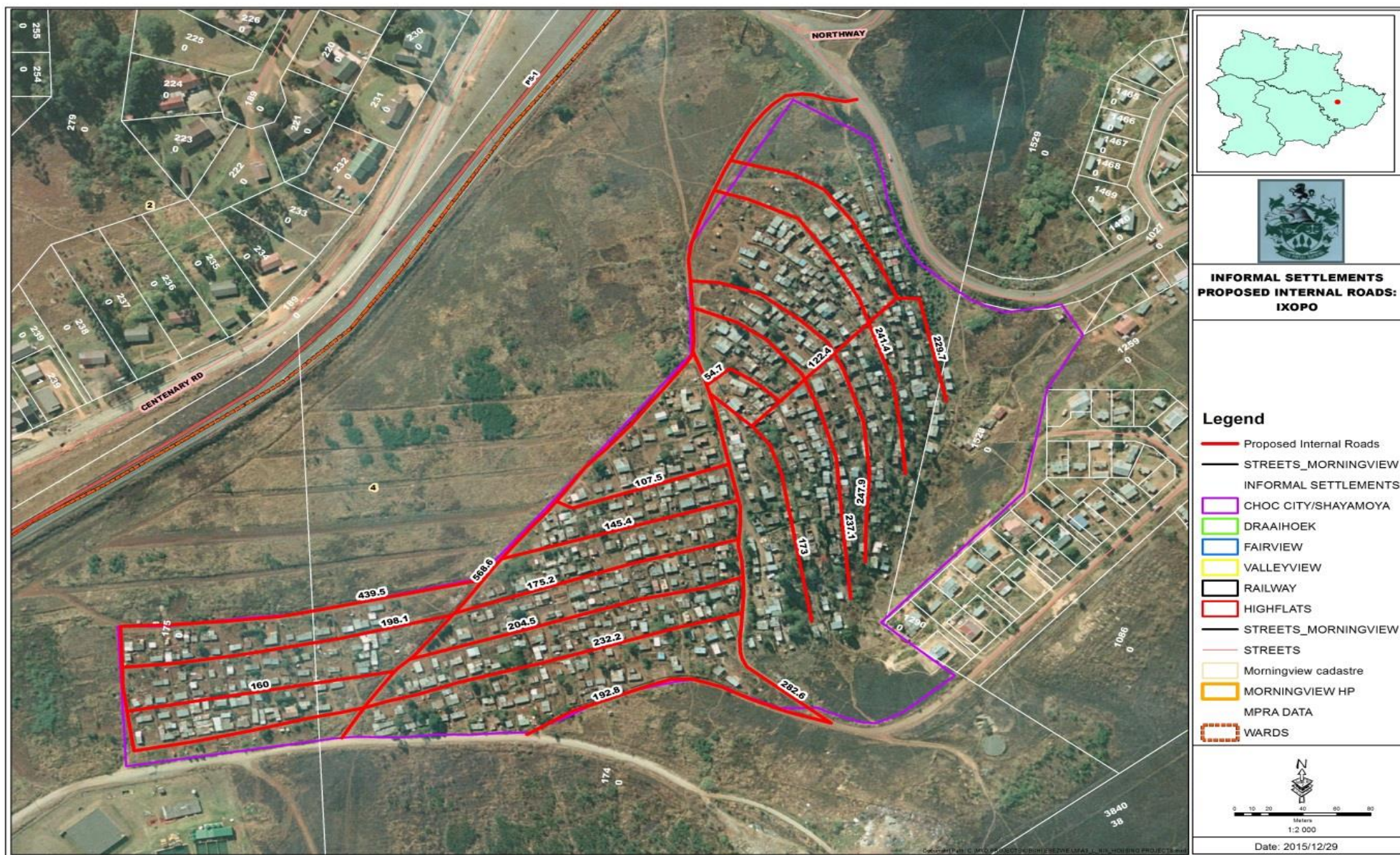


Figure 32 : fire hydrants in Ixopo



Fg 33: Chocolate City – Ideal Road Access



Fg 34: Informal Settlements below Morningside



Fg 35 : Informal Settlements in Fairview

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

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

- **DISASTER INCIDENT MAPPING**

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

Such incident mapping will be very useful in the future on the basis that, risk assessment will be informed by historical recorded and reliable data, which shall pin point exactly where the incidents have occurred specifically.

A GPS unit was procured for the sole purpose to map incidents mapping, one should also acknowledge the Geographical Information Systems (GIS) unit, within the municipality and COGTA for assisting with such incident mapping.

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

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

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

Table 10: Hazards & Projects

DISASTER RISK REDUCTION

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

PROJECT NAME	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	BUDGET	TARGET AREAS	RESPONSIBLE STAKEHOLDER	DEADLINE
Integrated Community Safety Awareness Campaigns	Conduct Awareness campaign per quarter	Four Awareness Campaigns Annually	None	All wards	Disaster Management stakeholders	On-going
Disaster Management Advisory Forum Meetings	Hold Disaster Management Advisory Forums	Four Disaster Management Advisory Forum Meetings Held Annually	R 12 000.00		All Disaster Management Relevant Stakeholders	2017-2021
Burning of Fire Breaks	Burning of Fire Breaks	Three scheduled fire breaks conducted at high risk areas Annually	None	Ward 2 and 4	Disaster Management Fire and Rescue Services	May - June
Fire Safety Inspections	Conduct Fire safety Inspections	One Hundred and Eighty Fire Safety Inspections Conducted Annually	None	All wards	Disaster Management Fire and Rescue Services	On-going
Fire Hydrants Inspections	Conduct Fire Hydrants Inspections	Two hundred and Fourty Fire Hydrants Inspections Conducted annually	None	Ward 4	Disaster Management Fire and Rescue Services	On-going
Disaster Management Relief	Procurement of Disaster Management Relief	1. Blankets 2. Sponges 3. Plastic Rolls	R 70 000.00	All Wards	Disaster Management Fire and Rescue Services	Re-Currying
Disaster Management Promotional Material	Procurement of Disaster Management Pamphlets	10, 000 pamphlets-Zulu and English versions, Key holders	R 40 000.00	All Wards	Disaster Management Fire and Rescue Services	Re-Currying
Fire Breaks and prevention equipment	Procurement of Knapsack Tanks	15 Knapsack Tanks	R 30 000.00	All Wards	Disaster Management Fire and Rescue Services	June 2017
Lightning Conductors	Installation of Lightning Conductors	5 Lightning Conductors to be installed	R 200 000	Ward 5	Harry Gwala District Municipality	June 2017
Fire Emergency Vehicle	Procurement of Fire vehicle (Bakkie-Sakkie)	1 Fire Vehicle procured and install fire fighting equipment	R 300 000		Disaster Management Fire and Rescue Services	June 2017
Fire Station	Construction of a new fire station	Construction of one (1) new Fire Station	To be sourced	Ward 4	Infrastructure and Development Planning	-

Study on Satellite Stations	Conduct a study on satellite stations positioning within area of jurisdiction	Report on study of positioning of satellite stations	None	All wards	Disaster Management and Fire Services	-
Memorandum of Understanding	To forge and improve working relations with private sector	Memorandum of Understanding signed	None		Municipality and Private Sector	-
Disaster Management Information and Communication System (DMICS)	Facilitate Procurement of the System	System procured	R 12 000.00	Ward 2	Disaster management and Fire Services	-
HARRY GWALA DISTRICT MUNICIPALITY WATER PROJECTS 2017-2021						
MUNICIPAL INFRASTRUCTURE GRANT (MIG)						
uBuhlebezwe Sanitation Backlog	Eradication of Sanitation Backlog	Number of sanitation facilities built	R 58, 187, 715.05	All wards	Harry Gwala	June 2017
High-Flats Town Bulk Project			R 33, 369, 810.03	Ward 13	Harry Gwala	Planning Stage
Ixopo—Mariathal Water Supply Project			R 24, 420, 017.43	Ward 4	Harry Gwala	Dec 2016
Rectification & Upgrade of Fairview and Ixopo Town Sewer System			R 74, 239, 598.00	Ward 2 & 4	Harry Gwala	June 2021
Ithubalethu Water (New Housing Development)			R 24, 298, 593.00	Ward 4	Harry Gwala	Dec 2016
Ncakubana Water Supply Scheme Phase 2			R 33,659, 457.20	Ward 1	Harry Gwala	June 2018
Chibini Water Supply Project			R 50, 749, 823.28	Ward 4	Harry Gwala	Dec 2016
Ufafa Water Supply Project			R 42, 744, 568.00	Ward 3	Harry Gwala	June 2018
Umkhunya Water Supply Schemes (AFA) MIS 224801			R 158, 300, 915.51	Ward 5	Harry Gwala	June 2021
Ixopo Hopwell Water Supply			R 14, 000 000.00	Ward	Harry Gwala	June 2020

		d 2		
WATER SERVICE INFRASTRUCTURE GRANT (WSIG)				
Hlokozi rural water supply scheme phase 4	R 13, 346, 479.75	W a r d 6 a n d 8	Harry Gwala	June 2017
Nokweja/Mhlabashane community water supply scheme	R 17, 000 000.00	W a r d 1 1	Harry Gwala	June 2017
Ubuhlebezwe Sanitation	R 8, 000 000.00	A l l W a r d s	Harry Gwala	June 2018
Marianthal Mandilini Esperance Water Supply Project Phase 4	R 15 200 000.00	W a r d 4	Harry Gwala	June 2018

Table 11: Disaster risk reduction projects / programs

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

PROJECT NAME	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	BUDGET	TARGET AREAS	RESPONSIBLE STAKEHOLDER	DEADLINE
Integrated Community Safety Awareness Campaigns	Conduct Awareness campaign per quarter	Four Awareness Campaigns Annually	None	All wards	Disaster Management stakeholders	On-going
Disaster Management Advisory Forum Meetings	Hold Disaster Management Advisory Forums	Four Disaster Management Advisory Forum Meetings Held Annually	R 12 000.00		All Disaster Management Relevant Stakeholders	2017-2021
Burning of Fire Breaks	Burning of Fire Breaks	Three scheduled fire breaks conducted at high risk areas Annually	None	Ward 2 and 4	Disaster Management Fire and Rescue Services	May - June
Fire Safety Inspections	Conduct Fire safety Inspections	One Hundred and Eighty Fire Safety Inspections Conducted Annually	None	All wards	Disaster Management Fire and Rescue Services	On-going
Fire Hydrants Inspections	Conduct Fire Hydrants Inspections	Two hundred and Forty Fire Hydrants Inspections Conducted annually	None	Ward 4	Disaster Management Fire and Rescue Services	On-going

PROJECT NAME	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	BUDGET	TARGET AREAS	RESPONSIBLE STAKEHOLDER	DEADLINE
Disaster Management Relief	Procurement of Disaster Management Relief	4. Blankets 5. Sponges 6. Plastic Rolls	R 70 000.00	All Wards	Disaster Management Fire and Rescue Services	Re-Currying
Disaster Management Promotional Material	Procurement of Disaster Management Pamphlets	10,000 pamphlets-Zulu and English versions, Key holders	R 40 000.00	All Wards	Disaster Management Fire and Rescue Services	Re-Currying
Fire Breaks and prevention equipment	Procurement of Knapsack Tanks	15 Knapsack Tanks	R 30 000.00	All Wards	Disaster Management Fire and Rescue Services	June 2017
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Fire Station	Construction of a new fire station	Construction of one (1) new Fire Station	To be sourced	Ward 4	Infrastructure and Development Planning	-
Study on Satellite Stations	Conduct a study on satellite stations positioning within area of jurisdiction	Report on study of positioning of satellite stations	None	All wards	Disaster Management and Fire Services	-
Memorandum of Understanding	To forge and improve working relations with private sector	Memorandum of Understanding signed	None		Municipality and Private Sector	-
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HARRY GWALA DISTRICT MUNICIPALITY WATER PROJECTS 2017-2021						
MUNICIPAL INFRASTRUCTURE GRANT (MIG)						
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Rectification & Upgrade of Fairview and Ixopo Town Sewer System			R 74, 239, 598.00	Ward 2 & 4	Harry Gwala	June 2021
Ithubalethu Water (New Housing Development)			R 24, 298, 593.00	Ward 4	Harry Gwala	Dec 2016
Ncakubana Water Supply Scheme Phase 2			R 33,659, 457.20	Ward 1	Harry Gwala	June 2018
Chibini Water Supply Project			R 50, 749, 823.28	Ward 4	Harry Gwala	Dec 2016
Ufafa Water Supply Project			R 42, 744, 568.00	Ward 3	Harry Gwala	June 2018
Umkhunya Water Supply Schemes (AFA) MIS 224801			R 158, 300, 915.51	Ward 5	Harry Gwala	June 2021
Ixopo Hopwell Water Supply			R 14, 000 000.00	Ward 2	Harry Gwala	June 2020
WATER SERVICE INFRASTRUCTURE GRANT (WSIG)						
Hlokozi rural water supply scheme phase 4			R 13, 346, 479.75	Ward 6 and 8	Harry Gwala	June 2017
Nokweja/Mhlabashane community water supply scheme			R 17, 000 000.00	Ward 11	Harry Gwala	June 2017
Ubuhlebezwe Sanitation			R 8, 000 000.00	All Wards	Harry Gwala	June 2018
Marianthal Mandilini Esperance Water Supply Project Phase 4			R 15 200 000.00	Ward 4	Harry Gwala	June 2018

Table 12: Disaster management implementation plan

- **RESPONSE AND RECOVERY**

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

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

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

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

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

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

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

- E) Deploying response resources to the scene
- F) Managing and distributing the resources deployed accordingly.
- G) Monitoring of disaster intervention activities
- H) Reporting and recording of decisions
- I) "Post-mortem" analysis to improve systems, plans and methods

Reporting and recording of decisions

- I) Outcomes:
 - Response actions
 - Reports and lessons learnt

RELEVANT STAKEHOLDERS REPRESENTATIVES FOR RESPONSE AND RECOVERY

NAME OF REPRESENTATIVE	DESIGNATION	ORGANIZATION	CONTACT DETAILS
N.C Mohau	Director Social Development	uBuhlebezwe Municipality	0398341904
			072 585 3020
ZN Mthanti	Manager Community Safety	uBuhlebezwe Municipality	0398347700
			0828540339
			0829681168
			0760628953
S.P Mthembu	Station Officer	uBuhlebezwe Municipality	0398342211
			0729393281
			0732753407
T. Dzanibe	Disaster Manager	Harry Gwala District Municipality	0398340043
			0828057892
T.S. Mkhize	District Manager		0398347211

NAME OF REPRESENTATIVE	DESIGNATION	ORGANIZATION	CONTACT DETAILS
		Emergency Medical Services	0834689563
V. Dawchurran	Communications Officer	Emergency Medical Services	0398347211 0844047817
N. Mbongwa	Principal Provincial Inspector	Road Traffic Inspectorate - Ixopo	0398341450 0798058208
N. Mhlophe	Senior Provincial Inspector	Road Traffic Inspectorate	0398341450 0829074079
K.Nala	Station Commander	Ixopo SAPS	0398348823/7 0829074079
L.M. Zondi	Lieutenant	Ixopo SAPS	0398348823/7 0796963557
B.K. Maphumulo	Station Commander	High Flats SAPS	0398353262/3 0824177166
S.S. Chiliza	Captain	High Flats	0398353262/3 0795000026
Mr. Mbuli	Ibhubesi Emergency Services	Operates in district area	035-7899052 0783792749
Dr. F. Parak	Gijima Care	District Area	0609090911 0609090911 0725344620
S. Chiya	Traffic Officer	uBuhlebezwe Traffic	0398347700 0826594405
P. Ramdev-Ashley	Vehicle Tower	Ashley Towing	0398341516 0715057156
Ettian	Vehicle Tower	Ixopo Towing	0398341351 0822201948
E. Mlomo	Municipal Health Services Manager	Harry Gwala District Municipality	0398348700 0781407357
T. Mahlaba	Director Social Services	Harry Gwala District Municipality	0398348700 0763180097
M. Mchunu	Municipal Health Services Manager	Harry Gwala District Municipality	0398348700 0724210687
B. Mchunu	Manager	EDTEA	0398347600 0722053441
S. Sosiba	Assistant Manager	EDTEA	0398347600 0720850458
Charmaine Moses	Manager	World Vision	0398340053 0612936040
Zama Mngadi	Development Facilitator	World Vision	0398340053 0829737770
Mrs. Ngcobo	Manager		0398341668

NAME OF REPRESENTATIVE	DESIGNATION	ORGANIZATION	CONTACT DETAILS
		Department of Social Development	0828048720
S. Dimba	Manager	SASSA	0398342985 0736930372
Larry Smith	Manager	Eskom	0398342064 0793166141
Nozipho Ndlovu	Manager	Home Affairs	0398348902 0793409451
Cyril Vezi	Manager	South African Red Cross	0315632914 0839389966
Thembakazi Base	Manager uMzimkhulu Branch	South African Red Cross	0829315171

Table 13: RELEVANT STAKEHOLDERS REPRESENTATIVES FOR RESPONSE AND RECOVERY

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

• INFORMATION MANAGEMENT AND COMMUNICATION SYSTEM

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

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

Table 14: Information management and Communication

• EARLY WARNING SYSTEMS

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

• Education, Training, Public Awareness and Research

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

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

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

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

FUNDING ARRANGEMENTS:

• INTERNAL FUNDING

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

• GOVERNMENT FUNDING

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

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

The municipality is currently lobbying for funding to build a disaster management centre/ fire station that will be strategically positioned to discharge suffice provision of services.

• PRIVATE SECTOR AND NON GOVERNMENTAL ORGANIZATIONS

The municipality also partner with the private sector and none governmental organizations to play their roles on disaster management programmes, in terms of sponsoring such programmes whenever are implemented.

• Disaster Management SWOT ANALYSIS

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

Municipal Transformation & Institutional Development

- **Human Resources Strategy**

It is important that all HR processes and initiatives are developed as part of an overall people strategy which is aligned with, and designed to assist in the achievement of, the organizational strategy and goals (IDP). A key part of the HR planning role is the development of a workforce plan. The council adopted its Human Resources Strategy in October 2016 and will be reviewed in May 2017; this strategy is used as part of the municipal vehicle for achieving efficient and effective service delivery.

This strategy has been compiled and it addresses the following:

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

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

The Table below depicts Human Resources that are in place:

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

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

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

Table 15: human resources strategies that are in place

The strategy is subject to:

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

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

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

- **Municipal Powers and Functions**

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

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

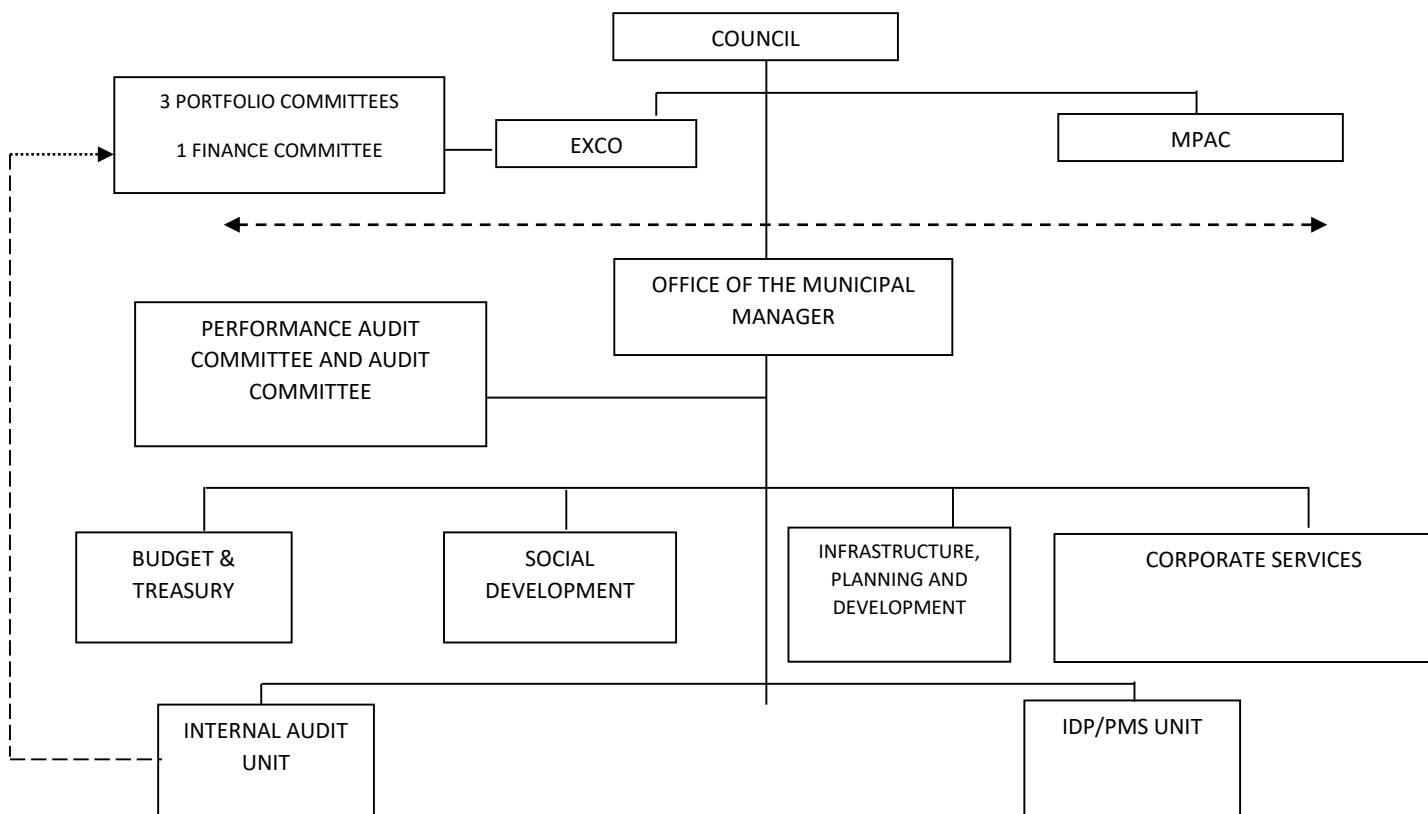
Functions	Function currently performed		Capacity perform function to the		Levels of capacity	Alternative measures in place(function not performed or no capacity)	Municipal Action
	Y e s	N o	Yes	N o			
Amusement facilities	-	x	-	X	-	-	-
2. Air pollution	-	x	—	X	-	-	There is no demand no action required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

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

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

Table 16: Municipal Powers and Functions

- **A Council approved Organizational Structure**



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

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

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

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

- **A full Council adopted Organizational Structure**

The organisational structure includes the following departments: Budget & Treasury Office; Corporate Services; Infrastructure, Planning and Development and Social Development Departments. Each department is aligned with the activities and all vacant posts budgeted for in the 2017/18 financial year were filled or are in the process of being filled, with recruitment processes for them already being underway. The recruitment processes for Director: Infrastructure, Planning and Development is near completion. Interviews have been conducted.

The job descriptions have been readied for evaluation. They will be presented in the next meeting of the committee whose date will be decided by the committee.

On Employment Equity:

The total number of female employees is 94

The total number of male employees is 139

The total number of senior positions is 5. All incumbents are black Africans. Three of the positions are occupied by black females and the other two positions are occupied by black males.

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

Category	Number
Total number of Approved posts	248
Total number of filled posts	233
Total number of vacant posts	15
Vacancy rate	7 %

Table 17: employment equity

Organisational Council approved organogram is attached as an annexure

- **Previously disadvantaged groups**

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

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

- **Filling of critical posts**

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

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

The EEP is in place, it is a five year plan which is reviewed annually, The last review was in October 2017. In compliance with the Employment Equity Act 55 of 1998, Chapter III, and Section 20(1):

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

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

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

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

The WSP is in place and is consolidated annually. It was developed and adopted by Council on the 21st of April 2017. The next adoption for the 2018/2019 implementation will be at a Council meeting scheduled for May 2018.

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

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

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

Ubuhlebezwe Workplace Skills Plan has been approved and is in place and is designed to be in line with the municipal strategic objectives. It aims at enabling the employees to deliver services effectively and efficiently. The WSP for 2017/18 was implemented as follows:

TRAINING	NUMBER
Internal Audit Technician Programme	2
Internal audit technician professional Training IIASA	1
Advanced office management	1
Customer care service	4
PMS	2
Events Planning and Management	4
. Revenue Management	1
Effective Billing, Collection and Credit Management in Local Government	3

Public Asset Management	3
Electronic Records Management	1
VAT Training	4
Samras	6
Contract drafting	3
Caseware	1
Principles of payroll tax	3
Safety Officer Training Course	2
HR Strategy Development	2
Public Management and Governance	3
OT - ETDp	2
GOVTECH	1
CompTIA Security	3
Report writing	4
Library Management	3
Advanced troubleshooting of Printers, Computers and Management of Library Network	1
Fire officer course	3
Fire instructor	6
Fire fighter	1
Peace Officer Course	2
Fire Prevention	1
Shooting Course	10
Examiner of Vehicles	2
Sustainable Urban Land Use Planning, Upgrading Urban Informal Settlements and Project Management Planners	1
Communication, facilitation, how to deal with conflict	15
Community based planning for ward committees	123
Carpentry	28
Computer course	28
Leave administration	5

Table 18: WSP quantified

- **Skills Audit**

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

- **Implementation of HR Policies:**

WSP

At the beginning of each calendar year. The Human Resource Unit requests employees to submit their wish lists of the trainings that they desire, in order to capacitate themselves. The Wishlist is signed off by the relevant Head of

Department, for relevance, and HR then coordinates the planning and implementation of trainings as per the consolidated wish lists that form the Municipality's WSP. In the 2017/18 financial year, trainings were conducted as follows:

Recruitment and Selection Policy:

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

Retention Policy:

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

In order to be able to retain staff at Ubuhlebezwe, the Municipality has resolve to focus on creating a more conducive working environment for it Employees. In 2018/19, The Municipality will be expanding the Municipal offices in order to accommodate staff appropriately, whilst also making the Municipality more accessible.

Information and Communication Technology:

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

POLICY	DATE ADOPTED	LAST REVIEWED
Cellphone and 3G Data Policy	16 May 2013	22 July 2017
ICT Business Continuity	14 April 2014	22 July 2017
ICT Security Policy	26 May 2016	22 July 2017
Incident Management	26 May 2016	22 July 2017
Remote Access Procedure	26 May 2016	22 July 2017
Firewall Policy	26 May 2016	22 July 2017
Disaster Recovery Policy	14 April 2014	22 July 2017
ICT Governance Framework	26 May 2016	22 July 2017
Backup Policy	26 May 2016	22 July 2017
Back up Procedure	26 May 2016	22 July 2017
Audit Logs Procedure	26 May 2016	22 July 2017
Change Management Procedure	26 May 2016	22 July 2017
ICT Operating System Security	14 December 2017	14 December 2017
ICT Security Controls	14 December 2017	14 December 2017
Service Level Agreement	14 December 2017	14 December 2017

Table 19: ICT policies

. Strategy

The Municipality does have a strategy in place which helps guide the implementation of ICT, however, in 2017, SALGA ICT unit paid a visit to Ubuhlebezwe and looked at the current strategy in comparison to our needs. A new strategy is currently being drafted in consultation with SALGA.

. The Responsibilities of IT

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

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

Supervising and performing the following ICT Functions:

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

Reporting on ICT status with:

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

Provides an advanced Systems administration service for the Municipality by:

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

Future Plans

The major plans of the IT Unit are as follows:

- To facilitate the procurement of an integrated ERP that is not just a financial system but also encapsulate all the modules and functionalities that will allow the Municipality to perform all its business activities.
- The implementation of a virtual environment to get the best out of our infrastructure.
- To oversee telecommunications infrastructure upgrade and development in the town of Ixopo and all its wards with Municipality being used as a hub or network base station.

Challenges.

1. The major challenge currently is poor network infrastructure but is being addressed and with implementation and installation of better infrastructure.
2. Municipal Financial system not performing as per MSCOA requirements and other functionality issues.
3. Service provider compliance and availability. Service providers not abiding to the agreements stipulated on the agreed SLA's.
4. Reluctance of users to adapt and using helpdesk system for call logging.

Telecommunications in the area.

Ixopo is a rural town with no broadband communication. There have been recent upgrades by telecommunication service providers namely Vodacom and MTN to increase network reception in the town so that there is 4G access. Network reception though in the outer rural wards is still relatively poor but plans are in place to improve reception the rural wards for better network reception.

SWOT ANALYSIS

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

STRENGTHS:

- Strong Leadership Structure that provides strategic direction
- Infrastructure in place
- Policies in place
- Helpdesk in place
- Technical and Innovative Team
- Steering Committee is established

WEAKNESSES :

- Slow network
- Assets not centralized (too many assets from different vendors could lead to different vendors for different asset maintenance, loss on bulk buy discounts on cost analysis.
- Environmental Controls – Controls need to Improve more especially with air conditioning and fire detectors in server rooms
- SD – Removal of phones – Network Issues – Loss of trust on new Cisco phones
- Clarity on I.T. Role (SAMRAS & VIP)
- One account for administration which all team members have access too yet active directory not properly monitored (Have two accounts so that in the absence of one team member another account is used or different account for different team members)
- Service provider not complying to agreed terms on SLA

OPPORTUNITIES:

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

THREATS

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

Occupational Health and Safety

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

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

Key Findings:

There were no key findings identified by AG on Municipal Transformation and Institutional Development.

SWOT ANALYSIS: Municipal Transformation & Institutional Development

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

Water and Sanitation

Ubuhlebezwe Municipality is not a Water Service Authority, The District Municipality, Harry Gwala is the Water Services Authority and Ubuhlebezwe engages with the District on all matters relating to Water and Sanitation.

- WSDP last review
- Operation and maintenance Plan for Water and Sanitation

- **Status of water services**

- (Piped) water**

- The minimum requirements for acceptable access to Piped Water are:

- Piped (tap) water inside dwelling/institution
 - Piped (tap) water inside yard
 - Piped (tap) water on community stand: < 200m from dwelling/institution

- The following constitute backlogs:

- 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

Source (Stats SA: Community Survey: 2016)

The (Piped) water backlog in 2011 was 12 468 households. The backlog for 2016 is 70834 (people). The map below depicts the backlogs from 2011 against the new ward boundaries. **Source (Stats SA: Community Survey: 2016)**

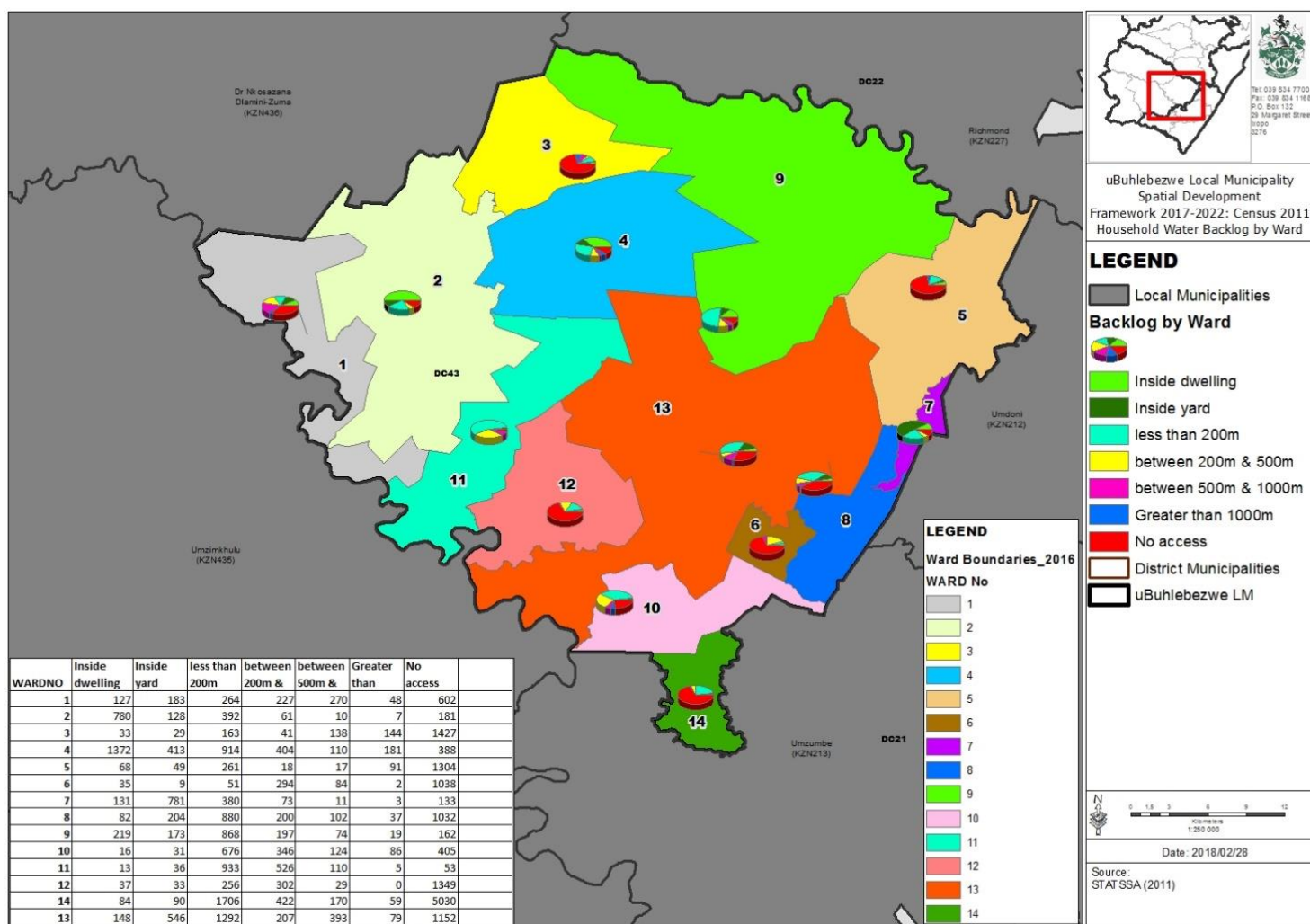
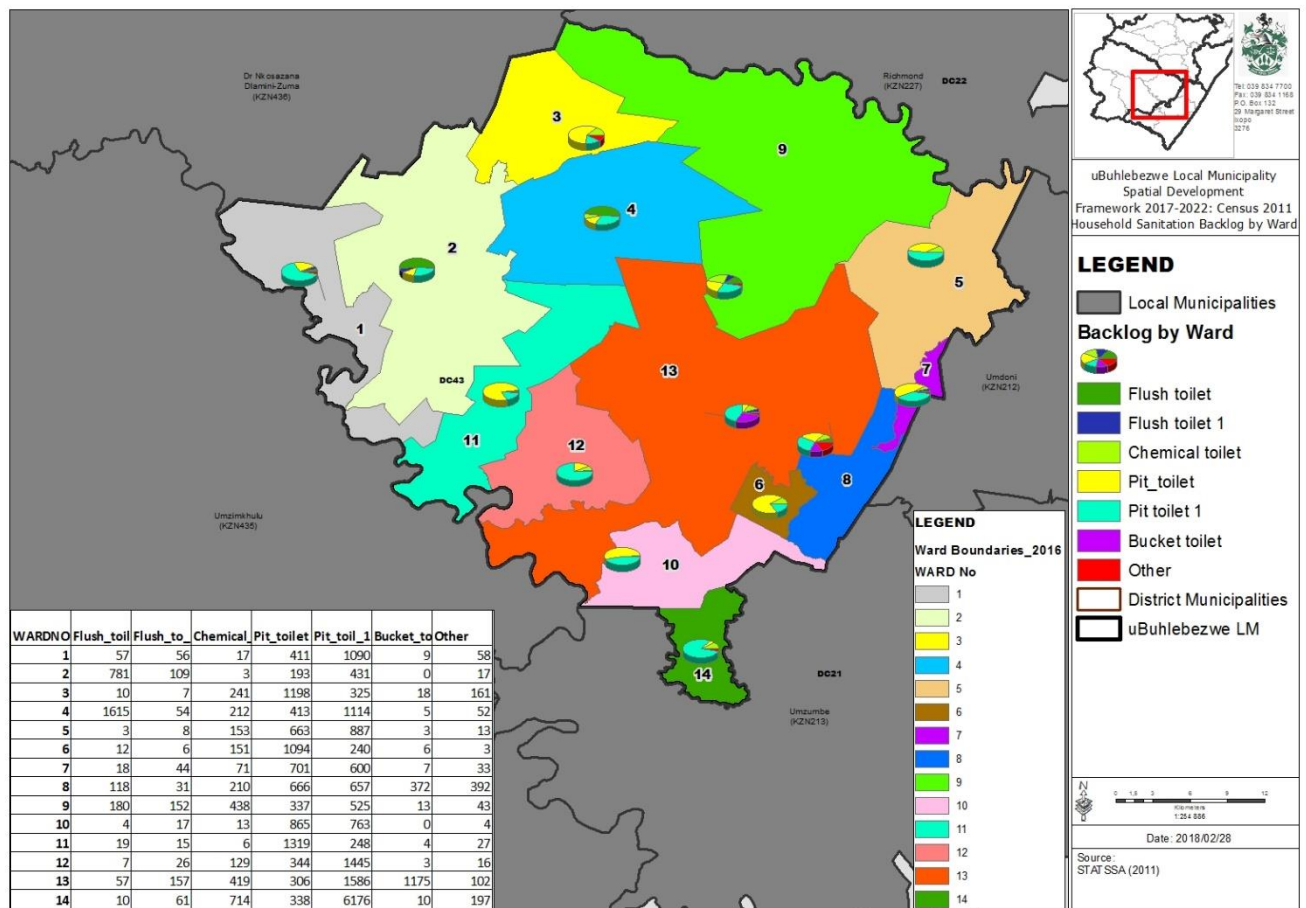
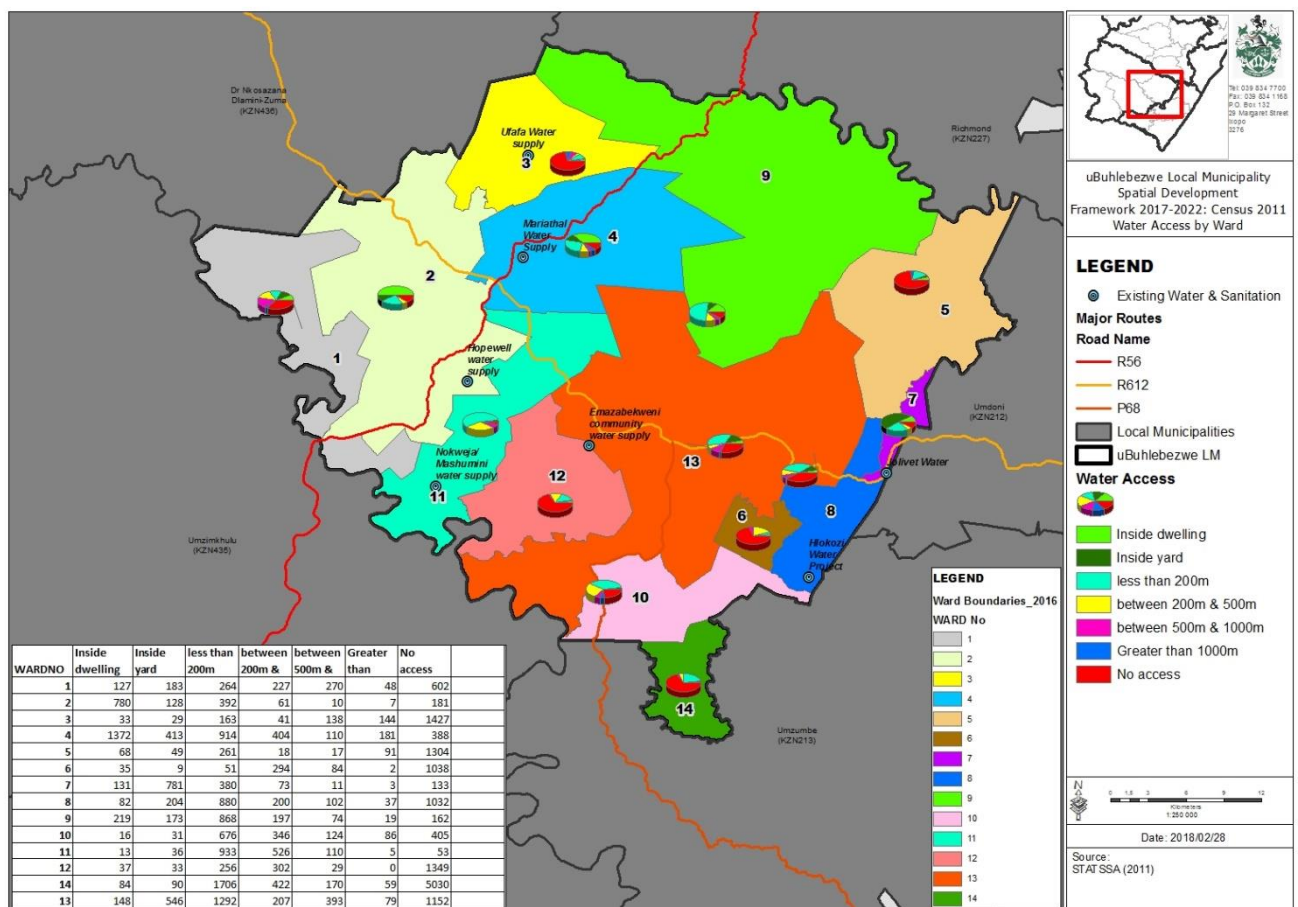


Fig 35: Water Backlogs



Fg 36: Sanitation Backlog



Fg 37: Access to water & sanitation

- **Access to water and sanitation services**

Sanitation

Minimum requirements for acceptable access to Sanitation are:

- Flush toilet (connected to sewerage system)
- Flush toilet (with septic tank)
- Chemical toilet
- Pit toilet with ventilation (VIP)

The following constitute backlogs:

- None
- Pit toilet without ventilation
- Bucket toilet
- Other

The sanitation backlog in 2011 was 10 287 households. The backlog for 2016 is 34 318 (people). The map below depicts the backlogs from 2011 against the new ward boundaries. The (Piped) water backlog in 2011 was 12 468 households. The backlog for 2016 is 70834 (people). The map below depicts the backlogs from 2011 against the new ward boundaries. **Source** (Stats SA: Community Survey: 2016)

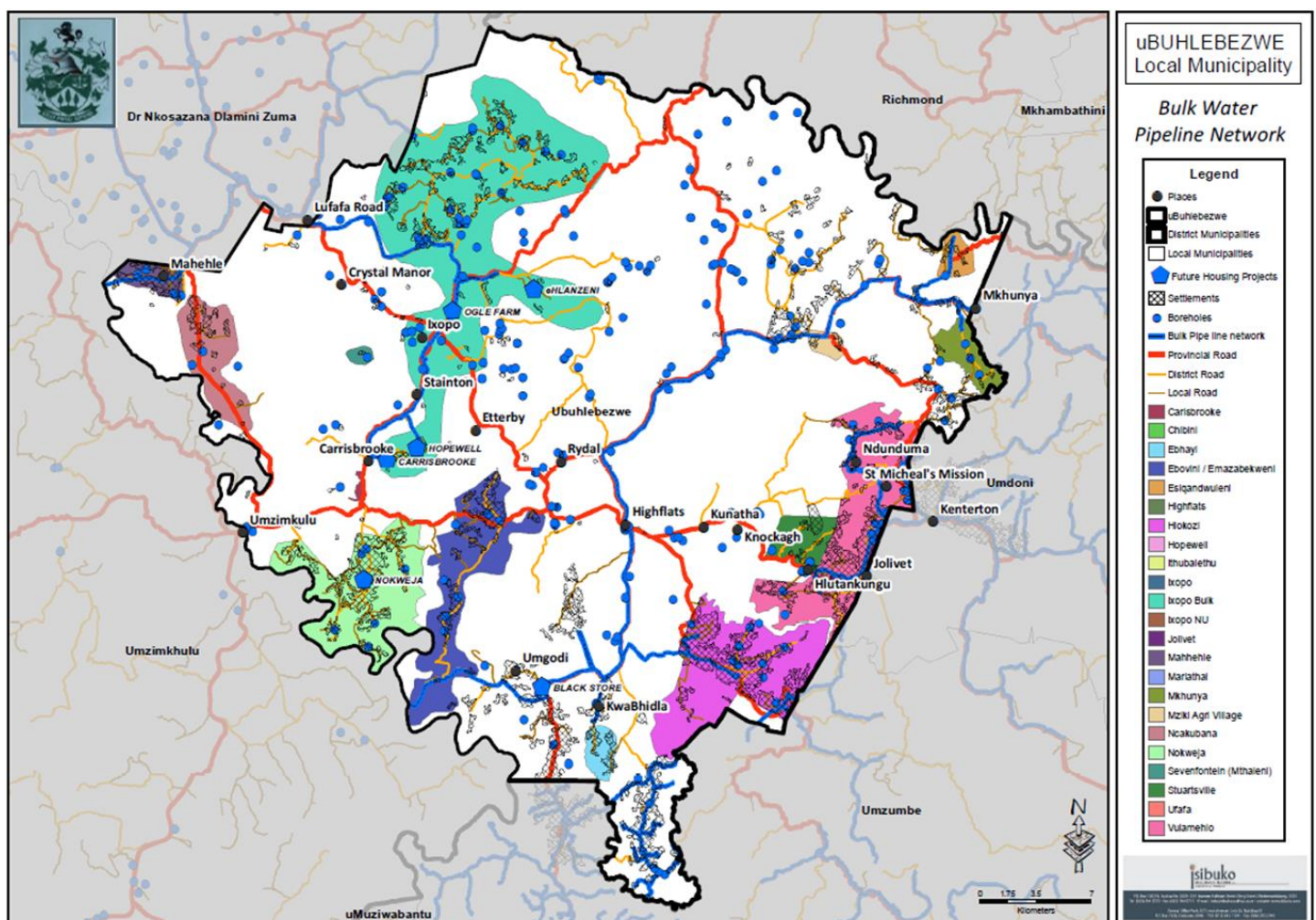


Fig 38 : Bulk Water Pipeline Network

Existing Water and Sanitation Projects:

- Ixopo – Mariathal Water Supply
- Hlokozi Water Project
- Jolivet Water Conservation and Demand Management
- Ixopo – Hopewell Water Supply
- Mziki Agrivillage Water Supply
- Ebovini- Emazabekweni Community Water Supply
- Nokweja/ Mashumini Community Water Supply Scheme
- Ufafa Water Supply Phase 2

Current Projects being Implemented:

- Ixopo- Mariathal Water Supply Phase 3
- Chibini Water Supply Phase 3
- Mkhunya Water Supply Phase 1
- Mkhunya Water Supply Phase 2
- Mkhunya Water Supply Phase 3
- Ncakubana Water Supply Phase 2
- Ithubalethu Water Supply
- Ubuhlebezwe Sanitation Backlog Eradication
- Ubuhlebezwe Sanitation

Future Proposed Projects:

PROJECT	PROJECT SCOPE
1. Ixopo Fairview Sewer Upgrade Phase 1	<ul style="list-style-type: none"> • Construction of Thubalethu Bulk Sewer Line • Upgrade of Fairview Bulk Sewer line • Upgrade of Pump Station • Project is a Tender stage
2. Nokweja Mhlabashane Phase 1	<ul style="list-style-type: none"> • Construction of 800 KL reservoir • Upgrade Booster Pump Station • Construction of 200KL Clear Water Storage • Upgrade River Abstraction • Upgrade Rising Main • 52% progress
3. Hlokozi Water Project Phase 4.	<ul style="list-style-type: none"> • The progress is at 65% progress
4. Highflats Town Water Supply Scheme	<ul style="list-style-type: none"> • The project is in the planning stages with an anticipated completion date of June 2019
5. Ixopo Town/ Ufafa bulk water augmentation	<ul style="list-style-type: none"> • Bulk water pipeline from Ngudwini Dam
6. Mariathal, Mandilini & Esperence Water Supply Phase 4	<ul style="list-style-type: none"> •
7. Ubuhlebezwe Sanitation Backlog Eradication	<ul style="list-style-type: none"> • 9842 sanitation units, in all wards. Progress is at 40%
8. Mkhunya water Supplu Phase 3	<ul style="list-style-type: none"> • 13 km pipes, 500kl reservoir & 29 standpipes, progress is at 7%

Table 20: future proposed water & sanitation projects

The District has prioritised the upgrade of the Ixopo Town water distribution system, implementation of which was scheduled to begin in the 2017/18 financial year. Business plans have been submitted to DWS for approval.

R5 000 000 has been budgeted for sewer upgrade in the 2017/18 financial year and consultants had already been engaged for the designs.

The District also supplies communities within Ubuhlebezwe with Handpumps and Springs. There are also water trucks that alternates visits to all Wards that have water supply needs and Jojo tanks are also supplied to communities.

Challenges experienced by the District in the Supply of Water and Sanitation:

- Clogging of abstraction points due to rain
- Faulty pumps
- Recurring bursts of pumping main
- Illegal; connections
- Water wastage
- Increased demand
- Maintainance of handpumps
- Maintainance of protected springs
- Shortage of water tinkering facilities
- Poor water quality\
- Ageing water and sewer infrastructure
- Sewer spillages
- Vandalism
- Low water table which leads to boreholes drying up
- Power source failure (Eskom)

Attempts to overcome challenges:

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

Solid Waste Management

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

• Status, backlogs, needs and priorities for solid waste collection, removal and disposal

Kerbside collection is practiced throughout Ixopo's formal residential areas. Census 2011 indicates that 12% of households are provided with a service on a weekly or better basis whilst 72% have their own disposal facility and 3% are serviced by a communal facility.

There is no treatment of solid municipal waste taking place within the municipality. Waste is placed in skips and picked up for direct transport to the UMzikhulu Landfill site. Green waste is placed at a fenced site located to the south of Ixopo town.

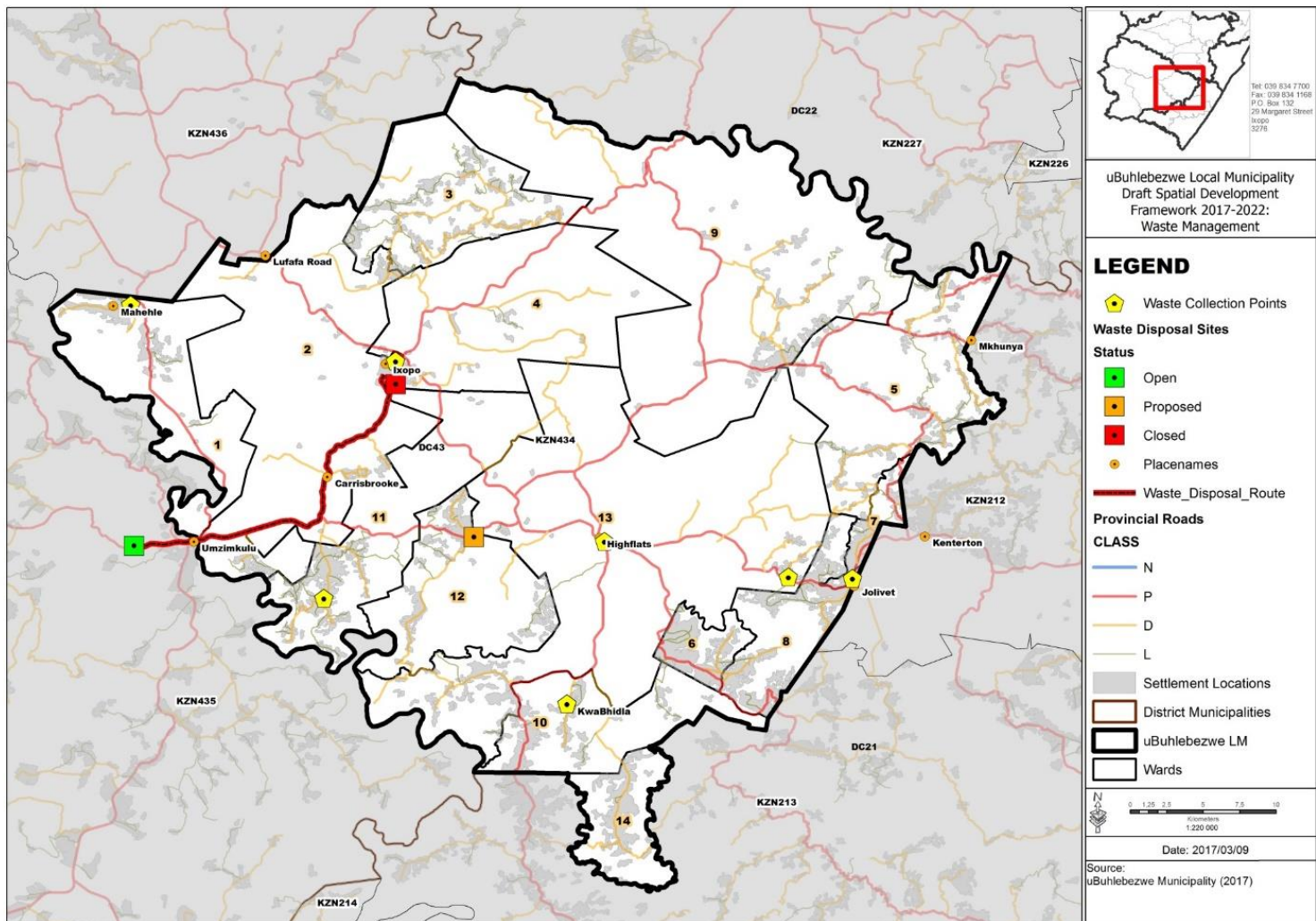
Minimum requirements for acceptable access to Refuse Removal are:

- Removed by local authority/private company at least once a week
- Removed by local authority/private company less often

The following constitute backlogs:

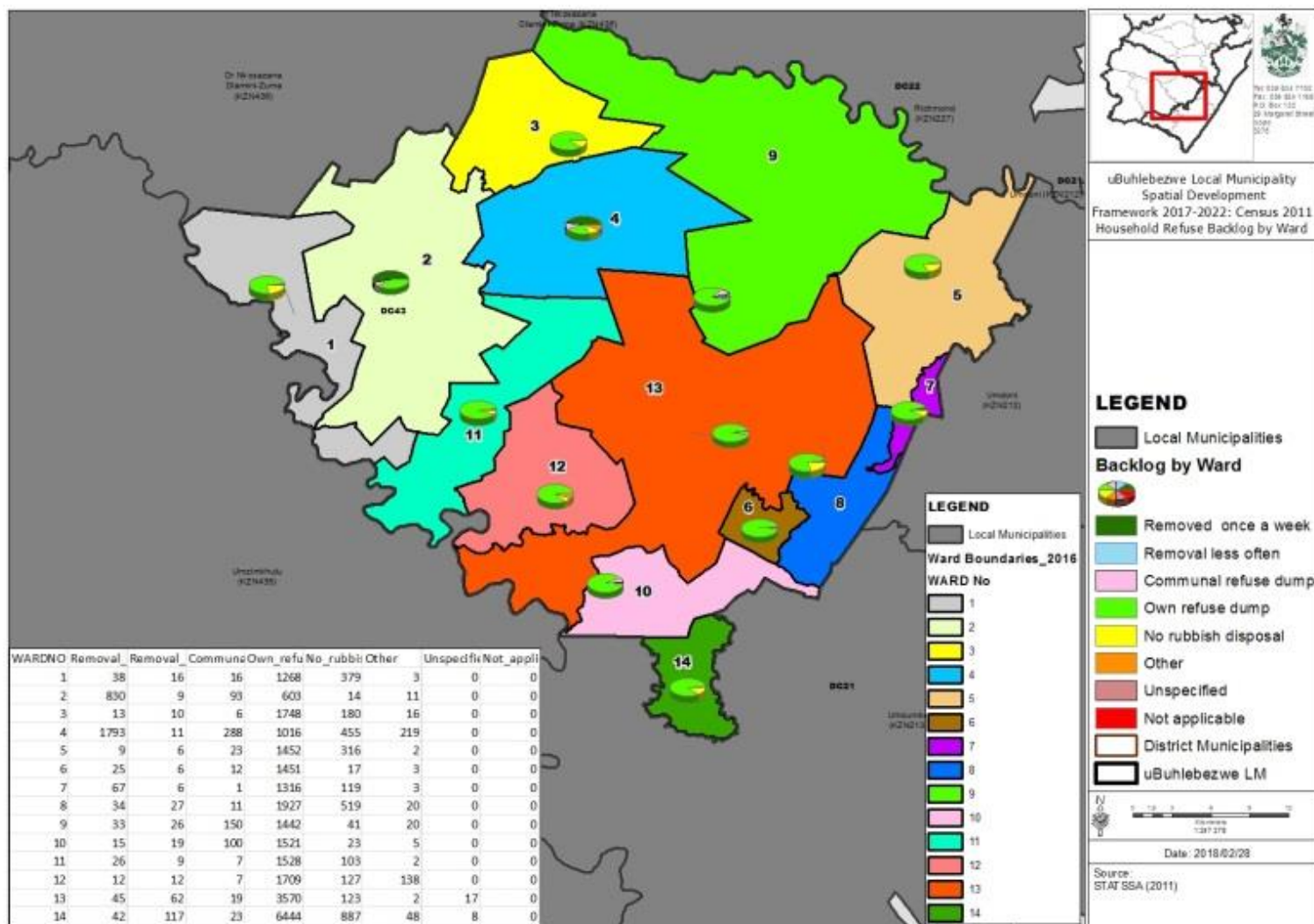
- Communal refuse dump
- Own refuse dump
- No rubbish disposal
- Other

The following map shows the status of waste collection within Ubuhlebezwe Municipality.



Fg 39: solid waste

The Refuse Removal backlog in 2011 was 20 432 households. The backlog for 2016 is 109 424 (people). The map below depicts the backlogs from 2011 against the new ward boundaries. **Source (Stats SA: Community Survey: 2016)**



Fg 40: Refuse Backlogs

- **Status on landfill site**

Ubuhlebezwe Municipality does not have a landfill site, The Municipality utilizes UMzimkhulu Municipality's land fill to dump refuse.

Department of National Environmental Affairs has discussed the issue of landfill site with uBuhlebezwe and confirmed that currently the best option is to use the Umzimkhulu site. Discussions were facilitated by the COGTA Local Government Specialist during September 2017 and it was resolved that uMzimkhulu site will continue to be utilised.

The existing landfill site in uMzimkhulu LM that is being utilised by the Ubuhlebezwe local municipality will be regularised by DEA although decomposition of this land fill site is in progress.

A new uMzimkhulu landfill site is under construction. It was licensed in 2016. Ubuhlebezwe will benefit from this disposal site for next twenty years, however once the lifecycle lapses, Ubuhlebezwe will seek for suitable land for its own disposal site.

- **An Integrated Waste Management Plan (IWMP)**

The municipality has an IWMP that was approved at a Council meeting held in October 2015. This plan is properly implemented and has led to the scope of work for waste collection increasing to ward 7 and ward 10.

- **Solid Waste Recycling**

Preliminary models indicate that recycling is not likely to be successful unless there are infrastructural, and institutional changes made at the LM. Additionally, community and private partnerships would need to be formed in order to realise this end state. Furthermore, there is the potential to consolidate recycling on a regional scale which may increase the efficacy and efficiency of the system. It is considered that public-public or public-private partnerships will be key to this goal being achieved.

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

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

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

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

Household collection occurs at both Highflats and Ixopo.

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

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

- **Promote Recycling and Waste Diversion**

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

Table 21 : Recycling and Waste Diversion

- **Promotion of Recycling.**

Preliminary models indicate that the recycling is not likely to be successful unless there are infrastructural, and institutional changes made at the LM. Additionally, community and private partnerships would need to be formed in order to realise this end state. Furthermore, there is the potential to consolidate recycling on a regional scale which may increase the efficacy and efficiency of the system. It is considered that public-public or public-private partnerships will be key to this goal being achieved.

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

Reduction of landfilling and transport costs

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

A tertiary goal would be to establish a regional recycling strategy

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

Street Cleaning:

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

Green Economy Initiatives:

The municipality is aiming at reducing environmental risks and ecological scarcities, and that aims for sustainable development without degrading the environment.

In 2017, Ubuhlebezwe started an initiative towards a green economy by replacing the black plastic bags for refuse collection, with wheelie bins in the town of Ixopo. In previous years, every week the municipality would throw 2 plastic bags into the yards of each household and business in Ixopo, as is the norm all over South Africa.

Plastic bags are toxic to the environment as they end up at landfill sites, oceans, the seas and in lakes. They pose a danger to animals and contribute to the filling up of sewer systems because they are not bio degradable. Plastic bags also disrupt the environment by getting into the soil and slowly releasing toxic chemicals which can then seep into groundwater or other surrounding water sources and the ecosystem.

In light of the above, and in an attempt to slowly start going green, the municipality provided 1 wheelie bin for each household in Ixopo and 2 for businesses. Home owners have considerably reduced their use of plastic bags and instead, wheel their bins to their gates for the refuse truck to pick up.

The Municipality in future will also be engaging with the relevant stakeholders to looking into the housing development in conjunction to the energy saving initiatives fit for human sustainable living.

- **Challenges:**

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

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

- **Measures taken to improve performance:**

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

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

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

- **An Expanded Public Works Program (EPWP)**

The municipality has an adopted policy in relation to this programme, it was submitted to council for adoption with programs and projects and submitted to NDPW. All projects registered in the business plan are successfully implemented. The municipality receives funding for EPWP stipend and a number of EPWP projects are initiated within the municipality that create a number of jobs, this include Waste management, Greening, cleaning of all municipal facilities including community halls and sportfields. For 2018/19 Ubuhlebezwe Municipality has been allocated a grant of R 1 590 000. In the 2017/18 financial year, funding of R 1 000 000.00 was received and jobs were created as follows:

NATURE OF JOBS	NUMBER OF JOBS CREATED
Waste management, greening, cleaning halls and Sportsfields, roads maintainance.	173

Table 22: Jobs created thorough EPWP

- **Comprehensive Infrastructure Plan:**

The municipality is responsible for the construction of municipal roads, regravelling of access roads, construction of community facilities, such as halls and sportsfilelds.

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

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

The Comprehensive Infrastructure Plan is a Plan that:

- Provides a holistic overview of existing infrastructure, a vision of future developmental options and possible project priorities.
- Summarises and collates key strategic information from the available documents
- Is a ward-based planning and data tool
- Updated annually to feed information into the Integrated Development Plan (IDP)
- Is presented in a brief, user friendly format that is understandable to non-technical people.-provide a strategic model to identify gaps and challenges faced in infrastructure management and leverage the appropriate intervention mechanisms to ensure both institutional and financial capability at the municipal level.
- creates a framework for sustainable service delivery
- promotes a programmatic solution rather than a project based planning
- It will cover elements such as water, sanitation,halls, sportfields, roads and housing.

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

- Bulk Water Supply and Sanitation
- Electricity

- Halls and Sportsfields
- Housing
- Roads.

- **Roads and storm water:**

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.

For the 2018/19 financial year, Ubuhlebezwe Municipality has prioritized the following roads:

WARD	PROJECTS
2	Lower Valley View Roads
4	Fairview Roads
7	Shelembe Road
10	Nxele Road
14	Esivandeni Road

Table 23 : roads prioritized in 2018/18

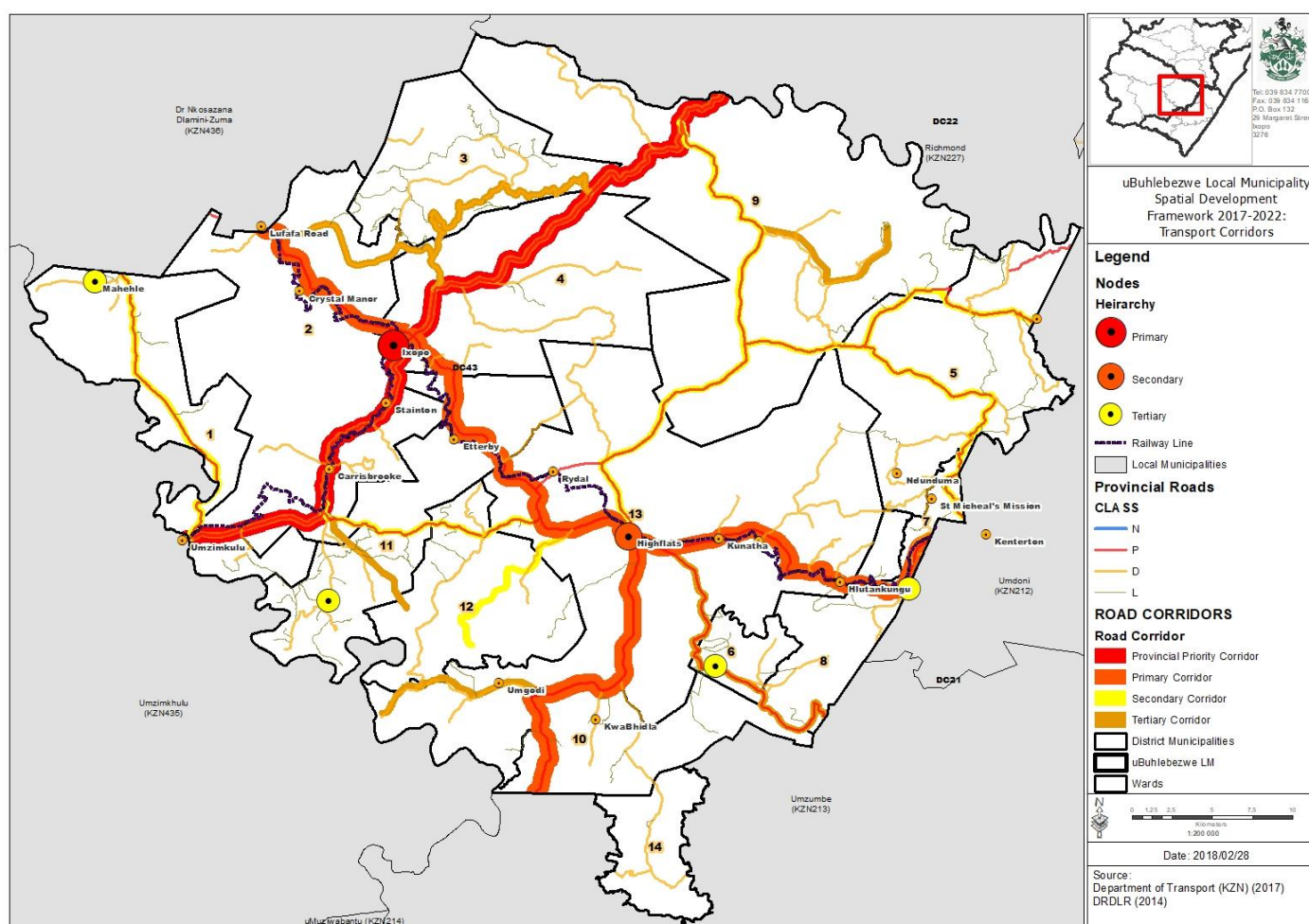


Fig 41:Transportation Infrastructure

Intergrated Transport Plan:

In the 2018/19 financial year, Ubuhlebezwe Municipality will be developing its Intergrated Transport Plan. The project has been added to the Performance Plan for the Director : Infrastructure Planning and Development and the Manager: PMU.

- **Electricity / Energy**

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

The Electrification Service Development Plan has been budgeted for in 2018/2019 where backlog has been identified, it has been developed, and currently the municipality is utilising figures obtained from Eskom. The following are the identified projects by Eskom in liaison with the municipality:

Existing Projects:

- Construction of 2 High Mast Lighting Unit in Draaihoek
- Construction of 2 High Mast Lighting Unit in Chocolate City
- Highflats High Mast

Current Projects:

- Ufafa Electrification Phase 1 Electrification Construction
- Ofafa Electrification Phase 2 Electrification Construction Eskom
- Mkhunya Phase 1 Electrification Construction Eskom
- Mkhunya Phase 2 Electrification Tender Eskom
- Mahehle Electrification

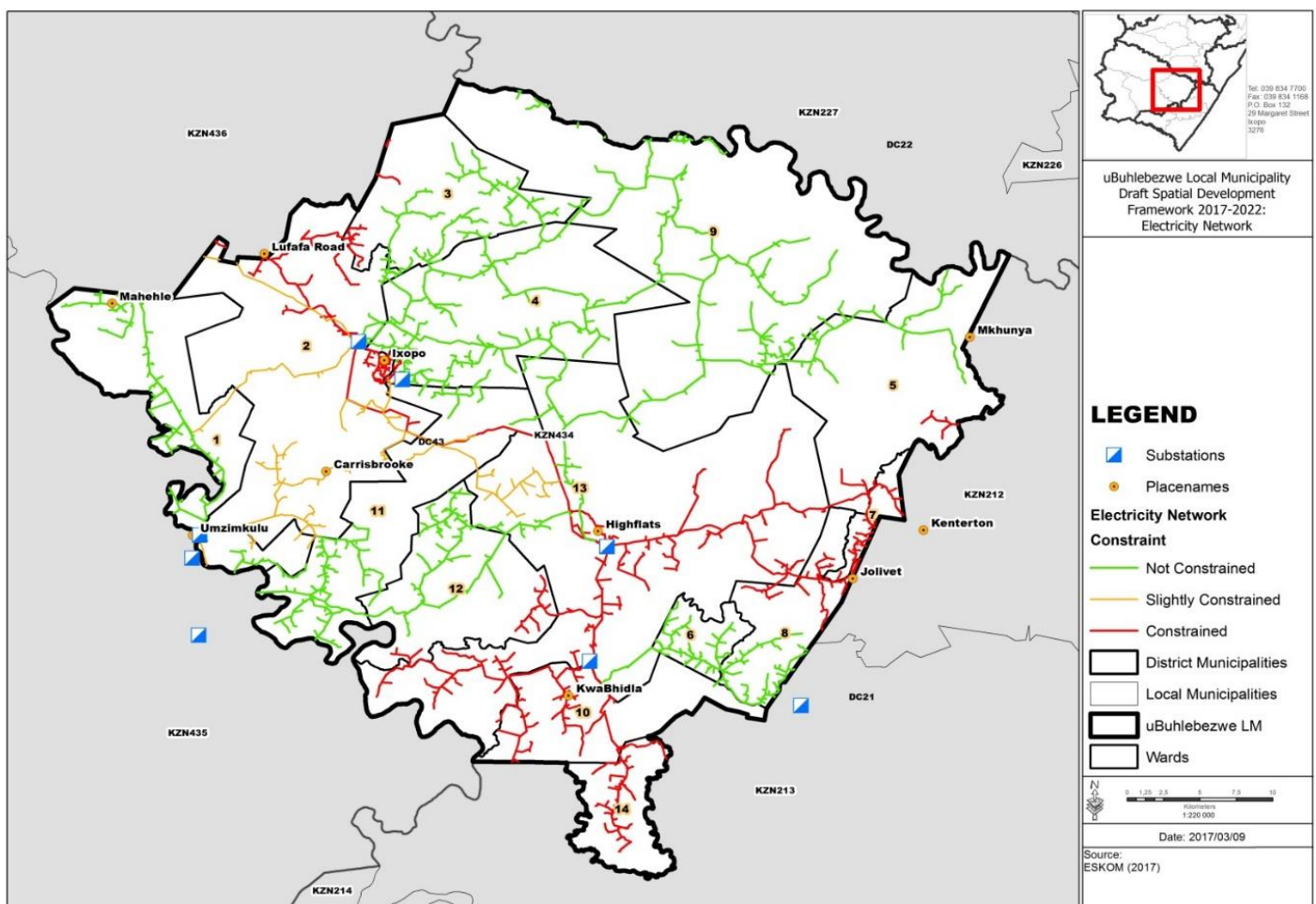
Future Proposed Projects:

- Emazabekweni
- Ntlozane/Stewartville `
- Mziki Low-cost housing
- Eros Oribi -Nqabeni 132 kV line (loop in loop out)
- Corinth Lamington 132 kV Line Establish
- Corinth Mzongwana 132kV
- Nqabeni Substation Upgrade
- Pungashe NB41 11kV to 22kV conversion
- Highflats NB21 11kV to 22kV conversion
- Ixopo NB2 SWER Line conversion

- Bulwer 2nd 20VA TRFR
- Highflats NB23 -Pungashe NB41
- Umzali 132/22kV 2nd 20MVA Trfr Establish
- Lamington Substation 132/22 kV transformation Establish

The Municipality, together with Eskom has prioritised the following electrification projects:

WARD	PROJECT
8	Ntlozane Stewartsview Electrification
9	Mziki Electrification
9	Ko Zondi Electification
9	Mission Electrification
13	Blackstore Electrification
Table 24 : proposed electrification projects	



Fg 42: Electricity Networks

- **Electrification backlogs**

Electricity used for Lighting is commonly used to identify electrification Backlogs (CS). In the 2011 statistics the electrification backlogs are calculated per household and in 2016 they are based on the total population. The electricity backlog in 2011 was 10838 households. The backlog for 2016 is 26477 (people). The map below depicts the backlogs from 2011 against the new ward boundaries. (CS, 2016)

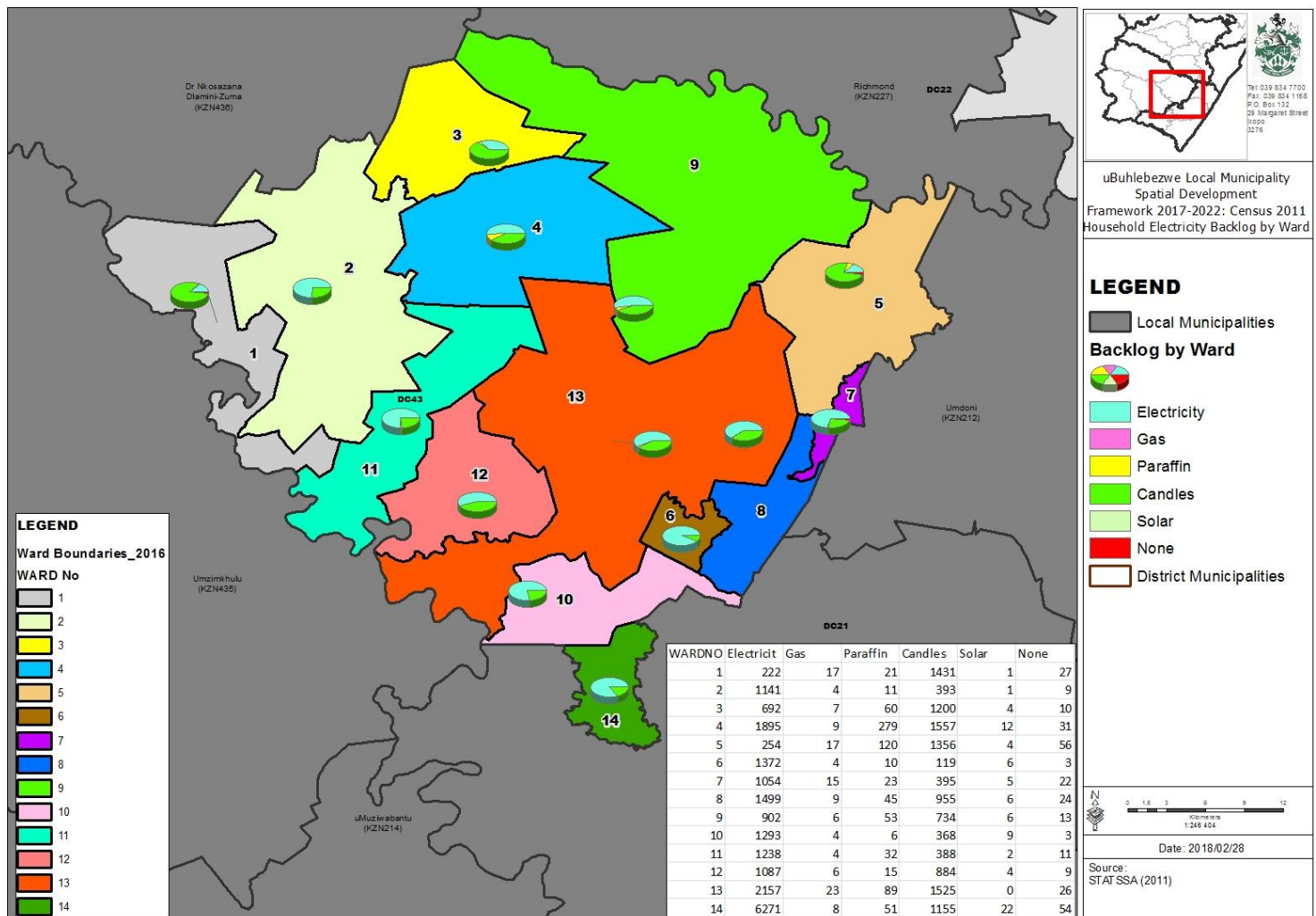


Figure 43: electricity networks

Community Facilities:

For the 2018/19 financial year, Ubuhlebezwe Municipality has prioritised the following community facilities:

WARD	PROJECT
3	Pass 4 Phungula Sportsfield
5	Nkweletsheni Hall
11	Kwa Dladla Sportsfield
12	Amazabeko Hall

Table 25: Community Facilities

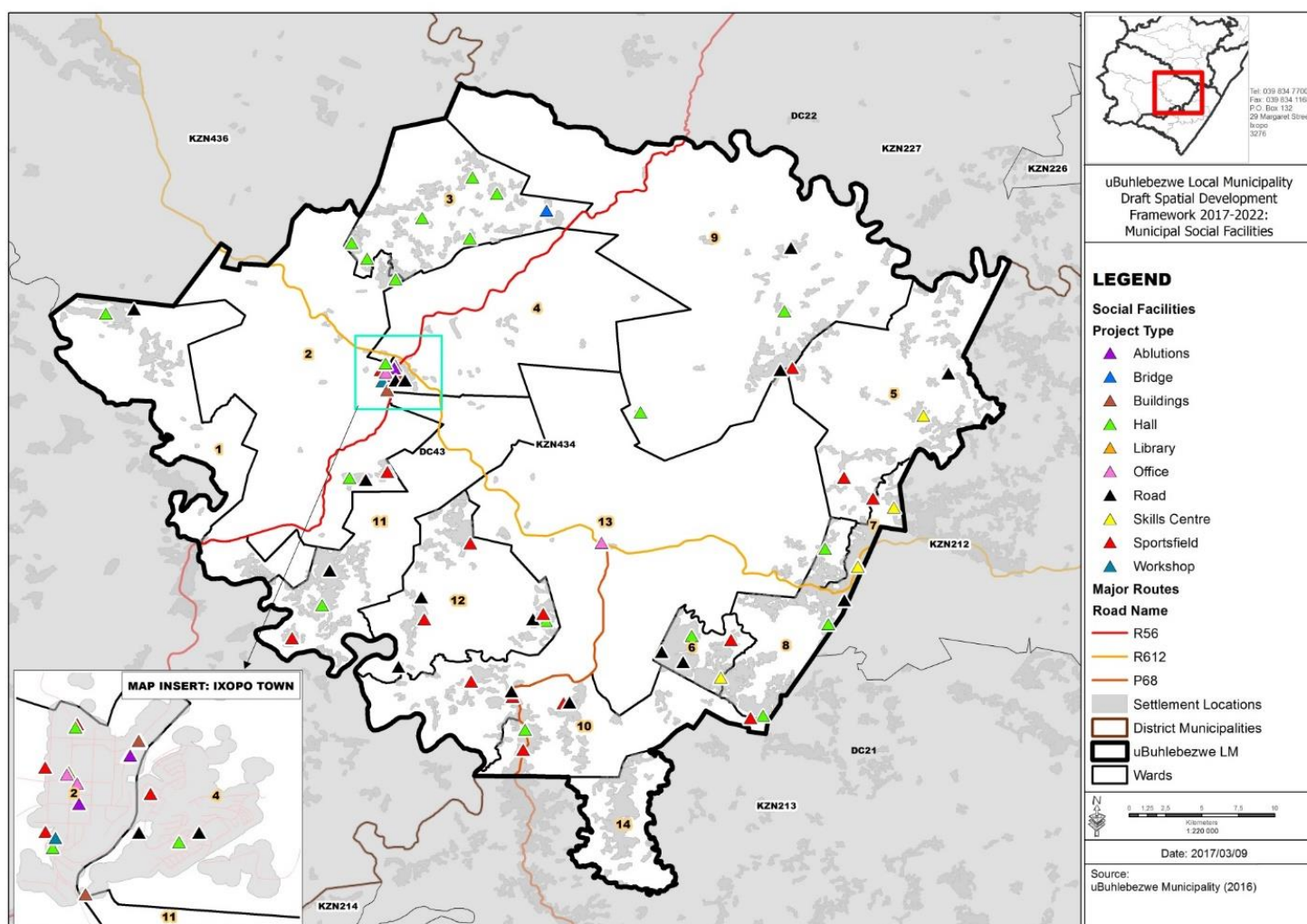


Fig 26: Access to community facilities

Halls and Sportsfields

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

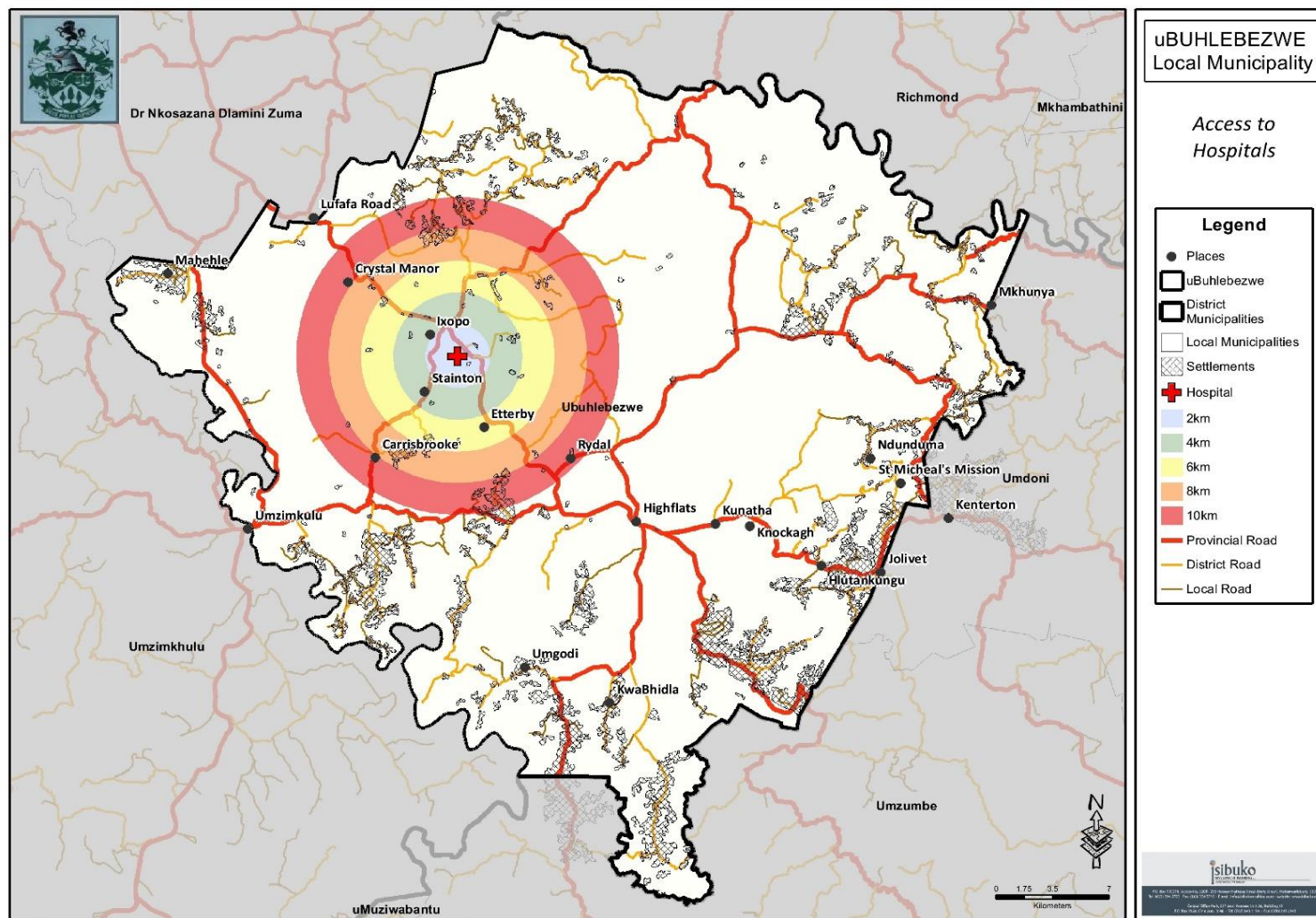
Creches

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

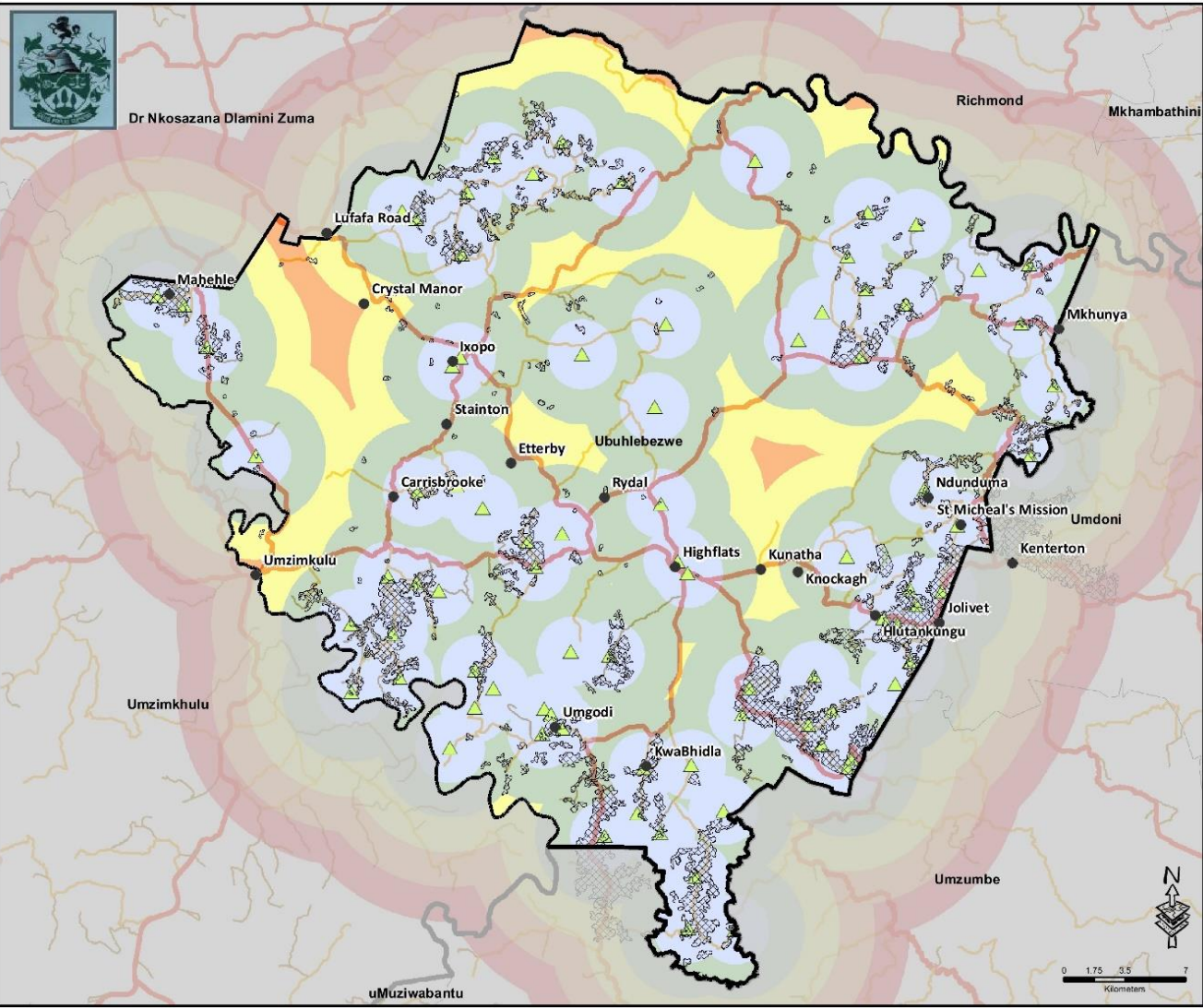
Community Facilities backlogs in wards as identified by community members:

WARD	BACKLOG
1	<ul style="list-style-type: none"> • There are no community halls or sportfields in Ncakubana • There are no sportfields in Cabazi • Lack of maintenance of community halls
3	<ul style="list-style-type: none"> • No Sportsfield
4	<ul style="list-style-type: none"> • No public halls in Emazizini and Mariathal • No Sportsfield in some wards
5	<ul style="list-style-type: none"> • 1 hall servicing a large number of communities
6	<ul style="list-style-type: none"> • No Clinic • No Sportsfields
7	<ul style="list-style-type: none"> • Existing infrastructure needs maintenance
9	<ul style="list-style-type: none"> • Lack of maintenance of hall • There are no sportfields and recreational facilities
11	<ul style="list-style-type: none"> • Shortage of halls • Access to Sportsfield is problematic
12	<ul style="list-style-type: none"> • Need for community halls
14	<ul style="list-style-type: none"> • No community halls • No sportsfield • Lack of maintenance of existing infrastructure

Table 27: community facilities backlog



Fg 45: Access to Hospitals



**uBUHLEBEZWE
Local Municipality**

*Access to
Primary Schools*

Legend

- Places
- ▭ uBuhlebezwe
- ▭ District
- ▭ Municipalities
- ▭ Local Municipalities
- ▭ Settlements
- ▲ Primary Schools
- 2km
- 4km
- 6km
- 8km
- 10km
- Provincial Road
- District Road
- Local Road

Fg 46: Access to Primary Schools

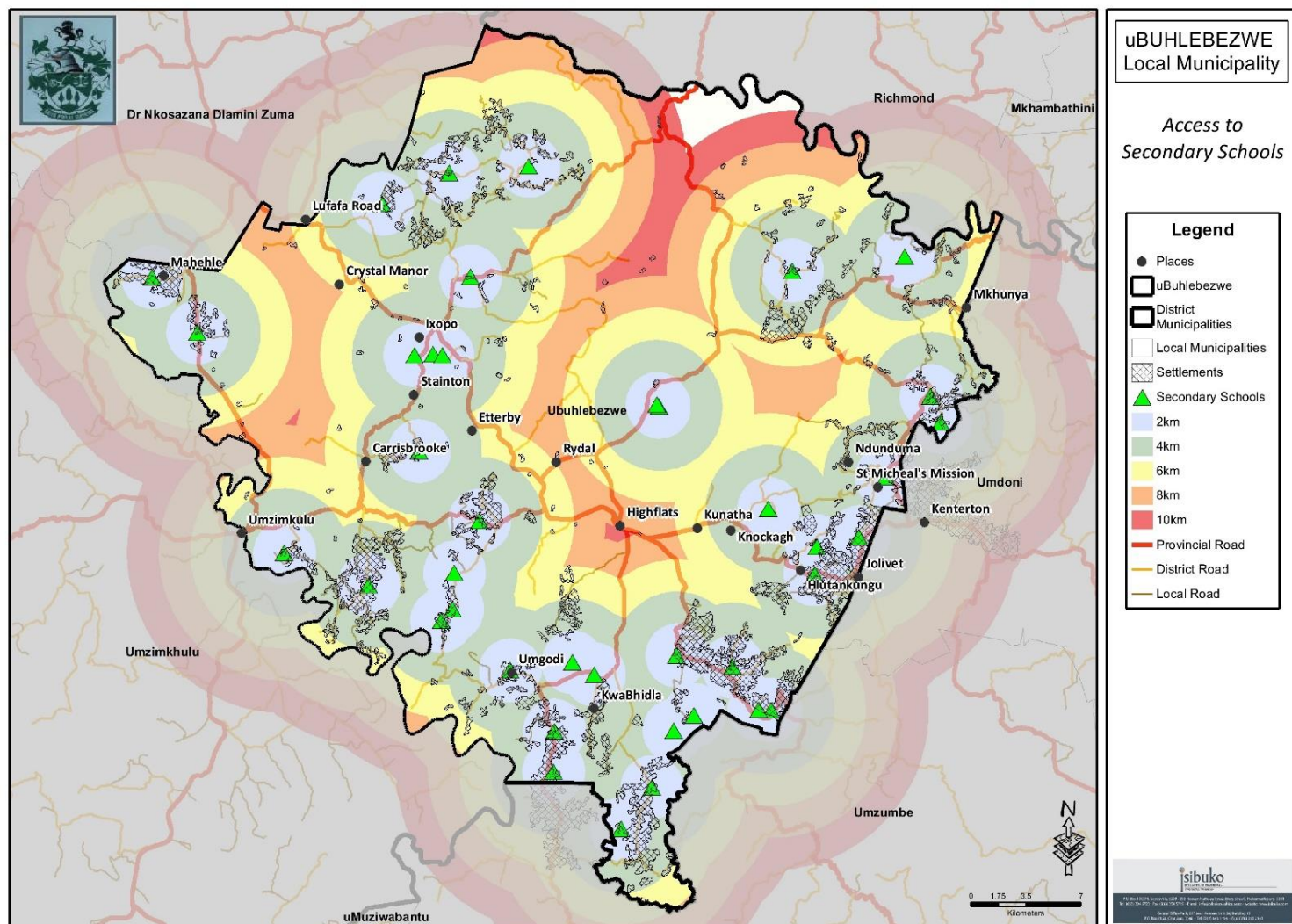


Fig. 47: Access to Secondary Schools

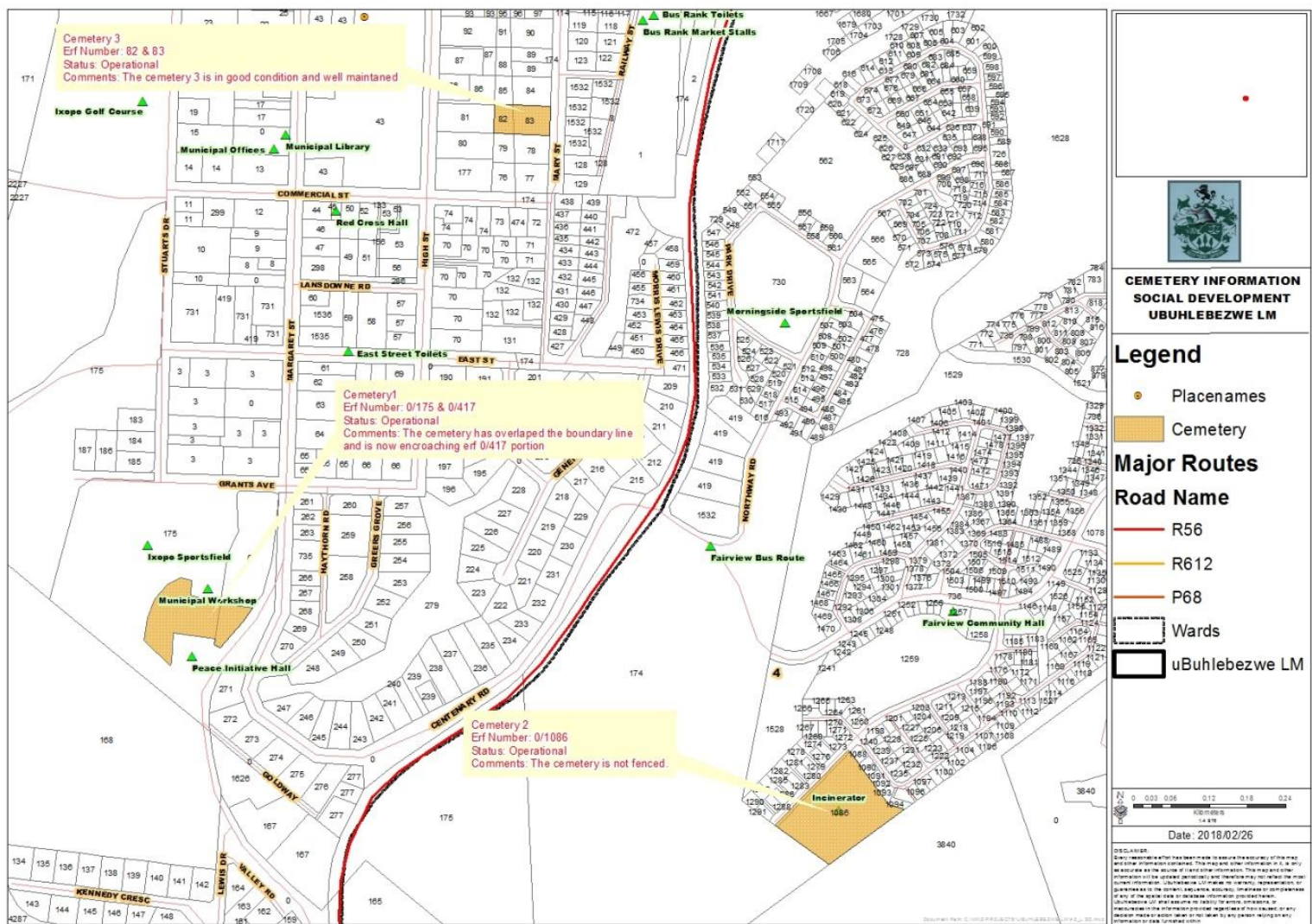
Cemetery Sites:

Ubuhebezwe Municipality has one authorised cemetery, located in the Ixopo Town. This has resulted in this cemetery prematurely nearing full capacity, leaving the Municipality with no alternative area that can be used for cemeteries. The Municipality is at this stage trying to find alternative land, which has proven to be very difficult due to unavailability of suitable land to be used for cemeteries.

The Municipality is engaging with Amakhosi for land that may be suitable for cemeteries, which is not too far away from Ixopo.

Another challenge encountered with our cemetery is that of the numbering of graves, alignment of cemetery layout plan and the actual grave. The Municipality has allocated funding for 2018/19 financial year specifically for numbering. Public Notice will be published in local and national newspapers requesting members of the community who buried their love ones at Ixopo cemetery to identify graves, once the numbering process is completed, there will be alignment of the burial register, cemetery layout plan and the grave itself.





Ixopo Cemetery

REVISED THREE YEAR CAPITAL WORKS PROGRAMME

WARD	NAME OF THE PROJECT 2018/2019	NAME OF THE PROJECT 2019/2020	NAME OF THE PROJECT 2020/2021
1	Webstown Electricity infills	Mahafana Water Esidungeni Road	Station water
2	Lower Valley View Roads Expansion of Municipal Offices Golf Course Roads Golf Course Electrification	Bethal Farm Electrification	Hopewell to Carisbrook road
3	Ofafa housing project	Sgedleni Hall	Magidigidi road
4	Fairview Roads	Electricity in Mandili Fairview Road	Shezlop road
5	Nkweletsheni Hall	Sigandulweni Sportsfield	Sqandulweni hall
6	Pass 4 Phungula sportsfield	Mapo road	Hlokozi Skills Centre
7	Shelembe road		Masomini road
8	Ntlozane/Stewartsville electrification	Khambula Hall	Chibini Hall
9	Mziki electrification (Eskom)	KwaPesi Road KoZondi Electrification & Mission electrification (Eskom)	Bayempini Mzizi Sportsfield
10	Nxele Road	Mhlabashane Skills Development Centre	Nyuluka Road
11	KwaDladla Sportfield (kickabout)	Plainhill hall	Nkoneni to KwaDladla Road
12	Amazabeko Hall	Mdabu Skills Centre	Mgodi/Skeyi Road and Mgodi/Skeyi Hall
13	Blackstore electrification: <ul style="list-style-type: none"> Mhlabashane Kwa Mncinci Nhlamvana Tsheni Lenduna 	Magawula Road	Ntsheleni Road
14	Esivandeni Road	Mdibaniso Road	Dangwini Road

Human Settlements:

INTRODUCTION:

Ubuhlebezwe Local Municipality (ULM) to develop a fourth generation Spatial Development Framework (SDF) as a requirement in terms of the Municipal Systems Act of 2000, Act No.32 of 2000 (MSA) read in conjunction with Spatial Planning and Land Use Management Act of 2013, Act No. 16 of 2013. These are legislative requirements stipulates that a municipality is required to prepare and review a Spatial Development Frameworks (SDF) and must be based on. An SDF forms an integral component of the Integrated Development Plan (IDP). The SDF helps guide the overall spatial distributions of current and desirable land uses within the municipality; redress the past imbalances; meet the basic needs of communities particularly the disadvantaged groups and people living in underprivileged areas. The SDF gives effect to the vision and missions of the municipality as identified in the IDP since there is a need to promote economic growth and assists the municipality to prioritize projects. It is for these reasons that the Ubuhlebezwe essential will guide and spatially represent the developmental plans in which the Municipality hopes to achieve.

Ubuhlebezwe Local Municipality (ULM) is one of the four (4) local municipalities that constitute the Harry Gwala District Municipality (HGDM). The ULM is sandwiched in between large agricultural plantations, natural vegetation and traditional authority land. The main administrative centre of the municipality is the town of Ixopo, it is located 85km from the City of Pietermaritzburg at the intersection of two national routes R56 and R612. Apart from the Ixopo town the settlement patterns of the ULM reflects one that is predominantly rural. The ULM has a population of about 118 346 people (Community Survey, 2016) spread out throughout the area with the majority of its population residing in the rural areas.

The major economic drivers in the ULM area are agriculture, mining, manufacturing, construction, utilities, business services and tourism facilities. Among these economic sub-sectors, agriculture; business services; and manufacturing have been the biggest contributors to the ULM Growth Domestic Product (GDP) thus far.

Unemployment is considered as one of the main reasons of poverty. The municipality's' percentage contribution to the District employment is currently seating at 21%. The unemployment rate in the ULM currently stands at 25%, reduced by 0.3% from 24.7% projected in 2011 (Global Insights, 2007). It is a clear indication that unemployment still remains a concern and shows that the municipality is currently living e below the poverty line. It is also observed that the urbanised wards have a relative lesser concentration of poor people living under the poverty line then those living in rural wards.

The SDF seeks to guide, overall spatial distribution of current and desirable land uses within a municipality in order to give effect to the vision, goals and objectives of the municipal IDP as its objectives. The aims of a Spatial Development Framework are to promote sustainable functional and integrated human settlements, maximise resource efficiency, and enhance regional identity and unique character of a place.

It is for this reason that a number of plans/ strategies have are being developed and reviewed in order to redress the current spatial and economic issues facing the ULM. With plans such as the Urban Regeneration Strategy (URS), Housing Sector Plan, three Year Capital Investment Plan, Local Economic Development Strategy (LEDS) and Tourism Plan in place, this thus necessitates a development of a fourth generation of the SDF to make a strategic plan that will give strategic direction for municipality and also accommodate any changing circumstances in the development of the area. The Municipality also developed a comprehensive Land Use Management Scheme, Rural Land use policy in the year 2016 in which is constantly get to be reviewed on a yearly basis in order to remain relevant. The Municipality has infact a Wall-to-wall scheme which covers the whole Municipal area.

The municipality has finalised and adopted the Capital Investment Framework (CIF) which will assist in translating the development goals and strategies that are reflected in the ULM's SDF and IDP, into implementable projects with specific budget allocations and

timeframes. With high demands for infrastructure development and maintenance to be accelerated, the CIF forms an integral part of the ULM's service delivery strategy. The projects emanate from community needs identified as part of the IDP process and they directly reflect the municipality's efforts to address backlogs in the delivery of basic services and housing.

It should be noted as well that The Municipality constantly aligns itself with the strategies of the Harry Gwala District, having taken part in the District Growth and development Strategic Sessions. The Municipality sees the need to review its developmental vision and make it in line with the 2025 – 2030 vision. This will assists with long term planning development which will proof to be sustainable in the long run.

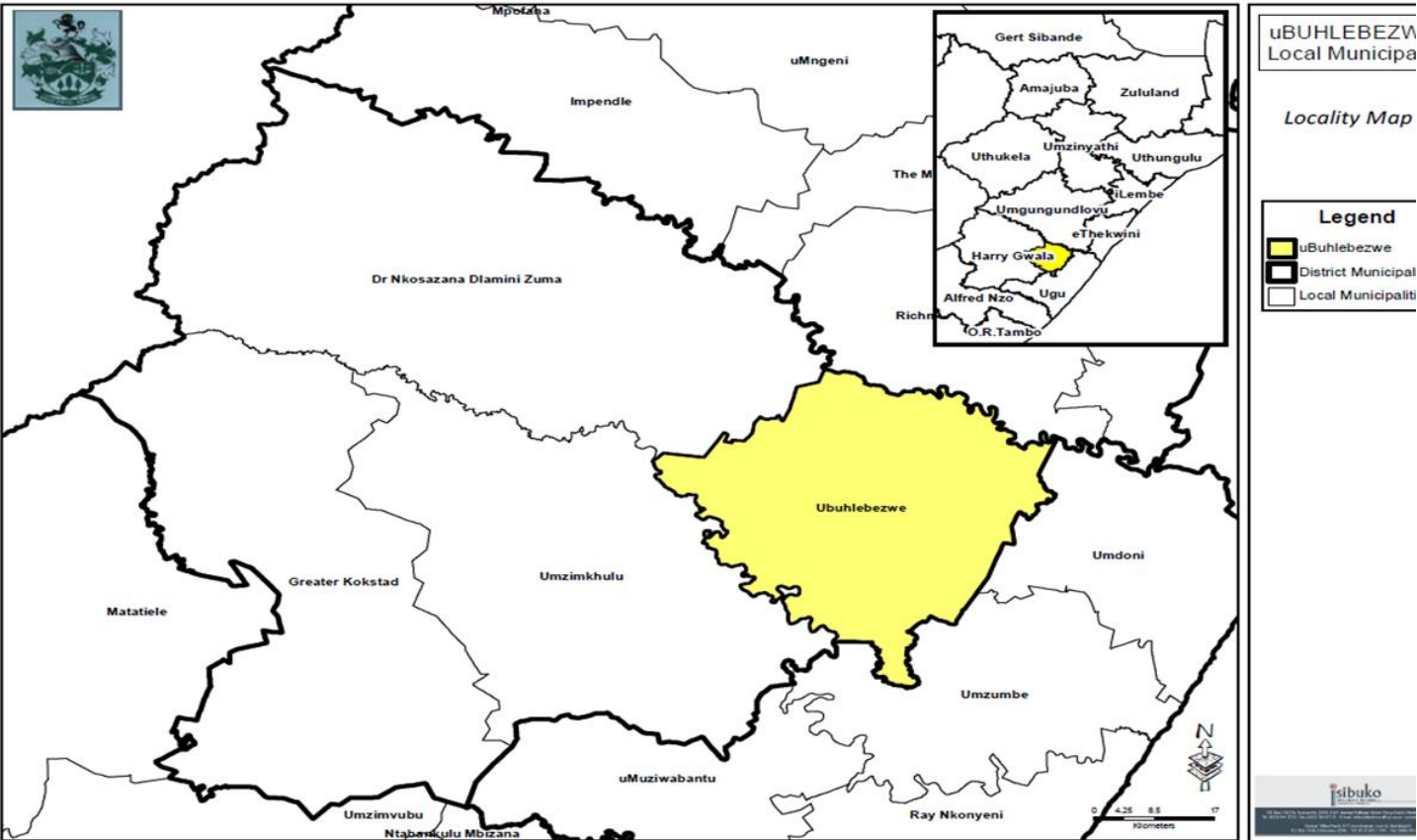


Figure 49: Locality

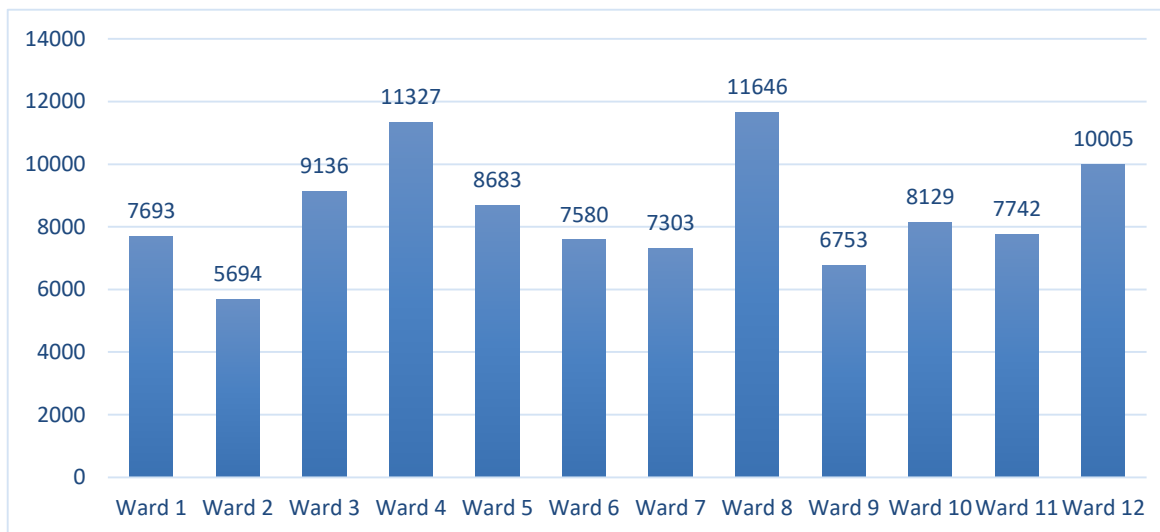
POPULATION DISTRIBUTION BY WARD, LATEST STATS

Ward	Male	Female	Total
Ward 1	3665	4028	7693
Ward 2	2910	2784	5694
Ward 3	4132	5004	9136
Ward 4	5268	6069	11327
Ward 5	3803	4880	8683
Ward 6	3803	4880	8683
Ward 7	5273	6189	11461
Ward 8	5418	6227	11646
Ward 9	3240	3513	6753
Ward 10	3723	4406	8129
Ward 11	3600	4142	7742
Ward 12	4519	5486	10005

Ward 13	1802	2037	3839
Ward 14	3492	4077	7569

Table 28: Population composition by Ward

- POPULATION DISTRIBUTION BY WARD**



Source: Statistics South Africa (Census 2011)

AIMS AND OBJECTIVES OF THE HOUSING SECTOR PLAN

The Human Settlement Sector Plan for Ubuhlebezwe Municipality is a five-year (2016 to 2020) strategic guide for the transformation of existing human settlements and development of new sustainable human settlements in line with the national human settlement development policy. Its primary aim is to move the human settlement development programme beyond the provision of basic shelter towards achieving the broader vision of sustainable human settlements and efficient spatial systems.

Its objectives are as follows:

To reduce housing backlog in line with the national and provincial norms, standards and targets.

To provide for the introduction of a variety of housing typologies and densities in appropriate locations in line with the Ubuhlebezwe Municipality SDF.

To contribute towards spatial transformation and creation of an efficient settlement and spatial pattern.

To facilitate rapid and cost-effective release of land for human settlement development purposes.

To integrating human settlement projects with other development programmes within the context of the Ubuhlebezwe Municipality Integrated Development Plan and the Harry Gwala District Integrated Development Plan.

To build capacity for effective human settlement development.

The Ubuhlebezwe Municipality will review the plan annually (as part of the IDP review process) to take into account changes in development trends, progress made in the implementation of the plan and emerging (new) human settlement needs in the Ubuhlebezwe Municipality.

LEGISLATIVE AND POLICY FRAMEWORK:

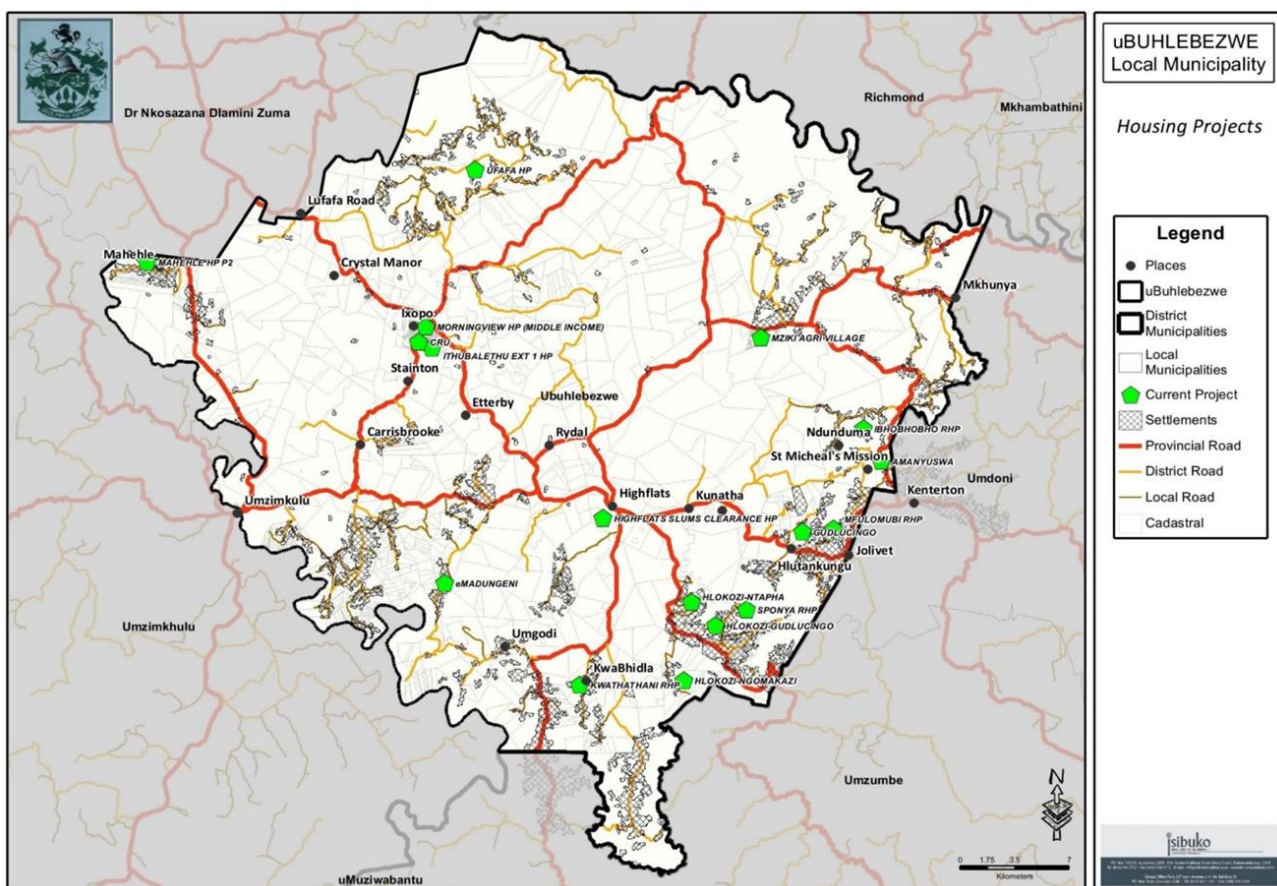
- NATIONAL HOUSING ACT [107] OF 1997

- NATIONAL HOUSING POLICY
- OUTCOME 8: SUSTAINABLE HUMAN SETTLEMENTS AND IMPROVED QUALITY OF HOUSEHOLD LIFE
- KZN INFORMAL SETTLEMENTS UPGRADING STRATEGY
- THE CONSTITUTION NO. 108 OF 1996
- PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)
- A PROVINCIAL HUMAN SETTLEMENTS MASTER SPATIAL PLAN FOR KWAZULU-NATAL FOR HUMAN SETTLEMENTS INVESTMENT
- KZN INFORMAL SETTLEMENTS UPGRADING STRATEGY

UBUHLEBEZWE DEVELOPMENT AGENDA

The Ubuhlebezwe Municipality has developed an Integrated Development Plan (IDP) indicating, among others, the long term desired situation, short-to-medium term strategic guide for public and private sector investment, and the spatial location of critical infrastructure development projects. The IDP is based on the six local governments Key Performance Areas (KPA), with the development of human settlements being part of the basic service delivery and infrastructure development KPA. The organisational strategic objective in this regard are to ensure the provision, upgrading and maintenance of infrastructure and services that enhances socio-economic development.

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



SLUMS CLEARANCE PROJECTS

Informal Settlements

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

There are currently five informal settlements in Ubuhlebezwe, located within the urban area of Ixopo and one in Highflats. These figures presented in table 5 below, have been calculated based on Google Earth (imagery dating 12/4/2016) and totals approximately 1724 structures. It would suggest that there are even more informal structures than suggested by the Census 2011 and the 2016 Community survey results.

Informal settlements

Informal settlement	Number of informal structures
Shayamoya /Chocolate City/Zwelisha (Ixopo)	517
Draaihoek east(Ixopo)	129
Draaihoek west(Ixopo)	137
Morningview (Ixopo)	383
Valley View (Ixopo)	158
Highflats	400
TOTAL	1724

Table 29: Informal Settlements

There are two slums clearance projects within Ubuhlebezwe, namely the Highflats Slums Clearance Housing Project and the Ixopo Slums Clearance project.

SLUMS CLEARANCE PROJECTS

PROJECTS	WARD	UNITS	COMMENTS
Highflats Slums Clearance Housing Project	9	500 units	The initial amount of units was 500. However, this is likely to increase to 800, but will have to be confirmed. The increase in the number of units require additional land. Two land parcels have been identified for this purpose, but the land legal matters is still pending.
Ixopo Slums Clearance	4	2000 units planned	An additional 2000-2500 units is still to be determined. Currently, bulks have to be confirmed by the District.

Table 30: Slums Clearance Projects

SLUMS IN DETAIL:

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

Informal Settlements							
	Name	Area (location)	Property description	No. of structures / dwellings	Land ownership	Extent of land occupied (ha)	Zoning (Ubhlebezwe Land Use Scheme)
	Shayamoya/Chocolate City/Zwelisha	Ixopo	Portion of Erf 174; Portion of RE 175	517	State land	10.71	Transitional residential and Utilities and services
	Draaihoek (east and west)	Ixopo		137	State land (western portion)	4.54	Transitional residential
			782-787; 790-796; 819; 834	129	Private properties (eastern portion)	6.88	Transitional residential; Passive Open Space; Residential 2
	MorningView	Ixopo	2/1628; 1738; 1629-1638; 1733-1735; portion of 1738	383	State land	10.91	Transitional residential; Residential 2
	ValleyView	Ixopo (behind taxi rank, next to R56)	Portion of Erf1; Portion of Erf 2; Portion of Erf 174	158	Ixopo Transitional local council; Ubhlebezwe Municipality	1.47	Administration
	Highflats	Highflats	3/1938; 37/1938; 38/1938; portion of 39/1938; portion of 46/1938; portion of RE/1938	400	Transnet	5.68	Transitional residential; Residential 1; Limited Commercial

Table 31 : Slums clearance in details

[illegible]

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UPDATE ON ALL HOUSING PROJECTS,

Rural Housing Projects

Project	Ward	Units	Comments
Sponya Rural Housing	8	700	The project close out report was forwarded to the Department of Human Settlements in 2016. The DOHS have not advised the Municipality of the status on the close out report. Based on the MEC's letter dated 11 th December 2017 an affidavit needs to be done for the project due to outstanding SCM documentation for the project. The Municipality has done the required affidavit confirming appointment on the project and we are still waiting on the Department to close off the project.
Mahehle Housing Project Phase 1 and 2	1	1000	Mahehle phase 1 cannot be closed due to title deeds not handed out and continues being an audit query from the department. A submission has been made to the Housing Development Agency (HDA) for purchasing of the land parcels identified for the Mahehle Phase 2. The Municipality has since received feedback regarding the application from HDA which was favourable. It should be noted that the meeting between Municipal management and Department of Human Settlements' Member of Executive Committee (MEC) resolved that the Implementing Agent for the project need to be terminated due to the lack of SCM documentation on the project.
Highflats Slums Clearance Housing	9	500	It should be noted that the meeting of the late 2017 between Municipal management and Department of Human Settlements' MEC resolved that the Implementing Agent for the project need to be terminated. The Municipality need to be clear on the way forward regarding the land availability for the project.
Ibhobhobho Rural Housing Project	5	644	The project is proceeding well and ahead of construction by a month. Sales administration is completed which includes 34 Operation Sukuma Sakhe (OSS) cases from Springvale (Ward 9). Progress meeting on the project was on the 23 rd of January 2018 of which was essentially on the protection of the building material to be placed at the Bayempini Mzizi Hall as well as on Community Liaison Officer (CLO). The platforms are planned to be excavated specifically for the OSS cases at the beginning of February 2018. Current progress in terms of construction for the Bhobhobho Housing project is Slabs poured – 601, houses at Wall plate level – 599 and currently completed houses – 593.
Amanyuswa Rural Housing Project (TA)	7	750	The implementing agent has submitted all the required project information so that the contract can be finalised for approval of funding by the Department of Human Settlements (DOHS). The project has become an audit query from the Auditor General due to misplaced Supply chain management (SCM) documentation. A Council Resolutions on the missing SCM documents was done and submitted to DOHS. A meeting with department on the 22 nd of January 2018 was held where it was mentioned that stage 1 planning will commence in March 2018.
Madungeni Rural Housing Project	12	500	The project is currently at planning stage. The land is not registered under Ingonyama Trust Board, as a result there are two pieces of land to the state. The Development Rights Agreement has already been signed by all parties concerned. The planning application was tabled at the Municipal Planning Tribunal (MPT) of the 5 th of December 2017 where it was approved. The Planning unit has finalized the letters of consent at the February 2018.
Ufafa Rural Housing Project	3	1000 (first phase)	The project is at the implementing stage and needs to be completed by March 2019. The IA is currently behind schedule and it was agreed the IA submit another remedial action plan to assist in speeding up the project. The Department of Human Settlements, the Municipality and the main contractor met with the IA on several occasions to get clarity on the revised recovery plan and all parties were happy with the proposal of bringing Umpheme PTY LTD on board and sticking to 20 houses build per month. Umpheme PTY LTD) has established site and has already commenced with the works allocated. GK Rainbow has been noted to be very slow with regard to progress for the project especially because they have already have been 3 submitted recovery plans which were not honoured. GK Rainbow has since appointed and new project manager for the project to assist them. A meeting held on the 30 th of January 2018 with the Department, the IA is expected to submit the weekly program, weekly progress reports and a plan to catch up on their last Recovery plan by end of January 2018. The Project Steering Committee (PSC) meeting is to take place during the week on the 5 th of February 2018 and they have to be bi-

			weekly meetings scheduled from that point onwards. Mpheme has a total 350 houses to build and GK rainbow has 150 houses to build. The progress is moving very slowly and DOHS and the Municipality has vocalized their disappointment with the IA. It should also be noted that quality issues were raised by the Building Inspectors from DOHS and Municipality especially GK rainbow side of works.
Mfulomubi Rural Housing Project	7,8	1500	The DoHS has promised to speed up the process of beneficiary registration. The IA is almost done with the 1 st phase (500 units). The IA has submitted the application for the 2 nd phase which is another 500 units and is waiting for the Human Settlements Department to respond. The project was confirmed that it will not be allocated funds by the department on the basis of misplaced Supply Chain Management (SCM) documentation. The affidavit on the project was crafted and submitted to the department as well as an affidavit was submitted the DOHS accordingly. Progress/ Construction - Foundations – 500, Top structure to wall plate – 492 and Top structure complete – 478.
Hlokozi Rural Housing Project	6	2600	The planning application was tabled at the Municipal Planning Tribunal (MPT) of the 5 th of December 2017 where it was approved. The Planning unit has finalized the letters of consent at the February 2018. The implementing agent has submitted a comprehensive house-plan showcasing that they will include the tiles as part of the housing specification.
Gudlucingo Housing Project	8	1500	The planning application was tabled at the Municipal Planning Tribunal (MPT) of the 5 th of December 2017 where it was approved. The Planning unit has finalized the letters of consent at the February 2018.
Kwathathani Rural Housing Project	10	700	There are currently 688 units constructed as part of the project. The addendum pertaining the 12 beneficiaries targeted for the construction of the project has been approved by the office of the Head of Department: Department of Human Settlements. A series of meetings to communicate this and to announce commencement of construction to the traditional structures and community were conducted late 2017. All beneficiaries needed to come forward and be identified accordingly before actual construction can commence – target date for completion was February 2018.

Table 32: rural housing

Planned urban housing projects

PROJECT NAME	WARD NO.	BACKGROUND PROJECT SIZE	AND	CURRENT STATUS
Ithubalethu Extension 1 Housing Project	4	384 units		The District Municipality confirmed the bulks water supply scheme for the project has been concluded. It should be noted that the sanitation for the project has been confirmed by the District to be implemented on the 2017/18 financial year and will be completed by June 2018. Harry Gwala and consultants are busy with the tender process to award a contractor to implement the project. A Council resolution on the missing SCM document was done and submitted for the attention of the DOHS. The outstanding 150m access strip is still outstanding on the project.
Buhlebethu Community Residential Units	4	150 units (First phase)		The implementing agent (IA) has done the necessary feasibility studies, the land surveying processes as well as has produced a conceptual architectural design plan for the project. As part of social facilitation a total of 166 potential beneficiaries were captured and a

			comprehensive spreadsheet was prepared showcasing the income and affordability levels. The project also awaits the environmental authorization due to be received mid- February 2018. This will then bring the planning application a step closer to being concluded and then submitted for approval by the Municipality. In terms of Social facilitation the following application have been received for processing; 165 from the General Public, 73 from Municipal Employees and a total of 238 registered beneficiaries.
Ixopo Slums Clearance	4	Still to be determined.	<p>A submission has been made to the Housing Development Agency (HDA) for purchasing of the land parcel identified for the project which proved that the project could be feasible in light of the feasibility studies submitted. Municipal Management together with the Legal team from DOHS held a meeting on the 18th of January 2018 which was followed by the site visit to the Wolsely Farm. The way forward was that the DOHS legal team was going to liaise with the Land owner's lawyers in terms of the sale agreement to be drafted. This will be done before a formal submission is submitted to the MEC. On the 23rd of January the department forwarded the submission to the MEC report for approval by the Municipality. The report alluded to the following;</p> <ul style="list-style-type: none"> • A sum of R3 350 000.00 to procure the Remainder of the Farm Wolseley No. 14786. • A further sum of R261 000.00 to be set aside for conveyancing fees. • The acquisition of the subject property is subject to the land owner's acceptance of the offer of R3 350 000.00 and the issue of de-stumping being resolved between the land owner and the Ubuhlebezwe Municipality.

Table 33: urban housing projects

Housing Rectification Projects

PROJECT NAME	WARD NO.	BACKGROUND AND PROJECT SIZE	CURRENT STATUS
Mariathal and Fairview Rectification Housing Projects	4	92 and 736	All rectification projects have been blocked by the National Minister of Human Settlements due to lack of funds.

Table 34: housing rectification projects

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

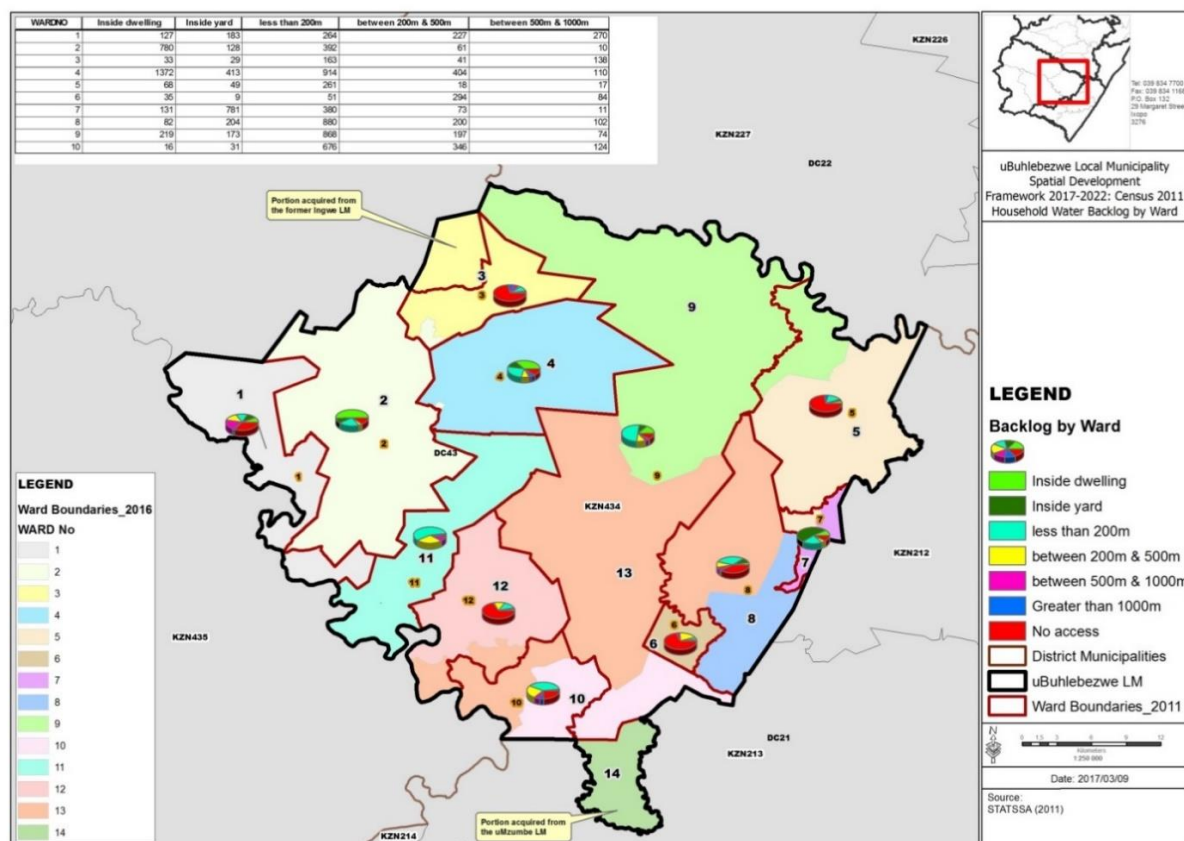
Table 10: EXISTING CHALLENGES SURROUNDING THE HOUSING SECTOR WITHIN THE MUNICIPALITY

CHALLENGES	DESCRIPTIONS
Lack of bulk services confirmation for the district municipality.	The municipality is experiencing problems with the confirmation of bulk services from the District for some of the housing projects. This is particularly problematic in the urban projects. Attempts have been to

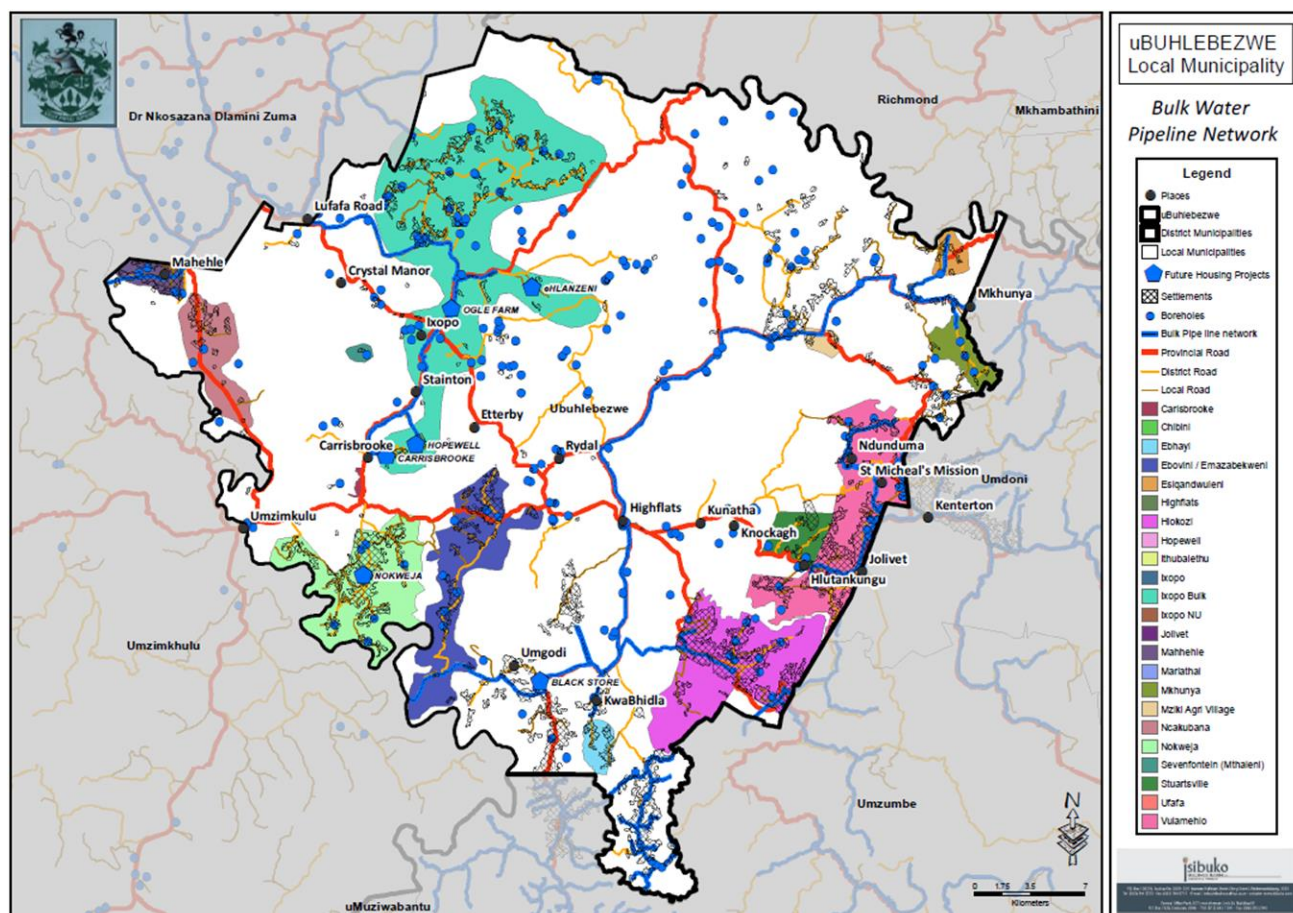
	have meetings to address this issue but clarity regarding movement of projects hasn't been provided.
HOUSING BACKLOG	Housing backlog in Ubuhlebezwe Municipality manifests itself in the form of substandard dwelling units, particularly in the traditional authority and informal settlement areas. These dwelling units are constructed in traditional material and are self-built units, which do not meet any building standards. In fact, they are built without any building plans or involvement of authorities.
SUSTAINABILITY OF SETTLEMENTS	Rural settlements in Ubuhlebezwe are not sustainable in the short to long term basis. Most people in the area do not derive a sustainable living from rural agriculture. There is a heavy dependence on welfare grants ("survival capital") and external in-flows of remittances from urban centres or commercial farms. The key challenge is therefore to transform these rural villages into sustainable human settlements with basic services, social infrastructure and economic development opportunities.
LAND FOR HOUSING	<p>There are certain challenges in Human Settlement development projects that relates to land issues. These include the following:</p> <p>Slow and complex land identification and development processes;</p> <p>Limited land in close proximity to the town centre;</p> <p>Slow and complex land purchasing procedures.</p> <p>Strategies need to be developed to assist in fast tracking of land identification and release.</p>
ILLEGAL OCCUPATION OF LAND	<p>The majority of informal settlements manifest itself in the illegal occupation of land. People seek employment opportunities or better access to services in urban areas and occupies open pieces of land. These unoccupied pieces of land are usually in close proximity to a town, and might be on land not suitable for human habitation or development. It becomes problematic for the municipality to deal with and accommodate these illegal occupants.</p> <p>It has also been found that some completed houses are being rented or sold illegally, and are being illegally extended. This is problematic because the housing delivery process is to curb the housing backlog challenge and if more houses are being illegally used the housing backlog will not be addressed.</p>

Table 35: challenges -housing

- BULK WATER SUPPLY AND SCHEME**



Fg 52: Water Backlog Map

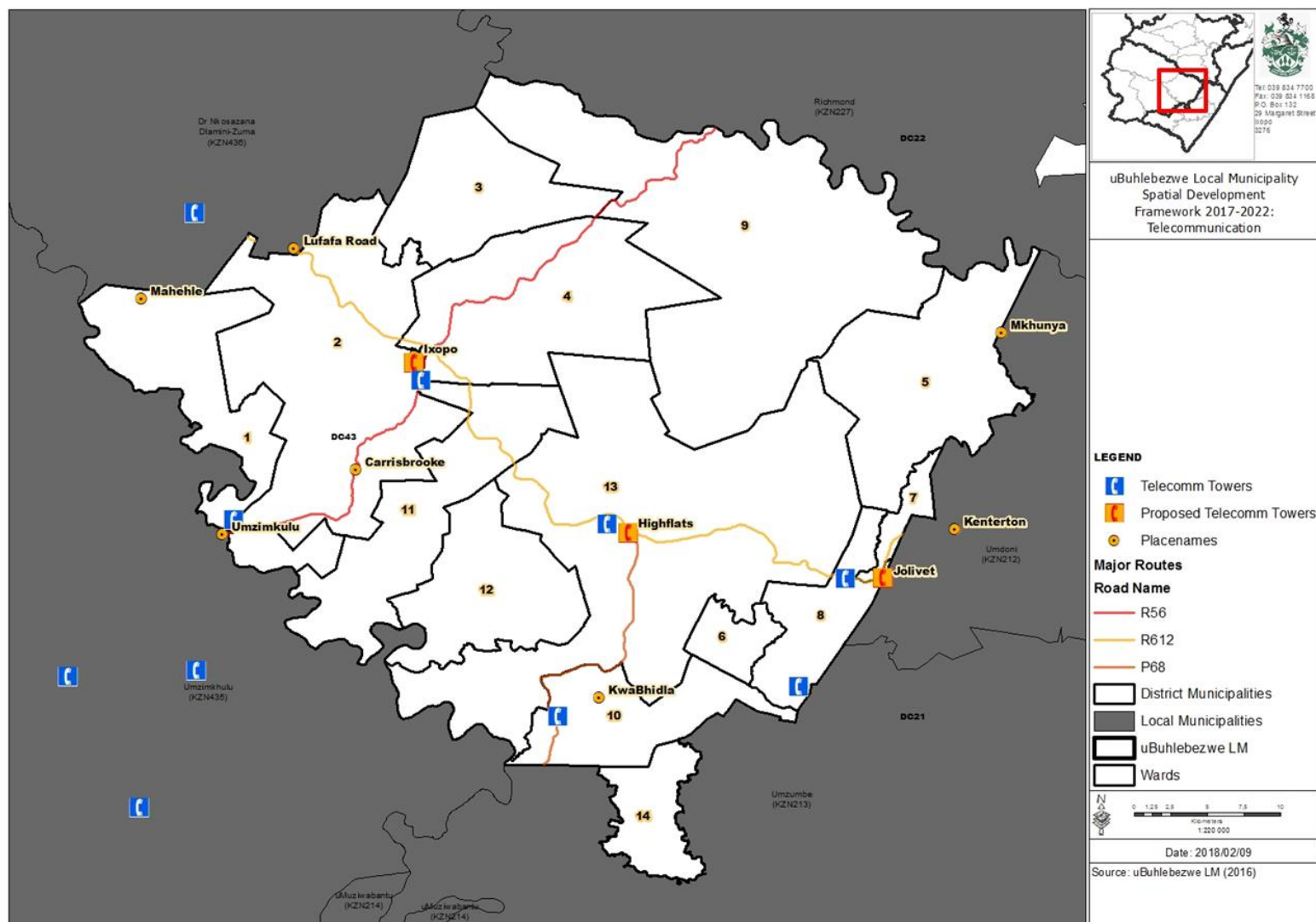


Fg 53: Bulk water supply and water schemes

Fg 53:

MAP AND ANALYSIS ON TELECOMMUNICATION :

The below showcases the status of the Municipality in relation to the existing Telecommunication structures as well as proposed future telecommunication structures within the Municipality. With specific focus on the Town of Ixopo, it should be noted that the Municipality cellular mast land use application was submitted and was approved towards the end of 2017. Its location is within the town space. A second land use application for a cellular Mast is located under Upper Umkomaas area – Nhlamvini. The status of the land use application is current has gone out for advertisement and will be considered for processing by the Municipal Planning Tribunal soon.



Fg 54: Telecommunication

HOUSING FORUM:

Over and above the Housing on-site technical and Project Steering Committee meetings that take place per active Housing Project, there is also the existence of and Housing Think Tank Forum to tackle pertinent issues surrounding the Housing function of the municipality. This forum assists the department and Municipality to monitor and facilitate the progress of the projects. The forum also aims to try and establish issues, solutions and progress on each and every housing projects. Progress reports presented by the Implementing Agent are also scrutinized and the Department of Human Settlements also provide inputs per project. It is also a constructive forum for the exchange of ideas and information between key stakeholders which involve the Department of Human Settlements, the District Municipality, and the Implementing agents for all Housing Projects as well Department of Rural Development and Land Reform. The meetings take place on a bi-monthly basis the scheduled dates for 2018 is as follows;

MONTH	DAY	TIME	VENUE
26 March 2018	Friday	10:00 am	Main Boardroom
24 May 2018	Wednesday	10:00 am	Main Boardroom
29 June 2018	Thursday	10:00 am	Main Boardroom
24 August 2018	Wednesday	10:00 am	Main Boardroom
19 October 2018	Wednesday	10:00 am	Main Boardroom
23 November 2018	Friday	10:00 am	Main Boardroom

Table 36: housing meeting dates

DATES WHEN POLICIES WERE REVIEWED

<u>Policy</u>	<u>Status</u>
Land use management scheme	It was adopted in 2016 and was later reviewed in 2017.
Draft Telecommunication Policy	Hasn't been adopted
Draft Street naming policy	Hasn't been adopted
Land Disposal Policy	Adopted in June 2014
GIS Policy	Adopted in June 2014

Table 37: dates of policy reviews

SPATIAL ANALYSIS:

INTRODUCTION AND BACKGROUND:

In terms of the Municipal Systems Act all Municipalities are required to prepare and annually review their IDP during the 5-Year period of its lifespan. As part of the IDP process, the municipality has developed a Spatial Development Framework (SDF) which is in line with the Spatial Planning and Land Use Management Act (SPLUMA) Section 21 in terms of its requirements. Moreover, a number of sector plans have been developed/reviewed, which impact on a number of spatial issues such as the; Housing Sector Plan, Three Year Capital Investment plan, Tourism Plan and this necessitates a constant revisit of the SDF to accommodate any changing circumstances in the development of the area. This SDF intends provide clear compelling mandates for Ubuhlebezwe Municipality in compliance with the Cooperative Governance and Traditional Affairs (COGTA) criteria which incorporates the following:

This SDF seeks to ensure a compliant SDF that incorporates the following:

- Delineation of corridors and nodal areas in rural and urban areas, and must be aligned with the Land Use Management Systems (LUMS) and the Harry Gwala District Municipal SDF.
- Infrastructure Investment in terms of road network, sanitation and electricity should be clearly depicted to the SDF, consultation with Ubuhlebezwe infrastructure department, is critical so as to enable incorporation of relevant information in this plan.
- The housing sector plan, the environmental studies conducted in the Central Business District (CBD) of the municipality and other sector plans should be obtained and incorporated in the plan.
- Cross 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.

At this point and time Ubuhlebezwe LM SDF still is in line with the IDP 5-year vision and mission. Plans to have a separate longer-term SDF vision outside that of the SDF is still going to be considered especially because it will be in line with the requirements of SPLUMA.

UPDATE ON SPLUMA READINESS:

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

The MPT members are as follows;

PROFESSIONAL FIELD	PERSONNEL
Registered Planners	Municipal Officials: Manager Housing and Planning & Authorizing Officer (Municipal Planner and Chairperson)
Attorney or advocate	Received applications from; <ul style="list-style-type: none"> - Miya Lulama - Mkhize Nomfuneko - Keshav Sushil
Persons registered in a category in terms of section 20(3) of the Natural Scientific Professions Act, 2003 (Act No 27 of 2003) within the field of environmental science	Municipal Official: Environmental Officer
A person registered in a category in terms of section 18(1)(a) of the Engineering Profession Act, 2000 (Act No 46 of 2000)	Municipal Official: Director Infrastructure Planning and Development
A person registered in a category in terms of section 18(1)(a) of the Architectural Profession	Mr. N. Duma
A person registered in terms of section 13(1) (d) of the Geomatics Professions Act as a as a Land Surveyor.	Trench Thomas Neish
Technical Advisor: Registered Planner to also serve at EXCO on appeals	<ul style="list-style-type: none"> - Gaxela Simthembile Lawrence (Technical Advisor) - Dawe Thobeka Imaculate - Pamla Mahlubi. M - Poval Mark

Table 38: MTP members

Roles and Responsibilities: SPLUMA

The formation and approval of MPT members has resulted in a total 4 structures to oversee development applications as laid out in terms of Schedule 5 of the SPLUMA i.e. Authorizing Officer (AO), MPT, EXCO and Council. The following functions relate to the 4 structures;

- Appointed Authorizing Officer – deals with minor land use applications as reflected in the gazetted Municipal Bylaws.
- Municipal Planning Tribunal (MPT) – to consider major land use applications as reflected in the gazetted Municipal Bylaws.
- Extended Committee (EXCO) – to consider all items related to appeals on land use applications.
- Council – to consider the processes pertaining the changes effected on the Scheme.

UPDATE ON LUM:

SPLUMA requires the municipality to develop, adopt and implement a wall-to-wall scheme for its area of jurisdiction. Such a scheme must be in place within five years from the date on which the provisions of the Act that deals with schemes were promulgated. The same requirement has been included in the Spatial Planning and Land Use Management Act, Act No 16 of 2013 (SPLUMA), which requires municipalities to adopt wall-to-wall schemes by 2018. The primary aim of the Land Use Framework is to bridge the gap between the Integrated Development Plan and the detailed requirements of land use management applied at municipal level. It contributes towards sustainable development, and improves governance (as it relates to land use management). It also enables development control, at differing levels of complexity to extend over rural areas thus giving property owners, developers and the municipality a clear point of reference from which to manage the use of land.

In terms of the Municipal SPLUMA By-laws the Municipality has created a created and adopted a Land Use Management Scheme during the course of 2016 which has been reviewed in the 2017. Among other planning developments, the Scheme aims to provide

the following in order to assist the Municipality; Enable the comprehensive management of all erven (both private and public sector) within the Municipality;

- To promote and implement the applicable planning and development legislation and principles as adopted by the relevant National, Provincial and Municipal spheres of government from time to time; and
- To promote and implement the Vision and Strategies of the Integrated Development Plan in the realization of quality environments
- To manage land-use rights, to provide facilitation over use rights, to manage urban growth and development, and to manage conservation of the natural environment, in order to:
- Achieve co-ordinated and harmonious development in a way that will efficiently promote public safety, health, order, convenience and to protect the general welfare of the inhabitants of the Municipality;
- Promote integrated and sustainable development through-out the area of jurisdiction;
- Promote sustainable environmental management, conserve and protect environmentally sensitive areas.
- Promote all forms of development and growth through sound planning principles that would support a mix of land-uses managed in an appropriate manner.

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

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

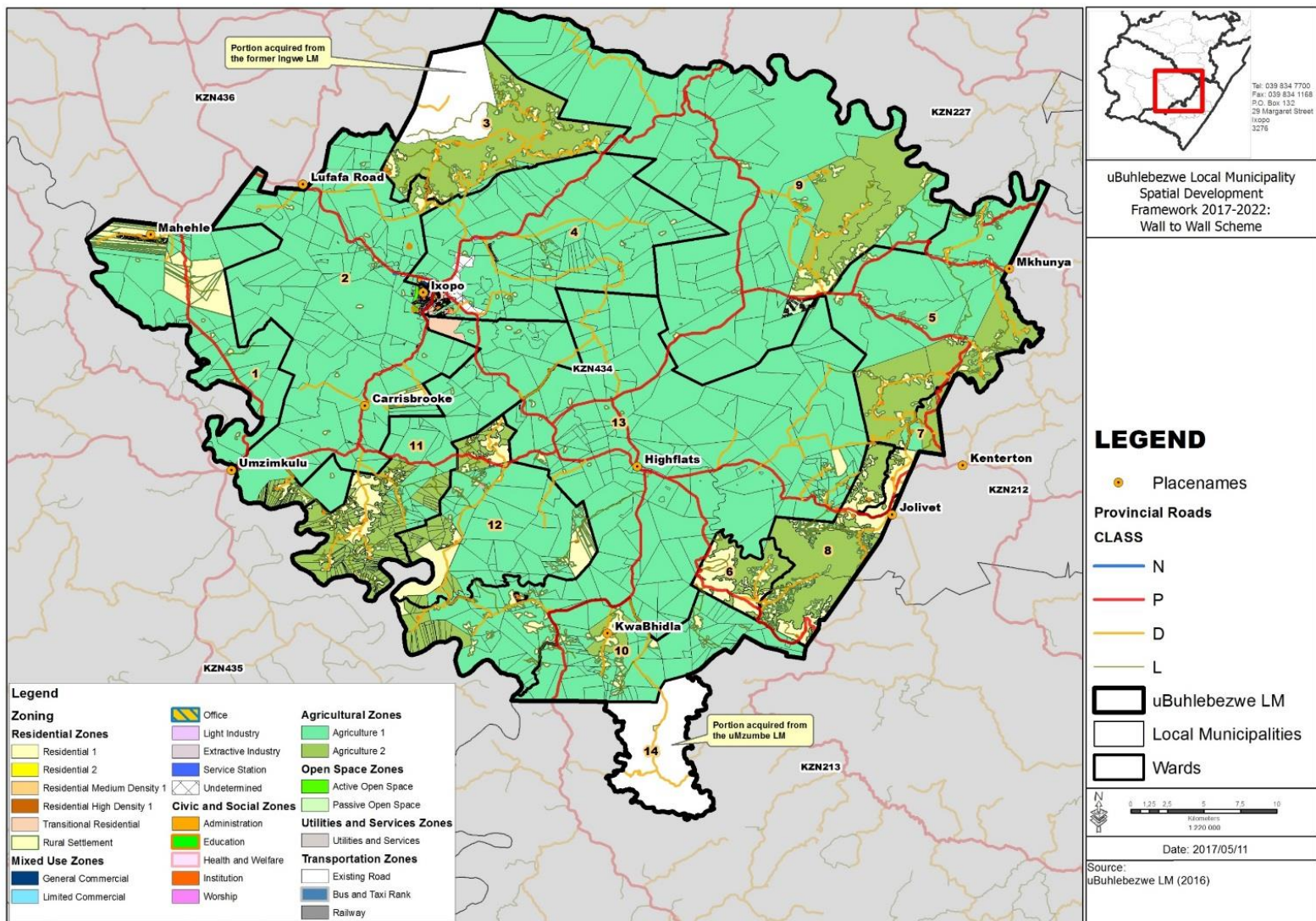


Figure 55: Wall to Wall Scheme

The LUMS, over and above the land use controls, also has a series of management overlays which are as follows;

MANAGEMENT OVERLAYS

OVERLAY	PURPOSE
Agricultural Policy Areas	The Agricultural Policy Areas, which are defined in terms of the KZN Agricultural Land Categories, should be referred to for further detailed information and guidance in respect of agricultural land. (See section 5 for more detail)
Agricultural Management	The Agricultural Management Overlay depicts areas that are subject to the Subdivision of Agricultural Land Act, 1970 (Act 70 of 1970). The area demarcated by this management overlay will be subjected to Scheme statements depicting zonings on the agricultural land. The procedures for land use and development applications are as outlined in this Scheme.
Biodiversity Management Areas	Critical Biodiversity Areas, Ecological Support Areas and Corridors have been identified by Ezemvelo KwaZulu-Natal Wildlife. This overlay shall be considered a relevant informant to any decision made by Council for land use and development proposals on any lot to which such overlay may apply. (See section 5 for more detail)
Traditional Council Management	The Traditional Council Management Overlay depicts land that is registered in the name of the Ingonyama Trust, and managed by Traditional Authorities. These areas are subjected to a policy statement. There are existing management procedures in place, which is depicted in this Scheme. (See section 5 for more detail)
Ixopo CBD Extension precinct	This is a precinct plan which has been prepared to guide the future expansion of the Ixopo CBD. The area for expansion has been included in the Scheme under a zoning called "Undetermined" which permits a basic level of development subject to final determination of zoning and subdivisions.
Emadungeni Framework	This is a framework plan which has been prepared to guide the future development of the Emadungeni.

Table 39: LUM management overlays

- **UPDATE ON THE SUMMARY OF ISSUES & INFLUENCE**

DEVELOPMENT POTENTIALS	DEVELOPMENT CONSTRAINTS	DEVELOPMENT TRENDS
The Municipality has recently acquired urban land parcels as a way to promote development and grow the Town of Ixopo.	The Municipality does not hold or own much of the land especially around the first, second and tertiary nodal areas.	Expansion of the commercial activities and foot print around the town of Ixopo; it involves among the following; Recently approved Ogle Farm mixed use development precinct plan, Proposed OR Tambo High income residential development as well as acquiring the Wolsely Farm in order to accommodate the growing informal settlements
Positive progress has been sourced for more land to cater to the ever-growing informal settlements of the first and second nodes i.e. Ixopo and Highflats	Electricity illegal connections around the Highflats area (second node).	Commercial growth activities in the Highflats area.
Implementation of the Golf Course Development within the town of Ixopo.	Rural Development administration: the Municipality has administered a lot of business licences application within the urban and rural spaces.	The growth of the secondary node of Highflats is closely being monitored and would indicate that the Municipality need to plan around the development of the Secondary node.
		New Market stalls within Ixopo town area. As well as processes in place to administer the informal hawkers.
		Alan Paton's Railway Heritage Route Tourism initiative up and running.
		Heritage/Tourism initiative as well as the Margaret Mncadi Statue being formally opened in the 2015.
		Continuation of the construction of the Morning-view Middle-income housing development with a total number of (29 houses constructed and occupied)

Table 40: summary of issues and influences

Infrastructure Projects relating to National and Local Government elections

WARD	NAME OF THE PROJECT 2018/2019	NAME OF THE PROJECT 2019/2020	NAME OF THE PROJECT 2020/2021
1	Webbstown Electricity infills	Mahafana Water Esidungeni Road	Station water
2	Lower Valey View Roads: General Anoit Avenue, Brigader Road, Maurice Lewis Road Golf Course Road Golf Course Electrification Expansion of Municipal Offices	Bethal Farm Electrification	Hopewell to Carisbrook road
3	Ofafa housing project	Sgedleni Hall	Magidigidi road
4	Fairview Roads	Electricity in Mandili Fairview Road	Shezlop road
5	Nkweletsheni Hall	Siqandulweni Sportsfield	Sqandulweni hall
6	Pass 4 Phungula sportsfield	Mapo road	Hlokozi Skills Centre
7	Shelembe road		Masomini road
8	Ntlozane/Stewartsview electrification (ward 7&8)	Khambula Hall	Chibini Hall
9	Mziki electrification	KwaPesi Road KoZondi Electrification & Mission electrification (Eskom)	Bayempini Mzizi Sportsfield
10	Nxele Road	Mhlabashane Skills Development Centre	Nyuluka Road
11	KwaDladla Sportfield (kickabout)	Plainhill hall	Nkoneni to KwaDladla Road
12	Amazabeko Hall	Mdabu Skills Centre	Mgodi/Skeyi Road and Mgodi/Skeyi Hall
13	Blackstore electrification: <ul style="list-style-type: none"> • Mhlabashane • Kwa Mncinci • Nhlamvana • Tsheni Lenduna 	Magawula Road	Ntsheleni Road
14	Esivandeni Road	Mdibaniso Road	Dangwini Road

SWOT ANALYSIS

BIOPHYSICAL ENVIRONMENT	Strengths: <ul style="list-style-type: none"> Land Use Management System in place for guidance on the use of land. Awareness campaigns on town planning & building control processes are conducted. A Slums Clearance Programme has been undertaken as an important program to bring important services to people. Development of Precincts plans that show an arrangement of land uses associated with the needs of the communities. 	Weaknesses: <ul style="list-style-type: none"> Deteriorating air quality and general pollution. Overgrazing, excessive removal of vegetation, road construction activities, veld and forest fires and pollution pose potential threats to the environment Most of the land is privately owned Unavailability of a legal landfill site. Overall decrease in rainfall patterns poses a threat to sources of water. Soil erosion has impact on the flow of rivers, existence of estuaries and loss of agricultural land.
	Opportunities: <ul style="list-style-type: none"> A formalised Refuse Disposal site is important aspect to cater for the basic land disposal needs for an urban space as well as for the disposal of different waste from Health related to building rubble. The municipality consists of 77% of the land that is suitable for agriculture. Agricultural Strategy is under development and agricultural productivity in the area has been promoted by supporting 8 cooperatives on vegetable and broiler production. 	Threats: <ul style="list-style-type: none"> The main climatic limitation affecting the area is low temperature and frost which has a negative impact on agricultural development in the municipality. This limits the range of crops that can be grown, the length of the growing season and the level of production. In rural areas water is mainly drawn from natural sources like streams, rivers and fountains. Many areas in the municipal area do not have purified water and this makes these areas prone to cholera and other diseases.
	Opportunities: <ul style="list-style-type: none"> Natural attractions and rare bird species provide an opportunity to attract special interest tourists to the area. The expansion of the rail tourism industry can provide tourists with an experience which is unique to the Ubuhlebezwe region. The strategic location of Ixopo provides opportunities for the possible location of industrial, commercial and other economic activity. Organic farming and herb production provide a niche market and a suitable alternative to small-scale commercial farmers. A fresh produce market will not only enhance economic development but will also boost and complement commercial agricultural development in the municipality. Ubuhlebezwe is in a process of developing its tourism routes. The focus of route development in Ubuhlebezwe will be on a combination of a mountain/quad bike, hiking and drive route/s that traverse Ubuhlebezwe and link different tourism products on-route. 	Threats: <ul style="list-style-type: none"> The ability to initiate projects depends on whether funds are available/can be accessed to implement proposals. The global and regional markets are influenced by a range of issues which are not controlled by the local arena. These issues include the supply and demand for commodities, the exchange rate, etc. Lack of co-operation among stakeholders can result in the desired outcome to being not achieved. Unregulated informal sector: competition among hawkers in the informal sector is a problem since there are a large number of operators in the retail sector.
INFRASTRUCTURE	Strengths: <ul style="list-style-type: none"> There is a rural road upgrading programme which is undertaken in association with the local Transport Forum. The municipality has made a budget provision for storm water management and has received a funding from COGTA for rehabilitation of roads and storm water. Ubuhlebezwe Local Municipality has enquired the services of an implementing agent to handle the process of constructing Community Residential Unit (CRU) facility 	Weaknesses: <ul style="list-style-type: none"> Infrastructure backlogs and aging infrastructure. Dispersed settlement pattern increase cost of service delivery in the area. Access to Basic services (Electricity, Water and Sanitation) is limited. Currently most rural roads are unusable during the rainy season.
	Opportunities: <ul style="list-style-type: none"> 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 	Threats: <ul style="list-style-type: none"> Some areas within the town experience problems in terms of strewn litter, water flowing on the road surface, etc. This could lead to the decay of these areas.

	<p>been secured by Eskom and has been gazetted.</p> <ul style="list-style-type: none"> There is a rural road upgrading programme which is undertaken in association with the local Transport Forum. The municipality has made a budget provision for storm water management and has received a funding from COGTA for rehabilitation of roads and storm water. 	<ul style="list-style-type: none"> Poor road infrastructure impedes on the mobility of people and goods. Poor communication infrastructure results in difficulties to publicize information. Vandalizing of available services. The existing power stations have reached maximum capacity since Eskom has is not capable of providing the electricity requirements to the new applicants in rural areas.
BUILT ENVIRONMENT	<p>Strengths:</p> <ul style="list-style-type: none"> Settlement density appears to be associated with accessibility, with higher densities in areas of high accessibility. The need for security of tenure and the provision of housing is a high priority in Ubuhlebezwe. Some has been earmarked for land reform projects. 	<p>Weaknesses:</p> <ul style="list-style-type: none"> Competing uses of land (productive agriculture vs subsistence agriculture/residential) Human settlement tensions- Rural versus Urban Limited land uses and therefore limited potential to grow. Unresolved land claims retarding development within Ubuhlebezwe. Scattered low density rural settlements surrounded by communal grazing and arable land. Slow progress of land reform in the District.
	<p>Opportunities:</p> <ul style="list-style-type: none"> Proposed Potential Duplex/Simplex development surrounding the town area offering accommodation choices to investors who prefer been located away from the CBD Revamp/Renovation Of Old Buildings and turning them it useful spaces e.g. de-concentration of residence away from Margaret street and making the street into a fully-fledged commercial activity zone. Ubuhlebezwe Local Municipality has enquired the services of an implementing agent to handle the process of constructing 150 units of the Community Residential Unit (CRU) facility. It is considered as a need within the urban area in order for more options to housing needs to be available due to the growing number of the working class. 	<p>Threats:</p> <ul style="list-style-type: none"> Population density decline the further one moves away from the main transport routes. Levels of services are generally low, with the majority of residential structures being self-built. Ubuhlebezwe has abundant land which is privately owned hence the municipality is in a process of a land release programme. The challenge is that the municipality will need to access this land for further development.

5. Social and Local Economic Development:

STATUS OF LOCAL ECONOMIC DEVELOPMENT STRATEGY:

Local Economic Development Strategy was reviewed internal on the 25th May 2017 and adopted by the Ubuhlebezwe Council, therefore the strategy is still relevant in addressing the current needs of the communities of Ubuhlebezwe in matters of economic development.

Ubuhlebezwe Municipality has an adopted Informal Economy Policy which covers the aspect of regulating street vendors. The Business Retention Policy is also in place

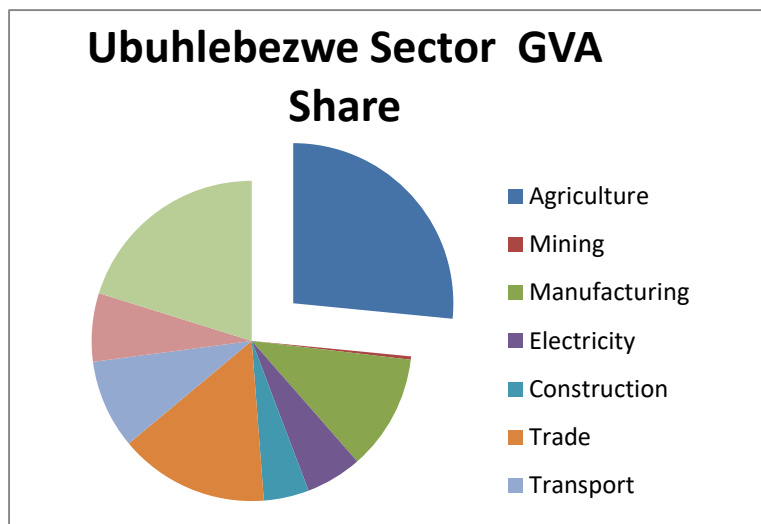
5.1 Local Economic Development Analysis:

The most prominent employment sectors are Agriculture including cattle, dairy, poultry, citrus, sugar-cane, fruit, and forestry, followed by Community Services, Trade and Domestic Employment. Up to 10,6% of the working population in the District are involved in construction and small scale manufacturing. It is interesting to note that in spite of male migrancy, males are dominant in local employment. The District is known for its progressive farming methods, which have resulted in a continually increasing output and consequent increasing prosperity.

Gross Value Added (GVA), Constant 2010 prices (R 1000), 2015

Sector	Harry Gwala	Ubuhlebezwe
Agriculture	1,953,774	496,177
Mining	34,313	6,284
Manufacturing	831,197	218,259
Electricity	407,738	106,053
Construction	379,166	85,318
Trade	1,865,647	283,078
Transport	702,642	167,943
Finance	674,007	129,105
Community services	2,525,090	377,260
Total Industries	9,373,574	1,869,477
Taxes less Subsidies on products	772,782	180,145
Total (Gross Domestic Product - GDP)	10,146,357	2,049,622

Sector	Ubuhlebezwe Sector GVA Share
Agriculture	24.2%
Mining	0.3%
Manufacturing	10.6%
Electricity	5.2%
Construction	4.2%
Trade	13.8%
Transport	8.2%
Finance	6.3%
Community services	18.4%
Total Industries	91.2%
Taxes less Subsidies on products	8.8%
Total (Gross Domestic Product - GDP)	100.0%



SOURCE: ECONOMIC DEVELOPMENT, TOURISM AND ENVIRONMENT AFFAIRS

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

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

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

Demographic Profile

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

Employment status

The table below depicts the total number of employment from 2010 to 2015. The table shows a steady increase in the total number of people employed except for 2011 which experienced a decline to 19 631 from 20 217 in 2010. In terms of percentages the average employment contribution to the district population has declined by 0,3% between 2010 and 2015. The total number of unemployed people at Ubuhlebezwe Municipality correlates directly with the total employment per municipality in that for 2011 there was a decline in the number of people employed (4843) as compared to 2010 (5150).

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

Community Survey 2016

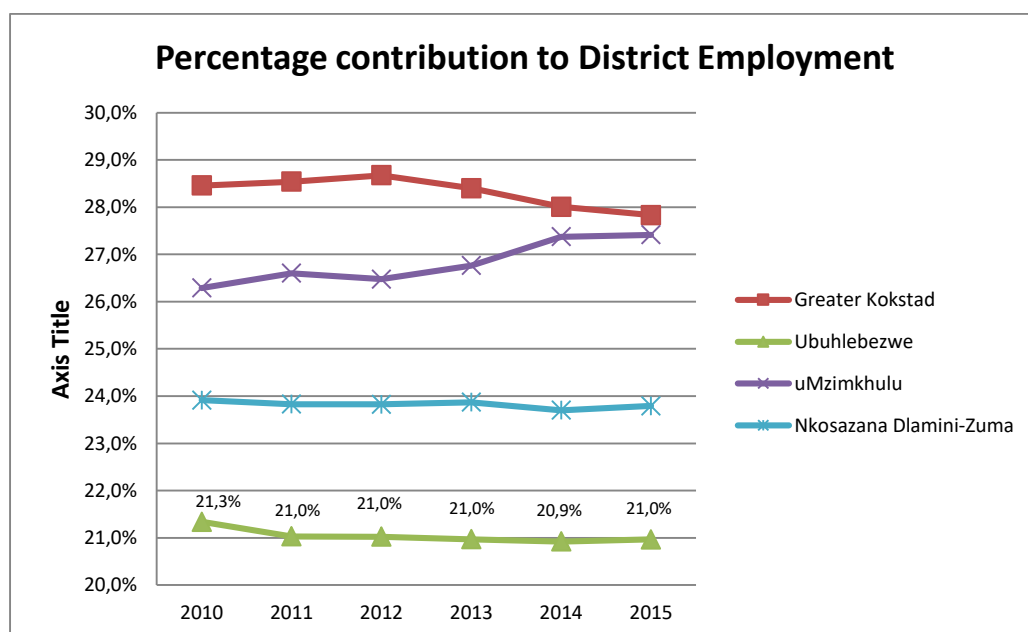
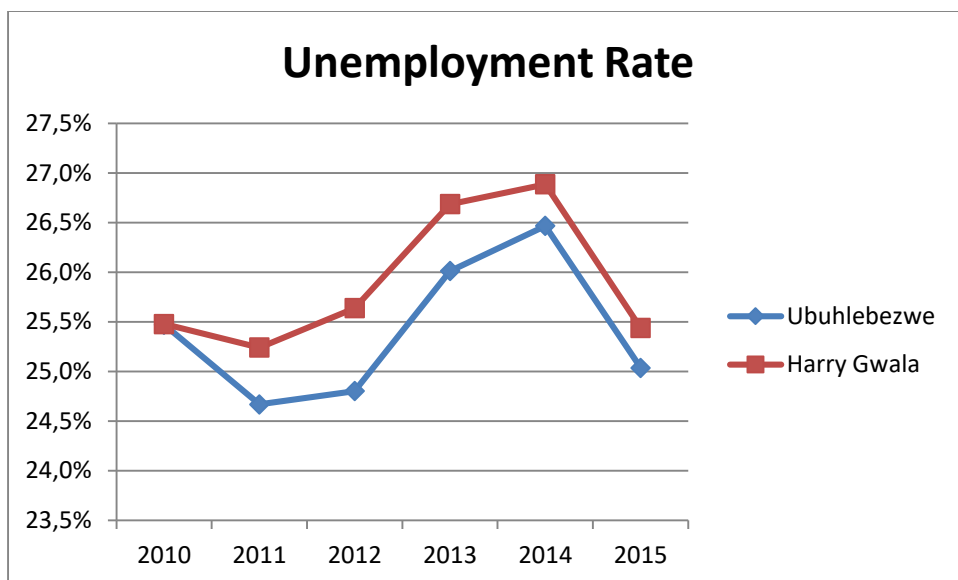


Table.....: Percentage contribution of HGDM local municipalities to District Employment. Quantec (2015)

	2010	2011	2012	2013	2014	2015
Ubuhlebezwe	5 150	4 843	5 011	5 512	5 954	5 895
Harry Gwala	24 140	23 563	24 634	26 967	28 912	28 568

Table.....: Number of the unemployed people. Quantec (2015)



Graph.....: Unemployment Rate of Ubuhlebezwe Local Municipality vs HGDM. Quantec (2015)

Spatial Profile

Access

The main corridor within the Ubuhlebezwe Municipality is the R56, which links into the N2. The corridor centres on tourism and agriculture. It links Ixopo to towns such as Kokstad, Matatiele, Pietermaritzburg and Port Shepstone. The primary corridor facilitates stronger cross border economic flows and economic development in the Eastern Cape and KwaZulu-Natal. The R612 and R617 serve as secondary corridors, which link the remaining areas of Ubuhlebezwe to the R56 (main corridor). These corridors provide the potential to exploit the under-utilized location and economic advantages of the hinterland areas thus providing a potential for export-oriented growth particularly in the agricultural sectors.

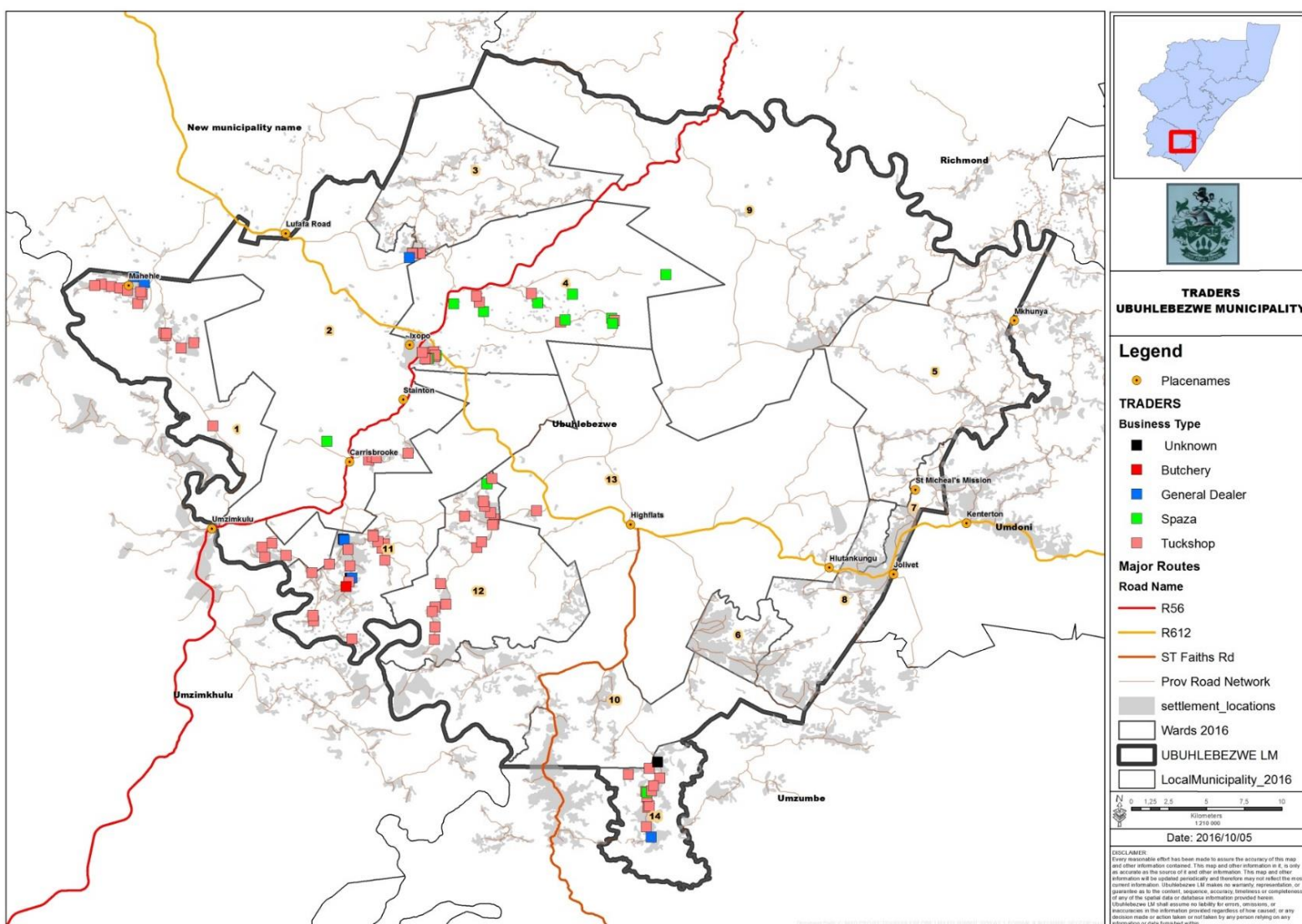
Settlement Patterns

Ubuhlebezwe is not just an administrative and local government structure, but an economic and social functional entity as well. It has a well-defined settlement pattern and functional structure. In economic terms, it is part of the Greater Ixopo economic functional region. Movement within the area tends to go towards Ixopo and even the economic/transportation infrastructure is oriented towards this area. However, a limited form of modular development occurs in Highflats and other emerging nodes in the traditional authority areas. This presents an opportunity for the concentration of development and decentralization of service delivery to these areas. In fact, Ixopo is identified in both Ubuhlebezwe and Sisonke IDPs as the main service centre and economic hub within the District. It accommodates different government Departments and a wide range of shopping and commercial facilities.

These urban centres serve as a link between the areas outside of Ubuhlebezwe and the expansive commercial agriculture as well as the dispersed rural settlements located at the peripheral areas, with marginal economic development.

Local economic Development Forum

An Inclusive Planning and active LED Forum were established. The forum consists of 4 subcommittees teams that sit quarterly to deal with issues within each sector. These subcommittee's teams are Agriculture, Tourism, Honey Project and Business Support.



Fg 56: Traders within Ubuhebezwe Municipality

Registered SMMEs and Cooperatives

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

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

SMME'S AND CO-OPERATIVES DATABASE

No	PROJECT NAME	SECTOR AGRICULTURE (LIVESTOCK)	LOCATION/ CONTACTS	WARD
1.	SAZIWA PROJECT	AGRICULTURE (LIVESTOCK)	CABAZI 073 511 9767	1
2.	INDUNA	AGRICULTURE (LIVESTOCK)	HOPEWELL buzanisindane@gmail.com	2
3.	ZONDLILE PROJECT	AGRICULTURE (POULTRY)	CARISBROOKE 079 868 8179	2
4.	VUKA USEBENZE	AGRICULTURE (LIVESTOCK)	HLANZENI 084 892 5717	4
5.	SIYAZAMA	AGRICULTURE (LIVESTOCK)	HLANZENI 082 484 7812 073 630 9581	4
6.	MPANGELE FARMING CO- OPERATIVE LIMIT	AGRICULTURE (LIVESTOCK)	UMKHUNYA 073 736 9601	5
7.	IDLUSHIYE	AGRICULTURE (LIVESTOCK)	HLOKOZI 064 947 2781	6
8.	DYNAMIC NEWVISION	AGRICULTURE (LIVESTOCK)	MGANGENI 079 287 2718	7
9.	GRACE LANO PIGGERY	AGRICULTURE (LIVESTOCK)	HLUTHANKUNGU 076 852 2832 072 033 6747	8
10.	HLUTHANKUNGU CHICKEN GROWERS	AGRICULTURE (LIVESTOCK)	HLUTHANKUNGU 072 900 6144 071 153 1109	8
11.	SUKUMA FARMING PROJECT	AGRICULTURE (LIVESTOCK) AGRICULTURE (LIVESTOCK)	HLUTHANKUNGU 073 179 7777	8
		AGRICULTURE	HLUTHANKUNGU	8

12.	UMVITHI TRADING	(LIVESTOCK)		
13.	PRISCILLA POULTRY PROJECT	AGRICULTURE POULTRY	HLUTHANKUNGU 060 702 2003	8
14.	MASAKHANE IMBOKODO AGRICU PRIMARY	AGRICULTURE (LIVESTOCK)	UMHLABASHANE 072 684 6899	10
15.	MAZENZELE	AGRICULTURE (LIVESTOCK)	SAINT ALLOIS 082 080 3292	11
16.	NOKWEJA FARM FRESH EGGS	AGRICULTURE (LIVESTOCK)	NOKWEJA 076 091 5074	11
17.	IBUYA GOGO	AGRICULTURE (LIVESTOCK)	NOKWEJA 072 119 9021	11
18.	PHOKOPHELA ENTERPRISE	AGRICULTURE (LIVESTOCK)	EMAZABEKWENI 078 600 6319/ 079 854 5860	12
19.	MASISUKUME	AGRICULTURE (POULTRY)	EMAZABEKWENI 082 097 9455	12
20.	NTULA TRADING ENTERPRISE	AGRICULTURE (LIVESTOCK)	EMADUNGENI 072 616 0614	12
21.	EZEMVELO WOMENS	AGRICULTURE (LIVESTOCK)	EMAZABEKWENI 071 355 4080 082 343 1201	12
22.	MPINI PROJECT	AGRICULTURE (POULTRY)	EMAZABEKWENI 063 734 6007	12
23.	NJABULO (PTY) (LTD)	AGRICULTURE (LIVESTOCK)	MGODI – MASHUMI 071 892 4461 083 507 5744	13
24.	MAKHAWINI POULTRY PROJECT	AGRICULTURE (LIVESTOCK)	NOKWENA 073 271 8141	13
25.	NDWEBU POULTRY	AGRICULTURE (POULTRY)	ENDWEBU 072 091 2734 082 343 8617	14
NO	PROJECT NAME	SECTOR AGRICULTURE (CROP)	LOCATION / CONTACTS	WARD
26.	KWANOBHE VEGETABLE	AGRICULTURE (CROP)	OFAFA 071 627 9080	3
27.	SMOTHOTRADING ENTERPRISES	AGRICULTURE (CROP)	OFAFA 079 804 1414 072 923 5647 072 452 1522	3
28.	DLULUJEQEZA AGRICULTURAL PRIMARY CO-OP	AGRICULTURE (CROP)	MASHAKENI 079 878 3726	3
29.	LUFABA MULTIPURPOSE SUPPORT GROUP	AGRICULTURE (CROP)	OFAFA	3

30.	SIYANQOBA DISABILITY PROJECT	AGRICULTURE (CROP)	SGEDLENI 083 486 4714	3
31.	SHOEMEKA FARMS (PTY) LTD	AGRICULTURE (CROP)	072 735 9315 073 003 9333	3
32.	VUSISIZWE PROJECT	AGRICULTURE (CROP)	NHLANGWINI HLOKOZI 076 146 8045	6
33.	UDLENI CO-OPERATIVE	AGRICULTURE (CROP)	INGOMAKAZI 083 520 5376	6
34.	KHUTHALA PROJECT	AGRICULTURE (CROP)	HLOKOZI 063 145 6219	6
35.	KUYANTWEZA PROJECT	AGRICULTURE (CROP)	ESIGCAKINI HLOKOZI 076 665 4513	8
36.	HILLTOP FARM - HLUTHANKUNGU	AGRICULTURE (CROP)	HLUTHANKUNGU 072 203 1336	8
37.	ISIMBINDI CO-OPERATIVE	AGRICULTURE (CROP)	ISIBINDI FARM	8
38.	KUHLEKONKE PROJECT	AGRICULTURE (CROP)	HLOKOZI 073 113 7982	8
39.	UMVITHI TRADING	AGRICULTURE (CROP)	HLUTHANKUNGU 083 592 7652	8
40.	MHLABA-MGODI- CO- OPARATIVE	AGRICULTURE (CROP)	UMHLABASHANE 076 745 7709	10
41.	SCOTTVILIE CO-OPERATION	AGRICULTURE (CROP)	KWATHATHANI 073 420 6561 073 771 2068	10
42.	N.T TENZA	AGRICULTURE (CROP)	NOKWEJA 082 686 5849	11
43.	BUNGELA CO- OPATIVE	AGRICULTURE (CROP)	KWADLADLA 082 686 5849	11
44.	IMBOKODO	AGRICULTURE (CROP)	NOKWEJA 079 521 4102 082 604 8438	11
45.	SKHUTHAZA KWABA (PTY) LTD	AGRICULTURE (CROP)	NOKWEJA 076 935 7969	11
46.	MBOSHWA PRIMARY FARMING CO-OP	AGRICULTURE (CROP)	NOKWEJA 073 251 2300	11
47.	KWAKHE CIVILS (PTY) LTD	LOGISTICS AGRICULTURE (CROP)	NOKWEJA 083 590 0461	11
		AGRICULTURE		

48.	SIBANGO PROJECT	(CROP)	MAWUSHWENI 073 251 2300	11
49.	MGELEBANA CO- OPERATIVE LTD	AGRICULTURE (CROP)	EMADUNGENI 076 921 9816	12
50.	SIKHIPHA IKATI EZIKO	AGRICULTURE (CROP)	EMDABU 079 989 5348	12
51.	MSIMELEO	AGRICULTURE (CROP)	EMAZABEKWENI 082 395 9396	12
52.	CABINDLELA PROJECT PTY LTD	AGRICULTURE (CROP)	EMAZABEKWENI 071 406 0482	12
53.	JAMA BEKHONA	AGRICULTURE (CROP)	EMAZABEKWENI 078 126 3818 078254 7303	12
54.	TRUNGUIL CONSTRUCTION (PTY)	AGRICULTURE (CROP)	EMAZABEKWENI 073 454 1149 072 259 8976	12
55.	L.G FARMERS	AGRICULTURE (CROP)	EMAZABEKWENI 082 348 0762	12
56.	OKWETHU	AGRICULTURE (CROP)	EMAZABEKWENI 071 243 7886	12
57.	ITHEMBA LETHU	AGRICULTURE (CROP)	EMAZABEKWENI 079 058 2876	12
58.	ITHAFA CO-OP BUTTERNUT PROJECT	AGRICULTURE (CROP)	UMGODI 078 260 4819	13
59.	SIMOSEMPIMO CO-OP	AGRICULTURE	HIGHFLAT 072 484 9985	13
60.	ITHEMBA LETHU	AGRICULTURE (CROP)	ENDWEBU 073 279 6217	14
61.	GOBAMADODA PTY LTD	AGRICULTURE (CROP)	ENDWEBU 078 155 1629	14
62.	XOSHA INDLALA	AGRICULTURE (CROP)	HIGHFLATS 073 675 7821	14
63.	KHANYISANI	AGRICULTURE (CROP)	NDWEBU 082 049 9029	14
64.	S'BUSISWENI	AGRICULTURE (CROP)	NDWEBU 073 227 1582	14
65.	SIZABANTU PROJECT	AGRICULTURE (CROP)	UMZUMBE 079 421 1931	14
66.	BAMBANANI AGRICULTURE	AGRICULTURE (CROP)	NDWEBU 073 050 4609	14
67.	MGAWU PLANT NURSERY	AGRICULTURE (CROP)	ENDWEBU 063 046 3893 071 805 6829	14
68.	THUTHUKAN GARDEN	AGRICULTURE (CROP)	ENDWEBU 079 552 1352 082 275 9648	14
69.	ITHUBA LELI	AGRICULTURE (CROP)	HIGHFLATS	14

			079 584 2975 076 342 1495	
70.	SAVELA NATHI	AGRICULTURE (CROP)	HIGHFLATS 081 830 1904	14
71.	SIYAZAMA PROJECT	AGRICULTURE (CROP)	TSHAMOYA 060 744 4026 / 078 126 1926	12
72.	EMADUNGENI MULTI-PURPOSE PROJECTS CO-OPERATIVE LIMITED	AGRICULTURE (CROP) (LIVESTOCK)	071 862 4457 078 699 4396	
73.	MANDALUHLA AGRICULTURAL PRIMARY CO-OPERATIVE LIMITED	AGRICULTURE (CROP) TUCKSHOP MUSIC AND ENTERTAINMENT	SPRINGVALE 063 174 0462	
No	PROJECT NAME	SECTOR BEEKEEPERS	LOCATION / CONTACTS	WARD
74.	SIZAMAKAHLE BEEKEEPERS	BEEKEEPERS	INTAKAMA AREA 060 612 0615 079 227 1640	3
75.	VUKA SAKHE PROJECT	BEEKEEPER	OFAFA 078 471 2014	3
76.	IMIZAMO EMIHLE PROJECT	BEEKEEPER	OFAFA 082 403 1688	3
77.	WHITE ANGELS PROJECT	BEEKEEPER	OFAFA 076 218 2344	3
78.	SIYATHUTHUKA	BEEKEEPER	EMANDILINI 076 621 5806 064 743 6788	4
No	PROJECT NAME	SECTOR FORESTRY	LOCATION / CONTACTS	WARD
79.	KHULANGANTO (PTY) (LTD)	FORESTRY	MAKHOLWENI khulanganto2@gmail.com	4
80.	DYNAMO DUCK TRADING AND PROJECT	MANUFACTURING(AMA PULANGWE PROCESSING	IXOPO 063 079 4929	4
No	PROJECT NAME	SECTOR MANUFACTURING BLOCKS	LOCATION / CONTACTS	WARD
81.	ZENZELE PROJECT	MANUFACTURING BLOCKS	MAHEHLE 072 314 2422	1
82.	JOIN HANDS PRIMARY CO-OPERATIVE LIMITED	MANUFACTURING (BLOCKS)	MAKHOLWENI 079 424 1211	4
83.	WE DO WELL CATERING & PROJECTS	MANUFACTURING (BLOCKS)	EHLANZENI 078 138 5658	4
84.	WARD 04 COMMUNITY CLOSE CORPORATION	MANUFACTURING BLOCKS	FAIRVIEW 073 453 5411/ 072 375 0153	4
85.	MKHIZE BLOCKS & SAND PTY LTD	MANUFACTURING BLOCKS	NJANE 079 941 0988	7

86.	IPHUPHOLETHU	MANUFACTURING (BLOCKS)	NTSHAYAMOYA 073 962 8363 / 062 578 8961	12
87.	MHLANDLA INVESTMENT PTY LTD	MANUFACTURING (BLOCKS)	EMAZABEKWENI 079 585 2394 / 071 874 4117	12
88.	MAHLUZO TRADING	MANUFACTURING (BLOCKS)	EMAZABEKWENI 076 604 9657	12
89	BLOCKSTREET 039 (PTY) LTD	MANUFACTURING (BLOCKS)	FAIRVIEW 072 853 3440 060 619 5484	4
89.	CYRILLEKO PTY LTD	MANUFACTURING (ALUMINIUM)	MARIATHAL 073 293 6918 073 649 0630	4
90.	MWELASE CONSTRUCTION	BUILDING CONSTRUCTION	EMAZABEKWENI 073 774 4425 / 072 464 46359	12
91.	AMANGONYAMA AMAHLE	FURNITURE & HARDWARE	NOKWEJA 073 127 6464	11
92.	MAZENZELE	BOILER	SAINT ALLOIS	11
93.	DUBASI ENTERPRISES	FENCING AND WELDING	ENDWEBU 072 852 1993	14
94.	ZAZI SKILLS DEVELOPMENT	MANUFACTURING (CHEMICAL)	NDWEBU 079 530 3436	13
No	PROJECT NAME	SECTOR TEXTILE CLOTHING	LOCATION / CONTACTS	WARD
95.	MPANGELE FARMING CO-OPERATIVE LIMIT	TEXTURE & CLOTHING	INCAKUBANA	2
96.	BONI'S TRADITIONAL WEAR	TEXTURE & CLOTHING	FAIRVIEW 072 649 2693	4
97.	AKHANAYIMVELO PTY (LTD)	TEXTURE & CLOTHING	MORNINGSIDE 083 769 7448	2
98.	THUBALETHU SEWING PROJECT	TEXTURE & CLOTHING	FAIRVIEW 073 805 4857	4
99.	DSIGN HUE	TEXTURE & CLOTHING	HLUTHANKUNGU 082 072 5839	8
100.	HOMIES CLOTHING	TEXTILE CLOTHING	NKAWINI 061 087 1567 084 946 9111	8
101.	ZAMANDLA BUSINESS ENTERPRISES	TEXTURE & CLOTHING	ENDWEBU 083477 5055	14
102.	HLUTHANKUNGU FASHION DESIGNER	TEXTURE & CLOTHING	HLUTHANKUNGU 073 512 8611 071 153 1109	8
103.	PHAPHAMA TEXTILE & FARMING	TEXTURE & FARMING	HLUTHANKUNGU 076 063 5363	8
104.	SIYASUTHA TRADING	TEXTURE & CLOTHING	HLOKOZI 083 318 6305	
105.	IKHWEZI LOKUSA CENTRE	TEXTURE & CATERING	UNCAKUBANA 082 480 1995 073 296 4236	2
No	PROJECT NAME	SECTOR ART & CRAFT	LOCATION / CONTACTS	WARD

106.	WOZA PROJECT	ARTS & CRAFT	HOPEWELL 079 982 2560 / 071 506 7093	2
107	ISIZIBASIKAMAMINZELA	ARTS & CRAFT	KWATHATHANI 073 769 4452	10
108	THANDANANI PROJECT	ARTS & CRAFT	EMGANGENI 078 608 8287 071 980 6984	7
109.	ABAPHILE ABANTU MULTI-PURPOSE CENTRE	ARTS & CRAFT	HOPEWELL 083 738 9921	2
110.	NAWE UNGAKWENZA	ARTS & CRAFT	FAIRVIEW 079 288 7978	4
No	PROJECT NAME	SECTOR CATERING	LOCATION / CONTACTS	WARD
111	T.E TENZA BUSINESS ENTERPRISES	CATERING, DECORATION PAINTING & GARDEN SERVICES	HOPEWELL 071 210 4308	2
112.	SIYASUTHA TRADING CC	CATERING	HLOKOZI	6
113.	ZABAZENKOSI CATERING AND PROJECTS	CATERING	UMHLABASHANE 081 085 6742	10
114.	CEBOLENKOSI ENTERPRISE	CATERING	UMHLABASHANE 073 017 3133	10
115.	BUSIE & SENAH CATERING BUSINESS	CATERING	EMAZABEKWENI 078 160 9253 076 766 6616	12
116.	BETTER TRIUMPH EMERAL (PTY)	CATERING	HIGHFLATS 072 200 9019 / 083 583 0268	13
117.	YOUNG NATION BAKERS	BAKERY	JOLIVET 061 385 5447 / 073 439 9268	7
118.	SIYAPHAMBILI CO-OP SIZAKANCANE CO-OP SIZOPHUMELELA CO-OP	BAKERY	JOLIVET 082 742 9326 079 545 3688	7
119.	HLUTHANKUNGU SPORTSGROUND TUCK SHOP	RETAIL	HLUTHANKUNGU 076 026 7215	8
120.	MALIZI BAKERY	BAKERY	EMADUNGENI 071 170 8469	12
121.	MSENTI'S BAKERY	BAKERY	EMAZABEKWENI 078 131 6857	12
122.	SHAGGY'S TUCKSHOP	SUPERMARKET	MORNINGSIDE 071 296 5313 / 078 055 8798	4
123.	SIYATHUTHUKA CRECHE	CRECH	HLOKOZI 076 217 2076	6

124.	KING SHAKA HAIR SALOON	SALON	HIGHFLATS 074 010 6545	6
No	PROJECT NAME	SECTOR ENTERTAINMENT & MEDIA	LOCATION / CONTACTS	WARD
125.	BLOCKSTREET 039 (PTY LTD)	ENTERTAINMENT & MEDIA	FAIRVIEW	4
126.	INGEZENZEZE NKAYISHANE PRODUCTION PTY	ENTERTAINMENT & MEDIA	HLOKOZI 079 646 3961	6
127.	BHEKIMPI SOLUTIONS PTY	ENTERTAINMENT & MEDIA	NDWEBU 079 332 4847	7
128.	ICHWANE LEBHACA (MASKANDI)	ENTERTAINMENT & MEDIA	NOKWEJA 073 360 5556	11

Table 57: SMME's & COORPS

Job creation

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

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

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

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

- Youth,
- Women and
- the disabled

HLUTHANKUNGU FASHION DESIGN = R 40 000

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

MTHEMBU SUPPLIERS = R 40 000

CEBANE T	9811295880083	071 028 6954
JOHN. MHLONGO	9204015941080	079 431 3999
MTHEMBU. B	920406	073 885 0498

MHLONGO .M	9405015770086	072 7425 427
MKULISI Z.C	7609250480085	072 172 5045
DLAMINI N.T	9004045481085	063 648 2506
MKULISE S.	9607285711084	079 9822 518
MKHIZE T.B	980325	060 827 5937
ZUNGU T.M	8804115688084	076 585 1379
MKULISE T.C	7012135364089	082 970 7216

QHAWEKAZI BUSINESS ENTERPRISE = R 50 000

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

Gijima Co-operative = R40 000

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

SIYETHEMBA CO-OPERATIVE = R290 000

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

SHAZI SIGNS = R220 000

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

The Informal Economy Policy

The informal Economy policy was adopted by Council in December 2016. Informal Trading is defined as the economic activity undertaken by entrepreneurs who sell legal goods and services within a space deemed to be public and private property within the informal sector. The informal economy makes an important contribution to the economic and social life of the Ubuhlebezwe

Municipality. Due to the decline in formal employment and consequent increase in unemployment rate, many people seek alternative means of earning an income. It is generally accepted that the informal sector plays a significant role in the local economy more especially in the previously disadvantaged areas. One of the main reasons for this is the inability of national economy's formal sector to create sufficient employment for the relatively fast-growing labour force. This inability leads to new entrants into the labour market being increasingly forced to turn into the informal sector, to earn a living. This Policy covers the informal trading activities occurring within the Ubuhlebezwe Municipality. The policy formulation process involves consultation with a various stakeholders through public participation, as from 22 May 2014.

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

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

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

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

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

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

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

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

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

- Spreading public spending in an equitable manner throughout UBUHLEBEZWE with an emphasis on the poorer parts of the town that have not historically benefited from public sector investment.
- Viewing the location of public investment as an opportunity to integrate public sector investment.

- Using the development of the informal trading infrastructure as an opportunity to improve the general environmental condition of the Historically Disadvantaged Areas of the UBUHLEBEZWE.
- Providing basic services such as water and refuse facilities to all areas where public health and/or public safety is at risk

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

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

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

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

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

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

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

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

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

PROJECT TARGETING EMERGING FARMERS

Small Holder Farm Support :

The Smallholder Farmer Support Programme was implemented in Ubuhlebezwe Municipality by Lima, it started on the 1st October 2015 to 31st September 2019 (4years). The aim of this project is to stimulate the local economy in Ubuhlebezwe Municipality by providing farmer's support services and strengthening market linkages for participating farmers in the selected high poverty districts. The Small-scale farmers in communal areas have resources available for food production, but face major difficulties in terms of breaking into the agricultural value chain. Agriculture facilitation aims to create direct linkages with the value chain and break the economic isolation. Once this is achieved land labour and water resources can be employed to have a substantial impact on local gross domestic product. The Farmers are viewed as individual entrepreneur's, with the objective of strengthening their

small business and improving their profits. Appropriate business skills and farmer develop training, in ensuring that these objectives are realised. Farmers are also encouraged to collaborate with each other until economies of scale are met. The programme aims at developing significant institutional farming structures to facilitate collective buying and selling.

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

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

Catalyst projects: LED

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

Table 41: Catalyst Projects - LED

Linkage between Ubuhlebezwe LED Strategy and Ubuhlebezwe IDP

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

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

Linkage between Ubuhlebezwe LED Strategy and the District LED Strategy:

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

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

Linkage between the Ubuhlebezwe LED Strategy with the PGDS

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

SKILLS TRAINING FOR YOUTH:

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

Electricity	Ward	Welding	Ward
Zakade Gerald Mananga	01	Lindokuhle Mbhele	01
Zamokuhle Tenza	02	Zamokuhle Tenza	02
Lindelani Dlamini	03	Isaac Nduli	03
Myron Stylvester Strachan	04	Ndumiso Phakathi	04
Siyabonga Cosmas Hadebe	05	Lucky Shezi	04
Hloniphani Comfort Mbhele	06	Laurence Mkhize	06
Njabulo Mazeka	07	Reginald Mkhize	07
Thokozani Christian Hlengwa	08	Thulasizwe Mbizani	08
Philani Makhekhe Biyase	09	Ayanda Shange	09
Mvelo Christopher Mbanjwa	10	Xolani Mkhize	10
Vincent Msinga	11	Nkosisikelela Mtolo	11
Nkanyiso N.B. Zulu	12	Lungisani Ndlangisa	12

		Mbekezeli Nsindane	13
		Thembelani Ngcobo	14

Table 42: skills training for youth



Figure: Youth receiving training through the Skill Trainig Programme

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

Linkage between the Ubuhlebezwe LED Strategy with the NSDP

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

BUSINESS RETENTION AND EXPANSION STRATEGY

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

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

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

Land Ownership:

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

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

The actual valuation roll is attached to this IDP document.

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

22	Communal Settlements	3	R 12 245 000
23	Ingonyama Trust Land	85	R 267 314 000
Total		2672	R 2 677 875 000

Table 42: skills training for youth

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

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

The Retention policy was adopted by Council in January 2015;

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

Local firms/industries and businesses?

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

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

A designated LED unit

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

Operation Sukuma Sakhe and War rooms:

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

Programs seeking to transform the local tourism players

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

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

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

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

Five Tourism Implementation Strategies

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

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

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

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

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

Ubuhlebezwe Tourism Experience Tourism Events

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

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

Ubuhlebezwe Tourism Day Festival / Alan Paton Walk

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

Ubuhlebezwe Tourism Day Festival / Alan Paton Walk on the 23rd September 2017

