

UBUHLEBEZWE MUNICIPALITY

IDP REVIEW

2015/16



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ABBREVIATION OF TERMS

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

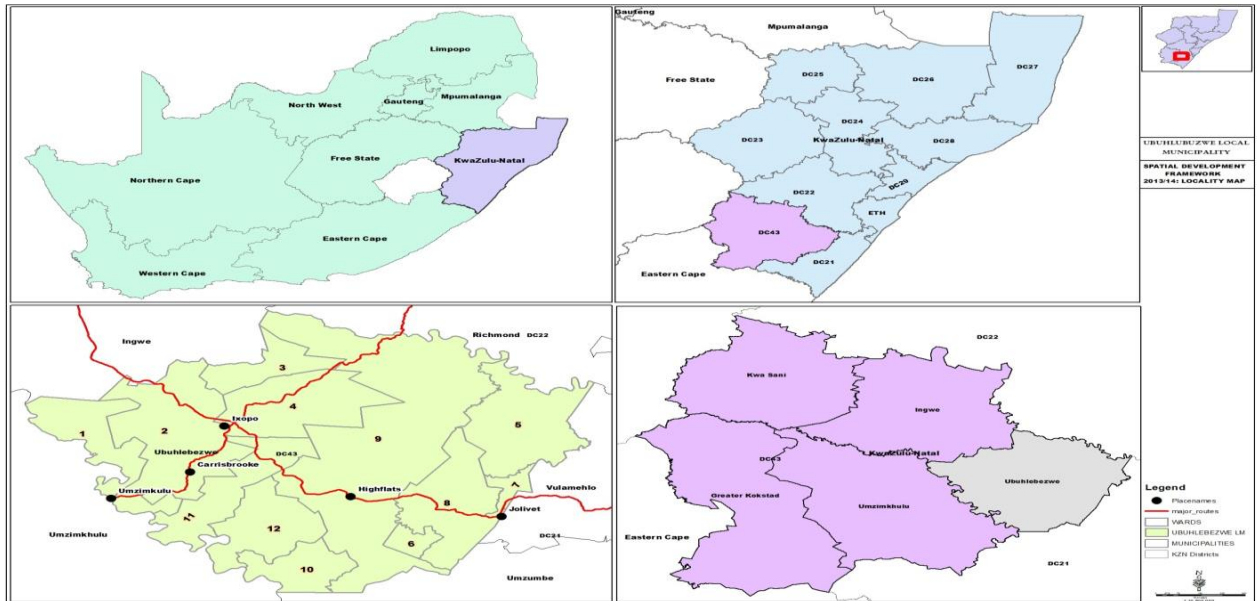
KPA	Key Performance Area
KPI	Key Performance Indicator
LLF	Local Labour Forum
LM	UBuhlebezwe Local Municipality
LED	Local Economic Development
LGTAS	Local Government Turn Around Strategy
LUMS	Land Use Management Systems
MANCO	UBuhlebezwe Management Committee
MIG	Municipal Infrastructure Grant
MFMA	Municipal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

SECTION A: EXECUTIVE SUMMARY

A.1 Who we are and where we are located

A.1.1 Spatial location within KwaZulu-Natal

Map 1: Spatial Location



Ubuhlebezwe is one of five local municipalities that constitute the Harry Gwala District. It is located along the eastern boundary of the Harry Gwala District Municipality. It borders onto the Ingwe, Richmond, Vulamehlo, Umzumbe and UMzimkhulu local municipalities. It covers an area of approximately 1604 km² with a total population of 101691 which represents 22% of the Harry Gwala District Municipality's total population. Between 2001 and 2011 according to StatsSA, uBuhlebezwe growth rate has been 0, 03%

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

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

A.1.2 Demographic Profile

According to the statistics results as per Census 2011, There are 23 487 households under Ubuhlebezwe Municipality with an average of 4, 1 persons per household. 30, 3% of households reside formal dwellings and approximately 63, 8% of residences are owned and fully paid off. 12, 4% of households have access to piped water from either inside the dwelling, inside the yard or water on a community stand. Access to proper sanitation is very poor, with 12% having access to a flush toilet connected to the sewerage system. Harry Gwala District has a total population of 461 420, out of which Ubuhlebezwe Local Municipality has a total population of 101 690 which is 22% of the District total population. The female population is dominant at UBuhlebezwe which indicates male absenteeism. Out of the total population of 101 690, total number of females is 54445 which is 53% of the total population and males 47246 which is 46% of the total population. The population density is 63 persons/ km2.

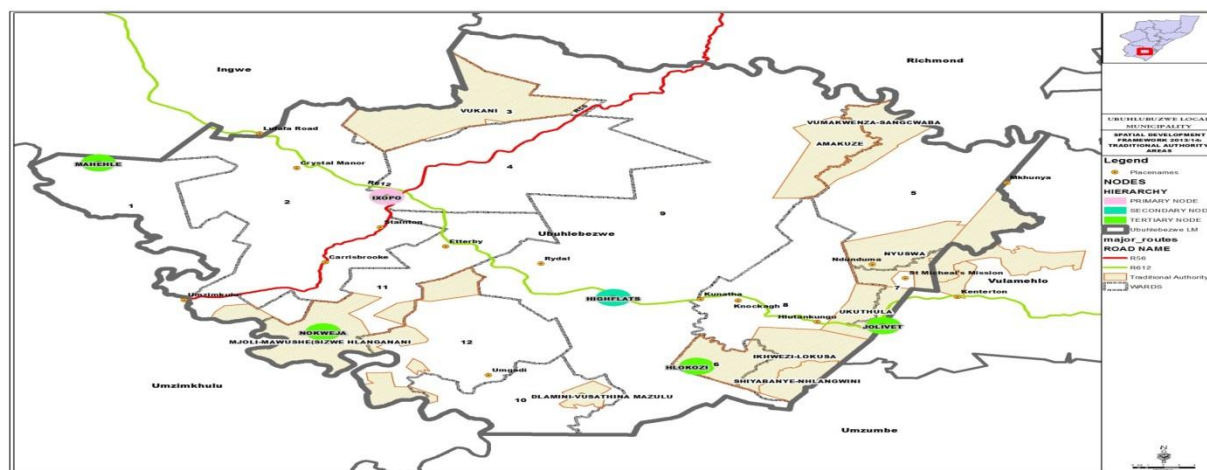
The majority of population in Ubuhlebezwe is dominated by Black Africans with a total population of 99 188 which is 98% of the total population. Age distribution within Ubuhlebezwe Municipal area, where the ages 00-04 accounting to 13 731 which is 14% of the total population followed by ages 15-19 accounting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

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

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

Traditional Authority Area

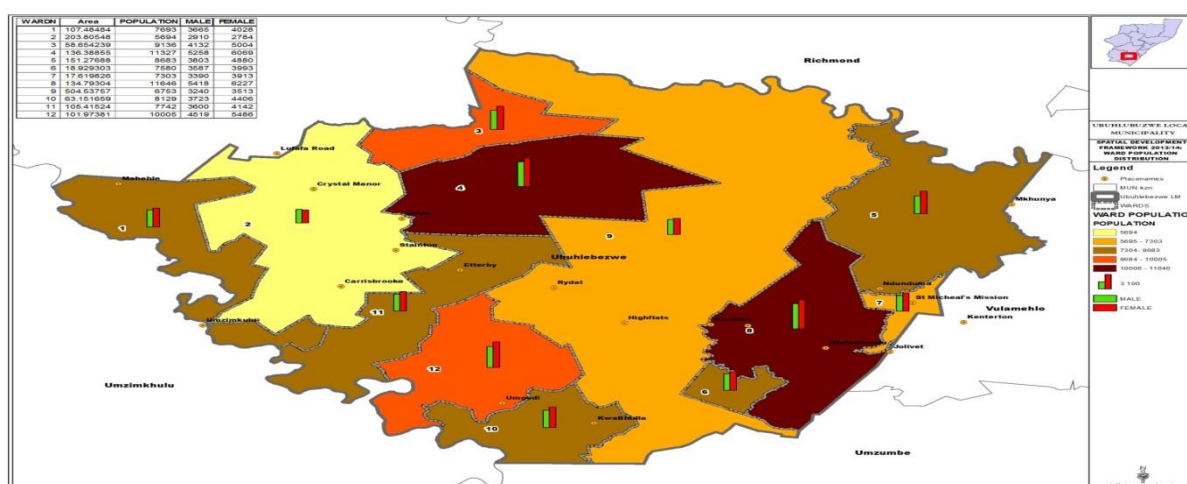
Vukani; Vumakwenza, Amakhuze, Nyuswa, Ukuthula, Mjoli-Mawushe, Ikhwezi Iokusa, Shiyabanye-Nhlangwini, Dlamini-Vusathina Mazulu, Amadunge, Amabhaca and Amazizi



Map2: Traditional Land

Number of Wards

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



Map 3: Number of Wards

A.1.4 Economic Profile

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

A.2 How this plan was developed

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

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

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

The Process Plan also established the advertising requirements and the procedures for adopting the IDP and submitted to Council for approval. In following the phases of the IDP, emphasis was given to community consultation via Clustered IDP roadshows held in November 2014 and April 2015. Separate consultations workshops were also conducted with the existing community structures such as the Ixopo Business Forum, Ratepayers.

These needs were analysed and categorised and then forwarded to the Infrastructure Planning and Development Department in preparing the projects submitted as part of the MIG Plan. The main aim of the public participation process was not only to get community needs but also to get the status quo on services

that are provided by the municipality and governments departments such as Health, Transport, Home Affairs and other service providers involved in service delivery and community development.

Participation Mechanisms

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

- *IDP Representative Forums*
The Forums represents all stakeholders and is as inclusive as possible. Additional organisations such as CBOs, NGO are encouraged to participate in the Forum throughout the process.
- *Media*
Amongst other means, the local newspapers circulating within the area are used to inform the community on the progress with respect to the IDP review process.
- *Notices*
Notices on the IDP Review process are placed on the Municipal Notice Boards, public buildings and the Municipal Website.
- *Ward level IDP meetings*
Meetings were held in each of the twelve (12) wards to ascertain the needs of the community.
- *Centralised Ward Committee meetings*
Meetings were held at a central venue where all twelve (12) wards were represented by members of the ward committees.

Public / Stakeholder Participation during IDP Review process

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

Table 1: IDP Meetings

Meeting	Date	Venue	Participants
IDP Roadshow	04 November 2014	Jolievet Hall	Wards 5 , 7 & 8
IDP Roadshow	05 November 2014	Madungeni Hall	Wards 9 , 6 , 10 & 12
IDP Roadshow	06 November 2014	Mahhehle Hall	Wards 1 , 2 , 3 , 4 & 11
IDP managers Forum	19 March 2015	Districts Municipal Boardroom	HGDM IDP Managers
IDP Representative Forum	24 March 2015	Municipal Library	All government departments, Management from the municipality
Ward Committees	25 March 2015	Library Boardroom	Executive Committee, Management, Ward Committees
IDP Roadshow	14 April 2015	Gudwini Hall	Wards 5 , 7 & 8
IDP Roadshow	15 April 2015	Thathani Hall	Wards 9 , 6 , 10 & 12
IDP Roadshow	16 April 2015	Hopewell Hall	Wards 1 , 2 , 3 , 4 & 11

A.3 Key challenges faced by Ubuhlebezwe Municipality

Municipal Transformation & Organisational Development

- Inability to retain skilled staff due to low salaries.

Service Delivery & Infrastructure Development

- Ubuhlebezwe Municipality although striving for Excellency, there are still some challenges in terms of service delivery that of the municipality has already engaged on processes to address them. There is a challenge with the landfill site; currently the municipality is using the one at Umzimkhulu under Umzimkhulu Municipality.
- Funds are so limited that the municipality is unable to address backlog in terms of CIP

Municipal Financial Viability

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

Social & Local Economic Development

- Inability to attract economic and investment opportunities to the urban area and to extend it to other areas of the municipality to ensure economic sustainability due to aging and inadequate infrastructure

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

A.4 Ubuhlebezwe's long term Vision

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

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

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

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

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

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

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

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

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

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

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

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

A.7 Measurement of progress

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

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

B.1 Planning and Development Principles

Table 3: Planning & Development Principles

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

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

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

B.2 Government Policies and Imperatives

Table 4: Government Policies & Imperatives

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

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

	<p>and safer Africa and world</p> <ul style="list-style-type: none"> • An efficient, effective and development-oriented public service • A comprehensive, responsive and sustainable social protection system • A diverse, socially cohesive society with a common national identity 	<p>effective and efficient to its community.</p>
5 National Priorities	<ul style="list-style-type: none"> • Basic Service Delivery & Infrastructure • Local Economic Development • Good Governance & Public Participation • Municipal Transformation & Institutional Development • Financial Viability • Cross cutting interventions 	<ul style="list-style-type: none"> • A provision of basic services such as water & sanitation has been made by the district as their field of competency, provision of electricity has been facilitated by the municipality • LED & Social Development has identified projects through LED & EPWP that are being implemented and will continue in the following financial years • The municipality has developed a process plan which then addresses mechanisms for public participation in the IDP and Budget processes within the municipality • The municipality has programmes designed and implemented to improve employment equity and skills development • To ensure financial stability within the municipality, ubuhlebezwe has ensured that all debts that are 90+ days old are now handed over, and the municipal budget is spent accordingly, with monthly submissions of section 71 reports
State of the Nation Address (SONA 2015)	<ul style="list-style-type: none"> • Unlocking the potential of small, medium and micro enterprises (SMMEs), cooperatives, rural and township enterprises • Agriculture for growth and food security • Promote opportunities for youth • Infrastructure programmes transport networks, improve roads) • Delivering houses to the people • Fighting HIV/AIDS • Fight against crime and creating safer communities • Crime against women and children • Fight against corruption • Improving lives of the disabled 	<ul style="list-style-type: none"> • Capacitation programmes has been planned by the municipality to capacitate small businesses on how to implement and sustain their projects • Ixopo has a potential in agriculture and through social development they are being capacitated to implement their projects and sustain them • A Youth Development Strategy has been developed, wherein the youth participated by commenting on the strategy. Programmes will emanate from this strategy • The municipality received MIG

	<p>people</p> <ul style="list-style-type: none"> • Back to basics programme • Substance abuse (alcohol and drugs) 	<p>funding from COGTA to implement projects such as access roads, street lights for safe communities, community facilities such as halls</p> <ul style="list-style-type: none"> • Awareness campaigns are held every year to ensure that women, children are aware of their rights as well as the disabled people • Awareness campaigns for people abusing drugs and alcohol are held annually to make them aware of the impact it has on their lives
KZN GDS (7 Goals)	<ul style="list-style-type: none"> • Job creation • Human Resource Development • Human and Community Development • Strategic Infrastructure • Response to climate change • Governance and policy • Spatial equity 	<ul style="list-style-type: none"> • Through LED projects/activities, the municipality has made a provision for such and through those projects, jobs are created in all financial years • The municipality is engaging, through its IDP/Budget process plan, with the department of education to facilitate the construction of school facilities • The municipality, through its LED and EPWP is able to eradicate poverty, also ensuring the healthy environment through cleaning awareness campaigns, human settlements is also on board and are, through our facilitations, building houses for the disadvantaged. SAPS and our community safety department work together in ensuring the safe and secure environment • The municipality has made provision for construction of new roads, rehabilitation of roads, there is also a project called revamping of Carrisbrook Railway as part of our tourism strategy • Working together with the District, are able to deal with disaster management • IGR structures are in place and are functional, where the chairpersons of each KPA are the municipal managers of all our five (5) local municipalities, with the district being the 6th • Spatial is one of the critical components in the IDP hence all municipalities within the district have formed a forum where alignment is being ensured.

Operation Clean Audit	<ul style="list-style-type: none"> • Irregular expenditure • Annual Financial Statements • Expenditure Management • Asset Management • Financial and performance management 	<ul style="list-style-type: none"> • The municipality has developed a procurement plan, which is aligned to the budget, IDP, SDBIP as well as the organisational scorecard. This plan is tabled before council and thereafter implemented. plan • CFO is monitoring the financial records on a monthly basis to minimise errors on the AFS • We are now monitoring expenditure on a monthly basis through section 71 reports and the Accounting Officer undertakes to enhance monitoring monthly during MANCO meetings • The municipality has appointed the Asset Management Officer to enhance internal control over management of assets • Training has been conducted on the financial system. Recons are now done monthly
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SECTION C: SITUATIONAL ANALYSIS

C.1 Spatial Development Framework

INTRODUCTION AND BACKGROUND



1. INTRODUCTION AND BACKGROUND

1.1 PROJECT BACKGROUND

In terms of the Municipal Systems Act all Municipalities are required to prepare and review their IDP during the 5-Year period of its lifespan. As part of the IDP process, the municipality has developed a Spatial Development Framework (SDF).

Moreover, a number of sector plans have been developed/reviewed, which impact on a number of spatial issues such as the; Housing Sector Plan, Three Year Capital Investment plan, Tourism Plan and this necessitates a constant revisit of the SDF to accommodate any changing circumstances in the development of the area.

This SDF intends provide clear compelling mandates for uBuhlebezwe Municipality in compliance with the Cooperative Governance and Traditional Affairs (CoGTA) criteria which incorporates the following:

This project intends to provide clear compelling mandates for uBuhlebezwe Municipality to develop an SDF which is in compliance the Department of Co-operative Governance and Traditional Affairs criteria on SDF's which should incorporate the following:

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

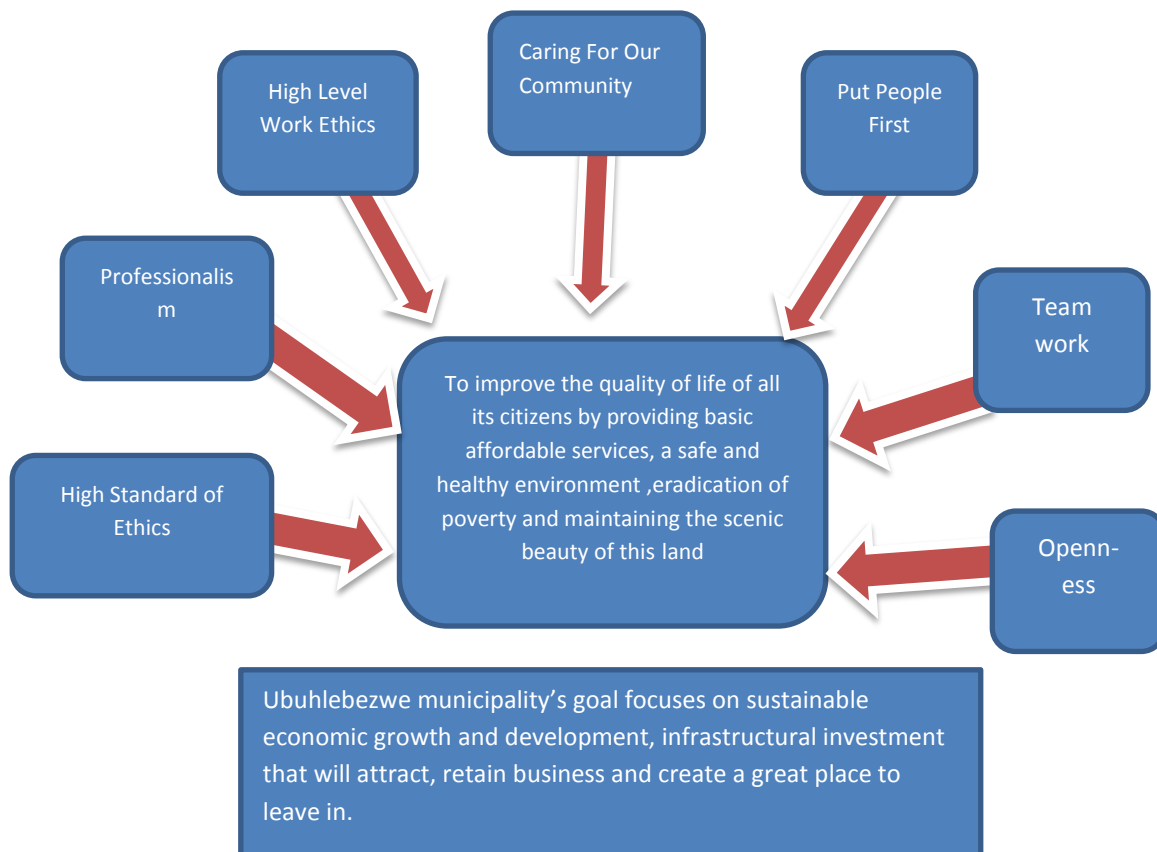


Diagram 1: The diagram above represents the SDF vision

1.2 STATUS QUO: LOCATION AND REGIONAL CONTEXT

Ubuhlebezwe Municipality is one of the five Local Municipalities that exist within the Harry Gwala District. The main administrative centre of the Municipality is the town of Ixopo and is strategically located at the intersection of four major provincial routes leading to Pietermaritzburg, the Drakensberg, the Eastern Cape and the South Coast (R56 and R612). A total of 8,994 inhabitants reside in Ward 10. Two commercial nodes viz. Ixopo and Highflats characterize the Ubuhlebezwe municipal area.

MAP 1: Ubuhlebezwe Locality Map (Page 4 of the IDP)

1.3 AIMS AND OBJECTIVES

The objective of the SDF is to facilitate development in the entire area of Ubuhlebezwe and at the same time achieve economic social and environmental sustainability. The spatial development framework should ultimately contribute to the improvement of the living conditions of inhabitants and consequently improve the quality of life of the population.

The Spatial Development Frameworks forms a prominent sector plan or component of the Integrated Development Plan (IDP) for the local authority. It serves as a tool for the implementation of the IDP and localized spatial plans and policies, including the Town planning Schemes (TPS) and Land Use Management System (LUMS).It also serves to facilitate planning at a higher level by informing national and provincial authorities of the spatial development directives of the Ubuhlebezwe Local Municipality. Furthermore, the

broad purpose of the SDF is to provide strategic guidelines and principles in terms of which development initiatives and land use applications can be evaluated.

The SDF will form an integral part of the Integrated Development Plan (IDP) of Ubuhlebezwe Municipality. It should not only provide spatial guidelines with regards to projects but also assist also the Local Municipality to prioritize their projects.

The overall objective is to review and update Ubuhlebezwe's Municipality's SDF to produce an SDF that will:

- ❖ Set out objectives that reflect the desired spatial form of the UBuhlebezwe Local Municipality aligned to the Harry Gwala District Municipality.
- ❖ Contains strategies and policies that indicate desired patterns of land use;
- ❖ Contains strategies and policies that provide strategic guidance in respect of the location and nature of development within the municipality;
- ❖ Contains strategies and policies that address the spatial reconstruction of the municipality;
- ❖ Has a capital investment framework for the municipality.
- ❖ Provides strategic assessment of the environment; and
- ❖ Identifies programs and projects for the development of land within the municipality.

2. LEGISLATION AND POLICY

2.1. NATIONAL, PROVINCIAL, DISTRICT AND LOCAL ALIGNMENT:

2.1.1 NATIONAL LEVEL: National Spatial Development Perspective, 2006

The National Spatial development Plan (NSDP) is a policy directive that provides a framework for deliberating the future development of the national space economy and recommends mechanisms to bring about optimum alignment between infrastructure investment and development programmes within localities. The ultimate objective of the NSDP is to ensure that all three spheres of government, in co-operation with stakeholders, have common long term plans that are aimed at economic growth and improved social welfare.

2.1.2 PROVINCIAL SDF LEVEL- PGDS:

The vision of the PGDS set out in 2011 as well the PGDP is as follows,

“By 2030, the Province Of KwaZulu-Natal should have maximized its position as a gateway to South and Southern Africa, as well as its human and natural resources so creating a safe, healthy and sustainable living environment. Abject poverty, inequality, unemployment and current disease burden should be history, basic services must have reached all its people, domestic and foreign investors are attracted by world class infrastructure and a skilled labour force. The people shall have options on where and how they opt to live, work and play, where the principle of putting people first and where leadership, partnership and prosperity in action has become a normal way of life.”

The Provincial Growth and Development Plan was prepared in 2012 with the goal of translating the PGDS into a detailed implementation plan. It is an actionable plan with indicators, interventions and so forth. These plans will in turn inform the municipality's IDP for a period of 2012 – 2017. The Provincial Growth and Development Strategy, also contains the Provincial Spatial Development Framework which informs a central spatial plan for the Province of KwaZulu-Natal.

The vision for this plan is as follows;

“Optimal and responsible utilisation of human and environmental resources, building on addressing need and maximising opportunities toward greater spatial equity and sustainability in development”

2.1.3 DISTRICT LEVEL-ALIGNMENT: HARRY GWALA DISTRICT

The Harry Gwala District Growth and Development Plan seeks to set out a path of growth and development for the family of Municipalities within the District to the year 2030. The outcome of the District Growth and Development Plans is to align the development goals and plans of the area with the PGDS and PGDP which will extract the issues and goals raised in the PGDS in order to further the implementation of the plan at a District level. The District Growth and Development Plans (DGDPs) will in turn inform the Integrated Development Planning process.

2.1.4 STRATEGIC GOALS AND DISTRICT ISSUES RELATING TO HARRY GWALA DISTRICT

Job Creation

- ☐ High unemployment
- ☐ Low cash economy
- ☐ Service sector is key but the private sector is under-developed
- ☐ Agriculture is an important contributor but not leveraged locally. It is also a sector in decline
- ☐ There is tourism potential but it is not huge job multiplier

Human Resource Development

- ☐ Youthful population
- ☐ High underemployed human resources capacity,
- ☐ Under educated and skills are not matched to sectors, especially agriculture.
- ☐ Land Reform has taken place, but recipients need to be skilled to ensure productivity.

Human and Community Development

- ☐ Rural District with some parts remote
- ☐ High grant dependency,
- ☐ Inadequate social services access.
- ☐ Human Resource Capacity issues –vacancies, skills and high turnover of staff, financial viability of municipalities in the District
- ☐ Low income base.
- ☐ Land reform to be accelerated to provide people with land.

Strategic Infrastructure

- ☐ Degrading infrastructure and infrastructure backlogs. Especially water and sanitation
- ☐ Water rich (in terms of catchments) but local access poor
- ☐ Hard to provide electricity and other services to remote areas
- ☐ Sanitation challenges
- ☐ Solid waste challenges
- ☐ Road conditions largely poor and inadequate
- ☐ Especially on freight routes
- ☐ Inadequate road access to rural areas
- ☐ Low revenue base to generate income for District to implement infrastructure delivery

Environmental Sustainability

- ☐ High value eco-system services (not just water), but pressure to develop the land and natural resources – how to balance the inherent tensions.
- ☐ Some unsustainable agricultural practices

Governance and Policy

- ☐ A complex and changing policy environment,
- ☐ Governance issues (interface between community, government and private sector, inter-governmental coordination)

- ❑ Institutional arrangements for development uncertain and unclear
- ❑ ❑ Human Resource Capacity issues relating to vacancies, skills and high turnover of staff, financial viability of municipalities in the District - low income base.

Spatial Equity

- ❑ Human settlement tensions- Rural versus Urban
- ❑ Good delivery record but increased fiscal and service delivery burden implied by this.
- ❑ Human settlement delivery is not necessarily a growth strategy however access to services by the rural poor is also addressed through human settlements development
- ❑ Slow progress of land reform in the District
- ❑ Access to job opportunities and other opportunities and inadequate movement networks to deep rural areas.
- ❑ The need for compact town development against urban sprawl
- ❑ Accessing funding for implementation of projects

The drivers of growth within the District are considered. Four key sectors identified as potential drivers of growth and development in the area that will assist in overcoming above highlighted challenges and meet strategic goals:

- ❑ Agriculture and agro-industry
- ❑ Tourism
- ❑ Public Sector
- ❑ Strategic Infrastructure Delivery

To achieve growth in these areas four key objectives were filtered out which need to be implemented within all four key sectors and linkages across these areas identified and exploited:

- ❑ Skills development
- ❑ SMME development
- ❑ Spatial Restructuring
- ❑ Research and Innovation

The long term vision of District reads as follows and this will be achieved through focusing on major sectors which will contribute in changing everyone's life.

“By 2030, Growth and Development in the Harry Gwala District Municipality will have significantly improved the quality of life in the area.”

This will occur through increased participation in the economy, whilst protecting the natural environmental assets.

The process of achieving the highlighted goals will be underpinned on the District Growth and Development Strategy for Harry Gwala which is in the process of finalization and adoption phase.

2.1.5 UBUHLEBEZWE MUNICIPALITY'S VISION:

LOCAL LEVEL

In terms our IDP Ubuhlebezwe Local Municipality's vision is as follows;

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

While our long term mission statement is as follows;

“Ubuhlebezwe Municipality will deliver acceptable levels of services such as Infrastructure, Housing and Economic Development to all citizens by 2020 through good governance”.

The elements that come from these 4 documents, i.e.NSDP, PGDS,District and Local IDPs are aimed at structuring just how to improve the living conditions to its population and seem to address the key issues on development as well plans to do away with the main development challenges within the municipality.

2.1.6 CROSS-BOARDER ALIGNMENT

HARRY GWALA DISTRICT SPATIAL DEVELOPMENT FRAMEWORK

Harry Gwala District Municipality Nodes – Ixopo has been identified as a primary node due to having potentially high levels of economic development, growth and expansion, Highflats has been identified as a secondary node due to having potential for growth and good existing levels of economic development and Nokweja and Jolivet have been classified under rural service centres at a regional scale according to Harry Gwala District Municipality Intergrated Development Plan. However at a local scale in terms of the Ubuhlebezwe SDF, Nokweja, Jolivet, Mahehle and Hlokozi has been classified as tertiary nodes.

UMZIMKHULU SPATIAL DEVELOPMENT FRAMEWORK

Umzimkhulu Municipality lies to the southern side of Ubuhlebezwe LM. The 2010/2011 IDP was examined, and Ubuhlebezwe Spatial Development Framework designations that interface are areas with high potential for agricultural along R56 at the borders of each local and are currently kept as such. However there is a need to explore options of hydro electric energy plant and more agricultural activities along the Umzimkhulu river which acts as a physical buffer between the two local municipalities as an alternative power generation source and means of dealing with the issues food security that can service both municipal areas. The R56 is the major corridor that provides linkages between Pietermaritzburg, Richmond, Ixopo, Umzimkhulu and Kokstad and this indicates a sense of alignment with Ubuhlebezwe's SDF.

INGWE SPATIAL DEVELOPMENT FRAMEWORK

Ingwe Municipality lies to the western side of Ubuhlebezwe LM. The existing SDF indicates that the interfaces are areas of agricultural and tourism significance is aligned with Ubuhlebezwe's SDF. The R612 is considered as a critical secondary corridor that links Ixopo (Ubuhlebezwe) to Creighton (Ingwe). It should also be note that Ingwe Municipality and kwaSani Municipality will be combined and amalgamated in 2016.

RICHMOND SPATIAL DEVELOPMENT FRAMEWORK

Richmond Municipality lies to the northern of Ubuhlebezwe LM. The 2010/2011 IDP was examined, and Ubuhlebezwe Spatial Development Framework designations that interfaces areas with high potential for agriculture, industrial activities and tourism activities along R56. However there is a need to explore other alternative source of energy such as hydro electric energy plant along the Umkhomazi river which acts as a physical buffer between the two local municipalities. The R56 is the major corridor that provides linkages between Pietermaritzburg, Richmond, Ixopo, Umzimkhulu and Kokstad and this indicates a sense of alignment with Ubuhlebezwe's SDF.

VULAMEHLO SPATIAL DEVELOPMENT FRAMEWORK

Vulamehlo Municipality lies to the eastern side of Ubuhlebezwe LM. The existing SDF indicates that the interfaces are areas of agricultural significance which is in line with Ubuhlebezwe's SDF and are of a non-conflicting manner. The R612 is considered as a critical secondary corridor that links Ixopo (Ubuhlebezwe) to Umzinto (Umdoni). It should also be note that Vulamehlo Municipality and Umdoni will be combined and amalgamated in 2016.

UMZUMBE SPATIAL DEVELOPMENT FRAMEWORK

Umzumbe Municipality lies to the eastern side of Ubuhlebezwe LM. The existing SDF indicates that the interfaces are areas of agricultural significance which is in line with Ubuhlebezwe's SDF and are of a non-conflicting manner.

IMPACTS OF NEW DERMACATION

The process of municipal demarcation changes municipal boundaries and hence municipal organisation as well as changing the relationship between communities and local government. Change processes need to be effectively managed if they are to be successful and sustainable. The municipal demarcation has the following impacts on affected municipalities or communities:

The affected Municipalities will increase their population therefore will receive increased income from central government

There will also be poor or non-existent service delivery to other communities.

Differing bylaws in each of the municipalities may further restrict the development of the community as a whole.

There are concerns that job distribution will favour communities that are closer and more accessible to those affected Municipalities.

The municipal demarcation will affect the responsibilities of the traditional leadership. Poor levels of service delivery and development by municipalities highlights the need to recognize the role played by traditional leaders as they are often approached first by the community and have the ability to resolve disputes at local level without involving the formal courts.

3. SWOT ANALYSIS

TABLE 1: SWOT ANALYSIS

TOURISM	<p>Strengths:</p> <ul style="list-style-type: none"> Diverse natural attractions Areas of scenic beauty Rare bird species Rail tourism – oldest narrow gauge garrot in the world 	<p>Weaknesses:</p> <ul style="list-style-type: none"> No tourism strategy No funding for marketing Fragmentation amongst stakeholders
	<p>Opportunities:</p> <ul style="list-style-type: none"> Natural attractions and rare bird species provides an opportunity to attract special interest tourists to the area. The expansion of the rail tourism industry can provide tourists with an experience which is unique to the Ubuhlebezwe region. 	<p>Threats:</p> <ul style="list-style-type: none"> The ability to initiate projects depends on whether funds are available/can be accessed to implement proposals. The lack of co-operation among stakeholders will result in the desired outcome not being achieved.
AGRICULTURE	<p>Strengths:</p> <ul style="list-style-type: none"> Strategically located along the R612 and R56. Large labour pool. 	<p>Weaknesses:</p> <ul style="list-style-type: none"> Lack of housing: although people are employed in the Ixopo area the lack of accommodation results in them living outside of the municipal area and hence their spending power is in other areas/regions. Condition of the roads: the development of business depends on its ability to transport products to consumers and access products from suppliers. The roads within the municipal area are not in good condition and this results in products being damaged while being transported. Unregulated informal sector: competition among hawkers in the informal sector is a problem as there is large number of operators in the retail sector. State of the town in some areas: some areas were a problem in terms of strewn litter, water flowing on the road surface, etc. This could lead to the decay of these areas.

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

4.1 UBUHLEBEZWE DEVELOPMENT INFORMANTS

4.1.1 The Development Informant maps are a series of maps, which show spatial trends and issues. The following maps have been prepared:

- ❑ Updated Cadastral Base Map
- Minset Data from EKZN Wildlife (Critical Areas)
- C-Plan Data from EKZN Wildlife (Critical Areas)
- Agricultural Land Potential Map
- Existing Spatial Development Framework
- Harry Gwala District Municipality SDF review
- Urban Edge Study
- Ubuhebezwe Precint Plan No. 3
- Draft Highflats Precinct Plan
- Ixopo Regeneration Plan
- Harry Gwala Transport Plan

From a study of the abovementioned maps, the following key spatial trends and issues have emerged:

4.2 THE SPATIAL DEVELOPMENT FRAMEWORK

4.2.1 SDF PLANNING INTENTIONS:

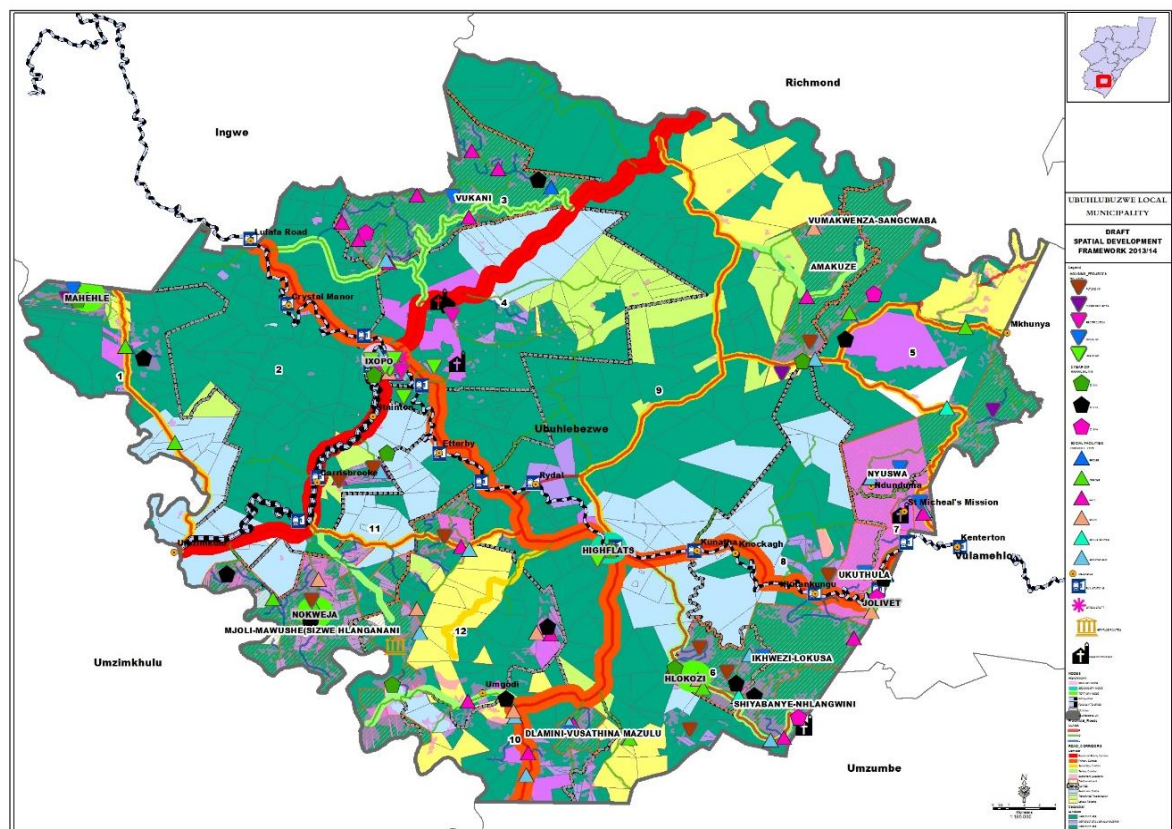
The proposed approach is similar to that of the Rural Service System. Within a rural area, services are to be delivered through a common distribution network which will be known as the Rural Service System (RSS), (Department of Cooperative Governance and Traditional affairs). It should be noted that uBuhlebezwe is not entirely rural.

The RSS comprises of two components namely: a >Hub= which is a distribution and co-ordination point and b >Satellite= which delivers supplementary services. The proposed system consists of three components namely;

Nodal areas are defined as areas where there is high intensity of land uses and where activities will be supported and promoted. The development of nodal points helps to improve efficiency since it provides easy access and creates thresholds for a variety of uses and public transport services. Ubuhebezwe like any given municipality accommodates a hierarchy of nodes which shows the relative intensity of development anticipated for the various nodes, and the dominant nature and activity of the nodes.

- ✓ Primary Node (Main Hub- Ixopo) -Administrative and Economic Centre
- ✓ Secondary Node (Support Centre – Highflats) -Distribution and co-ordination point
- ✓ Tertiary Node (Smaller Centres – Mahehle, Nokweja, Jolivet, Hlokozi) - Delivery of supplementary services

MAP 2: SPATIAL DEVELOPMENT FRAMEWORK MAP

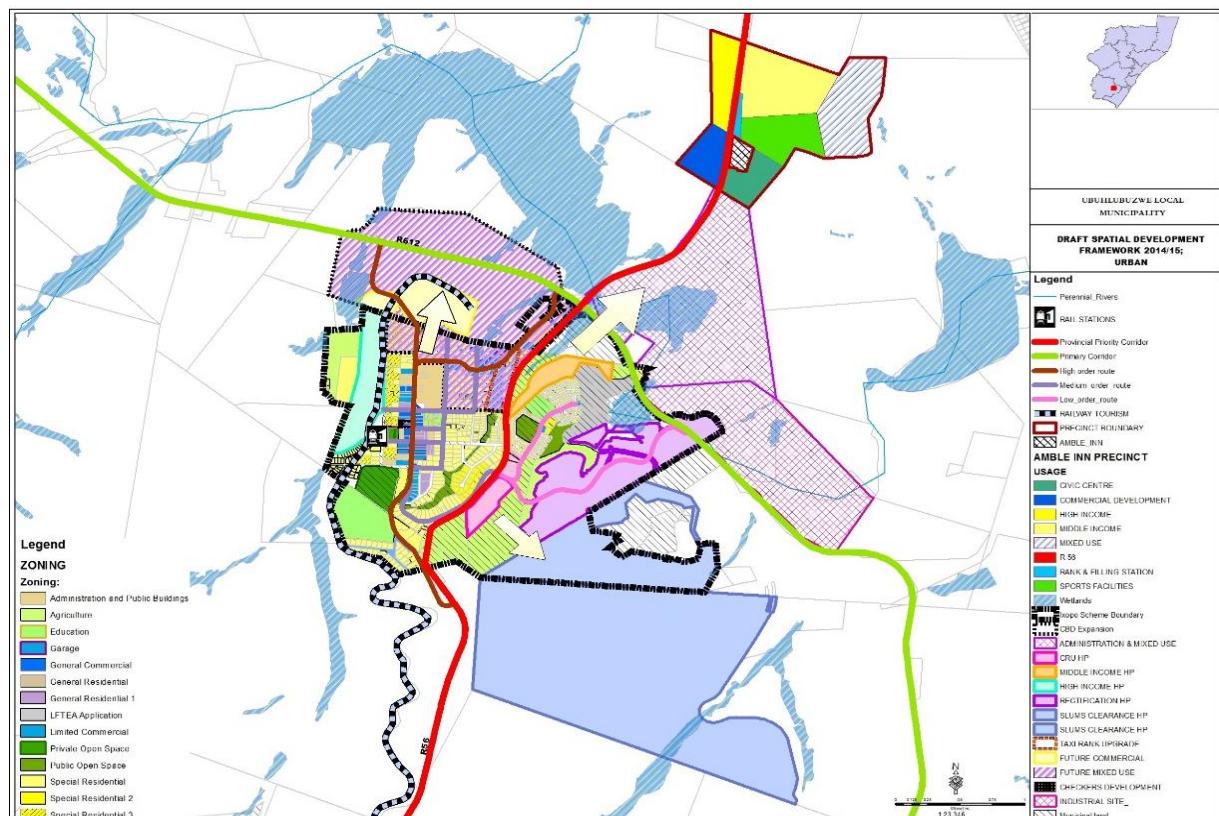


These words distinguish between the higher order and lower order cores or centres within the area of influence of the service centre. The Nodes have different buffers which are determined by the type of node. This buffer is an indication of the threshold served by each node. The primary node has a 10 km radius buffer, whilst the secondary and tertiary nodes both have a 5 km radius buffer. Typical services/facilities within each of the orders are tabled out below:

TABLE 2: SERVICES ASSOCIATED WITH DEVELOPMENT NODES

<u>Primary Node</u>	<u>Secondary Node</u>	<u>Tertiary Node</u>
Municipal Offices Hospital Welfare Offices Primary - High Schools Tertiary Training Facility Permanent Information Centre Post Office + Post Boxes Banks Bus and Taxi Terminals Police Station Magistrates Court Home Affairs Offices Municipal Hall Wholesalers/Stores/Shops	Satellite Police Station Clinic Primary - High Schools Tribal Court (where applicable) Rural Service Information Centre Post Boxes Regular Bus Service Community Halls Stores/Shops	Routine Police Patrol Weekly Mobile Clinic Primary - Secondary Schools Weekly Mobile Welfare Services Regular Bus Service Post Boxes Meeting Places Shops

MAP 3: URBAN SPATIAL DEVELOPMENT FRAMEWORK



4.2.2 SPATIAL DEVELOPMENT CONCEPT

The spatial development concept is based on the following;

- location and accessibility
- population concentrations
- availability of services
- economic opportunities
- geological considerations
- consideration for areas of conservation
- consideration of areas that are of historical importance

There are three levels of the road network namely;

- Primary Corridor
- Secondary Corridor
- Minor Linkages/Corridor

These words distinguish between the higher order and lower order roads.

In terms of the latest SDF guidelines corridors are defined as linkage systems between nodes, along these corridors there would be increased intensity of development that will be naturally attracted and this development should be encouraged. Corridors are to encourage access to opportunities and they should provide an appropriate level of access to the opportunities along the corridor and would typically include public transport routes.

The formulation of a Spatial Development Framework entails the following steps:

- studying the spatial profile of the municipal area (i.e. the development informants);
- assessing the spatial impact of the various development strategies;
- 1. preparing a Spatial Development Framework Plan.

4.2.3 APPLICABILITY OF THE CONCEPT


The Ixopo area has been identified as the Primary Node.

The Secondary Node identified is at Highflats. The Tertiary Nodes are proposed at Mahehle, Nokweja, Jolivet, and Hlokozi.

TABLE 3: APPLICABILITY OF THE SDF CONCEPT ACROSS UBUHLEBEZWE

NODES	SETTLEMENT	BUSINESS AND COMMERCIAL	SOCIAL SERVICES	INFRASTRUCTURE AND SERVICES
Primary – Ixopo: Ixopo town is located in the south west quadrant of the R56 axis. The town plays a significant service function in Ubhlebezwe local municipality in that it constitutes the main hub for	Both formal and informal settlements are found in the catchment area of Ixopo. In specific terms the following residential areas are within a 2 km radius of the town: ⇒ <i>Morningside</i> area consists of very formal	There are numerous formal business consisting of shops at medium scale like the Spar to smaller corner shops. There are also commercial service offices at different scales, all located within the CBD. In the same way informal activities are	Municipal services Fire Services Education South African Police (SAPS) Department of Justice Library services	There are two roads of major District and Regional impact, namely R56 and R612 which run from the Eastern Cape to Msunduzi and from Port Shepstone to Ixopo respectively. This is the main axis of Ubhlebezwe Municipality, The CBD is currently provided with piped

NODES	SETTLEMENT	BUSINESS AND COMMERCIAL	SOCIAL SERVICES	INFRASTRUCTURE AND SERVICES
<p>economic and social services. The town's significance is evident from the extent of human and vehicular traffic, which is relatively high in the context of the district. By virtue of the extent of the existing development, this town Ixopo can easily accommodate future industry, commerce and other economic activity at higher order level. The town centre is laid out in terms of a proper plan designating various sites and activities. Admittedly some of these may have been transformed over time.</p>	<p>medium to upmarket properties in densities above 900square meters per plot.</p> <p>⇒ <i>Valley view</i> is generally made of low to medium income</p> <p>⇒ <i>Emakholweni</i> accommodates low income informal dwellings</p> <p>⇒ <i>Shayamoya</i> consists of low income formal and informal dwellings</p> <p>⇒ <i>Fairview</i> consists of low cost structures</p>	<p>found along the pavement of the roads, in public transport areas as well as next to medium scale businesses. There are currently no adequate facilities accommodating the informal business operators.</p> <p>Other generic activities include petrol service stations, formalised taxi ranks, warehouses, a mini flea market and a range of shops.</p>	<p>Health</p> <p>Cemetery Sites</p> <p>Postal Services Dissects</p>	<p>water. Adjoining areas are also well served with water</p> <p>Reticulation covers the CBD and adjoining areas in the immediate vicinity.</p> <p>Here there is a combination of waterborne sewer and septic tank system. The residential townships outside of the CBD are generally served by Ventilated Improved Pit latrines (VIP).</p>
<p>Secondary – Highflats:</p> <p>Highflats is located south east of Ixopo node, approximately 18 km away from the main hub (Ixopo) with limited services provided. The area hosts a number of commercial activities laid out in liner form along the main road. There are no formal existing residential within close proximity to Highflats CBD</p>	<p>The area of catchment being considered hosts formal and informal business. Within the Triangle Shopping Centre, a number of activities are found such as the Slimeline supermarket and other smaller shops. In close proximity to this centre situates a petrol filling station as well as a truck stop.</p> <p>Behind the</p>	<p>There are no formal settlements within the 1 km radius of the main centre, other than a collection of shack behind the shops</p>	<p>⇒ police station</p> <p>⇒ Post box point,</p> <p>⇒ primary school,</p> <p>⇒ The department of education circuit office</p> <p>⇒ War Memorial Hall</p> <p>⇒ Multipurpose centre</p>	<p>⇒ Water: in the context of the main centre water is reticulated in stand pipes.</p> <p>⇒ Electricity: the centre is adequately provided with electricity.</p> <p>⇒ Sanitation: sanitation is mainly in the form septic tanks and some informal VIPs.</p> <p>⇒ Roads: A majority of these roads are tarred, some gravel, others need to be upgraded</p>

NODES	SETTLEMENT	BUSINESS AND COMMERCIAL	SOCIAL SERVICES	INFRASTRUCTURE AND SERVICES
except the informal settlement which is situated behind the CBD. The department of Rural Development and Land Affairs has allocated funding for the clearance of the shacks and provision of proper structures. However this node plays a very crucial support function for the areas of St Faiths, Nhlanguini, Nhlanguini and Nkweletsheni as they generally use connecting public transport from this node.	shopping centre is a taxi rank. This taxi rank is vital to the commuters as the majority uses public transportation as their mode of transport.			
<p>Tertiary – Jolivet: The Jolivet area locates along R612 towards the eastern boundary of the municipality, almost sharing the boundary with Vulamehlo municipality. It was identified in the previous SDF together with other nodes as a rural service node. Numerous rural settlements engulf the centre making service function of the node very paramount.</p> <p>The node accommodates a variety of uses necessary for the sustainability of these adjoining areas. There is also an informal taxi rank in the across the shops.</p>	<p>Housing settlements found in this area are of peri urban (generally closer to the roads and rural type as one moves away from R612.</p> <p>Housing dwellings are built from various material ranging from wattle daub to brick /block structures. The tenure system for the entire area is based on Permission To Occupy (PTO).</p>	<p>Various small commercial businesses are clustered around the one section of the node along R612 accommodated butchery, liquor store, supermarket, tuck shops. There are no formal business in the true sense of the concept.</p> 	<p>Various public facilities are within a kilometre radius of the centre, namely:</p> <ul style="list-style-type: none"> ⇒ Clinic ⇒ Schools ⇒ Skills / multi purpose centre, The centre was identified as part of the public works programme of accommodating social services under one centre. 	<ul style="list-style-type: none"> ⇒ Water Piped water is provided on communal standpipe basis whilst various businesses are able to connect individually from the mains. ⇒ Electrification The entire vicinity is electrified. ⇒ Sewer Most businesses are on septic tanks whilst the balance of residential areas are based on VIP and traditional pits. ⇒ Roads R612 is fully tarred whilst the balance of the roads linking settlements are gravel roads.

NODES	SETTLEMENT	BUSINESS AND COMMERCIAL	SOCIAL SERVICES	INFRASTRUCTURE AND SERVICES
	The settlement's tenure system is largely based on iNgonyama's PTO system. Some sections of the settlement have a peri urban character	<ul style="list-style-type: none"> ⇒ General dealer ⇒ Tuck shops 	<ul style="list-style-type: none"> ⇒ Primary school ⇒ Secondary school ⇒ Community hall ⇒ clinic 	<ul style="list-style-type: none"> ⇒ Water Water is provided in the form of communal standpipes. ⇒ Sewer Sewer is a combination of VIPs and the traditional pit system. ⇒ Electricity Most parts of the settlement area are reticulated. ⇒ Roads The roads to into the settlement are gravel.
Tertiary – Mahehle: The area of emahehle is a relatively formalised peri urban settlement. This area was originally composed of private farms and through settlement formalisation, numerous homesteads are now in possession of full title deeds. There are discussions to extend the current existing housing projects into other adjoining private farms. Outside of private farms the tenure system is largely Ingonyama land's PTO system. The main road to the area is surfaced. This node is bounded by Umzimkulu river to the west which forms the municipal boundary with Umzimkhulu municipality.		There are 3 general dealers and few tuck shop	<ul style="list-style-type: none"> ⇒ Senzakahle primary school ⇒ Mahehle primary ⇒ Thelamuva secondary school ⇒ Thelamuva education resource centre ⇒ Mahehle sportsfield 	<ul style="list-style-type: none"> ⇒ Water Water is provided in the form of communal standpipes. ⇒ Sewer Sewer is a combination of VIPs and the traditional pit system. ⇒ Electricity Most parts of the settlement area are currently not reticulated. ⇒ Roads The main road to the area is gravel and the balance of internal roads also in gravel.

NODES	SETTLEMENT	BUSINESS AND COMMERCIAL	SOCIAL SERVICES	INFRASTRUCTURE AND SERVICES
		General dealers Top store (Plainhill store) Tuck shops	Bhekamabhaca primary school Nokweja high school Kwambingeleli primary school St Alois primary school Plainhill primary Marryhelp primary	⇒ Roads P112 connects the area to both R56 and R612. D309 connects the north section of KwaNokweja with P112 D310 connects the balance of southern areas with P112 All these roads are gravel roads. ⇒ Water currently boreholes, water tanks and springs are the main water sources however Piped water supply for the area is under ⇒ Electricity Reticulated electricity is available for most sections of the area.
Tertiary – Hlokozi: HLOKOZI is located between Hluthankungu and Jolivet nodes. Whilst settlement here is informal, just like other established rural areas under traditional authorities, there is orderly structure to the land uses. The houses follow contours. Settlement appears denser along the main road. However there are limited social and infrastructural services in the area. What is commonly referred to as Hlokozi is made of numerous settlements and the central area has		There are quite a number of small scale commercial activities (Tuck Shops) taking place in this farm in the form of tuck shops. Bulk groceries are done in surrounding Nodes of Highflat and iXOPO, further north. There is also community centre at Jolivet, where residents can sell their products. 	Education: Bearing in mind that this area is composed of various settlements, there are quite a number of schools at this node ranging from primary to high schools. Community Hall: As in the case of schools, there are quite a number of community halls at this node. Health: There is no clinic in this area. Only mobile clinic which comes now and then. The closest hospital is at IXOPO. Post Box: There are no post boxes in this arm Police Station: There is no locally based police station.	Water: No detailed infrastructural assessments were conducted for the entire node. However from site observations it would appear that there are various sources of water, namely: <ul style="list-style-type: none"> • communal stand pipes • bore holes • springs. Electricity: Bulk Electricity is reticulated down the main road. There are household connections using mainly the prepaid system. There is very minimal street lighting.


NODES	SETTLEMENT	BUSINESS AND COMMERCIAL	SOCIAL SERVICES	INFRASTRUCTURE AND SERVICES
facilities			<p>Worship: There's a large Catholic Mission provided in this node</p> 	<p>From the street interviews it was indicated that not all houses are connected to electricity.</p> <p>Sanitation: Sanitation is in the form of traditional pit latrines and in places VIP toilets.</p>

TABLE 4: PRINCIPLES APPLICABLE TO NODES

PRINCIPLES APPLICABLE TO NODES	
Node	Applicable Principles
Primary Node	<ul style="list-style-type: none"> • It must offer a full range of Social, Community and other Services and facilities. • It will be the focus of Urban employment opportunities. • The full range of permanent residential options will be encouraged, keeping in mind the existing character, natural attributes and attractions. • Inside the node, mixed use corridors and areas of a more flexible and general land use nature are proposed, as opposed to only agriculture and residential. The intention is to encourage non-polluting, environmentally friendly urban employment opportunities. • While it is acknowledged that the Primary Corridor (P612/R56) offers development opportunities, these are to be restricted to suitable Mixed uses within the Primary Node and the Opportunity Points as identified elsewhere. • Agriculture should be seen as an integral part of the urban node, and offers opportunities for high intensity agricultural activity.
Secondary Node	<ul style="list-style-type: none"> • The primary aim is consolidation and upgrading • They are lower order Service Centres to serve the surrounding rural community. Services such as a schools, hospital, clinics and pension payout point are provided • Permanent residential opportunities exist mainly for lower income groups • In order to make the above possible, there needs to be a move towards supporting services
Tertiary Node	<ul style="list-style-type: none"> • The primary aim is upgrading. • They are lower order services mainly in the form of mobile services, serve the surrounding densely populated rural community. Services such as a schools, clinics and mobile clinics, and pension payout point are provided. • Permanent residential opportunities exist mainly for lower income groups • In order to make the above possible, there needs to be a move towards supporting services

4.8.4 THE ZONES IN THE PRIMARY AND SECONDARY NODES

The following is a broad description of the general intention of the different zones or designations applied inside the primary and secondary nodes. It must be stressed that the SDF does not assign any legal development rights to land – it is a broad identification of the preferred future development pattern to guide public and private investment and development related decisions. It is only through the Planning Scheme, which is to be formulated as part of the LUMS that legal rights are awarded through the zoning of land.

Mixed Use Areas

Two types of Mixed Use Areas are proposed, namely General Mixed Use and Limited Mixed Use (Tourism).

(i) **General Mixed Use.**

These areas occur mainly along major transport routes and proposed development corridors in which a wide range of land uses will be encouraged, namely commercial, light industrial and office complexes and residential development. The proposed uses need to complement each other, and comply with environmental requirements. More detailed master planning is therefore required for these areas.

(ii) **Limited Mixed Use (Tourism)**

These areas are linked to existing tourism nodes and resources, and the following land uses would be encouraged: Residential Estates, Theme / Niche Villages, Recreation Infrastructure and facilities, Museums, Chalets, Restaurants, Sports Centres, Health Hydros and other tourism-orientated uses

Possible Future Residential

The need for security of tenure and the provision of housing is a high priority issue.

Some of within the municipality has been earmarked for land reform projects

Opportunity Points

The provision of employment opportunities is to be encouraged at these points as well as administrative developments in the form of Multi-Purpose Community Centres. Servicing is, however, to be thoroughly investigated and agreed to before any development is permitted.

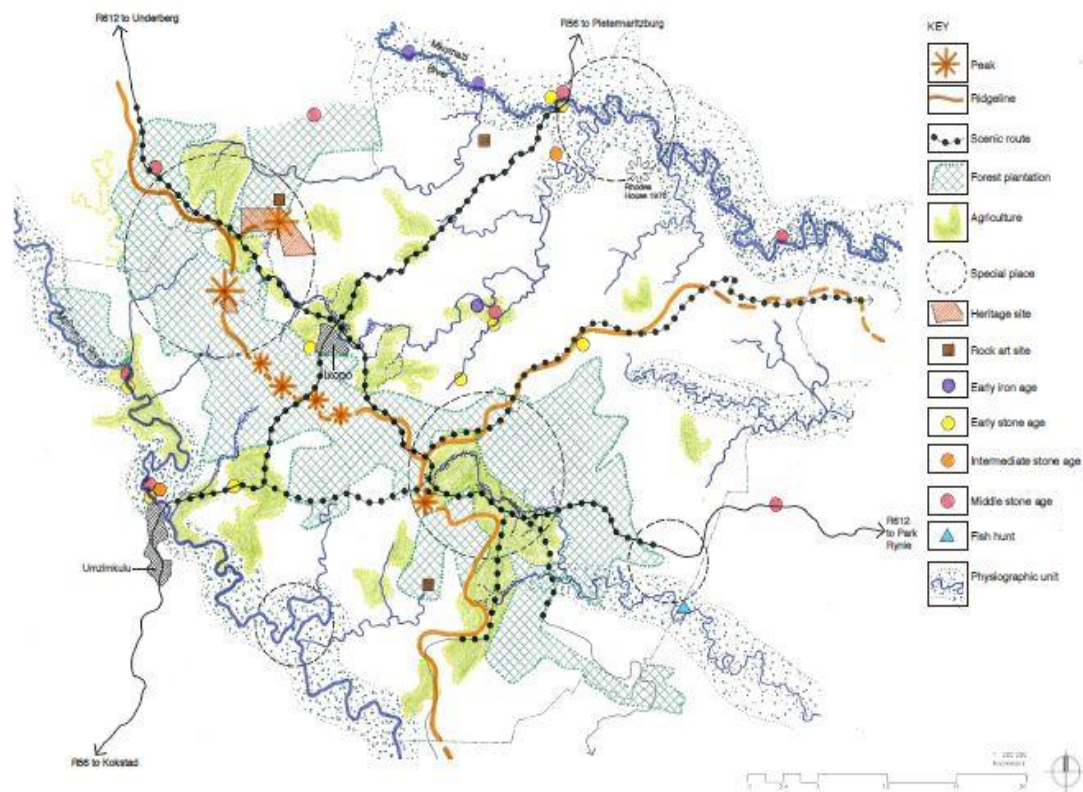
THE RURAL COMPONENT OF THE MUNICIPALITY

The main economic driver in the rural component of the municipality is agriculture. The primary objective of the SDF in this area is therefore to provide opportunities for both this sector while minimizing mutually negative impacts.

The following general planning principles should apply in the rural component of the municipality.

- (i) Commercial agriculture and tourism (where the potential exists) are the main economic drivers, and the needs of both sectors need to be accommodated.
- (ii) Small tourist developments (e.g. bed and breakfast establishments aimed at supplementing farming income may be considered throughout the rural component of the municipality).
- (iii) In view of the potential negative impact which commercial forestry has on water quality and quantity and landscape quality, it should be restricted to areas where permits have already been awarded.
- (iv) The loss of high quality agricultural land is to be avoided.
- (v) The following issues will be primary consideration when considering application for a change of land usage.
 - The extent to which the proposal will have a positive impact on the local economy and the area of employment, and its sustainability.
 - The maintenance and enhancement of landscape quality.
 - The loss of prime agricultural land.
 - The potential impact on water quality and quantity.
 - The potential impact on biodiversity.

UBUHLEBEZWE SPATIAL DEVELOPMENT FRAMEWORK - A SYSTEM OF NETWORKS NODES AND SURFACES



5. UBUHLEBEZWE SDF

5.1 MOVEMENT CORRIDORS

The corridors are the main structures that hold the spatial framework in place. The corridor concept has recently become popular in provincial development planning and national spatial development planning as the notion of corridor development is providing a useful framework for regional development. The idea of the corridor essentially refers to the development along major roads with considerable existing or potential movement. This inevitably occurs along routes, which connect major 'attractors' – significant towns, tourism attractions and other movement, which generate economic activity.

The corridor is effective in linking infrastructure and economic development as towns and structures are connected to each other via the transport network like "beads on a string". A major objective behind the corridors in this study is the generation of sustainable economic growth and development in relatively underdeveloped areas, according to the inherent economic potential of the locality.

The Movement Corridors linking the primary nodes, hubs, secondary nodes, and satellites were proposed as follows:

- Primary Corridor:
- Secondary Corridor:
- Tertiary Corridors:

5.1.1 Primary Corridors

P612, R56 are the primary corridors within the Municipality. These provide high linkages with surrounding municipalities and economic nodes. Along the R56 Route from Richmond down to Ixopo there are many different types of agricultural activities / businesses taking place with a variety of vegetation and fruit activities, this route links Ubuhlebezwe with the Pietermaritzburg and Kokstad. This corridor centres on tourism and industry and links the primary nodes. This primary corridor facilitates stronger cross border economic flows and economic development.

Along the P612 however there is a large dominance of forestry and this route is denser with settlements as compared to the R56 the P612 gives access to Creighton and the South Coast (also linking it to the N2 which gives link to the Eastern Cape Province). The P612 corridor is a corridor with an agro-tourism theme and connects the nodes Ixopo, Creighton, Bulwer, Underberg and Umzinto.

These identified primary corridors have natural attractions along them which includes landscape which can attract both domestic and international tourist thereby promoting LED projects at some locations.

5.1.2 Secondary Corridors

P64 – this route connects to the R612 which is directly linked to the Ixopo town area and runs up to Creighton. This route gives access to St. Faiths/ Port Shepstone.

D310, D309 – these routes connect the Nokweja node to the primary corridors (R56, R612)

P246 – this route connects Mahehle node to the R56.

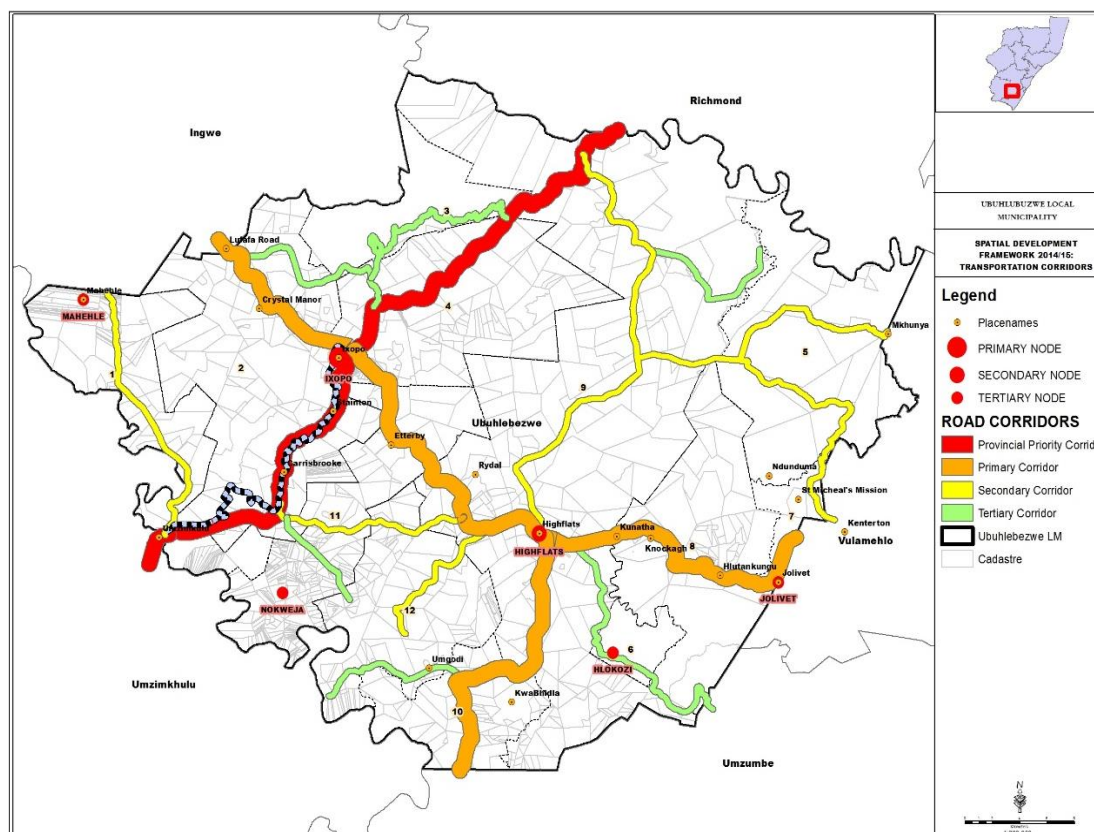
5.1.3 Tertiary Corridors

These corridors provide vital linkages to service satellites in the district and ensure connectivity with service delivery in the communities.

5.1.4 Rail Tourism

Rail tourism is a Sisonke district wide tourism initiative which is linked to the Paton's Country Railway (PCR) initiative departing from Ixopo and running throughout the district and would possibly be linked to the Sisonke Express which runs from Pietermaritzburg.

MAP 4: MUNICIPAL TRANSPORTATION CORRIDORS



5.2 NODES

8.2.1 A hierarchical system of nodes is proposed, based on existing levels and patterns of development, and the distribution of future development and transport linkages, to ensure optimum accessibility to goods and services through equitable distribution. The various nodes are distinguished in terms of whether they are:

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

The Primary Node

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

Nodal Key Issues:

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

- ⇒ There is a need to consider upgrade of existing infrastructure
- ⇒ Projects that can be linked to corridor promotion are also suggested.

The Secondary Node

The area of Highflats is identified as the Secondary Nodes.

Highflats has the potential to be developed into a smaller administrative centre complemented by some commercial activities.

Nodal Key Issues:

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

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

Tertiary Node

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

Jolivet Node:

This node has a high function of supporting the surrounding rural settlement which engulfs the centre making service function of the node very paramount.

Nodal Key Issues:

- ⇒ A need for tenure upgrade to attract investment.
- ⇒ General infrastructural upgrade
- ⇒ Need for proper road and place signage
- ⇒ Need to identify and promote adventure tourism products
- ⇒ Need to upgrade services and infrastructure
- ⇒ Introduction of land use management relevant to the node
- ⇒ It is suggested that service roads be introduced to properly access the node which is currently established in linear pattern along the main road.

Mahehle Node:

This node has a high function of supporting the surrounding rural settlement

Nodal Key Issues:

- ⇒ A need to fast track formalization of remaining farms
- ⇒ Surfacing of the main road linking the node with adjoining areas of Ixopo and Umzimkulu
- ⇒ General infrastructural upgrade
- ⇒ Facilities that are geared towards skills development should be considered

- ⇒ Need for proper road and place signage
- ⇒ Need to identify and promote adventure tourism products
- ⇒ Need to upgrade services and infrastructure

Nokweja Node:

This node has a high function of supporting the surrounding rural settlement

Nodal Key Issues:

- ⇒ The area can benefit from surfaced road linking the node with the main road.
- ⇒ Facilities that are geared towards skills development should be considered
- ⇒ General infrastructural upgrade
- ⇒ Need for proper road and place signage
- ⇒ Need to identify and promote adventure tourism products
- ⇒ Need to upgrade services and infrastructure

Hlokozi Node:

Hlokozi is located between Hluthankungu and Jolivet nodes. Whilst settlement here is informal, just like other established rural areas under traditional authorities, there is orderly structure to the land uses.

Nodal Key Issues:

- ⇒ There is still a need for social services upgrade as this area has potential for Tourist attraction mainly Mission Tourism.
- ⇒ Social Services such as mobile clinics and police visibility are lacking in the node.
- ⇒ Need to upgrade services and infrastructure

8.2.2 Possible Urban Expansion

These are areas which form the interface between the existing built up urban areas and the surrounding agricultural area. Agriculture, residential estates and tourism related development are the type of land uses which could be encouraged within the urban context. Over above, all the SDF review elements mentioned about the Municipality has also embarked on taking a look at just where we are in terms of development with all the development growth planned in the past, what is the status of development now and just where likely both rural and urban developments are going to take place.

DEVELOPMENT PROPOSALS:

Ixopo town Node has great potential to grow amicably as a noted fully functional urban space and with the right plans to be followed on development implementation this can be achieved. The

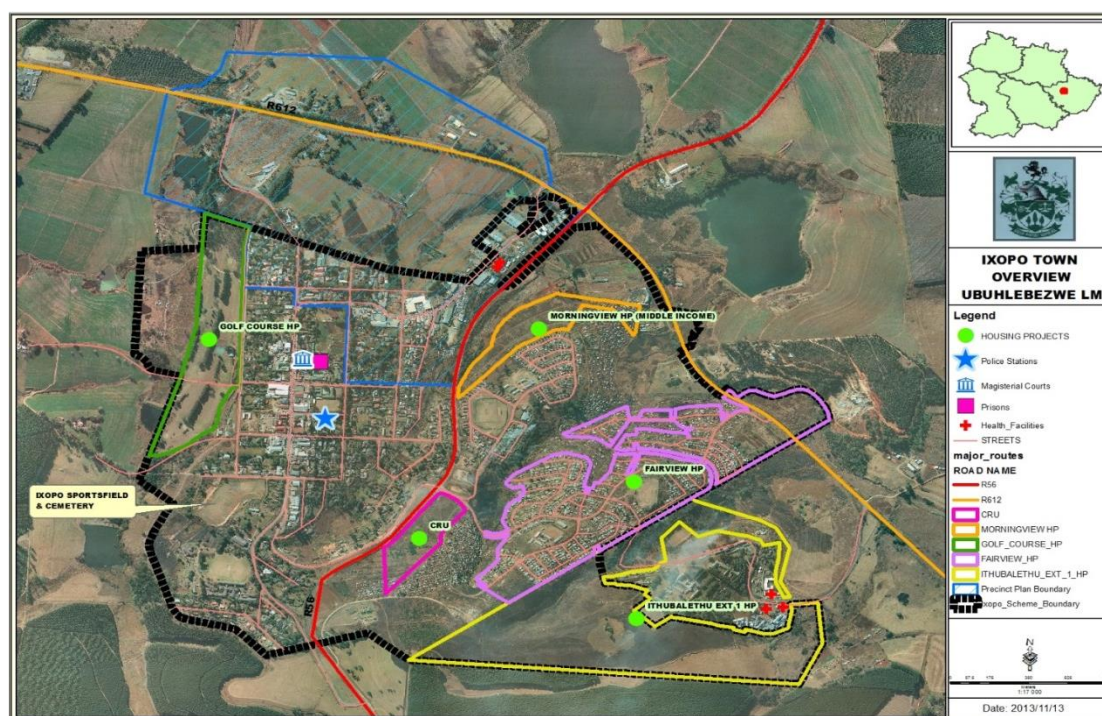
Municipality has to also engage into market to potential land owners of their plans so that they keep current with the developmental plans of the municipality and align their thinking around it. It is of importance for the municipality to play a more proactive role in directing how development should take shape and not for the other way around i.e. The municipality has been taking a more reactive stance and allowing development not to be led by private land developers as opposed to the other way around. This review of the SDF tends to unpack a full comprehensive land use functions that have a potential to take the First Order Node to great development heights, the proposed land use functions are laid out below;

- **Open Space** system needs to be carefully accommodated for and as a noticeable need to communities. It needs to be formalised to more prominent use of space with applicable vegetation and recreational facilities. This should be the case within first and secondary nodal spaces.
- A **Market Square** to accommodate the ever growing informal traders/hawkers around the current Transport Node (TAXI and BUS rank) and in around Ixopo town, this space can most definitely allow them to trade in a coordinated point and manner, giving the current occupied road reserve much needed space. This also includes the High flats area as well.

- **Cemetery Site** – the current 2 existing sites within the Fairview and Town area are almost full in occupation. A much more prominent cemetery site need to be planned for and in order to accommodate future expansion as well more integrated burial options that can be offered to the public.
- A formalised **Refuse Disposal** site 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 as this is seen as a prominent problem that is affecting the urban town area. A development of this function can definitely benefit the municipality in terms of fees applicable to this function.
- A marketing tool that has a potential to attract **investors and light industry factories** to add to employment base much needed to accommodate the unemployment existing in the urban space i.e. the result are seen with the influx of informal trading as well as informal settlements rate growing as people are looking for job opportunities.
- A focus on more **Tertiary institutions** oriented educational facilities offering the different skills that could assist the broad public to be skilled in their respective field and more likely to get employment within and outside the urban space. This will also assist in drawing the market for the surrounding rural areas as well.
- **Proposed prefeasibility studies** also need to be conducted once the Municipality has removed all informal settlers around the urban vicinity in order to unpack other developmental avenues that could take place once that are has been cleared and also to avoid further occupation from informal settlers.
- Potential **Duplex/Simplex development** surrounding the town area offering accommodation choices to investors who don't want to be located too close to the CBD.
- **Revamp/Renovation Of Old Buildings** and turning them it no useful spaces e.g. deconcentration of residence away from Margaret street and making the street into a fully-fledged commercial activity zone.

These are just noted basic land uses that could take the Ixopo town node to much more noticeable heights in terms of development, laid out above. Most sector departments are moving within the administrative area of Ixopo as seen a prominent seat. The very same plans need to be communicated through for their input and consideration as well and also to promote coordinated development plans.

MAP 5: DEVELOPMENTS WITHIN THE IXOPO URBAN AREA



PRECINCT PLANS

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

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

- A sense of place;
- functional built environment to promote;
- Accessibility- paths and linkages;
- Equity- even distribution of resources;
- Integration- place making;
- Functionality- compatibility of land use activities
- Sustainability- social, economic, institutional enhancement and environmental protection;
- Economic activities and opportunities;
- Agriculture;
- intensive animal production;
- nature conservation;
- sport and recreation;
- forestry;
- water supply catchments and other water supply sources;

- rural or eco-tourism;
- extractive resources; and,
- functional built environment to promote:
 - Accessibility - paths and linkages
 - Equity - even distribution of resources
 - Integration - place making
 - Functionality - compatibility of land use activities
 - Sustainability - social, economic, institutional enhancement and environmental protection.

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

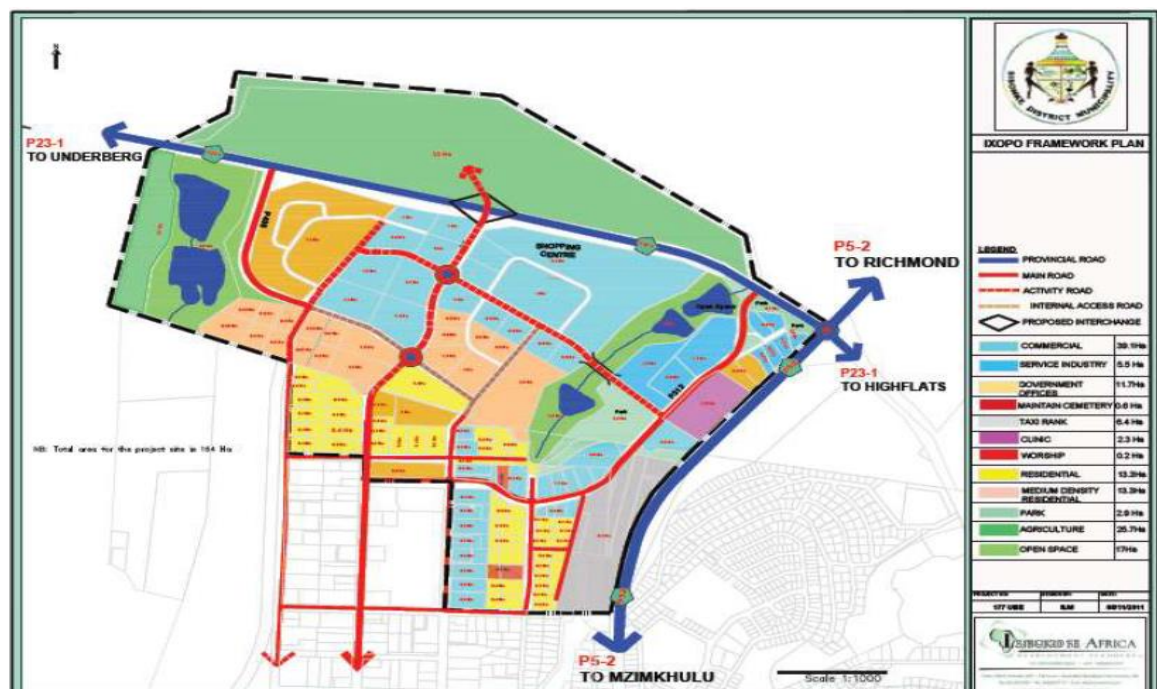
The following Precinct Plans are currently underway in uBuhlebezwe Municipality;

1. Ixopo Precinct Plan

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

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

MAP 6: IXOPO PRECINCT PLAN

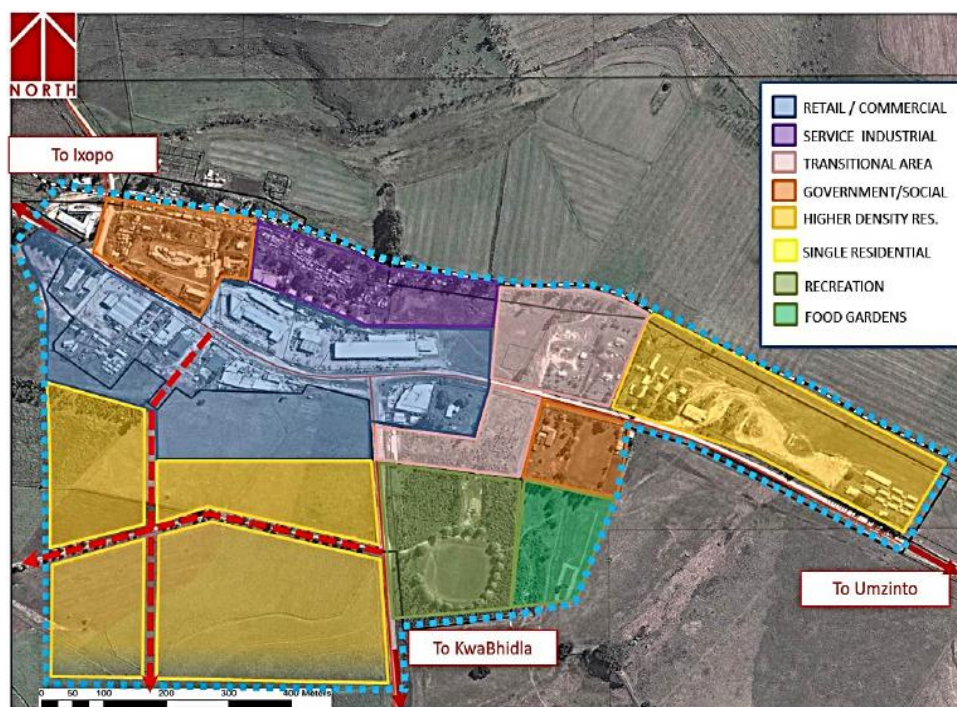


1. Highflats Precinct Plan

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

Below is the proposed Land use Framework for Highflats;

MAP 7: DRAFT HIGHFLATS PRECINCT PLAN



Source: Highflats Precinct Plan (by Vuka Africa)

Highflats is also plays a rural service centre role in the Harry Gwala District, although it is slightly larger and more formal with a Thusong Centre and taxi rank, and slightly more established retail space. A rural precinct is a spatially explicit area within a municipal area that is subject to particular administrative arrangements to protect and promote rural and regional landscape values and supporting activities within the rural precinct. The town itself is not formalised and the study areas are defined around the core commercial activity area situated on both sides of the R612 road.

However, it experiences similar challenges in terms of population demographics and infrastructure inadequacies, especially in electricity supply capacity. Although there is some sewerage infrastructure, it is in need of maintenance and poses a health risk. Housing backlog is significant and at the time of Precinct Plan preparation was planned to be addresses through slums clearance projects as well as improving overall services such as refuse removal.

Roads are district roads and are in reasonable condition however poor storm-water management affects road maintenance. There are no formal local roads.

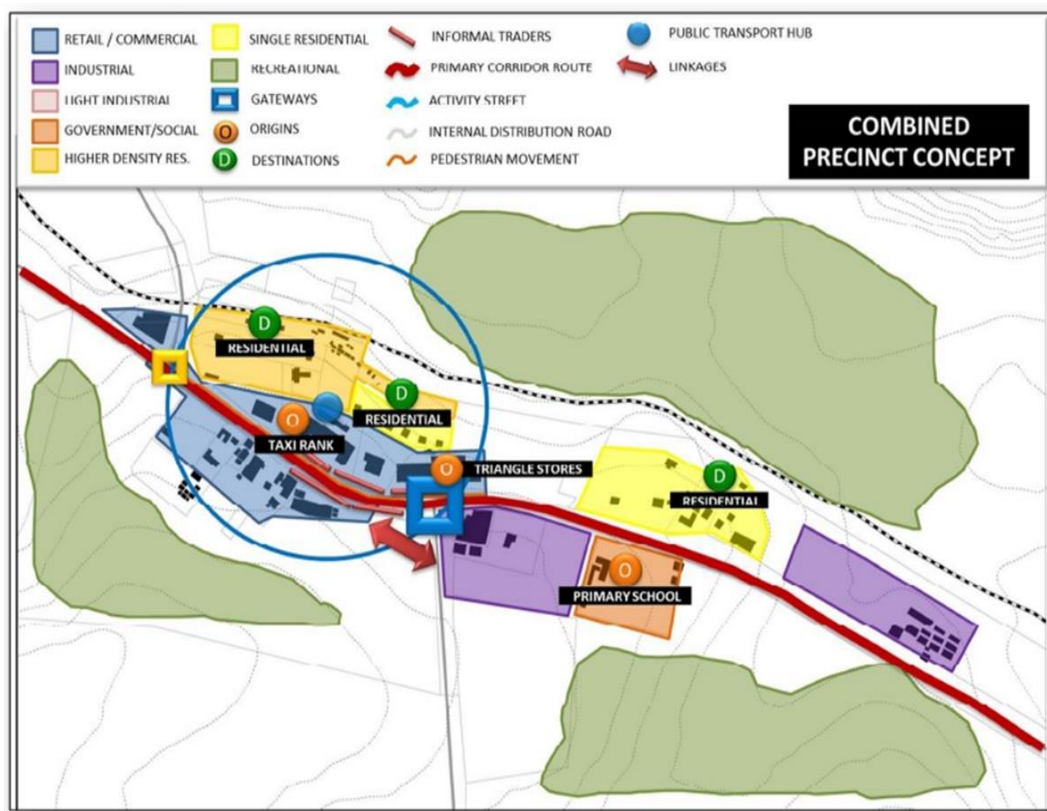
There are no industries in Highflats, nor tourism assets. Accessibility, at the intersection of the P68-1 and the P113 with the R612, and the rail connection, is its main asset, and the bulk food and service nature of most of the formal and informal business that exists indicates demand that is based on the surrounding rural hinterland.

Current Land Uses in Highflats:

- ▶ Block Making Industry, Police Station, Crèche, Post Office and Boxes, Educational Primary, Public Restrooms, Filling Station. Residential, Informal Trade Stalls Retail Infrastructure –
- ▶ Retail Clothing, Livestock Auction Lots, Service Sector
- ▶ Mixed Use Services and Retail Transportation Infrastructure – Taxi Rank
- ▶ Offices
- ▶ Land uses situated along the R612 include mainly commercial activities

Small nodes such as Highflats are significant, not only because of their potential to provide services and amenity to the largely under-served rural population in this district, but because they are generally clustered around the main district access roads, and therefore profoundly affect the overall experience of people travelling through the area, thus enhancing or detracting from the overall tourist experience.

MAP 8: COMBINED DRAFT HIGHFLATS PRECINCT PLAN



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

Conservation / Adventure and Eco-tourism

These are areas which require maintenance and need to be guarded of the type of development and activities that take place within them.

These include Umkomaas Valley which has natural forests, Medicinal Plants, threatened species and grasslands. Landscape quality is a primary tourism attraction.

Conservation

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

TABLE 5: Preferred & Non-Preferred Activities in terms of conservation

PREFERRED ACTIVITIES	NON-PREFERRED ACTIVITIES
<ul style="list-style-type: none"> Amenity planting within non-invasive species Extensive agriculture Nature and culture based tourism Nature and resource conservation Small scale tourism development Small scale agriculture Subsistence agriculture Trails 	<ul style="list-style-type: none"> Agri Industry Commercial afforestation Industrial development Intensive Agriculture Intensive or semi intensive human settlement Large scale infrastructural projects Large scale tourism development Mines and Quarries New Roads Subdivision of land

5.4 RURAL SETTLEMENTS

Tourism development – rural based. Subsistence agriculture and housing will be the primary land use. Large Scale land transformation is not allowed. Need for attention on rural landscape.

TABLE 6: Preferred & Non-Preferred Activities in a rural context

PREFERRED ACTIVITIES	NON-PREFERRED ACTIVITIES
<ul style="list-style-type: none"> Amenity planting within non-invasive species Small scale tourism development Small scale agriculture Subsistence agriculture Cropping Customary Harvesting Education Environmental Education Bird Sanctuary Business Amenity Area Administrative/Community Amenity Planting Bed and Breakfast Nature and Culture Based Tourism Nature and Resource Conservation Scattered Residential and Small Settlements Small-scale Agriculture Small-scale Tourism Development Horticulture 	<ul style="list-style-type: none"> Industrial development Agri-Industry Commercial Afforestation Intensive Agriculture Intensive or Semi-intensive Human Settlement Large-Scale Infrastructural Projects Mines and Quarries

5.5 URBAN AREAS

The boundary of the Urban Edge is defined along the boundaries of urban areas. The area of Ixopo town is identified as a single Primary Node which will function as the main administration and economic town servicing uBuhlebezwe Municipality. The level of services and facilities of this area needs to be improved to complement this function. The town centre can benefit from an urban regeneration programme which can introduce urban greening, proper street lights and street furniture. Furthermore any intervention geared towards spatial

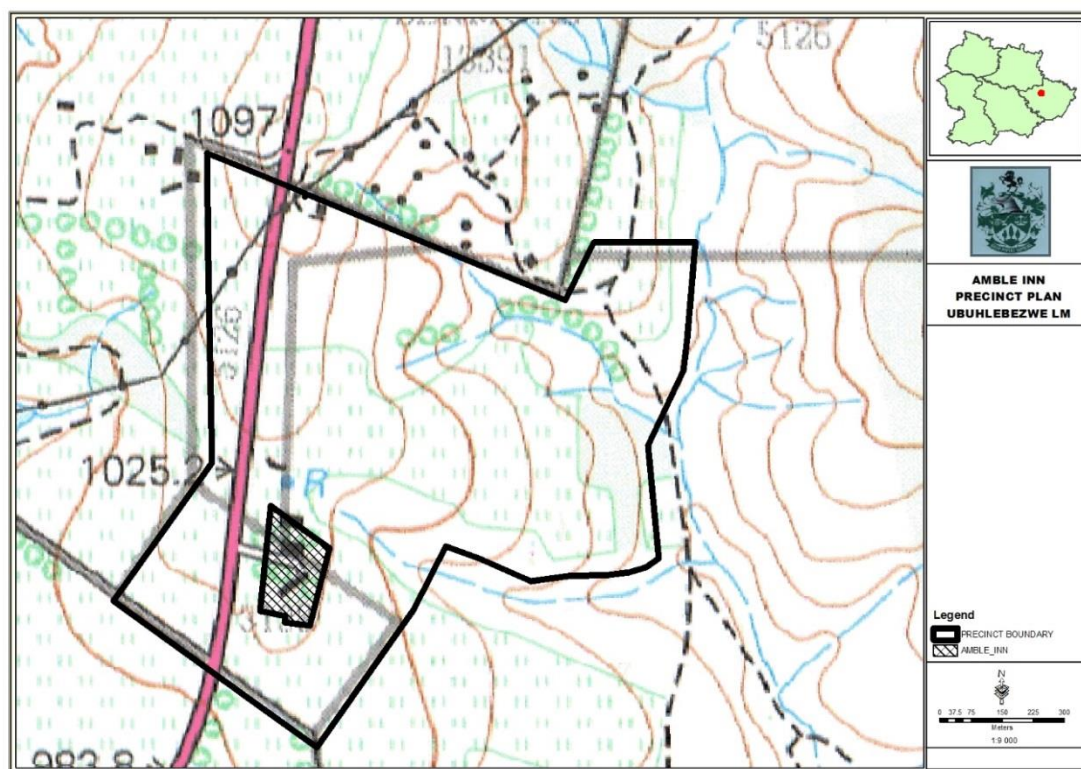
reorganisation will benefit the CBD immensely. Hence the Municipality needs to prioritise Urban Extension precinct planning around the CBD as prioritised by the municipality's Urban Regeneration Plan

There is a need to redefine land use management in the CBD and the resultant review of zoning measures. Review of certain existing uses currently located within the CBD but not appropriate in their locations. There is need to consider appropriate shelter for informal traders at strategic points. Such shelter should be within easy access to public ablutions. There is a need to consider upgrade of existing infrastructure. Projects that can be linked to corridor promotion are also suggested. In addition to the above, the Municipality has also seen the need to venture to new land engagement with the Amble Inn bed and Breakfast owners which forms part of *OGLE FARM along the R56* the as a step to more proposed development that could uplift the Ixopo Town Area. This proposed development, which is called the **OGLE FARM PROPOSED DEVELOPMENT** will unlock potential economic boost as well as more land for the Municipality to cater to more prominent developments. Funding as well as land transfer processes are currently underway and the below diagrams represent the ideas around the type of land uses that should be accommodated for the area.

PGA Consulting was appointed on 6th November 2014 and is tasked to assist the municipality in the formulation of feasibility aspect for the Wosley farm-to accommodates low income housing project –as well as Ogle Farm Proposed Development.

Over and above the service provider will look into following through the Department of Human settlement's criteria in packaging the required documentation in order for the Municipality to be able to purchase the Wosley farm to address the of issue existing informal settlements. The Ogle Farm proposed Developments feasibility study is to address the need and desirability as well as potential economic prospects based on the proposed mixed use development.

MAP 9: OGLE FARM PROPOSED SITE DEVELOPMENT

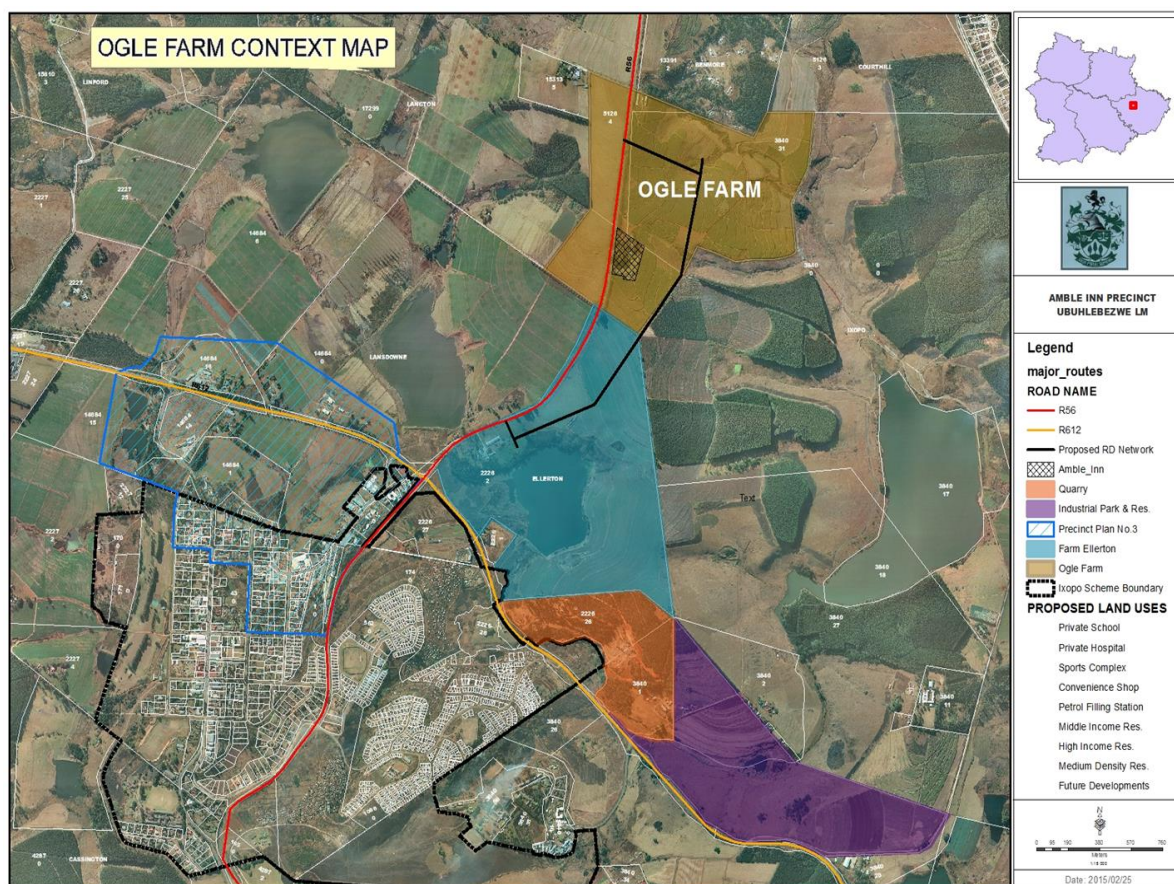


The proposed total site area is 107, 4998 hectares which comprises of; remainder of farm Ogle Number 2226 to the extent of 21 hectares, Portion 4 of farm Corthill Number 5126 at 18, 4258 hectares and Portion 31 of the farm Ixopo Number 3840 to the extent of 67, 8640 hectares. In-depth studies and more refined plans have to be conducted in order to fully unlock the development potential of the area and the following land uses have been highlighted to form part of the proposed plan;

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

The implementation plan will cover the important part of the proposal as it will align the land acquisition process, the applicable approval application that need to be enquired, the Planning and Development Act application, the Site Development Plans monitoring role as well as the marketing aspect that need to form part of the process.

MAP 10: FARM OGLE FARM IN RELATION TO FARM ELLERTON PROPOSED SITE DEVELOPMENT – PROPOSED LAND USES



5.6. GROWTH MANAGEMENT

THE URBAN EDGE STUDY

5.6.1. INTRODUCTION:

The Urban edge study provides insight of historic patterns that have led existing land use shape and also determines the urban legacy for future generations. It also provides a view of where we are in terms of development which routes can we take in terms of development and a comprehensive plan that can be drawn to lead us there. Urban edge deals with the principles

of urban sprawl, separation and fragmentation due to developments and just its impacts in terms of doing away with productive agricultural land among other things. A typical South African setting shows that the poor are located further from the urban settings and have the greatest problems in terms of living elements they need to survive and often results in high living conditions that they have to adapt to in order to keep up with the standard of living. This highlights that social issues are directly related to settlement formation and often leads to poverty and inequality which underpin most development challenges in the country. This problem does not only face South Africa as a whole but can be found internationally as well.

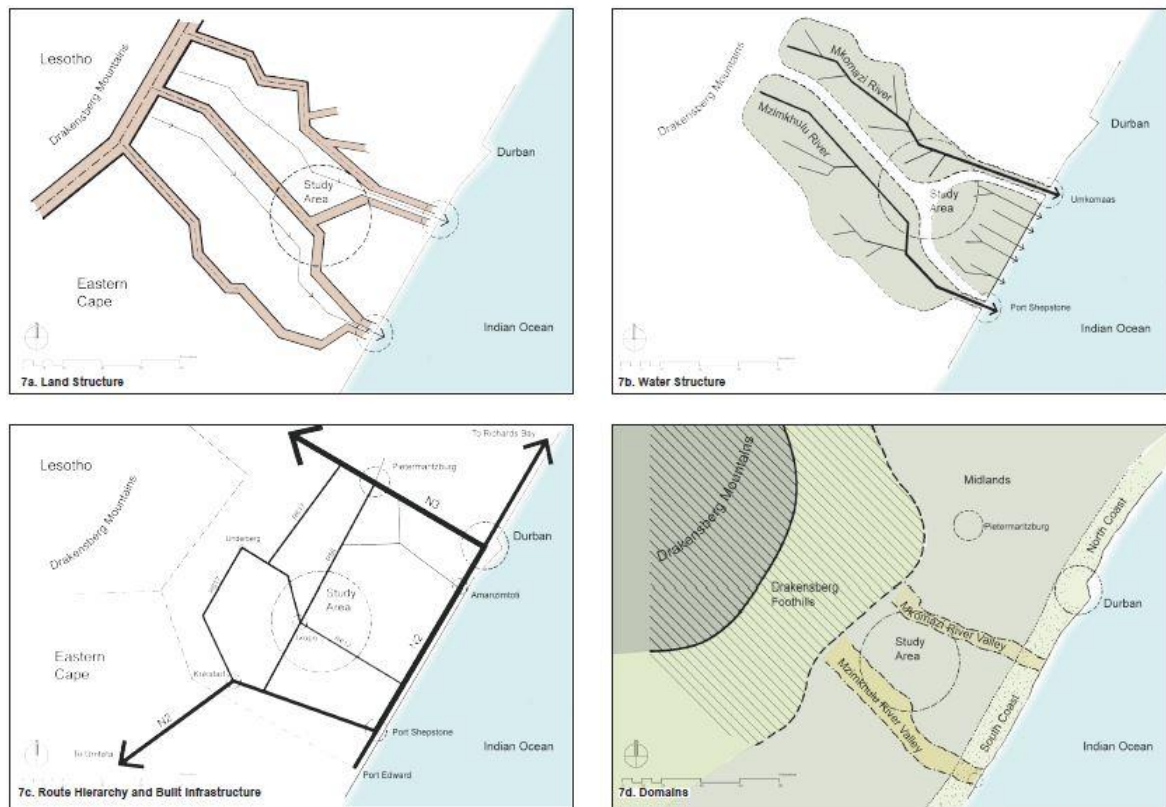
20 years into our democracy the status has not changed in terms of our settlement patterns with legislation such as National Housing Policy which results to mass housing programs on cheap land beyond your typical city or urban boundaries. The Local Government Municipal Planning and Performance Management Regulations 2001 (NR796, August 2001), prepared under the Municipal Systems Act, provides for the definition of urban edges in municipal SDF's. Similarly, Listing notice 3 (N R546, June 2001) under the National Environmental Management Act (1998) makes use of the concept of urban edge definition for environmental management purposes.

5.6.2 UBUHLEBEZWE URBAN EDGE CHARACTERISTICS:

Ubuhlebezwe Local Municipality's urban edge study focuses on the restraints and informants and mainly results into three developmental zones and also covers the areas whereby development does not have to take place, potentially sensitive lands and lastly possible developmental parcels. These are the very same zones that the municipality's development needs to be guided by. Ubuhlebezwe Municipality can safely be described as a municipality located on the South of Kwa-Zulu Natal and is cleaved by a prominent ridgeline running North-West and South – East and it also consists of Mkomazi and Mzimkulu Rivers running parallel North- West to South – East.

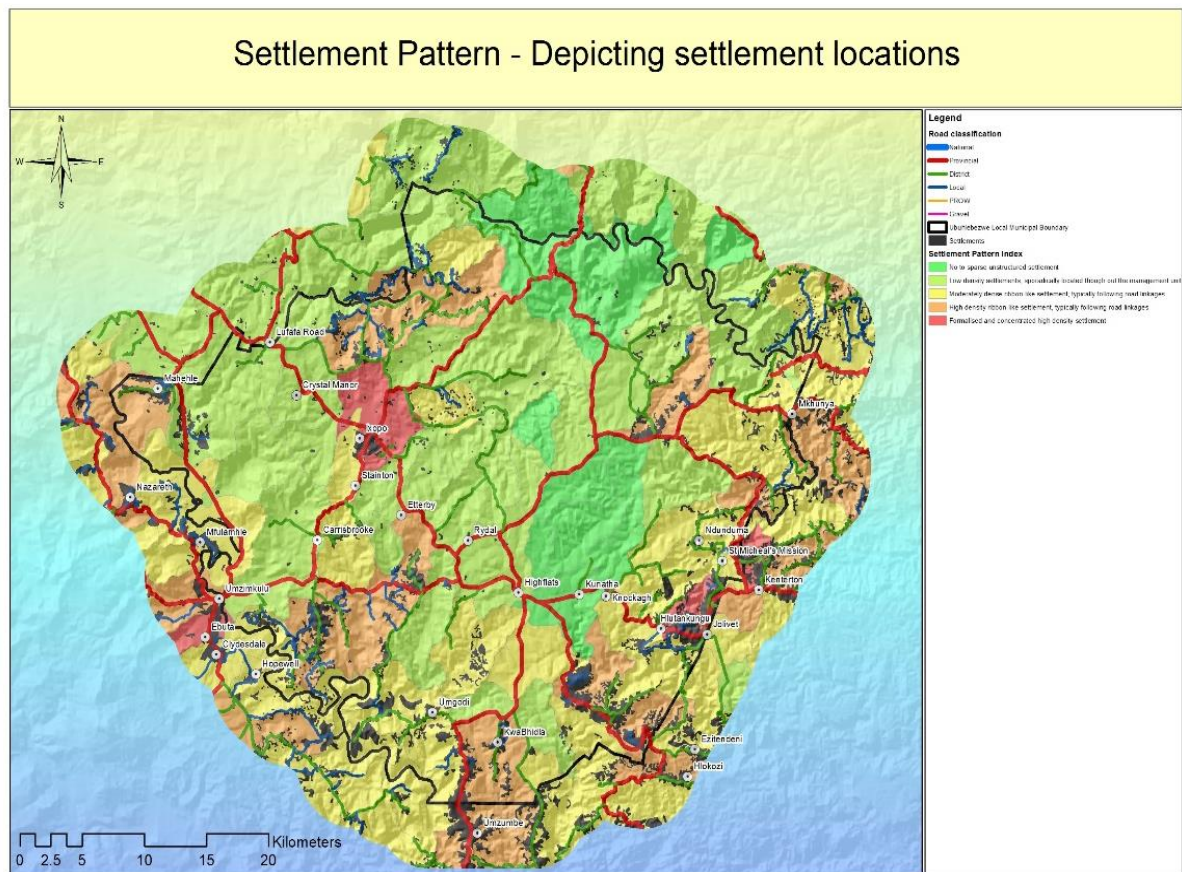
Very complex constraints and informants in terms of the natural environment which largely inform planning and design for development purposes – there is a small parcels of land that has been noticed to be free of any constraints. An important element of this is the area currently under commercial forestry. Even though it gives the area appeal but from an ecological view forestry normally sterilizes the land and this activity largely relates to the market trends in terms of its demand. It is noted that should forestry be replaced by general development than it should start from the outward into inward settlement patterns and not the other way around.

MAP 11: SUB-REGIONAL CONTEXT: DIAGRAMMATIC STRUCTURE



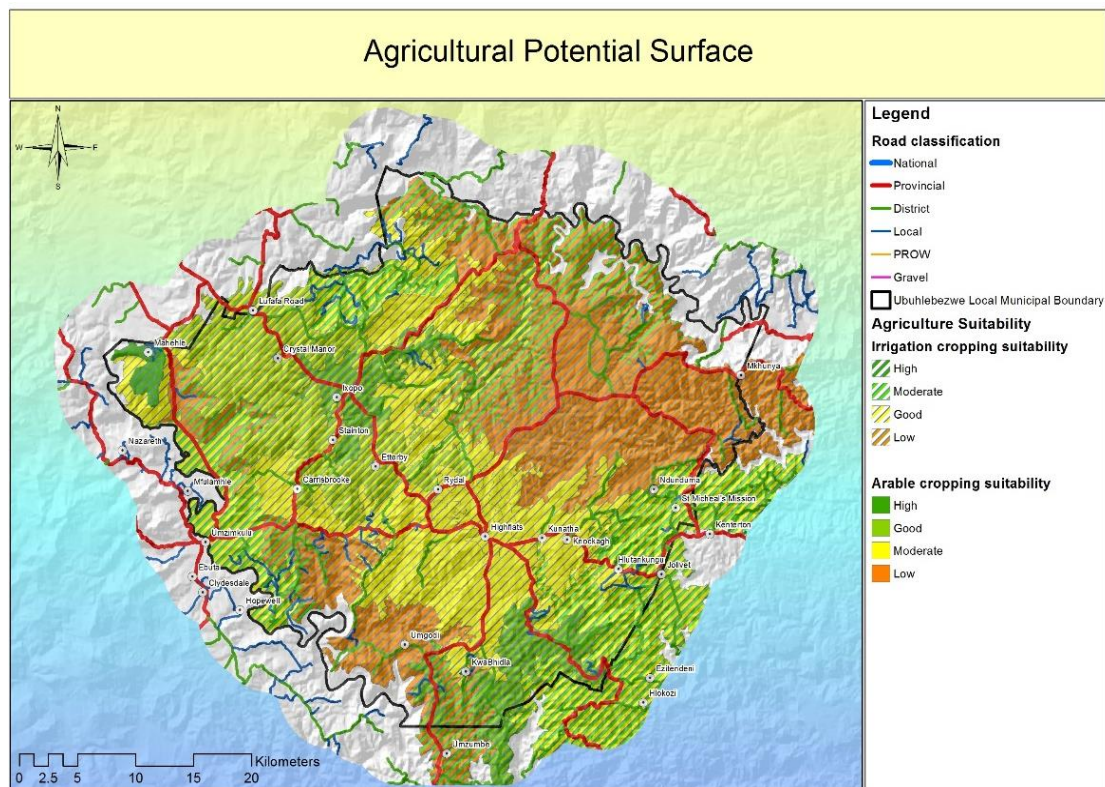
In terms of settlement densities, 3 categories are shown i.e. most dense, less dense and least dense. Ixopo, which is can be classified as small but growing town serving its commercial farming counterparts, densities are extremely low. Highflats as a secondary node has the aspect of acting as a central place and does not have permanent population, probably because it occurs on private land, but it should be noted that a prominent informal settlements do exist along the old railways line on the area. The third pattern is settlement in the areas under customary jurisdiction with very low density and have little or no economic base, this largely consist of the third order nodes with the municipal jurisdiction. This shown on the below map;

MAP 12: SETTLEMENT LOCATION MAP



The urban edge agricultural aspect can largely be explained in the following map;

MAP 13: AGRICULTURAL POTENTIAL SURFACE

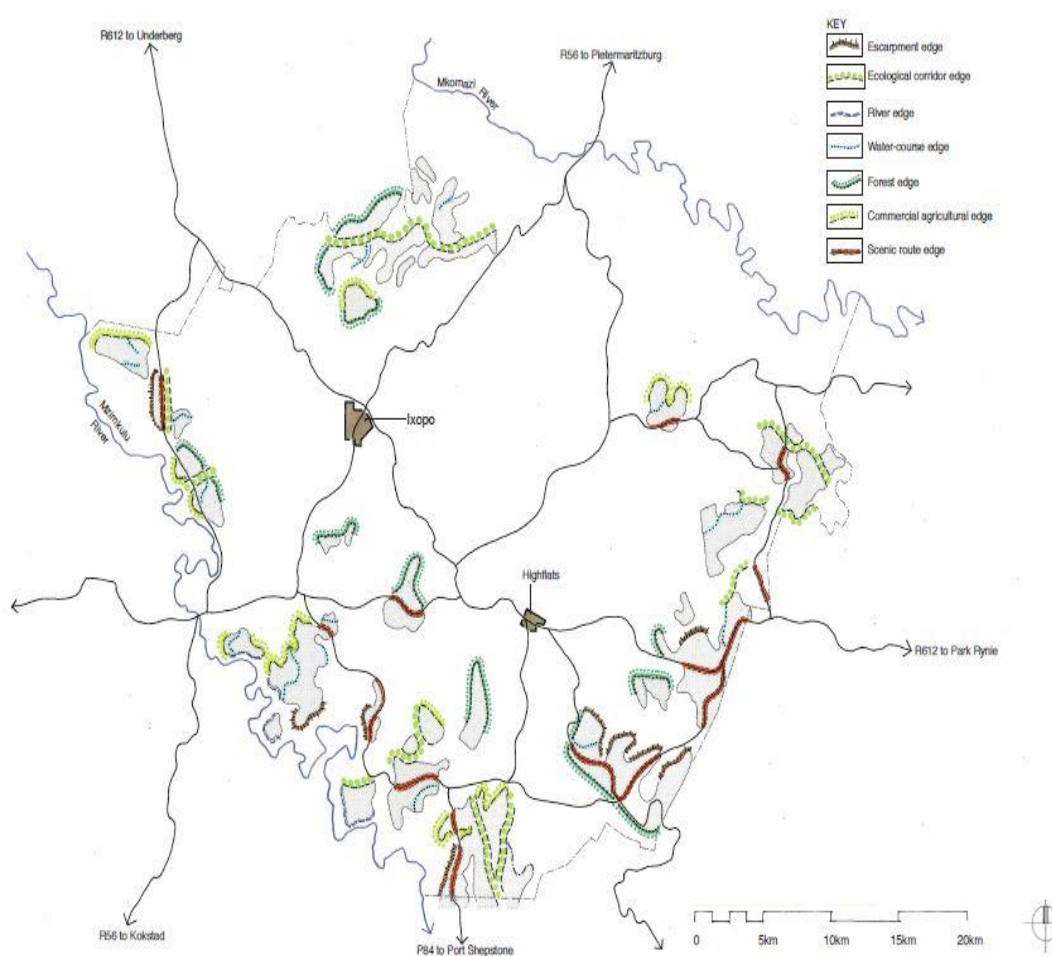


5.6.3. LESSONS FROM THE URBAN EDGE STUDY: URBAN EDGE BOUNDARIES

The development plan of the municipality should be in line with agricultural (authentic) activity or tourism aspect. The countryside should remain with its character for instance be able to showcase country side feel of fresh air and sights among other things. Continuities of agriculture should be maintained and enhanced and the development should be appropriate to topography and the cultural landscape - it should be as unobtrusive as possible. New settlements should be accessible to the public and not secluded; they should be part of the public experience. The following are just some of the type of edges that exist within the municipal jurisdiction;

- Containment and consolidation edges;
- Escarpment edges;
- Ecological corridor edges;
- Rivers;
- Water courses;
- Forest and fire edges;
- Agricultural edges;
- Scenic route edges.

MAP 14: EDGE TYPOLOGY



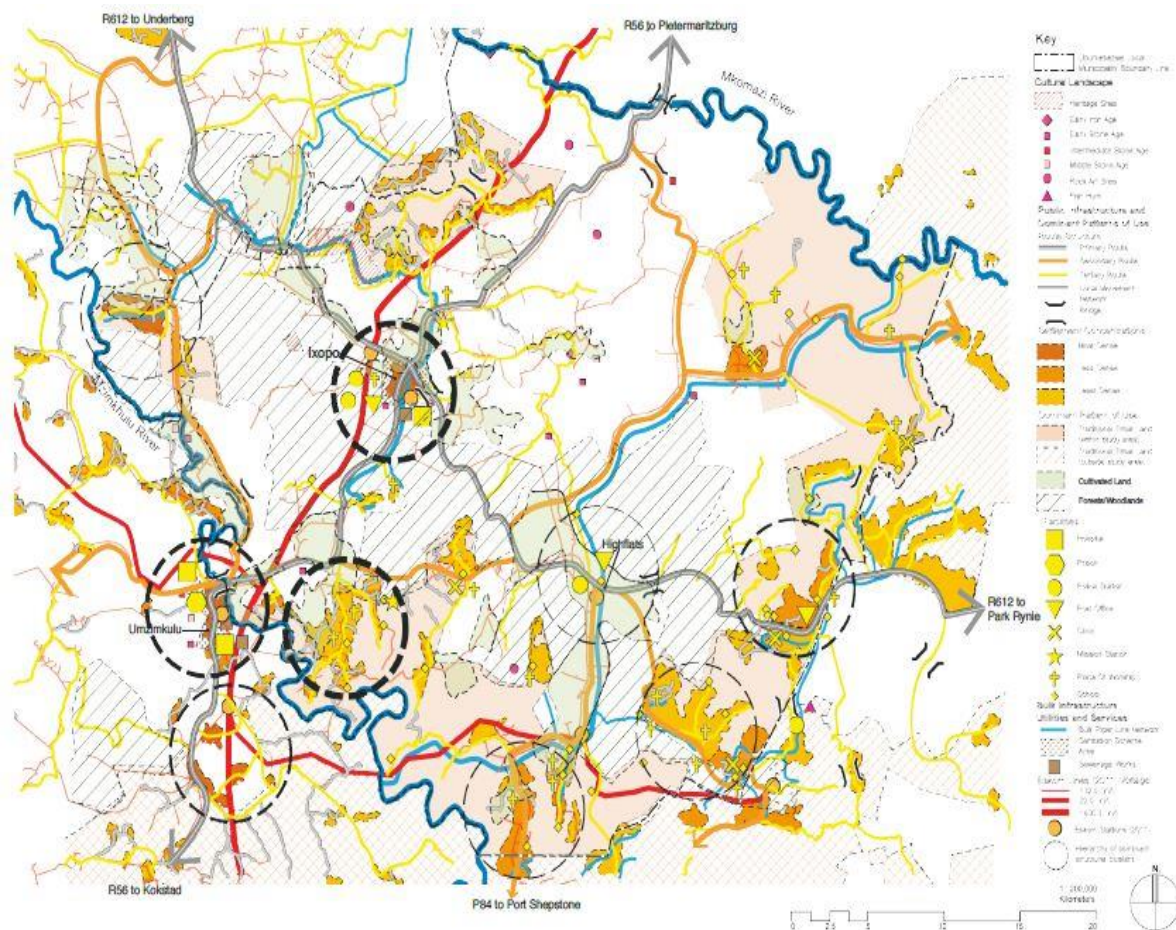
Some of the lesson provided by the study are the developmental footprint of the development should be compact and small and there should be large breaks in between villages. The concept of sustainability should largely be transpired. Agriculture sector should be sustained and enhanced. The development should be planned and appropriate to topography and the cultural landscape - it should be as unobtrusive as possible. New development plans should respond to the concept of integrated agricultural superblocks. The Municipal developmental plans should largely be aligned to responses to existing regional infrastructure and it must not be scattered.

There are two edges that have been discovered the one is permanent (defining the absolute limit of lateral spread) and other indicative as it defines the direction of future growth. The edge does not mean an administrative line only but should be physically made for instance with using buildings, planting agriculture. The movement system on the other hand should not be open ended as that could result in future sprawl through settlements.

With regards to the rural part of the Municipality, its edges are different; this includes river edges; water course edges as well as scenic route edges. It is not necessary to know everything about an area to make good spatial decisions. However, all of the key variables informing the determination of "no-go" and "tread lightly" areas must

be properly understood as it will inform developmental growth plans. The primary responsibilities of local authorities should be to agree on the indications in order to make informed decisions.

MAP 15: COMPOSITE CONSTRAINTS AND INFORMANTS RELATING TO THE BUILT ENVIRONMENT



6. CONCLUSION

Ubuhlebezwe Spatial Development Framework (SDF) provides a broad indication of where different types of development should take place or where have been proposed to within the municipal area. As such it provides general direction to guide decision-making (thereby contribute towards the creation of integrated and habitable town, residential areas and viable communities), a framework for the formulation of an appropriate land use management system for the municipal area and a framework for public and private sector investment. It is hoped and expected that this SDF will provide overall guidance for the appropriate guidance of the development of the Ubuhlebezwe Municipality assisting municipal actors, communities and developers.

The compilation of the urban LUMS in the new financial year will form a more substantial base to the following review of the SDF as it will address important elements that form behind development lines surrounding the Municipality. This process will provide, on the basis of the broader SDF, more detailed guidance for local functional areas and entities identified for priority development.

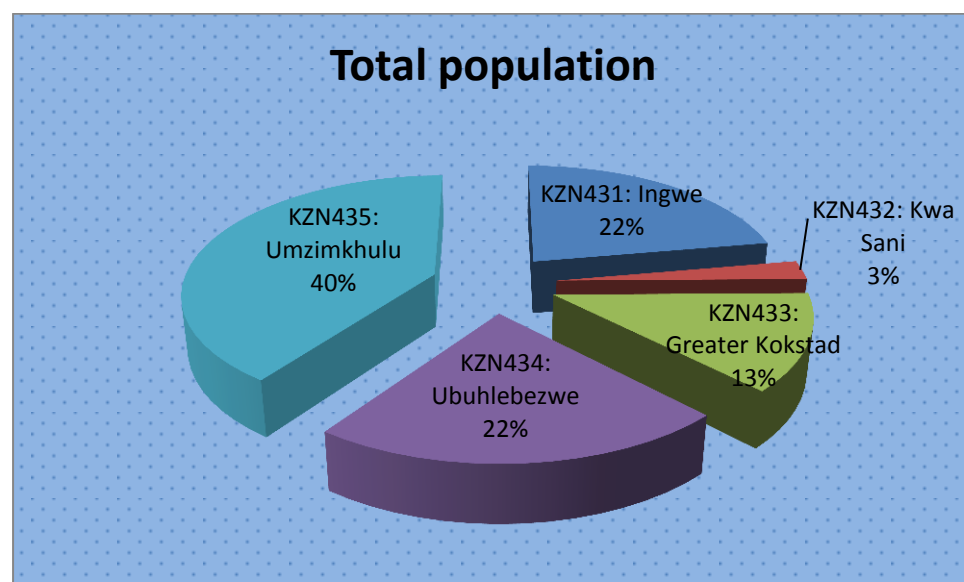
It is also important to note that, originating from the SDF and LUMS, approved by the relevant internal committees, a series of local development frameworks and precinct plans will be initiated by the municipality in

the future. These will provide, on the basis of the broader SDF, more detailed guidance for local functional areas and entities identified for priority development as well as for the third order nodes that need to be thoroughly looked at in terms of possible future growth.

C.2 Demographics Analysis

C.2.1 Population

Figure 1: Population Distribution in Harry Gwala District Municipality



Source: Census 2011

The figure above gives an indication of the population Distribution within Harry Gwala District Municipality. Currently UBuhlebezwe Municipality has the second largest number of people residing in its area of jurisdiction within Harry Gwala District Municipality. Between 2001 and 2011 according to StatsSA, uBuhlebezwe growth rate has been 0, 03%, with the population density of 63 persons / m²

Table 6: Population Distribution

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

Source: Census 2011

C.2.2 Population Pyramid

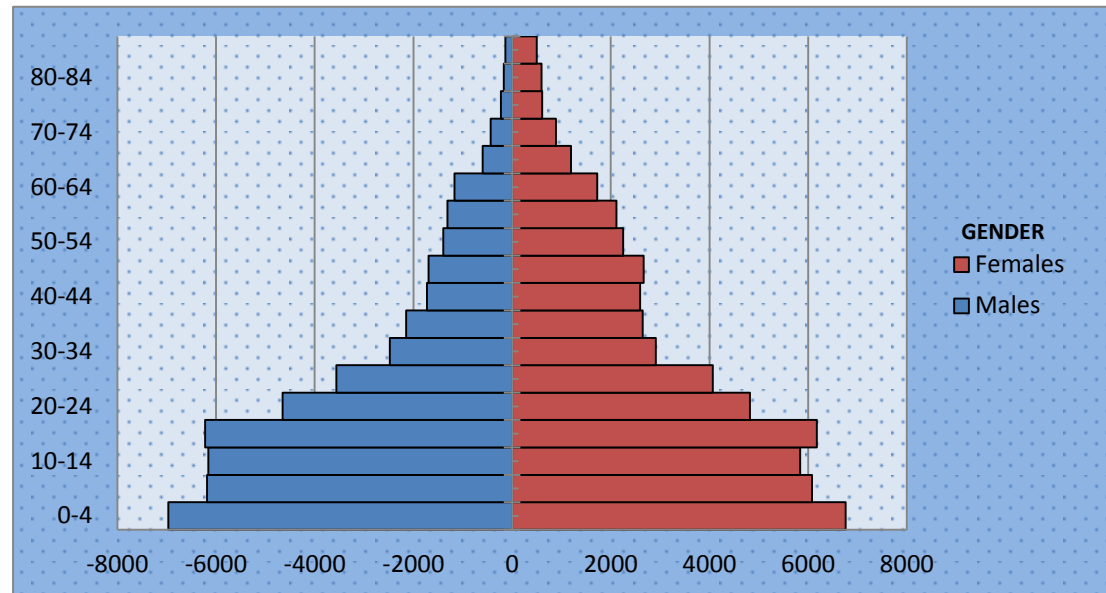


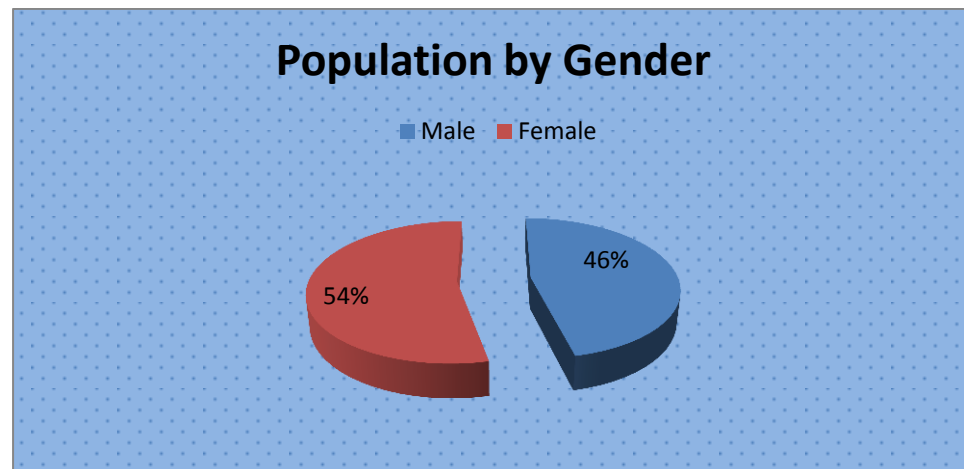
Figure 2: Population Pyramid

Source: Census 2011

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

C.2.3 Gender Distribution

Figure 3: Gender Distribution within Ubuhlebezwe



Source: Census 2011

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

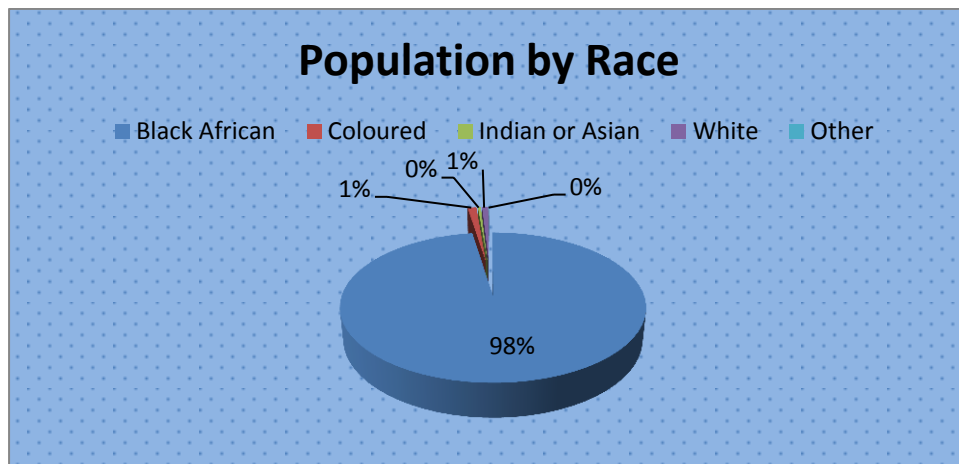
Table 7: Gender Distribution

Gender Distribution	
Males	3673
Females	4019
Total	7692

Source: Census 2011

C.2.4 Racial Distribution

Figure 4: Racial Distribution within Ubuhlebezwe



Source: Census 2011

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

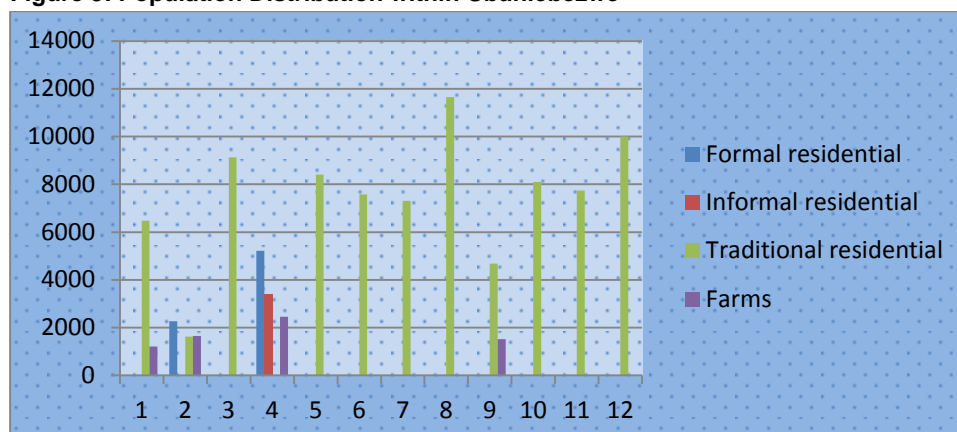
Table 8: Racial Distribution

Table 8: Racial Distribution		
Race	Number of People	Total Percentage of people
African	99 188	98%
White	831	1%
Coloured	1172	1%
Asian	385	0%
Other	114	0%
Total	7692	100%

Source: Census 2011

C.2.5 Population Distribution

Figure 5: Population Distribution within Ubuhlebezwe

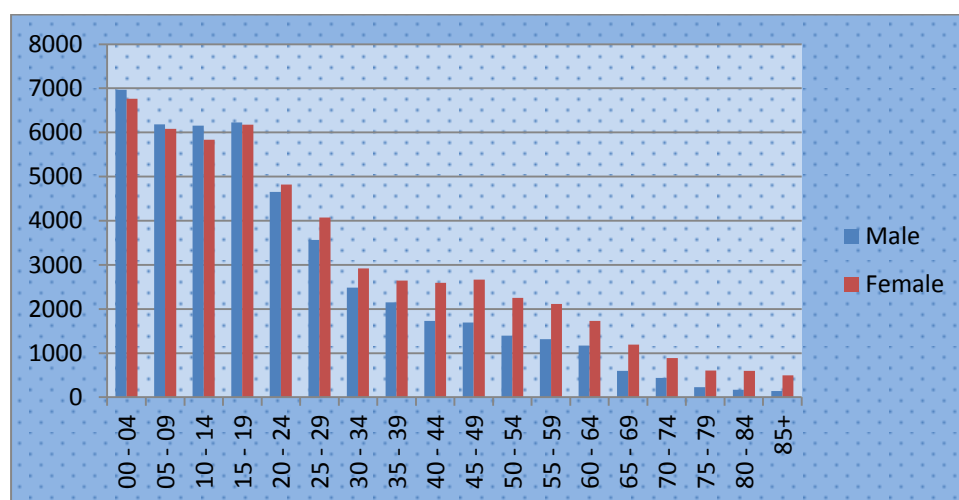


Source: Census 2011

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

C.2.6 Age Distribution

Figure 6: Age Distribution by Gender



Source: Census 2011

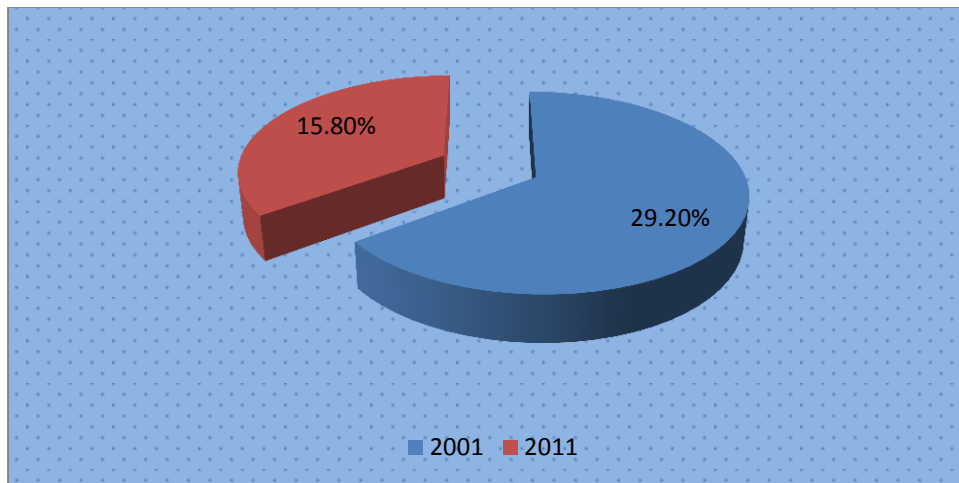
The figure above indicates the age distribution within the UBuhlebezwe Municipal area where the ages of 00-04 which accounts for 13 731 of the total population are the most dominant followed by the 15-19 age groups which accounts to 12 403 of the total population, which is still within the formal description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

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

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

C.2.7 Functional Literacy

Figure 7: Literacy within Ubuhlebezwe



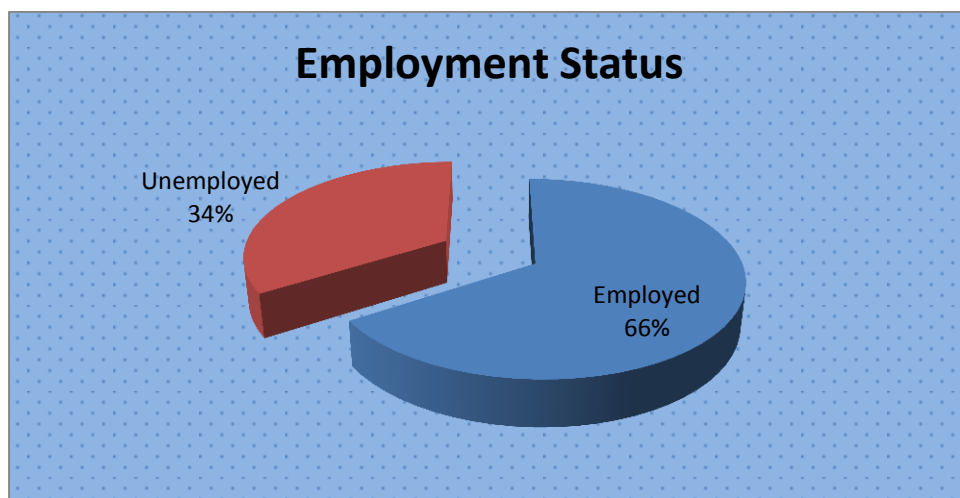
Source: Census 2011

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

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

C.2.8 Employment Levels

Figure 8: Employment Levels



Source: Census 2011

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

Table 9: Unemployment levels

	Unemployment levels
2001	61.60%
2011	34%

Source: Census 2011

Table 10: Youth Unemployment Rate

	Unemployment levels
2001	69.1%
2011	42.1%

Source: Census 2011

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

C.2.9 Income Status

Table 11: Monthly income levels amongst the population (age 15-65)

No Income	46.3%
R1-R400	28.1%
R401-R800	4.8%
R801-R1600	14.3%
R1601-R3200	2.8%

R3201-R6400	1.3
R6401-R12800	1.3

Source: Census 2011

The above table shows that there are still a high rate of people without source of income as it shows 46.3% of people not getting any income. And the highest earning is at 1.3%, which indicates that there is still a lot to be done to address the issue.

C.2.10 Formal Dwellings

Table 12: Formal Dwellings

2001	23.3%
2011	30.3%

Source: Census 2011

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

Table 13: Child headed households

	10	11	12	13	14	15	16	17	Total by ward
Ward 1	3	-	-	1	-	2	3	13	22
Ward 2	-	-	-	-	3	4	2	6	15
Ward 3	1	-	-	-	2	4	2	6	15
Ward 4	6	-	-	1	-	7	8	17	39
Ward 5	1	-	1	2	4	1	5	4	18
Ward 6	2	1	1	2	4	3	4	4	21
Ward 7	1	1	-	2	3	2	3	10	22
Ward 8	4	-	1	1	1	4	1	16	28
Ward 9	1	-	1	-	2	2	6	7	19
Ward 10	-	3	1	4	5	5	4	17	39
Ward 11	-	-	2	2	1	3	4	5	17
Ward 12	1	-	-	1	1	5	4	6	18
Total by age	20	5	7	16	26	42	46	111	

Source: Census 2011

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

C.2.11 Household Services

Table 14: Access to water

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

Source: Census 2011

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

2001	9.0%
2011	12.4%

Source: Census 2011

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

Table 15: households that used electricity for lighting

2001	28.6%
2011	53.9%

Source: Census 2011

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

Table 16: Access to sanitation

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

Source: Census 2011

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

C.2.12 Economic Centre Contribution

Table 17: Economic Centre Contribution

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

Global Insight 2010

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

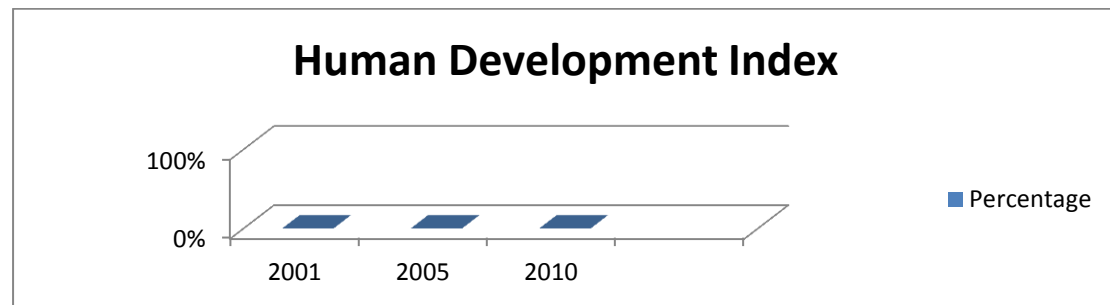
C.2.13 Human Development Index

Table 18: Human Development Index

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

Global Insight 2010

Figure 9: Human Development Index

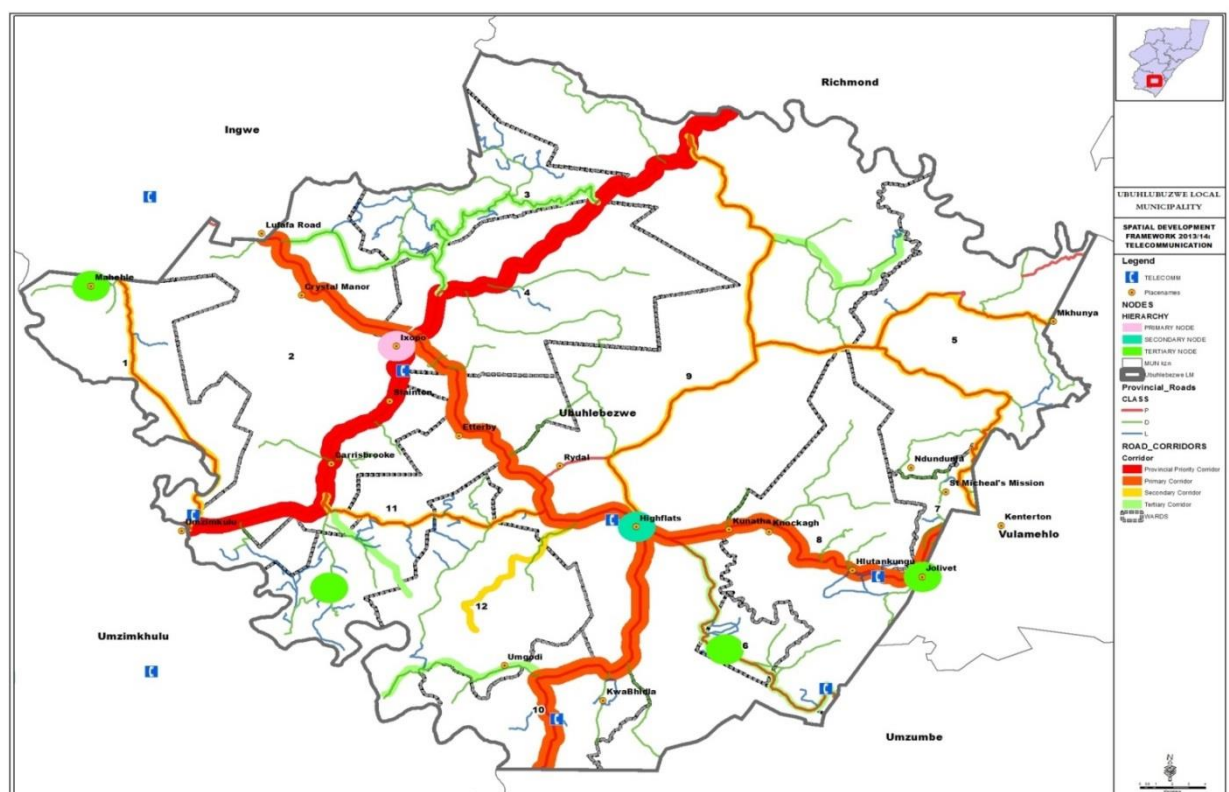


Global Insight 2010

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

Telecommunication

C.2.14



C.2.15 Fertility

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

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

Source: StasSA mid-year population estimates (2009)

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

C.2.16 Mortality

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

C.2.17 Migration

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

Provinces from where they moved	Western Cape	Eastern Cape	Northern Cape	Free state	Gauteng	North West	Mpumalanga	Limpopo	Total
Statistics of in-migration patterns	152	12 560	–	–	98	781	137	188	13450

Source: StatsSA community survey 2007

C.2.18 Disability

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

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

Source: Statistics South Africa, Community Survey 2007

C.2.18 Number of Households by Ward

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

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

C.3.1 Municipal Transformation and Institutional Development

3.1.1 Municipal Powers and Functions

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

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

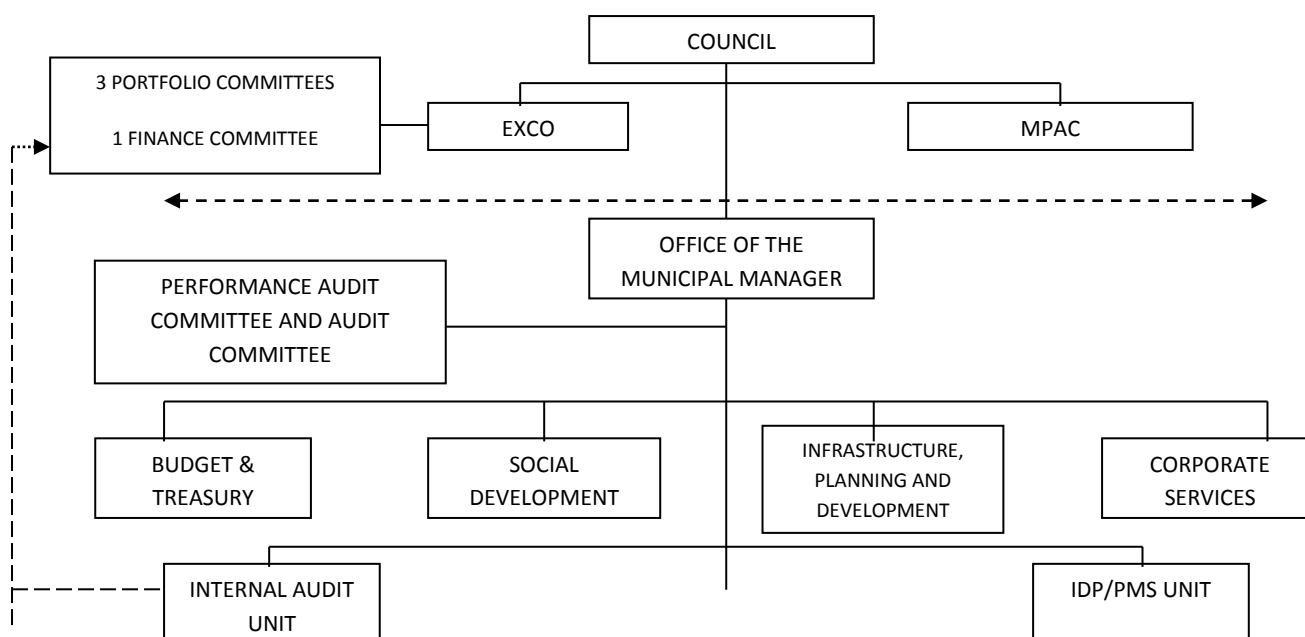
Functions	Function currently performed		Capacity to perform function		Levels of capacity	Alternative measures in place(function not performed or no capacity)	Municipal Action
	Yes	No	Yes	No			
1. Amusement facilities	-	x	-	X	-	-	-
2. Air pollution	-	x	-	X	-	-	There is no demand no action required
3 Building 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 is responsible for construction of these facilities based on the community need
5. Case of Burial of Pauper and Human Remains	-	X	-	X	-	-	Maintenance of facilities
6. Fire Fighting	X	-	x	-	District Function	-	Municipality has requested the District municipality to take over the function
7. Local Tourism	X	-	x	-	Limited due to financial constraints and minimum skills	-	Through funding from Department of Economic Development and Tourism. The municipality is developing the Tourism Strategy. The LED/Tourism Manger has been appointed to assist in the development and implementation

							of this Strategy,
8. Municipal Planning	X		x		Limited capacity to perform all planning functions. There is no municipal planner .There is only Senior Town Planner form Shared Services and he is on contract	-	Planning Shared Services will assist in this regard
9. Municipal Public Transport	-	x	-	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 not effectively enforced	-	Review informal trading Bylaws and strengthen law enforcement.
12. Billboard and display of advertisement in public places	X	-	x	-	Municipal Bylaws are not effectively enforced	-	Review 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	-	-	-	No action required
16. Fencing and fences	X	-	x	-	-	-	No action required
17. Licensing of dog	X	-	x	-	Limited capacity	-	No action required
18. Licensing and control undertakings that sell food to the public	-	x	-	X	Limited capacity. Harry Gwala District Municipality assist the municipality.	Each case is treated base on its own merits	No action required
19. Local amenities	X	-	x	-	-	-	Ixopo Town Regeneration to

							address the lack of amenities within the municipal area.
20. Local Sports facilities	X	-	x	-			
21. Markets	-	x	-	X	-	-	No action required
22. Parks and recreation	X	-	x	-	-	-	Ixopo Town Development accommodates this function
23. Pontoons and ferries	-	x	-	X	-	-	No action required
24. Pounds	-	x	-	X	-	-	Municipality to establish a pound in terms of the Pounds Act. Lots of stray animals around the municipal area
25. Municipal Roads	X	-	x	X	This function is normally outsourced		
26. Municipal airport	-	x	-	X	-	-	No action required
27. Municipal Abattoir	-	x	-	X	-	-	No action required
28 Noise pollution	-	x	-	X	Function performed by the District Municipality	-	-
29 Public places	X	-	-	X	Functioned performed to a limited extent due to financial constraints	-	-
30 Refuse Removal and Solid Waste Disposal	X	-	-	X	Functioned performed to a limited extent due to Financial and human constraints	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	-	Municipal Bylaws are not effectively enforced	-	Review trading Bylaws and strengthen law enforcement
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					-	-	-
35. Libraries	x	-	x	-	-	-	-

3.1.2 Organisational Structure



The Municipal Council is composed of 24 Councillors of which 12 are ward Councillors and 12 are proportional representatives. Ubhlebezwe Municipal Council meets quarterly while both the Executive Committee and portfolio committees sit bi-monthly.

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

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

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

Filling of critical posts

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

Organogram

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

The Municipality is still awaiting the Evaluation process to unfold in order to give posts the correct grading. The delay in job evaluation has resulted in posts not being evaluated and job appraisals being outstanding. The Municipality has a staff compliment of 199 employees including Managers employed on a fixed term contractual basis. The Ubuhlebezwe Municipality has appointed the Occupational Health & Safety Officer as well as the Chief Fire and Disaster Management Officer as dedicated human resource for environmental management; in addition, a trainee post has been advertised for Environmental Management.

Previously disadvantaged group

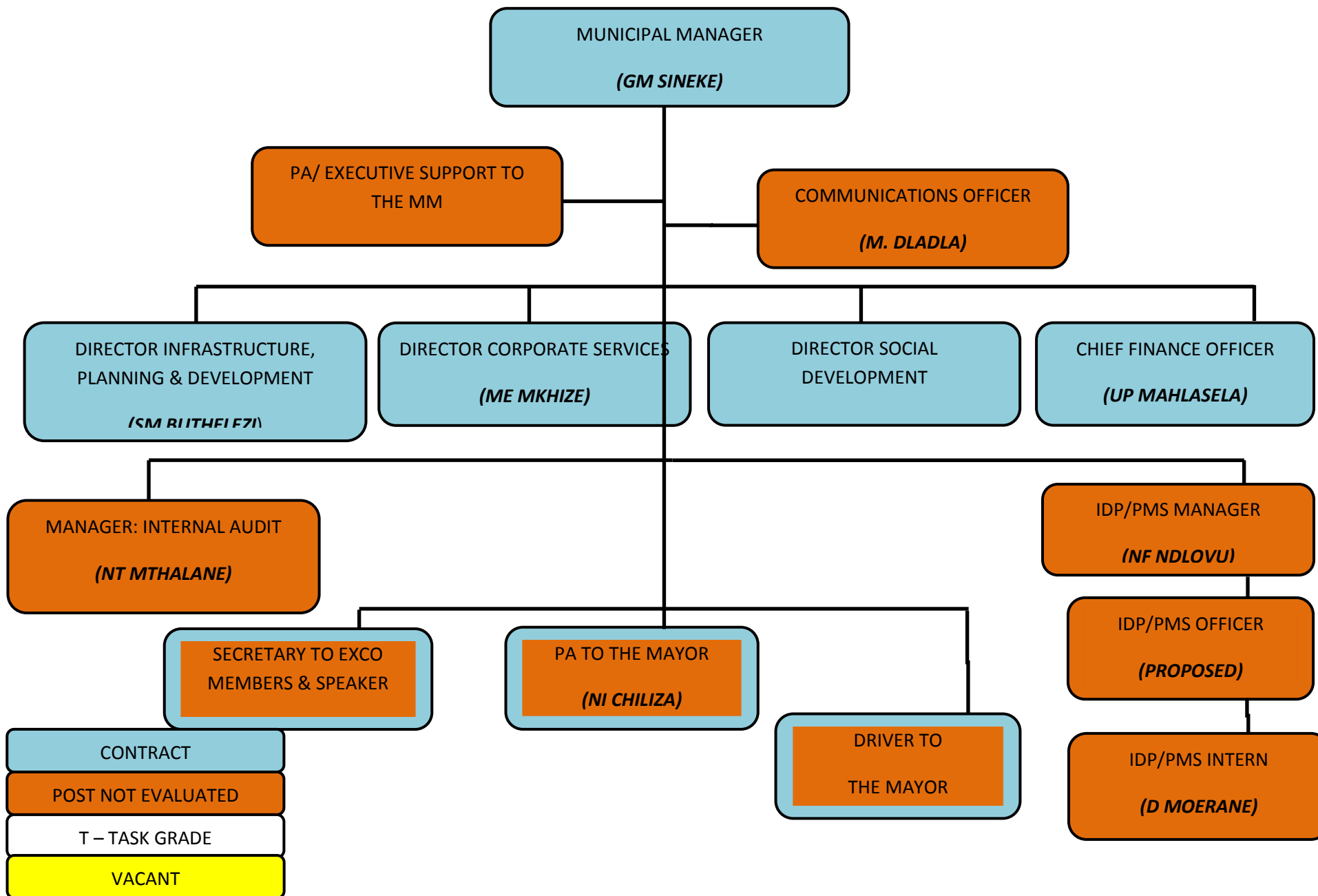
Directors: Infrastructure Planning & Development, Social Development & the Chief Financial Officer were appointed in the 2012/13 financial year and they are all black African females; the switchboard operator of Ubuhlebezwe Municipality is a previously disadvantaged since she is leaving with the disability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

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.

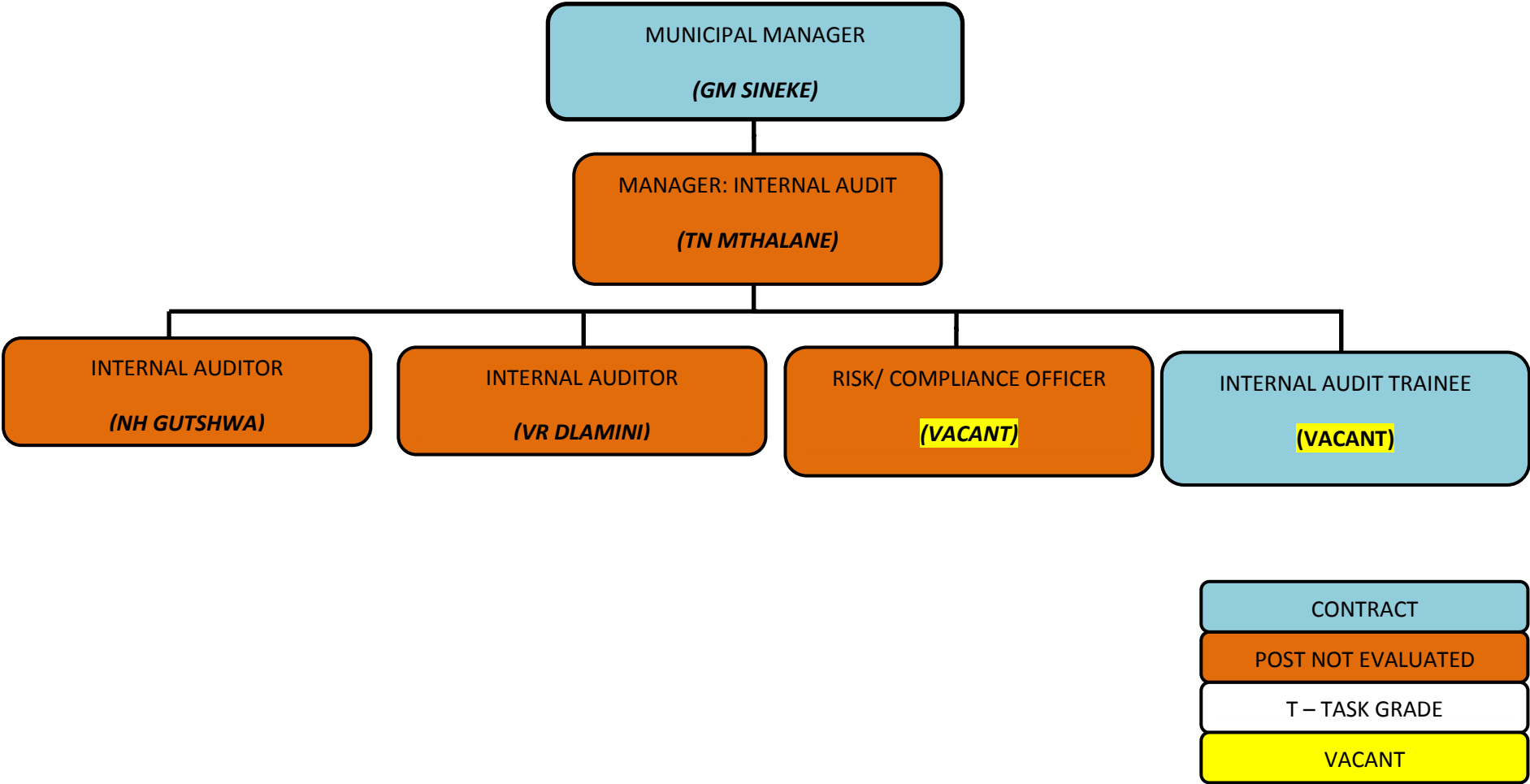
Total number of Approved posts	203
Total number of filled posts	199
Total number of vacant posts	04
Vacancy rate	2%
Coloureds	04
Indians	02
Blacks	193

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

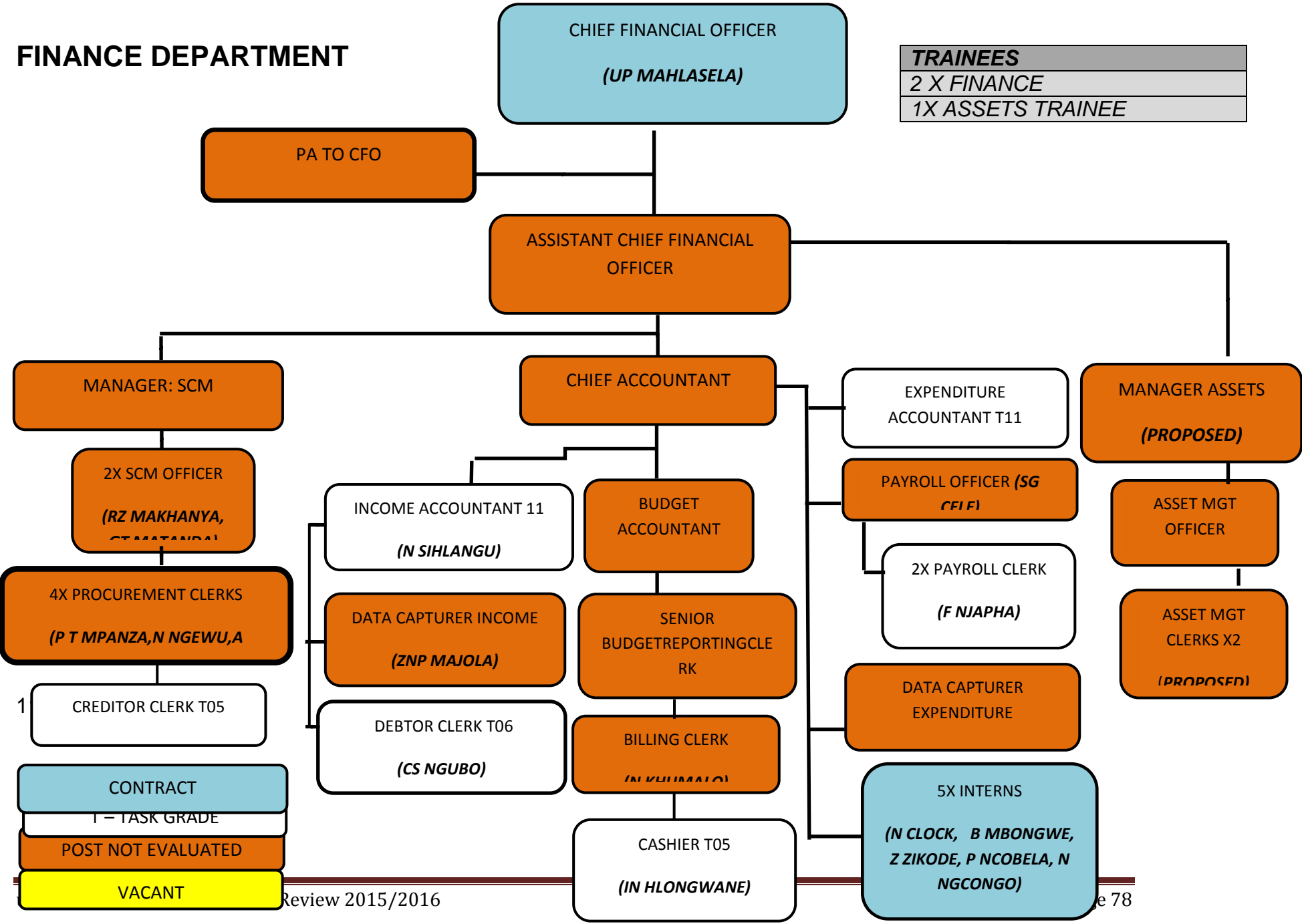
MUNICIPAL MANAGER'S OFFICE



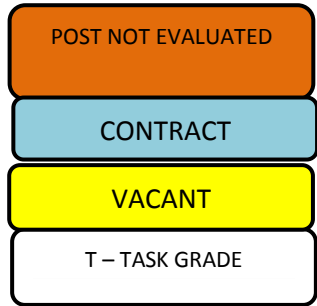
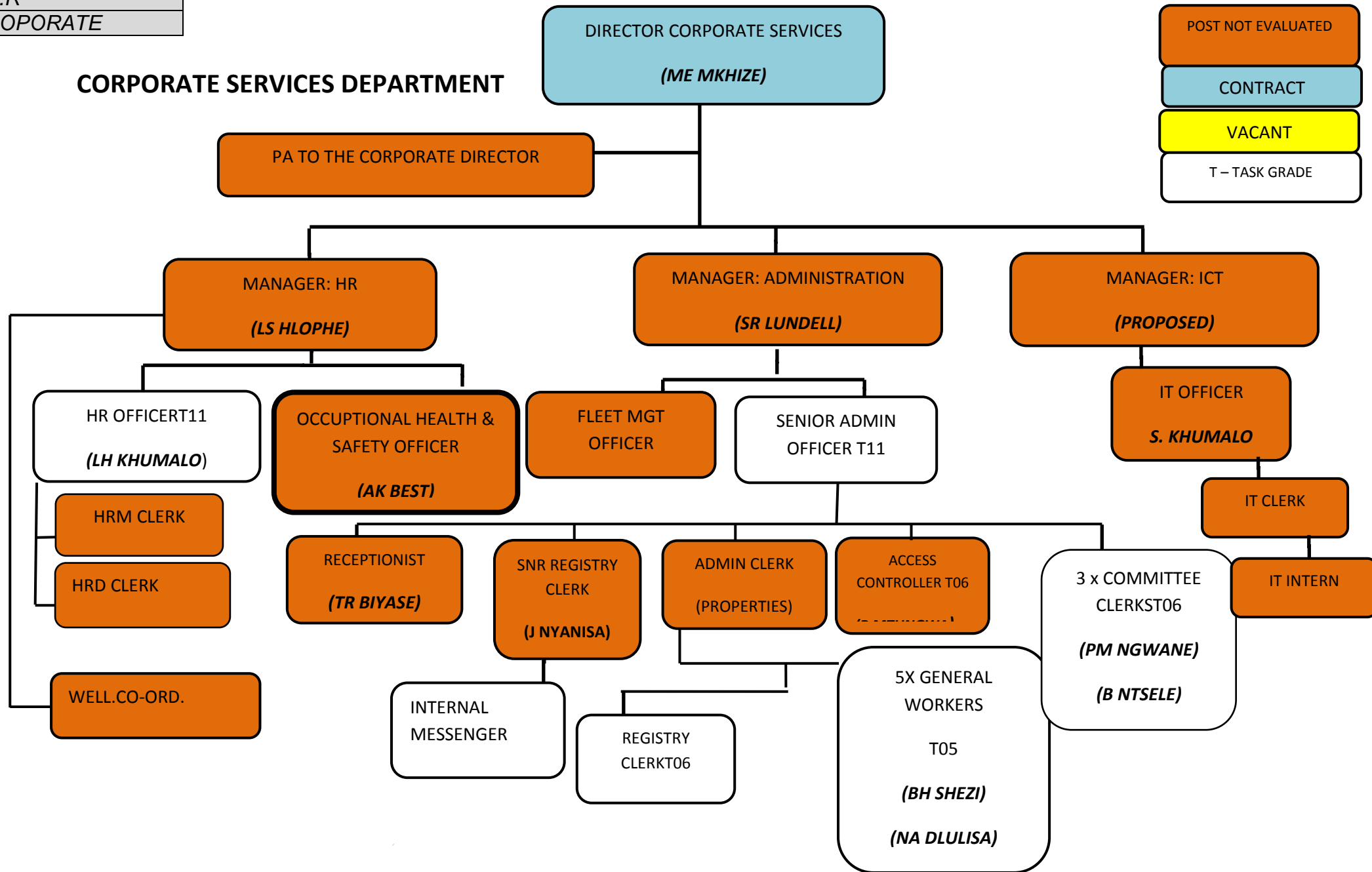
INTERNAL AUDIT UNIT



FINANCE DEPARTMENT



CORPORATE SERVICES DEPARTMENT



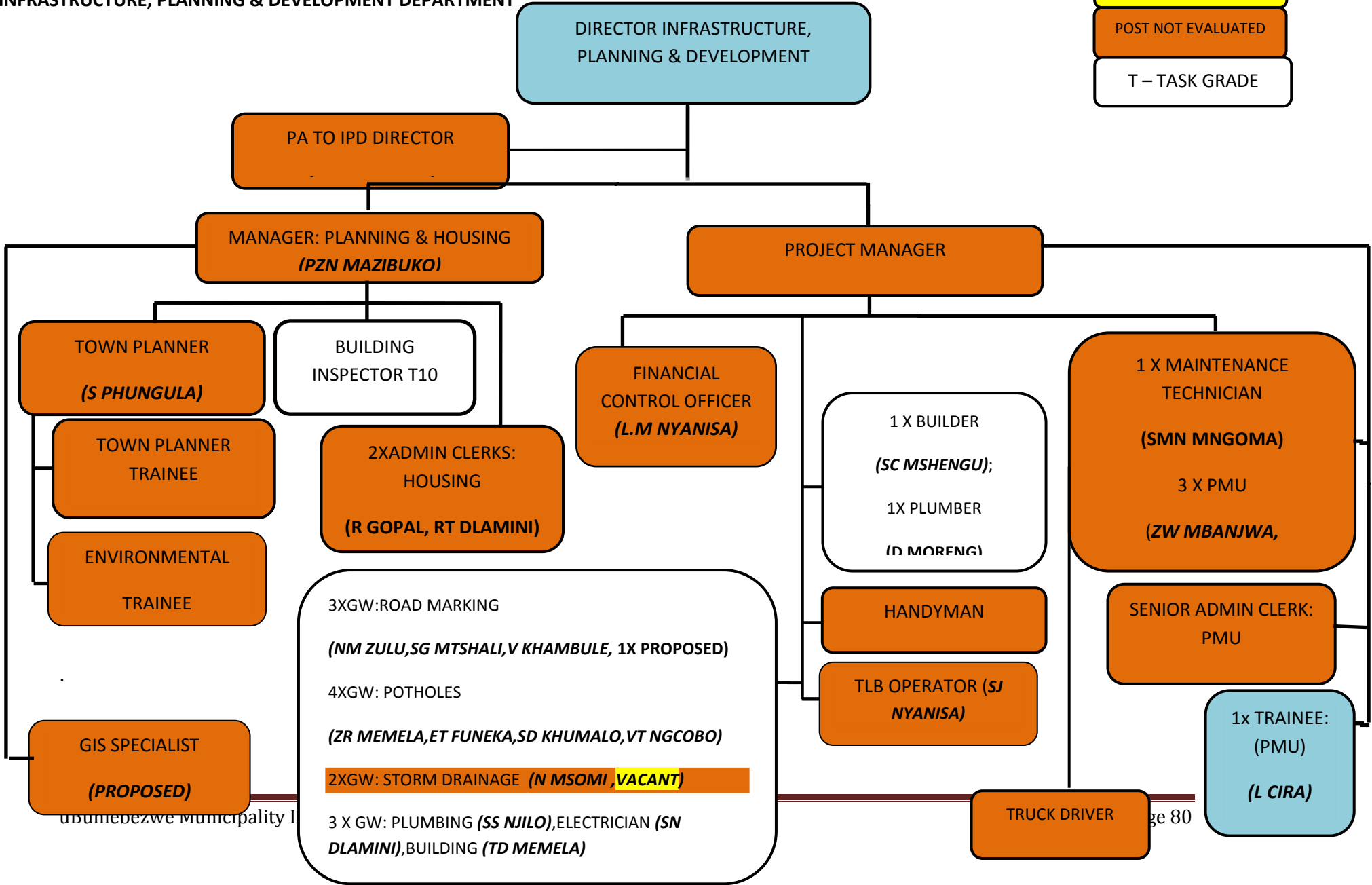
CONTRACT

VACANT

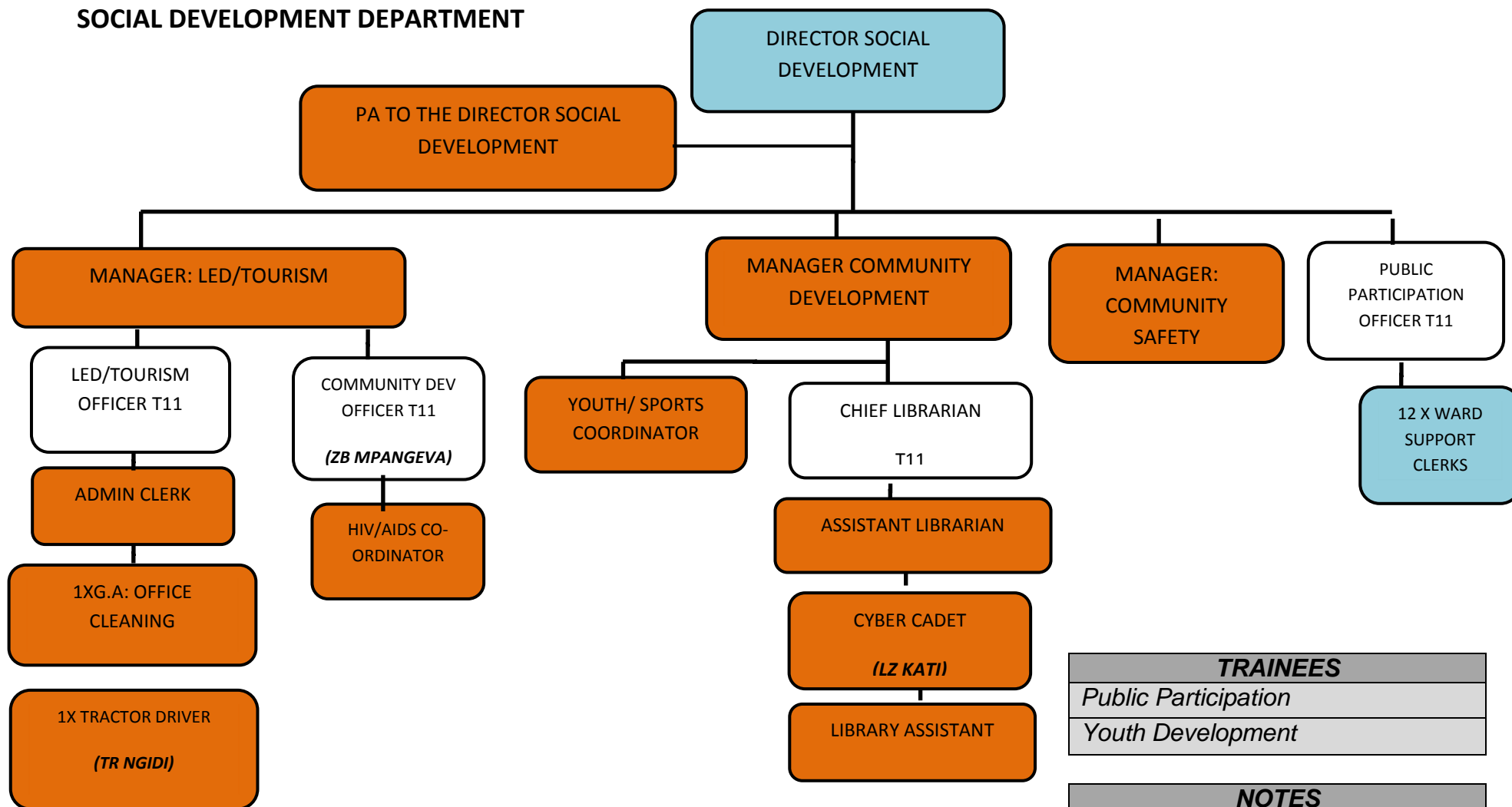
POST NOT EVALUATED

T – TASK GRADE

INFRASTRUCTURE, PLANNING & DEVELOPMENT DEPARTMENT



SOCIAL DEVELOPMENT DEPARTMENT



TRAINEES

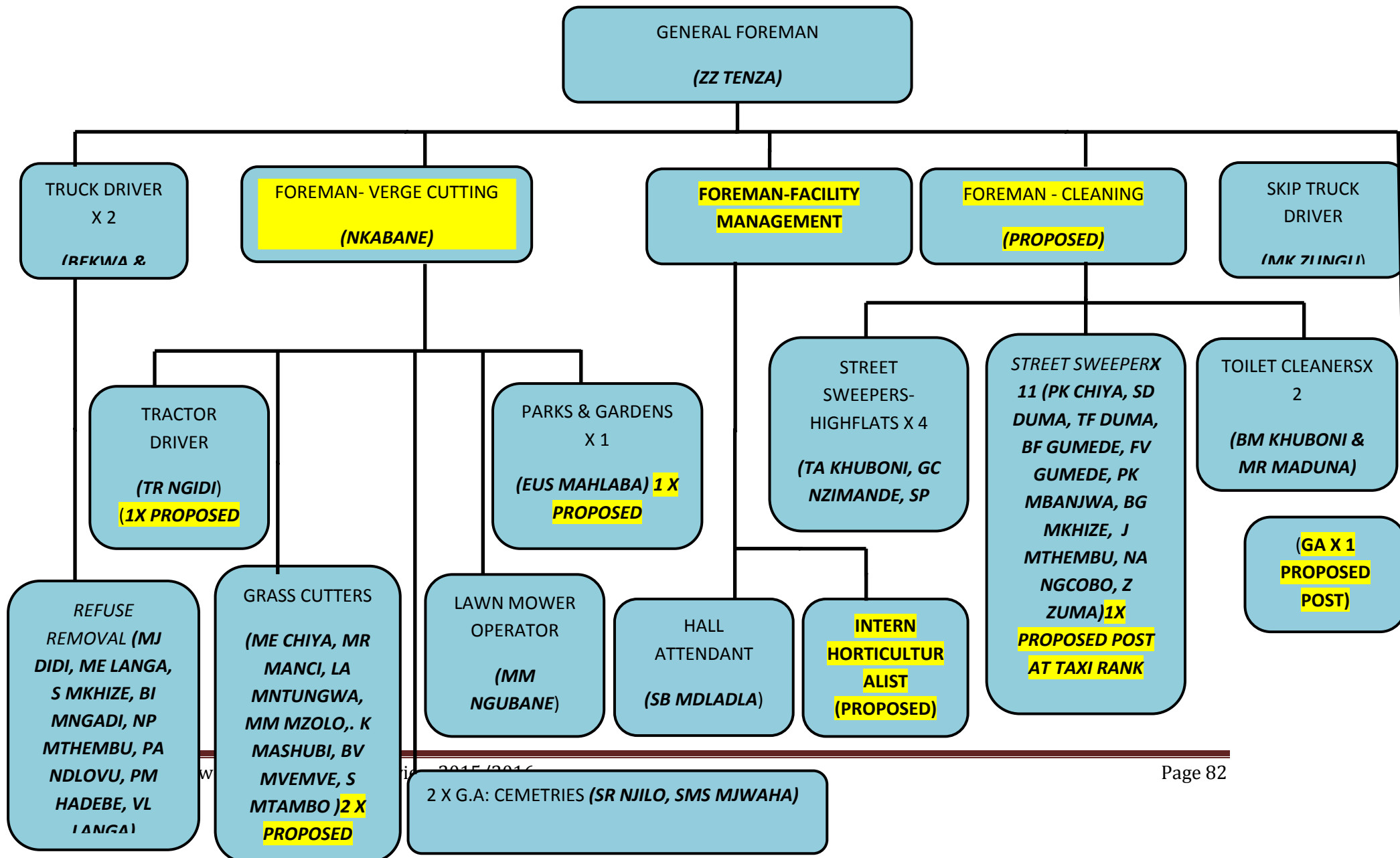
Public Participation

Youth Development

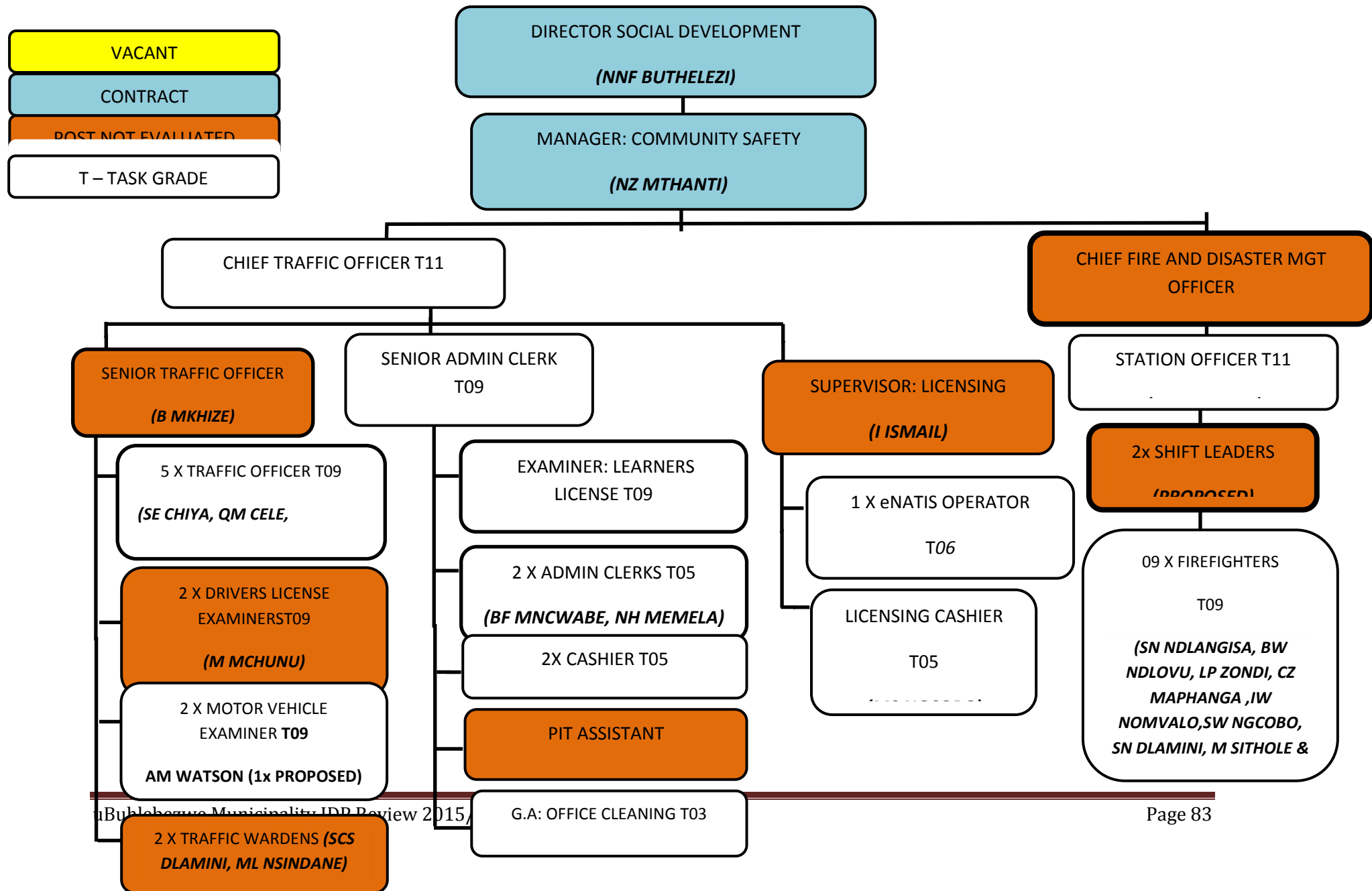
NOTES

- Ward Support Clerks to be remunerated R1,200pm x 12 = R14,400pa x 12 = R172,800

REFUSE COLLECTION & VERGE CUTTING



SOCIAL DEVELOPMENT DEPT CONT....



3.1.3 Municipal Institutional Capacity and Status of Critical Posts

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

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

With the review of the organogram bi-monthly, capacity issues are addressed timeously. However, the attraction of the necessary skills is sometimes a challenge but the Municipality is managing to achieve its mandate of service delivery despite such.

In relation to the status of critical posts, the Municipality has a full complement of Section 57 and 56 Managers. The same is applicable for middle management.

3.1.4 Corporate Services Department

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

3.1.4.1 Administration

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

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

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

The Administrative guiding policies are as follows:

- Standing Rules of Order
- Vehicle Usage Policy

3.1.5 Human Resources

3.1.5.1 HUMAN RESOURCE DEVELOPMENT

Human Resources Development is extremely important to the Ubuhlebezwe Municipality as it is the expansion of human capital within an organization through the development of both the organization and the individual which assists the organisation in achieving performance improvement.

Our Human Resource Unit has compiled a 5 year Human Resource Strategy aligned to the Integrated Development Plan as well as a comprehensive Skills Audit on all staff and Councillors. The strategy and skills audit aims to develop human resources with the use of training, organization, and career development efforts to improve individual, group and organizational effectiveness. Further, to develop the key competencies that enable individuals in organizations to perform current and future jobs through planned learning activities. Lastly, to ensure a match between individual and organizational needs. The strategy and audit shall then feed into the compilation of the annual training plan or workplace skills plan.

3.1.5.2 Human Resources Strategy 2013 – 2016 Financial Year

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

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

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

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

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

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

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

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

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

Focus Area	Elements	Objective(s)	Structural, Process and Resource Requirements
Planning and Resourcing	Strategic HR planning	Updating HR strategy in response to changing demands and conditions Resourcing the plans for their effective 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: <ul style="list-style-type: none"> • 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	<p>Staying “in-the-loop” regarding aspects that get regulated</p> <p>Reducing time it takes to reach full compliance</p> <p>Timeous, accurate and conformant reporting to both internal and external stakeholders</p>	<p>Compliance budgets - dependant on nature of compliance</p> <p>Reporting and compliance systems</p>
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	<p>Budgetary considerations</p> <p>Time investment in developmental interventions such as</p>

		talent	coaching, mentoring, exposure, etc
Focus Area	Elements	Objective(s)	Structural, Process and Resource Requirements
Efficiency	Streamlined work processes	Eliminating non-value adding activities Reducing HR operating costs Decreasing time per HR query/activity Decreasing person-to-person inquiries and comebacks Cost-efficient decisions and work procedures	Possible investment in technology
	Using efficient technology	Using the most time and cost-efficient means to carry out tasks	Possible investment in technology
Focus Area	Elements	Objective(s)	Structural, Process and Resource Requirements
Transformation	Employment Equity (EE)	Appointment of EE candidates in key/ influential roles across the Municipality	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)	Budgetary considerations
		Development of Personal Development Plans (PDPs) for each employee and incorporation thereof into Workplace Skills Plans (WSPs) Driving adherence to PDPs and WSPs	Time investment for Skills Development Facilitator (SDF) and line management

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

Utilisation of Strategy

The strategy is subject to:

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

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

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

3.1.5.3 Workplace Skills Plan

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

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

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

Ubuhlebezwe Workplace Skills Plan is in place and is aligned with the municipal strategic objectives. It aims at enabling the employees to deliver services effectively and efficiently.

3.1.5.4 Employment Equity Plan

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

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

The Ubuhlebezwe Municipality is deemed to be a designated employer.

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

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

3.1.5.5 Skills Audit

A full skills audit was conducted on all Councillors and officials which was undertaken in 2012/13 financial year to inform future trainings and to ensure that relevant training is rolled out to the relevant personnel. Staff development is important to the Municipality as such will assist in the achievement of its mandate of service delivery.

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

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

3.1.6 Information Technology

3.1.6.1 Information Technology Strategy 2012, 2013, 2014 and 2015 Financial Years

Ubuhlebezwe Municipality has adopted a 3 year plan in an aspiration to be a developmental municipality and, therefore, to achieve this it needs to increase its capacity to innovate and, thereby, fully participate in the knowledge economy. One major driver of the knowledge economy is Information and Communication Technology

(ICT). IT should, therefore, increasingly become a major factor in our developmental agenda through improving service delivery.

In this regard, this IT strategy for the Municipality has been developed and it is informed by the objective that seeks to promote accountability, create ubiquitous connectivity to all municipal departments, structures and units as well as to improve general effectiveness and efficiency within the municipality. The strategy also takes Green IT into consideration and expounds on how the province can reduce the carbon footprint whilst at the same time ensuring economic growth and development.

The Municipality will efficiently coordinate and optimally manage its own IT infrastructure and software and it will further be strengthened by adopting a formal IT Governance Framework and the reviewal of IT Policies covering the 8 (eight) controls governing IT systems.

The stated objectives that should be used to measure the success of this strategy are as follows:

1. To provide access to broadband for relevant employees
2. To build the Network Infrastructure and Information super-highway to encourage the development of advanced workforce with better IT skills;
3. To Increase the IT skills capacity within the Municipal area to create a pool of IT practitioners and entrepreneurs
4. To improve service delivery by providing high quality IT services to the Municipality
5. To reduce the carbon footprint of the Municipality through Green IT
6. To create employment in the IT sector

These objectives are all interrelated and to ensure that the objectives are achieved three goals were formulated:

- Productivity,
- Connectivity Networks and lastly,
- IT skills capacity.

The implementation of the strategy will be monitored and evaluated on an ongoing basis in relation to each objective identified and also the programmes that are developed to achieve the objectives.

The Information Technological guiding policies are as follows:

- 4 IT Policy
- 5 IT Disaster Recovery Plan

IT Projects as per IT Strategy

1. Purchase new computers and Servers
2. Software Licenses
3. Website design
4. IT Personnel Training

The Municipality has budgeted approximately R1.4 million towards the upgrading of systems and IT Infrastructure Upgrade. The implementation of the strategy will be monitored and evaluated on an ongoing basis in relation to each objective identified and also the programmes that are developed to achieve the objectives.

3.1.7 Occupational Health and Safety

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

The OHS guiding policies are as follows:

- Occupational Health and Safety Policy

3.1.8 Performance Management System

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

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

- ✓ The process by which the system will work,
- ✓ The delegation of responsibilities for different roles in the process and
- ✓ A plan for the implementation of the system.

All Section 57 posts are filled and employees have signed their Employment Contracts as well as Performance Agreements.

3.1.9 Audit and Performance Audit Committee

Section 10 of the Local Government Transition Act (Act 209 of 1993) as incorporated into the Municipal Structures Act (Act 177 of 1998), sections 165, 166 of the Municipal Finance Management Act (Act 56 of 2003) as well as the King report on Corporate Governance for South Africa requires the establishment of an Audit Committee and Internal Audit function.

The Local Government Municipal Planning and Performance Regulations 2001 require a municipality to appoint, as an integral part of its mechanisms, systems and processes for auditing results of performance measurements a Performance Audit Committee.

The Municipality considered appropriate in terms of economy, efficiency and effectiveness to consolidate the functions of the aforementioned committees and establish an Audit and Performance Audit Committee (APAC). The UBuhlebezwe Municipality's APAC consists of three independent members with appropriate experience in the field of Auditing, Local Government Finance and Administration. In terms of its approved Terms of Reference, the Audit and Performance Audit Committee is required to meet at least four times a year.

The APAC is an independent advisory committee appointed by Council to create a channel of communication between Council, management and the auditors both internal and external. It provides a forum for discussing accounting practices, business risk control issues and performance management. This Committee reports directly to Council.

The primary objective of this committee is to advise the municipal Council, the political office –bearers, the accounting officer and the management staff of the municipality on matters relating to:

- ❖ Internal financial control
- ❖ The Safeguarding of assets
 - ❖ The maintenance of an adequate control environment and systems of internal control
- ❖ The successful implementation of the council's risk management Strategy and effective operation of risk management processes
- ❖ The preparation of accurate financial reporting in compliance with all legal requirements and accounting policies and standards
- ❖ Effective corporate governance
 - ❖ The effectiveness of the municipality's performance management system in ensuring the achievements of objectives set as per the Municipality's IDP.
- ❖ Any other issues referred to it by the municipality.
- ❖ The detailed Internal Audit Chapter which clearly defined the roles and responsibilities, composition of the committee as well as meetings has been adopted.

3.1.10 Internal Audit

Section 165 of the MFMA No 56 of 2003, states that each municipality must have an internal audit unit. The internal audit unit must:

- (a) Prepare a risk-based audit plan and an internal audit program for each financial year;
- (b) Advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to:

- Internal audit
- Internal controls
- Accounting procedures and practices
- Risk and risk management
- Performance management and
- Loss control
- Compliance with the MFMA, the annual Division of Revenue Act and any other applicable legislation; and

- (c) Perform such other duties as may be assigned to it by the accounting officer.

The municipality has a fully functional Internal Audit Activity. The Internal Audit Activity is structured as follows; Internal Audit Manager, Internal Auditor and Internal Audit intern.

Each financial year a risk based internal audit plan is prepared and approved by the Audit Committee. The Internal Audit Activity reports to the Audit and Performance Audit Committee on the implementation of the risk based internal audit plan and matters relating to, internal audit, internal controls, accounting procedures and practises, risk and risk management, performance management, loss control and compliance with the relevant legislations.

3.1.11 Risk Management

The municipality is in the process of appointing a Risk and Compliance Officer who will attend to the risk management activities. The risk management activities are currently performed by the Risk & Compliance Officer who reports to the Internal Audit Activity. The Risk assessment was conducted for the 2014/15 financial year and a risk register has been developed, the same will be taking place for the 2015/16 financial year. The Municipality has an approved ERM Framework and Policy in place. The Risk Register is monitored quarterly by Internal Audit. The Risk Committee has been appointed and in terms of its Terms of reference the Committee is supposed to sit quarterly.

Roles and responsibilities

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

	recognised that there are inherent limitations in any system of internal control – including human error, circumventions through collusion of two or more people and management's ability to override decisions which may result in fraud or irregular transactions.
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3.1.12 SWOT ANALYSIS

Strengths

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

Weaknesses

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

Opportunities

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

Threats

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

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

C.3.2 LED & Social Development

Economic Overview of Ubuhlebezwe Local Municipality

3.2.1 Introduction

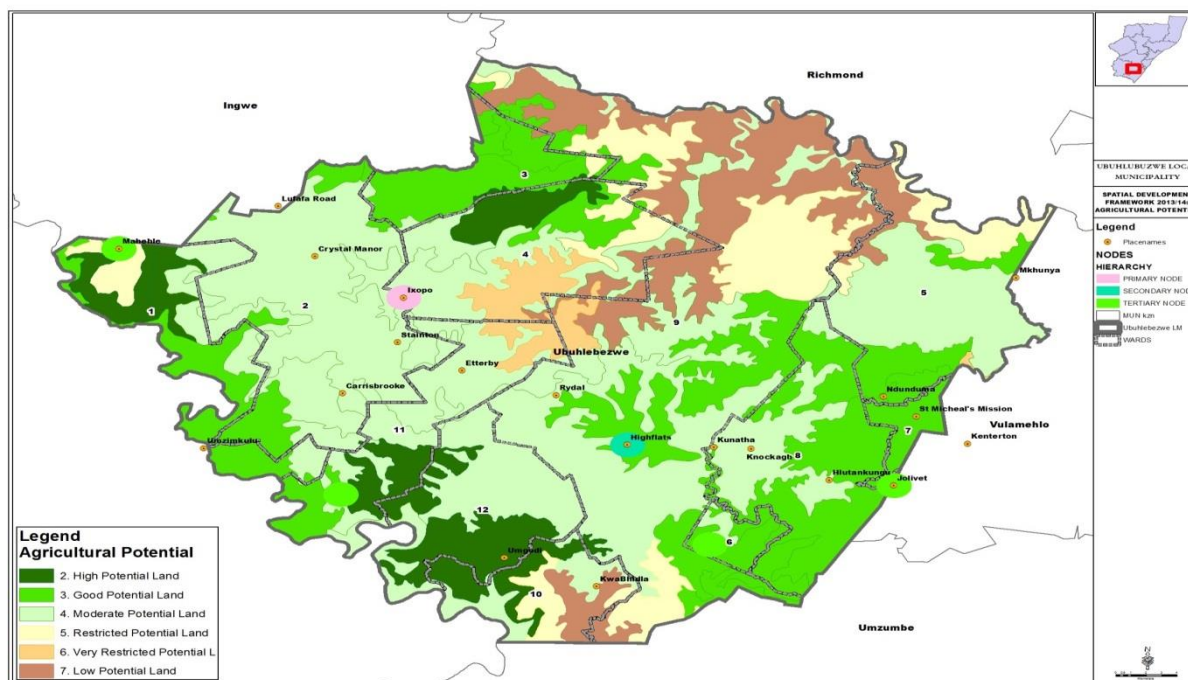
The purpose of this section is to provide an overview of the local economy of the Ubuhlebezwe Local Municipality in order to gain an understanding of its salient characteristics and the importance of such characteristics. The section begins with a summary of the level of infrastructure and spatial profile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

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

3.2.2 Agriculture Sector Development

Agriculture is the backbone of the economy of Ubuhlebezwe Municipality. As a result of the importance of agriculture in the Municipality, there is a diversity of agricultural activities and therefore a diversity of agricultural issues and opportunities. Most of the land in the municipality is arable, hence suitable for agriculture and the main climatic constraints include low temperature and frost. Given that agriculture is the backbone of the economy of the Municipality, a plan to develop a sustained agricultural industry for the Municipality is necessary.

Agricultural Potential



- **Climate**

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

- **Arable Land**

The majority of BRUs have high percentage of arable land although only a small percentage of the arable land is high potential land. 486.63km² of land is classified as having a minor limitation to agriculture, 669.65km² has moderate limitations, 205.29km² is considered to be non-arable and 141.02km² has severe limitations to agriculture. In general most of the land within the municipality is considered to be suitable for agriculture.

- **Water Resources**

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

- **Overall Agricultural Potential**

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

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

- Land with minor limitations to agriculture (approximately 32, 4%);

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

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

- **Crops Production**

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

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

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

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

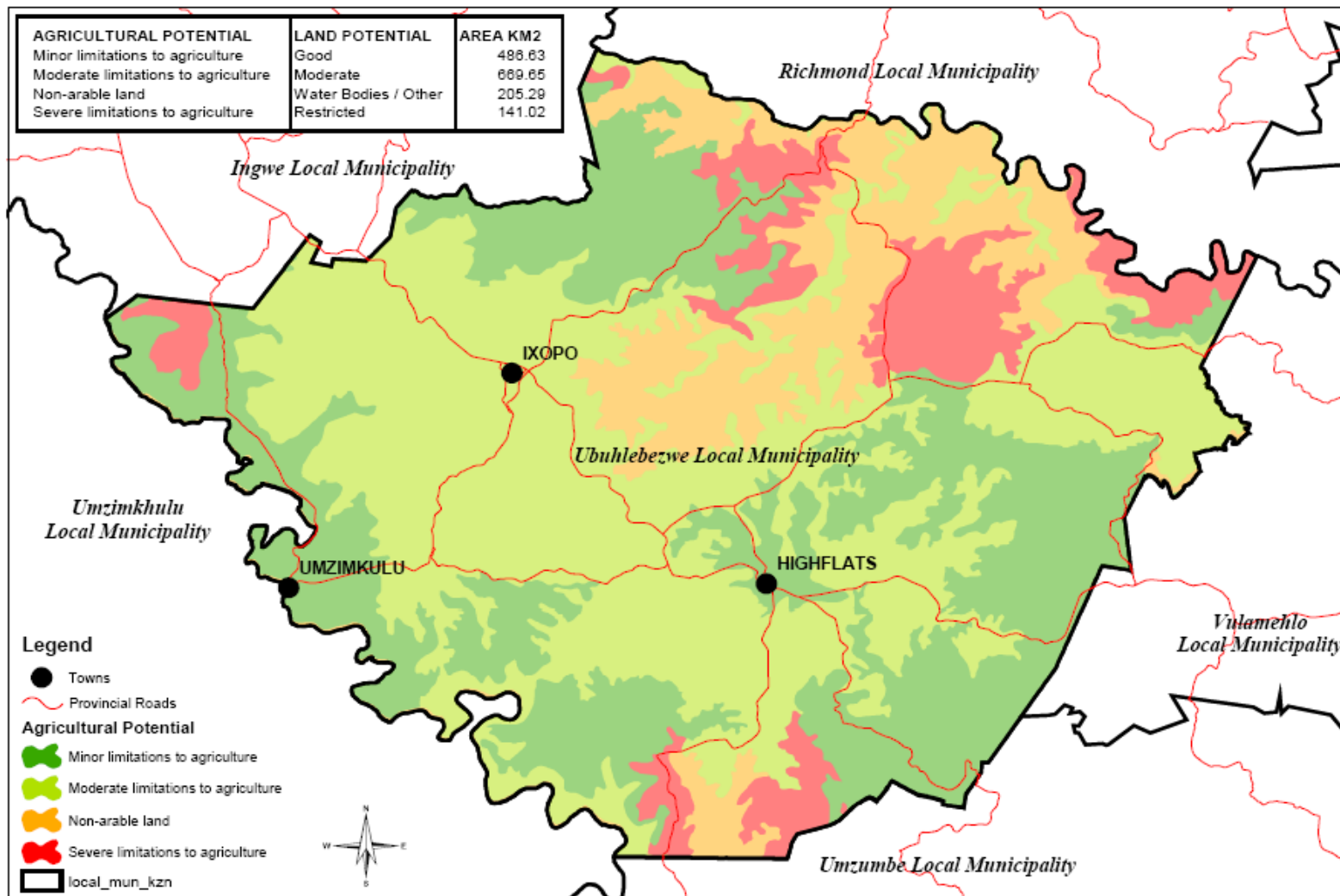
- **Livestock**

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

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

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

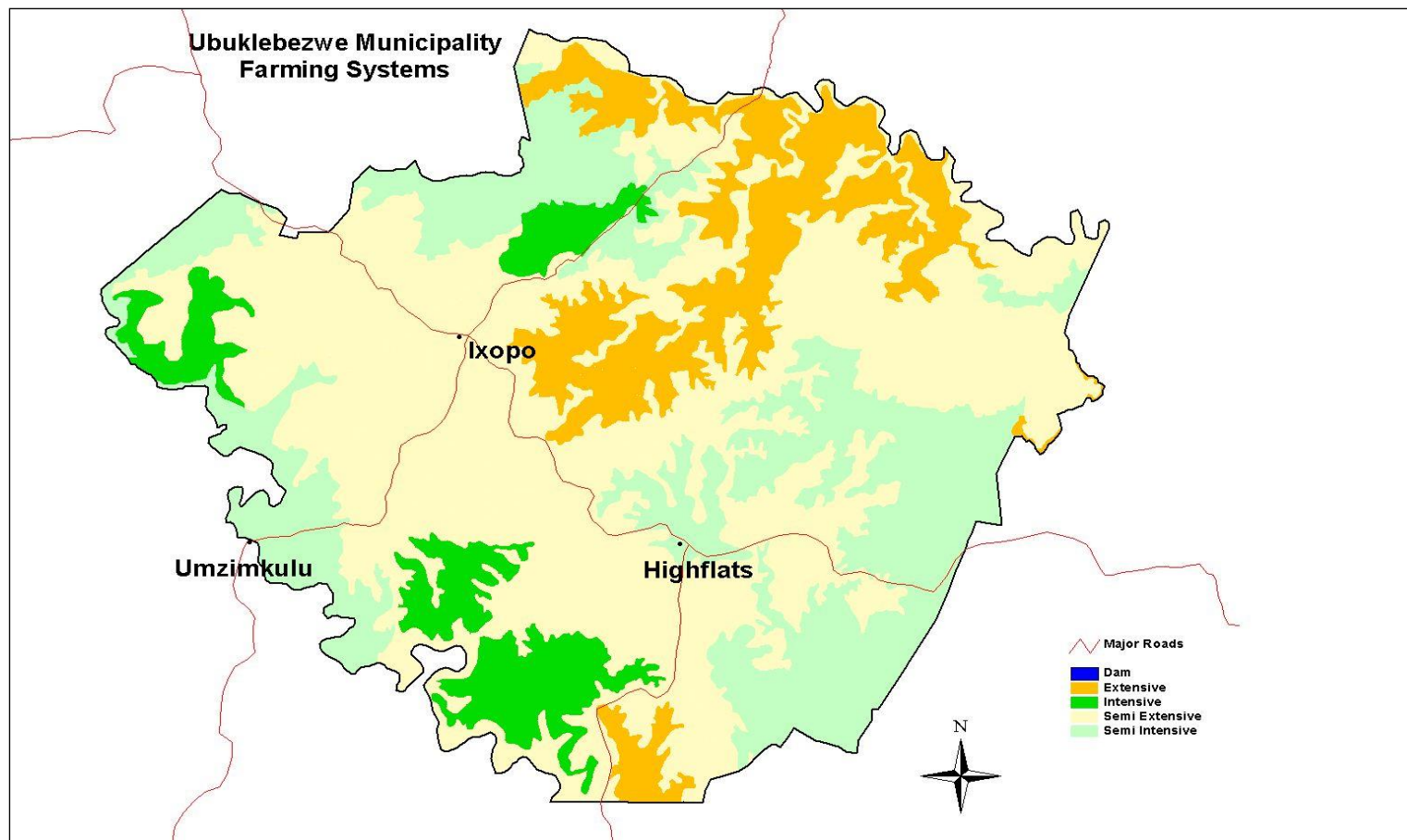
MAP 5: AGRICULTURAL POTENTIAL FOR UBUHLEBEZWE MUNICIPALITY



- **Farming Systems**

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

MAP 6: FARMING SYSTEMS OF UBUHLEBEZWE MUNICIPALITY.



3.2.3 Timber Sector Development

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

3.2.4 Value Adding

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

3.2.5 Key Challenges

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

- ***Lack of infrastructure and services***

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

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

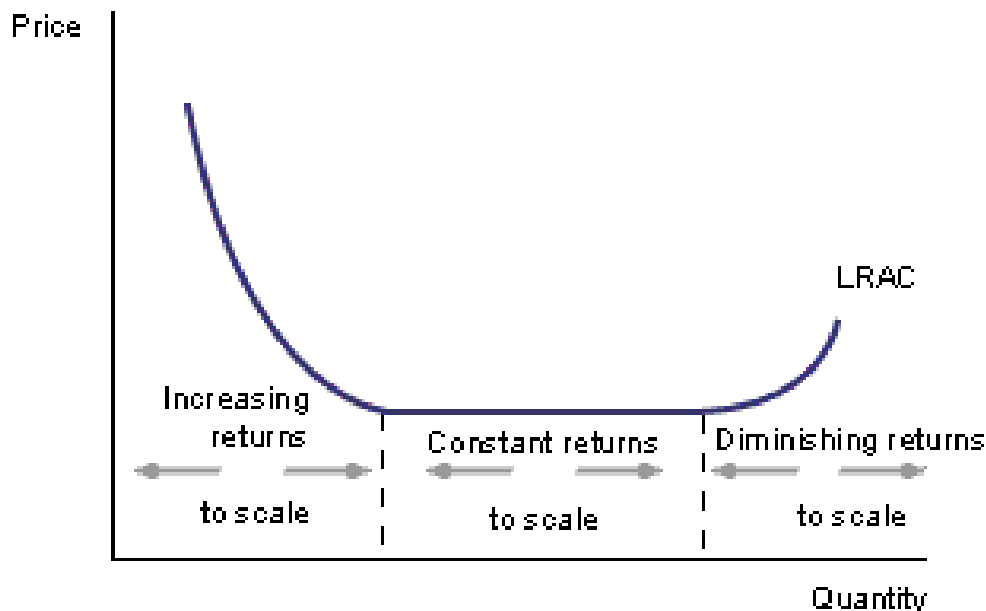
Commercial agriculture like many other business sectors is capital-intensive. Access to credit or dependable funding is fundamental to the development of commercial agriculture. Emerging Farmers have historically been denied access to finance and the opportunity to develop their financial base. A strategy to address financial hardships experienced by emerging Farmers is a prerequisite for developing emerging Farmers into commercial Farmers.

- ***Land***

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

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

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



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

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

- **Skills development**

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

- **Markets**

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

- They are often situated in rural areas where the road network is poorly maintained and therefore transport of farm inputs and produce is hampered;
- Hired transport if it exists is often too expensive to justify taking the small volumes of produce to the market;
- They have limited capability to store produce and sell it when the price is right and thus they are often compelled to sell their produce at a low price or at a loss;
- They cannot sustain marketing contracts because of a limited cash flow situation.

3.2.6 Tourism Sector Development

Ubuhlebezwe is well located from a regional perspective within KwaZulu-Natal i.e. between Pietermaritzburg, Kokstad and the Eastern Cape. It is located on the crossroads linking Pietermaritzburg and the Eastern Cape and Highflats and the coastal towns with the Drakensberg. The town of Ixopo serves as one of the key focal points for tourism within the sub-region.

3.2.7 Tourism Market

Data relating to the tourism market is difficult to obtain, as no official statistics exist. The only documented statistics are obtained from guest books at accommodation facilities. It is estimated that the area receives approximately 10 000 tourists per annum with 50% passing through the area on business. Sporting events also result in a significant number of people visiting the area (estimated at being around 3500). This would be mainly canoeing, mountain

biking and adventure recreation. Tourists, focusing on birding and heritage, total about 1200 visitors per year. The remaining visitors would be made up of religious and holiday visitors.

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

3.2.8 Tourism Products and Product Development

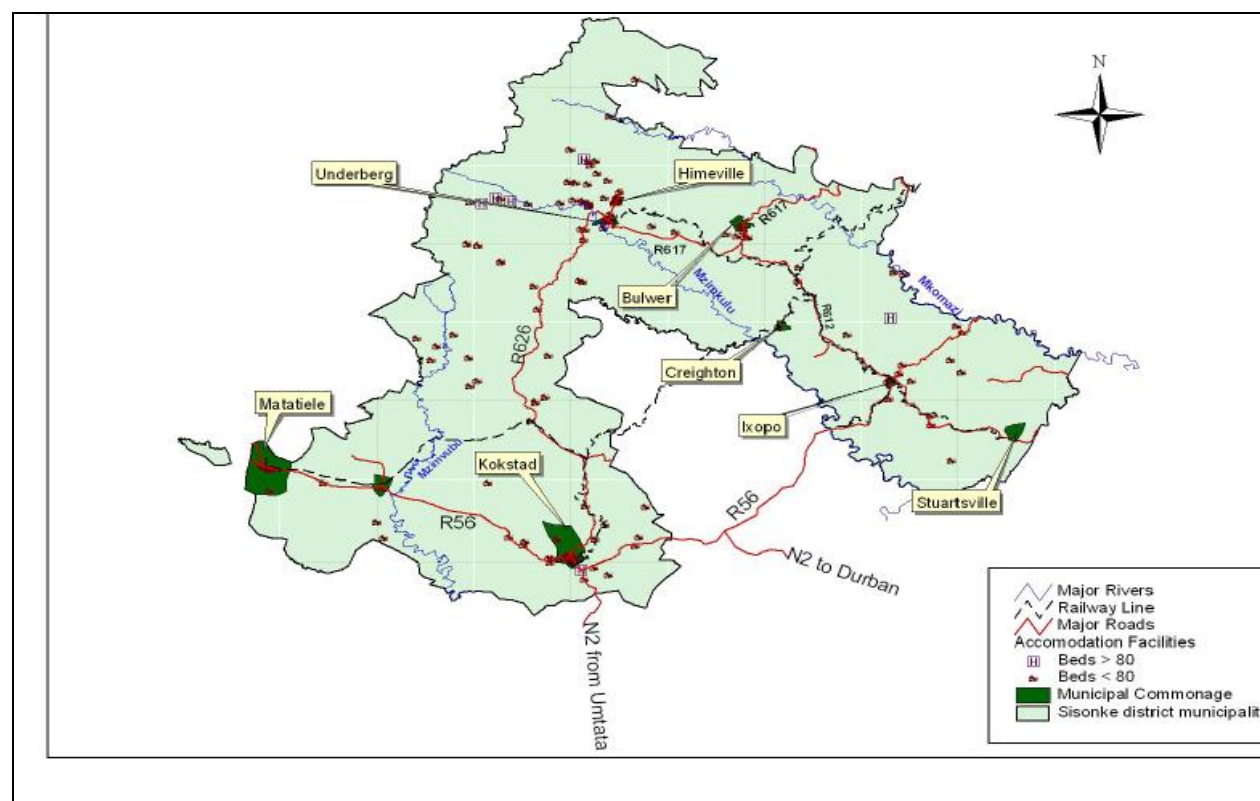
Currently the area comprises of a diverse mix of inland tourism products and facilities. The table below gives an indication of the accommodation supply within Ubuhlebezwe:

TABLE 18: ACCOMODATION SUPPLY WITHIN UBUHLEBEZWE

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

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

MAP 7: SPATIAL DISTRIBUTION OF FACILITIES IN THE HARRY GWALA DISTRICT



Source: Harry Gwala Tourism Development Plan 2003

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

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

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

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

3.2.9 Tourism Institutional Supply

The Southern Midlands Tourism Association is a tourist organization and Rana Leah (Tour Operator) operates in Ixopo. The tourism institutional supply within Harry Gwala is considered to be fragmented. There is no umbrella organization, which represents all communities and there is also a lack of cohesion between Operators.

A lot of assistance/training still needs to be provided to those who were previously excluded from mainstream tourism to enable them to make a meaningful contribution to the tourism sector.

3.2.10 Tourism Assets

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

3.2.11 Rail Tourism

The Paton's Express Adventures is a narrow gauge train excursion travelling through some of the most spectacular scenery in South Africa. It is the oldest operational narrow gauge garret in the world and there are plans to extend the railway line to the Umzimkhulu River so as to provide tourists with additional activities/facilities to engage in. The expansion of the rail tourism initiative should be co-ordinated at a district level so as give tourists a longer experience and to enable citizens on a district basis to derive associated benefits.

3.2.12 Avi-Tourism

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

3.2.13 Missionary Tourism

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

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

3.2.14 Adventure Tourism

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

3.2.15 Community-Based Tourism

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

3.2.16 Tourism Key Challenges

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

- A fragmented relationship exists between the tourism sector and the Municipality. This relationship needs to be strengthened so that a common vision for tourism development can be achieved. This would, in turn, assist in securing a buy-in, resources and support for tourism development initiatives.
- There is a lack of human and financial resources to support tourism development and marketing.
- The area lacks focussed marketing initiatives, which are required to defend existing markets and to secure new markets.
- The lack of an Investment Attraction Strategy also contributes to the area not marketing/informing people of the tourism opportunities that exist in the municipal area.

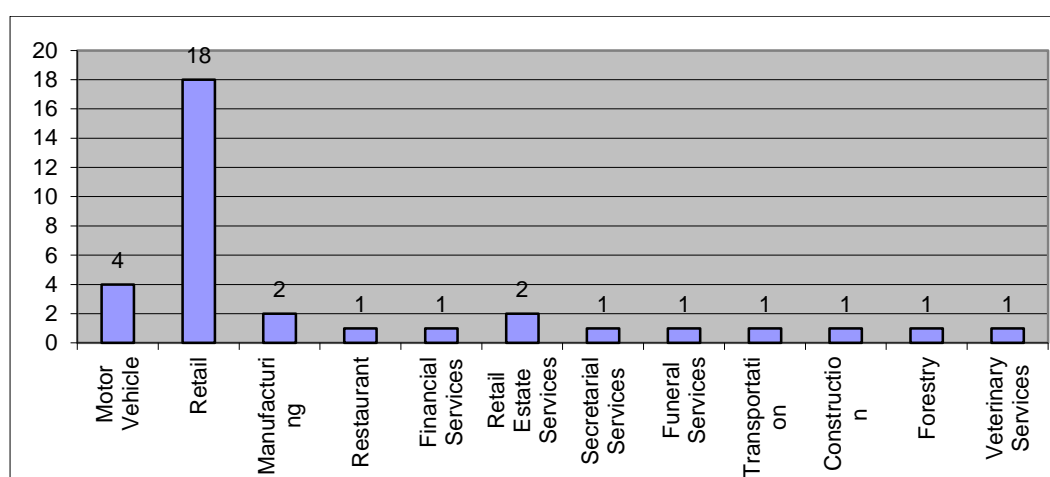
3.2.17 Business Sector

The business sector is important in that it contributes to the overall development of the local economy. It involves entrepreneurial activity that has potential for growth and for new businesses to emerge. The following are the advantages of the business sector:

- Provides a market for manufactured products.
- Creates employment opportunities and is a significant employment sector.
- Provides a bridge between consumers and producers.
- In certain instances, it adds value to the manufactured products.
- Small businesses tend to be more labour-intensive than large ones.
- Provides support through products and services to all other sectors of the local economy and therefore is a crucial element of an efficient and healthy local economy.

The Ubuhlebezwe area has an extensive commercial sector, which offers opportunities for future economic growth and provides a range of supplies to the surrounding communities and sectors operating in the area. The majority of businesses have been in existence for over 10 years. The graph below indicates that the dominant sector in the Ubuhlebezwe municipal area is retail trade, which makes up 52% of commercial activities.

FIGURE11: BUSINESS SECTOR DISTRIBUTION



Source: Business Survey 2006

Since the current LED Strategy is not yet reviewed, the data and Census stats used are for 2006. The municipality is going to review this strategy and 2011 Census stats will be acknowledged and considered.

Business distribution and contribution to GDP for agriculture, timber and tourism as the key economic sector is not thoroughly covered. Part of LED review on economic analysis section the municipality will look at these economic pillars at length and cover the GDP issues.

It appears that the retail sector is experiencing a high level of competition. Food accounts for a large part of the tradable products i.e. perishable and processed products. It is interesting to note that the second largest sector is motor vehicles, contributing 11%.

It was noted in the statistical analysis section that products that are sold by retailers are typical of rural services centres that provide for a predominantly rural population. These include mainly perishable and processed products, household furniture, clothing and footwear and other household necessity items (glass and crockery, pharmaceuticals etc).

3.2.18 Employment in the Business Sector

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

3.2.19 Informal Sector

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

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

- Street traders
- Hairdressing and hair cut
- Traditional medicine
- Restaurants/ Food outlets
- Traditional wear, décor & beadwork
- Payphones
- Shoes and shoe repairs
- Trader in pedestrian
- Taxi drivers
- Markets (flea & craft markets as well as special markets)
- Traders at transport interchanges
- Photographers
- Cardboard collectors
- Traders found in public open spaces
- Mobile Traders (roving, caravans, bakkies)

3.2.20 Challenges facing the Informal Sector

Institutional Challenges

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

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

Infrastructural Challenges

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

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

Economic/financial Challenges

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

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

3.2.21 Economic Centers

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

3.2.22 Progress on the implementation of the LED Strategy

Ubuhlebezwe Municipality adopted a Local Economic Development Strategy in 2010 with the following strategies as pillars of the Strategies on the implementation plan:

- Capacity Building Strategy,
- BEE/SMME Strategy,
- Tourism Strategy,
- Agricultural Strategy, and
- Commerce and Industry Strategy

Between 2011/12 and 2014/15 financial years, the following has been achieved by the municipality:

- **Capacity Building Strategy** through 40 Small, Medium and Macro Enterprise (SMME's) trained on different skills (hospitality, plumbing, electricity and masonry) was implemented. The municipality regards SMME's as one of the strategies that will address positive spin offs in the economic of Ubuhlebezwe. During the reviewal this will be addressed, consultative processes will take place, relevant programmes and projects will be explicitly developed to address economic transformation in this sector
- **Tourism Strategy** was adopted and feasibility studies on the packaging of Tourism Routes and Carisbrooke are underway.
- **Agricultural Strategy** is under development and agricultural productivity in the area has been promoted by supporting 8 cooperatives on vegetable and broiler production.

Planned implementation for 2015/16 financial year is focussed on outstanding activities in the LED Implementation plan together with the implementation plans from the Tourism Development Feasibility Studies and the Agricultural Strategy. The following projects are planned for 2015/16 financial year:

- Cooperatives and SMME Development
- Business support and regulation
- Agricultural Development
- Resuscitation of rail tourism in Carisbrooke
- Local Business Marketing

o **The adopted 2010 LED Strategy**

Ubuhlebezwe developed the first LED Plan in 2006 and it was reviewed in 2010. The strategy was outsourced. It also displays the evidence of the stakeholder participation as well as responding to the PGDP and DGDP priorities. Although the strategy should be annually reviewed, the municipality had financial constraints in executing the programmes that were in the strategy. The municipality had since seen no need to review the plan since there were no programmes that were implemented. 2012/13 financial year, it was when the municipality started taking a direction of budgeting and receiving grants to implement programmes.

The 2012/2013, 2013/2014 and 2014/2015 municipal organisational scorecards also reflect the LED programmes that were budget for and implemented, the amount was R 2 000 000. A capacity building programme has also been held where the SMMEs and Cooperatives are workshopped on how to sustain their businesses. In the 2015/2016 a budget allocation of R 1 500 000 has been put aside for further implementation of LED projects and programmes.

- ***The LM has job creation***

List of catalytic projects:

Project Description	Implementing Agent	Funding	Beneficiaries	Status Quo
Small holder farm support	LIMA	R 4 363 861.76	800 farmers	Application awaiting approval from the jobs funds.
Erection of market stalls	Ubuhlebezwe Municipa	R 350 000.00	Street vendors (Ixopo town)	Procurement process
Construction of Light Industrial Park	Ubuhlebezwe Municipa	R 850 000.00	10 (mechanic, automotive & body work) Highflats SMMEs	Procurement process
Construction of a highflats agro-processing and packhouse	Ubuhlebezwe Municipality	R 2 000 000.00	Community Economic Development Initiative	Business plan awaiting approval by the Department of Economic Development

o ***The LM has job creation***

LED projects are also aligned to the Objectives of the Millennium development goals and National Development Plan objectives. Where jobs are created through LED initiatives, EPWP, CWP as well as Capital projects budgeted and planned for by the municipality.

o ***Green job initiatives***

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

3.2.23 Key Anchor Economic Projects and Strategies within UBuhlebezwe Municipality

3.2.23.1 PRECINCT PLANS

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

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

- A sense of place;
- functional built environment to promote;
- Accessibility- paths and linkages;
- Equity- even distribution of resources;
- Integration- place making;
- Functionality- compatibility of land use activities
- Sustainability- social, economic, institutional enhancement and environmental protection;

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

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

The following Precinct Plans are currently underway in uBuhlebezwe Municipality;

1. Ixopo Precinct Plan

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

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

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

Promote Economic Development Opportunities

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

Promote and Support SMME Activities

SMME activities in the precinct are represented by informal traders, which are classified as survivalist in nature. They are trading on the pavement along Main Road, and are more so, clustered around the Boxer Store area and in front of the taxi rank. The focus should be on compiling regulations pertaining to this sector and providing proper infrastructure

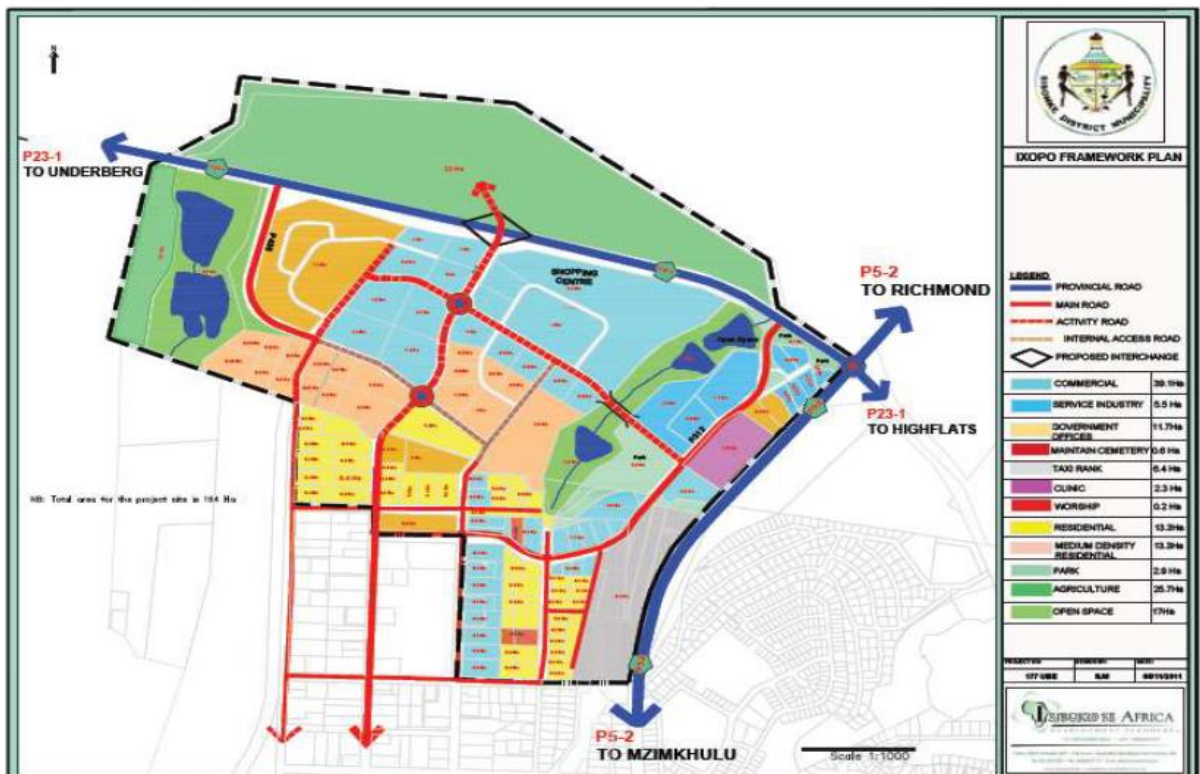
e.g. market stalls.

Enhanced Quality Environment

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

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

Below is the Precinct Framework Plan for Ixopo:

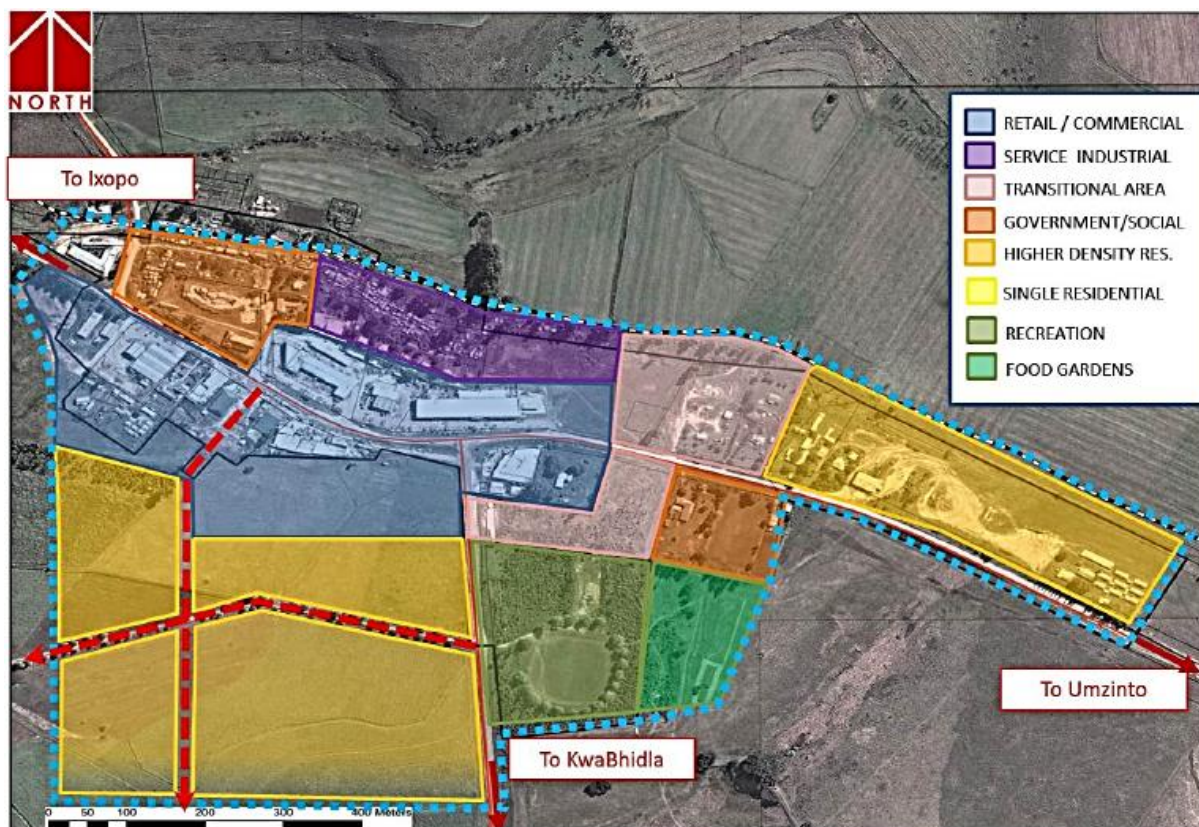


Source: Ixopo Precinct Plan(by isibuko seAfrica)

2. Highflats Precinct Plan

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

Below is the proposed Land use Framework for Highflats:



Source: Highflats Precinct Plan (by Vuka Africa)

C.3.3 Community Safety

3.3.1 Traffic Management

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

3.3.2 Library Services

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

3.3.3 Youth Development

The municipality have the External bursary policy that was adopted in 2013 and being implemented annually to assist youth from disadvantaged communities within Ubuhlebezwe to have access to tertiary institutions. The municipality have reviewed the policy in 2013/14 to align it with current challenges and make improvement for effective implementation. The municipal support to education is also done through the Back to school programme that is aimed at supporting schools in improving their matric results. The municipality has planned to conduct youth skills audit to ensure alignment of out of school youth development programmes within the municipality.

3.3.4 List of plans available: Plans and Policies

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

3.3.5 Special Programmes

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

Key Social Issues

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

- There are 133 female children between 10 – 17 years who are heads of households at Ubuhlebezwe. The high percentage of female child headed households is reflected in ward 4 by 18% of the total population of female child headed households. Most Children protection Campaign to should be focused in ward 4.

C.3.3.6 Broad Based Community Needs

PRIMARY NEEDS	NEEDS ANALYSIS
Public Transport and Road Infrastructure	<ul style="list-style-type: none"> ❖ Construction of new roads i.e. linking to schools ❖ Construction of bridges/causeways; and pedestrian bridges, especially for access to schools ❖ Maintenance of access roads (i.e. during rainy days, roads not usable) ❖ Construction of Ixopo Taxi Rank ❖ Scholar Transport
Social infrastructure	<ul style="list-style-type: none"> ❖ Need for Community Development Centres ❖ Community halls ❖ Need for sports facilities ❖ Need for clinics ❖ Pension Paypoints ❖ HIV/AIDS Centre and Orphanage Homes ❖ Crèches
Economic Development	<ul style="list-style-type: none"> ❖ Need for employment creation ❖ Need for LED and Tourism projects ❖ Expanding agricultural sector through small-scale agricultural projects ❖ Formation and support of cooperatives ❖ Youth capacity building
Electricity	<ul style="list-style-type: none"> ❖ Household connections ❖ Electricity in fills
Water and Sanitation	<ul style="list-style-type: none"> ❖ Need for quality water at reasonable distances ❖ Inaccessibility to water remain a major challenge throughout the municipality ❖ Delays in the construction of Toilets ❖ Incomplete water projects
Land and Housing	<ul style="list-style-type: none"> ❖ There is a dire need for housing within the municipal area ❖ Delays in the processing of land claims applications ❖ Inaccessibility to service delivery due privately owned land

C.3.3.7 LED & Social Development SWOT Analysis

TOURISM	Strengths: Diverse natural attractions Areas of scenic beauty Rare bird species Rail tourism – oldest narrow gauge garrot in the world	Weaknesses: No tourism strategy No funding for marketing Fragmentation amongst stakeholders
	Opportunities: Natural attractions and rare bird species provides an opportunity to attract special interest tourists to the area. The expansion of the rail tourism industry can provide tourists with an experience which is unique to the Ubuhlebezwe region.	Threats: The ability to initiate projects depends on whether funds are available/can be accessed to implement proposals. The lack of co-operation among stakeholders will result in the desired outcome not being achieved.

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

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

3.4.1 Introduction

This office is informed by:

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

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

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

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

3.4.2 GOVERNANCE

POLITICAL GOVERNANCE

OFFICE of THE SPEAKER

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

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

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

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

COUNCILLORS

Political governance within Ubuhlebezwe Municipality is comprised of 24 (twenty four) Councillors with 12 of such being Ward Councillors and the remaining forming part of public relations with affiliated parties such as the ANC, IFP, NFP and DA; with the majority being that of the ANC.

POLITICAL DECISION TAKING

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

ADMINISTRATIVE GOVERNANCE

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

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

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

CORPORATE GOVERNANCE

COMMITTEES AND COMMITTEE PURPOSES

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

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

Committees (other than Exco) and Purposes of Committees	
Municipal Committees	Purpose of the Committee
Administration, Human Resources and Finance	The Administration, Finance and Human Resources Portfolio Committee's function is to oversee the Administration, Communications and Information Technology; Finance and Budgeting; and all human resources related issues.
Community and Social Development	The Community and Social Development Committee oversees all general community services e.g. Protection Services i.e. Safety and Security as well as other municipal services e.g. Education, Health, Welfare and Social services, Sports and Recreation, Heritage etc
Planning and Infrastructure	The Planning and Infrastructure Committee oversees the following components Planning and Building Control, Housing and Infrastructure.
Municipal Public Accounts Committee (MPAC)	The role of the Oversight Committee is to review and analyze the Annual Report, gather input and prepare a draft Oversight Report for consideration by Council. Questions raised with the administration should, in writing, be forwarded to the Accounting Officer and subsequently provided to the committee. Questions should be responded to immediately during the committee meeting to avoid delays. The top management team may assist the Accounting Officer if needed.

AUDIT & PERFORMANCE AUDIT COMMITTEE

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

- Compliance

- Sound Management
- Service Delivery
- Performance

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

Membership of the Audit Committee

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

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

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

Meetings

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

INTERNAL AUDIT ACTIVITY

The Internal Audit Activity complied with section 165 of the MFMA by developing a risk-based internal audit plan and an audit program. Internal audit uses systematic processes which determine whether established procedures are being followed and whether internal controls are operating effectively. The internal audit observes and formally assesses governance risk and control structural design and operational effectiveness while not being directly responsible for operations

The risk-based internal audit plan was approved by the Audit and Performance Audit Committee and implemented and as a result the internal audit reports were submitted to the audit and performance audit committee quarterly for review and comments. These reports were discussed with management and action plans to address weaknesses identified were documented.

RISK MANAGEMENT

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

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

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

Security Management

Youth Development

Policy and By-Laws

Project Management Unit

Employee Assistance Programme

ANTI-CORRUPTION AND FRAUD

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

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

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

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

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

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

INTER-GOVERNMENTAL RELATIONS (IGR)

In terms of the Municipal Systems Act No. 32 of 2000, all municipalities should exercise their executive and legislative authority within the constitutional system of co-operative governance in the Constitution S41. Ubuhlebezwe is one of the five (5) municipalities within Sisonke District Municipality. There are five (5) portfolios which sit quarterly and coordinated by the Sisonke District. There are also Mayoral and Municipal Manager's Forums that sit on a regular basis.

PORTOLIO	CHAIRPERSON	MUNICIPALITY THE CHAIRPERSON IS COMING FROM
Social Development, Youth and Special Programmes	Mr GM Sineke	Ubuhlebezwe Municipality
Communication	Ms N James	KwaSani Municipality
Planning	Mr Mkhize	Greater Kokstad Municipality
Finance and Economic Development	Mr NC Vezi	Ingwe Municipality
Infrastructure Planning and Development	Mr ZS Sikhosana	Umzimkhulu Municipality

3.4.3 Developmental Objectives

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

3.4.4 Programmes.

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

3.4.5 Programmes Roll Out Plan:

- **Community Based Planning**

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

- **CBP Approach:**

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

- **CBP link to IDP**

- By using ward plans to inform planning activities
- By ensuring that CBP participants are present in the IDP events through Structures and processes provided in the IDP Methodology.

- **Community Works Programme**

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

- **Ward committee Support Plan**

Ward committee support plan is currently being introduced by Cogta. Through ward committee functionality tests conducted by Cogta it has been discovered that factors paralysing the effective community participation at a local level is a lack of user friendly systems mechanisms or processes to developed Ward Committee Support Plan. All

municipalities are required to develop a document that will serve as a guideline on how municipalities are planning to support ward committees.

- **Ward Committees Capacity Building**

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

Budget implications may include:

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

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

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

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

- **Ward Committee Monitoring**

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

- **Operation Sukuma Sakhe / Ward Profiling**

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

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

- **Co- ordination of IDP Budget 2015/2016 and IDP Review 2015/2016**

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

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

This can be achieved through Ward Committee Central Meeting

The co-ordination for community consultation entails:

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

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

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

- **Back to Basics Programme**

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

3.4.6 Policies/Strategies

- **In Place**

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

Complaints Management Policy

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

Citizens Charter

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

3.4.7 Good Governance & Public Participation SWOT Analysis

STRENGTHS/ OPPORTUNITIES

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

WEAKNESSES / THREATS

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

C.3.5 Basic Service Delivery & Infrastructure Development

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

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

3.5.1 Electricity

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

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

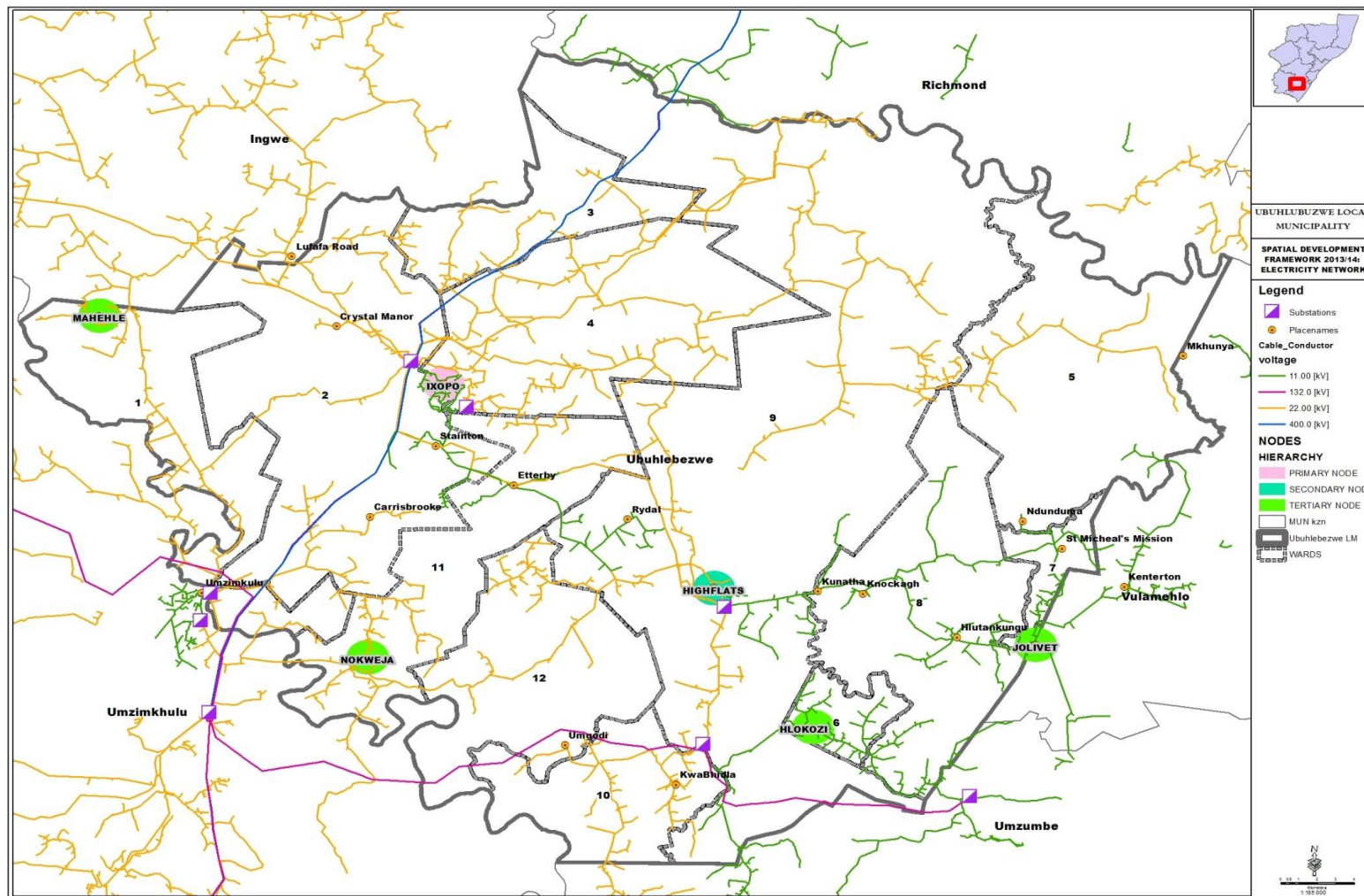
Two projects have been identified for 2015/2016 by Eskom namely: (funding of R39 956 000 has been allocated)

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

Electrification Backlog:

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

The following is a map depicting electricity network coverage:



Map : Electricity network coverage

3.5.2 Free Basic Services

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

3.5.3 Roads and storm water

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

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

Roads Backlogs

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

3.5.4 Transportation infrastructure

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

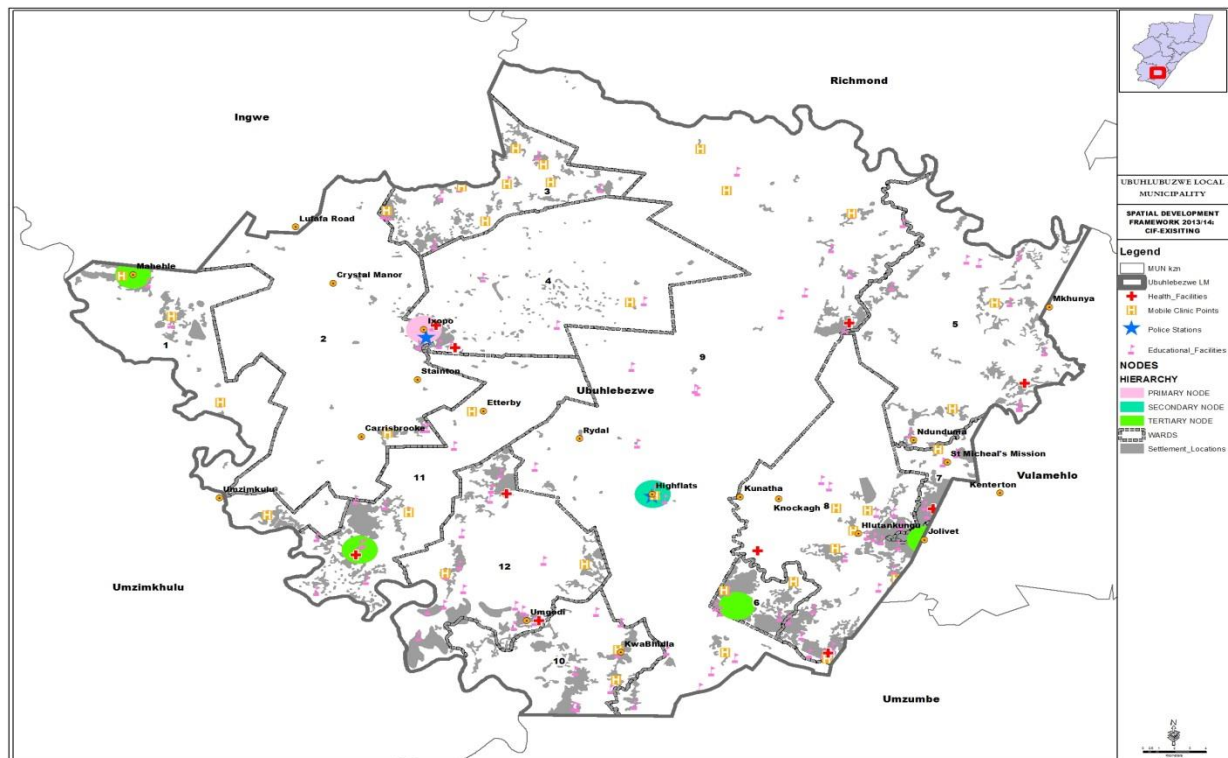
3.5.5 Expanded Public Works Programme

The District municipality is responsible for coordinating the implementation of the EPWP in the entire. The UBuhlebezwe municipality utilise the EPWP guidelines in the implementation of MIG projects and housing projects.

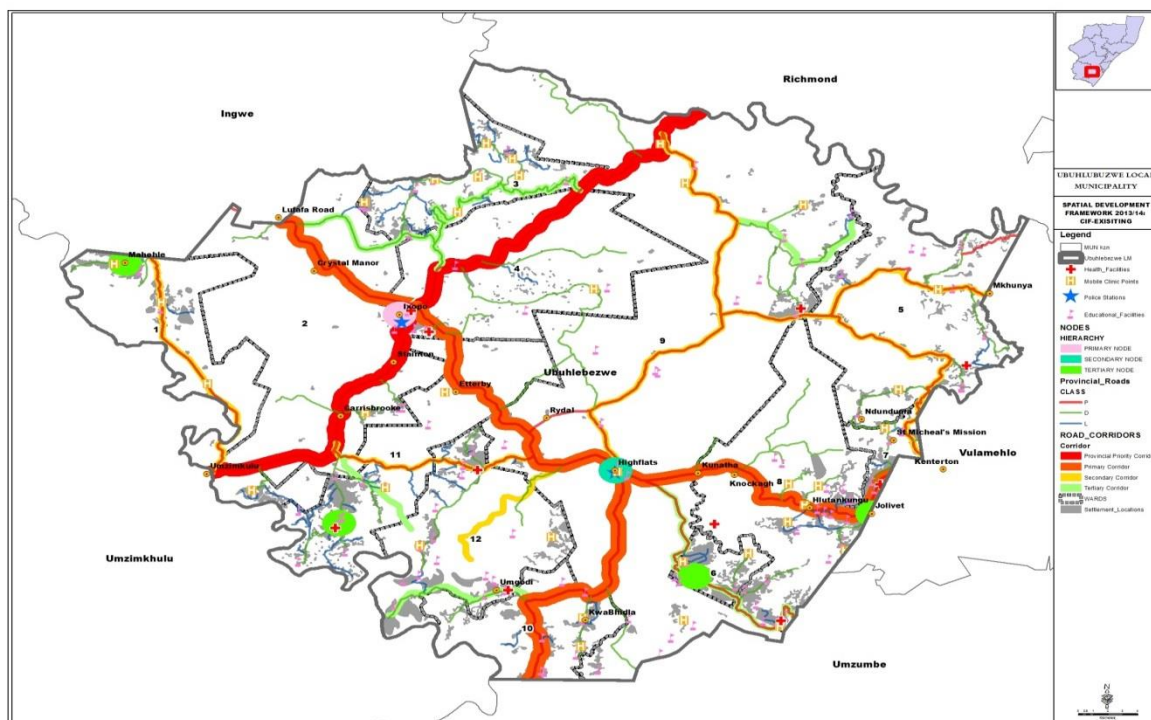
UBuhlebezwe has employed a total number of 84 people on the EPWP programme, where they have been allocated to clean public areas such as sportfields, creches, road maintenance and community hall for the duration of a year. We have seen a great impact in job creation as our facilities have improved in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

3.5.6 Access to community facilities

The following map depicts available social facilities by government departments:



Map: Government Social Facilities



Map: Social facilities

3.5.7 Housing Chapter

HOUSING CHAPTER

1. INTRODUCTION:

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

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

Housing planning is included in this process through the formulation of a Housing Chapter in the IDP. This programme provides guidelines for the inclusion of housing planning in integrated development planning processes and suggests an approach to the formulation of Housing Chapters in the IDPs. The programme will also provide assistance to all municipalities which do not have sufficient financial and/or human resources for the undertaking of Housing Projects and alignment with the IDP. The successful implementation of housing chapters in IDPs is essential for the following reasons:

- It contributes to the overall spatial development and integration objectives of the Municipality by facilitating the proper use of housing investment by the Government; and
- It contributes towards the development of sustainable human settlements by providing for an IDP integration phase to ensure inter-sectorial agreement on integrated programs.

Human Settlement section based under the Infrastructure Planning and Development (IPD) department which makes it possible to fully adhere and deliver on the Municipality's vision, mission as well as the applicable elements described in the municipal IDP and SDF.

1.1. CHALLENGES WITHIN THE MUNICIPALITY:

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

TABLE ON EXISTING CHALLENGES SURROUNDING THE HOUSING SECTOR IN MUNICIPALITY

CHALLENGES	ATTEMPTS MADE AND ISSUES
Land Most land parcels within the district are mostly fall under the traditional authority, or privately the trend with most land	Priority land negotiations that are currently being handles by the LM are the Wolsey farm intended to house the ever growing informal settlements in the Ixopo town area. As well as the land within the Highflats area intended to accommodate the growing number of informal settlements. Other private land negotiation in rural areas are problematic in terms pricing and this hinders rural housing projects
Lack of bulk services confirmation for the district municipality.	Several meetings have been facilitated with the district as a way to align the municipal housing projects with both water and sanitation plans. The alignment of developments planned for the Harry Gwala district took place in March 2014 and formed a planning and development working group which is set meet on a monthly basis to deal issues of alignment and report to Municipal Manager and Mayor's forum
Slow response by DOHS with respect to approval and conclusion of delivery of contracts. Department of Environmental Affairs & Tourism in terms of Record of decisions (ROD) and Department of Rural Development and Land Reform slow response regarding land disposal issues.	Recent cases being Kwathathani and Ufafa rural housing projects. Constant communication with the department of human settlements is facilitated in this regards but ultimately this issues hasn't been sorted.
Electricity – poor planning form Eskom as a parastatal. Electricity implementation planning is not aligned especially in rural areas with the municipal housing projects.	Eskom as a noted parastatal do get invited to IDP project alignment forums to present to the municipality but in terms alignment this hasn't surfaced.
Ingonyama Trust Board – Development Rights Agreement (DRA) administration.	The process takes long for the DRA approvals to be sorted for housing projects.

2. LEGISLATIVE FRAMEWORK:

The following are some of the legislative framework our housing sector as well as the implementation of the housing projects and different programs is based on.

- NATIONAL HOUSING ACT [107] OF 1997
- BREAKING NEW GROUND
- HOUSING CODE
- OUTCOME 8 – HUMAN SETTLEMENT
- THE CONSTITUTION NO. 108 OF 1996:
- NATIONAL, PROVINCIAL LEGISLATION AND POLICIES:

- PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)

- PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY 2007

3. DEMOGRAPHY IN RELATION TO HOUSING DEMAND AND BACKLOGS

The number of households that exist per Ward are shown on the below and this gives a clear indication of the wards that have more population and need more attention to be given in terms of providing adequate services.

TABLE ON NUMBER OF HOUSEHOLDS PER WARD

WARD NUMBER	NUMBER OF HOUSEHOLDS
1	1721
2	1559
3	1974
4	3783
5	1808
6	1514
7	1513
8	2538
9	1713
10	1684
11	1675
12	2005
TOTAL	23487

Source: STATS SA, 2011 census

The municipality has also planned the following projects to deal with the shortages of housing within all wards – so as to compliment the Housing needs within the Municipality.

TABLE ON PROJECTS WITHIN THE MUNICIPAL BOUNDARY

WARD NUMBER	PLANNED NUMBER OF UNITS	PROJECT NAME
Ward 8	700 houses	Sponya Rural Housing Project
Ward 1	1000 units	Mahehle Housing Project Phase 2
Ward 9	500 units	Highflats Slums Clearance Housing Project
Ward 10	750 units	Kwathathani Rural Housing Project
Ward 4	384 units.	Ithubalethu Extension 1 Housing Project
Ward 5	644 units.	Ibhobhobho Rural Housing Project
Ward 4	105 sites.	Morning view Middle Income Project
Ward 9	384 units	Mziki Agri Village Housing Project
Wards 5 and 7	750 units.	Amanyuswa Rural Housing Project
Ward 4	260	Ehlanzeni Housing Project
Ward 12	1000 units	Madungeni Rural Housing Project
ward 5	500 beneficiaries.	Sangcwaba Rural Housing Project
ward 3	3000 units	Ufafa Rural Housing Project
wards 7&8	1500 units	Mfulomubi Rural Housing Project
ward 6	2600 units.	Hlokozi Rural Housing Project
ward 8	1500	Gudlucingo Rural Housing Project
ward 4	150 units.	BUHLEBETHU COMMUNITY RESIDENTIAL UNITS
Ward 4	92 units.	Mariathal Rectification Housing Project
Ward 4.	736 units	Fairview Rectification Housing Project

4. PROJECTS WITHOUT BULK CONFIRMATION:

TABLE ON CURRENT PROJECT WITH OUTSTANDING BULK CONFIRMATION

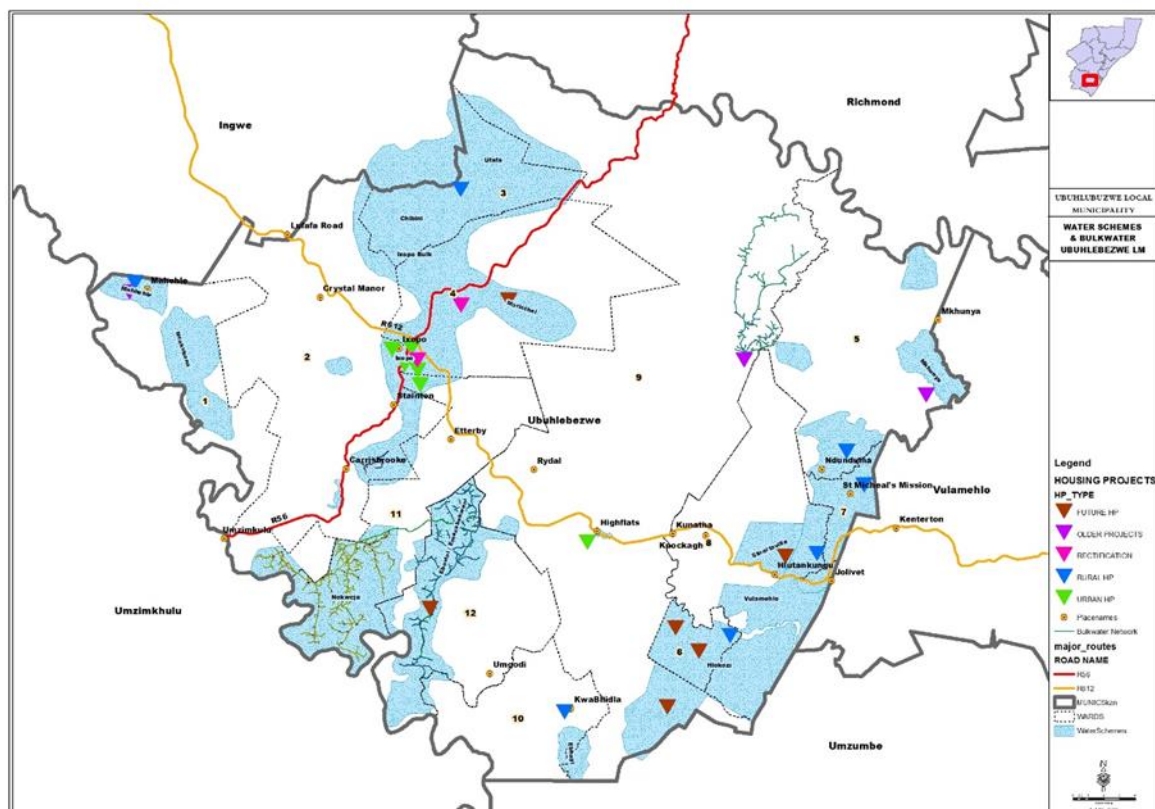
PROJECT	WARD NO.	IA
<u>Mziki Agri-Village</u>	Ward 8. The project size is 700 houses.	Kantey & Templar Projects cc.
<u>Gudlucingo</u>	ward 8	N/A
<u>Hlokozi</u>	ward 6	N/A

FUTURE PROJECTS NEEDING BULK CONFIRMATION:

- Highflats Slums Clearance Housing Project in **Ward 9**
- Mahehle Housing Project Phase 2 in **Ward 1**
- Carrisbrook at **Ward 4**
- Ixopo Slums **Ward 4**
- Ihlanzeni **Ward 4**
- Mariathal Rectification **Ward 4**

HOUSING PROJECTS IN RELATION TO EXISTING WATER BULKS PLANNED BY THE DISTRICT

MAP ON HOUSING PROJECTS IN RELATION TO EXISTING WATER BULKS



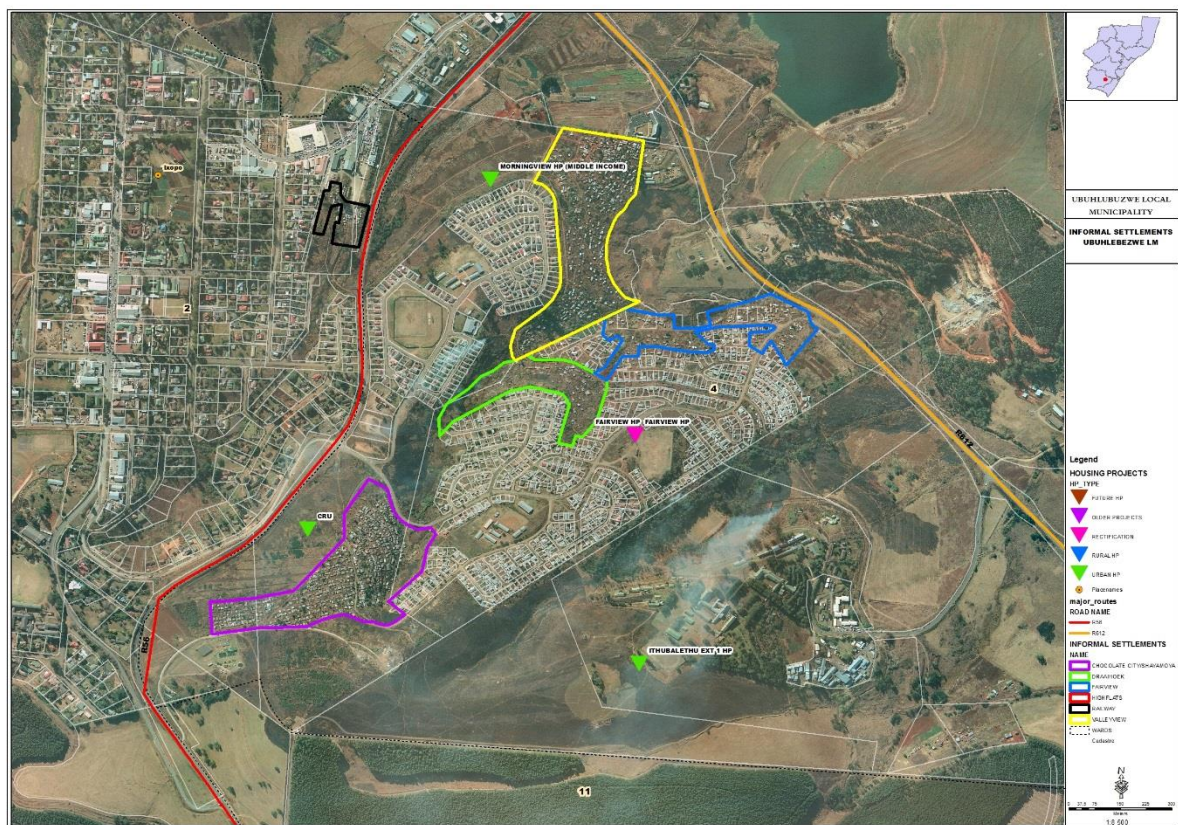
The above map consists of the District's existing water schemes in relation to the municipal planned and existing housing projects. Bulk confirmation plays a huge role especially to Housing Projects within the urban areas while most rural housing projects have bulk confirmation outstanding which results to the whole project not moving forward. Proper aligned with the District's plans in terms of water supply is of importance. The map below also highlights the urban setting in terms of water and sanitation connections.

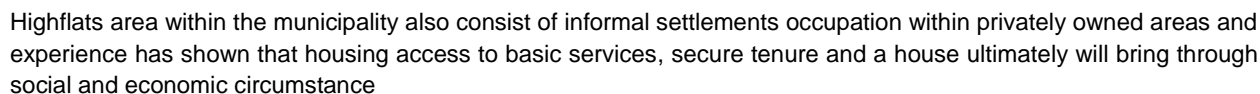
5. UPGRADING OF INFORMAL SETTLEMENTS:

Due to the increasing rate of urbanisation and general growth of urban space within Ixobho the negative results are definitely seen with the growing number of informal settlements around the town. The poor are drawn to the need for better services and closely linked to decent work opportunities. The urban areas are seen as having an ability to provide this and in the case of these very same urban spaces that don't have the ability to cater to the growing needs as not enough resource to combat the growing number of people. Services such as electricity, water bulks and roads infrastructure are the main ones and both the District and Local authorities have planned for project around services to assist in providing better socio-economic functions in line with the planned housing projects.

The Slums Clearance Programme is taken as an important program to bring important services to people and the government is really supporting the need to secure land tenure and access to basic services in order to improve the social and economic stance within urban spaces.

MAP ON INFORMAL SETTLEMENT IXOPO TOWN AREA





Ubuhebezwe Local Municipality has enquired the services of an implementing agent to handle the whole process of constructing the 150 units of the Community Residential Unit (CRU) facility. This was seen 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. The need for affordable rental housing is witnessed by the large number of households and individuals who currently rent overcrowded and sub-standard but expensive accommodation in backyards as well as informal settlements. This will also combat the options of having people travelling long distances to and from work e.g. Pietermaritzburg, Kokstad and Durban. The map below showcases where the CRU site have been planned to be constructed and it can be seen that it is much closer to the main transport routes as well as to the Town area.



The Community Residential Units Programme (CRU) aims to enable the provision of secure, stable rental tenure for lower income persons/households. It should be highlighted that the grant may also be utilised for the development of new public rental housing assets, if there is a need. This programme will be used for the development of sustainable public rental housing assets. The housing stock funded by the CRU Programme should remain in public ownership and cannot be sold or transferred to individual residents. Maintenance funding can be accessed through the CRU Programme and it should be noted that funding of operating costs has to come from the rental income collected by the owner and in this case will be the local authority.

The current status concerning the project is that a comprehensive feasibility study has been produced and is due to be submitted in mid-March 2015. This will be compiled to be submitted to TEAC for approval prior to conceptual phase coming into effect.

5.2. INDIVIDUAL SUBSIDY PROGRAMME

The individual subsidy programme aids in assisting individuals to qualify to purchase or buy an existing house and another important factor is that there is a construction contract that exists through an approved mortgage loan. For Ubuhlebezwe Local Municipality the Morning-view Middle income Housing is part of an individual Subsidy Programme that has been contracted to a service provider which currently handles both administering and construction of the Morningview middle income housing programme. Overall the programme supports to giving options to qualifying individual as well as creating sustainable human settlements.

MAP ON MORNING_SIDE MIDDLE INCOME DEVELOPMENT



The project planning and packaging started in 2005. The Morning-view Middle-income Housing projects is currently being constructed and will cater 105 units. All services are installed and proper construction of these properties started late 2013. All administrations and overall project is handled by a service provider on behalf of the municipality.

The current status in terms of rolling out the houses on this project is as follows;

- Seventeen houses completed
- Four roof height
- Two foundations

5.2. THE CURRENT STATUS OF EACH WARD: SUKUMASAKHE HOUSES

The Municipality together with the Department of Human Settlement and applicable Implementing agents are is currently administering the facilitation of constructing for the following affected Wards.

TABLE ON CURRENT OPERATION SUKUMA SAKHE HOUSING PROJECTS

AFFECTED AREA	WARD No.	ALLOCATED IMPLEMENTATION AGENT	No. OF BENEFICIARIES
Chibini	3	Chushisanani-mzansi	26
Jolivet	7 and 8	Projecon	9
Mahlabashane	10	Kentey and Templar	23

Ufafa	3	GK Rainbow Construction and Cleaning Services	17
Springvale	9	UmpHEME	43

DOHS has communicated that there was a request that all the wards under Ubuhlebezwe municipality would be incorporated into one submission that would go to HEAC in January 2015. The department is still to share some light regarding the implementation of OSS within the Local jurisdiction.

CHIBINI SUKUMA SAKHE (WARD 3)

15 housing units have completed and the 10 remaining houses have not been constructed. Chibini Rural Housing Project has been put on hold due to unavailability of funds until further notice

6. FUTURE HOUSING PROJECTS:

As a rightful step from the Department of Human Settlements was to engage consultants to conduct the pre-feasibility studies for the below projects as the municipality does not have the means. This will assist in determining the suitability of potential projects such the ones below and will in turn allow the municipality to better prioritize the housing project to be implemented in the future. The following are just some of the projects that are in the pipeline in terms of service delivery for housing;

TABLE ON FUTURE MUNICIPAL HOUSING PROJECTS

NAME	WARD NO.	NO. OF BENEFICIARIES	ESTIMATED START
FAIRVIEW RECTIFICATION	4	736	TBC
AMANYUSWA	5 and 7	750	TBC
CRU	4	150 units	2014/15
EHLANZENI	4	150	TBC
GUDLUCINGO	8	1500	TBC
HLOKOZI	6	2600	TBC
MAZABEKWENI	10	550	TBC
NOKWEJA	2	500	TBC
IXOPO SLUMS	4	600	TBC
CARRISBROOK	1	160	TBC
HIGHFLATS SLUMS	10	200	TBC
MARIANTHAL	4	92	TBC
SPRINGVALE	9	500	TBC

PRE-FEASIBILITY REPORT:

A service provider was appointed by DOHS to undertake a feasibility study on all new municipal projects. The status of their findings is as follows;

DISTRICT MUNICIPALITY:
LOCAL MUNICIPALITY:

HARRY GWALA (HARRY GWALA)
UBUHLEBEZWE

FEASIBILITY STATUS SUMMARY TABLE

Municipality and Project Name	Immediately	Short Term	Medium Term	Long Term
Ubuhlebezwe KZ5a5				

Mahehle Ph. 2			X	
Carrisbrooke			X	
Ixopo Slums			X	
Nokweja			X	
Ehlanzeni			X	

7. HOUSING FORUMS:

Over and above the Housing on-site technical and Project Steering Committee meetings that take place per active Housing Project, there is also the existence of an Housing Think Tank Forum to tackle pertinent issues surrounding the Housing function of the municipality. This forum is to assist the department and Municipality to monitor and facilitate the progress of the projects. The forum also aims to try and establish issues, solutions and progress on each and every housing project. Progress reports presented by the Implementing Agent are also scrutinized and the Department of Human Settlements also provide input per project. It is also a constructive forum for the exchange of ideas and information between key stakeholders which involve the Department of Human Settlements, the District Municipality, and the Implementing agents from the Housing Projects as well as the Department of Rural Development and Land Reform. The chairperson of the Infrastructure, Planning and Development (IPD) and internal Housing staff also form part of these meetings. The Housing think tank scheduled dates for 2015 are as follows;

TABLE ON 2015 PROPOSED HOUSING THINK TANK DATES

MONTH	DAY	TIME	VENUE
27 February 2015	Friday	10:00 am	Main Boardroom
21 April 2015	Tuesday	10:00 am	Main Boardroom
24 June 2015	Wednesday	10:00 am	Library Boardroom
19 August 2015	Wednesday	10:00 am	Library Boardroom
21 October 2015	Wednesday	10:00 am	Library Boardroom
18 November 2015	Wednesday	10:00 am	Library Boardroom

8. CONCLUSION:

A number of Housing projects have been completed such as the Mahehle, Mziki Agri-Village, Sagcwaba but without water services forming part of these housing projects and the Department of Housing has embarked on Water Harvesting initiative to form part of the completed and future Housing projects in the Rural areas. That is a standard that remains as an element that forms part and parcel of the future rural Housing Projects. Sponya Rural Housing has embarked on the water harvesting element and is currently being rolled out. There is also a noticeable need due to the lack of adequate housing for the middle to higher income populations within the urban area that the municipality is gearing themselves towards unpacking housing needs to cater for this. During the 2015/16 financial the Municipal housing unit is set to explore the requirements in terms of linking the implementation of the solar panels with the rolling out of housing projects. Together with the Department of Human Settlements, the municipality is working hand in hand to fast-track housing projects set to deal with shelter as a noticeable need for human beings.

C.3.5.9 SWOT Analysis

<u>STRENGTHS</u>	<u>WEAKNESSES</u>
<ul style="list-style-type: none"> Planning Unit Project Management Unit Building Control Unit GIS Housing 	<ul style="list-style-type: none"> Shortage of human resource to undertake field work Gaps within the maintenance programme Weak communication lines with sector department Lack of understanding and awareness of the aspect and role played by planning within the municipal area Educating the community on the importance of planning

	<ul style="list-style-type: none"> • Outdated policies and bylaws • Conforming to current standards and trends • Staff retention within the planning unit
<p style="text-align: center;"><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> • Land use study • Awareness campaigns on town planning & building control processes • Spatial Development Framework • Land Use Management System 	<p style="text-align: center;"><u>THREATS</u></p> <ul style="list-style-type: none"> • Water and electricity delays • Vandalism of public facilities • Illegal dumping of refuse • No designated site for solid waste • Inaccessibility of the current dumping site in uMzimkhulu during rainy days • Lack of understanding and awareness of the aspect and role played by GIS within the municipality • Lack of essential equipment such as plotter to better support municipal officials • Lack of IT support

C.3.6 Municipal Financial Viability and Management

3.6.1 Strategic objectives:

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

3.6.2 Financial strategy

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

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

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

3.6.3 Financial Management Policies

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

- Tariff Policy
- Rates Policy
- Indigent Support Policy
- Budget Policy
- Asset Management Policy
- Accounting Policy
- Supply Chain Management Policy
- Subsistence and Travel Policy
- Credit Control and Debt Collection Policy

- Investment and Cash Management Policy
- Short-term Insurance Policy

3.6.4 Capability of the municipality to execute capital projects

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

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

For the current financial year 2014/15, as at April 2015 – 60% of the capital budget has been spent

- **Corrective measure for under spending**

In the 2013/2014 Audit Report, this was one of the findings. The municipality has prepared an action plan to address the challenge. The municipality has developed a forward planning programme, where there is a development of a demand management plan which is approved by Council together with budget, IDP and the municipal scorecard. Proper monitoring of cash flows and budget spending will be done by the municipality and this will also be affected on performance assessments.

3.6.5 Indigent Policy

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

3.6.6 Revenue Enhancement

Municipal property development is part of the revenue enhancement strategy, which will result in an increase in property rates. A process of hiring of community hall has also been put in place. LED – financing of smme's for local economic development and job creation. The strategies mentioned in the comment are already being implemented.

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

- **Total debt/total assets.**

2012 : R 18 437 756 / R 175 879 850 = 10%

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

2014 : R 31 547 720 / R 216 110 680 = 10%

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

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

3.6.8 Grant dependency

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

3.6.9 Repairs and Maintenance

Maintenance budget on Infrastructure has been increased from R 2 400 000 in 2014/15 to R 3 495 000 in the financial year 2015/16. This is done so as to enable the municipality to maintain its assets, so that they do not deteriorate and

thus preserve the life span of the assets of the municipality. The Municipality also has a 3 year maintenance plan for Infrastructure assets.

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

3.6.10 Borrowings

The municipality does not have any borrowings.

3.6.11 Employee related costs

As at 30 April 2015, the percentage of employee related costs to total expenditure is 60%. For the financial year ending 2014/15, as at 30 April 2015 no amount was spent on contracted services. Whenever the municipality appoints a service provider, a Service Level Agreement is prepared, and clearly indicates that the service provider should be able to transfer skill to the municipal employees.

3.6.12 Auditor-General's opinion

For the financial year 2011/12 the audit opinion report was unqualified. For 2012/13 and 2013/14 the municipality obtained a CLEAN AUDIT opinion. However, the report did comment on the underspending in capital budget. An action plan was prepared to address the finding and is being closely monitored through monthly reports, i.e. section 71 reports submitted to Finance Committee, Executive Committee as well as the Council.

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

3.6.13 SWOT Analysis

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

C.3.7 Cross Cutting Interventions

3.7.1 A Credible Integrated Development Plan

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

3.7.2 Solid Waste Management

INTRODUCTION TO WASTE MANAGEMENT

The municipality has adopted a weekly routine on waste collection, wherein it is collected once a week in the residential areas and twice a day in businesses. Waste Management is under the department of Social Development, Community Development Unit. This unit is being complimented by two (2) trucks, one (1) skip bin, one (1) compactor

truck and twenty three (23) general workers with two supervisor with whom one supervises from 7am to 4pm and the other from 2pm to 9pm. There are eight (8) skip bins at Ixopo town and five (5) in Highflats town that are placed at the strategic positions.

Recycling:

Currently recycling is not formerly implemented since the municipality does not have a recycling facility. All waste collected is taken to Umzimkhulu dumping site.

Street Cleaning:

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

Challenges:

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

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

Measures taken to improve performance:

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

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

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

3.7.3 Disaster Risk Management

Ubuhlebezwe Municipality Disaster Management Advisory Forum comprises of these following Stakeholders:

SAPS Highflats and Ixopo, Emergency Medical Rescue Services (EMRS), Christ the King Hospital Head, Clinics Heads, DOT TRI, District Disaster Management Practitioners, District environmental Health Practitioners, Representatives of Traditional Authorities and additional partnership i.e SAPPI, MONDI FORESTRY, Working on Fire, Fire Wise and NGO's (Red Cross and World Vision).

Purpose and Objectives

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

- To provide a platform in which government and external role-players consult and coordinate their actions relating to disaster risk management;

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

Scope of responsibilities

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

Disaster Risk Management SWOT Analysis

SWOT ANALYSIS OF DISASTER MANAGEMENT IN UBUHLEBEZWE MUNICIPALITY

Background

To start the process of preparing Ubuhebezwe Local Municipality wide disaster management plan, and comply with the Disaster Management Act, thorough research has to be done to identify and gather possible documentation, policies, plans and other information which could contain some information that can assist with the Disaster Management planning. The next step is to do a thorough analysis of the availability and completeness of the data and reports. This will ensure that an accurate status quo of the municipality regarding Disaster Management and its compliance level becomes apparent; as well as identify some of the current and potential gaps. From this analysis the way forward is determined to achieve full compliance with the Disaster Management Act 57 of 2002

Strengths

The Ubuhebezwe Local Municipality Disaster Management Practitioners embarked on an initial effort to develop Disaster Risk Management Plan, which was adopted by the Council on the 28th May 2015. Disaster Management is an iterative process and for this reason the Disaster Management Plan is constantly updated and improved upon. The plan is updated and improved as and when new information becomes available, projects are implemented, new events are planned and the environment changes. The previous phases of the Disaster Management Planning covered some of the key components prescribed by the National Disaster Management Framework (NDMF) and provided a base to start the development of this phase of the planning process. The components documented up to the start of this phase include:

- ☐ An overview of the Ubuhebezwe disaster management profile, identification and discussion on previous major incidents and disaster occurrences within Ubuhebezwe Municipality; which included fire, flooding, epidemics and drought.
- ☐ Development of a risk profile (shown in the Ubuhebezwe Disaster Risk Management Plan)
- ☐ High level view of the protocol pertaining to disaster management role players in Ubuhebezwe Local Municipality and a generic flow of information and communication in the case of an incident.

□ An overview of the District and Local Municipality responsibilities in the event of a local disaster. Away forward based on contingency and business continuity planning. Some specific action plans emanated from the contingency planning process, the municipal business continuity planning process and the business plans developed. A number of recommendations which emanated from the Disaster Management planning process will be incorporated into the IDP i.e.:

- Fires
- Flooding
- Drought
- Epidemics
- Business continuity
- General

Ubhulebezwe Disaster Risk Management Plan highlighted the initial steps required to develop and implement an information and communication system which included the identification of potential role players which form part of this model.

Intervention and action plans were identified to initiate the establishment of an effective disaster management team; which required the further development of the disaster management plan and the approval and adoption of the strategic way forward. These elements were all form part of a Disaster Management Plan and were used as the base for further improvement and development of the Ubhulebezwe Disaster Management Plan. A fully functional Ubhulebezwe Local Disaster Management Advisory Forum (UDMAF) and Practitioners Forum are well established in the Ubhulebezwe Municipality. All major role players are represented in this forum and attend regular meetings where inputs are provided from all line function departments.

Weaknesses

A Disaster Management Plan is a strategic plan which should be developed and continuously updated in consultation with all role players. Although a first and second phase disaster management plan was developed in previous years, the strategies identified in the plan should be implemented and therefore require the updating and improvement of the plan on a regular basis. There is a lack of evidence that the plan was successfully implemented and now further updates of such a plan are available. In our ever changing environment it is vital that any strategic and operational plans be reviewed and updated regularly to ensure that they are still relevant and aligned with the vision and mission of the municipality. The following items are mentioned on a high level in the previous plan and no real effort and progress has been made in the achievement of them, therefore they and are now unpacked into tangible and implementable projects to assist the Ubhulebezwe municipality in establishing an effective and efficient disaster management sector plan:

- Reviewed hazard Identification
- A detailed and comprehensive risk Assessment
- Spatial Analysis of the risks and vulnerabilities
- Risk Reduction Project Implementation
- Preparedness and proactive initiatives
- Information management
- Communication system
- Funding
- Operational and fully equipped Disaster Management Centre

There appears to be a lack of building space for disaster management personnel in the municipal premises which provides constraints to the effective functioning of the disaster management practitioners. The disaster management plans drafted by the local municipalities are also not being implemented to a great extent and should with the assistance of the District Disaster Management and Advisory forum integrate their actions with one another and jointly implement the strategies identified in plans.

Opportunities

Ubuhlebezwe Municipality Disaster Management Practitioners have extensive experience in the field of disaster management and is committed to assist the Municipality to comply with the Disaster Management Act, Act 57 of 2002.

A Harry Gwala Disaster Management Centre facility is available and is currently not in use by Ubuhlebezwe Disaster Management Practitioners Municipality. This facility can easily be upgraded to incorporate Ubuhlebezwe Disaster Management Practitioners. Subsequent to the completion of the development of the disaster management centre can the municipal evaluation tool will be utilised to determine the status of disaster management within the municipality. The plan also details actions which should be taken to further improve the level of disaster management implementation achieved in the municipality.

All role players will have an opportunity to provide input and assist with the development of strategies of reduce the level of risk in the municipality. These strategies and assessments need to be included in the IDP and form part of the municipal strategies to assist with the sourcing of funding for the implementation of risk reduction projects.

Threats

It is critical that the disaster management plan be approved and endorsed as soon as possible to ensure that the Ubuhlebezwe Municipality put the mechanisms in place before the next major incident or disaster. It is very important that contact be made with all role players and stakeholders in the area to ensure that they are all aware of the hazards in the area and the plans which are developed to assists with risk reduction, mitigation and preparedness. A potential threat however does exist if all comply with the content of the disaster management plan. It should be noted that the success of the plan is not in the compliance of such but rather in the implementation of the initiatives derived through this process and in keeping the plan up to date. The Ubuhlebezwe Advisory Forum project team will therefore develop the plan with project and initiatives which are tangible, implementable and will add value to the disaster management sector.

Conclusion and Recommendation

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

C.4 Organisational SWOT Analysis & Key Challenges

C.4.1 SWOT Analysis

INTERNAL ENVIRONMENT	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> MOST PARTS OF THE MUNICIPAL AREA 	<ul style="list-style-type: none"> BACKLOG IN THE PROVISION OF

<ul style="list-style-type: none"> HAVE HIGH AGRICULTURAL POTENTIAL. RAW MATERIALS AND LABOUR ARE ABUNDANTLY AVAILABLE PROCESSING OF THE RAW MATERIALS LEADS TO THE CREATION OF INDUSTRIES AND MARKETS STRATEGICALLY LOCATED ALONG THE R56 AND R612. LARGE BLUE SWALLOW BIRD COMMUNITY. IXOPO IS THE SEAT OF THE HARRY GWALA DISTRICT MUNICIPALITY FAVORABLE GEOGRAPHIC LOCATION AND SURROUNDED BY POTENTIAL REVENUE SOURCES: <ul style="list-style-type: none"> DRAKENSBERG MOUNTAINS BIO-DIVERSITY RESOURCES AGRICULTURAL AND SOIL POTENTIAL DEVELOPING ECONOMY DEVELOPMENT CONTROL ABILITY TO WORK WITH DIFFERENT TRADITIONAL AUTHORITIES IMPROVED FINANCIAL MANAGEMENT WHICH RESULTED IN IMPROVED AUDIT OPINION WILLINGNESS OF STAFF UPDATING SPATIAL DEVELOPMENT FRAMEWORK (SDF) 	<p>INFRASTRUCTURE</p> <ul style="list-style-type: none"> DILAPIDATED INFRASTRUCTURE THAT REQUIRES UPGRADING AND REFURBISHMENT. INADEQUATE SOCIAL AND CULTURAL AMENITIES. BUSINESSES ARE DEPENDENT ON LOCAL MARKETS – LITTLE INFLOW OF CAPITAL FROM OUTSIDE AND THIS RESTRICTS BUSINESSES FROM EXPANDING. LACK OF PROFESSIONAL SERVICE PROVIDERS LACK OF INDUSTRIES 59% OF THE POPULATION STILL DO NOT HAVE ACCESS TO CLEAN WATER AND OBTAIN WATER FROM RIVERS AND STREAMS. THIS POSES A HEALTH RISK WITH FURTHER IMPLICATIONS REGARDING THE PROVISION OF SOCIAL SERVICES.
EXTERNAL ENVIRONMENT	
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> THE STRATEGIC LOCATION OF IXOPO TOWN PROVIDES FOR THE POSSIBLE LOCATION OF ECONOMIC DEVELOPMENT OPPORTUNITIES. ACCORDING TO THE PSEDS THE TOWN IS LOCATED ALONG A SECONDARY CORRIDOR WHICH SERVES AREAS OF HIGH POVERTY LEVELS WITH GOOD ECONOMIC DEVELOPMENT POTENTIAL. COMMERCIAL AGRICULTURE WELL DEVELOPED. TOURISM POTENTIAL IN TERMS OF SITES WITH HISTORICAL SIGNIFICANCE AND TOURIST ASSETS AVAILABLE IN THE MUNICIPAL AREA. INVESTMENT OPPORTUNITIES ABUNDANCE OF NATURAL RESOURCES. EXISTING DEVELOPMENT AS A SOURCE OF REVENUE, JOB CREATION AND MARKETING THE AREA ENHANCE COMMERCIAL AND SUBSISTENCE FARMING 	<ul style="list-style-type: none"> CHANGES IN MARKET FORCES: THE GLOBAL AND REGIONAL MARKETS ARE INFLUENCED BY A RANGE OF ISSUES WHICH ARE NOT CONTROLLED BY THE LOCAL ARENA. THESE ISSUES INCLUDE THE SUPPLY AND DEMAND FOR COMMODITIES, EXCHANGE RATE, ETC. LACK OF ANY SUBSTANTIAL ECONOMIC ACTIVITY IN THE MAJORITY OF THE AREAS OF THE MUNICIPALITY. CHALLENGES IN ATTRACTING ECONOMIC OPPORTUNITIES IN THE URBAN AREA. MANAGEMENT OF VARIOUS RISKS INCLUSIVE OF INVESTORS, ENVIRONMENT, AGRICULTURE ETC LACK OF ENTREPRENEURIAL DEVELOPMENT OPPORTUNITIES LACK OF HOUSING IN THE IXOPO AREA. SHORTAGE OF LAND FOR DEVELOPMENT INEFFECTIVE WASTE MANAGEMENT SYSTEM UNFAVOURABLE CHANGES IN THE ECONOMY INCREASE IN DEATH RATE AS A RESULT OF HIV/ AIDS HIGH UNEMPLOYMENT RATE HIGH ILLITERACY RATE

C.4.2 Key Challenges

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

SECTION D: VISION, GOALS, OBJECTIVES & STRATEGIES

OUR VISION:

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

OUR MISSION:

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

STRATEGIC OBJECTIVES:

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

OUR CORE VALUES:

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

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

OUR GOAL

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

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS
OMM01	DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	To improve performance and functioning of the municipality	Signing of performance agreements	Number of signed performance agreements for section 57 managers (MM, CFO, SD, IPD & Corporate) by 30-Jul-15
OMM02				Signing of operational plans	Number of signed operational plans for section 55 managers (ACFO, SCM, Chief Accountant, Internal Audit, IDP/PMS, Administration, Human Resources, PMU, Housing & Planning, LED/Tourism, Community Safety, Community Services) by 31-Jul-15
OMM03				Submission of performance agreements	Turnaround time for submission of Performance Agreements to COGTA after signing by section 57's
OMM04				Submission of reports to APAC	Number of reports submitted to APAC on performance by 30-Jun-16
CORP01			To develop staff to ensure effective service delivery through trainings	Awarding Staff members with bursaries	Date by which Staff members awarded with bursaries
CORP02				Conduct trainings as per WSP	Number of trainings conducted as per WSP (2015/16) by 30-Jun-16
OMM05 CORP03 SD01 BTO01 IPD01			To improve performance and functioning of the municipality	Submission of performance reports to the office of the MM	Number of performance reports submitted to the office of the MM within the turnaround time
OMM06 CORP04 SD02 BTO02 IPD02				Submission of the risk register reports to the office of the MM	Number of updated risk register reports submitted to the office of the MM within the turnaround time
CORP05				Purchasing of the software licenses	Date by which the Software Licenses for laptops and computer within the municipality is purchased
CORP06			To develop staff to ensure effective service delivery through trainings	Adoption and submission of the WSP	Date by which the 2016/17 WSP adopted and submitted to LGSETA
CORP07			To develop staff to ensure effective service delivery through	Reviewal of the Recruitment and Selection Policy	Date by which the Recruitment and Selection Policy will be reviewed

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS
			trainings		
CORP08			To improve safety and security within the municipal environment	Conducting evacuation drills	Number of quarterly evacuation drills conducted by 30-Jun-16
CORP09			To improve performance and functioning of the municipality	coordination of departmental team buildings	Number of departmental teambuilding exercises coordinated by 30-Jun-16
CORP10				Implementation of the EAP	Date by which the Employee Assistance Programme is implemented
OMM07	IMPROVED ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Monitoring of the prioritised capital projects	Number of MANCO meetings whereby there will be monitoring of delivery/achievement of prioritised capital projects budgeted for (2015/16)
SD03				Monitor Maintenance of halls and sport fields	Number of HALLS maintained by doing brush cutting and cleaning of facilities by 30-Jun-16
SD04					Number of maintained halls and municipal facility by brush cutting and cleaning by 30-Jun-16
SD05					Number of SPORTFIELDS maintained by doing brush cutting and cleaning of facilities by 30-Jun-16
SD06				Monitor Maintenance of municipal parks	Number of Maintained municipal parks by 30-Jun-16
SD07				Monitor collection of waste from households and businesses	Number of days within which refuse is collected in businesses and residential by 30 June 2015
CORP11			To improve the performance and functioning of the municipality	Distribution of agendas	Turnaround time for distributing agenda to the members of Infrastructure Planning & Development portfolio before the meeting
BTO03			To practice sound financial management principles	Bid processing turn around time	Turnaround time for bid processing not more than specified timeframes (bids R200000+ to be finalised) from the date of the advert
BTO04					Turnaround time for bid processing not more than specified timeframes (bids 30000 to R199999) from the date of the advert

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS
BTO05					Turnaround time for bid processing not more than specified timeframes (quotations less than R30000) from the date of the advert
BTO06				Updating and approval of the indigent register	Date by which indigent register is updated and approved
IPD03				Construction of new gravel roads – 9.58km	Percentage of gravel roads constructed by 30-Jun-16
IPD33				Construction of a bus rank	Percentage completion of a bus rank construction by 30-Jun-16
IPD04				municipal infrastructure grants	Date of which 2016/2017 projects would be advertised for design consultants, designing of draft documents and drafting of tender documents
IPD05				Construction of community halls	Percentage of constructed community hall (Phase 1 of Morningside hall-Soweto) by 30-Jun-16
IPD06				Construction of community halls	Percentage completion of a community hall (Bayempini Mzizi hall, Themba Mguni hall) by 30-Jun-16
IPD07				Construction of black top roads	Percentage of constructed road completed by 31-Dec-15
IPD08				Upgrade of sports fields	Percentage upgraded sport field completed by 30-Jun-16
IPD09				Maintenance of blacktop roads	Square meters of blacktop roads maintained (potholes) by 30-Jun-16
IPD10				Maintenance of community facilities	Number of community Facilities Maintained as directed by prescripts from Social Development Services by 30-June- 2016
IPD11				Maintenance of access roads	Kilometres of gravel roads maintained by 30-Jun-16
IPD12				Holding of meetings with DoHS	Number of coordinated meetings on progress of housing projects by 30 June 2016
IPD13					Number of meetings coordinated on progress on 150 Units - Phase 1 Community Residential Units by 30-Jun-16
IPD14				Processing of Building and alteration plans	Turnaround time for processing of building and alteration plans after receipt of payment fees

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS
IPD15				Electrification of wards 1,3 & 5	Percentage of electrified wards completed by 31-Dec-15
IPD16					Percentage of electrified wards completed by 30-Jun-16
IPD17					Percentage of electrified wards completed by 30-Jun-16
SD08			To improve safety and security within the municipal environment	Monitor maintenance of law and order	Number of roadblocks conducted by 30-Jun-16
IPD18			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Conservative notices served for illegal/improper building operation	Turnaround time for serving conservative notices for illegal/improper building operations
IPD19			To improve the performance and functioning of the municipality	Submission of Infrastructure Planning & Development Portfolio items	Turnaround time for submission of Infrastructure Planning & Development Portfolio items to Corporate Services after receiving circular.
SD09	COMMUNITY WORK PROGRAMME IMPLEMENTED AND COOPERATIVES SUPPORTED	SOCIAL AND LOCAL ECONOMIC DEVELOPMENT	To improve sustainable economic growth and development	Submission of training request on SMMEs & Cooperatives	Date by which the training request on 12 cooperatives/ SMME's is submitted to director corporate services
SD10			To improve sustainable economic growth and development	Renewal of informal traders licenses	Turnaround time for renewal of informal traders licenses in Ixopo and Highflats
SD11				Monitor the Implementation of LED projects	Number of LED projects implemented by 30-Jun-16
SD12				Monitor Processing of business licenses	Turnaround time for submitting business license applications upon the receipt of applications to the office of the Municipal Manager for approval
SD13				Monitor the functionality of LED forum	Number of LED Forum meetings held by 30-Jun-16
SD14				Monitor the creation of jobs through LED projects	Number of jobs created through LED projects by 30-Jun-16
SD15				Coordination of CWP Rep Forum meetings	Number of CWP Rep Forum meetings coordinated by 30-Jun-16

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS
SD16			To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	Monitor the implementation of Youth Programme	Date by which one youth programme emanating from the adopted Youth Development Strategy is implemented
SD17				Awarding of external bursaries	Date by which the recommendations for External bursaries are sent to the Office of the MM
SD18				Monitor back to school campaign	Date by which Back to school campaign is conducted
CORP12			To improve the performance and functioning of the municipality	Distribution of agendas	Turnaround time for distributing agenda to the members of Social Development portfolio before the meeting
CORP13			To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	Train unemployed youth	Number of trained unemployed youth in brick laying and plastering by 30-Jun-16
BTO07			To improve sustainable economic growth and development	Conducting a workshop for all small businesses	Date by which the workshop for small businesses on compliance and financial issues is Conducted
IPD20			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Job creation through maintenance programme	Number of jobs created through EPWP - maintenance projects by 30-Jun-16
SD19			To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	Monitor Library services awareness campaign	Number of Library services awareness campaign conducted by 30-Jun-16
SD20				Support performing groups with equipment	Number of performing art groups supported with equipment by 30-June-2016
OMM08			To improve sustainable economic growth and development	Sitting of quarterly social portfolio committee meetings as per approved schedule	Number of quarterly social portfolio committee meetings set as per approved schedule by 30-Jun-16
OMM09			To promote culture of learning and enhance social development (illiteracy, skills,	Submission of training request to Corporate services Department	Date by which the training request for 6 HIV Support Groups in Food Security is submitted to Corporate Services Department

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS
OMM10			talent, education)	Commemor- ation of a world aids day	Date by which the Commemoration of World Aids Day will be held
OMM11				Submission of training request to Corporate services Department	Date by which the Training request of 120 Ward Aids Committee members on HAST is submitted to Corporate Services Dept
SD21				Monitor coordination of child protection week	Date by which Child protection week campaign is coordinated
SD22				Monitor commemorati on of a national disability day	Date by which National Disability Day for disabled people is commemorated
SD23				Monitor coordination of the local golden games selection	Date by which Local Golden Games Selections for elderly people is coordinated
SD24				Monitor coordination of the world heritage day celebration and arts & culture programme	Date by which World Heritage Day Celebration and Art and Culture Programme is coordinated
SD25				Monitor coordination of a moral regeneration programme	Date by which a Moral Regeneration Programme (Umgidi wezintombi zaseBuhlebezwe) is coordinated
SD26				Monitor coordination of of umkhosi womhlanga	date by which participation of Ukhosiwe Maidens in Umkhosi Womhlanga is coordinated
SD27				Monitor coordination of commemorati on of the activist programme	Date by which 16 days of Activism (Fight against children and women abuse) is commemorated
OMM12	DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE SYSTEM	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To improve performance and functioning of the municipality	Publishing of the organisational key performance indicators & targets	Turnaround time for publishing the organisational key performance indicators & targets after council approval
OMM13				Conducting performance reviews	Number of performance reviews conducted by 30-June-16

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS
OMM14				Preparation and submission of a mid-year performance report	Date by which Mid-year Performance Report is Prepared and submitted to the Mayor, & COGTA
OMM15			To promote accountability to the citizens of Ubuhlebezwe	Commencement of the community consultation meetings	Number of community consultation meetings held for 2016/17 IDP by 30-Jun-16
OMM16			To improve performance and functioning of the municipality	Submission of the annual report to AG	Date by which the Annual performance report will be submitted to AG
OMM17				Submission of the draft annual report to Council	Date by which the Draft annual report will be submitted to council
OMM18				Adoption of an oversight report	Date by which the 2014/15 oversight report is submitted to Council for adoption (MFMA section 129(1))
OMM19			To promote accountability to the citizens of Ubuhlebezwe	Publishing of the oversight report	Turnaround time for publishing of an oversight report after adoption
OMM20			To improve the performance and functioning of the municipality	Submission of the oversight report to COGTA	Date by which an Oversight Report is submitted to COGTA
OMM21				Development and approval of the risk based internal audit plan	Date by which a risk-based internal audit plan for 15/16 is developed and approved
OMM22				Submission of internal audit reports to APAC	Number of internal audit reports submitted to the APAC by 30-Jun-16
OMM23				Holding of audit committee meetings	Number of APAC meetings held by 30-Jun-16
OMM24				Holding of risk management committee meetings	Number of risk management committee meetings held by 30-Jun-16
OMM25				Tabling of the IDP process plan	Date by which the 2016/17 IDP framework and process plan is submitted to council for approval
OMM26				Publishing of 2016/2017 draft annual budget and draft IDP	Turnaround time for publishing of 2016/17 draft annual budget and draft IDP for public comments before final adoption
OMM27			To promote accountability to the citizens of Ubuhlebezwe	Publishing the 2016/2017 annual budget and IDP	Turnaround time for publishing of the final annual budget and IDP for 2016/17 after its adoption
OMM28			To improve the performance and functioning	Holding of a general staff meeting	Number of general staff meetings held by 31-Mar-16

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS
OMM29			of the municipality	Development of an action plan addressing AG queries	Date by which the Action Plan to address AG queries is developed
OMM30				Reviewal and approval of fraud prevention plan	Date by which the fraud prevention plan is reviewed and approved
SD28			To promote accountability to the citizens of Ubhlebezwe	Coordination of centralised ward committee	Number of centralised ward committee meetings coordinated by 30-Jun-16
SD29				Monitor functionality of Operation Sukuma Sakhe (OSS)	Number of OSS meetings coordinated by 30- June -16
SD30				Monitor of ward committee visits	Number of visits to ward committees meetings by Public Participation Officer by 30-Jun-16
SD31				Coordination of IDP roadshows	Number of IDP public participation meetings coordinated by 30-Apr-16
SD32 IPD21 BTO08 CORP14			To improve the performance and functioning of the municipality	Holding of departmental meetings	Number of departmental meetings held by 30-Jun-16
SD33 IPD22 BTO09 CORP15			To promote accountability to the citizens of Ubhlebezwe	Attending public participation meetings	Number of public participation meetings attended by 30-Jun-16
SD34 IPD23 BTO10 CORP16			To improve the performance and functioning of the municipality	Attending council committee meetings	Number of council committee meetings attended by 30-Jun-16
SD35				Submission of Social Development Portfolio items	Turnaround time for submission of Social Development Portfolio items to Corporate Services after receiving circular.
CORP17				attending of risk management committee meetings	Number of risk management committee meetings attended by 30-Jun-16
OMM31	IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To practice sound financial management principles	Tabling of the 2016/2017 draft annual budget to Council	Date by which the 2016/17 Draft annual budget is tabled to council
OMM32				Submission of the 2016/17 draft annual budget to PT & NT	Date by which the 2016/17 Draft Annual Budget is submitted to PT & NT after approval by Council

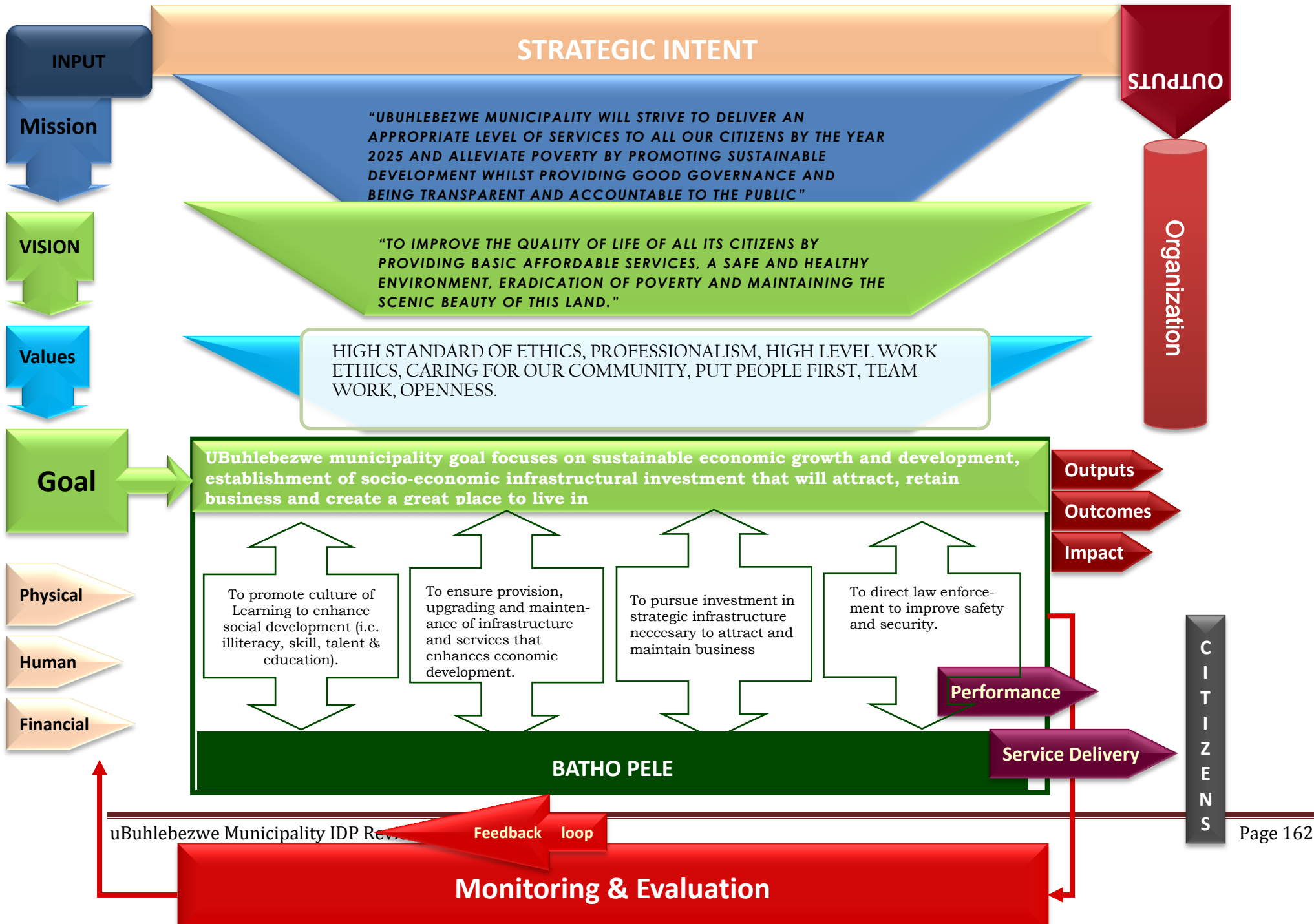
IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS
OMM33 BTO21				Adoption of the 2016/17 annual budget	Date by which the 2016/17 annual budget is adopted by Council
OMM34 BTO22				Submission of the final 2016/17 annual budget to NT & PT	Turnaround time for submission of 2016/17 Final Budget to NT & PT after Council adoption
OMM35 BTO13				Monthly submission of section 71 reports to finance portfolio committee	Number of section 71 reports' submitted to finance portfolio committee by 30-Jun-16
OMM36				Submission of the 2016/17 draft SDBIP and annual performance agreements to the Mayor	Turnaround time for submission of 2016/17 draft SDBIP and annual performance agreements to Mayor after budget adoption
OMM37				Submission of the 2016/17 draft SDBIP to NT, PT & COGTA	Turnaround time for submission of Draft 2016/17 SDBIP to COGTA after council approval
OMM38				Adoption of 2016/17 SDBIP to Council	Turnaround time for submission of 2016/17 SDBIP to Council for adoption after budget adoption
OMM39				Submission of the SDBIP and municipal bank account details to PT & NT	Date by which the SDBIP and municipal bank account details is submitted to provincial and national treasury
CORP18			To improve performance and functioning of the municipality	Distribution of agendas	Turnaround time for distributing agenda to the members of Finance portfolio committee before the meeting
BTO12			To invest in the development of the municipal area to enhance revenue	Producing a monthly billing / collection report	Number of billing/collection reports produced on billings/collection by 30-Jun-16
BTO14			To practice sound financial management principles	Paying service providers within 30 days	Turnaround time for paying service providers
BTO15				Monthly reconciliations of asset	Number of monthly asset management reconciliations, updated asset register and a list of all insured assets by 30-Jun-16
BTO16				Updated and insured assets	Date by which municipal assets are insured
BTO17				Adoption of the 2015/16 adjustments budget	Date by which 2015/16 Adjustments budget is Adopted
BTO18				Submission of the 2015/16 adjustments budget to NT & PT	Turnaround time for submission of 2015/16 adjustments budget to NT & PT after the adoption

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS
BTO19				Adoption of the 2016/17 draft annual budget	Date by which 2016/17 Draft budget is adopted
BTO20				Submission of the 2016/17 draft annual budget to PT & NT	Date by which 2016/17 Draft Budget is Submitted to NT & PT after approval by Council
BTO21				Adoption of the Final 2016/17 annual budget	Date by which 2016/17 Final budget is Adopted
BTO22				Submission of the 2016/17 final budget to NT & PT	Turnaround time for submission of 2016/17 adopted final budget to NT & PT.
BTO23				Submission of the AFS to AG	Date by which 2014/15 Annual financial statements (with annual report) is Submitted to AG
BTO24				Tabling of the 2015/16 midterm budget	Date by which 2015/16 MID TERM budget review is tabled to Council – section 72
BTO25				Submission of the 2015/16 mid term budget to NT & PT	Date by which 2015/16 Mid-Term budget review is Submitted to NT& PT
BTO26			To invest in the development of the municipal area to enhance revenue	Implementation of MPRA	Date by which MPRA as per the new valuation roll is implemented (billings according to the valuation values)
BTO27			To practice sound financial management principles	Monitoring of operational budget on repairs and maintenance	Number of section 71 reports sent electronically to departmental HODs to Monitor percentage spent of Operational Budget (OPEX) on repairs and maintenance of infrastructure so that they don't exceed budget by 30-Jun-16
IPD24				100% spending of MIG projects, small town rehabilitation projects, electrification projects and internal funded projects	Percentage of a municipality's CAPITAL BUDGET actually spent on CAPITAL PROJECTS identified in the IDP by 30-Jun-16
IPD34				Submission of a maintenance plan to CFO	Date by which the 2015/16 maintenance plan is signed off and submitted to CFO
IPD35				Submission of a conditional assessment report to CFO	Date by which the compiled 2015/16 conditional assessment report is signed and submitted to CFO
BTO28				Updating of the supplier	Date by which supplier database is updated

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS
				database	
BTO29				Development and adoption of the annual procurement plan	Date by which Annual procurement plan is developed and adopted
BTO30				Current debtors not above 40% of the total debtors	Percentage of current debt over total debt by 30-Jun-16
BTO31				Financial viability in terms of ratios	(Financial viability in terms of cost coverage ratio quarterly) Ratio: Available cash plus investments divided by monthly fixed operating expenditure
BTO32			To improve the performance and functioning of the municipality	Submission of Finance portfolio committee items	Turnaround time for submission of Finance portfolio committee items to Corporate Services after receiving circular.
SD36			To invest in the development of the municipal area to enhance revenue	Monitor the increase of revenue through community safety services	Amount / Revenue generated through vehicle licensing by 30-Jun-16
IPD25			To practice sound financial management principles	Compliance with the MFMA	Number of progress reports submitted to IPD Portfolio Committee by 30-Jun-16
IPD26	IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY	CROSS CUTTING INTERVENTIONS	To facilitate spatial development in the entire area of Ubhlebezwe and at the same time achieve economic social and environmental sustainability	Finalisation of PDA applications	Turnaround time of finalisation of PDA application
IPD27				Development and approval of the Spatial Development Framework	Date by which the spatial development framework is developed and approved
IPD28				Development of the Urban Regeneration Plan	Date by which the Urban Regeneration Plan is Developed
IPD30				Development of the Comprehensive Infrastructure Plan	Date by which the Comprehensive Infrastructure Plan is developed and approved
IPD36				Production of the marketing material for the Ogle Farm	Date by which the production of Marketing Material for the Ogle precinct in terms of the proposed developments is facilitated, i.e. producing brochures and pamphlets
OMM40			To improve performance and functioning of the	Adoption of the 2016/17 IDP	Date by which the 2016/17 IDP is submitted to Council for adoption

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS
OMM41			municipality	Holding of IDP stakeholders meeting	Number of IDP Stakeholder meetings held by 30-Jun-16
SD37			To improve safety and security within the municipal environment	Monitor fire safety awareness campaigns conducted	Number of fire safety awareness campaigns conducted by 30-Jun-16
SD38				Monitor functionality of Disaster Management Advisory Forum	Number of Disaster Management Advisory Forum meetings held by 30-Jun-16
SD39				Monitor implementation of scheduled firebreaks	Number of scheduled firebreaks at three areas conducted, i.e. little flower to incinerator, behind Mariathal two rooms & behind Ixopo high school by 30-Jun-16
SD40				Monitor Fire inspections conducted in buildings within Ubuhlebezwe	Number of Fire inspection conducted in buildings within Ubuhlebezwe by 30-Jun-16
SD41				Monitor inspections for fire hydrants	Number of inspections for fire hydrants conducted by (Margaret str; Main str; High str; Commercial str; Centenary str; Valley view place; Fairview and Morningside) by 30-Jun-16
SD42			To facilitate spatial development in the entire area of Ubuhlebezwe and at the same time achieve economic and environmental sustainability.	Monitor the commemoration of Arbor Day	Number of trees planted within Ubuhlebezwe by 30-Sep-15
SD43				Geo referencing funded LED projects	Date by which all LED projects are submitted to Infrastructure, Planning and Development Department
OMM44; IPD31; BTO33; SD49			To improve the performance and functioning of the municipality	Submission of the back to basics to the office of the Director Corporate Services	Turnaround time for submission of monthly back to basics completed template to Director Corporate Services after receiving request

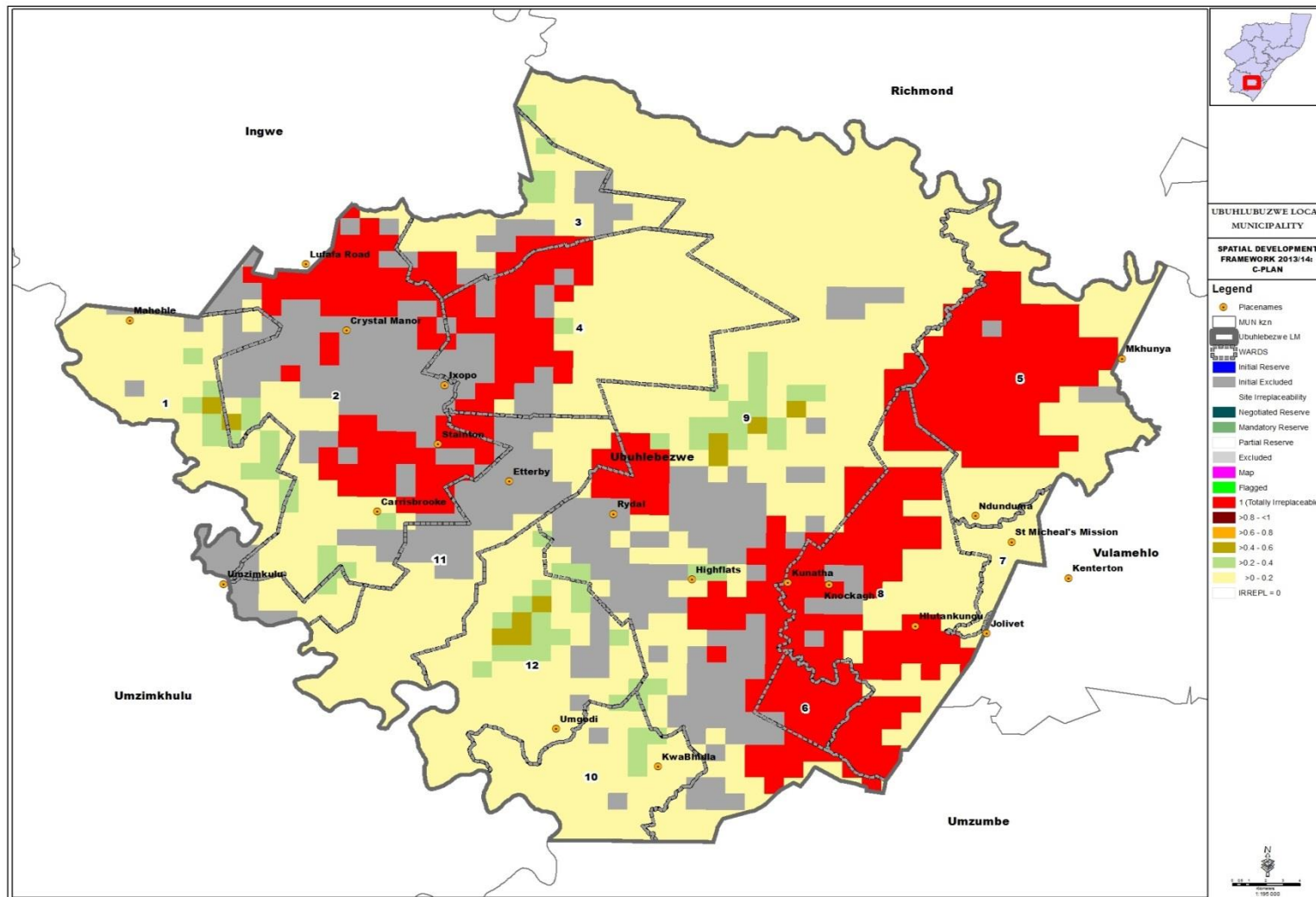
IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS
OMM43; IPD32; BTO34; SD45				Submission of the back to basics to the office of the Director Corporate Services	Turnaround time for submission of quarterly back to basics completed template to Director Corporate Services after receiving request
CORP19				Submission of the back to basics to the office of the Cogta	Turnaround time for submission of monthly back to basics completed template to Cogta after receipt
CORP20				Submission of the back to basics to the office of the Cogta	Turnaround time for submission of quarterly back to basics completed template to Cogta after receipt



SECTION E: STRATEGIC MAPPING; IMPLEMENTATION PLAN

E.1 Strategic Mapping

E.1.1 Environmental Sensitive Areas



Map : Environmental Sensitive Areas

E.2 Implementation Plan (Service Delivery & Infrastructure Development)

Objective : To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development

Strategic Objective number : 05

Key Challenges	Strategy	Performance indicator	Baseline	WARD	TOTAL 2015/2016 R	PROJECTED 2016/2017	PROJECTED 2017/2018	PROJECTED 2018/2019	Source	Responsibility
-the municipality is grant dependant; -changing weather conditions; -vandalisation	Electrification of ward 1	% completion	37%	1	Electrification (Mahhehle)	Harold Nxasane Road	Mdu Miya Sportfield	Sdungeni Road	DOE / COGTA	IPD
	Construction of a sportsfield		Advertised for design consultants	2	Jeffrey Zungu Sportfield	Sandile Dlokodla Dlamini Sportfield			MIG	IPD
	Construction of black top roads		Contractor appointed	2	Portion of East Street				INTERNAL	IPD
	Electrification of ward 3		69%	3	Electrification (Ofafa)	Msingatheni Rd	Zwangaye Nene Road	Mpakamweni Road	DOE / COGTA	IPD
	Construction of community halls		Advertised for design consultants	4	Morningside Hall (Soweto)	Morningside Hall (Soweto)	Sprenza Road		MIG	IPD
	Electrification of ward 5		62%	5	Electrification (Mkhunya)	Butateni Road		Bonizwe Hall	DOE / COGTA	IPD
								Nkweletsheni Sportfield		

Key Challenges	Strategy	Performance indicator	Baseline	WARD	TOTAL 2015/2016 R	PROJECTED 2016/2017	PROJECTED 2017/2018	PROJECTED 2018/2019	Source	Responsibility
	Construction of new gravel roads		Advertised for design consultants	6	Reggie Hadebe	Pass 4 Phungula Sportfield	Msenge Road		MIG	IPD
	Upgrade of a sports field			7	Upgrade of Jolivet Sportfield	Masomini Road	Shelembe Road		MIG	IPD
	Construction of new gravel roads			8	Magawula Nzimande Road	Xolani Vezi sportfield	Madungeni Hall		MIG	IPD
	Construction of community halls			9	Bayempini Mzizi Hall	Sikhosiphi Dlamini Sportfield	Skhunyana Road		MIG	IPD
				10	Themba Mguni Hall	Mncadi road	Nxele Road		MIG	IPD
				11	Inkosi Bhokamabhaca Zulu Rd	Mxolisi Ngubo Rd			MIG	IPD
	Construction of new gravel roads			12	Sigubudwini Road	Nomakhele road	Mazabeko Hall		MIG	IPD

SECTION F: FINANCIAL PLAN

1. PURPOSE

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

2. BACKGROUND

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

3. FINANCIAL STRATEGY FRAMEWORK

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

3.2.1 Revenue Enhancement Strategy

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

3.2.2 Asset Management Strategy

- *The implementation of a GRAP compliant asset management system;*
- *Adequate budget provision for asset maintenance over their economic lifespan;*

- Maintenance of asset according to an infrastructural asset maintenance plan;
- Maintain a system of internal control of assets to safeguard assets; and
- Ensure all assets owned and/or controlled except specific exclusions are covered by insurance.

3.2.3 Financial Management Strategies

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

3.2.4 Operational Financing Strategies

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

3.2.5 Capital Financing Strategies

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

3.2.6 Cost-Effective Strategy

- Invest surplus cash not immediately required at the best available rates;
- Restrict capital and operating expenditure increases in relation to the inflation rate taking into consideration the macro economic growth limit guideline and municipal cost increases.
- To remain as far as possible within the following selected key budget assumptions:
- Provision of bad debts of at least 2%;
- Overall cost escalation to be linked to the average inflation rate;
- Tariff increases to be in line with inflation plus municipal growth except when regulated;
- Maintenance of non-current assets of at least 1.7% of total operating expenditure;
- Capital cost to be in line with the acceptable norm of 18%;
- Outstanding external debt not to be more than 50% of total operating revenue less government grants; and
- Utilisation of Equitable Share for indigent support through Free Basic Services

3.2.7 Measurable Performance Objectives for Revenue

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

3.3 Financial Management Policies

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

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

- 3.3.3 **Rates Policy** – a policy required by the Municipal Property Rates Act, Act 6 of 2004. This policy provides the framework for the determination of rates;
- 3.3.4 **Indigent Support Policy** – to provide access to and regulate free basic services to all indigents;
- 3.3.5 **Budget Policy** – this policy set out the principles which must be followed in preparing a Medium-Term Revenue and Expenditure Framework Budget. It further ensures that the budget reflects the strategic outcomes embodied in the IDP and related strategic policies.
- 3.3.6 **Asset Management Policy** – the objective of the policy is to prescribe the accounting and administrative procedures relating to property, plant and equipment;
- 3.3.7 **Accounting Policy** – the policy prescribes the basis of presentation of the Annual Financial Statements in accordance with the Generally Recognized Accounting Practices and Accounting Standards;
- 3.3.8 **Supply Chain Management Policy** – this policy is developed in terms of Section 11 of the Municipal Finance Management Act, Act 56 of 2003. The principles of this policy is to give effect to a fair, equitable, transparent, competitive and cost effective system for the procuring of goods and services, disposing of goods and selecting of contractors in the provision of municipal services
- 3.3.9 **Subsistence and Travel Policy** – this policy regulates the reimbursement of travelling and subsistence cost to officials and councilors attending official business
- 3.3.10 **Credit Control and Debt Collection Policy** – this policy provides for credit and debt collection procedures and mechanisms to ensure that all consumers pay for the services that are supplied.
- 3.3.11 **Investment and Cash Management Policy** – this policy was compiled in accordance with the Municipal Investment Regulation R308 and ensures that cash resources are managed in the most efficient and effective manner possible.
- 3.3.12 **Short-term Insurance Policy** – the objective of the policy is to ensure the safeguarding of Council's assets

4. REVENUE FRAMEWORK

- 4.1 In order to serve the community and to render the services needed, revenue generation is fundamental to financial sustainability of every municipality
- 4.2 The reality is that we are faced with developmental backlogs and poverty, challenging our revenue generation capacity. The requests always exceed the available funds. This becomes more obvious when compiling the municipality's annual budget
- 4.3 Municipalities must table a balanced and more credible budget, based on realistic estimation of revenue that is consistent with their budgetary resources and collection experience
- 4.4 The revenue strategy is a function of key components such as:
 - 4.4.1 Growth in town and economic development;
 - 4.4.2 Revenue enhancement;
 - 4.4.3 Achievement of above 90% annualized collection rate for consumer revenue;
 - 4.4.4 National Treasury guidelines;
 - 4.4.5 Approval of full cost recovery of specific department;
 - 4.4.6 Determining tariff escalation rate by establishing/calculating revenue requirement; and
 - 4.4.7 Ensuring ability to extent new services and recovering of costs thereof
- 4.4 The South African economy is slowly recovering from the economic downturn and it will still take some time for municipal revenues to increase through local economic growth.

5. GRANT FUNDING

- 5.1 The Division of Revenue Act contains allocations from National and Provincial, which allocations are recognized as government grants and factored as follows over the medium term:
 - 5.1.1 The Equitable share allocation to the local sphere of government is an important supplement to existing municipal revenue and takes account of the fiscal capacity, fiscal efficiency, developmental needs, extent of poverty and backlogs in municipalities.

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

6. TARIFF SETTING

- 6.1 Ubuhlebezwe Municipality derives its revenue from the provision of services such as property rates and refuse removal. A considerable portion of the revenue is also derived from grants by national governments as well as other minor charges such as traffic fines, interests from investments and rentals.
- 6.2 As in the past, increase cost primarily driven by the Consumer Price Index (CPIX), dictates an increase in the tariffs charged to the consumers and the ratepayers. It therefore follows that all the tariffs will have to be increased by a percentage in line with the forecasted CPIX estimated at 5.8% for the 2014/2015 and 2015/2016 and 5% for 2016/2017.
- 6.3 It is realised that the ability of the community to pay for services rendered is also under tremendous pressure and that the economic outlook for the near future require everybody to make sacrifices.

7 DEBTORS

- 7.1 Debtors with the age of ninety days (90) plus constitute 10% of the total debtors book as at 30 April 2015.
- 7.2 Debtors over 90 days are now handed over to debt collectors for collection.
- 7.3 The credit control and debt collection policy has been reviewed to address indigents, pensioners and child headed households.
- 7.4 The debtor's book constitutes 14% of the total municipal budgeted revenue.
- 7.5 Collection rate was 88% in the 2012/2013 financial year and 66% as at December 2014 for the current debt in 2014/2015 financial year.

8. AUDIT OPINIONS

YEAR	AUDIT OPINION	MUNICIPALITY
2011/2012	Unqualified Audit Opinion	Ubuhlebezwe Municipality
2012/2013	Clean Audit	Ubuhlebezwe Municipality
2013/2014	Clean Audit	Ubuhlebezwe Municipality

9. 2014/2015 AUDITOR-GENERAL'S REPORT

REPORT OF THE AUDITOR-GENERAL TO THE KWAZULU-NATAL PROVINCIAL LEGISLATURE AND COUNCIL ON UBUHLEBEZWE MUNICIPALITY

REPORT ON THE FINANCIAL STATEMENTS

Introduction

- 1. I have audited the financial statements of the Ubuhlebezwe Municipality set out on pages, which comprise the statement of financial position as at 30 June 2014, the statement of financial performance, statement of changes in net assets, the cash flow statement and the statement of comparison of budget information with actual information for the year then ended, and the notes,

comprising a summary of significant accounting policies and other explanatory information.

Accounting officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Local Government: Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2013 (Act No. 2 of 2013) (DoRA), and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-General's responsibility

3. My responsibility is to express an opinion on the financial statements based on my audit. I conducted my audit in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the general notice issued in terms thereof and International Standards on Auditing. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the municipality's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

6. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Ubuhlebezwe Municipality as at 30 June 2014, and its financial performance and cash flows for the year then ended in accordance with the SA Standards of GRAP and the requirements of the MFMA and DoRA.

Emphasis of matters

7. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Material underspending of capital budget

8. As disclosed in the statement of comparison of budget information with actual information, the municipality has materially underspent the budget on capital expenditure to the amount of R16, 95 million.

Material impairment

9. As disclosed in note 7 to the financial statements, material debt impairment of R11, 08 million was incurred as a result of the annual review of outstanding consumer debts.

Additional matter

10. I draw attention to the matter below. My opinion is not modified in respect of this matter.

Unaudited disclosure notes

11. In terms of section 125(2) (e) of the MFMA, the municipality is required to disclose particulars of non-compliance with the MFMA. This disclosure requirement did not form part of the audit of the financial statements and, accordingly, I do not express an opinion thereon.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

12. In accordance with the PAA and the general notice issued in terms thereof, I report the following findings on the reported performance information against predetermined objectives for selected objectives presented in the annual performance report, non-compliance with legislation as well as internal control. The objective of my tests was to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

Predetermined objectives

13. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the following selected objective presented in the annual performance report of the municipality for the year ended 30 June 2014:
 - Objective 2: Basic service delivery and infrastructure development on pages xx to xx
14. I evaluated the reported performance information against the overall criteria of usefulness and reliability.
15. I evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with the National Treasury's annual reporting principles and whether the reported performance was consistent with the planned objectives. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's *Framework for managing programme performance information*.
16. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
17. I did not raise any material findings on the usefulness and reliability of the reported performance information for the selected objective.

Additional matters

18. Although no material findings concerning the usefulness and reliability of the performance information were identified in the annual performance report, I draw attention to the following matters below:

Achievement of planned targets

19. Refer to the annual performance report on pages xx to xx for information on the achievement of the planned targets for the year.

Material adjustments to the annual performance report

20. I identified material misstatements in the annual performance report submitted for auditing on the reported performance information for basic service delivery and infrastructure. As management subsequently corrected the misstatements, I did not raise any material findings on the usefulness and reliability of the reported performance information.

Compliance with legislation

21. I did not identify any instances of material non-compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA.

Internal control

22. I did not identify any deficiencies in internal control, which I considered sufficiently significant for inclusion in this report.

OTHER REPORT

Investigation

23. An internal investigation relating to the misappropriation of cash by municipal officers was completed during the year. The investigation resulted in criminal proceedings being instituted against employees. At the time of this report, the proceedings were in progress.

Pietermaritzburg

28 November 2014

10. AN ACTION PLAN TO ADDRESS AUDITOR-GENERAL FINDINGS

Ubuhlebezwe Municipality has obtained a CLEAN AUDIT for the 2013/2014 financial year, however, there was a concern raised for the underspending on capital budget and an action plan for that has been developed, however, the municipal officials will continue with the monitoring of the organisational performance indicators to ensure that the CLEAN AUDIT is maintained, whilst the Council will be playing an oversight role on the implementation of the organisational performance management system.

1. Material underspending of capital budget

Nature of the Query	Action Plan	Responsible Official	Target Date	Current Status
1. Material underspending of capital budget As disclosed in the statement of comparison of budget information with actual information, the municipality has materially underspent the budget on capital expenditure to the amount of R16.95 million.	The underspent amount of R16.95 million is a combination of various scenarios: there were savings in some projects e.g. Ixopo taxi rank, the contractor was appointed at lower price. There are also retentions for the projects which were completed during the prior year. Some capital assets were not acquired due to service providers quoting more than the budget. However the big part of this amount relates to Ixopo taxi rank which will be completed by 28 February 2015, spending on capital budget is monitored on a monthly basis through MANCO meetings.	IPD/CFO	Monthly 28/02/2015	Ixopo taxi rank was completed by 28 February 2015. Management is monitoring the capital budget on a monthly basis.

11. CONCLUSION

- 8.1 The continued improvement and development of an effective financial planning process aids the actualization of fulfilling the municipality's facilitating role to capacitate the community to build a better future for all.
- 8.2 The Financial planning imperatives contribute to ensuring that the Municipality remains financially viable and that municipal services are provided economically to all communities
- 8.3 The Multi-year Financial Plan contains realistic and credible revenue and expenditure forecasts which should provide a sound basis for improved financial management and institutional development as well as service delivery improvements and implementation.
- 8.4 The strategy towards cash backing will certainly ensure the sustainability of the Municipality over the medium-to long-term

F.3 Projects

F.3.1 Capital Projects for three (4) years (2015/2016; 2016/2017; 2017/2018 & 2018/2019)

WARD	NAME OF PROJECT	ADJUSTMENTS BUDGET 2015/2016 R	TOTAL 2016/2017 R	TOTAL 2017/2018 R	TOTAL 2018/2019 R
1	Electrification (Mahhehle)	14km hare line (R 662,873.06) Electrification (R 17 824 465.26)	Electrification (Mahhehle)	Harold Nxasane Road	Sdungeni Road
2	Jeffrey Zungu Sportfield – ph1	R 2,879,083.01	Jeffrey Zungu Sportfield – ph 2	Jeffrey Zungu Sportfield – ph 3	Sandile Dlokodla Dlamini Sportfield
2	Portion of East Street	R 4 000 000.00	Portion of East Street-ph2		
2	Ixopo Bus Rank	R 10 748 797.82	Ixopo Bus Rank		
2			Chapel Street		
3	Electrification (Ofafa)	-Electrification (R 28,991,516.13)- Mkhunya/Ufafa 8M hare line (R 376,998.34)	Electrification & Housing (Ofafa)	Zwangaye Nene Road	Mpakamweni Road
4	Morningside Hall (Soweto) – ph1	R 1,412,158.56	Morningside Hall (Soweto) – ph2	Sprenza Road	
5	Electrification (Mkhunya)	-Electrification (R 7,100,147.00)- Mkhunya/Ufafa 8M hare line (R 376,998.34)	Electrification (Mkhunya)	Butateni road	Bonizwe hall
6	Reggie Hadebe	R 3,628,149.87	Msenge Road	Pass 4 Phungula Sportfield	
7	Upgrade of Jolivet Sportfield – ph1	R 2,800,000.00	Upgrade of Jolivet Sportfield – Phase 2	Masomini road	Shelembe Road
8	Magawula Nzimande Road	R 3,329,598.58	Madungeni Hall	Xolani Vezi sports field	
9	Bayempini Mzizi Hall	R 2,056,917.89	Kintel Hall	Sikhosiphi Dlamini Sportfield	Skhunyana Road
10	Themba Mguni Hall	R 2,094,744.83		Mncadi road	Nxele Road
11	Inkosi Bhekamabhaca Zulu Rd	R 1,597,858.74	Mxolisi Ngubo Rd		
12	Sigubudwini Road	1,275,689.64	Nomakhele Road	Mazabeko Hall	Mdabu Sports field
13			Thuleshe Road		
14					
	TOTAL	R 35 822 998.94 R 54 955 999.53 (Electrification) R 90 778 998.7	-	-	-

Other Projects (Electrification):

PROJECT DESCRIPTION	AREA / WARD	BUDGET
Electrification	Umkhunya Household / 5	R 39 956 000.00
	Mahhehle Household / 1	
	Ufafa Household / 3	
14km Grid / Power Line	Mahhehle / 1	-
8km Grid / Power Line	Ufafa / 3	
Construction of P112 Road / Tarred	Ward 12	

F.4 Projects by Sector Departments**DEPARTMENT OF HEALTH****CLINICS ON MTEF PLAN (PLANNED NEW CLINICS) UBUHLEBEZWE MUNICIPALITY**

PROJECT NAME	TYPE OF PROJECT DETAILS	PROJECT STATUS	NATURE OF INVESTMENT	CONSTRUCTIVE ACTUAL TARGET DATE
Kwezi Lokusa Clinic	New Facility	Identified	New	01 July 2014
Madunyeneni Clinic	Construct New Clinic	Identified	New	Beyond 2023
Mahehle/ Ncakubana Clinic	Construct New Clinic	Identified	New	Beyond 2023
Ofafa/ Ntakama Clinic	Construct New Clinic	Identified	New	01 April 2023
THATHANI CLINIC	CONSTRUCT NEW CLINIC	IDENTIFIED	NEW	01 APRIL 2025

CLINICS TO BE UPGRADED: UBUHLEBEZWE MUNICIPALITY

PROJECT NAME	TYPE OF PROJECT DETAILS	PROJECT STATUS	NATURE OF INVESTMENT	CONSTRUCTIVE ACTUAL TARGET DATE
Gcinikuhle Clinic	Upgraded and Addition (MOU)	Identified	Upgrading	01 April 2020
Hlokozi Clinic	Construct New CHC with (MOU)	Identified	New	Beyond 2023
Jolivet Clinic	Upgraded and Addition (MOU)	Identified	Upgrading	01 April 2019
Kwamashumi Clinic	Upgraded and	Identified	Upgrading	01 April 2020

	Addition (MOU)			
Mntungwana Clinic	Upgraded and Addition (MOU)	Identified	Upgrading	01 April 2020
Nokweja Clinic	Upgraded and Addition (MOU)	Identified	Upgrading	01 April 2020
Sangcwaba Clinic	Upgraded and Addition (MOU)	Identified	Upgrading	01 April 2020

DEPARTMENT OF EDUCATION

WARD	PROJECT DESCRIPTION	SCHOOL	STATUS	BUDGET	YEAR
5	Mobile classrooms	Bekezelani secondary	Feasibility	R 432 000	
3	Electricity	Bhensela primary	Feasibility	R 300 000	
12	Electricity	Skeyi primary	Feasibility	R 300 000	
1	Repairs & renovations	Ncakubana primary	Identified	R 5 000 000	
1	Repairs & renovations	Senzakahle primary	Identified	R 5 000 000	
2	Repairs & renovations	Sifiso primary	Identified	R 5 000 000	
2	Repairs & renovations	Songobasimunye secondary	Identified	R 5 000 000	
3	Repairs & renovations	Bhensela primary	Identified	R 5 000 000	
4	Repairs & renovations	Little flower high	Identified	R 5 000 000	
10	Repairs & renovations	Umhlabashana SP	Identified	R 5 000 000	
12	Repairs & renovations	Ntabakunuka primary	Identified	R 5 000 000	
6	Curriculum redress: education centres	Hlokozi high	Feasibility	R 7 128 000	
2	Upgrades and additions	Ixopo state aided	Identified	R 16 855 500	
4		Ixopo village primary	Design	R 25 415 000	
10		Mbambalala primary	Retention	R 6 621 500	
10		Malezulu primary	Feasibility	R 7 964 500	
1	Early childhood development	Mahehle primary	Tender	R 1 254 000	
1	Early childhood development	Mahafana primary	Feasibility	R 1 254 000	
1	Early childhood development	Ncakubana primary	Feasibility	R 1 254 000	
3	Early childhood development	Mpofini primary	Tender	R 1 254 000	
3	Early childhood development	Lusiba primary	Feasibility	R 1 254 000	
3	Early childhood development	Magidigidi primary	Complete	R 1 254 000	
4	Early childhood development	Ixopo village	Tender	R 2 230 800	
5	Early childhood development	Phumobala primary	50%	R 1 254 000	
7	Early childhood development	Soul primary	Tender	R 1 254 000	
8	Early childhood development	Nomandla primary	Tender	R 1 254 000	
8	Early childhood development	Hluthankungu	75%	R 1 254 000	
8	Early childhood development	Savela primary	Tender	R 1 254 000	
9	Early childhood development	Mazongo primary	Tender	R 2 230 000	
10	Early childhood development	Nobengela primary	Tender	R 1 254 000	
10	Early childhood	Zwelithule primary	Tender	R 1 254 000	

	development				
10	Early childhood development	Nhlamvana primary	Complete	R 1 254 000	
11	Early childhood development	Bhekukuphiwa primary	Tender	R 2 230 000	
11	Early childhood development	kwaDladla primary	Complete	R 1 254 000	
2	Full service schools	Carrisbrooke primary	Tender	R 10 939 500	
3		Lufafa primary	Tender	R 14 560 500	
3		Lusiba primary	75%	R 14 050 500	
7		Impunga high	Deasibility	R 23 341 000	
10		Malezulu primary	Feasibility	R 13 549 000	

DEPARTMENT OF COMMUNITY SAFETY AND LIAISON

KPI	TIME FRAME
Establishment of satellite police stations (Springvale, Nokweja & Sangcwaba)	Budget with provincial SAPS

WATER AND SANITATION THREE YEAR PLANNED PROJECTS BY HARRY GWALA DISTRICT MUNICIPALITY

Project Description	Total Project Value (MIG/MWIG Funding)	Budget MIG/MWIG 2015/16	Remarks
1. Chibini Water Supply Project	R50,749,823.28	R9,000,000	Under implementation from 2013/14, multi-year project
2. Ithubalethu Water Supply	R24,298,593	R9,654,876.78	Under implementation from 2013/14, multi-year project
3. Ufafa Water Supply Project	R42,744,568	R14,469,191.38	Under implementation from 2013/14, multi-year project
4. Umkhunya Water Supply Scheme	R158,300,915.50	R16,449,103.35	Under implementation from 2014/15, multi-year project
5. Ubuhlebezwe Sanitation Backlog Project	R58,187,715.36	R1,500,000	Under implementation from 2014/15 as a multi-year project
Total Amount		R51,073,171.51	Under implementation from 2009/10, multi-year project

PLANNED INTERVENTIONS BY HARRY GWALA DEVELOPMENT AGENCY

Interventions:

- Leverage on land reform post settlement support and Corridor Development Fund.
- Leverage on National Skills Fund Programme (skills development)
- Establishment of a Light Industry Park in Hlokozi
- Business Retention and Expansion Programme and Implementation
- Post Settlement Support Programme - Jobs Fund
- CDC's: Equip and capacitate CDC's:
 - **Current Status:** 5 Agri-Advisors and 20 Interns have been employed all from within the district
 - CDC Sites identification complete and currently undergoing refurbishment
 - Skills Audit, registration of Co-ops and Audit of Infrastructure being undertaken
 - 54 Co-ops will receive training in the first year in theoretical and practical training, totalling 225 over a three year period
- Market Information Centre's (MIC): Market Research
- Establishment of the MIC
- Hydroponics Farming Project
 - **Current Status:**
 - A Business Plan has been finalised and submitted to EDTEA for R8,5million funding

Planned Interventions:

- Develop Poverty Reduction Strategy and Plan
- Pilot household food security programme in high poverty stricken Municipalities. (Ingwe, UMzimkhulu and Ubuhlebezwe).
- Identify poverty stricken wards and vulnerable households through integrated stakeholder forum(Sukumasakhe Programme)
- SUPPORT TO EMERGING FARMERS
- Provision of veg production training(organically)
- Provision of support infrastructure(irrigation system and fencing
- Provision of inputs(seedlings,fertilisers)
- Facilitate marketing of surplus produce.

Emerging Contractor Development:

- A joint initiative with all LMs and support from the Department of Public Works.
- We have a database of contractors in the district sourced from CIDB however all enterprises have registered with CIDB but not necessarily meaning they are contractors.
- 14 emerging contractors trained at uBuhlebezwe in the 2014/15 financial year for five days in basic business, financial management and contract management.
- This training aimed at equipping the emerging and prospective contractors with knowledge and skills they need to start and manage a construction company, also on executing a construction project.
- We will be embarking on SMMEs (emerging contractors) workshops in partnership with EDTEA focussing on information sharing especially with CIDB issues, Departments of Public Works and Transport not forgetting the NEF, NYDA (KZN), the DTI, IDC and KZN Small Business Development Agency on availability of funds and access to opportunities for the SMMEs.

CONCLUSION

The continued improvement and development of an effective financial planning process aids the actualization of fulfilling the municipality's facilitating role to capacitate the community to build a better future for all.

The Financial planning imperatives contribute to ensuring that the Municipality remains financially viable and that municipal services are provided economically to all communities

The Multi-year Financial Plan contains realistic and credible revenue and expenditure forecasts which should provide a sound basis for improved financial management and institutional development as well as service delivery improvements and implementation.

The strategy towards cash backing will certainly ensure the sustainability of the Municipality over the medium-to long-term

SECTION G: ANNUAL OPERATIONAL PLAN (SDBIP)

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS	ANNUAL (2014/2015)	2015/2016 ANNUAL TARGET	ANNUAL BUDGET	RESPONSIB LE DEPARTME NT / MANAGER
						BASELINE	PROJECTED		
OMM01	DIFFERENTIA TED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	MUNICIPAL TRANSFORMATI ON AND INSTITUTIONAL DEVELOPMENT	To improve performance and functioning of the municipality	Signing of performance agreements	Number of signed performance agreements for section 57 managers (MM, CFO, SD, IPD & Corporate) by 30-Jul-15	5 performance agreements signed on the 31 July 2014	5 performance agreements for section 57 managers signed (MM, CFO, SD, IPD & Corporate) by 30-Jul-15	OPEX	OMM
OMM02				Signing of operational plans	Number of signed operational plans for section 55 managers (ACFO, SCM, Chief Accountant, Internal Audit, IDP/PMS, Administration, Human Resources, PMU, Housing & Planning, LED/Tourism, Community Safety, Community Services) by 31-	12 operational plans signed on the 31-Jul-14	12 operational plans for section 55 managers signed (ACFO, SCM, Chief Accountant, Internal Audit, IDP/PMS, Administration, Human Resources, PMU, Housing & Planning, LED/Tourism, Community Safety, Community Services) by 31- Jul-15	OPEX	OMM

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS	ANNUAL (2014/2015)	2015/2016 ANNUAL TARGET	ANNUAL BUDGET	RESPONSIBLE DEPARTMENT / MANAGER
						BASELINE	PROJECTED		
					Jul-15				
OMM03				Submission of performance agreements	Turnaround time for submission of Performance Agreements to COGTA after signing by section 57's	Performance agreements submitted to COGTA on the 8 August 2014	Submission of Performance Agreements to COGTA within 10 days of signing by section 57's	OPEX	OMM
OMM04				Submission of reports to APAC	Number of reports submitted to APAC on performance by 30-Jun-16	4 reports submitted quarterly	4 reports submitted to APAC on performance by 30-Jun-16	OPEX	OMM
CORP01			To develop staff to ensure effective service delivery through trainings	Awarding Staff members with bursaries	Date by which Staff members awarded with bursaries	8 staff members received bursaries	Award bursaries to Staff members that would have applied and met selection criteria by 31-Mar-16	R 100 000	CORP
CORP02				Conduct trainings as per WSP	Number of trainings conducted as per WSP (2015/16) by 30-Jun-16	65 trainings conducted as per WSP	(28) trainings conducted as per (2015/16) WSP by 30-Jun-16	R 2 170 000	CORP
OMM05 CORP03 SD01 BTO01 IPD01			To improve performance and functioning of the municipality	Submission of performance reports to the office of the MM	Number of performance reports submitted to the office of the MM within the turnaround time	All HODs submitted performance reports to OMM	20 performance reports submitted to the office of the MM within 5 working days of the end of each quarter	OPEX	OMM; CORP; SD; BTO; IPD
OMM06 CORP04 SD02 BTO02 IPD02				Submission of the risk register reports to the office of the MM	Number of updated risk register reports submitted to the office of the MM within the turnaround time	All HODs submitted updated risk register reports to OMM	20 updated risk register reports submitted to the office of the MM within 5 working days of the end of each quarter	OPEX	OMM; CORP; SD; BTO; IPD

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS	ANNUAL (2014/2015)	2015/2016 ANNUAL TARGET	ANNUAL BUDGET	RESPONSIBLE DEPARTMENT / MANAGER
						BASELINE	PROJECTED		
CORP05				Purchasing of the software licenses	Date by which the Software Licenses for laptops and computer within the municipality is purchased	Software license purchased for 2014/15	Purchase Software Licenses for laptops and computer users within the municipality by 31-Dec-15	R 100,000	CORP
CORP06			To develop staff to ensure effective service delivery through trainings	Adoption and submission of the WSP	Date by which the 2016/17 WSP adopted and submitted to LGSETA	WSP adopted 23 April 2015	Adopt and submit 2016/17 WSP to LGSETA by 30 April 2016	OPEX	CORP
CORP07				Reviewal of the Recruitment and Selection Policy	Date by which the Recruitment and Selection Policy will be reviewed	reviewed in September 2013	Reviewal of the Recruitment and Selection Policy by 30-Jun-2016	OPEX	CORP
CORP08			To improve safety and security within the municipal environment	Conducting evacuation drills	Number of quarterly evacuation drills conducted by 30-Jun-16	2 evacuation drills conducted	Conduct 4 evacuation drills by 30-Jun-16	OPEX	CORP
CORP09			To improve performance and functioning of the municipality	coordination of departmental team buildings	Number of departmental teambuilding exercises coordinated by 30-Jun-16	3 teambuilding exercises held	Coordinate 3 departmental teambuilding exercises by 30-Jun-16	R 120,000	CORP
CORP10				Implementation of the EAP	Date by which the Employee Assistance Programme is implemented	1 EAP held in March 2015	Implement Employee Assistance Programme by 31-Mar-16	R 40 000	CORP
OMM07	IMPROVED ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Monitoring of the prioritised capital projects	Number of MANCO meetings whereby there will be monitoring of delivery/achievement of prioritised capital	4 MANCO meeting whereby there will be monitoring of delivery/achievement of prioritised capital projects budgeted for (2014/15)	4 MANCO meeting whereby there will be monitoring of delivery/achievement of prioritised capital projects budgeted for (2015/16)	OPEX	OMM

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS	ANNUAL (2014/2015)	2015/2016	ANNUAL BUDGET	RESPONSIBLE DEPARTMENT / MANAGER
						BASELINE	ANNUAL TARGET PROJECTED		
					projects budgeted for (2015/16)				
SD03				Monitor Maintenance of halls and sport fields	Number of HALLS maintained by doing brush cutting and cleaning of facilities by 30-Jun-16	28 HALLS maintained by doing brush cutting and cleaning of facilities by 30-Jun-15	28 HALLS maintained by doing brush cutting and cleaning of facilities by 30-Jun-16	R 500,000	SD
SD04					Number of maintained halls and municipal facility by brush cutting and cleaning by 30-Jun-16	HALLS maintained throughout the 4 quarters	Monitor Maintenance of 2 halls(peace and Highflats hall) and 1 Municipal facility by doing brush cutting and cleaning by 30-Jun-16		
SD05					Number of SPORTFIELDS maintained by doing brush cutting and cleaning of facilities by 30-Jun-16	20 SPORTFIELDS maintained by doing brush cutting and cleaning of facilities by 30-Jun-15	20 SPORTFIELDS maintained by doing brush cutting and cleaning of facilities by 30-Jun-16		
SD06				Monitor Maintenance of municipal parks	Number of Maintained municipal parks by 30-Jun-16	All 5 access points to Ixopo town were maintained throughout the 4 quarters	Monitor Maintenance of 5 municipal parks by grass cutting by 30-Jun-16	OPEX	SD
SD07				Monitor collection of waste from households and businesses	Number of days within which refuse is collected in businesses and residential by 30 June 2015	Refuse collected at 1346 households	Monitor six days of refuse collection in businesses per week and once a week in residential by 30 June 2016	OPEX	SD

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS	ANNUAL (2014/2015)	2015/2016	ANNUAL BUDGET	RESPONSIBLE DEPARTMENT / MANAGER
						BASELINE	ANNUAL TARGET PROJECTED		
CORP11			To improve the performance and functioning of the municipality	Distribution of agendas	Turnaround time for distributing agenda to the members of Infrastructure Planning & Development portfolio before the meeting	Secretariat supports provided to IPD portfolio throughout the 4 quarters	5 days of which the agenda is distributed to the members of the Infrastructure Planning & Development Portfolio before the meeting	OPEX	CORP
BTO03			To practice sound financial management principles	Bid processing turn around time	Turnaround time for bid processing not more than specified timeframes (bids R200000+ to be finalised) from the date of the advert	90 Days turnaround time for the bids R200000+ to be finalised	90 Days turnaround time for the bids R200000+ to be finalised from the date of the advert	OPEX	BTO
BTO04					Turnaround time for bid processing not more than specified timeframes (bids 30000 to R199999) from the date of the advert	14 day turnaround time for bids 30000 to R199999	14 day turnaround time for bids 30000 to R199999 from the date of the advert		
BTO05					Turnaround time for bid processing not more than specified timeframes (quotations less than R30000) from the date of the advert	6 day turnaround time for quotations less than R30000	6 day turnaround time for quotations less than R30000 from the date of the advert		

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS	ANNUAL (2014/2015)	2015/2016 ANNUAL TARGET	ANNUAL BUDGET	RESPONSIBLE DEPARTMENT / MANAGER
						BASELINE	PROJECTED		
BTO06				Updating and approval of the indigent register	Date by which indigent register is updated and approved	Indigent register updated in 2014/15	Update and approve Indigent register by 30-Jun-16	OPEX	BTO
IPD03			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Construction of new gravel roads – 9.3km	Percentage of gravel roads constructed by 30-Jun-16	none	100% of new Gravel roads to be constructed (Reggie Hadebe road- 2.75km)Magawula Road (3.2km), Inkosi Bhekamabhaca(1.9km), Sgubudwini Road (1.4km),by 30-Jun -16	R 9 831 296.8	IPD
IPD33				Construction of a bus rank	Percentage completion of a bus rank construction by 30-Jun-16	none	50% completion of a bus rank construction by 30-Jun-16	R 10 748 797.82	IPD
IPD04				municipal infrastructure grants	Date of which 2016/2017 projects would be advertised for design consultants, designing of draft documents and drafting of tender documents	none	designs, tender documents and advertisement of 2016/2017 projects by 30-Jun-16	CAPEX	IPD
IPD05				Construction of community halls	Percentage of constructed community hall (Phase 1 of Morningside hall-Soweto) by 30-Jun-16	none	70% completion of a community hall constructed (Phase 1 of Morningside hall-Soweto) by 30-Jun-16	R 1 412 158.56	IPD

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS	ANNUAL (2014/2015)	2015/2016	ANNUAL BUDGET	RESPONSIBLE DEPARTMENT / MANAGER
						BASELINE	ANNUAL TARGET PROJECTED		
IPD06				Construction of community halls	Percentage completion of a community hall (Bayempini Mzizi hall, Themba Mguni hall) by 30-Jun-16	none	100% completion of the upgrading of Bayempini Mzizi hall, Themba Mguni Hall by 30-Jun-16	R 4 151 662.7	IPD
IPD07				Construction of black top roads	Percentage of constructed road completed by 31-Dec-15	none	100% completion of Portion of East Street-(0.4km) constructed by 31-Dec-15	R 4 000 000.00	IPD
IPD08				Upgrade of sports fields	Percentage upgraded sport field completed by 30-Jun-16	none	70% completion of the upgrading of Jolivet sports field Jeffrey Zungu sports field upgrade by 30-Jun-16	R 5 679 083	IPD
IPD09				Maintenance of blacktop roads	Square meters of blacktop roads maintained (potholes) by 30-Jun-16	60m2 blacktop roads maintained	80m2 of blacktop roads maintained (potholes) by 30-Jun-16	OPEX	IPD
IPD10				Maintenance of community facilities	Number of community Facilities Maintained as directed by prescripts from Social Development Services by 30-June- 2016	4 community facilities maintained	4 community Facilities Maintained as directed by prescripts from Social Development Services by 30-June- 2016	OPEX	IPD
IPD11				Maintenance of access roads	Kilometres of gravel roads maintained by 30-Jun-16	45 km gravel roads maintained	40KM of gravel roads maintained by 30-Jun-16	OPEX	IPD

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS	ANNUAL (2014/2015)	2015/2016 ANNUAL TARGET	ANNUAL BUDGET	RESPONSIBLE DEPARTMENT / MANAGER
						BASELINE	PROJECTED		
IPD12				Holding of meetings with DoHS	Number of coordinated meetings on progress of housing projects by 30 June 2016	Quarterly progress reporting meetings held with DoHS	Coordinate 4 meetings on progress of Housing project by 30-Jun-16	DOHS	IPD
IPD13					Number of meetings coordinated on progress on 150 Units - Phase 1 Community Residential Units by 30-Jun-16	Quarterly progress reporting meetings held with DoHS	Coordinate 4 meetings on progress on 150 Units - Phase 1 Community Residential Units by 30-Jun-16	DOHS	IPD
IPD14				Processing of Building and alteration plans	Turnaround time for processing of building and alteration plans after receipt of payment fees	none	Processing of building and alteration plans within 30 days after receipt of payment fees	OPEX	IPD
IPD15				Electrification of wards 1,3 & 5	Percentage of electrified wards completed by 31-Dec-15	none	100% completion on the electrification of wards 1 (Mahhehle) by 31-Dec-15	R 54 955 999.80	IPD
IPD16					Percentage of electrified wards completed by 30-Jun-16	none	80% completion on the electrification of wards 3 (Ofafa) by 30-Jun-16		
IPD17					Percentage of electrified wards completed by 30-Jun-16	none	50% completion on the electrification of wards 5 (Mkhunya) by 30-Jun-16		
SD08			To improve safety and security within the municipal environment	Monitor maintenance of law and order	Number of roadblocks conducted by 30-Jun-16	4 roadblocks held	Monitor 4 roadblocks conducted by 30-Jun-16	OPEX	SD

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS	ANNUAL (2014/2015)	2015/2016	ANNUAL BUDGET	RESPONSIBLE DEPARTMENT / MANAGER
						BASELINE	ANNUAL TARGET PROJECTED		
IPD18			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Conservative notices served for illegal/improper building operation	Turnaround time for serving conservative notices for illegal/improper building operations	21 days turn around time target met	serve conservative notices for illegal/improper building operations within 21 days	OPEX	IPD
IPD19			To improve the performance and functioning of the municipality	Submission of Infrastructure Planning & Development Portfolio items	Turnaround time for submission of Infrastructure Planning & Development Portfolio items to Corporate Services after receiving circular.	none	Submission of Infrastructure Planning & Development Portfolio items to Corporate Services within 7 working days after receiving circular	OPEX	OMM
SD09	COMMUNITY WORK PROGRAMME IMPLEMENTED AND COOPERATIVES SUPPORTED	SOCIAL AND LOCAL ECONOMIC DEVELOPMENT	To improve sustainable economic growth and development	Submission of training request on SMMEs & Cooperatives	Date by which the training request on 12 cooperatives/ SMME's is submitted to director corporate services	12 coops and SMMEs trained	Submit training request on 12 cooperatives/ SMME's to director corporate services by 31-Sept-15	OPEX	SD
SD10				Renewal of informal traders licenses	Turnaround time for renewal of informal traders licenses in Ixopo and Highflats	none	Renewal of informal traders licenses in Ixopo and Highflats within 30 days after the submission of renewal form	OPEX	SD
SD11				Monitor the Implementation of LED projects	Number of LED projects implemented by 30-Jun-16	none	Monitor the Implementation of 4 LED projects by 30-Jun-16	R 1 500 000 (LED Projects)	SD

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS	ANNUAL (2014/2015)	2015/2016	ANNUAL BUDGET	RESPONSIB LE DEPARTME NT / MANAGER
						BASELINE	ANNUAL TARGET		
							PROJECTED		
SD12				Monitor Processing of business licenses	Turnaround time for submitting business license applications upon the receipt of applications to the office of the Municipal Manager for approval	business licenses processed within 21 days	Submit business license applications within 3 days upon the receipt of applications to the office of the Municipal Manager for approval	OPEX	SD
SD13				Monitor the functionality of LED forum	Number of LED Forum meetings held by 30-Jun- 16	none	2 LED Forum meetings held by 30-Jun-16	R 10 000 (LED Forum)	SD
SD14				Monitor the creation of jobs through LED projects	Number of jobs created through LED projects by 30-Jun-16	none	Creating 40 jobs through LED projects by 30-Jun- 16	OPEX	SD
SD15				Coordination of CWP Rep Forum meetings	Number of CWP Rep Forum meetings coordinated by 30-Jun-16	New indicator	Coordinate 08 CWP Rep Forum meetings by 30- Jun-16	OPEX	SD
SD16			To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	Monitor the implementation of Youth Programme	Date by which one youth programme emanating from the adopted Youth Development Strategy is implemented	New indicator	Monitor implementation of one Youth Programme emanating from the adopted Youth Development Strategy by 30-Jun- 16	R 200 000 (Youth Programmes)	SD
SD17				Awarding of external bursaries	Date by which the recommendation s for External bursaries are sent to the Office of the MM	External bursaries awarded	Recommendations for External bursaries sent to the Office of the MM 31- Jan-16	R 500 000	SD
SD18				Monitor back to school campaign	Date by which Back to school campaign is conducted	Back to school campaign conducted in January 2015	Monitor Back to school campaign to be conducted by 31-Jan-16	R 15,000	SD

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS	ANNUAL (2014/2015)	2015/2016	ANNUAL BUDGET	RESPONSIBLE DEPARTMENT / MANAGER
						BASELINE	ANNUAL TARGET PROJECTED		
CORP12			To improve the performance and functioning of the municipality	Distribution of agendas	Turnaround time for distributing agenda to the members of Social Development portfolio before the meeting	Secretariat support provided to SD portfolio committee throughout the 4 quarters	5 days of which the agenda is distributed to the members of the Social Development Portfolio before the meeting	OPEX	CORP
CORP13			To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	Train unemployed youth	Number of trained unemployed youth in brick laying and plastering by 30-Jun-16	none	Train 24 unemployed youth in brick laying and plastering by 30-Jun-16	R 2 170 000 (as per WSP)	CORP
BTO07			To improve sustainable economic growth and development	Conducting a workshop for all small businesses	Date by which the workshop for small businesses on compliance and financial issues is Conducted	1 workshop for small businesses conducted in 2014/15	Conduct 1 workshop for small businesses on compliance and financial issues by 30-Sep-15	OPEX	BTO
IPD20			To ensure provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development	Job creation through maintenance programme	Number of jobs created through EPWP - maintenance projects by 30-Jun-16	35 jobs created through maintenance projects	Sustainability of 52 Jobs created through EPWP maintenance projects by 30-Jun-16	CAPEX	IPD
SD19			To promote culture of learning and enhance social development (illiteracy, skills,	Monitor Library services awareness campaign	Number of Library services awareness campaign conducted by 30-Jun-16	none	Monitor 4 Library services awareness campaign conducted by 30-Jun-16	OPEX	SD

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS	ANNUAL (2014/2015)	2015/2016 ANNUAL TARGET	ANNUAL BUDGET	RESPONSIBLE DEPARTMENT / MANAGER
						BASELINE	PROJECTED		
SD20			talent, education)	Support performing groups with equipment	Number of performing art groups supported with equipment by 30-June-2016	none	Support 8 performing art groups with equipment by 30-June-2016	R 330 000	SD
OMM08			To improve sustainable economic growth and development	Sitting of quarterly social portfolio committee meetings as per approved schedule	Number of quarterly social portfolio committee meetings set as per approved schedule by 30-Jun-16	4 social portfolio meetings set	Sitting of 4 quarterly social portfolio committee meetings as per approved schedule by 30-Jun-16	OPEX	OMM
OMM09			To promote culture of learning and enhance social development (illiteracy, skills, talent, education)	Submission of training request to Corporate services Department	Date by which the training request for 6 HIV Support Groups in Food Security is submitted to Corporate Services Department	none	Submit a training request for 6 HIV Support Groups in Food Security to Corporate Services Department by 30-Sep-15	R 210 000 (HIV/AIDS)	OMM
OMM10				Commemoration of a world aids day	Date by which the Commemoration of World Aids Day will be held	World Aids day commemorated by 31-Dec-14	Commemoration of World Aids Day by 31-Dec-15		OMM
OMM11				Submission of training request to Corporate services Department	Date by which the Training request of 120 Ward Aids Committee members on HAST is submitted to Corporate	none	Submit a Training request of 120 Ward Aids Committee members on HAST to Corporate Services Dept by 30-Sep-15		OMM

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS	ANNUAL (2014/2015)	2015/2016	ANNUAL BUDGET	RESPONSIBLE DEPARTMENT / MANAGER
						BASELINE	ANNUAL TARGET PROJECTED		
					Services Dept				
SD21				Monitor coordination of child protection week	Date by which Child protection week campaign is coordinated	Child protection week coordinated by 30-Jun-15	Monitor coordination of child protection week by 30-Jun-16	R 571 000 (Gender)	SD
SD22				Monitor commemoration of a national disability day	Date by which National Disability Day for disabled people is commemorated	National disability day commemorated by 31-Dec-14	Monitor commemoration of National Disability Day for disabled people by 31-Dec-15		SD
SD23				Monitor coordination of the local golden games selection	Date by which Local Golden Games Selections for elderly people is coordinated	Golden games coordinated by 30-Sep14	Monitor the coordination Local Golden Games Selections for elderly people by 30-Sep-15	R 120 000 (Moral Regeneration)	SD
SD24				Monitor coordination of the world heritage day celebration and arts & culture programme	Date by which World Heritage Day Celebration and Art and Culture Programme is coordinated	Heritage day coordinated by 30-Sep-14	Monitor coordination of World Heritage Day Celebration and Art and Culture Programme by 30-Sep15	R 330 000 (Performing arts)	SD
SD25				Monitor coordination of a moral regeneration programme	Date by which a Moral Regeneration Programme (Umgidi wezintombi zaseBuhlebezwe) is coordinated	none	Monitor coordination of a Moral Regeneration Programme (Umgidi wezintombi zaseBuhlebezwe) by 31-Dec-15	R 120 000 (moral regeneration)	SD
SD26				Monitor coordination of umkhosi womhlanga	date by which participation of Ubuhlebezwe Maidens in Umkhosi Womhlanga is coordinated	Imkhosi Womhlanga coordinated by 30-Sep-14	Monitor coordination of the participation of Ubuhlebezwe Maidens in Umkhosi Womhlanga by 30-Sep-15	R 190 000 (Arts & Culture)	SD

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS	ANNUAL (2014/2015)	2015/2016 ANNUAL TARGET	ANNUAL BUDGET	RESPONSIBLE DEPARTMENT / MANAGER
						BASELINE	PROJECTED		
SD27				Monitor coordination of commemoration of the activist programme	Date by which 16 days of Activism (Fight against children and women abuse) is commemorated	none	Monitor coordination of commemoration of 16 days of Activism (Fight against children and women abuse) by 31-Dec-15	R 120 000 (moral regeneration)	SD
OMM12	DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE SYSTEM	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To improve performance and functioning of the municipality	Publishing of the organisational key performance indicators & targets	Turnaround time for publishing the organisational key performance indicators & targets after council approval	they were published within 14 days after council approval	Publishing of the organisational key performance indicators & targets within 14 days after council approval	OPEX	OMM
OMM13				Conducting performance reviews	Number of performance reviews conducted by 30-June-16	4 performance reviews conducted	2 performance reviews conducted by 30-Jun-16	OPEX	OMM
OMM14				Preparation and submission of a mid-year performance report	Date by which Mid-year Performance Report is Prepared and submitted to the Mayor, & COGTA	mid year performance report submitted to Mayor on 23 January 2015	Prepare and submit the Mid-year Performance Report to the Mayor & COGTA by 25-Jan-16	OPEX	OMM
OMM15			To promote accountability to the citizens of Ubuhlebezwe	Commencement of the community consultation meetings	Number of community consultation meetings held for 2016/17 IDP by 30-Jun-16	Community consultation held on 5-6 Nov-2014 & 14-16 April 2015	2 community consultation meetings held for 2016/17 IDP by 30-Jun-16	OPEX	OMM
OMM16			To improve performance and functioning of the municipality	Submission of the annual report to AG	Date by which the Annual performance report will be submitted to AG	APR submitted on 31 August 2014	Submit Annual performance report to AG by 31-Aug-15	OPEX	OMM

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS	ANNUAL (2014/2015)	2015/2016 ANNUAL TARGET	ANNUAL BUDGET	RESPONSIBLE DEPARTMENT / MANAGER
						BASELINE	PROJECTED		
OMM17				Submission of the draft annual report to Council	Date by which the Draft annual report will be submitted to council	Draft AR submitted on 22 January 2015	Submission of the Draft annual report to council for approval by 31-Jan-16	OPEX	OMM
OMM18				Adoption of an oversight report	Date by which the 2014/15 oversight report is submitted to Council for adoption (MFMA section 129(1))	Oversight report adopted on 26 March 2015	Submit the 2014/15 oversight report to Council for adoption (MFMA section 129(1)) by 31-Mar-16	OPEX	OMM
OMM19			To promote accountability to the citizens of Ubuhlebezwe	Publishing of the oversight report	Turnaround time for publishing of an oversight report after adoption	Oversight report published in March 2014	An oversight report published within 14 days after adoption	OPEX	OMM
OMM20			To improve the performance and functioning of the municipality	Submission of the oversight report to COGTA	Date by which an Oversight Report is submitted to COGTA	Oversight report submitted 24 March 2015	Submit An Oversight Report to COGTA by 07-Apr-16	OPEX	OMM
OMM21				Development and approval of the risk based internal audit plan	Date by which a risk-based internal audit plan for 15/16 is developed and approved	Risk based plan developed and approved in September 2014	Develop and approve risk-based internal audit plan for 15/16 by 30-Sep-15	OPEX	OMM
OMM22				Submission of internal audit reports to APAC	Number of internal audit reports submitted to the APAC by 30-Jun-16	4 internal audit reports submitted to APAC	4 internal audit reports submitted to the APAC by 30-Jun-16	OPEX	OMM
OMM23				Holding of audit committee meetings	Number of APAC meetings held by 30-Jun-16	4 APAC meetings held	Holding of 4 APAC meetings by 30-Jun-16	OPEX	OMM

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS	ANNUAL (2014/2015)	2015/2016 ANNUAL TARGET	ANNUAL BUDGET	RESPONSIBLE DEPARTMENT / MANAGER
						BASELINE	PROJECTED		
OMM24				Holding of risk management committee meetings	Number of risk management committee meetings held by 30-Jun-16	4 risk management committee meetings held	4 risk management committee meetings by 30-Jun-16	OPEX	OMM
OMM25				Tabling of the IDP process plan	Date by which the 2016/17 IDP framework and process plan is submitted to council for approval	tabled in July 2014	submit a 2016/17 IDP framework and process plan to council for approval by 31-Aug-15	OPEX	OMM
OMM26			To promote accountability to the citizens of Ubuhlebezwe	Publishing of 2016/2017 draft annual budget and draft IDP	Turnaround time for publishing of 2016/17 draft annual budget and draft IDP for public comments before final adoption	2015/16 draft annual budget and draft IDP published	Publish 2016/17 draft annual budget and draft IDP for public comments 21 days before final adoption	OPEX	OMM
OMM27				Publishing the 2016/2017 annual budget and IDP	Turnaround time for publishing of the final annual budget and IDP for 2016/17 after its adoption	2015/16 Final annual budget and IDP published	final annual budget and IDP for 2016/17 made public within 14 days of its adoption	OPEX	OMM
OMM28			To improve the performance and functioning of the municipality	Holding of a general staff meeting	Number of general staff meetings held by 31-Mar-16	2 general staff meetings held	Holding of 2 general staff meetings by 31-Mar-16	OPEX	OMM
OMM29				Development of an action plan addressing AG queries	Date by which the Action Plan to address AG queries is developed	Action plan developed and approved by Council	Develop Action Plan to address AG queries by 28-Feb-16	OPEX	OMM
OMM30				Review and approval of fraud prevention plan	Date by which the fraud prevention plan is reviewed and approved	none	Review and approve fraud prevention plan by 31-Mar-2016	OPEX	OMM

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS	ANNUAL (2014/2015)	2015/2016	ANNUAL BUDGET	RESPONSIBLE DEPARTMENT / MANAGER
						BASELINE	ANNUAL TARGET		
							PROJECTED		
SD28			To promote accountability to the citizens of Ubuhlebezwe	Coordination of centralised ward committee	Number of centralised ward committee meetings coordinated by 30-Jun-16	1 centralised ward committee meeting held on the 28 March 2015	Coordinate a sitting of 2 centralised ward committees meetings by 30-Jun-16	OPEX	SD
SD29				Monitor functionality of Operation Sukuma Sakhe (OSS)	Number of OSS meetings coordinated by 30- June -16	Ward support programme implemented	Monitor coordination of 12 OSS meetings by 30- June -16	OPEX	SD
SD30				Monitor of ward committee visits	Number of visits to ward committees meetings by Public Participation Officer by 30-Jun-16	none	4 visits to ward committee meetings by Public Participation Officer by 30-Jun-16	OPEX	SD
SD31				Coordination of IDP roadshows	Number of IDP public participation meetings coordinated by 30-Apr-16	2 public participation meetings held in Nov 2014 & April 2015	2 IDP public participation meetings coordinated by 30-Apr-16	OPEX	SD
SD32 IPD21 BTO08 CORP14			To improve the performance and functioning of the municipality	Holding of departmental meetings	Number of departmental meetings held by 30-Jun-16	8 departmental meetings held	Holding of 16 departmental meetings by 30-Jun-16	OPEX	SD; IPD; BTO; CORP
SD33 IPD22 BTO09 CORP15			To promote accountability to the citizens of Ubuhlebezwe	Attending public participation meetings	Number of public participation meetings attended by 30-Jun-16	8 public participation meetings attended in Nov 2014 & April 2015	8 public participation meetings attended by 30-Jun-16	OPEX	SD; IPD; BTO; CORP
SD34 IPD23 BTO10 CORP16			To improve the performance and functioning of the municipality	Attending council committee meetings	Number of council committee meetings attended by 30-Jun-16	64 council committee meetings attended	Attend 64 council committee meetings (16 MANCO, 16 Portfolio, 16 EXCO, 16 Council meetings by 30-Jun-16)	OPEX	SD; IPD; BTO; CORP

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS	ANNUAL (2014/2015)	2015/2016 ANNUAL TARGET	ANNUAL BUDGET	RESPONSIBLE DEPARTMENT / MANAGER
						BASELINE	PROJECTED		
SD35				Submission of Social Development Portfolio items	Turnaround time for submission of Social Development Portfolio items to Corporate Services after receiving circular.	none	Submission of Social Development Portfolio items to Corporate Services within 7 working days after receiving circular	OPEX	SD
CORP17				attending of risk management committee meetings	Number of risk management committee meetings attended by 30-Jun-16	none	Attend 4 risk management committee meetings by 30-Jun-16	OPEX	SD; IPD; BTO; CORP
OMM31	IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To practice sound financial management principles	Tabling of the 2016/2017 draft annual budget to Council	Date by which the 2016/17 Draft annual budget is tabled to council	2015/16 Draft annual budget tabled on 19 February 2015	Tabling of 2016/17 Draft annual budget to council by the 31-Mar-16	OPEX	OMM
OMM32				Submission of the 2016/17 draft annual budget to PT & NT	Date by which the 2016/17 Draft Annual Budget is submitted to PT & NT after approval by Council	Draft annual budget submitted	Submission of 2016/17 Draft Annual Budget to PT & NT after approval by Council (02-Apr-16)	OPEX	OMM
OMM33 BTO21				Adoption of the 2016/17 annual budget	Date by which the 2016/17 annual budget is adopted by Council	2015/16 Annual budget adopted on 29 May 2015	2016/17 annual budget adopted by Council (31-May-16)	OPEX	OMM
OMM34 BTO22				Submission of the final 2016/17 annual budget to NT & PT	Turnaround time for submission of 2016/17 Final Budget to NT & PT after Council adoption	Final budget submitted to NT & PT	2016/17 Final Budget submitted to NT & PT within 10 days of council adoption	OPEX	OMM

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS	ANNUAL (2014/2015)	2015/2016 ANNUAL TARGET	ANNUAL BUDGET	RESPONSIBLE DEPARTMENT / MANAGER
						BASELINE	PROJECTED		
OMM35 BTO13				Monthly submission of section 71 reports to finance portfolio committee	Number of section 71 reports' submitted to finance portfolio committee by 30-Jun-16	12 section 71 reports submitted to portfolio monthly	12 Monthly submission of section 71 reports' to finance portfolio committee by 30-Jun-16	OPEX	OMM; BTO
OMM36				Submission of the 2016/17 draft SDBIP and annual performance agreements to the Mayor	Turnaround time for submission of 2016/17 draft SDBIP and annual performance agreements to Mayor after budget adoption	Draft SDBIP submitted to Mayor on 26 March 2015	Submission of 2016/17 draft SDBIP and annual performance agreements to Mayor within 14 days of budget adoption	OPEX	OMM
OMM37				Submission of the 2016/17 draft SDBIP to NT, PT & COGTA	Turnaround time for submission of Draft 2016/17 SDBIP to COGTA after council approval	Draft SDBIP submitted to NT, PT & COGTA	Submission of the Draft 2016/17 SDBIP to COGTA within 10 days after council approval	OPEX	OMM
OMM38				Adoption of 2016/17 SDBIP to Council	Turnaround time for submission of 2016/17 SDBIP to Council for adoption after budget adoption	SDBIP adopted by Council on 28 May 2015	Submit 2016/17 SDBIP to Council for adoption within 28 days after budget adoption	OPEX	OMM
OMM39				Submission of the SDBIP and municipal bank account details to PT & NT	Date by which the SDBIP and municipal bank account details is submitted to provincial and national treasury	SDBIP & municipal bank account submitted to NT & PT	Submission of SDBIP and municipal bank account details to provincial and national treasury by 30-Jun-16	OPEX	OMM
CORP18			To improve performance and functioning of the municipality	Distribution of agendas	Turnaround time for distributing agenda to the members of Finance portfolio committee before the	Secretariat support provided to finance portfolio throughout the 4 quarters	2 days of which the agenda is distributed to the members of the Finance portfolio committee before the meeting	OPEX	CORP

IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS	ANNUAL (2014/2015)	2015/2016 ANNUAL TARGET	ANNUAL BUDGET	RESPONSIBLE DEPARTMENT / MANAGER
						BASELINE	PROJECTED		
					meeting				
BTO12			To invest in the development of the municipal area to enhance revenue	Producing a monthly billing / collection report	Number of billing/collection reports produced on billings/collection by 30-Jun-16	12 monthly billings and collection reports produced	12 Summary debtors age analysis /collection reports produced on billings/collection by 30-Jun-16	OPEX	BTO
BTO14			To practice sound financial management principles	Paying service providers within 30 days	Turnaround time for paying service providers.	Service providers paid twice a month	Payment of service providers within 30 days of invoices	OPEX	BTO
BTO15				Monthly reconciliations of asset	Number of monthly asset management reconciliations, updated asset register and a list of all insured assets by 30-Jun-16	12 monthly asset registers produced	12 monthly asset management reconciliations, updated asset register and a list of all insured assets by 30-Jun-16	OPEX	BTO
BTO16				Updated and insured assets	Date by which municipal assets are insured	none	Insure all municipal assets by 30-Jun-16	OPEX	BTO
BTO17				Adoption of the 2015/16 adjustments budget	Date by which 2015/16 Adjustments budget is Adopted	2014/15 Adjustments budget adopted by 19 February 2015	Adopt 2015/16 Adjustments budget by 28-Feb-16	OPEX	BTO
BTO18				Submission of the 2015/16 adjustments budget to NT & PT	Turnaround time for submission of 2015/16 adjustments budget to NT & PT after the adoption	Adjustments budget submitted to NT & PT	Submission of Adjustments Budget for 2015/16 to NT & PT within 10 days after adoption	OPEX	BTO