



Motivation and Objectives

- To create a central event for Tourism Month.
- To create public awareness of the steam train and to generate local economic activity.

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

The Target Market and Desired Impact

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

Stakeholders

- Carisbrooke Community
- Municipality Leadership
- Traditional leadership (Izinduna)
- Circuit Inspectors (School Principals)
- Department of Economic Development and Environmental Affairs
- Department of Art and Culture
- Department of Cooperative Governance and Traditional Affairs
- SEDA
- Southern Midlands Tourism (SMT)
- Private Business
- Tourism Creators (Atlas Tours)
- University of KwaZulu-Natal Alan Paton Centre
- N3 Gateway
- Media (NIX Matters)
- The Public

Marketing

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

Tourism marketing opportunities in Ubuhlebezwe Municipality

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

STEAM TRAIN TRIPS AND ACTIVITIES

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

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

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

Ixopo Mission

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

Jolivet

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

Tourism Products and Product Development

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

Accommodation Type	No. of Facilities
Hotels	0
Bed & Breakfast	6
Self-catering	2
Camping & Caravan Park	1
Lodges	4

Traditional & Cultural	0
Conference & Exhibition Facilities	0
TOTAL	13

TOURISM ACCOMMODATION FACILITIES

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

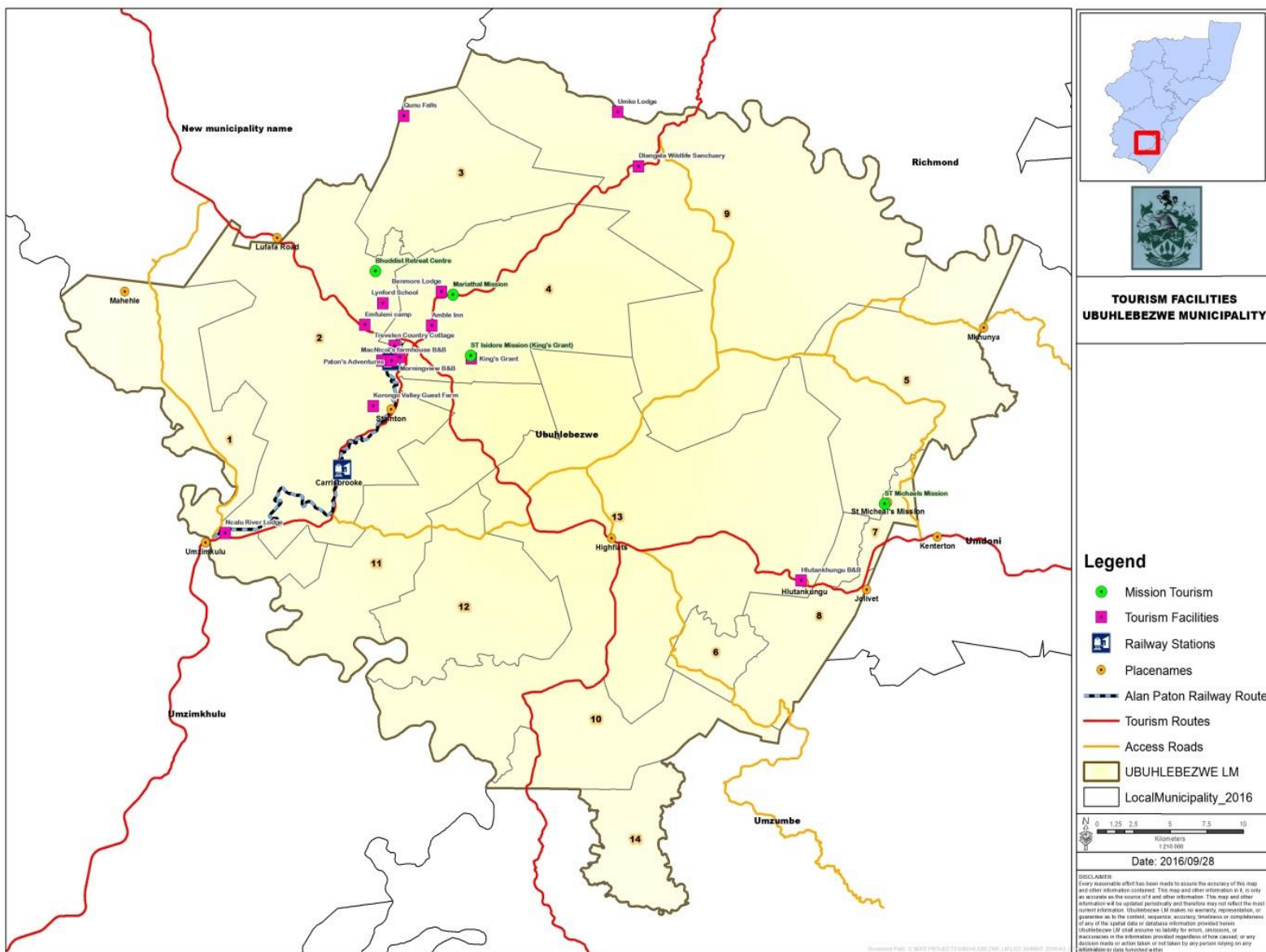


Fig 58: Tourism Facilities

Tourism Task Team Initiative

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

Tourism Key Challenges

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

SWOT ANALYSIS FOR TOURISM WITHIN UBUHLEBEZWE

STRENGTHS

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

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

WEAKNESSES

There is a lack of tour operators in Ubuhlebezwe.

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

OPPORTUNITIES

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

- Tourism promotion and development should focus on Ixopo Town as the launch pad into the whole of Harry Gwala region, the “Berg” to the northwest, Midlands to the northeast and the coast to the east. ULM falls within the Pietermaritzburg/Midlands tourism destination and should be marketed as such as this is one of the recognised destination in the tourism sector.
- There are opportunities to develop arts and craft
- There are a number of mountain bike events passing through area on an annual basis. These include events like the Sani2C, Joburg2C and Freedom challenge, which make use of accommodation in ULM when they pass through the area.
- Develop mission tourism further and research for stories within these missions. There are three existing missions located within the Ubuhlebezwe area, namely St Isidore (Mill Museum) at Kings Grant, Buddhist Retreat and the Mariathal Mission.
- Bass fishing is an opportunity within ULM that can attract tourists. Only a few tourism facilities in Ubuhlebezwe Municipality offer bass fishing as an activity.
Opportunity exists to develop the business tourism segment.
Adventure tourism opportunity in the form of mountain biking and quad biking exists.
- Avi-tourism can provide a competitive advantage with Ubuhlebezwe being Blue Swallow country. This is an endangered and rare species with nearby breeding sites.
- An opportunity exist to link to surrounding municipalities to establish a tourism route/s.

THREATS

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

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

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

Plans in place to mobilize private sector resources

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

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

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

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

An analysis of the Health sector

Ubuhlebezwe municipality in partnership with World Vision installed 6 vegetable tunnels for 6 support groups for people that are on chronic medication such as HIV, Diabetes, BP etc. At the beginning of the programme, the support groups were organized for people with HIV and AIDS only. However, due to discrimination that the groups suffered other groups with chronic illnesses were invited to join. Support groups are formed so that people infected with the disease can have a support system where they are free to talk about issues that affect them with people that they trust. According to departments and NGOs that worked with support groups, maintaining support groups is a big challenge because of lack of support. This is one of the critical issues that were raised during Ubuhlebezwe HIV/AIDS summit in July 2012.

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

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

Disease profile

EPIDEMIOLOGICAL (DISEASE) PROFILE

Major causes of deaths in children >5 years:

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

Ten leading causes of loss of lives:

Table 1: Disease profile

Disease	Health barometer (%)
1. HIV & AIDS	19.4
2. TB	16.4
3. Diarrhoeal diseases	6.6
4. LRI	6.5
5. Cerebrovascular disease	5.7
6. Diabetes	3.8
7. Nephritis	2.8
8. Road injuries	2.7
9. Hypertension	2.4
10. Interpersonal	2.0

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

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

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

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

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

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

Support Group	Ward	Area/site	No. of participants	Progress	Contact person/s	Contact No
Lufafa	3	Lufafa Multipurpose, Ofafa	15	The group has been selling and consuming vegetables since December 2015.	Mathabethe	072 586 8319
Sizanani	4	Fairview hall-Fairview	10	The group managed to sell and use vegetables for subsistence since December 2015.	Thandiwe Mkhize Mrs Ncama	074 469 7346 082 506 1429
Sinawe	5	Ebutateni skills centre-Sangcwaba	11	The tunnel was installed but no vegetables were planted due to some challenges	Mrs Ndlovu	073 596 6135
Siyanqoba	6	Masakhane Womens organisation-Ntapha (Hlokozi)	11	The group has been selling and using vegetables since December 2015	Hloniphile	076 081 2163
Vuka siyaphila	7	Jolivet clinic- Jolivet	16	The tunnel is doing very well with the assistance of CCGs and clinic staff	Lele Jwara	082 503 6166
Mpilonde	11	Nokweja	8	Vegetables were planted but they had water challenges	Mr Mkhize Mzokuthula	083 731 9429 074 061 8893/ 0626918363

Table 43 : HIV/AIDS Support groups

COMMUNITY DEVELOPMENT:

Structures in place for vulnerable groups

Childrens Programmes:

Child Protection Week Campaign:

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

Early Childhood Development:

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

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

ECD NAME	AREA	WARD	STATUS
Mahhafana creche	Ncakubane	01	Funded
Sizisizwe creche	Ncakubana	01	Funded
Mahhafana creche	Ncakubane	01	Funded
Simunye Creche	Hopewell	02	Not Registered
Okumhlophe Creche	Ofaa	03	Not Registered
Sizanani creche	Morning Side	04	Funded
Siphosethu Creche	Shayamoya	04	Not Registered
Sr Agrid	Fairview	04	Not Registered
Funulwazi Crech	Sangcwaba	05	Not Funded
Sangcwaba Crech	Sangcwaba	05	Funded
Siphesihle creche	Hlokozi	06	Funded
Jabulani Creche	Hlokozi	06	Funded
Siyathuthuka Creche	Hlokozi	06	Not Registered
Bakhombise	Hlokozi	06	Not Registered
Siyakhula Creche	Hlokozi	06	Not Registered
Zakheleni Creche	Hlokozi	06	Not Registered
Sqalo Creche	Hlokozi	06	Not Registered
Bhekithemba Crech	Jolivet	07	Funded
Vuleka Crech and Development Centre	Jolivet	07	Funded
Senzakwenzeke Crech	Jolivet	07	Funded

Enkanyisweni Crech	Jolivet	07	Funded
Bambisanani Crech	Jolivet	07	Funded
Sizisizwe Crech	Springvalle	09	Funded
Impumelelo Crech	Nokweja	11	Funded
Induduzo Crech	Nokweja	11	Funded
Lungelo Crech	Nokweja	11	Funded
Masakhane Crech	Nokweja	11	Funded
Mawela Crech	Nokweja	11	Funded
Othandweni Crech	Nokweja	11	Funded
Sbonelo Crech	Nokweja	11	Funded
Senzokuhle Crech	Nokweja	11	Funded
Thembisa Crech	Nokweja	11	Funded
Eyesizwe Crech	Nokweja	11	Not Registered
Magaba Pre school	Emazabekweni	12	Unfunded

Table 44: early childhood development establishments

Nutrition programme for Orphaned and Vulnerable Children (OVC)

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

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

Table 45: Nutrition Programs

Children's Forum:

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

DISABILITY PROGRAMMES:

Disability Rights Awareness Month:

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

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

The purpose of these disability campaigns is to;

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

Disability Local Forum:

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

Disability Development Programmes:

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

Learning facilities for people with disabilities:

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

Disability Sports:

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

Senior Citizens:**PROGRAMMES FOR THE ELDERLY:****Older persons Awareness Month:**

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

The objective of this awareness programme is to;

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

Golden Games Programme (Active Ageing):

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

Older Persons Luncheon Club Programme:

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

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

Table 46: luncheon clubs for the elderly

Older Persons Local Forum:

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

Arts and Culture Forum

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

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

Izimbizo zamadoda

Izimbizo zamadoda is a programme that is led by men's forum from all 14 wards of Ubuhlebezwe municipality. In line with Gender Policy Framework for Local Government of 2015-2020, Ubuhlebezwe municipality conducts annual Izimbizo zamadoda campaign, a campaign that emanated from "2014 father and son talk" campaign that was aimed at promoting intergenerational relationship between young men and their fathers. This has become an annual program. In 2017 men decided to do participate in a talk show with identified departments and organisations. During the talk show, men get responses for the issues that they raised from the panel (Figure 1)

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

Men's day campaign

In South Africa July is known as the men's month and like any other departments Ubuhlebezwe municipality holds an annual campaign that is led by the men's sector. In July 2017 men from all wards came together to attend Men's day campaign at Soweto hall in Morningside (ward 2). The purpose of the men's day event included a focus on improving gender relations, promoting gender equality, and highlighting positive roles that men can play in the society. In 2017, men felt that there was nothing to celebrate, but to take a stand against abuse of women and children. This followed the spike in reports of women being murdered and raped in various parts of the municipality and the whole country. The theme for 2017 was, "Real men do not abuse women and children, not in my name" (*Indoda eqotho ayihlukumezi, hhayi egameni lamadoda*).

The campaign started with a man's march that started from Peace Initiative hall to Ixopo Department of Justice . This was followed by men's dialogue, where men discussed challenges and solutions to the challenges that men are facing.



: Men's march and delivery of the petition to Department of Justice

The purpose for the march was to show women that not all men are bad and to deliver a petition to the Heads of the Department of Justice and South African Police Services. The petition which was signed by both departments was a plea to those departments to make the law harder for the perpetrators who violates the rights of women.



: Men discussing issues that concern them in commissions

Women's day Commemoration

South Africa has a constitution (Act 108 of 1996) that promotes non-sexism in the Bill of Rights (Chapter 2). It recognises primarily, that women's rights are human rights. The Gender Policy Framework (2015-2020) also promotes the "basic needs" approach to women's empowerment and gender equality to ensure that government approaches these challenges in an integrated manner. For this reason, Ukhlebezwe municipality held Women's day commemoration at Hopewell hall (ward 02) under the theme, "Women united in moving South Africa forward" (Figure 3). The main purpose for Women's day 2017 was to address issues faced by women such as lack of business skills and safety of women and children.

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

SUPPORT GROUPS

Income generating projects for people on chronic medication



Food security mini tunnels

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

World Aids day campaign

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

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

Award winners for 2017 were as follows:

Table: Winners for Best Performing support group in 2017

Position	Winner	Umbrella organization	Prize
1	Siyanqoba support group	Masakhane Women's organization	Trophy, certificate and R3000
2	Lufafa support group	Lufafa Multipurpose	Trophy, certificate and R2000
3	Sizanani support group	Grace Assembly	Trophy, certificate and R1000

HEALTH AND WELLNESS

The health sector has been facing many challenges as well as improvements pertaining to HIV and AIDS in 2017/2018.

Prevention of New HIV & AIDS, STI & TB Infections HTC & TB Screening

	Estimated number/Target	Q1 April-Jun 2017/1018	Q2 Jul-Sept 2017/1018	Q3 Oct-Dec 2017/1018	Q4 Jan-Mar 2017/1018
Number of new HIV tests conducted	1666/quarter	7852	9359	8943	
Number of positive cases	0	637	696	613	
TB suspects 5 yrs and older initiated on treatment	100%	161	145	173	

- Ubuhlebezwe is doing well on the indicator (HIV Counseling and Testing). On average about 7% of all those that tested were HIV positive. HIV Counselling & Testing and TB screening are offered at all points of entry in all health care facilities and this has contributed to an increased statistics. Universal Test and Treat (UTT) has been implemented, HIV and TB positive clients are initiated on treatment regardless of the viral load or CD4 count. However, clients on emergencies cannot be tested.
- Lost to follow clients: Some clients are initiated on treatment but later disappear. This is very dangerous. Clients crossing borders e.g. from Lesotho are culprits. Tracing of lost to follow clients is in place.
- Fraudulent identity: Some clients register using other people's identity documents.
- Issue of traditional healers contributes to the delay for initiating treatment. More educational workshops for traditional healers are planned to take place.
- Challenge of men who do not want to test but use their female counterparts to test.

Prevention of New HIV, STI's and TB Infections Condom Distribution

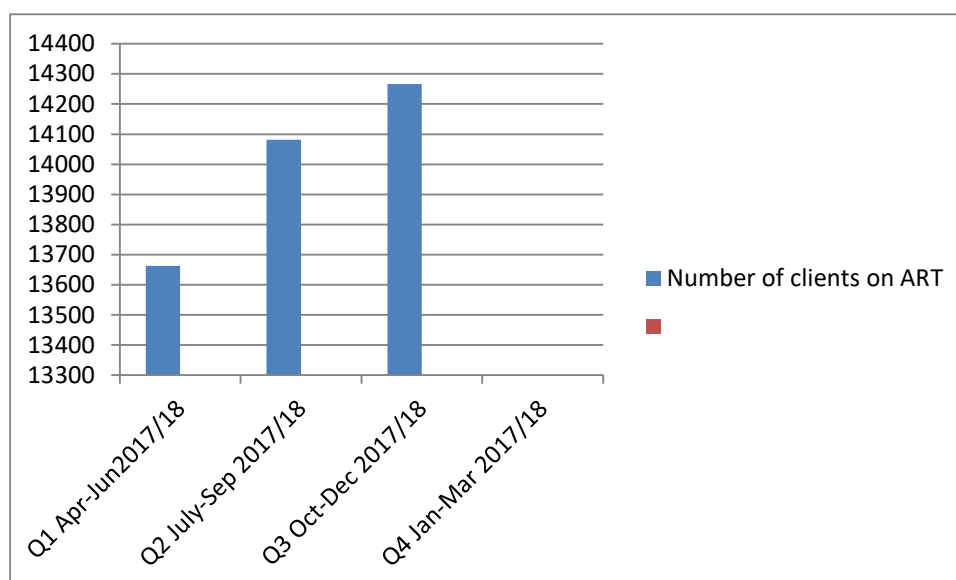
	Estimated number/Target	Q1 April-Jun 2017/1018	Q2 Jul-Sept 2017/1018	Q3 Oct-Dec 2017/1018	Q4 Jan-Mar 2017/1018
Number of male condoms distributed	414063/quarter	54020	305700	512260	
Number of female condoms distributed	8703/quarter	0	4252	15447	

- Females are not comfortable with introducing condoms to their partners
- Male condoms are still used for several purposes other than the desired purpose
- Flavored condoms are the favorite especially for the youth

	Estimated number/Target	Q1 April-Jun 2017/1018	Q2 Jul-Sept 2017/1018	Q3 Oct-Dec 2017/1018	Q4 Jan-Mar 2017/1018
Number of new sexual assault cases	0	7	21	29	
Children under 12 yrs sexually assaulted rate	0	28.6%	23.8%	41.4%	

- The number of sexual assault cases reported in the third quarter has increased drastically.
- SAPS has been conducting awareness campaigns on gender based violence. DoH, Together with Department of Social Development, they will lead Awareness campaigns in the most affected areas.
- Ubuhlebezwe Municipality has put aside a budget in the 2017/18 financial year, for conducting Sexual Assault and Teenage pregnancy Campaigns in Wards.

Sustaining Health and wellness



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

SWOT ANALYSIS: SOCIAL AND LOCAL ECONOMIC DEVELOPMENT:

Strengths	Weaknesses
<ul style="list-style-type: none"> • It is relatively close to major cities and towns in the Province. • It is located between Africa's two great ports with excellent transport infrastructure. • A diverse and rich cultural heritage has potential broad international appeal. • High concentration of prime agricultural land in the hands of large commercial farmers. • Potential commercial farming areas. • Subtropical climate conducive to high agricultural yield. • High percentage of arable land. • LED unit is fully capacitated with an LED/Tourism Manager, LED/Tourism Officer and Business Licencing clerk. • Existing agricultural land. • Arts and craft potential. • Rare bird species. • Rail tourism – as the oldest narrow gauge garret in the world. • Close proximity to Pietermaritzburg, as the capital of the Province. • There are already existing community facilities such as schools, halls, clinics and houses/residential areas. 	<ul style="list-style-type: none"> • Roads and services need upgrading and regular maintenance to attract Tourists attractions and this requires high levels of commitment and resources from the Municipalities. • There is a huge backlog in the provision of basic services such as water, sanitation, electricity and housing, especially in the rural areas and informal settlements. • The municipality does not have readily access to land for development. • Concerns over the inability to maintain a relatively pristine environment necessary for successful tourism initiatives and further high-income residential developments. • The municipal area lacks formal economy and hence, lack of effective demand, inadequate infrastructure, insufficient business premises, inward and outward communication and marketing information. • Lack of reliable infrastructure such as roads, electricity and water especially in rural areas. • Lack of communication due to poor infrastructure. • Local SMMEs are not geared to take advantage of emerging business and tender opportunities offered by government Departments and outsourcing opportunities by established business. • Lack of start-up capital and no frame-work for access to financial resources • Lack of access to adequate and appropriate services. • High poverty levels within the Municipality.

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

C.6 Municipal Financial Viability and Management

CAPITAL FUNDING AND EXPENDITURE TO ADDRESS SERVICE DELIVERY

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

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

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

S 71(1) (f) ALLOCATION RECEIVED AND ACTUAL EXPENDITURE ON THOSE ALLOCATIONS							
Financial Year	Allocations	Roll over	Original Budget 2017/2018	Actual Received YTD	Expenditure YTD	Unspent YTD	Comments
2016/17	Electrification		20,000,000.00	20,000,000.00	8,185,358.66	11,814,641.34	N/A
2015/16	Electrification		30,000,000.00	30,000,000.00	30,000,000.00	-	N/A
2014/15	Electrification		28,215,000.00	28,215,000.00	28,215,000.00	-	N/A
2016/17	Small Town Rehab - COGTA (carry over)	2,958,042.00	2,958,042.00	-	-	-	N/A
2015/16	Small Town Rehab - COGTA (carry over)	12,825,345.00	-	-	4,257,760.00	8,567,585.00	N/A
2014/15	Small Town Rehab - COGTA (carry over)	8,791,803.00	9,700,000.00	9,700,000.00	5,666,457.00	12,825,346.00	N/A
2016/17	MIG (As at January 2018)	-	27,330,000.00	22,000,000.00	16,440,025.11	5,559,974.89	N/A
2015/16	MIG	-	24,335,000.00	24,335,000.00	24,335,000.00	-	N/A
2014/15	MIG	-	23,335,000.00	23,335,000.00	23,335,000.00	-	N/A
	TOTAL	24,575,190.00	165,873,042.00	157,585,000.00	140,434,600.77	38,767,547.23	-

The roll over on the Small Town Rehabilitation grant was due to unforeseen delays on the project Ixopo Bus Rank. This has now been addressed with external stakeholders and the project was completed in 2017.

• Projects indicated in order of prioritization for 2017/2018 financial year

Capital Expenditure by Asset Class/Sub-class	Funding Source by name	New / Ongoing	2017 - 2018 Final Capital Budget
Infrastructure - Roads, Pavements & Bridges	MIG, Internal & Cogta	New & Ongoing	27,386,551.17
Sports Fields & Stadiums	MIG	New & Ongoing	10,657,812.45
General vehicles	Internal	New	1,300,000.00
Plant & Equipment	Internal	New	350,000.00
Office & IT Equipment	Internal	New	1,937,500.00
Office Furniture	Internal	Replacement	460,800.00
Other Buildings	Internal	New	12,105,000.00
Intangible	Internal	New	460,000.00
ELECTRIFICATION PROJECTS	Cogta	Ongoing	23,999,999.80
Other Assets	Internal	New	4,405,000.00
Total Assets			83,062,663.42

• The Investments Register

201801 Investment register									
Insitution	Acc No	Acc Type	Maturity Date	Interest Rate (% pa)	Deposits (Withdrawals)	Accumulated Investment	Interest Earned	Interest Accrued	% Per Investm
ABSA Bank - Small Twn Rehab.	2074566678	Account closed				-	-	-	-
ABSA Bank - Small Twn Rehab.	2074567242	1 Month - Fixed Deposit	28-Feb	7.20		12,564,330.12	455,265.27	62,291.54	0.08
ABSA Bank - Electrification	2075113660	1 Month - Fixed Deposit	1-Mar	7.21		12,070,242.74	437,362.13	59,841.95	0.07
ABSA Bank	2075702582	Account closed	2-Mar	7.20		-	-	-	-
ABSA Bank	2076191891	3 Months - Fixed Deposit	3-Mar	7.45		-	-	-	-
First National Bank - Equit. Share	62 1438 9598 8	Call Account	4-Mar	3.90		681,671	31,341.49	145.67	0.00
First National Bank - Equit. Share	62 2481 6621 8	Call Account	5-Apr	3.90		652,245	12,797.13	3,345.21	0.00
First National Bank - Equit. Share	74617848129	14 days - Call Account	6-Apr	3.90		5,521,260	238,713.87	589.94	0.03
First National Bank - Equit. Share	74,590,521,793	3 Months - Fixed Deposit	7-Apr	3.90		6,240,104	218,136.94	62,007.83	0.04
First National Bank - Equit. Share	74,661,532,603	3 Months - Fixed Deposit	8-Apr			-		-	-
NED Bank	7881076763 / 107	3 Months - Fixed Deposit	9-Apr	7.55		10,383,935	383,935.33	4,238.92	0.06
NED Bank	7881076763 / 101	3 Months - Fixed Deposit	10-Apr	7.80		5,793,544	316,193.77	16,555.25	0.03
NED Bank	7881 0767 63 /105	3 Months - Fixed Deposit	11-Mar	7.80		5,484,122	484,121.69	15,671.07	0.03
NED Bank	7881 0767 63 /112	4 Months - Fixed Deposit	12-Feb	7.80	-	5,000,000	-	45,808.22	0.03
STD Bank - Equit. Share	068730276 - 001	1 Month - Fixed Deposit	13-Feb	6.35		107,830	58,105.89	468.99	0.00
STD Bank - Equit. Share	068730276 - 004	3 Months - Fixed Deposit	14-Feb	3.90		11,222,674	217,938.98	10,792.22	0.07
STD Bank - Equit. Share	068730276 - 005	1 Month - Fixed Deposit	15-Apr	3.90		13,084,756	576,187.82	12,582.88	0.08
STD Bank - Equit. Share	068730276 - 008	3 Months - Fixed Deposit	16-Apr	3.90		14,232	376.09	28.89	0.00
STD Bank - Equit. Share	068730276 - 006	3 Months - Fixed Deposit	17-Apr	7.72		5,130,798	130,797.76	74,936.92	0.03
STD Bank - Equit. Share	068730276 - 007	3 Months - Fixed Deposit	18-Feb	7.72		5,161,870	161,869.78	9,833.57	0.03
Investec - Equit. Share	50011092081	3 Months - Fixed Deposit	19-Feb	7.52		5,510,103	268,101.02	3,396.64	0.03
Investec - Equit. Share	50011092081	3 Months - Fixed Deposit	20-Feb	7.76	5,136,968.05	10,437,234	253,463.19	21,617.94	0.06
Investec - Equit. Share	50011092081	3 Months - Fixed Deposit	21-Feb	7.40		10,849,956	444,443.69	70,034.24	0.06
Investec - Equit. Share	50011092081	3 Months - Fixed Deposit	22-Feb	7.76	-102,241.58	-	86,027.10	-	-
Investec - Equit. Share	50011092081	4 Months - Fixed Deposit	23-Mar	7.35	-5,013,089.04	-	13,029.04	-	-
Ithala Bank - Equit. Share	46165206	3 Months - Fixed Deposit	24-Mar	7.70		5,190,868	190,867.53	14,283.85	0.03
Ithala Bank	46167195	4 Months - Fixed Deposit	25-Apr	7.35	-	5,000,000	-	11,075.34	0.03
Ithala Bank	46158003	1 Month - Fixed Deposit	26-Feb	7.35		5,598,029	207,124.01	89,054.67	0.03
Ithala Bank	46165339	3 Months - Fixed Deposit	27-Mar	7.40		5,100,164	100,163.53	77,550.43	0.03
					21,637.43	146,799,968	5,286,363.05	666,152.18	0.88
First National Bank	52 5524 1619 4	Current Account	31-Jan			20,311,002	115,627	5,401,990	0.12
Cash and Cash Equivalent					21,637.43	167,110,970	5,401,990		1.00

The municipality has short term investments totaling R146 million and cash on hand of R20.3 million in its current account as at 31 January 2018. The amount of unspent grants as at 31 January 2018 totalled R18.3 million. A synopsis of unspent grants is as follows

S 71(1) (f) ALLOCATION RECEIVED AND ACTUAL EXPENDITURE ON THOSE ALLOCATIONS						
Allocations	Original Budget 2017/2018	Actual Received YTD	Actual Expenditure - January 2018	Expenditure YTD-January 2018	Unspent Y T D	% Expenditure Against allocation
Financial Management Grant	1,900,000.00	1,900,000.00	174,352.99	1,183,211.27	716,788.73	62%
Electrification - DOE	20,000,000.00	20,000,000.00	-	8,185,358.66	11,814,641.34	41%
Library Grant	583,000.00	583,000.00	67,692.04	503,992.79	79,007.21	86%
Small Town Rehab - COGTA (carry over)	2,958,042.00	-	-	-	-	0%
MIG	27,330,000.00	22,000,000.00	-	16,440,025.11	5,559,974.89	60%
Ixopo Sportsfield Maintenance Grant (carry over)	8,278.00	-	-	-	-	0%
Library Grant - Cyber	188,000.00	188,000.00	23,149.16	187,199.18	800.82	100%
EPWP	1,000,000.00	700,000.00	91,273.00	548,500.27	151,499.73	55%
TOTAL	53,967,320.00	45,371,000.00	356,467.19	27,048,287.28	18,322,712.72	50%

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

Indigent Policy

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

The purpose of the indigent policy is to ensure:

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

Criteria for indigent qualification

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

- Households where verified total gross monthly income of all occupants over 18 years of age does not exceed a total R 3 500 00 or an equivalent of two (2) state pensions.
- Subsidised services may include refuse removal and property rates.
- Only households where the account holder or property owner has applied as indigent, and whose application has been approved shall qualify for the above concessions.
- For a household to qualify for subsidies or rebates on the major service charges, the registered indigent must be the full-time occupant of the property concerned, and if not also the owner of the property concerned, may not own any other property, whether in or out of the municipal area. The property value will be assessed in line with the Municipal Property Rates. In the event of recognised polygamous customary marriages the applicant should provide property registration documents (title deed/lease agreements) for each property.

- All households that are child headed, even if they are below eighteen (18) years of age, are eligible to apply for the indigent support.
- Households must formally apply for relief on the prescribed documentation and satisfy the qualifying criteria/principles determined by the Council.
- The status of indigent is conferred for a period of not more than twelve months after which re-application must be made.

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

	2018/2019	2019/2020	2020/2021
RATES	1 052 000	1 106 704	1 164 253
REBATES	4 431 550	4 661 990	4 904 414
ELECTRICITY	1 390 000	1 462 280	1 538 319
REFUSE	157 800	166 006	174 638

Revenue Enhancement Strategy

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

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

• **DEBT MANAGEMENT**

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

2015	20,769,391.00
2016	24,580,160.00
2017	26,925,487.00
2018 (7 MONTHS, ENDING 31 JANUARY 2018)	25,165,640.29

It must also be noted that the municipality implemented a new valuation roll effective from 1 July 2013 which also resulted in an increase in property values thereby increasing overall debt on rates.

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

Age analysis as at 31 January 2018:

Detail	0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	Total
Debtors Age Analysis By Income Source									
Trade and Other Receivables from Exchange Transactions - Water	0	0	0	0	0	0	0	0	0
Trade and Other Receivables from Exchange Transactions - Electricity	0	0	0	0	0	0	0	8,584	8,584
Receivables from Non-exchange Transactions - Property Rates	-2,060,117	480,133	442,751	414,476	380,956	52,382	6,334,212	18,384,491	24,429,284
Receivables from Exchange Transactions - Waste Water Management	0	0	0	0	0	0	0	0	0
Receivables from Exchange Transactions - Waste Management	302,428	115,049	90,303	97,766	110,216	78,721	448,234	2,743,679	3,986,398
Receivables from Exchange Transactions - Property Rental Debtors	0	0	0	0	0	0	0	70,731	70,731
Interest on Arrear Debtor Accounts	0	0	0	0	0	0	25	665,735	665,760
Recoverable unauthorised, irregular or fruitless and wasteful Expenditure	0	0	0	0	0	0	0	0	0
Other	-5,251,162	46,960	38,975	44,140	51,181	70,871	420,167	583,752	-3,995,116
Total By Income Source	-7,008,851	642,142	572,028	556,382	542,353	201,974	7,202,638	22,456,972	25,165,640
Debtors Age Analysis By Customer Group									
Organs of State	-3,253,243	126,113	123,192	120,602	135,412	62,834	4,214,641	5,083,169	6,612,720
Commercial	-4,123,154	223,949	191,149	189,968	181,144	83,162	1,583,395	10,523,477	8,853,090
Households	367,825	290,618	256,224	244,513	225,751	55,971	1,404,228	6,849,352	9,694,482
Other	-279	1,463	1,463	1,300	46	7	374	975	5,348
Total By Customer Group	-7,008,851	642,142	572,028	556,382	542,353	201,974	7,202,638	22,456,972	25,165,640

The municipality approved a write off of penalties and interests during the 2015 financial year in order to address the collection rate challenges.

Collection rate as at 31 January 2018 was at 71.49%

2017-2018 Collection Rate								
	MTD							YTD
	July	August	September	October	November	December	January	Total
Receipts	959,938.86	407,691.98	405,093.23	1,061,824.41	3,599,458.84	493,796.97	765,824.11	7,693,628.40
Rates	1,203,353.40	1,087,056.22	1,090,894.44	1,090,894.44	1,089,198.72	1,089,046.92	1,090,273.25	7,740,717.39
Collection Rate	79.77%	37.50%	37.13%	97.34%	330.47%	45.34%	70.24%	99.39%
Receipts	96,631.82	103,789.24	105,631.82	149,742.14	161,980.28	153,637.89	133,732.05	905,145.24
Refuse	157,666.65	157,689.27	159,126.10	158,657.36	181,010.98	177,904.38	178,163.44	1,170,218.18
Collection Rate	61.29%	65.82%	66.38%	94.38%	89.49%	86.36%	75.06%	77.35%
Receipts	39,382.48	22,206.67	24,382.48	49,382.48	59,896.73	59,681.06	47,925.06	302,856.96
Rentals	65,588.01	65,588.01	61,892.95	56,626.84	63,186.63	65,922.42	56,897.29	435,702.15
Collection Rate	60.05%	33.86%	39.39%	87.21%	94.79%	90.53%	84.23%	69.51%
Total Rec	1,095,953.16	533,687.89	535,107.53	1,260,949.03	3,821,335.85	707,115.92	947,481.22	8,901,630.60
Total Billing	1,426,608.06	1,310,333.50	1,311,913.49	1,306,178.64	1,333,396.33	1,332,873.72	1,325,333.98	9,346,637.72
Total Rate	76.82%	40.73%	40.79%	96.54%	286.59%	53.05%	71.49%	95.24%

• Supply Chain Management

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

The SCM Policy is aligned to the MFMA, PPPF and SCM Regulations. The policy speaks to the BBBEE and does not add any other points in procuring goods and services other than the prescribed points. There were no material SCM findings reported by the office of the auditor general for the three consecutive years ending 30 June 2016. All deviations were reported to council. There was no irregular, fruitless and wasteful expenditure.

Alignment between Procurement Plan and SDBIP

The Municipal SDBIP and Procurement Plan are developed at the same time and approved by Council concurrently, to ensure alignment of the two documents. The performance plan is then monitored by SCM and reported on monthly to the Finance Committee, and thereafter to Council. Municipal Departments and Council are then able to detect challenges early and find ways to overcome them. Quartely reporting in the SDBIP also reflects budget expenditure, which is also a detection method on expenditure and performance.

Challenges in the Unit:

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

Functionality of Bid Committees:

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

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

Bid Processing:

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

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

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

FINANCIAL VIABILITY:

FINANCIAL POSITION			
A) Liquidity Management			
		Financial Year 2015/16	Financial Year 2016/17
Cash / Cost Coverage Ratio (Excl. Unspent Conditional Grants)	((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	$\frac{103,229,763 - 9,765,228}{7,375,242}$ = 10 months	$\frac{118,300,602 - 4,103,312}{8,004,144}$ = 14.27 months
Current Ratio	Current Assets / Current Liabilities	$\frac{117,631,166}{34,650,350}$ = 3.39	$\frac{135,186,064}{30,379,225}$ = 4.45
B) Asset Management/Utilization			
Capital Expenditure to Total Expenditure	Total Capital Expenditure / Total Expenditure (Total Operating expenditure + Capital expenditure) × 100	$\frac{118,839,056}{219,219,326}$ = 54%	$\frac{121,533,527}{178,716,754}$ = 68%
C) Debtors Management			
Net Debtors Days	((Gross Debtors - Bad debt Provision)/ Actual Billed Revenue)) × 365	$\frac{26,925,487 - 15,718,090}{14,805,580}$ = 76 days	$\frac{31,618,229 - 17,639,565}{14,848,248}$ = 94 days
Collection Rate	(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/Billed Revenue × 100	$\frac{39,593,950 - 26,925,487}{14,805,580}$ = 86%	$\frac{43,887,677 - 31,618,229}{14,848,248}$ = 83%
D) Expenditure Management			
Remuneration as % of Total Operating Expenditure	Remuneration (Employee Related Costs and Councillor's Remuneration) /Total Operating Expenditure x100	$\frac{49,029,454 + 7,554,047}{113,032,005}$ = 50%	$\frac{52,842,444 + 8,378,802}{121,533,527}$ = 50%

Financial Plan:**PURPOSE**

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

BACKGROUND

- A financial plan is prepared for a period of at least three years, however it is preferred that it should be for over a period of five or more years
- A multi-year financial plan is prepared to ensure financial sustainability of the municipality, paying particular attention to the municipality's infrastructure requirements.

- It is also an important component of the municipality's Integrated Development Plan.
- A prudent multi-year financial plan identifies and prioritizes expected needs based on the municipality's Five-year Integrated Development Plan and details estimated amounts of funding from various sources
- The multi-year financial plan will also ensure that the municipality has greater financial health and sustainability, making it easier to collaborate on projects with other levels of government and various public and private stakeholders. This will further enhance the ability of the municipality to have access to more financing, funding and grants.

FINANCIAL OVERVIEW OVER 3 YEARS

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

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

The table below presents the three year municipal budget

	2018/19 R	2019/20 R	2019/21 R
OPERATING BUDGET			
REVENUE			
Equitable Share	99,319,000	107,810,000	115,772,000
Own Revenue(Property rates, Service charges)	17 630 000	18 547 000	19 511 000
Other	19 353 000	20 359 000	21 418 000
TOTAL REVENUE	136,302,000	146,716,000	154,345,000
CONDITIONAL GRANT BUDGET			
EPWP	1,590,000	0	0
FINANCIAL MANAGEMENT GRANT	1,970,000	1,970,000	1,970,000
LIBRARY GRANT	613 000	613 000	644 000
ELECTRIFICATION (DOE)	16,000,000	15,000,000	12,000,000
MIG	26 439 000	26 917 000	28 240 000
LIBRARY GRANT (CYBER)	197 000	197 000	202 000
TOTAL CONDITIONAL GRANTS INCOME	46,809,000	44,697,000	43,056,000
TOTAL REVENUE	183,111, 000	191,413,000	197,401,000
EXPENDITURE			
General Expenses	83,463,000	87,803,000	92,369,000
Salaries	79,455 000	83,587,000	87,933,000
Repairs and maintenance	6,601,000	6,945,000	7,305,000
TOTAL EXPENDITURE	169,519,000	178,335,000	187,607,000
SURPLUS	13,592,000	13,078,000	9,794,000
CAPITAL BUDGET			
MIG	26,439,000	26,917,000	28,240,000
OTHER CAPITAL BUDGET	27,524,000	28,955,000	30,461,000
TOTAL CAPITAL	53,963,000	55,872,000	58,701,000

FINANCIAL STRATEGY FRAMEWORK

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

Revenue Enhancement Strategy

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

Asset Management Strategy

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

Financial Management Strategies

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

Operational Financing Strategies

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

Capital Financing Strategies

- Ensure service delivery needs are in line with multi-year financial plan;

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

Cost-Effective Strategy

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

Measurable Performance Objectives for Revenue

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

Financial Management Policies

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

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

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

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

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

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

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

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

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

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

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

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

- **REVENUE FRAMEWORK**

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

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

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

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

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

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

- **GRANT FUNDING**

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

- **TARIFF SETTING**

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

• **DEBTORS**

- Debtors with the age of ninety days (90) plus, constitute 90.85% of the total debtors book as at 30 June 2017.
- Debtors over 90 days are now handed over to debt collectors for collection.
- The credit control and debt collection policy has been reviewed to address indigents, pensioners and child headed households.
- The debtor's book constitutes 14% of the total municipal budgeted revenue.

Collection rate was 79% in the 2013/14 financial year, 73% in the 2014/15 financial year, 63% in the 2015/16 financial year and 71.19% at 31 January 2018

• **AUDIT OPINIONS**

YEAR	AUDIT OPINION	MUNICIPALITY
2011/2012	Unqualified Audit Opinion	Ubuhlebezwe Municipality
2012/2013	Clean Audit	Ubuhlebezwe Municipality
2013/2014	Clean Audit	Ubuhlebezwe Municipality
2014/2015	Clean Audit	Ubuhlebezwe Municipality
2015/2016	Clean Audit	Ubuhlebezwe Municipality
2016/2017	Unqualified Audit Opinion	Ubuhlebezwe Municipality

• **Skills Shortage at BTO:**

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

• **Use of Consultants:**

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

- **Municipal Assets and Infrastructure**

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

- **Repairs and Maintenance**

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

Financial Year	Actual Budget Spent
2015-16	2,930,058.00
2016-17	2,882,987.00
2017-18 (As at 31 January 2018)	638,633.13

- **Maintenance Plan**

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

- **Municipal Roads**

- (i) Sealed Roads
- (ii) Unsealed (Gravel) Roads

- **Municipal Buildings and Community Facilities**

- (i) Office Buildings
- (ii) Halls
- (iii) Sport-fields

- **Financial Ratios**

The municipality has cost coverage of 14 months, as at 31 January 2018, which is calculated as follows:

Cash and cash equivalents = R167 110 970

Unspent Grants = R 18 322 712

Fixed monthly costs = R 7 398 833

The ratio therefore is 22.59:1

• **Loans / borrowings and grant dependency**

The municipality is still grant dependent.

Total Budgeted Revenue R184 890 353

Total own Revenue R 35 480 033

Total Grants Revenue R149 410 320

Grant dependency is at 81 %

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

• **Expenditure Management**

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

CHALLENGES EXPERIENCED AT BTO:

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

• **Municipal Financial Viability and management SWOT Analysis**

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

Good Governance and Public Participation

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

The Batho Pele Policy, Service Delivery Charter and Standards, Service Delivery Improvement Plans are in draft form and will be tabled at a Council meeting in May 2018.

The Municipality has set aside a budget in the 2018/19 financial year for the printing of the Service Charter and Standards, which will be communicated to community members at the various IDP roadshows, and the Batho Pele principles which will be displayed around the Municipality and workshoped with staff members.

- **Operation Sukuma Sakhe (OSS)**

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

- **Inter governmental relations (IGR)**

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

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

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

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

Table 47: IGR

- **Back to Basics**

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

- **The functionality of Ward Committees**

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

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

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

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

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

OPERATION SUKUMA SAKHE

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

The primary clients of Operation Sukuma Sakhe are the most vulnerable groups within the households and in communities such as women, children, youth and people with disabilities, that is why Operation Sukuma Sakhe is a driving force of the entire 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.

LOCAL STRUCTURE		
Name	Position	Contact number
Mayor ZD Nxumalo	LTT Chairperson	0834643726
Ntokozo Mkhize	LLT. Coordinator	0837789066
Zamahlubi Radebe	LTT Secretariat	0796109992
Malusi Phungula	Ward 1 – Coordinator	0837783003
Namhla Ntabeni	Ward 2 – Coordinator	0837786171
Nondabuko Chiliza	Ward 3 – Coordinator	0786725647
Thandiwe Mkhize	Ward 4 – Coordinator	0744697346

Zazi Ngcobo	Ward 5 – Coordinator	0832537944
Thembeka Mkhize	Ward 6 – Coordinator	0837780041
	Ward 7 – Coordinator	
Dudu Makhanya	Ward 8 – Coordinator	0837780943
Gcinabahle Dlamini	Ward 9 – Coordinator	0782425545
Siphelele Gumede	Ward 10 – Coordinator	0825969332
	Ward 11 – Coordinator	
Khulekani Radebe	Ward 12 – Coordinator	0832011973

Name	Position	Contact number
Fikile Khanyile	Manager - SASSA	0839925017
Amangile Ncapayi	Comm. Safety and Liaison	0605201248
Gerry Engelbrech	Dept. Human Settlement	0823756828
Also Cwele	KZN DARD	0829219546
PB Ngcobo	DSD	078 011 5301
Mlotshwa	DOH	
X. Maphumulo	DOHA	0794919330
Sbonelo Ndlovu	Woza Moya – NGO	0738976249
Khuthutshelo Maiwashe	Beyond Zero	0791057819
Zama Mngadi	World Vision	0829737770

Catherine Ntanjana	Izindlondlo Traditional Healers	084 3045165
Simphiwe Zondi	Gender Based Violence Sisonke Cares	083 7195438
PR. Cllr TC Dlamini	Ward 12	072 017 0690
Cllr B.M Khuboni	Ward 1 Councillor	0795021881
Cllr. M.C Nkontwana	Ward 2 Councillor	0839772468
Cllr MC Ndlovu	Ward 3 Councillor	079 969 6977
Cllr Z.M Shabalala	Ward 4 Councillor	0826463934

Cllr N.G Radebe	Ward 5 Councillor	0729681352
Cllr T.T Mkhize	Ward 6 Councillor	0837780041

Cllr B.R Nduli	Ward 7 Councillor	0782064033
Cllr P.B Mpungose	Ward 8 Councillor	0828612714
Cllr NM Mdunge	Ward 9 Councillor	0788653521
Cllr V.C Mkhize	Ward 10 Councillor	0732322870
Cllr P. Ndlovu	Ward 11 Councillor	0763815271
Cllr. N.Z Jili	Ward 12 Councilor	0839933899
Cllr. T.B Nxumalo	Ward 13 Councilor	0839802902
Cllr. S.P Maluleka	Ward 14 Councilor	0785856837
Zama Mpangeva	Secretariat	0796109992

NUMBER OF WARDS IN THIS LOCAL MUNICIPALITY

Convener	Ward	Contact numbers
Malusi Phungula	Ward 1	0837783003
Namhla Ntabeni	Ward 2	0837786171

Nondabuko Chiliza	Ward 3	0786725647
Thandiwe Mkhize	Ward 4	0744697346
Zazi Ngcobo	Ward 5	0832537944
Thembeka Mkhize	Ward 6	0837780041
Nonhlanhla Jili	Ward 7	079 710 4817
Dudu Makhanya	Ward 8	0837780943
Gcinabahle Dlamini	Ward 9	0782425545
Siphelele Gumede	Ward 10	0825969332
Lihle Khuboni	Ward 11	0769378279
Khulekani Radebe	Ward 12	0832011973

NUMBER OF WAR ROOMS ESTABLISHED IN THIS LOCAL MUNICIPALITY

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

IDP Steering Committee:

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

- **Involvement of Amakhosi within the municipality**

Amakhosi also form part of Council and have been allocated to Portfolio Committees as per the recommendation made by the MEC for Co-operative Governance and Traditional Affairs.

- **Council**

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

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

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

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

- **COUNCILLORS**

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

- **POLITICAL DECISION TAKING**

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

- **ADMINISTRATIVE GOVERNANCE**

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

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

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

• **COMMITTEES AND COMMITTEE PURPOSES**

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

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

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

	recommendations to Council when adopting Oversight Report on the Annual Report. The committee has evaluated the Annual Report for the 2014/2015 financial year during February 2016.
MANCO	MANCO is the committee comprising of all HOD's, Chaired by the Municipal Manager. MANCO meetings are held weekly.

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

A Council adopted Public Participation Strategy

Ubuhlebezwe Municipality took an initiative to develop and adopted the Public Participation Strategy with implementation Plan in 2008, whilst the Public Participation Policy has been reviewed and adopted by Council in October 2016.

The optimistic aim of developing the community Participation Strategy in Ubuhlebezwe was to change the situation in as far as enhancing community participation in the municipal area. The rationale behind uBuhlebezwe Municipality putting community participation on its strategic and operational agenda is because Section 152 (1) (e) of the Constitution of the Republic of South Africa states that one of the objectives of local government is to encourage the involvement of communities and community organizations in the matters of local government. The implementation plan incorporated in the strategy has been reviewed in 2015/2016 financial year to match the current situation.

Communication Strategy

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

Internal staff Workshops/dialog

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

Radio

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

Community theatre

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

Audiovisual/video presentations on bill boards

Audiovisuals are a powerful form of communication, since they are made up of a sequel of pictures arranged in logical order that are reinforced by a supportive text and appropriate music and sound effects. Audiovisual communications provides a relatively inexpensive way of communicating with large audiences, the message is consistent, and presentation does not depend on a high level of skill. Audiovisual presentations can be made using either photographic transparencies or digital images. Their principal advantage is the dynamic support they can offer to a multimedia communication programme.

Pamphlets

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

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

Posters

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

Public meetings

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

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

□ Public meetings are largely impersonal and therefore it is difficult to ensure personal commitment to any particular course of action.

- **Performance Management System**

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

- The requirements that the UBuhlebezwe Municipality's OPMS will need to fulfil,
- The principles that must inform its development and subsequent implementation,
- The preferred performance management model of the Municipality,
- The process by which the system will work,
- The delegation of responsibilities for different roles in the process and
- A plan for the implementation of the system.

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

- **Internal Audit**

The Internal Audit Activity (IAA) is in place and fully functional. The Municipality is currently finalising the recruitment processes for the Internal Audit Manager following the resignation of the former incumbent in November 2018. Currently, the unit has two Internal Auditors and an Audit Trainee. The Internal Audit Activity has been fully functional for more than 5 years and in terms of section 165 of the Municipal Finance Management Act, the IAA has developed a risk based audit plan and an audit program for the current year.

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

- **The Audit and Performance Audit Committee**

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

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

The Audit and Performance Audit Committee Charter was reviewed and approved by Council in December 2016.

- **Enterprise Risk Management**

Section 62(1)(c) of MFMA requires a Municipality to have and maintain effective and transparent systems of financial and risk management and internal control, hence fraud risk assessment forms part of the risk management activities

and informs the risk register. The municipality has implemented appropriate risk management activities to ensure that regular risk assessments are conducted i.e. IT risk assessments, business risks assessment (operational, strategic) and risk registers are updated. The progress on Risk Management and an updated Risk Register is reported on a quarterly basis, to the Risk Management Committee and subsequently to the Audit and Audit Performance Committee.

Roles and responsibilities:

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

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

Table 49: Roles and responsibilities of Internal Audit

- **The municipality Risk Register**

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

- **Risk Management Committee**

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

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

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

Name of Policy	Frequency of review	Latest date of review and adoption
Attendance and punctuality	Annually	15 October 2017
Bereavement policy	Annually	15 October 2017
Discipline and dismissal policy	Annually	15 October 2017
Dress code policy	Annually	15 October 2017
Employee assistant policy	Annually	15 October 2017
Intoxicating substance policy	Annually	15 October 2017
Grievance policy	Annually	15 October 2017
HIV and AIDS policy	Annually	15 October 2017
Internal bursary policy	Annually	15 October 2017
Leave policy	Annually	15 October 2017
Occupational health and safety policy	Annually	15 October 2017
Overtime policy	Annually	15 October 2017
Policy for recognition of qualifications	Annually	15 October 2017

Policy guidelines for in senior and critical positions	Annually	15 October 2017
Recruitment and selection policy	Annually	15 October 2017
Relocation policy	Annually	15 October 2017
Retention policy	Annually	15 October 2017
Scarce skills allowance policy	Annually	15 October 2017
Sexual harassment policy	Annually	15 October 2017
Standby allowance policy	Annually	15 October 2017
Succession planning policy	Annually	15 October 2017
Training and development policy	Annually	15 October 2017

Table 50 : Policies

A list of approved By-Laws:

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

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

Table 51 : By-Laws

By-laws cover various local government issues such as public roads and miscellaneous, parking grounds, public open spaces, street trading, public health, cemeteries and crematoria, emergency services, culture and recreation services, and encroachment on property. Ubhlebezwe Municipality has a total number of 15 (fifteen) bylaws which were promulgated in 2009, however, there have been some challenges with the implementation of such as there

were no fine schedules to enable sanctions to be instituted. In 2013/14 financial year the process of drafting the necessary fine schedules and newly prioritized bylaws commenced. 11 (eleven) new bylaws and 26 fine schedules have been developed and the public participation process scheduled commenced in August 2014. All the bylaws and fine schedules have been finalized at a Council meeting held on the 4th December 2014. All Municipal By-laws and Fine Schedules were gazetted on the 9th February 2016 and booklets will be printed for easy implementation.

- **Establishment of bid committees**

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

- **Ward Based Plans**

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

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

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

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

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

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

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
				<p>handling of confidential personal information.</p> <ul style="list-style-type: none"> Community Safety and Liaison intervention in the ward with regards to crime prevention thorough Community Policing Forum as crime rate is at 30%. Sector Departments needs to ensure full participation in the War Room. 		
4	<p>Ward Four is made out four VD's namely: Fairview, Morningside, Mariathal, and Mazizini under Amazizini Traditional Council. The type of dwelling in the ward is characterized of combination of mud, blocks houses, 730 Informal settlements and RDP houses. The ward dominates the IsiZulu and average of English speaking people and foreign national languages. Ward proportion of access to sanitation covers Fairview, Hlanzeni, Shayamoya, Sperenza with the exception of Mandilini area. Proportion of access to electricity covers Morninside, Fairview, Morningview with exception of Mandilini, Ndimakude, Hlanzeni, Sperenza, Malamula and informal settlements (Chocolate city and Morningview).</p>	<p>The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.</p>	<p>Primary Schools-4 Secondary Schools-1 High Schools-2 Hospital-1 Sports facilities-3 Community Hall-2 Churches-1</p>	<ul style="list-style-type: none"> Sanitation by Harry Gwala. Electricity supply by Eskom. EPWP Programme has provided minimum opportunities to the destitute thus providing low income earnings. Community Care Givers by the Department of health. Community Safety and Liaison intervention in the ward with regards to crime prevention thorough SAPS, Community Policing Forum, and Operation Qeda ubugebengu. There is full participation of Sector Departments in the War Room. 	<p>Fairview and Morningside VD's requires houses Tar road in access roads Sanitation in Fairview and Mariathal Sports facilities in Mazizini and Mandilini Scholar transport</p>	<p>Education Moral regeneration Electricity Safety and Security Roads Access Roads Water Grant Job Creation Feeding Scheme Health Services</p>
5	<p>Ward five is made out of four VD's namely: Kwelentsheni, Sqandulweni, Siyavela, Zasengwa ukuthula, Bacwebileyo, Siyakha,</p>	<p>The ward is characterised by the middle income earners, large number of low income earners,</p>	<p>Primary Schools-06 Secondary Schools-01 High School-01 Clinic-01 Community Hall-01</p>	<ul style="list-style-type: none"> Water and sanitation by Harry Gwala District Municipality. 	<ul style="list-style-type: none"> Electricity Access Roads Housing Water 	<p>Education Health Electricity Safety and Security Roads</p>

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
	Bhobhobho and Bambisanani.Traditional Authorities of ward five are Butateni Traditional Council and Amnyuswa Traditional Council. The type of dwelling in the ward is characterized of combination of mud and blocks houses.The ward dominates the IsiZulu language.	larger number of grantees and the unemployed.	Churches-03 Skills Centre-01	<ul style="list-style-type: none"> Electricity supply by Eskom. EPWP/CWP Programme has provided minimum opportunities to the destitute thus providing low income earnings. Community Care Givers by the Department of health. Community Safety and Liaison intervention in the ward with regards to crime prevention thorough Community Policing Forum and SAPS Sector Departments needs to ensure full participation in the War Room. 	<ul style="list-style-type: none"> Job Opportunities Community halls Skills centre 	Access Roads Water Grant Job Creation Moral regeneration Feeding Scheme Nutrition Programme Trainings
6						
7	Ward seven is made out of three Voting Districts namely: Mpunga, Ukuthula and Indela. Traditional Authorities in ward seven are Ukuthula T/C and Amanyuswa T/C. The type of dwelling in the ward is characterised of a combination of mud and blocks houses. The ward dominates the IsiZulu. Ward proportion of access to electricity covers the whole ward though there are still infill's. Sanitation it covers most of the ward and ther is still arequirement of infills to a minimum level	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	Primary Schools-01 High Schools-02 Clinic-01 Sports facilities-01 Education centre-01 Community Hall-01 Skills centre-01 Shops-03 ZG Centers-02	<ul style="list-style-type: none"> EPWP, CWP and Zibambele Programme have provided minimum opportunities to the destitute thus providing low income earnings. Community Care Givers hired by the Department Community Safety and Liaison intervention through CPF's thou requires revival in some areas Arts and culture co-ordinators in providing support with regards to arts culture activities Water monitors by Harry 	Refurbishment main roads and Access roads Electrification of Kaloshe area Increase in number of Sports facilities	Education Health Services Skills centre Water Services Electricity Roads BIRTH CERTIFICATES IDENTITY DOCUMENTS MARRIAGE CERTIFICATES AGRICULTURAL SEEDS PUBLIC TRANSPORT COMMUNITY HALL HOUSING

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
				Gwala District Municipality.		
8	Ward eight is made out of five VD's namely: Lingeletu, Somelulwazi, Bongindawo, Lusibabukhulu and Mantulela under Ikhwezi lokusa, Shiya abanye and Ukuthula Traditional Council. The type of dwelling in the ward is characterized of combination of mud and blocks houses. The ward dominates the IsiZulu and average of English Language. Ward proportion of access to sanitation covers 80% of the area and proportion of access to electricity covers 70%.	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	Primary Schools-08 Secondary Schools-01 High Schools-01 Clinic- 01 Sports facilities-01 Community Hall-04 Churches-12 Formal-06 Informal-12	<ul style="list-style-type: none"> • Distribution of sanitation by Harry Gwala. • Electricity supply by Eskom. • EPWP programme has provided minimum opportunities to the destitute thus providing low income earnings. • Community Care Givers by the Department of health. • Community Safety and Liaison intervention in the ward with regards to crime prevention thorough SAPS, is not functioning anymore. • Zibambele Programme by Transport. 	<ul style="list-style-type: none"> • Water • Electricity • Sports facilities • Access roads • Grant • Sanitations at School • Safety and security • Lightening Conductors • Crèches • Home for old age people • FET 	Education Moral regeneration Electricity Safety and Security Roads Access Roads Water Grant Job Creation Feeding Scheme Health Services
9	Ward nine is made out six VD's namely: Phumobala, Mahlabathini, KoShange, Mission, Kozondi and kintail under Amakhuze Traditional Council. The type of dwelling in the ward is characterized of combination of mud, very few blocks houses and vandalised RDP houses. The ward dominates the IsiZulu language. Ward proportion of access to sanitation covers 90% of the ward. The proportion of access to electricity covers only 50% of the Ward.	The ward is characterised by the low income earners, larger number of grantees and the unemployed.	Primary Schools-06 High Schools-02 Clinic-01 Community Hall-03 Churches-03 Formal shops-04 Skills Centre-01	<ul style="list-style-type: none"> • Distribution of sanitation by Harry Gwala District Municipality. • Electricity supply by Eskom. • EPWP/CWP Programme has provided minimum opportunities to the destitute thus providing low income earnings • Community Care Givers by the Department of health. • Community Safety and Liaison intervention in the ward with regards to crime 	<ul style="list-style-type: none"> Sports fields Library Clinic Stable theatre Tar road Houses Electricity Skills centre Dams 	Education Moral regeneration Electricity Safety and Security Roads Access Roads Water Grant Job Creation Feeding Scheme Health Services Skills Centre

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
				prevention thorough SAPS; Community Policing Forum but there is a need for more CPF.		
10	Ward ten is made out of five VD's namely: Kwathathane, Mhlabashane, Ebhayi, KwaShinga and KwaMncinci under Vusathina Tradition Council. The type of dwelling in the ward is characterized of combination of mud and blocks houses. The ward dominates the IsiZulu language. Ward proportion of access to sanitation covers all wards with the exception of Kwamncinci area. The proportion of access to electricity covers 70% of the ward.	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	Primary Schools-04 High Schools-02 Sports facilities-02 Community Hall-02 Churches-04 Informal shops-06 Funeral Parlour-01 Crèche-02	<ul style="list-style-type: none"> Distribution of sanitation to the maximum capacity by Harry Gwala District Municipality. Electricity supply by Eskom. EPWP and CPW Programme have provided minimum opportunities to the destitute thus providing low income earnings. Community Care givers by the Department of health. Community Safety and Liaison intervention in the ward with regards to crime prevention thorough SAPS, Community Policing Forum. There is a need of full participation from Sector Departments in the War Room. 	<ul style="list-style-type: none"> Access roads Water Electricity Job Opportunity Renovations of halls Sport field at Bhayi Houses Skills Centre Clinic at Kwathathane 	Education Moral regeneration Electricity Safety and Security Roads Access Roads Water Grant Job Creation Feeding Scheme Health Services Boreholes
11	Ward eleven is made out of 7 VD's namely: Mshobashobi, Merry help, Kwambingeleli, Nokweja, Bhekukuphiwa, Kwadladla, Makhonza. Traditional Authority in ward eleven is Amadzikane, Amazizizi and Amawushe traditional councils. The type of dwelling in the ward is characterized of combination of mud and blocks houses. The ward dominates the	The ward is characterised by the middle income earners at a very minimal rate, low income earners, larger number of grantees and the unemployed.	Primary Schools-07 Secondary School-01 High School- 01 Clinic-01 Sports facilities-01 Community Hall-01 Churches-06	<ul style="list-style-type: none"> EPWP, CWP and Zibambebe Programme have provided to the minimum level thus created low income earnings opportunities. Community Care Givers hired by the Department of health do provide excellent service 	<ul style="list-style-type: none"> Sports facilities Clinic services do not accommodate the population of more than 6000 people Poor water service provision Access roads and roads that are being serviced by the 	Education Health services Moral regeneration Water services Social grant seeds Soup kitchen Community hall Electricity Safety and security

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
	IsiZulu. Sanitation in the ward cannot be rated since it was provided long time ago and currently it requires to be redistributed. Proportion of access to electricity covers all Voting Districts. Water distribution in the ward is at 90%.			<ul style="list-style-type: none"> Community Safety and Liaison intervention in the ward with regards to crime prevention thorough Crime prevention volunteers Department of sports and recreation provide support with regard to sports development in the ward through sports hub Arts and culture co-ordinators providing support with regards to arts and culture activities Harry Gwala District Municipality provide support through Water monitors Sector Departments needs to ensure full participation in the War Room. 	<ul style="list-style-type: none"> department of Transport requires refurbishment To attend to the HIV infections in the ward through awareness's The unemployment rate needs to be attended to School drop outs Stock theft discourages participation in agricultural activities 	
12	Ward twelve is made out five VD's namely: Amazabeko High school, Ntabakunuka Primary School, Madungeni Tribal Court, Khuluma Secondary school and Mgodini Primary school. Traditional Authorities of twelve is eMadungeni Traditional Council. The type of dwelling in the ward is characterized of combination of mud and blocks houses. The ward dominates the IsiZulu.	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	Primary Schools-03 Secondary Schools-02 Sports facilities-03 Community Hall-01 Clinic-01	<ul style="list-style-type: none"> Ubuhlebezwe Disaster Unit intervention accessible to the ward. EPWP Programme has provided minimum opportunities to the destitute thus providing low income earnings. Community Care Givers by the Department of health. Community Safety and Liaison intervention in the ward required to revive and 	<ul style="list-style-type: none"> Water Electricity Roads and bridge Skills centre Addition of EPWP and CWP Community hall 	<ul style="list-style-type: none"> Education Health Electricity Roads Access Roads

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

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
	dwelling in the ward is characterized of combination of mud and blocks houses. The ward dominated by IsiZulu speakers. The proportion of electricity covers all wards except for Fodo, Thuthuka and Thoyi areas that require numbers of 472 hundred to 500. Distribution of water and sanitation doesn't cover the entire ward.			<ul style="list-style-type: none"> • Community Care Givers by the Department of health. • Community Safety and Liaison intervention in the ward with regards to crime prevention thorough Community Policing Forum. • Water Monitors by Harry Gwala District Municipality • Grants by Sassa • Home affairs services. 		Water Moral regeneration

- **Audit Outcome**

The audit outcome for the 2017/2018 financial year was unqualified

Good Governance and Public Participation SWOT Analysis

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

LAND USE MANAGEMENT:

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

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 and adopted a Land Use Management Scheme during the course of 2016 which has been reviewed in the 2017. Among other planning elements 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 and Umgodi Area

WALL TO WALL SCHEME

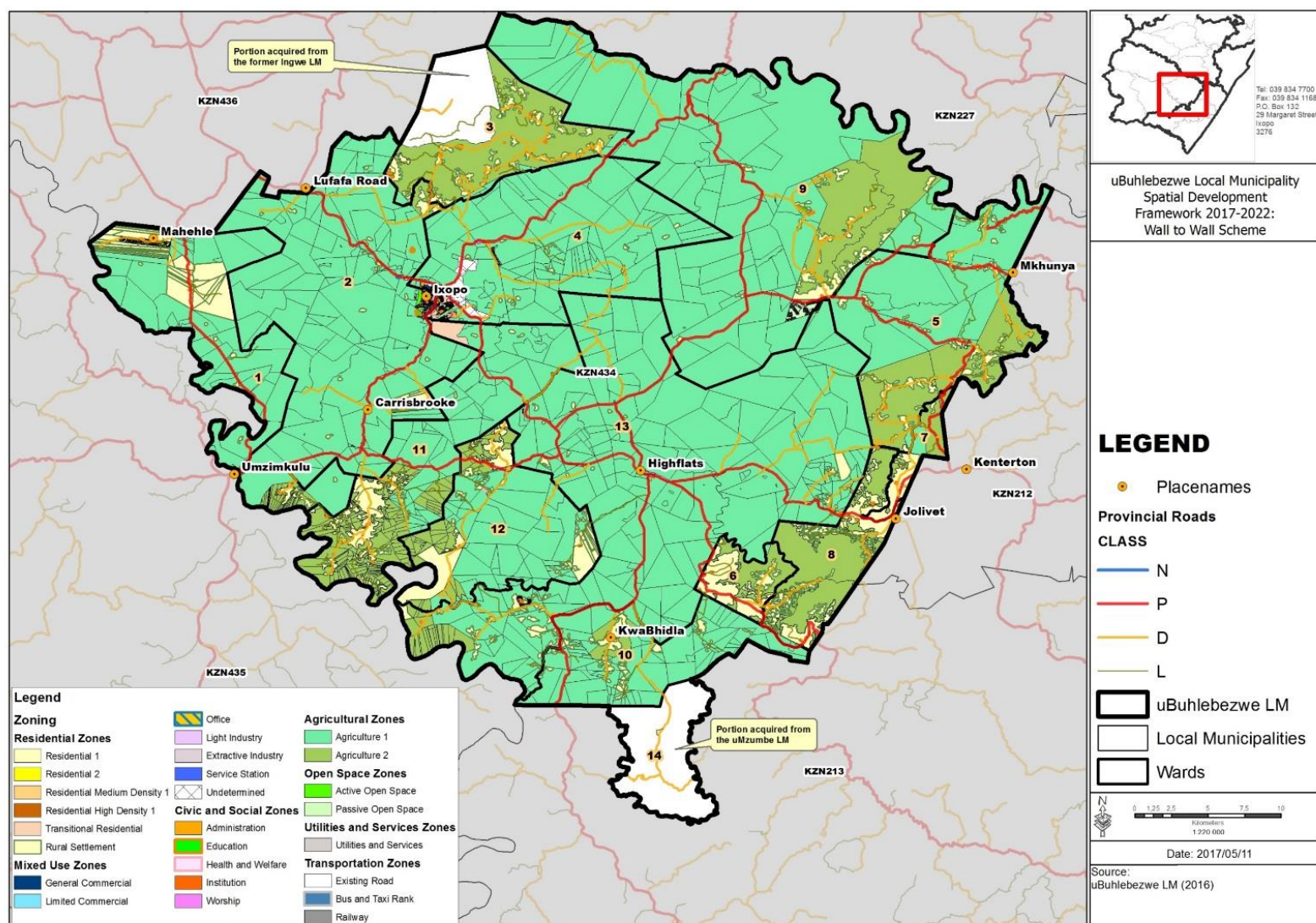
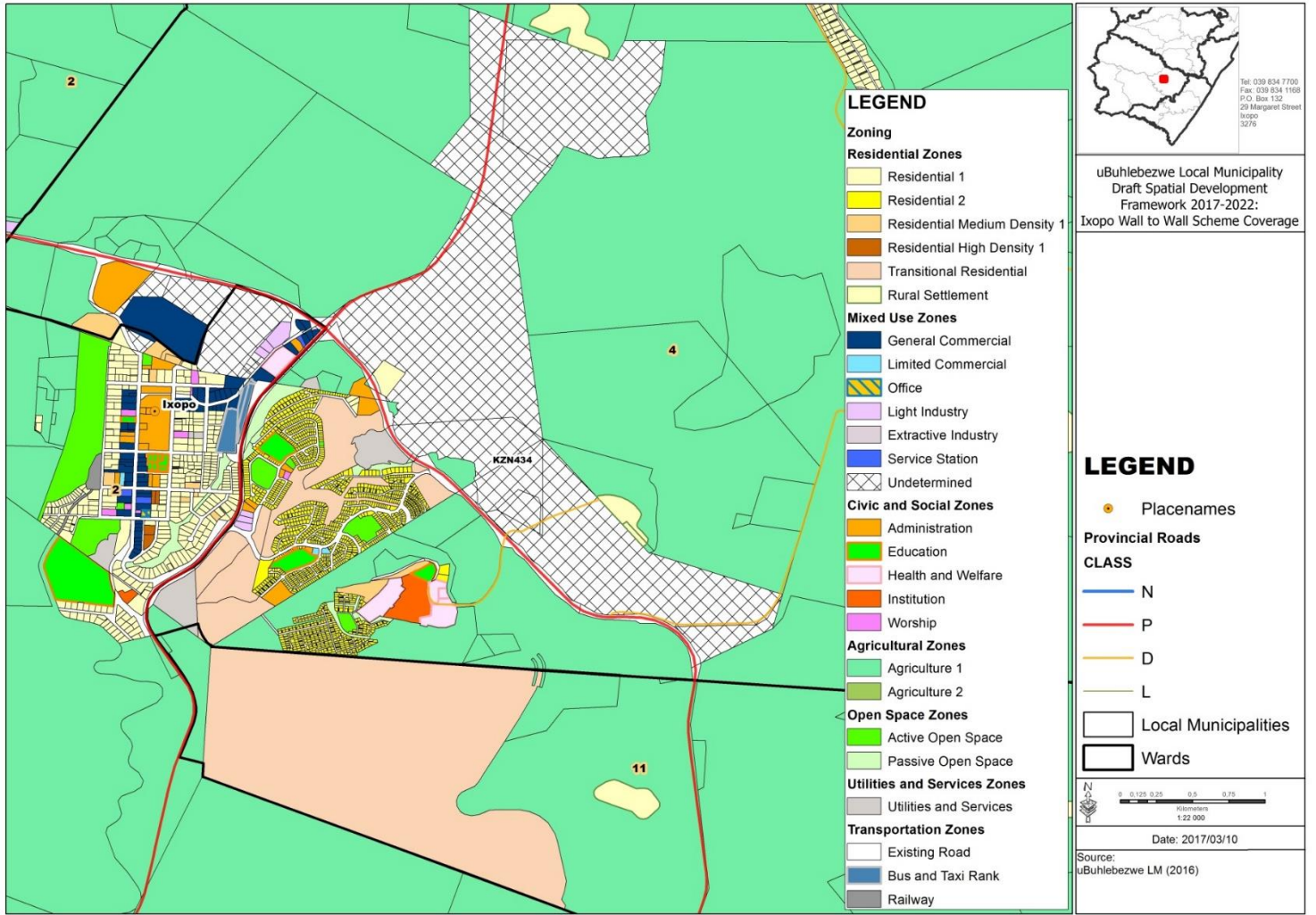


Fig 59: Wall to Wall Scheme



Fg 60: urban LUMS

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.

OVERLAY	PURPOSE
Emadungeni Framework	This is a framework plan which has been prepared to guide the future development of the Emadungeni.

• **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)

KEY CHALLENGES

Municipal Transformation & Organisational Development

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

Service Delivery & Infrastructure Development

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

Municipal Financial Viability

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

Social & Local Economic Development

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

Cross Cutting Interventions

- Spatial development is still hindered by the unavailability of land, which affects Housing developments as well

- Previous unavailability of an environmentalist within the Municipality led to environmental matters being neglected.

Good Governance and Public Participation

- There are not challenges experienced with this KPA

Combined SWOT Analysis

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

	<ul style="list-style-type: none"> • UNFAVOURABLE CHANGES IN THE ECONOMY • INCREASE IN DEATH RATE AS A RESULT OF HIV/ AIDS • HIGH UNEMPLOYMENT RATE AND ILLITERACY RATE
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Corrective Measures from previous IDP

KPA	MEC'S COMMENT	RESPONSE FROM MUNICIPALITY	DEPARMENT
Basic Service Delivery	<input type="checkbox"/> Source of information to be specified <input type="checkbox"/> Did not reflect the existing and proposed water and sanitation projects spatially (on a map) <input type="checkbox"/> Outdated projects have been captured (water and sanitation) <input type="checkbox"/> Did not reflect the implementation of the IWMP <input type="checkbox"/> No Mention of ITP <input type="checkbox"/> Provide information on the authorized cemetery sites <input type="checkbox"/> Telecommunications	<p>Source of information has been added to information given from Page 124</p> <p>Maps of existing water and sanitation added. Pg 126& 127</p> <p>Current and future projects added for water and sanitation. Pg 128</p> <p>IWMP District w attached to IDP. Annexure to IDP</p> <p>We have mentioned that ITP will be developed during 2018/19. Pg 136</p> <p>Information and Maps added. Pg 145-147</p> <p>Map and information given. Pg 122 and 161 under I.T and Planning respectively.</p>	<p>IPD</p> <p>HGDM</p> <p>IPD</p> <p>IPD & SD</p>
Social & LED	<input type="checkbox"/> Need to give attention to the development of the street vendor regulation policy <input type="checkbox"/> Need to give attention to the development and maintenance of land ownership database <input type="checkbox"/> There is no evidence of the SMMEs database <input type="checkbox"/> The municipality tables the economic drivers but fail to provide the analysis. Give	<p>Informal traders policy has been added as an annexure and information on informal economy added on. Pg 185</p> <p>Landownership database included as an annexure and on Pg 192</p> <p>SMME database has been included. Pg 177</p> <p>More information has been provided in the economic profile and more focus given to</p>	SD / LED

	<p>attention to the assessment of performance of your economic drivers over time</p> <ul style="list-style-type: none"> <input type="checkbox"/> In terms of EPWP the municipality needs to give a breakdown of the number of jobs to be created, and to be created at a sector level. <input type="checkbox"/> Need to provide an analysis of the education sector i.e. public school infrastructure, existing backlogs, challenges in providing school infrastructure. 	<p>Agriculture and Tourism as economic drivers. Pg 12</p> <p>We have expanded on EPWP jobs created on Pg 135</p> <p>The Municipality does not provide school infrastructure but supports local schools to improve the quality of education. Dpt of education has submitted their plans for rehabilitation of schools infrastructure. Pg 334 - 337</p>	
Financial Viability	<ul style="list-style-type: none"> <input type="checkbox"/> Limited information has been provided regarding the functionality of the SCM unit. <input type="checkbox"/> Costs of financial consultants have not been reflected. <input type="checkbox"/> Reasons for the use of financial consultants have not been provided. <input type="checkbox"/> Did not provide plans to improve cash flow position. <input type="checkbox"/> The reasons for / purpose of the borrowings have not been indicated. <input type="checkbox"/> Have not reflected on the capability of the municipality to repay loans / borrowings. <input type="checkbox"/> Have not reflected the ability of the municipality to meet its operational expenses over the next year. 	<p>More information provided on SCM: bid committees, alignment of sdbip and procurement plan, challenges, turnaround times for advertising, staffing. Pg 221</p> <p>The Municipality does not use financial consultants, this has been mentioned on Pg 222</p> <p>n/a</p> <p>revenue strategies have been mentioned, debt collector and door to door campaigns. Pg 220</p> <p>No loans and borrowings, mentioned on Pg 230</p> <p>n/a</p> <p>financial plan has been included on page 223, with the 3 years budget on page 224.</p>	BTO
Good Governance and Public Participation	<ul style="list-style-type: none"> <input type="checkbox"/> The municipality is encouraged to develop and implement the Batho Pele policy and the Service Delivery Improvement Plan (SDIP). <input type="checkbox"/> Report on the functionality of the IDP 	<p>Batho Pele Policy, SDIP and Service Charter are in draft form, awaiting Council adoption in May. this has been mentioned in the IDP. Pg 231</p> <p>IDP/ Budget Steering committee is being formed</p>	OMM

	<p>steering committee (participation by HODs)</p> <p><input type="checkbox"/> Did not indicate if there is a dedicated IGR official in the municipality or not.</p> <p><input type="checkbox"/> Efforts towards Green Economy</p> <p><input type="checkbox"/> Emphasis to be place on agricultural projects</p> <p><input type="checkbox"/> Public/ private partnerships</p> <p><input type="checkbox"/> Expand on vulnerable groups</p>	<p>through BTO. Currently the Rep Forum is used as the steering committee. Pg 231</p> <p>Dedicated IGR official is the MM, with the Communications Officer on operational matters. Pg 231</p> <p>Introduction of wheely bins mentioned, employment of Environmental Officer. Pg 134</p> <p>Abalimi phambili, relationship with Lima, agricultural projects funded by the Municipality. Pg 187</p> <p>Public/ Private relations highlighted on Pg 203</p> <p>More information given on Women, Children, youth, disabled and elderly programs on Pg 206</p>	
Municipal Transformation and institutional development	<p>Quantify beneficiaries on WSP</p> <p>Status of EEP</p>	<p>Beneficiaries of WSP have been quantified. Pg 116</p> <p>Status of EEP Updated on pages 115 and 166 and resolution attached as an annexure.</p>	Corporate services/HR

SECTION D. Municipal Vision, Goals and Objectives

OUR VISION:

“To provide affordable quality services through good governance”

OUR MISSION:

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

STRATEGIC OBJECTIVES:

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

OUR CORE VALUES:

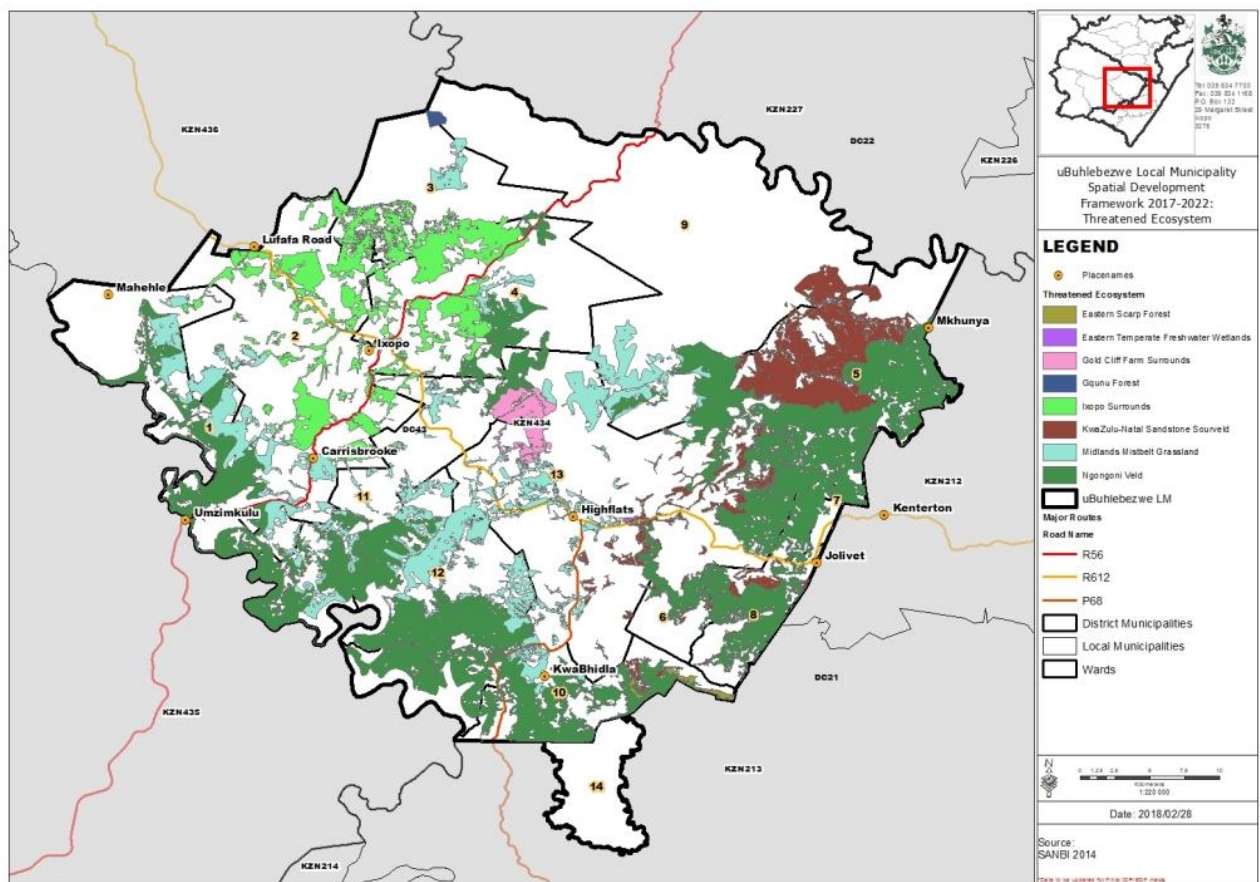
Values drive the municipality’s culture and priorities and provide a framework in which decisions are made. Beliefs are shared amongst the stakeholders of the municipality, which are the following:

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

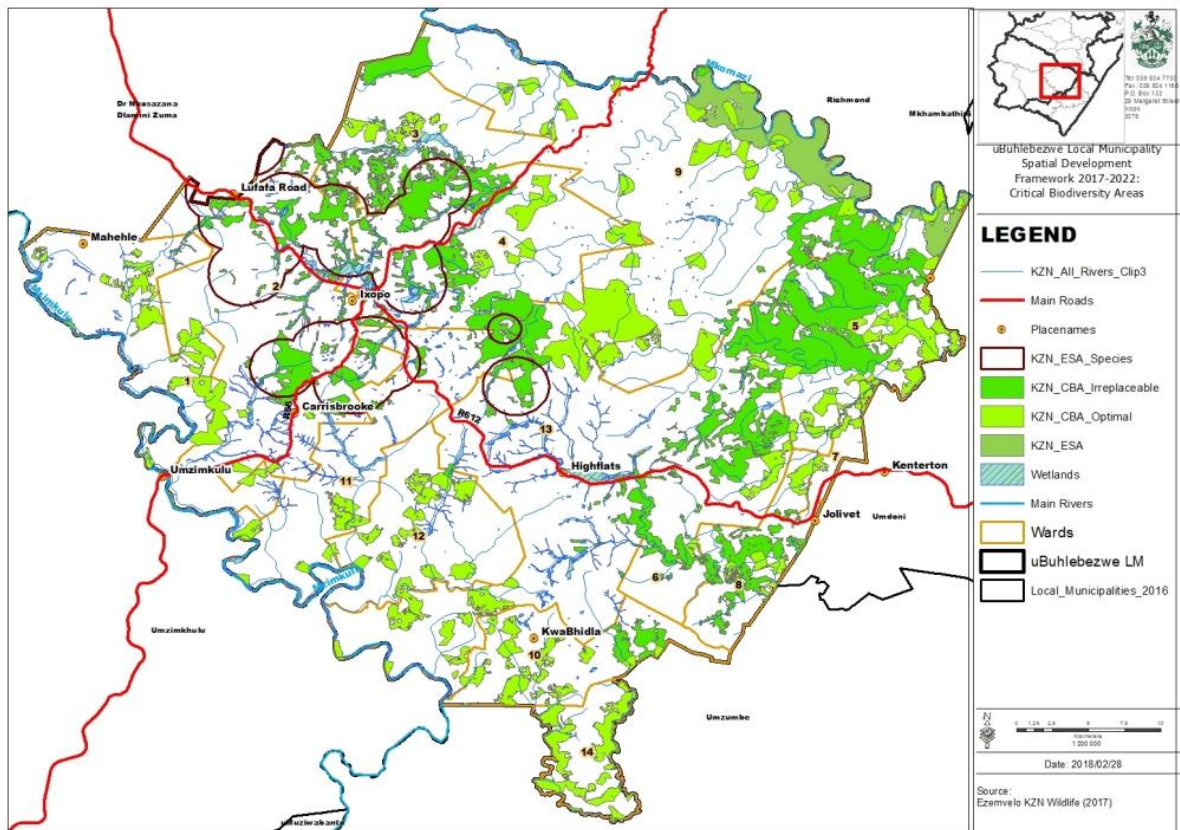
OUR GOAL

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

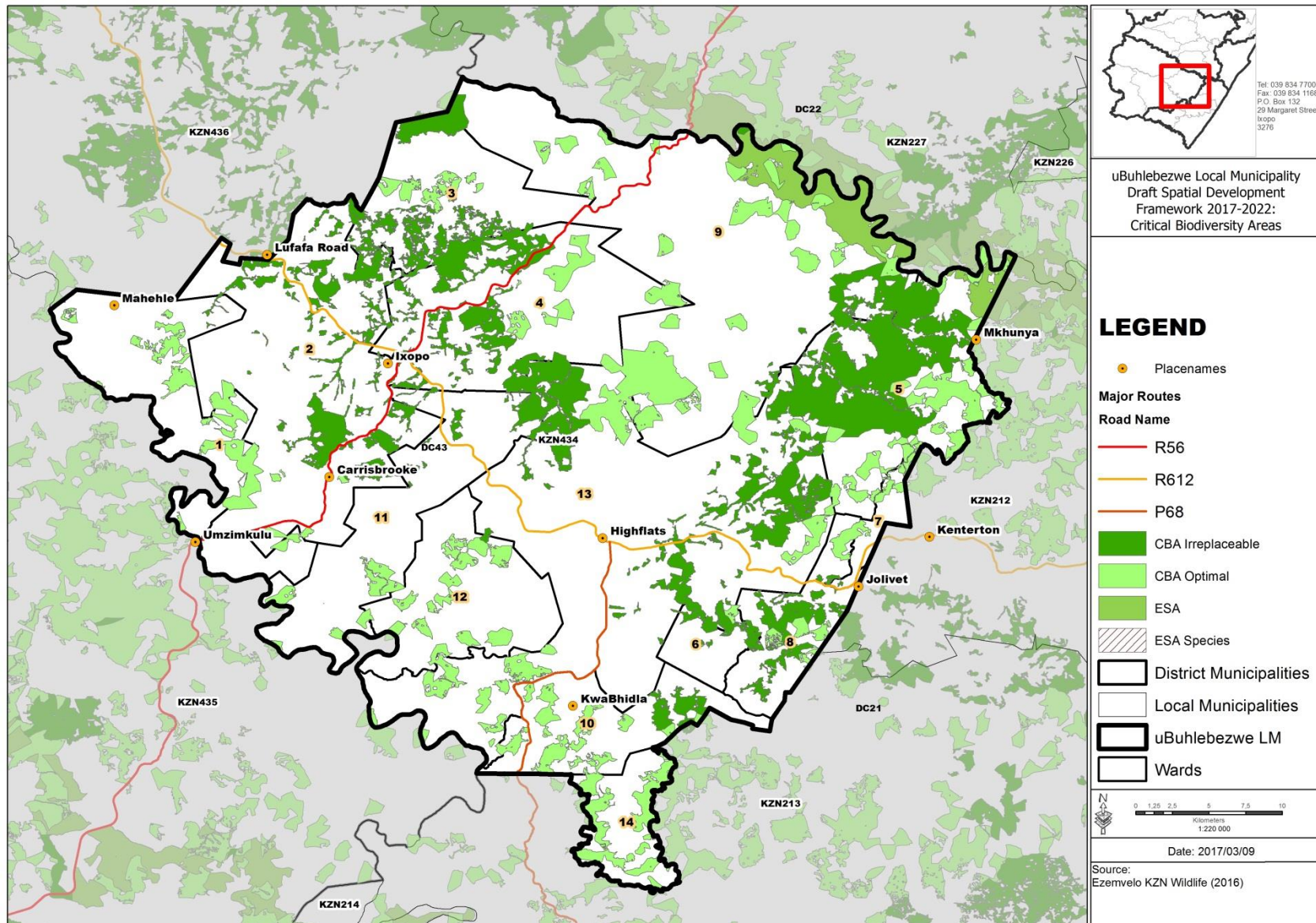
SECTION E.1 STRATEGIC MAPPING



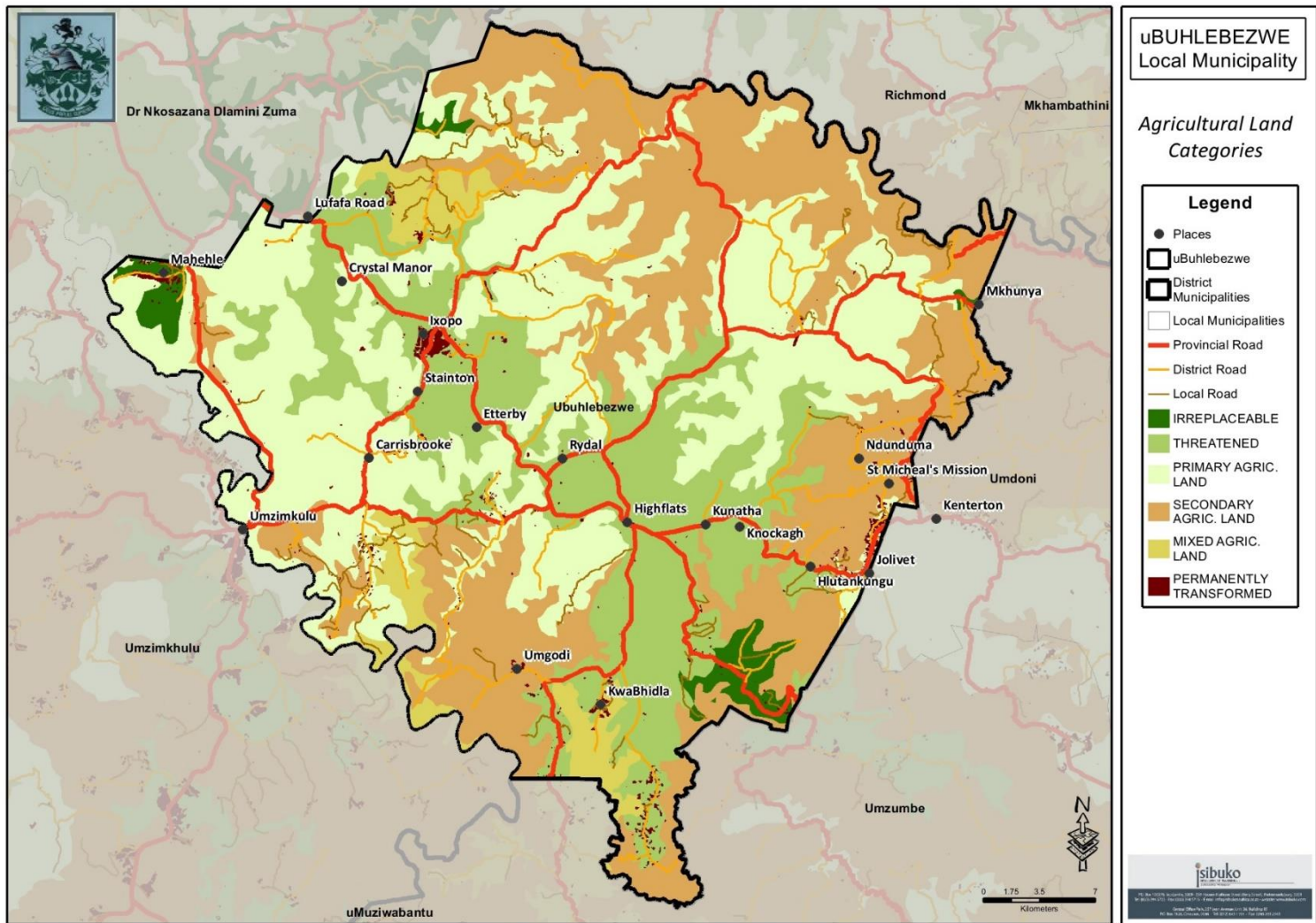
Threatened Eco system



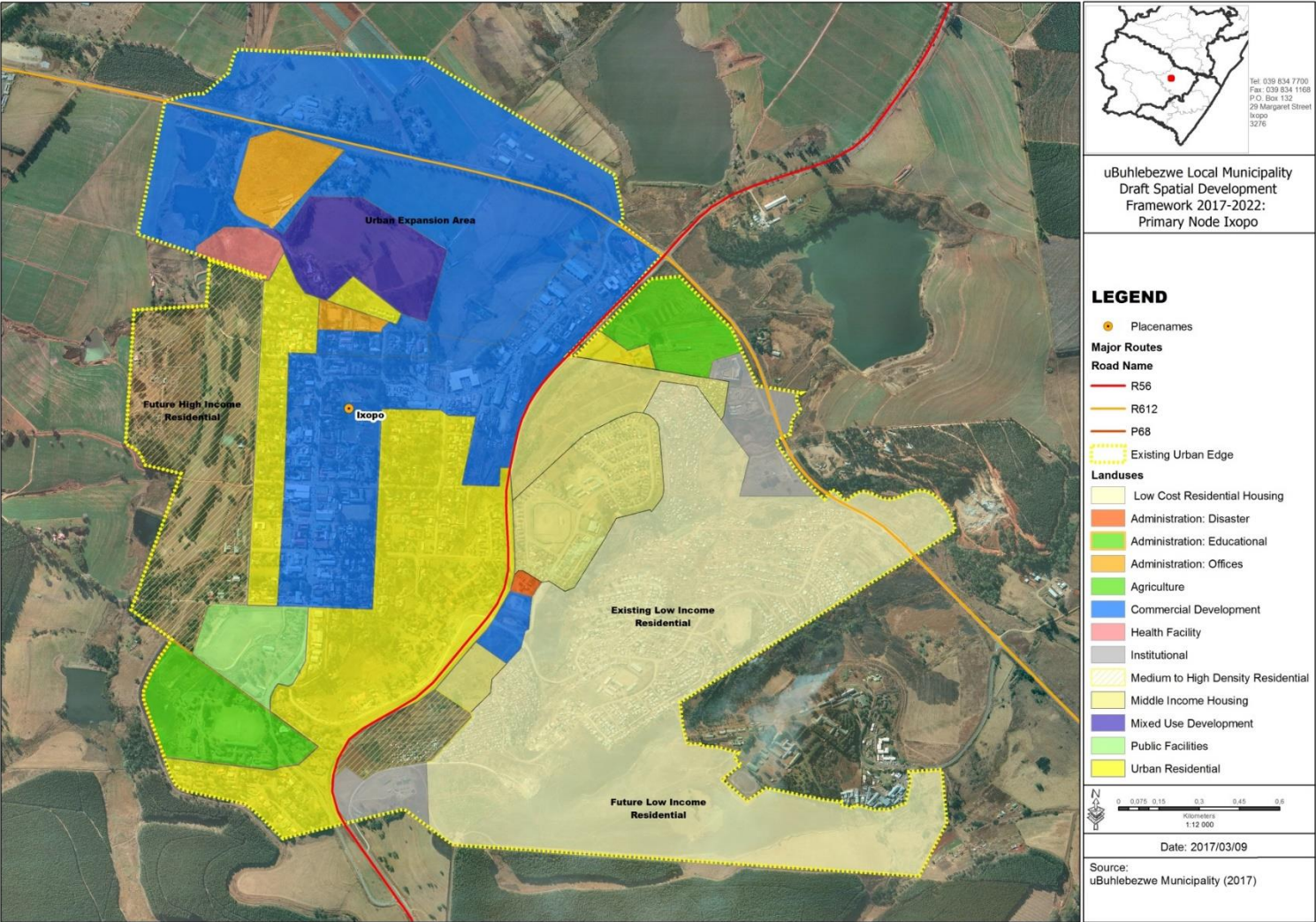
Critical biodiversity areas



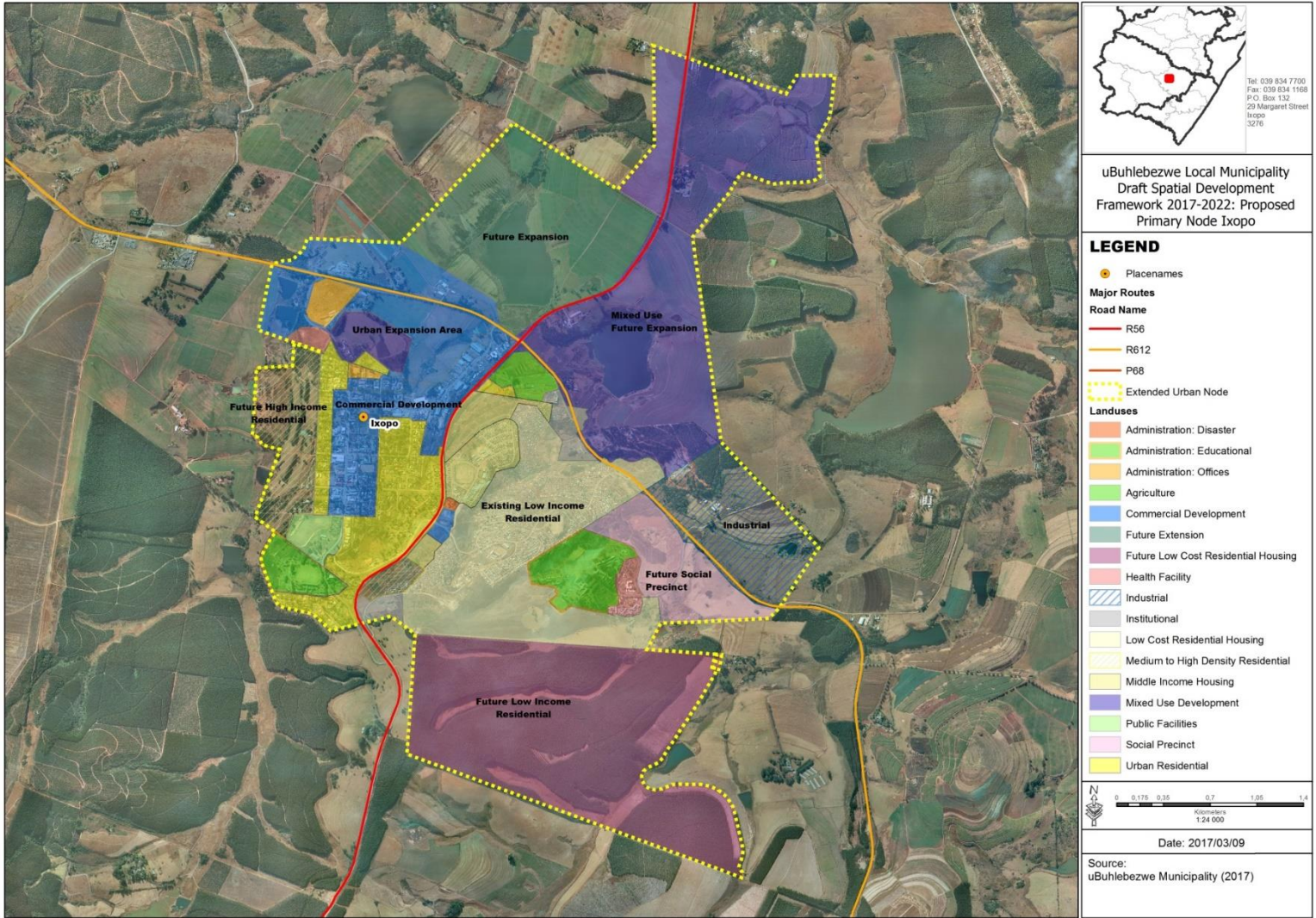
: Environmental Sensitive Areas within Ubuhebezwe Municipality



: Agricultural Potential Areas



: The desired spatial outcome



: The desired spatial outcome

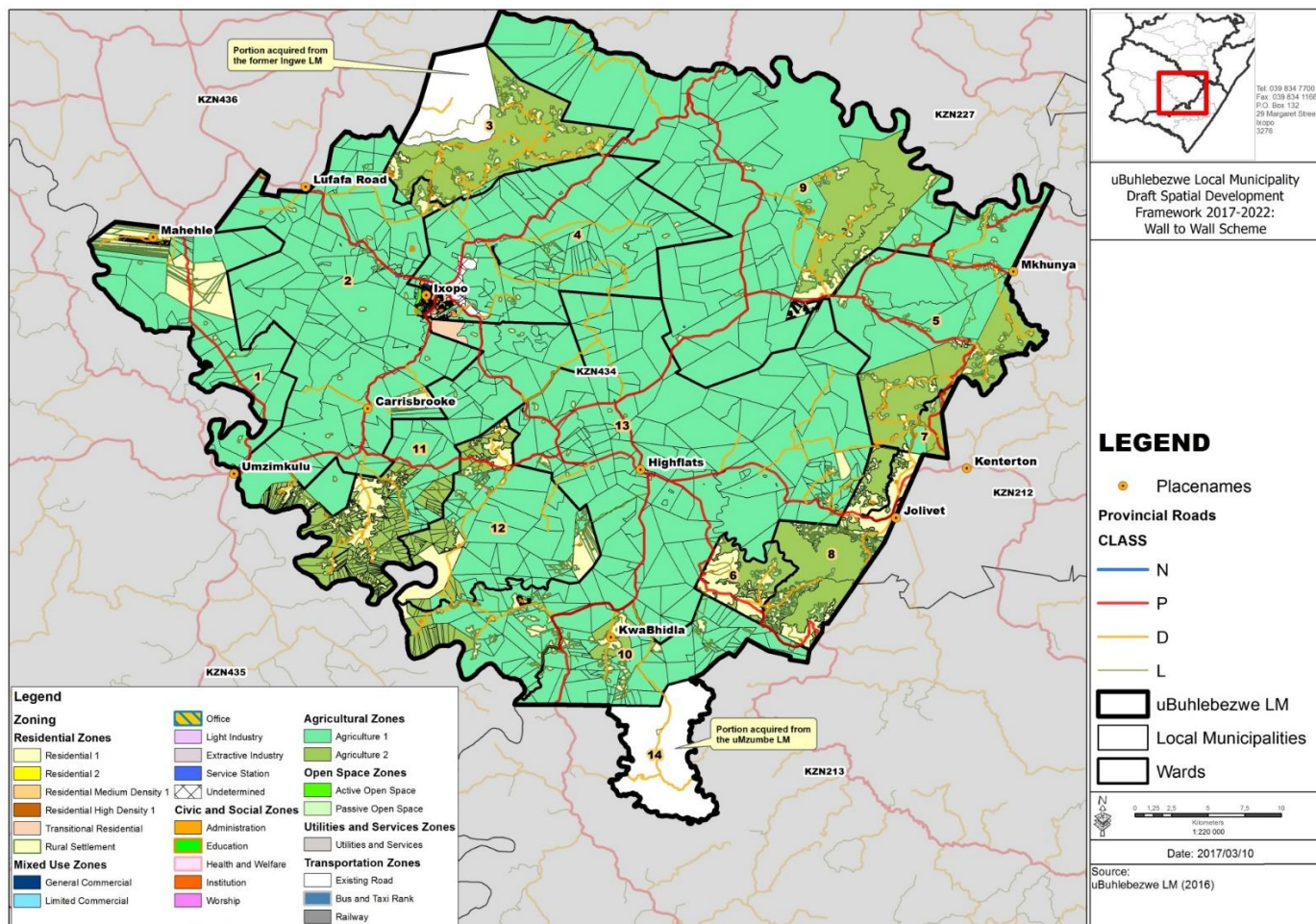


Figure 65: Spatial reconstruction of the municipality

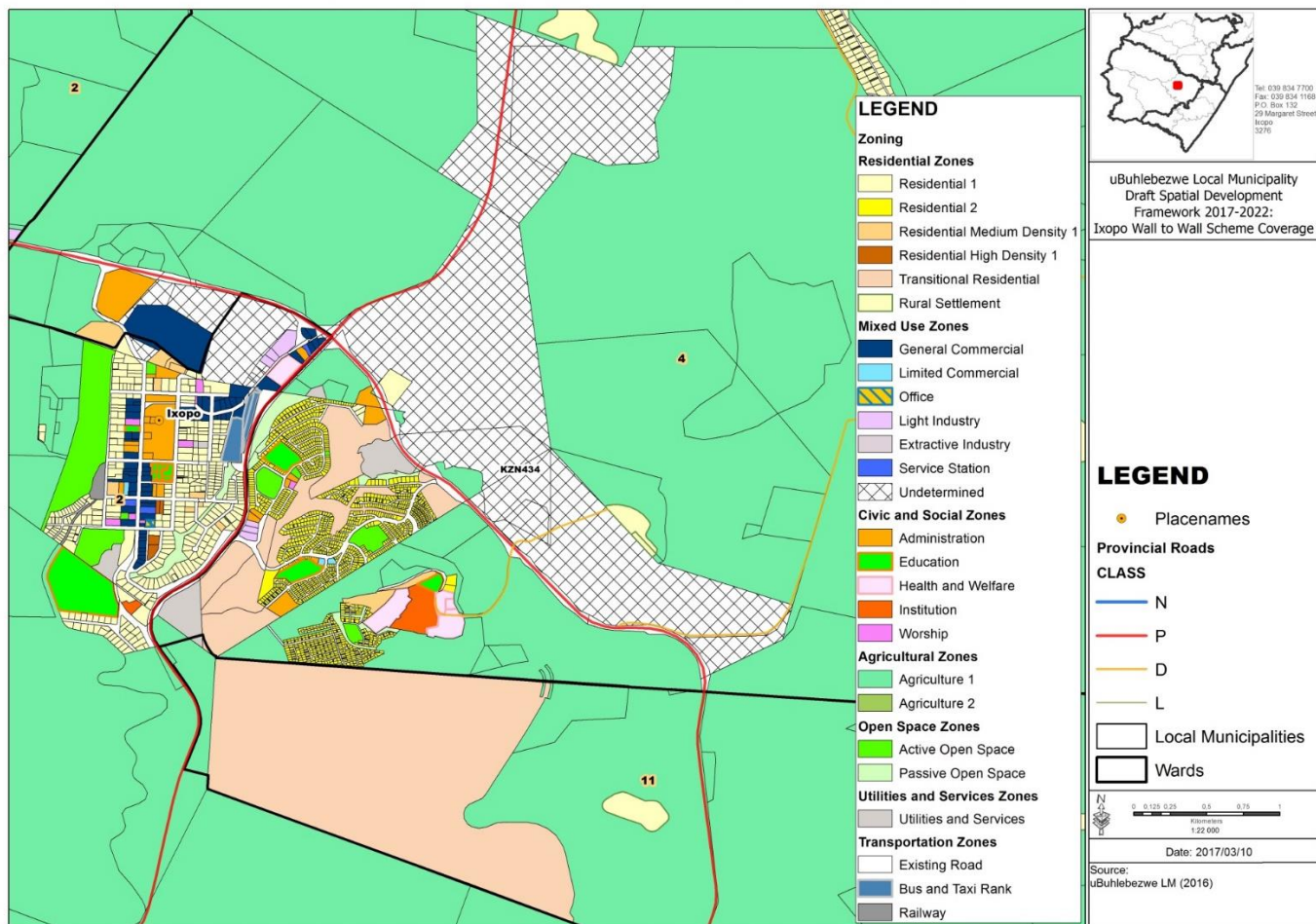
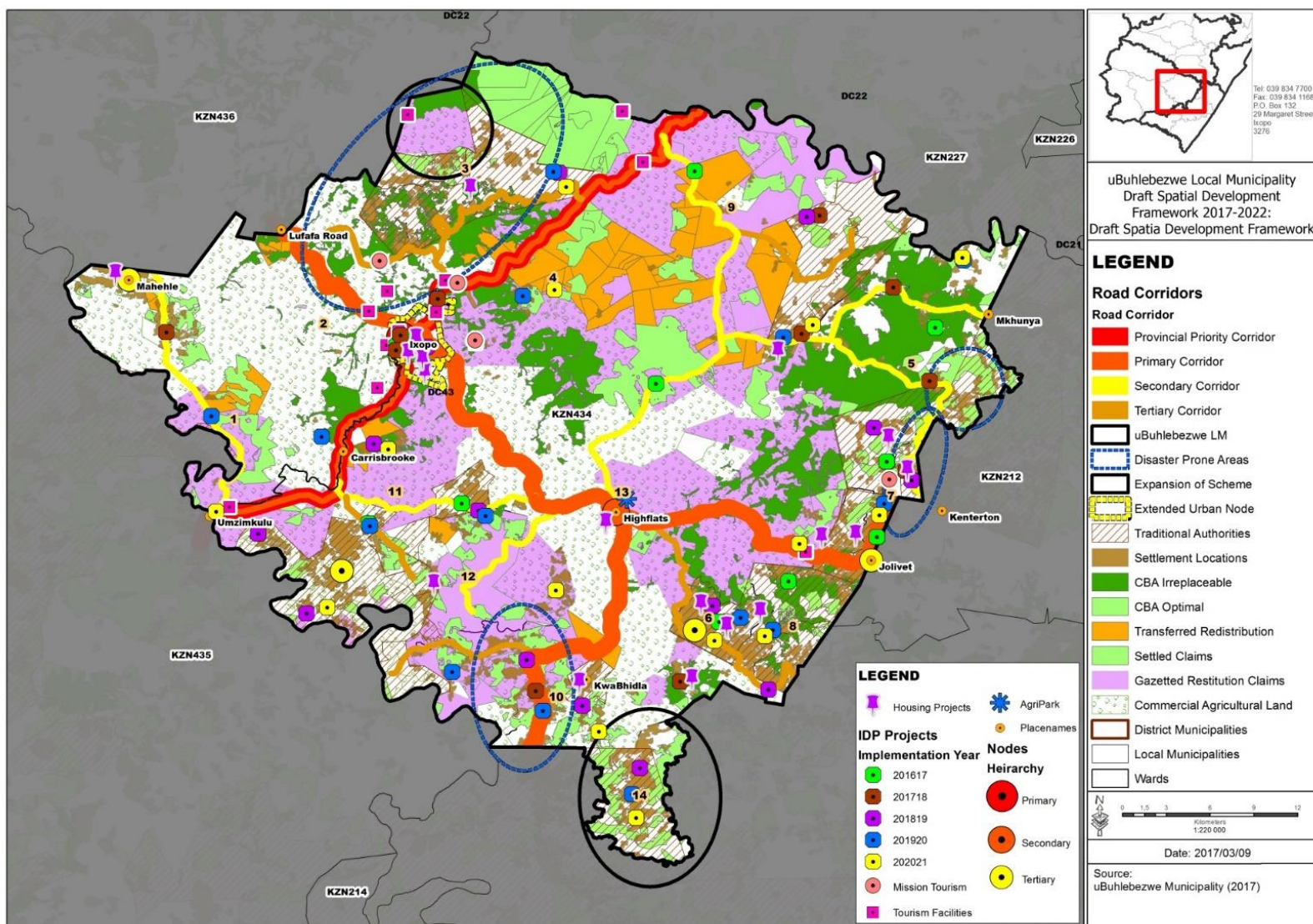


Fig 66: Spatial reconstruction of the municipality



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

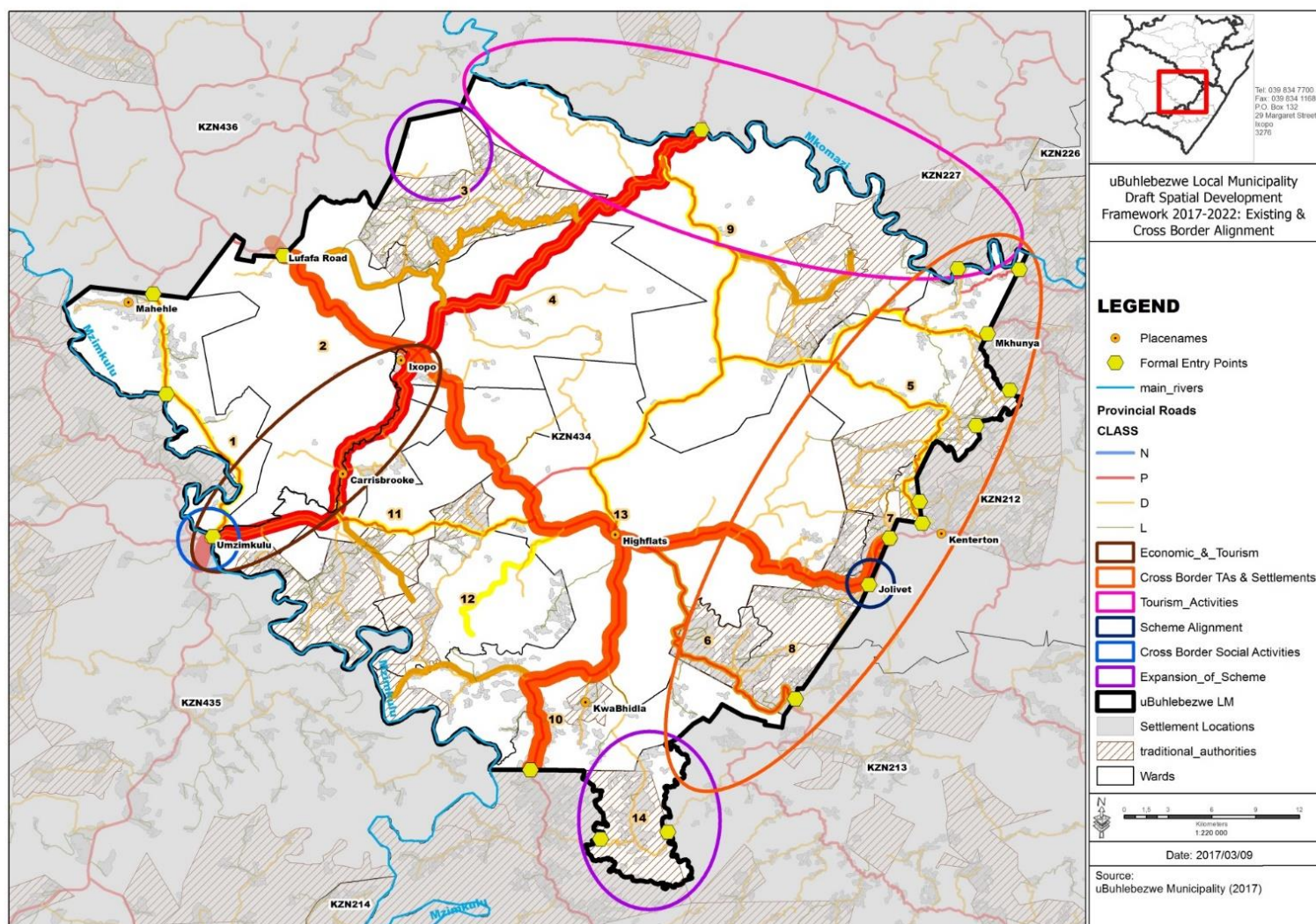


Fig 68: Spatial alignment with neighbouring municipalities

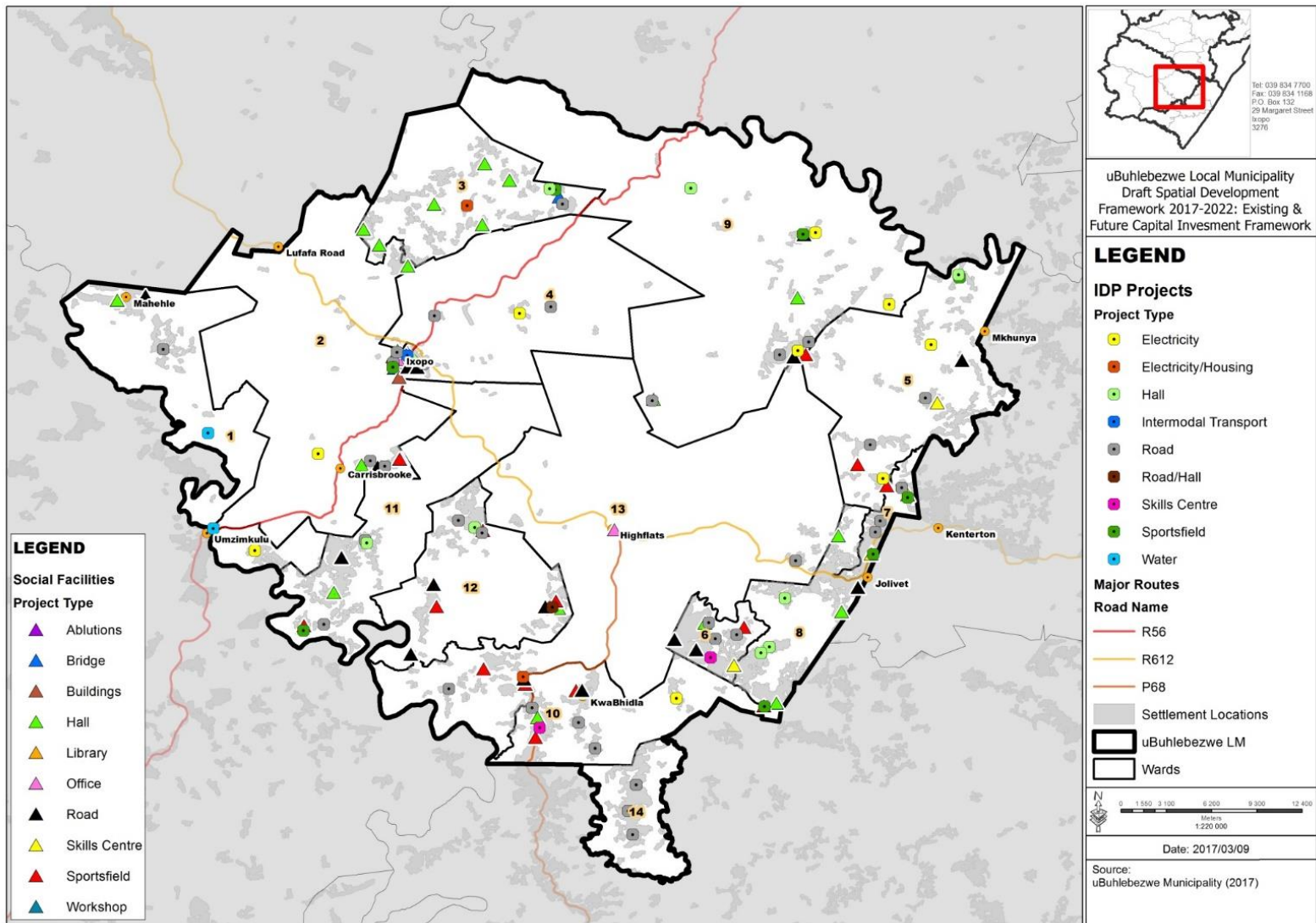
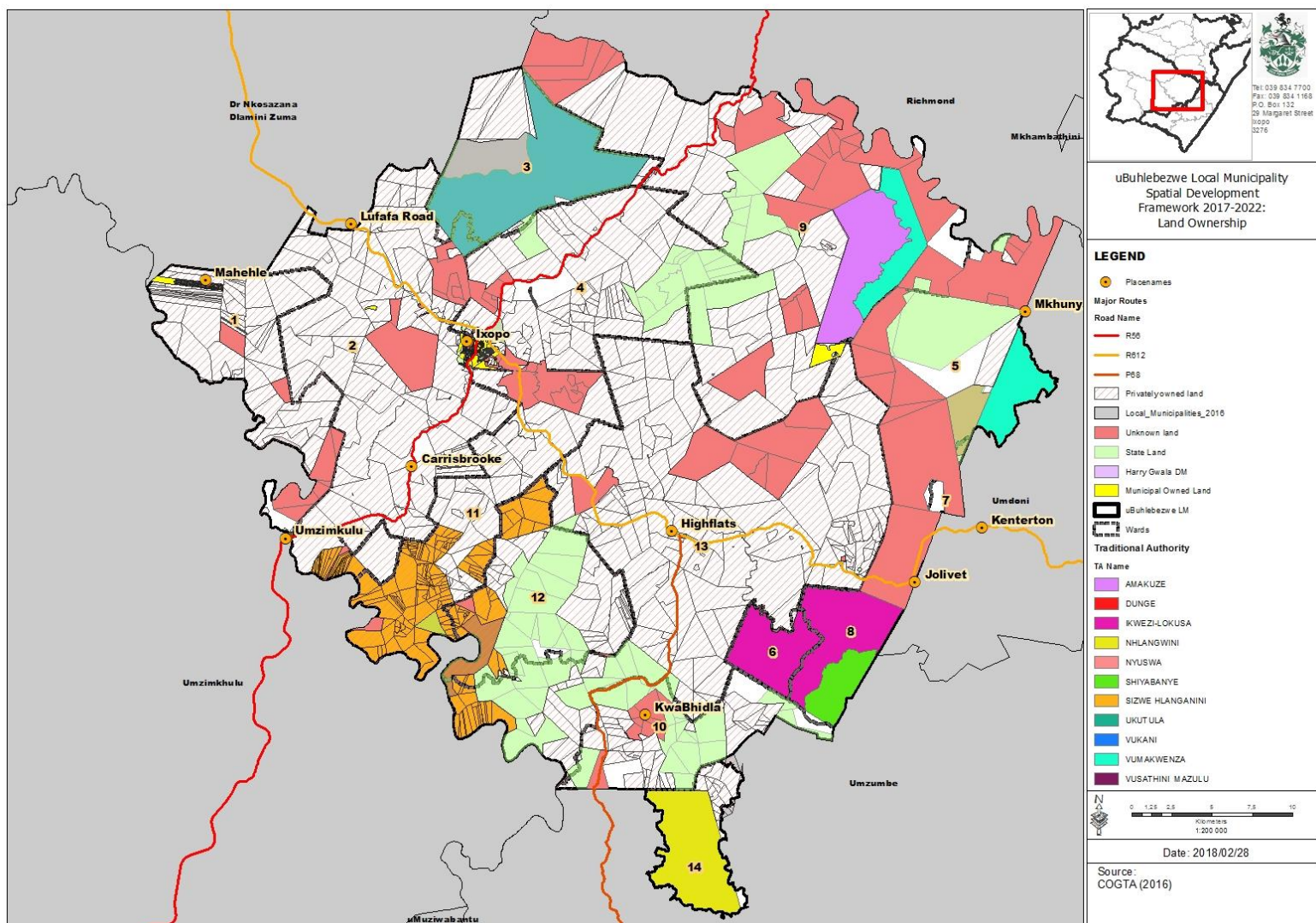
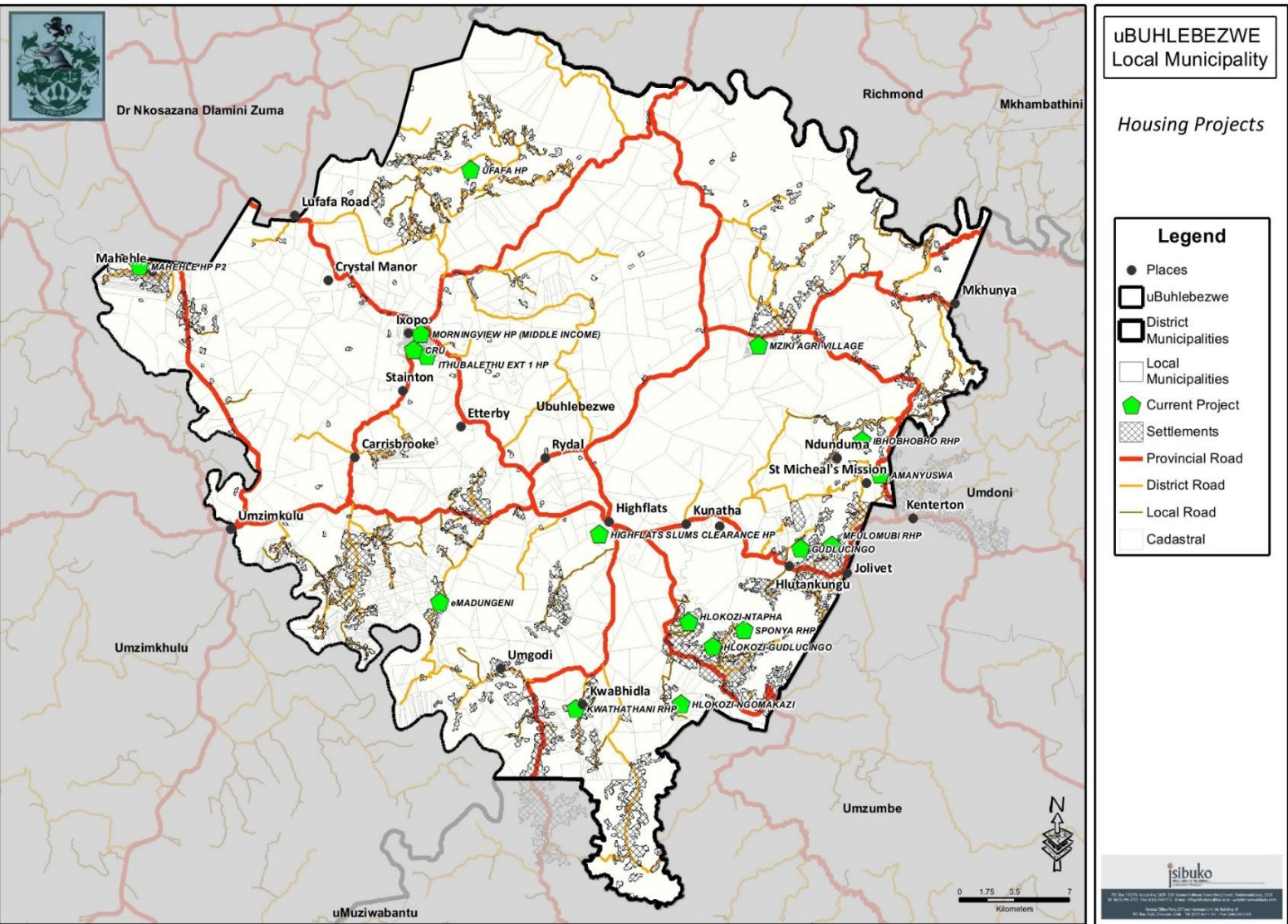


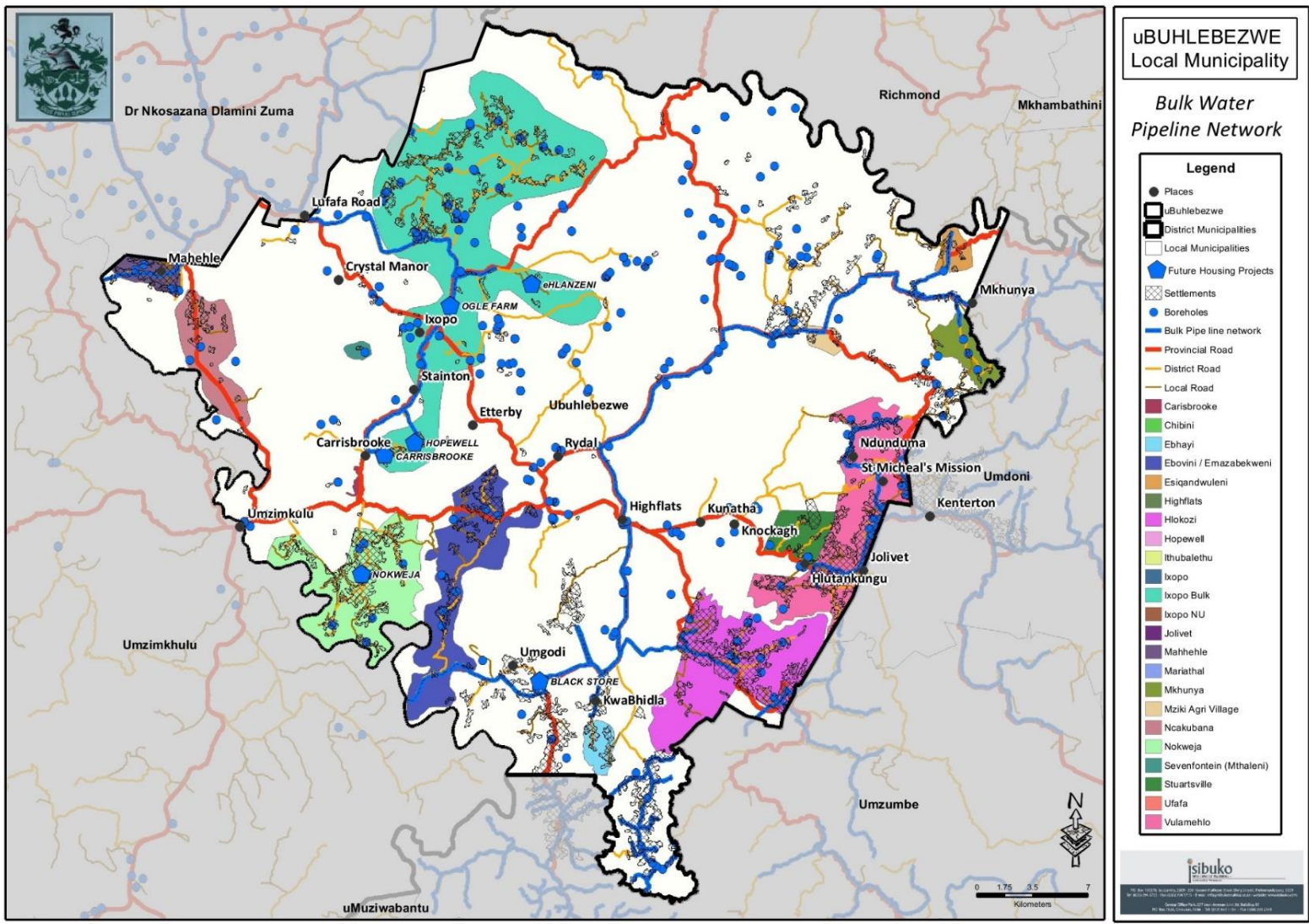
Fig 69: Existing and future development



Fg 70: land ownership



Fg 71: strategic interventions



Fg 72: Strategic Intervention

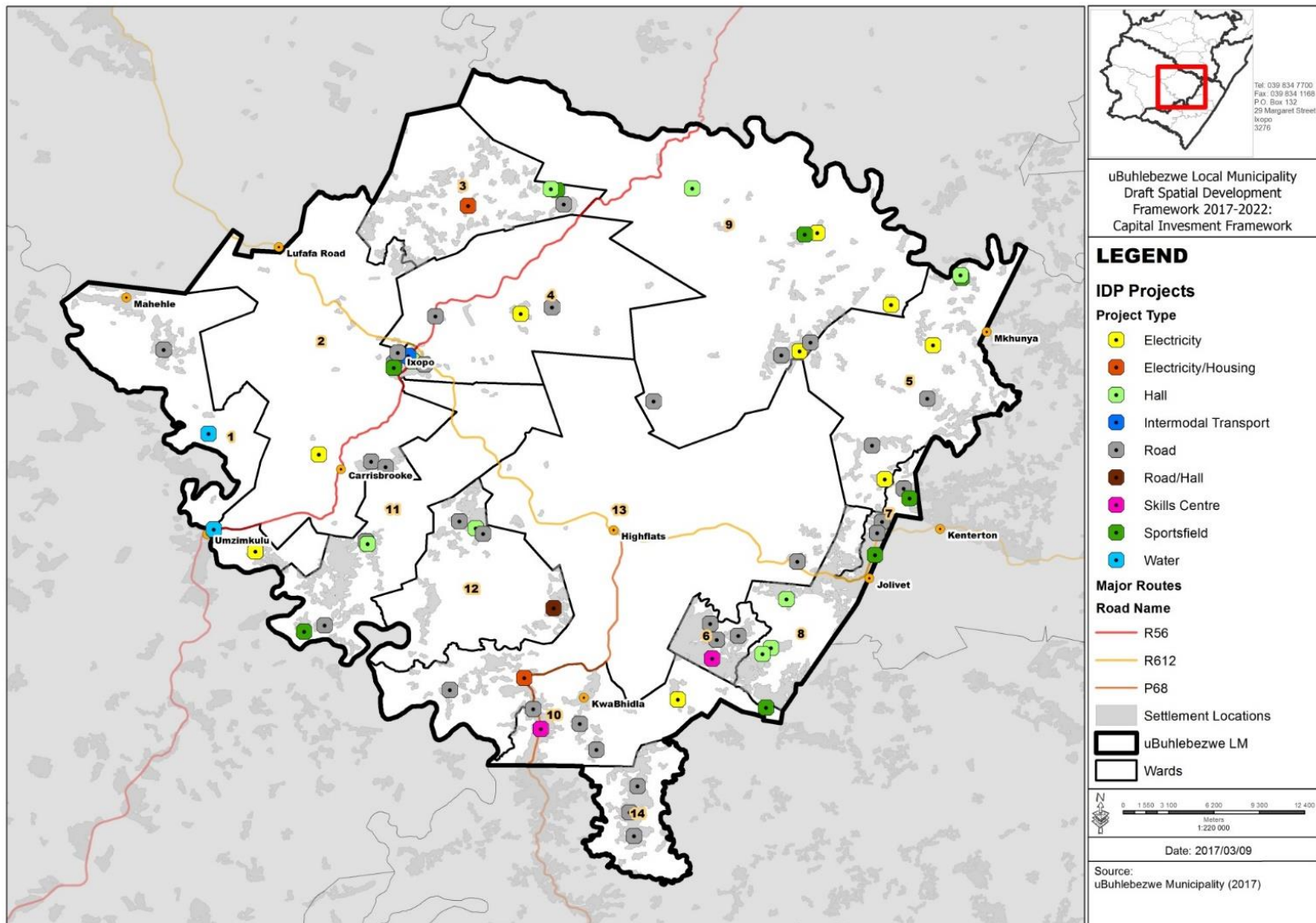


Fig 73: Areas where priority spending required

E.2 IMPLEMENTATION PLAN:

Ubuhlebezwe Municipality has a 5 year implementation plan that was developed in consultation with the community and all other relevant stakeholders. The Plan is reviewed and amended annually, depending on the existing needs and available budget.

IMPLEMENTATION PLAN

SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

Key Challenge	Objective	Strategies	Performance indicator	5 yr targets					Budget for 2018/19	Source	responsibilities
Limited community facilities leading to non active society, no sporting and entertainment leading to substance abuse, unplanned pregnancies, crime	To encourage community activity and participation by making available community facilities	Build Sportsfields, halls, combo courts, skills development centres	Number of facilities built	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Sportsfields – R 4 273 517.19 Halls – R7 439 029	Internal & MIG MIG	IPD
				Jeffery Zungu Sportsfield Morningside Hall Upgrade – Jolivet Sportsfield Madungeni Hall Kintail Hall	Jeffrey Zungu Sportsfile and Kintail Hall completion	<u>Pas s 4 Phungula Sportsfield</u> <u>Amazabeko Hall</u> <u>Kwa Dladla Sportsfield</u>	<u>Sgedleni Hall</u> <u>Sigandulweni Sportsfield</u> <u>Khambula Hall</u> <u>Mhlabashane skills development centre</u> <u>Plainhill Hall</u> <u>Mdabu Skills centre</u>	<u>Sigandelweni Hall</u> <u>Hlokozi Skills Centre</u> <u>Chibini Hall</u> <u>Bayempini Mzizi Sportsfield</u> <u>Mgodi Skeyi Hall</u>			

Limited access due to poor roads, no roads in rural areas, potholes in urban areas. No ranks	To improve access for all community members	Construction of gravel and tarred roads. Maintenance of Roads. Construction of ranks	Kilometres of roads constructed and maintained	Number of ranks built	Ixopo Bus Rank Msenge Road Mxolisi Ngubo Road Nomakhele Road Thuleshe Road Portion of East Street phase 2	Harold Nxasane Rd Chapel Street Sprenza Rd Butateni Rd Mkhwanazi Rd Mncadi Rd	Lower valley view roads Fairview Roads Nxele Road Shelombe Rd Esivandweni Rd	Mapo Road Kwa Pesi Rd Magawula Rd Mdibaniso Rd	Hopewell to carrisbrook rd Magidigidi Rd Shezlop Rd Masomini Rd Nyuluka Rd Nkoneni to KwaDladla Rd Mgodi Skeyi Rd Ntsheleni Rd Dangwini Rd Esidungei Rd	R 11 897 019,38		MIG		
Key Challenge	Objective	Strategies	Performance indicator	5 yr targets					Budget for 2018/19			Source	responsible	
				Yr 1			Yr 2	Yr 3	Yr 4	Yr 5	R 21 852 096			

Limited and no electricity in wards	To electrify all wards	Prioritise electrification projects in wards	Percentage of electrified wards	Ofafa Mkhunya phases 1 and 2	Mkhunya phase 2 Ngomakazi (infills)	Webbstown Black store Ntlosane/stewartsviwe Golf Course Electrification	Mandlini Bethal farming				
Slums within Primary and secondary nodes Limited proper housing	To provide proper housing To eradicate slums	Prioritise housing projects. Source funding from Dpt of Human Settlements for housing	Percentage of housing projects	Ofafa	Ofafa	Ofafa Amanyuswa			R 852 096.00 (Amanyuswa)		

Strategic Objective :

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

Responsibility:

Infrastructure, Planning and Development

The following is a five year implementation plan : 2016/2017 – 2020/2021

WARD	NAME OF THE PROJECT 2016/2017	NAME OF THE PROJECT 2017/2018	NAME OF THE PROJECT 2018/2019	NAME OF THE PROJECT 2019/2020	NAME OF THE PROJECT 2020/2021
1		Harold Nxasane Road	Webstown electricity infills	Mahafana –water Esidungeni Rd	Station- water
2	Jeffrey ZunguSportfield Portion of East Street-ph2 Ixopo Bus Rank	Chapel Street Jeffrey ZunguSportfield	Lower Valley View Roads Expansion of Municipal Offices	Bethal Farming Electrification	Hopewell to Carrisbrook road
3	Electrification & Housing (Ofafa)		Ofafa Housing	Sgedleni Hall	Magidigidi road
4	Morningside Hall (Soweto) – ph2	Sprenza Road	Fairview Roads	Electricity in Mandilini	Shezlop road
5	Electrification (Mkhunya) – Ph 1 Electrification (Mkhunya) – Ph 2	Butateni Road Electrification (Mkhunya)	Nkweletsheni Hall	Sinqandulweni Sports field	Siqandulweni Hall
6	Msenge Road	120 infills, Ngomakazi Electrification	Pass 4 PhungulaSportfield	Mapo road	Hlokozi Skills Centre
7	Upgrade of JolivetSportfield	Mkhwanazi road	Shelembe Road		Masomini road
8	Madungeni Hall		Ntlozane/Stewartsvi lle electrification	Khambula Hall	Chibini Hall
9	Kintail Hall	Kintail Hall (end July 2017)		KwaPesi road	Bayempini Mzizi Sportsfield
10		Mncadi road	Nxele Road	Mhlabashane Skills Developing Centre	Nyuluka Road
11	MxolisiNgubo Rd		Kwadladla sports field (kickabout)	Plainhill hall	Nkoneni to kwaDladla road
12	Nomakhele Road		Amazabeko Hall	Mdabu Skills Centre	Mgodi /Skeyi Road and Mgodi/Skeyi Hall
13	Thuleshe Road		Blackstore Electricity	Magawula Road	Ntsheleni road
14			Esivandeni Road	Mdibaniso Road	Dangwini Road

F. Draft SDBIP

The Draft SDBIP is attached as an Annexure to the IDP.

G. ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT:

The 2016/17 Annual Performance Report is attached as an Annexure to the IDP.

ROLES AND RESPONSIBILITIES OF THE ROLE PLAYERS

PROCESS	WHO/STRUCTURE	RESPONSIBLE PERSONS TO ASSIST WITH FUNCTION	TARGET DATE
PERFORMANCE PLANNING	Citizens and communities Councillors Executive Committee Executive Management Employees Organised Labour IDP processes	Ward Committee Councillors Municipal Manager	Concurrent with development of priorities and objectives of IDP
MEASURING (Setting of KPI's and targets)	Citizens and communities Councillors Executive Committee Executive Management Employees Organised Labour	Ward Committee Councillors Municipal Manager PMS Manager PMS Project Leader PMS Core Project Team	Concurrent with development of priorities and objectives of IDP

PROCESS	WHO/STRUCTURE	RESPONSIBLE PERSONS TO ASSIST WITH FUNCTION	TARGET DATE
MONITORING	Citizens and communities Councillors Executive Committee Executive Management Employees Organised Labour	Ward Committee Councillors Municipal Manager PMS Coordinator PMS Project Leader PMS Core Project Team	Continuously
REVIEWING	Council Municipal Manager PMS Core Project Team PMS Project Team Performance Committee	PMS Core Project Team Department of Development Planning and Local Government Auditor General	Quarterly ▪ July – Sept. ▪ Oct. – Dec. ▪ Jan. – March ▪ April - June
REPORTING	Council Municipal Manager Performance Committee Internal Auditors PMS Core Project Team Finance	PMS Core Project Team Department of Development Planning and Local Government Auditor General	Quarterly and annually ▪ July – Sept. ▪ Oct. – Dec. ▪ Jan. – March ▪ April – June (final)

Establishing Internal/External Infrastructure

The Manager Performance Management System is responsible for Individual and organisational performance management delegated by the municipal manager. The Manager Performance Management System will report to the Municipal Manager, who will in turn account to the Executive Committee, and finally Council.

Within UBuhlebezwe the Organisational PMS is structured as follows:

Stakeholders.

Stakeholders	Planning	Implementation	Monitoring	Review
<u>Community and stakeholders</u>	Communities have a role to play during the planning of the Integrated Development Plan		Monitoring and measurement of the municipality's performance in relation to the key performance indicators and performance targets set by the municipality.	Review of the municipality's performance in relation to the key performance indicators and performance targets set by the municipality.
<u>The Mayor</u>	The responsibility for the development, of the performance management system	He will sign the performance agreement with the Municipal Manager	The responsibility for the monitoring of implementation of the performance management system	The responsibility for the measurement and review of the performance and performance management system
<u>Executive committee</u>	The responsibility for the development, of the performance management system		The responsibility for the monitoring of implementation of the performance management system	The responsibility for the measurement and review of the performance and performance management system
<u>Municipal Council</u>	The responsibility and accountability for the development, of the performance management system		The responsibility and accountability for the monitoring of implementation of the performance management system	The responsibility and accountability for the measurement and review of the performance and performance management system
<u>Municipal Manager</u>	The responsibility for the development, of the performance management system	Implementation and creation of support structures to integrate the system into the normal	The responsibility for the monitoring of implementation of the performance management system	The responsibility for the measurement and review of the performance and performance

Stakeholders	Planning	Implementation	Monitoring	Review
		operations of the municipality		management system
<u>Municipal Officials</u>	Municipal employees provide technical expertise throughout the performance cycle from their different jobs, functions and contexts in the development of the system	Municipal employees provide technical expertise throughout the performance cycle from their different jobs, functions and contexts in the implementation of the system	Municipal employees provide technical expertise throughout the performance cycle from their different jobs, functions and contexts in the monitoring of the system	Municipal employees provide technical expertise throughout the performance cycle from their different jobs, functions and contexts in the review system
<u>Organised Labour</u>	Trade Unions represent members' interests, specifically in relation to the human resource planning aspect of the performance management system	Negotiation and communication of the implementation	The monitoring of implementation of the performance management system from a labour perspective	Participate in the public review of the performance management system
<u>Service Providers</u>	Service Providers have a role to play during the planning of the Integrated Development Plan		Monitor projects that are integrated into the IDP and which are subject to the municipalities' PMS	Review projects that are integrated into the IDP and which are subject to the municipalities' PMS
<u>Sisonke District Municipality</u>	The CDM plays a vital role as a partner throughout the performance management cycle of the IDP			
<u>Organised Local Government</u>	Ensures the system complies with legislation and assists with training		Monitors and promotes co-operate governance	Review and promotes co-operate governance
<u>MEC for Local Government</u>	Provides financial management		Monitors and improves the system,	Reviews and improves the system,

Stakeholders	Planning	Implementation	Monitoring	Review
	support for the system		promotes co-operative governance	promotes co-operative governance
<u>Minister for Provincial and Local Government</u>	Regulates PMS for municipalities and provides funding support			Receives MEC's reports, reports to the NCOP and review and adjust the general KPI's and make regulations concerning the design and operation of the PMS.
<u>Auditor-General</u>			Monitors, investigates and queries fiscal matters and investigates and reports to Council, MEC and Minister	Reviews the system, KPI's and performance targets annually

Managing the Change Process

When introducing a performance management system, it is crucial that the officials be made aware of and understands the need for performance management. They must also understand what principles will govern its development and use at their municipality.

The role of leadership towards the reaching of the following goals is invaluable:

- Make change happen by mobilizing the organisation.
- Clarify and manage roles, responsibilities and expectations between the public and the municipality, between politicians and officials and among officials.
- Communicate these roles, responsibilities and expectations within the organisation and to the public.
- Deepen democracy by encouraging public participation through the communication of performance information and the creation of appropriate mechanisms to hold the council accountable in the periods between elections.

- Create a mechanism for efficient decision-making on the allocation of resources
- Introduce a diagnostic tool that indicates that the municipality is doing things right and also doing the right things.
- Redefine if necessary the incentive structure by rewarding successes and alternatively identifying opportunities for growth, learning and development.
- Ensure that the process of developing the system will be inclusive, participatory, transparent, simple and realistic, fair and objective, developmental and non-punitive.

DEVELOPMENT OF A PERFORMANCE MANAGEMENT SYSTEM

This stage involves the development of a framework within which performance management processes will occur. At this point, the PMS Manager plans how the process for developing the system is to be managed within the framework of the legislation. This includes the identification of stakeholders and establishment of structures to facilitate the development of the system.

Continuously Identify Current Realities

The PMS Manager:

- Assesses how planning, implementation and monitoring takes place within the Municipality.
- Identifies the gaps between the IDP and performance management requirements.

3. Identification of Stakeholders

The clear identification of stakeholders is crucial, including groups within citizens and communities, councillors, officials and partners. The different roles of each of these categories of stakeholders are depicted in the following table:

Stakeholders	IDP Planning	Development of IDP Priorities	Development of IDP objectives	Development of KPI's	Development of Performance Targets	Development and signing of performance	Monitor Performance	Review Performance
Community and stakeholders	X	X	X	X	X		X	X
The Mayor	X	X	X	X	X	X	X	X
Executive committee	X	X	X	X	X	X	X	X
Municipal Council	X	X	X	X	X	X	X	X

Municipal Manager	X	X	X	X	X	X	X	X
Municipal Officials	X	X	X	X	X		X	X
Organised Labour	X	X	X	X	X		X	X
Service Providers	X	X	X	X	X		X	X
uThukela District Municipality	X	X	X	X	X		X	X
Organised Local Government	X	X	X	X	X		X	X
MEC for Local Government							X	X
Minister for Provincial and Local Government							X	X
Auditor-General							X	X

4. Planning, Implementing, Monitoring, Reviewing & Reporting

Planning	Implementing	Monitoring	Reviewing & reporting
MUNICIPALITY			
Municipal Manager/Line Management			
<p>Assist the executive committee in providing strategic direction and developing strategies and policies for the organisation</p> <p>Manage the development of the IDP</p> <p>Ensure that the plan is integrated</p> <p>Identify indicators and set targets</p> <p>Communicate the plan to other stakeholders</p>	<p>Manage the implementation of the IDP & PMS – make it a reality</p>	<p>Regularly monitor the implementation of the IDP & PMS, identifying risks early</p> <p>Ensure that regular monitoring measurement, analysis and reporting) is happening in the organisation</p> <p>Intervene in performance problems on a daily operational basis</p> <p>Measure performance according to agreed indicators, analyse and report regularly, e.g. monthly</p>	<p>Conduct regular reviews of performance e.g. monthly</p> <p>Organise the performance reviews at the political level</p> <p>Ensure the availability of information</p> <p>Propose response strategies to the executive committee or council</p> <p>Conduct reviews of team performance against plan before executive reviews</p>
Employees			
<p>Contribute ideas to the integrated development plan</p>	<p>Implement the IDP & PMS and fulfil the personal plan</p>	<p>Monitor own performance continuously</p>	<p>Participate in review of own performance</p> <p>Participate in the review of organisational</p>

Adopt IDP by aligning personal goals and plan with the organisational plan		Monitor and audit the performance of the organisation and respective team	performance where necessary
Organised Labour			
<p>Play a contributory role in giving strategic direction and developing long-term vision for the organisation and municipal area</p> <p>Contribute to the development of an IDP</p> <p>Ensure support of members of the IDP & PMS</p>		Monitor and audit the performance of the organisation, especially from a labour perspective	Participate in the public review of municipal performance

Planning	Implementing	Monitoring	Reviewing & reporting
AUDITING			
Internal & external auditors			
		Must on a continuous basis audit the performance measurement of the municipality	Must submit quarterly reports on their audits to the municipal manager and the performance audit committee

Performance Audit Committee			
		<p>Must meet at least twice during the financial year</p> <p>May communicate directly to the Council, MM or the internal or external auditors</p> <p>Access any municipal records containing information that is needed to perform its duties or exercise its powers</p> <p>Request any relevant person to attend its meetings and, if necessary, to provide information to the Committee</p> <p>Investigate any matter it deems necessary for the performance of its duties</p>	<p>Must review the quarterly reports submitted to it</p> <p>Review the municipality's PMS and make recommendations in this regard to the Council</p> <p>At least twice during the financial year submit an audit report to the Council</p>
Auditor General			
			<p>In terms of section 45(b) of the Act the AG must annually audit <u>the results of performance measurements</u> in terms of section 41(1)(c) of the Act</p>
CITIZENS & COMMUNITIES:			
Civics/Community Based Organisations/Ward Committees/NGOs/Businesses & Organised Business			
Be consulted on needs			Be given the opportunity to review municipal

Develop the long term vision for the area		Be able to monitor and “audit” performance commitments against	performance and suggest new indicators and targets
Influence the identification of priorities			
Influence the choice of indicators and setting of targets			

Planning	Implementing	Monitoring	Reviewing & reporting
PARTNERS: Public Partners/Private Partners/Service Providers			
The KPIs must inform the indicators set for every municipal entity and service provider with whom the municipality has entered into a service delivery agreement			Review the KPIs set which for every municipal entity and service provider with whom the municipality has entered into a service delivery agreement

Creating Structures for Stakeholder Participation

To ensure the meaningful participation of all stakeholders the following performance management structures will be utilised:

For community participation the Performance Management structures will be linked to the following IDP structures:

- Ward committees.
- IDP Steering Committee.
- Local Newspapers/ Municipality notice boards.

For internal participation by Top Management monthly/quarterly interaction meetings will be held as per the municipal manager.

Developing a Performance Management System

The Municipal System Act requires municipalities to develop a performance management system suitable for their own circumstances but which have to address the following:

- a) A framework that describes "how" the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different players.
- b) A performance management model which describes "what" aspects or dimensions of performance will be measured. Different models give different pictures of performance by emphasizing different things to measure. The model that a municipality chooses (or develops by itself) will influence which indicators it decides to use, and how it will group these indicators together into areas of performance (efficiency, customer management, etc). If a framework is about process (how), a **model** is about **content** – '**what**' aspects of performance get to be measured and managed.

In developing its performance management system, a municipality must ensure that the system:

- Complies with all the requirements set out in the Act.
- Demonstrates how it is to operate and be managed from the planning stage up to the stages of performance review and reporting.
- Clarifies the roles and responsibilities of each role player, including the local community, in the functioning of the system.
- Clarifies the processes of implementing the system within the framework of the integrated development planning process.
- Determines the frequency of reporting and the lines of accountability for performance.
- Relates to the municipality's employee performance management processes.
- Provides for the procedure by which the system is linked to the municipality's integrated development planning processes.
- Implement a strategic focus model inline with the municipality IDP processes.
- Adoption of performance management system.

Adoption of the system

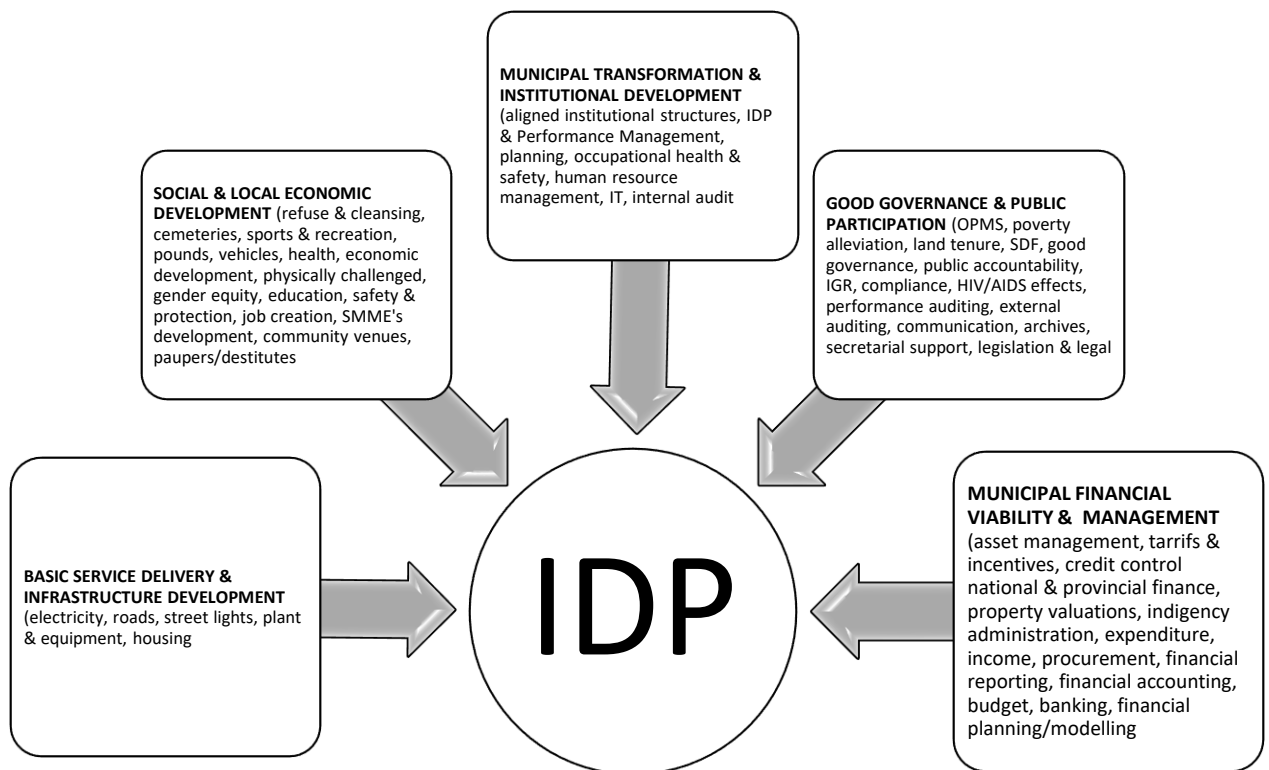
Following incorporation of the public comments into the draft system the PMS Manager prepares the final draft for submission to Council. Council adopts the system when it is satisfied that the process was handled in accordance with the legislation and the proposed system complies with the requirements of the law, especially the regulations governing the nature of the system.

A performance management system **must be adopted before or at the same time as the commencement by the municipality of the process of setting key performance indicators and targets in accordance with the its integrated development plan.**

IMPLEMENTATION OF PERFORMANCE MANAGEMENT

- 10.1. The current Municipal Manager has mandated the PMS Manager to facilitate the implementation thereof. The PMS Manager has developed an implementation “Roll-out” strategy. This strategy is linked to the IDP implementation framework and entails planning, implementation, monitoring and reviewing.

10.2 Planning for Performance Management:



Planning

The IDP process and the performance management process are seamlessly integrated. The IDP fulfils the planning stage of Performance Management and Performance Management fulfils the implementation management, monitoring and evaluation of the IDP process.

Priority Setting

The IDP delivers products such as, amongst others a set of delivery priorities and objectives, a set of internal transformation strategies, priorities and objectives, identified projects that contribute to the achievement of the above objectives and a financial plan.

These priorities are essentially the issues that a municipality pronounces to focus on in its responsibility to address the needs of the community. Priorities may be clustered into the following key performance areas (Municipal Priority Issues), which represent the broad development mandate of local government:

- a) Basic Service Delivery & Infrastructure Development
- b) Social and Local Economic Development
- c) Municipal transformation and Institutional Development
- d) Good Governance and Public Participation
- e) Municipal Financial Viability and Management

Setting objectives

All components of the IDP need to be translated into a set of clear and tangible objectives. The statement of objectives requires a tangible, measurable and unambiguous commitment to be made. In setting objectives, a municipality needs to:

- Carefully consider the results desired
- Review the precise wording and intention of the objective
- Avoid overly broad results statements
- Be clear about the scope and nature of change desired
- Ensure that objectives are outcome and impact focused

Key Performance Indicators

Indicators are statements of measurement and are used to indicate whether progress is being made in achieving the goals. Indicators are important as they:

- Provide a common framework for gathering data for measurements and reporting.
- Translate complex concepts into simple operational measurable variables.
- Enables the review of goals and objectives.
- Assist in policy review processes.
- Help provide feedback to the municipality and staff.

Types of Indicators:

- ***Baseline indicators:***

These are indicators that measure conditions before a project or programme is implemented.

- ***Input Indicators:***

These are indicators that measure what it cost the municipality to purchase the essentials for producing desired outputs (economy), and whether the organization achieves more with less, in resources terms (efficiency) without compromising quality. The economy indicators may be the amount of time, money or number of people it took the municipality to deliver a service.

- **Output Indicators:**

These are the indicators that measure whether a set of activities or processes yields the desired products – effectiveness indicators. They are usually expressed in quantitative terms. These indicators relate to programme activities or processes.

Indicators should be measurable, simple, precise, relevant, adequate and objective. The choice of an indicator must be guided by the availability of data for its measurement and the capacity to collect it.

The priorities and objectives contained in the IDP will guide the identification of indicators. The development of objectives should be clustered into key performance areas such as service delivery development, institutional transformation, governance and financial issues among others. The activities and processes identified in the IDP for achieving the developmental objectives as well as the resources earmarked must also be taken into account.

Setting of key performance indicators

A municipality must set key performance indicators, including input indicators, output indicators, in respect of each of the development priorities and objects referred to in section 26(c) of the Act.

In setting key performance indicators, a municipality must ensure that communities are involved. A municipality must also ensure that key performance indicators inform the indicators set for all its administrative units and employees as well as every municipal entity and **service provider** with whom the municipality has entered into a service delivery agreement.

The following National/ general key performance indicators are prescribed in terms of section 43 of the Act:

- The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal.
- The percentage of households earning less than R1100 per month with access to free basic services.
- The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan.
- The number of jobs created through municipality's local economic development initiatives including capital projects.

- The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan.
- The percentage of a municipality's budget actually spent on implementing its workplace skills plan.
- Financial viability as expressed by the following ratios:

$$A = \frac{B - C}{D}$$

D

Where:

"A" represents debt coverage

"B" represents total operating revenue received

"C" represents operating grants

"D" represents debt service payments (i.e. interest redemption) due within the financial year;

$$A = \frac{B}{C}$$

C

Where:

"A" represents outstanding services debtors to revenue

"B" represents total outstanding service debtors

"C" represents annual revenue actually received for services

$$A = \frac{B + C}{D}$$

D

Where:

"A" represents cost coverage

"B" represents all available cash at a particular time

"C" represents investments

"D" represents monthly fixed operating expenditure

The UBuhlebezwe Performance Manager, has developed an integrated performance indicators driven by input indicators and output indicators in respect of each of the development

priorities and objectives referred to in Section 26(c) of the Municipal System Act, (Act no. 32 of 2000). These key performance indicators are measurable, relevant, objective and precise.

The general key performance indicators prescribed in terms of section 43 of the Municipal Systems Act are being incorporated.

Review of key performance indicators

The UBuhlebezwe Municipality **must** review its key performance indicators annually as part of the performance review process referred to in regulation 13. Whenever a municipality amends its integrated development plan in terms of section 34 of the Act, the municipality **must**, as part of the process referred to in regulation 3, review those key performance indicators that will be affected by such an amendment.

Setting Targets

Performance targets are the planned level of performance or the milestones an organisation sets for itself for each identified indicator. **Baseline measurements, which are the measurement of the chosen indicator at the start of the period, must be set. It is important to know how the organisation is performing at the current moment in order to determine, after a period of time, if any positive progress was made.** This step also tests whether the chosen indicator is in fact measurable and whether there are any problems. The targets need to be realistic, measurable and be commensurate with available resources and capacity.

Section 46(1)(b) of the Municipal Systems Act requires that "A municipality must prepare for each financial year a performance report reflecting a comparison of the performances referred to in section (a) with targets set for and performances in the previous financial year."

The setting of targets entails a two-way communication:

- Politicians need to give clear direction as to the importance of the target and how it will address the public need. Targets should be informed by the development needs of communities and the development priorities of the municipality.
- Line managers need to advise as to what a realistic and achievable commitment for a target is, given the available resources and capacity. Managers will need to advise on seasonal changes and other externalities that should be considered in the process of target setting. There must be clear timelines related to the set targets.

A municipality must, for each financial year set performance targets for each of the key performance indicators set by it. A performance target set in terms of sub-regulation (1) must be practical and realistic. It must measure the efficiency, effectiveness, quality and impact of the performance of the municipality. It must also identify administrative components, structures, bodies or persons for whom a target has been set. It is important that the set target is commensurate with available resources and the municipality's capacity. Finally targets need to be consistent with the municipality's development priorities and objectives set out in its integrated development plan.

Performance monitoring is an on-going process that runs parallel to the implementation of the agreed IDP. The monitoring framework must:

- Identify the roles of the different role players in monitoring and measuring the municipality's performance.
- The Performance manager will gather performance data and submit quarterly summary reports.
- Determine the data that must be collected in order to assess performance, how that data is to be collected, stored, verified and analysed and how reports on that data are to be compiled.
- Provide for reporting to the municipal council at least twice a year.
- Be designed in a manner that enables the municipality to detect early indications of under-performance (organisational and employee performance management).
- Provide for corrective measures where under-performance has been identified (organisational and employee performance management).
- Compare current performance with performance during the previous financial year and baseline indicators.

A municipality **must**, after consultation with the local community, develop and implement mechanisms, systems and processes for the monitoring, measurement and review of performance in respect of the performance indicators and performance targets set by it.

The mechanisms, systems and processes for monitoring in terms of the sub-regulation must provide for reporting to the municipal council at least twice a year; be designed in a manner that enables the municipality to detect early indications of under-performance and should provide for corrective measures where under-performance has been identified.

Designing a Performance Measurement Framework

A municipality is expected to develop a framework for undertaking performance measurements. It is essentially the process of analysing the data provided by the monitoring system in order to assess performance.

A municipality has the choice of using any of the existing models or developing its own performance measurement model. Good measurement is time-specific, source-specific, valid, reliable, clear and accurate.

It is highly recommended that line managers should be responsible for most measurements and that only measurements that are of a central nature need be undertaken centrally. Line managers should therefore see measurement and reporting as central to their management duties.

Designing & building a measurement framework

July	Aug	Sept	Oct	Nov	Dec	Jan	Febr	March	April	May	June	July
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Monitoring Quarter 1	Monitoring Quarter 2	Monitoring Quarter 3	Monitoring Quarter 4	Submission of annual report to the MEC for Local Government
Internal Audit Performance Report to Municipal Manager Section 57 employees	Internal Audit Performance Report to Council	Internal Audit Performance Report to Municipal Manager	Internal Audit Performance Report to Council	
Performance Audit Committee Report		Performance Audit Committee Report		

Components of a performance measurement framework: (To be utilised by the organisational PMS Manager as a monitoring tool)

Indicators	Baseline measurement / previous	Targets for this financial year	Performance measurements							
			1 st quarter		2 nd quarter		3 rd quarter		End-of-the-year	
			Estimated	Actual	Estimated	Actual	Estimated	Actual	Estimated	Actual
(i)	(ii)	(iii)	(iv)	(v)						
Indicator 1										
Indicator 2										

Explanation of table:

- (i) The “bank” of indicators that the municipality has decided to use to reflect its performance.
- (ii) The first measurements that the municipality will take using each of the indicators.
- (iii) The set of targets for the indicators.
- (iv) The estimated reaching of targets for the first quarter (of four quarters)
- (v) The in-year performance for the first quarter (of four quarters) of the year

A municipality must, after consultation with the local community, develop and implement mechanisms, systems and processes for the monitoring, measurement and review of performance in respect of the key performance indicators and performance targets set by it.

Performance measurement in terms of sub-regulation (1) must include the measurement of:

- Costs, resources and time used to produce outputs in accordance with the input indicators referred to in regulation 9.
- The extent to which the municipality's activities or processes produced outputs in accordance with the output indicators referred to in regulation 9.
- The total improvement brought by outputs in accordance with the outcome indicators referred to in regulation 9.

Developing an Appropriate Performance Management Model

The UBuhlebezwe Performance Management System Manager must cover the following in the roll-out plan:

- *Process and cycle* – A framework of **HOW** and **WHEN** each stage of the performance cycle will take place from planning through monitoring & measuring to evaluating and re-planning for improvement.
- *Content* – **WHAT** aspects of performance must be planned, monitored, measured & evaluated in order to form a reliable & adequate picture of how well the organisation is performing.
- A *framework* tells **HOW** performance will be managed.
- A *model* reflects decisions about content - **WHAT ASPECTS OF PERFORMANCE** should be managed.
- A *system* must outline choices on both the **PROCESS & CONTENT**

Developing a model: requirements

- The PMS must be fully integrated with the IDP – the IDP provides the basic framework of performance expectations.
- Key performance indicators (KPI) and targets must be set for each priority area & objective in the IDP & for national (N)KPIs.
- Performance indicators and targets should cover inputs, outputs and outcomes.
- The involvement of communities and other key stakeholders in planning, monitoring, measuring and evaluating performance is not optional.
- There are clear requirements on accountability.
- There are clear requirements regarding what the system within which the model will function must cover including its relationship to the municipality's employee performance management processes.
- Must enable alignment of priorities & coherent reporting formats – within the municipality & between spheres of government.

What is the value of a model?

- Simplifies otherwise long lists of indicators by organizing them into a set of categories chosen to sufficiently represent effective performance.
- Different models differ enormously on what they see as the key aspects of performance and can help us make our own decisions that are right for our context.
- Models can help us see the relationship between areas of performance when planning & evaluating.
- Models help align strategic planning and PM by directly linking key performance areas to priority areas of the strategic plan.
- Building our own model allows us to agree on what areas of performance should be integrated, managed and measured and what values should inform our indicators and standards of achievement.

The Municipal Score Card Model

The Balanced Score Card Model shall be chosen where appropriate as the model to be used in the UBuhlebezwe Municipality.

The Initial Balanced Score Card (BSC) model:

- Draw on both the Excellence and Best Value type models but translate the two dimensions into a set of linked perspectives that should be taken into account in managing performance.
- Do not use the linear system view that assumes fixed causes and effects and fixed beginning and end points.
- Assume that the whole picture is necessary all the time to get a strategic sense of how you are doing – from each perspective simultaneously – and enable strategic management.
- Are based on a cyclical and iterative view that does not assume fixed beginnings and ends.

- The BSC models stress the importance of being able to assess the organisation from all perspectives at the same time.
- Initially put the financial perspective in the “top” position and vision and strategy at the centre.

Adaption of the Balanced Score Card Model

- In the UBuhlebezwe municipality environment where service delivery to our external client, our communities, is the ultimate goal, the term “customer perspective” is substituted in favour of the term “service delivery perspective”, which is put in the “top” position.
- The adapted model assesses performance from the following four perspectives:

A Service Delivery Perspective: “how does the community see us?”

A Financial perspective: “how do we look to shareholders?”

An Internal Process Perspective: “what must we excel at?”

An Innovation and Learning Perspective: “how can we continue to improve?”

Strengths of the balanced score card model

- Integration of perspectives enables a more holistic assessment of performance.
- Has a strong emphasis on learning and development.
- Clearly links planning, measurement and management.
- Relatively simple integrated model – does not try to be comprehensive but to capture key strategic issues for management.
- Relies on clear objectives and measures that are objective and reliable.
- Links between the perspectives can be used to diagnose performance problems.
- Can form the basis for staff performance management as much as for organisational.

Weaknesses of the balanced score card model

- Initial version was criticized for lack of relevance to public sector context:
 - i. Customer, not citizen and service user perspective (maintained in public sector version).
 - ii. The prioritisation of the financial perspective is relevant to private sector but not public.
 - iii. Failure to recognise the policy and service orientation of public sector organisations.
- Relevance of priority areas to developmental local government have been questioned – the categorization and prioritization of perspectives are not necessarily the ones prioritized in policy and the IDP.
- Is based on a different planning methodology than the IDP.

The Performance Management Model of the UBuhlebezwe Municipality

- (i) The UBuhlebezwe Municipality had to adapt its Performance Management Model according to the Five National Key Performance Indicators in terms of the 2006, regulation.

Key Performance Areas (KPA's) for Municipal Managers	<i>Weighting</i>
Basic Service Delivery and Infrastructure	
Municipal Transformation and Institutional Development	
Social and Local Economic Development (LED)	
Municipal Financial Viability and Management	
Good Governance and Public Participation	
Total	100%

Conducting Performance Reviews

- (1) The performance plan sets out -
the standards and procedures for evaluating the employee's performance; and
the intervals for the evaluation of the employee's performance.

Despite the establishment of agreed intervals for evaluation, the employer may in addition review the employee's performance at any stage while the employment contract remains in force.

Personal growth and development needs identified during any performance review discussion must be documented in a personal development plan as well as the actions agreed to and implementation must take place within set time frames.

The annual performance appraisal must involve:

- (a) Assessment of the achievement of results as outlined in the performance plan:

(i) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

(ii) An indicative rating on the five-point scale should be provided for each KPA.

(iii) The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score.

(b) Assessment of the CFSs

(i) Each CFS should be assessed according to the extent to which the specified standards have been met.

(ii) An indicative rating on the five-point scale should be provided for each CFS.

(iii) This rating should be multiplied by the weighting given to each CFS during the contracting process, to provide a score.

(iv) The applicable assessment-rating calculator must then be used to add the scores and calculate a final CFS score.

(c) Overall rating

(i) An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

The assessment of the performance of the employee will be based on the following rating scale for KPA's and CFS's:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					

2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	

Who Conducts Reviews?

For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

- (i) Executive Mayor or Mayor;
- (ii) Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- (iii) Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
- (iv) Mayor and/or municipal manager from another municipality; and
- (v) Member of a ward committee as nominated by the Executive Mayor or Mayor.

For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -

- (i) Municipal Manager;
- (ii) Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- (iii) Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and Municipal manager from another municipality.

For purposes of evaluating the annual performance of line managers directly accountable to Section Heads, an evaluation panel constituted of the following persons must be established –

- (ii) Head of Department (Chairperson);
- (iii) Head of Corporate Services;
- (iv) Committee Clerk (scribe);
- (v) Head of Department of another municipality;
- (vi) Union Representative.

Corporate Services (committee clerk) responsible for taking minutes must provide secretariat services to the evaluation panels referred to in sub-regulations-

In order to fulfil the objective of ensuring accountability, reviews are conducted according to the lines of accountability:

UNIT/PERSON	RESPONSIBILITY
Supervisors	Review performance of individual or groups of employees reporting directly to them, depending on the type of employee performance management system that is adopted
Line/ Functional Managers	Review performance of their respective areas regularly (quarterly). The reviews should at least cover all the organizational priorities respective to these functions.
Executive Management (Municipal Manager and his / her Management Team	Review performance of the organization monthly, prior to and more often than the Mayoral Committee: <ul style="list-style-type: none"> • Review performance more often, such that they can intervene promptly on operational matters where poor performance or the risks thereof occur. • Review performance before reporting to politicians so that they can prepare, control the quality of performance reports submitted and ensure that adequate response strategies are proposed in cases of poor performance. • Review performance prior to being conducted by standing, portfolio or committees.
Standing/ Portfolio Committees	Manage performance of functions respective to their portfolios. They should at least review performance of organizational priorities that lie within their portfolio monthly, while maintaining a strategic role.
Executive Committee	Review performance of the administration, and should remain strategic. It is proposed that reviews take place on a quarterly basis with the regular final quarterly review taking the form of an annual review. The content of the review should be confined to agreed and confirmed priority areas and objectives only. The Municipal Manager should remain accountable for reporting on performance at this level.
Council	Review performance of the Municipal Council, its committees and the administration on an annual basis, in the form of a tabled annual report at the end of the financial year.
Public	Review performance of the Municipality and public representatives (Councillors) in the period between elections. It is required by legislation that the public is involved in reviewing municipal performance at least annually.

Improving Performance

While good and excellent performance must also be constantly improved to meet the needs of citizens and improve their quality of life, it is poor performance in particular that needs to be improved as a priority. In order to do this, it is important that the causal and contributing reasons for poor performance, of which the following are common are analysed:

REASONS FOR POOR PERFORMANCE	APPROPRIATE REMEDIAL ACTION
Inappropriate structure	Restructuring
Poor systems and processes	Process and system improvement
Lack of skills and capacity	Training and sourcing additional capacity
Inappropriate organisational culture.	Change management and education programmes
Absence of appropriate strategy	Revision of strategy by key decision-makers Alternative service delivery strategies

The Municipal Manager will implement the appropriate response strategy to improve performance on Municipality level.

Reporting on Performance

1. Reporting requires that the municipality takes the priorities of the organization, its performance objectives, indicators, targets, measurements and analysis, and present this information in a simple and accessible format, relevant and useful to the specific target group, for review.
 - a. The UBuhlebezwe Municipality's score card and section 57 employees performance plan to be adopted by executive committee. The format can also be adapted for other uses thereby providing for the quarterly planning for performance and the quarterly measurement of actual performance.
 - b. The key performance indicators that are being developed for the UBuhlebezwe municipality are to be reviewed annually in-line with the IDP review.
 - c. Section 46 (1) (b) of the Municipal Systems Act requires that a Municipality must prepare for each financial year a performance report reflecting a comparison of the performance referred to in section (a) with targets set for and performances in the previous financial year.

LINK BETWEEN ORGANIZATIONAL AND EMPLOYEE (HUMAN RESOURCE) PERFORMANCE.

Organisational performance measurement rests on the following two pillars:

- The identification of the critical few Strategic Objectives, inclusive of the 7 NKPI's, which summarises the performance of the whole organisation and which are the result of focussed strategic planning. These objectives are captured in the bottom down design of municipal Score Cards.
- Individual performance measurement which provides the bottom up measurement data for the measurement of performance of 1st level strategic objectives.

The performance of an organization is therefore integrally linked to that of staff.

The relationship is created whilst implementing the following phases of the performance management cycle:

Individual Performance Management Policy

Throughout all these processes SALGA's guidelines has been taken as a guide for the drafting of an Individual Performance Management Policy for Section 57

The performance of a municipality is integrally linked to that of staff. It is therefore important to link organizational performance to individual performance and to manage both at the same time, but separately. The legislative mandate for measuring individual performance is found in section 57 of the Municipal Systems Act, which requires that the Municipal Manager and Managers who report directly to the Municipal Manager, sign performance contracts, which must include performance objectives and targets.

These must be practical, measurable and based on key performance indicators set out on the IDP. Effectively, the organizational scorecard is executed by the employees of the municipality. In practice this means that the strategic organisational scorecard becomes the responsibility of the municipal manager. The head of department's individual performance plans will flow out of the Municipal Manager's performance plan and the managers on the lower level will have a performance plan that flows out of the head of the department's performance plan.

This process is then cascaded down throughout the hierarchy of each of the department in the municipality. Although legislation requires that the municipal manager, and managers directly accountable to the municipal manager, sign formal performance contracts, it is also a requirement that all employees have job descriptions. These must be aligned with the individual performance plan of the head of the department. In this way all employees are working towards a common goal. It is however the responsibility of the employer, to create an environment, which the employees can deliver the objectives and the targets set for them in their performance contracts and job descriptions.

It should also be noted that Schedule 2 of the Local Government: Municipal Systems Act, 2000 (ACT NO.32 OF 2000), Code of Conduct for Municipal Staff members, states that:

“A staff member of a municipality is a public servant in a developmental local system, and must accordingly –

e) Participate in the overall performance management system for the municipality, as well as the staff member's individual performance appraisal and reward system, if such exists, in order to maximise the ability of the municipality as a whole to achieve its objectives and improve the quality of life of its residents.”

OPMS AND BACK TO BASICS PILLARS

BACK TO BASICS PILLAR	UBUHLEBEZWE OPMS KPA'S
Putting people and their concerns first	Good Governance and Public Participation
Supporting the delivery of municipal services to the right quality and standard.	Basic service delivery and Infrastructure
Promoting good governance, transparency and accountability.	Good Governance and Public Participation
Ensuring sound financial management and accounting	Municipal Financial Viability and Management
Building institutional resilience and administrative capability.	Municipal Transformation and Institutional Development

UBUHLEBEZWE LOCAL MUNICIPALITY



DRAFT ANNUAL PERFORMANCE REPORT

2016/2017

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