

2014:

RATIO	FORMULA	DATA SOURCE	NORM/RANGE	INPUT DESCRIPTION	DATA INPUTS AND RESULTS	INTERPRETATION	MUNICIPAL COMMENTS (#)
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" R 000 "

## 1. FINANCIAL POSITION

## A. Asset Management/Utilisation

1	Capital Expenditure to Total Expenditure	Total Capital Expenditure / Total Expenditure (Total Operating expenditure + Capital expenditure) × 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In-Year reports, IDP and AR	10% - 20%		28%	Restated	
					Total Operating Expenditure	90,066,123		
					Taxation Expense			
					Total Capital Expenditure	34,997,755		
2	Impairment of Property, Plant and Equipment, Investment Property and Intangible assets (Carrying Value)	Property, Plant and Equipment + Investment Property + Intangible Assets Impairment/(Total Property, Plant and Equipment + Investment Property + Intangible Assets) × 100	Statement of Financial Position, Notes to the AFS and AR	0%		100%	Restated	
					PPE, Investment Property and Intangible Impairment	211,935,866		
					PPE at carrying value	198,429,939		
					Investment at carrying value	13,025,687		
3	Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value)	Total Repairs and Maintenance Expenditure/ Property, Plant and Equipment and Investment Property (Carrying value) × 100	Statement of Financial Position, Statement of Financial Performance, IDP, Budgets and In-Year Reports	8%		1%	Restated	
					Total Repairs and Maintenance Expenditure	2,761,566		
					PPE at carrying value	198,429,939		
					Investment Property at Carrying value	13,025,687		

## B. Debtors Management

1	Collection Rate	(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/Billed Revenue × 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In-Year Reports, IDP and AR	95%		98%	Restated	
					Gross Debtors closing balance	6,939,103		
					Gross Debtors opening balance	7,037,845		
					Bad debts written Off	474,293		
2	Bad Debts Written-off as % of Provision for Bad Debt	Bad Debts Written-off/Provision for Bad debts × 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget and AR	100%		4%	Restated	
					Consumer Debtors Bad debts written off	474,293		
					Consumer Debtors Current bad debt Provision	11,089,145		
3	Net Debtors Days	((Gross Debtors - Bad debt Provision)/ Actual Billed Revenue)) × 365	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget and AR	30 days		-95 days	Restated	
					Gross debtors	6,939,103		
					Bad debts Provision	11,089,145		
					Billed Revenue	15,966,895		

## C. Liquidity Management

1	Cash / Cost Coverage	((Cash and Cash Equivalents -	Statement of Financial Position,	1 - 3 Months		16 Month	Restated	
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	Ratio (Excl. Unspent Conditional Grants)	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)	Statement of Financial Performance, Notes to the AFS, Budget, In year Reports and AR		Cash and cash equivalents	66,033,153		
					Unspent Conditional Grants	11,899,819		
					Overdraft	-		
					Short Term Investments	64,099,551		
					Total Annual Operational Expenditure	90,066,123		
2	Current Ratio	Current Assets / Current Liabilities	Statement of Financial Position, Budget, IDP and AR	1.5 - 2:1		3.26	Restated	
					Current Assets	82,705,743		
					Current Liabilities	25,383,029		

#### D. Liability Management

1	Capital Cost(Interest Paid and Redemption) as a % of Total Operating Expenditure	Capital Cost(Interest Paid and Redemption) / Total Operating Expenditure x 00	Statement of Financial Position, Statement of Cash Flows, Statement of Financial Performance, Budget, IDP, In-Year Reports and AR	6% - 8%		0%	Restated	
					Interest Paid	101,111		
					Redemption	-		
					Total Operating Expenditure	90,066,123		
					Taxation Expense	-		
2	Debt (Total Borrowings) / Revenue	(Overdraft + Current Finance Lease Obligation + Non current Finance Lease Obligation + Short Term Borrowings + Long term borrowing) / (Total Operating Revenue - Operational Conditional Grants) x 100	Statement of Financial Position, Statement of Financial Performance, Budget, IDP and AR	45%		11%	Restated	
					Total Debt	6,939,103		
					Total Operating Revenue	122,748,084		
					Operational Conditional Grants	57,965,505		

#### E. Sustainability

1	Level of Cash Backed Reserves (Net Assets - Accumulated Surplus)	(Cash and Cash Equivalents - Bank overdraft + Short Term Investment + Long Term Investment - Unspent grants) / (Net Assets - Accumulated Surplus - Non Controlling Interest Share Premium - Share Capital - Fair Value Adjustment - Revaluation Reserve) x 100	Statement Financial Position, Budget and AR	100%		14482%	Restated	
					Cash and cash Equivalents	66,033,153		
					Bank Overdraft	-		
					Short Term Investment	-		
					Long Term Investment	-		
					Unspent Grants	11,899,819		
					Net Assets	266,401,540		
					Share Premium	-		
					Share Capital	-		
					Revaluation Reserve	-		
					Fair Value Adjustment Reserve	-		
					Accumulated Surplus	266,027,754		

## 2. FINANCIAL PERFORMANCE

#### A. Efficiency

1	Net Operating Surplus Margin	(Total Operating Revenue - Total Operating Expenditure)/Total Operating Revenue	Statement of Financial Performance, Budget, In-Year reports, AR, Statement of	= or > 0%		38%	Restated	
					Total Operating Revenue	122,748,084		

			Comparison of Budget and Actual Amounts and Statement of Changes in Net Asset		Depreciation - Revalued Portion <i>(Only populate if depreciation line item in the Statement of Financial Performance is based on the revalued asset value)</i>	14,539,876		
					Total Operating Expenditure	90,066,123		
					Taxation Expense	-		
2	Net Surplus /Deficit Electricity	Total Electricity Revenue less Total Electricity Expenditure/Total Electricity Revenue x 100	Statement of Financial Performance, Notes to AFS, Budget, IDP, In-Year reports and AR	0% - 15%		#DIV/0!	N/A - District Function	
					Total Electricity Revenue			
					Total Electricity Expenditure			
3	Net Surplus /Deficit Water	Total Water Revenue less Total Water Expenditure/Total Water Revenue x 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= or > 0%		#DIV/0!	N/A - District Function	
					Total Water Revenue			
					Total Water Expenditure			
4	Net Surplus /Deficit Refuse	Total Refuse Revenue less Total Refuse Expenditure/Total Refuse Revenue x 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= or > 0%		-125%	N/A - District Function	
					Total Refuse Revenue	1,463,902		
					Total Refuse Expenditure	3,287,654		
5	Net Surplus /Deficit Sanitation and Waste Water	Total Sanitation and Waste Water Revenue less Total Sanitation and Waste Water Expenditure/Total Sanitation and Waste Water Revenue x 100	Statement of Financial Performance, Notes to AFS, Budget, IDP, In-Year reports and AR	= or > 0%		#DIV/0!	N/A - District Function	
					Total Sanitation and Water Waste Revenue			
					Total Sanitation and Water Waste Expenditure			

B. Distribution Losses								
1	Electricity Distribution Losses (Percentage)	(Number of Electricity Units Purchased and/or Generated - Number of units sold) / Number of Electricity Units Purchased and/or generated) x 100	Annual Report, Audit Report and Notes to Annual Financial Statements	7% - 10%		#DIV/0!	N/A - District Function	
					Number of units purchased and/or generated			
					Number of units sold			
2	Water Distribution Losses (Percentage)	(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified x 100	Annual Report, Audit Report and Notes to Annual Financial Statements	15% - 30%		#DIV/0!	N/A - District Function	
					Number of kilolitres purchased and/or purified			
					Number of kilolitres sold			

C. Revenue Management								
1	Growth in Number of Active Consumer Accounts	(Period under review's number of Active Debtor Accounts - previous period's number of Active Debtor Accounts)/ previous number of Active Debtor Accounts x 100	Debtors System	None		#DIV/0!	Restated	
					Number of Active Debtors Accounts (Previous)			
					Number of Active Debtors Accounts (Current)			
2	Revenue Growth (%)	(Period under review's Total Revenue - previous period's Total Revenue)/ previous period's Total Revenue ) x 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= CPI		15%	Restated	
					CPI	%		
					Total Revenue (Previous)	106,925,395		
					Total Revenue (Current)	122,748,084		
3	Revenue Growth (%) - Excluding capital grants	(Period under review's Total Revenue Excluding capital grants-previous period's Total Revenue excluding capital grants)/ previous period's Total Revenue excluding capital grants ) x 100	Statement of Financial Performance, Notes to AFS , Budget, IDP, In-Year reports and AR	= CPI		28%	Restated	
					CPI	%		
					Total Revenue Exl.Capital (Previous)	18,520,278		
					Total Revenue Exl.Capital (Current)	23,684,104		

D. Expenditure Management								
1	Creditors Payment Period (Trade Creditors)	Trade Creditors Outstanding / Credit Purchases (Operating and Capital) × 365	Statement of Financial Performance, Notes to AFS, Budget, In-Year reports and AR	30 days		645 days	Restated	
					Trade Creditors	13,077,225		
					Contracted Services	101,111		
					Repairs and Maintenance	2,761,566		
					General expenses	4,405,479		
					Bulk Purchases			
2	Irregular, Fruitless and Wasteful and Unauthorised Expenditure / Total Operating Expenditure	(Irregular, Fruitless and Wasteful and Unauthorised Expenditure) / Total Operating Expenditure x100	Statement Financial Performance, Notes to Annual Financial Statements and AR	0%		0%	Restated	
					Irregular, Fruitless and Wasteful and Unauthorised Expenditure	229,916		
					Total Operating Expenditure	90,066,123		
					Taxation Expense	-		
3	Remuneration as % of Total Operating Expenditure	Remuneration (Employee Related Costs and Councillors' Remuneration) / Total Operating Expenditure x100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	25% - 40%		46%	Restated	
					Employee/personnel related cost	34,716,267		
					Councillors Remuneration	6,893,329		
					Total Operating Expenditure	90,066,123		
4	Contracted Services % of Total Operating Expenditure	Contracted Services / Total Operating Expenditure x100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	2% - 5%		5%	Restated	
					Contracted Services	4,405,479		
					Total Operating Expenditure	90,066,123		
					Taxation Expense	-		

E. Grant Dependency								
1	Own funded Capital Expenditure (Internally generated funds + Borrowings) to Total Capital Expenditure	Own funded Capital Expenditure (Internally generated funds + Borrowings) / Total Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements (Statement of Comparative and Actual Information), Budget, IDP, In-Year reports and AR	None		68%	Restated	
					Internally generated funds	23,684,000		
					Borrowings	-		
					Total Capital Expenditure	34,860,000		
2	Own funded Capital Expenditure (Internally Generated Funds) to Total Capital Expenditure	Own funded Capital Expenditure (Internally Generated Funds) / Total Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements (Statement of Comparative and Actual Information) Budget, IDP, In-Year reports and AR	None		68%	Restated	
					Internally generated funds	23,684,000		
					Total Capital Expenditure	34,860,000		
3	Own Source Revenue to Total Operating Revenue(Including Agency Revenue)	Own Source Revenue (Total revenue - Government grants and Subsidies - Public Contributions and Donations)/ Total Operating Revenue (including agency	Statement Financial Performance, Budget, IDP, In-Year reports and AR	None		22%	Restated	
					Total Revenue	122,748,000		
					Government grant and subsidies	104,054,000		



		services) x 100			Public contributions and Donations	-		
					Capital Grants	36,037,000		

2015:

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" R 000 "

## 1. FINANCIAL POSITION

### A. Asset Management/Utilisation

1	Capital Expenditure to Total Expenditure	Total Capital Expenditure / Total Expenditure (Total Operating expenditure + Capital expenditure) x 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In-Year reports, IDP and AR	10% - 20%		40%	Restated	
					Total Operating Expenditure	101,038,733		
					Taxation Expense			
					Total Capital Expenditure	68,055,806		
2	Impairment of Property, Plant and Equipment, Investment Property and Intangible assets (Carrying Value)	Property, Plant and Equipment + Investment Property + Intangible Assets Impairment/(Total Property, Plant and Equipment + Investment Property + Intangible Assets) x 100	Statement of Financial Position, Notes to the AFS and AR	0%		100%	Restated	
					PPE, Investment Property and Intangible Impairment	262,774,266		
					PPE at carrying value	244,673,413		
					Investment at carrying value	12,813,638		
3	Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value)	Total Repairs and Maintenance Expenditure/ Property, Plant and Equipment and Investment Property (Carrying value) x 100	Statement of Financial Position, Statement of Financial Performance, IDP, Budgets and In-Year Reports	8%		1%	Restated	
					Total Repairs and Maintenance Expenditure	2,339,133		
					PPE at carrying value	244,673,413		
					Investment Property at Carrying value	12,813,638		

### B. Debtors Management

1	Collection Rate	(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/Billed Revenue x 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In-Year Reports, IDP and AR	95%		-72%	Restated	
					Gross Debtors closing balance	22,228,085		
					Gross Debtors opening balance			
					Bad debts written Off			
2	Bad Debts Written-off as % of Provision for Bad Debt	Bad Debts Written-off/Provision for Bad debts x 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget and AR	100%		100%	Restated	
					Consumer Debtors Bad debts written off	2,702,265		
					Consumer Debtors Current bad debt Provision	2,702,265		
3	Net Debtors Days	((Gross Debtors - Bad debt Provision)/ Actual Billed Revenue)) x 365	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget and AR	30 days		98 days	Restated	
					Gross debtors	22,228,085		
					Bad debts Provision	12,781,032		
					Billed Revenue	35,166,471		

C. Liquidity Management								
1	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)	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In year Reports and AR	1 - 3 Months		8 Month	Restated	
					Cash and cash equivalents	81,969,673		
					Unspent Conditional Grants	14,169,285		
					Overdraft			
					Short Term Investments			
					Total Annual Operational Expenditure	101,038,733		
2	Current Ratio	Current Assets / Current Liabilities	Statement of Financial Position, Budget, IDP and AR	1.5 - 2:1		2.89	Restated	
					Current Assets	99,909,371		
					Current Liabilities	34,555,729		

D. Liability Management								
1	Capital Cost(Interest Paid and Redemption) as a % of Total Operating Expenditure	Capital Cost(Interest Paid and Redemption) / Total Operating Expenditure x 00	Statement of Financial Position, Statement of Cash Flows, Statement of Financial Performance, Budget, IDP, In-Year Reports and AR	6% - 8%		0%	Restated	
					Interest Paid	56,951		
					Redemption			
					Total Operating Expenditure	101,038,733		
2	Debt (Total Borrowings) / Revenue	(Overdraft + Current Finance Lease Obligation + Non current Finance Lease Obligation + Short Term Borrowings + Long term borrowing) / (Total Operating Revenue - Operational Conditional Grants) x 100	Statement of Financial Position, Statement of Financial Performance, Budget, IDP and AR	45%		0%	Restated	
					Total Debt	338,055		
					Total Operating Revenue	99,572,758		
					Operational Conditional Grants	7,080,262		

E. Sustainability								
1	Level of Cash Backed Reserves (Net Assets - Accumulated Surplus)	(Cash and Cash Equivalents - Bank overdraft + Short Term Investment + Long Term Investment - Unspent grants) / (Net Assets - Accumulated Surplus - Non Controlling Interest Share Premium - Share Capital - Fair Value Adjustment - Revaluation Reserve) x 100	Statement Financial Position, Budget and AR	100%		107%	Restated	
					Cash and cash Equivalents	81,969,673		
					Bank Overdraft			
					Short Term Investment			
					Long Term Investment	257,101,587		
					Unspent Grants	14,169,285		
					Net Assets	328,441,933		
					Share Premium			
					Share Capital			
					Revaluation Reserve			
					Fair Value Adjustment Reserve			
					Accumulated Surplus	24,798,612		

## 2. FINANCIAL PERFORMANCE

A. Efficiency								
1	Net Operating Surplus Margin	(Total Operating Revenue - Total Operating Expenditure)/Total Operating Revenue	Statement of Financial Performance, Budget, In-Year reports, AR, Statement of Comparison of Budget and Actual Amounts and Statement of Changes in Net Asset	= or > 0%		15%	Restated	
					Total Operating Revenue	99,572,758		
					Depreciation - Revalued Portion ( <i>Only populate if depreciation line item in the Statement of Financial Performance is based on the revalued asset value</i> )	16,606,097		
					Total Operating Expenditure	101,038,733		
					Taxation Expense			
2	Net Surplus /Deficit Electricity	Total Electricity Revenue less Total Electricity Expenditure/Total Electricity Revenue x 100	Statement of Financial Performance, Notes to AFS, Budget, IDP, In-Year reports and AR	0% - 15%		#DIV/0!	N/A - District Function	
					Total Electricity Revenue			
					Total Electricity Expenditure			
3	Net Surplus /Deficit Water	Total Water Revenue less Total Water Expenditure/Total Water Revenue x 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= or > 0%		#DIV/0!	N/A - District Function	
					Total Water Revenue			
					Total Water Expenditure			
4	Net Surplus /Deficit Refuse	Total Refuse Revenue less Total Refuse Expenditure/Total Refuse Revenue x 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= or > 0%		-125%	N/A - District Function	
					Total Refuse Revenue	1,463,902		
					Total Refuse Expenditure	3,287,654		
5	Net Surplus /Deficit Sanitation and Waste Water	Total Sanitation and Waste Water Revenue less Total Sanitation and Waste Water Expenditure/Total Sanitation and Waste Water Revenue x 100	Statement of Financial Performance, Notes to AFS, Budget, IDP, In-Year reports and AR	= or > 0%		#DIV/0!	N/A - District Function	
					Total Sanitation and Water Waste Revenue			
					Total Sanitation and Water Waste Expenditure			

B. Distribution Losses								
1	Electricity Distribution Losses (Percentage)	(Number of Electricity Units Purchased and/or Generated - Number of units sold) / Number of Electricity Units Purchased and/or generated) x 100	Annual Report, Audit Report and Notes to Annual Financial Statements	7% - 10%		#DIV/0!	N/A - District function	
					Number of units purchased and/or generated			
					Number of units sold			
2	Water Distribution Losses (Percentage)	(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified x 100	Annual Report, Audit Report and Notes to Annual Financial Statements	15% - 30%		#DIV/0!	N/A - District function	
					Number of kilolitres purchased and/or purified			
					Number of kilolitres sold			

C. Revenue Management								
1	Growth in Number of Active Consumer Accounts	(Period under review's number of Active Debtor Accounts - previous period's number of Active Debtor Accounts)/ previous number of Active Debtor Accounts x 100	Debtors System	None		#DIV/0!	Restated	
					Number of Active Debtors Accounts (Previous)			
					Number of Active Debtors Accounts (Current)			
2	Revenue Growth (%)	(Period under review's Total Revenue - previous period's Total Revenue)/ previous period's Total Revenue ) x 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= CPI		11%	Restated	
					CPI	%		
					Total Revenue (Previous)	148,825,654		
					Total Revenue (Current)	165,126,419		
3	Revenue Growth (%) -	(Period under review's Total	Statement of Financial	= CPI		6%	Restated	

	Excluding capital grants	Revenue Excluding capital grants-previous period's Total Revenue excluding capital grants)/ previous period's Total Revenue excluding capital grants ) x 100	Performance, Notes to AFS , Budget, IDP, In-Year reports and AR		CPI	%		
					Total Revenue Exl.Capital (Previous)	69,833,420		
					Total Revenue Exl.Capital (Current)	74,057,262		

D. Expenditure Management								
1	Creditors Payment Period (Trade Creditors)	Trade Creditors Outstanding / Credit Purchases (Operating and Capital) x 365	Statement of Financial Performance, Notes to AFS, Budget, In-Year reports and AR	30 days		21 days	Restated	
					Trade Creditors	5,827,144		
					Contracted Services	5,759,731		
					Repairs and Maintenance	2,930,058		
					General expenses	23,003,547		
					Bulk Purchases			
					Capital Credit Purchases ( <i>Capital Credit Purchases refers to additions of Investment Property and Property, Plant and Equipment</i> )	70,814,858		
2	Irregular, Fruitless and Wasteful and Unauthorised Expenditure / Total Operating Expenditure	(Irregular, Fruitless and Wasteful and Unauthorised Expenditure) / Total Operating Expenditure x100	Statement Financial Performance, Notes to Annual Financial Statements and AR	0%		0%	Restated	
					Irregular, Fruitless and Wasteful and Unauthorised Expenditure			
					Total Operating Expenditure	101,038,733		
					Taxation Expense			
3	Remuneration as % of Total Operating Expenditure	Remuneration (Employee Related Costs and Councillors' Remuneration) /Total Operating Expenditure x100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	25% - 40%		48%	Restated	
					Employee/personnel related cost	41,191,856		
					Councillors Remuneration	7,180,257		
					Total Operating Expenditure	101,038,733		
					Taxation Expense			
4	Contracted Services % of Total Operating Expenditure	Contracted Services / Total Operating Expenditure x100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	2% - 5%		5%	Restated	
					Contracted Services	4,962,318		
					Total Operating Expenditure	101,038,733		
					Taxation Expense			

E. Grant Dependency								
1	Own funded Capital Expenditure (Internally generated funds + Borrowings) to Total Capital Expenditure	Own funded Capital Expenditure (Internally generated funds + Borrowings) / Total Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements (Statement of Comparative and Actual Information), Budget, IDP, In-Year reports and AR	None		37%	Restated	
					Internally generated funds	25,515,496		
					Borrowings			
					Total Capital Expenditure	68,055,806		
2	Own funded Capital Expenditure (Internally Generated Funds) to Total Capital Expenditure	Own funded Capital Expenditure (Internally Generated Funds) / Total Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements (Statement of Comparative and Actual Information) Budget, IDP, In-Year reports and AR	None		37%	Restated	
					Internally generated funds	25,515,496		
					Total Capital Expenditure	68,055,806		

3	Own Source Revenue to Total Operating Revenue(Including Agency Revenue)	Own Source Revenue (Total revenue - Government grants and Subsidies - Public Contributions and Donations)/ Total Operating Revenue (including agency services) x 100	Statement Financial Performance, Budget, IDP, In-Year reports and AR	None		26%	Restated	
					Total Revenue	165,126,419		
					Government grant and subsidies	139,610,923		
					Public contributions and Donations			
					Capital Grants	65,553,661		

### 3. BUDGET IMPLEMENTATION

1	Capital Expenditure Budget Implementation Indicator	Actual capital Expenditure / Budget Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, In-Year reports and AR	95% - 100%		98%	Restated	
					Actual Capital Expenditure	68,055,806		
					Budget Capital Expenditure	69,596,588		
2	Operating Expenditure Budget Implementation Indicator	Actual Operating Expenditure / Budgeted Operating Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		96%	Restated	
					Actual Operating Expenditure	101,038,733		
					Budget Operating Expenditure	105,450,954		
3	Operating Revenue Budget Implementation Indicator	Actual Operating Revenue / Budget Operating Revenue x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		98%	Restated	
					Actual Operating Revenue	99,572,758		
					Budget Operating Revenue	102,097,860		
4	Service Charges and Property Rates Revenue Budget Implementation Indicator	Actual Service Charges and Property Rates Revenue / Budget Service Charges and Property Rates Revenue x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		81%	Restated	
					Actual Service Charges and Property Rates Revenue	13,812,724		
					Budget Service Charges and Property Rates Revenue	16,986,544		

2016:

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### 1. FINANCIAL POSITION

#### A. Asset Management/Utilisation

1	Capital Expenditure to Total Expenditure	Total Capital Expenditure / Total Expenditure (Total Operating expenditure + Capital expenditure) x 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In-Year reports, IDP and AR	10% - 20%		45%	Audited	
					Total Operating Expenditure	111,684,613		
					Taxation Expense			
					Total Capital Expenditure	91,543,932		
2	Impairment of	Property, Plant and	Statement of Financial	0%		0%	Audited	



	Property, Plant and Equipment, Investment Property and Intangible assets (Carrying Value)	Equipment + Investment Property + Intangible Assets Impairment/(Total Property, Plant and Equipment + Investment Property + Intangible Assets) × 100	Position, Notes to the AFS and AR		PPE, Investment Property and Intangible Impairment			
					PPE at carrying value	299,298,526		
					Investment at carrying value	20,379,035		
					Intangible Assets at carrying value	4,791,660		
3	Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value)	Total Repairs and Maintenance Expenditure/ Property, Plant and Equipment and Investment Property (Carrying value) x 100	Statement of Financial Position, Statement of Financial Performance, IDP, Budgets and In-Year Reports	8%		1%	Audited	
					Total Repairs and Maintenance Expenditure	2,930,058		
					PPE at carrying value	299,298,526		
					Investment Property at Carrying value	20,379,035		

B. Debtors Management								
1	Collection Rate	(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/Billed Revenue x 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget , In-Year Reports, IDP and AR	95%		73%	Audited	
					Gross Debtors closing balance	26,204,448		
					Gross Debtors opening balance	22,228,085		
					Bad debts written Off			
					Billed Revenue	14,936,130		
2	Bad Debts Written-off as % of Provision for Bad Debt	Bad Debts Written-off/Provision for Bad debts x 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget and AR	100%		100%	Audited	
					Consumer Debtors Bad debts written off	2,937,058		
					Consumer Debtors Current bad debt Provision	2,937,058		
3	Net Debtors Days	((Gross Debtors - Bad debt Provision)/ Actual Billed Revenue)) × 365	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget and AR	30 days		79 days	Audited	
					Gross debtors	26,204,448		
					Bad debts Provision	15,718,090		
					Billed Revenue	48,149,488		

C. Liquidity Management								
1	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)	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In year Reports and AR	1 - 3 Months		10 Month	Audited	
					Cash and cash equivalents	103,229,763		
					Unspent Conditional Grants	9,765,228		
					Overdraft			
					Short Term Investments			
					Total Annual Operational Expenditure	111,684,613		

2	Current Ratio	Current Assets / Current Liabilities	Statement of Financial Position, Budget, IDP and AR	1.5 - 2:1		3.70	Audited	
					Current Assets	127,918,833		
					Current Liabilities	34,555,729		

#### D. Liability Management

1	Capital Cost(Interest Paid and Redemption) as a % of Total Operating Expenditure	Capital Cost(Interest Paid and Redemption) / Total Operating Expenditure x 00	Statement of Financial Position, Statement of Cash Flows, Statement of Financial Performance, Budget, IDP, In-Year Reports and AR	6% - 8%		0%	Audited	
					Interest Paid	17,066		
					Redemption			
					Total Operating Expenditure	111,684,613		
					Taxation Expense			
2	Debt (Total Borrowings) / Revenue	(Overdraft + Current Finance Lease Obligation + Non current Finance Lease Obligation + Short Term Borrowings + Long term borrowing) / (Total Operating Revenue - Operational Conditional Grants) x 100	Statement of Financial Position, Statement of Financial Performance, Budget, IDP and AR	45%		0%	Audited	
					Total Debt	62,932		
					Total Operating Revenue	118,698,382		
					Operational Conditional Grants	5,019,296		

#### E. Sustainability

1	Level of Cash Backed Reserves (Net Assets - Accumulated Surplus)	(Cash and Cash Equivalents - Bank overdraft + Short Term Investment + Long Term Investment - Unspent grants) / (Net Assets - Accumulated Surplus - Non Controlling Interest Share Premium - Share Capital - Fair Value Adjustment - Revaluation Reserve) x 100	Statement Financial Position, Budget and AR	100%		100%	Audited	
					Cash and cash Equivalents	103,229,763		
					Bank Overdraft			
					Short Term Investment			
					Long Term Investment	319,677,310		
					Unspent Grants	9,765,228		
					Net Assets	412,964,094		
					Share Premium			
					Share Capital			
					Revaluation Reserve			
					Fair Value Adjustment Reserve			
					Accumulated Surplus			

## 2. FINANCIAL PERFORMANCE

#### A. Efficiency

1	Net Operating Surplus Margin	(Total Operating Revenue - Total Operating Expenditure)/Total	Statement of Financial Performance, Budget, In-Year reports, AR, Statement of	= or > 0%		22%	Audited	
					Total Operating Revenue	118,698,382		

		Operating Revenue	Comparison of Budget and Actual Amounts and Statement of Changes in Net Asset		Depreciation - Revalued Portion (Only populate if depreciation line item in the Statement of Financial Performance is based on the revalued asset value)	18,742,590		
					Total Operating Expenditure	111,684,613		
					Taxation Expense			
2	Net Surplus /Deficit Electricity	Total Electricity Revenue less Total Electricity Expenditure/Total Electricity Revenue x 100	Statement of Financial Performance, Notes to AFS, Budget, IDP, In-Year reports and AR	0% - 15%		#DIV/0!	N/A - District function	
					Total Electricity Revenue			
					Total Electricity Expenditure			
3	Net Surplus /Deficit Water	Total Water Revenue less Total Water Expenditure/Total Water Revenue x 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= or > 0%		#DIV/0!	N/A - District function	
					Total Water Revenue			
					Total Water Expenditure			
4	Net Surplus /Deficit Refuse	Total Refuse Revenue less Total Refuse Expenditure/Total Refuse Revenue x 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= or > 0%		-227%	N/A - District function	
					Total Refuse Revenue	1,681,650		
					Total Refuse Expenditure	5,498,047		
5	Net Surplus /Deficit Sanitation and Waste Water	Total Sanitation and Waste Water Revenue less Total Sanitation and Waste Water Expenditure/Total Sanitation and Waste Water Revenue x 100	Statement of Financial Performance, Notes to AFS, Budget, IDP, In-Year reports and AR	= or > 0%		#DIV/0!	N/A - District function	
					Total Sanitation and Water Waste Revenue			
					Total Sanitation and Water Waste Expenditure			

B. Distribution Losses								
1	Electricity Distribution Losses (Percentage)	(Number of Electricity Units Purchased and/or Generated - Number of units sold) / Number of Electricity Units Purchased and/or generated) x 100	Annual Report, Audit Report and Notes to Annual Financial Statements	7% - 10%		#DIV/0!	N/A - District Functin	
					Number of units purchased and/or generated			
					Number of units sold			
2	Water Distribution Losses (Percentage)	(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified x 100	Annual Report, Audit Report and Notes to Annual Financial Statements	15% - 30%		#DIV/0!	N/A - District Functin	
					Number of kilolitres purchased and/or purified			
					Number of kilolitres sold			

C. Revenue Management								
1	Growth in Number of Active Consumer Accounts	(Period under review's number of Active Debtor Accounts - previous period's number of Active	Debtors System	None		#DIV/0!	Audited	
					Number of Active Debtors Accounts (Previous)			

		Debtor Accounts)/ previous number of Active Debtor Accounts x 100			Number of Active Debtors Accounts (Current)			
2	Revenue Growth (%)	(Period under review's Total Revenue - previous period's Total Revenue)/ previous period's Total Revenue ) x 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= CPI		22%	Audited	
					CPI	%		
					Total Revenue (Previous)	165,126,419		
					Total Revenue (Current)	202,247,142		
3	Revenue Growth (%) - Excluding capital grants	(Period under review's Total Revenue Excluding capital grants- previous period's Total Revenue excluding capital grants)/ previous period's Total Revenue excluding capital grants ) x 100	Statement of Financial Performance, Notes to AFS , Budget, IDP, In- Year reports and AR	= CPI		22%	Audited	
					CPI	%		
					Total Revenue Exl.Capital (Previous)	74,057,262		
					Total Revenue Exl.Capital (Current)	90,246,296		

#### D. Expenditure Management

1	Creditors Payment Period (Trade Creditors)	Trade Creditors Outstanding / Credit Purchases (Operating and Capital) x 365	Statement of Financial Performance, Notes to AFS, Budget, In-Year reports and AR	30 days		30 days	Audited	
					Trade Creditors	10,784,678		
					Contracted Services	5,759,731		
					Repairs and Maintenance	2,930,058		
					General expenses	23,003,547		
					Bulk Purchases	-		
					Capital Credit Purchases ( <i>Capital Credit Purchases refers to additions of Investment Property and Property, Plant and Equipment</i> )	100,485,665		
2	Irregular, Fruitless and Wasteful and Unauthorised Expenditure / Total Operating Expenditure	(Irregular, Fruitless and Wasteful and Unauthorised Expenditure) / Total Operating Expenditure x100	Statement Financial Performance, Notes to Annual Financial Statements and AR	0%		0%	Audited	
					Irregular, Fruitless and Wasteful and Unauthorised Expenditure	-		
					Total Operating Expenditure	111,684,613		
					Taxation Expense			
3	Remuneration as % of Total Operating Expenditure	Remuneration (Employee Related Costs and Councillors' Remuneration) /Total Operating Expenditure x100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	25% - 40%		50%	Audited	
					Employee/personnel related cost	48,779,757		
					Councillors Remuneration	7,554,047		
					Total Operating Expenditure	111,684,613		
					Taxation Expense			
4	Contracted Services % of Total Operating Expenditure	Contracted Services / Total Operating Expenditure x100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	2% - 5%		5%	Audited	
					Contracted Services	5,759,731		
					Total Operating Expenditure	111,684,613		

					Taxation Expense			
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<b>E. Grant Dependency</b>
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1	Own funded Capital Expenditure (Internally generated funds + Borrowings) to Total Capital Expenditure	Own funded Capital Expenditure (Internally generated funds + Borrowings) / Total Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements (Statement of Comparative and Actual Information), Budget, IDP, In-Year reports and AR	None		28%	Audited	
					Internally generated funds	28,452,086		
					Borrowings			
					Total Capital Expenditure	100,380,270		
2	Own funded Capital Expenditure (Internally Generated Funds) to Total Capital Expenditure	Own funded Capital Expenditure (Internally Generated Funds) / Total Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements (Statement of Comparative and Actual Information) Budget, IDP, In-Year reports and AR	None		28%	Audited	
					Internally generated funds	28,452,086		
					Total Capital Expenditure	100,380,270		
3	Own Source Revenue to Total Operating Revenue(Including Agency Revenue)	Own Source Revenue (Total revenue - Government grants and Subsidies - Public Contributions and Donations)/ Total Operating Revenue (including agency services) x 100	Statement Financial Performance, Budget, IDP, In-Year reports and AR	None		24%	Audited	
					Total Revenue	202,247,142		
					Government grant and subsidies	173,795,056		
					Public contributions and Donations			
					Capital Grants	83,548,760		

<b>3. BUDGET IMPLEMENTATION</b>
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1	Capital Expenditure Budget Implementation Indicator	Actual capital Expenditure / Budget Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, In-Year reports and AR	95% - 100%		98%	Audited	
					Actual Capital Expenditure	100,380,270		
					Budget Capital Expenditure	102,526,000		
2	Operating Expenditure Budget Implementation Indicator	Actual Operating Expenditure / Budgeted Operating Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		94%	Audited	
					Actual Operating Expenditure	118,124,219		
					Budget Operating Expenditure	125,443,000		
3	Operating Revenue Budget Implementation Indicator	Actual Operating Revenue / Budget Operating Revenue x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		141%	Audited	
					Actual Operating Revenue	28,452,086		
					Budget Operating Revenue	20,250,000		
4	Service Charges and Property Rates Revenue Budget Implementation	Actual Service Charges and Property Rates Revenue / Budget Service	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		101%	Audited	
					Actual Service Charges and Property Rates Revenue	15,001,930		



	Indicator	Charges and Property Rates Revenue x 100		Budget Service Charges and Property Rates Revenue	14,858,000	
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- **Loans / borrowings and grant dependency**

The municipality is still grant dependent.

Total Budgeted Revenue	R198 961 010
Total own Revenue	R 39 148 033
Total Grants Revenue	R159 812 977

**Grant dependency is at 80 %**

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

- **Expenditure Management**

General Expenditure	2014	2015	2016
<b>Budget</b>	20,699 000	21,959 000	45 858 000
<b>Actual</b>	21 813 814	23 483 688	43 122 810
<b>% Spent</b>			94%

- **AUDITOR-GENERAL'S OPINION**

Audit Opinions for three years:

2013-2014 Clean Audit

2014-2015 Clean Audit

2015-2016 Unqualified Audit

- **Challenges and Interventions**

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"> <li>• Data cleansing and verification process coupled with the implementation of the new system to improve the municipality's revenue management</li> <li>• Revenue Enhancement Strategy</li> </ul>
Changes in the reporting formats and municipal accounting standards requiring financial systems and implementation thereto.	<ul style="list-style-type: none"> <li>• Compliance reports have been submitted to the provincial treasury and full compliance with the MFMA</li> <li>• AFS have been submitted to AG</li> </ul>

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

<b>STRENGTHS:</b> <ul style="list-style-type: none"> <li>• Budget &amp; Assessment Management unit</li> <li>• SCM Unit</li> <li>• Asset Management Unit</li> <li>• Expenditure Unit</li> </ul>	<b>WEAKNESSES:</b> <ul style="list-style-type: none"> <li>• Delays in SCM processes</li> </ul>
<b>OPPORTUNITIES:</b>	<b>THREATS:</b>

<ul style="list-style-type: none"> <li>• Grants received</li> <li>• Equitable share</li> </ul>	<ul style="list-style-type: none"> <li>• Changing reporting formats</li> <li>• Low revenue collection rate</li> <li>• Incorrect billings</li> <li>• Skills shortage</li> <li>• ICT challenges (financial systems)</li> </ul>
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### C.3.5 Good Governance and Public Participation

#### • Batho Pele Policy alignment with the municipal policies

Most of the human resources policies are designed to take into account the Batho Pele Principles. For example the policies listed below all takes into consideration the Batho Pele Principles.

Bereavement policy

Employee assistant policy

Grievance policy

HIV and AIDS policy

Internal bursary policy

Leave policy

Occupational health and safety policy

Overtime policy

Training and development policy

Sexual harassment policy

Relocation policy

Recruitment and selection policy

The following tables indicate that the municipality adheres to the **Batho Pele Principles using** administrative and political structures strive to achieve when delivering services to the people:

Batho Principles	Pele
<b>Consultation:</b>	Legislatively, the municipality is required to involve the community in all the developments to be undertaken by the municipality. hence the municipality adheres to this requirement and the developments are undertaken through community participation and engagements. The municipality has engaged the community in its development through the following channels: OSS, CDW's, radio, newsletters, meetings, suggestion boxes, izimbizo, etc.
<b>Service Standards:</b>	The Constitution of the Republic of South Africa requires that the municipality provides services to the community that are sustainable and of good quality, hence the services provided for by the municipality are of good standards and are satisfying.
<b>Access:</b>	Ubuhlebezwe Municipality is responsible for providing access roads, community facilities, security and safety, refuse collection, etc. therefore the municipality is striving to ensure that the community has access to these basic. It should be noted that Ubuhlebezwe is still facing challenges regarding funding as it is grant dependant.
<b>Courtesy:</b>	Through WSP programmes, Ubuhlebezwe staff / employees is trained on how to deal with the community, the manner they need to address them should be Our staff are encouraged to be polite and friendly to our customers. Customers should be treated with respect and consideration. Staff must always be willing to assist.
<b>Information:</b>	The Constitution of the Republic of South Africa requires transparency in all the developments undertaken by the municipality. As a result the municipality ensures that it updates it website regularly to ensure that there is access to information as well as through the IDP consultation meetings, ward committee structures, IDP Rep Forums, newsletters, newspapers, radio, posters, etc.
<b>Openness and Transparency:</b>	Various structures have been established to ensure that the public is aware about the municipal activities. There is also a Communications Unit that ensures transparency and the involvement of the community. This avoids protests, ect. Information is made available

	to the public through annual reports, etc.
<b>Redress:</b>	Through our public participation office as well as our website, the municipalities have opened an opportunity for the community to voice out their concerns and tell the municipality if they are unhappy with our service. On our website, there is an allowance and the contact details that the community may use in cases that they want to convey some concerns. Complaints are attended to effectively and efficiently.
<b>Value for Money:</b>	With the limited fund that the municipality has, it strives to make the best use of its available resources, avoid wasteful expenditure, fraud and corruption and finding new ways of improving services at little or no cost.
<b>Encouraging Innovation and Rewarding Excellence:</b>	The municipality embraces partnerships with different sectors in order to improve service delivery. The municipality has been very active in its IGR Structures and many stakeholders have been engaged in these structures to ensure that all partners participate in providing services to the people.

**Table 26: Batho Pele Principles**

- **Service Delivery Charter and Standards**

The municipality is in a process of developing the Service Delivery Charter that will clearly outline what is expected from the municipality with the responsible departments. This document is being developed to assist the municipality in identifying its service delivery gaps with possible solutions considering that Ubuhlebezwe is grant defendant. It should be noted that the municipal mandate is delivering on the access roads, community infrastructure, solid waste collection, patching of potholes, construction of community halls and sportsfields, provision of disaster management services (working together with the district), provision of indigent services. This also provides the residents with the opportunity of raising their concerns or complaints through complaints management services that are being handled by the communication unit. The municipal website makes provision of this. Turnaround time for responding back to these complaints is also catered for and adhered to, there are instances, and where the response is mainly dependent on the outside sector department, the municipality ensures proper facilitation.

- **Service Delivery Improvement Plans**

The municipality comprises of five (5) department with sub-units, the office of The Municipal Manager who is the accounting officer; Social Development under which there is public participation, LED / Tourism, community safety, community development, refuse collection units; Budget and Treasury Office under which there is expenditure and reporting, supply chain management, payroll, rates, licensing; Infrastructure , Planning and Development under which there is housing and planning as well as project management unit; Corporate Services under which there is administration dealing with the internal structures (politically and administratively), human resources, occupational health and safety as well as the wellness for employees. This document therefore outlines what each of these departments is currently doing and whether it is meeting the desired outcomes. This enables the municipality to identify gaps so as to review the plan to cater for these gaps.

- **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.

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 Mkhize	Greater Kokstad Municipality
Infrastructure Planning and Development	Mr ZS Sikhosana	Umzimkhulu Municipality

- **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 monitor 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
- **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 forming part of public relations with affiliated parties such as 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.

<b>Committees (other than Exco) and Purposes of Committees</b>	
<b>Municipal Committees</b>	<b>Purpose of the Committee</b>
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

Table 27: 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**

A sound 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 proof to be entertaining, yet successful.

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. It comprises of a Manager, 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 has been implemented, the relevant internal audit reports have been tabled to the Audit and Performance Audit Committee quarterly. The reports were discussed with management and action plans to address the weaknesses identified were documented.

#### • **The 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
<b>Internal Audit</b>	The internal audit activity therefore evaluates and contributes to the improvement of risk management, control and governance processes.
<b>Governance</b>	The Internal Audit Activity assists Executive Management in achieving the goals of Ubuhlebezwe by evaluating the process through which:



	<ul style="list-style-type: none"> <li>Goals and values are established and communicated;</li> <li>The accomplishment of goals is monitored; and</li> <li>Accountability is ensured and Municipal values are preserved</li> </ul>
<b>Risk Management</b>	The Internal Audit assist the municipality through facilitation in identifying, evaluating and assessing significant organisational risks and provide assurance as to the effectiveness of related internal controls regarding the focus areas reviewed.
<b>Controls</b>	<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"> <li>The Internal Audit activity is authorised to:</li> <li>Have unrestricted access to all functions, records, property and personnel;</li> <li>Have full and uninhibited access to the Audit Committee;</li> </ul>
<b>Management</b>	<p>Management is responsible for the establishment and maintenance of an effective system of governance to:</p> <ul style="list-style-type: none"> <li>Establish and communicate organisational goals and values;</li> <li>Monitor the accomplishment of goals; and</li> <li>Ensure accountability and values are preserved.</li> </ul> <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"> <li>Risks are properly managed;</li> <li>Assets are safeguarded;</li> <li>Financial and operational information are reliable;</li> <li>Operations are effective and efficient; and</li> <li>Laws, regulations and contracts are complied with.</li> </ul> <p>The prevention and detection of fraud is management's responsibility. The principal safeguard against fraud, misstatement and irregularities is an effective system of internal control. It must, however, be recognised that there are inherent limitations in any system of internal control – including human error, circumventions through collusion of two or more people and management's ability to override decisions which may result in fraud or irregular transactions.</p>

**Table 28: 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 11 managers and 3 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
<b>Attendance and punctuality</b>	Annually	15 October 2016
<b>Bereavement policy</b>	Annually	15 October 2016

<b>Discipline and dismissal policy</b>	Annually	15 October 2016
<b>Dress code policy</b>	Annually	15 October 2016
<b>Employee assistant policy</b>	Annually	15 October 2016
<b>Intoxicating substance policy</b>	Annually	15 October 2016
<b>Grievance policy</b>	Annually	15 October 2016
<b>HIV and AIDS policy</b>	Annually	15 October 2016
<b>Internal bursary policy</b>	Annually	15 October 2016
<b>Leave policy</b>	Annually	15 October 2016
<b>Occupational health and safety policy</b>	Annually	15 October 2016
<b>Overtime policy</b>	Annually	15 October 2016
<b>Policy for recognition of qualifications</b>	Annually	15 October 2016
<b>Policy guidelines for in senior and critical positions</b>	Annually	15 October 2016
<b>Recruitment and selection policy</b>	Annually	15 October 2016
<b>Relocation policy</b>	Annually	15 October 2016
<b>Retention policy</b>	Annually	15 October 2016
<b>Scarce skills allowance policy</b>	Annually	15 October 2016
<b>Sexual harassment policy</b>	Annually	15 October 2016
<b>Standby allowance policy</b>	Annually	15 October 2016
<b>Succession planning policy</b>	Annually	15 October 2016
<b>Training and development policy</b>	Annually	15 October 2016

Table 29: Policies

**A list of approved By-Laws:**

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

<b>8. General and Nuisance By-laws</b>	04 December 2014
<b>9. Child care Service By-laws</b>	04 December 2014
<b>10. Public Amenities By-laws</b>	04 December 2014
<b>11. Road Traffic By-laws</b>	04 December 2014
<b>12. Establishment and Control of Recreational Facilities Bylaws</b>	04 December 2014
<b>13. Cemetery By-laws</b>	04 December 2014
<b>14. ACCOMMODATION ESTABLISHMENT</b>	04 December 2014
<b>15. BUILDING REGULATIONS</b>	04 December 2014
<b>16. ENCROACHMENT</b>	04 December 2014
<b>17. FENCES AND FENCING</b>	04 December 2014
<b>18. INFORMAL TRADING</b>	04 December 2014
<b>19. LIQUOR</b>	04 December 2014
<b>20. MUNICIPAL POUND</b>	04 December 2014
<b>21. MUNICIPAL ROADS</b>	04 December

	2014
<b>22. RULES AND ORDERS</b>	04 December 2014
<b>23. INTEGRATED WASTE MANAGEMENT</b>	04 December 2014
<b>24. CREDIT CONTROL AND DEBT COLLECTION</b>	04 December 2014

**Table 30: 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. Ubuhlebezwe Municipality has a total number of 15 (fifteen) bylaws which were promulgated in 2009, however, there have been some challenges with the implementation of such as there were no fine schedules to enable sanctions to be instituted. In 2013/14 financial year the process of drafting the necessary fine schedules and newly prioritized bylaws commenced. 11 (eleven) new bylaws and 26 fine schedules have been developed and the public participation process scheduled commenced in August 2014. All the bylaws and fine schedules have been finalized at a Council meeting held on the 4th December 2014. 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 31** 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, Ncakupana 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"> <li>• Distribution of sanitation by Harry Gwala District Municipality though there is still a need to ensure the even supply.</li> <li>• Distribution of electricity by Eskom hence there is a need of a maximum supply.</li> <li>• EPWP Programme has provided minimum opportunities to the destitute thus providing low income earnings.</li> <li>• Community Care Givers by the Department of social development. There is a need to hire more Community Care Givers.</li> <li>• Community Safety and Liaison intervention in the ward with regards to crime prevention through Community Policing Forum.</li> <li>• Sector Departments needs to ensure full participation in the War Room.</li> </ul>	Cabazi : Access Roads, Infill's. Mahafana : Water Ncakupana : 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: Sonqoba 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 characterised by the middle income earners, large number of low income earners, larger number of grantees	Primary Schools-04 Secondary Schools-01 High School-01 Clinic- 01 Sports facilities-02 Library-01 Community Hall-03	<ul style="list-style-type: none"> <li>• Sanitation by Harry Gwala District Municipality.</li> <li>• Electricity supply by Eskom.</li> <li>• EPWP Programme has</li> </ul>	<ul style="list-style-type: none"> <li>• Electricity</li> <li>• Access Roads</li> <li>• Housing</li> <li>• Water and sanitation</li> <li>• Job</li> </ul>	Education Health Electricity Safety and Security Roads Access Roads Water

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
	the ward is characterized of 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.	and the unemployed.	Police Station-01 Churches-13 Surgeries-07	provided minimum opportunities to the destitute thus providing low income earnings. • 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.	Opportunities	Grant 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	• 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	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>excellent service though there is concerned about the handling of confidential personal information.</p> <ul style="list-style-type: none"> <li>Community Safety and Liaison intervention in the ward with regards to crime prevention thorough Community Policing Forum as crime rate is at 30%.</li> <li>Sector Departments needs to ensure full participation in the War Room.</li> </ul>		
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"> <li>Sanitation by Harry Gwala.</li> <li>Electricity supply by Eskom.</li> <li>EPWP Programme has provided minimum opportunities to the destitute thus providing low income earnings.</li> <li>Community Care Givers by the Department of health.</li> <li>Community Safety and Liaison intervention in the ward with regards to crime prevention thorough SAPS, Community Policing Forum, and Operation Qeda ubugebengu.</li> <li>There is full participation of Sector Departments in the War Room.</li> </ul>	<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	Ward five is made out of four	The ward is	Primary Schools-06	<ul style="list-style-type: none"> <li>Water and</li> </ul>	<ul style="list-style-type: none"> <li>Electricity</li> </ul>	Education



Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
	VD's namely: Kwelentsheni, Sqandulweni, Siyavela, Zasengwa, ukuthula, Bacwebileyo, Siyakha, 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.	characterised by the middle income earners, large number of low income earners, larger number of grantees and the unemployed.	Secondary Schools-01 High School-01 Clinic-01 Community Hall-01 Churches-03 Skills Centre-01	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 prevention thorough Community Policing Forum and SAPS • Sector Departments needs to ensure full participation in the War Room.	• Access Roads • Housing • Water • Job Opportunities • Community halls • Skills centre	Health Electricity Safety and Security Roads Access Roads Water Grant Job Creation Moral regeneration Feeding Scheme Nutrition Programme Trainings
6	Women arrested Floods Droughts Political unrest Appointment of CCG's Appointment of Youth Ambassadors First local elections	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	St Nicolas School Hlokozi School Luswazi School Zamafuthi School Bridge Roads Crèches	Water Electricity Community Hall Health Services Roads Toilets CWP Safety and Security Services Education Sanitation Housing Telecommunication	Water is a most important service in ward 9 but the level of accessibility can be rated to 3 since community members do not all have access to water Electricity Houses Health Services Transport Sanitation Skills Development Community Hall Library Services Telecommunication Safety and Security	Educational Roads Sanitation Electricity Social Services
7	Ward seven is made out of	The ward is	Primary Schools-01	• EPWP, CWP	Refurbishment main	Education

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
	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	characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	High Schools-02 Clinic-01 Sports facilities-01 Education centre-01 Community Hall-01 Skills centre-01 Shops-03 ZG Centers-02	and Zibambele Programme have provided minimum opportunities to the destitute thus providing low income earnings. <ul style="list-style-type: none"> <li>Community Care Givers hired by the Department</li> <li>Community Safety and Liaison intervention through CPF's thou requires revival in some areas</li> <li>Arts and culture co-ordinators in providing support with regards to arts culture activities</li> <li>Water monitors by Harry Gwala District Municipality.</li> </ul>	roads and Access roads Electrification of Kaloshe area Increase in number of Sports facilities	Health Services Skills centre Water Services Electricity Roads BIRTH CERTIFICATES IDENTITY DOCUMENTS MARRIAGE CERTIFICATES AGRICULTURAL SEEDS PUBLIC TRANSPORT COMMUNITY HALL HOUSING
8	Ward eight is made out of five VD's namely: Lingelethu, 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"> <li>Distribution of sanitation by Harry Gwala.</li> <li>Electricity supply by Eskom.</li> <li>EPWP programme has provided minimum opportunities to the destitute thus providing low income earnings.</li> <li>Community Care Givers by the Department of health.</li> <li>Community Safety and Liaison intervention in the ward with regards to crime prevention thorough SAPS, is not functioning anymore.</li> <li>Zibambele</li> </ul>	<ul style="list-style-type: none"> <li>Water</li> <li>Electricity</li> <li>Sports facilities</li> <li>Access roads</li> <li>Grant</li> <li>Sanitations at School</li> <li>Safety and security</li> <li>Lightening Conductors</li> <li>Crèches</li> <li>Home for old age people</li> <li>FET</li> </ul>	Education Moral regeneration Electricity Safety and Security Roads Access Roads Water Grant Job Creation Feeding Scheme Health Services

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
				Programme by Transport.		
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"> <li>• Distribution of sanitation by Harry Gwala District Municipality.</li> <li>• Electricity supply by Eskom.</li> <li>• EPWP/CWP Programme has provided minimum opportunities to the destitute thus providing low income earnings</li> <li>• Community Care Givers by the Department of health.</li> <li>• Community Safety and Liaison intervention in the ward with regards to crime prevention thorough SAPS; Community Policing Forum but there is a need for more CPF.</li> </ul>	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
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"> <li>• Distribution of sanitation to the maximum capacity by Harry Gwala District Municipality.</li> <li>• Electricity supply by Eskom.</li> <li>• EPWP and CPW Programme have provided minimum opportunities to the destitute thus providing low income earnings.</li> <li>• Community Care givers by the Department of health.</li> <li>• Community Safety and Liaison intervention in the</li> </ul>	<ul style="list-style-type: none"> <li>• Access roads</li> <li>• Water</li> <li>• Electricity</li> <li>• Job Opportunity</li> <li>• Renovations of halls</li> <li>• Sport field at Bhayi</li> <li>• Houses</li> <li>• Skills Centre</li> <li>• Clinic at Kwathathane</li> </ul>	Education Moral regeneration Electricity Safety and Security Roads Access Roads Water Grant Job Creation Feeding Scheme Health Services Boreholes

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
				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.		
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 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%.	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	• EPWP, CWP and Zibambele 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 • 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	• 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 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	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
				ensure full participation in the War Room.		
12	Ward twelve is made out five VD's namely: Amazabeko High school, Ntabakunuka Primary School, Madungeni Tribal Court, Khuluma Secondary school and Mgodu 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"> <li>• Ubuhlebezwe Disaster Unit intervention accessible to the ward.</li> <li>• EPWP Programme has provided minimum opportunities to the destitute thus providing low income earnings.</li> <li>• Community Care Givers by the Department of health.</li> <li>• Community Safety and Liaison intervention in the ward required to revive and lunch Community Policing Forum.</li> <li>• Sector Departments needs to ensure full participation in the War Room.</li> </ul>	Water Electricity Roads and bridge Skills centre Addition of EPWP and CWP Community hall	Education Health Electricity Roads Access Roads
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	<ul style="list-style-type: none"> <li>• There is a need of ensuring the even distribution of sanitation to the maximum capacity since currently the provision of sanitation is at 70%.</li> <li>• The electricity supply is at 35% thus there is a need of a maximum distribution.</li> <li>• EPWP Programme has provided minimum opportunities to the destitute thus providing low income earnings.</li> </ul>	Water, Electricity, Access Roads and RDP	Education Heath Services Electricity Safety and Security Roads Access Roads Water

Ward	Situational analysis	Economic status	Available resources	Government intervention	Needs	Existing services
				<ul style="list-style-type: none"> <li>• There is a need to hire Community Care Givers by the Department of health.</li> <li>• Community Safety and Liaison intervention required in the ward with regards to crime prevention thorough Community Policing Forum.</li> </ul>		
14	<p>Ward Fourteen is made out five VD's namely: Lwazi highschool, Ndwebu primry, Mdibniso comprehensive, Nhlangwin, Multipurpose centre and Smangele secondary Traditional Authorities of ward Fourteen is Nqabakucasha /Nhlangwini Traditional Council the type of dwelling in the ward is characterized of combination of mud and blocks houses. The ward dominates the IsiZulu. The proportion of electricity covers ll wards except for Fodo, Thuthuka and Thoyi areas that require numbers of 472 hundred to five hundred. Distribution of water and sanitation doesn't cover the entire ward.</p>	The ward is characterised by the middle income earners, low income earners, larger number of grantees and the unemployed.	<p>Primary Schools-03 High Schools-02 Sports facilities-05 Community Hall-02 Clinic-01 Churches-08 Formal shops-08 Funeral Parlour-01</p>	<ul style="list-style-type: none"> <li>• Distribution of water and sanitation.</li> <li>• Distribution of electricity supply by Eskom.</li> <li>• Zibambele programme</li> <li>• Community Care Givers by the Department of health.</li> <li>• Community Safety and Liaison intervention in the ward with regards to crime prevention thorough Community Policing Forum.</li> <li>• Water Monitors by Harry Gwala District Municipality</li> <li>• Grants by Sassa</li> <li>• Home affairs services.</li> </ul>	<p>Launch of war room Water and sanitation Electricity Houses Access roads EPWP and CWP Community hall Fencing of community gardens</p>	<p>Education Health Electricity Roads Access Roads ID birth certificates and marriage certificate Grants Water Moral regeneration</p>

- **Audit Outcome**

The audit outcome for the 2015/2016 financial year was unqualified without the emphasis of matter.

- **Good Governance and Public Participation SWOT Analysis**

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

### C.3.6 Cross Cutting Interventions

- **Spatial Analysis**

#### INTRODUCTION AND BACKGROUND

Ubuhlebezwe Local Municipality (ULM) intends to develop a fourth generation Spatial Development Framework (SDF) as a requirement in terms of the Municipal Systems Act of 2000, Act No.32 of 2000 (MSA) read in conjunction with Spatial Planning and Land Use Management Act of 2013, Act No. 16 of 2013 which stipulates that a municipality is required to prepare and review a Spatial Development Frameworks (SDF). An SDF is an integral component of the Integrated Development Plan (IDP). The SDF helps guide the overall spatial distributions of current and desirable land uses within the municipality; redress the past imbalances; meet the basic needs of communities particularly the disadvantaged groups and people living in underprivileged areas. The SDF gives effect to the vision and missions of the municipality as identified in the IDP since there is a need to promote economic growth and assists the municipality to prioritize projects. It is for these reasons that the Ubuhlebezwe is developing a fourth generation SDF which will be reviewed annually for the coming five (5) years. The SDF is developed in line with the OGTA'S Spatial Planning Guideline 1 – 9 and COGTA'S Spatial Planning Modules (2012).

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

manufacturing, construction, utilities, business services and tourism. Among these economic sub-sectors, agriculture; business services; and manufacturing have been the biggest contributors to the ULM GDP thus far. Sub-sectors with minute contribution to the ULM GDP were the mining and utilities sub-sectors.

Unemployment is considered as one of the main reasons of poverty. The municipality's percentage contribution to the District employment is currently seating at 21%. The unemployment rate in the ULM currently stands at 25%, reduced by 0.3% from 24.7% projected in 2011 (Global Insights,2007). It is a clear indication that unemployment still remains a concern and shows that the municipality is currently living e below the poverty line. It is also observed that the urbanised wards have a relative lesser concentration of poor people living under the poverty line then those living in rural wards.The Draft SDF seeks to guide, overall spatial distribution of current and desirable land uses within a municipality in order to give effect to the vision, goals and objectives of the municipal IDP as its objectives. The aims of a Spatial Development Framework are to promote sustainable functional and integrated human settlements, maximise resource efficiency, and enhance regional identity and unique character of a place.

It is for this reason that a number of plans/ strategies have are being developed and reviewed in order to redress the current spatial and economic issues facing the ULM. With plans such as the Urban Regeneration Strategy (URS), Housing Sector Plan, three Year Capital Investment Plan, Local Economic Development Strategy (LEDS) and Tourism Plan in place, this thus necessitates a development of a fourth generation of the SDF to make a strategic plan that will give strategic direction for municipality and also accommodate any changing circumstances in the development of the area. The Ubuhlebezwe urban regeneration initiative forms part of a broader agenda for the reconstruction and redevelopment of Ixopo Town. It shows the strategic objectives of the spatial development vision and leads to the renewal and advancement of the social and economic node of the municipality. The Municipality also has a number of planned and currently implemented housing projects to assist in combating the existing poor housing structures. and land tenure. The following are some of the proposed and existing housing projects in place:

- The Community Residential Unit (CRU) Programme: This plan was formed due to the need for affordable rental housing for the growing number of the working class who currently living in overcrowded and sub-standard but expensive accommodation in the urban area. The aim of the CRU is to enable the provision of secure, stable rental tenure for lower income persons/ households.
- The Individual Subsidy Programme: The programme aims to assist individuals to qualify to purchase or buy an existing house and/ or an approved mortgage loan for housing.
- The Rural Housing Programme: This programme assists people in rural households and areas with communal tenure to access housing subsidies. The rural housing programme applies in areas of communal tenure only and requires that tenure rights first be confirmed through the land reform process.

The municipality is the process of finalising the Capital Investment Framework (CIF)which will assist in translating the development goals and strategies that are reflected in the ULM's SDF and IDP, into implementable projects with specific budget allocations and timeframes. With high demands for infrastructure development and maintenance to be accelerated, the CIF forms an integral part of the ULM's service delivery strategy. The projects emanate from community needs identified as part of the IDP process and they directly reflect the municipality's efforts to address backlogs in the delivery of basic services and housing.

The following represents the municipality's development vision as captured in the IDP.

#### **OUR VISION:**

"To provide affordable quality services through good governance"

#### **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."



It is within the above context that the SDF is regarded as a fundamental strategic component to the transformation of the ULM. Together with other municipalities' development programmes/ plans implemented through the IDP, this SDF seeks to promote sustainable livelihoods and facilitate socio-economic development of the municipality. Ultimately the overall objective of the ULM SDF is to facilitate development in the entire area of Ubuhlebezwe, at the same time achieve economic, social and environmental sustainability in the rural and urban areas and improve the living conditions of its inhabitants and consequently improve the overall quality of life of the population.

#### **Ubuhlebezwe Consolidated SDF - 2016/17**

#### **LEGISLATIVE REQUIREMENTS - ALIGNED LEGISLATIONS AND PLANNING POLICIES:**

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

- ☐ The South African Constitution No. 108 of 1996
- ☐ Municipal Systems Act No. 32 of 2000
- ☐ South African Spatial Development Perspective
- ☐ National Development Plan
- ☐ The Sustainable development goals
- ☐ Urban Integrated Development Framework
- ☐ The New Growth Path
- ☐ The National Environment Management Act No. 107 of 1998 (NEMA)
- ☐ Spatial Planning and Land Use Management Act N0. 5 Of 2013
- ☐ State of the Nations Address
- ☐ Provincial Spatial Planning Guidelines 1-8
- ☐ The Provincial Growth and Development Strategy (PGDS)
- ☐ Provincial Spatial Economic Development Strategy (PSEDS)
- ☐ Provincial Spatial Development Framework.
- ☐ KZN LUMS/ Scheme Guidelines
- ☐ Provincial Spatial Development Framework
- ☐ State of the Province Address

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

Municipality has resolved to establish a Single Municipal Planning Tribunal (MPT) as contemplated in Sections 34(1) and 35(1) of Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013). There was an advert published which was on calling for nominations to be part of the MPT which closed on the 20th of January 2017. In terms of Section 36 of the Act, the Municipal Planning Tribunal consists of five or more members, who, by reason of their integrity, qualifications, expertise and experience are suitable for membership. The Municipal Planning Tribunal must comprise of persons from the following categories –

- (a) officials in the full-time service of the Municipality; and
- (b) Persons who are not municipal officials.

The formation and approval of MPT members will result to 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;

- 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 (as per the Council resolution CIPD 48/16).

- Council – to consider the processes pertaining the changes effected on the Scheme (as per Council resolution CIPD 49/16).

The Municipal council has recently approved the names of the members to form part of the MPT. The Municipality is in a process of Gazetting and publishing their names as part of the procedure before the first sitting. The first MPT sitting is envisioned to take place in April 2017.

#### **- LAND USE MANAGEMENT SCHEME – LUMS:**

##### **Scheme or Land Use Management System (LUMS) Guidelines**

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

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

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

##### **Rural Component of a Planning Scheme**

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

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

UBuhlebezwe Municipality (with the assistance of COGTA) has initiated and adopted a planning scheme for the urban areas (including settlement areas) of uBuhlebezwe municipality. This process also included the development of rural land use management policy for rural areas within the municipality as well. The Spatial Planning and Land Use Management Act, Act No 16 of 2013 (SPLUMA) also requires municipalities to adopt wall-to-wall schemes by 2018. The approach entailed developing a new scheme that covers the whole of uBuhlebezwe which will be a uniform land use system that can be applied throughout the municipal area. The planning unit has sufficiently administered the implementation of the scheme and constantly minding the areas needing review which will be facilitated and approved by Council in terms of the SPLUMA bylaws .

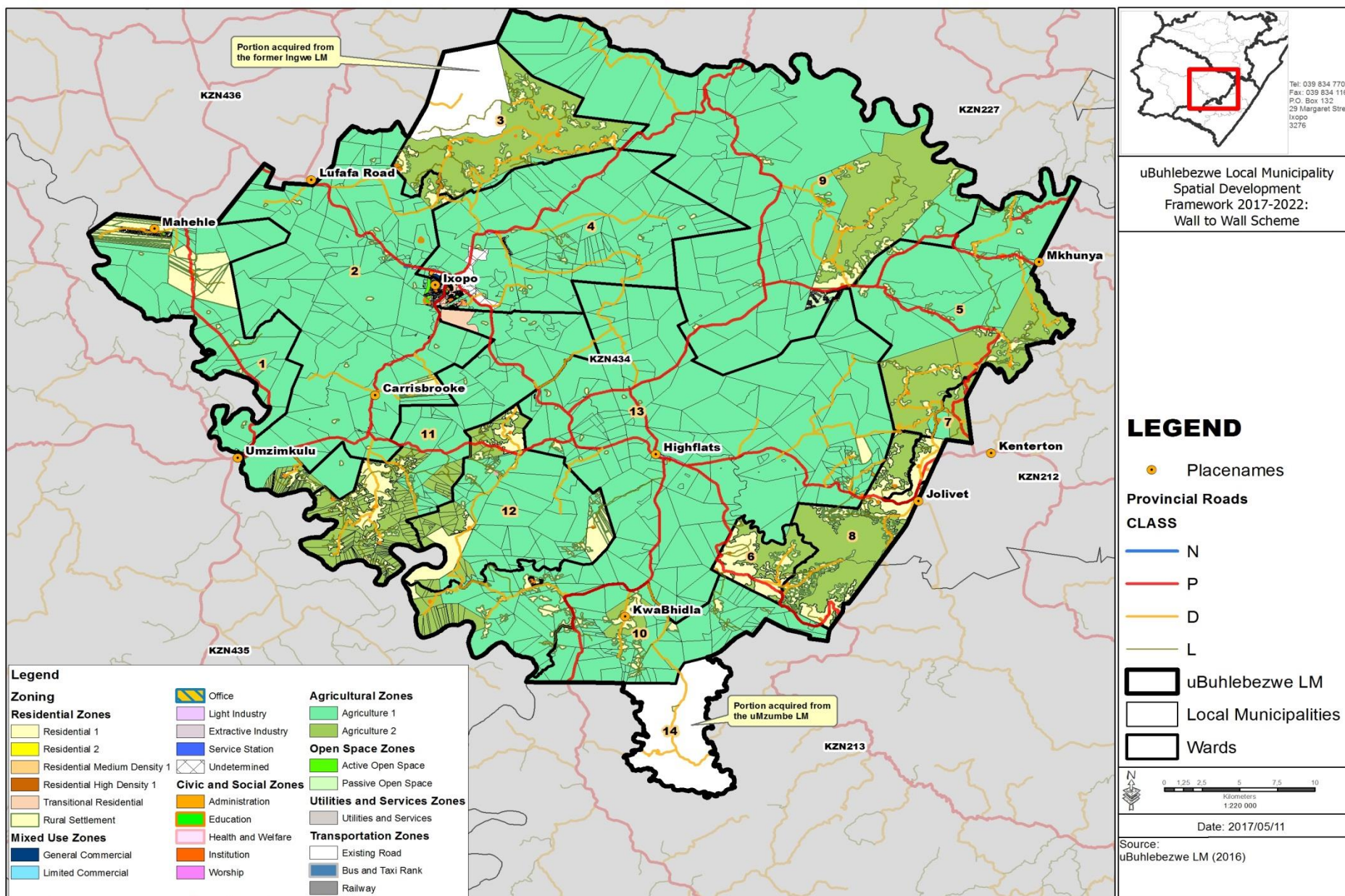


Figure 24: Ubuhlebezwe LM Wall to Wall LUMS



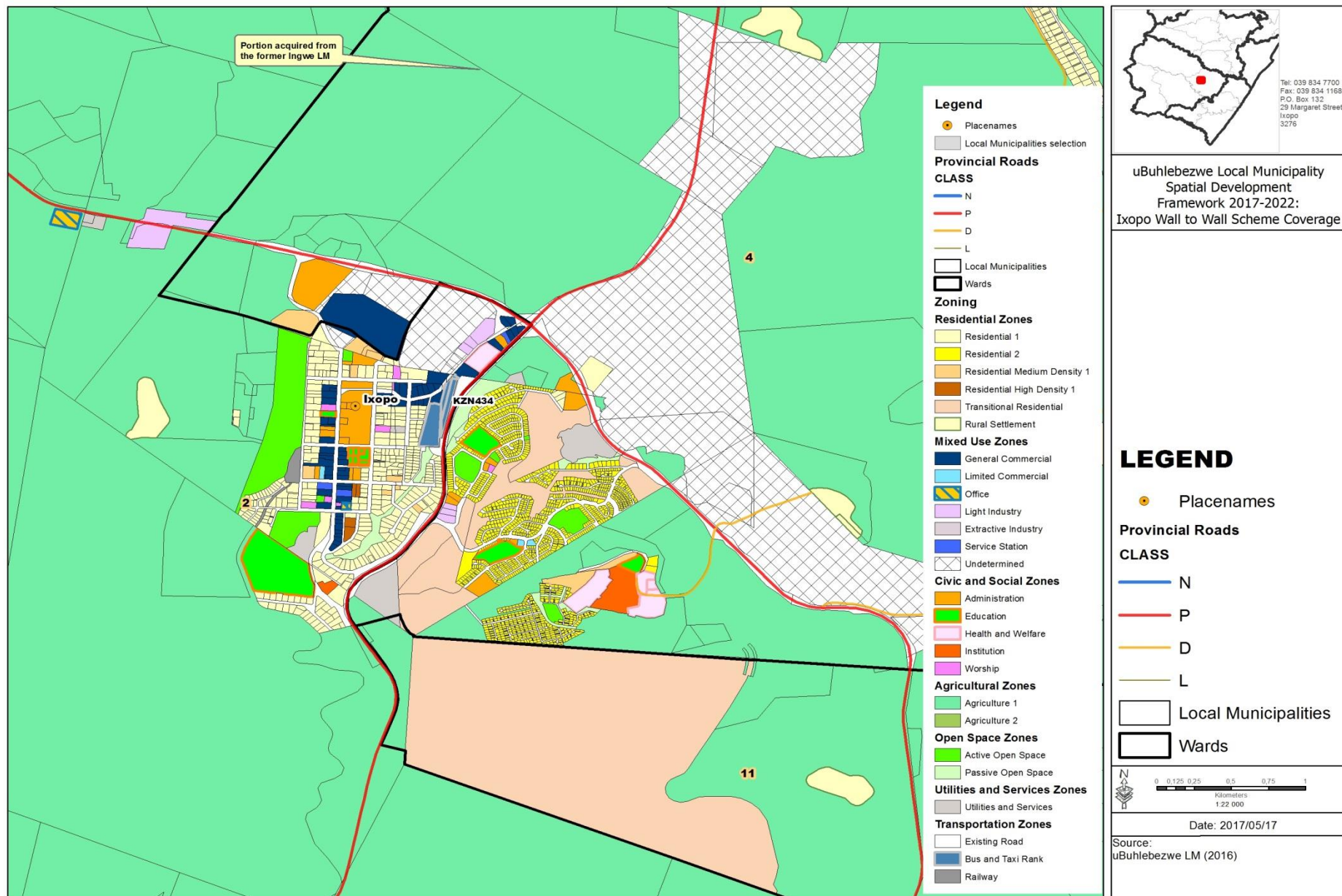


Figure 25: Finalized Urban LUMS

**Table 32: SUMMARY OF ISSUES AND INFLUENCES**

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 Ixopo mixed use development, extension of Tricycle Hardware, development of Shoprite store commercial development completed and functional in 2016.
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.
Newly built Ixopo taxi and currently constructed Bus Rank.	Rural Development administration: the Municipality has administered a lot of business licences application within the urban and rural spaces.	Boxer stores opening up in the Jolivet area (tertiary node) and the proposed other land uses envisioned within this area.
New Market stalls within Ixopo town area. As well as processes in place to administer the informal hawkers.		
Alan Paton's Railway Heritage Route Tourism initiative up and running.		
Heritage/Tourism initiative as well as the Margaret Mncadi Statue being formally opened in the 2015.		
Continuation of the construction of the Morning-view Middle-income housing development with a total number of (29 houses constructed and occupied)		

### Urban Regeneration

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

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

The expansion of the CBD is indicated to the direction of the future growth of Ixopo town, which is the north of the existing town. An alternative linkage is suggested which would facilitate long-term integration between uptown and downtown, as well as identifying additional activity streets. The urban regeneration highlights that Ixopo can be divided into various precincts providing the opportunity of smaller functional areas. This will also enable the municipality to prioritise areas most in need of planning and outline the desired future development of the area. a comprehensive Urban Regeneration Strategy document and production of accompanying mapping. The fulfilment of deliverables as contemplated on the section below as the following elements to be covered:-

- Development vision, strategy and plan for the town;

- Spatial integration within an existing small town economy;
- Nodal development 'creating neighbourhoods', and reconsidering initial development plans;
- A facelift for the town and/or marketing the town CBD upgrade;

It should be noted that the 2016 Draft Urban Regeneration Plan will be facilitated to be finalised and adopted during the course of 2017.

## **ENVIRONMENTAL AND BIOIVERSITY PLANS:**

### **BIOPHYSICAL ENVIRONMENT**

#### • **Topography**

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

#### • **Geology and Soil**

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

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

#### Synthesis

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



## Topography

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

### • ENVIRONMENTAL OVERVIEW

Spatial planning within the Ubuhlebezwe Municipality is influenced by the topography of the municipality and the river systems traversing most parts of the municipality. Development in the municipality is limited due to steep slopes, these areas provide opportunities for recreation. It is also critical to identify important areas of environmental significance, to protect and preserve valued ecosystems, natural habitats and special case areas in order to minimise negative environmental impacts. Specific ecosystems and vegetation communities that require environmental management are wetlands, indigenous forests and Bushlands that contain the habitats of important species. Certain environmental areas can provide opportunities such as the rehabilitation of wetlands, eco-tourism opportunities etc. One of the development issues in the municipality is the promotion of Local Economic Development of the municipality; it is important to find a balance between addressing these challenges and protecting the environmental assets of the municipality. An integral part of ensuring this is the development of a Spatial Development Framework, based on a Local Environmental Analysis that will identify priority areas for management and types of use and suggest appropriate management techniques to ensure that environmental assets are not undermined during development.

It is worth mentioning that, currently, Ubuhlebezwe local municipality does not have any environmental management tools to guide and management the municipal environmental assets. The Harry Gwala District Municipality is currently developing the district wide Environmental Management Framework which will inform development planning and in turn support sustainable development. The Ubuhlebezwe local municipality is considering developing the Strategic Environmental Assessment (SEA) in 2017/2018 financial year. The SEA will assist the municipality in identifying opportunities and constraints that are placed by the environment in current and future developments. It will inform the municipal SDF. Currently, there is no available data which can describe the effects of climate change on the Ubuhlebezwe municipality. Climate change may have important implications on all climatic variables, especially temperature and rainfall. In the near future, the municipality is also considering preparing the climate response strategy which will assess the extent of vulnerability of the municipality towards the climate change conditions as well as provide adaptation and mitigation measures for the municipality.

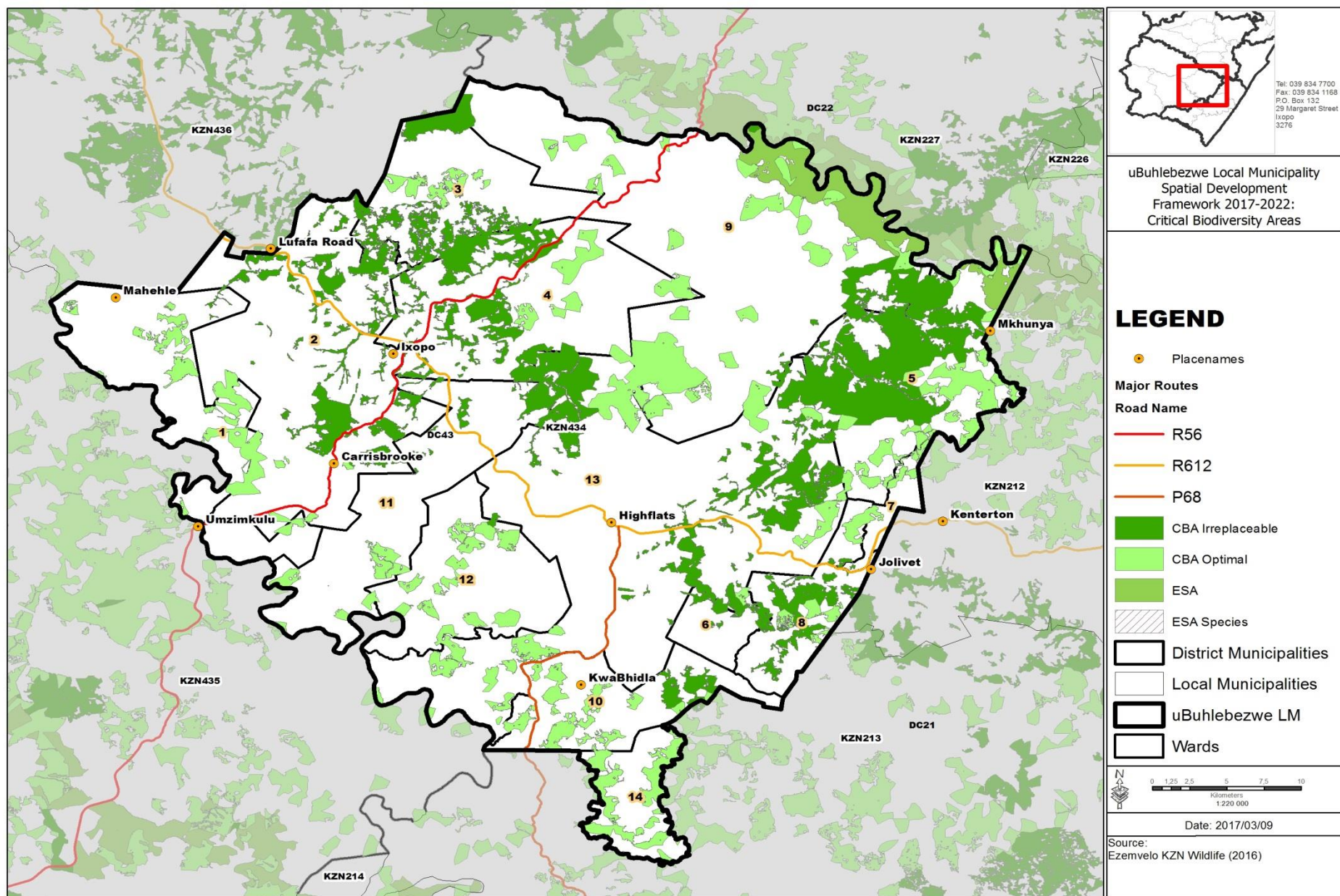


Figure 26: Critical Biodiversity Ares

- **Environmental Management SWOT Analysis**

<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>• The beauty, ambiance and pristine natural environment of the municipality are an asset.</li> <li>• A large number of critical (rare and endangered) species that include, Blue Swallow, Yellow Cranes and Cape Parrot, are present in the municipality.</li> <li>• Wetlands also provide important habitat for many species</li> <li>• Scenic public open space is an important social and biophysical strength.</li> <li>• Abundant water resources in a form of streams and perennial rivers</li> </ul>	<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>• Environmental education especially in the rural areas will help to achieve sustainability within the municipality. There is a large potential for this to be school based and include issues such as recycling that children can become involved in.</li> <li>• Environmental capacity building within the local municipality will also be critical to ensure sustainability.</li> <li>• A complex topography (rolling hills and mountains) across large sections of the municipality has an aesthetic appeal and holds considerable tourism development potential.</li> <li>• Steeper slopes and mountainous areas are more inaccessible and are therefore less disturbed. These areas serve as habitat patches and dispersal corridors to a large number of species. It also acts as important water catchment areas.</li> <li>• Wetlands should be protected and degraded wetlands should be rehabilitated as a priority measure to improve water quality, water flow regulation and habitat provision at a local scale</li> </ul>
<p><b>Weakness:</b></p> <ul style="list-style-type: none"> <li>• Indoor air pollution is likely to stay problematic because of the proportion of households without electricity.</li> <li>• The effect of global warming / climate change, which are currently unknown, on aspects such as rainfall and temperatures.</li> <li>• Steep river valleys and hilly terrain</li> <li>• Lack of environmental management tools to guide current and future developments</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>• Low temperature, frost/moisture stress</li> <li>• Steep slopes</li> <li>• Reliance on natural resources for water supply</li> <li>• Mountainous areas increase the cost of infrastructure provision, especially in the case of roads</li> <li>• Steep topography cause accelerated erosion</li> <li>• Invasive plant species have a negative impact on the wetland system with the displacement of natural species and the excessive utilisation of water resources.</li> <li>• Potential impacts of ground water quality resulting from absence of waste removal services in rural areas</li> <li>• Lack of rehabilitation of degraded areas.</li> <li>• Leaching of soil, particularly in areas around Ixopo, which reduces its fertility. Leaching is a natural occurrence, it can however be accelerated by the removal of natural vegetation, and by overgrazing.</li> <li>• Increasing population growth rates implies increased impact on ecological systems</li> </ul>

SWOT ANALYSIS		
<p><b>BIOPHYSICAL ENVIRONMENT</b></p>	<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>• Land Use Management System in place for guidance on the use of land.</li> <li>• Awareness campaigns on town planning &amp; building control processes are conducted.</li> <li>• A Slums Clearance Programme has been undertaken as an important program to bring important services to people.</li> <li>• Development of Precincts plans that show an arrangement of land uses associated with the needs of</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>• Deteriorating air quality and general pollution.</li> <li>• Overgrazing, excessive removal of vegetation, road construction activities, veld and forest fires and pollution pose potential threats to the environment</li> <li>• Most of the land is privately owned</li> <li>• Unavailability of a legal landfill site.</li> <li>• Overall decrease in rainfall patterns poses a threat to sources of water.</li> <li>• Soil erosion has impact on the flow of rivers, existence of</li> </ul>

SWOT ANALYSIS		
	the communities.	estuaries and loss of agricultural land.
	<b>Opportunities:</b> <ul style="list-style-type: none"> <li>• A formalised Refuse Disposal site is important aspect to cater for the basic land disposal needs for an urban space as well as for the disposal of different waste from Health related to building rubble.</li> <li>• The municipality consists of 77% of the land that is suitable for agriculture.</li> <li>• Agricultural Strategy is under development and agricultural productivity in the area has been promoted by supporting 8 cooperatives on vegetable and broiler production.</li> </ul>	<b>Threats:</b> <ul style="list-style-type: none"> <li>• The main climatic limitation affecting the area is low temperature and frost which has a negative impact on agricultural development in the municipality. This limits the range of crops that can be grown, the length of the growing season and the level of production.</li> <li>• In rural areas water is mainly drawn from natural sources like streams, rivers and fountains. Many areas in the municipal area do not have purified water and this makes these areas prone to cholera and other diseases.</li> </ul>
SOCIO-ECONOMIC	<b>Strengths:</b> <ul style="list-style-type: none"> <li>• The municipality has the External bursary policy that was adopted in 2013 and being implemented annually to assist youth from disadvantaged communities within Ubuhlebezwe to have access to tertiary institutions.</li> <li>• Capacity Building Strategy through 40 Small, Medium and Macro Enterprise (SMME's) trained on different skills (hospitality, plumbing, electricity and masonry) has been implemented.</li> <li>• Extended Public Works Programme in place.</li> </ul>	<b>Weaknesses:</b> <ul style="list-style-type: none"> <li>• Low Levels of education result in: Low skills base, Youth out-migration to urban areas, High unemployment rate.</li> <li>• Poor health services and uneven distribution of basic services.</li> <li>• High levels of HIV/AIDS</li> <li>• Population increase and rapid urbanisation.</li> <li>• High Levels of Poverty and inequality</li> <li>• High dependence on social grants in women and child-headed households.</li> <li>• Generally there is little sign of economic activity outside of the urban areas.</li> </ul>
	<b>Opportunities:</b> <ul style="list-style-type: none"> <li>• There is an opportunity for black contractors to be engaged in some contracts by timber companies.</li> <li>• A focus on more Tertiary institutions oriented educational facilities offering the different skills could assist the broad public to be skilled in their respective field and more likely to get employment within and outside the urban space.</li> <li>• The proposed Market Square is ideal to accommodate the ever growing informal traders/hawkers around the current Transport Node and in around Ixopo town. This space can allow them to trade in a coordinated point and manner, giving the current occupied road</li> </ul>	<b>Threats:</b> <ul style="list-style-type: none"> <li>• Impact of HIV/AIDS: the impact that the pandemic can have on the labour force is enormous. The epidemic can result in a decrease in the labour force due to deaths and associated sicknesses. This will hamper economic growth due to the withdrawal of active labour in the region.</li> <li>• Most emerging farmers lack capital and collateral to access credit from banks.</li> <li>• Unemployment relatively high within the district.</li> <li>• Limited skills to pursue business opportunities</li> </ul>

SWOT ANALYSIS		
	reserve much needed space.	
<b>LOCAL ECONOMIC DEVELOPMENT/ TOURISM</b>	<b>Strengths:</b> <ul style="list-style-type: none"> <li>• Available cultural and heritage assets for tourism</li> <li>• Ubuhlebezwe is well located from a regional perspective within KwaZulu-Natal i.e. between Pietermaritzburg, Kokstad and the Eastern Cape. It is located on the crossroads linking Pietermaritzburg and the Eastern Cape and Highflats and the coastal towns with the Drakensberg. The Ixopo town serves as one of the key focal points for tourism within the sub-region.</li> <li>• Diverse natural attractions</li> <li>• The strategic location of Ixopo provides opportunities for the possible location of industrial, commercial and other economic activity.</li> <li>• Areas of scenic beauty</li> <li>• Rare bird species</li> <li>• Ubuhlebezwe has the oldest operational narrow gauge train in the world for rail tourism.</li> <li>• Tourism Strategy was adopted and feasibility studies on the packaging of Tourism Routes and Carisbrooke are underway.</li> <li>• The R56 passes through the municipality, which provides linkage between the municipality and other major towns in the region.</li> <li>• A fairly developed institutional arrangement exists in the municipality. For example, the district agricultural office is located in Ixopo, emerging farmers are reasonably organised into farmer associations and efforts to form cooperatives are underway. Other supporting institutions such as the World Vision International are actively involved in agricultural development.</li> <li>• A reasonable agricultural support service is provided by the district agricultural office by way of education and extension services to both emerging and commercial farmers.</li> </ul>	<b>Weaknesses:</b> <ul style="list-style-type: none"> <li>• Lack of funding for marketing</li> <li>• Inadequate signage and information services</li> <li>• Inadequate transport infrastructure and services</li> <li>• Lack of accommodation facilities.</li> <li>• Inability to attract investment opportunities in the area</li> <li>• Over-reliance on subsistent forms of agriculture as the primary source of income in many households.</li> <li>• Lack of Industry development in the area.</li> <li>• Generally there is little sign of economic activity outside of the urban areas.</li> </ul>
	<b>Opportunities:</b> <ul style="list-style-type: none"> <li>• Natural attractions and rare bird species provide an opportunity to attract special interest tourists to the area.</li> <li>• The expansion of the rail</li> </ul>	<b>Threats:</b> <ul style="list-style-type: none"> <li>• The ability to initiate projects depends on whether funds are available/can be accessed to implement proposals.</li> <li>• The global and regional markets</li> </ul>

SWOT ANALYSIS			
		<p>tourism industry can provide tourists with an experience which is unique to the Ubuhlebezwe region.</p> <ul style="list-style-type: none"> <li>• The strategic location of Ixopo provides opportunities for the possible location of industrial, commercial and other economic activity.</li> <li>• Organic farming and herb production provide a niche market and a suitable alternative to small-scale commercial farmers.</li> <li>• A fresh produce market will not only enhance economic development but will also boost and complement commercial agricultural development in the municipality.</li> <li>• Ubuhlebezwe is in a process of developing its tourism routes. The focus of route development in Ubuhlebezwe will be on a combination of a mountain/quad bike, hiking and drive route/s that traverse Ubuhlebezwe and link different tourism products on-route.</li> </ul>	<p>are influenced by a range of issues which are not controlled by the local arena. These issues include the supply and demand for commodities, the exchange rate, etc.</p> <ul style="list-style-type: none"> <li>• Lack of co-operation among stakeholders can result in the desired outcome to being not achieved.</li> <li>• Unregulated informal sector: competition among hawkers in the informal sector is a problem since there are a large number of operators in the retail sector.</li> </ul>
INFRASTRUCTURE	<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>• There is a rural road upgrading programme which is undertaken in association with the local Transport Forum.</li> <li>• The municipality has made a budget provision for storm water management and has received a funding from COGTA for rehabilitation of roads and storm water.</li> <li>• Ubuhlebezwe Local Municipality has enquired the services of an implementing agent to handle the process of constructing Community Residential Unit (CRU) facility</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>• Infrastructure backlogs and aging infrastructure.</li> <li>• Dispersed settlement pattern increase cost of service delivery in the area.</li> <li>• Access to Basic services (Electricity, Water and Sanitation) is limited.</li> <li>• Currently most rural roads are unusable during the rainy season.</li> </ul>	
	<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>• Eskom is in the process of constructing a new power station in Kenterton which will serve most of the area falling under UBuhlebezwe municipality. Funding has been secured by Eskom and has been gazetted.</li> <li>• There is a rural road upgrading programme which is undertaken in association with the local Transport Forum.</li> <li>• The municipality has made a budget provision for storm water management and has received a funding from</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>• Some areas within the town experience problems in terms of strewn litter, water flowing on the road surface, etc. This could lead to the decay of these areas.</li> <li>• Poor road infrastructure impedes on the mobility of people and goods.</li> <li>• Poor communication infrastructure results in difficulties to publicize information.</li> <li>• Vandalizing of available services.</li> <li>• The existing power stations have reached maximum capacity since Eskom has is not capable of providing the electricity requirements to the new</li> </ul>	



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

• **NODES AND MOVEMENT CORRIDORS:**

**NODES**

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

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



## THE PRIMARY NODE

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

Nodal Key Issues:

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

## THE SECONDARY NODE

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

Nodal Key Issues:

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

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

## TERTIARY NODE

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

JOLIVET NODE

MAHEHLE NODE

NOKWEJA NODE

HLOKOZI NODE

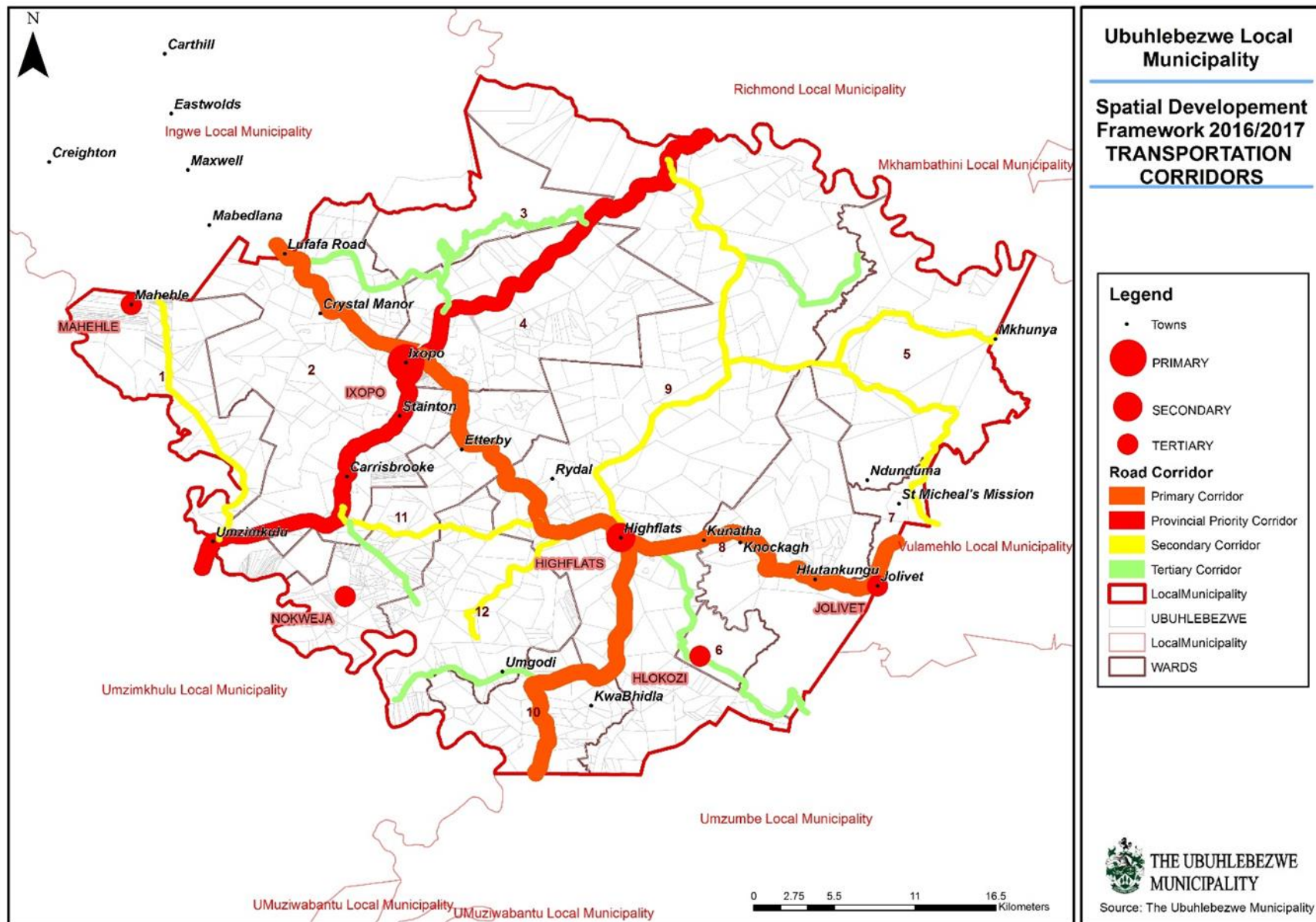


Figure 27: Transportation corridors

## Capital Investment Framework

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

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

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

### DEVELOPMENT PRIORITIES:

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

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

### Financial management strategies

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

### **Summary of Capital Projects**

Ubuhlebezwe aims to implement 37 projects, which will require a total budget of R225 714 055.08 between 2015/16 and 2016/17. The Department of Human Settlements plans to implement 30 projects for a budget of R150 316 000 between 2015/16 and 2019/20. The Department of Health plans for 12 12 projects which will be implemented in a long term basis. However, the budget for these projects has not yet been confirmed. The Department of Education intends of implementing 39 projects with a total budget of R190 814 000 for 2015/16. Harry Gwala DM has 9 projects which total a budget of R85 832 000. Borrowing and identifying other sources of funding will become critical in achieving the intended project objectives. Overall, R475 457 055.08 is required for all the 99 proposed projects to be implemented. However, this budget is preliminary as the department of health still has to provide its budget allocations for the different projects thereof. It should be noted that the Municipality is in the process of compiling a Capital Investment Plan which will be ready to form part of both the final IDP and SDF in May 2017.

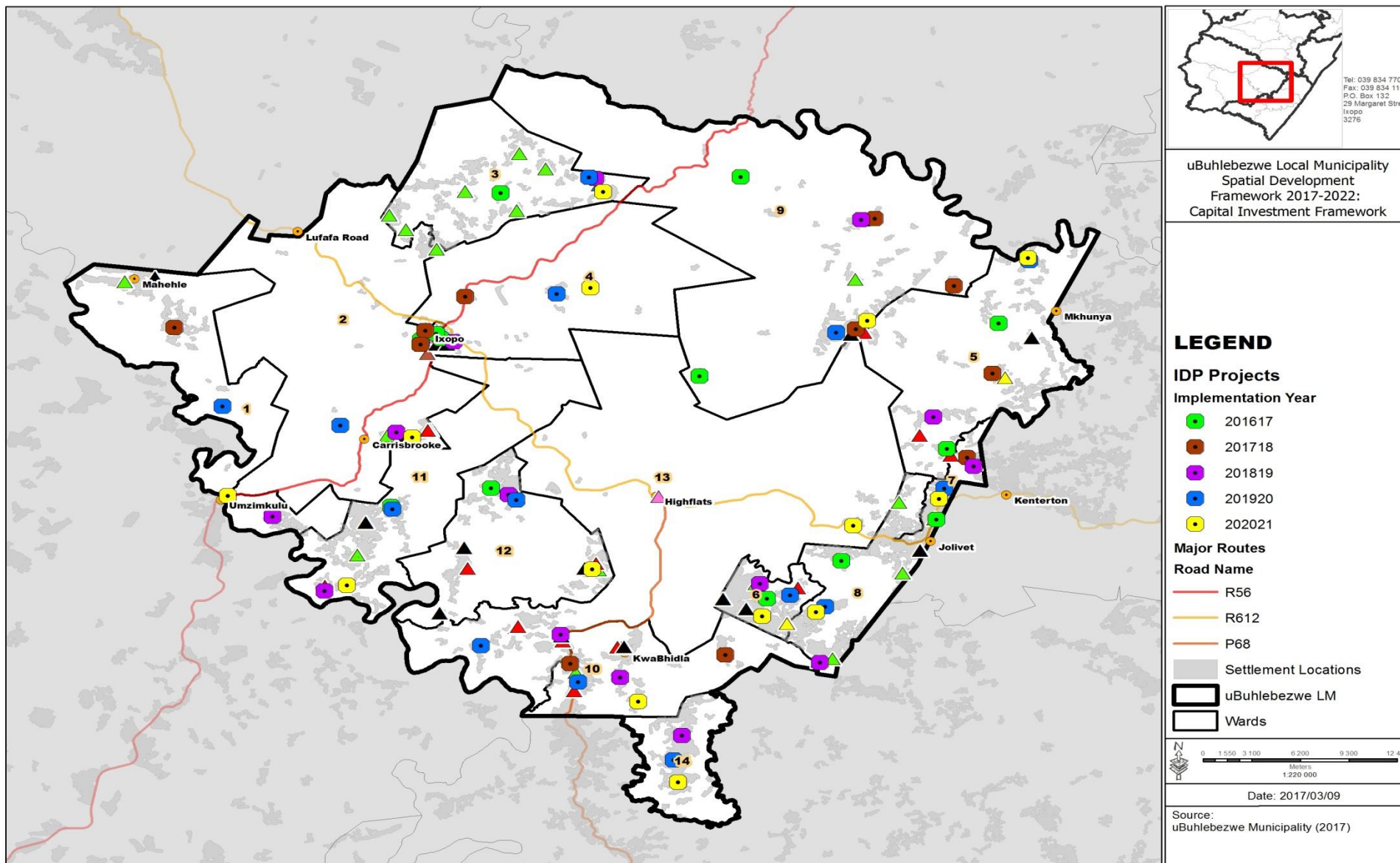


Figure 28: CIF/CIP



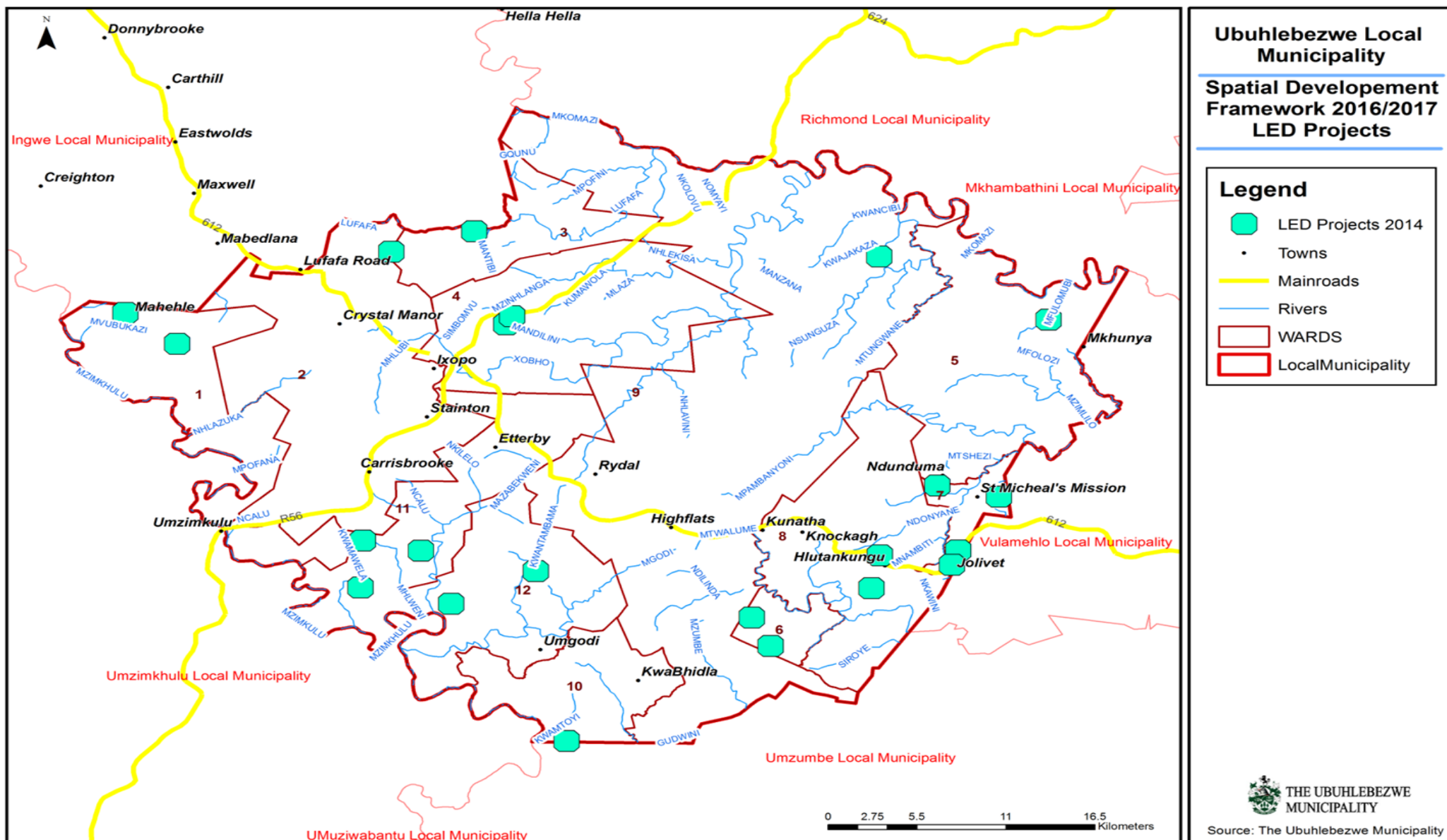


Figure 29: LED Projects within Ubuhlebezwe LM

Figure 30: EXISTING AND SHORT TERM DEVELOPMENT:  
- PRECINCT PLANS



DXPO FRAMEWORK PLAN		
<b>LEGEND</b>		
	PROVINCIAL ROAD	
	MAIN ROAD	
	ACTIVITY ROAD	
	INTERNAL ACCESS ROAD	
	PROPOSED INTERCHANGE	
	COMMERCIAL	39.11Ha
	SERVICE INDUSTRY	5.5 Ha
	GOVERNMENT OFFICES	11.71Ha
	MAINTAIN CEMETERY	0.6 Ha
	TAXI RANK	5.4 Ha
	CLINIC	2.3 Ha
	WORSHIP	0.2 Ha
	RESIDENTIAL	13.34Ha
	MEDIUM DENSITY RESIDENTIAL	13.34Ha
	PARK	2.8 Ha
	AGRICULTURE	25.71Ha
	OPEN SPACE	17Ha
PREPARED BY	DATE	
U7 USE	5.31	08/11/2011
 SIBUKO SE AFRICA CONSULTANTS 100% OWNED & OPERATED BY BLACK OWNED & OPERATED BY SIBUKO SE AFRICA		

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

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

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

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

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

- **OGLE FARM PROPOSED DEVELOPMENT:**

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

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

#### **CURRENT PROGRESS:**

##### **Basic Assessment Report Project**

The service provider for the project has finally re-submitted a refined Draft Basic Assessment Report for the proposed development. It was delivered at a meeting held on the 13th of February 2017 which was more of serious meeting in that it was about trying to undo the negativity portrayed by the service provider towards finishing the project. The next step of the project is to forward the draft report to Interested and Affected parties as well as EDTEA for comments giving them 30 days to respond. It has been brought to the Municipality's attention that non commitment of the of the water services authority (Harry Gwala District Municipality) towards bulks confirmation might stall finishing off the project. The Municipal environmentalists will be finishing assessing the received refined



draft report after which the response will be sent through to the service to proceed with submitting the report to EDTEA and interested and affected parties.

**Ogle Precinct/Master Plan Project:**

The meeting took place on the 8th of February 2017 with the service provider which was essentially presenting the inception report for the project. Other elements communicated at the meeting involved the need to involve the Harry Gwala District and other sector departments as part Project steering Committee. The date of the next meeting is scheduled on the 8th of March 2017 but most likely will be moved to a later date as the service provider indicated that the both Phase 2 and 3 will be ready by mid-March 2017.

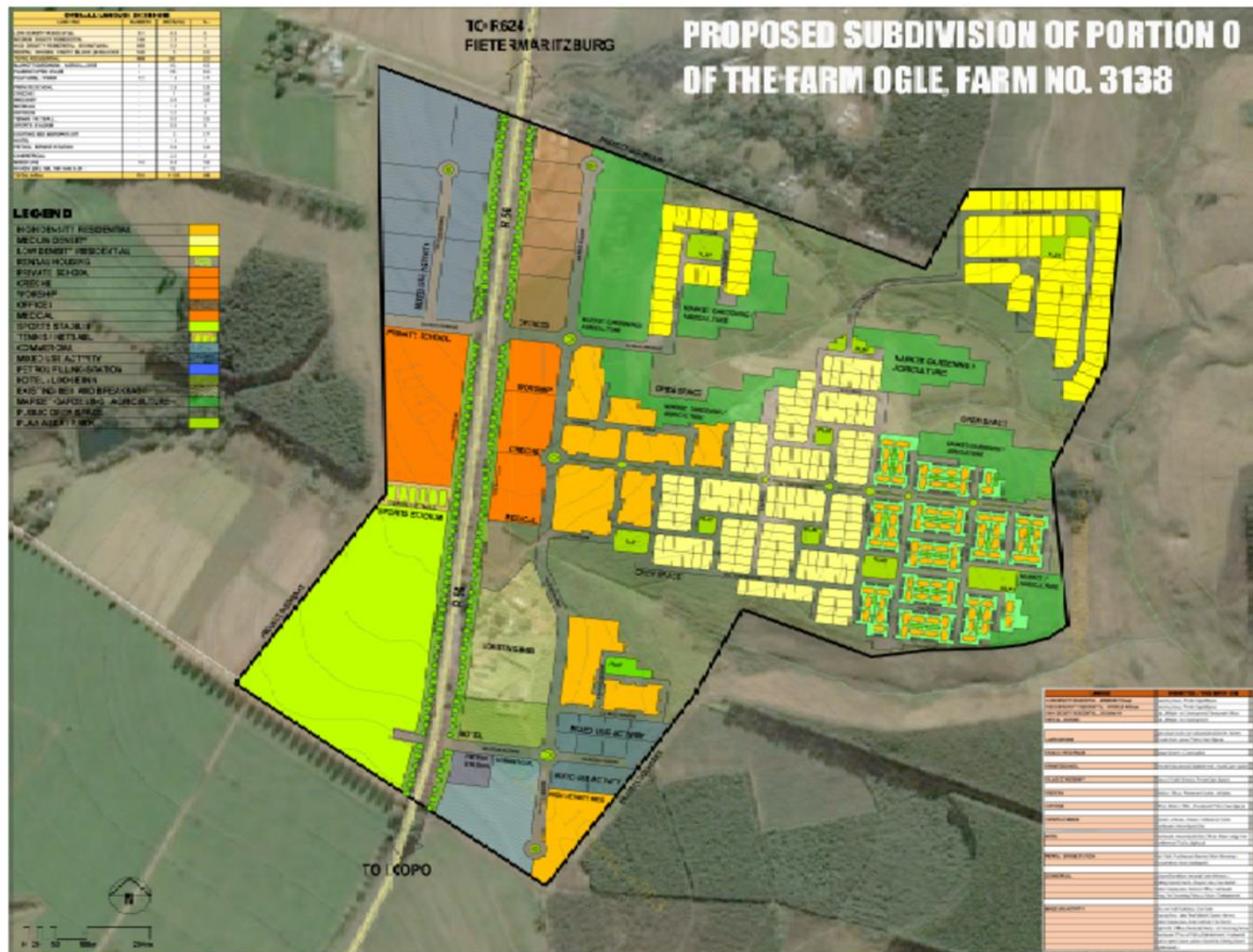


Figure 31: Ogle Farm Proposed Development Conceptual Layout Plan

- **Disaster Management**

- **STATUS QUO OF DISASTER MANAGEMENT IN UBUHLEBEZWE MUNICIPALITY**

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

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

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

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

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

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

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

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

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

- **KEY PERFORMANCE AREA 1**

- **INTEGRATED INSTITUTIONAL CAPACITY FOR DISASTER RISK MANAGEMENT**

- **DISASTER MANAGEMENT FRAMEWORK**

The uBuhlebezwe Disaster Management Framework was developed and approved by Council in 2014, in terms of section 42 of the Disaster Management Act, (Act 57 of 2002), in line with the National Disaster Management

Framework of 2005. The Disaster Management Framework is essential to ensure an integrated and uniform approach to disaster management in its area of jurisdiction by-

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

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

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

#### ▪ **KEY PERFORMANCE INDICATOR**

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

#### • **DISASTER MANAGEMENT ADVISORY FORUM**

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

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

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

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

No	Stakeholder	RESPONSIBILITIES
1.	Line Function Departments in the municipality	<ul style="list-style-type: none"> <li>To provide expertise and technical information pertaining to their line function departments</li> <li>To act as leading agencies in dealing with certain hazards that require technical skills</li> </ul>
2.	Traditional Leaders	<ul style="list-style-type: none"> <li>To ensure that, traditional values and indigenous information is also forms part of disaster management planning in the municipal area</li> </ul>
3.	South African Weather Services	<ul style="list-style-type: none"> <li>To provide advices on weather patterns and cascade early warning systems as part of ensuring state of preparedness</li> </ul>
4.	SASSA	<ul style="list-style-type: none"> <li>To make provision of the different types of grants to needy communities</li> <li>To also provide relief such as food vouchers and/or groceries</li> </ul>
5.	Home Affairs	<ul style="list-style-type: none"> <li>To ensure that, communities receive their identity documents</li> <li>To control illegal emigration of people to and from the South African Borders</li> </ul>
6.	South African Liquor Authority	<ul style="list-style-type: none"> <li>Responsible of regulating liquor licenses in the area</li> <li>Attend to all liquor related complaints and ensure that, they are</li> </ul>



No	Stakeholder	RESPONSIBILITIES
		resolved timeously
7.	Provincial Disaster Management Centre	<ul style="list-style-type: none"> <li>To provide oversight on disaster risk management issues implementation at a local level</li> <li>Assist with training and capacity building</li> <li>Provide enormous disaster related support</li> </ul>
8.	None Government Organizations	<ul style="list-style-type: none"> <li>To provide support (disaster relief) whenever a need arises</li> </ul>
9.	uBuhlebezwe Municipal Disaster Management Centre	<ul style="list-style-type: none"> <li>Point of coordination for Disaster Management</li> <li>Ensure development of Disaster Management plans and monitoring the implementation thereof</li> <li>Conduct risk assessment for the area of jurisdiction of the municipality in consultation with all relevant role players</li> <li>Promote prevention, mitigation and response initiatives by municipal organs of state, non-governmental organizations and communities in the area of jurisdiction.</li> <li>Measure performance and evaluate progress of initiatives</li> <li>Facilitate the activation of Joint Operation Centre whenever a need arises</li> <li>Make referrals to other sector departments</li> <li>Plan and execute awareness campaigns</li> </ul>
10.	Community Based Organizations	<ul style="list-style-type: none"> <li>To provide both physical and emotional support during difficult times to victims</li> </ul>
11.	Eskom	<ul style="list-style-type: none"> <li>To provide technical information and skills on electricity</li> <li>To conduct awareness campaigns</li> </ul>
12.	South African Police	<ul style="list-style-type: none"> <li>To ensure safety and security</li> </ul>
13.	Fire Services	<ul style="list-style-type: none"> <li>To ensure fire safety communities</li> </ul>
14.	Department of Health	<ul style="list-style-type: none"> <li>To deal with diseases and provide technical information on how to prevent and mitigate the effects of diseases</li> </ul>
15.	Department of Transport	<ul style="list-style-type: none"> <li>To make provision of measures to prevent motor vehicle accidents</li> </ul>
16.	District Disaster Management Centre	<ul style="list-style-type: none"> <li>Provide support to the municipality on disaster management issues</li> </ul>

Table 33: Representation if the disaster management advisory forum for uBuhlebezwe municipality



Disaster Management Advisory Forum in December 2016

- **KEY PERFORMANCE INDICATOR**

An effective Disaster Management Advisory Forum is in place and sitting on quarterly basis, with clear terms of reference.

- **ESTABLISHMENT OF THE DISASTER MANAGEMENT CENTRE**

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

In uBuhlebezwe municipality, the disaster management section is utilizing the fire station as the base for its disaster management centre. A new fire station is required by the municipality, at least to be built within the next five years.

- **STORAGE FACILITIES**

**Storage facilities are also available wherein all disaster management relief is stored.**



Figure 32: Aerial View of uBuhlebezwe Municipality with Fire Station





Figure 33: Overview of the Municipality with Fire Station and Parking in red



- **LOCATION OF DISASTER MANAGEMENT**

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



- **VOLUNTEERS**

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

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

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



**Ward 2 Disaster Management ward based structure**

#### • **PREVENTION AND MITIGATION**

In line with section 47 of the Disaster Management 2002, (Act 57 of 2002), the municipality has put measures in place to the extent of its capacity to always provide guidance to other organs of state particularly the sector departments, private sector, non-governmental organizations, communities and individuals in municipal area to assess and prevent or reduce the risk of disasters.

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

#### • **CLEARING OF STORM WATER DRAINS**

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



**Clearing of storm water drains**

#### • **ENFORCEMENT OF LEGISLATION**

The disaster management section, working together with the fire services conduct fire safety inspections in all the business premises within the area of jurisdiction of the municipality, and when business license

applications are processed, the disaster management and fire services unit also conduct inspections to ensure that, business comply prior to occupation by the business owners.

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

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

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

- **KEY PERFORMANCE INDICATORS**

- New proposed fire station constructed.
- Storeroom to store disaster management equipment and relief in place.
- Human resources capacity in place.
- Unit of volunteers in place.
- Prevention and mitigation measures in place.
- Risk reduction initiatives implemented e.g. clearing of storm water drains to reduce or mitigate the effect of floods.
- Disaster Management Interdepartmental and Business Structure in place.

- **DISASTER RISK MANAGEMENT PLAN**

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



Figure 34: Areas acquired from NDZ and Umzumbe LM



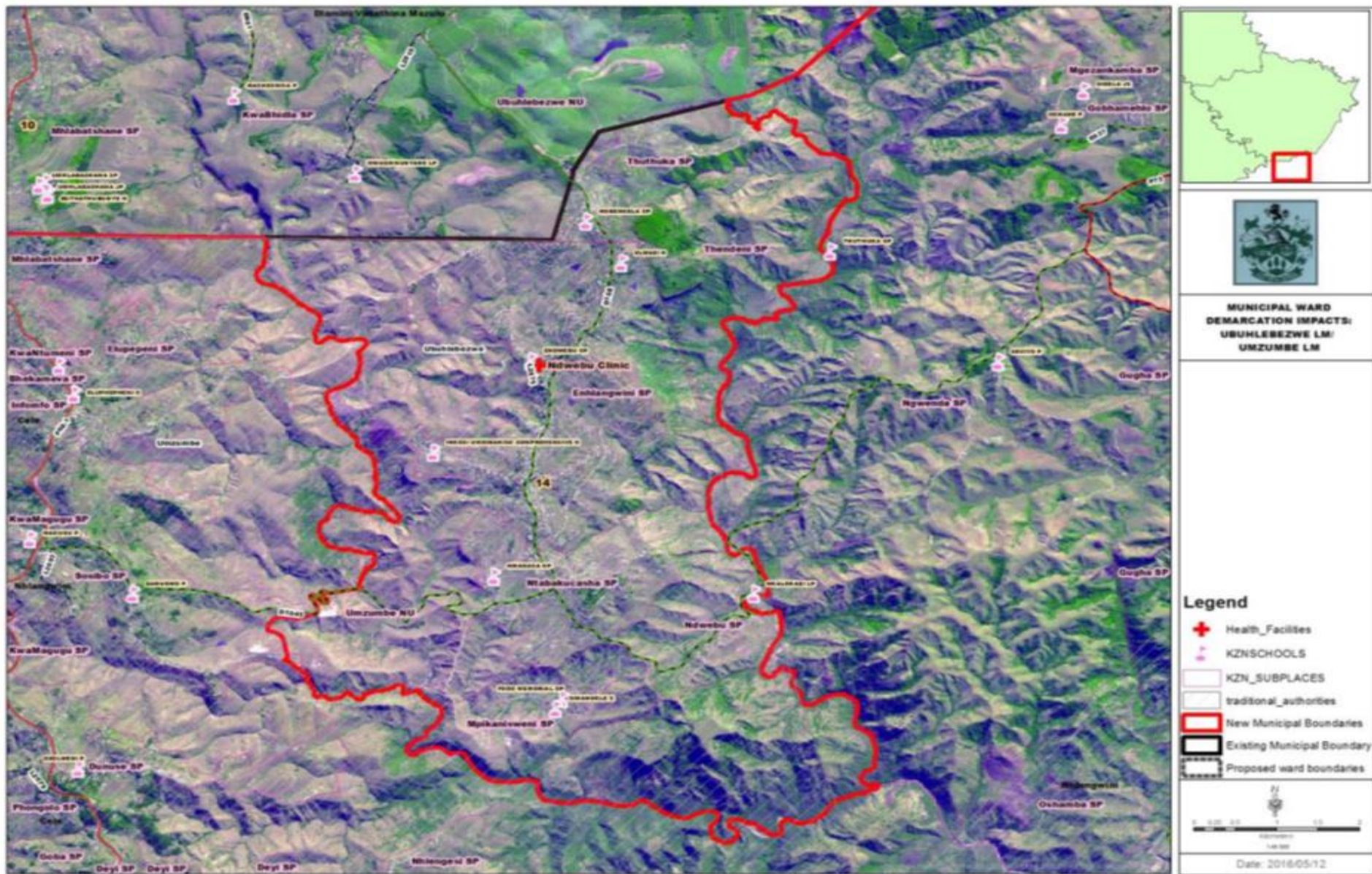


Figure 35: Aerial Map of the portion acquired from Umzumbe LM



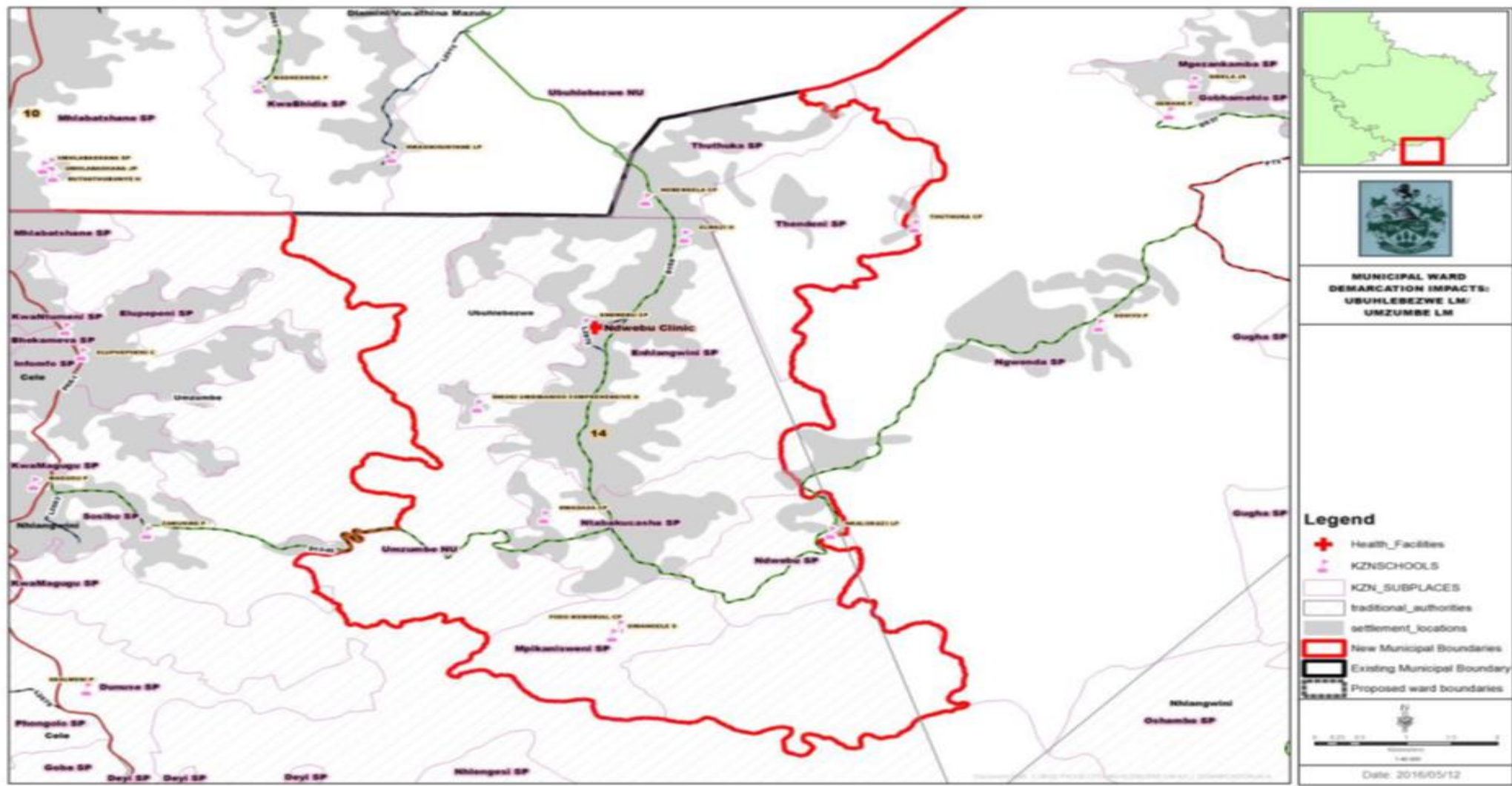


Figure 36: Topographical Map of the portion acquired from Umzumbe LM

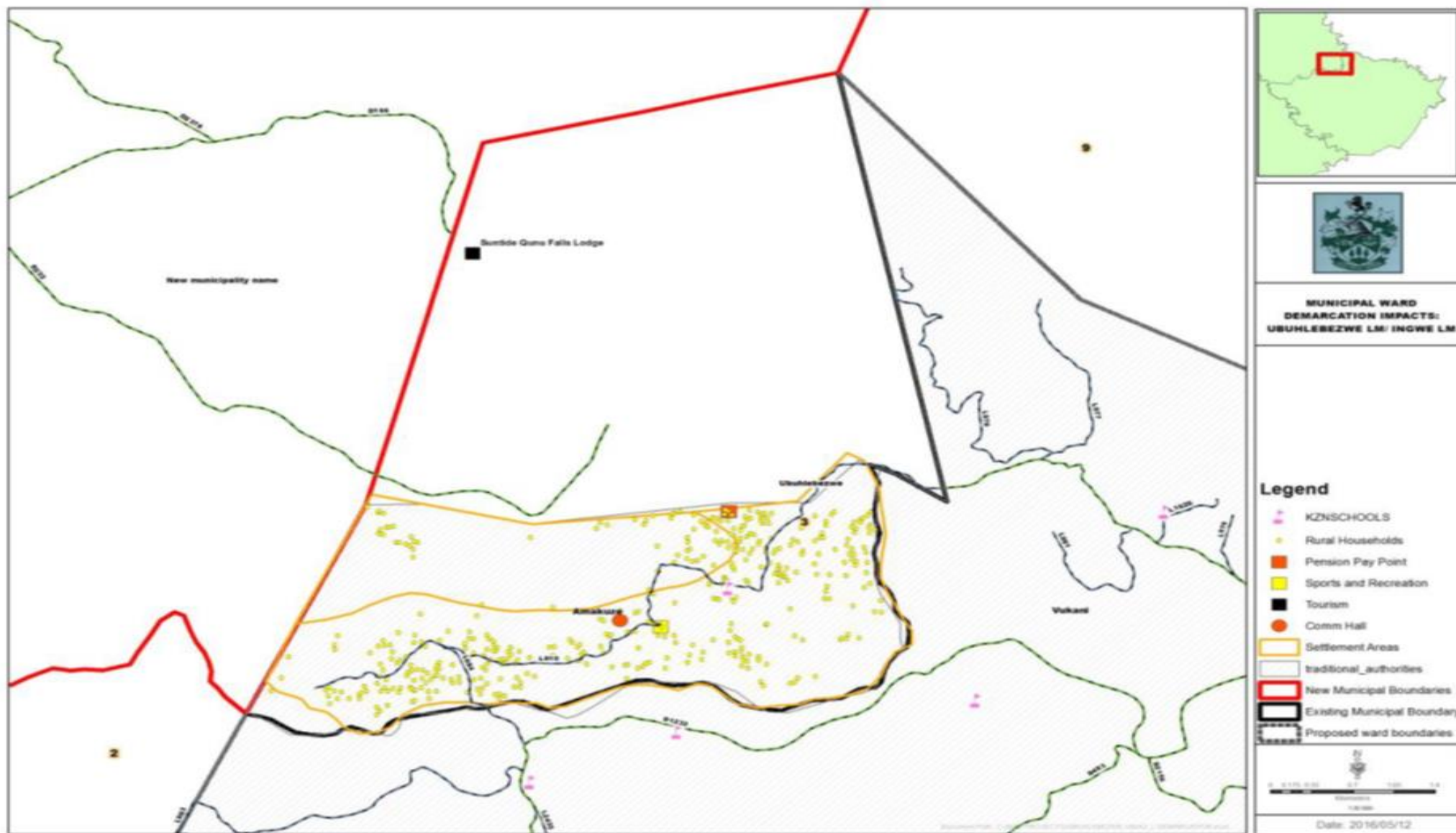


Figure 37: Topographical Map of the portion acquired from NDZ LM





Figure 38: Aerial Map of the portion acquired from NDZ LM

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

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

- **KEY PERFORMANCE AREA 2**

- **DISASTER RISK ASSESSMENT**

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

The risk profile of the municipality is as follows:

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

Ward	Brief Overview	Hazards and threats
		<ul style="list-style-type: none"> <li>• Drought</li> <li>• Lightning</li> </ul>
6	Ward 6 is situated on the South Eastern part of Ubuhlebezwe Municipal Area. Ward 6 shares Municipal boundaries with Umzumbe Local Municipality, ward 7, ward 8 and ward 10 of Ubuhlebezwe Local Municipality.	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Floods</li> <li>• Storms</li> <li>• Motor Vehicle Accident</li> <li>• Epidemics</li> <li>• Drought</li> <li>• Lightning</li> </ul>
7	Ward 7 is situated on the eastern part of Ubuhlebezwe Municipal Area. Ward 7 shares Municipal boundaries with Vulamehlo Local Municipality, ward 8, ward 6, and ward 5 of Ubuhlebezwe Municipal Area.	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Floods</li> <li>• Storms</li> <li>• Motor Vehicle Accident</li> <li>• Hazmat Incidents</li> <li>• Epidemics</li> <li>• Drought</li> <li>• Lightning</li> </ul>
8	Ward 8 is situated on the South Eastern Part of Ubuhlebezwe Municipal Area. Ward 8 shares Municipal boundaries with ward 7, ward 6, ward 10, ward 9 and ward 5 of Ubuhlebezwe Municipal Area.	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Floods</li> <li>• Storms</li> <li>• Motor Vehicle Accident</li> <li>• Hazmat Incidents</li> <li>• Epidemics</li> <li>• Drought</li> <li>• Potential Unrest</li> <li>• Lightning</li> </ul>
9	Ward 9 is situated in the centre of Ubuhlebezwe Municipal Area. Ward 9 shares Municipal boundaries with, ward 4, ward 5, ward 6, ward 8, 12 of Ubuhlebezwe Municipal Area.	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Floods</li> <li>• Storms</li> <li>• Motor Vehicle Accidents</li> <li>• Hazmat Incidents</li> <li>• Epidemics</li> <li>• Drought</li> <li>• Illegal Connection of Electricity</li> <li>• Lightning</li> </ul>
10	Ward 10 is situated on the Southern part of Ubuhlebezwe Municipal Area. Ward 10 shares Municipal boundaries with Umzumbe Local Municipality, ward 12, ward 11 and ward 6 of Ubuhlebezwe local Municipality.	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Floods</li> <li>• Storms</li> <li>• Motor Vehicle Accidents</li> <li>• Hazmat Incidents</li> <li>• Epidemics</li> <li>• Drought</li> <li>• Lightning</li> </ul>
11	Ward 11 is situated on the South Western part of Ubuhlebezwe Municipal Area. Ward 11 shares Municipal boundaries with Umzimkhulu Municipality, ward 12, ward 2, and ward 9 of Ubuhlebezwe Municipal Area.	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Floods</li> <li>• Storms</li> <li>• Motor Vehicle Accident</li> <li>• Hazmat Incidents</li> <li>• Epidemics</li> <li>• Drought</li> <li>• Snow</li> <li>• Lightning</li> </ul>
12	Ward 12 is situated on the South Western part Ubuhlebezwe Municipal Area. Ward 12 shares Municipal boundaries with Umzimkhulu Local Municipality; ward 10 and ward 11 of Ubuhlebezwe Municipal Area.	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Floods</li> <li>• Storms</li> <li>• Motor Vehicle Accidents</li> <li>• Hazmat Incidents</li> <li>• Epidemics</li> <li>• Drought</li> <li>• Snow</li> <li>• Lightning</li> </ul>
13	Ward 13 is situated in the centre of Ubuhlebezwe Municipal Area. Ward 13 shares Municipal boundaries with, ward 4, ward 5, ward 7 ward 9, ward 8, ward 10, ward 11, ward 12, of Ubuhlebezwe Municipal Area.	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Floods</li> <li>• Storms</li> <li>• Motor Vehicle Accidents</li> <li>• Hazmat Incidents</li> <li>• Epidemics</li> </ul>

Ward	Brief Overview	Hazards and threats
		<ul style="list-style-type: none"> <li>• Drought</li> <li>• Illegal Connection of Electricity</li> <li>• Lightning</li> </ul>
14	Ward 14 is situated in the east south of the municipal area and it shares boundaries with ward 10	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Drought</li> <li>• Hailstorm</li> <li>• Road Accidents</li> <li>• Heavy Rain</li> <li>• Floods</li> <li>• Strong wind</li> <li>• Snow</li> <li>• Lightning</li> <li>• Wild pigs</li> <li>• Snow</li> <li>• Substance Abuse and Crime</li> <li>• Hazardous Installations</li> </ul>

**Table 34: Risk profile**

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

WARD	DROUGHT	LIGHTNING	HAIL STORMS	FLOODS	HEAVY RAIN	WELD FIRES	STRUCTURAL FIRES	STRONG WIND	SNOW	MOTOR VEHICLE ACCIDENT
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12										
13										
14										

LEGEND

WARDS

LOW HAZARD

MEDIUM HAZARD

MEDIUM HIGH HAZARD

HIGH HAZARD

EXTREMELY HIGH HAZARD



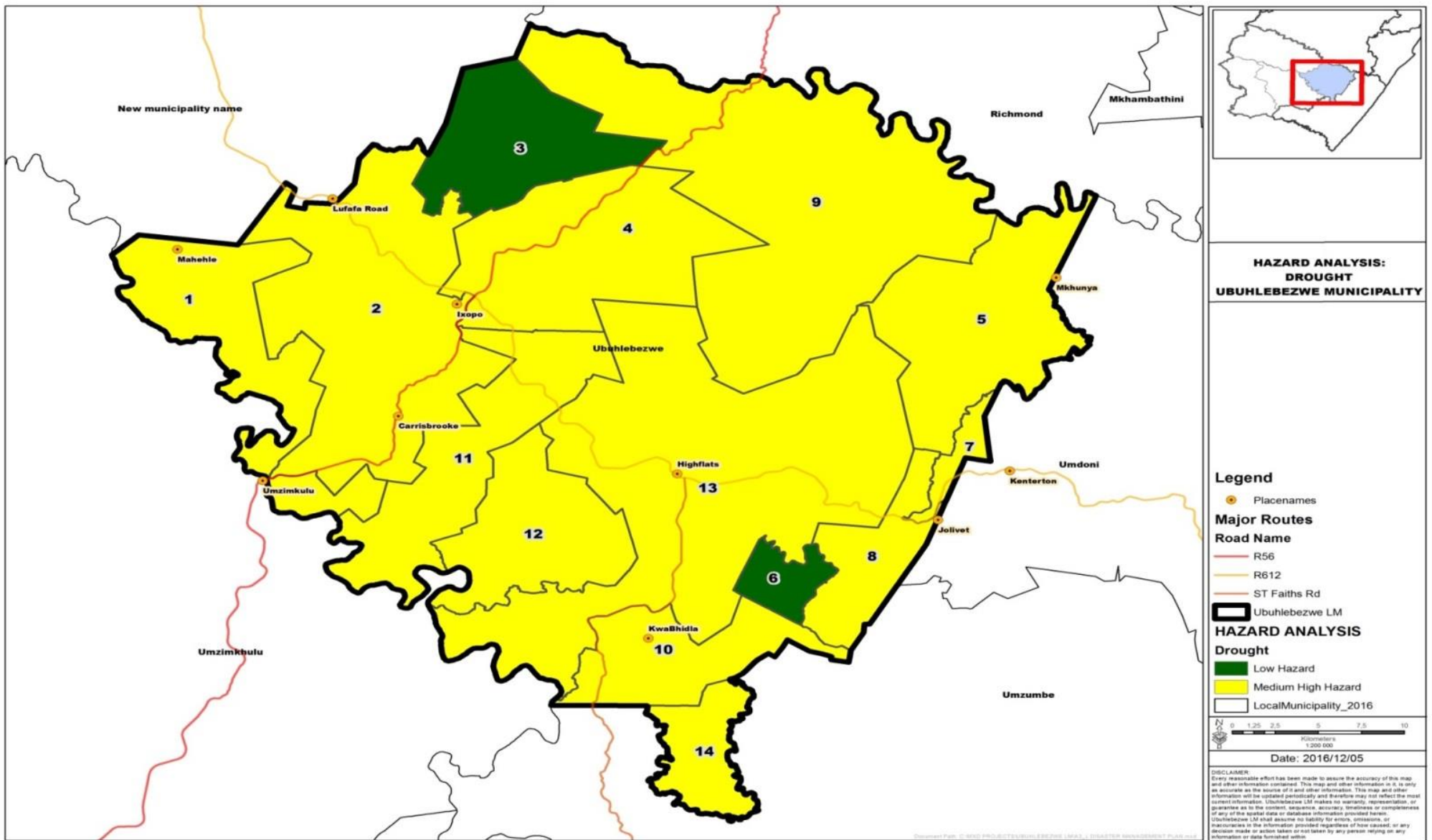


Figure 39: Drought hazard

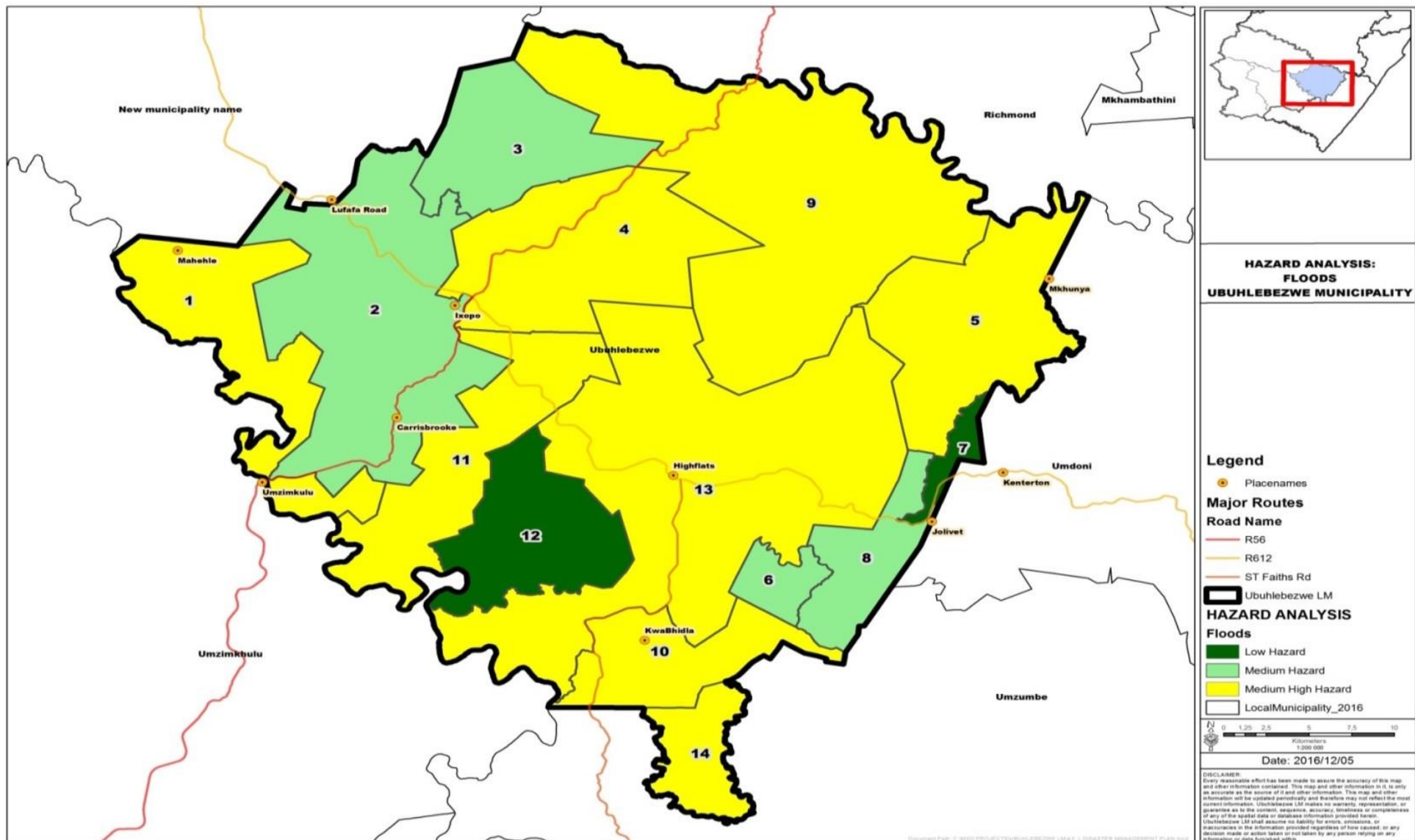


Figure 40: Flood Hazard



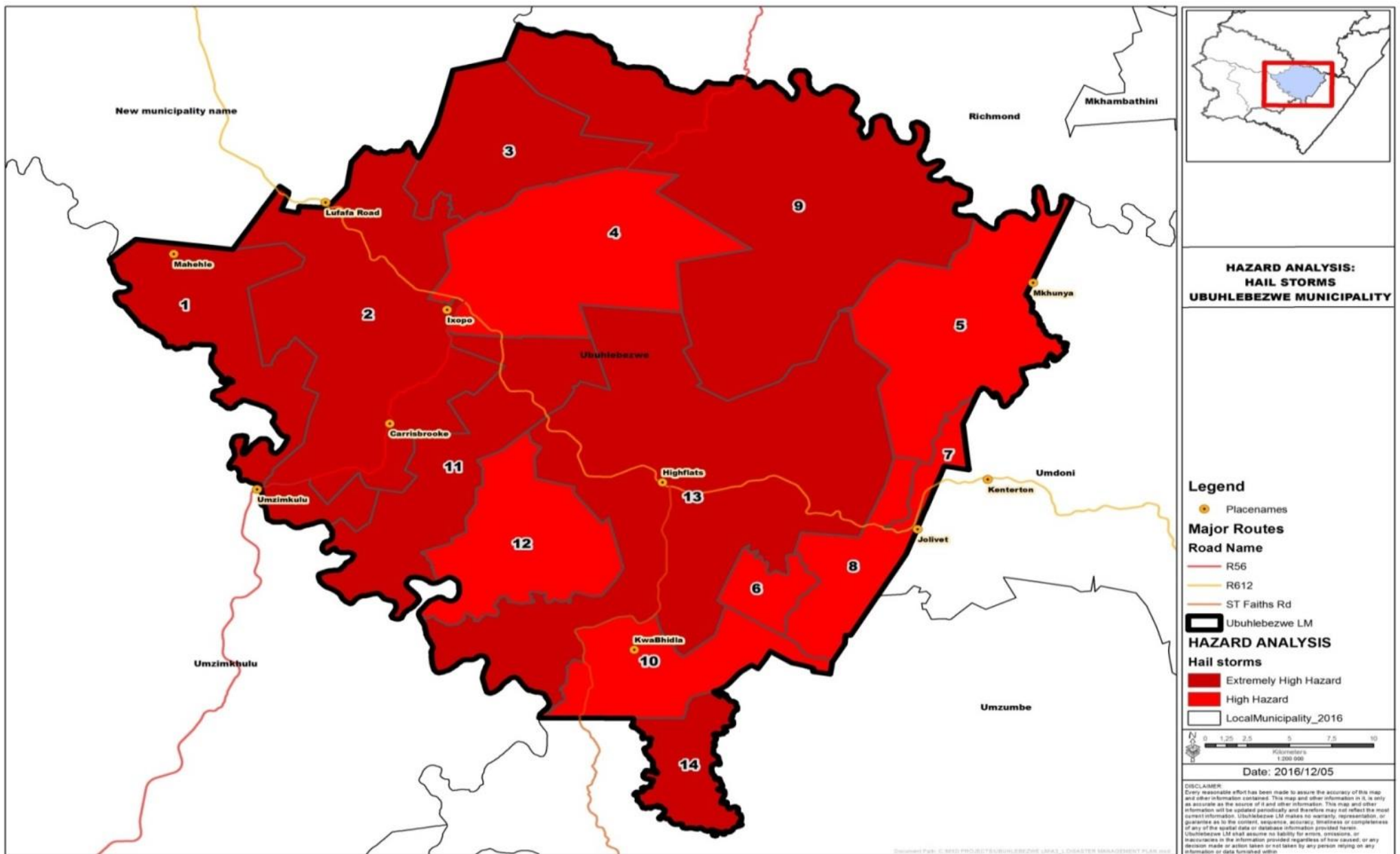


Figure 41: Hailstorm Hazard

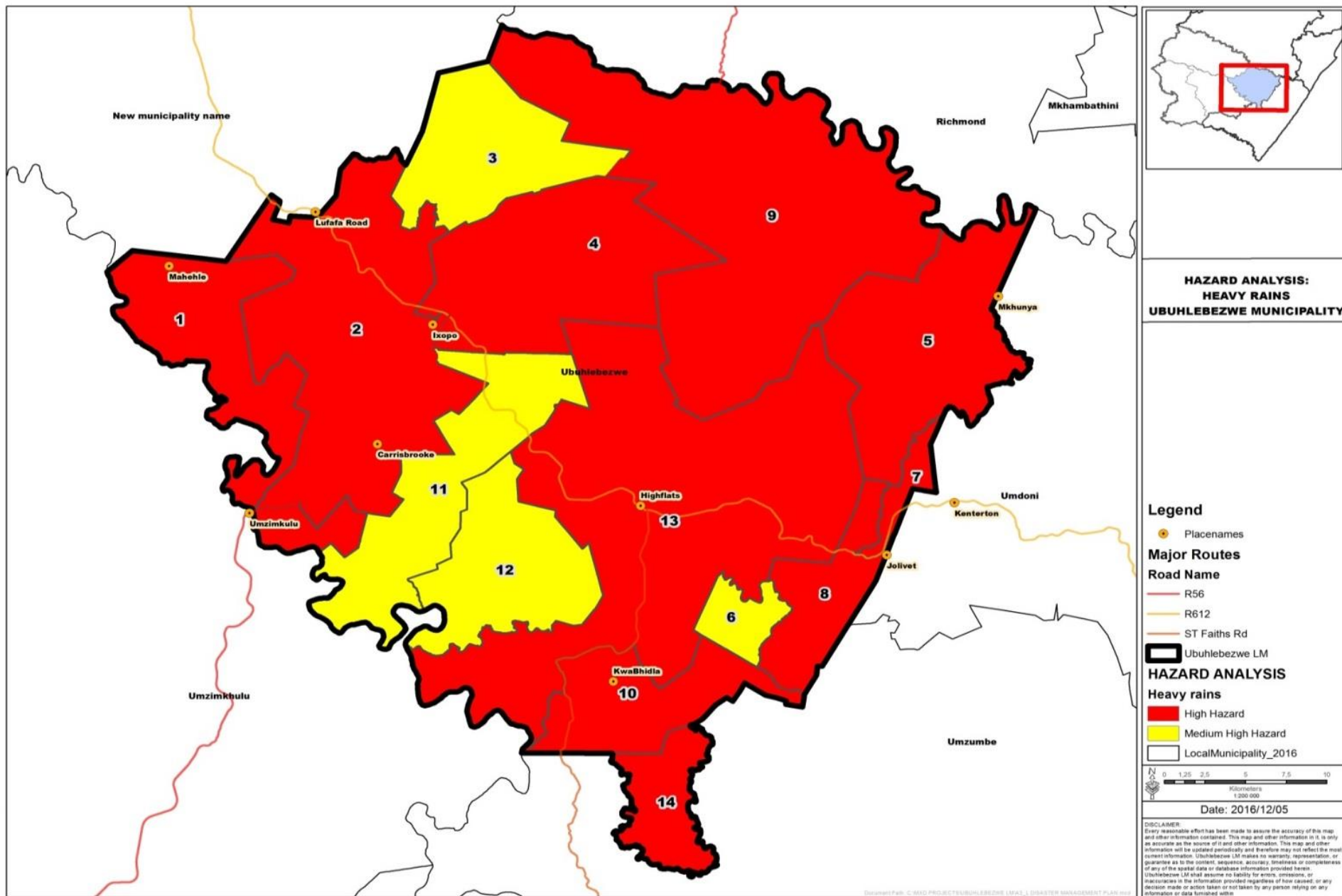


Figure 42: Heavy Rain Hazard

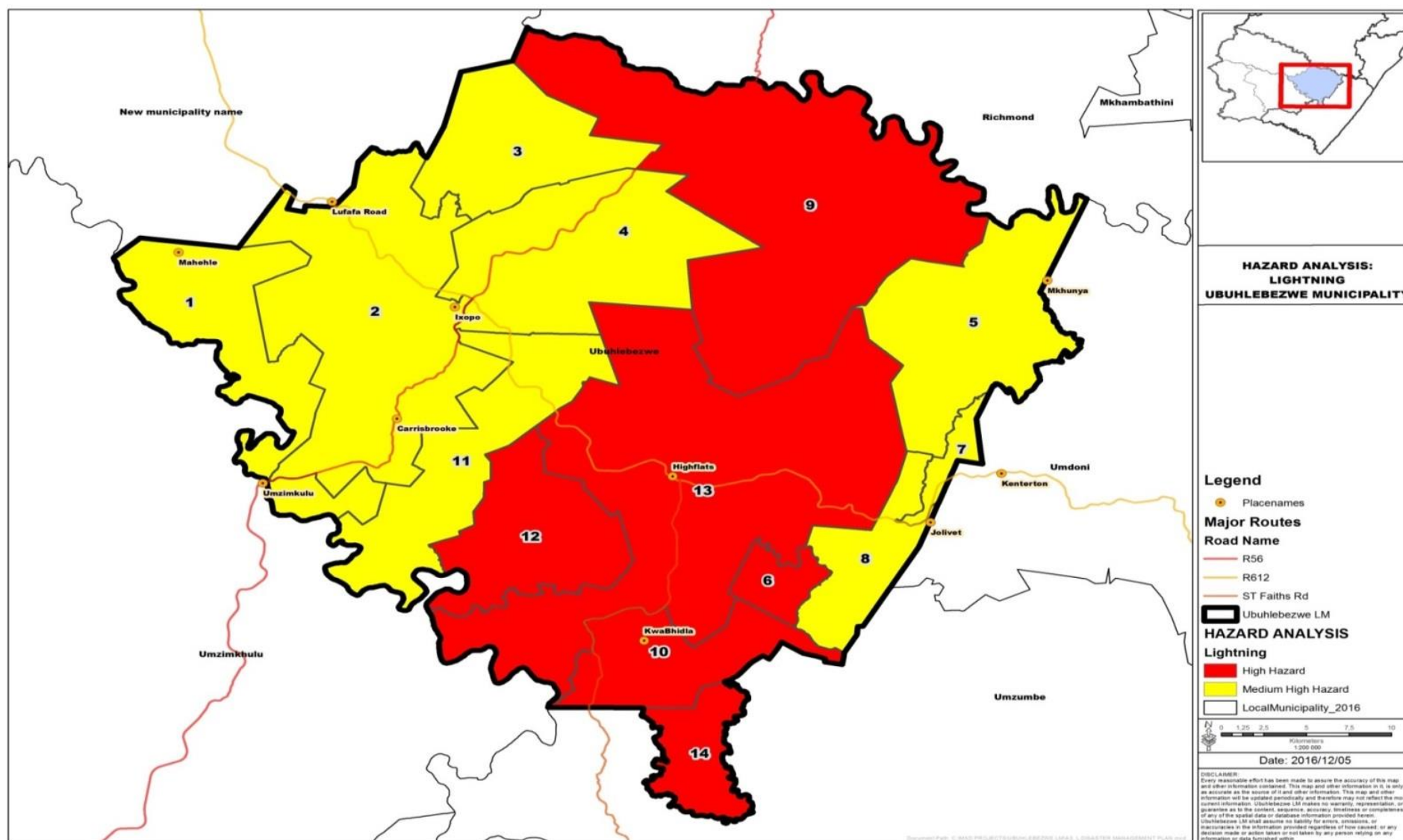


Figure 43: Lightning Hazard



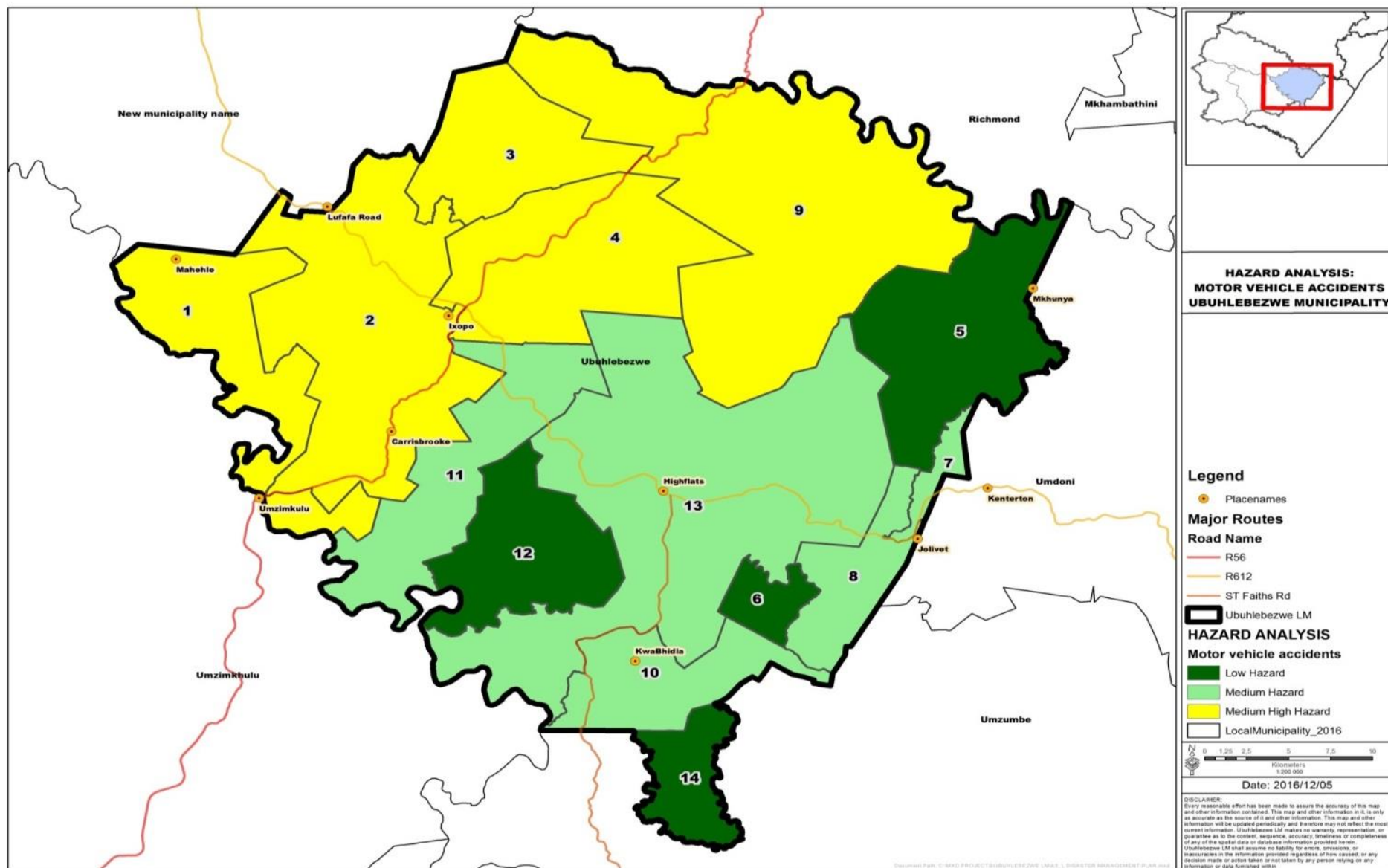


Figure 44: Motor Vehicle Hazard

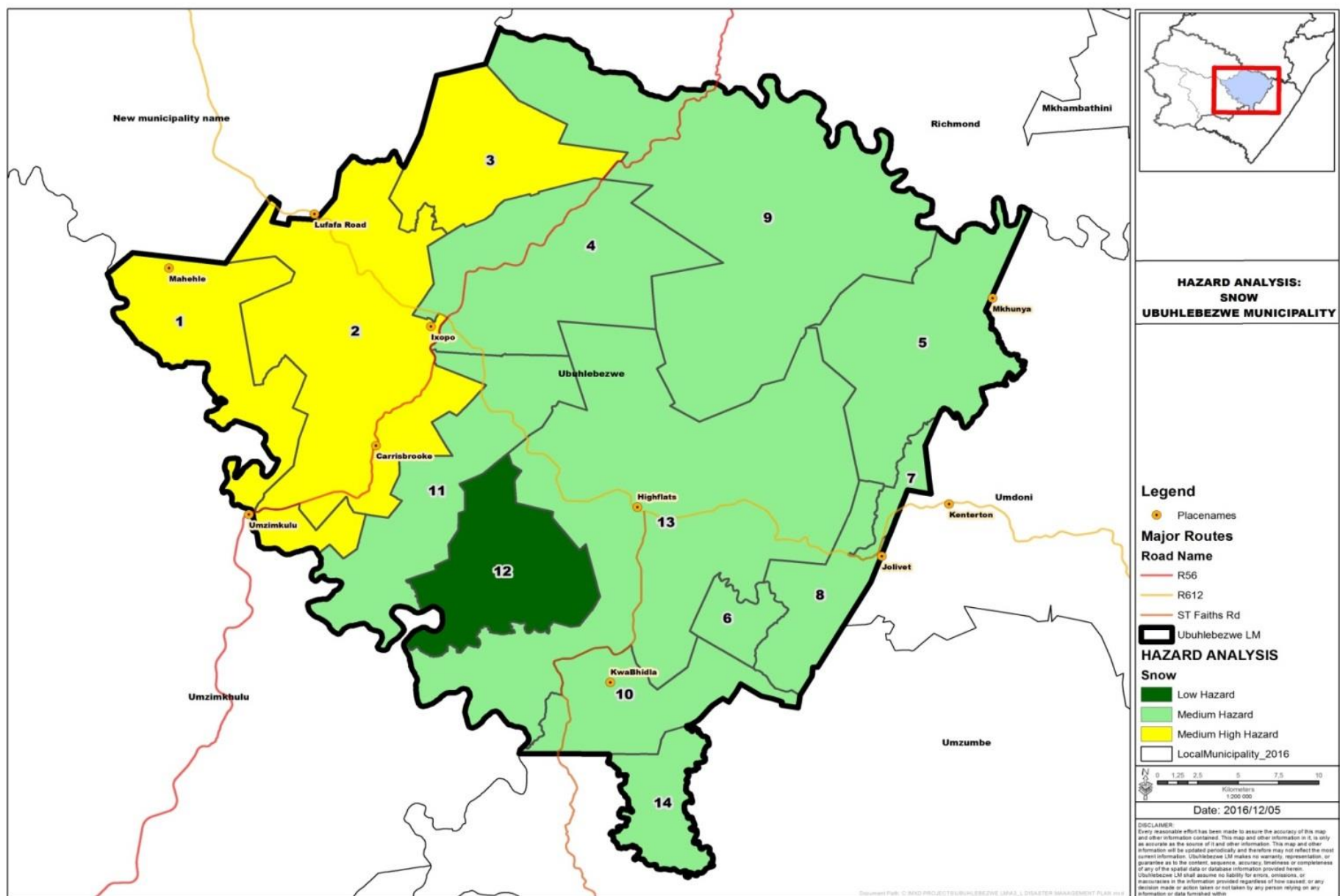


Figure 45: Snow Hazard

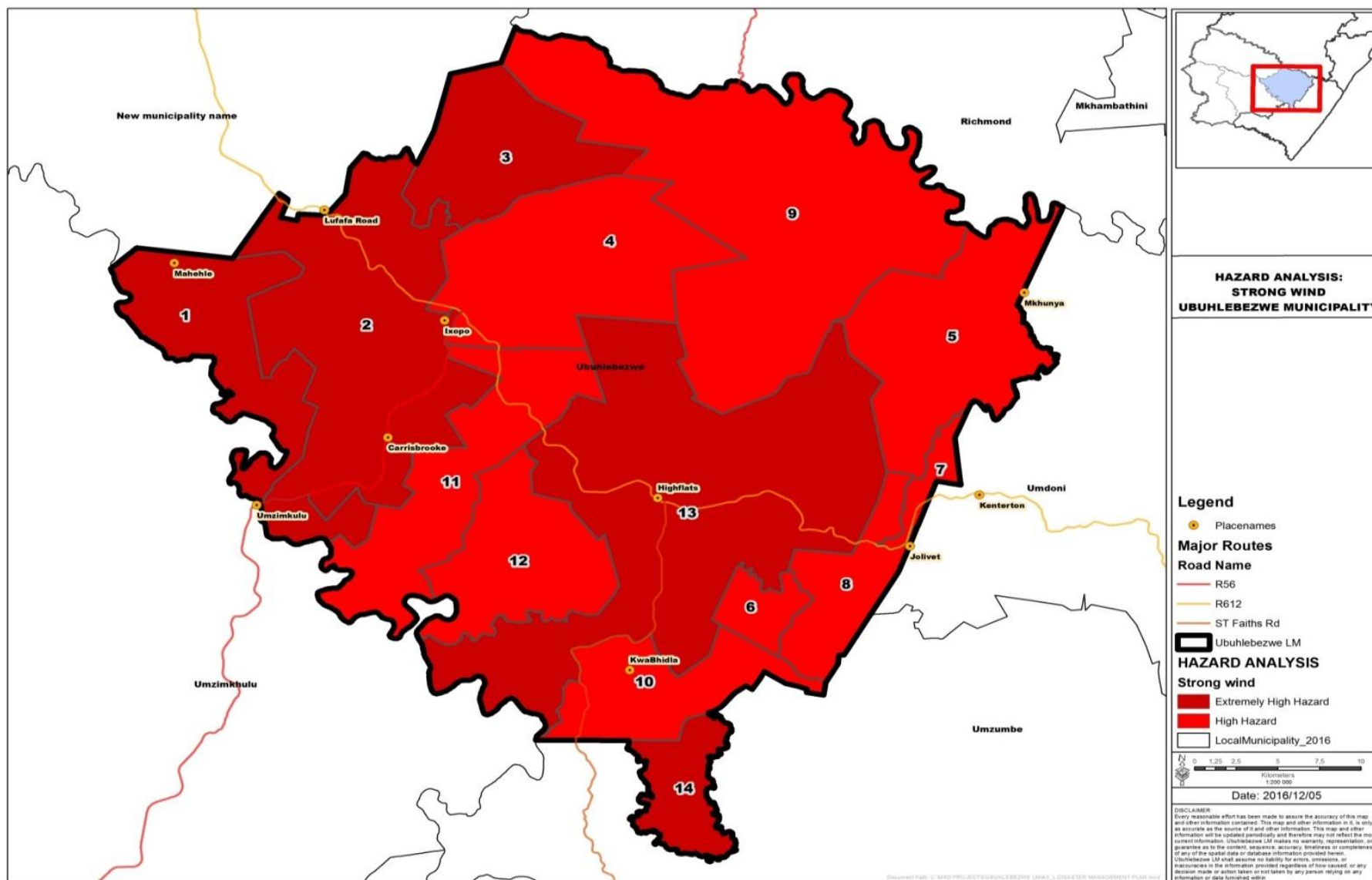


Figure 46: Strong Wind Hazard

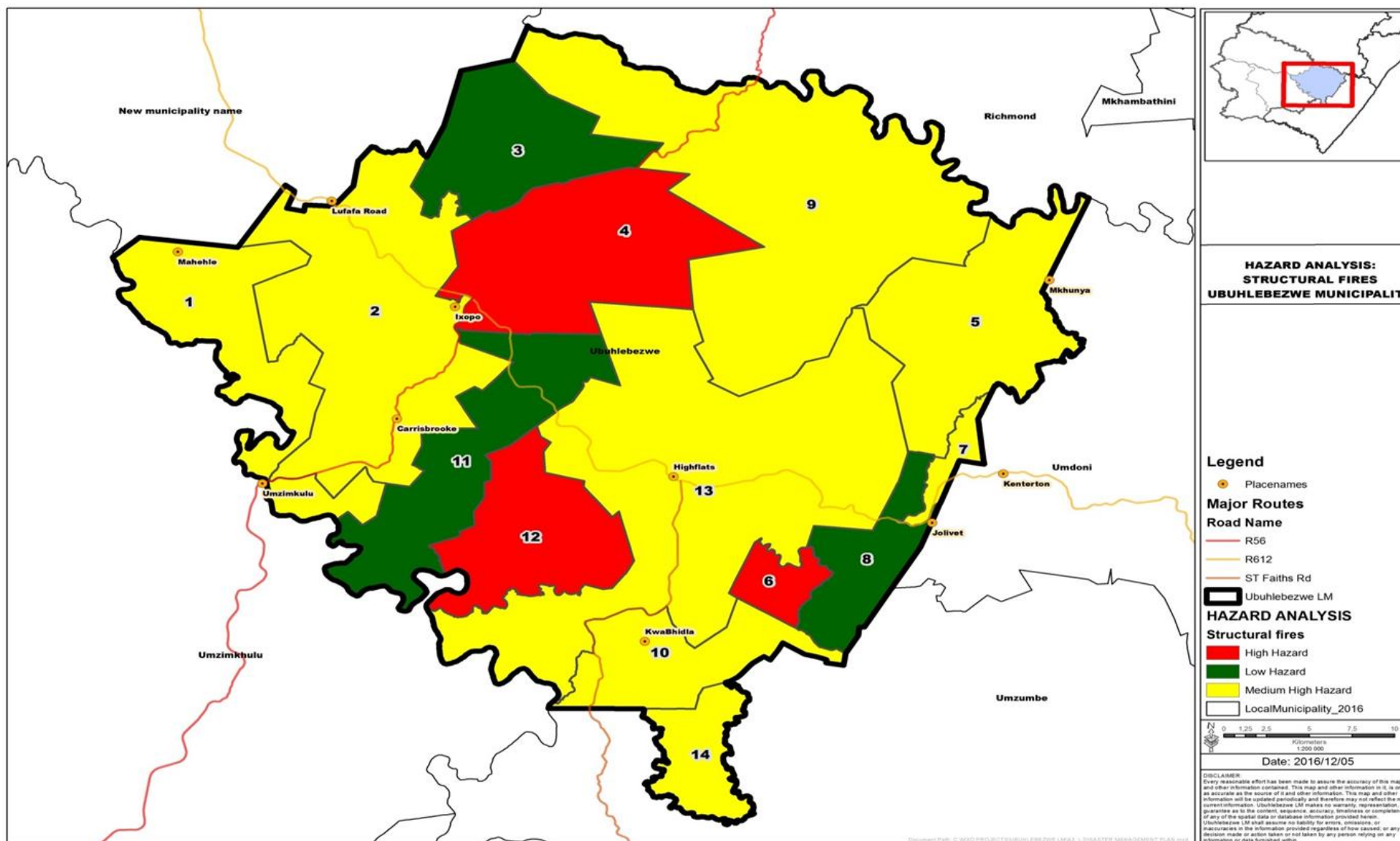


Figure 47: Structural Fire Hazard



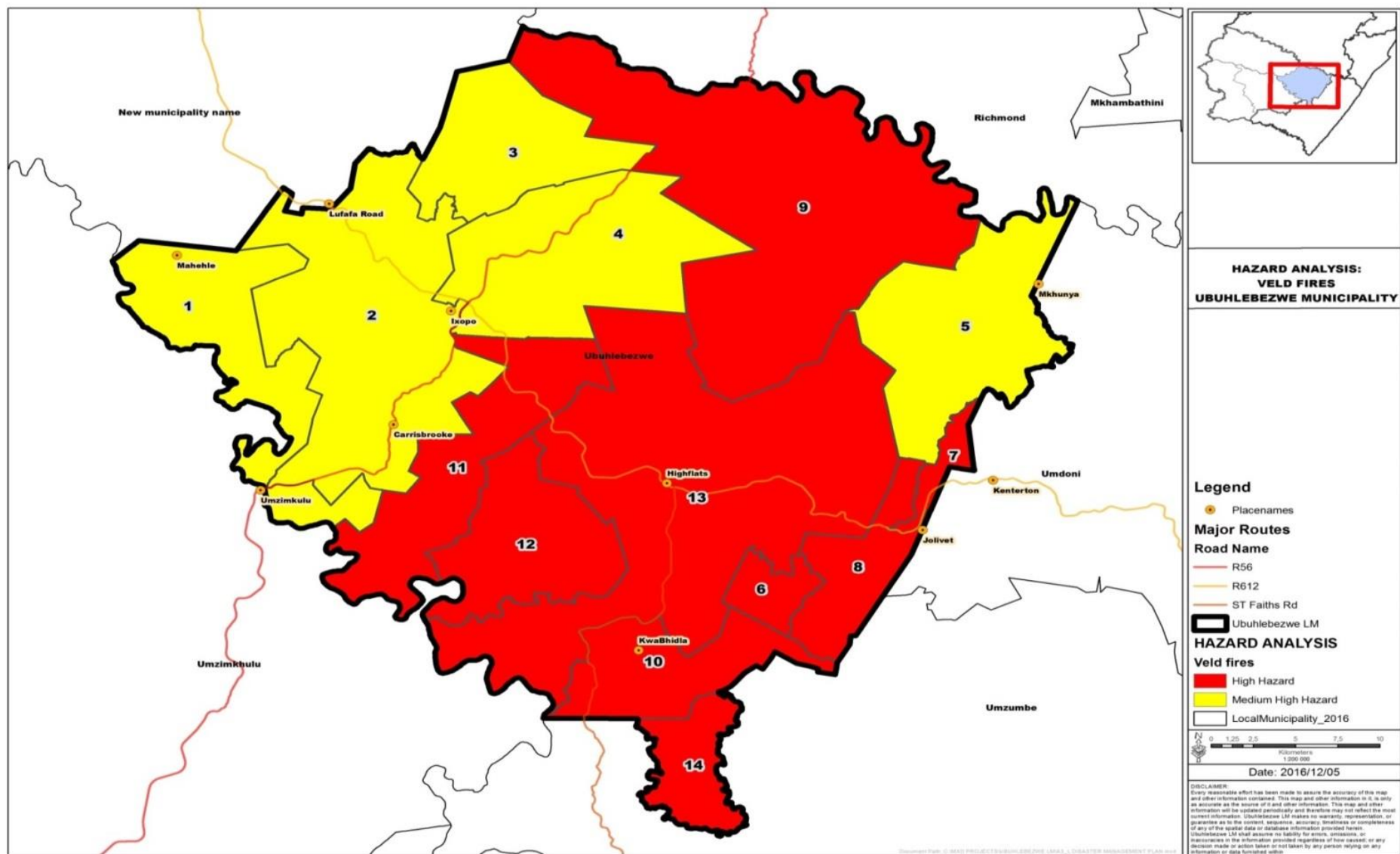


Figure 48: Veld Fire hazard

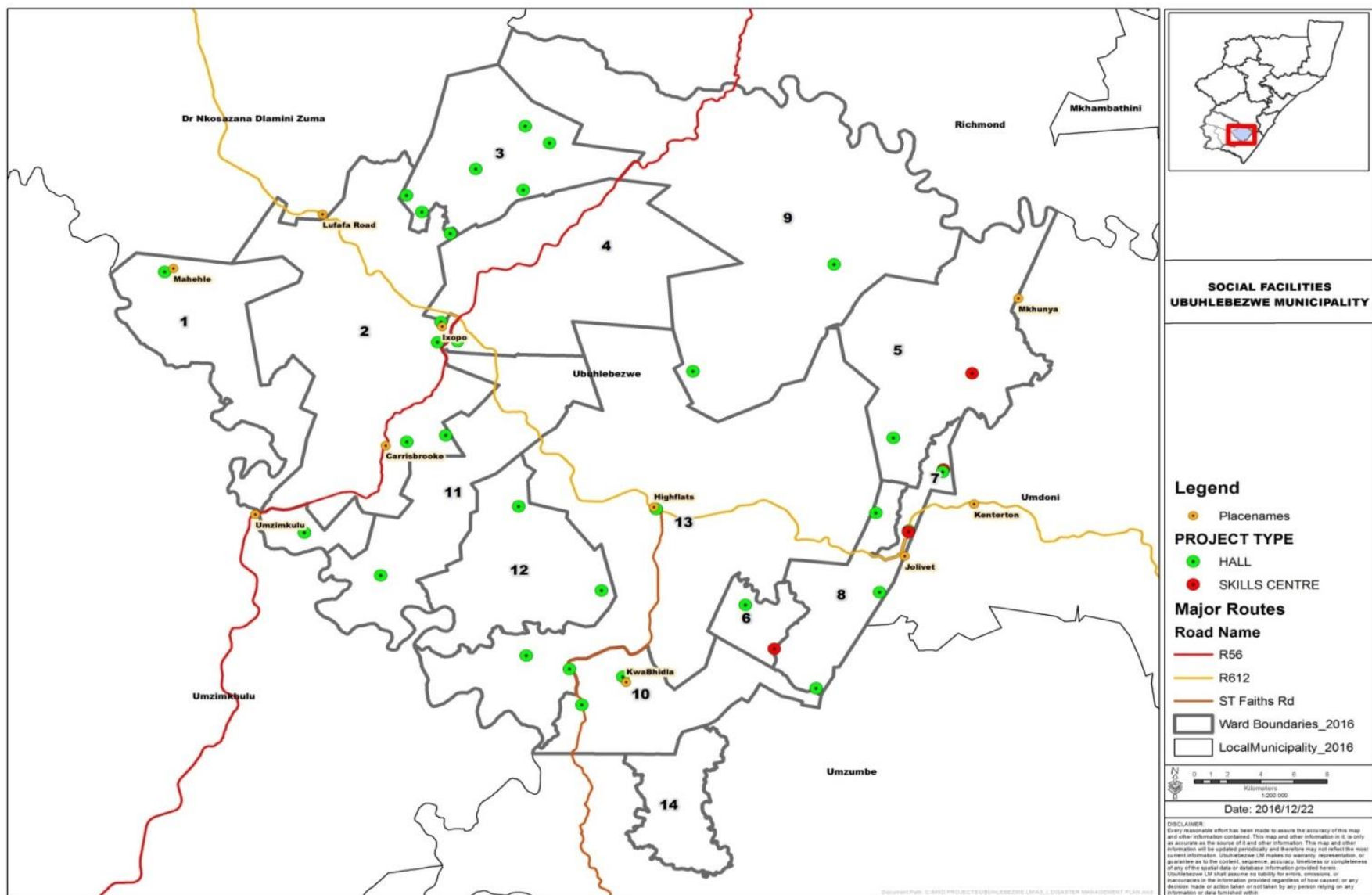


Figure 49: Social Facilities (Halls and Skills Centre)

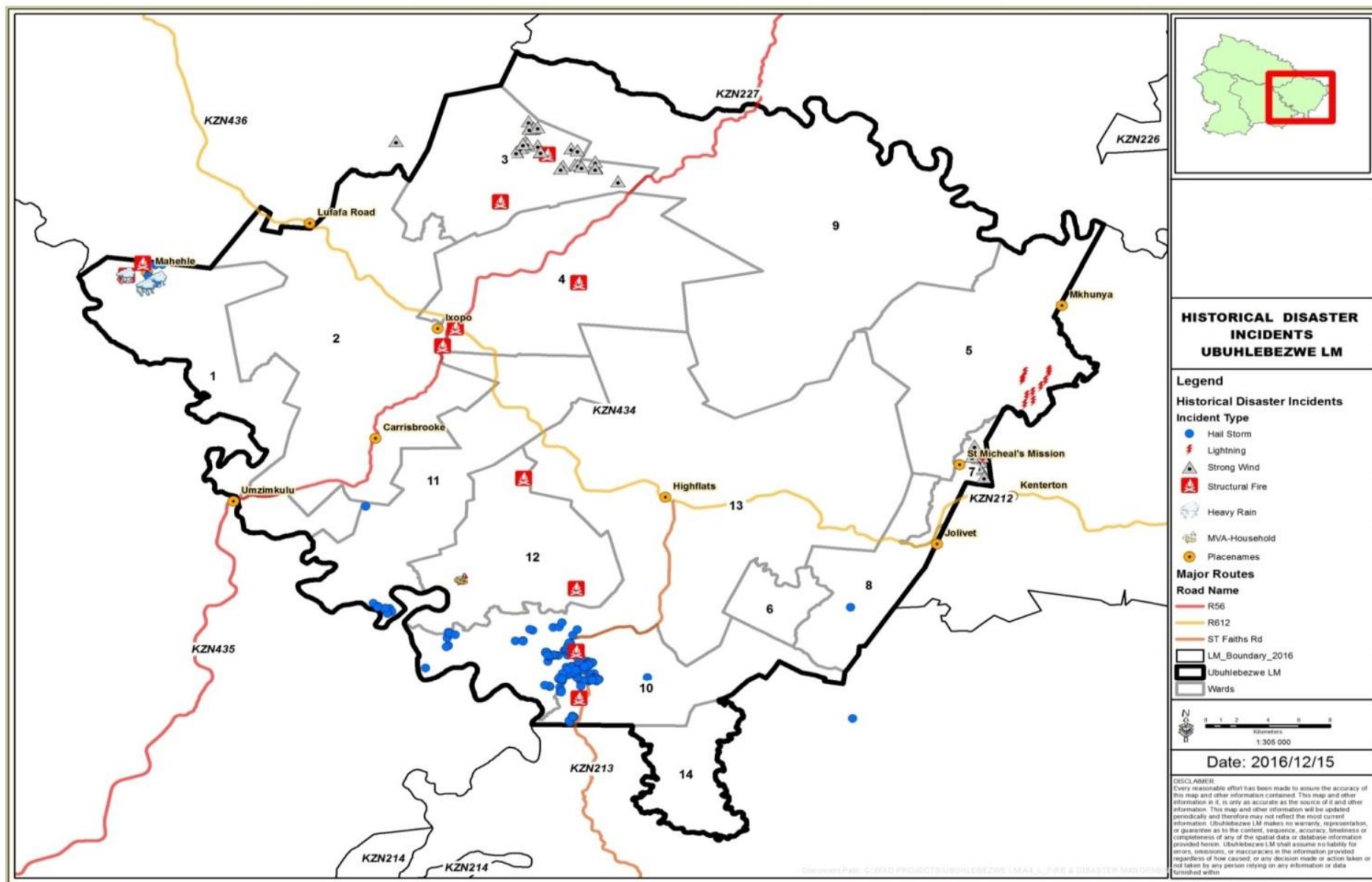


Figure 50: Disaster Incident Mapping (Historical Data)

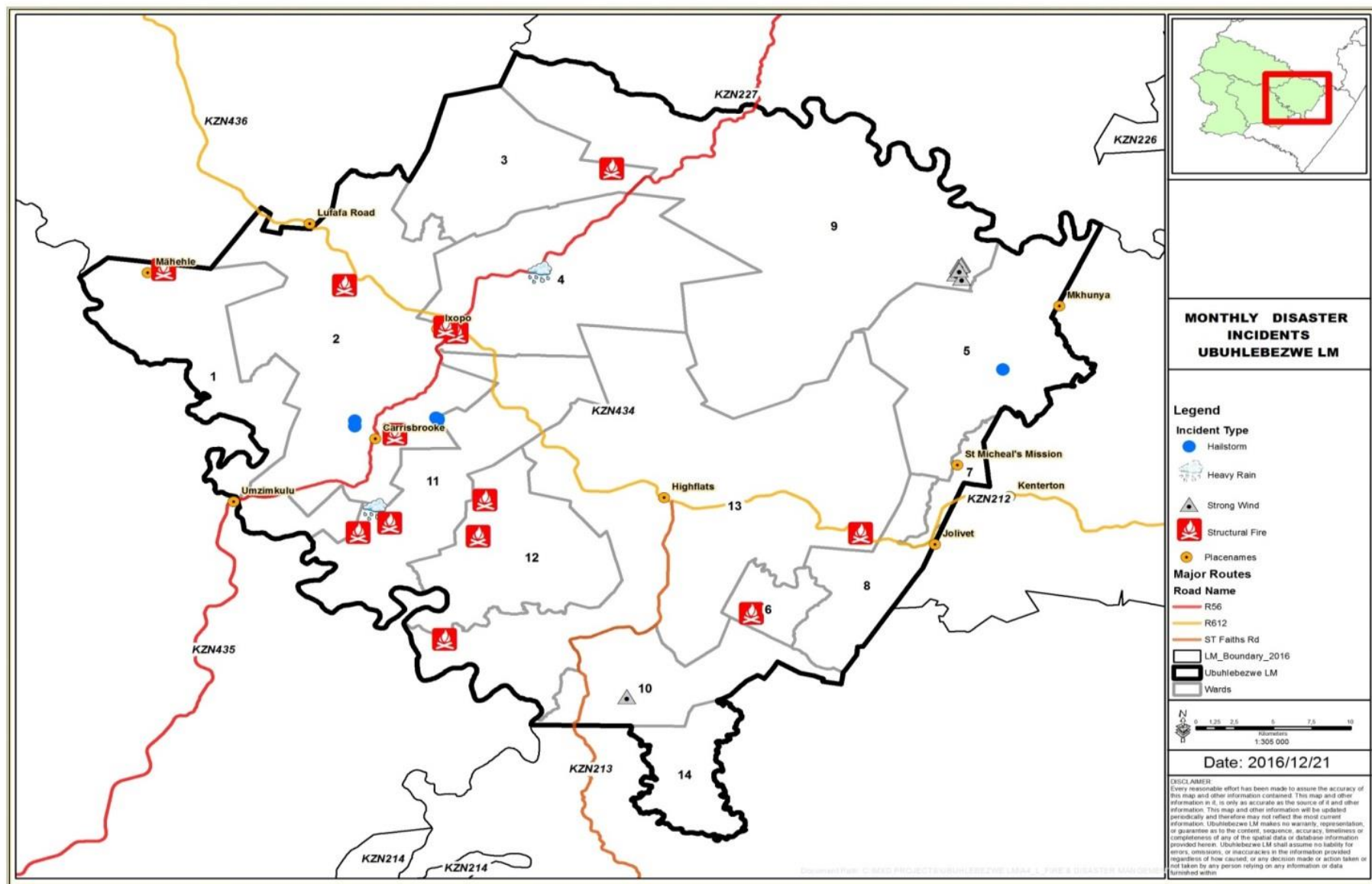


Figure 51: Disaster Incident Mapping (Historical Data)



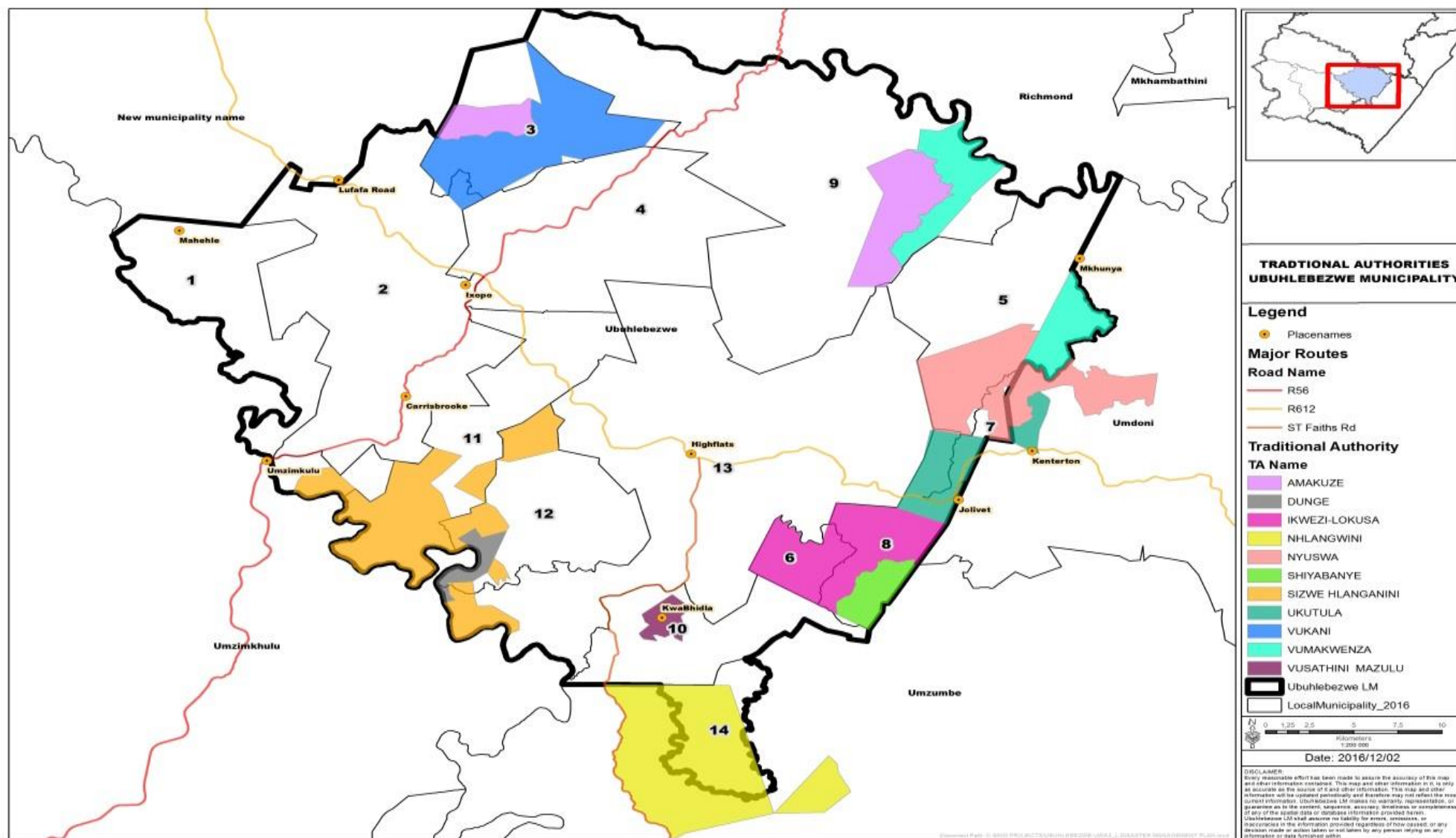


Figure 52: location of traditional authorities



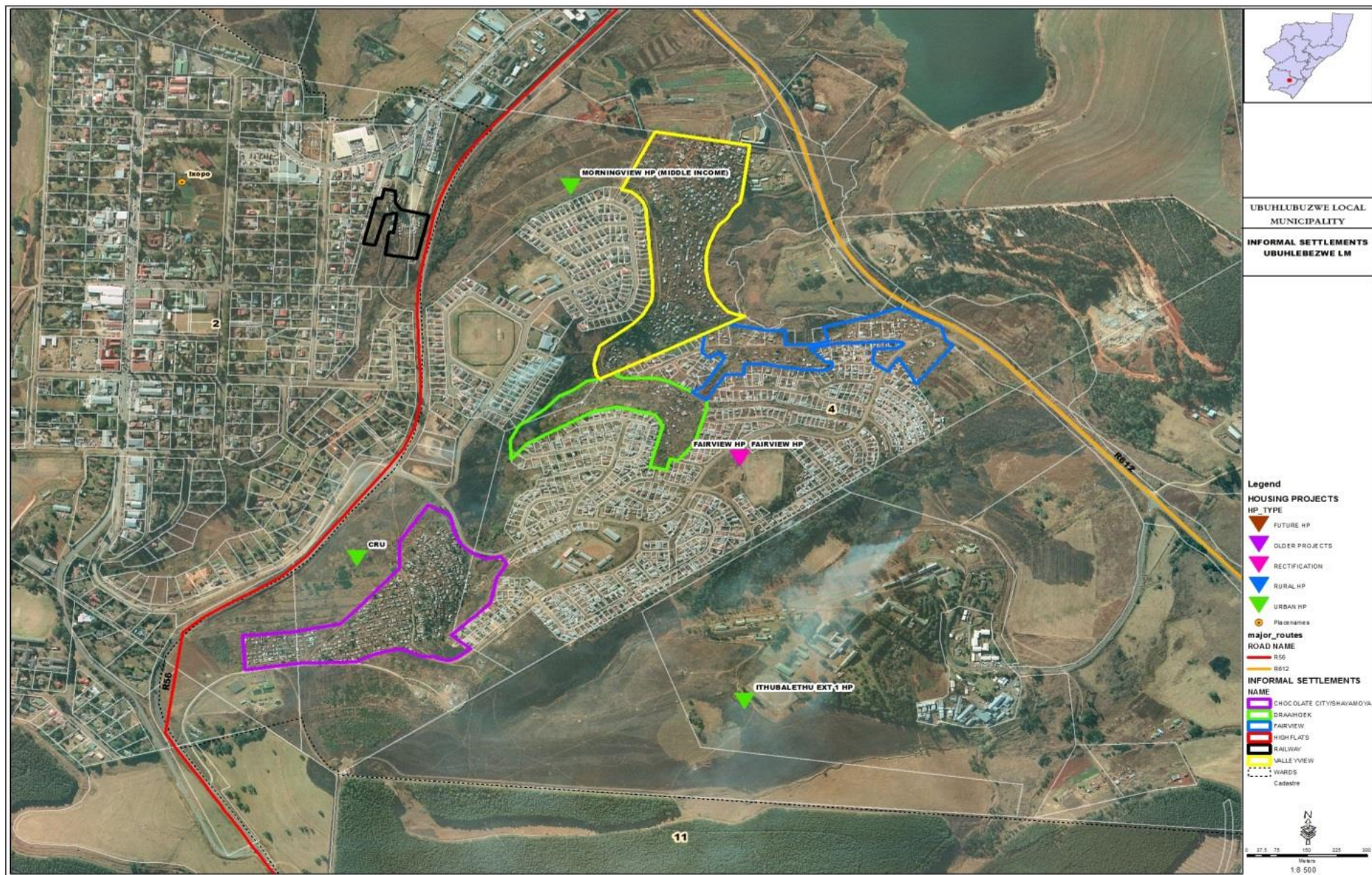


Figure 53: settlements pattern at Ixopo Town and surroundings





Figure 54: current and future developments in High-flats



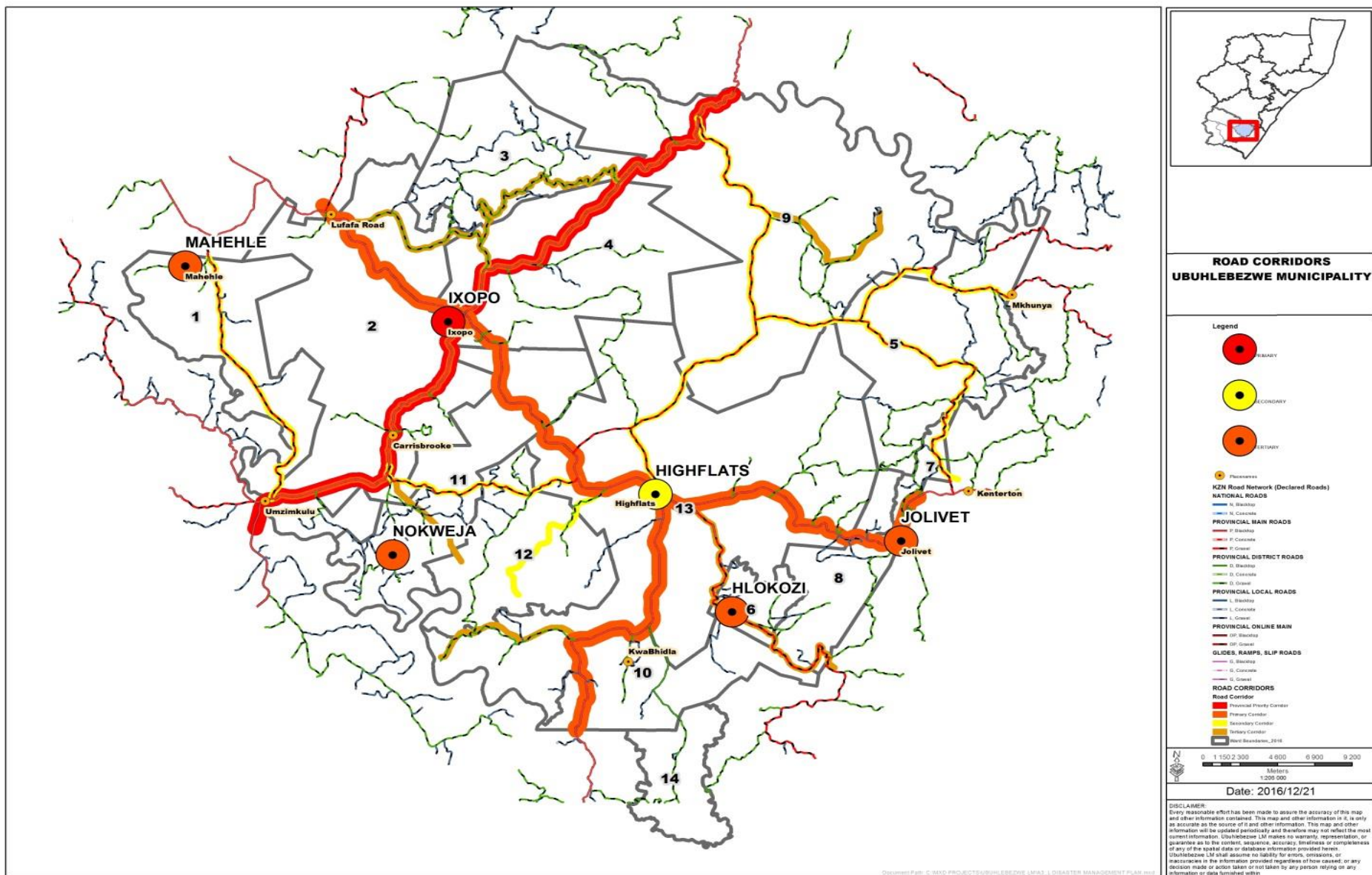


Figure 55: uBuhlebezwe Road Corridor

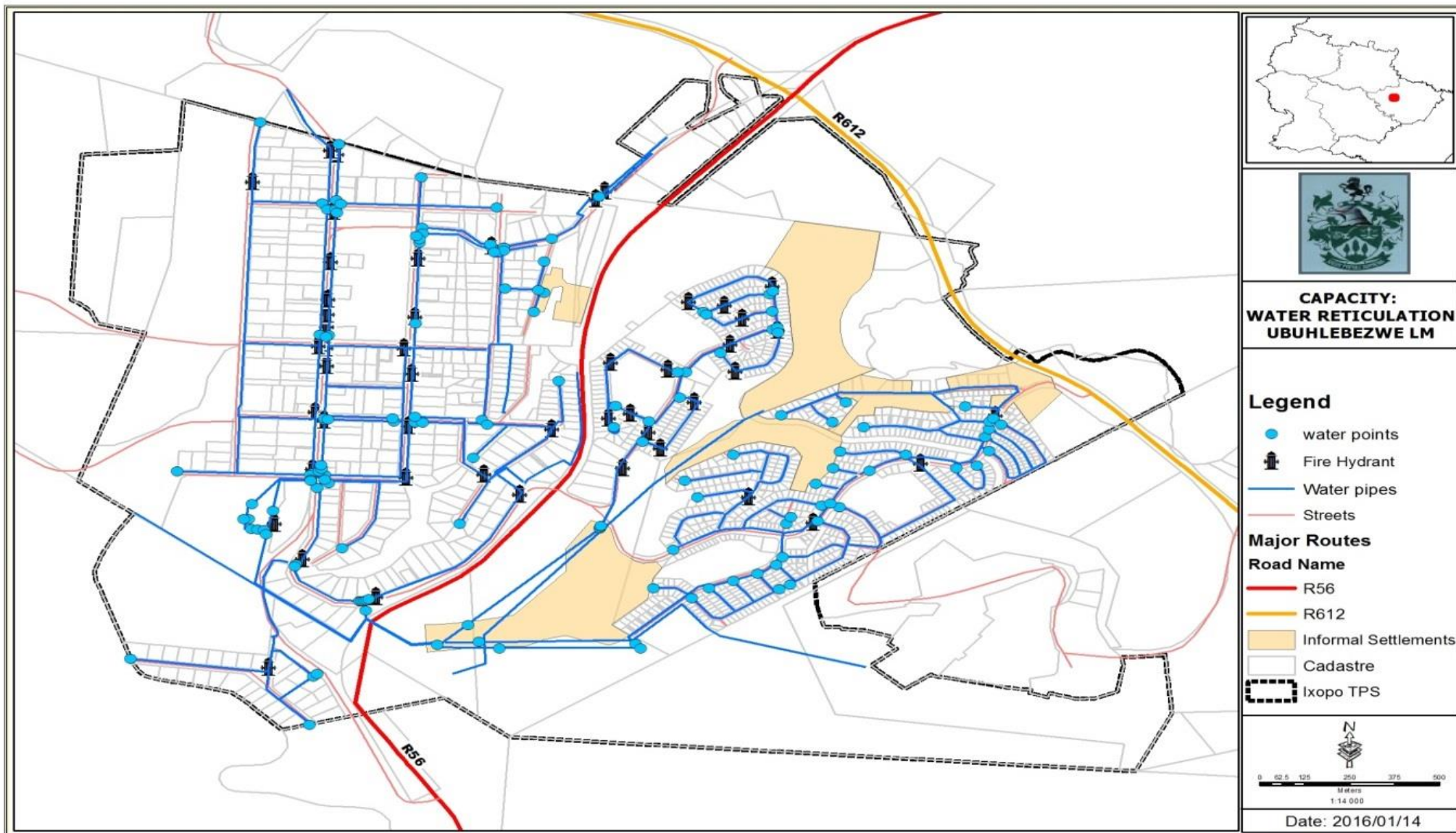


Figure 56: Water Reticulation in Ixopo



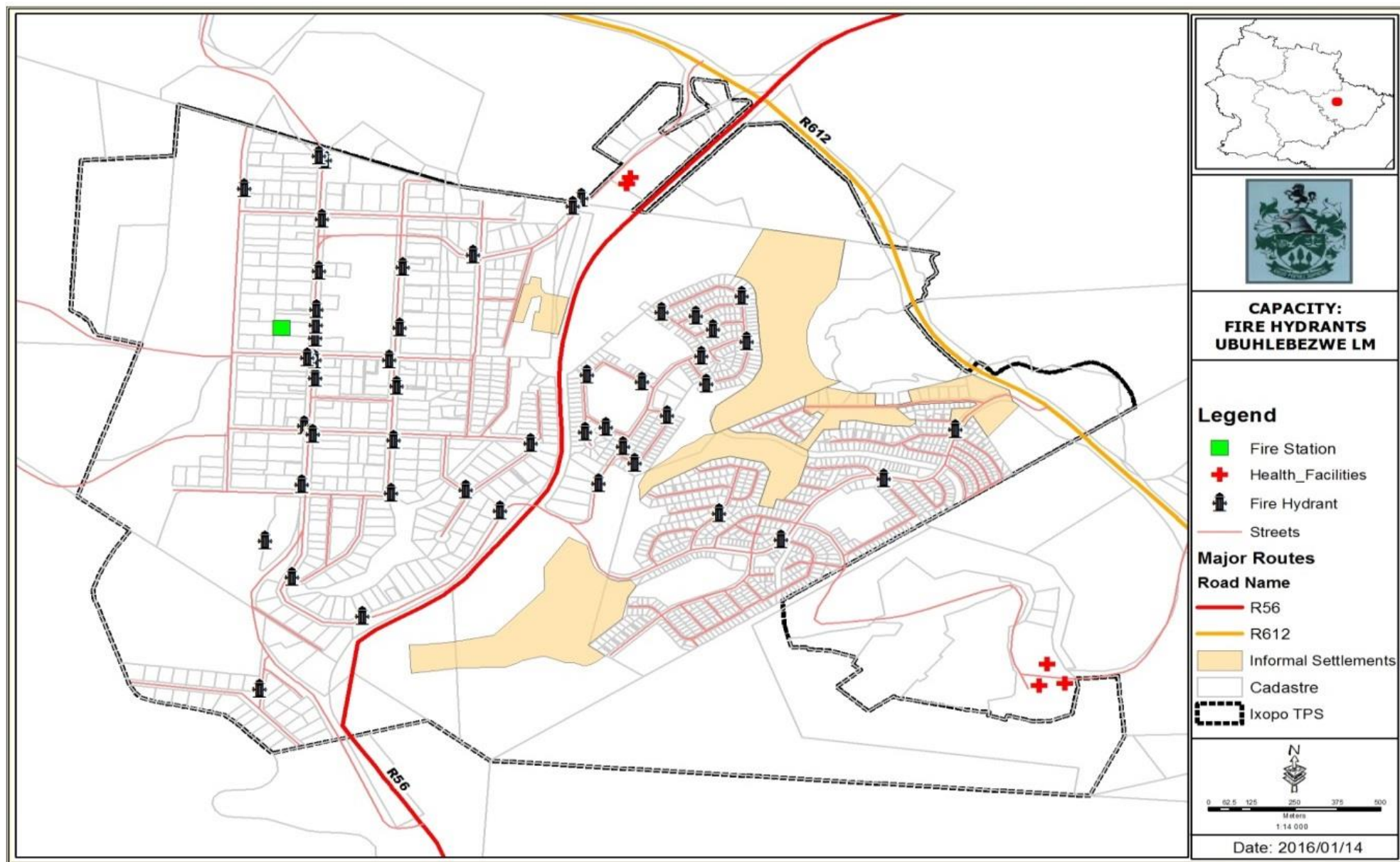


Figure 57: fire hydrants in Ixopo



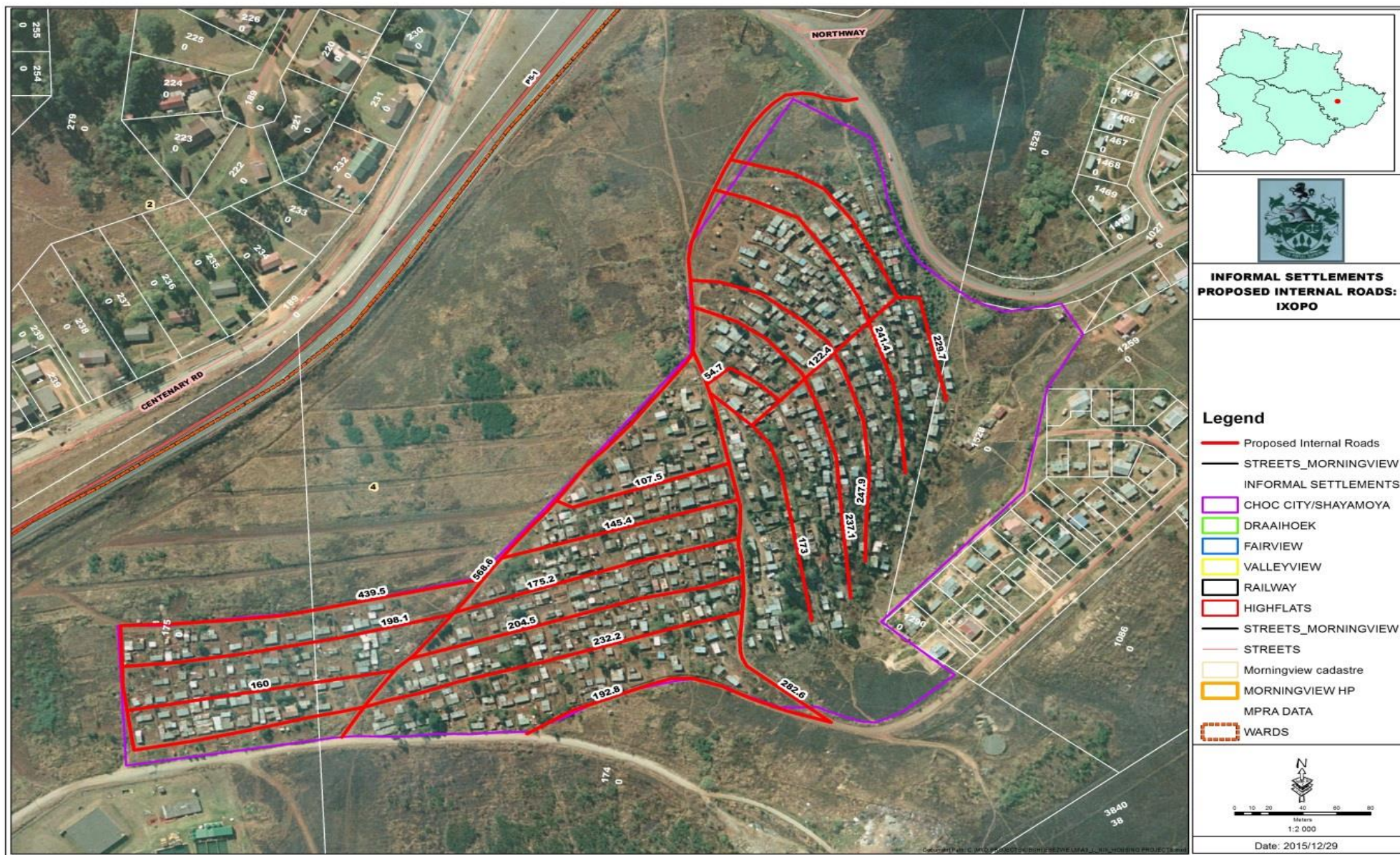


Figure 58: Chocolate City – Ideal Road Access





Figure 59: Informal Settlements below Morningside





Figure 60: Informal Settlements in Fairview



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

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

- **DISASTER INCIDENT MAPPING**

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

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

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

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

- **KEY PERFORMANCE INDICATOR**

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

- **KEY PERFORMANCE AREA 3**

- **DISASTER RISK REDUCTION**

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

HAZARD	PROJECTS
1. Fire	<ul style="list-style-type: none"> <li>• Procurement of fire beaters</li> <li>• Conduction of awareness's</li> <li>• Burning of fire brakes</li> <li>• Improving fire fighting equipment</li> </ul>
2. Floods	<ul style="list-style-type: none"> <li>• Construction of dams</li> <li>• Construction according to building standards</li> <li>• Consistency in Awareness Campaigns</li> <li>• Consistency in Early Warning Systems</li> <li>• Building Bridges</li> </ul>
3. Lightning	<ul style="list-style-type: none"> <li>• Lightning Conductors</li> <li>• Consistency Awareness Campaigns</li> <li>• Consistency in Early Warnings</li> </ul>
4. Storms	<ul style="list-style-type: none"> <li>• Consistent Awareness Campaigns</li> <li>• Consistency in Early Warnings</li> </ul>
5. Snow	<ul style="list-style-type: none"> <li>• Early warning</li> <li>• Department of Transport to assist with graders</li> <li>• Snow protocol</li> </ul>
6. Motor Vehicle Accidents	<ul style="list-style-type: none"> <li>• Upgrading and road maintenance</li> <li>• Visibility of Road Traffic Officers</li> <li>• Awareness Campaigns</li> </ul>
7. Hazmat Incidences	<ul style="list-style-type: none"> <li>• Upgrading and road maintenance</li> <li>• Implementation of Municipal By-Laws</li> </ul>

	<ul style="list-style-type: none"> <li>• Visibility of Road Traffic Officers</li> <li>• Consistency in Awareness Campaigns</li> </ul>
<b>8. Epidemics</b>	<ul style="list-style-type: none"> <li>• Consistency in Awareness Campaigns</li> <li>• Vaccinations</li> </ul>
<b>9. Droughts</b>	<ul style="list-style-type: none"> <li>• Awareness Campaigns</li> <li>• Water Harvesting</li> <li>• Installation of boreholes</li> </ul>
<b>10. Strong Wind</b>	<ul style="list-style-type: none"> <li>• Planting of trees</li> <li>• Awareness Campaigns</li> <li>• Encourage communities not to build on valleys</li> </ul>

Table 35: Disaster risk reduction projects / programs

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

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

PROJECT NAME	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	BUDGET	TARGET AREAS	RESPONSIBLE STAKEHOLDER	DEADLINE
	fire station	one (1) new Fire Station	sourced		and Development Planning	
<b>Study on Satellite Stations</b>	Conduct a study on satellite stations positioning within area of jurisdiction	Report on study of positioning of satellite stations	None	All wards	Disaster Management and Fire Services	-
<b>Memorandum of Understanding</b>	To forge and improve working relations with private sector	Memorandum of Understanding signed	None		Municipality and Private Sector	-
<b>Disaster Management Information and Communication System (DMICS)</b>	Facilitate Procurement of the System	System procured	R 12 000.00	Ward 2	Disaster management and Fire Services	-
<b>HARRY GWALA DISTRICT MUNICIPALITY WATER PROJECTS 2017-2021</b>						
<b>MUNICIPAL INFRASTRUCTURE GRANT (MIG)</b>						
<b>uBuhlebezwe Sanitation Backlog</b>	Eradication of Sanitation Backlog	Number of sanitation facilities built	R 58, 187, 715.05	All wards	Harry Gwala	June 2017
<b>High-Flats Town Bulk Project</b>			R 33, 369, 810.03	Ward 13	Harry Gwala	Planning Stage
<b>Ixopo—Mariathal Water Supply Project</b>			R 24, 420, 017.43	Ward 4	Harry Gwala	Dec 2016
<b>Rectification &amp; Upgrade of Fairview and Ixopo Town Sewer System</b>			R 74, 239, 598.00	Ward 2 & 4	Harry Gwala	June 2021
<b>Ithubalethu Water (New Housing Development)</b>			R 24, 298, 593.00	Ward 4	Harry Gwala	Dec 2016
<b>Ncakubana Water Supply Scheme Phase 2</b>			R 33,659, 457.20	Ward 1	Harry Gwala	June 2018
<b>Chibini Water Supply Project</b>			R 50, 749, 823.28	Ward 4	Harry Gwala	Dec 2016
<b>Ufafa Water Supply Project</b>			R 42, 744, 568.00	Ward 3	Harry Gwala	June 2018
<b>Umkhunya Water Supply Schemes (AFA) MIS 224801</b>			R 158, 300, 915.51	Ward 5	Harry Gwala	June 2021
<b>Ixopo Hopwell Water Supply</b>			R 14, 000 000.00	Ward 2	Harry Gwala	June 2020
<b>WATER SERVICE INFRASTRUCTURE GRANT (WSIG)</b>						
<b>Hlokozi rural water supply scheme phase 4</b>			R 13, 346, 479.75	Ward 6 and 8	Harry Gwala	June 2017
<b>Nokweja/Mhlabashane community water supply scheme</b>			R 17, 000 000.00	Ward 11	Harry Gwala	June 2017
<b>Ubuhlebezwe Sanitation</b>			R 8, 000 000.00	All Wards	Harry Gwala	June 2018
<b>Marianthal Mandilini Esperance Water Supply Project Phase 4</b>			R 15 200 000.00	Ward 4	Harry Gwala	June 2018

**Table 36: Disaster management implementation plan**

- KEY PERFORMANCE INDICATORS**

- Disaster Risk Reduction Projects and Programmes put in place

- KEY PERFORMANCE AREA 4**

**RESPONSE AND RECOVERY**

Disaster response and recovery includes all necessary measures to provide immediate/ emergency assistance to the affected people of uBuhlebezwe municipality, by undertaking search, rescue and evacuation. It is very



important to fully understand what must be done during a state of a disaster in order to assist those affected effectively to recover from the effects of a disaster incident and/ or disaster.

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

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

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

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

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

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

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

Reporting and recording of decisions

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

• **Table 37: RELEVANT STAKEHOLDERS REPRESENTATIVES FOR RESPONSE AND RECOVERY**

NAME OF REPRESENTATIVE	DESIGNATION	ORGANIZATION	CONTACT DETAILS
<b>M.E Mkhize</b>	Acting Director Social Development	uBuhlebezwe Municipality	0398341904
			0726318620
<b>ZN Mthanti</b>	Manager Community Safety	uBuhlebezwe Municipality	0398347700
			0828540339
<b>M.W. Dlamini</b>	Chief Fire and Disaster Management Officer	uBuhlebezwe Municipality	0398342211
			0829681168
			0760628953
<b>S.P Mthembu</b>	Station Officer	uBuhlebezwe Municipality	0398342211
			0729393281
			0732753407
<b>T. Dzanibe</b>	Disaster Manager	Harry Gwala District Municipality	0398340043
			0828057892
<b>T.S. Mkhize</b>	District Manager	Emergency Medical Services	0398347211
			0834689563
<b>V. Dawchurran</b>	Communications Officer	Emergency Medical Services	0398347211
			0844047817
<b>N. Mbongwa</b>	Principal Provincial Inspector	Road Traffic	0398341450

NAME OF REPRESENTATIVE	DESIGNATION	ORGANIZATION	CONTACT DETAILS
		Inspectorate -Ixopo	0798058208
<b>N. Mhlophe</b>	Senior Provincial Inspector	Road Traffic Inspectorate	0398341450 0829074079
<b>K.Nala</b>	Station Commander	Ixopo SAPS	0398348823/7 0829074079
<b>L.M. Zondi</b>	Lieutenant	Ixopo SAPS	0398348823/7 0796963557
<b>B.K. Maphumulo</b>	Station Commander	High Flats SAPS	0398353262/3 0824177166
<b>S.S. Chiliza</b>	Captain	High Flats	0398353262/3 0795000026
<b>Mr. Mbuli</b>	Ibhubesi Emergency Services	Operates in district area	035-7899052 0783792749
<b>Dr. F. Parak</b>	Gijima Care	District Area	0609090911 0609090911
<b>Mkhize</b>	Senior Traffic Officer	uBuhlebezwe Traffic	0398347700 0725344620
<b>S. Chiya</b>	Traffic Officer	uBuhlebezwe Traffic	0398347700 0826594405
<b>P. Ramdev-Ashley</b>	Vehicle Tower	Ashley Towing	0398341516 0715057156
<b>Ettian</b>	Vehicle Tower	Ixopo Towing	0398341351 0822201948
<b>E. Mlomo</b>	Municipal Health Services Manager	Harry Gwala District Municipality	0398348700 0781407357
<b>T. Mahlaba</b>	Director Social Services	Harry Gwala District Municipality	0398348700 0763180097
<b>M. Mchunu</b>	Municipal Health Services Manager	Harry Gwala District Municipality	0398348700 0724210687
<b>B. Mchunu</b>	Manager	EDTEA	0398347600 0722053441
<b>S. Sosiba</b>	Assistant Manager	EDTEA	0398347600 0720850458
<b>Charmaine Moses</b>	Manager	World Vision	0398340053 0612936040
<b>Zama Mngadi</b>	Development Facilitator	World Vision	0398340053 0829737770
<b>Mrs. Ngcobo</b>	Manager	Department of Social Development	0398341668 0828048720
<b>S. Dimba</b>	Manager	SASSA	0398342985 0736930372
<b>Larry Smith</b>	Manager	Eskom	0398342064 0793166141
<b>Nozipho Ndlovu</b>	Manager	Home Affairs	0398348902 0793409451
<b>Cyril Vezi</b>	Manager	South African Red Cross	0315632914 0839389966
<b>Thembakazi Base</b>	Manager uMzimkhulu Branch	South African Red Cross	0829315171

- **KEY PERFORMANCE INDICATORS**

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

- **Enabler 1**

- **INFORMATION MANAGEMENT AND COMMUNICATION SYSTEM**

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

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

- **EARLY WARNING SYSTEMS**

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

- **Enabler 2**

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

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

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

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

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



15/02/2017 13:49

Youth in ward 2 Carisbrooke trained on fire fighting



12/01/2017 09:25

Fire Fighter training members of the community at KwaNokweja Clinic





**School Children during a Fire Safety and Disaster Management Awareness Campaign**

- **ENABLER 3**
- **FUNDING ARRANGEMENTS FOR DISASTER MANAGEMENT**

The municipality, from the financial year 2014/2015 and 2015/2016 has provided disaster management budget, for purposes of ensuring that, it complies with the requirements of the Disaster Management Act (Act 57 of 2002).

- **INTERNAL FUNDING**

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

- **GOVERNMENT FUNDING**

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

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

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

- **PRIVATE SECTOR AND NON GOVERNMENTAL ORGANIZATIONS**

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

• **Disaster Management SWOT ANALYSIS**

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

• **CLIMATE CHANGE**

In accordance with the *oxford dictionary*, the term “**CLIMATE CHANGE**” means changes in the weather, including changes in temperature, wind patterns, rainfall, especially the increase in temperature of the earth’s atmosphere that is caused by the increase of particular gases especially carbon dioxide (CO<sub>2</sub>).

According to Mr. Paul Polman – CEO Unilever, climate change can be regarded as the change in average global temperature which increases due to increased “greenhouse gases” emissions in the earth’s atmosphere.

There are natural causes that, contribute to climate fluctuation, but industrial practices are behind the recent rapid acceleration in global warming. The demand of ever growing population has led to deforestation, burning of fossil fuels and intensive farming or agricultural activities.

The above activities all produce greenhouse gases into the atmosphere.

In line with the South African Climate Change Response Plan Implementation, *by Judy Beaumont*, outlines the greenhouse gases (GHG) profile as follows:

GREENHOUSE GASES (GHG)	PERCENTAGE
Industrial Processes and Products	7%
Agricultural Activities	8%
Waste	2%
Energy	83%
<b>TOTAL</b>	<b>100%</b>

The greenhouse gases such as carbon dioxide, nitrous oxide, and methane trap heat from the sun instead of radiating it back to space. This then causes the earth’s atmosphere to heat up in what is known as the greenhouse effect.

Climate change can ruin food chains and ecosystems and thus putting all species at risk of extinction. When global warming occurs, sea levels rise as glaciers melt, this causes certain regions to more at risk of heat waves, drought as it is witnessed in South Africa, flooding and other natural disasters.

Once again it is of paramount importance to fully understand the distinction between climate change and global warming although the terms are very much related. Whilst the term global warming is used to describe the current increase in the earth's average temperature, climate change refers to global changes in temperature but also to changes in weather patterns. Global warming is a worldwide phenomenon whilst climate change can be seen at global, regional and/ or even more at local scales.

- **EFFECTS OF CLIMATE CHANGE**

Climate change effects are as follows:

- Increased flooding
- Extended droughts
- Frequent heat and cold waves
- Strong storms, cyclones and hurricanes
- Loss of biodiversity
- Ocean acidification
- Rise in global sea levels
- Widespread melting of snow and ice around the world
- Negative Health Impacts

- **AGRICULTURAL SYNOPSIS OF UBUHLEBEZWE**

Looking at the area of uBuhlebezwe, it is more agricultural as compared to industrialization and hence its contribution to GHG could be through agriculture, waste and emissions from the transport industry.

In accordance with the uBuhlebezwe Agricultural Development Plan 2013, agricultural production in the municipal area occurs in the following categories:

- Subsistence agriculture
- Emerging agriculture
- Commercial agriculture

Subsistence and emerging farming is mostly done by black farmers whilst on the other hand white farmers specialize on commercial farming. Subsistence farmers are numerically the highest in the municipal area but have the lowest agricultural output.

Emerging farmers focus on livestock, timber, crop production and in livestock production consist of piggery and poultry whilst timber production mainly consist of growing wattle, pine and eucalyptus species. Crop production includes variety of crops and vegetables.

Commercial farmers in uBuhlebezwe include High Flats Farmers Association, members of Ixopo agricultural society, mesonite, mondi, mondi shanduka, sappi and individual private timber and game farmers. Such farmers are engaged in activities such as crop, livestock, timber production and game farming. They also produce the following crops:

- Sugar Cane
- Maize
- Pastures
- Potatoes

- Tomatoes
- Cabbages
- Citrus Fruits

Mostly the above activities, fertilizers are utilized to enhance the growth and stability of crops whilst on the other side insecticides are also utilized to prevent insects from destroying crops.

#### • **EFFECTS OF CLIMATE CHANGE IN UBUHLEBEZWE**

Currently, the municipal area of uBuhlebezwe is experiencing drought which is a very slow onset kind of a catastrophe. As this is believed to be associated with climate change and global warming which to a certain extent result in adverse weather conditions. A shift has been noticed on patterns of rainfall being delayed from the period where it is expected to rain but does not, whilst heat waves have been experienced. From December 2016, the municipal area has received some rain, but that does not imply that the municipal area is already out of the red in terms of drought, since it is not known during the winter season whether the rains current received now will be able to sustain the communities in the area.

The effects of climate change are also witnessed through the following:

- Grazing land becoming eroded
- Livestock dying
- Crops damaged
- Water vanishing from dams as a result of no rainfall, although has improved a little bit
- Adverse weather conditions realized

#### • **RESPONSE ON ISSUES OF CLIMATE CHANGE**

#### • **WHAT IS ECOSYSTEM BASED DISASTER RISK REDUCTION?**

The United Nations Environmental Programme and Centre for Natural Resources and Development defines, ecosystem-based disaster risk reduction (Eco-DRR) as the sustainable management, conservation and restoration of ecosystems to reduce disaster risk, with the aim to achieve sustainable and resilient development (Estrella and Saalismaa, 2013). Well-managed ecosystems, such as wetlands, forests and coastal systems, act as natural infrastructure, reducing physical exposure to many hazards and increasing socio-economic resilience of people and communities by sustaining local livelihoods and providing essential natural resources such as food, water and building materials.

Environment and disasters interact with each other in a number of ways. Disasters cause massive damage to the environment, while degraded environments exacerbate disaster impacts. Responding to disasters often leads to additional environmental impacts, while investments in sound environmental management, especially in disaster prevention and post-disaster recovery stages, can reduce disaster risks and thus contribute to a more resilient and sustainable development. Climate change will likely exacerbate disaster impacts, while environmental management solutions are increasingly being applied for adaptation to climate change.

The close inter-linkages between sound environmental management, climate change impacts and disaster responses require a more systematic and comprehensive approach to disaster risk management, which in the past has mainly been reactive rather than preventive, engineering focused rather than based on planning and use of natural landscape features to prevent disaster risks.



- **ENVIRONMENTAL MEASURES FOR ECOSYSTEM BASED DISASTER RISK REDUCTION**

uBuhlebezwe municipality is conversant with issues of environmental management, and hence does all in its power to protect the environment and thus reducing the vulnerability of such environment from the impacts of disasters. The following projects are implemented as part of ecosystem based disaster risk reduction:

- **PLANTING OF TREES, FLOWERS AND BEAUTIFICATION**

The municipality promotes the planting of trees, flowers, grass and beautification on all open spaces in order to prevent the environment from degrading whilst on the other hand ensuring beautification of the land. Areas that are planted with trees and grass do not easily get eroded but they become firm so that even during the occurrence of disasters it is not easy for the soil to be easily moved from one area to the other.

The municipality also participates in a programme called the Greenest Municipality competition run by the district municipality of Harry Gwala, which seeks to encourage its family of municipalities to respond on issues of climate change in terms of diverting resources to landscaping, waste management and as well energy efficiency within their areas of jurisdiction. The municipality has won so many categories in this competition as a testimony towards environmental and climate change responses. The municipality utilizes more carbon dioxide which is one of the green gases that are culprits to climate change.



**One of the areas where the municipality plant trees**



Same area as above in another angle

- **PROTECTION OF THE WETLAND**

As part of promoting biodiversity, the wetlands are very of paramount since there are a variety of plant and animal species that habit is such places. When you enter the Ixopo town at the cross roads there is a wetland on three either sides of the cross roads, which also beautify the land.



Wetland at cross roads Ixopo





**Picture of the other side of the road of the wetland**

- **FORESTS PLANTATIONS**

As indicated above, in the municipal area, forest plantations are one of the economic development initiatives in the area. There are huge forest plantations that belong to SAPPI and Mondi that employs a number of people in the area. While such forests plantations play a crucial role in reducing the vulnerability of the environment, they also act as an anchor of the soil.

Such plantations are also amongst rural residential places. Their presence is very important to act as wind breakers during winter seasons when there is a lot of wind and thus reducing the disaster risk of wind to blow roofs of properties.

- **WASTE MANAGEMENT**

The municipality has got an integrated waste management plan that was approved by Council, which details the strategies that, the municipality employs to collect, store and dispose of its waste. Within the area of jurisdiction waste burning is discouraged by all possible means and hence collected waste is disposed of in uMzimkhulu landfill site where it is covered on daily basis.

State of the art equipment was procured to ensure effective waste collection, transportation and disposal thereof. The collection of waste prevents it from contaminating the environment, water sources, and wetlands.

The towns are equipped with skips, one sided open drums for purposes of disposing waste for a temporal period whilst waiting to be collected. The effective waste management collection system is very crucial to reduce the blockages of storm water drains, and thus mitigating the impact of flooding. Unblocked storm water drains allow the free flow of access water.

- **REHABILITATION OF THE ENVIRONMENT**

One of the most important aspects of ensuring environmental sustainability is that of having a strategy to promote rehabilitation of the environment whenever engineering projects have disturbed virgin land. Usually this will be the form part of the conditions to protect the environment whenever an Environmental Impact Assessment is conducted.

- **TOURISM DISASTER RISK REDUCTION INITIATIVE**

As part of tourism promotion in the area a coal locomotive was utilized to ride tourists from one area to the other and hence burning of coal contribute highly to the green gases that affect the environment.

This changed when Transnet donated a diesel locomotive to be utilized for such a tourism initiative. This saw the reduction of highly toxic emissions from the coal locomotive reduced, since burning diesel is less harmful than coal. Whilst this initiative contributes positively to local economic development, it is once again imperative to reduce the emissions to acceptable levels as part of disaster risk reduction.

- **Audit Opinion**

The audit outcome for the 2015/2016 financial year was unqualified without the emphasis of matter. There were no weaknesses identified by the Office of the Auditor General under this section.

#### C.4 Combined SWOT Analysis

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



<p>AND TOURIST ASSETS AVAILABLE IN THE MUNICIPAL AREA.</p> <ul style="list-style-type: none"> <li>• INVESTMENT OPPORTUNITIES</li> <li>• ABUNDANCE OF NATURAL RESOURCES.</li> <li>• EXISTING DEVELOPMENT AS A SOURCE OF REVENUE, JOB CREATION AND MARKETING THE AREA</li> <li>• ENHANCE COMMERCIAL AND SUBSISTENCE FARMING</li> </ul>	<p>URBAN AREA.</p> <ul style="list-style-type: none"> <li>• MANAGEMENT OF VARIOUS RISKS INCLUSIVE OF INVESTORS, ENVIRONMENT, AGRICULTURE ETC</li> <li>• LACK OF ENTREPRENEURIAL DEVELOPMENT OPPORTUNITIES</li> <li>• LACK OF HOUSING IN THE IXOPO AREA.</li> <li>• SHORTAGE OF LAND FOR DEVELOPMENT</li> <li>• INEFFECTIVE WASTE MANAGEMENT SYSTEM</li> <li>• UNFAVOURABLE CHANGES IN THE ECONOMY</li> <li>• INCREASE IN DEATH RATE AS A RESULT OF HIV/ AIDS</li> <li>• HIGH UNEMPLOYMENT RATE</li> <li>• HIGH ILLITERACY RATE</li> </ul>
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## SECTION D: VISION, GOALS, OBJECTIVES AND STRATEGIES

### OUR VISION:

“To provide affordable quality services through good governance”

### OUR MISSION:

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

### STRATEGIC OBJECTIVES:

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

### OUR CORE VALUES:

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

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

### OUR GOAL

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

IDP / SDBIP NO.	OUTCOMES	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS
OMM01	<b>DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT</b>	<b>MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT</b>	To improve performance and functioning of the municipality	Signing of performance agreements	Number of signed performance agreements for section 57 managers (MM & IPD) by 31-Jul-17
OMM02				Signing of operational plans	Number of signed operational plans for section 55 managers (ACFO, SCM, Assets, Internal Audit, IDP/PMS, Administration, Human Resources, Information Technology, PMU, Housing & Planning, LED/Tourism, Community Safety, Community Services, Budget and Reporting) by 31-Jul-17
OMM03				Submission of performance agreements	Turnaround time for submission of Performance Agreements to COGTA after signing by section 57's
OMM04				Submission of reports to APAC	Number of reports submitted to APAC on performance by 30-Jun-18
CORP01			To develop staff to ensure effective service delivery through trainings	Awarding Staff members with bursaries	Date by which Staff members are awarded with bursaries
CORP02				Monitoring of trainings conducted as per WSP	Number of trainings conducted as per WSP (2017/18) by 30-Jun-18
OMM05 BTO01 IPD01 CORP03 SD01			To improve performance and functioning of the municipality	Submission of performance reports to the office of the MM	Number of performance reports submitted to the office of the MM within the turnaround time
OMM06 BTO02 IPD02 CORP04 SD02				Submission of the risk register reports to the office of the MM	Number of updated risk register reports submitted to the office of the MM within the turnaround time
CORP05				Monitoring of uploads on the municipal website	Number of uploads on the municipal website by 30-Jun-18
CORP06				Monitor verification of user access rights on all municipal ICT systems	Date by which user access rights on all municipal systems is verified

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CORP07				Monitor the conduction of trainings as per ICT policies	Date by which the ICT training is conducted
CORP08				Monitor the conduction of ICT Awareness campaigns	Number of ICT Awareness campaigns conducted by 30-Jun-18
CORP09				Monitor the conduction of weekly backup of ICT systems	Number of weekly backups conducted on ICT systems by 30-Jun-18
CORP10				Monitor the reviewal of ICT Policies and Procedures	Date by which ICT policies and procedures are reviewed
CORP11				Purchasing of the soft ware licenses	Date by which the Software Licenses for laptops and computer within the municipality is purchased
CORP12			To develop staff to ensure effective service delivery through trainings	Submission and Adoption of the WSP	Date by which the 2018/19 WSP is adopted by Council
CORP13				Monitor the Reviewal of all HR Policies	Date by which the Recruitment and Selection Policy will be reviewed
CORP14			To improve safety and security within the municipal environment	Monitor that evacuation drills are conducted	Number of evacuation drills conducted by 30-Jun-18
CORP15			To improve performance and functioning of the municipality	Monitor coordination of departmental team buildings	Number of departmental teambuilding exercises coordinated by 30-Jun-18
CORP16				Monitor Implementation of the EAP	Date by which the Employee Assistance Programme is implemented
OMM07	IMPROVED ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	To ensure provision, upgrading and maintenance of	Monitoring of the prioritised capital projects	Number of MANCO meetings whereby there will be monitoring of delivery/achievement of prioritised capital projects budgeted for (2017/18)



IDP / SDBIP NO.	OUTCOMES	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS
OMM08			infrastructure and services that enhances socio-economic development	Inspection of prioritized Capital Projects	Number of inspections conducted for 2017/18 prioritized Capital Projects by 30-Jun-18
SD03				Monitor Maintenance of halls and sport fields	Number of community halls maintained by doing brush cutting and cleaning of facilities by 30-Jun-18
SD04					Number of maintained halls and municipal facility by brush cutting and cleaning by 30-Jun-18
SD05					Number of Sportfields maintained by doing brush cutting and cleaning of facilities by 30-Jun-18
SD06				Monitor Maintenance of municipal parks	Number of Maintained municipal parks by 30-Jun-18
SD07				Monitor collection of waste from households and businesses	Number of days within which refuse is collected in businesses and residential by 30-Jun-18
SD08				Collection of refuse in households within Ubuhlebezwe jurisdiction	Households percentage of refuse collection within Ubuhlebezwe jurisdiction by 30-Jun-18
CORP17			To improve the performance and functioning of the municipality	Distribution of agendas	Turnaround time for distributing agenda to the members of Infrastructure Planning & Development portfolio before the meeting
BTO03			To practice sound financial management principles	Bid processing turn around time	Turnaround time for bid processing not more than specified timeframes (bids R200000+ to be finalised) from the closing date of the tender
BTO04					Turnaround time for bid processing not more than specified timeframes (bids 30000 to R199999) from the closing date of the tender
BTO05					Turnaround time for bid processing not more than specified timeframes (quotations less than R30000) from the closing date of the quotation
BTO06			To ensure provision, upgrading and	Updating and approval of the indigent register	Date by which indigent register is updated and approved

IDP / SDBIP NO.	OUTCOMES	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS
IPD03			maintenance of infrastructure and services that enhances socio-economic development	Construction of new gravel roads	Percentage of gravel roads constructed by 31-Mar-18
IPD04				Construction of new gravel roads	Percentage of gravel roads constructed by 30-Jun-18
IPD05				Municipal Infrastructure Grants	Date of which design report and business plans are approved for 2018/19 projects
IPD06				Construction of community halls	Percentage of constructed community hall (Kintail) by 29-Sep-17
IPD07				Upgrading of council chamber and municipal entrance	Percentage of Upgrading of council chamber and municipal entrance by 30-Jun-2018
IPD08				Construction of black top roads	Percentage of constructed roads completed by 31- Mar-18
IPD09				Construction of black top roads	Percentage of constructed roads completed by 30-June-17
IPD10				Upgrade of sports fields	Percentage of upgraded sport field completed by 31-Dec-17
IPD11				Maintenance of blacktop roads	Square meters of blacktop roads maintained (potholes) by 30-Jun-18
IPD12				Maintenance of community facilities	Number of community Facilities Maintained as directed by prescripts from Social Development Services by 30-Jun-18
IPD13				Maintenance of access roads	Kilometres of gravel roads maintained as per maintenance plan by 30-Jun-18
IPD14				Monitoring of meetings with DoHS	Number of coordinated meetings on progress of housing projects by 30-Jun-18
IPD15					Number of meetings coordinated on progress on 150 Units - Phase 1 Community Residential Units by 30-Jun-18
IPD16				Monitoring the submission of the Housing sector plan	Date by which the Final Housing Sector plan is submitted to IDP unit
IPD17				Processing of Building and alteration plans	Turnaround time for processing of building and alteration plans after receipt of payment fees
IPD18				Electrification projects	Percentage of electrification for Golf Course housing project completed by 30-June-18
IPD19					Percentage of electrified wards completed by 31-Dec-17

IDP / SDBIP NO.	OUTCOMES	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVES	STRATEGIES	INDICATORS
IPD20				Fencing of Mariathal Quarry and Ixopo Rank	Percentage of fencing completed by 30-June - 18
SD09			To improve safety and security within the municipal environment	Monitor maintenance of law and order	Number of roadblocks conducted by 30-Jun-18
IPD21			To improve the performance and functioning of the municipality	Submission of Infrastructure Planning & Development Portfolio items	Turnaround time for submission of Infrastructure Planning & Development Portfolio items to Corporate Services after receiving circular.
SD10	<b>COMMUNITY WORK PROGRAMME IMPLEMENTED AND COOPERATIVES SUPPORTED</b>	<b>SOCIAL AND LOCAL ECONOMIC DEVELOPMENT</b>	To improve sustainable economic growth and development	Submission of progress reports on small farmers programme	Number of progress report on small farmers programme submitted to the portfolio committee by 30-Jun-18
SD11				Renewal of informal traders licenses	Turnaround time for renewal of informal traders licenses in Ixopo and Highflats
SD12				Monitor the Implementation of LED projects	Number of LED projects implemented by 30-Jun-18
SD13				Monitor Processing of business licenses	Turnaround time for submitting business license applications upon the receipt of applications to the office of the Municipal Manager for approval
SD14				Monitor the functionality of LED forum	Number of LED Forum meetings held by 30-Jun-18
SD15				Monitor the creation of jobs through EPWP	Number of jobs created through EPWP by 30-Jun-18
SD16				Coordination of CWP Rep Forum meetings	Number of CWP Rep Forum meetings coordinated by 30-Jun-18
SD17			To promote culture of learning and enhance social	Monitor the implementation of Youth Programme	Date by which one youth programme emanating from the adopted Youth Development Strategy is implemented