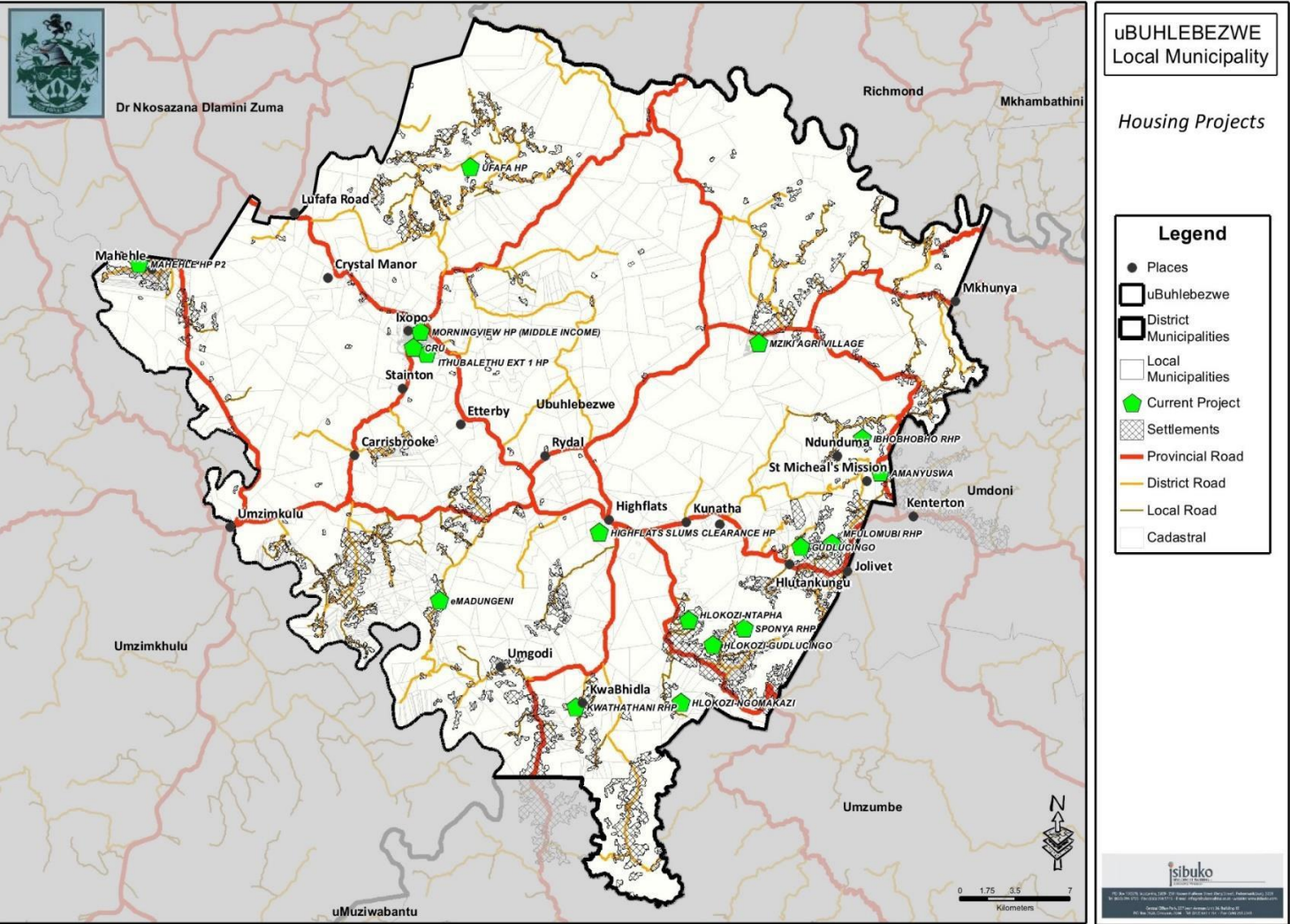


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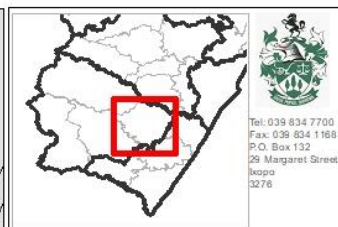
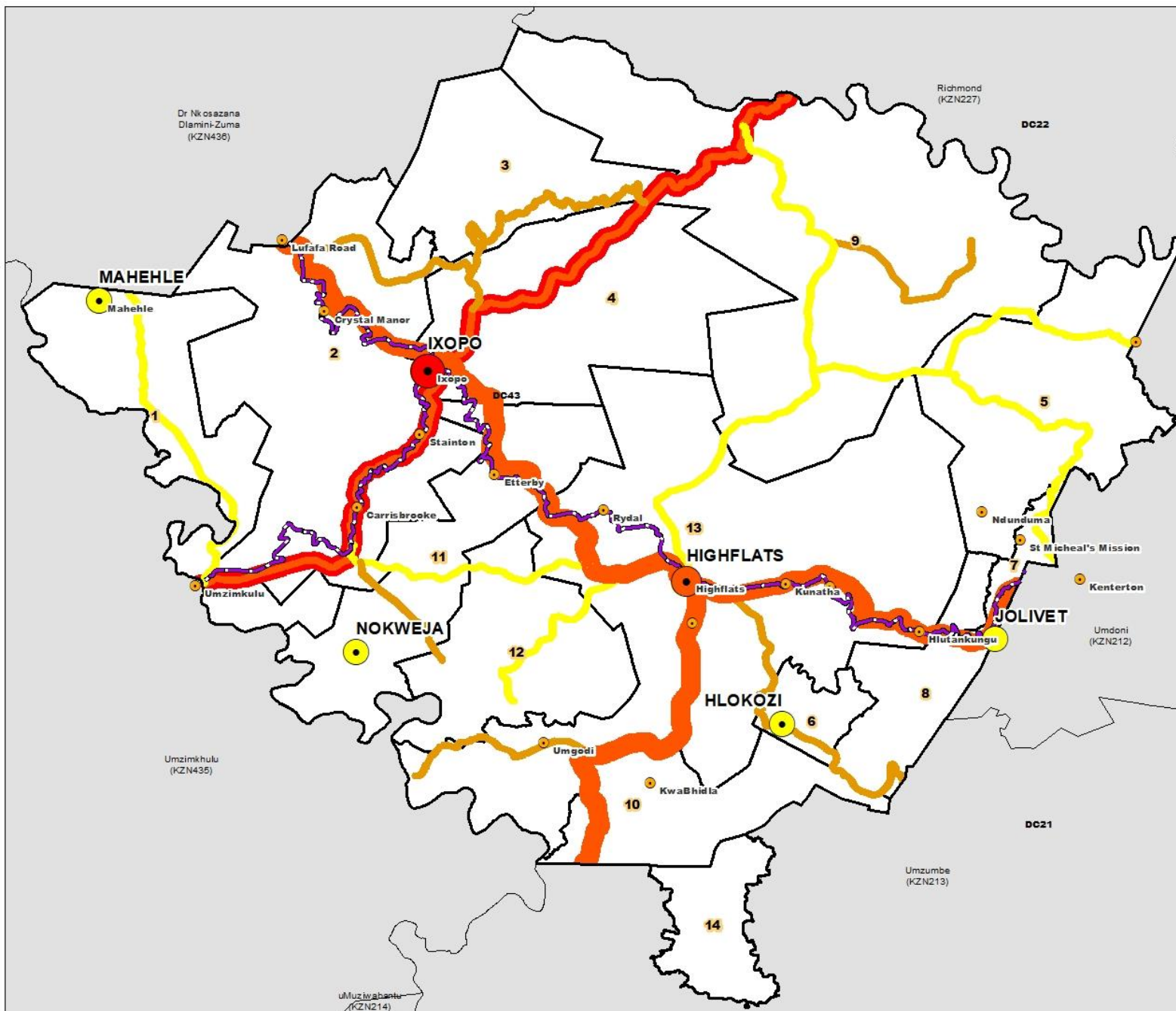
Fg 31 strategic interventions



Fg 33 Ixopo Town – SPLUMA application

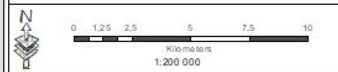


Fg 34 Spluma Application (Ixopo Town)



**uBuhlebezwe Local Municipality
Spatial Development
Framework 2017-2022:
Transport Corridors**

- Legend**
- Nodes**
- Heirarchy**
- Primary
 - Secondary
 - Tertiary
 - Railway Line
 - Local Municipalities
- ROAD CORRIDORS**
- Road Corridor**
- Provincial Priority Corridor
 - Primary Corridor
 - Secondary Corridor
 - Tertiary Corridor
 - District Municipalities
 - uBuhlebezwe LM
 - Wards



Date: 2020/02/27

Source:
Department of Transport (KZN)

Capital Investment Framework

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

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

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

DEVELOPMENT PRIORITIES:

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

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

ENVIRONMENTAL AND BIODIVERSITY:

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

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

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

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

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

Hydrology:

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

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

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

The following Rivers are present in the Ubuhlebezwe Municipality:

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

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

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

Vegetation

The vegetation of Ubuhlebezwe Municipality can be described as follows:

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

Topography

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

Geology and Soil

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

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

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

Topography

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

Threatened Ecosystem

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

Threatened vegetation types in this municipality include:

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

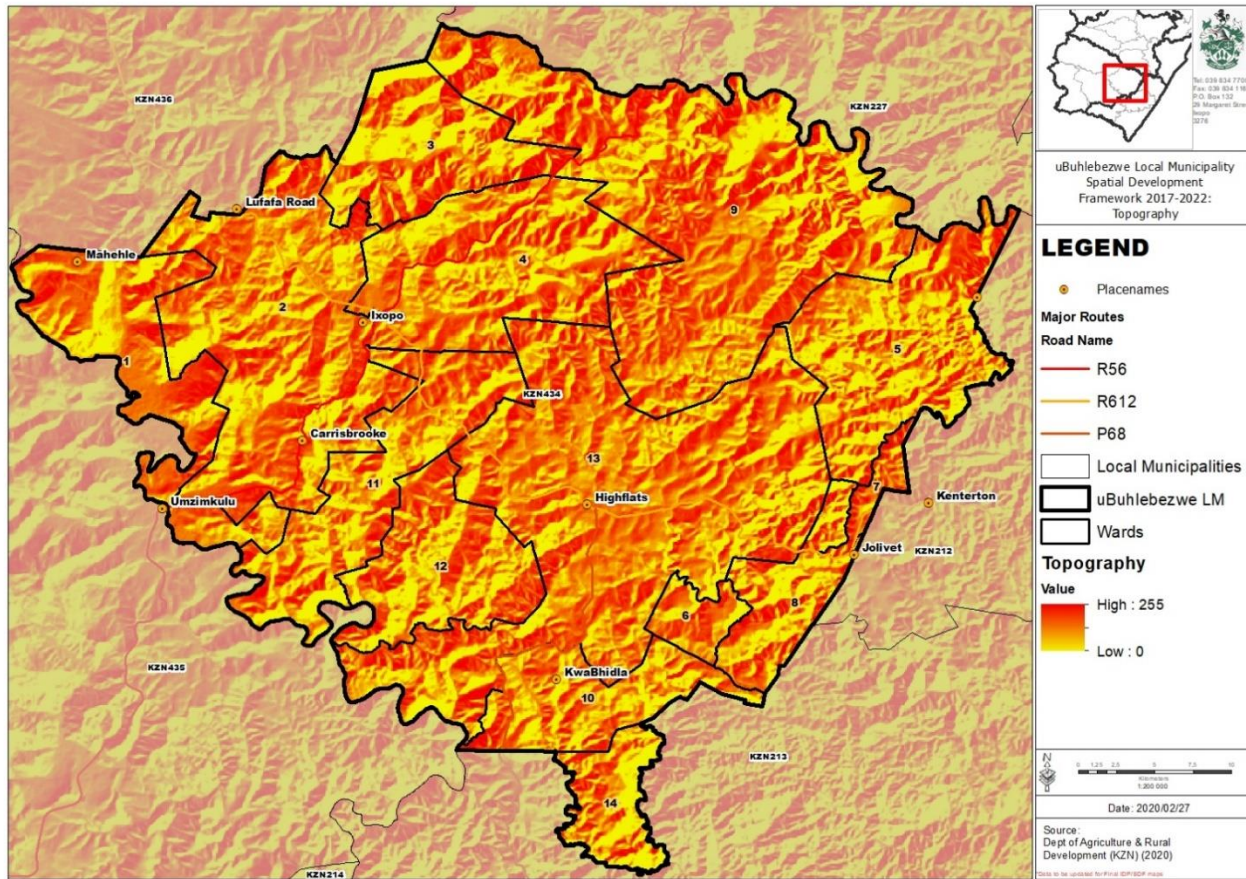
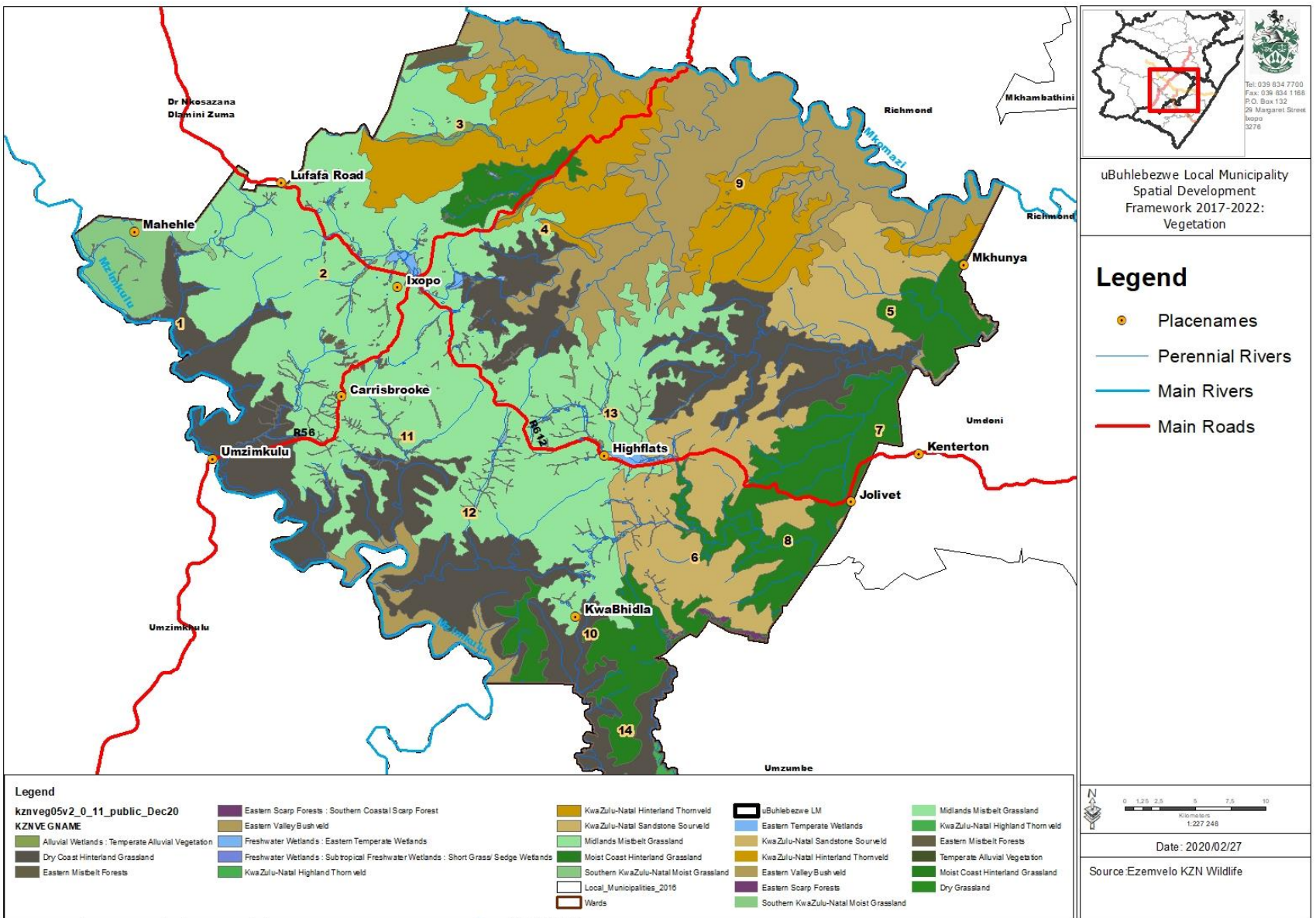
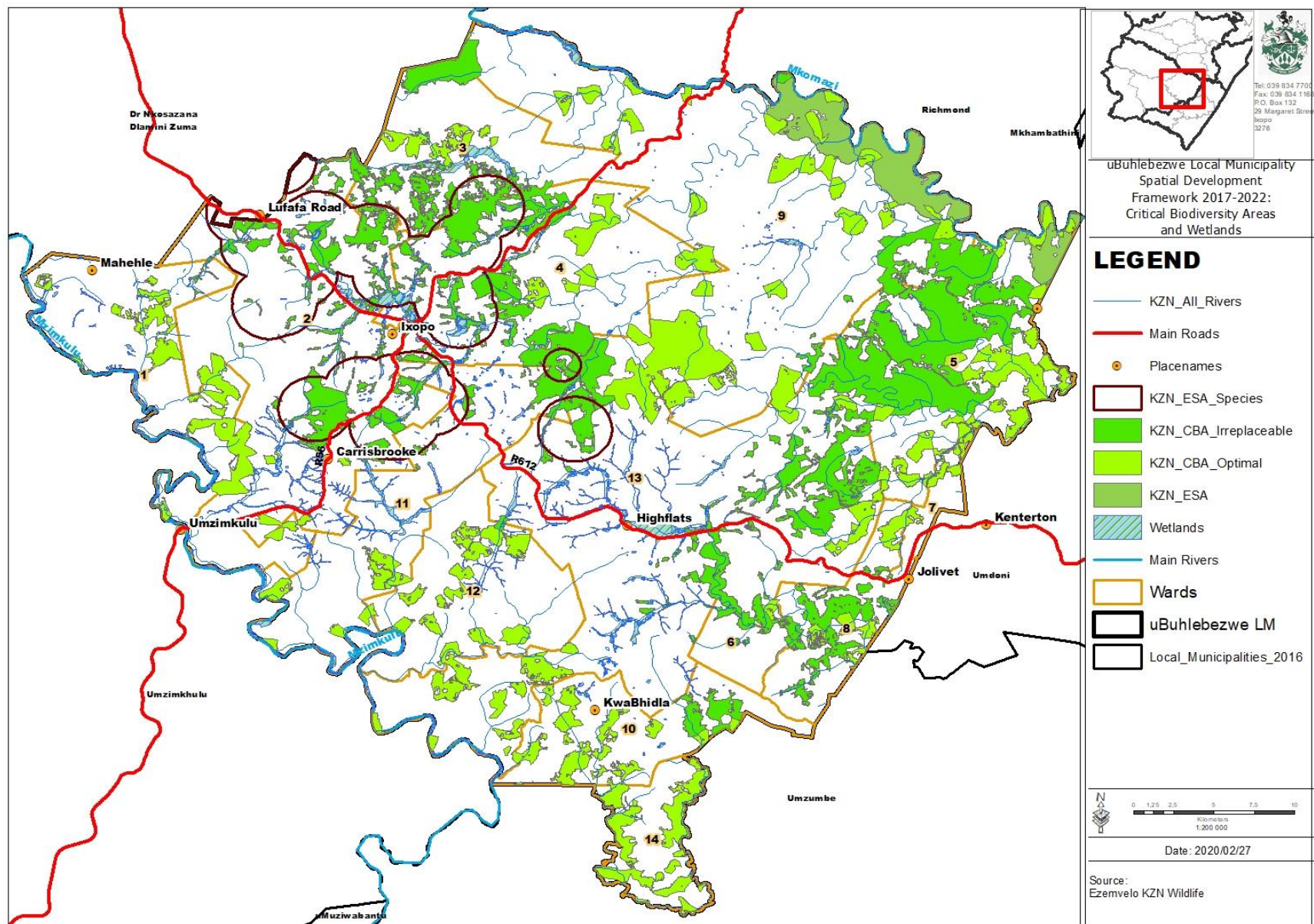


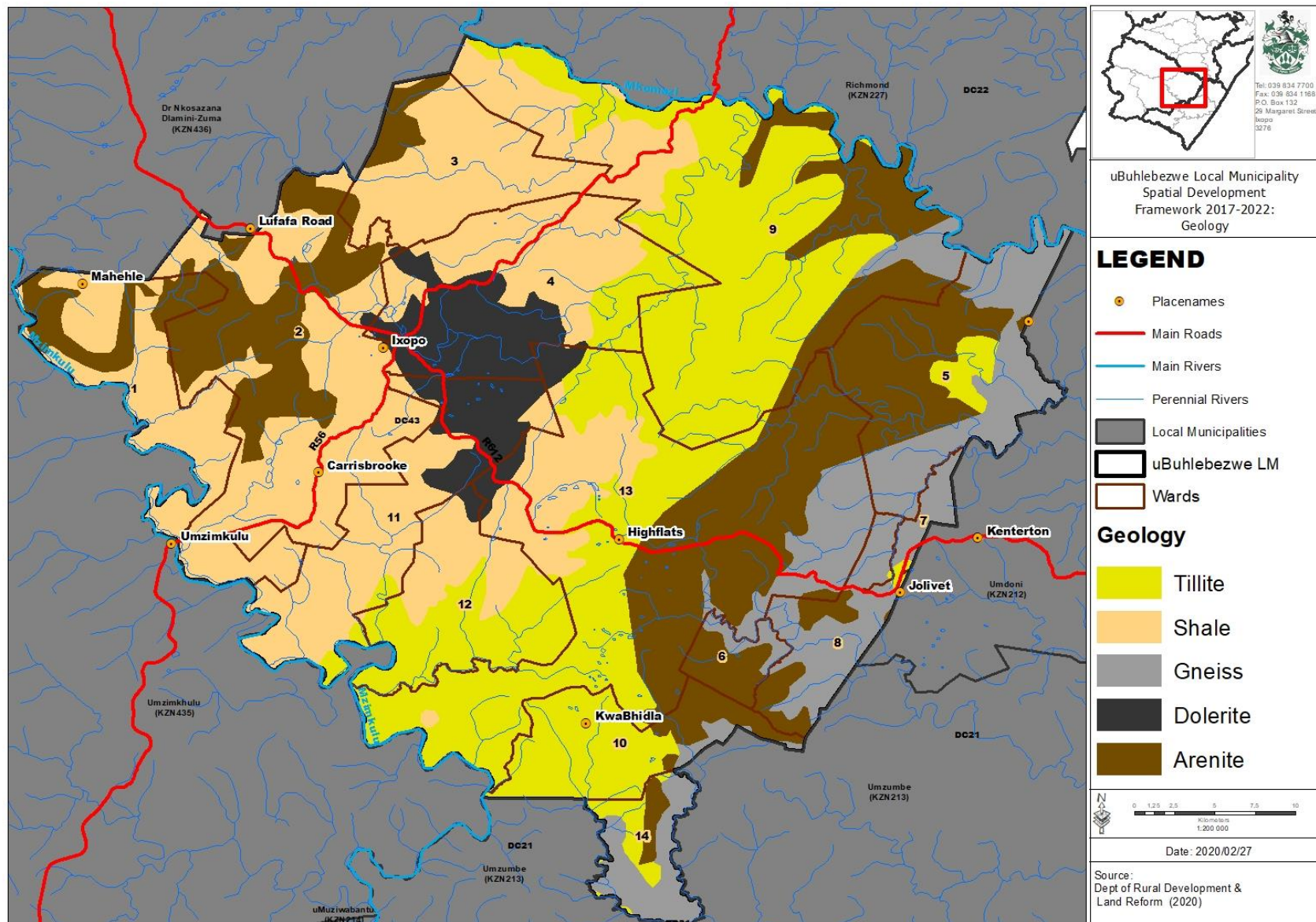
Fig 36:
Topography



Fg 37 Vegetation



Fg 38 Critical biodiversity areas



Fg 39 Geology

Biodiversity Priority Areas

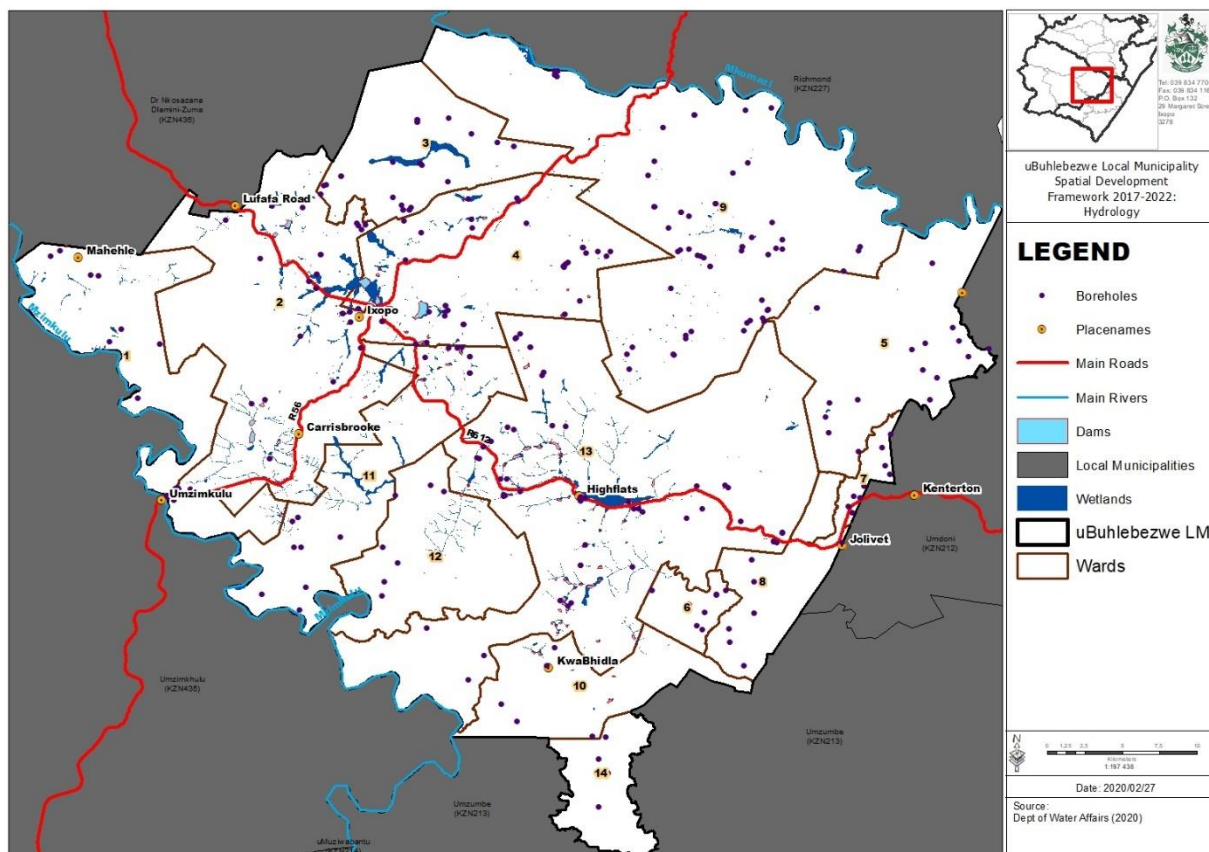
The biodiversity sector map consists of two main layers namely Critical Biodiversity Areas (CBAs) and Ecological Support Areas (ESAs). The two main layers, CBAs and ESAs, are divided into further subcategories as set out below:

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

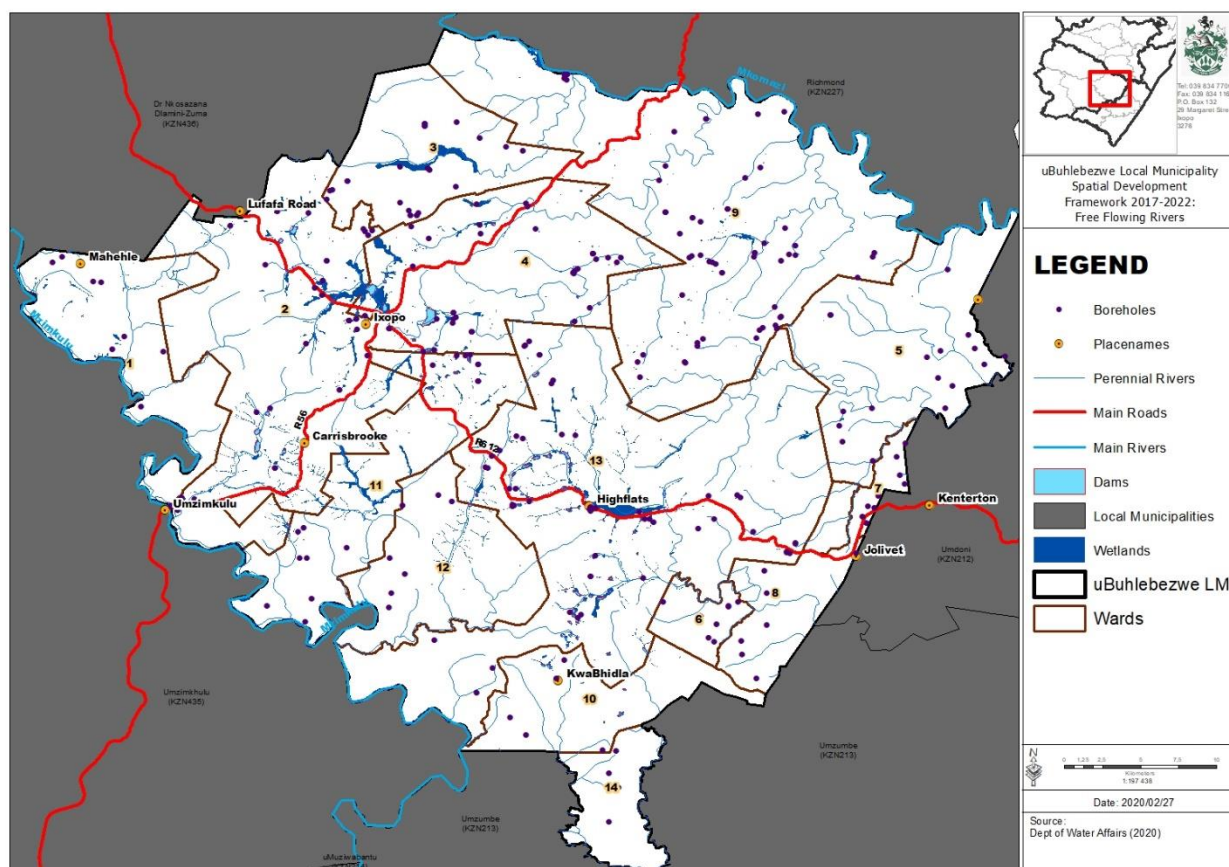
Source (Ezemvelo KZN Wildlife, 2014)

Areas of conservation concern in this municipality are as follows:

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



Fg 40
Hydrology



Fg 41 Free flowing Rivers

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

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

SUMMARY OF CAPITAL PROJECTS

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

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

MEDIUM – LONG TERM PROPOSED DEVELOPMENTS :

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

The

Environmental Management Unit has undertaken the following studies:

Table 07: studies

SWOT ANALYSIS FOR ENVIRONMENTAL MANAGEMENT:

Strengths:

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

Opportunities:

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

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

SWOT ANALYSIS

BIOPHYSICAL ENVIRONMENT

Strengths:

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

Weaknesses:

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

Opportunities:

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

Threats:

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

BUILT ENVIRONMENT	Strengths: <ul style="list-style-type: none"> ○ Settlement density appears to be associated with accessibility, with higher densities in areas of high accessibility. ○ The need for security of tenure and the provision of housing is a high priority in Ubuhlebezwe. Some has been earmarked for land reform projects. 	Weaknesses: <ul style="list-style-type: none"> ○ Competing uses of land (productive agriculture vs subsistence agriculture/residential) ○ Human settlement tensions- Rural versus Urban ○ Limited land uses and therefore limited potential to grow. ○ Unresolved land claims retarding development within Ubuhlebezwe. ○ Scattered low density rural settlements surrounded by communal grazing and arable land. ○ Slow progress of land reform in the District.
	Opportunities: <ul style="list-style-type: none"> ○ Proposed Potential Duplex/Simplex development surrounding the town area offering accommodation choices to investors who prefer been located away from the CBD ○ Revamp/Renovation Of Old Buildings and turning them it useful spaces e.g. de-concentration of residence away from Margaret street and making the street into a fully-fledged commercial activity zone. ○ Ubuhlebezwe Local Municipality has enquired the services of an implementing agent to handle the process of constructing 150 units of the Community Residential Unit (CRU) facility. It is considered as a need within the urban area in order for more options to housing needs to be available due to the growing number of the working class. 	Threats: <ul style="list-style-type: none"> ○ Population density decline the further one moves away from the main transport routes. Levels of services are generally low, with the majority of residential structures being self-built. ○ Ubuhlebezwe has abundant land which is privately owned hence the municipality is in a process of a land release programme. The challenge is that the municipality will need to access this land for further development.

• Disaster Management

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

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

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

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

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

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

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

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

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

• DISASTER MANAGEMENT FRAMEWORK

The uBuhlebezwe Disaster Management Framework was developed and approved by Council in 2014, and is reviewed annually, in terms of section 42 of the Disaster Management Act, (Act 57 of 2002), in line with the National Disaster Management Framework of 2005. The Disaster Management Framework is essential to ensure an integrated and uniform approach to disaster management in its area of jurisdiction by-

- a) The municipality and statutory functionaries of the municipality.
- b) All municipal entities operating in the area of jurisdiction
- c) All non-governmental institutions involved in disaster management in the area
- d) The private sector

The Disaster Management Framework also put more and more emphasis in ensuring that all role players in the disaster management arena (including Government, None Government Organizations, Traditional Authorities and the Private Sector) work together in a coherent and coordinated fashion to prevent and or mitigate the occurrence of disasters.

The uBuhlebezwe municipality's disaster management framework, is consistent with the Disaster Management Act, 2002 (Act 57 of 2002), the National Disaster Management Framework of 2005 and the KwaZulu Natal Disaster Management Framework.

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

• **DISASTER MANAGEMENT ADVISORY FORUM**

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

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

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

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

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

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

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

• ESTABLISHMENT OF THE DISASTER MANAGEMENT CENTRE

The Disaster Management amended Act 2015, (Act 16 of 2015), section 16 subsection 4, read in conjunction with the Disaster Management Act of 2002, (Act 57 of 2002) indicate that, a local municipality MAY establish a disaster management centre in consultation with the relevant district municipality in accordance with the terms set out in a service level agreement between the two parties, in alignment with the national norms and standards.

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



Figure 18: disaster management centre

- **LOCATION OF DISASTER MANAGEMENT**

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



- **VOLUNTEERS**

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

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

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

- **PREVENTION AND MITIGATION**

In line with section 47 of the Disaster Management 2002, (Act 57 of 2002), the municipality has put measures in

place to the extent of its capacity to always provide guidance to other organs of state particularly the sector

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

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

• **CLEARING OF STORM WATER DRAINS**

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

• **ENFORCEMENT OF LEGISLATION**

The disaster management section, working together with the fire services conduct fire safety inspections in all the business premises within the area of jurisdiction of the municipality, and when business license applications are processed, the disaster management and fire services unit also conduct inspections to ensure that, business comply prior to occupation by the business owners.

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

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

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

• **DISASTER RISK MANAGEMENT PLAN**

uBuhlebezwe municipality developed a disaster risk management plan in 2014, which was approved by Council within which a disaster risk assessment was conducted. After the August 2016 elections the municipality's wards spatial demographics changed from twelve (12) wards to fourteen (14) wards, with some voting districts inherited from Nkosanazana Dlamini Zuma and uMzombe municipalities as per map below.

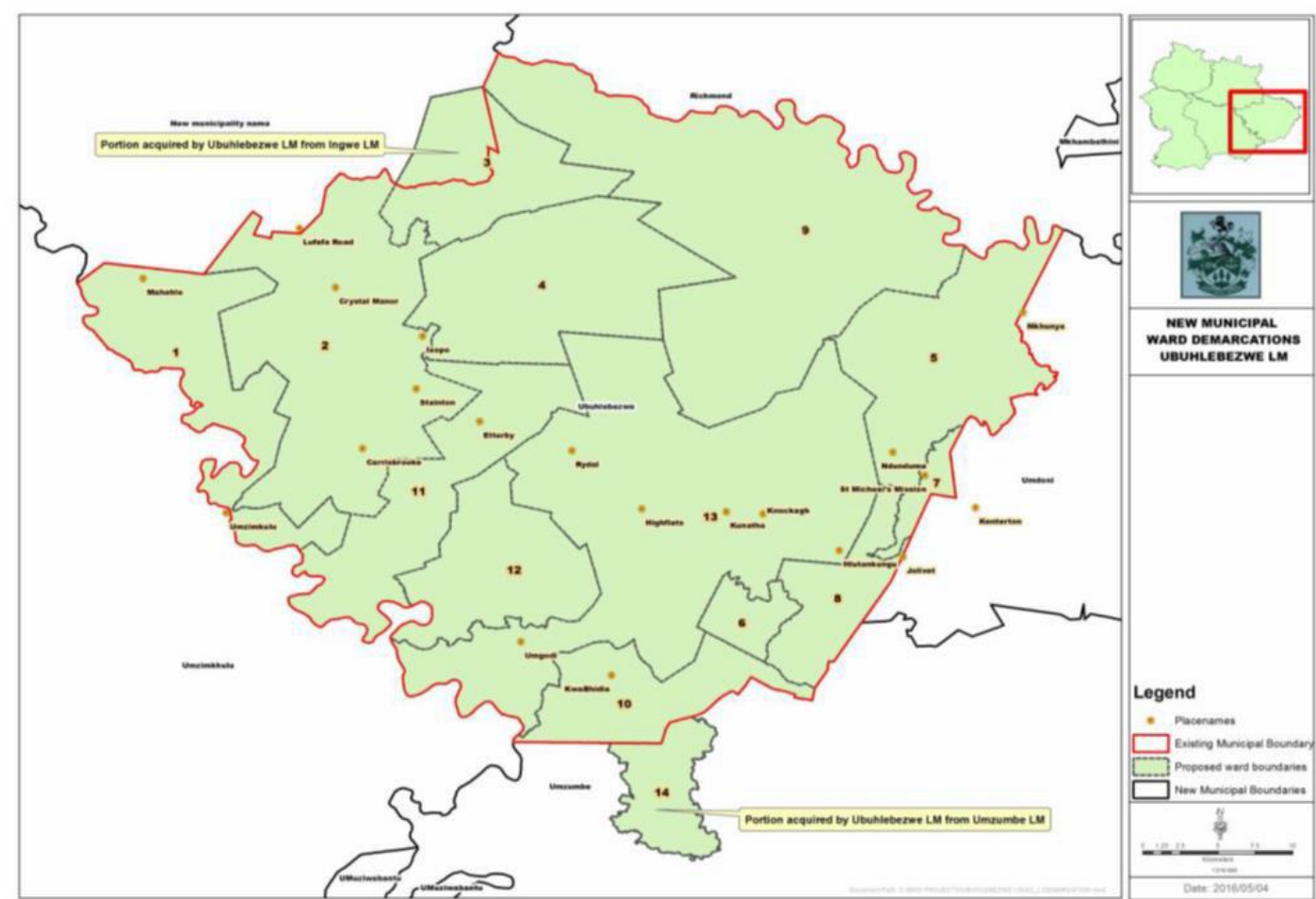


Fig 42: Areas acquired from NDZ and Umzumbe LM

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

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

• **DISASTER RISK ASSESSMENT**

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

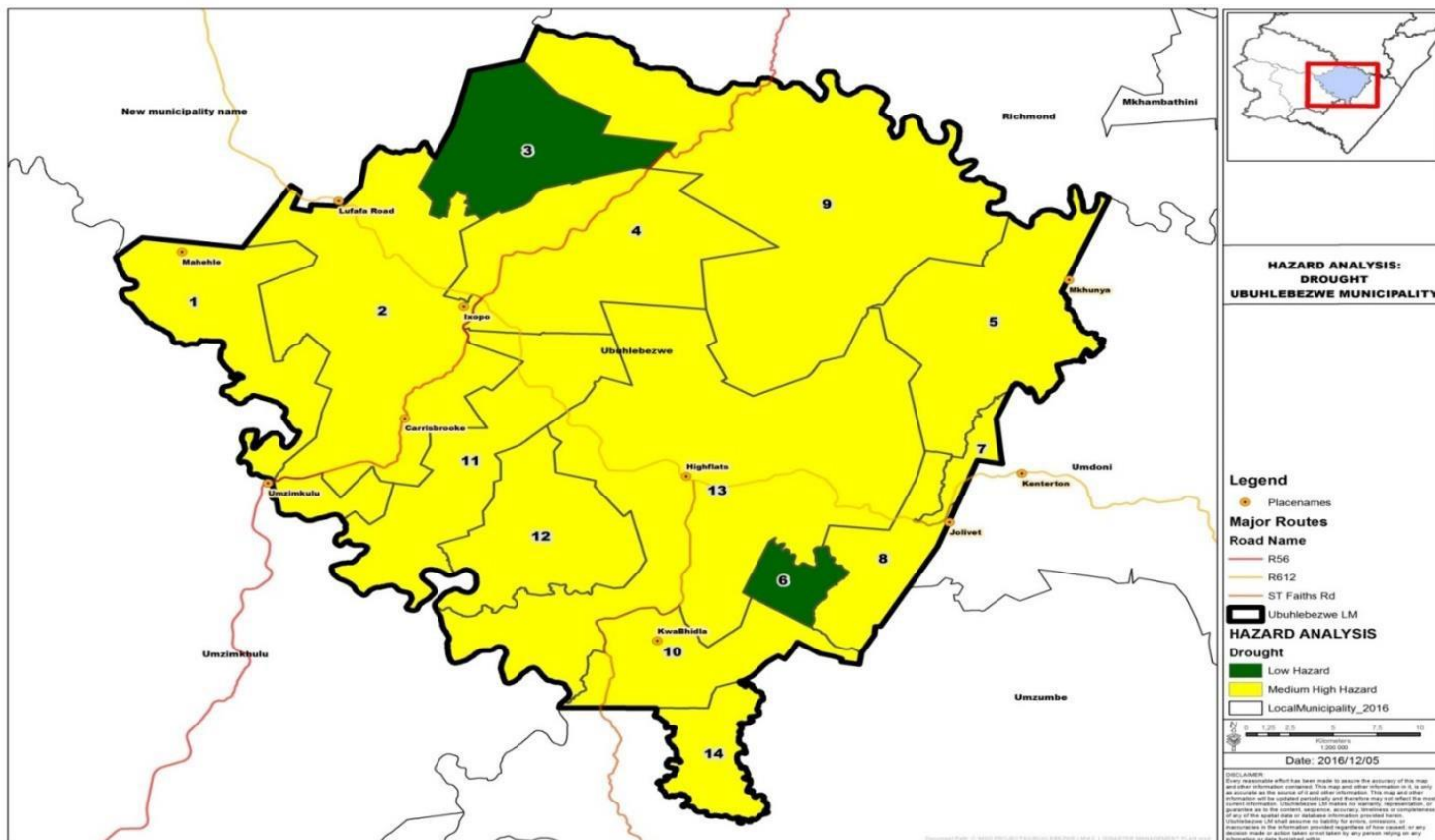
The risk profile of the municipality is as follows:

Ward	Brief Overview	Hazards and threats
1	Ward 1 is situated on the North Western part of Ubuhlebezwe municipal area. Ward 1 shares municipal boundaries with Umzimkhulu Local Municipality, Ingwe local municipality, and ward 2 of Ubuhlebezwe Municipality.	<ul style="list-style-type: none"> • Fires • Floods • Storms • Motor Vehicle Accidents • Epidemics • Drought • Snow • Lightning
2	Ward 2 is situated on the North Western part of Ubuhlebezwe Municipal area. Ward 2 shares municipal boundaries with ward 1, ward 3, ward 4, ward 9 and ward 11 of Ubuhlebezwe local municipality.	<ul style="list-style-type: none"> • Fires • Floods • Storms • Strong winds • Motor Vehicle Accident • Hazmat Incidents • Epidemics • Drought • Potential Unrest • Lightning
3	Ward 3 is situated on the North Western part of Ubuhlebezwe Municipal Area. Ward 3 shares municipal boundaries with Richmond Local Municipality, Ingwe Local Municipality, Ward 2 and Ward 4 of Ubuhlebezwe Local Municipality.	<ul style="list-style-type: none"> • Fires • Floods • Storms • Motor Vehicle Accidents • Hazmat Incidents • Epidemics • Drought • Snow • Lightning
4	Ward 4 is situated on the North Western part of Ubuhlebezwe municipal area. Ward 4 shares Municipal boundaries with ward 3, ward 2 and ward 9 of Ubuhlebezwe Municipal Area.	<ul style="list-style-type: none"> • Fires • Floods • Storms • Motor Vehicle Accidents • Hazmat Incidents • Epidemics • Drought • Potential Unrest • Strong Winds • Illegal Connections of Electricity • Lightning
5	Ward 5 is situated on the far North Eastern side of Ubuhlebezwe Municipal Area. Ward 5 Shares Municipal boundaries with Richmond Local Municipality, and Vulamehlo Local Municipality, ward 7, ward 9 and ward 8 of Ubuhlebezwe Local Municipality.	<ul style="list-style-type: none"> • Fires • Floods • Storms • Hazmat Incidents • Epidemics • Drought • Lightning
6	Ward 6 is situated on the South Eastern part of Ubuhlebezwe Municipal Area. Ward 6 shares Municipal boundaries with Umzumbe Local Municipality, ward 7, ward 8 and ward 10 of Ubuhlebezwe Local Municipality.	<ul style="list-style-type: none"> • Fires • Floods • Storms • Motor Vehicle Accident • Epidemics • Drought • Lightning
7	Ward 7 is situated on the eastern part of Ubuhlebezwe Municipal Area. Ward 7 shares Municipal boundaries with Vulamehlo Local Municipality, ward 8, ward 6, and ward 5 of Ubuhlebezwe Municipal Area.	<ul style="list-style-type: none"> • Fires • Floods • Storms • Motor Vehicle Accident • Hazmat Incidents • Epidemics • Drought • Lightning
8	Ward 8 is situated on the South Eastern Part of Ubuhlebezwe Municipal Area. Ward 8 shares Municipal boundaries with ward 7, ward 6, ward 10, ward 9 and ward 5 of Ubuhlebezwe Municipal Area.	<ul style="list-style-type: none"> • Fires • Floods • Storms

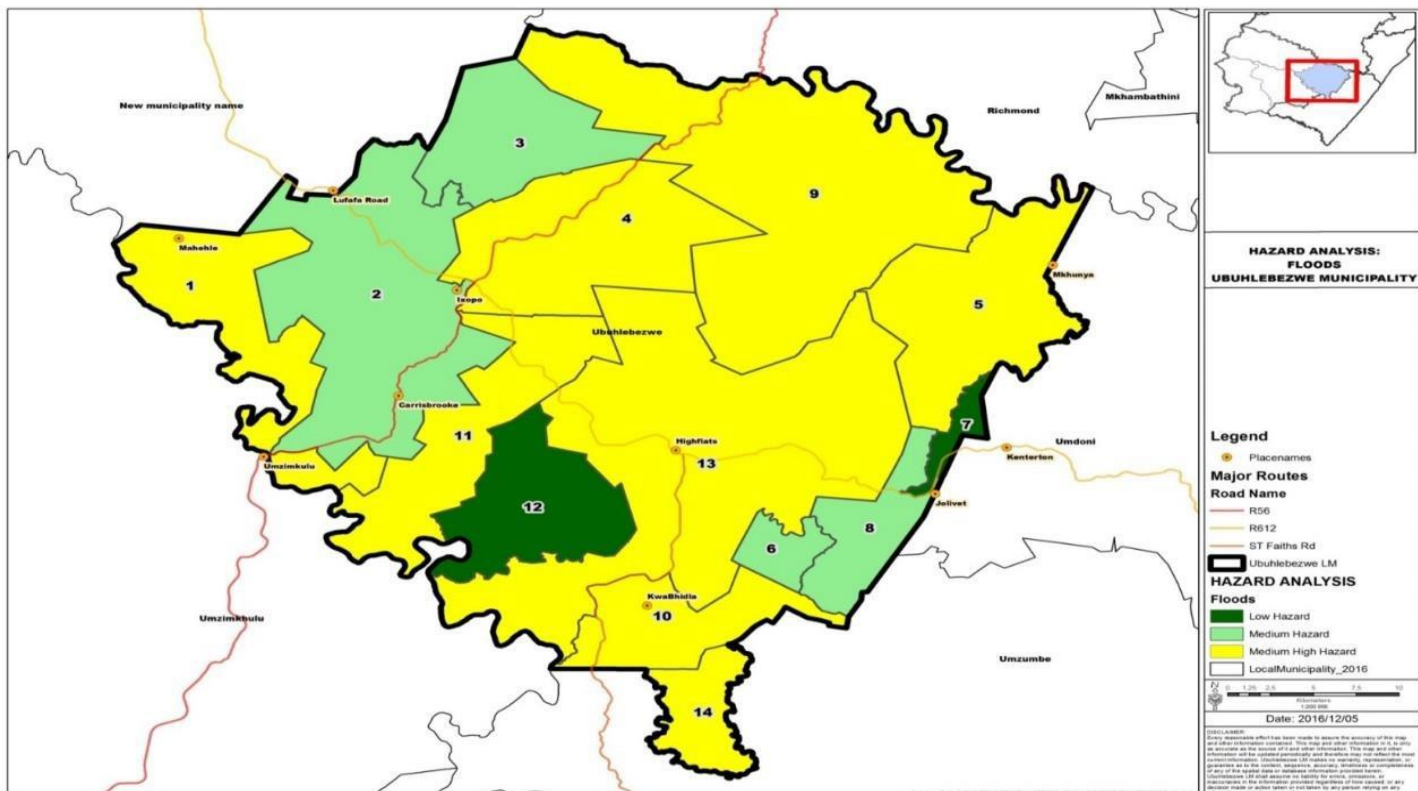
		<ul style="list-style-type: none"> • Motor Vehicle Accident • Hazmat Incidents • Epidemics • Drought • Potential Unrest • Lightning
9	Ward 9 is situated in the centre of Ubuhlebezwe Municipal Area. Ward 9 shares Municipal boundaries with, ward 4, ward 5, ward 6, ward 8, 12 of Ubuhlebezwe Municipal Area.	<ul style="list-style-type: none"> • Fires • Floods • Storms • Motor Vehicle Accidents • Hazmat Incidents • Epidemics • Drought • Illegal Connection of Electricity • Lightning
10	Ward 10 is situated on the Southern part of Ubuhlebezwe Municipal Area. Ward 10 shares Municipal boundaries with Umzumbe Local Municipality, ward 12, ward 11 and ward 6 of Ubuhlebezwe local Municipality.	<ul style="list-style-type: none"> • Fires • Floods • Storms • Motor Vehicle Accidents • Hazmat Incidents • Epidemics • Drought • Lightning
11	Ward 11 is situated on the South Western part of Ubuhlebezwe Municipal Area. Ward 11 shares Municipal boundaries with Umzimkhulu Municipality, ward 12, ward 2, and ward 9 of Ubuhlebezwe Municipal Area.	<ul style="list-style-type: none"> • Fires • Floods • Storms • Motor Vehicle Accident • Hazmat Incidents • Epidemics • Drought • Snow • Lightning
12	Ward 12 is situated on the South Western part Ubuhlebezwe Municipal Area. Ward 12 shares Municipal boundaries with Umzimkhulu Local Municipality; ward 10 and ward 11 of Ubuhlebezwe Municipal Area.	<ul style="list-style-type: none"> • Fires • Floods • Storms • Motor Vehicle Accidents • Hazmat Incidents • Epidemics • Drought • Snow • Lightning
13	Ward 13 is situated in the centre of Ubuhlebezwe Municipal Area. Ward 13 shares Municipal boundaries with, ward 4, ward 5, ward 7 ward 9, ward 8, ward 10, ward 11, ward 12, of Ubuhlebezwe Municipal Area.	<ul style="list-style-type: none"> • Fires • Floods • Storms • Motor Vehicle Accidents • Hazmat Incidents • Epidemics • Drought • Illegal Connection of Electricity • Lightning
14	Ward 14 is situated in the east south of the municipal area and it shares boundaries with ward 10	<ul style="list-style-type: none"> • Fires • Drought • Hailstorm • Road Accidents • Heavy Rain • Floods • Strong wind • Snow • Lightning • Wild pigs • Snow • Substance Abuse and Crime • Hazardous Installations

Table 09: Risk profile

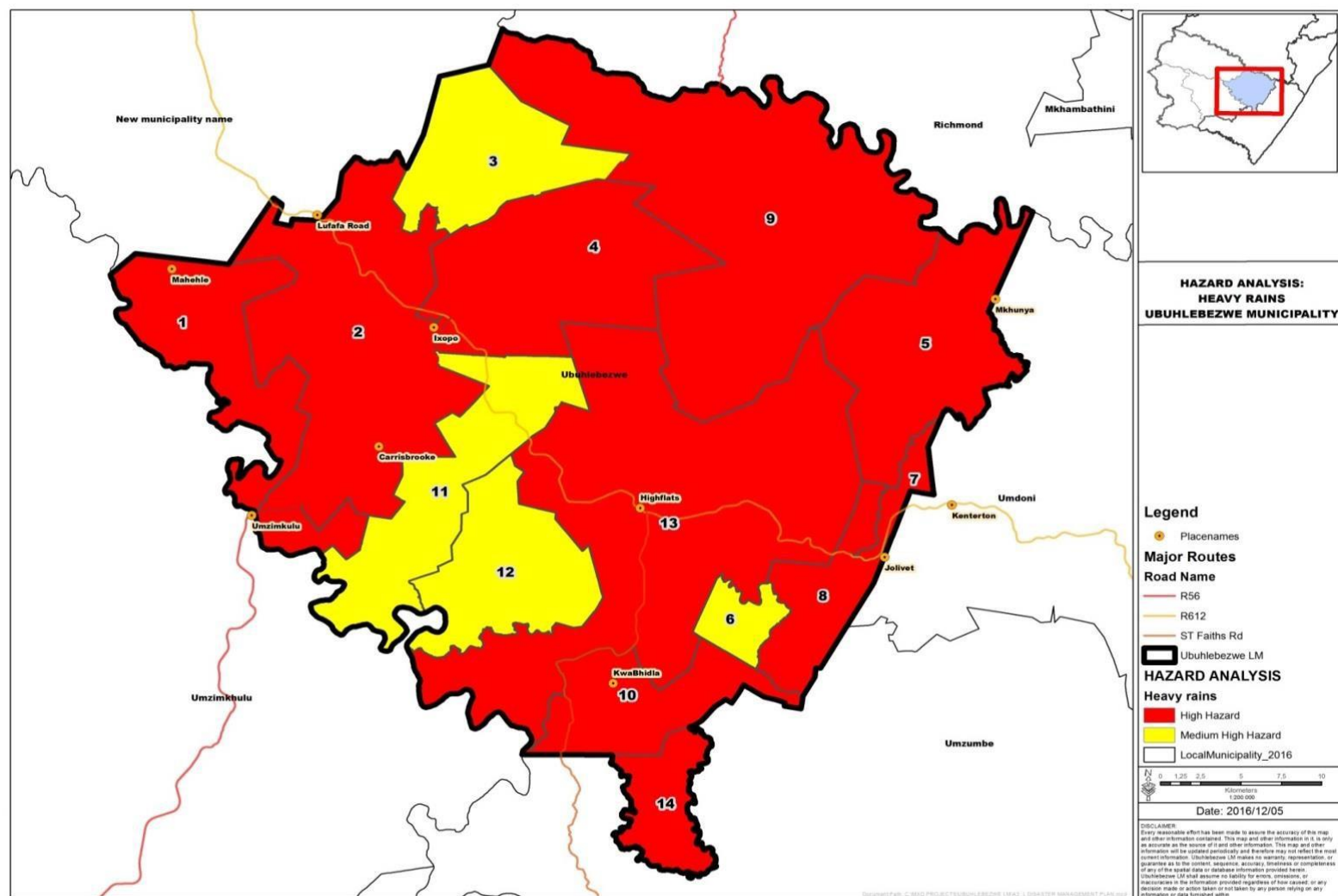
After the risk assessment was done, risk profiles were populated for different wards and the profiles are presented below per ward.



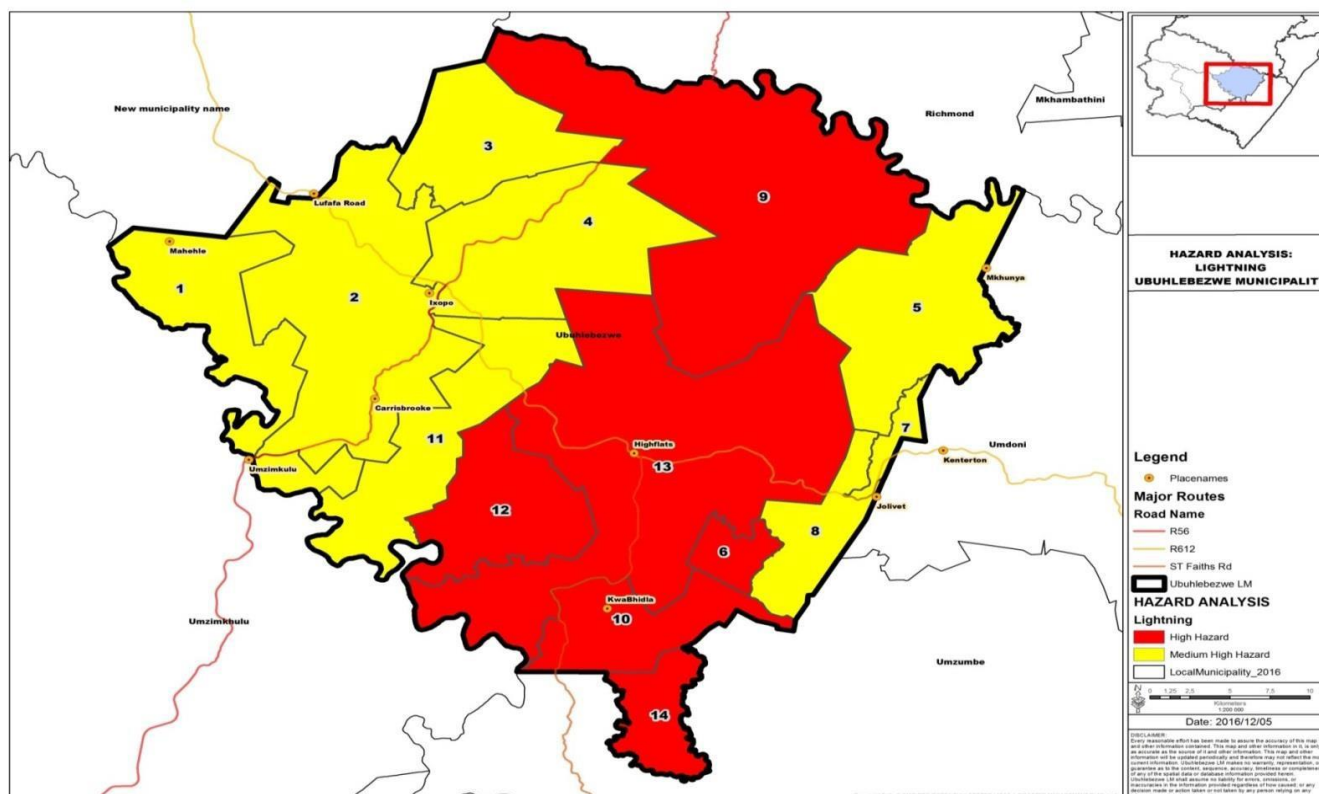
Fg 43 Drought Hazard



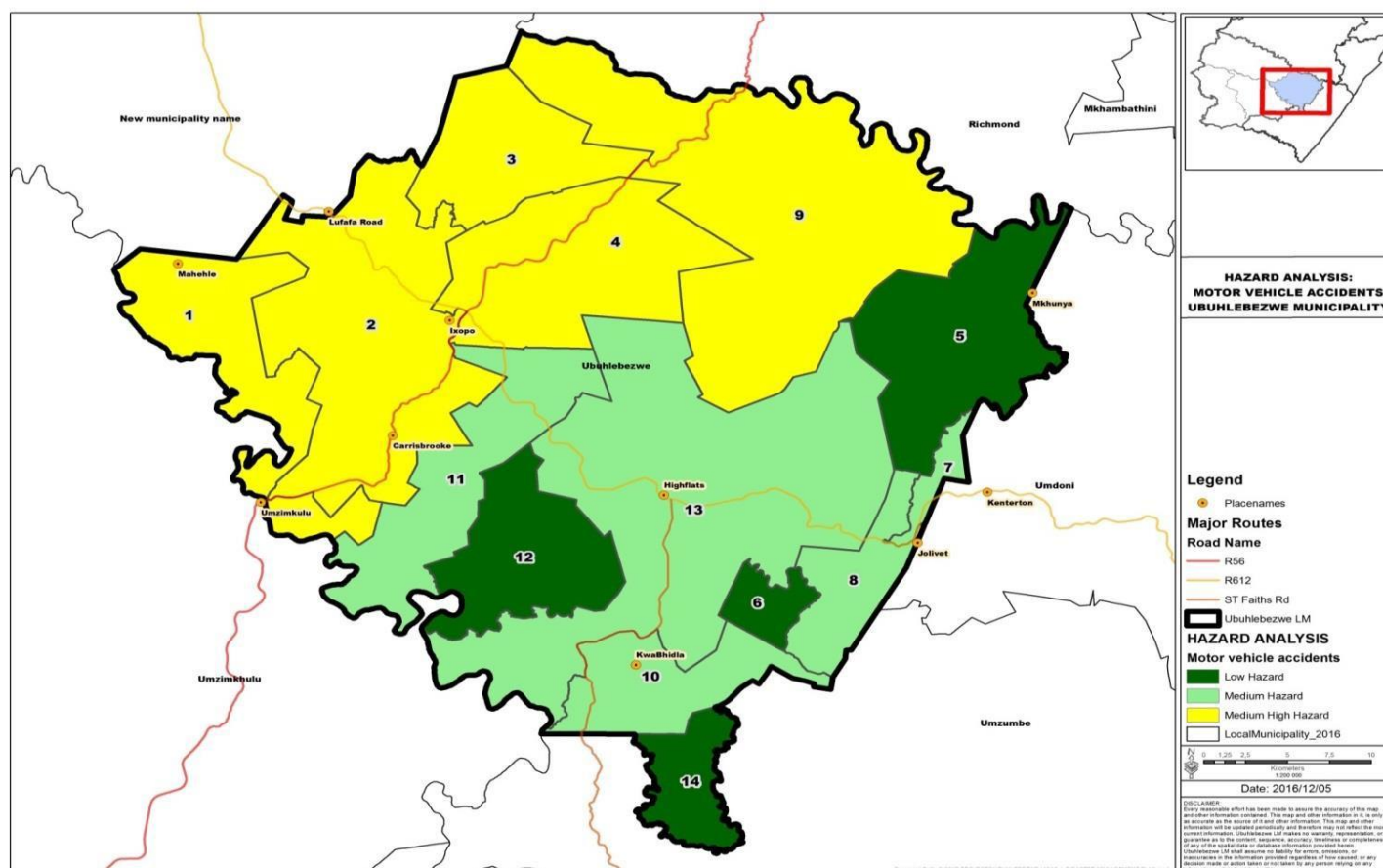
Fg 44 Flood Hazard



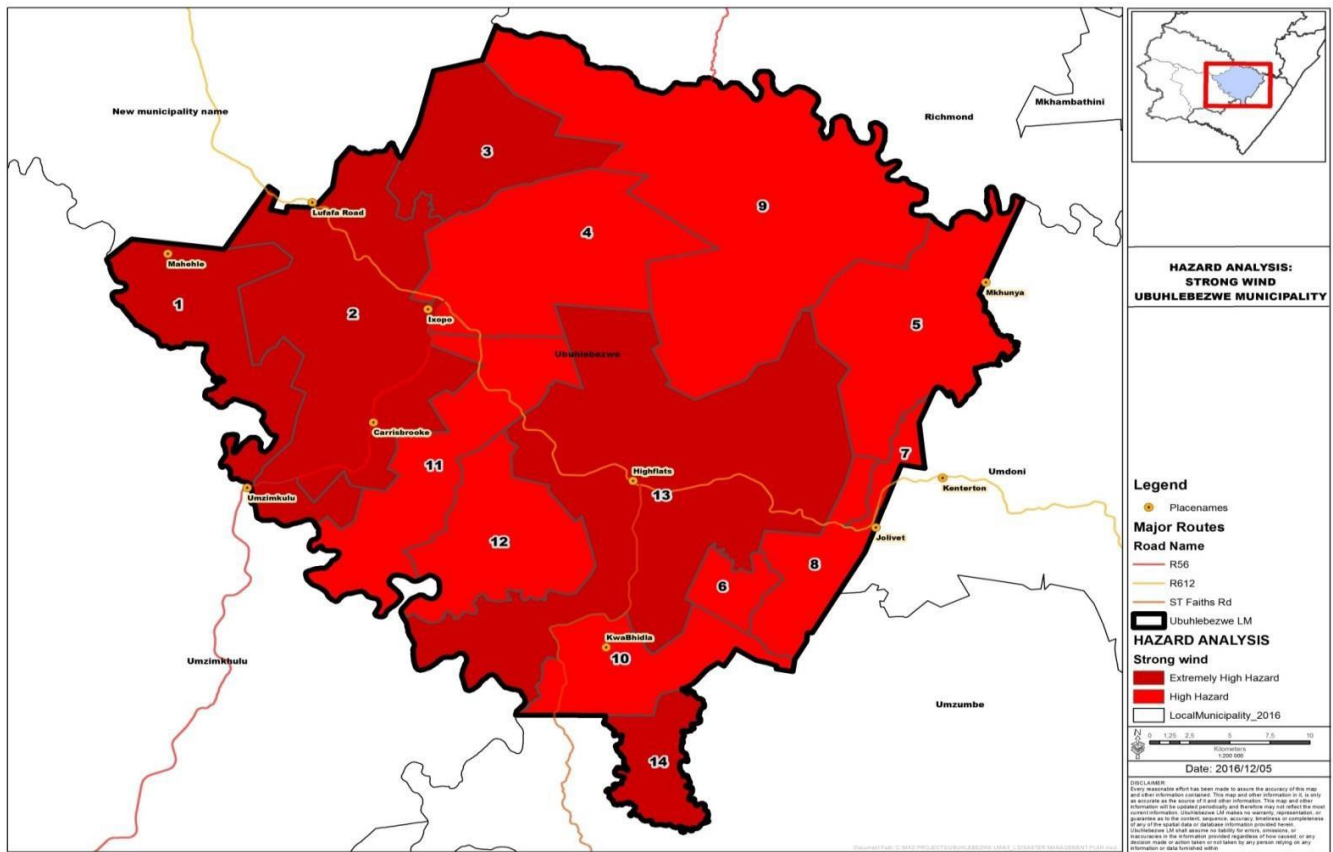
Fg 45 Heavy Rain Hazard



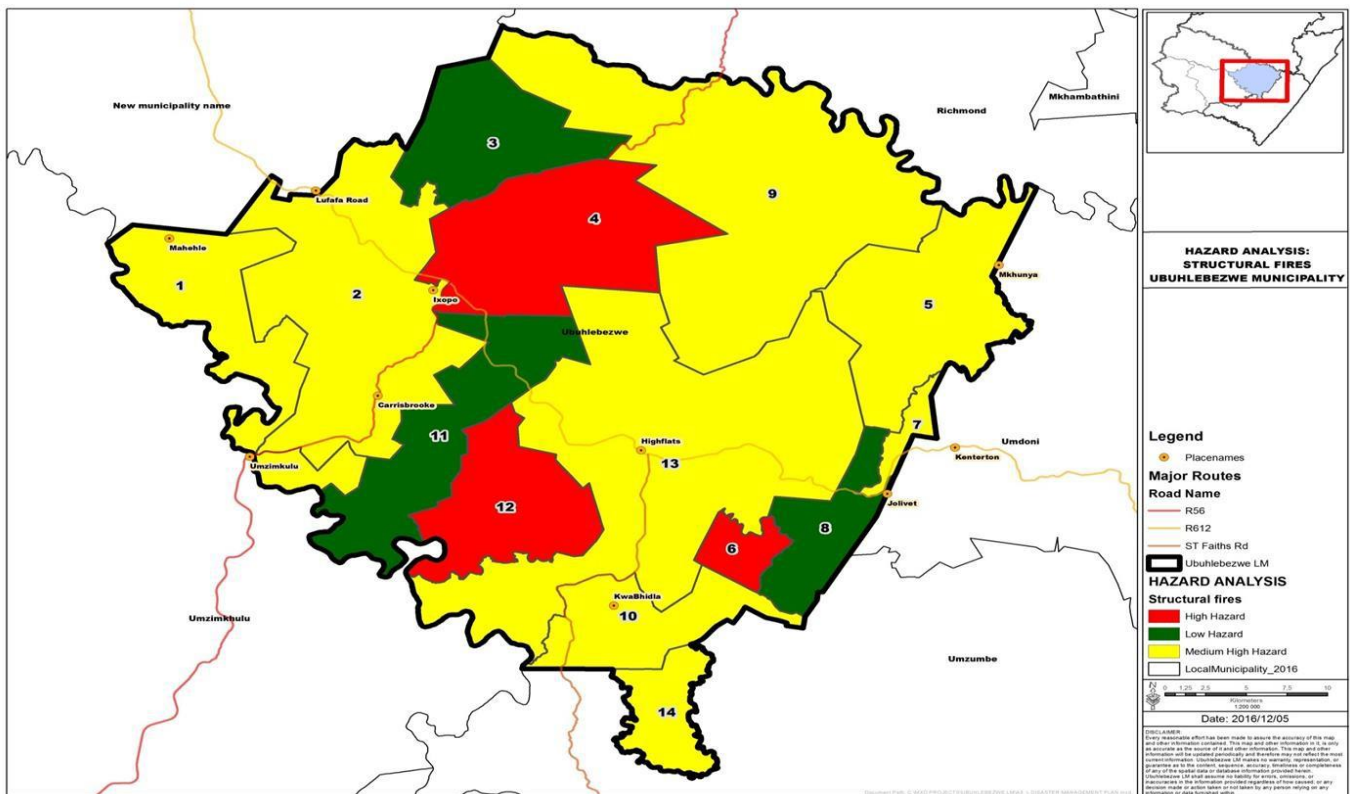
Fg 46 Lightning Hazard



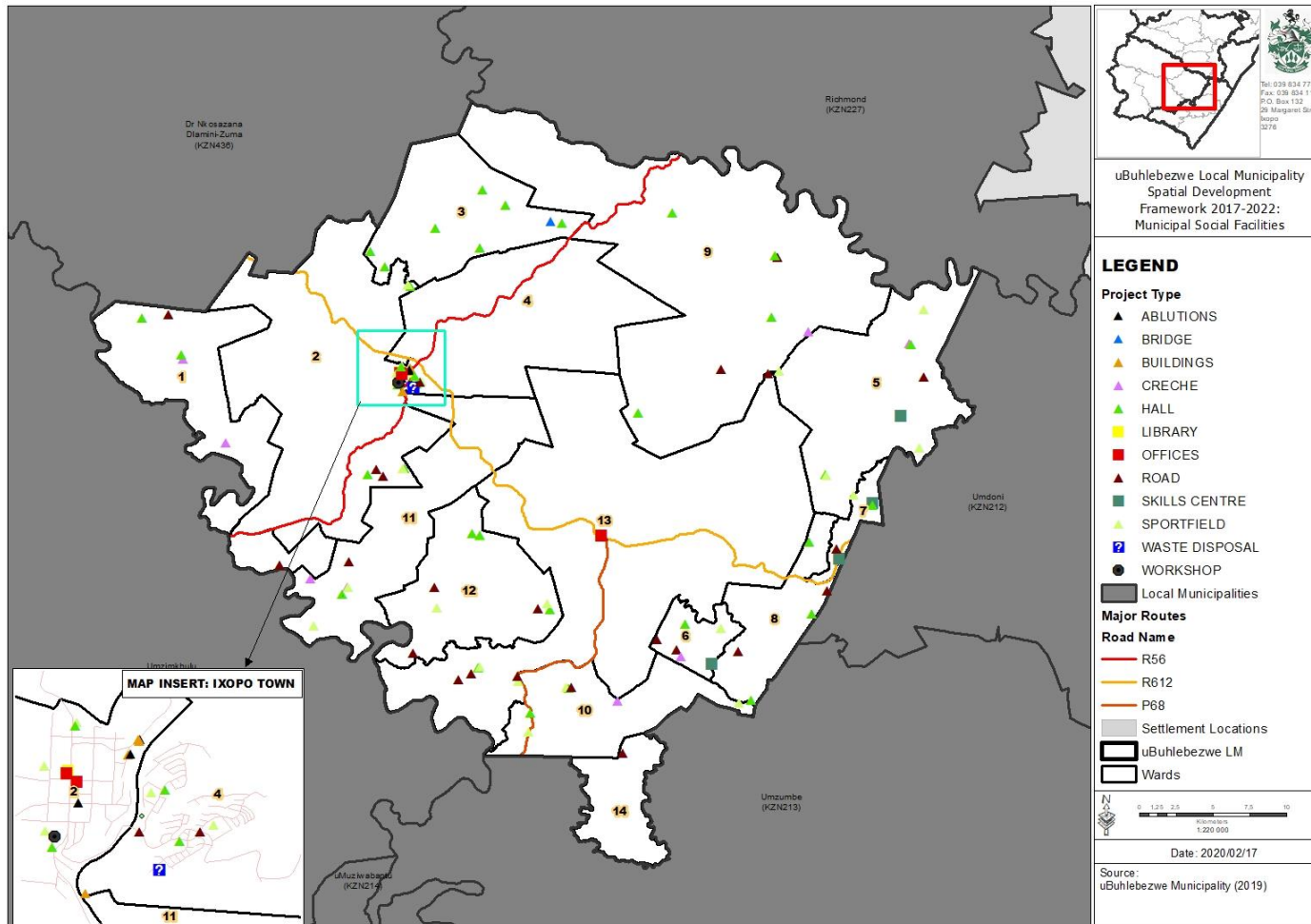
Fg 47 Motor Vehicle Hazard



Fg 49 Strong Wind Hazard

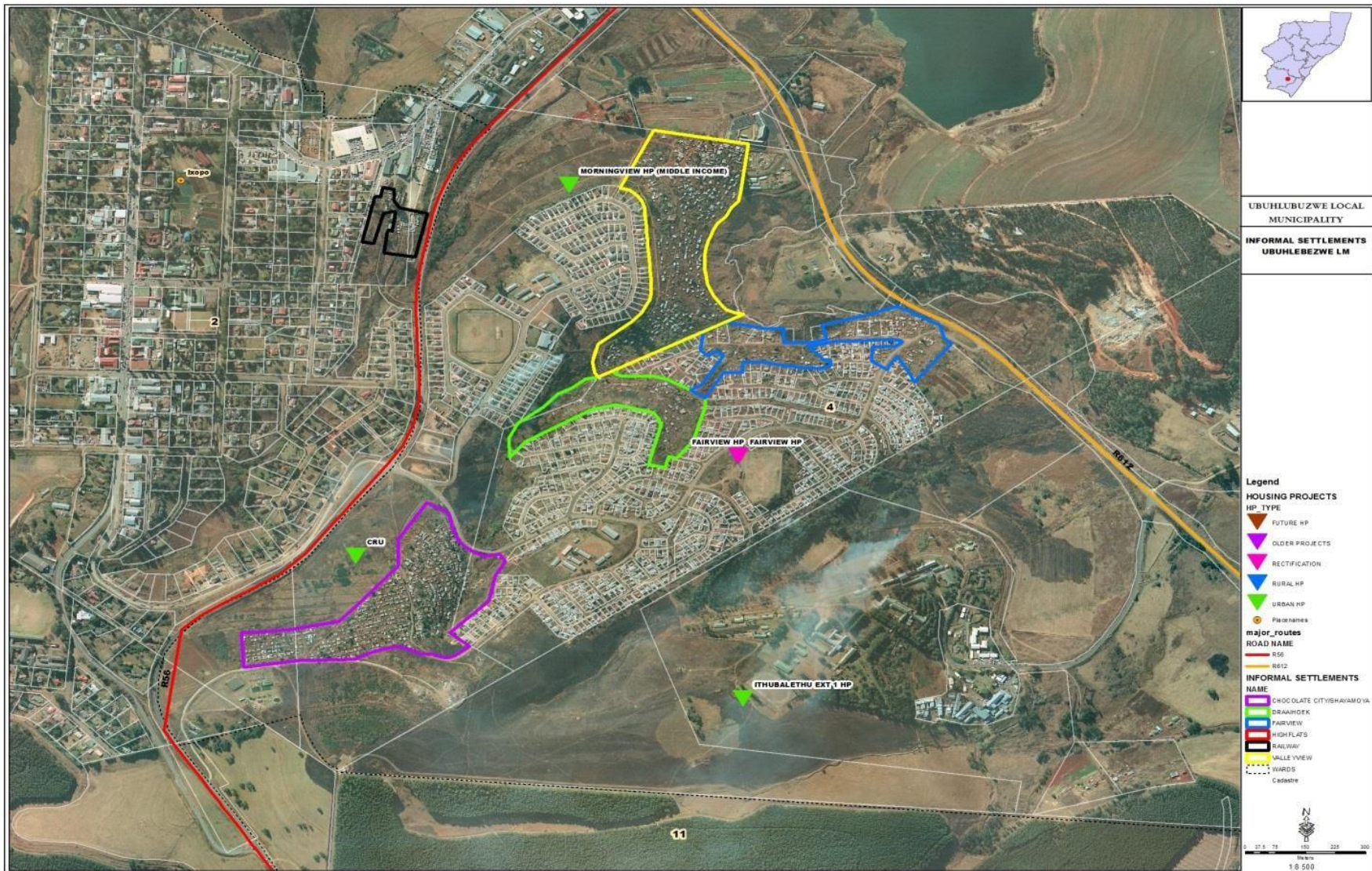


Fg 50 structural fires



Fg 51 Social Facilities

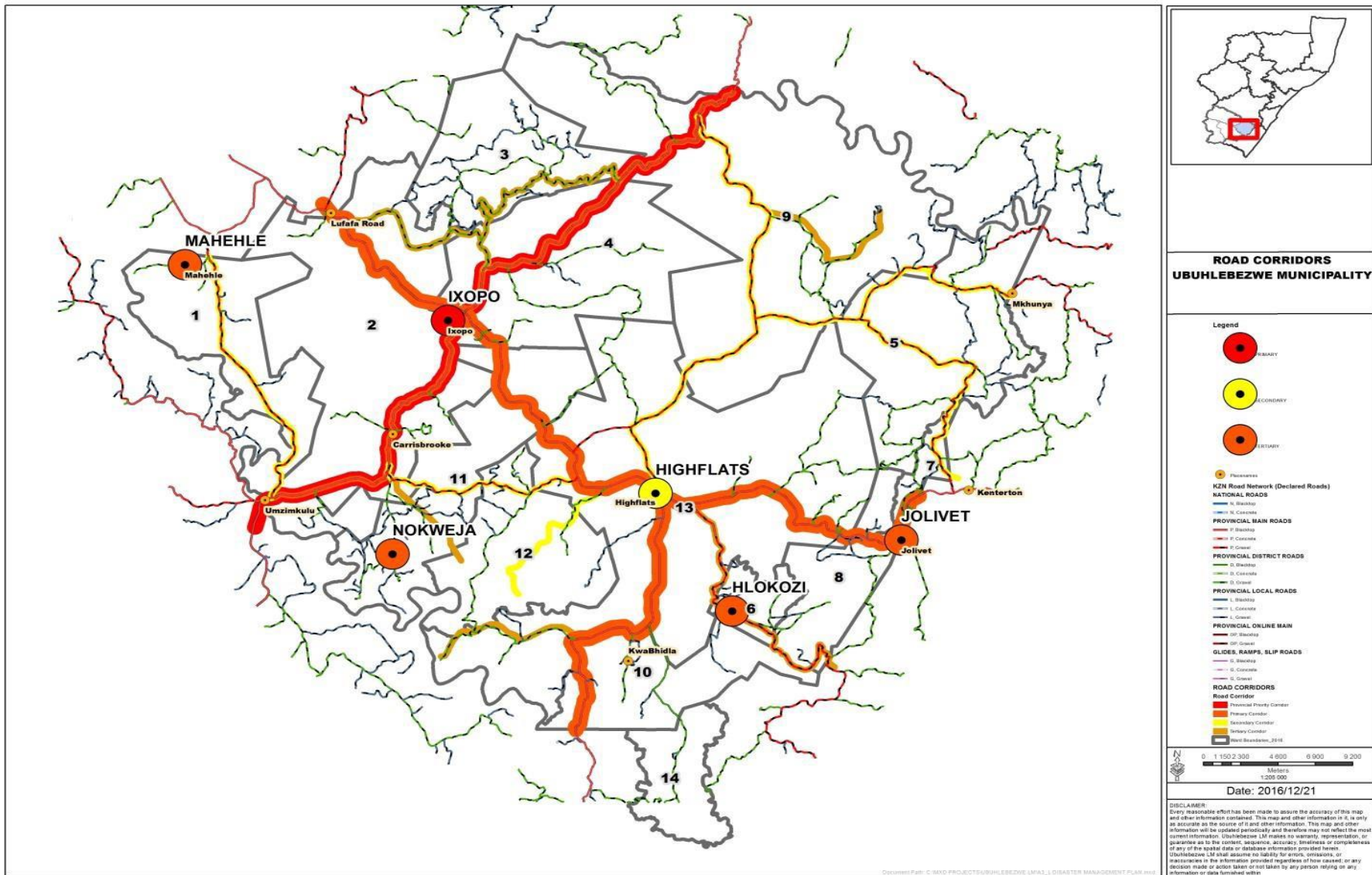
Fg 51 social facilities



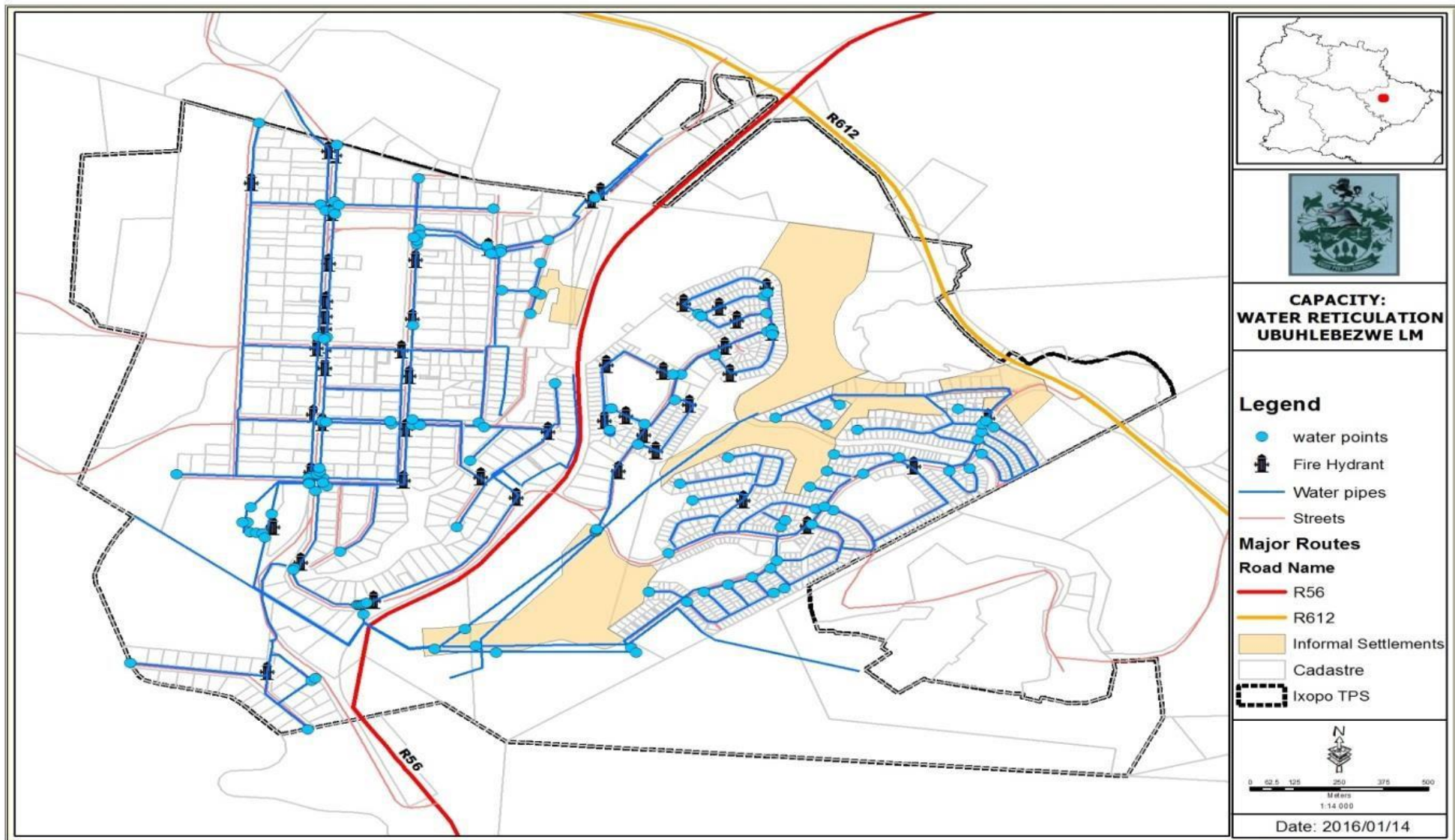
Fg 52 informal settlements



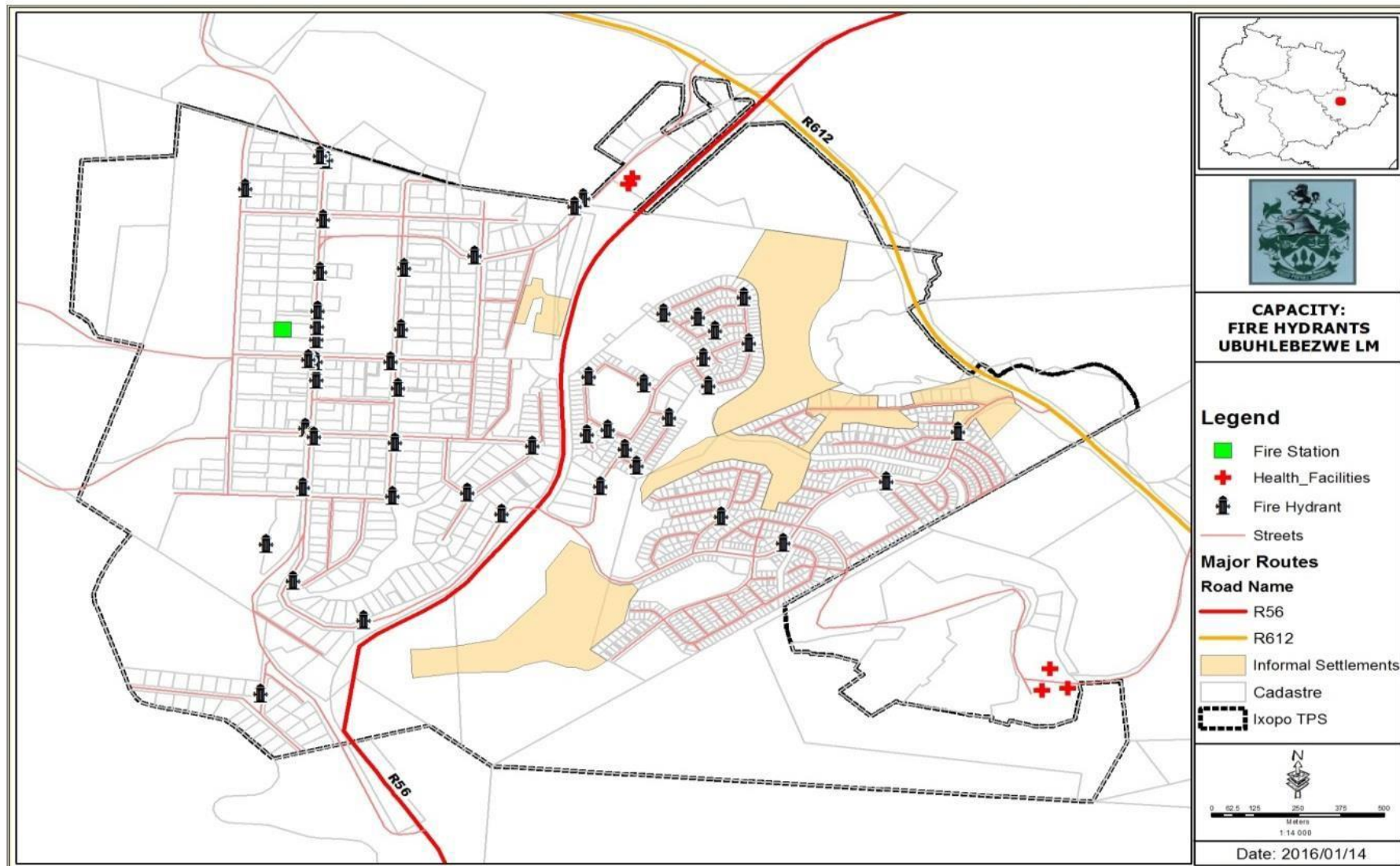
Fig 53 informal settlements High-flats



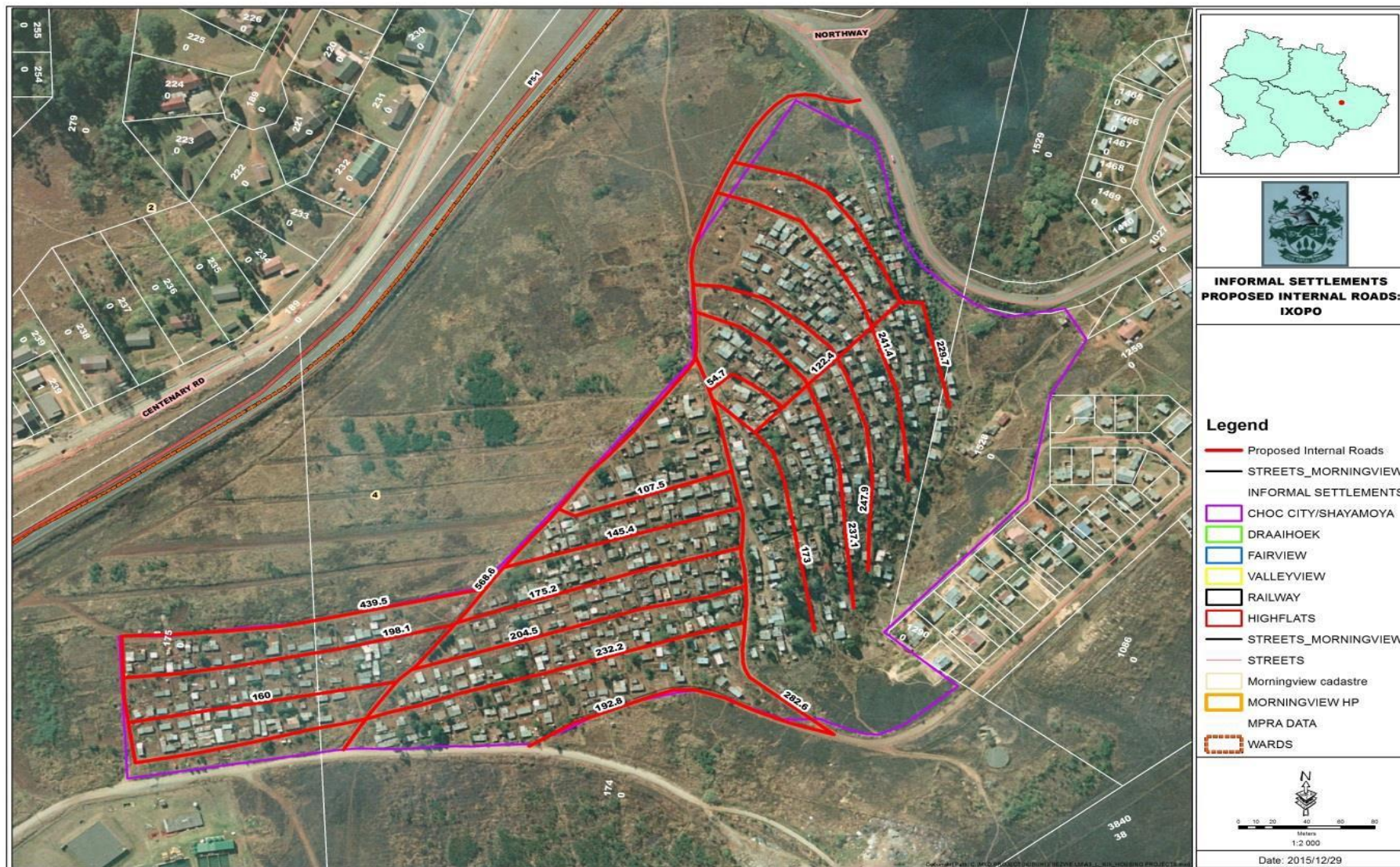
Fg 54 uBuhlebezwe Road Corridor



Fg 55 Water Reticulation in Ixopo



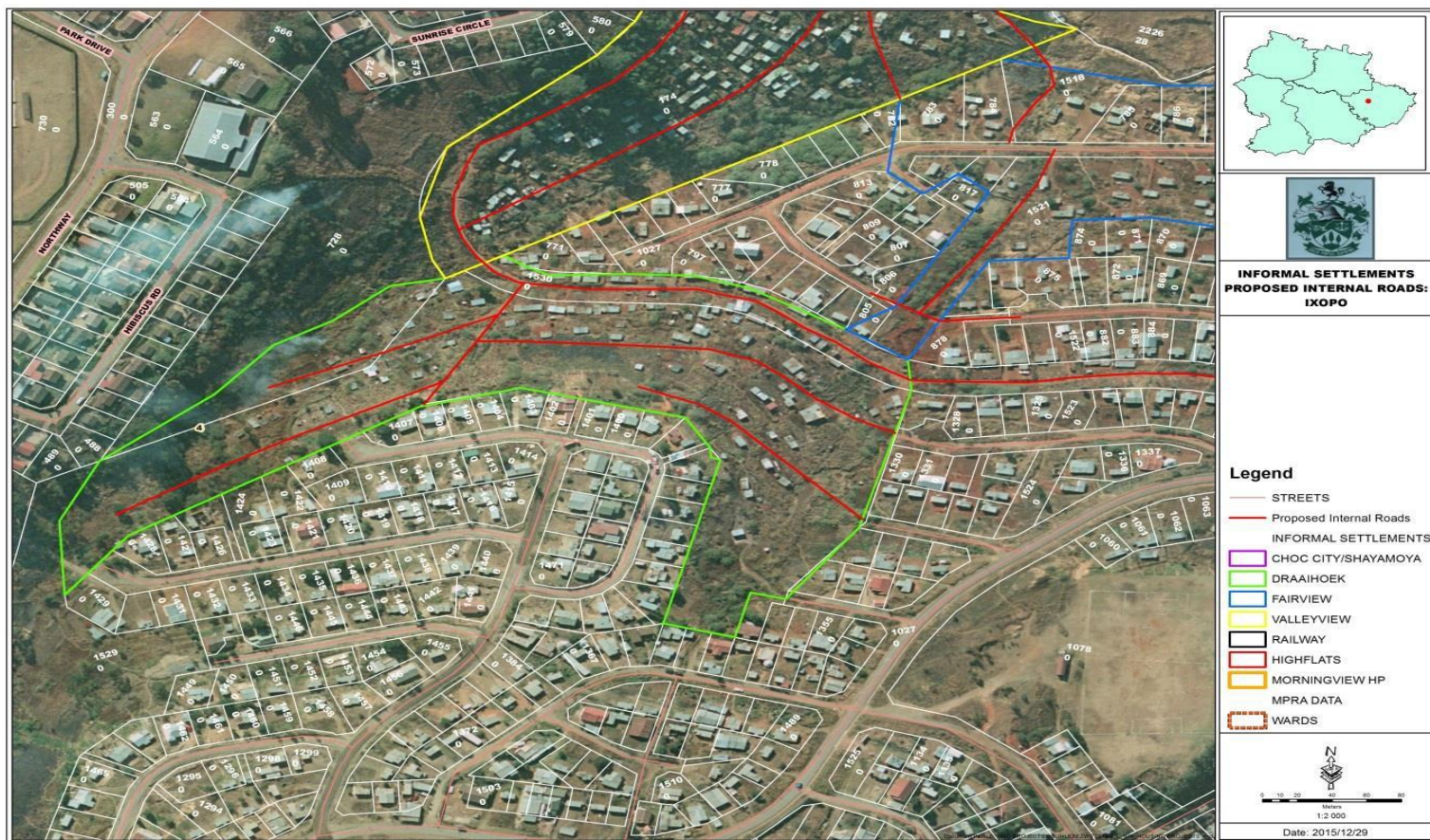
Fg 56 fire hydrants in Ixopo



Fg 57 Chocolate City – Ideal Road Access



Fig 58 Informal Settlements below Morningside



fg 59 Informal Settlements in Fairview

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

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

- **DISASTER INCIDENT MAPPING**

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

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

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

- Disaster Risk Profile in place

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

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

Table 10: Hazards & Projects

DISASTER RISK REDUCTION

After the risk profile of the municipality was done, it then informed the disaster risk reduction projects that must be implemented to reduce the vulnerabilities of the communities and are as follows:

PROJECT NAME	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	BUDGET	TARGET AREAS	RESPONSIBLE STAKEHOLDER	DEADLINE
Integrated Community Safety Awareness Campaigns	Conduct Awareness campaign per quarter	Four Awareness Campaigns Annually	None	All wards	Disaster Management stakeholders	On-going
Disaster Management Advisory Forum Meetings	Hold Disaster Management Advisory Forums	Four Disaster Management Advisory Forum Meetings Held Annually	R 12 000.00		All Disaster Management Relevant Stakeholders	2017-2021
Burning of Fire Breaks	Burning of Fire Breaks	Three scheduled fire breaks conducted at high risk areas Annually One	None	Ward 2 and 4	Disaster Management Fire and Rescue Services	May - June
Fire Safety Inspections	Conduct Fire safety Inspections	Hundred and Eighty Fire Safety Inspections Conducted Annually	None	All wards	Disaster Management Fire and Rescue Services	On-going
Fire Hydrants Inspections	Conduct Fire Hydrants Inspections	Two hundred and Forty Fire Hydrants Inspections Conducted annually	None	Ward 4	Disaster Management Fire and Rescue Services	On-going
Disaster Management Relief	Procurement of Disaster Management Relief	1. Blank ets 2. Spon ges 3. Plasti c Rolls	R 70 000.00	All Wards	Disaster Management Fire and Rescue Services	Re-Curryin g
Disaster Management Promotional Material	Procurement of Disaster Management Pamphlets	10, 000 pamphlets-Zulu and English versions, Key holders	R 40 000.00	All Wards	Disaster Management Fire and Rescue Services	Re-Curryin g
Fire Breaks and prevention equipment	Procurement of Knapsack Tanks	15 Knapsack Tanks	R 30 000.00	All Wards	Disaster Management Fire and Rescue Services	June 2017
Lightning	Conductor	s				Fire Emerge

ncy Vehicle	Installation of Lightning Conductors	5 Lightning Conductors to be installed	R 200 000	Ward 5	Harry Gwala District
	Procurement of Fire vehicle (Bakkie-Sakkie)	1 Fire Vehicle procured and install fire fighting equipment			

Fire Station	Construction of a new fire station	Construction of one (1) new Fire Station	To be sourced	Ward 4	Infrastructure and Development Planning	-
Study on Satellite Stations	Conduct a study on satellite stations positioning within area of jurisdiction	Report on study of positioning of satellite stations	None	All wards	Disaster Management and Fire Services	-
Memorandum of Understanding	To forge and improve working relations with private sector	Memorandum of Understanding signed	None		Municipality and Private Sector	-
Disaster Management Information and Communication System (DMICS)	Facilitate Procurement of the System	System procured	R 12 000.00	Ward 2	Disaster management and Fire Services	-
HARRY GWALA DISTRICT MUNICIPALITY WATER PROJECTS 2017-2021						
MUNICIPAL INFRASTRUCTURE GRANT (MIG)						
uBuhlebezwe Sanitation Backlog	Eradication of Sanitation Backlog	Number of sanitation facilities built	R 58, 187, 715.05	All wards	Harry Gwala	June 2017
High-Flats Town Bulk Project			R 33, 369, 810.03	Ward 13	Harry Gwala	Planning Stage
Ixopo—Mariathal Water Supply Project			R 24, 420, 017.43	Ward 4	Harry Gwala	Dec 2016
Rectification & Upgrade of Fairview and Ixopo Town Sewer System			R 74, 239, 598.00	Ward 2 & 4	Harry Gwala	June 2021
Ithubalethu Water (New Housing Development)			R 24, 298, 593.00	Ward 4	Harry Gwala	Dec 2016
Ncakubana Water Supply Scheme Phase 2			R 33,659, 457.20	Ward 1	Harry Gwala	June 2018
Chibini Water Supply Project			R 50, 749, 823.28	Ward	Harry Gwala	Dec 2016

		d 4		
Ufafa Water Supply Project	R 42, 744, 568.00	W a	Harry Gwala	June 2018

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

Table 11: Disaster risk reduction projects / programs

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

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

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

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

uBuhlebezwe Backlog	Sanitation	Eradication Sanitation Backlog	of	Number of sanitation facilities built	R 58, 187, 715.05	A ll w a	Harry Gwala	J u n e
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PROJECT NAME	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	BUDGET	TARGET AREAS	RESPONSIBLE STAKEHOLDER	DEADLINE
				rds		2017
High-Flats Town Bulk Project			R 33, 369, 810.03	Ward 13	Harry Gwala	Planning Stage
Ixopo—Mariathal Water Supply Project			R 24, 420, 017.43	Ward 4	Haryy Gwala	Dec 2016
Rectification & Upgrade of Fairview and Ixopo Town Sewer System			R 74, 239, 598.00	Ward 2 & 4	Harry Gwala	June 2021
Ithubalethu Water (New Housing Development)			R 24, 298, 593.00	Ward 4	Harry Gwala	Dec 2016
Ncakubana Water Supply Scheme Phase 2			R 33,659, 457.20	Ward 1	Harry Gwala	June 2018
Chibini Water Supply Project			R 50, 749, 823.28	Ward 4	Harry Gwala	Dec 20

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

PROJECT NAME	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	BUDGET	TARGET AREAS	RESPONSIBLE STAKEHOLDER	DEADLINE
Marianthal Mandilini Esperance Water Supply Project Phase 4			R 15 200 000.00	Ward 4	Harry Gwala	June 2018
Table 12: Disaster management implementation plan						

- **RESPONSE AND RECOVERY**

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

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

Relevant response teams are very crucial so as to prevent any unnecessary secondary disaster incidents at the scene of the disaster and/ or disaster incident.

uBuhlebezwe municipality has a compliment of personnel responsible for disaster management and fire services is in place with expertise, including departmental and/ or sector department's employees representing different functionaries that are activated whenever there are disaster incidents/ disasters.

The following activities take place during and/ or after the occurrence of a disaster inter alia:

- Monitoring and evaluation of hazardous and potential disastrous incidents
- Possibly declaring a state of disaster
- Activating and implementing contingency or response plans, developed as part of planning and mitigation
- Informing other relevant disaster risk management role players and institutions, such as the Harry Gwala

District Disaster Management Centre, Sector Departments, KwaZulu Natal Provincial Disaster Management Centre and the National Disaster Management Centre.

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

G) Monitoring of disaster intervention activities

- H) Reporting and recording of decisions
- I) "Post-mortem" analysis to improve systems, plans and methods
- Reporting and recording of decisions
- I) Outcomes:
- Response actions
 - Reports and lessons learnt

RELEVANT STAKEHOLDERS REPRESENTATIVES FOR RESPONSE AND RECOVERY

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

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

Table 13: RELEVANT STAKEHOLDERS REPRESENTATIVES FOR RESPONSE AND RECOVERY

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

- **INFORMATION MANAGEMENT AND COMMUNICATION SYSTEM**

The municipality has put mechanisms or a system in place within the disaster management centre to ensure that, information is managed, transferred where necessary to other disaster management stakeholders. Such systems are as follows:

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

Table 14: Information management and Communication

- **EARLY WARNING SYSTEMS**

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

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

In line with the Disaster Management Act (Act 57 of 2002), section 44 (h), the municipality promotes capacity building, training and education including at schools in the municipal area.

Furthermore, the municipality conducts continuous disaster management awareness campaigns and training in the following areas:

- Community level
- Schools
- Clinics
- Home Affairs Offices
- Hospitals

The municipality is currently working in partnership with working on fire to train communities at ward level about fire safety and disaster management. Cogta is also assisting the municipality in terms of capacity building on side of fire services and disaster management. To date COGTA has trained about seven (7) officials in the municipality.

FUNDING ARRANGEMENTS:

- **INTERNAL FUNDING**

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

- **GOVERNMENT FUNDING**

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

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

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

- **PRIVATE SECTOR AND NON GOVERNMENTAL ORGANIZATIONS**

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

- **Disaster Management SWOT ANALYSIS**

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

Municipal Transformation & Institutional Development

- **Human Resources Strategy**

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

This strategy has been compiled and it addresses the following:

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

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

The Table below depicts Human Resources that are in place:

Focus Area		Elements	Objective(s)	Structural, Process and Resource Requirements
Planning Resourcing	and	Strategic HR planning	Updating HR strategy in response to changing demands and conditions Resourcing the plans for their effective implementation	Annual strategy reviews HR leadership - to drive process
		Manpower planning	Anticipating manpower demands and accordingly ensuring that the organisation has the right number of people, with the right capabilities to enable the organisation to achieve its strategic goals	Time investment in quarterly manpower reviews
		Recruitment & selection	Streamlining recruitment and selection process, focusing on: Timeous identification of positions to be filled and approval for recruitment Reduction of recruitment turn-around time Hundred percent (100%) hit rate (appointment of the right person).	Recruitment and selection budget

Focus Area		Elements	Objective(s)	Structural, Process and Resource Requirements
Governance		Introduction of new policies and policies where warranted	Where a need for regulating a specific aspect of business is established, propose and develop relevant policy, procedure or process	N/A
		Enforcement of established policies, procedures and processes	Passing audit checks for consistent application of set policies, procedures and processes	N/A
Compliance		Compliance with applicable legislation and other regulations	Staying "in-the-loop" regarding aspects that get regulated Reducing time it takes to reach full compliance Timeous, accurate and conformant reporting to both internal and external stakeholders	Compliance budgets - dependant on nature of compliance Reporting and compliance systems

Focus Area		Elements	Objective(s)	Structural, Process and Resource Requirements
Talent Management		Attraction of external talent	Attracting wider pools of potential talent - innovative approaches	Budgetary considerations
		Identification of internal talent	Identify talent based on potential and performance	N/A

	Succession planning	Succession plans for all key roles and individuals	N/A

	Development and retention of identified key talent	Identification of appropriate development opportunities (coaching, mentoring, stretch assignments, exposure, etc) for all identified key talent	Budgetary considerations Time investment in developmental interventions such as coaching, mentoring, exposure, etc
Focus Area	Elements	Objective(s)	Structural, Process and Resource Requirements
Efficiency	Streamlined work processes	Eliminating non-value adding activities Reducing HR operating costs Decreasing time per HR query/activity Decreasing person-to-person inquiries and comebacks	Possible investment in technology
		Cost-efficient decisions and work procedures	
	Using efficient technology	Using the most time and cost-efficient means to carry out tasks	Possible investment in technology
Focus Area	Elements	Objective(s)	Structural, Process and Resource Requirements
Transformation	Employment Equity (EE)	Appointment of EE candidates in key/influential roles across the Municipality	Budgetary considerations for attraction of suitably qualified EE candidates
		Implementation of Affirmative Action (AA) measures to retain EE talent	Budget considerations for implementation of AA measures
HR Performance Measurement	Striving for excellence	Development of internal competence (right knowledge, skills, expertise and attitudes)	Budgetary considerations (training and development)
	Measurement of HR performance and value	Measurement of HR value (ROI) Effectively utilising Balanced Scorecard and PMS processes to assess HR performance	Budgetary considerations for ROI/value measurement services
Focus Area	Elements	Objective(s)	Structural, Process and Resource Requirements
Capability Development	Skills development, study support, coaching and mentoring interventions, job exchanges, etc	Conducting of skills audits and needs analyses (learning & development) Development of Personal Development Plans (PDPs) for each employee and incorporation thereof into Workplace Skills Plans (WSPs)	Driving adherence to PDPs and WSPs

Budgetary considerations Time investment for
Skills Development Facilitator (SDF) and
line management

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

Table 15: human resources strategies that are in place

The strategy is subject to:

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

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

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

- **Municipal Powers and Functions**

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

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

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

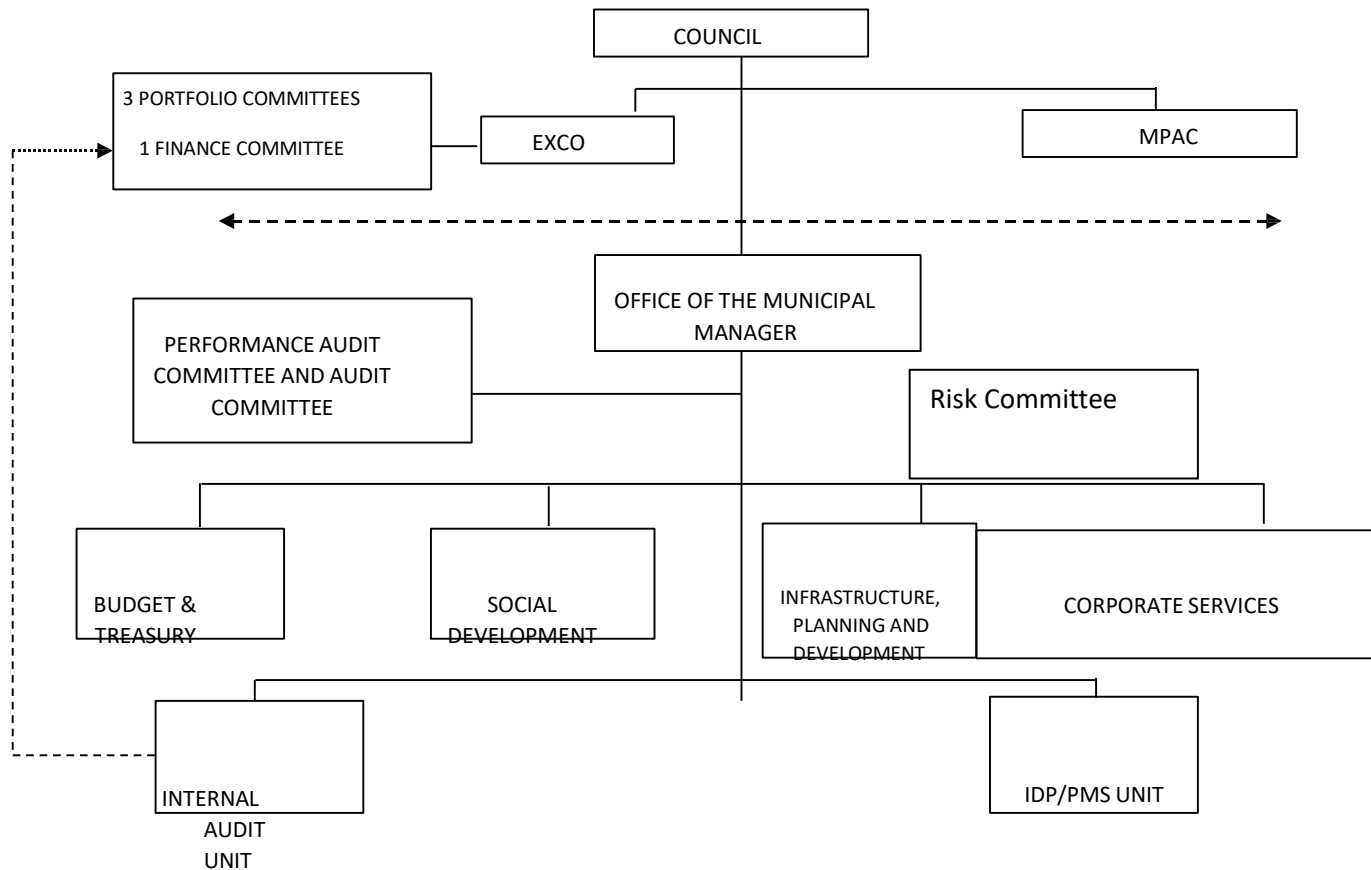
10. Storm water	X	-	x	-	Performed internally. Limited Financial and human resources to perform this function fully.	-	Maintenance of storm water facilities are done internally.
11. Trading Regulations	X	-	x	-	Municipal Bylaws are enforced with limited resources	-	The municipality reviewed Bylaws and training of Peace Officers
12. Billboard and display of advertisement in public places	X	-	x	-	Municipal Bylaws are enforced	-	Signage Bylaws and strengthen law enforcement
13. Cemeteries ,funeral parlour and crematoria	X	-	x	-	-	-	Maintenance and allocation of graves.
14. Cleansing	X	-	x	-	-	-	Daily to day activity
15. Control Public nuisance	X	-	x	-	-	-	By-laws are in place and enforced
16. Fencing and fences	X	-	x	-	-	-	No action required
17. Licensing of dog	X	-	x	-	Limited capacity	-	By-laws in place and enforced
18. Licensing and control undertakings that sell food to the public	-	x	-	X	Municipality has licenced informal traders	Each case is treated base on its own merits	Harry Gwala District municipality conducts Environmental Health inspections to ensure that formal shops also get licenced
19. Local amenities	X	-	x	-	-	-	Ixopo Town Regeneration to address the lack of amenities within the municipal area.
20. Local Sports facilities	X	-	x	-			Continuously maintain community sports field within the municipality
21. Markets	-	x	-	X	-	-	The municipality deals with the markets through the informal traders policy
22. Parks and recreation	X	-	x	-	-	-	Continuously Maintain and beautify parks and gardens
23. Pontoons and ferries	-	x	-	X	-	-	No action required
24. Pounds	-	x	-	X	-	-	Municipality has a shared services agreement with

Dr Nkosazana Zuma
Municipality, whilst still
trying to acquire land

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

Table 16: Municipal Powers and Functions

- **A Council approved Organizational Structure**



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

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

The following committees are established and reconfigured to represent municipal departments: Administration and Human Resources; Social Development; Infrastructure, Planning and Development Portfolio Committees as well as

the Finance Committee. Over and above the portfolio committee Council has 1 adhoc committees namely Local Labour Forum. MPAC has been established with the terms of reference having been formulated.

As depicted in the organisational structure above, the Ubuhlebezwe Municipality has 4 departments and 2 units. Each department is headed by the Director who reports directly to the Municipal Manager. The Municipal Manager reports directly to the Exco via the Mayor who is the Chairperson of the Executive Committee. The Municipal Manager is assisted by the Internal Audit Unit, an independent Audit and Performance Audit Committee and Risk Committee with an independent Chairperson, in meeting his accountability requirements in terms of the Municipal Finance Management Act.

- **A full Council adopted Organizational Structure**

The organisational structure includes the following departments: Budget & Treasury Office; Corporate Services; Infrastructure, Planning and Development and Social Development Departments. Each department is aligned with the activities and all vacant posts budgeted for in the 2019/20 financial year were filled or are in the process of being filled, with recruitment processes for them already being underway. The recruitment processes for Director: Corporate Services were finalized, and the Director assumed duty on the 01st August 2019. The CFO and Director Infrastructure positions are vacant, recruitment processes for both these positions are underway.

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

Employment Equity:

The total number of female employees is 128

The total number of male employees is 111

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

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

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

employment equity

Organisational Council approved organogram is attached as an annexure

- **Previously disadvantaged groups**

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

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

- **Filling of critical posts**

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

SNAPSHOT OF THE CURRENT WORKFORCE PROFILE

The workforce profile snapshot tables used for the conducting of the analysis to inform this plan are used below as a baseline for the setting of numerical goals and targets for each year of the plan.

Workforce profile snapshot date **31/01/2020**
DD / MM /YYYY

Table 1: Snapshot of workforce profile for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	0	2	0	0	0			3
Senior management	8	0	0	0	4	1	0	0			13
Professionally qualified and experienced specialists and mid-management	6	0	0	0	6	0	0	0			12
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	15	0	1	0	25	1	0	0			42
Semi-skilled and discretionary decision making	24	0	0	1	48	0	1	0			72
Unskilled and defined decision making	48	0	0	0	34	1	0	0			83
TOTAL PERMANENT	108	1	1	1	112	4	1	0			225
Temporary employees	8	0	0	0	15	1	0	0			12
GRAND TOTAL	116	1	1	1	127	5	1	0			237

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

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

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

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

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

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

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

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

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

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

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

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

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

TRAININGS FROM 01 JULY 2019-30 JUNE 2020

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

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

TRAININGS FROM 01 JULY 2019-30 JUNE 2020

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

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

- **Skills Audit**

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

Implementation of HR Policies:**WSP**

At the beginning of each calendar year. The Human Resource Unit requests employees to submit their wish lists of the trainings that they desire, in order to capacitated themselves. The Wishlist is signed off by the Head of Department, for relevance. HR then coordinates the planning and implementation of trainings as per the consolidated wish lists that form the Municipality's WSP.

Recruitment and Selection Policy:

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

Retention Policy:

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

In order to be able to retain staff at Ubuhlebezwe, the Municipality has resolve to focus on creating a more conducive working environment for it Employees. In 2019/20, The Municipality will be expanding the Municipal offices in order to accommodate staff appropriately, whilst also making the Municipality more accessible this project is projected to be completed in 2020 .

Information and Communication Technology:

Information and Communication Technology (ICT) is playing an ever-increasing role as a strategic enabler of public service delivery. To enable Political and Strategic leadership to embrace ICT as an enabler of business, the Department of Public Service and Administration (DPSA) developed the Corporate Governance of ICT Policy (CGICT) Framework, herein called the Framework. An Implementation Guideline was developed to support departments with the implementation of Corporate Governance of Information and Communication Technology Policy Framework. The Municipality is still in phase two of the CGICT framework implementation with only programme portfolio management outstanding.

POLICY	DATE ADOPTED	LAST REVIEWED
Cellphone and 3G Data Policy	16 May 2013	October 2019
ICT Business Continuity Policies	14 April 2014	October 2019
ICT Security Policy	26 May 2016	October 2019
Incident Management	26 May 2016	October 2019
Remote Access Procedure	26 May 2016	October 2019
Firewall Policy	26 May 2016	October 2019
Disaster Recovery Policy	14 April 2014	October 2019
ICT Governance Framework	26 May 2016	October 2019
Backup Policy	26 May 2016	October 2019
Back up Procedure	26 May 2016	October 2019
Audit Logs Procedure	26 May 2016	October 2019
Change Management Procedure	26 May 2016	October 2019
ICT Operating System Security	14 December 2017	October 2019
ICT Security Controls	14 December 2017	October 2019
Service Level Agreement	14 December 2017	October 2019

Table 19: ICT policies

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

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

. Strategy

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

. The Responsibilities of IT

The responsibilities of the IT Unit include but not limited to:

- Policy Development, management and review
- Management of ICT Functions by:
 - Developing and updating guidelines for project control, data and equipment security, information privacy, internal controls and contingency plans.
 - Negotiate and administer contracts for hardware and software acquisition, applications acquisition, implementation,
 - Maintenance for telecommunications consulting services.
 - Develop and participate in ongoing computer training programme for all staff.
 - Manage all system upgrades, technical change management and technological changes related to the municipality's software and applications.
- Develop and review the ICT Risk Register
- Develop and implement ICT Risk and Auditor General Report Action plans.
- Manage and develop the Disaster Recovery Plan for ICT

Supervising and performing the following ICT Functions:

- Ensuring technical support for data centers, server rooms, PC, networks, electronic mail, and applications support.
- Backing up of all systems and domains.
- Assess network and application security and ensure corrective measure are taken to improve security and eradicate all vulnerabilities.
- Oversee annual planning process for information systems in each department and ensure that consistent, integrated systems planning are ongoing.
- Monitor significant trends in office automation, electronic mail, connectivity networks, telecommunications, voice mail, optimal scanning systems and other state of the art technologies.
- Provide Project Management over the municipality's ICT projects.
- Utilise project management best practice and IT governance standards to ensure successful delivery of assigned ICT projects.
- Ensure that the municipality's software and applications are properly licensed.
- Gather and analyse facts, draw conclusions, define problems and suggest solutions.
- Adapt, integrate and modify existing programmes or vendor supplied packaged programmes for use with existing information systems.
- Conduct training and information sessions.

Reporting on ICT status with:

- Weekly and monthly reports to Head of Department apprising on the operations of the section;

- Monthly reports to Council Portfolio Committee meetings apprising on the operations of the section;
- Quarterly Service Delivery Implementation Plan evaluations reports on the operations of the section;
- Reports to Council/Executive Committee on matters pertaining to legislation
- Attending relevant meetings pertaining to the operations/ performance of the section and informing and advising management on ICT issues

Provides an advanced Systems administration service for the Municipality by:

- Coordinating the implementation of procedures, systems and controls related to the receiving, updating and recording of Systems applications and activities associated with the functionality.
- Controlling the VME operating system and VME superstructure support products, ensuring the integrity of the mainframe computer operating system.
- Implementing new software releases, applying ad hoc upgrades/ repairs to the operating system and liaising with the computer supplier's technical staff to coordinate system upgrades.
- Monitoring the diagnostic and performance reports/ journals and support/ maintenance database to anticipate potential problems.
- Coordinating the daily status of the enquiry service, ensuring availability of the communications network, controlling access and monitoring/ maintaining hardware e.g. workstations, network cables, devices, etc.
- Coordinating and allocating system file store, according to the systems operating requirements, validating requests and availability.
- Maintaining the hardware configuration, enhancing the operations facilities and planning and implementing disaster recovery processes.
- In order to ensure that the requirements and procedures associated with the recording/ processing of Town Planning Administration requirements and activities are complied with.
- Troubleshooting to detect and solve technical problems,
- Installing or updating required hardware and software and recommending computer products or equipment to improve company productivity.
- Providing Technical Support/Helpdesk to employees,
- Monitoring and maintaining the computer systems and networks within the Municipality in a technical support role.
- Assist employees with any issues or changes required, such as forgotten passwords, viruses or email issues, you'll be the first person employees will come to.
- Maintaining and updating website on a regular basis.
- Liaising with Service providers regarding to IT services.

Future Plans

The major plans of the IT Unit are as follows:

- To facilitate the procurement of an integrated ERP that is not just a financial system but also encapsulate all the modules and functionalities that will allow the Municipality to perform all its business activities.
- To oversee telecommunications infrastructure upgrade and development in the town of Ixopo and all its wards with Municipality being used as a hub or network base station.
- Training of ICT Staff in emergent technologies.
- Implementation of one way communication software and fines monitoring for Traffic Department
- Installation of a cemetery software for Ixopo graveyard

Challenges.

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

Telecommunications networks still remains challenge in the outskirts of Ixopo as well as in all the Ubuhlebezwe Municipality wards. Communication has been made with the telecommunications service providers to assist in improving the network in the aforementioned arears and plans are in place to carry the tasks.

Telecommunications in the area.

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

PROGRESS ON WORK WITH SALGA ICT:

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

SWOT ANALYSIS

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

STRENGTHS:

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

WEAKNESSES :

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

OPPORTUNITIES:

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

Occupational Health and Safety

The Municipality has employed a full time Occupational Health and Safety Officer who reports to the Human Resources Manager. A Committee comprising of representatives from each Department meets quarterly to give reports on concerns and recommendations from their relevant department.

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

SWOT ANALYSIS: Municipal Transformation & Institutional Development

<p>Strengths:</p> <ul style="list-style-type: none"> • IT - Ability to source funds, Growing awareness and prioritization by the Municipality on IT, Broadband subscriber growth continues at a strong pace, satisfactory penetration of mobile communications. Support from leadership on I.T matters • HR – Institutional memory, strategic planning, approachability. • Admin – deadline driven, reliable and accurate, capacity • OHS – prioritisation from management, regulated function, knowledgeable unit • Overall – reliable, teamplayers 	<p>Opportunities:</p> <ul style="list-style-type: none"> • Budget available for IT Trainee to develop the skill and continuity within the municipal environment, Partnerships with Provincial Treasury specifically for IT related issues, Growing number of international communication links through broadband cables. • HR – prioritisation of the filling of critical position • Admin – Institutional memory satisfactory for future development of the unit • OHS – Support of the management and municipal employees at large
<p>Weaknesses:</p> <ul style="list-style-type: none"> • IT - Shortage of accredited institutions within the municipal area able to rollout IT training, Shortage of IT skills provincially, Lack of broadband connectivity to businesses and households, High communications costs, Lack of internet connection to some extent due to aging infrastructure and poor IT management, Low maturity of IT systems and controls in the Municipality, Low innovation index, Poor IT culture amongst staff in terms of controls and security. • HR – capacity, lack of office space, • Admin – turnaround time for minutes, lack of storage space for archives • OHS – lack of budget • Overall - Slow pace of implementation of programmes in government, Lack of expertise in terms of service providers within the municipal area. 	<p>Threats:</p> <ul style="list-style-type: none"> • Regulatory Frameworks and legislation sometimes prohibiting beneficial ideas and slowing implementation of approved programmes. . HR – High staff turnover

Basic Service Delivery and Infrastructure

Water and Sanitation

Harry Gwala District Municipality is the water service authority as mandated by the legislative framework. Water and sanitation therefore is provided by the District Municipality. The Water Services Development Plan (WSDP) was developed by the District Municipality in the 2011/12 financial year, with the plan to review the plan annually. With assistance from the Development Bank of South Africa, the District Municipality last review the Plan in 2018 and the plan can be found in the Municipality's website <https://www.harrygwalam.gov.za/index.php/documents> and on the DWA website <http://ws.dwa.gov.za/wsdp/Reports/ReportMainPage.aspx>.

Water Services and Sanitation are covered at length from pages 265 to 290 in the IDP of the Harry Gwala District Municipality, including plan for Operations and Maintenance.

Status of Water Services

Ubuhlebezwe water sources are St Isadore river, Umkomaaz river, Gudwini Dam, streams and boreholes. Umgeni treatment water works is used to supply urban areas such as town and Ward 4 areas, which are morning side, Fairview and Morning view. Water in many areas is not purified and this makes these areas exposed or prone to cholera and other waterborne diseases. The quality of water is generally poor.

Harry Gwala District Municipality functions is to provide the following services:

- Provision of clean water to all communities;
- Ensuring that all water scheme receives purified water;
- Conducting of health and hygiene awareness within its jurisdiction;
- Development of the operating and maintenance plan and programme for water and sanitation services

Water Backlogs

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

The slow pace of delivery of bulk service by the Harry Gwala District municipality hinders the development of housing projects and the development of the new CBD.

The following table indicates water backlogs in Ubuhlebezwe Municipality:

Water Backlog	Census 2011	Community survey 2016
Ubuhlebezwe Local Municipality water Backlog	60%	54%

Table 1: Water backlogs Source: Statistics SA Community Survey, 2016

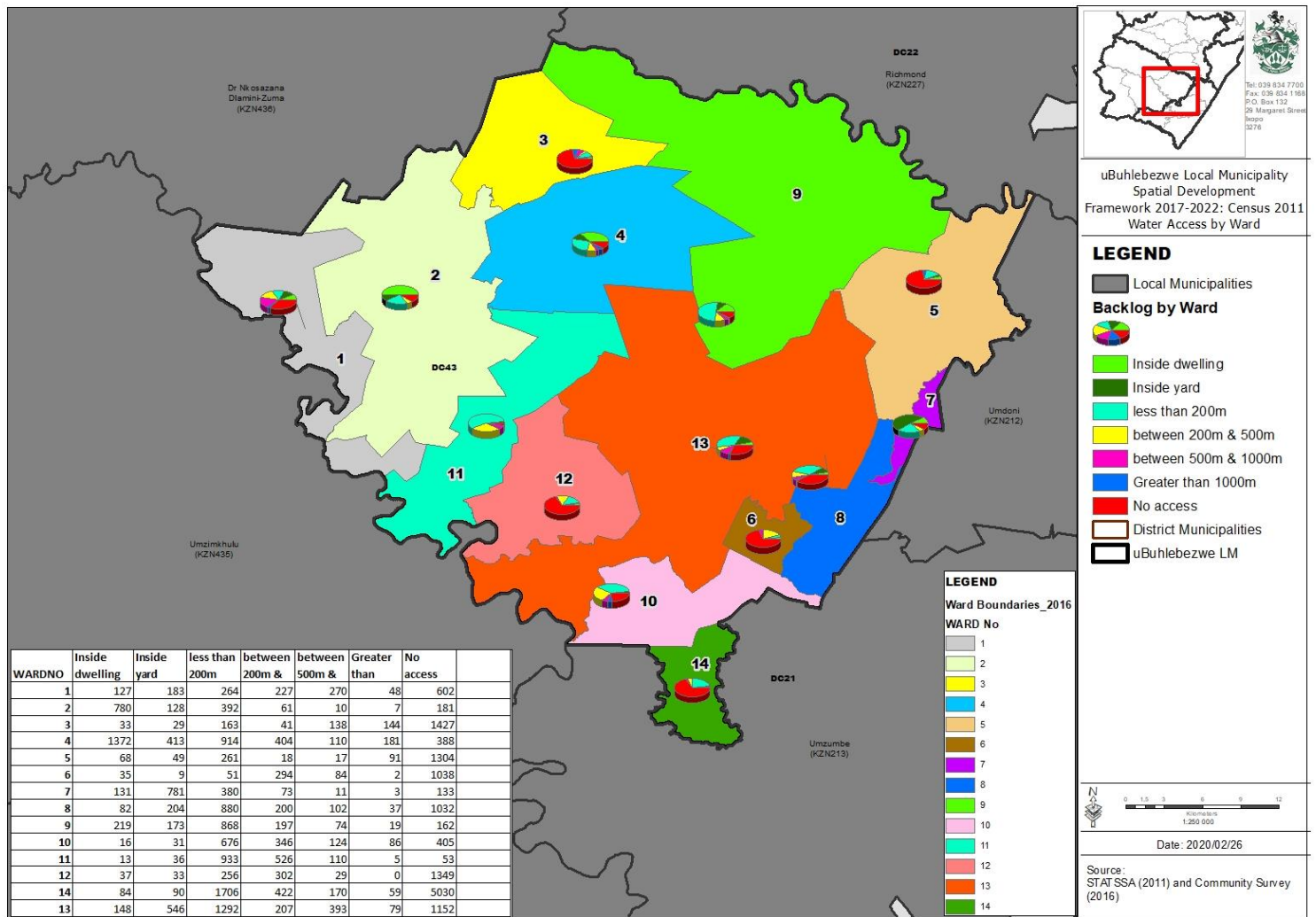


Fig 60 Water Access by Ward