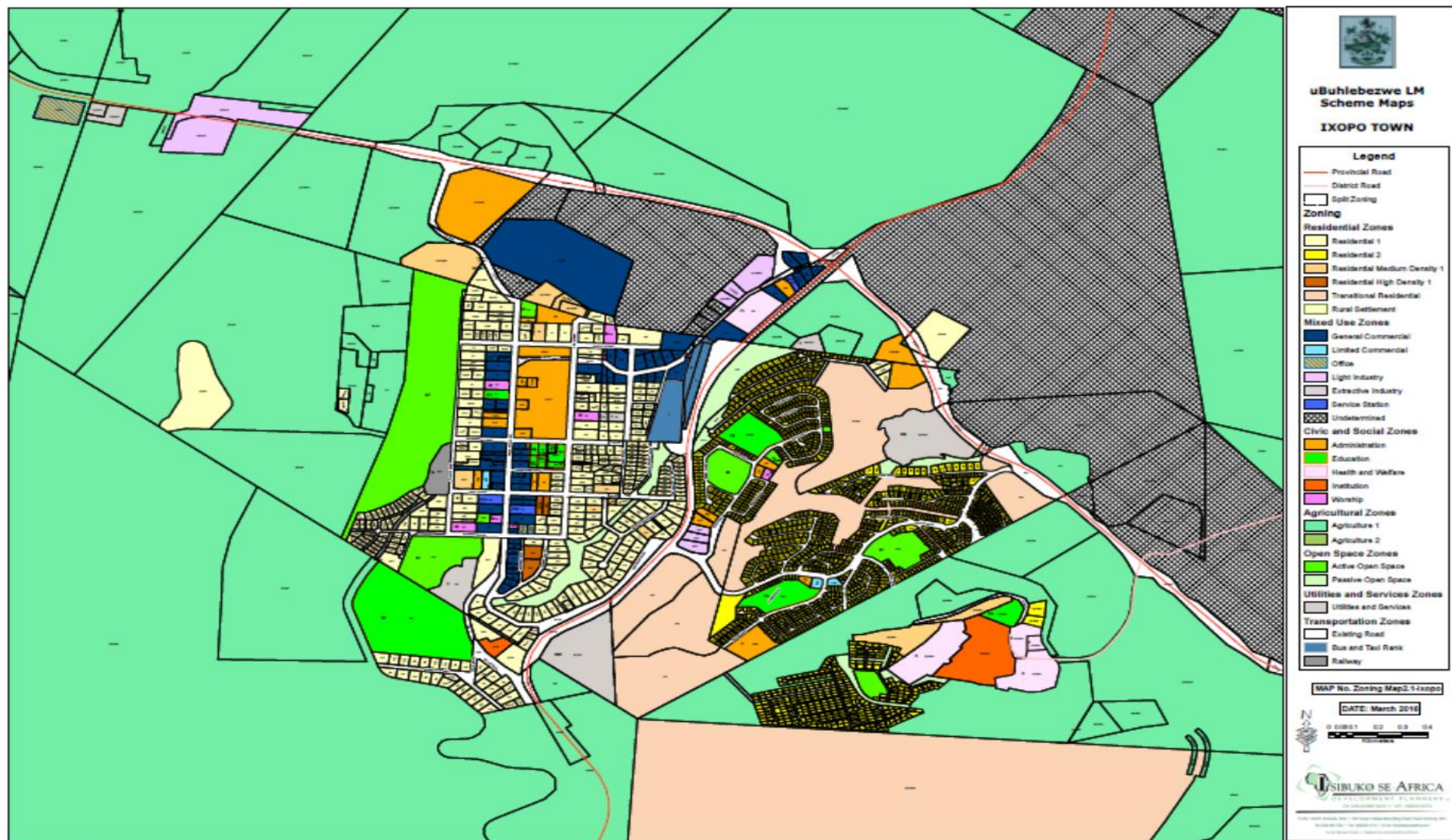
The project involved 8 (started in October 2014) comprehensive phases which were supported by the project steering committee represented by a funder Department of Cooperative Governance and Traditional Affairs (COGTA), the District and the Municipality. The draft stage of the project was reached in July 2015 followed by sufficient public engagements and circulation of the draft document to various stakeholders which consisted of sector departments for comments before finalization. The LUMS and Rural Land Use Policy is ready to be utilised as a useful directive planning tool to enhance the planning unit towards the control of land use administration in both rural and urban areas of the Municipality. It should be noted that over and above the adoption of the scheme and regarding the future review of the scheme (and in terms of the SPLUMA) will require Council to approve the changes incorporated and its review will be the responsibility of the Council. It should be noted that the project resulted in the following;

- Establishment of new zones for the scheme
- Establishment of new development controls and changes thereto
- Repeal of the old town planning scheme
- Establishment of a Rural Land Use policy to guide development outside the urban area.
- Highlighted the General Plan Areas existing outside the Urban context

The planning unit has sufficiently commented on the final draft of the LUMS document and associated documentation in which the service provider has made the relevant changes which informed the final submitted LUMS documentation. The planning, GIS and Building Inspectorate will be utilizing the new LUMS in order to effectively administer their fields on land use have been finalised and adopted Council during the month of April 2016.



Map 5: Ubuhlebezwe LM wall-to-wall LUMS





## **SPATIAL DEVELOPMENT FRAMEWORK VISION:**

A key component of Integrated Development Plan (IDP) is the requirement to prepare a Spatial Development Framework together with a Land Use Management System (LUMS) which can be applied to the whole municipality and will be able to reflect the spatial logic to the Integrated Development Plan (IDP). Ubuhlebezwe Local Municipality requires the development of an SDF which is sustainable, legally compliant and provides clear guidance for Ubuhlebezwe Local Municipality and the finalized urban land use scheme and rural land use policy.

The initial focus of Spatial Development Framework needs to focus on the envisioned growth of the existing primary, secondary and tertiary nodes and the manner in which the Municipality can promote sustainable growth and functionality within its space. Crafting of a comprehensive spatial development framework long term vision, the phase requires the engagement in developing a Long Term Vision Development which is in line with the current IDP vision which is as follows:

*“To improve the quality of life of all its citizens by providing basic affordable services, a safe and healthy environment, eradication of poverty and maintaining the scenic beauty of this land.”*

As part of drafting the SDF visions the following elements were considered;

### **EMERGING KEY ASPECTS OF THE VISION**

- ☐ Scenic beauty- ubuhlebezwe
- ☐ Delivery of services
- ☐ Economic development and or poverty alleviation
- ☐ Use of agriculture and tourism
- ☐ 15 year time horizons

### **POSSIBLE VISION STATEMENTS BUILDING:**

1. “Ubuhlebezwe Municipality will deliver acceptable levels of services such as Infrastructure, Housing and Economic Development to all citizens by 2030 through good governance”.
2. Ubuhlebezwe Local Municipality will provide basic affordable services that translate, by 2030, into improved quality of life, safe and healthy environment for the residents who will continue to enjoy the scenic beauty of the municipal area.
3. Building on its scenic beauty, Ubuhlebezwe Local Municipality will realise a spatial form in 2030 that supports a sustainable settlement.

A decision to hold off finalising or choosing the SDF vision was based on the fact that Council will be in a position to adopt one once a new IDP vision has been approved and adopted by Council and in which it will be the main focus for the next upcoming 5-year period. Hopefully this will be done before the new financial year.

### **SUMMARY OF ISSUES AND INFLUENCES:**

<b>DEVELOPMENT POTENTIALS</b>	<b>DEVELOPMENT CONSTRAINTS</b>	<b>DEVELOPMENT TRENDS</b>
The Municipality has recently acquired urban land parcels as a way to promote development and grow the Town of Ixopo.	The Municipality does not hold or own much of the land especially around the first, second and tertiary nodal areas.	Expansion of the commercial activities and foot print around the town of Ixopo; it involves among the following; Recently approved Ixopo mixed use development, extension of Tricycle Hardware, development of Shoprite store commercial development completed and functional in 2015.
Positive progress has been sourced for more land to cater to the ever-growing informal settlements of the first and second nodes i.e. Ixopo and Highflats	Electricity illegal connections around the Highflats area (second node).	Commercial growth activities in the in Highflats area.
Newly built Ixopo taxi and currently constructed Bus Rank.	Rural Development administration: the Municipality has administered a lot of business licences application within the urban and rural spaces.	Boxer stores opening up in the Jolivet area (tertiary node) and the proposed other land uses envisioned within this area.
New Market stalls within Ixopo town area. As well as processes in place to administer the informal hawkers.		
Alan Paton's Railway Heritage Route Tourism initiative up and running.		
Heritage/Tourism initiative as well as the Margaret Mncadi Statue being formally opened in the 2015.		
Continuation of the construction of the Morning-view Middle-income housing development with a total number of (29 houses constructed and occupied)		

## Urban Regeneration

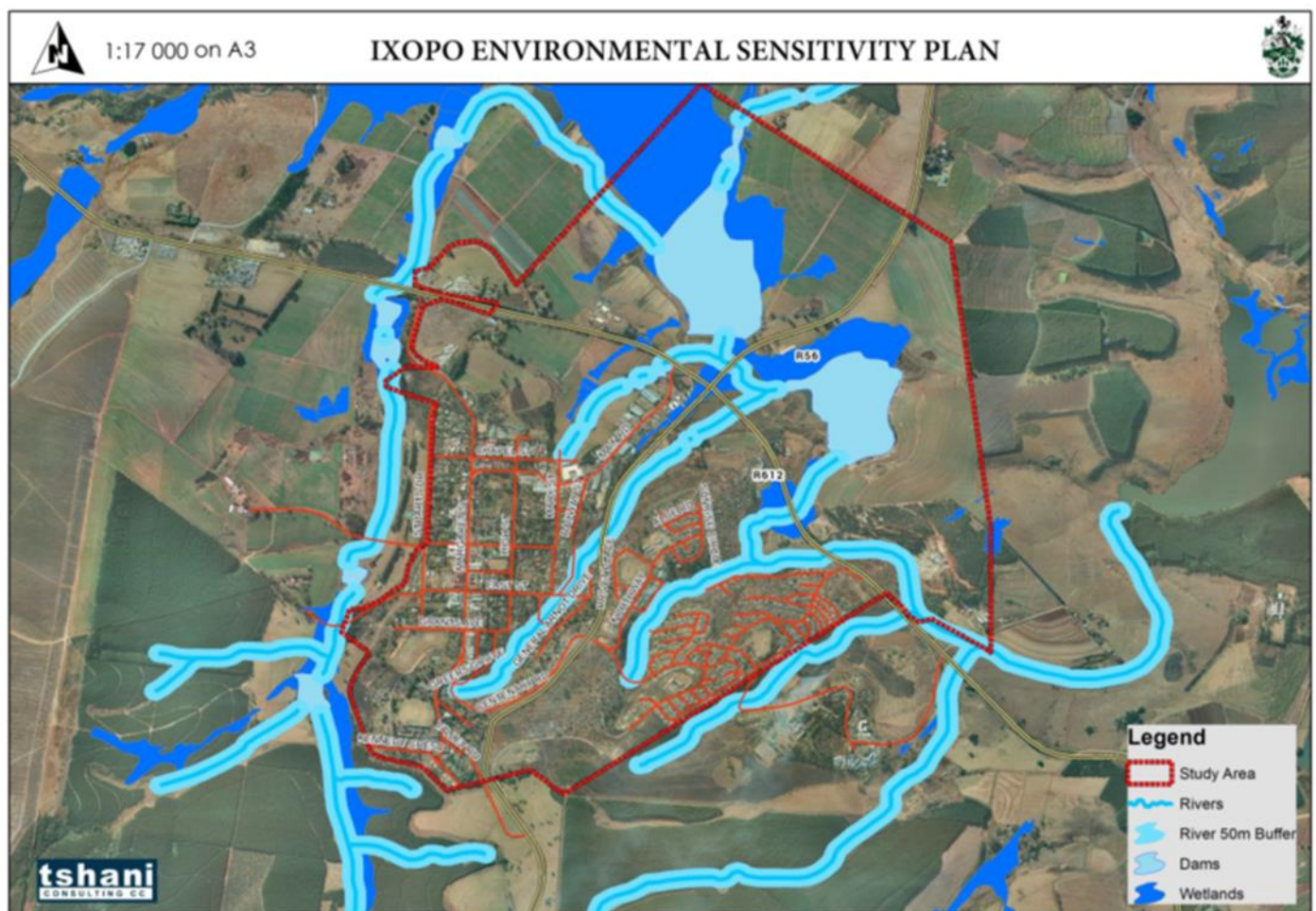
The Ubuhlebezwe urban regeneration Initiative forms part of a broader agenda for the reconstruction and redevelopment of Ixopo Town. It shows the strategic objectives of the spatial development vision and leads to the renewal and advancement of the social and economic node of the municipality. The urban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

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

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

## ENVIRONMENTAL AND BIOIVERSITY PLANS:

### ENVIRONMENTAL OVERVIEW



**Map 7: Environmental Overview**

Spatial planning within the Ubuhlebezwe Municipality is influenced by the topography of the municipality and the river systems traversing the most of the municipality. Development in the municipality is limited due to steep slopes, these areas provide opportunities for recreation. It is also critical to identify important areas of environmental significance, to

protect and preserve valued ecosystems, natural habitats and special case areas in order to minimise negative environmental impacts. Specific ecosystems and vegetation communities that require environmental management are wetlands, indigenous forests and Bushlands that contain the habitats of important species. Certain environmental areas can provide opportunities such as the rehabilitation of wetlands, eco-tourism opportunities etc.

One of the development issues in the municipality is the promotion of Local Economic Development of the municipality; it is important to find a balance between addressing these challenges and protecting the environmental assets of the municipality. An integral part of ensuring this is the development of a Spatial Development Framework, based on a Local Environmental Analysis that will identify priority areas for management and types of use and suggest appropriate management techniques to ensure that environmental assets are not undermined during development.

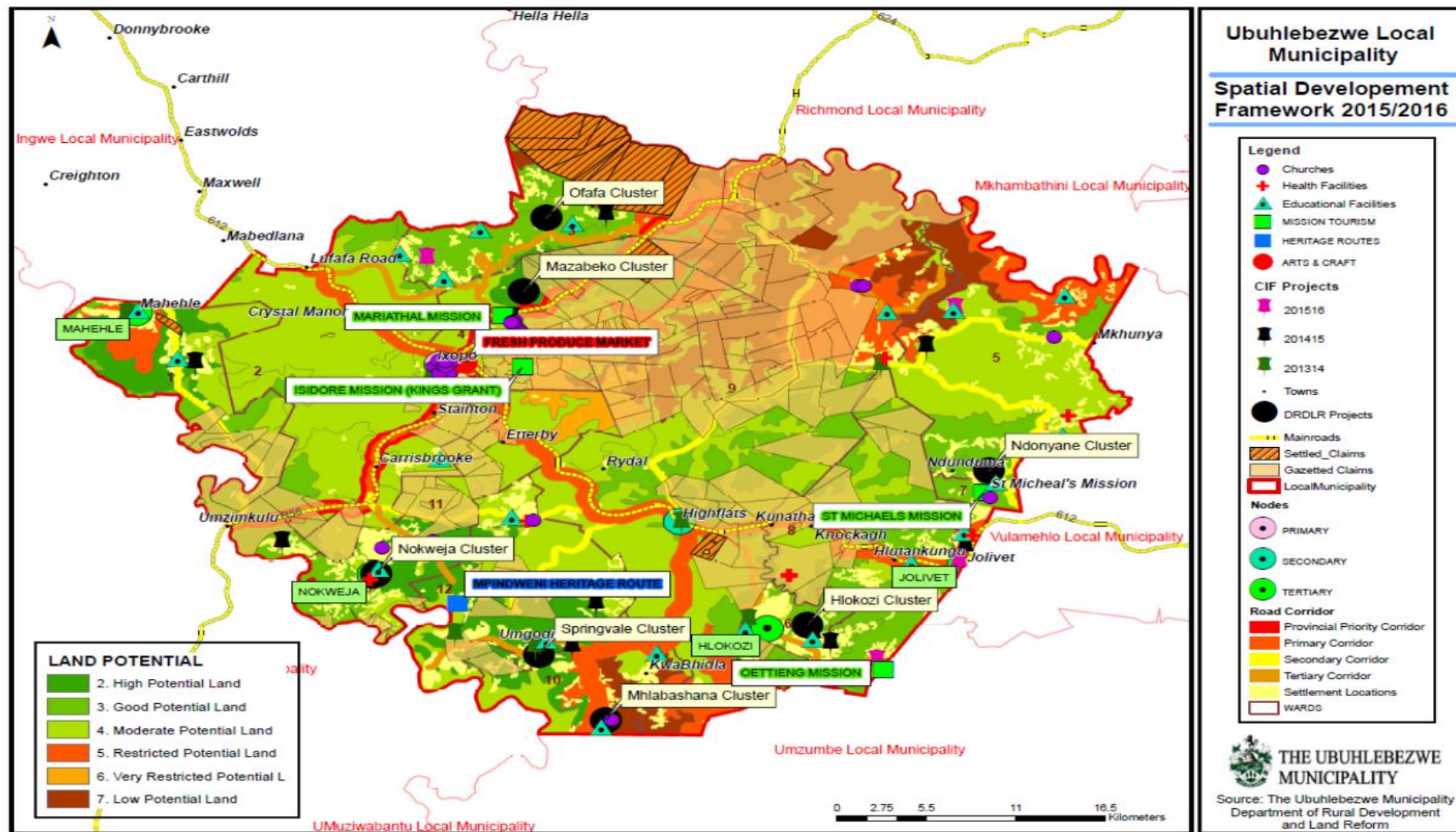
A major environmental issue in this municipality is the absence of a formal open space system. To address this issue an

Environmental Management Framework (EMF) will be required for this municipality. The EMF should also focus on water sustainability and security for the future. Another environmental issue that need to be address, is that most of the construction within the municipal area that has triggered an Environmental Authorization since 1998 has not been obtained. All future development must comply with the NEMA to ensure sustainable development. It must also be noted that all development will require a WULA to comply with the NWA.

### **Protected areas**

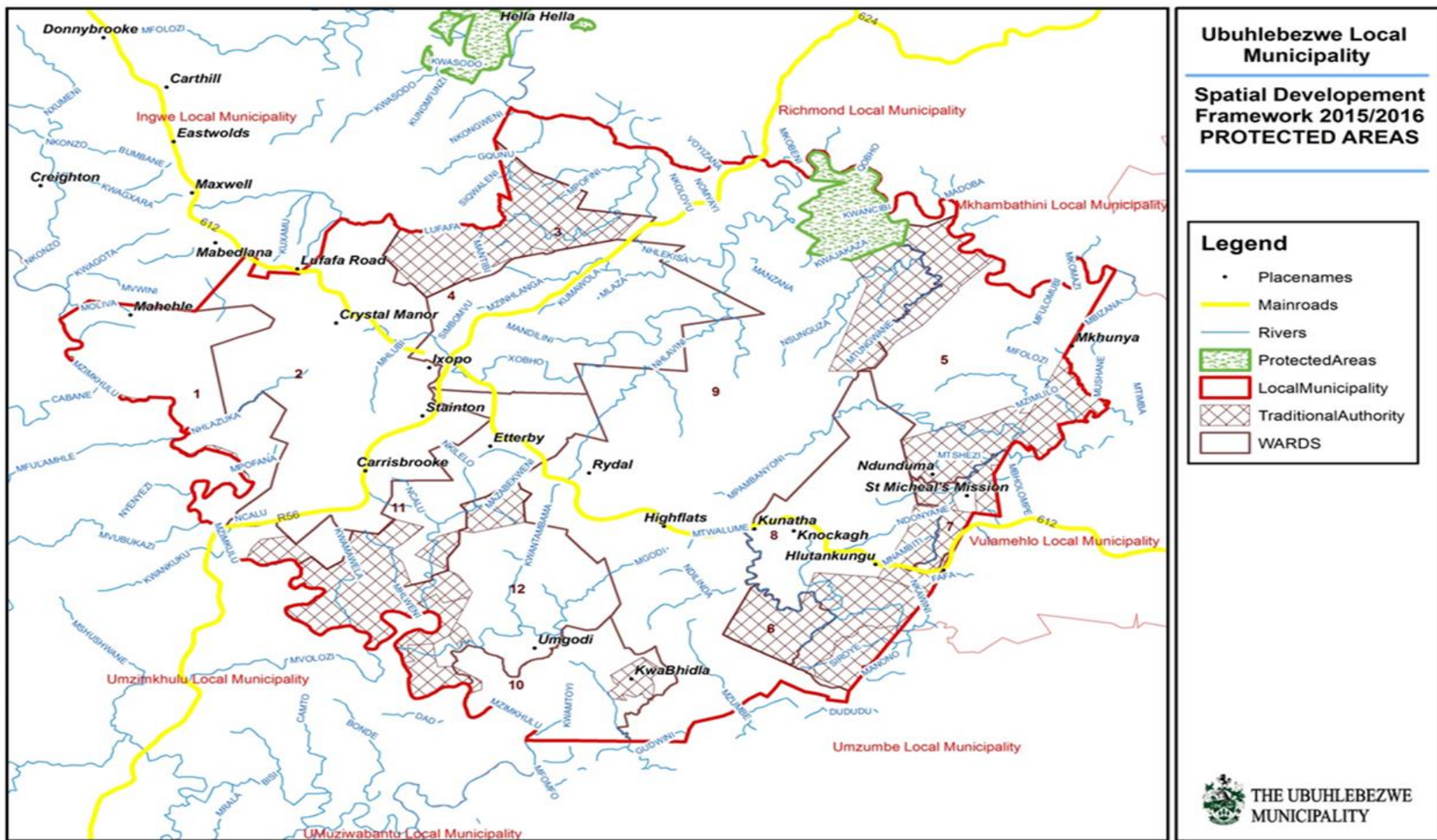
- One protected area is situated on the northern boundary of the municipality (Figure 11). The north eastern section of the municipality is largely natural consisting of dense bush and bushlands. The vegetation type in this area is Eastern Valley Bushveld, which is identified by the National Protected Area Expansion Strategy as a focus area for land-based protected area expansion (large, intact and un-fragmented areas of high importance, suitable for the creation or expansion of large protected areas).
- All protected areas must be fenced off in an appropriate manner to allow for the movement of small animals that may be found in this area, for e.g. Duiker.
- In the protected areas, only nature-related recreation and education shall be permitted, such as bird-watching, walking and canoeing.
- The introduction of any invasive alien plants to protected areas must be prevented and any existing invasive alien vegetation should be removed.





Map 8: Minset Map





Map 9: Protected Areas

## ENVIRONMENTAL MANAGEMENT AREAS

Areas of conservation significance consist of private and communal land with importance water and nature conservation values, but do not enjoy formal legal protection.

### Conservation / Adventure and Eco-tourism

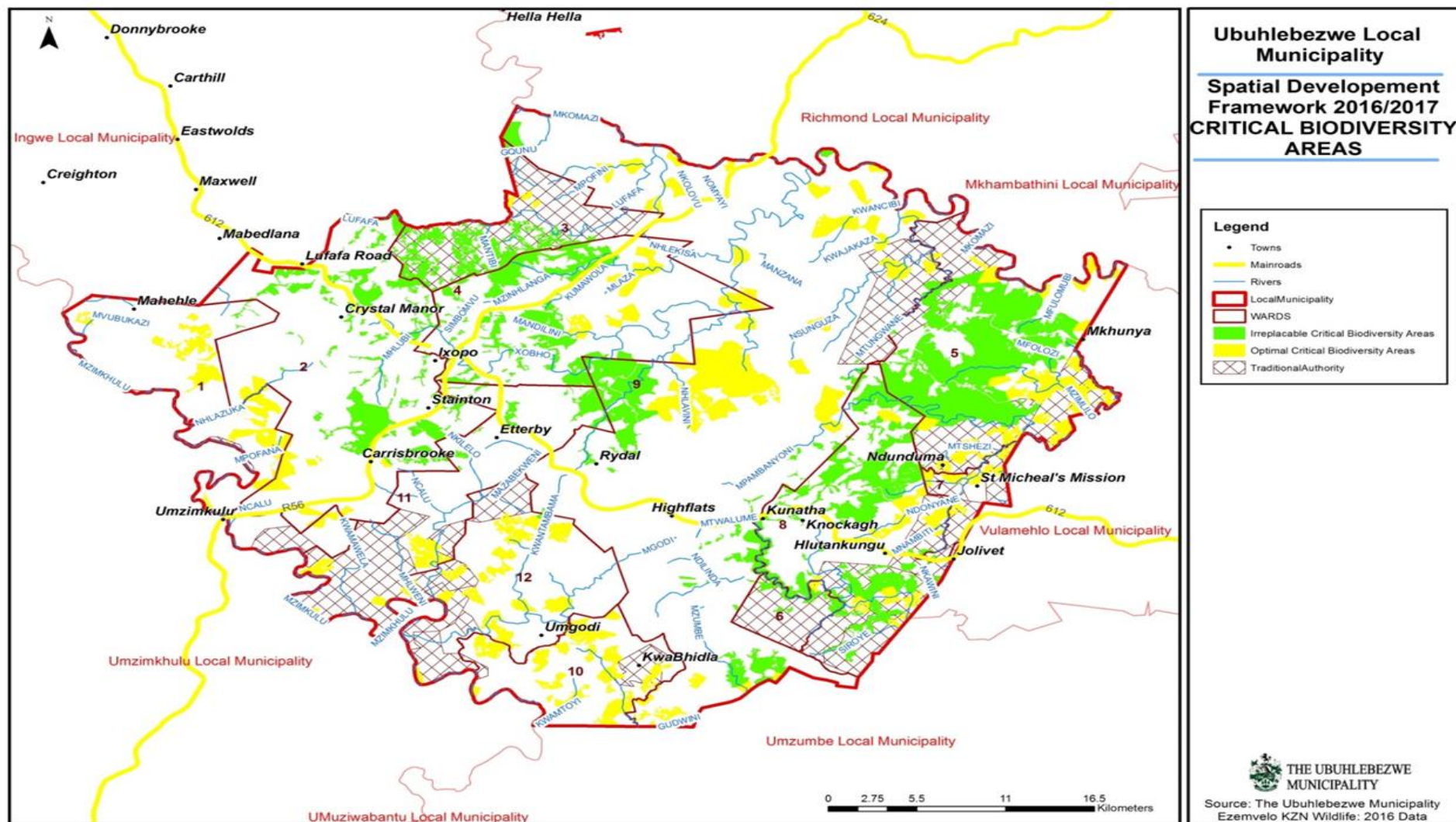
These are areas which require maintenance and need to be guarded of the type of development and activities that take place within them. These include Umkomaas Valley which has natural forests, Medicinal Plants, threatened species and grasslands. Landscape quality is a primary tourism attraction.

### Conservation

These areas are areas that should not be disturbed as development within these areas will cause permanent damage to these areas because they cannot be rehabilitated. These areas are identified in the C Plan as areas of irreplaceability. Therefore no permanent structures are to be erected in these areas.

#### Preferred & Non-Preferred Activities in terms of conservation

PREFERRED ACTIVITIES	NON-PREFERRED ACTIVITIES
Amenity planting within non-invasive species	Agri Industry
Extensive agriculture	Commercial afforestation
Nature and culture based tourism	Industrial development
Nature and resource conservation	Intensive Agriculture
Small scale tourism development	Intensive or semi intensive human settlement
Small scale agriculture	Large scale infrastructural projects
Subsistence agriculture	Large scale tourism development
Trails	Mines and Quarries
	New Roads
	Subdivision of land



Map 10: Critical biodiversity areas



## **NODES AND MOVEMENT CORRIDORS:**

### **NODES**

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

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

### **THE PRIMARY NODE**

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

Nodal Key Issues:

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

### **THE SECONDARY NODE**

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

Nodal Key Issues:

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

It is anticipated that with the development of this area a significant commercial node, there will be an influx of external skills required to support some the proposed projects. In this regard, areas for future residential development have been set aside

### **TERTIARY NODE**

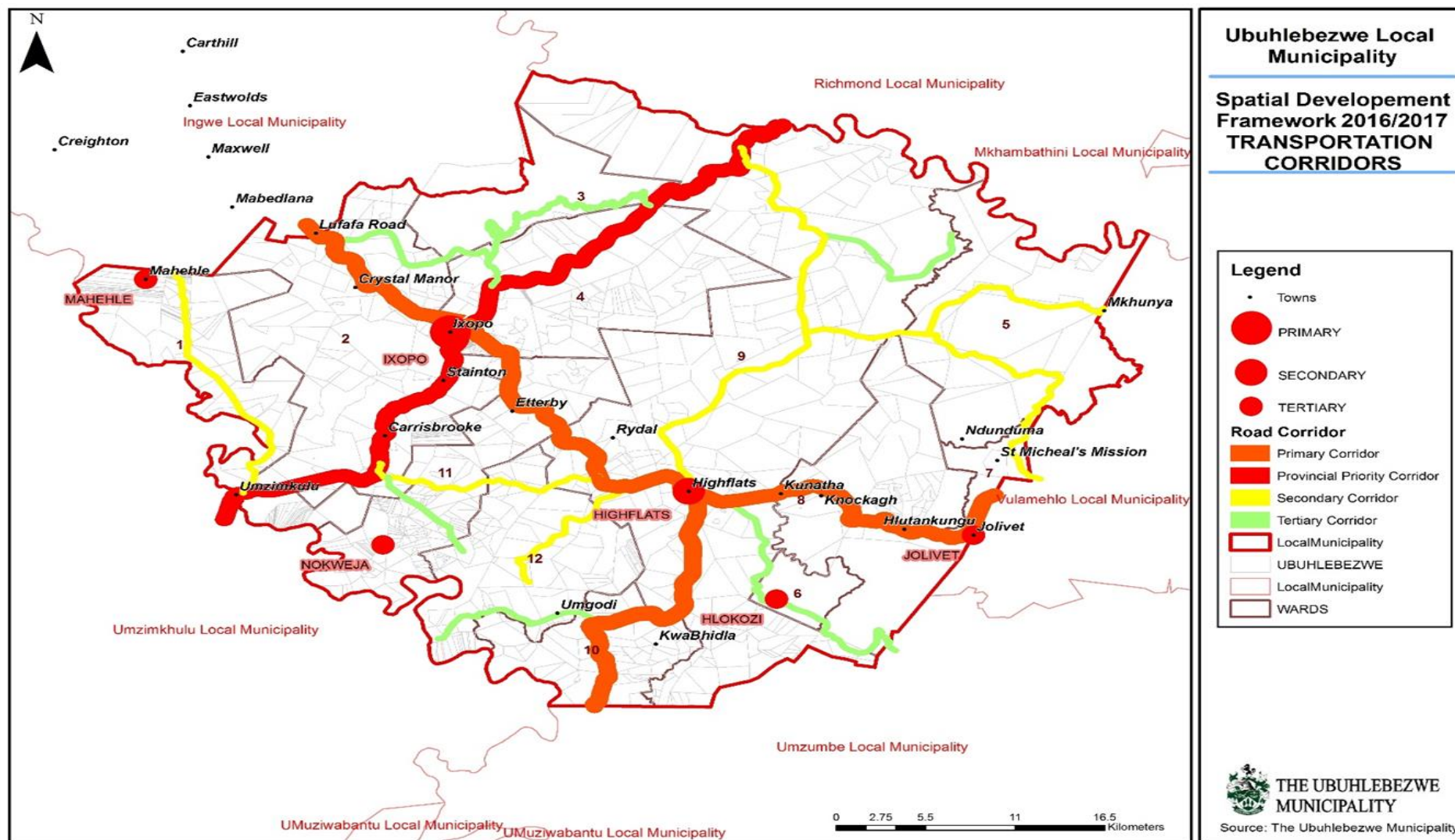
The areas of Mahehle, Nokweja, Jolivet, and Hlokozi are identified as Tertiary Nodes given the available services, facilities and functions. It is intended that the nodes will become a commercial node comprising of retail and agricultural activities. In terms of the noted tertiary nodes around the municipal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

JOLIVET NODE

MAHEHLE NODE

NOKWEJA NODE

HLOKOZI NODE



## **Capital Investment Framework**

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

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

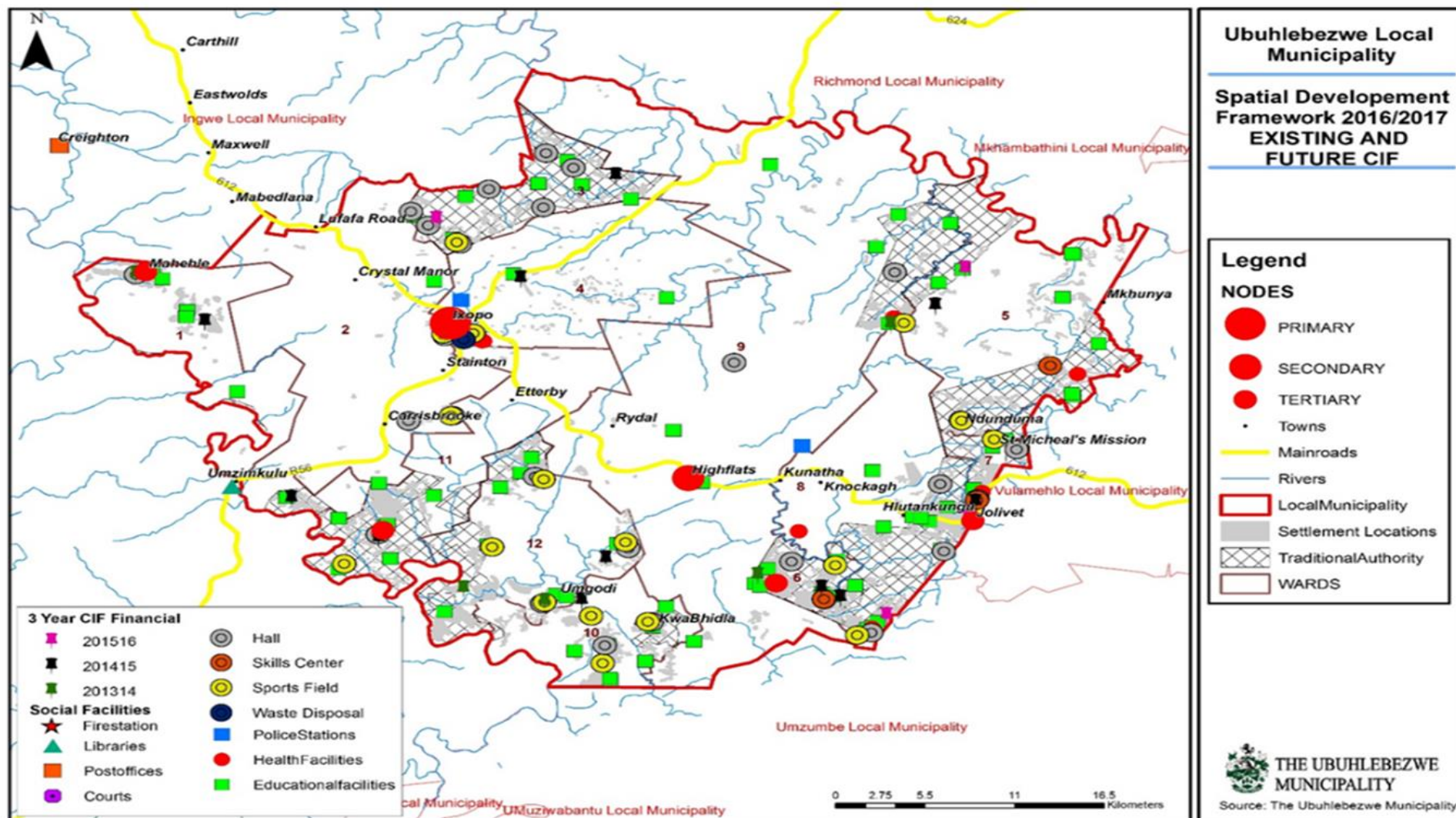
- The extent infrastructural projects to be implemented;
- The CAPEX budget required for these infrastructural projects;
- The availability of finance for this capital expenditure (capex);
- The operational expenditure (opex) budget required for the operation and maintenance of the infrastructure to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

## **Summary of Capital Projects**

Ubuhlebezwe aims to implement 37 projects, which will require a total budget of R225 714 055.08 between 2015/16 and 2016/17. The Department of Human Settlements plans to implement 30 projects for a budget of R150 316 000 between 2015/16 and 2019/20. The Department of Health plans for 12 12 projects which will be implemented in a long term basis. However, the budget for these projects has not yet been confirmed. The Department of Education intends of implementing 39 projects with a total budget of R190 814 000 for 2015/16.

Harry Gwala DM has 9 projects which total a budget of R85 832 000. Borrowing and identifying other sources of funding will become critical in achieving the intended project objectives. Overall, R475 457 055.08 is required for all the 99 proposed projects to be implemented. However, this budget is preliminary as the department of health still has to provide its budget allocations for the different projects thereof.





Map 12: Existing and Future CIF

**DEVELOPMENT PRIORITIES:**

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

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

The formulation of the CIF is based on four intervention components depicted in Figure 2. These are the main components that underpin the main functional mandate of the municipality in the delivery of key basic services as well as addressing its spatial targets in relation to the identified development priorities.

**EXISTING AND SHORT TERM DEVELOPMENT:****- PRECINCT PLANS**





Map 13: Ixopo Framework Plan

IXOPO FRAMEWORK PLAN		
<b>LEGEND</b>		
	PROVINCIAL ROAD	
	MAIN ROAD	
	ACTIVITY ROAD	
	INTERNAL ACCESS ROAD	
	PROPOSED INTERCHANGE	
	COMMERCIAL	35.11ha
	SERVICE INDUSTRY	5.5 Ha
	GOVERNMENT OFFICES	11.71ha
	MAINTAIN CEMETERY	0.8 Ha
	TAXI RANK	5.4 Ha
	CLINIC	2.3 Ha
	WORKSHOP	0.2 Ha
	RESIDENTIAL	13.34ha
	MEDIUM DENSITY RESIDENTIAL	13.34ha
	PARK	2.8 Ha
	AGRICULTURE	25.71ha
	OPEN SPACE	179ha
<b>REVISIONS</b>		
NO.	DESCRIPTION	DATE
01	ISSUED	01/11/2011



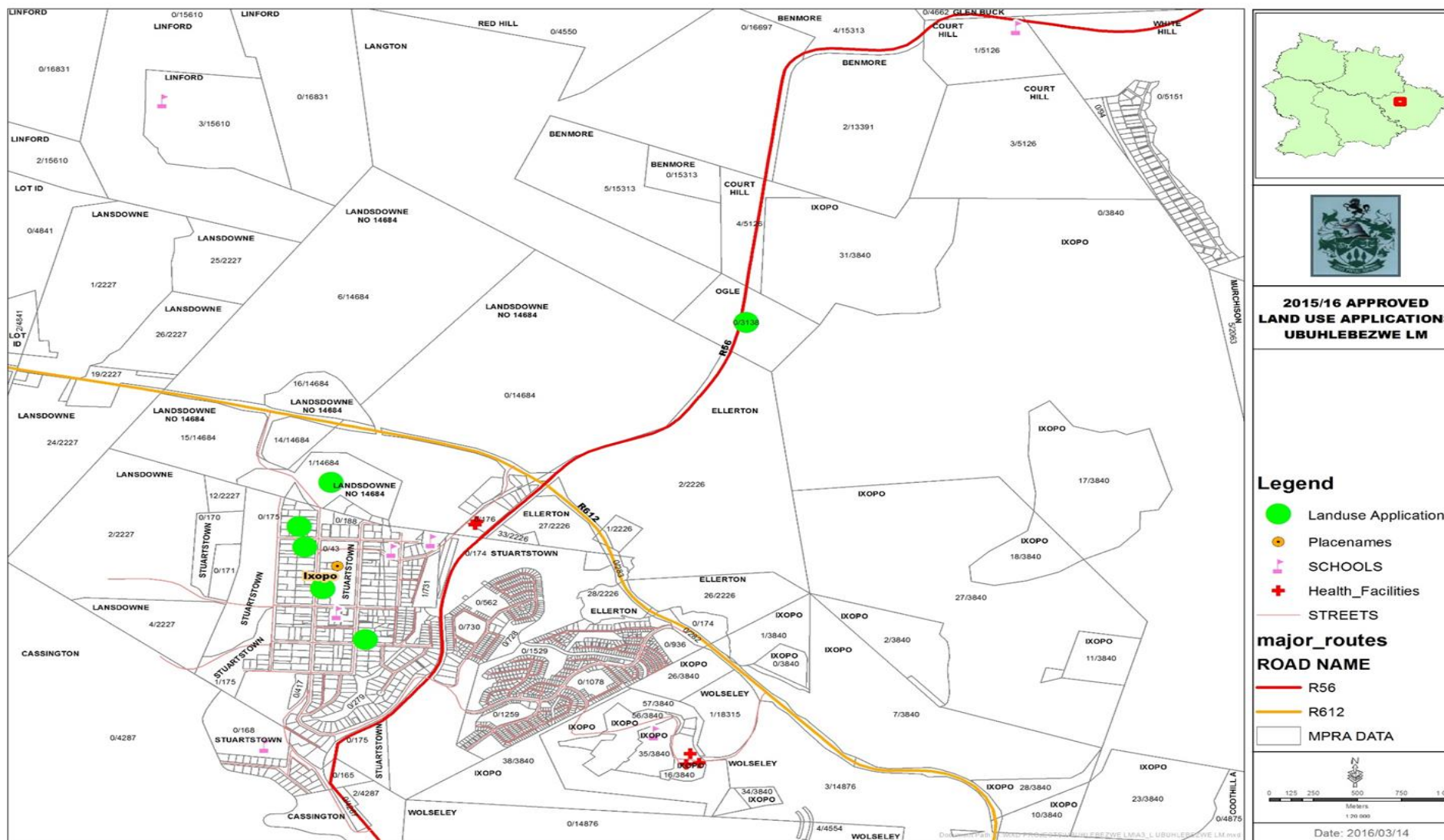
Ubuhlebezwe has taken an initiative to provide for the future development of the town by developing a precinct plan. The plan divides the town into five development precincts. The plan promotes land use integration and efficiency. The five development precincts are different in character and present a unique set of development opportunities. The plan enables the municipality to prioritise areas most in need of planning and outline the desired future development of the area.

Ubuhlebezwe municipality has identified the CBD expansion precinct as the first precinct that will be the focus area for the development. Ixopo is the main economic and service hub, servicing the surrounding hinterland, hence the CBD was identified as the main focus due to the fact that both (down-town and up-town) CBD is highly congested, which sets limits to future growth and expansion. And because the precinct area is experiencing development pressure from various complementary and competing land uses.

A road network will facilitate proper vehicular movement within the precinct. A network of internal roads is suggested. This includes new access points into the precinct from Main Road, the R612 and Margaret Street, as well as the extension of existing but unused internal linkages, e.g. High Street. It is suggested that a new gateway or entrance feature be developed to provide access into the precinct.

The proposed concept plan for the precinct reserves a number of areas for residential expansion. This will facilitate a mixed-use character in the precinct and provide new housing opportunities for Ixopo. Economic development opportunities have to be promoted in the precinct. The precinct provides a unique opportunity for the extension of the existing CBD, as well as providing private sector investors with an opportunity to invest in Ixopo.

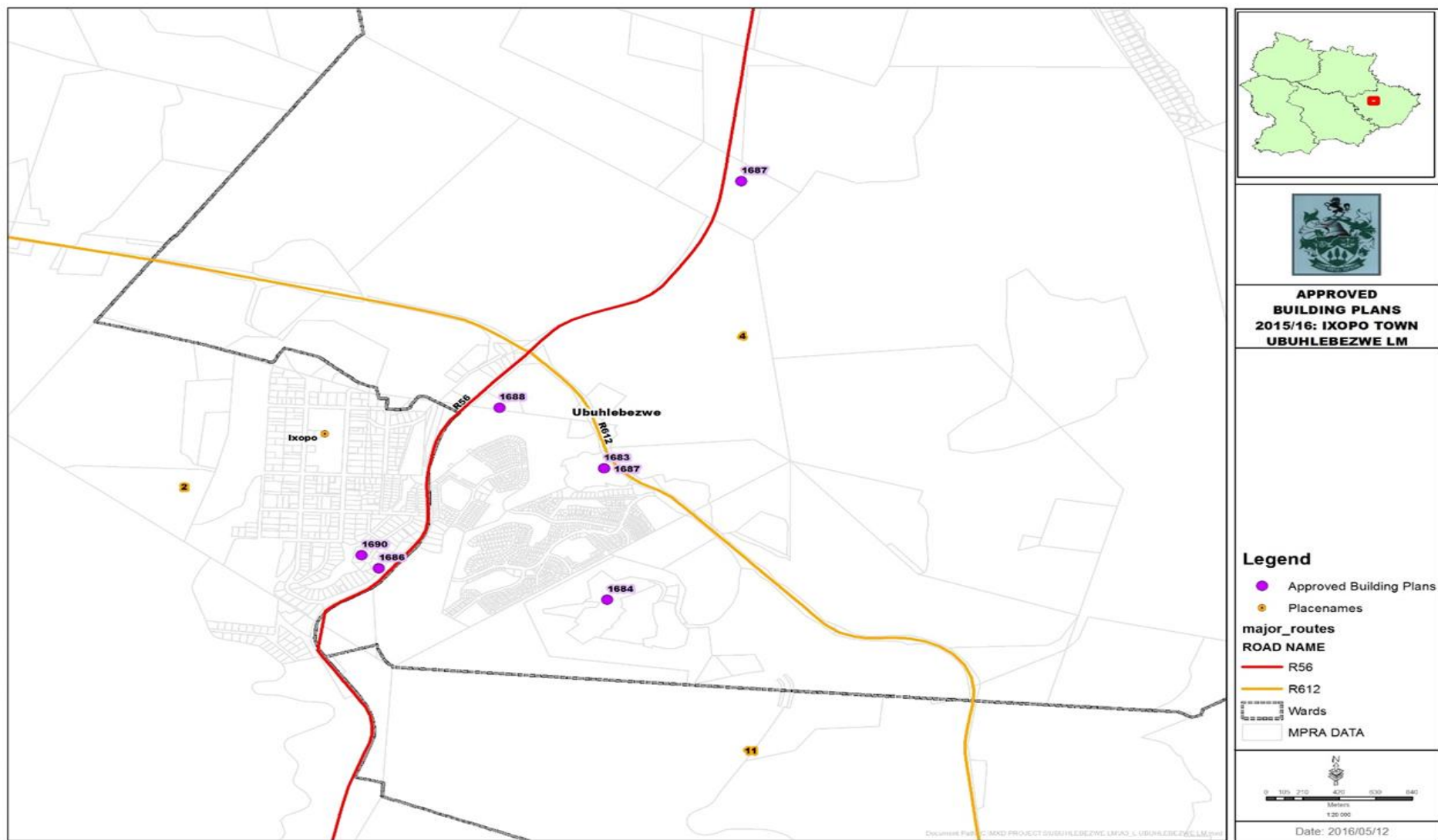
#### **- 2015/16 APPROVED LAND USE APPLICATIONS**



Map 14: Land Use applications



**2015/16 APPROVED BUILDING WITHIN THE 2015/16 FINANCIAL YEAR:**



Map 15: Approved building plans

## **MEDIUM – LONG TERM PROPOSED DEVELOPMENTS:**

### **Wolsey and Ogle Farms Proposed Developments:**

- **WOLSELY FARM CURRENT PROGRESS:**

The pre-feasibility studies were completed in mid- 2015 and resulted in proposed development for Wolsely and Ogle Farms' detailed Geotech studies, Environmental desktop studies, land audit, land evaluation for Wolsely Farms and conceptual layout plans. The studies looked into the feasibility aspect for the Wolsely Farm – to accommodate low income housing project – as well as Ogle Farm Proposed Development which will consist of the middle and high-income proposed developments among other things. Where Wolsely Farm is concerned the studies have assisted the Municipality a step further in having the Department of Human Settlement's (DOHS) criteria in packaging the required documentation in order for the Municipality to be able to purchase the Wolsely farm to accommodate the existing informal settlements. DOHS has confirmed that there will be funding available for the purchasing of the land and that the Municipality need to cater to de-stumping procedures as the land is currently under forestry plantation.

**OVERALL LAND-USE SCHEDULE**

LAND USE	NUMBER	AREA (ha)	%
LOW-COST ATTACHED UNITS	2807	29.5	8.9
LOW-COST FREE-STANDING	538	32.8	13
URBIC	2	63.7	63.9
PUBLIC FACILITY	2	0.6	6.2
RECREATION	2	0.7	6.5
PRIMARY SCHOOL	1	2.9	1
SECONDARY SCHOOL	1	3.2	3.4
COMMERCIAL	4	2	6.8
SMALL BUSINESS COMMERCIAL	1	0.8	6.9
MIXED USE	1	3.5	1
INDUSTRIAL	1	0.9	8.6
WATER PUMP	1	0.9	8.2
OPEN SPACES	4	133.3	10.5
PLAY AREAS / PARK	135	5.1	3.8
SPORTS AND RECREATION	1	3.5	3.5
ROADS	30	3.2	1.2
TOTAL	2807	296	100

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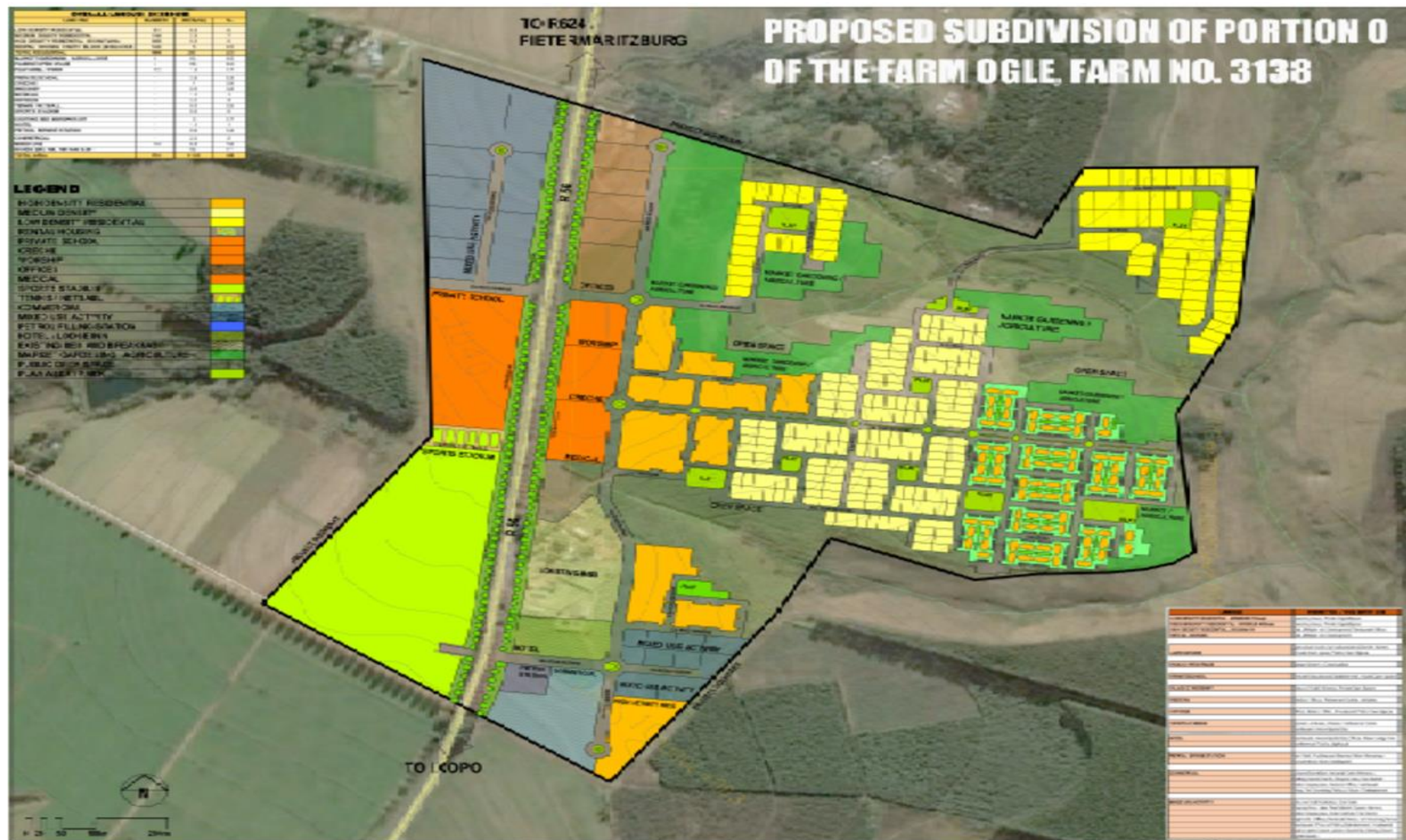
- **OGLE FARM PROPOSED DEVELOPMENT:**

This proposed development will unlock potential economic boost as well as more land for the Municipality to cater to more prominent development needs. The proposed total site area is 107, 4998 hectares which comprises of; remainder of farm Ogle Number 2226 to the extent of 21 hectares, Portion 4 of farm Corthill Number 5126 at 18, 4258 hectares and Portion 31 of the farm Ixopo Number 3840 to the extent of 67, 8640 hectares. The Ogle Farm proposed Developments feasibility study has addressed the needs and desirability as well as potential economical profile based on the proposed land uses. This was done in order to fully unlock the development potential of the area and the following land uses have been highlighted to form part of the proposed plan;

- High Income Residential
- Middle-Income Residential
- Institutional and Administration
- Limited Commercial
- Sport and Recreational Land Uses
- Public Open Spaces

**CURRENT PROGRESS:**

All the relevant surveying work has been finalised and registerd. On the conveyancing side of things, they have facilitated for the DOT to come through and assess the work that has been completed in terms of the work constructed as suggested by the Department. The land sellers has facilitated to upgrade and construction of an appropriate access to the existing Amble Inn establishment as well as closure of an access on the opposite side on the road. Over and above that the Conveyancers has started the process of applying for the rates clearance cerificate for the three farms while waiting provincial DOT to come assess the work completed in terms of their PDA comments submitted. The Municipality will also engage into producing a comprehensive Precinct to cover the vicinity and as based in terms of the land use development envisioned for the area.



## SWOT ANALYSIS

**TABLE 5: SWOT ANALYSIS**

TOURISM	<p><b>Strengths:</b>  Diverse natural attractions  Areas of scenic beauty  Rare bird species  Rail tourism – oldest narrow gauge garrot in the world</p>	<p><b>Weaknesses:</b>  No tourism strategy  No funding for marketing  Fragmentation amongst stakeholders</p>
	<p><b>Opportunities:</b>  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.</p>	<p><b>Threats:</b>  The ability to initiate projects depends on whether funds are available/can be accessed to implement proposals.  The lack of co-operation among stakeholders will result in the desired outcome not being achieved.</p>
AGRICULTURE	<p><b>Strengths:</b></p> <p>Strategically located along the R612 and R56.</p> <p>Large labour pool.</p>	<p><b>Weaknesses:</b>  Lack of housing: although people are employed in the Ixopo area the lack of accommodation results in them living outside of the municipal area and hence their spending power is in other areas/regions.</p> <p>Condition of the roads: the development of business depends on its ability to transport products to consumers and access products from suppliers. The roads within the municipal area are not in good condition and this results in products being damaged while being transported.</p> <p>Unregulated informal sector: competition among hawkers in the informal sector is a problem as there is large number of operators in the retail sector.</p> <p>State of the town in some areas: some areas were a problem in terms of strewn litter, water flowing on the road surface, etc. This could lead to the decay of these areas.</p>

	<p>Opportunities:</p> <p>The strategic location of Ixopo provides opportunities for the possible location of industrial, commercial and other economic activity.</p>	<p>Threats:</p> <p>Changes in Market Forces: the global and regional markets are influenced by a range of issues which are not controlled by the local arena. These issues include the supply and demand for commodities, the exchange rate, etc.</p> <p>Impact of HIV/AIDS: the impact that the pandemic can have on the labour force is enormous. The epidemic can result in a decrease in the labour force due to deaths and associated sicknesses. This will hamper economic growth due to the withdrawal of active labour in the region.</p> <p>Performance of the District Municipality in the delivery of Services: the undertaking or expansion of projects/activities will depend on whether the required services provided are adequate to sustain operations.</p>
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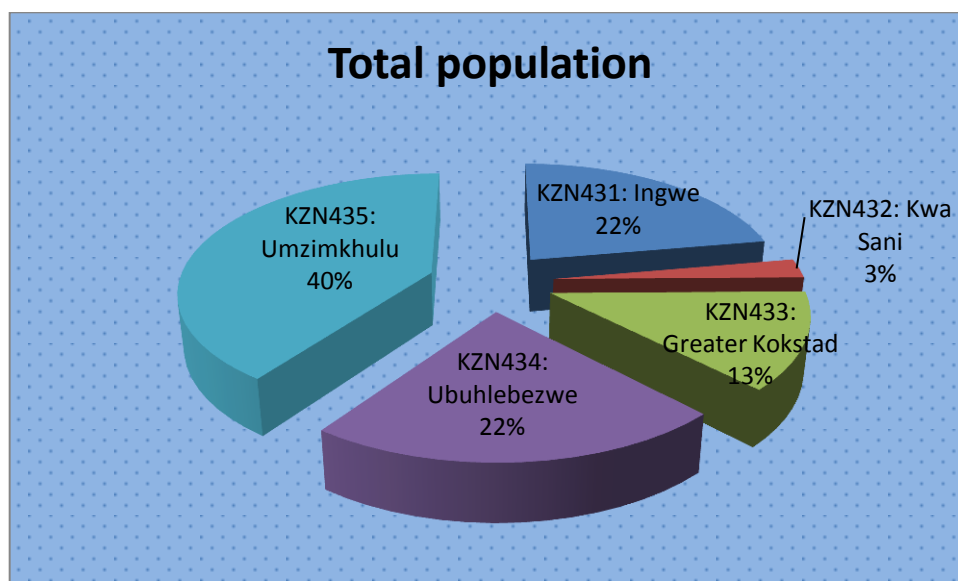
<p>AGRICULTURE</p>	<p><b>Strengths:</b></p> <p>77% of the land in the municipality is suitable for agriculture.</p> <p>The R56 passes through the municipality, which provides linkage between the municipality and other major towns in the region provides markets by increasing the level of patronage and provides a road network for the transport of inputs and produce.</p> <p>The well-established commercial agricultural sector provides a conduit for the development of emerging farmers into commercial farmers.</p> <p>A fairly developed institutional arrangement exists in the municipality. For example, the district agricultural office is located in Ixopo, emerging farmers are reasonably organised into farmer associations and efforts to form cooperatives are underway. Other support institutions such as the World Vision International are actively involved in agricultural development.</p> <p>A reasonable agricultural support service is provided by the district agricultural office by way of education and extension services to both emerging and commercial farmers. Private companies such as NCD, TWK and general dealers provide inputs.</p>	<p><b>Weaknesses:</b></p> <p>The low skill base of emerging farmers would limit the rate of development into commercial farmers.</p> <p>The prevalence of HIV/AIDS has the potential to retard or even negate the efforts of agricultural development in the municipality.</p> <p>The main climatic limitation to agricultural development in the municipality is low temperature and frost. This limits the range of crops that can be grown, the length of the growing season and the level of production.</p> <p>Land under traditional authority jurisdiction is often marginal and very limited in size for the purposes of commercial agricultural production.</p> <p>Limited water resources in some areas.</p> <p>Most emerging farmers lack capital and collateral to access credit from banks.</p> <p>Although the department of agriculture is located within the municipality, understaffing results in inadequate provision of extension services to emerging farmers.</p> <p>Poor road condition and lack of transport have a negative influence on the marketing of produce for emerging farmers.</p>
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	<p>Opportunities:</p> <p>There is an opportunity for black contractors to be engaged in some contracts by timber companies.</p> <p>SMME development: The agricultural sector could provide the following SMME opportunities:</p> <p>value adding industry development (cheese, chips, ice-cream, packaging), bee farming, Timber out-grower scheme utilization of timber off-cuts Organic farming, and herb and spices production</p> <p>Organic farming and herb production provide a niche market and a suitable alternative to small-scale commercial farmers. A fresh produce market will not only enhance economic development but will also boost and complement commercial agricultural development in the municipality. The high demand for dressed chicken in the area provides an opportunity for an abattoir to be established. This could be a local economic initiative for emerging farmers.</p>	<p>Threats:</p> <p>Land claims and sustainability of production:</p> <p>The prevalence of HIV/AIDS has the potential to retard or even negate the efforts of agricultural development in the municipality.</p> <p>Stock theft is a major demotivation factor to commercial livestock production. Lack of interest in agriculture by youth.</p> <p>Infighting within cooperatives.</p> <p>Currently most rural roads are unusable during the rainy season. If rural roads are not improved the transport of inputs and produce would be negatively affected.</p> <p>Risk of lower production levels than required sustaining an established infrastructure (fresh produce market, abattoir).</p>
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## C.2 Demographics Analysis

### C.2.1 Population

**Figure 1: Population Distribution in Harry Gwala District Municipality**



Source: Census 2011 (Stats SA)

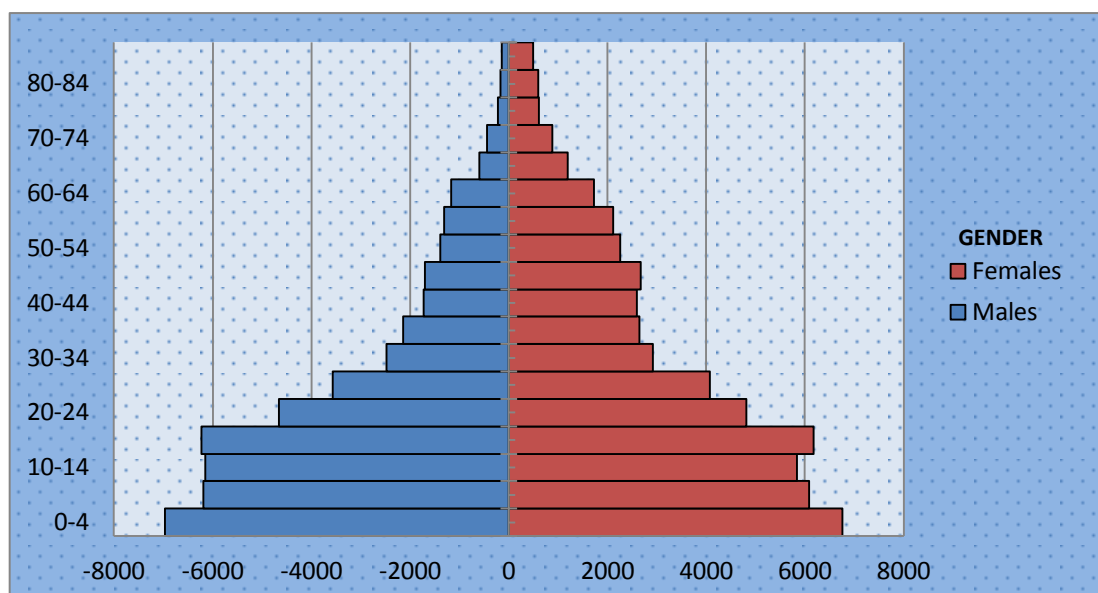
The figure above gives an indication of the population Distribution within Harry Gwala District Municipality. Currently UBuhlebezwe Municipality has the second largest number of people residing in its area of jurisdiction within Harry Gwala District Municipality. Between 2001 and 2011 according to StatsSA, uBuhlebezwe growth rate has been 0, 03%, with the population density of 63 persons / m<sup>2</sup>

**Table 6: Population Distribution**

Municipality	2001		2011	
	N	%	N	%
Ubuhlebezwe	101 959	22.5	101 691	22.0
Harry Gwala	452 231	100.0	461 419	100.0

Source: Census 2011 (Stats SA)

## C.2.2 Population Pyramid



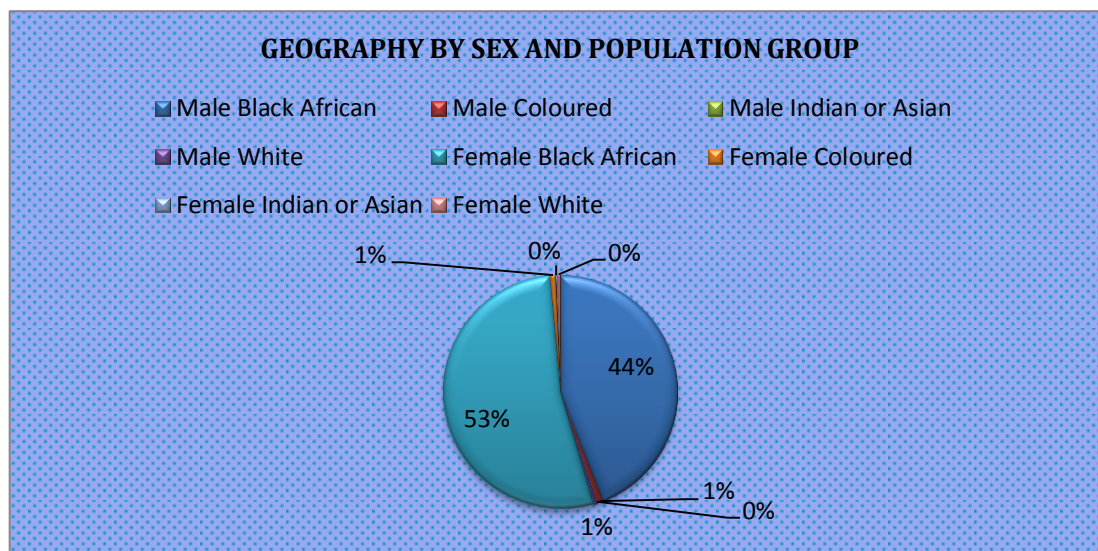
**Figure 2: Population Pyramid**

Source: Census 2011 (Stats SA)

The figure above indicates the age distribution within uBuhlebezwe Municipal area where the ages of 0-4 are the most dominant followed by ages 15-19 which is still within the formal description of youth.

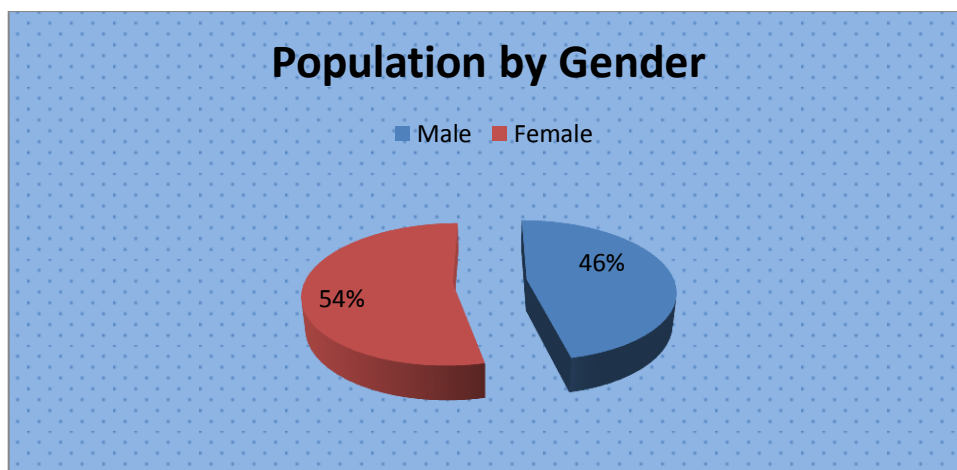
## C.2.3 Gender Distribution

**Figure 3: Gender Distribution within Ubuhebezwe**



Source: Census 2001(Stats SA)





Source: Census 2011 (Stats SA)

**Table 7: Gender Distribution**

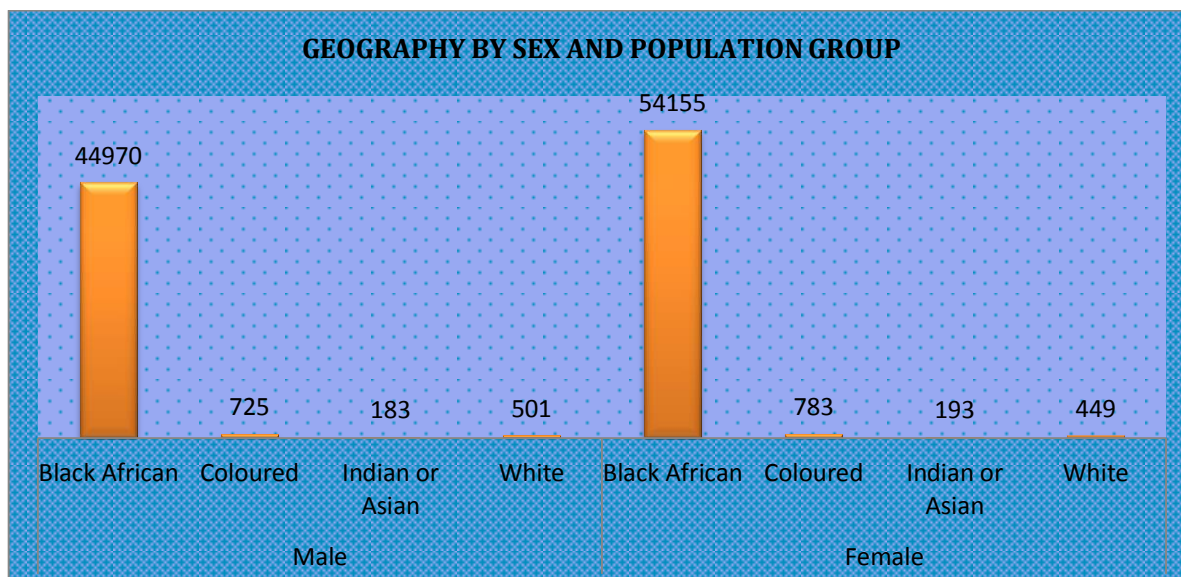
Gender Distribution	2001	2011
Males	45.5%	46%
Females	54%	54%

Source: Census 2011 (Stats SA)

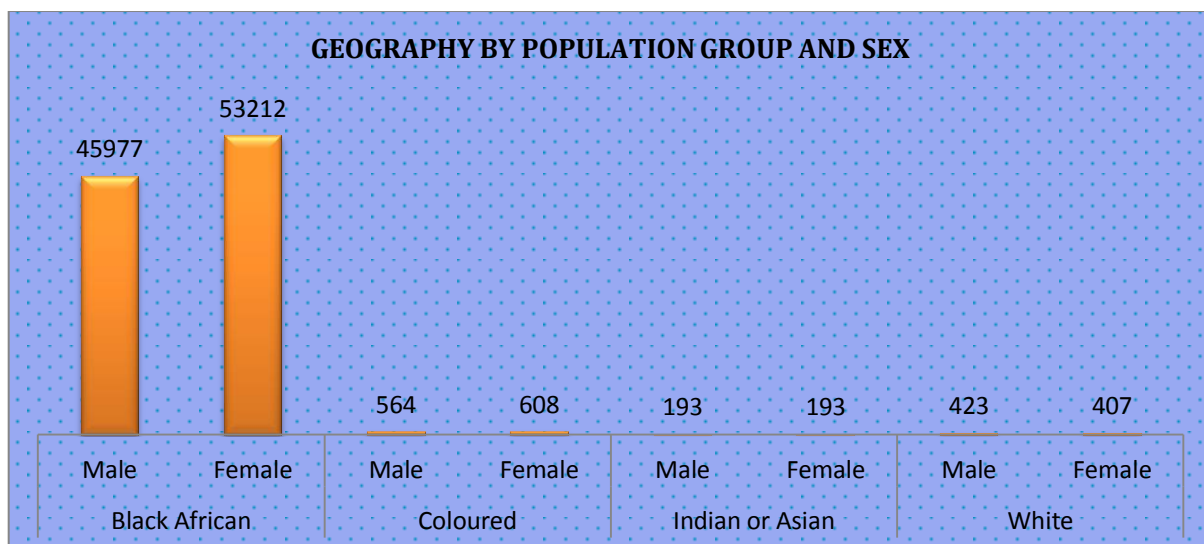
It is evident from the table above that the female population is dominant at UBuhlebezwe which indicates male absenteeism. This could be attributed by a number of factors; it could be that males work as migrant workers in major cities, which further exerts pressure to vulnerable groups, especially women who have to fend for their families with limited resources. This can also be interpreted to mean that there are a number of women- headed households within the Municipal area.

#### C.2.4 Racial Distribution

**Figure 4: Racial Distribution within Ubuhlebezwe**



Source: Census 2001 (Stats SA)



Source: Census 2011 (Stats SA)

Group	2001	2011
Black African	97%	98%
Coloured	2%	1%
Indian or Asian	0.4%	0.4
White	1%	1%

Source: Census 2011 (Stats SA)

The people who reside in Ubuhlebezwe area consist of different ethnic background. The majority the population of Ubuhlebezwe Municipality is dominated by Black Africans who constitute 98% of the population while Whites, Coloureds and Indians / Asians are the minority within the municipality.

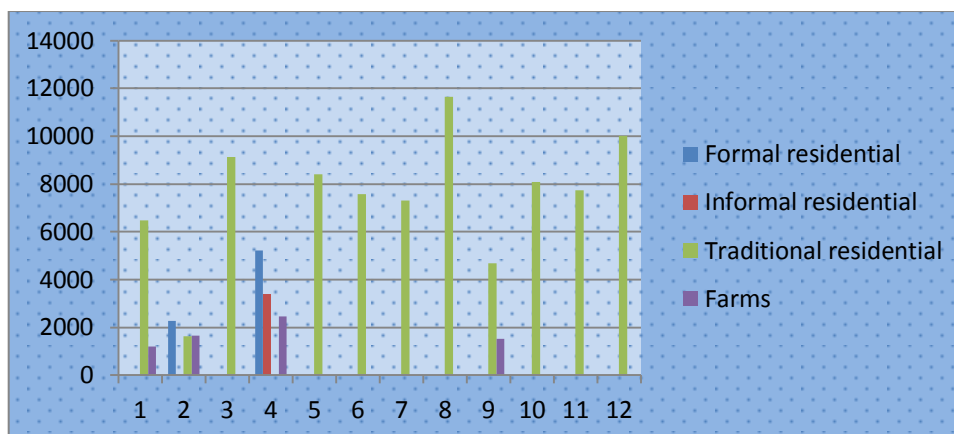
**Table 8: Racial Distribution**

Table 8: Racial Distribution		
Race	Number of People	Total Percentage of people
African	99 188	98%
White	831	1%
Coloured	1 172	1%
Asian	385	0%
Other	114	0%
<b>Total</b>	<b>7692</b>	<b>100%</b>

Source: Census 2011 (Stats SA)

## C.2.5 Population Distribution

**Figure 5: Population Distribution within Ubuhlebezwe**

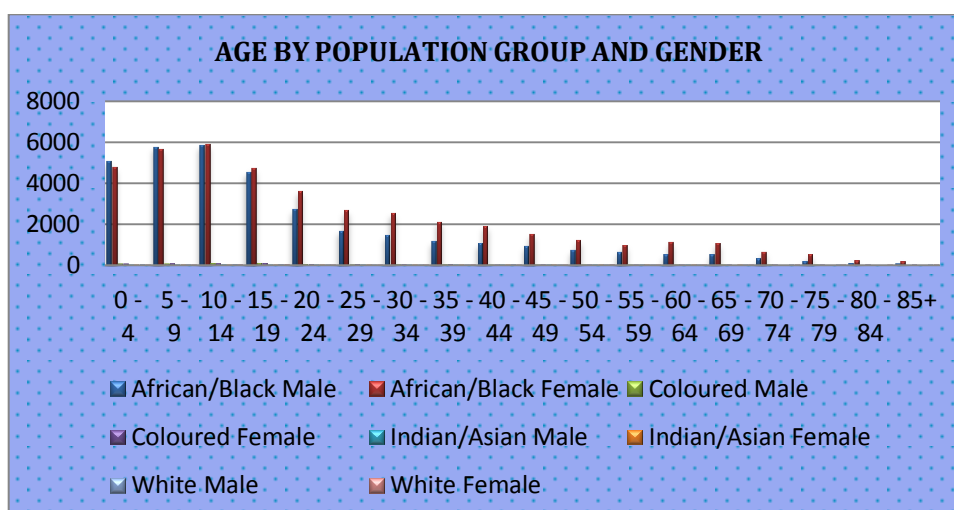


Source: Census 2011 (Stats SA)

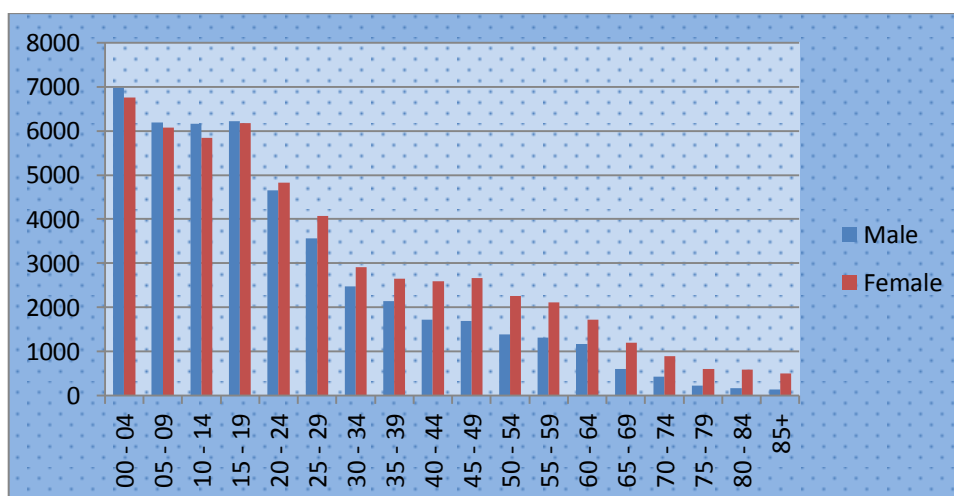
The figure above shows that traditional residential are more dominant within uBuhlebezwe Municipal area as appears in 11 out of 12 wards, followed by farms in 4 out of 12 wards, followed by formal residential in 2 out of 12 wards and lastly informal residential in 1 out of 12 wards.

### C.2.6 Age Distribution

Figure 6: Age Distribution by Gender



Source: Census 1996 (Stats SA)



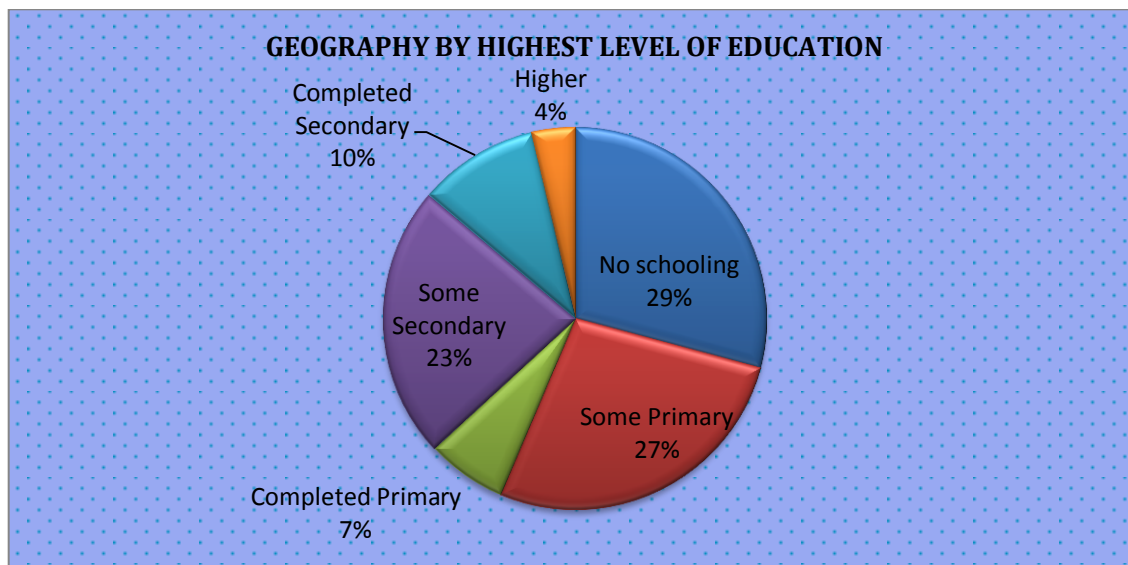
Source: Census 2011 (Stats SA)

The figure above indicates the age distribution within the UBuhlebezwe Municipal area where the ages of 00-04 which accounts for 13 731 of the total population are the most dominant followed by the 15-19 age groups which accounts to 12 403 of the total population, which is still within the formal description of youth.

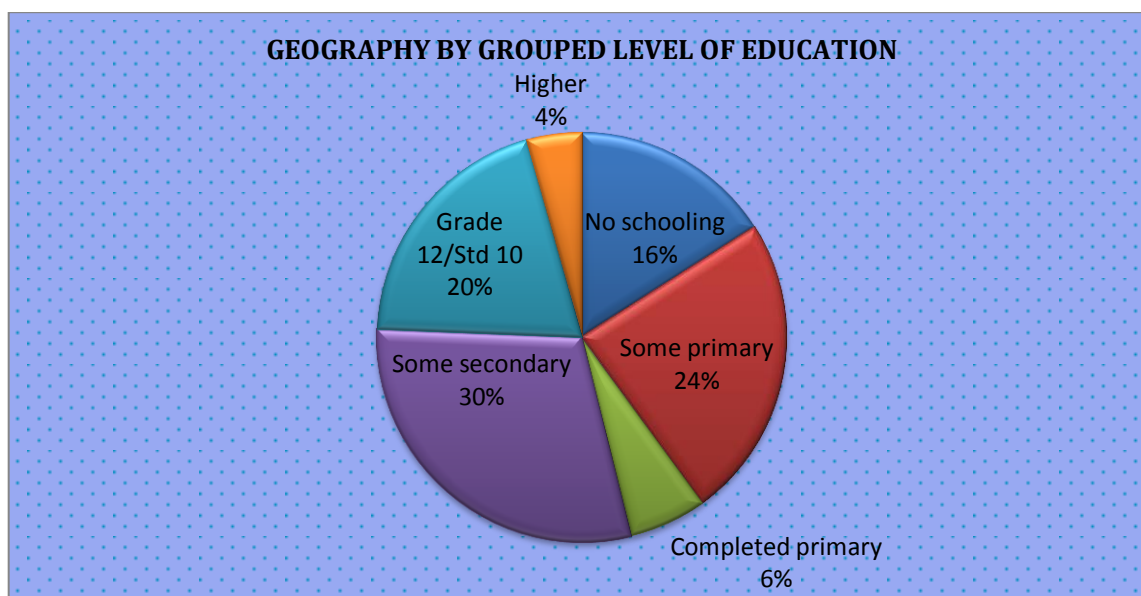
This has serious implications in terms of development planning and requires the development and implementation of programmes addressing the needs of a youthful population which may include educational facilities, creation of job opportunities and improving access to social facilities. Most importantly, emphasis should be paid to promoting a positive living and managing the devastating impact of HIV/AIDS.

Children between the ages of 0-14 contribute a portion of 37, 4% towards the total population of uBuhlebezwe. Olderly people from 65+ within the existing population contribute 5, 3%. The observable dependence ration of people between people living below 15 years of age and those having 64+ is 74, 3%. This percentage is too high and contributes to uncontrollable levels of poverty. In actual facts it will become difficult for the municipality to cater for the provisions of pensioners, proving social security systems to people in need as well as the non-working population.

### C.2.7 Education Levels



Source: Census 2001 (Stats SA)



Source: Census 2011 (Stats SA)

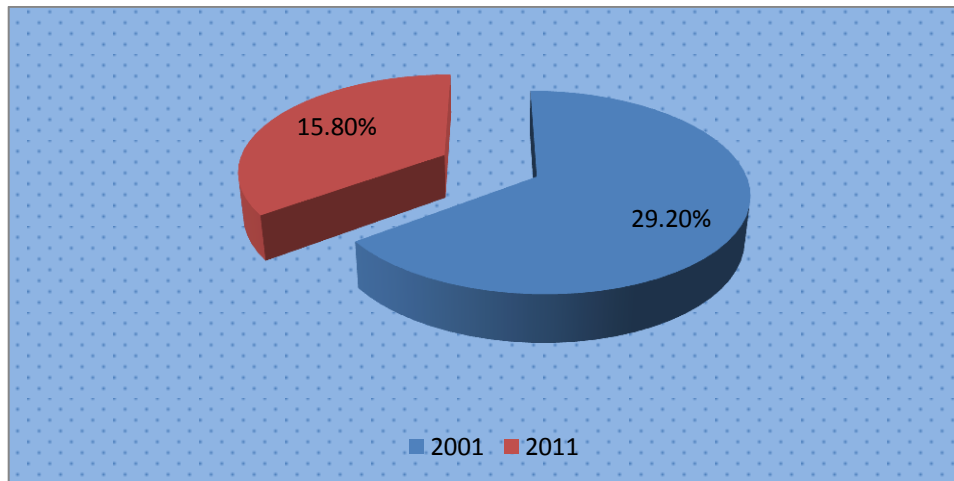


The educational levels has shown a positive indication especially on the no schooling that have decreased from 29% in 2001 to 16% in 2011, on the ones that have completed secondary it has increased from 10% in 2001 to 20% in 2011. This is positive because it shows that more pupil are attending school.

The municipality has achieved a convincing percentages of 20% of people which matric between the ages of 20+. This noticeable achievement in education proves that the municipality take issues of education as a vital instrument to bail citizens out of poverty.

### C.2.7 Functional Literacy

**Figure 7: Literacy within Ubuhlebezwe**

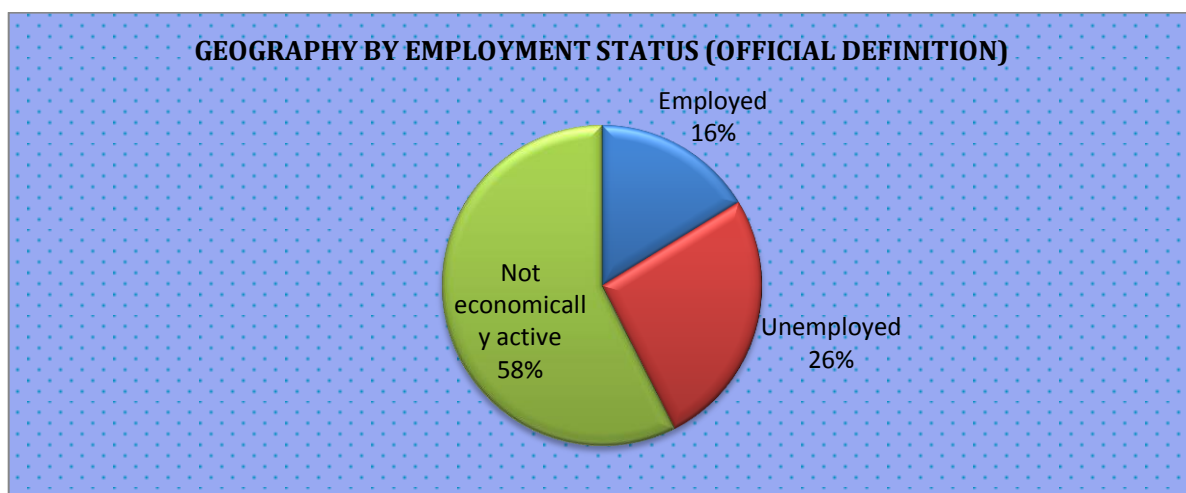


Source: Census 2001 and 2011 (Stats SA)

The functional literacy has decreased from 29.2% to 15.8% from 2001 to 2011. The table above indicates that there is a decrease in the functional literacy from age of 20 years and higher. The table above indicates that there is a huge challenge with the education levels. There is a need for rollout of ABET centres and higher education facilities.

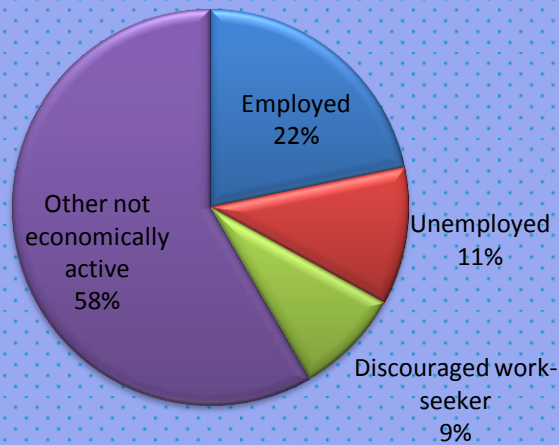
Ubuhlebezwe Municipality has, between 2001 and 2011, achieved an increase of 4, 3 % of people in the ages of 20+ who have achieved higher education. The municipality has achieved a convincing percentages of 20% of people which matric between the ages of 20+. This noticeable achievement in education proves that the municipality take issues of education as a vital instrument to bail citizens out of poverty. However, it still needs to be noted that there is an existing percentage of 15, 9% of people who have never been to school in their entire lives.

### C.2.8 Employment Levels



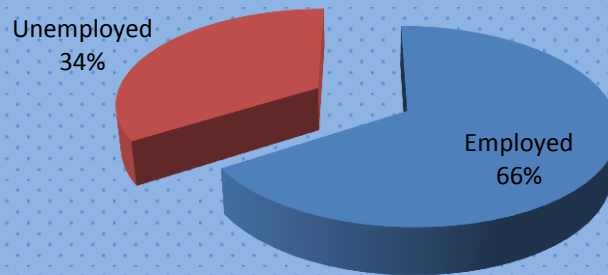
Source: Census 2001 (Stats SA)

### GEOGRAPHY BY OFFICIAL EMPLOYMENT STATUS



Source: Census 2011 (Stats SA)

### Employment Status



Source: Census 2011 (Stats SA)

Although the level of unemployment in UBuhlebezwe municipality has been decreasing, there is still much room for improvement since there is still a huge number of unemployment in the area. This can be interpreted to mean high dependency ratios and low affordability levels.

**Table 9: Unemployment levels**

	Unemployment levels
2001	61.60%
2011	34%

Source: Census 2011 (Stats SA)

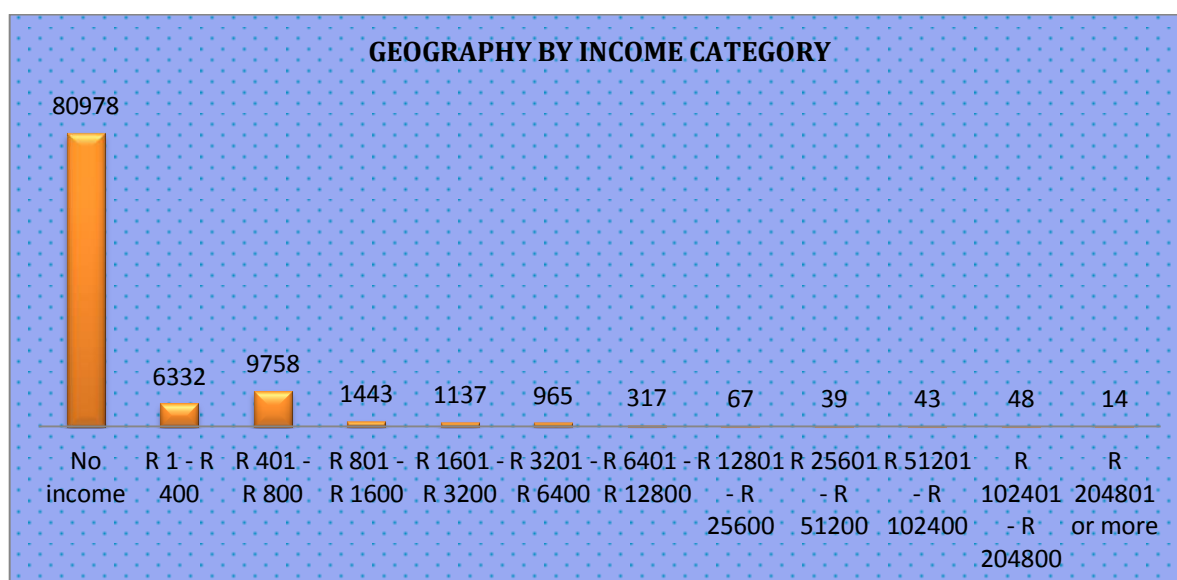
**Table 10: Youth Unemployment Rate**

	Unemployment levels
2001	69.1%
2011	42.1%

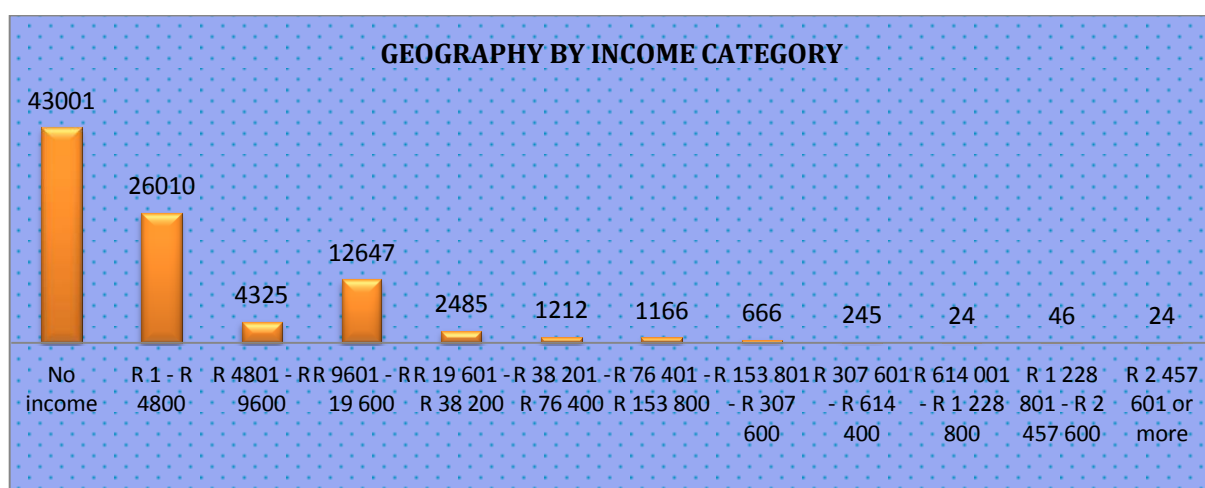
Source: Census 2011 (Stats SA)

The above table shows that the youth unemployment rate has decreased from 69.1% to 42.1% from 2001 to 2011, which is a slight improvement, however the municipality still has a duty to address the backlog.

## C.2.9 Income Status



Source: Census 2001 (Stas SA)



Source: Census 2011 (Stats SA)

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

## C.2.10 Formal Dwellings

Table 11: Formal Dwellings

2001	23.3%
2011	30.3%

Source: Census 2011 (Stats SA)

The above table shows that formal dwellings have increased from 23.3% to 30.3% from 2001 to 2011. 57, 2% of formal dwellings are headed by females. Major contributors could be that women have been afforded with opportunities to access houses that they personally own. The other contributor factor is that a lot of males migrate to Durban and Pietermaritzburg to seek employment opportunities.

**Table 12: Child headed households**

	10	11	12	13	14	15	16	17	Total by ward
Ward 1	3	-	-	1	-	2	3	1 3	22
Ward 2	-	-	-	-	3	4	2	6	15
Ward 3	1	-	-	-	2	4	2	6	15
Ward 4	6	-	-	1	-	7	8	1 7	39
Ward 5	1	-	1	2	4	1	5	4	18
Ward 6	2	1	1	2	4	3	4	4	21
Ward 7	1	1	-	2	3	2	3	1 0	22
Ward 8	4	-	1	1	1	4	1	1 6	28
Ward 9	1	-	1	-	2	2	6	7	19
Ward 10	-	3	1	4	5	5	4	1 7	39
Ward 11	-	-	2	2	1	3	4	5	17
Ward 12	1	-	-	1	1	5	4	6	18
Total by age	2 0	5	7	1 6	2 6	4 2	4 6	1 1 1	

Source: Census 2011 (Stats SA)

Table above shows the number of households headed by minors at a ward level. This poses a challenge and indicates that there is a need for the municipality working together with government departments in addressing the issue. It could be as a result of death due to diseases such as HIV/AIDS or poverty levels within our community.

### C.2.11 Household Services

**Table 13: Access to water**

Ward	Piped water (tap) inside dwelling/institution	Piped (tap) water inside yard	Piped (tap) water on community stand: distance less than 200m from dwelling/institution	Piped (tap) water on community stand: distance between 200m and 500m from dwelling/institution	Piped (tap) water on community stand: distance between 500m and 1000m (1km) from dwelling/institution	Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/institution	No access to piped water (tap)
1	401	677	1201	994	1154	198	2799
2	2193	899	1269	244	26	37	857
3	136	108	626	218	577	595	6491
4	4479	1008	1831	1064	523	296	1858
5	323	219	1215	69	77	394	6168
6	160	52	220	1372	421	13	5058
7	659	3752	1597	387	54	4	626
8	430	962	3853	981	475	141	4573
9	622	519	3340	898	342	111	725
10	74	76	3114	1716	498	427	1972
11	43	133	4232	2414	480	36	222
12	145	115	1304	1400	157	0	6591

Source: Census 2011 (Stats SA)

The above table shows that there is still a huge backlog of people not getting piped water, although this is a Districts function, the uBuhlebezwe Municipality is working together with the district to address this backlog, and programmes are in place by the district.



**Table 14: Access to Water**

2001	9.0%
2011	12.4%

Source: Census 2011 (Stats SA)

The above table shows that people with access to water have increased from 9.0% to 12.4% from 2001 to 2011.

**Table 15: households that used electricity for lighting**

2001	28.6%
2011	53.9%

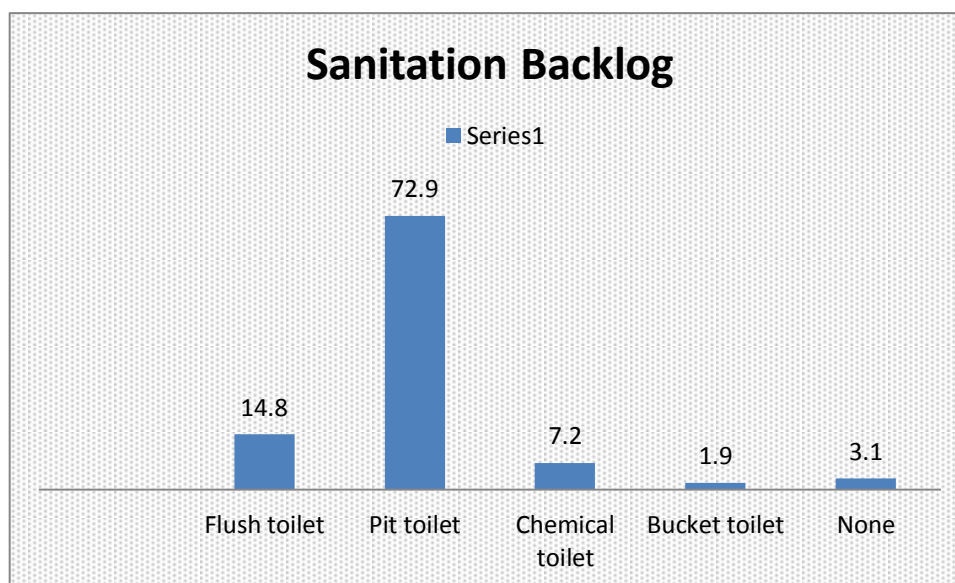
Source: Census 2011 (Stats SA)

The above table shows that a number of households using electricity for lighting have increased from 28.6% to 53.9% from 2001 to 2011.

**Table 16: Access to sanitation**

Flush toilet	14.8
Pit toilet	72.9
Chemical toilet	7.2
Bucket toilet	1.9
None	3.1

Source: Census 2011 (Stats SA)



Source: Census 2011 (Stats SA)

The table above shows that a percentage number of people using pit toilets is at 72.9% which is more dominant within uBuhlebezwe Municipality, followed by people using flush toilets at 14.8%, followed by those using chemical toilets at 7.2% and followed by the ones using bucket toilets at 1.9%. There is still a challenge as people without toilets are still at 3.1% of which the district has an allocation for this project.

## C.2.12 Economic Centre Contribution

Table 17: Economic Centre Contribution

<b>PRIMARY</b>	<b>8.8%</b>	<b>SECONDARY</b>	<b>2.0%</b>
Agriculture	8.8%	Manufacturing	1.7%
Mining	0.0%	Electricity	0.2%
		Construction	0.2%
<b>TERTIARY</b>	<b>8.6%</b>		
Trade	2.1%		
Transport	0.7%		
Finance	1.7%		
Community Services	4.1%		

### Global Insight 2010

In terms of broad economic sector it indicates that agriculture is the major economic contributor in the primary sector within UBuhlebezwe Municipality as well as within Harry Gwala District. This means that it is important to create a conducive environment for subsistence and commercial farming in the area.

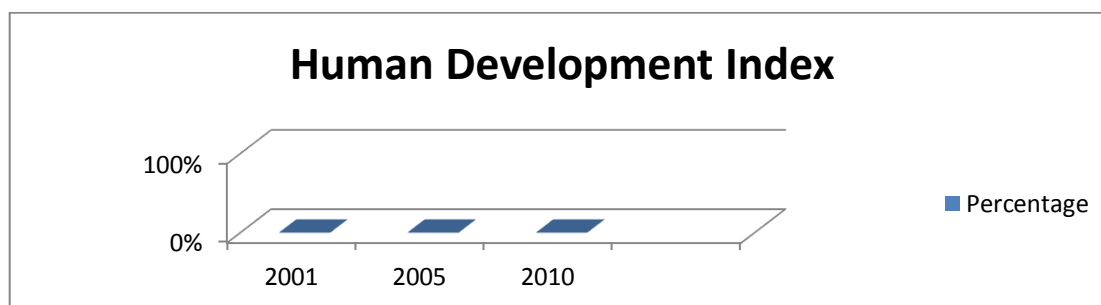
## C.2.13 Human Development Index

Table 18: Human Development Index

Year	Percentage growth
2001	0,40
2005	0,38
2010	0,37

### Global Insight 2010

Figure 9: Human Development Index

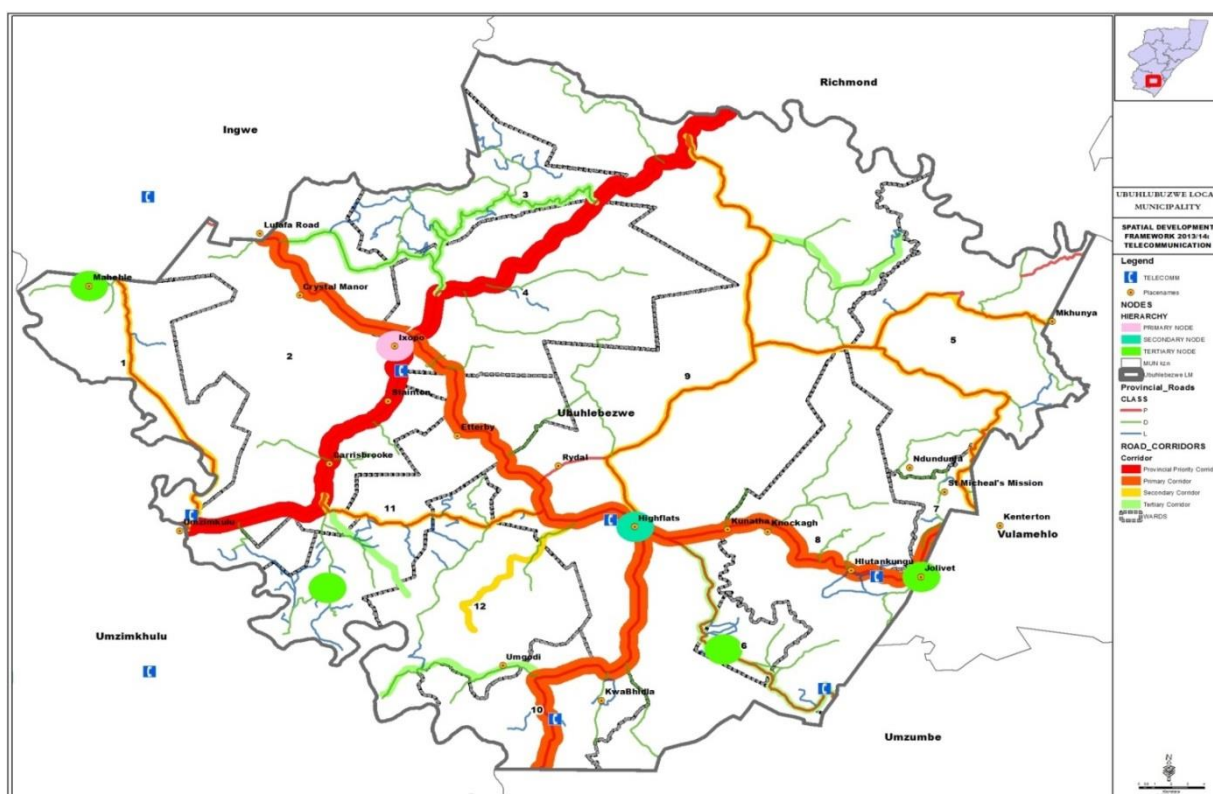


### Global Insight 2010

The table and graph above show that the Human Development Index has been gradually decreasing since the year 2001. This presents a problem for the municipality since it is reported that functional literacy in the area is decreasing, yet the number of people living in poverty is increasing. The municipality will thus have to look into ways of addressing this.

## Telecommunication

### C.2.14



### C.2.15 Fertility

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

**Table 18: Fertility**

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

**Source: StasSA mid-year population estimates (2009)**

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

### C.2.16 Mortality

Statistics South Africa indicate that the Harry Gwala District in 2007 experienced 93, 0 cases of natural death and 7, 0 cases of non-natural death.

### C.2.17 Migration

According to StatsSA community survey (2007), the Harry Gwala District Municipality experience in-migration from various provinces

**Table 19: Migration**

Provinces from where	Western Cape	Eastern Cape	North ern Cape	Free state	Gauteng	North West	Mpum alanga	Limpompo	Tota l
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they moved									
Statistics of in-migration patterns	152	12 560	–	–	98	781	137	188	134 50

Source: StatsSA community survey 2007

### C.2.18 Disability

According to the 2007, Community Survey, the Harry Gwala District had the following disability statistics (in case there are studies that speak to the local municipality you can also site statistics that could be extracted from them) in order to justify your municipality contribution

**Table 20: Disability**

District	Disability by type						
Harry Gwala District Municipality	Multiple	Emotional	Intellectual	Physical	Communication	Hearing	Sight
	393	4 649	1 113	8 321	1772	1 708	1 392

Source: Statistics South Africa, Community Survey 2007

### C.2.18 Number of Households by Ward

**Table 21: Number of households by ward**

Ward 1	1721	Ward 9	1713
Ward 2	1559	Ward 10	1684
Ward 3	1974	Ward 11	1675
Ward 4	3783	Ward 12	2005
Ward 5	1808	<b>Grand Total</b> <b>23487</b>	
Ward 6	1514		
Ward 7	1513		
Ward 8	2538		

Source: Census 2011 (Stats SA)

## C.3 Five (5) KwaZulu-Natal Key Performance Areas

### C.3.1 Municipal Transformation and Institutional Development

#### 3.1.1 Municipal Powers and Functions

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

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



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

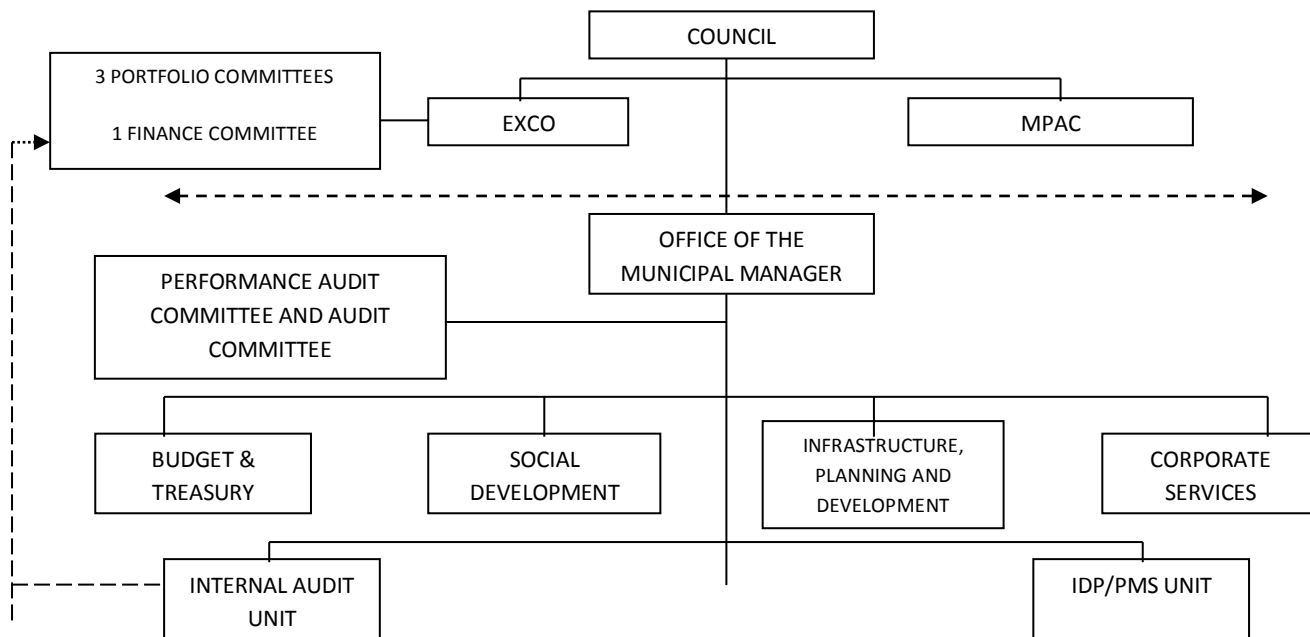
Functions	Function currently performed		Capacity to perform function		Levels of capacity	Alternative measures in place (function not performed or no capacity)	Municipal Action
	Yes	No	Yes	No			
							the economic space
8. Municipal Planning	X		x		Limited capacity to perform all planning functions. There is the Manager Planning with only Town Planner.	-	Planning shared to assist in this regard
9. Municipal Public Transport	-		-		-	-	Planning has been done by the District
10. Storm water	X		x		Performed internally. Limited Financial and human resources to perform this function fully.	-	Maintenance of storm water facilities are done internally.
11. Trading Regulations	X		x		Municipal Bylaws are enforced with limited resources	-	The municipality reviewed Bylaws and training of Peace Officers
12. Billboard and display of advertisement in public places	X		x		Municipal Bylaws are enforced	-	Signage Bylaws and strengthen law enforcement
13. Cemeteries, funeral parlour and crematoria	X		x		-	-	Maintenance and allocation of graves.
14. Cleansing	X		x		-	-	Daily to day activity
15. Control Public nuisance	X		x		-	-	By-laws are in place and enforced
16. Fencing and fences	X		x		-	-	No action required
17. Licensing of dog	X		x		Limited capacity	-	By-laws in place and enforced
18. Licensing and control undertakings that sell food to the public	-		-		Municipality has licenced informal traders	Each case is treated based on its own merits	Harry Gwala District municipality conducts Environmental Health inspections to ensure that

Functions	Function currently performed		Capacity perform function to the		Levels of capacity	Alternative measures in place(function not performed or no capacity)	Municipal Action
	Yes		Yes				
							formal shops also get licenced
19. Local amenities	X		x		-	-	Ixopo Town Regeneration to address the lack of amenities within the municipal area.
20. Local Sports facilities	X		x				Continuously maintain community sports field within the municipality
21. Markets	-		-		-	-	The municipality deals with the markets through the informal traders policy
22. Parks and recreation	X		x		-	-	Continuously Maintain and beautify parks and gardens
23. Pontoons and ferries	-		-		-	-	No action required
24. Pounds	-		-		-	-	Municipality in a process of establishing a pound in terms of the Pounds Act. Lots of stray animals around the municipal area
25. Municipal Roads	X		x		This function is performed by PMU Unit under the supervision of the Director IPD		municipal roads are maintained as per the maintenance plan

Functions	Function currently performed		Capacity to perform function		Levels of capacity	Alternative measures in place(function not performed or no capacity)	Municipal Action
	Yes	No	Yes	No			
26. Municipal airport	-		-		-	-	No action required
27. Municipal Abattoir	-		-		-	-	No action required
28. Noise pollution	-		-		By-laws in place	-	Bylaws enforced by community safety unit
29. Public places	X		-		Functioned performed to a limited extent due to financial constraints	-	-
30. Refuse Removal and Solid Waste Disposal	X		-		Municipality does not have a landfill site	The Municipality utilizes UMzimkhulu Municipality's land fill to dump refuse.	The municipality to acquire land for the landfill site in partnership of Land Affairs Department
31. Street trading	X		x		Limited number of Peace Officers	-	The municipality to train more Peace Officers
32. Street Lighting	X		X		Capacity is limited relying to ESKOM.	-	Municipality is negotiating with ESKOM to take over the street lighting after completion of the project.
33. Traffic and parking	x		x		-	-	No action required
34. Fireworks					-	-	No action required
35. Libraries	x		x		-	-	-



### 3.1.2 Organisational Structure



The Municipal Council is composed of 24 Councillors of which 12 are ward Councillors and 12 are proportional representatives. Amakhosi also form part of Council and have been allocated to Portfolio Committees as per the recommendation made by the MEC for Co-operative Governance and Traditional Affairs. Ubhlebezwe Municipal Council meets quarterly while both the Executive Committee and portfolio committees sit bi-monthly.

The Ubhlebezwe Municipal council established 3 portfolio Committees with reporting line via the executive Committee. Council nominates the Chairperson for portfolio committees. Each committee has its own terms of reference. Their core function is to look at specific issues that relate to each portfolio committee. The portfolio committees deliberate on issues and then make recommendation to Exco to take decisions. Each portfolio committee meets with their relevant department bi-monthly where it considers performance reports that reflect progress in achieving the planned outcomes, outputs and inputs for the year in each functional area.

The following committees are established and reconfigured to represent municipal departments: Administration and Human Resources; Social Development; and Infrastructure, Planning and Development Portfolio Committees as well as the Finance Committee. Over and above the portfolio committee the Council has 2 adhoc committees namely Local Labour Forum and Finance Committee. MPAC has been established with the terms of reference having been formulated.

As depicted in the organisational structure above the Ubhlebezwe Municipality has 4 departments and 2 units. Each department is headed by the Director who reports directly to the Municipal Manager. The Municipal Manager reports directly to the Exco via the Mayor who is the Chairperson of the Executive Committee. The Municipal Manager is assisted by the Internal Audit Unit and an independent Performance Audit and Audit Unit in meeting his accountability requirements in terms of the Municipal Finance Management Act. The Municipality has recently established an Internal Audit where this function was previously outsourced.

#### Filling of critical posts

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

#### Organogram

The organisational structure included the following departments: Budget & Treasury; Corporate Services; Infrastructure, Planning and Development and Social Development Departments. Each department is aligned with the activities and all vacant posts budgeted for in the 2012/13, 2013/14, 2014/15 and 2015/16 financial years.

The Municipality is still awaiting the Evaluation process to unfold in order to give posts the correct grading. The delay in job evaluation has resulted in posts not being evaluated and job appraisals being outstanding. The Municipality has a staff compliment of 199 employees including Managers employed on a fixed term contractual basis. The Ubuhlebezwe Municipality has appointed the Occupational Health & Safety Officer as well as the Chief Fire, Disaster Management Officer and a Trainee Environmental Management. A position of Environmental Management Officer has been budgeted for and is to be filled in the 2016 – 2017 financial year.

#### **Previously disadvantaged group**

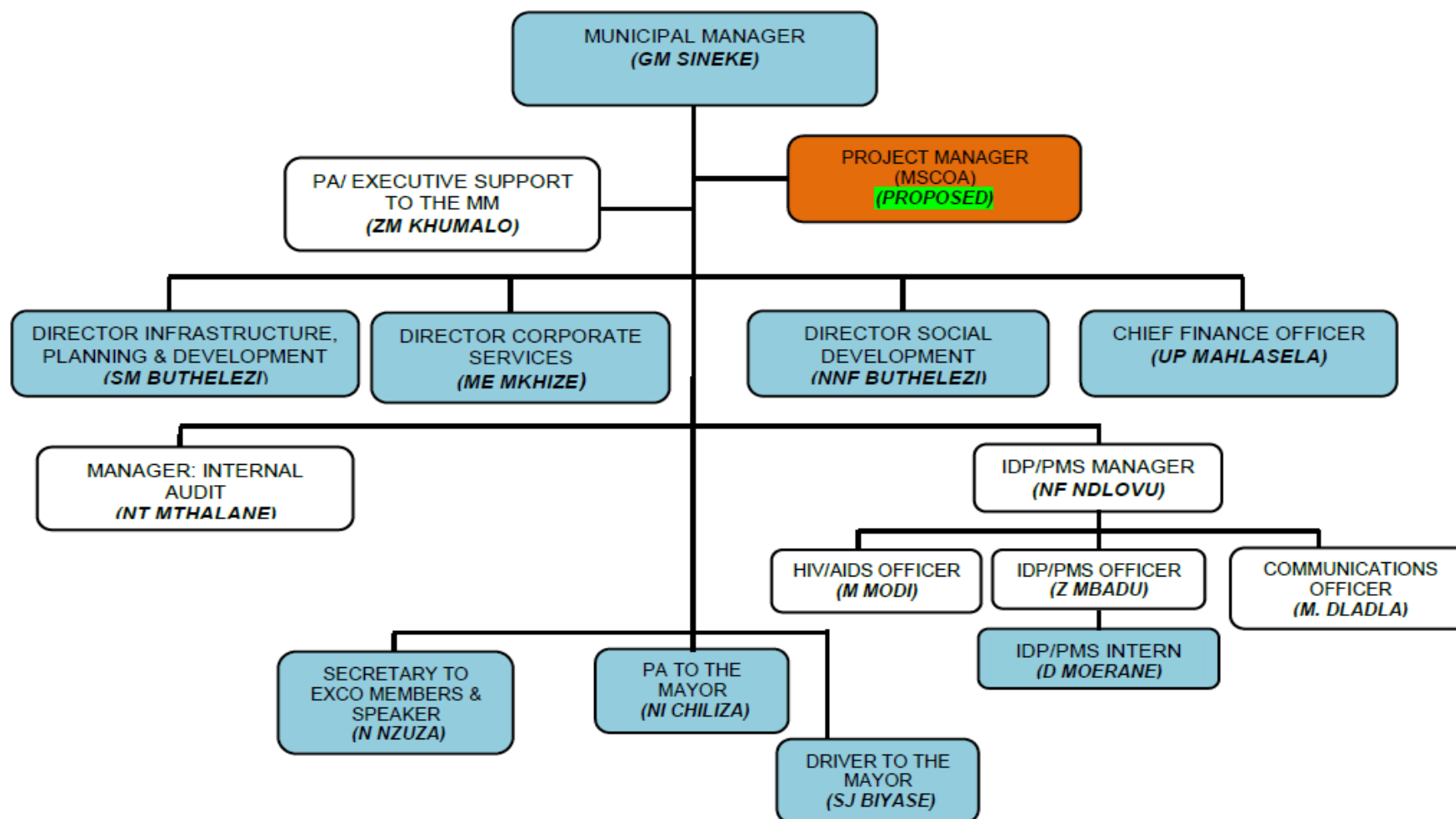
Directors: Infrastructure Planning & Development, Social Development & the Chief Financial Officer were appointed in the 2012/13 financial year and they are all black African females. The switchboard operator of Ubuhlebezwe Municipality is a previously disadvantaged black African female leaving with disability.

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

<b>Category</b>	<b>Number</b>
Total number of Approved posts	203
Total number of filled posts	199
Total number of vacant posts	01
Vacancy rate	2%
Coloureds	04
Indians	02
Blacks	193
White	01

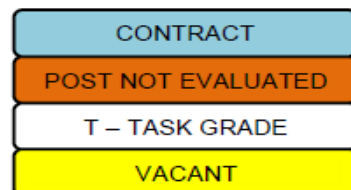
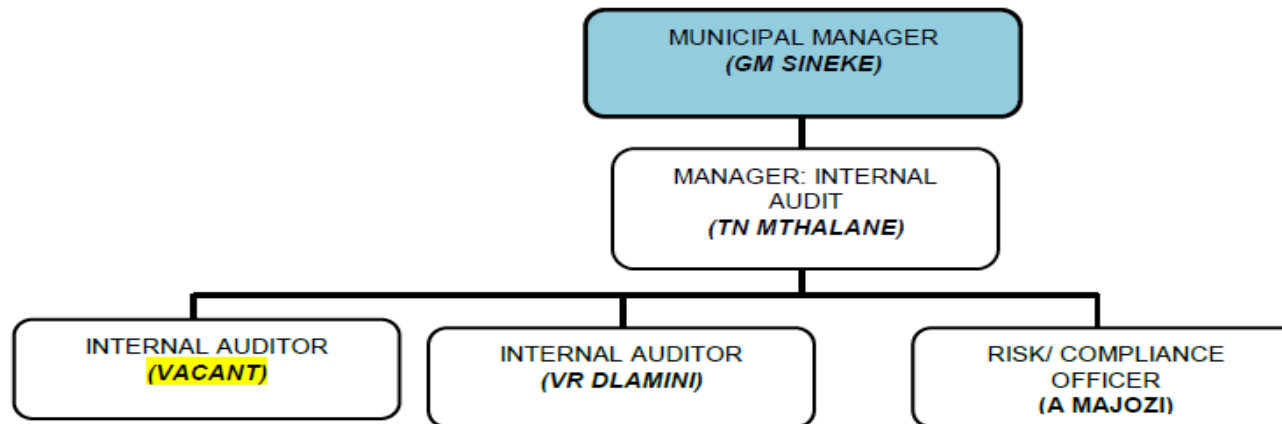
The organogram **below** further indicates which posts are vacant, filled and contract employees.

## MUNICIPAL MANAGER'S OFFICE

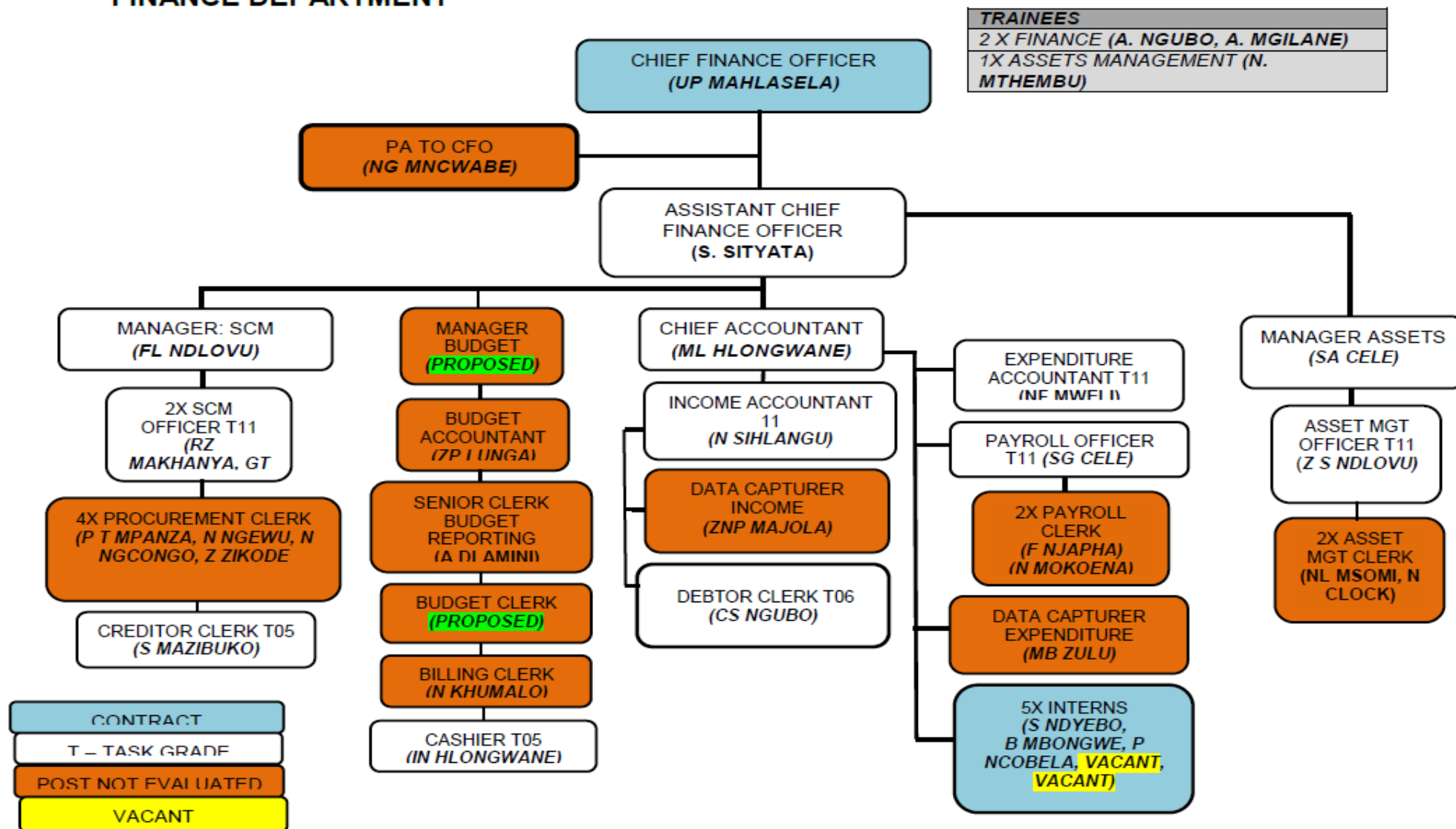


TRAINEES
1. Internal Audit (VACANT)

## INTERNAL AUDIT UNIT



## FINANCE DEPARTMENT

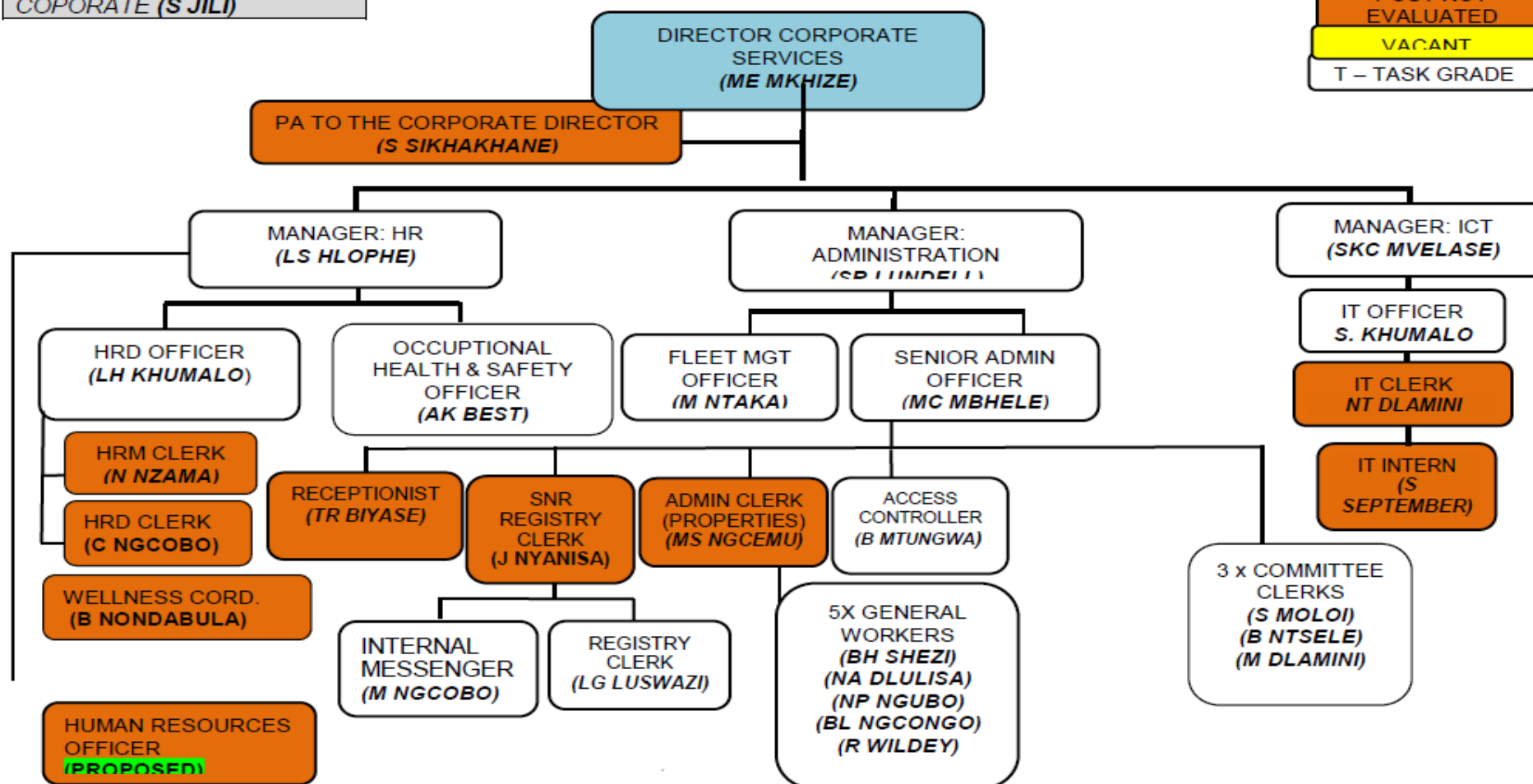


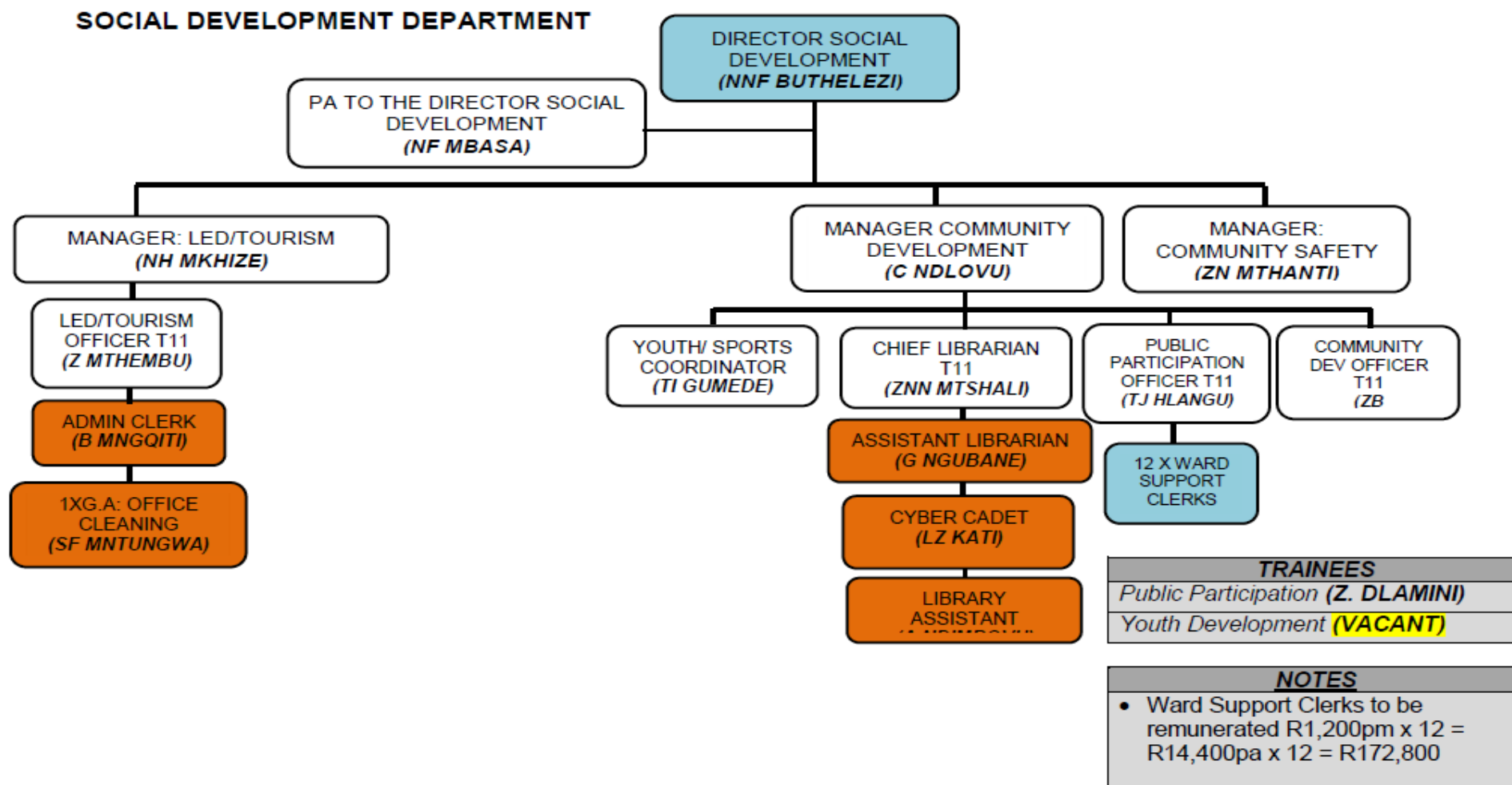


<b>TRAINEES</b>
H.R (P. MSANI)
COPORATE (S JILI)

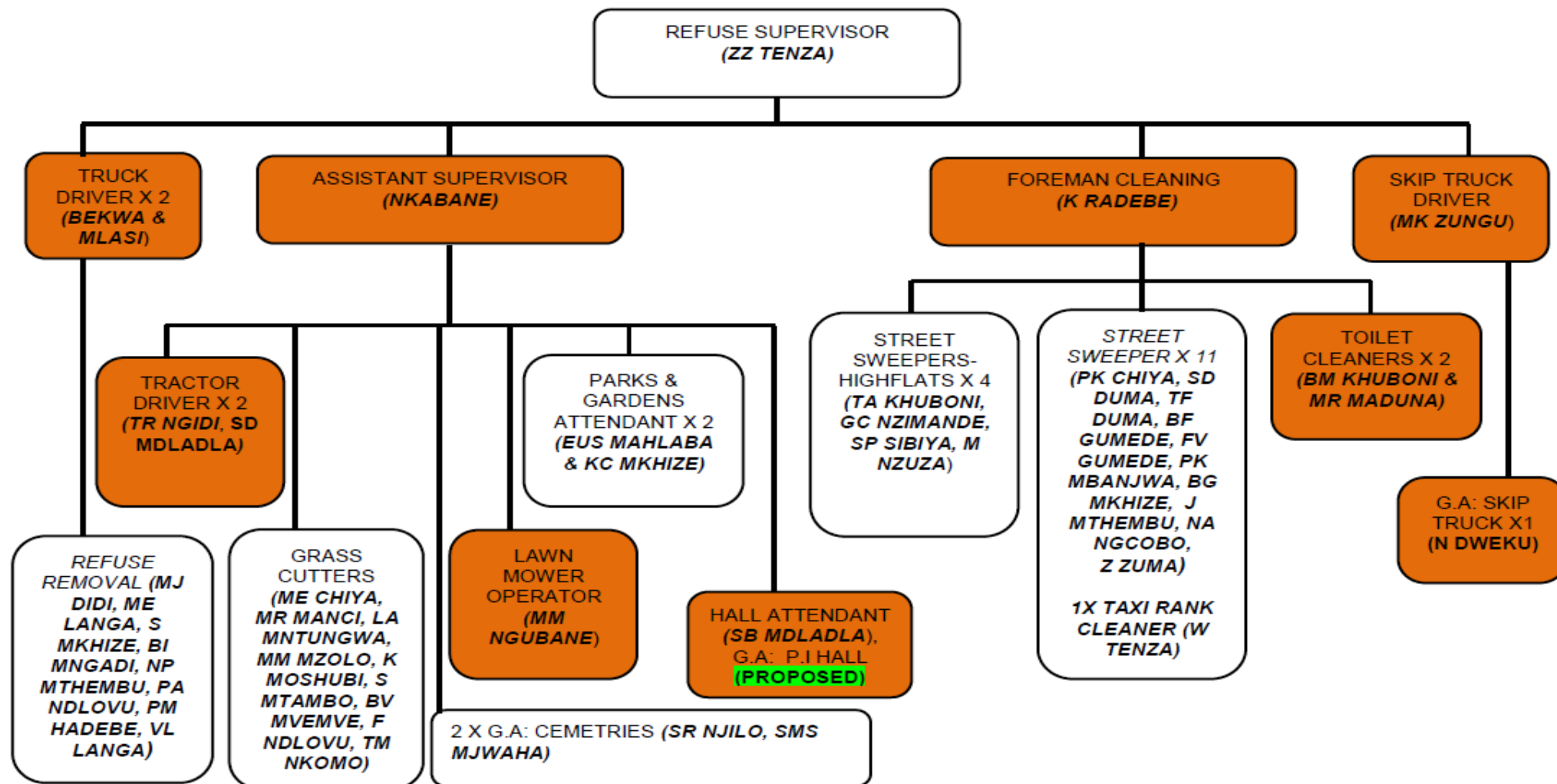
## CORPORATE SERVICES DEPARTMENT

CONTRACT
POST NOT EVALUATED
VACANT
T – TASK GRADE

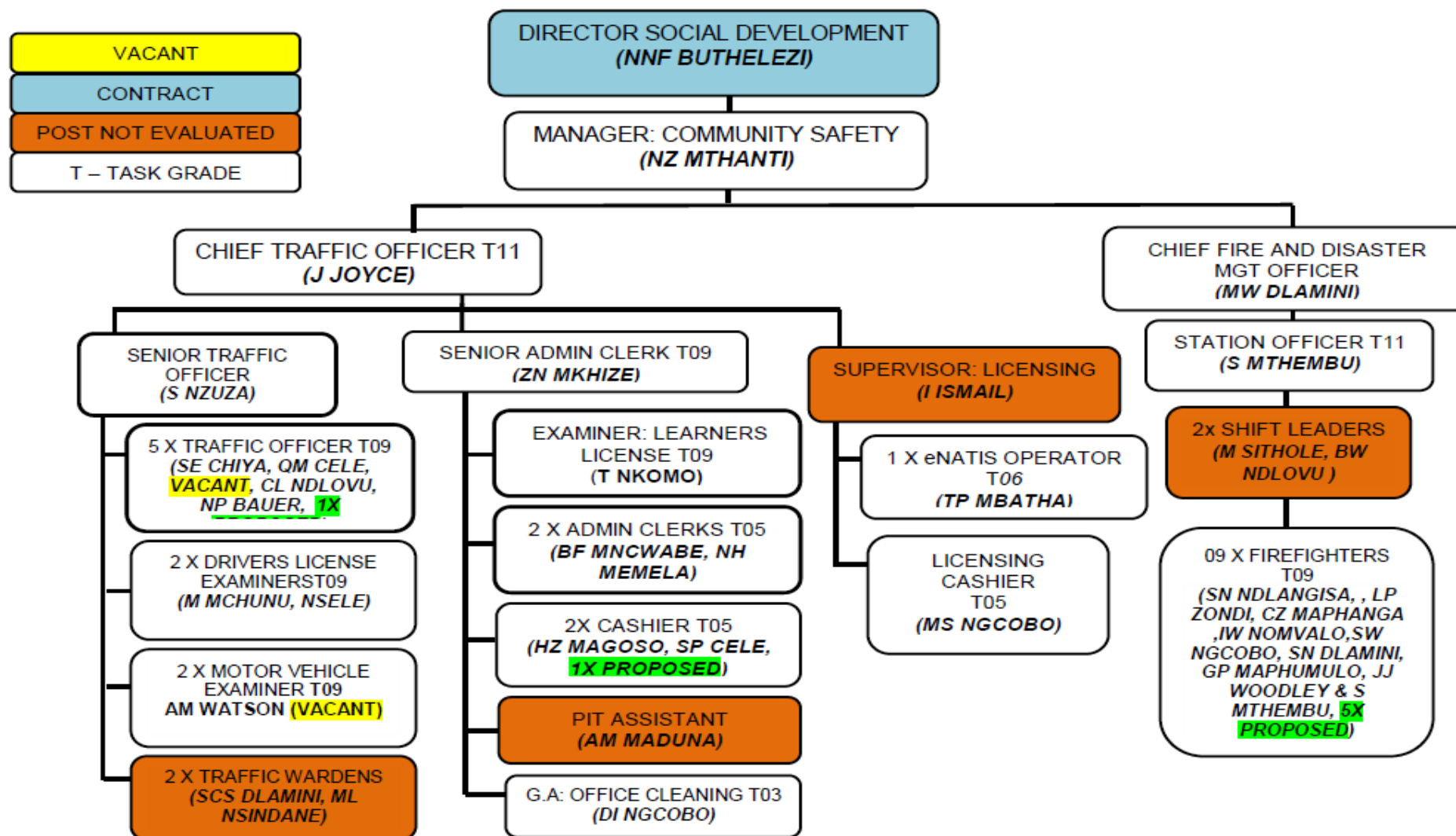




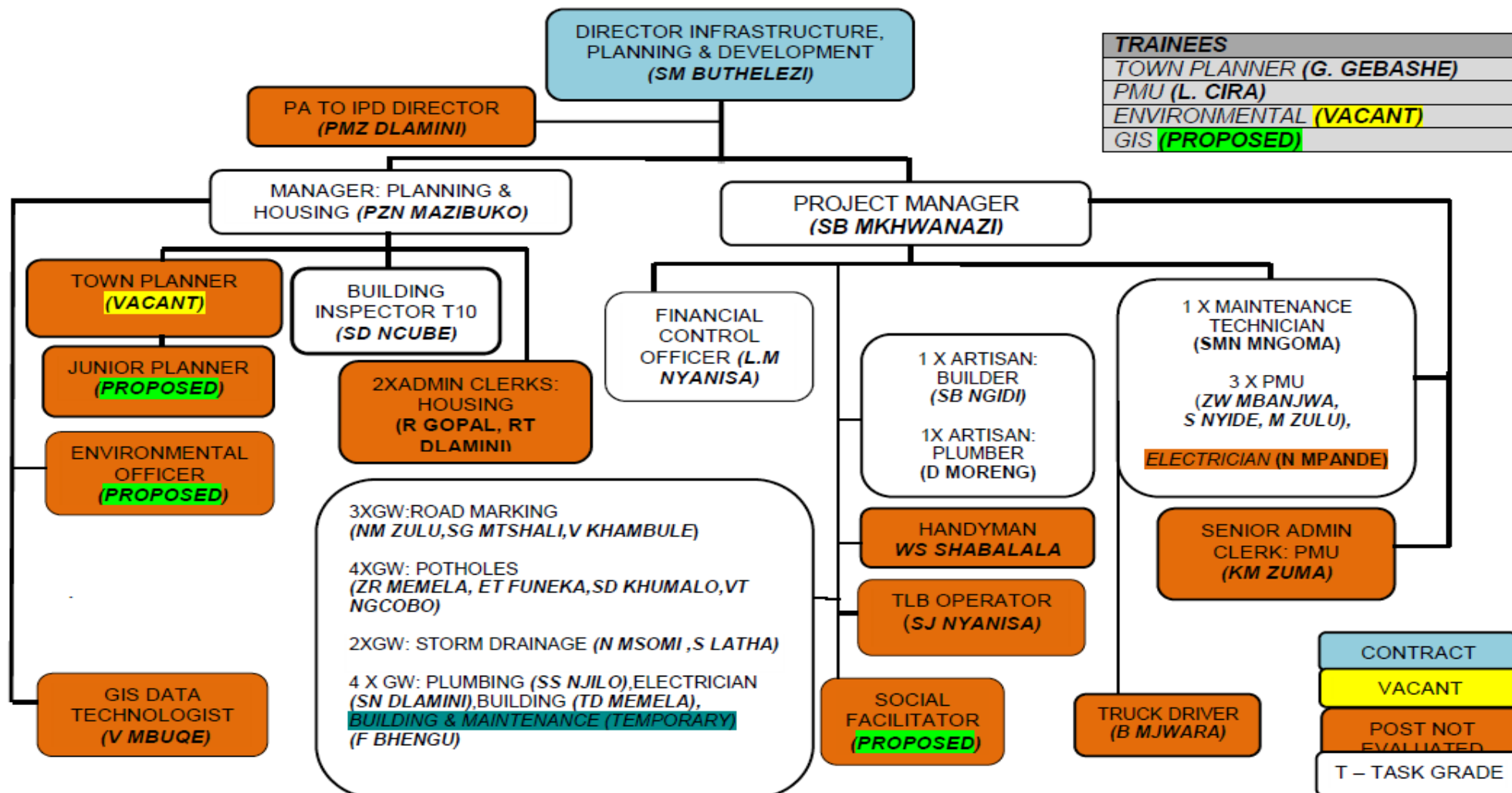
## REFUSE COLLECTION & VERGE CUTTING



## SOCIAL DEVELOPMENT DEPT CONT....



## INFRASTRUCTURE, PLANNING & DEVELOPMENT DEPARTMENT





### **3.1.3 Municipal Institutional Capacity and Status of Critical Posts**

Institutional capacity refers to formal rules and informal norms, standards, requirements and procedures that provide the framework of goals and incentives within which an organisation and people operate.

Ubuhlebezwe Municipality has a range of institutional and human resources related policies which govern the day to day operations of municipal employees and give guidance with internal systems and structures.

The organogram is reviewed yearly in order to address capacity issues timeously. The attraction of the requisite talent and skills sometimes poses a challenge however the Municipality is managing to achieve its mandate of service delivery. All critical posts (Section 54A and 56 Managers) are filled. The same is the case with middle management.

### **3.1.4 Corporate Services Department**

The Corporate Services Department comprises of 4 (four) units namely, Administration; Human Resources; Information Technology and Occupational Health and Safety and they all have a full compliment.

#### **3.1.4.1 Administration**

This unit is responsible for Council committees' management, central filing within the registry, fleet and properties management, reception and office cleaning.

All committees as per the organisational structure are managed and co-ordinated with constant consultation with respective Chairpersons and respective Departmental Heads ensuring that committees are functional.

A central registry is available with a strong room wherein master files are kept. The file plan used to code all correspondence is approved by the Department of National Archives.

The Administrative guiding policies are as follows:

- Standing Rules of Order
- Vehicle Usage Policy
- Municipal Property Management Policy
- Telephone Management Policy

#### **3.1.5 Human Resources**

##### **3.1.5.1 HUMAN RESOURCE DEVELOPMENT**

Human Resources Development is an important function in the Municipality and is effected through the implementation of the approved Workplace Skills Plan (WSP) and an Employee Assistance Programmes (EAP). The implementation of the WSP and EAP prepares employees for effective and efficient delivery of the IDP objective, thus enables the municipality to accomplish its mission.

Our Human Resource Unit has compiled a five year Human Resource Management and Development Strategy which is aligned to the Integrated Development Plan and a comprehensive Skills Audit on all staff and Councillors. The strategy and the results of the skills audit are implemented to prepared employees for organizational effectiveness. Furthermore these tools are implemented to develop the key competencies that enable staff in the municipality to perform current and future jobs through planned learning activities. These tools are also meant to ensure a match between individual and organizational needs. The strategy and skills audit outcomes feed into the compilation of the annual training plan or workplace skills plan.

##### **3.1.5.2 Human Resources Strategy 2013 – 2016 Financial Year**

A 5 (five) year HR Strategy aimed at achieving the human resource related objectives, has been compiled and it addresses the following:

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

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

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.

<b>POLICY NAME / BY-LAW</b>	<b>DATE APPROVED</b>	<b>YEAR OF NEXT REVIEW</b>
1. Grievance Policy	October 2013	FY 2015/ 2016
2. Incapacity Ill Health	October 2013	FY 2015/ 2016
3. Incapacity Poor Performance	October 2013	FY 2015/ 2016
4. Internal Bursary Policy	October 2013	FY 2015/ 2016
5. Employees under the Intoxicating Substances Abuse Policy	October 2013	FY 2015/ 2016
6. Leave Policy	January 2015	FY 2015/ 2016
7. Occupational Health and Safety Policy.	04 December 2014	FY 2015/ 2016
8. Overtime Policy	04 December 2014	FY 2015/ 2016
9. Resignation Policy	October 2013	FY 2015/ 2016
10. Retention Policy	January 2015	FY 2015/ 2016
11. Sexual Harassment Policy	October 2013	FY 2015/ 2016
12. Succession Planning Policy	January 2015	FY 2015/ 2016
13. Training and Development Policy	January 2015	FY 2015/ 2016
14. Recruitment and Selection Policy	04 December 2014	FY 2015/ 2016
15. Employment Equity Policy	October 2013	FY 2015/ 2016
16. Disciplinary and Dismissal Policy	October 2013	FY 2015/ 2016
17. Policy Guidelines for Acting in Senior and Critical Position	October 2013	FY 2015/ 2016
18. Attendance and Punctuality Policy	October 2013	FY 2015/ 2016

19. Smoking Policy	October 2013	FY 2015/ 2016
20. Employees Assistance Programme	04 December 2013	FY 2015/ 2016
21. Policy on Municipal Housing: Ubhlebezwe Municipality	October 2013	FY 2015/ 2016
1. Municipal Bereavement Policy	October 2013	FY 2015/ 2016
2. Induction Policy and Manual	January 2015	FY 2015/ 2016
3. Dress, Uniform and Protective Policy	October 2013	FY 2015/ 2016
4. Long Service Leave Policy	January 2015	FY 2015/ 2016
5. Career and Succession Planning Policy	October 2013	FY 2015/ 2016
6. Vehicle Usage Policy	October 2013	FY 2015/ 2016
<b>BY-LAWS</b>		
1. Keeping of Dogs By-laws	04 December 2014	
2. Keeping of Animal and Birds but Excluding Dogs By-laws	04 December 2014	
3. Regulation of Mini –bus Taxis and Buses By-laws	04 December 2014	
4. Library By-laws	04 December 2014	
5. Carrying on of the Business of Street Vendor, Pedlar or Hawkers By-Laws	04 December 2014	
6. Sign By-Laws (Advertising)	04 December 2014	
7. Control of Discharge of Fireworks By-laws	04 December 2014	
8. General and Nuisance By-laws	04 December 2014	
9. Child care Service By-laws	04 December 2014	
10. Public Amenities By-laws	04 December 2014	

11. Road Traffic By-laws	04 December 2014	
12. Establishment and Control of Recreational Facilities Bylaws	04 December 2014	
13. Cemetery By-laws	04 December 2014	
14. ACCOMMODATION ESTABLISHMENT	04 December 2014	
15. BUILDING REGULATIONS	04 December 2014	
16. ENCROACHMENT	04 December 2014	
17. FENCES AND FENCING	04 December 2014	
18. INFORMAL TRADING	04 December 2014	
19. LIQUOR	04 December 2014	
20. MUNICIPAL POUND	04 December 2014	
21. MUNICIPAL ROADS	04 December 2014	
22. RULES AND ORDERS	04 December 2014	
23. INTEGRATED WASTE MANAGEMENT	04 December 2014	
24. CREDIT CONTROL AND DEBT COLLECTION	04 December 2014	

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

Below is the table with human resources strategies that are in place:

Focus Area	Elements	Objective(s)	Structural, Process and Resource Requirements
Planning and Resourcing	Strategic HR planning	Updating HR strategy in response to changing demands and conditions Resourcing the plans for their effective	Annual strategy reviews HR leadership - to drive process

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



	Identification of internal talent	Identify talent based on potential and performance	N/A
	Succession planning	Succession plans for all key roles and individuals	N/A
	Development and retention of identified key talent	Identification of appropriate development opportunities (coaching, mentoring, stretch assignments, exposure, etc) for all identified key talent	Budgetary considerations  Time investment in developmental interventions such as coaching, mentoring, exposure, etc
Focus Area	Elements	Objective(s)	Structural, Process and Resource Requirements
Efficiency	Streamlined work processes	Eliminating non-value adding activities  Reducing HR operating costs  Decreasing time per HR query/activity  Decreasing person-to-person inquiries and comebacks  Cost-efficient decisions and work procedures	Possible investment in technology
	Using efficient technology	Using the most time and cost-efficient means to carry out tasks	Possible investment in technology
Focus Area	Elements	Objective(s)	Structural, Process and Resource Requirements
Transformation	Employment Equity (EE)	Appointment of EE candidates in key/influential roles across the Municipality  Implementation of Affirmative Action (AA) measures to retain EE talent	Budgetary considerations for attraction of suitably qualified EE candidates  Budget considerations for implementation of AA measures
HR Performance Measurement	Striving for excellence	Development of internal competence (right knowledge, skills,	Budgetary considerations (training and development)

		expertise and attitudes)	
	Measurement of HR performance and value	Measurement of HR value (ROI)  Effectively utilising Balanced Scorecard and PMS processes to assess HR performance	Budgetary considerations for ROI/value measurement services
Focus Area	Elements	Objective(s)	Structural, Process and Resource Requirements
Capability Development	Skills development, study support, coaching and mentoring interventions, job exchanges, etc	Conducting of skills audits and needs analyses (learning & development)  Development of Personal Development Plans (PDPs) for each employee and incorporation thereof into Workplace Skills Plans (WSPs)  Driving adherence to PDPs and WSPs	Budgetary considerations  Time investment for Skills Development Facilitator (SDF) and line management
Focus Area	Elements	Objective(s)	Structural, Process and Resource Requirements
OD and Change	Culture	Inculcation of a culture that enables attainment of the organisation's goals	Budgetary considerations for appropriate culture building/change interventions
	Innovativeness	Early adoption of best practice, increasing speed to the desired change  Creating better and innovative ways of executing work	Dependent on nature of best practice and innovation adopted
	Changing demands and conditions	Adaptation to changes imposed by both external and internal dynamics	Dependent on nature and extent of change
Focus Area	Elements	Objective(s)	Structural, Process and Resource Requirements
Sound Employee Relations	Communication	Establishing and utilising appropriate channels and media for varied types of	Dependant on chosen channels and media

		communication	
	Occupational Health and Safety (OHS)	Full implementation of OHS programme and enforcement of relevant policy	A dedicated resource - OHS Coordinator  Budgetary considerations for implementation activities
	Employee Assistance Programme (EAP)	Full implementation of EAP programme and enforcement of relevant policy	A dedicated resource - EAP Representative/Coordinator  Budgetary considerations for implementation activities

### Utilisation of Strategy

The strategy is subject to:

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

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

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

#### 3.1.5.3 Workplace Skills Plan

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

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

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

Ubuhlebezwe Workplace Skills Plan has been approved and is in place and is designed to be in line with the municipal strategic objectives. It aims at enabling the employees to deliver services effectively and efficiently.

#### 3.1.5.4 Employment Equity Plan

In compliance with the Employment Equity Act 55 of 1998, Chapter III, and Section 20(1):

*"A designated employer must prepare and implement an Employment Equity Plan which will achieve a reasonable progress towards employment equity in the employer's workforce."*

The Ubuhlebezwe Municipality is deemed to be a designated employer.

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

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

### **3.1.5.5 Skills Audit**

A full skills audit was conducted on all Councillors and officials in 2012/13 financial year to inform the nature of future training programmes. This sought to ensure that relevant training programmes are rolled out to the relevant personnel. Staff development is important to the Municipality as it assists in the achievement of its mandate.

Currently the Municipality has the following guiding human Resources related policies in place:

1. Attendance and Punctuality Policy
2. Disciplinary Policy
3. Employee Assistance Programme Policy
4. Employees Under the Intoxicating Substances Policy
5. Employment Equity Policy
6. Grievance Policy
7. Incapacity due to ill health
8. Incapacity due to poor work performance
9. Internal Bursary Policy
10. Leave Policy
11. Overtime Policy
12. Policy Guidelines for Acting in Senior and Critical Positions
13. Policy on Municipal Housing: Ubuhlebezwe Municipality
14. Recruitment and Selection Policy
15. Resignation Policy
16. Retention Policy and Strategies
17. Sexual Harassment Policy
18. Smoking Policy
19. Succession Planning Policy
20. Training and Development Policy
21. Draft Scarce Skills
22. Draft Induction and Orientation

### **3.1.6 Information Technology**

Information and Communications Technologies (ICT) environment is dynamic and rapid technological development is changing how we communicate and access information and services. Separate ICT policies have being developed by Municipality in order to monitor controls within ICT environment these include:

1. ICT GOVERNANCE FRAMEWORK
2. ICT SECURITY POLICY
3. ICT SECURITY POLICY
4. ICT USER ACCESS POLICY
5. BUSINESS CONTINUITY PLAN
6. DISASTER RECOVERY PLAN
7. BACKUP POLICY
8. ICT STRATEGY
9. FIREWALL POLICY

ICT policies are implemented in line with Municipal Corporate Governance of Information and Communication Technology Policy (MCGICT) which is an effective and efficient management of ICT resources and processes to facilitate the achievement of Municipal goals and objectives. A Governance of ICT framework align ICT functions to the organizational goals, minimise the risk ICT introduces and ensure that there is value in the investment made in ICT.

These Policies exist for the protection and guidance of the organisation and individuals by giving users ground rules for acceptable use of the equipment etc. so there are no misunderstandings. Policies apply to all councillors, employees of the council, contractual third parties and agents who use Municipality ICT facilities.

ICT unit is charged with the responsibility of improving ICT resources in the municipality and its various stakeholders, internally and externally. Current legislation governing municipalities, among other pieces of law in the public service, has enabled Ubuhlebezwe Municipality to put in place the required Information Technology and Systems. In line with the IDP, the unit acts as change agent for transforming internal IT processes along Batho Pele principles and the State information Technology Agency's ICT House of Rules, which has resulted in an enhanced infrastructure and systems that support performance in the business units and, ultimately, ensure better communications capability in the Council, support management decision-making by providing information and data that is reliable. The ICT unit has also been instrumental in assisting with the roll-out plan for Community Service Centres through the provision of

infrastructure, systems and secure network services. The benefits of the service will result in improving services to communities.

Municipality ensure that ICT is aligned with other activities of government such as services obtainable in Thusong Centre such as assisting with important services such as accessing the internet for information on opportunities available in the economy and many other services that communities need in order to improve their lives.

Outdated ICT facilities has also been largely addressed, as the Council has now adopted a IT Strategy at a strategic level to begin a process of aligning all ICT to IDP as well as providing a much-needed strategic fit and functional integration.

IT Strategy looks at the business needs and objectives over a period of three to five years and gives the organisation a clear road map on the technology it needs to implement to assist it in:

- The alignment of ICT to the business objectives
- Outlining the ICT projects that need to be implemented over the next five years
- Reducing ICT expenditure and maximizing on the economies of scale
- Maximize the usage of ICT resources to enhance performance and productivity
- Creating a stable, complaint and reliable ICT environment
- Reducing administrative and transaction costs
- Speeding up decision-making.

The impact of the IT strategy or progress towards the attainment of goals will be monitored on an ongoing basis.

#### **Audit outcome on ICT**

The audit outcome for the 2014/2015 financial year was unqualified without the emphasis of matter, however there are weaknesses that were raised on the management report regarding Information Technology issues. Please see the attached action plan to address weaknesses identified by the Office of the Auditor General.

#### **3.1.7 Occupational Health and Safety**

The Municipality is currently in the process of establishing a functional OHS Programme and has prioritised the health and safety of its personnel.

The OHS guiding policies are as follows:

- Occupational Health and Safety Policy

#### **3.1.8 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 57 posts are filled and employees have signed their Employment Contracts as well as Performance Agreements.

#### **3.1.9 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 has tabled its first report to Council in September 2015 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 December 2015.

### 3.1.10 Internal Audit

The Internal Audit Activity (IAA) is in place and fully functional. It comprises of a Manager and two Internal Auditors. The Internal Audit Activity has been fully functional over the prior 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 has been implemented, the relevant internal audit reports have been 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.

### 3.1.11 Risk Management

The Risk Committee was established and is fully functional. The members were appointed during the 2013/2014 financial year. 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.

### Roles and responsibilities

Role-players	Responsibilities
<b>Internal Audit</b>	The internal audit activity therefore evaluates and contributes to the improvement of risk management, control and governance processes.
<b>Governance</b>	The Internal Audit Activity assists Executive Management in achieving the goals of UBuhlebezwe by evaluating the process through which: Goals and values are established and communicated; The accomplishment of goals is monitored; and Accountability is ensured and Municipal values are preserved
<b>Risk Management</b>	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.
<b>Controls</b>	The Internal Audit activity evaluate whether the controls of the focus areas, as set out in its Internal Audit Plan which management relies on to manage the risks down to acceptable levels, are appropriate and functioning as intended (i.e. are they effective yet efficient) and develop recommendations for enhancement or improvement.  The Internal Audit activity is authorised to: Have unrestricted access to all functions, records, property and personnel; Have full and uninhibited access to the Audit Committee;
<b>Management</b>	Management is responsible for the establishment and maintenance of an effective system of governance to: Establish and communicate organisational goals and values; Monitor the accomplishment of goals; and Ensure accountability and values are preserved.  Management is furthermore responsible for the establishment and maintenance of an effective system of internal control. The objectives of the system of internal control



	<p>are, inter alia, to provide management with reasonable, but not absolute, assurance that:</p> <ul style="list-style-type: none"> <li>• Risks are properly managed;</li> <li>• Assets are safeguarded;</li> <li>• Financial and operational information are reliable;</li> <li>• Operations are effective and efficient; and</li> <li>• Laws, regulations and contracts are complied with.</li> </ul> <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>
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### 3.1.12 SWOT ANALYSIS

#### **Strengths**

- IT - Ability to source funds, Growing awareness and prioritization by the Municipality on IT, Broadband subscriber growth continues at a strong pace, satisfactory penetration of mobile communications.
- HR – Institutional memory, strategic planning, approachable
- Admin – deadline driven, reliable and accurate, capacity
- OHS – prioritisation from management, regulated function, knowledgeable unit
- Overall – reliable, teamplayers

#### **Weaknesses**

- IT - Shortage of accredited institutions within the municipal area able to rollout IT training, Shortage of IT skills provincially, Lack of broadband connectivity to businesses and households, High communications costs, Lack of internet connection to some extent due to aging infrastructure and poor IT management, Low maturity of IT systems and controls in the Municipality, Low innovation index, Poor IT culture amongst staff in terms of controls and security.
- HR – capacity, lack of management head, lack of office space
- Admin – turnaround time for minutes, lack of storage space for archives
- OHS – lack of budget
- Overall - Slow pace of implementation of programmes in government, Lack of expertise in terms of service providers within the municipal area.

#### **Opportunities**

- Budget available for IT Trainee to develop the skill and continuity within the municipal environment, Partnerships with Provincial Treasury specifically for IT related issues, Growing number of international communication links through broadband cables.
- HR – prioritisation of employment of Manager HR
- Admin – Institutional memory satisfactory for future development of the unit
- OHS – Support of the management and municipal employees at large

#### **Threats**

- Regulatory Frameworks and legislation sometimes prohibiting beneficial ideas and slowing implementation of approved programmes.

The strengths and the opportunities will be used to overcome the weaknesses and the threats.

### **C.3.2 LED & Social Development**

#### **Economic Overview of Ubuhlebezwe Local Municipality**

##### **3.2.1 Introduction**

The purpose of this section is to provide an overview of the local economy of the Ubuhlebezwe Local Municipality in order to gain an understanding of its salient characteristics and the importance of such characteristics. The section begins with a summary of the level of infrastructure and spatial profile within the municipal area. It then highlights the key economic sectors within Ubuhlebezwe, focusing on the major features, trends and implications for future economic growth of the area. Consultations with key local stakeholders in the area formed the basis of the SWOT analyses that were conducted for the various economic sectors. This section therefore serves as an important point of departure for the subsequent assessment of the various development opportunities within the Municipality.

The economic development of Ubuhlebezwe is considered as one of the most important aspects of developing the Municipality. In all of the economic activities identified, it appears of great importance to, on one hand, protect the unique natural environment, while, on the other, exploiting the opportunities arising from the various economic sectors. This section commences by analyzing the status quo of each sector.

### **3.2.2 LED Strategy**

Ubuhlebezwe LED Strategy was outsourced; it was developed and adopted in 2010. For the past six financial years the municipality has managed to implement almost all the projects that were identified in the implementation plan.

The review of the strategy is planned and budgeted for in 2016/17 financial year and will be done in-house. The review of the strategy will take into account all post 2010 LED related national and provincial policies as well as Harry Gwala District LED Strategy (2015 review) and Ubuhlebezwe Spatial Development Framework (2016 review).

### **3.2.3 LED Capacity**

The LED Unit in the Municipality consists of 4 personnel. The organogram consists of the LED/Tourism Manager, 1 LED/Tourism Officer, 1 Community Development Officer and a Business Licensing Officer. This however is not reflected in the LED Strategy as page 68 only shows a broad organogram that talk to the old structure of the municipality. The organogram reflected in page 61 of this IDP document gives a clear reflection of the current unit structure.

The capacity as is stands is not enough to deliver on the DGDP objectives and intervention areas, however the municipality has managed to forge strong relationships with stakeholders both in the private sector, government and non-governmental sectors that help in ensuring delivery of objectives and intervention areas.

### **3.2.4 SMME and Cooperative support**

The municipality has the SMME's /Cooperatives data base which assist in guiding the implementation of business support programmes. SMME's and co-operatives are supported through capacity building, marketing, and mentorship and funding. They are also supported in establishing local networks to improve their competitiveness in regionally and nationally through value-chains and secondary cooperatives.

### **3.2.5 LED Funding**

Ubuhlebezwe has a funding programme that assists cooperatives/ SMME'S access funding. Capacity building that assists cooperative/SMME's to prepare a sound business plan. The municipality consistently budgets for support of LED initiatives. The funding of projects is done through a call for proposals and involvement of key local stakeholders in the process of evaluation.

Out the projects that were implemented within the municipality in the past two years, some were funded by World Vision through the partnership.

### **3.2.6 Stakeholder Participation**

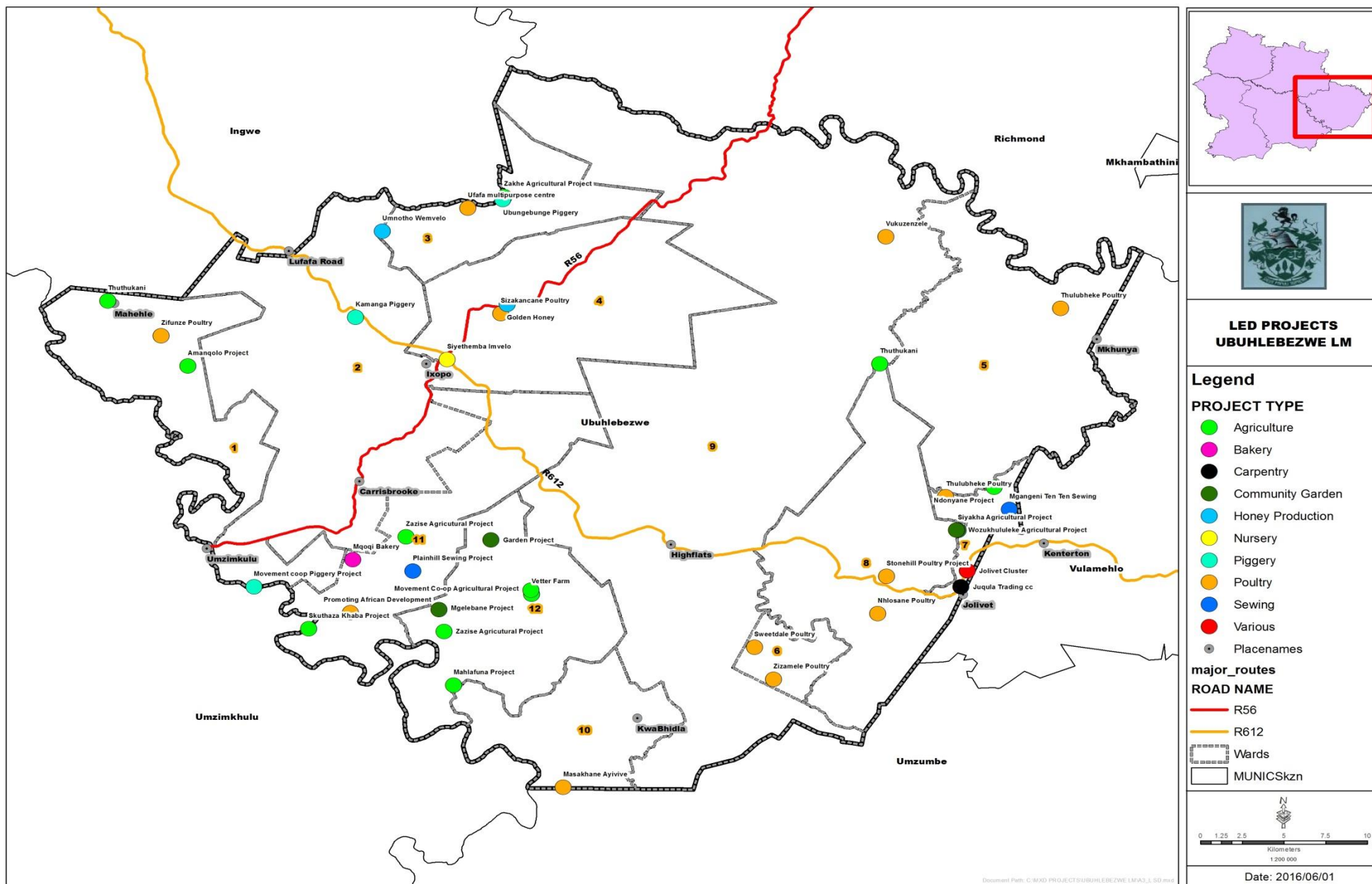
The municipality has established strong partnerships through the LED Forum as well as sectoral and individually interaction with different stakeholders. Mondi, SAPPI, Lima Rural Foundation, ABSA Bank, World Vision and government departments are some of the key stakeholders that support LED projects within the municipality.

The municipality has signed different Memorandum of Understanding with LIMA and World Vision as means to forge the integrated approach in project implementation.

### **3.2.7 Project Monitoring and Evaluation**

The municipality has developed a system of monitoring and evaluating the sustainability of all LED projects within the municipality. The monitoring process begins with the three years' Service Level Agreement between the project beneficiaries and the municipality. For the three year period, sustainability of projects is monitored regularly by the unit and the Social Development Portfolio committee, where after the project is expected to reach maturity and self-sustenance.

**The map below shows the location of different projects that were implemented by the municipality per financial year:**

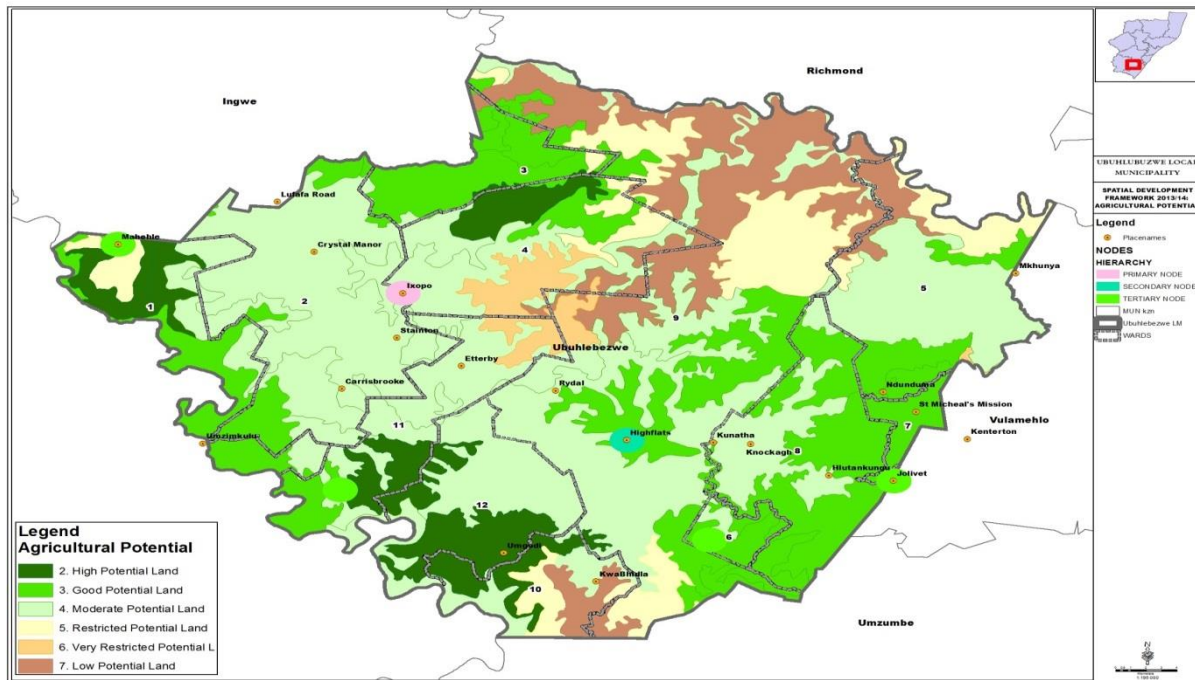


### 3.2.8 Agriculture Sector Development

Agriculture is recognized as the main economic sector in the municipality, hence the prioritization of agricultural development in LED programme implementation. The municipality have committed in developing agriculture through Abalimi Phambili, the Small Holder Farmer Support Programme. This is a four year partnership programme between the municipality and National Treasury through Jobs Fund. It is aimed at reaching the target 800 small farmers in the period of four years.

Apart from the Small Farmer Support Programme, the municipality is participating in district wide plans for the development of Agriparks and continuously provides support to agricultural projects through LED funding.

#### **Agricultural Potential**



**Map 18: Agricultural potential**

- **Climate**

The climate capability class for the various Bio-resource Units (BRUs) in the Municipality ranges from C2 to C7 corresponding to slight to very severe limitation rating. Most BRUs have restricted growing season due to low temperatures, heat, and frost and/or moisture stress. The BRG 21“Valley Bushveld” is the most restricted in terms of climate.

- **Arable Land**

The majority of BRUs have high percentage of arable land although only a small percentage of the arable land is high potential land. 486.63km<sup>2</sup> of land is classified as having a minor limitation to agriculture, 669.65km<sup>2</sup> has moderate limitations, 205.29km<sup>2</sup> is considered to be non-arable and 141.02km<sup>2</sup> has severe limitations to agriculture. In general most of the land within the municipality is considered to be suitable for agriculture.

- **Water Resources**

Most BRGs have abundant water resources in the form of streams and a number of perennial rivers flow through them. These rivers include the Lucama, Umkhomazi, UMzimkhulu, Ilovu and Mpambanyoni. In addition, the Ubuhlebezwe municipal area also falls within an important Water Management Area, namely, the Umvoti to Umzimkhulu WMA. BRG 6 “Dry Midlands Mist belt” seems the most limited in terms of water resources, as it only has the Umthwalume River flowing through it.

- **Overall Agricultural Potential**

Most of the land in the Municipality is either private or state land. Communal land accounts for 16% of the municipal area. The grazing capacity of the various BRUs in the Municipality varies from 1.8 to 6.4 ha per animal unit (AU).



The bio-resource information provides a basis for determining the agricultural potential of a given area. Based on the bio-resource information, DAEARD has also developed an agricultural potential classification (Figure 13). Figure 13 shows that the Municipality is classified into four agricultural potential ratings, namely:

- Land with minor limitations to agriculture (approximately 32, 4%);
  - Land with moderate limitations to agriculture (approximately 44.6%);
  - Non-arable land (approximately 13.7%); and
  - Land with severe limitations to agriculture (approximately 9.4%).
- Given these agricultural potential ratings, land suitable for agriculture makes up approximately 77% of the total area of the Municipality.

BRG3 is suitable for sugar cane and timber production; BRG 4 is suitable for irrigated sugar cane farming and limited potential for cattle, goat and dairy activities; BRG 5 has a high potential for maize, forestry and dairy activities; BRG 6 is suitable for irrigated sugar cane and maize farming; BRG 11 has a high potential for maize, forestry, beef and dairy activities; BRG 12 is suitable for irrigated crop and dairy farming; BRG 17 has limited potential for sugar cane, maize, vegetable and goat farming and BRG 21 is suitable for goat farming.

#### • **Crops Production**

Crop production is similar throughout the various emerging farmers associations in the Ubuhlebezwe Municipality. The crops that are grown by Farmers in their respective areas include maize, beans, amadumbe, potatoes, sweet potatoes, pumpkins, butternuts, groundnuts, and sorghum. Maize, beans and potatoes are the main crops. Most crops are grown for home consumption and very little is sold.

Vegetables grown in community gardens include cabbage, onions, carrot, spinach, beetroot, green pepper, chillies and tomatoes. There are several community garden clubs. A bucket irrigation system is used in most cases. The DAEARD provides fencing materials, but maintenance of the fence remains the club's responsibility. Each club member owns a plot to grow its vegetables. Vegetables are for both home consumption and sale. Commercial farmers produce the following crops: sugarcane, maize, pastures, potatoes, tomatoes, cabbage, and citrus fruits. The Highflats Farmers Association and Ixopo Agricultural Society together produce 120,000 tons of sugarcane per year, which is worth approximately R25 million.

Sugarcane is mainly grown under dry land agriculture and is cut every 2 years. Some sugarcane is grown under irrigation and is cut every year. Sugarcane is an intensive labour operation, especially during the cutting season (March to December). Commercial Farmers have, in general, stopped growing maize because it has become uneconomical due to theft and monkeys and warthogs destroying huge areas. However, some dairy Farmers grow it for silage. It is harvested when it reaches the dough stage, leaving only a short window when the crop is vulnerable to theft.

Crops such as potatoes are grown and vegetables such as cabbage and tomatoes are also grown. Tomatoes are grown to a limited extent. Cabbage and pastures are grown under irrigation. Vegetables are grown all year round. Demand for cabbage varies a lot and in some months particularly in summer demand is very low and one can end up with thousands of cabbage heads rotting in the field. Citrus fruits are mainly grown at Carrisbroke and Umzimkhulu areas. The citrus Farmers formed an informal Co-operative. They have made a huge investment for the establishment of a pack-house about three years ago. The area is not ideal for high quality citrus. High quality citrus require hot dry weather under irrigation. Citrus production is labour-intensive and therefore creates a lot of employment.

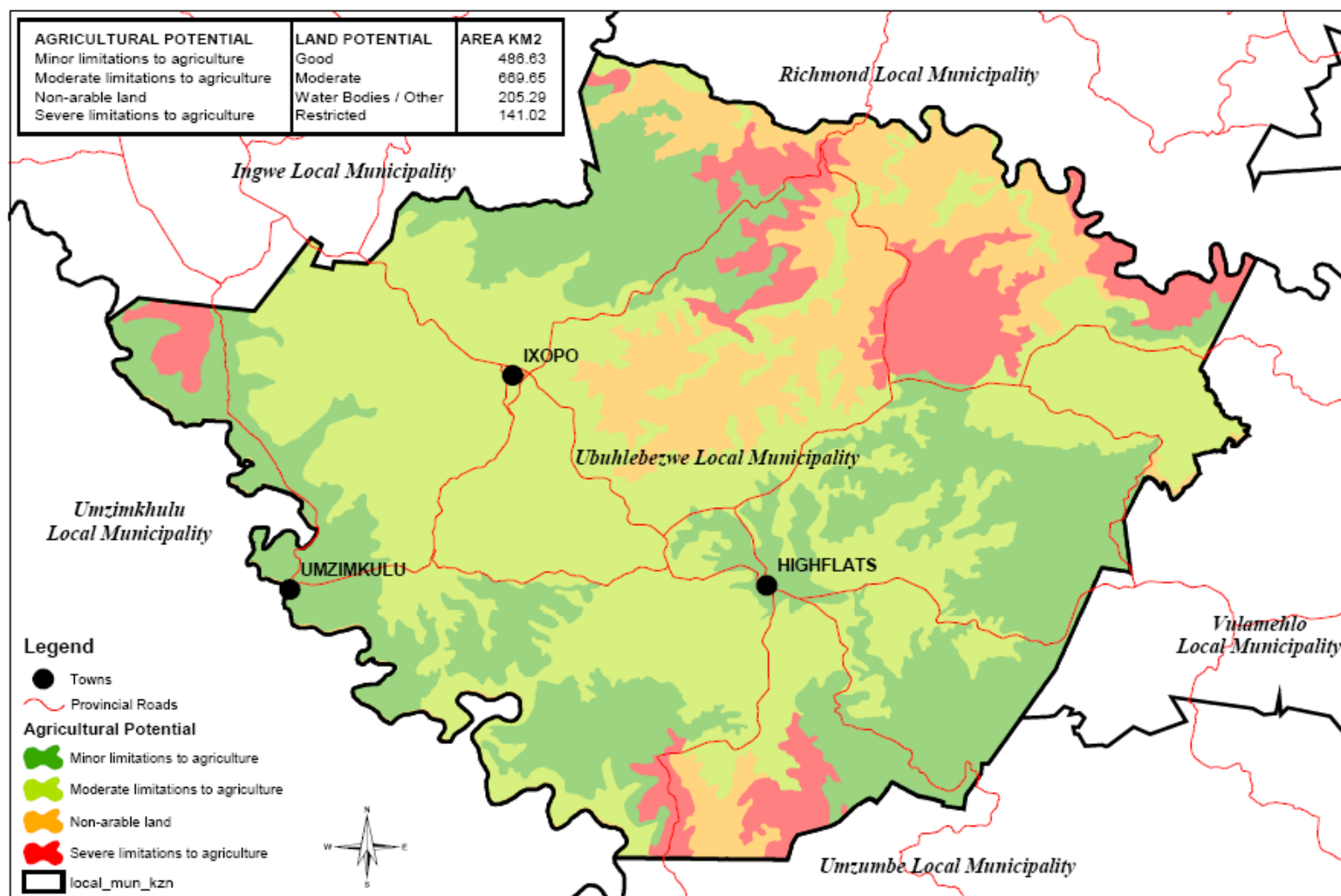
#### • **Livestock**

The following livestock are farmed by various black Farmers Associations: cattle, goats, pigs and poultry. There is, generally, a veterinary technician in the area of each Farmers Association who is responsible for animal health. Cattle are raised for cultural functions (such as marriage, funeral, remembering the ancestors) and prestige. Cattle and goats are not raised at present for commercial purposes.

There are currently no projects involving commercial cattle production. Goats are reared for sale, but mainly for remembering ancestors, welcoming visitors and parties. Poultry production is practiced in some areas for commercial purposes. Some commercial Farmers practice dairy and feed pastures to the animals. Bull calves are reared as beef and cull cows are sold as beef.

There is a quota system in place that determines how much milk one is allowed to produce. Currently, there is an oversupply. Dairy farmers grow pastures under irrigation and dry land. Some of the pasture is grown for silage production. Beef production has declined a lot in the past 15 years and that is why the Ixopo Agricultural Society no longer conducts stock sales. There are no stud breeders in the area.

MAP 19: AGRICULTURAL POTENTIAL FOR UBUHLEBEZWE MUNICIPALITY

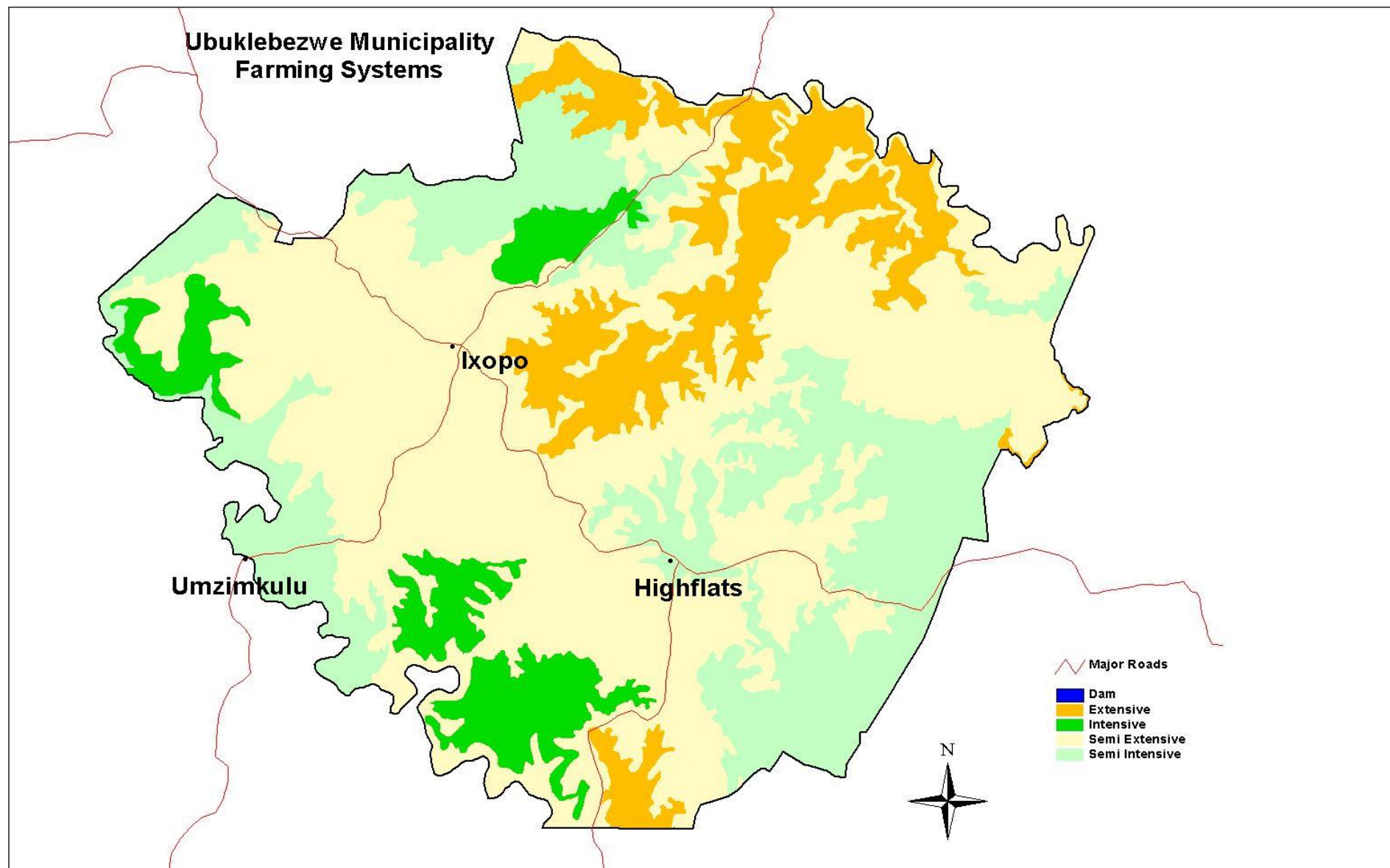


- Farming Systems**

Most of the land is suitable for semi-extensive farming systems, although considerable hectarage suitable for intensive, semi-intensive and extensive farming systems exist.

MAP 6: FARMING SYSTEMS OF UBUHLEBEZWE MUNICIPALITY.





Map 20: Farming system



### **3.2.9 Timber Sector Development**

This is produced by Sappi, Mondi, Mondi/Shanduka, Masonite, NTC and some private Farmers. One private Farmer has his own plant (Flaxton) and treats his own timber. Timber production involves the growing of eucalyptus, pine and wattle species. Eucalyptus species are grown most. Timber operations involve the following operations, namely, silviculture, harvesting, protection, roads and open area management. A limited number of emerging Farmers are engaged in timber production through SAPPI or government-supported grower's schemes.

### **3.2.10 Local Firms and Industries**

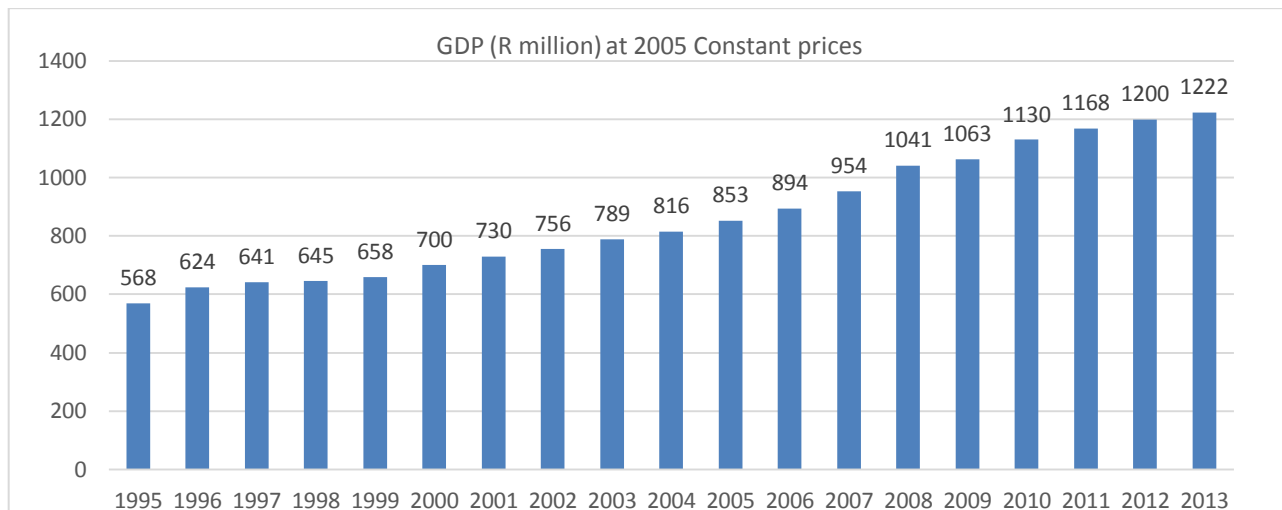
As much as trade and manufacturing has shown to have a small share in the local sector contribution, the municipality does have plans to support local firms and industries. This is done through the Business Retention and Expansion Programme that was implemented by Harry Gwala Development Agency in 2014/15. The outcomes of the research done under this programme is what the municipality is currently implementing to trigger expansion of existing businesses, retain them and also attract new ones to the locality.

### **3.2.11 Economic Profile**

Socio-economic structure of a region is directly influenced by the region's economic activities. It is considered that economy is a means of development and also an indicator to measure development. Therefore, it is essential for policy makers to understand the region's economic activities and how they are influencing the development of that region. To understand the current structure of municipal's economy, a comprehensive analysis on the sectors and sub-sectors is conducted in order to identify major sectors and those that have potential for growth.

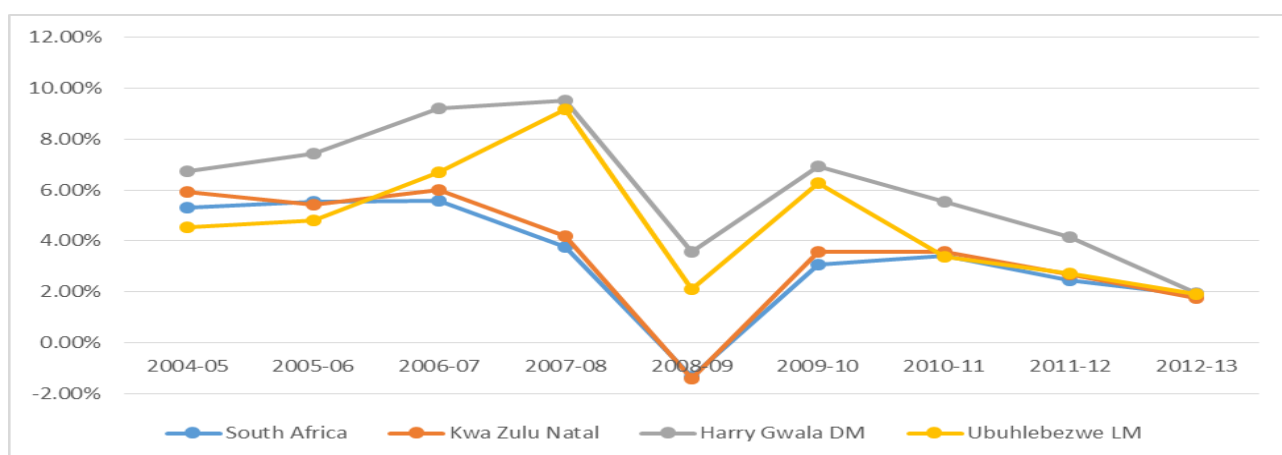
#### **SIZE AND GROWTH OF THE ECONOMY**

The GDP of Municipality has been increasing every year. The size of the Municipality's economy has reached to R 1222 million in 2013 from R568 million in 1995. This means the economy has grown almost 2.15 times between 1995 and 2013. During the same period, the national, provincial, and district economies have increased by 1.76, 1.86, and 2.64 times respectively.



**Source: Quantec Database 2015**

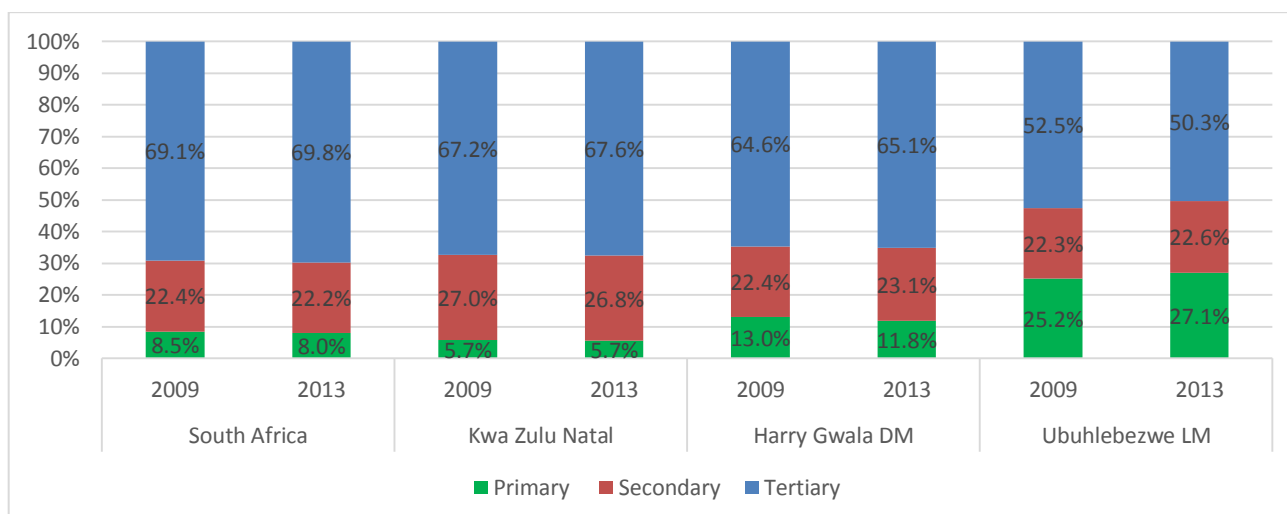
In terms of annual growth of GDP, both the Local Municipality and the District have been mirroring the National and Provincial economies as is indicated in the figure 11. This reflects that both the Municipal and District economies are also vulnerable to external global circumstances such as were experienced during the global economic downturns in 2008-09 and 2011-12. It bears noting that the Municipal and District economies have been affected by the same global shock, but they have outperformed the larger provincial and national economies in last few years. Since 2006, the ULM and Harry Gwala District economies have grown relatively faster than the Provincial and National economies.



**Comparative annual GDP growth rates (2004-13)**

**Source: Quantec Database 2015**

For comparative analysis, South Africa, KwaZulu Natal and Harry Gwala District are also included. As is indicated in the figure, every economy is dominated by tertiary sector. But something interesting can be noted in the municipal economy where, unlike in National, Provincial and District economies, primary sector plays a larger role than the secondary sector. This is also important to mention that the contribution of the primary sector has increased only in the municipal economy in the last few years. In all other economies (National, provincial and district) contribution of this sector has decreased and tertiary sector's contribution has increased- a prima facie sign of evolving economy where service and knowledge based sectors grow faster than manufacturing and agriculture.



### Sectoral contribution to GDP

Source: Quantec Database 2015

The increase in the contribution of the primary sector to the municipal economy can be attributed to the growth of Agriculture, forestry and fishing sub-sector whose contribution to regional GDP rose by 1.94%. The decrease in the contribution of the tertiary sector to municipal GDP was mainly caused by the Wholesale and retail trade, catering and accommodation; and General government sub-sectors whose contribution to the municipal GDP fell by 1.04% and 0.8% respectively. The contribution of secondary sub-sectors remained more or less same.

Among the economic sub-sectors, agriculture, forestry and fishing; finance, insurance, real estate and business services; and manufacturing sub-sectors have been the biggest contributors to the municipal GDP. In 2013, these sub-sectors contributed 26.82%, 19.20% and 18.06% respectively to the Municipal GDP. The sub-sectors with minute contribution were mining and quarrying (0.27%); and electricity, gas and water (0.65%).

### 3.2.12 Second Economy

Ubuhlebezwe Informal Economy Policy was adopted by council in December 2014. The implementation of the Policy has resulted in the allocation of trading spaces, construction of hawker stalls, proper database and licensing of informal traders within the municipality.

The promulgation of municipal by-laws has assisted proper management and development of informal trading within the municipality. The municipality is working with the Department of Economic Development, Tourism, Environmental Affairs to continuously support informal traders towards their graduation to the main stream of the economy.

### 3.2.13 Value Adding

The DAEARD is conducting experiments to identify suitable sweet potatoes cultivars for the area. It is promoting the growing of sweet potatoes for commercial purposes. Sweet potatoes can be used to make juice, ice cream and chips. Value adding opportunities occur in the timber and dairy industry as well.

### 3.2.14 Key Challenges

The following are the key agricultural issues for economic development in the Municipality:

- **Lack of infrastructure and services**

Infrastructure and services such as roads, telephone, and electricity are necessary requirement for agricultural development. These services within Ubuhlebezwe Municipality are inadequate, especially in rural areas where emerging Farmers operate. Lack of these services has been a consistent issue among emerging farmers. Developing emerging Farmers into commercial Farmers would require addressing the deficiencies in infrastructure and services. Of particular concern currently is the poor road condition. Most roads are reported to be unusable by vehicles during the rainy season.

- **Poor Access to Credit and Inadequate Funding**

Commercial agriculture like many other business sectors is capital-intensive. Access to credit or dependable funding is fundamental to the development of commercial agriculture. Emerging Farmers have historically been denied access to

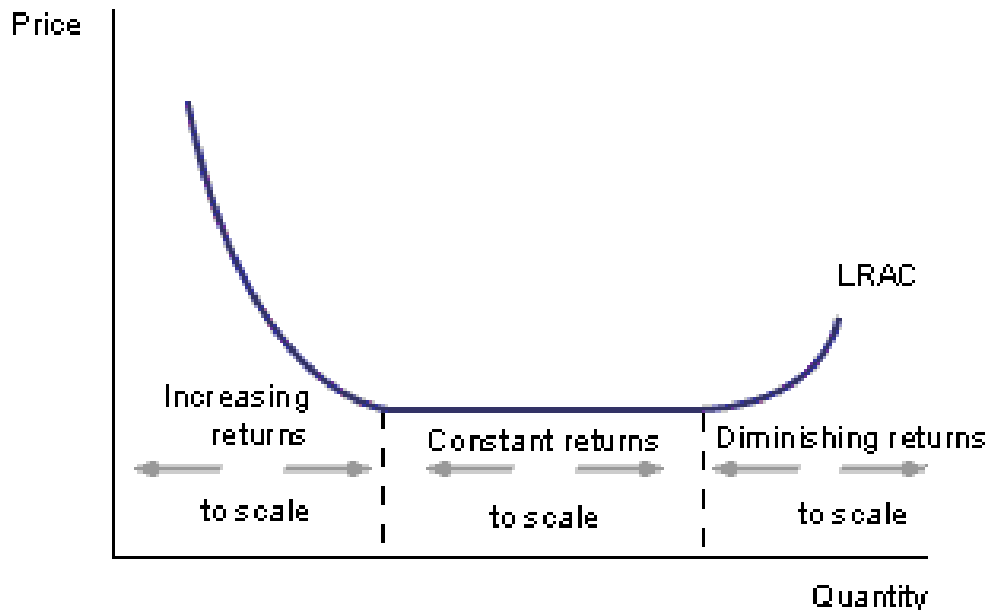
finance and the opportunity to develop their financial base. A strategy to address financial hardships experienced by emerging Farmers is a prerequisite for developing emerging Farmers into commercial Farmers.

- **Land**

Land plays a primary role in agriculture, particularly in crop production. Emerging Farmers in the Ubuhlebezwe Municipality have farms ranging from under 3 ha to a maximum of 20 ha, whereas commercial Farmers have farms ranging in size from 250 ha to 2,500 ha.

Small farms are often just producing enough for the needs of the household with perhaps some surplus cash crops. This small-scale production does not allow them to benefit from economies of scale.

Larger commercial farms, however, can produce on a much larger scale and will often be able to benefit from economies of scale. Economies of scale occur when the average cost of producing a larger quantity is lower than the average cost of a smaller quantity. This can be seen on the long-run average cost (LRAC) curve below:



In order to develop emerging Farmers into commercial Farmers, land issues need to be vigorously addressed. Some of the key land issues are:

Ineffective land policies (willing seller willing policy is not addressing agricultural land requirements), current land restitution programme still marginalizes agricultural production in the sense that land made available through this process is too limited to allow viable commercial agriculture. Traditional Authority influences in land allocation are sometimes counter-productive to commercial agricultural objectives. Promotion of commercial agriculture should involve tribal authorities so that they appreciate the need for larger pieces of land to be allocated in order to make commercial agriculture viable.

- **Skills development**

Commercial agriculture requires skills and adequate education. Emerging Farmers have historically been denied adequate education and more especially development of skills in commercial agriculture. If commercial agriculture is to be encouraged among emerging Farmers, skills development and appropriate education need to be strategically addressed.

- **Markets**

Marketing of agricultural produce involves organised markets and infrastructure. Commercial Farmers currently have adequate resources to market farm produce at market-related prices. For example, they have ready access to local and regional market outlets and have facilities to control marketing of their produce (they can store produce and sell when the price is right, can control costs by buying inputs in bulk, have transport to take their produce to the market). Emerging Farmers, on the other hand, are severely disadvantaged in various ways such as:

- They are often situated in rural areas where the road network is poorly maintained and therefore transport of farm inputs and produce is hampered;



- Hired transport if it exists is often too expensive to justify taking the small volumes of produce to the market;
- They have limited capability to store produce and sell it when the price is right and thus they are often compelled to sell their produce at a low price or at a loss;
- They cannot sustain marketing contracts because of a limited cash flow situation.

### **3.2.15 Tourism Sector Development**

The Tourism Plan was adopted in 2011 with subsidiary plans (Ubhlebezwe Tourism Route Feasibility Study and the Carisbrooke Feasibility Study) in 2012/13 financial year. Most of the projects identified in the feasibility studies are incorporated in the Tourism and marketing plan for 2016/17 financial year.

### **3.2.16 Tourism Institutional Spply**

The Southern Midlands Tourism Association is a tourism association that is formed through volunteer affiliation by local tourism product owners. The relationship between the association and the municipality has improved with the association actively participating in the LED Forum. The development of the tourism sector within the municipality is facilitated by the LED unit with the help from Harry Gwala Development Agency and the support of the Southern Midlands Tourism Association.

## **Tourism Assets**

The Ubuhlebezwe municipal area contains a number of key assets, which could be developed and integrated into a diverse product mix. As indicated above, the source tourist market is predominantly domestic i.e. mainly from KZN and Gauteng and it is estimated that foreigners account for approximately 7% of the visitors (mainly British). Tourists are attracted to the area for its scenic beauty, missions, sporting events and birding and heritage. The following are some of the important assets in the municipal area:

- **Rail Tourism**

The Paton's Express Adventures is a narrow gauge train excursion travelling from Ixopo, pass Carisbrooke to Madonella. It is the oldest operational narrow gauge garret in the world. In 2012/13 financial year, this project received funding from the Department of Corporative Governance and Traditional Affairs for the resuscitation of the railway infrastructure, the coaches as well as the trains. In 2014/15 financial year a further support through the donation of two diesel locomotives was received from KwaZulu-Natal Office of the Premier to help the train to function throughout the year even during winter as diesel locomotives are not hazardous as steam locomotives.

The Paton's Express project has transformed an existing non-utilised asset into a dynamic income generating segment of an overall tourism initiative that directly involves and contributes to the upliftment the poor and previously disadvantaged rural community.

A tourist focused steam or diesel hauled train service conveys both foreign and South African tourists from Allwoodburn to Carisbrooke, Ncalu and return. At the three halts provision is made for the community members to establish tourism orientated micro-business ventures.

Small business initiatives provide a further link between Patons Express and the local communities through the provision of tours by mini-bus to places of interest incorporating overnight stops.

- **Avi-Tourism**

The presence of rare bird species such as the Cape Parrot, cranes and the Blue Swallow provides opportunities for avi-tourism activities. This type of tourism should be focussed/co-ordinated at a district level, as these bird species are common to the district.

- **Missionary Tourism**

There are many existing cultural assets within the Ubuhlebezwe municipal area, which could be used to promote heritage/cultural tourism. These include:

- Mill Museum at Kings Grant
- Buddhist Retreat
- Mariathal Mission

- **Adventure Tourism**

The presence of rivers in the area allows individuals to engage in water sports such as paddling, fishing and rafting; hiking, hunting and mountain-biking in the forestry areas and four-wheel driving on some private farms.

- **Community-Based Tourism**

There are a very few community-based tourism initiatives within the municipal area. The previously advantaged (the white population group) still dominates the tourism sector.

### **3.2.17 Tourism Key Challenges**

The sector is important in the context of Ubuhlebezwe. It is, however, not performing to its fullest and interventions are therefore required to enable it to function effectively. There are a number of issues, which need to be addressed. These include:

- A fragmented relationship exists between the tourism sector and the Municipality. This relationship needs to be strengthened so that a common vision for tourism development can be achieved. This would, in turn, assist in securing a buy-in, resources and support for tourism development initiatives.

There is a lack of human and financial resources to support tourism development and marketing.

The area lacks focussed marketing initiatives, which are required to defend existing markets and to secure new markets.

The lack of an Investment Attraction Strategy also contributes to the area not marketing/informing people of the tourism opportunities that exist in the municipal area.

## **Tourism Market**

Data relating to the tourism market is difficult to obtain, as no official statistics exist. The only documented statistics are obtained from guest books at accommodation facilities. It is estimated that the area receives approximately 10 000 tourists per annum with 50% passing through the area on business. Sporting events also result in a significant number of people visiting the area (estimated at being around 3500). This would be mainly canoeing, mountain biking and adventure recreation. Tourists, focusing on birding and heritage, total about 1200 visitors per year. The remaining visitors would be made up of religious and holiday visitors.

The source tourist market is predominantly domestic i.e. mainly from KZN and Gauteng and it is estimated that foreigners account for approximately 7% of the visitors (mainly British). Holiday visitors are attracted to the country setting and weddings and social functions are fairly popular at certain venues. The foreign tourist groups are attracted to the Old Mill and Highbury dairy. In terms of seasonality, the periods between February/March and September/November are the peak seasons for tourists.

## **Tourism Products and Product Development**

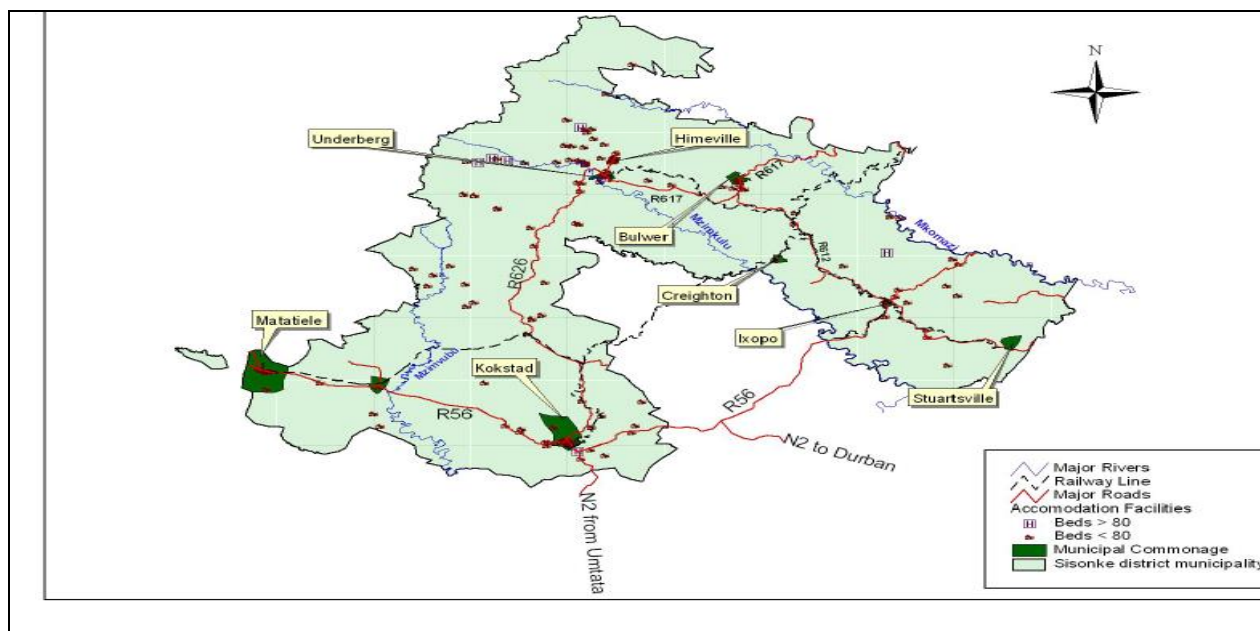
Currently the area comprises of a diverse mix of inland tourism products and facilities. The table below gives an indication of the accommodation supply within Ubuhlebezwe:

**TABLE 22: ACCOMODATION SUPPLY WITHIN UBUHLEBEZWE**

<b>Accommodation Type</b>	<b>No. of Beds</b>	<b>No. of Facilities</b>
Hotels	27	1
Bed & Breakfast	58	6
Self-catering	26	2
Camping & Caravan Park	0	1
Lodges	41	4
Traditional & Cultural	0	0
Conference & Exhibition Facilities	0	0
<b>TOTAL</b>	<b>152</b>	<b>14</b>

Ubuhlebezwe area does not have an abundant tourist accommodation supply and also lacks conference facilities and traditional types of accommodation. The figure below gives an indication of the spatial distribution of facilities in the District.

**MAP 21: SPATIAL DISTRIBUTION OF FACILITIES IN THE HARRY GWALA DISTRICT**



Source: Harry Gwala Tourism Development Plan 2003

There are a limited number of annual events. These include:

- Steam train festival
- Lynford Mountain Bike Weekend
- White Water paddling
- Kvelaer Mission Festival

The Harry Gwala Tourism Development Plan identified the following product gaps:

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

### 3.2.19 Employment in the Business Sector

Generally, the business sector does not employ a large number of employees – it is the third largest employer after agriculture and community services (the public sector). Businesses employment is closely linked to demand patterns – the business will only take on new employees when demand increases. The new staff members are taken on when they can assist in expanding the customer base. Most of the businesses in Ubuhlebezwe are of a small-scale nature and therefore only employ a small number of people. Approximately 59% of the businesses in the area employ 1 to 10 people.

### 3.2.20 Informal Sector

There is a fairly large informal sector within the Ixopo and Highflats area. The informal sector operators include informal traders near taxi ranks, spaza shops and many other types of economic activities. This group is, however, not organized and as such does not enjoy the benefits of proper trading facilities, services and opportunities (skills training, access to finance), etc.

**The following is the list of activities falling within the Informal Sector**

- Street traders
- Hairdressing and hair cut
- Traditional medicine
- Restaurants/ Food outlets
- Traditional wear, décor & beadwork
- Payphones
- Shoes and shoe repairs
- Trader in pedestrian

- Taxi drivers
- Markets (flea & craft markets as well as special markets)
- Traders at transport interchanges
- Photographers
- Cardboard collectors
- Traders found in public open spaces
- Mobile Traders (roving, caravans, bakkies)

### **3.2.21 Challenges facing the Informal Sector**

#### ***Institutional Challenges***

The following represents the most critical challenges facing the informal economy institutionally:

- No access to training.
- Limited access to finance and banking institutions.
- Limited to land and property.
- Excessive government regulations.

#### ***Infrastructural Challenges***

The following represents the most critical challenges facing the informal economy infrastructurally:

- Lack of working premises
- Water
- Storage facilities
- Toilets

#### ***Economic/financial Challenges***

The following represents the most critical challenges facing the informal economy economically/financially:

- Insufficient funds do not allow for further investments.
- Low income or lack of regular income as household consumption competes for the use of business earnings.
- Lack of opportunities for bulk purchase of inputs and lack of working capital.
- Limited access to technology.

### **3.2.22 Economic Centers**

Two commercial nodes, namely, Ixopo and Highflats characterize the Ubuhlebezwe municipal area. The types of products that are sold within the area (predominantly in Ixopo) are typical of rural services centres that provide for a predominantly rural population. The retail trade provides mainly perishable and processed products, household furniture, clothing and footwear and other household necessity items (glass and crockery, pharmaceuticals etc).

### **3.2.23 Employment and job creation**

**List of catalytic projects:**

<b>Project Description</b>	<b>Implementing Agent</b>	<b>Funding</b>	<b>Beneficiaries</b>	<b>Status Quo</b>
Small holder farm support	LIMA	R 4 363 861.76	800 farmers	Application awaiting approval from the jobs funds.
Erection of market stalls	Ubuhlebezwe Municipality	R 350 000.00	Street vendors (Ixopo town)	Procurement process
Construction of Light Industrial Park	Ubuhlebezwe Municipality	R 850 000.00	10 (mechanic, automotive & body work) Highflats SMMEs	Procurement process
Construction	Ubuhlebezwe	R 2 000	Community	Business

of a highflats agro-processing and packhouse	Municipality	000.00	Economic Development Initiative	plan awaiting approval by the Department of Economic Development
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#### o **Job creation through EPWP**

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.

#### o **Green job initiatives**

It must be noted that Ubuhlebezwe high agricultural potential areas are under land claim or under the administration of Department of Rural Development and Land Reform, hence, agricultural land is underutilised. The municipality will work with the department to unlock land issues. Part of TOR that will be used to review LED Strategy will include green economy and creation of decent jobs in regards.

### **3.2.24 Key Anchor Economic Projects and Strategies within UBuhlebezwe Municipality**

#### **3.2.23.1 PRECINCT PLANS**

Precincts are not necessarily formal administrative areas in terms of current planning legislation or policies. In planning terms, a precinct commonly refers to a geographically small area with specific characteristics that require detailed planning within the broader administrative boundaries of a municipality and the exact size of a precinct will thus vary. Similarly, a rural precinct is a spatially explicit area within a municipal area that is subject to particular administrative arrangements to protect and promote rural and regional landscape values and supporting activities within the rural precinct. A rural precinct must be identified and delineated using cadastral maps and boundaries showing those land parcels that fall within and outside the precinct.

A rural precinct plan can be developed to provide a new desired development pattern to a functionally obsolete area, alter existing land use disparities, protect and promote existing predominant or preferred future dominant land uses and associated ancillary or compatible land uses. Examples of core attributes a precinct plan should protect and promote includes:-

- A sense of place;
- functional built environment to promote;
- Accessibility- paths and linkages;
- Equity- even distribution of resources;
- Integration- place making;
- Functionality- compatibility of land use activities
- Sustainability- social, economic, institutional enhancement and environmental protection;
- Economic activities and opportunities;
- Agriculture;
- Intensive animal production;
- Nature conservation;
- Sport and recreation;
- Forestry;
- Water supply catchments and other water supply sources;
- Rural or eco-tourism;
- Extractive resources; and,
- Functional built environment to promote:



- o Accessibility - paths and linkages
- o Equity - even distribution of resources
- o Integration - place making
- o Functionality - compatibility of land use activities
- o Sustainability - social, economic, institutional enhancement and environmental protection.

The primary aim of a Precinct Plan is the arrangement of land use and infrastructure associated with the needs of specific communities within administrative regions. It integrates transportation, environment, education, economic development, social, residential development and other developmental requirements. Development needs, opportunities and priorities are identified. It is a process that is community-based and driven.

***The following Precinct Plans are currently underway in uBuhlebezwe Municipality;***

#### **1. Ixopo Precinct Plan**

Ixopo has strong north-south linkages via the R56, which links it to areas as far north as Pietermaritzburg and Kokstad to the South. As such, R56 is acknowledged as a primary corridor within the UBuhlebezwe municipality's SDF, but is also of importance on a provincial scale, where it is identified as an agricultural activity corridor, which links with other important nodes i.e. Kokstad/ uMzimkhulu/ Msunduzi secondary corridor.

The R612 on the other hand, provides east-west linkages and is other primary corridor in terms of the SDF. On a provincial level, the Port Shepstone/ St Faiths/ Ixopo corridor is identified as a secondary agricultural provincial priority corridor linking Southern Drakensberg with the South Coast. Ixopo is identified as a third order node at a provincial level. The IDP identifies Ixopo as the main administrative town and primary development node within the Municipality. It is also identified as a regional primary node within Harry Gwala District Municipality. It is located in one of the prime agricultural regions within the Province and it is well known for high agricultural potential, particularly dairy farming, livestock farming, forestry and crop dry land crop production.

#### **THE AIM OF THE EXOBHO TOWN CBD PRECINT NO 2 IS:**

##### **Promote Economic Development Opportunities**

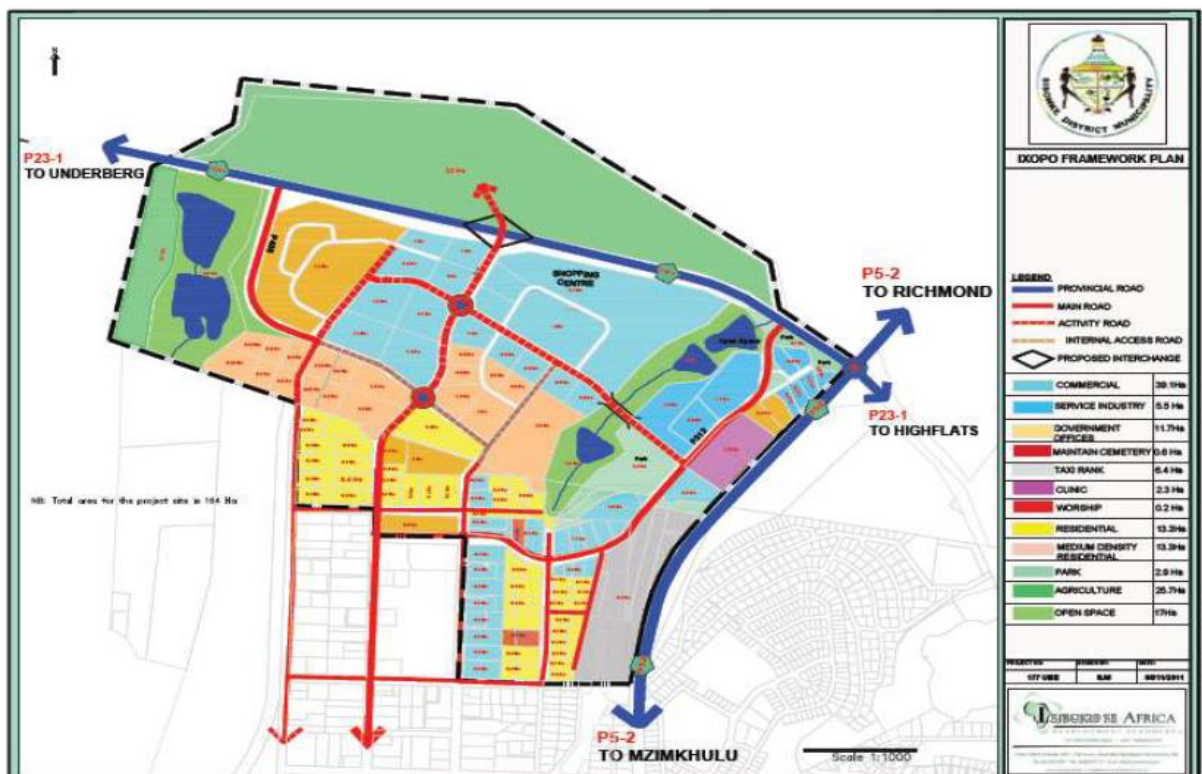
Economic development opportunities have to be promoted in the precinct. Ixopo is the main economic and service hub, servicing the surrounding hinterland. As such, opportunities for economic development need to be created and planned accordingly. The precinct provides a unique opportunity for the extension of the existing CBD, as well as providing private sector investors with an opportunity to invest

##### **Enhanced Quality Environment**

A few of the public facilities provided by the town of Ixopo are located within the precinct. As such, these public facilities are, generally perceived as landmarks, due to their civic importance. Some of the most important landmarks in the precinct are the Harry Gwala District Municipality building, the Ixopo Clinic and the Ixopo Office Park that is constructed in Margaret Street. These buildings should be elevated and visually enhanced in the context

of the precinct, through the provision of appropriate signage and directions, which will make it easy for the public to find these buildings and access associated public services.

**Below is the Precinct Framework Plan for Ixopo:**

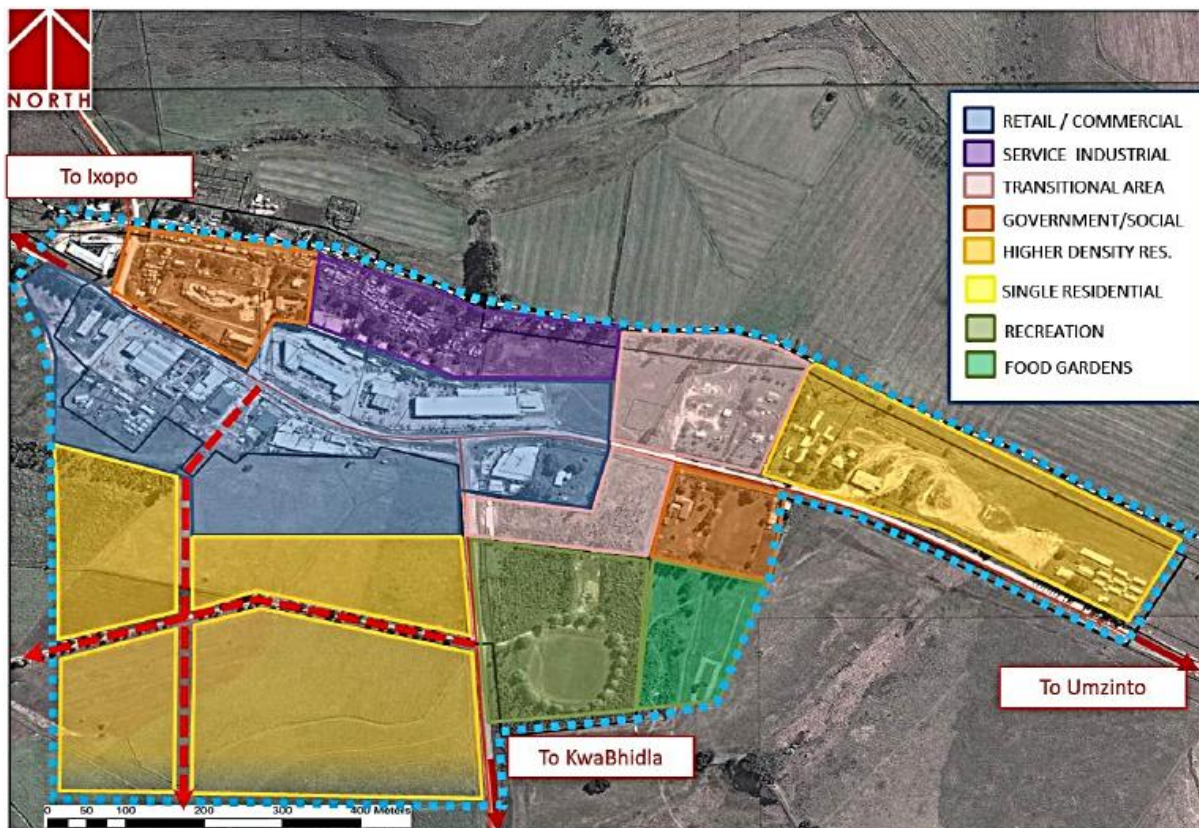


Source: Ixopo Precinct Plan (by isibuko seAfrica)

## 2. Highflats Precinct Plan

The uBuhlebezwe Spatial Development Framework identifies Highflats as a secondary node for distribution and co-ordination purposes, in support of Ixopo which serves as the main economic development node. Highflats has a linear development pattern occurring along the R612, which was strengthened by the railway line that used to be operational, and is situated directly north of the town. The informal settlement north of Highflats is located on top of the old railway line. (UBuhlebezwe, 2012)

Below is the proposed Land use Framework for Highflats:



Source: Highflats Precinct Plan (by Vuka Africa)

### C.3.3 Community Services

#### 3.3.1 Library Services

Ubuhlebezwe have library services provided in the Margaret Mcadi library building. The library is the only source for library services within Ubuhlebezwe. The services provided by the library include book lending and computer services. With Highflats being the secondary node for Ubuhlebezwe, the municipality has planned to extend the library services to Highflats and for the facility to be housed in the Thusong centre.

#### 3.3.2 Youth and Sports Development

##### Youth Development

Youth and Sports Development unit is located under community services with Youth Officer reporting to Manager Community services. Key challenges faced by local youth range from unemployment, lack of career guidance, lack of youth entrepreneurs, substance abuse and teenage pregnancy.

The municipality adopted a Youth Development Strategy in 2014/15. the projects identified in the strategy are currently being implemented annually through the Youth Development Budget. Other than the implementation of the projects in the strategy, the municipality do prioritise the beneficiation of youth in the programmes that are implemented by the LED unit.

##### Sports Development

Sports Development is facilitated through structures that have established with the Department of Sports and Recreation within the municipality. A calendar of events is developed from ward level, local, district and provincially. These are budgeted for and implemented annually in partnership with the DSR. The municipality is forging transformation in sports by promoting different sporting codes within Ubuhlebezwe. Sports Development is also linked to moral regeneration through Sports against Crime, which is an annual event that is funded and coordinated by the Department Community Safety and Liaison within the municipality.

### 3.3.3 List of plans available: Plans and Policies

- LED STRATEGY
- TOURISM STRATEGY
- AGRICULTURAL PLAN (UNDER DEVELOPMENT)
- COMPLAINTS MANAGEMENT POLICY (UNDER DEVELOPMENT)
- PUBLIC PARTICIPATION CHARTER (UNDER DEVELOPMENT)

### 3.3.4 Transversal and Special Programmes

Chapter 2, section 9 of the Constitution of the Republic of South Africa, Act No. 8 of 1996 talks to the need for equality of mankind. In addressing the effects of previous discrimination of certain groups in community, the municipality have a community development officer reporting to Manager LED and Tourism, dealing with programmes that are geared towards development and promotion of participation by all previously disadvantaged individuals, i.e. women, children, elderly and people living with disabilities, in the economy.

Transversal issues are mainstreamed through gender development, moral regeneration, and commemoration of National Days as per the annual calendar of Social Development and awareness campaigns. A special programme is implemented for elderly on Active Aging through Golden Games. This programme assist the municipality in interacting and promoting healthy living for elderly in the locality.

In ensuring the beneficiation of PDI's in economic development programmes, the municipality does implies biasness in assessing LED project proposals to ensure that more support is given to these groups.

Partnership with key departments like Department of Social Development, Department of Health and non-governmental organisations have assisted the municipality in dealing with community development issues in a more integrated way.

<b>COUNCIL</b>	<b>STATUS QUO</b>
<b>AIDS Council</b>	HIV and AIDS Council have been launched. The structure has not been fully functional since there has been no strategy in place to guide or give direction to the Council. Ward Aids councils have also been launched and they are also not functional since the councils have not provided with any training.
<b>Women and Children Forum</b>	Women and Children Forum have not yet being launched. Ward committee members heading women and children portfolio is currently assisting with women and children issues. The municipality is on the process has held a launching of these forums.
<b>Disability Forum</b>	Disability structures are in place. There is a disability indaba planned to be conducted in the 2014/15 financial year. The key concern on disability is discrimination against the disabled and violation of human rights.
<b>Gender Machinery</b>	Gender machinery is currently driven at a District level one representative from UBuhlebezwe Municipality was



	nominated to represent UBuhlebezwe at a District level. The municipality is on a process of launching the council in the 2014/15 financial year. This Council is to deal with all the gender equality issues.
<b>Senior Citizen Forum</b>	Senior Citizens structures are in place and fully functional.
<b>Mens Sector</b>	Mens forum structures are in place. This forum is dealing with men moral regeneration.
<b>Art and Culture Forum</b>	Art and Culture Forum have not yet being launched.

### 3.3.5 Flagship Programme (Sukuma Sakhe)

Sukuma Sakhe is a provincial programme under the Office of the Premier. The municipality have structures from ward level in the form of war rooms, a local struture, Sukuma Sakhe Local Tast Team that reports to the District Task Team. This programme is coordinated by community development officer under Manager LED and Tourism. It plays a major role in dealing with development issues in the community, and have allowed the municipilaity to monitor the progress made in different aspects of community development together with all government departments and non-governmental organisations.

### Key Social Issues

- There high density of the age group 0-4 years in ward 8,12,3 and 5 which indicates a need for more early childhood Centers (Creches) in those wards. However there is a uneven distribution of crèches in wards for instance there are 9 funded crèches in ward 11(Nokweja Area),2 in ward 6 (Hlokozi Area), 2 in ward 1 (Ncakubane and Cabazi) and 1 in ward 1 (Fairview)
- There is high rate of unemployed disabled males in ward 8 and ward 4 compared to other wards which indicates that EPWP should include more disabled males in these ward compare to other wards.
- There are more employed disabled females in ward 4 compared to other wards which indicates that EPWP should include more disable female in these wards compare to other wards.
- The age group 60-120 is mostly in ward 8, 3,12,5 and 10 which indicates that elderly programmes and awareness campaigns should focus on these wards. There are only 3 Luncheon Clubs for the Elderly at uBuhlebezwe in ward 3,4 and 6. This indicates that there is still a challenge in terms of protected elderly institutions.
- There is a high density of women in all wards of uBuhlebezwe, which Indicates that more men migrate to other area and most women are left home to take care of their families. Therefore more women empowerment programmes should be in place to support these women.
- There are 133 female children between 10 – 17 years who are heads of households at Ubuhlebezwe. The high percentage of female child headed households is reflected in ward 4 by 18% of the total population of female child headed households. Most Children protection Campaign to should be focused in ward 4.

### C.3.3.6 Broad Based Community Needs

PRIMARY NEEDS	NEEDS ANALYSIS
<b>Public Transport and Road Infrastructure</b>	<ul style="list-style-type: none"> <li>❖ Construction of new roads i.e. linking to schools</li> <li>❖ Construction of bridges/causeways; and pedestrian bridges, especially for access to schools</li> <li>❖ Maintenance of access roads (i.e. during rainy days, roads not usable)</li> <li>❖ Construction of Ixopo Taxi Rank</li> <li>❖ Scholar Transport</li> </ul>

<b>Social infrastructure</b>	<ul style="list-style-type: none"> <li>❖ Need for Community Development Centres</li> <li>❖ Community halls</li> <li>❖ Need for sports facilities</li> <li>❖ Need for clinics</li> <li>❖ Pension Paypoints</li> <li>❖ HIV/AIDS Centre and Orphanage Homes</li> <li>❖ Crèches</li> </ul>
<b>Economic Development</b>	<ul style="list-style-type: none"> <li>❖ Need for employment creation</li> <li>❖ Need for LED and Tourism projects</li> <li>❖ Expanding agricultural sector through small-scale agricultural projects</li> <li>❖ Formation and support of cooperatives</li> <li>❖ Youth capacity building</li> </ul>
<b>Electricity</b>	<ul style="list-style-type: none"> <li>❖ Household connections</li> <li>❖ Electricity in fills</li> </ul>
<b>Water and Sanitation</b>	<ul style="list-style-type: none"> <li>❖ Need for quality water at reasonable distances</li> <li>❖ Inaccessibility to water remain a major challenge throughout the municipality</li> <li>❖ Delays in the construction of Toilets</li> <li>❖ Incomplete water projects</li> </ul>
<b>Land and Housing</b>	<ul style="list-style-type: none"> <li>❖ There is a dire need for housing within the municipal area</li> <li>❖ Delays in the processing of land claims applications</li> <li>❖ Inaccessibility to service delivery due privately owned land</li> </ul>

### C.3.3.7 Audit Outcome on LED & Social Development

The audit outcome for the 2014/2015 financial year was unqualified without the emphasis of matter. There were no weaknesses identified by the Office of the Auditor General under this section.

### C.3.3.8 LED & Social Development SWOT Analysis

<b>TOURISM</b>	<b><u>Strengths:</u></b> Diverse natural attractions Areas of scenic beauty Rare bird species Rail tourism – oldest narrow gauge garrot in the world	<b><u>Weaknesses:</u></b> No tourism strategy No funding for marketing Fragmentation amongst stakeholders
	<b><u>Opportunities:</u></b> 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.	<b><u>Threats:</u></b> The ability to initiate projects depends on whether funds are available/can be accessed to implement proposals. The lack of co-operation among stakeholders will result in the desired outcome not being achieved.



<b>AGRICULTURE</b>	<p><b><u>Strengths:</u></b></p> <p>Strategically located along the R612 and R56.</p> <p>Large labour pool.</p>	<p><b><u>Weaknesses:</u></b></p> <p>Lack of housing: although people are employed in the Ixopo area the lack of accommodation results in them living outside of the municipal area and hence their spending power is in other areas/regions.</p> <p>Condition of the roads: the development of business depends on its ability to transport products to consumers and access products from suppliers. The roads within the municipal area are not in good condition and this results in products being damaged while being transported.</p> <p>Unregulated informal sector: competition among hawkers in the informal sector is a problem as there is large number of operators in the retail sector.</p> <p>State of the town in some areas: some areas were a problem in terms of strewn litter, water flowing on the road surface, etc. This could lead to the decay of these areas.</p>
	<p><b><u>Opportunities:</u></b></p> <p>The strategic location of Ixopo provides opportunities for the possible location of industrial, commercial and other economic activity.</p>	<p><b><u>Threats:</u></b></p> <p>Changes in Market Forces: the global and regional markets are influenced by a range of issues which are not controlled by the local arena. These issues include the supply and demand for commodities, the exchange rate, etc.</p> <p>Impact of HIV/AIDS: the impact that the pandemic can have on the labour force is enormous. The epidemic can result in a decrease in the labour force due to deaths and associated sicknesses. This will hamper economic growth due to the withdrawal of active labour in the region.</p> <p>Performance of the District Municipality in the delivery of Services: the undertaking or expansion of projects/activities will depend on whether the required services are provided/adequate to sustain operations.</p>

<p><b>AGRICULTURE</b></p>	<p>Strengths:</p> <p>77% of the land in the municipality is suitable for agriculture.</p> <p>The R56 passes through the municipality, which provides linkage between the municipality and other major towns in the region provides markets by increasing the level of patronage and provides a road network for the transport of inputs and produce.</p> <p>The well-established commercial agricultural sector provides a conduit for the development of emerging farmers into commercial farmers.</p> <p>A fairly developed institutional arrangement exists in the municipality. For example, the district agricultural office is located in Ixopo, emerging farmers are reasonably organised into farmer associations and efforts to form cooperatives are underway. Other support institutions such as the World Vision International are actively involved in agricultural development.</p> <p>A reasonable agricultural support service is provided by the district agricultural office by way of education and extension services to both emerging and commercial farmers. Private companies such as NCD, TWK and general dealers provide inputs.</p>	<p><b><u>Weaknesses:</u></b></p> <p>The low skill base of emerging farmers would limit the rate of development into commercial farmers.</p> <p>The prevalence of HIV/AIDS has the potential to retard or even negate the efforts of agricultural development in the municipality.</p> <p>The main climatic limitation to agricultural development in the municipality is low temperature and frost. This limits the range of crops that can be grown, the length of the growing season and the level of production.</p> <p>Land under traditional authority jurisdiction is often marginal and very limited in size for the purposes of commercial agricultural production.</p> <p>Limited water resources in some areas.</p> <p>Most emerging farmers lack capital and collateral to access credit from banks.</p> <p>Although the department of agriculture is located within the municipality, understaffing results in inadequate provision of extension services to emerging farmers.</p> <p>Poor road condition and lack of transport have a negative influence on the marketing of produce for emerging farmers.</p>
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	<p><b><u>Opportunities:</u></b></p> <p>There is an opportunity for black contractors to be engaged in some contracts by timber companies.</p> <p>SMME development: The agricultural sector could provide the following SMME opportunities:</p> <ul style="list-style-type: none"> <li>• value adding industry development (cheese, chips, ice-cream, packaging),</li> <li>• bee farming,</li> <li>• Timber out-grower scheme</li> <li>• utilization of timber off-cuts</li> <li>• Organic farming, and herb and spices production</li> </ul> <p>Organic farming and herb production provide a niche market and a suitable alternative to small-scale commercial farmers.</p> <p>A fresh produce market will not only enhance economic development but will also boost and complement commercial agricultural development in the municipality.</p> <p>The high demand for dressed chicken in the area provides an opportunity for an abattoir to be established. This could be a local economic initiative for emerging farmers.</p>	<p><b><u>Threats:</u></b></p> <p>Land claims and sustainability of production:</p> <p>The prevalence of HIV/AIDS has the potential to retard or even negate the efforts of agricultural development in the municipality.</p> <p>Stock theft is a major demotivation factor to commercial livestock production. Lack of interest in agriculture by youth.</p> <p>Infighting within cooperatives.</p> <p>Currently most rural roads are unusable during the rainy season. If rural roads are not improved the transport of inputs and produce would be negatively affected.</p> <p>Risk of lower production levels than required sustaining an established infrastructure (fresh produce market, abattoir).</p>
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### C.3.4 Good Governance & Public Participation

#### 3.4.1 Introduction

This office is informed by:

**Municipal Structures Act 117 of 1998:** that encourages the municipalities to enhance participatory democracy.

**Chapter 4 of Municipal Systems Act 32 of 2000:** Section 16 encourages the municipalities to develop a culture of community participation and create mechanisms processes and procedures for community participation.

**White Paper on Local Government:** it distinguishes different dimensional levels in which community can participation in the municipal affairs

**Section 152 (10) of South African Constitution:** that encourage the involvement of communities and community organizations in matters of Local Government Community Participation Strategy

### **3.4.2 GOVERNANCE**

#### **POLITICAL GOVERNANCE**

##### **OFFICE of THE SPEAKER**

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 24 (twenty four) Councillors with 12 of such being Ward Councillors and the remaining forming part of public relations with affiliated parties such as the ANC, IFP, NFP 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.

## CORPORATE GOVERNANCE

### 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.

## **AUDIT & PERFORMANCE AUDIT COMMITTEE**

In accordance with Chapter 14, s166(1) of the Municipal Finance Management Act (MFMA), the Ubuhlebezwe Municipality has appointed an Audit and Performance Audit Committee (herein under referred to as "the Committee") that serves the purpose of being an independent advisory body to the Council, Political Office Bearers, Accounting Officer, Management and Staff. This Committee also serves the purpose of assisting Council in its oversight role. The role, functions and authority of the Audit and Performance Committee are prescribed in terms of Section 166(2) of the Act. In the process of carrying out their responsibilities the Committee is to oversee the following:

- Compliance
- Sound Management
- Service Delivery
- Performance

Furthermore, in terms of Section 121(3) (j) of the MFMA, the Committee is required to include in the annual report any recommendations it wishes to make to improve the financial management and business of the municipality. This has to be submitted with the annual financial statements by 31 August 2014.

### **Membership of the Audit Committee**

The MFMA (s 166(4) (a) stipulates that the Committee should be constituted by at least three (3) persons with the appropriate experience. The Audit and Performance Committee of Ubuhlebezwe Municipality consists of three (3) independent members, with experience in the field of Accounting, Auditing, Local Government Finance and Administration, including Risk Management and Performance Management. They are:-

1. Siphelele Zulu - Chairperson
2. Roger Bowyer - Member
3. Nokuthula Sikhakhane (Tshabalala) - Member

The Auditor General, Department of Co-operative Governance and Traditional Affairs and Provincial Treasury are normally invited to audit committee meetings.

### **Meetings**

The Local Government Municipal Finance Management Act, 2003 (Act 56 of 2003), s166 (4) (b), also requires that the Committee meet at least four (4) times a year.

## **INTERNAL AUDIT ACTIVITY**

The Internal Audit Activity (IAA) is in place and fully functional. It comprises of a Manager and two Internal Auditors. The Internal Audit Activity has been fully functional over the prior 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 has been implemented, the relevant internal audit reports have been 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 Internal Audit Charter was reviewed and approved by the Audit Committee in November 2015.

## **RISK MANAGEMENT**

Section 62 (1)(c )(i) of the Municipal Finance Management Act(MFMA) states that, the accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control. The MFMA establishes responsibility for Risk Management at all levels of management and thus becomes everybody's responsibility.

Ubuhlebezwe municipality ensures compliance with section 62(1) (c ) (i) of the MFMA, enterprise risk management framework and the risk management policy. The risk management workshop was conducted during the year to update the municipality's risk register. The municipality's risk register is monitored by the Risk committee during the year. The Risk committee held four (4) meetings during the year to monitor the implementation of action plan to mitigate identified



risks. The Risk committee reports are discussed with the Accounting officer and tabled to the Audit and Performance Audit Committee quarterly.

The top five (5) risks facing the municipality are:

Security Management

Youth Development

Policy and By-Laws

Project Management Unit

Employee Assistance Programme

## **ANTI-CORRUPTION AND FRAUD**

Ubuhlebezwe municipality has an approved fraud and anti-corruption strategy in place, which comprises a fraud prevention plan, fraud response plan and a fraud ethics policy.

Fraud Prevention Plan – set out a detailed step by step action plan to implement the Fraud Prevention Strategy and responsibilities and deadlines are assigned to each step.

Fraud Response Plan - A Fraud Response Plan set out clear, prompt and appropriate actions that must be taken when fraud is suspected. This will greatly assist officials who are unlikely to have experienced fraud before. The creation of a Fraud Response Plan increases the likelihood that the crisis will be managed effectively ensuring minimum loss and appropriate outcomes.

The Fraud Ethics Policy has been implemented in order to stress:

- The need for all to demonstrate the highest standard of personal and corporate ethics,
- The need for compliance with all laws and regulations,
- That Ubuhlebezwe values integrity and effort, not merely financial performance, in all dealings with staff, the public and suppliers,
- The desire to be open and honest in all internal and external dealings,
- That the policy applies consistently to all staff, whatever their level.

The key risk areas which are prone to fraud in most institutions include the procurement process, embezzlement and theft of cash etc. Ubuhlebezwe has ensured segregation of duties in these key risk areas, access controls have been improved. Fraud awareness workshop was conducted during the year whereby the staff was made aware of what constitutes fraud and also on the appropriate reporting mechanisms.

## **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 Sisonke 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.

<b>PORTOLIO</b>	<b>CHAIRPERSON</b>	<b>MUNICIPALITY THE CHAIRPERSON IS COMING FROM</b>
Social Development, Youth and Special Programmes	Mr GM Sineke	Ubuhlebezwe Municipality

Communication	Ms N James	KwaSani Municipality
Planning	Mr Mkhize	Greater Kokstad Municipality
Finance and Economic Development	Mr NC Vezi	Ingwe Municipality
Infrastructure Planning and Development	Mr ZS Sikhosana	Umzimkhulu Municipality

### 3.4.3 Developmental Objectives

- Good Governance and Community Participation
- Achieve service delivery outcome number nine (9) which focuses on creating a responsive, accountable, effective and efficient local government.

### 3.4.4 Programmes.

1. Community Based Planning
2. Community Works Programme
3. Ward committee Support Plan
4. Ward Committees Capacity Building
5. Ward Committee Monitoring
6. Operation Sukuma Sakhe / Ward Profiling
7. Co- ordination of IDP Budget 2015/2016 and IDP Review 2015/2016
8. News Letter Publication
9. Back to Basics Programme

### 3.4.5 Programmes Roll Out Plan:

#### • Community Based Planning

Community Based Planning (CBP) is a participatory planning designed to promote community action it is Community based planning. It is a process that will help the municipality to improve community participation processes by having ward plans developed at ward level the process can go deep as at voting district levels where people can be reached at a walking distance. That is where community inputs can be consolidated in ward plans that will talk to IDP.

#### ➤ CBP Approach:

- Planning is peoples focused and empowering, ensures the inclusions of those who are poor
- Planning process must be implementable
- Planning is linked to legitimate structures
- Planning not being a once off exercise
- Holistic taking into consideration needs of all sectors
- Builds mutual accountability between community and officials

#### ➤ CBP link to IDP

- By using ward plans to inform planning activities

- By ensuring that CBP participants are present in the IDP events through Structures and processes provided in the IDP Methodology.

- **Community Works Programme**

Community Works Programme as introduced by Cogta is an on-going process. It is aimed at creating job opportunities in Ubuhlebezwe. Though it has not financial implications time and personnel are required with regard to co-ordination of the process.

- **Ward committee Support Plan**

## **WARD SUPPORT PLAN NARRATIVE REPORT**

Ubuhlebezwe taking into cognisance that community participation is the core competence of a developmental local government, have established Ward Committees as per Ubuhlebezwe Policy on Ward Committee Elections and Operations. The Ubuhlebezwe Ward Committee Support Plan is aimed at assisting the municipality to support ward committees in ensuring that they are adequately resourced and their functionality is properly monitored.

The Constitution of the Republic of South Africa, 1996 places an obligation on local government to encourage the involvement of communities and community organizations in the matters of local government. Ubuhlebezwe endorsed ward committee participatory system where ward committees serve an advisory structure which makes recommendations on any matter affecting their wards.

In ensuring a fully effective system, Ubuhlebezwe aimed at ensuring that ward committees are adequately resourced and their functionality is properly monitored. Limited resources will always impose a challenge, however, if resources are well managed, the desired outcomes will prevail. Since community participation processes can be quite complex, they need to be well thought through to ensure best results. For this process to succeed, Ubuhlebezwe municipality has developed a ward committee support plan and reviews it on an annual basis. It is strongly believed that there is a direct relationship between a fully functional ward committee and the development and implementation of a support plan.

The functionality of ward committees is maintained by ensuring that all twelve ward committees do exist, with all portfolios represented in each committee. A schedule of meetings is developed and aligned to the municipal calendar that is circulated to all ward committee members. Vacancies are regularly filled and monthly sectoral reports are used as one of the portfolio of evidence for the functionality of the ward committee.

Provisions to improve and sustain ward committee functionality have been made as follows:

- Making sure that ward committees are well aware of their role:
- Conduct in house workshops as per emerging need on a revised ward committee functionality approach.
- Provide support in ensuring that ward committee members are familiar with a reporting template.
- Visiting ward committee meetings.
- Filling of ward committee vacancies and database update.

Ward Committee functionality is measured through performance indicators as suggested by guidelines from COGTA Public Participation Unit. Indicators set as follows:

**Number of ward committee meetings held** - Ward committee meetings sit as per schedule of meetings that is developed yearly. Council resolution is obtained for the implementation of the adopted schedule.

**Number of meetings chaired by Ward Councillor** - Ubuhlebezwe Policy on Ward Committee Election and Operation with regards to ward committee meeting procedures stipulates that:

- Ward committee meetings are convened and chaired by the Ward Councillor.
- Ward councillor may delegate in writing the chairing of a meeting in his/her absence to a member of the ward committee.

**Percentage of attendance** - Percentage of attendance is determined by a Meeting Quorum, as a Policy stipulates:

- A majority of ward committee members must be present before a vote may be taken on any matter (50% + one member) and a chairperson.

**Number of community meetings held** - The Constitution of the Republic of South Africa Act 108 of 1996 places an obligation and encouraged the involvement of communities in matters of local government. Ubuhlebezwe policy on Ward Committee Election and Operations also puts an emphasis on holding community report back meetings.

**Number of sectorial reports submitted** - Ward Committee Members are to submit monthly reports to the councilor of the respective ward comprising the following information: Research undertaken, Outreach programmes undertaken, Meetings held with individuals and groups including sectoral meetings, Forums consulted, Issues received and addressed, Municipal programmes coordinated, Number of Operation Sukuma Sakhe meetings attended.

**Number of ward reports submitted to the municipality** - A revised approach requires all recommendations made by the ward committee to be formalized in a form of a ward report. Ward reports are due at the end of each quarter.

- **Ward Committees Capacity Building**

In terms of section 16(b) of the Municipal Systems Act the municipality is required to build capacity in the communities to enable them to participate on its affairs. Ward Committees as a primary structure of community consultation needs to be capacitated.

Budget implications may include:

- The professional fees of the training providers.
- Transport and refreshment expenses for the participants.
- Printing of training material.

The Department of Co-operative Governance has prescribed training Manual. Ubuhlebezwe has only covered module one, planning to capacitate Ward Committees on other modules.

Induction for Ward Committee members was conducted in October 2012 and the trainings on modules 1,2 & 3 have taken place in the 2014/15 financial year, and will be an ongoing project. The first module of the training covered the following:

- What is Local Government,
- Legal Policy Framework for Developmental Local Government,
- Ward Committees and Key Municipal Processes, and
- Skills for Ward Committees

- **Ward Committee Monitoring**

As per yard stick prescribed by Cogta on ward committee functionality, ward committees are supposed to forward the minutes and attendance registers as proof of a meeting seating.

- **Operation Sukuma Sakhe / Ward Profiling**

This forum serves as a platform for stakeholders to co-ordinate service delivery within Ubuhlebezwe therefore it is recommend that for this developmental partnership to materialise there should be a budget attached to this.

Sukuma Sakhe is functional within Ubuhlebezwe and all 12 war rooms have been established with central coordination under the Department of Social Development. War rooms are allocated a coordinator who has to be a senior official from any sector department. Coordinated planning is done with all departments through this operation. War room sits twice a month and reports to the Local Task Team that sits monthly.

- **National and Provincial programmes**

- EPWP**

Department of Environmental Affairs has prioritized the municipality in the implementation of the KZN-YOUTH JOBS IN WASTE PROGRAMME project under EPWP. The municipality fully supporting the project and appreciates and actively involved and consulted in all relevant processes and phases of the project including the development of the business plan, implementation and monitoring of the project for the successful attainment of the overall project objectives.

The main strategic objectives of the project is to look after Land Care - Conservation of Natural Resources: (Alien Plant Clearing, Erosion Control and Veld Management)

- **Overall Objectives of Program**

Better environmental management practices

Job creation

SMME Development

Skills Development

This is a labour intensive program with the requirement of 35-45 % of budget for wages and it is a working for waste program focuses on the following:

Create and support mechanisms and for the protection of environmental quality

Create sustainable livelihoods through recycling of waste (waste collection & minimization)

Support the use of environmentally friendly waste disposal technology

Promote environmental education and awareness to the communities especially as they are the main waste generators

- **Co- ordination of IDP Budget 2016/2017 and IDP Review 2016/2017**

IDP/Budget and Review is a recurring community participation initiative. The municipality is legally required to budget for community consultation to enable local communities to participate in the affairs of the municipality

- **Ward committee meeting prior to IDP Roadshows**

This can be achieved through Ward Committee Central Meting

The co-ordination for community consultation entails:

- Media expenses: public notices in the press
- Design and printing of pamphlets, brochures etc.
- Procurement of public address systems
- Transport expenses
- Refreshments

It is therefore imperative for the municipality to budget for these structures for proper co-ordination of community involvement.

The municipality has a Public Participation Office under the Department of Social Development with the strategic leadership of the Social Development Portfolio Committee. In order to ensure alignment of public participation and IDP processes, the unit works closely with the Office of the Speaker and the Office of the municipal manager.

- **Back to Basics Programme**

The Department of Cooperative Governance and Traditional Affairs has initiated the BACK to BASICS programme, wherein the goal is to improve the functioning of municipalities to better serve communities by getting the basics right. Ubuhlebezwe Municipality is participating in the process, monthly and quarterly reports are produced. Reports are based on the service delivery issues as well as governance issues. In order to ensure that the programme is implemented efficiently and effectively, Ubuhlebezwe has aligned the programme with the Organisational Scorecard, depicting the quarterly targets as well as the annual targets. This assist in tracking the performance of the municipality, and where there are challenges, they are easily identified and corrective measures taken.

### **3.4.6 Policies/Strategies**

- **In Place**

- The following strategies and policies have been adopted by the municipality:
  - Ubuhlebezwe Policy on Ward Committee Elections and Operations
  - Community Participation Strategy
  - Ubuhlebezwe Policy on Ward Committee Elections and Operations
- The following is still to be developed:
  - Ubuhlebezwe Policy on Ward Committee
  - Ubuhlebezwe Ward Committee Support Plan

### **Complaints Management Policy**

The municipality has adopted a Complaints Management Policy as a control measure to provide for the receipt, processing and consideration of petitions and complaints lodged by the communities. In implementation of the policy, the municipality is managing complains through a Visitors Comments Book which is stationed at the reception area.

### **Citizens Charter**

The municipality has commitment to public participation by adopting a Citizens Participation Charter. The Charter gives a clear indication of where the municipal offices are situated, the Municipalities Vision and Mission and the basic information about the municipality.

### **1.4.7 Audit Outcome**

The audit outcome for the 2014/2015 financial year was unqualified without the emphasis of matter. There were no weaknesses identified by the Office of the Auditor General under this section.

### **3.4.8 Good Governance & Public Participation SWOT Analysis**

#### **STRENGTHS/ OPPORTUNITIES**



- It is considered that through the established Mayoral Protocol, IGR will improve in the District and its family of Municipalities, including Ubuhlebezwe.
- The Ubuhlebezwe Municipality has a Risk Management Committee.
- The Ubuhlebezwe Municipality has conducted an Anti-Corruption / Fraud Prevention Workshops.
- A number of structures have been established to ensure effective and efficient public participation around planning and development.
- Media is used to distribute information to communities and to notify them of meetings or workshops. Media includes radio, newspapers, posters and leaflets
- Special meetings with Amakhosi and iziNduna;
- Special meetings with all farmers and co-operatives

## **WEAKNESSES / THREATS**

- Poor sector department involvement and general lack of cooperation between municipality and other spheres of government.
- Political changes cannot be predicted.
- Risks pertaining to corruption, solvency, profitability and liquidity.

### **C.3.5 Basic Service Delivery & Infrastructure Development**

- **Coordination of development activities with relevant sector departments and service providers**

Alignment is done through IDP Forum and IDF meeting, where the district coordinates meeting regarding service delivery, Sector department are informed about developments in the IDF meetings

#### **3.5.1 Environmental and Waste Management**

##### **Environmental Management**

The municipality is using the District wide environmental management framework to deal with environmental management matters. With the municipality being predominantly agriculture, it is critical for the municipality recognise the need to ensure conservative agricultural practice. The partnership with the Dept of Agriculture through extension officers assists in advising communities on good agricultural practices. The municipality has also adopted by-laws that assist in ensuring compliance by the community in different aspects of environmental management, especially the areas of managing built environment in town.

##### **Waste Management**

As prescribed by section 11(4) of the Waste Management Act, the municipality developed an Integrated Waste Management Plan in 2014/15 financial year. The plan was developed in close interaction with the Department of Environmental Affairs and is currently going through the departmental processes before its approval by the MEC.

Waste Management is one function that the municipality is performing excellently, with recognition as the best performing municipality within the district. Waste operations are managed under community services unit by Manager Community services, Supervisor, and assistant supervisor and the complement of 52 staff members. Refuse is collected daily in business sites and once a week in residential areas. The municipality is gradually increasing the services according to the developments around the municipality.

Waste Management have improved in the past few years through different initiatives as tabulated in the table below:

<b>Name of the project</b>	<b>F/Y</b>	<b>Budget</b>	<b>Impact</b>
EPWP Waste Management Programme	2012/13 (continuous programme)	EPWP Grant from Department of Public Works (incremental based annual increase)	The programme assists in dealing with waste outside the agreed standard of service that the municipal staff is able to deal with.
Procurement of a 19 cubic metre truck	2013/2014	R1 400 000	Efficiency in waste management costs and user-friendliness for the operators.
Youth in Waste Management	2014/15 (continuous programme)	Dedee funded	The youth assists in awareness

nt Programme	mme)		es campaigns and research needs for the sector.
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## Solid Waste Management

### 3.5.2 Solid Waste Management

#### INTRODUCTION TO WASTE MANAGEMENT

The municipality has adopted a weekly routine on waste collection, wherein it is collected once a week in the residential areas and twice a day in businesses. Waste Management is under the department of Social Development, Community Development Unit. This unit is being complimented by two (2) trucks, one (1) skip bin, one (1) compactor truck and twenty three (23) general workers with two supervisor with whom one supervises from 7am to 4pm and the other from 2pm to 9pm. There are eight (8) skip bins at Ixopo town and five (5) in Highflats town that are placed at the strategic positions.

#### Status on waste collection

Kerbside collection is practised throughout Ixopo's formal residential areas. Census 2011 indicates that 12% of households are provided with a service on a weekly or better basis whilst 72% have their own disposal facility and 3% are serviced by a communal facility. The IDP claims only 1326 households receive collection services which is significantly less than the census data. 10% (2295) have no collection or disposal facilities.

**Table 23: Status on waste collection**

	Removed by local authority/private company at least once a week	Removed by local authority/private company less often	Communal refuse dump	Own refuse dump	No rubbish disposal	Other	Grand Total
54304001: Ward 1	38	16	16	1268	379	3	1721
54304002: Ward 2	830	9	93	603	14	11	1559
54304003: Ward 3	13	10	6	1748	180	16	1974
54304004: Ward 4	1793	11	288	1016	455	219	3783
54304005: Ward 5	9	6	23	1452	316	2	1808
54304006: Ward 6	25	6	12	1451	17	3	1514
54304007: Ward 7	67	6	1	1316	119	3	1513
54304008: Ward 8	34	27	11	1927	519	20	2538
54304009: Ward 9	33	26	150	1442	41	20	1713
54304010: Ward 10	15	19	100	1521	23	5	1684
54304011: Ward 11	26	9	7	1528	103	2	1675
54304012: Ward 12	12	12	7	1709	127	138	2005
Grand Total	2897	158	715	16980	2295	442	23487
<b>% of households</b>	<b>12</b>	<b>1</b>	<b>3</b>	<b>72</b>	<b>10</b>	<b>2</b>	<b>100</b>

Ixopo and Highflats households are provided with two plastic bags per week which are collected. Commercial operations in Highflats and Ixopo make use of collection points to place commercial waste. These are serviced daily.

Ixopo and Highflats have street side kerb receptacles of varying standards of condition. In Ixopo main street these are numerous and adequate. However this is not necessarily the case for the remainder of the town.

Rural areas do not have a collection service and have no formal disposal or collection means. There are no collection points for domestic waste and no transfer points.

Sub Place	Removed by local authority/private company at least once a week	Removed by local authority/private company less often	Communal refuse dump	Own refuse dump	No rubbish disposal	Other	Grand Total
Nhlangwini	-	-	-	85	11	-	97
Amatolo	-	-	-	97	5	-	102
Mpofini	-	-	-	152	-	1	153
KwaMagidigidi	-	-	2	355	42	7	406
Lufafa	2	-	-	234	19	1	256
Mgobansimbi	2	1	1	131	4	-	140
Amashaka	5	3	3	270	92	6	379
Echibini	4	6	-	424	7	-	441
Ubuhlebezwe NU	50	24	15	993	84	15	1182
Kozondi	-	-	-	84	3	-	87
Ntabane	2	1	21	233	1	-	258
Koshange	-	-	116	19	-	-	136
Springvale Mission	4	-	-	97	-	-	101
Kadedda	4	1	-	114	-	-	119
Mandlekazi	4	3	2	359	3	14	385
Gqumeni	-	-	-	194	20	-	213
Kweletsheni	1	-	1	368	65	-	435
Mkhunya	-	2	-	183	6	-	192
Sangcwaba	2	1	-	252	46	1	302
Bhobhobho	1	-	1	52	36	-	91
Qumeni	2	-	-	25	139	1	167
Ndonduma	-	1	-	69	-	-	70
KuMpotshosi	-	-	-	75	4	-	79
Ndonyane	-	-	-	116	1	1	118
KuMpondo	3	-	-	181	-	-	185
Mariathal	1	-	-	85	31	-	118
Mahehle	7	9	10	870	348	-	1244
Mziki	-	-	-	138	-	2	140
Ixopo	2609	18	375	1017	414	223	4657
Emkhubane	1	-	-	103	1	-	105
Mpunga	52	3	1	628	189	1	875
Hlutankungu	5	15	2	601	27	1	651
Jolivet	20	2	4	409	7	2	444
Somelulwazi	-	-	-	146	2	1	149
Bongindawo	-	1	1	155	7	1	165
Nkwanini	10	3	1	69	80	-	164
Nhlozane	4	3	1	143	109	4	264
Hlokozi	26	9	12	1484	228	11	1769
Ntapha	4	3	2	474	4	1	489
Manzayabila	-	-	1	1	-	-	2
Velabethuke	4	4	2	327	35	135	507
Ntshayamoya	2	3	1	217	11	-	234
Ntambama	-	-	-	105	-	-	105
Phuthini	-	-	4	28	49	-	81
Incalu	-	-	-	67	-	-	67
Plainhill	3	4	2	166	-	-	176
Mhlweni	7	1	1	381	11	-	401
KwaNokweja	10	1	1	502	60	2	576
Icabazi	1	-	-	227	1	-	229

Sub Place	Removed by local authority/private company at least once a week	Removed by local authority/private company less often	Communal refuse dump	Own refuse dump	No rubbish disposal	Other	Grand Total
Mvutshini	-	-	-	163	-	-	163
Mphesheya	4	3	2	237	10	-	257
Ngongonini	1	-	-	80	22	-	103
Bovini	-	4	-	214	21	-	238
Nkalokazi	-	1	-	40	1	-	42
Etshenilenduna	-	-	-	334	2	1	338
Mgodi	-	-	-	302	7	1	310
Umhlabatyan	-	1	-	70	1	-	72
Tsheleni	1	3	-	373	7	2	387
Esigubudwini	6	-	-	76	1	1	84
Highflats	8	3	4	278	2	-	295
Mantulela	-	-	-	117	-	-	117
KwaBhidla	14	11	122	521	18	2	688
Mhlabatshane	5	8	2	672	-	1	688
Grand Total	2897	158	715	16980	2295	442	23487
<b>Total %</b>	<b>12</b>	<b>1</b>	<b>3</b>	<b>72</b>	<b>10</b>	<b>2</b>	<b>100</b>

### Status on landfill site

Currently, waste is disposed of at the uMzimkhulu Landfill site, 25km to the west of Ixopo. The waste is transported in RELs and skip loaders. The estimated household wastes being transported are 6.1t/d with a monthly cost of R43 472/month.

### Waste Recycling, Treatment and Disposal:

Waste recycling is not practised in an official form within the municipality. Waste that is transported to uMzimkhulu is reportedly separated to recover recyclables however this is not verified and no records are kept. The municipality has published two previous calls for recycling proposals without success.

Basic modelling of the recyclable fraction of general waste indicates that 5600-6900t of recyclable material is available for recycling across the LM. This assumes a 100% collection and more likely figures are probably a 30% recovery and mostly from current serviced areas. The estimated volumes are then 1895-2332t/annum with an estimated income range of R 357 395.02 - R 593 425.86.

The recycling model would need to include community awareness and a private partnership to realise this model in conjunction with a transfer station/buy back centre.

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

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

Household collection occurs at both Highflats and Ixopo.

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

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

### Promotion of Recycling.

Preliminary models indicate that the recycling is not likely to be successful unless there are infrastructural, and institutional changes made at the LM. Additionally, community and private partnerships would need to be formed in order

to realise this end state. Furthermore, there is the potential to consolidate recycling on a regional scale which may increase the efficacy and efficiency of the system. It is considered that public-public or public-private partnerships will be key to this goal being achieved.

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

Reduction of landfilling and transport costs

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

A tertiary goal would be to establish a regional recycling strategy

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

### Goal 1 – Promote Recycling and Waste Diversion

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

**Street Cleaning:**

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

**Challenges:**

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

- No dumping site
- Insufficient compactor trucks
- Street refuse bins are not enough and not placed at strategic positions
- Skipper truck only takes one skip bin per trip to Umzimkhulu landfill site

**Measures taken to improve performance:**

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

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

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

**Intergrated Waste Management Plan (2015)**

The municipality has an IWMP in place and is implemented. It has as its goal to improve the quality of life for all its citizens by providing basic affordable services, a safe and healthy environment and the eradication of poverty whilst maintaining scenic beauty of the area. The population environment development nexus (PED Nexus) shows a clear linkage between human development, poverty and the environment. This is carried through to the principles of national environmental management acts.

For this reason the goal of the municipality is appropriate and must be the linkage throughout the IWMP. The provision of affordable basic services is an important point in developing integrated waste management plans for rural centres such as the municipality and at all times the constraints of costs must be kept in mind in developing the waste services.

**The LED data indicates twelve (12) wards (Table 1) below and occupies an extent of 1604km<sup>2</sup>**

	Formal residential	Informal residential	Traditional residential	Farms	Collective living quarters	Industrial	Vacant	Commercial	Grand Total
Ward 1	-	-	6483	1210	-	-	-	-	7693
Ward 2	2267	-	1632	1659	-	-	136	-	5694
Ward 3	-	-	9136	-	-	-	-	-	9136
Ward 4	5219	3406	-	2460	155	25	14	48	11327
Ward 5	-	-	8410	-	-	-	273	-	8683
Ward 6	-	-	7580	-	-	-	-	-	7580
Ward 7	-	-	7303	-	-	-	-	-	7303
Ward 8	-	-	11646	-	-	-	-	-	11646
Ward 9	-	-	4685	1523	-	-	3	542	6753
Ward 10	-	-	8093	-	-	-	36	-	8129
Ward 11	-	-	7741	-	-	-	1	-	7742



Ward 12	-	-	10005	-	-	-	-	-	10005
<b>Grand Total</b>	7486	3406	82714	6852	155	25	463	590	<b>101691</b>

Ixopo forms the primary node and is contained within Ward 4. Highflats, the only other peri-urban area is a secondary node and falls within Ward 9. Jolivet and Mahehle are also listed as peri-urban by the IDP.

### 3.5.3 Electricity / Energy

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

The Electrification Service Development Plan was budgeted for in 2013/2014 where backlog was identified, it has been developed, and currently the municipality is utilising figures obtained from Eskom.

Two projects have been identified for 2015/2016 – 2016/2017 by Eskom namely: (funding of R39 956 000 + R 15 000 000 has been allocated)

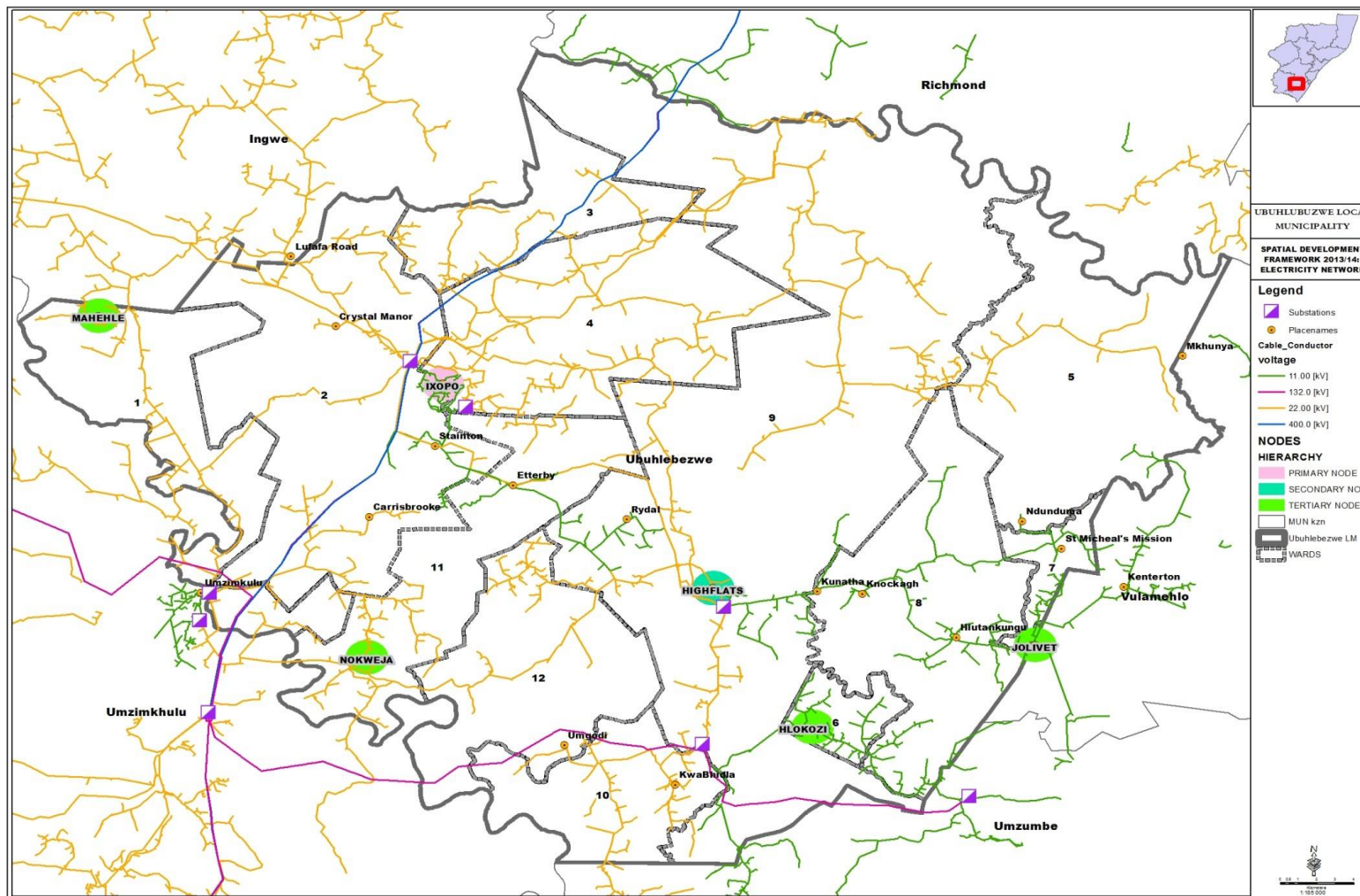
- Mahehle – Ward 1
- Ufafa – Ward 3
- Mkhunya – Ward 5

Munic Name	Project Name	Plan year	Ward	Connections	Status
KZN434_Ubuhlebezwe	Emazabekweni	2016/2017	12	100	Under design- to be implemented in 2016/2017 financial year
KZN434_Ubuhlebezwe	Ntlozane/Stewartville	2017/2018	8	250	Under design- to be implemented in 2017/2018 financial year
KZN434_Ubuhlebezwe	Mziki Low-cost housing	2017/2018	9	384	Under design- to be implemented in 2017/2018 financial year

#### Electrification Backlog:

Municipality	Total No of Households (2006 database)	No. of H/H electrified to date.	No. of H/H not electrified current backlog
Ingwe	19358	7519	11839
KwaSani	3812	663	3149
UBuhlebezwe	19593	5454	14139
Greater Kokstad	3626	627	3000
UMzimkhulu	34517	19476	15041

The following is a map depicting electricity network coverage:



Map 22 : Electricity network coverage

### 3.5.4 Free Basic Services

The Municipality has an agreement with Eskom with regard to the provision of free basic services. Eskom submit monthly statements to the municipality for payment of electricity tokens for indigent community households. The municipality also supply gel fuel as an alternative source of energy to those areas that does not have access to electricity. UBuhlebezwe has signed an agreement for free basic energy where Ward 5 has been targeted for the first phase to receive free basic energy

### 3.5.5 Roads and storm water

The maintenance of provincial and district roads in the area is a major problem owing to heavy rains and inadequate resources. The Department of Transport has a major depot at Ixopo.

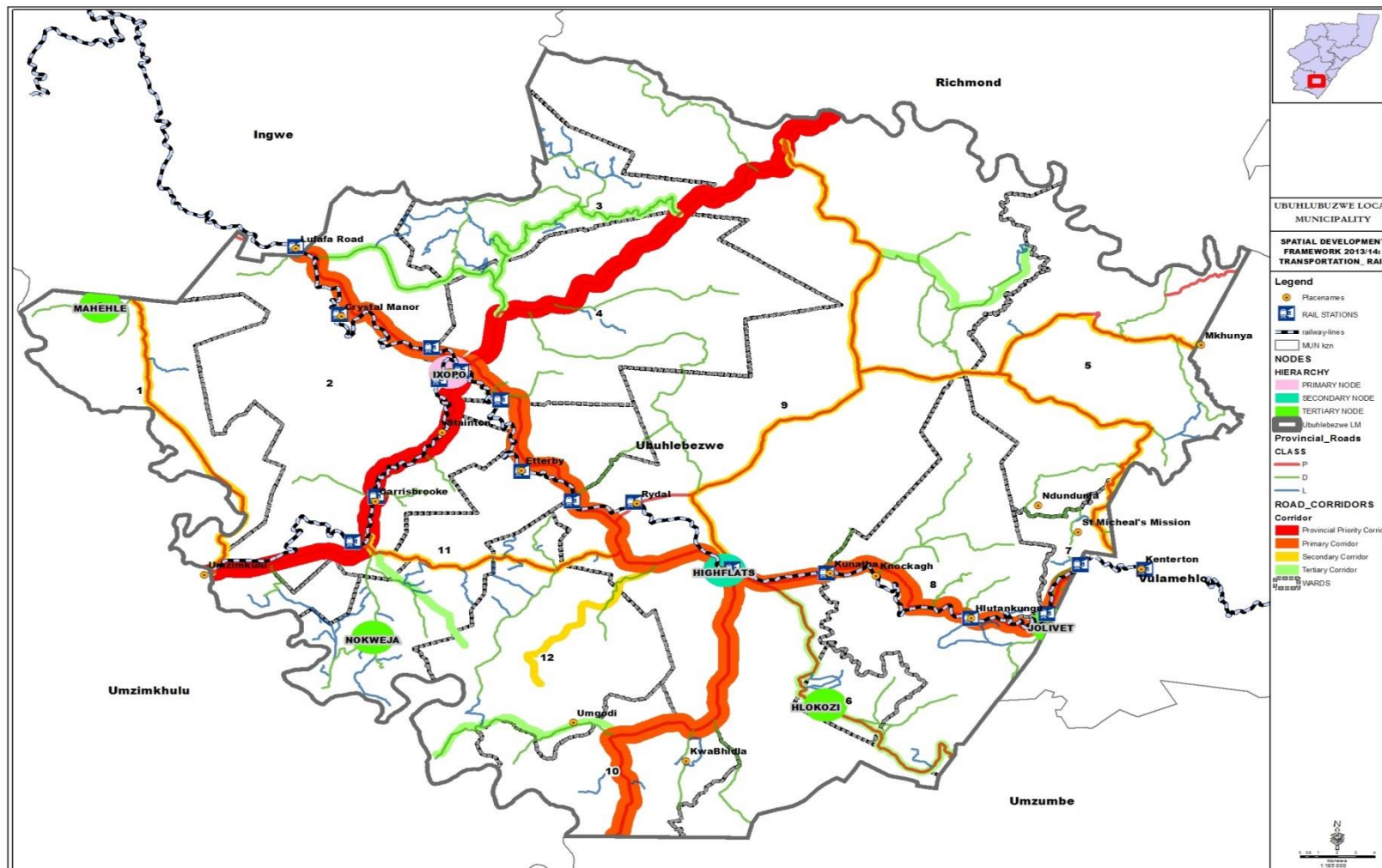
There is a rural road upgrading programme which is undertaken in association with the local Transport Forum. Most of the roads in Ixopo are of a satisfactory standard and are maintained by the municipality. While the access roads to rural settlements in. The municipality has made a budget provision for storm water management, however due to budget constraints the municipality cannot cover the entire municipal area. The municipality has received a funding from DCOGTA for rehabilitation of roads and storm water.

#### Roads Backlogs

Local Municipality	No of Km
Greater Kokstad	178
Ingwe	357
KwaSani	32
UBuhlebezwe	322
UMzimkhulu	697
<b>Total</b>	<b>1601</b>

### 3.5.6 Transportation infrastructure

A Need for new infrastructure is identified through Izimbizo, where a five year plan is drafted. Most of the roads are handed over to Department of Transport for maintenance; the municipality have in every financial year a budget for Operation and Maintenance of roads.



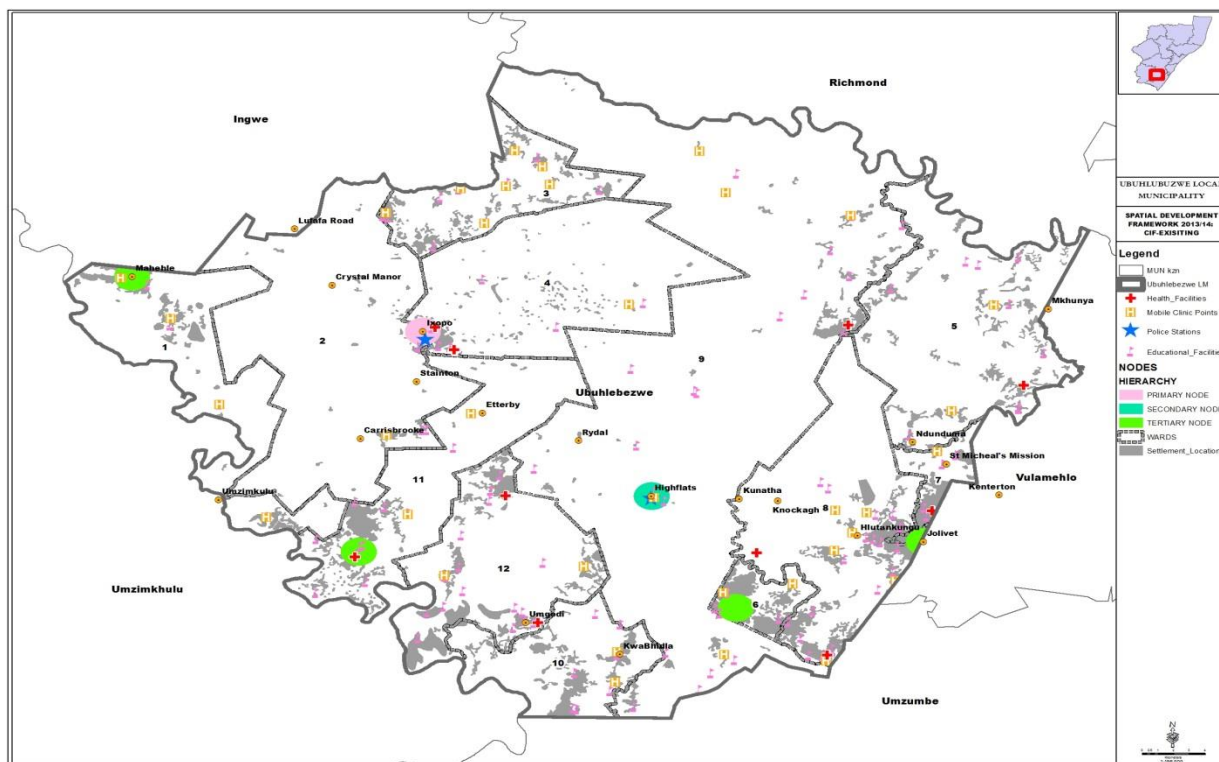
### 3.5.7 Expanded Public Works Programme

The municipality receives an allocation for the coordination and the implementation of the EPWP in the entire area. The UBuhlebezwe municipality utilise the EPWP guidelines in the implementation of MIG projects and housing projects.

UBuhlebezwe has employed a total number of 84 people on the EPWP programme, where they have been allocated to clean public areas such as sportfields, creches, road maintenance and community hall for the duration of a year. We have seen a great impact in job creation as our facilities have improved in terms of health and hygiene.

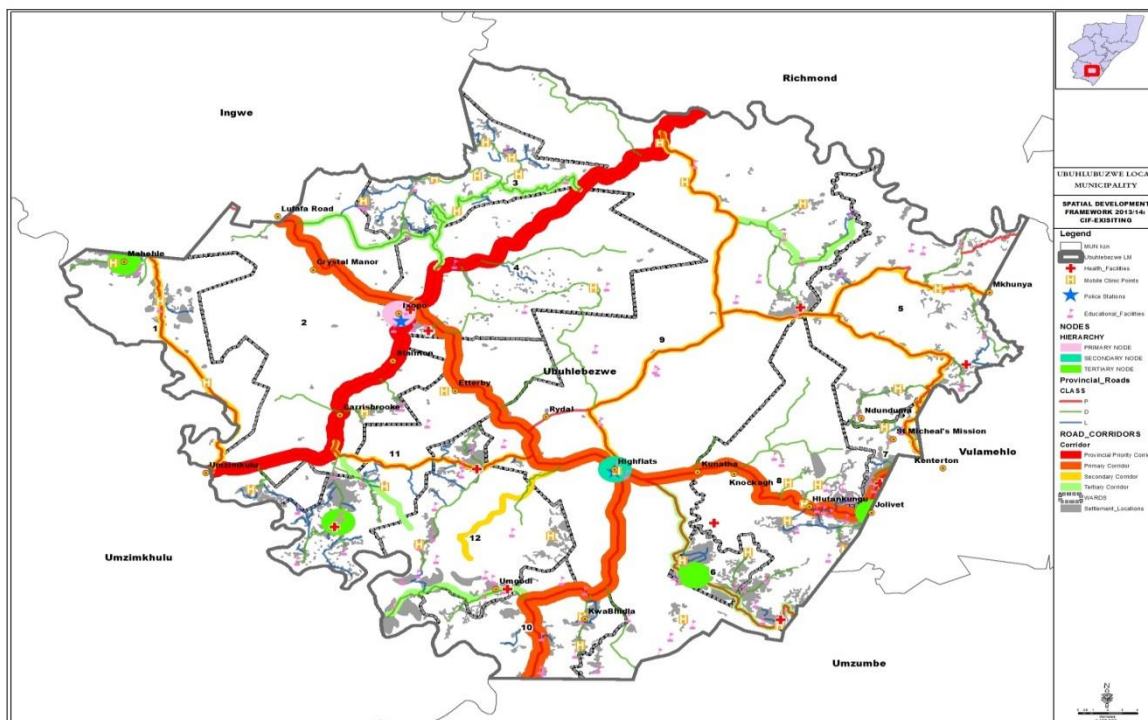
### 3.5.8 Access to community facilities

The following map depicts available social facilities by government departments:



Map 24: Government Social Facilities





**Map 25: Social facilities**

### 3.5.9 Housing Chapter

## HOUSING CHAPTER

### INTRODUCTION:

The Ubuhebezwe Local Municipality with the assistance of the Provincial Department of Human Settlements, has prepared this Housing Sector Plan as a component of the Integrated Development Plan. This document is based on the principles, policies and proposals of the Housing Policy and implementation plan prepared as well as it contains an assessment of the current housing needs, the situation regarding the current projects, infrastructure and key institutional issues affecting delivery human shelter.

This plan offers a range of choices that are available and are applicable to deal with housing shortages applicable in our local context i.e. from integrated residential development program, upgrading of informal settlements, housing assistance in emergency circumstances, community residential units programme, individual subsidy program, rectification of pre-1994 dispensation as described on the national housing code 2009, as amended.

The Housing unit based under the Infrastructure Planning and Development (IPD) department which makes it possible to fully adhere and deliver on the Municipality's vision, mission as well as the applicable elements described in the municipal IDP and SDF. The following municipal vision and statements are applicable;

### VISION:

"To improve the quality of life of all its citizens by providing basic affordable services, a safe and healthy environment, eradication of poverty and maintaining the scenic beauty of this land."

### MISSION:

"Ubuhebezwe Municipality will strive to deliver an appropriate level of services to all our citizens by the year 2025 and alleviate poverty by promoting sustainable development whilst providing good governance and being transparent and accountable to the public".

### 1.1. CHALLENGES WITHIN THE MUNICIPALITY:

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

**TABLE 1: OF EXISTING CHALLENGES SURROUNDING THE HOUSING SECTOR IN MUNICIPALITY**

CHALLENGES	ATTEMPTS MADE AND ISSUES
Lack of bulk services confirmation for the district municipality.	Several meetings have been facilitated with the district as a way to align the municipal housing projects with both water and sanitation plans. An ongoing communication with the District is currently being facilitated in this especially when it comes to specifically the lthubalethu urban housing project.
Slow response by DOHS with respect to approval and conclusion of delivery of contracts.	Recent cases have been experienced in this regard include Kwathathani extension of period for construction, Ufafaextension for planning stage, Bhobhobho stage 2 contract for construction, Amanyuswa planning stage and Mfulomumbi stage 2 contract for construction. Constant communication with the department of human settlements is facilitated in this regards but due to budget issues within the department results in slow implementation of projects whether in the planning or Project management side.
Electricity	Poor planning from Eskom as a parastatal. Electricity implementation planning is not aligned especially in rural areas with the municipal housing projects. Eskom as a noted parastatal do get invited to IDP project alignment forums to present to the municipality but when it comes to alignment to housing projects this hasn't taken place.
Alignment between DOHS Planning and Project Management	This point relates to the internal units within the Provincial Department of Human Settlements. The misalignment between these two units in project implementation measures puts the Municipality not truly understanding and being able to assist with the implementation of projects in some cases.
The informal Settlements Urban secondary	The growing number of informal settlements within the primary and secondary nodal areas of Ubuhlebezwe LM. This requires for much land to be sourced by the Municipality in order to cater to formal shelter to accommodate the occupants of the informal shelter in this regard.
Legal stance on foreign nationals in housing delivery	This relates to the fact that there seem to be no clear response on just what would be the legal stance to provide housing for foreign nationals.

## 2. LEGISLATIVE FRAMEWORK

- NATIONAL HOUSING ACT [107] OF 1997
- BREAKING NEW GROUND



Highflats area within the municipality also consist of informal settlements occupation within privately owned areas and experience has shown that housing access to basic services, secure tenure and a house ultimately will bring through social and economic circumstance and ultimately sustainable development.

## **RURAL DEVELOPMENT: THE RURAL HOUSING PROGRAMME**

The Municipality also has numerous number of planned and currently implemented rural housing projects to assist in combating the existing poor housing structures that exist within rural areas. The one house per uMuzi program is seen as a great need within the Municipal area. As part of rural development - the policy principle of tenure security, the subsidy instruments provide for assistance in all types of settlements along a range of freehold or rental tenure can be achieved. This programme assists in rural households and in areas with communal tenure to access housing subsidies.

The Rural Housing Programme applies in areas of communal tenure and requires that tenure rights first be confirmed through the processes prescribed by the Minister of Rural Development and Land Reform. The Programme deals with the rules for housing subsidies for housing development on communal land registered in the name of the state or which will be held by community members subject to the rules or custom of that community. It is a pre-requisite for the allocation of subsidies under the Programme that beneficiary community member provides proof of uncontested land tenure rights and qualifies for a new order tenure right on the portion of land allocated to him or her. In the quest to provide tenure security, social-cultural and livelihood strategies this programme supports the provision of sustainable human settlements in rural areas as well as the acquisition of traditional technologies and secured tenure issues.

The following are the main current and planned housing projects that fall under the Ubuhlebezwe Local Municipality;

## **STATUS OF MUNICIPAL HOUSING PROJECTS**

<b>PROJECT NAME</b>	<b>WARD NO.</b>	<b>PROJECT SIZE</b>	<b>CURRENT STATUS</b>
1) Sponya Rural Housing	8	700 units	Project construction was completed in July 2014. In terms of the escalation application which will lead to the official closure of the project, the Department of Human Settlements (DOHS) approved the escalation application. The IA has accepted the outcome and will be facilitating the project closure soon.
2) Mahehle Housing Project Phase 2	1	1000 units.	The project is prioritized in the Municipal Housing Plan and the Municipal Integrated Development Plan (IDP). Mahehle Phase 1 has been completed and are currently engaging in packaging Mahehle phase 2 which falls within privately owned land. The Implementing Agent has facilitated all the requirements needed for the land purchasing requirements as prescribed by the Housing Development Agency. The pack which is line with these requirements was submitted and has been assessed by the Housing unit. One main element outstanding is the facilitation of a Land evaluation procedure and report before the Municipality can be in a position to formally submit to the Human Development Agency for possible funding for land purchasing. Terms of Reference are being finalised for the advertisement for land valuation procedure.
3) Highflats Slums Clearance Housing Project	9	500 units	The municipality has identified another portion of land to accommodate the Highflats informal settlements, the negotiations for the purchasing of land are in progress. This portion of land is known as Portion 32 of Farm Esparanza No. 1938. The relevant studies for the project is completed which will form part of this package. The implementing agent has already established the proposed site can be able to accommodate only 461 sites. There is still need to be clarity with regard to the way forward pertaining the subject site and its availability for Slums Clearance Project. The Housing Unit has also requested a response for DOHS pertaining the possibility of constructing High-density housing in order to deal with insufficient

			area available in Highflats. Alternative land is for the project is currently being facilitated due to the fact that there is no progress regarding the negotiations of Portion 32 of Farm Esparanza No. 1938.
4) Kwathathani Rural Housing Project	1 0	750 units.	In total there have been 643 completed. The IA clarified that there are 33 approved beneficiaries that will be located in between the existing houses. A formal contract which shows the extension granted till the end of July 2016. The contract was signed by both the Honourable MEC for Human Settlements and the Head of Department (HOD) for DOHS. The contract was delivered to the Municipality signed by the MM on the 1 <sup>st</sup> March 2016.
5) Ibhobhobho Rural Housing Project	5	644 units	The current status of subsidy applications that are approved is 514, applicants with declined applications is 68 and 8 applications will be reinstated. The transfer of 11 beneficiaries from Vulamehlo to Ibhobhobho has been completed. The DOHS has requested that national DOHS to remove these beneficiaries from their database, which will enable the IA to re-instate their application process in terms of the Bbhobhobho project. The Tranche 2 application pack submission was approved and signed off by the MEC and HOD. The contract is currently being finalised and hopefully will be ready for signature by the MM before end of March 2016 and for the project to kick-start construction in April 2016.
6) MzikiAgri Village Housing Project	9	385 units	The Implementing agent (IA) has also indicated that in terms of the conditions of establishment issued it specifies that there should water services installed as part of the project. The IA mentioned that the township register could not be opened due to the lack of bulks in the project. Harry Gwala has not responded in terms of the Water Bulks project implementation plan which could assist in this regard. DOHS is currently in the process of handing over the social amenities from the project area to the Municipality.
7) Amanyuswa Rural Housing Project	7	750 units	To date, the approval of the stage 1 application was approved by DOHS and a contract will be facilitated from April 2016 in order for the project kick-start the planning phase. DOHS (Planning unit) has confirmed that a budget for this project has been allocated in the new financial year.
8) Madungeni Rural Housing Project	1 2	1000 units	There are 266 approvals within the Dunge area, 119 new beneficiaries that have been captured. The IA has indicated that he has liaised with the Department of Rural Development and Land Reform (DRLRD) with regards to land availability issues surrounding the project. A process which involves intense public participation needs to be facilitated in order for the project to be granted a Development Rights Agreement and approval from DRDLR. The IA together with the Housing Unit have been to trying to meet up with the



			Traditional Authority in order to communicate the above mentioned process that needs to be done but without success. DOHS (Planning) has indicated that there will be funds available for this project in their new financial year.
9) Ufafa Rural Housing Project	3	3000 units in total.  (1000 units targeted for the 1 <sup>st</sup> phase)	Sales and admin is currently at approved beneficiaries of 712. The development agreement has been signed by the Ingonyama Trust Board. DOHS has indicated that the project need to be brought down to 500 units for now, given the financial hardship experienced by the Department that requires for the department to change the submitted application for stage 2 to reflect the 500 units and for the DOHS planning unit to close out the project on their side and in order for the project to be considered on the Project management side for approval of construction.
10) Mfulomubi Rural Housing Project	7 & 8	1500 units	Beneficiaries approved are currently at 1089, applications declined 52, 64 applications had documents missing therefore they need to re-apply. The Tranche 2 application pack submission was approved and signed off by the MEC and HOD. The contract is currently being finalised and hopefully will be ready for signature by the MM before end of March 2016 and for the project to kick-start construction in April 2016. It should be noted that the Project size has been reduced to 500 units for now.
11) Hlokozi Rural Housing Project	6	2600	All the required pre-feasibility studies have been completed and submitted to the Ubuhlebezwe Local Municipality (ULM) and for approval by TEAC. TEAC has kicked out the project on the basis of having a large number of beneficiaries. The Planning unit will be re-submitting the project application pack with the required changes for TEAC consideration soon.
12) Gudlucingo Rural Housing Project	8	1500	All the required studies have been completed and submitted to the Ubuhlebezwe Local Municipality (ULM) and got approved by TEAC. The contract is currently been facilitated by the Department. The IA has decided to be proactive and administer the beneficiaries while waiting on the contract.

#### URBAN PLANNED HOUSING PROJECTS:

#### STATUS OF MUNICIPAL URBAN HOUSING PROJECTS

PROJECT NAME	WARD NO.	BACKGROUND AND PROJECT SIZE	CURRENT STATUS
ITHUBALETHU EXTENSION 1 HOUSING PROJECT	4	384 units	A Council Resolution recognizing an SLA entered into between Harry Gwala District Municipality (HGDM) and Umngeni water towards the work that needs to be done for the benefits of Ithubalethu Housing Sewer Outfall resolution is still outstanding from HGDM. The resolution will be attached to a letter to DOHS as soon as it received. The Department is currently aligning funding requirements for the next financial year on the project. The



			housing unit is currently facilitating with regards to the original list and the qualification criteria as per DOHS requirements. The IA is to verify status of names on the list on the DOHS Housing Subsidy System (HSS) after this 'clean up' process, the IA will forward the outcome to the Municipality. A public notice calling all the potential beneficiaries from the original list will follow thereafter. A pro forma document will be formulated for prospective beneficiaries to complete so that a new list can be compiled from the old list.
MORNING VIEW MIDDLE INCOME PROJECT	4	Project is a municipal initiative. Project awarded to a private property developer and will consist of 105 units	The project is currently in construction with 29 houses fully completed, Four units on roof height level and 2 units in foundation phase.
BUHLEBETH U COMMUNITY RESIDENTIAL UNITS	4	150 units, phase one.	The project budget has been approved at about 73 million. A formal letter formally notifying the Municipality will be sent to Ubuhlebezwe LM while the contract for the project is being finalized by DOHS. Regular meetings will be facilitated to kick-start the full planning part of the project and will be held between DOHS, Ubuhlebezwe LM and the IA with his team (Engineers, surveyors, EAP). A period of 6 months would be an adequate period for all the planning processes to be done, pending obviously on the environmental authorization that could possibly take longer.
IXOPO SLUMS CLEARANCE	4	Still to be determined.	The Department has indicated that a budget to acquire land will be made available over 2 financial years. Other tasks to action regarding the acquisition of land will be facilitated during the 4 <sup>th</sup> Quarter. This is especially because there is de-stumping procedure that need to be accommodated as a condition of sale. The housing unit has also facilitated a letter to Harry Gwala District Municipality to consider the Bulks Infrastructure needed to accommodate this development. DOHS has indicated the importance of getting commitment from the District this early, in a form of a Council Resolution, in order to avoid delays along the project approval process. DOHS has indicated that the Municipality can opt for an IA for the housing project to be hired and with the Planning (Pre-feasibility Study) money can be used to de-stump the existing forestry within the site.

#### OPERATIONAL/IMPLEMENTED HOUSING PROJECTS:

DOHS planning component has indicated that a draft budget of 56 million rands that will be set aside for the planning establishment of feasibility-level for projects in the Harry Gwala District. For Ubuhlebezwe LM the following projects will be considered;

- Wolseley Farm (Turn Key) Slums Clearance
- Emadungeni Rural Housing

- Gudlucingo Rural Housing
- Hlokozi Rural Housing
- Amanyuswa Rural Housing

No formal correspondence has been received from the Project Management Unit in terms of the budget projects to be implemented for the 2016/17 financial years.

**TABLE 24: Housing Project prioritized under the Planning and Project Management level**

Project Name	Component	Implementing Agent	Total Units/ Total Contractual target	2016/17 Allocated Budget R'000	2017/18 Allocated Budget R'000	2018/19 Allocated Budget R'000	2019/20 Allocated Budget R'000
uBuhlebezwe OSS	A: Project Management	Chushisanani	69	R -	R 4 750	R 4 750	R 0
Umfulumobi	A: Project Management	Projecon	1 500	R -	R 0		12900
Ufafa	A: Project Management	GK Rainbow Construction	1 000	R -	R 0		12900
Hlokozi	A: Project Management	Not Yet Appointed	1 500	R -	R 0		12900
KwaThathani	A: Project Management	Kantey & Templer (Pty) Ltd	750	R -	R 0	R 0	R 0
Ibhobhobo	A: Project Management	Mpheme Developments	644	R -	R 0	R 10 000	R 12 000
Gudlucingo	A: Project Management	Not Yet Appointed	750	R -	R 0	R 10 000	R 12 000
Emadungeni	A: Project Management	CHS Developments	1 500	R -	R 0	R 0	R 0
Amanyuswa Rural housing Project	A: Project Management	PDM	1 500	R -	R 0	R 10 000	R 12 000
Fairview	A: Project Management	Mageba Projects	736	R -	R 0	R 10 000	R 12 000
Marianthal Mission ®	A: Project Management	Zufi Projects	92	R -	R 0	R 0	R 0
Highflats Slums Clearance	B: Planning		500	R -			
Ixopo slums	B: Planning		1 000	R -	R 0		1 000
Ehlanzeni	B: Planning		260	R -			
Gudlucingo	B: Planning	Ubuhlebezwe Municipality	1 500	R 1 685			
Ufafa RHP	B: Planning	GK Rainbow Construction	1 000	R -			
Ibhobhobho	B: Planning	UmpHEME	1 000	R -	R 0		
Amanyuswa	B: Planning		500	R 528	R 0		

eMadungeni	B: Planning	CHS Developments	1 000	R 430	R 0		
kwaThathani	B: Planning		1 000	R -	R 0		
Hlokozi	B: Planning	CHS Developments	2 275	R 1 200	R 0		
Nokweja	B: Planning		1 000	R -	R 1 417		
Ithubalethu IRDP	A: Project Management	Kantey & Templer (Pty) Ltd	384	R -	R 0	R 0	R 0

#### HOUSING FORUMS:

Over and above the Housing on-site technical and Project Steering Committee meetings that take place per active Housing Project, there is also the existence of and Housing Think Tank Forum to tackle pertinent issues surrounding the Housing function of the municipality. This forum assists the department and Municipality to monitor and facilitate the progress of the projects. The forum also aims to try and establish issues, solutions and progress on each and every housing projects. Progress reports presented by the Implementing Agent are also scrutinized and the Department of Human Settlements also provide inputs per project. It is also a constructive forum for the exchange of ideas and information between key stakeholders which involve the Department of Human Settlements, the District Municipality, and the Implementing agents as well Department of Rural Development and Land Reform. The chairperson of the Infrastructure, Planning and Development (IPD) and internal Housing staff also form part of these meetings. The Housing think tank scheduled dates for 2016 is as follows;

#### 2016 PROPOSED HOUSING THINK TANK DATES

MONTH	DAY	TIME	VENUE
26 February 2016	Friday	10:00 am	Main Boardroom
20 April 2016	Wednesday	10:00 am	Main Boardroom
30 June 2016	Thursday	10:00 am	Main Boardroom
24 August 2016	Wednesday	10:00 am	Main Boardroom
19 October 2016	Wednesday	10:00 am	Main Boardroom
24 November 2016	Friday	10:00 am	Main Boardroom

#### CONCLUSION:

A number of Housing projects have been completed in the 5-year period is such the Mahehle, Mziki Agri-Village, Sagcwaba but without water services forming part of these housing projects and the Department of Human Settlements has embarked on Water Harvesting initiative to form part of the completed housing projects in the Rural areas. The Kwathathani Rural Housing Project has been revised to be completed by July 2016. There is also a noticeable need due to the lack of adequate housing for the middle to higher income populations within the urban area that the municipality is gearing themselves towards unpacking housing needs to cater for this. During the 2016/17 financial the Municipal housing unit is set to explore the requirements in terms of linking the implementation of the solar panels with the rolling out of housing projects. Together with the Department of Human Settlements, the municipality is working hand in hand to fast-track housing projects implementation set to deal with shelter as a noticeable need for human beings.

### C.3.5.10 Audit Outcome

The audit outcome for the 2014/2015 financial year was unqualified without the emphasis of matter. There were no weaknesses identified by the Office of the Auditor General under this section.

### C.3.5.11 SWOT Analysis

<b><u>STRENGTHS</u></b> <ul style="list-style-type: none"><li>• Planning Unit</li><li>• Project Management Unit</li><li>• Building Control Unit</li><li>• GIS</li><li>• Housing</li></ul>	<b><u>WEAKNESSES</u></b> <ul style="list-style-type: none"><li>• Shortage of human resource to undertake field work</li><li>• Gaps within the maintenance programme</li><li>• Weak communication lines with sector department</li><li>• Lack of understanding and awareness of the aspect and role played by planning within the municipal area</li><li>• Educating the community on the importance of planning</li><li>• Outdated policies and bylaws</li><li>• Conforming to current standards and trends</li><li>• Staff retention within the planning unit</li></ul>
<b><u>OPPORTUNITIES</u></b> <ul style="list-style-type: none"><li>• Land use study</li><li>• Awareness campaigns on town planning &amp; building control processes</li><li>• Spatial Development Framework</li><li>• Land Use Management System</li></ul>	<b><u>THREATS</u></b> <ul style="list-style-type: none"><li>• Water and electricity delays</li><li>• Vandalism of public facilities</li><li>• Illegal dumping of refuse</li><li>• No designated site for solid waste</li><li>• Inaccessibility of the current dumping site in uMzimkhulu during rainy days</li><li>• Lack of understanding and awareness of the aspect and role played by GIS within the municipality</li><li>• Lack of essential equipment such as plotter to better support municipal officials</li><li>• Lack of IT support</li></ul>

### C.3.6 Municipal Financial Viability and Management

#### 3.6.1 Strategic objectives:

- To improve the performance and functioning of the municipality
- To promote financial sustainability
- To ensure that financial resources are efficiently and effectively allocated
- To ensure implementation and compliance with the requirements of the MFMA
- To promote accountability to the citizens of UBuhlebezwe

#### 3.6.2 Financial strategy

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
- Asset Management Strategy
- Financial Management Strategies
- Operational Financing Strategies
- Capital Financing Strategies
- Cost-effective Strategy
- Measurable Performance Objectives for Revenue

#### 3.6.3 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
- Rates Policy
- Indigent Support Policy
- Budget Policy
- Asset Management Policy
- Accounting Policy
- Supply Chain Management Policy
- Subsistence and Travel Policy
- Credit Control and Debt Collection Policy
- Investment and Cash Management Policy
- Short-term Insurance Policy

#### **3.6.4 Capability of the municipality to execute capital projects**

2012/13 financial year – 90 % of the capital budget was spent.

2013/14 financial year – 70% of the capital budget was spent.

2014/15 financial year – 100% of the capital budget has been spent

2015/2016 financial year, as at 30 April 2016 – 69% spent

#### **3.6.5 Indigent Policy**

The amended policy for the 2015/16 financial year was approved by council. Council approves the annual write off of all debt owed by the indigent debtors, including the register before the start of the new financial year. Indigent register for 2016/17 was approved at a council meeting held on the 26 May 2016. The budget incorporates both the Free Basic Services and Refuse. When making a comparison to the indigent debtors from the previous financial, they have decreased, Reason: Most indigents did not apply for recognition as indigent, hence, awareness of the Indigent process is being communicated through public participation forums and ward committees are also trained to do Indigent awareness in their communities.

When making a comparison to the indigent debtors from the previous financial, they have increased from 53 to 94 to date. Awareness of the Indigent process is being communicated through public participation forums.

#### **3.6.6 Revenue Enhancement**

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.

#### **3.6.7 Municipal's consumer debt position for the last three years**

- **Total debt/total assets.**

2013 : R 32 783 037 / R 187 256 638 = 20%

2014 : R 31 089 069 / R 297 490 609 = 10%

2015: R 34 311 417 / R 363 069 103 = 9.5%

Challenge of non-responsive customers, when they are issued with remainders to pay their outstanding debt. The municipality also engaged a debt collector to assist in the process collecting debts, but that has not yield significant results. Incentives to motivate rate payers through discounts has also been implemented, however this has also not yield a lot of positive results.

Debt collector has been engaged to assist the municipality in collection of debt and Incentives to motivate rate payers through discounts has also been implemented, however this has also not yield a lot of positive results.

#### **3.6.8 Grant dependency**

The municipality is grant dependent and in the year 2013/14 and 2014/15, 80% of Revenue was through Grants.

### 3.6.9 Repairs and Maintenance

Maintenance budget on Infrastructure has been increased from R 2 400 000 in 2014/15 to R 3 495 000 in 2015/16 and to R 2 988 650 in 2016/17 financial year. This is done so as to enable the municipality to maintain its assets, so that they do not deteriorate and thus preserve the life span of the assets of the municipality. The Municipality also has a 3 year maintenance plan for Infrastructure assets.

The municipality has only budgeted 1.7% of the total non-current assets due the constraints in financial resources when compared to the demand for service delivery. The demand in backlog of service delivery is mainly due to the historical back ground and political dynamics of the municipality. The challenge of resources vs. demand when it comes to asset maintenance is a challenge experienced by most municipalities. Treasury has been engaged by municipalities with regards to this challenge and to together with the municipalities, they are working towards a funding solution.

### 3.6.10 Borrowings

The municipality does not have any borrowings.

### 3.6.11 Employee related costs

As at 30 January 2016, the percentage of employee related costs to total expenditure is 56.6%. to date as at 30 January 2016, R 2 503 994.64 was spent on consultants vs R 59 013 709.89, which is 4.2%. Whenever the municipality appoints a service provider, a Service Level Agreement is prepared, and clearly indicates that the service provider should be able to transfer skill to the municipal employees.

### 3.6.12 Contracted Services

To date as at 30 April 2016 – R 3 928 471 was spent on consultants vs. an amount of R 79 311 232.08 for operational expenditure, which is 5%. All contracted fees relate to consultants for Infrastructure projects. Upon the appointments of the service providers, a Service Level Agreement (SLA) is prepared and signed by the accounting officer as well as the service provider. This SLA included how skills should be transferred, and this is closely monitored.

### 3.6.13 Auditor-General's opinion

For the financial year 2011/12 the audit opinion report was unqualified. For 2012/13, 2013/14 and 2014/2015 the municipality obtained a CLEAN AUDIT opinion.

- **The Auditor-General's report together with an action plan included under SECTION F of the IDP**

### 3.6.14 Audit Opinion

Unqualified Opinion without emphasis of matter – Clean Audit opinion

The audit outcome for the 2014/2015 financial year was unqualified without the emphasis of matter, however there are weaknesses that were raised on the management report regarding Financial management issues. Please see the attached action plan to address weaknesses identified by the Office of the Auditor General.

### 3.6.15 SWOT Analysis

<p><b><u>STRENGTHS</u></b></p> <ul style="list-style-type: none"> <li>• Budget &amp; Assessment Management unit</li> <li>• SCM Unit</li> <li>• Asset Management Unit</li> <li>• Expenditure Unit</li> </ul>	<p><b><u>WEAKNESSES</u></b></p> <ul style="list-style-type: none"> <li>• Delays in SCM processes</li> </ul>
<p><b><u>OPPORTUNITIES</u></b></p> <ul style="list-style-type: none"> <li>• Grants received</li> <li>• Equitable share</li> </ul>	<p><b><u>THREATS</u></b></p> <ul style="list-style-type: none"> <li>• Changing reporting formats</li> <li>• Low revenue collection rate</li> <li>• Incorrect billings</li> <li>• Skills shortage</li> <li>• ICT challenges (financial systems)</li> </ul>



### **C.3.7 Cross Cutting Interventions**

#### **3.7.1 A Credible Integrated Development Plan**

Ubuhlebezwe Municipality ensures that compliance with all pieces of legislation is done at all time. That is ensuring that during the first term of an elected Council, a five year plan is developed and annually reviewed. All public participation processes are undertaken as per the Council approved IDP Process plan. The municipal Council adopts its IDP together with the Budget as well as the procurement plan to ensure that all the planning documents are in place and aligned.

#### **3.7.2 Community Safety**

- **Traffic Management**

Ubuhlebezwe is an authorised licensing station providing services of road safety, motor licensing, learners licenses, drivers' licenses and vehicle testing. The station is governed by the Traffic Management Act and the Criminal Procedures Act. Ubuhlebezwe Testing Station has maintained the operations and complied with operating guidelines as regulated by the Provincial Department of Transport.

- **Disaster Risk Management**

#### **Disaster Management Plan**

The municipality reviewed its Disaster Management Plan, in 2014 which thereafter was approved by council. Such plan shall be reviewed and updated every three years to align it with the circumstances that prevail within the municipal area at the time. Furthermore, the next review of the disaster management plan shall take place in 2017.

The purpose of the Ubuhlebezwe Local Municipality's Disaster Management Plan is to facilitate an integrated and coordinated disaster management that focuses on prevention, reduction of disaster risk, emergency preparedness, rapid and effective response to incidents/disasters and post-disaster recovery as required by disaster management legislation and policies.

This plan seeks to identify and clarify the roles and responsibilities of the internal and external stakeholders throughout the entire cycle of disaster management, i.e.: pre-disaster, during disaster and post disaster phases. It again identifies and establishes consultative mechanisms for specific priority risk reduction projects aimed at promoting resilient communities within the Ubuhlebezwe Local Municipality.

Ubuhlebezwe Local Municipality is prone to various forms of natural disasters that always hit the municipality on an annual basis. These disasters are seasonal in nature. In winter, wild fires are common whereas hailstorms, thunderstorms, heavy rains and floods are all common in summer. Some of the worst disasters have hit the municipal area in the past years. In all these disasters, the municipality has cooperated with the District Municipality, the Provincial Government and sector departments and NGO's in providing social relief to the affected households.

Given the municipality's experiences with disasters, it is important that the municipality's approach is proactive and preventive in nature and one that seeks to create self-reliable and sustaining communities both during and after disasters.

The purpose of this plan is to establish processes for a comprehensive disaster risk assessment. It further seeks to identify and clarify the roles and responsibilities of the internal and external stakeholders throughout the entire cycle of disaster management, i.e.: pre-disaster, during disaster and post disaster phases.

It again identifies and establishes consultative mechanisms for specific priority risk reduction projects aimed at promoting resilient communities within Municipality. Section 53(1)(a) of the Disaster Management Act, 2002 (Act 57 of 2002 – hereafter referred to as “the Act”) requires the Ubuhlebezwe Local Municipality to prepare a disaster management plan for its area according to the circumstances prevailing in the area and within the ambit of its municipal disaster management framework.

### **Disaster Response and Recovery**

The municipality is at all times prepared to respond to emergencies and/ or disaster incidents within its area of jurisdiction. Bearing in mind that, disaster risks change with the change of the season and hence it is pivotal to always draft disaster management contingency plans, the municipality does this each and every time a new season approaches taking into account all the disaster risks that are imminent at that time in period.

The above assist the municipality to put together response and recovery mechanisms in line with the imminent risks.

When disaster incidents occur, it robs citizens their dignity and hence the municipality endeavours to ensure that such dignity is restored through integrated response and recovery.

Clear standard operating procedures, including roles and responsibilities of all relevant disaster management stakeholders are documented by each and every stakeholder as part of ensuring a state of preparedness.

When a disaster incident and/ or a disaster occur, it is the obligation of uBuhlebezwe municipality in consultation with the district municipality to establish a joint operation's centre to coordinate an integrated response to affected areas.

The municipality also keep stock of disaster relief material, which is utilized whenever disaster incidents and/ or disasters are realized as part of an effort to restore the victim's dignity. In this current financial year (2015/2016) the municipality procured the following disaster management relief:

ITEM	QUANTITY
Blankets	100
Sponges	50
<b>TOTAL</b>	<b>150</b>

As part of corporative governance, where the municipality realizes that, its resources are not adequate to deal with an encountered disaster incident and/ or emergency, the district municipality and the provincial disaster management centres always assist.

The municipality is yet to develop disaster management contingency plans for each and every priority disaster risk, to clearly outline and document detailed measures that can be undertaken to prevent and/ or mitigate such risks. This is of paramount importance to understand how to address specific disaster incident or risks.

### **Institutional Capacity**

#### **ESTABLISHMENT OF THE MUNICIPAL DISASTER MANAGEMENT CENTRE**

In line with the Disaster Management amendment Bill 2015, section 14, subsection 4, which indicates that, “local municipalities may establish a disaster management centre in consultation with the relevant district municipality in accordance with the terms set out in a service level agreement between the two parties in alignment with the national norms and standards”.

In complying with the above legislation, uBuhlebezwe municipality established its disaster management centre which is situated in the municipal offices in 29 Margaret Street, Ixopo.

**The disaster management unit is integrated with the fire section, and is within the Social Development Department in the municipality and its organogram is as follows:**



DESIGNATION	NUMBER
Director Social Development	1
Manager Community Safety	1
Chief Disaster Management and Fire Officer	1
Station Officer	1
Shift Leaders	2
Fire Fighters	9
<b>TOTAL</b>	<b>15</b>

#### Disaster Management Inter-departmental Committee

The municipality has not yet fully established a municipal disaster management interdepartmental committee, but it is strategically introduced through a proposed risk reduction project that is earmarked to coordinate development of access roads in the informal settlements after realization that, emergency vehicles could not access or reach informal settlements whenever a need arises. This proposed project is yet to be introduced to the management committee and leadership of the municipality; in the meantime it is still at a departmental level.

#### Disaster Management Advisory and Community Safety Forum

The uBuhlebezwe municipality's disaster management forum was established in 2014, wherein it has been sitting on quarterly basis. In September 2015, a decision was taken that, the disaster management advisory forum and the community safety forum be merged due to the fact that, both structures required the same stakeholders and the fact that, the terms of reference are the same particularly ensuring the safety and protection of the community.

The forum is very effective and it is chaired by the Deputy Mayor who is the chairperson of the social development portfolio committee, with social development portfolio councillors and traditional leaders sitting in the forum. Different sector departments, non-governmental organizations and the private sector are represented in the forum.

To date the forum is running very well whilst minor challenges are that sometimes representatives do not bring reports to the meeting and this is attributed to the fact of inconsistency of other representatives from a few sector departments. Other than that, the forum is sustainable and proactive on issues of disaster management.

## Purpose and Objectives

The main purpose of the Disaster Management Advisory Forum is to provide a mechanism for relevant role players to consult one another and to coordinate their activities with regards to disaster risk management issues. The key objectives of the Disaster Management Advisory Forum are:

- To provide a platform in which government and external role-players consult and coordinate their actions relating to disaster risk management;
- To provide guidelines and advice to different organs of state, statutory functionaries, the private sector, NGOs or community-based organisations on any matter relating to disaster risk management;
- To provide advice to the disaster management centre on all matters pertaining to its activities;
- To present stakeholders with a platform to submit and present their disaster management activities.

## Scope of responsibilities

- Drafting disaster management plans;
- Promoting joint standards of practice;
- Developing the disaster management information system;
- Contributing critical information to the directory of institutional role-players;
- Assisting with effective communication links;
- Advising and making recommendations on training and public awareness; and
- Participating in the review of programmes and policy.

## Overall Disaster Risk Prioritization

The disaster risk assessment formula that was used in the modelling process is derived from the formula presented in the National Disaster Management Framework. The components of Manageability and Capacity are also included in the calculation. The Risk Model is based on a mathematical formula, taking into account the various factors that constitute the level of risk in a specific area, based on specific hazards. The mathematical formula can be indicated as:

$$\text{RISK} = \frac{\text{Hazard x Vulnerability}}{\text{Manageability x Capacity}}$$

where:

**Risk** – The probability of harmful consequences or expected losses resulting from interactions hazards and vulnerable conditions. Conventionally risk is expressed as Risk = Hazards x Vulnerability; however, the concepts of Manageability and Capacity are also included in the Risk Formula.

**Hazard** – A potentially damaging physical event, phenomenon and/or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.

**Vulnerability** – The degree to which an individual, a household, a community, an area or a development may be adversely affected by the impact of a hazard. Conditions of vulnerability and susceptibility to the impact of hazards are determined by physical, social, economic and environmental factors or processes.

Manageability – For the purpose of this assessment Manageability was defined as the combination of all the strengths and resources available within the uBuhlebezwe Local Municipality, the district and sector departments that can reduce the level of risk or the effects of a disaster. This includes the level of Staff or Human, resources, available expertise, suitable internal experience, available vehicles, equipment, funding or budget allocations, facilities and risk reduction and response plans.

Capacity – For the purpose of this assessment Capacity was defined as the combination of all the strengths and resources available within the community or society that can reduce the level of risk or the effects of a disaster. Capacity was rated in terms of the same classification as Manageability.

OVERALL RISK RATING/ PRIORITIZATION		
HAZARDS	RATING	
Drought	High	
Lightning	High	
Storms	High	
Floods	High	
Hazmat Incidents	High	
Illegal Electricity Connections	High	
Fires	Moderate	
Motor Vehicle Accidents	Moderate	
Unrest protests	Moderate	
Disease Epidemics	Moderate	
Snow	Low	

#### Disaster Risk Reduction 2016/2017

#### Disaster Risk reduction projects and/ or programmes for 2016/2017 for UBuhlebezwe Municipality 2016/2017

NAME OF PROJECT	BUDGET	DEADLINE
Fire Safety Inspections	-	On-going
Coordination of Disaster Management Advisory Forum	R 10, 000	On-going
Burning of fire breaks	-	May 2017
Disaster Management Awareness Campaigns	-	On-going
Fire Hydrants Inspection	-	On-going
Procurement of Disaster Management Relief	R20, 000	June 2017
Construction of uBuhlebezwe Disaster Management Centre/ Fire Station	Implemented by Infrastructure	-
Procurement of Fire vehicle/ bakkie	R 300, 000	June 2017
Disaster Management Promotional Material	R 5, 000	
Procurement of fire equipment	R 100, 000	June 2017
Coordination of construction of access roads in informal settlements	-	-
Recruitment of Fire Fighters (2 trainees & 2 Fire Fighters)	-	June 2017
Recovery and Rehabilitation	R 225, 000	June 2017
<b>TOTAL</b>		

#### Disaster Risk Management SWOT Analysis

#### SWOT ANALYSIS OF DISASTER MANAGEMENT IN UBULEBEZWE MUNICIPALITY

*The table below outlines the swot analysis for uBuhlebezwe municipality's disaster management.*

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>Disaster Management Human Resources availability</li> <li>Disaster Management Volunteers availability at ward level</li> <li>Availability of land to build the disaster management centre/fire station</li> <li>Municipality provision of internal funding</li> </ul>	<ul style="list-style-type: none"> <li>Lack of a proper disaster management centre/ Fire station</li> <li>Unavailability of funds to build the centre</li> <li>Rural areas are very sparsely</li> <li>Lack of reports from some sector departments to the forum and inconsistency in attending such meetings</li> </ul>

<ul style="list-style-type: none"> <li>towards disaster management budget</li> <li>Disaster Management Forum is very effective</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate vehicles to perform disaster management function</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>Improved working relationships with other relevant disaster management stakeholders</li> <li>Participation of private sector, NGOs and CBOs on issues of disaster management</li> <li>Involvement of councillors and traditional leaders on issues of disaster management and also sitting in the forum</li> <li>Participation of the private sector on issues of disaster management</li> </ul>	<ul style="list-style-type: none"> <li>Unavailability of fire hydrants in High flats and rural schools</li> <li>Inaccessible informal settlements by emergency vehicles due to none existence of access roads</li> <li>Occurrence of natural disasters</li> <li>Houses not built in accordance with national building standards and regulations</li> <li>Growth of informal settlements around urban areas</li> <li>Location of the fire station, not strategic in so far as free access of entrance and exit</li> </ul>

### Conclusion and Recommendation

It is also strongly suggested that a recommendation be made to the Council to keep on reviewing the Ubuhlebezwe Disaster Risk Management Plan.

## C.4 Organisational SWOT Analysis & Key Challenges

### C.4.1 SWOT Analysis

INTERNAL ENVIRONMENT	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>MOST PARTS OF THE MUNICIPAL AREA HAVE HIGH AGRICULTURAL POTENTIAL.</li> <li>RAW MATERIALS AND LABOUR ARE ABUNDANTLY AVAILABLE</li> <li>PROCESSING OF THE RAW MATERIALS LEADS TO THE CREATION OF INDUSTRIES AND MARKETS</li> <li>STRATEGICALLY LOCATED ALONG THE R56 AND R612.</li> <li>LARGE BLUE SWALLOW BIRD COMMUNITY.</li> <li>IXOPO IS THE SEAT OF THE HARRY GWALA DISTRICT MUNICIPALITY</li> <li>FAVORABLE GEOGRAPHIC LOCATION AND SURROUNDED BY POTENTIAL REVENUE SOURCES: <ul style="list-style-type: none"> <li>DRAKENSBURG MOUNTAINS</li> <li>BIO-DIVERSITY RESOURCES</li> <li>AGRICULTURAL AND SOIL POTENTIAL</li> </ul> </li> <li>DEVELOPING ECONOMY</li> <li>DEVELOPMENT CONTROL</li> <li>ABILITY TO WORK WITH DIFFERENT TRADITIONAL AUTHORITIES</li> <li>IMPROVED FINANCIAL MANAGEMENT WHICH RESULTED IN IMPROVED AUDIT OPINION</li> <li>WILLINGNESS OF STAFF</li> <li>UPDATING SPATIAL DEVELOPMENT FRAMEWORK (SDF)</li> </ul>	<ul style="list-style-type: none"> <li>BACKLOG IN THE PROVISION OF INFRASTRUCTURE</li> <li>DILAPIDATED INFRASTRUCTURE THAT REQUIRES UPGRADING AND REFURBISHMENT.</li> <li>INADEQUATE SOCIAL AND CULTURAL AMENITIES.</li> <li>BUSINESSES ARE DEPENDENT ON LOCAL MARKETS – LITTLE INFLOW OF CAPITAL FROM OUTSIDE AND THIS RESTRICTS BUSINESSES FROM EXPANDING.</li> <li>LACK OF PROFESSIONAL SERVICE PROVIDERS</li> <li>LACK OF INDUSTRIES</li> <li>59% OF THE POPULATION STILL DO NOT HAVE ACCESS TO CLEAN WATER AND OBTAIN WATER FROM RIVERS AND STREAMS. THIS POSES A HEALTH RISK WITH FURTHER IMPLICATIONS REGARDING THE PROVISION OF SOCIAL SERVICES.</li> </ul>
EXTERNAL ENVIRONMENT	
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>THE STRATEGIC LOCATION OF IXOPO TOWN PROVIDES FOR THE POSSIBLE LOCATION OF ECONOMIC DEVELOPMENT OPPORTUNITIES.</li> <li>ACCORDING TO THE PSEDs THE TOWN</li> </ul>	<ul style="list-style-type: none"> <li>CHANGES IN MARKET FORCES: THE GLOBAL AND REGIONAL MARKETS ARE INFLUENCED BY A RANGE OF ISSUES WHICH ARE NOT CONTROLLED BY THE LOCAL ARENA. THESE ISSUES</li> </ul>



<p>IS LOCATED ALONG A SECONDARY CORRIDOR WHICH SERVES AREAS OF HIGH POVERTY LEVELS WITH GOOD ECONOMIC DEVELOPMENT POTENTIAL.</p> <ul style="list-style-type: none"> <li>• COMMERCIAL AGRICULTURE WELL DEVELOPED.</li> <li>• TOURISM POTENTIAL IN TERMS OF SITES WITH HISTORICAL SIGNIFICANCE AND TOURIST ASSETS AVAILABLE IN THE MUNICIPAL AREA.</li> <li>• INVESTMENT OPPORTUNITIES</li> <li>• ABUNDANCE OF NATURAL RESOURCES.</li> <li>• EXISTING DEVELOPMENT AS A SOURCE OF REVENUE, JOB CREATION AND MARKETING THE AREA</li> <li>• ENHANCE COMMERCIAL AND SUBSISTENCE FARMING</li> </ul>	<p>INCLUDE THE SUPPLY AND DEMAND FOR COMMODITIES, EXCHANGE RATE, ETC.</p> <ul style="list-style-type: none"> <li>• LACK OF ANY SUBSTANTIAL ECONOMIC ACTIVITY IN THE MAJORITY OF THE AREAS OF THE MUNICIPALITY.</li> <li>• CHALLENGES IN ATTRACTING ECONOMIC OPPORTUNITIES IN THE URBAN AREA.</li> <li>• MANAGEMENT OF VARIOUS RISKS INCLUSIVE OF INVESTORS, ENVIRONMENT, AGRICULTURE ETC</li> <li>• LACK OF ENTREPRENEURIAL DEVELOPMENT OPPORTUNITIES</li> <li>• LACK OF HOUSING IN THE IXOPO AREA.</li> <li>• SHORTAGE OF LAND FOR DEVELOPMENT</li> <li>• INEFFECTIVE WASTE MANAGEMENT SYSTEM</li> <li>• UNFAVOURABLE CHANGES IN THE ECONOMY</li> <li>• INCREASE IN DEATH RATE AS A RESULT OF HIV/ AIDS</li> <li>• HIGH UNEMPLOYMENT RATE</li> <li>• HIGH ILLITERACY RATE</li> </ul>
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#### C.4.2 Key Challenges

- No landfill site-Currently Ubuhlebezwe is utilising Umzimkhulu for dumping of waste.
- A financial constraint – The municipality has a low revenue base and is highly dependent on Grant Funding.
- Skills – Inability to retain skills due to low salaries that are offered by the municipality
- Allocated funding versus backlogs (Limited funds for the Implementation of the CIP),
- 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,
- Vandalism is a major challenge on all public facilities,
- Poor Information and Communication Technology
- Shortage of Land for the extension of the town-the land is privately owned

## SECTION D: VISION, GOALS, OBJECTIVES & STRATEGIES

### 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.



IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS	UNIT OF MEASURE/ CALCULATIONS	ANNUAL (2016/2017)
							DEMAND
OMM01	DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	To improve performance and functioning of the municipality	Signing of performance agreements	Number of signed performance agreements for section 57 managers (MM, CFO, SD, IPD & Corporate) by 30-Jul-16	Number	5 performance agreements for section 57 managers signed (MM, CFO, SD, IPD & Corporate) by 30-Jul-16
OMM02				Signing of operational plans	Number of signed operational plans for section 55 managers (ACFO, SCM, Assets, Internal Audit, IDP/PMS, Administration, Human Resources, Information Technology, PMU, Housing & Planning, LED/Tourism, Community Safety, Community Services) by 31-Jul-16	Number	13 operational plans for section 55 managers signed (ACFO, SCM, Assets, Internal Audit, IDP/PMS, Administration, Human Resources, Information Technology, PMU, Housing & Planning, LED/Tourism, Community Safety, Community Services) by 31-Jul-16
OMM03				Submission of performance agreements	Turnaround time for submission of Performance Agreements to COGTA after signing by section 57's	Turnaround time	Submission of Performance Agreements to COGTA within 10 days of signing by section 57's
OMM04				Submission of reports to APAC	Number of reports submitted to APAC on performance by 30-Jun-16	Number	4 reports submitted to APAC on performance by 30-Jun-17
CORP01			To develop staff to ensure effective service delivery through trainings	Awarding Staff members with bursaries	Date by which Staff members are awarded with bursaries	Date	Award bursaries to Staff members that would have applied and met selection criteria by 31-Mar-17

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE	OBJECTIVES	STRATEGIES	INDICATORS	UNIT OF MEASURE/	ANNUAL (2016/2017)
CORP02				Monitoring of trainings conducted as per WSP	Number of trainings conducted as per WSP (2016/17) by 30-Jun-16	Number	Monitor that 16 trainings are conducted as per (2016/17) WSP by 30-Jun-17
OMM05 CORP03 SD01 BTO01 IPD01			To improve performance and functioning of the municipality	Submission of performance reports to the office of the MM	Number of performance reports submitted to the office of the MM within the turnaround time	Number	20 performance reports submitted to the office of the MM within 5 working days of the end of each quarter
OMM06 CORP04 SD02 BTO02 IPD02				Submission of the risk register reports to the office of the MM	Number of updated risk register reports submitted to the office of the MM within the turnaround time	Number	20 updated risk register reports submitted to the office of the MM within 5 working days of the end of each quarter
CORP05				Monitoring of municipal website updates	Number of updates on the municipal website by 30-Jun-17	Number	4 updates of the municipal website by 30-Jun-17
CORP06				Monitor verification of user access rights on all municipal ICT systems	Date by which user access rights on all municipal systems is verified	Date	Monitor quarterly verification of user access rights on all municipal ICT systems by 30-Jun-17
CORP07				Monitor the conduction of trainings as per ICT policies	Date by which the ICT training is conducted	Date	Monitor the conduction of trainings as per ICT policies by 30-Jun-17
CORP08				Monitor the conduction of Awareness campaigns	Number of ICT Awareness campaigns conducted	Number	Monitor the conduction of 4 Awareness campaigns by 30-Jun-17
CORP09				Monitor the conduction of weekly backup of ICT systems	Number of weekly backups conducted on ICT systems by 30-Jun-17	Number	Monitor that weekly backups for 2 ICT systems (SAMRAS and VIP) are conducted by 30-Jun-17

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE	OBJECTIVES	STRATEGIES	INDICATORS	UNIT OF MEASURE/	ANNUAL (2016/2017)
CORP10				Monitor the reviewal of ICT Policies and Procedures	Date by which ICT policies and procedures are reviewed	Date	Monitor the reviewal of all ICT Policies and procedures by 30-Jun-17
CORP11				Purchasing of the soft ware licenses	Date by which the Software Licenses for laptops and computer within the municipality is purchased	Date	Purchase Software Licenses for laptops and computer users within the municipality by 31-Dec-16
CORP12			To develop staff to ensure effective service delivery through trainings	Submission and Adoption of the WSP	Date by which the 2017/18 WSP is adopted by Council	Date	Adopt and submit 2017/18 WSP to Council by 30-Apr-17
CORP13				Monitor the Reviewal of all HR Policies	Date by which the Recruitment and Selection Policy will be reviewed	Date	Monitor the Reviewal of all HR Policies by 31-May-17
CORP14			To improve safety and security within the municipal environment	Monitor that evacuation drills are conducted	Number of quarterly evacuation drills conducted by 30-Jun-17	Number	Monitor that 4 evacuation drills are conducted by 30-Jun-17
CORP15			To improve performance and functioning of the municipality	Monitor coordination of departmental team buildings	Number of departmental teambuilding exercises coordinated by 30-Jun-17	Number	Monitor the coordinate of 3 departmental teambuilding exercises by 30-Jun-17
CORP16				Monitor Implementation of the EAP	Date by which the Employee Assistance Programme is implemented	Date	Monitor the Implementation of Employee Assistance Programme by 31-Mar-17
OMM07	IMPROVED ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Monitoring of the prioritised capital projects	Number of MANCO meetings whereby there will be monitoring of delivery/achievement of prioritised capital projects budgeted for (2016/17)	Number	4 MANCO meeting whereby there will be monitoring of delivery/achievement of prioritised capital projects budgeted for (2016/17)



IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE	OBJECTIVES	STRATEGIES	INDICATORS	UNIT OF MEASURE/	ANNUAL (2016/2017)
OMM08				Inspection of prioritized Capital Projects	Number of inspections conducted for 2016/17 prioritized Capital Projects by 30-Jun-17	Number	4 Inspections conducted for 2016/17 prioritized Capital Projects by 30-Jun-17
SD03					Number of community halls maintained by doing brush cutting and cleaning of facilities by 30-Jun-17	Number	Monitor maintenance of 33 community halls by doing brush cutting and cleaning of municipal facilities by 30-Jun-17
SD04				Monitor Maintenance of halls and sport fields	Number of maintained halls and municipal facility by brush cutting and cleaning by 30-Jun-17	Number	Monitor Maintenance of 2 halls(Peace and Highflats hall) and 1 Municipal facility by doing brush cutting and cleaning by 30-Jun-17
SD05					Number of Sportfields maintained by doing brush cutting and cleaning of facilities by 30-Jun-17	Number	Monitor Maintenance of 23 Sportfields by doing brush cutting and cleaning of facilities by 30-Jun-17
SD06				Monitor Maintenance of municipal parks	Number of Maintained municipal parks by 30-Jun-17	Number	Monitor Maintenance of 5 municipal parks by grass cutting by 30-Jun-17
SD07				Monitor collection of waste from households and businesses	Number of days within which refuse is collected in businesses and residential by 30 June 2016	Number	Monitor six days of refuse collection in businesses per week and once a week in residential by 30 June 2017

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE	OBJECTIVES	STRATEGIES	INDICATORS	UNIT OF MEASURE/	ANNUAL (2016/2017)
SD48				Collection of refuse in households within Ubuhlebezwe jurisdiction	Percentage households of refuse collection within Ubuhlebezwe jurisdiction by 30-Jun-17	Percentage	New indicator
CORP17			To improve the performance and functioning of the municipality	Distribution of agendas	Turnaround time for distributing agenda to the members of Infrastructure Planning & Development portfolio before the meeting	Turnaround time	Distribute the agenda of the IPD Portfolio committee meeting 5 days prior to meeting
BTO03			To practice sound financial management principles	Bid processing turn around time	Turnaround time for bid processing not more than specified timeframes (bids R200000+ to be finalised) from the closing date of the tender	Turnaround time	90 Days turnaround time for the bids R200000+ to be finalised from the closing date of the tender
BTO04					Turnaround time for bid processing not more than specified timeframes (bids 30000 to R199999) from the closing date of the tender	Turnaround time	14 day turnaround time for bids 30000 to R199999 from the closing date of the tender
BTO05					Turnaround time for bid processing not more than specified timeframes (quotations less than R30000) from the closing date of the quotation	Turnaround time	6 day turnaround time for quotations less than R30000 from the closing date of the quotation
BTO06					Date by which indigent register is updated and approved	Date	Update and approve Indigent register by 30-Jun-17

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE	OBJECTIVES	STRATEGIES	INDICATORS	UNIT OF MEASURE/	ANNUAL (2016/2017)
IPD03			infrastructure and services that enhances socio-economic development	Construction of new gravel roads – 4.6km	Percentage of gravel roads constructed by 31-Mar-17	Percentage	100% of new Gravel roads to be constructed 4.6km (Msenge road 0.930km, Mxolisi Ngubo 0.30km, Nomakhele 1.7km, Thuleshe 1.3km road by 31-Mar -17
IPD04				Municipal Infrastructure Grants	Date of which design report and business plans are approved for 2017/18 projects	Date	Approve design reports and business plans of 2017/2018 projects by 31-Mar-17
IPD05				Construction of community halls	Percentage of constructed community hall ( Phase 1 of Morningside hall-Soweto) by 30-Sept-16	Percentage	100% completion of a community hall constructed (Phase 1 of Morningside hall-Soweto) by 30-Sept-16
IPD06				Construction of community halls	Percentage of constructed community hall ( Madungeni Hall) by 30-June-17	Percentage	100% completion of a community hall constructed (Madungeni Hall) by 30-Jun-17
IPD07				Construction of community halls	Percentage of constructed community hall ( Kintail Hall) by 30-June-17	Percentage	100% completion of a community hall constructed (Kintail Hall) by 30-Jun-17
IPD08				Construction of black top roads	Percentage of constructed road completed by 30-Sept-16	Percentage	100% completion of East Street Phase 2(0.4km) constructed by 30-Sept-16

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE	OBJECTIVES	STRATEGIES	INDICATORS	UNIT OF MEASURE/	ANNUAL (2016/2017)
IPD09				Upgrade of sports fields	Percentage of upgraded sport field completed by 31-Mar-17	Percentage	100% Completion of the upgrading of Phase 2 Jolivet sports field & Jeffrey Zungu sports field upgrade by 31-Mar-17
IPD10				Construction of a Bus Rank	Percentage completion of a bus rank construction by 30-Sept-16	Percentage	100% completion of construction of Bus Rank by 30-Sept-16
IPD11				Maintenance of blacktop roads	Square meters of blacktop roads maintained (potholes) by 30-Jun-17	Square meters	400m2 of blacktop roads maintained (potholes) by 30-Jun-17
IPD12				Maintenance of community facilities	Number of community Facilities Maintained as directed by prescripts from Social Development Services by 30-Jun- 2017	Number	2 community Facilities Maintained as directed by prescripts from Social Development Services by 30-June-2017
IPD13				Maintenance of access roads	Kilometres of gravel roads maintained as per maintenance plan by 30-Jun-17	Kilometers	40KM of gravel roads maintained as per maintenance plan by 30-Jun-17
IPD14				Monitoring of meetings with DoHS	Number of coordinated meetings on progress of housing projects by 30 June 2017	Number	Monitor coordination of 4 meetings on progress of Housing project by 30-Jun-17
IPD15					Number of meetings coordinated on progress on 150 Units - Phase 1 Community Residential Units by 30-Jun-17	Number	Monitor coordination of 4 meetings on progress on 150 Units - Phase 1 Community Residential Units by 30-Jun-17
IPD16					Date by which monitoring of the production Housing/ migration plan as an annexure of the IDP by 30-Jun-17	Date	Monitoring of the production of Housing/ Migration plan as an annexure of the IDP by 30-Apr-17

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE	OBJECTIVES	STRATEGIES	INDICATORS	UNIT OF MEASURE/	ANNUAL (2016/2017)
IPD17				Processing of Building and alteration plans	Turnaround time for processing of building and alteration plans after receipt of payment fees	Turnaround time	Processing of building and alteration plans within 30 days after receipt of payment fees
IPD18				Electrification of wards	Percentage of electrified wards completed by 30-Sept-16	Percentage	100% completion on the electrification of wards 3 (Ofafa) by 30-Sept-16
IPD19					Percentage of electrified wards completed by 30-Jun-17	Percentage	80% Phase 2 completion on the electrification of wards 5 (Mkhunya) by 30-Jun-17
IPD20					Percentage of electrified wards completed by 31-Dec-16	Percentage	100% Phase 1 completion on the electrification of wards 5 (Mkhunya) by 30-Jun-17
SD08			To improve safety and security within the municipal environment	Monitor maintenance of law and order	Number of roadblocks conducted by 30-Jun-17	Number	Monitor that 4 roadblocks are conducted by 30-Jun-17
IPD21			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Conservative notices served for illegal/ improper building operation	Turnaround time for serving conservative notices for illegal/improper building operations	Turnaround time	Serve conservative notices for illegal/ improper building operations within 21 days
IPD22			To improve the performance and functioning of the municipality	Submission of Infrastructure Planning & Development Portfolio items	Turnaround time for submission of Infrastructure Planning & Development Portfolio items to Corporate	Turnaround time	Submission of Infrastructure Planning & Development Portfolio items to Corporate Services within 7 working days after receiving circular

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE	OBJECTIVES	STRATEGIES	INDICATORS	UNIT OF MEASURE/	ANNUAL (2016/2017)
					Services after receiving circular.		
SD09	COMMUNITY WORK PROGRAMME IMPLEMENTED AND COOPERATIVES SUPPORTED	SOCIAL AND LOCAL ECONOMIC DEVELOPMENT	To improve sustainable economic growth and development	Submission of progress reports on small farmers programme	Number of progress report on small farmers programme submitted to the portfolio committee by 30-Jun-17	Number	Submit 4 progress report on small farmers programme to the portfolio committee by 30-Jun-17
SD10				Renewal of informal traders licenses	Turnaround time for renewal of informal traders licenses in Ixopo and Highflats	Turnaround time	Renewal of informal traders licenses in Ixopo and Highflats within 30 days after the submission of renewal form
SD11				Monitor the Implementation of LED projects	Number of LED projects implemented by 30-Jun-17	Number	Monitor the Implementation of 2 LED projects by 30-Jun-17
SD12				Monitor Processing of business licenses	Turnaround time for submitting business license applications upon the receipt of applications to the office of the Municipal Manager for approval	turnaround time	Monitor the submission of business license applications within 3 days upon the receipt of applications to the office of the Municipal Manager for approval
SD13				Monitor the functionality of LED forum	Number of LED Forum meetings held by 30-Jun-17	Number	2 LED Forum meetings held by 30-Jun-17
SD14				Monitor the creation of jobs through EPWP	Number of jobs created through EPWP by 30-Jun-17	Number	Monitor the creation of 60 jobs through EPWP by 30-Jun-17
SD15				Coordination of CWP Rep Forum meetings	Number of CWP Rep Forum meetings coordinated by 30-Jun-17	Number	Coordinate 6 CWP Rep Forum meetings by 30-Jun-17
SD16			To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	Monitor the implementation of Youth Programme	Date by which one youth programme emanating from the adopted Youth Development Strategy is implemented	Date	Monitor implementation of one Youth Programme emanating from the adopted Youth Development Strategy by 30-Jun-17



IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE	OBJECTIVES	STRATEGIES	INDICATORS	UNIT OF MEASURE/	ANNUAL (2016/2017)
SD17				Awarding of external bursaries	Date by which the recommendations for External bursaries are sent to the Office of the MM	Date	Recommendations for External bursaries sent to the Office of the MM 31- Jan-17
SD18				Monitor back to school campaign	Date by which Back to school campaign is conducted	Date	Monitor Back to school campaign to be conducted by 31-Jan-17
CORP18			To improve the performance and functioning of the municipality	Distribution of agendas	Turnaround time for distributing agenda to the members of Social Development portfolio before the meeting	turnaround time	Distribute the agenda of the SD Portfolio committee meeting 5 days prior to meeting
CORP19			To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	Train unemployed youth	Number of trained unemployed youth in brick laying and plastering by 30-Jun-17	Number	Train 14 unemployed youth in brick laying and plastering by 30-Jun-17
IPD23			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Job creation through maintenance programme	Number of jobs created through EPWP - maintenance projects by 30-Jun-17	Number	Sustainability of 75 Jobs created through EPWP maintenance projects by 30-Jun-17
SD19			To promote culture of learning and enhance social development	Monitor Library services awareness campaign	Number of Library services awareness campaign conducted by 30-Jun-17	Number	Monitor 4 Library services awareness campaign conducted by 30-Jun-17

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE	OBJECTIVES	STRATEGIES	INDICATORS	UNIT OF MEASURE/	ANNUAL (2016/2017)
SD20			(illiteracy, skills, talent, education)	Support performing groups with equipment	Number of performing art groups supported with equipment by 30-June-2017	Number	Monitor the support of 11 performing art groups with equipment by 30-June-2017
OMM09			To improve sustainable economic growth and development	Holding of social portfolio committee meetings as per approved schedule	Number of social portfolio committee meetings set as per approved schedule by 30-Jun-17	Number	Holding of 4 social portfolio committee meetings as per approved schedule by 30-Jun-17
OMM10				Supporting of HIV support groups	Number of HIV support groups supported with resources by 30-Jun-17	Number	Support 6 HIV support groups involved in food security projects with resources by 30-Jun-17
OMM11			To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	Commemoration of world aids day and awarding of best performing ward aids committees and support groups	Date by which the world aids day is commemorated and best performing ward aids committees and support groups are awarded	Date	Commemoration of World Aids Day and award ceremony for best performing ward aids committees and support group by 31-Dec-16
OMM12				Commemoration of a national Men's Day	Date by which national Men's day is commemorated	Date	Commemoration of national Men's Day by 30-Sept-16
OMM13				Commemoration of a national Women's Day	Date by which national Women's day is commemorated	Date	Commemoration national Women's day by 30-Sept-16

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE	OBJECTIVES	STRATEGIES	INDICATORS	UNIT OF MEASURE/	ANNUAL (2016/2017)
OMM14				Coordination of Izimbizo Zamadoda programme	Date by which Izimbizo Zamadoda will be coordinated	Date	Coordinate 1 Izimbizo zamadoda programme by 31-Dec-16
SD21				Monitor coordination of child protection week	Date by which Child protection week campaign is coordinated	Date	Monitor coordination of child protection week by 30-Jun-17
SD22				Monitor commemoration of a national disability day	Date by which National Disability Day for disabled people is commemorated	Date	Monitor commemoration of National Disability Day for disabled people by 31-Dec-16
SD23				Monitor coordination of the local golden games selection	Date by which Local Golden Games Selections for elderly people is coordinated	Date	Monitor the coordination of Local Golden Games Selections for elderly people by 30-Sep-16
SD24				Monitor coordination of the world heritage day celebration and arts & culture programme	Date by which World Heritage Day Celebration and Art and Culture Programme is coordinated	Date	Monitor coordination of World Heritage Day Celebration and Art and Culture Programme by 30-Sep-16
SD25				Monitor coordination of umkhosi womhlanga	Date by which participation of Ubuhlebezwe Maidens in Umkhosi Womhlanga is coordinated	Date	Monitor coordination of the participation of Ubuhlebezwe Maidens in Umkhosi Womhlanga by 30-Sep-16
SD26				Monitor coordination of commemoration of the activist programme	Date by which 16 days of Activism ( Fight against children and women abuse) is commemorated	Date	Monitor coordination of commemoration of 16 days of Activism ( Fight against children and women abuse) by 31-Dec-16
SD46			To improve sustainable economic growth and development	Review and Submit LED Strategy to Council for adoption	Date by which an LED Strategy is reviewed and submitted to Council for adoption	Date	New indicator

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE	OBJECTIVES	STRATEGIES	INDICATORS	UNIT OF MEASURE/	ANNUAL (2016/2017)
SD47				Create jobs through LED projects	Number of jobs created through LED projects by 30-Jun-17	Number	New indicator
OMM15	<b>DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE SYSTEM</b>	<b>GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>	To improve performance and functioning of the municipality	Publishing of Section 57 employees performance agreements	Turnaround time for publishing of Section 57 employees performance agreements within 14 days after signing	Turnaround time	Publish Section 57 employees performance agreements within 14 days after signing
OMM16				Conducting performance reviews	Number of performance reviews conducted by 30-June-17	Number	2 performance reviews conducted by 30-Jun-17
OMM17				Preparation and submission of a mid-year performance report	Date by which Mid-year Performance Report is Prepared and submitted to the Mayor, & COGTA	Date	Prepare and submit the Mid-year Performance Report to the Mayor & COGTA by 25-Jan-17
OMM18			To promote accountability to the citizens of Ubuhlebezwe	Commencement of the community consultation meetings	Number of community consultation meetings held for 2017/18 IDP by 30-Jun-17	Number	8 community consultation meetings held for 2017/18 IDP (6 Clustered & 2 Ratepayers) by 30-Jun-17
OMM19			To improve performance and functioning of the municipality	Submission of the annual report to AG	Date by which the Annual performance report will be submitted to AG	Date	Submit 2015/16 Annual performance report to AG by 31-Aug-16
OMM20				Submission of the draft annual report to Council	Date by which the Draft annual report will be submitted to council	Date	Submission of the Draft 2015/16 annual report to council for approval by 31- Jan-17
OMM21				Adoption of an oversight report	Date by which the 2015/16 oversight report is submitted to Council for adoption (MFMA section 129(1))	Date	Submit the 2015/16 oversight report to Council for adoption (MFMA section 129(1)) by 31-Mar-17

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE	OBJECTIVES	STRATEGIES	INDICATORS	UNIT OF MEASURE/	ANNUAL (2016/2017)
OMM22			To promote accountability to the citizens of Ubuhlebezwe	Publishing of the oversight report	Turnaround time for publishing of an oversight report after adoption	Turnaround time	Publishing of 2015/16 Oversight report within 14 days after adoption
OMM23			To improve the performance and functioning of the municipality	Submission of the oversight report to COGTA	Date by which an Oversight Report is submitted to COGTA	Date	Submission of 2015/16 Oversight Report to COGTA by 07-Apr-17
OMM24				Development and approval of the risk based internal audit plan	Date by which a risk-based internal audit plan for 16/17 is developed and approved	Date	Develop and approve risk-based Internal Audit plan for 16/17 by 30-Sep-16
OMM25				Submission of internal audit reports to APAC	Number of internal audit reports submitted to the APAC by 30-Jun-17	Number	4 Internal Audit reports submitted to the APAC by 30-Jun-17
OMM26				Holding of audit committee meetings	Number of APAC meetings held by 30-Jun-17	Number	Holding of 4 APAC meetings by 30-Jun-17
OMM27				Holding of risk management committee meetings	Number of risk management committee meetings held by 30-Jun-17	Number	4 Risk Management committee meetings by 30-Jun-17
OMM28				Tabling of the IDP process plan	Date by which the 2017/18 IDP framework and process plan is submitted to council for approval	Date	Submit a 2017/18 IDP framework and process plan to council for approval by 31-Aug-16

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE	OBJECTIVES	STRATEGIES	INDICATORS	UNIT OF MEASURE/	ANNUAL (2016/2017)
OMM29			To promote accountability to the citizens of Ubuhlebezwe	Publishing of 2017/2018 draft annual budget and draft IDP	Turnaround time for publishing of 2017/18 draft annual budget and draft IDP for public comments before final adoption	Turnaround time	Publish 2017/18 draft annual budget and draft IDP for public comments 21 days before final adoption
OMM30				Publishing the 2017/2018 annual budget and IDP	Turnaround time for publishing of the final annual budget and IDP for 2017/18 after its adoption	Turnaround time	final annual budget and IDP for 2017/18 made public within 14 days of its adoption
OMM31			To improve the performance and functioning of the municipality	Holding of a general staff meeting	Number of general staff meetings held by 31-Mar-17	Number	Holding of 2 general staff meetings by 31-Mar-17
OMM32				Development of an action plan addressing AG queries	Date by which the Action Plan to address AG queries is developed	Date	Develop Action Plan to address AG queries by 28-Feb-17
OMM33				Reviewal and approval of fraud prevention plan	Date by which the fraud prevention plan is reviewed and approved	Date	Review and approve fraud prevention plan by 30-Jun-17
SD27			To promote accountability to the citizens of Ubuhlebezwe	Coordination of centralised ward committee	Number of centralised ward committee meetings coordinated by 30-Jun-17	Number	Coordinate a sitting of 2 centralised ward committees meetings by 30-Jun-17
SD28				Submission of OSS progress report to Social Development portfolio	Number of OSS progress reports submitted to Social Development Portfolio by 30- June -17	Number	Submission of 4 progress reports of OSS to Social Development portfolio by 30- June -17
SD29				Co-ordination ward committee visits	Number of visits to ward committees meetings by Public Participation Officer co-ordinated by 30-Jun-17	Number	Co-ordinate 4 Public Participation Officer visits to ward committee meetings by 30-Jun-17



IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE	OBJECTIVES	STRATEGIES	INDICATORS	UNIT OF MEASURE/	ANNUAL (2016/2017)
SD30				Coordination of IDP roadshows	Number of IDP public participation meetings coordinated by 30-Apr-17	Number	8 IDP public participation meetings coordinated (6 clustered and 2 ratepayers)) by 30-Apr-17
SD31 IPD24 BTO07 CORP20			To improve the performance and functioning of the municipality	Holding of departmental meetings	Number of departmental meetings held by 30-Jun-17	Number	Holding of 4 departmental meetings by 30-Jun-17
SD32 IPD25 BTO08 CORP21			To promote accountability to the citizens of Ubuhlebezwe	Attending IDP public participation meetings	Number of IDP public participation meetings attended by 30-Apr-17	Number	4 IDP public participation meetings attended (2 Clustered and 2 Ratepayers) by 30-Apr-17
SD33 IPD26 BTO09 CORP22			To improve the performance and functioning of the municipality	Attending council committee meetings	Number of council committee meetings attended by 30-Jun-17	Number	Attend 64 council committee meetings (16 MANCO, 16 Portfolio, 16 EXCO, 16 Council meetings by 30-Jun-17
SD34				Submission of Social Development Portfolio items	Turnaround time for submission of Social Development Portfolio items to Corporate Services after receiving circular.	Turnaround time	Submission of Social Development Portfolio items to Corporate Services within 7 working days after receiving circular
CORP23 IPD27 SD35 BTO10				attending of risk management committee meetings	Number of risk management committee meetings attended by 30-Jun-17	Number	Attend 4 risk management committee meetings by 30-Jun-17
OMM34	IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To practice sound financial management principles	Tabling of the 2017/2018 draft annual budget to Council	Date by which the 2017/18 Draft annual budget is tabled to council	Date	Tabling of 2017/18 Draft annual budget to council by the 31-Mar-17
OMM35				Submission of the 2017/18 draft annual budget to PT & NT	Date by which the 2017/18 Draft Annual Budget is submitted to PT & NT after approval by Council	Date	Submission of 2017/18 Draft Annual Budget to PT & NT after approval by Council (03-Apr-17)

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE	OBJECTIVES	STRATEGIES	INDICATORS	UNIT OF MEASURE/	ANNUAL (2016/2017)
BTO11			To invest in the development of the municipal area to enhance revenue	Producing a monthly billing / collection report	Number of billing/collection reports produced on monthly billings/collection by 30-Jun-17	Number	12 Summary debtors age analysis /collection reports produced on billings/collection by 30-Jun-17
OMM36 BTO21			To practice sound financial management principles	Adoption of the 2017/18 annual budget	Date by which the 2017/18 annual budget is adopted by Council	Date	2017/18 annual budget adopted by Council (31-May-17)
OMM37 BTO22				Submission of the final 2017/18 annual budget to NT & PT	Turnaround time for submission of 2017/18 Final Budget to NT & PT after Council adoption	Turnaround time	2017/18 Final Budget submitted to NT & PT within 10 days of council adoption
OMM38 BTO12				Submission of section 71 reports to finance portfolio committee	Number of section 71 reports submitted to finance portfolio committee by 30-Jun-17	Number	Submission of 12 section 71 reports' to finance portfolio committee by 30-Jun-17
OMM39				Submission of the 2016/17 draft SDBIP and annual performance agreements to the Mayor	Turnaround time for submission of 2016/17 draft SDBIP and annual performance agreements to Mayor after budget adoption	Turnaround time	Submission of 2017/18 draft SDBIP and annual performance agreements to Mayor within 14 days of budget adoption
OMM40				Submission of the 2016/17 draft SDBIP to COGTA	Turnaround time for submission of Draft 2016/17 SDBIP to COGTA after council approval	Turnaround time	Submission of the D raft 2017/18SDBIP to COGTA within 10 days after council approval
OMM41				Adoption of 2016/17 SDBIP to Council	Turnaround time for submission of 2016/17 SDBIP to Council for adoption after budget adoption	Turnaround time	Submit 2017/18 SDBIP to Council for adoption within 28 days after budget adoption
OMM42				Publication of adjusted 2016/17 SDBIP and IDP	Turnaround time for which the 2016/17 adjusted SDBIP and IDP is published after the approval of adjusted budget	Turnaround time	Publication of adjusted 2016/17 SDBIP and IDP within 10 days after approval of adjusted budget

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE	OBJECTIVES	STRATEGIES	INDICATORS	UNIT OF MEASURE/	ANNUAL (2016/2017)
CORP24			To improve performance and functioning of the municipality	Distribution of agendas	Turnaround time for distributing agenda to the members of Finance portfolio committee before the meeting	Turnaround time	Distribute the agenda of the Finance Portfolio committee meeting 2 days prior to meeting
BTO13			To practice sound financial management principles	Paying service providers within 30 days	Turnaround time for paying service providers	Turnaround time	Payment of service providers within 30 days of invoices
BTO14				Reviewal of monthly reconciliations of assets	Number of asset management reconciliations, updated asset register and a list of all insured assets reviewed by 30-Jun-17	Number	Review 12 asset management reconciliations, updated asset register and a list of all insured assets by 30-Jun-17
BTO15				Reviewal of newly barcoded assets	Date by which newly barcoded assets are reviewed	Date	Review a list of newly barcoded assets by 30-May-17
BTO16				Adoption of asset management policy	Date by which asset management policy is adopted	Date	Adoption of asset management policy by 30-Jun-17
BTO17				Reviewal and signing of Asset Verification plan	Date by which Asset Verification plan is reviewed and signed	Date	Reviewal and signing of Asset Verification plan by 31-May-17
BTO18				Reviewal and signing of Asset Verification report	Date by which Asset Verification report is reviewed and signed	Date	Reviewal and signing of Asset Verification Report by 30-Jun-17
BTO19				Reviewal and submission of annual disposal report	Date by which annual disposal report is submitted to Council	Date	Review and submit annual disposal report to Council by 30-Sep-16

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE	OBJECTIVES	STRATEGIES	INDICATORS	UNIT OF MEASURE/	ANNUAL (2016/2017)
BTO20				Reviewal and approval of investigation report	Date by which investigation report with recommendations from investigative committee is reviewed and approved	Date	Review and approve investigation report with the recommendations from investigative committee by 31-Mar-17
BTO21				Approval of capital commitments register	Date by which capital commitment register is approved	Date	Approve capital commitment register by 30-Jun-17
BTO22				Approval of exit and entry register	Date by which exit and entry register is approved	Date	Approve exit and entry asset register by 30-Jun-17
BTO23				Approval of capital grants reconciliations	Number of approved capital grants reconciliations	Number	Approve 12 capital grants reconciliations by 30-Jun-17
BTO24				Approval of lease registers	Number of approved lease registers	Number	Approve 12 lease registers by 30-Jun-17
BTO25				Approval of retention registers	Number of approved retention registers	Number	Approve 12 retention registers by 30-Jun-17
BTO27				Approval of maintenance plan	Date by which 2016/17 maintenance plan is approved	Date	Approve 2016/17 maintenance plan by 30-Jun-17
BTO26				Approval of conditional assessment report	Date by which 2016/17 conditional assessment report is approved	Date	Approve 2016/17 conditional assessment report by 30-Jun-17
BTO28				Adoption of the 2016/17 adjustments budget	Date by which 2016/17 Adjustments budget is Adopted	Date	Adopt 2016/17 Adjustments budget by 28-Feb-17

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE	OBJECTIVES	STRATEGIES	INDICATORS	UNIT OF MEASURE/	ANNUAL (2016/2017)
BTO29				Submission of the 2016/17 adjustments budget to NT & PT	Turnaround time for submission of 2016/17 adjustments budget to NT & PT after the adoption	Turnaround time	Submission of Adjustments Budget for 2016/17 to NT & PT within 10 days after adoption
BTO30				Adoption of the 2017/18 draft annual budget	Date by which 2017/18 Draft budget is adopted	Date	Adopt Draft budget for 2017/2018 by 31-Mar-17
BTO31				Submission of the 2017/18 draft annual budget to PT & NT	Date by which 2017/18 Draft Budget is Submitted to NT & PT after approval by Council	Date	Submission of the 2017/18 Draft Budget to NT & PT after approval by Council (02-Apr-17)
BTO32				Adoption of the Final 2017/18 annual budget	Date by which 2017/18 Final budget is Adopted	Date	Adopt 2017/18 Final budget by 31-May-17
BTO33				Submission of the 2017/18 final budget to NT & PT	Turnaround time for submission of 2017/18 adopted final budget to NT & PT.	Turnaround time	Submission of 2017/18 adopted Final Budget to NT & PT within 10 days
BTO34				Submission of the AFS to AG	Date by which 2015/16 Annual financial statements (with annual report) is Submitted to AG	Date	Submit 2015/16 Annual financial statements (with annual report) to AG by 31-Aug-16
BTO35				Tabling of the 2016/17 Mid-Term budget	Date by which 2016/17 Mid-Term budget review is tabled to Council – section 72	Date	Tabling of 2016/17 Mid-Term budget review to Council– section 72 by 25-Jan-17
BTO36				Submission of the 2016/17 Mid-Term budget to NT & PT	Date by which 2016/17 Mid-Term budget review is Submitted to NT& PT	Date	Submission of the 2016/17 Mid-Term budget review to NT& PT by 25-Jan-17

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE	OBJECTIVES	STRATEGIES	INDICATORS	UNIT OF MEASURE/	ANNUAL (2016/2017)
BTO37			To invest in the development of the municipal area to enhance revenue	Implementation of MPRA	Date by which MPRA as per the new valuation roll is implemented (billings according to the valuation values)	Date	Implementation of the MPRA as per the new valuation roll (billings according to the valuation values) by 30-Jun-17
IPD28			To practice sound financial management principles	100% spending of MIG projects, small town rehabilitation projects, electrification projects and internal funded projects	Percentage of a municipality's CAPITAL BUDGET actually spent on CAPITAL PROJECTS identified in the IDP by 30-Jun-17	Percentage	Percentage of a municipality's CAPITAL BUDGET actually spent on CAPITAL PROJECTS identified in the IDP at 100% by 30-Jun-17
BTO38				Updating of the supplier database	Date by which supplier database is updated	Date	Update supplier database by 31-Dec-16
BTO39				Development and adoption of the annual procurement plan	Date by which Annual procurement plan is developed and adopted	Date	Adopt and develop an Annual procurement plan by 31-May-17
BTO40				Current debtors not above 40% of the total debtors	Percentage of current debt over total debt by 30-Jun-17	Percentage	Current Debtors not above 40% of the total debtors by 30-Jun-17 (% of current debt over total debt)
BTO41				Financial viability in terms of ratios	(Financial viability in terms of cost coverage ratio quarterly) Ratio: Available cash plus investments divided by monthly fixed operating expenditure	Ratio	(Financial viability in terms of cost coverage at 7: 1 ratio quarterly) Ratio: Available cash plus investments divided by monthly fixed operating expenditure



IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE	OBJECTIVES	STRATEGIES	INDICATORS	UNIT OF MEASURE/	ANNUAL (2016/2017)
BTO42			To improve the performance and functioning of the municipality	Submission of Finance portfolio committee items	Turnaround time for submission of Finance portfolio committee items to Corporate Services after receiving circular.	Turnaround time	Submission of Finance portfolio committee items to Corporate Services within 7 working days after receiving circular
SD36			To invest in the development of the municipal area to enhance revenue	Monitor the increase of revenue through community safety services	Amount / Revenue collected through Community Safety Services by 30-Jun-17	Amount / Revenue	Monitor revenue collection of R3 500 000 through Community Safety Services by 30-Jun-17
IPD29			To practice sound financial management principles	Compliance with the MFMA	Number of progress reports submitted to IPD Portfolio Committee by 30-Jun-17	Number	6 progress reports submitted to IPD Portfolio Committee by 30-Jun-17
IPD30	DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	CROSS CUTTING INTERVENTIONS	To facilitate spatial development in the entire area of Ubuhlebezwe and at the same time achieve economic social and environmental sustainability	Reviewal and submission of annual Spatial Development Framework	Date by which annual Spatial Development Framework is reviewed and submitted	Date	Annual review and submission of Spatial Development Framework by 10-May-17
IPD31				Development of Ogle Farm precinct plan	Date by which Ogle Farm precinct plan is development	Date	Development of Ogle Farm precinct plan by 30-Jun-17
IPD32				Development of surveying and sub dividing of municipal land	Date by which surveying and sub dividing of municipal land is developoed	Date	Development of surveying and sub dividing of municipal land by 30-Jun-17
IPD33				Development and approval of the Comprehensive Infrastructure Plan	Date by which the Comprehensive Infrastructure Plan is developed and approved	Date	Development and approval of the Comprehensive Infrastructure Plan by 30-Sept-16