



**UGU DISTRICT MUNICIPALITY
INTEGRATED DEVELOPMENT PLAN
2007/08 TO 2011/12
AS REVISED IN THE 2009 / 10 IDP REVIEW**



UGU DISTRICT MUNICIPALITY

INTERGRATED DEVELOPMENT PLAN (IDP) REVIEW

2009/10

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GLOSSARY

AG	Auditor General
AIDS	Acquired Immune Deficiency Syndrome
ART	Antiretroviral therapy
ARV	Antiretroviral
ASGISA	Accelerated Shared Growth Initiative of South Africa
BBBEE	Broad Based Black economic Empowerment
CDWs	Community Development Workers
CFO	Chief Financial Officer
DBSA	Development Bank of Southern Africa
DAEA	Department of Agriculture and Environmental Affairs
DEAT	Department of Environmental Affairs and Tourism
DFA	Development Facilitation Act
DFID	Department for International Development
DLA	Department of Land Affairs
DLGTA	Department of Local Government and Traditional Affairs
DM	District Municipality
DoH	Department of Housing
DoL	Department of Labour
DWAF	Department of Water Affairs & Forestry
EIA	Environmental Impact Assessment
EKZNW	Ezemvelo KwaZulu-Natal Wildlife
EMP	Environmental Management Plan
EPWP PSC	EPWP Provincial Steering Committee
EPWP	Expanded Public Works Programme
FBS	Free Basic Services
FET	Further Education and Training
HH	Households
HIV	Human Immune-deficiency Virus
HR	Human Resources
IAS	Invasive Alien Species
ICMA	Integrated Coastal Management Act

ICT	Information Communications Technologies
IDP	Integrated Development Plan
IDPRF	Integrated Development Plan Representative Forum
IGR	Inter Governmental Relations
ISRDP	Integrated Sustainable Rural Development Programme
IWMP	Integrated Waste Management Plan
KZN	KwaZulu-Natal
LED	Local Economic Development
LGSETA	Local Government SETA
LM	Local Municipality
LRAD	Land Redistribution Programme
LUF	Land Use Framework
LUMS	Land Use Management System
MDG	Millennium Development Goals
MIG	Municipal Improvement Grant
MLL	minimum Living Level
MM	Municipal Manager
MPA	Municipal Plan of Action
MSIG	Municipal Systems Improvement Grant
NEMA	National Environmental Management Act
NSDP	National Spatial Development Perspective
OHS	Occupational Health and Safety
PC	Project Consolidate
PCPMU	Project Consolidate Project Management Unit
PGDS	Provincial Growth and Development Strategy
PMS	Performance Management System
PMTCT	Prevention of Mother to Child Transmission
PSEDS	Provincial Spatial Economic Development Strategy
RDP	Reconstruction and Development Programme
SANBI	South African National Biodiversity Institute
SANRAL	South African National Roads Agency Limited
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework

SEA	Strategic Environmental Assessment
SIC	Standard Industrial Codes
SLA	Sustainable Livelihood Approach
STATSSA	Statistics South Africa
ToR	Terms of Reference
VCT	Voluntary Counseling and Testing
WESSA	Wildlife and Environmental Society of South Africa

GLOSSARY OF LEGISLATIVE ENACTMENTS

The Constitution	Republic of South Africa's Constitution, Act 108 of 1996
The Systems Act	Municipal Systems Act, No 32 of 2000
The Structures Act	Municipal Structures Act, No 117 of 1998
DFA	Development Facilitation Act, No 67 of 1995
MFMA	Municipal Finance Management Act, No 56 of 2003

EXECUTIVE SUMMARY

1. WHO ARE WE?

Ugu District Municipality is one of the ten (10) district municipalities in the province of KwaZulu-Natal. KwaZulu-Natal is one of the nine (9) provinces of the Republic of South Africa. It is a subtropical region of lush and well-watered scenic valleys and deep gorges with its gigantic rivers running into its all the year-round warm Indian Ocean. This is currently the only province with a monarchy (Zulu Kingdom) specifically provided for in the South Africa's Constitution.

It is located in the most southern end of the province and its sphere of jurisdiction is commonly known as the South Coast of KwaZulu-Natal. It is 5 866 km² in extent and boasts a spectacular coastline of 112 kilometres, which forms its eastern border. The region is bordered on the north by the Ethekwini Municipality, a home to the City of Durban, which admittedly is the province's 'commercial capital', in the west by Umgungundlovu District Municipality where we find the province's Capital City and Sisonke District Municipality and on the southern side it borders with the Eastern Cape Province. The municipality consists of eighty one (81) municipal wards, which culminate into six (6) local municipalities, namely Hibiscus Coast, Ezingoleni, Umuziwabantu, Vulamehlo, Umzumbe and Umdoni. The region also boasts of forty two (42) traditional authorities, which all form part of the Zulu Kingdom and its monarchy.

According to the Household Survey Data, Statistics SA (2007) Ugu District Municipality has a population of **709, 918** compared to the KZN Province, which has a large population of **10,259,230**.

Ugu's Vision

A non-discriminatory society of healthy and empowered people living in a safe, transformed and sustainable environment, underpinned by a thriving and growing economy in which all participate and benefit fairly and equitably.

Ugu's Mission

Enhancing our performance and work ethic to reach world-class standards-; by placing greater emphasis on customer satisfaction and total quality management of all the resources at our disposal.

2. WHAT OPPORTUNITIES DO WE OFFER?

Historical / Religious / Cultural Assets

The following is a brief overview of some of the historical, religious and historical tourism assets in Ugu:

- Batstone's Drift, Port Shepstone, where Batstone operated his Pont near the Umzimkulu River.
- Bazleys Harbour Works, Port Shepstone, harbour wall was built in the 1880's to allow access to the Umzimkulu river for small coasters.
- Alfred County Annexation site, Ezinqoleni, marks the spot where Alfred County was incorporated into Natal on New Year's Day in 1866. The site is a national monument.
- Bilamhlolo River, Ramsgate, Dingane's warriors are alleged to have killed members of the family of the early trader Fynn near the mouth of this river in 1839.
- Fynn's Grave, Port Shepstone
- Green Point/Clansthal Lighthouse, Clansthal between Scottburgh and Umkomaas warns shipping of the presence of the Aliwal Shoal four (4) kilometers offshore. The building is a national monument
- Isandlundu / Tragedy Hill, Port Edward, Shaka's warriors are said to have killed a group of Mpondos here in 1828.
- Kniesel's Castle, Port Shepstone, 19th century dwelling, declared heritage site.
- Marburg, Port Shepstone, present Marburg commonage, is a site also used by Shaka and his Impis during their Mpondoland raid of 1828.
- Ndongeni ka Xoki's Grave, Port Shepstone, Ndongeni accompanied Dick King on his famous ride in 1842, as far as Mngazi in Pondoland, later given a farm here.
- Paddock Station, Paddock, the building is a national monument.

- Port Shepstone Lighthouse, cast in Britain and shipped to Natal in the 1890's, is national monument.
- Port Shepstone Maritime Museum.
- Shaka's Bush, Port Shepstone, in 1828, the place where Shaka stayed with Henry Francis Fynn during his famous raid on the Mpondos.
- St John (San Joao) Shipwreck, Port Edward.
- Execution rock, Dududu, where enemies were executed by the Zulus.

INVESTMENT OPPORTUNITIES:

Ugu Sports Leisure Centre

The Centre is estimated to cost R367 million, which forms part of the district tourism strategy with the intention of positioning and promoting the district as a sport tourism destination of choice.

Margate Airport Upgrade

The proposed upgrade of Margate Airport will make it easier for tourists to access the district once they are in the province, as well as making it significantly easier and simpler for the tourists to remain in the province for longer periods, due to the expanded range of tourism product in keeping with the tourists' needs. In addition the area around Margate airport presents substantial potential for future industrial development. The expansion of this industrial area will be dependent on the extent to which industry is able to link up to the advantages offered by the Dube Tradeport.

Port Shepstone Beach Front Re- Development

The Hibiscus Coast Development Agency (HCDA) intends to re-develop the Port Shepstone beachfront into a virtual world-class tourism resort. This R2 billion initiative will include an inner harbour, canal, pier and coastal boardwalk. The development is aimed at being a family destination. The South Coast receives an estimated 2.2 million visitors annually, so the tourism market already exists.

Horse- Shoe Farm Agri-tourism

Horse-shoe Farm is approximately 1000ha with the uMzimkulwana River running through the site. The proposed development is agric-tourism type of development with the site divided between community farming initiatives (supplying the Ugu Fresh Produce Market) and tourism activities concentrated around the dam.

Agro-processing facility

Ugu Fresh Produce Market has a large portion of land which is available for the agro-processing facilities. These facilities could range from food processing to dry goods packaging facilities. The site also offers an opportunity for the investors who would wish to invest in agriculture facilities dealing with any business within the fresh produce value chain.

Timber Beneficiation

There is an abundance of timber in the district of which the majority is located in Umuziwabantu Local Municipality. The timber is owned by big forestry companies, communities and commercial farmers. Most of the timber is exported out of the District. There is a high potential in terms of arable land to plough new timber. This could lead to the growth of our own furniture manufacturing cluster.

Biofuels

Recent developments with regard to the field of bio fuels in South Africa have shown that the government is particularly keen to vigorously explore this sector. Ugu has an abundance of cane and timber and therefore is aptly suited for further development of the industry.

Manufacturing

The district has three major manufacturing hubs situated in Umdoni, Hibiscus Coast and Umuziwabantu (Harding) municipalities. The manufacturing hubs currently boast furniture, textile and clothing manufactures, as sub-dominant sectors. These sectors especially Umdoni (Park Rynie, Umzinto and Sezela) form part of the Durban South Basin Industrial Area. The proximity to the Durban South Basin, availability of vacant industrial building and undeveloped land provide numerous opportunities for growth.

3. WHY IDP?

The IDP as a strategic plan for the municipal area provides us with the opportunity to dissect our shared analysis and planning between the range of stakeholders such as the community, political leadership, administrative leadership, parastatals, organized business and organized interest groups (i.e. Community-Based Organizations (CBOs) and Non-governmental Organizations (NGOs) in order to craft a strategy and set the tone for a meaningful development agenda and participatory governance. A series of Community Forums, IDP & Budget Roadshows, municipal indabas, Intergovernmental Relations Forums and strategic planning workshops were held with a goal of promoting and laying a platform for massive participation that is non-discriminatory in our development state of affairs. The approach continues to strive in realizing our vision and mission by minimizing the gaps that would be a threat to our democracy and transparency.

In line with the provisions of the Act (MSA, 2000), the Council adopted its framework and process plan to develop the IDP in August 2008. It further, made an invitation via the media for members of the public to register their interest to participate as different interest groups as well as give direction in terms of Institutional Arrangements, Mechanisms and Procedures for Participation and Alignment, IDP Review Action Programme and breaks down the Roles and Responsibilities.

Policy Directives and Legislative Mandates

The IDP review is guided by binding and non-binding national and provincial legislations including policies, programmes and strategies that need to be considered in the municipal planning and development processes.

Objectives of the Ugu's IDP review document

- It is a strategic planning instrument that guides development and service delivery in the municipality. It provides a vision, short term development strategies of the municipality.
- It is a legislative requirement that ensures that all planned programs and projects for succeeding years are reflected in the document.

- It is a communication mechanism to ensure that there is horizontal and vertical alignment between the community, local municipality and sector departments, both provincially and nationally.
- It is a document that ensures alignment of activities of sector departments, service providers and various stakeholders.

How the Ugu District Municipality has reviewed its IDP

An IDP is a strategic plan for local government that uses the national policies and legislative imperatives to analyze development challenges and propose interventions for the area of a municipality's jurisdiction.

The IDP Review for 2009 /10 financial year has been prepared in terms of the Local Government: Municipal Systems Act (Act No 32 of 2000). As mentioned earlier, the Council adopted its IDP Review Framework Plan by the 31st of August 2008. The IDP Review took into consideration the MEC comments that were raised in the 2008 / 09 IDP Review. It is also one way of implementing the Lekgotla Resolutions.

There were a number of IDP strategic Planning Sessions which took place between January and February 2009 between sector departments, municipalities, stakeholders and private sector in order to strengthen, integrate and promote partnership and public participation as well as ensure that there is alignment of our programs and projects across the district.

4. WHAT TO EXPECT FROM UGU'S 09/10 PLAN

Challenges

From the in-depth analysis on the currently existing level of development, the following key issues were identified, and some are generally reflected in the comprehensive LED Strategy of the District (finalized in 2007).

- Centralised economy within urban centers (Hibiscus Coast and Umdoni).
- High rate of unemployment.
- High Poverty rate.

- Low income levels.
- Average economic growth.
- Transformation on the ownership of land.
- Slow delivery on Land Reform Programme.
- Land use planning: sparsely distributed population and topography resulting in costly provision of services.
- Limited economic potential in rural areas / poor investment in the area due to land under the Ingonyama Trust.
- Environmental health and management related issues.
- High prevalence of HIV / AIDS.
- Skills shortage within the economy.
- Absence of tertiary education facilities.
- High number of child headed households.
- High illiteracy (large percentage of children of school going age is not attending school).
- Water and sanitation backlogs.
- Decrease in manufacturing sector.
- Limited and lack of access to schools and basic care centers.
- Housing and electricity backlogs.
- Limited access to telecommunication.
- Poor conditions of roads and transport.

Strategic Focus Areas

Ugu's identified key focus areas are based on its Vision. While the Strategic Objectives are in relation to the identified Strategic Focus Areas as per the Ugu's departments, and sector departments.

The Strategic Focus Areas are as follows-:

1. A non-discriminatory society
2. Healthy and empowered people
3. Safe, transformed and sustainable environment
4. Thriving and growing economy

5. Participation and benefitting by all

Powers and Functions

The Municipal Structures Act of 1998 (as amended) makes provision for the division of powers and functions between the district and local municipalities. It assigns the district wide functions to the district municipalities and most day to day service delivery functions to the local municipalities. The provincial MEC's adjust these powers and functions according to the capacity of the municipalities to deliver services.

Ugu's main function is Water and Sanitation as well as the maintenance of water infrastructure. Whilst the Local Municipality is responsible for Planning, it is also reliant on the District for advice and support.

5. ANALYSIS OF THE FIVE YEAR STRATEGIC LOCAL GOVERNMENT PRIORITIES/NATIONAL KEY PERFORMANCE AREAS (NKPA)

Basic Service Delivery and Infrastructure Investment

Ugu District Municipality is a water service authority. Therefore, its core mandate is providing access to basic infrastructure and services, which is at the centre of development and is necessary for improving people's lives, as stipulated in the Constitution of the Republic of South Africa. The municipality has also developed various strategic plans including amongst others, the Water Services Master Plan, the Water Resource Planning, Sanitation Master Plan as well as other supporting plans. The municipality is still facing challenges in addressing water and sanitation backlogs, roads infrastructure especially in rural areas.

Local Economic Development

In terms of the spatial profile the district displays a dual space economy with a largely urbanized coastal zone that is performing reasonably well. A largely, impoverished rural interior with huge commercial farms (sugar and bananas) and large number of subsistence

farmers. The development in the coastal zone is in line with the Provincial Growth and Development Strategy (PGDS) proposals for corridor development in the province. While the population of the District is predominantly rural, with 86% of the population located in rural areas, densities are highest in the coastal zone (Hibiscus Coast and Umhloni). It has economic development potential in the areas of tourism, agriculture and manufacturing (beneficiation).

Municipal Transformation and Institutional Development

The municipality is divided into five (5) departments:

- Office of the Municipal Manager.
- Water Services.
- Corporate Services.
- Infrastructure and Economic Development (IED).
- Treasury

The Intergovernmental Relations (IGR) Framework Act requires the establishment of structures and mechanisms aimed at ensuring a high level of input both internally, from the local municipalities and other stakeholders in the IDP processes. In striving towards the IDP as a plan for the government sector as a whole, there are various structures established. All these structures have Terms of References (ToR) that are adopted by the Council. They are:

- District IGR Forum.
- Municipal Managers Forum.
- Chief Financial Officers (CFOs) Forum.
- HR Forum.
- IDP Technical Task Team.
- District Planners Forum.
- Speakers Forum.
- Disaster Management Forum.
- LED Chairpersons Forum.
- LED Forum.
- Energy Forum.

- Arts and Culture Council.
- Interim Sports Council.
- Cooperatives Development Programme Project Steering Committee.
- District Gender Forum.
- Ugu AIDS District Council.
- Ugu Youth Council.
- Ugu Disability Forum.

Financial Viability and Management

Ugu received an Unqualified Auditor General's Report in the past financial year and that subscribes to sound financial viability and management. Identified challenges that require improvement amongst other things include:

- As a result of affordability problems extended municipal services have resulted in an increase in debtors.
- New capital expenditure has not been aligned with related operating requirements.
- Operational budget have not been focused to support the development priorities.
- The strategic split of the Capital Budget between social and economic expenditure has far reaching implications on future operating budget and sustainability.
- Improve debt collection.
- Clear measurable budget and implementation plans aligned to the IDP.

Good Governance and Community Participation

The IDP Framework Plan provides the linkage for binding relationships to be established between the district and its family of local municipalities. By so doing, proper consultation, Co-ordination and alignment of the review process of the District Municipality and its local municipalities have been maintained. It has fully functional structures, Communication strategies amongst others used to ensure proper governance and community participation.

Spatial Planning and Environmental Management

The municipality has numerous outdated plans that are addressing spatial planning and environmental development. These include the Spatial Development Framework (SDF), Coastal Management Plans etc. It is also facing other challenges such as lack of adequate researched data for the South Coast in order to make sound decisions when dealing with issues.

6. RECOMMENDATION

Ugu has been identified as a Presidential Node due to high prevalence of poverty in the area. It also faces other challenges such as high HIV/AIDS infection rate, high pregnancy rate, low levels of employment etc. These issues are mostly making it extremely difficult to measure success in improving the lives of the people. However, as a water service authority our success can be measured in reducing water and sanitation backlogs, providing bulk infrastructure for private sector to invest in the economy, provide the necessary coordination in order to improve economic growth.

7. STRUCTURE OF THE DOCUMENT

Chapter 1: **Introduction and Background:** Outlines the legislative framework that guides planning.

Chapter 2: **Municipal Profile and Situation Analysis:** Provides an overall municipal analysis, current existing level of development and background of different components, highlights challenges and interventions which are compiled according to the National Key Performance Areas.

Chapter 3: **Vision, Mission, Objectives, Strategies and Programmes.**

Chapter 4: **Policy Directives and Mandates:** Sets out the local government developmental agenda that the municipality must implement.

Chapter 5: **Programmes and Projects for Service Delivery:** Integrated programmes and projects that both sector departments and the municipality intend implementing during the 2009/2010 financial year.

Chapter 6: **Sector Plans and Sector Co-ordination:** Integrated Plans from various sectors that promote linkage and integration of activities and resources of the municipality, sector departments and other stakeholders.

INTRODUCTION AND BACKGROUND

1.1. INTRODUCTION

An Integrated Development Plan (IDP) is one of the key strategies for the Local Government to address its developmental role and mandate. It seeks to arrive at decisions on issues such as municipal budget, land management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner. During 2007/08 financial year the Ugu District Municipality drafted a comprehensive 5-year IDP in terms of Chapter 5 of the Municipal Systems Act, 2000. Section 34 of the said Act requires all municipalities to annually review and amend their IDPs. This has to be done in accordance with an assessment of their performance measurements in terms of Section 41 of the Act and to the extent that changing circumstances so demand.

The IDP Review for 2009 /10 financial year has been prepared in terms of the Local Government: Municipal Systems Act (Act No 32 of 2000). In line with the provisions of the Act, the Council adopted its IDP Review Framework Plan by the 31st of August 2008. The IDP Review took into consideration the MEC comments that were raised in the 2008 / 09 IDP Review. It is also one way of implementing the Lekgotla Resolutions. It further, made an invitation via the media for members of the public to register their interests to participate as organized interest groups.

An IDP is a strategic plan for local government that uses the national policies and legislative imperatives to analyze development challenges and propose interventions for the area of a municipality's jurisdiction.

1.2. LEGISLATIVE FRAMEWORK INFORMING THE PLANNING PROCESS

The National Department of Provincial and Local Government (DPLG) through massive consultation with other stakeholders such as the Provincial Department of Local Government and Traditional Affairs (DLGTA) and the Local Government (municipalities) in particular, have developed a plethora of policies and legislations to assist in realizing the developmental mandate of the local government. Municipalities are guided by these pieces of policies and legislations in developing their respective IDPs. It must also be noted that in developing the IDP the important relationship of the spheres of the government (National, Provincial and Local) in co-operative governance has to be synergized, clearly articulated and not over-emphasized. The key legislative imperatives are as follows:

1.2.1 Constitution of the Republic of South Africa, Act 108 of 1996

The Constitution mandates that a municipality must undertake developmental - orientated planning so as to ensure that it:

- Strives to achieve the objectives of local government set out in section 152.
- Gives effect to its developmental duties as required by section 153.
- Together with other organs of state it contributes to the progressive realization of fundamental rights contained in sections 24, 25, 26, 27 and 29.

1.2.2 Municipal Systems Act (MSA), Act No 32 of 2000

Section 25 of the Municipal Systems Act (Act 32 of 2000) stipulates that:-

Each Municipal Council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which-

- i. links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- ii. aligns the resources and capacity of the municipality with the implementation of the plan;
- iii. forms the policy framework and general basis on which annual budgets must be based;

- iv. complies with the provisions of Chapter 5 of this Act;
- v. is compatible with national and provincial development plans and planning requirements binding the municipality in terms of the legislation.

As far as the status of an IDP is concerned Section 35 states that an IDP adopted by the council of a municipality-

- i. is the principal strategic planning instrument which guides and informs all planning and development as well as all decisions with regard to planning, management and development in the municipality;
- ii. binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails and
- iii. binds all other persons to the extent that those parts of the IDP that impose duties or affect the rights of those persons have been passed as a "by-law".

Section 27 mandates the district municipality, in consultation with the local municipalities, to adopt a framework for integrated development planning, which shall bind both the district municipality and its local municipalities. Thus, Section 28 also mandates the local municipality to develop its own process plan that should be aligned to the framework plan of the district municipality.

The Act also states that the municipality is required to review the IDP annually due to the demands of the changing circumstances and performance measurements of the existing level of development. The IDP is for a five-year period, unless decided otherwise by the Council to adopt the IDP of its predecessors for another five-year period.

1.2.3 Municipal Structures Act, Act No 117 of 1998

The Municipal Structures Act of 1998 (as amended) makes provision for the division of powers and functions between the district and local municipalities. It assigns the district wide functions to the district municipalities and most day to day service delivery functions to

the local municipalities. The provincial MECs are empowered to adjust these powers and functions according to the capacity of the municipalities to deliver services.

With regard to the above statement for instance, the function of Water and Sanitation as well as the maintenance of water infrastructure is still the function of the district. Whilst the Local Municipality is responsible for Planning, it is also reliant on the District for advice and support. Amongst other things the powers and functions of the municipalities are as follows:

Table 1: Powers and Functions

Local Functions		District functions	Shared Functions
<ul style="list-style-type: none"> • Building Regulations • Child Care Facilities • Pontoons, Ferries, Jetties, Piers and Harbours • Storm Water Management Systems in Built up Areas • Trading Regulations • Billboards and the Display of Advertisements in Public Places • Cleansing • Control of Public Nuisances • Street Lighting • Traffic and Parking 	<ul style="list-style-type: none"> • Control of Undertakings that Sell Liquor to the Public • Facilities for the Accommodation, Care and Burial of Animals • Fences and Fencing • Licensing of Dogs • Licensing and Control of Undertakings that sell food to the public • Local Amenities • Local Sport Facilities • Municipal Parks and Recreation • Noise Pollution • Pounds • Public Places • Street Trading 	<ul style="list-style-type: none"> • Municipal Health Services • Potable Water • Sanitation • Air Quality Management 	<ul style="list-style-type: none"> • Fire Fighting Services • Local Tourism • Municipal Airports • Municipal Public Transport Cemeteries, Funeral Parlours and Crematoria • Markets • Municipal Abattoirs • Municipal Roads • Refuse Removal, Refuse Dumps and Solid Waste • Development Planning

1.2.4 Municipal Finance Management Act (MFMA), Act No 56 of 2003

Section 21 of the MFMA stipulates that the mayor of a municipality must;

- Coordinate the processes for the annual budget and for reviewing the municipality's IDP and budget – related policies to ensure that the tabled budget and any revisions of the IDP and budget related policies are mutually consistent and credible.
- At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for-:
 - (i) The preparation, tabling and approval of the annual budget;
 - (ii) The annual review of –
 - (a) The IDP in terms of section 34 of the Municipal Systems Act (MSA) and
 - (b) The budget related policies.
 - (iii) The tabling and adoption of any amendments to the IDP and budget related policies and
 - (iv) Any consultative process forming part of the processes referred to in subparagraph (i), (ii) and (iii).

1.2.5 Local Government: Municipal Planning and Performance Management Regulations, 2001

To develop further guidelines and clarity in the issues of IDP, regulations were issued in 2001. The Municipal Planning and Performance Management Regulations set out in detail the requirements for IDPs and Performance Management System (PMS).

1.2.6 Disaster Management Act, Act No 57 of 2002

The Disaster Management Act, (Act 57 of 2002) aimed to provide integrated and coordinated disaster management policy, in which the main features of disaster management are described as preventing or reducing the risk of disasters, mitigation the

severity of disasters, emergency preparedness, rapid and effective response to disasters and post disaster recovery and rehabilitation.

The Disaster Management Act provides for the declaration of disasters through national, provincial and local government spheres. In the case where Provincial and Local authorities have determined that a disastrous drought occurred or threatens to occur, the disaster management centers of both the province and municipality must immediately;

- initiate efforts to assess the magnitude and severity or potential magnitude and severity of the disaster;
- inform the national centers of the disaster and its initial assessment of the magnitude and severity or potential magnitude and severity of the disaster;
- alert disaster management role-players in the province that may be of assistance in the circumstances and;
- initiate the implementation of any contingency plans and emergency procedures that may be applicable in all circumstances.

1.2.7. CHALLENGES IN THE IDP 2007 – 2012

The 2007/08 to 2011/12 IDP Review started in earnest and focused on improving the ability of implementation of the adopted 5-year IDP. Critical shortcomings identified in the preparation of the 5-year IDP adopted in 2007 include:

- A low level of participation in the IDP process of sector departments (attendance to IDP Representative Forums);
- The resultant non-alignment of the municipality's investment and development intentions with that of the sector departments, who control the major part of the public sector financial resources;
- The data used was inconsistent, in some instances outdated, and at a scale not useful for municipal planning.

A process plan for the 2009/2010 IDP Review was prepared with the above issues in mind. Monthly IDP meetings have been held since then, dealing with different aspects of IDP and

related sector planning. Some of the activities undertaken to close the gaps identified above are holding alignment meetings with different sector departments.

This IDP is informed by other strategic planning activities and initiatives that occurred during the course of this financial year. These activities included the Five Year Local Government Strategic Priorities, strategic planning sessions of EXCO, Planning, Economic Development and Tourism Portfolio Committee, Water Services Portfolio Committee. Sessions relating to HIV and AIDS and Rights of the Child also informed the strategic planning.

In addition, different forums were established to co-ordinate and support each other, be it within the municipality or as a district family. These forums improve intergovernmental alignment and organization-wide ownership of the plan.

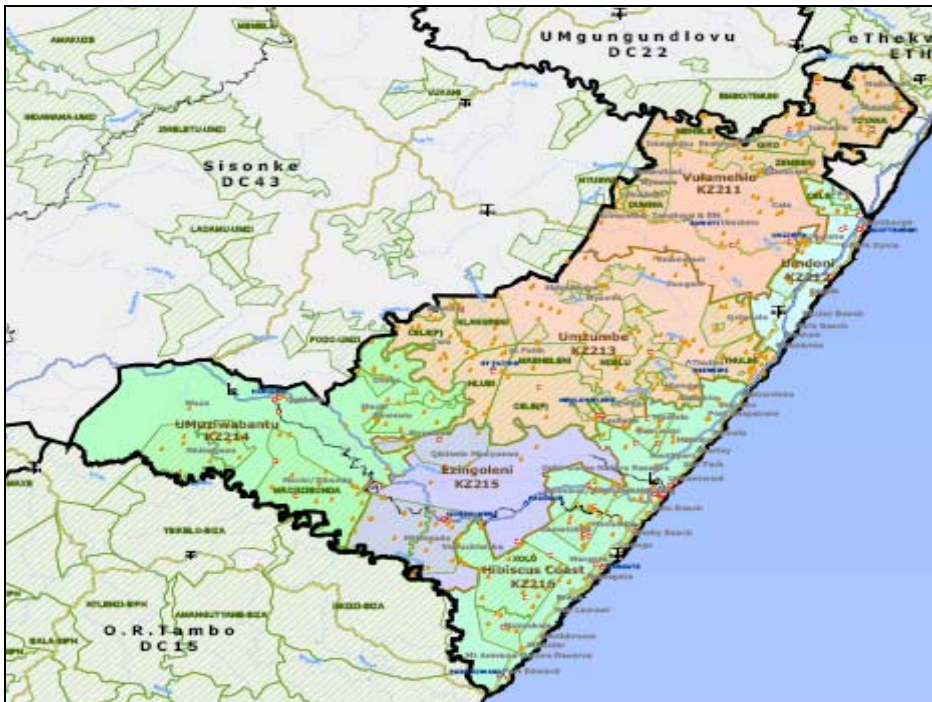
CHAPTER 2:

MUNICIPAL PROFILE AND SITUATIONAL ANALYSIS (Current reality and existing level of development)

2.1. GEOGRAPHIC LOCATION AND SIZE

Ugu District Municipality is one of the ten (10) district municipalities in KwaZulu-Natal, located at the most southern tip of the province's coastline, covering 112km of the Indian Ocean (See **Appendix A: Locality Map**). It is bordered by the Eastern Cape Province to the south, Indian Ocean to the east, Sisonke and Umgungundlovu to the west and eThekweni to the north. It comprises of six local municipalities which are Ezingoleni, Umuziwabantu, Hibiscus Coast, Umdoni, Umzumbe and Vulamehlo. According to the Statistics South Africa, the District Municipality DC 21 is 5866 km² in extent.

Appendix A: Map of the Ugu District Municipality in Kwazulu-Natal



2.2. POPULATION SIZE AND DISTRIBUTION

To form a clear picture of the socioeconomic conditions in the district, it is vital to analyse the size, spatial distribution, and composition and growth patterns of the population, along with changes in these magnitudes and possible future trends and tendencies. The following table highlights the demographic information as per local municipality, the district and KwaZulu-Natal Province:

Table 2: Demographic Information

	Vulamehlo	Umdoni	Umkumbe	Umuziwa-bantu	Ezingoleni	Hibiscus Coast	Ugu	KZN
Area Size (Km²)								
	973	238	1,259	1,088	649	837	5,044	
Population								
	74,017	74,437	196,202	104,527	56,369	222,281	709,918	10.259.230
Households								
	12.745	16.383	40.579	20.313	10.950	50.650	151.620	2.234.125
Gender %								
Male	45.4	49.1	44.8	44.8	44.6	46.5	45.8	47.5
Female	54.6	50.9	55.2	55.2	55.4	54.5	54.2	52.5
Population Group %								
Black	99.7	81.5	99.8	96.3	98.2	83.3	92.0	86.0
Coloured	0.1	1.2	0.2	1.7	0.3	0.5	0.6	1.4
Asian/Indian	0.0	10.6	0.0	1.7	0.4	6.8	3.5	8.2
White	0.2	6.7	0.0	0.4	1.0	9.5	3.8	4.4
Age%								
Age (10-14)	35.5	30.3	39.0	42.1	37.8	31.5	35.6	33.5
Age (15-64)	57.4	63.9	57.3	52.3	56.1	62.5	57.9	61.7
Age (65+)	7.1	5.9	7.3	5.6	6.1	6.0	6.4	4.8
Average Age	26	28	26	24	25	27	26	25.6
Dependency	74	57	86	91	78	60	73	62

(Community Household Survey Data, Statistics SA (2007) and Integrated LED Strategy; (2006)

2.3 SOCIO-ECONOMIC ANALYSIS

The purpose of this socio-economic analysis is to give a synopsis of the municipal area in terms of its physical, demographic, social and economic characteristics. This information is aimed at contributing to informed planning and decision making. The analysis shows an area that has an urban development bias and a population with limited skills and low education levels, a characteristic that generally makes an area unattractive to investment.

2.3.1 Education

Approximately 48% of the population in Ugu is younger than 20 years. Out of the estimated 300 000 young people of school-going age, 228 000 are accounted for in the formal schooling system within the district. Approximately, there are 72 000 young persons that are supposed to be at school but are not. The root causes for this situation still need further investigation.

Table 3: Number of schools per category

Category	Number
Total Number of Schools	517
Primary Schools	337
Secondary Schools	142
Combined Schools	27
Pre-primary Schools	8
Special Schools	3
Total Number of Independent Schools	22
Total Number of Public Schools	495

(Source: Local Department of Education, 2007)

The issue is that proper roads leading to schools as well as Water and Sanitation backlogs at schools remain a major challenge in the district. Ugu District Municipality has utilized large resources in conducting studies and collecting accurate data on the backlogs, but no funding has yet been realized from the Department of Water Affairs and Forestry to deal with the matter.

The National Schools Nutrition Programme, loosely known as the feeding scheme, is progressing well in our district except for the manner in which it implemented, where it remains a monopoly of a few suppliers, ignoring the potential it presents in terms of empowering rural communities through a coordinated Co-operatives development scheme.

Libraries

The age of information sharing and all its related resource requirements and technologies is upon us, yet there is still a serious shortage of libraries. Properly resourced and accessible libraries still remain a major challenge. Only three (3) libraries are in the pipeline and at various stages of development in the entire district. Six (6) sites have been earmarked for the mobile book units aimed at servicing the rural areas of the Hibiscus Coast Municipality, with no current plans for the remaining five local municipalities.

No fee schools

According to information from the local department of education, there are 276 Non-fee Schools in the District. Within these schools some are primary while others are combined primary schools. Further research into their enrolment statistics and performance is needed.

2.3.2 Household Income

Household income is one of the most important indicators used to determine the level of poverty in an area. Poverty is often defined as the lack of resources to meet the basic needs. The ability to meet basic needs is largely determined by the level of income earned by the households. An important indicator of poverty in an area will therefore be the number of households with an income below the Minimum Living Level (MLL). The MLL is calculated for different racial groups; household sizes, and so forth, and reflects the minimum amount a household needs to earn to meet its basic needs.

The poverty gap, on the other hand, is a measure of the level of impoverishment of people. Unlike a head-count ratio, which enumerates the number of people below the poverty line, a poverty gap measures the extent to which an individual is below the poverty line. It therefore measures how much money is needed to bring each poor person's income up to the poverty line. According to the PSEDS it is estimated that 5.3 million people in the province were living in poverty and 1.2 million living on less than US\$ 1 (roughly R8 in 2008) a day and the estimated poverty gap is Rbn18.3 i.e. the amount needed to bring every poor person to the poverty line.

In terms of the South African standards, a household earning less than two old age pension grants is regarded as poor to the extent it is relieved of paying for municipal services. According to the Water Services Development Plan backlog study (February 2008) used to calculate affordability, household income and people living in poverty, it is evident that 75% of the households in the District earn less than R1 600 per month and live below the poverty line.

2.3.3 Poverty and Unemployment

Ugu is currently facing a high rate of unemployment. Poverty is the result of inadequate access to jobs, infrastructure and a range of opportunities. Low income levels are viewed as only one aspect of this complex problem. For purposes of measurement, however, income levels are an obvious indicator of poverty.

Poverty is high throughout the district. The highest concentration of people is in the coastal strip, while the largest numbers of people living in poverty are located in the rural interior. Poverty is causing, driving and sustaining a number of social challenges. HIV and AIDS impacts on poverty levels and *vice versa*. The impact of HIV and AIDS on youth, grants, education, social cohesion, etc. need to be channeled into developmental thinking and service provision. In certain cases this calls for a mind-shift in terms of what, where and the way in which services are provided and maintained. NGOs are very active in this field, and their work should be recognized and supported.

According to a report by the National Economic Development and Labour Council (NEDLAC) in 2006, employment remains the strongest defiance against poverty. When analysing labour and employment in a district it is necessary to focus the attention on the following issues: labour force, labour market supply and demand, quality of the labour force and the peripheral sector. Unemployment is estimated at approximately 23%, and rural areas have significant levels of poverty. The unemployment rate in KwaZulu-Natal has increased over the past years. Between 2004/5 and 2005/6 a decline from 31.7 to 29.9 % was evident. The following table below indicates the unemployment rate in KwaZulu-Natal as of March 2001 till March 2006.

Table 4: Unemployment rate in KwaZulu-Natal as of March 2001 till March 2006

	March 01	March 02	March 03	March 04	March 05	March 06
KZN	26.2	35.9	36.3	33.0	31.7	29.9
RSA	26.4	29.7	31.2	27.9	26.5	25.6

Source: Labour Survey March 2006, Statistics SA

Table 4 indicates that according to Global Insight (2005) the current unemployment rate at Ugu is 44.8%. The economically active population is 29.3% (people able and willing to work between the ages of 15 and 65). Of the 87 807 people who are employed 67% are formally employed whilst 33% are participating in informal employment.

Table 5: Labour and Employment of the workforce in the Ugu district

	No. of people	% of people
Employed	87 809	22.2 ¹
Unemployed	88 975	44.8
Economically Active population ²	198 272	29.3

(Global Insight Statistics 2005)

¹ Calculated population of 395 340 (15 – 64)

² The economically active population (EAP) is defined as the number of persons that are able and willing to work between the ages of 15 and 65.

Table 6: Location of formal employment opportunities in Ugu in 2004

	Vulamehlo	Umdoni	Umzumbé	Umuziwa-bantu	Eziqoleni	Hibiscus Coast	Ugu
Number of Formal Employment Opportunities in Ugu (2004)	4,624	10,948	6,505	6,176	2,967	36,705	67,926
Percentage per Sector:							
Agriculture, forestry and fishing	34.7	16.8	18.1	20.8	34.2	14.6	18.1
Mining	0.0	0.1	0.4	0.4	0.5	1.0	0.6
Manufacturing	10.6	15.5	7.0	14.4	12.3	11.8	12.1
Electricity & water	0.3	0.4	1.1	0.1	0.4	0.7	0.6
Construction	4.0	2.8	4.5	4.8	1.4	5.5	4.6
Wholesale & retail trade; catering and accommodation	7.0	18.4	14.4	14.2	12.4	17.1	15.9
Transport & communication	2.1	2.2	2.2	1.5	2.5	1.4	1.7
Finance and business services	5.0	8.6	7.2	5.1	4.7	11.5	9.3
Community, social and other personal services	17.6	20.1	20.8	19.2	19.1	21.1	20.4
General government services	18.6	15.2	24.4	19.5	12.5	15.4	16.7

Source: LED Strategy (2006)

The quality of labour will be affected among other things by:

- educational profile of the economically active population;
- availability of training facilities and
- health status of the people in the district.

2.3.4 Skills and Training

The skills shortage has been identified as one of the key challenges for economic growth. It has been argued that the majority of the population is unskilled. The skills of those regarded as being skilled are also not in line with the requirements of the economy. While more research is still required in this regard, indications from stakeholders interviewed are that the national phenomenon applies in the district. Given the importance of relevant skills for employment and economic growth, a District Skills Profile is urgently required.

2.3.5 JUSTICE, CRIME PREVENTION AND SECURITY PROGRAMMES

Police Services

There are sixteen (16) police stations in Ugu with a ratio of 1: 525 per policepersons. In some instances the ratio differs, for instance, police persons to population in Vulamehlo is 1: 1 231, in Umzumbe the ratio is 1: 1 063 and 1: 529 at Eziqoleni. Two new police stations were built in the rural areas of Port Edward and Umkomaas during the 2007/08 and 2008/09 financial years.

Xenophobia

There were no reported incidents in Ugu related to xenophobic attacks that took place in South Africa in 2008.

Justice

There are fourteen (14) courts within the Ugu District and these are as follows:-

- Harding - 1 District and 1 Regional Court
- Eziqolweni - 1 District and 1 Regional
- Port Shepstone - 4 Districts and 2 Regional
- Hibberdene - 1 District
- Margate - 2 Districts and 1 Supreme Court

With regards to prisons there is only one in Port Shepstone.

There are 12 police stations which are in the following areas:-

Paddock, Harding, Weza, Eziqolweni, Port Edward, Margate, Gamalakhe, Hibberdene, St Faiths, Mehlomyama, Southport and Msinsini.

2.4. LOCAL ECONOMIC DEVELOPMENT

Ugu District Municipality is guided by the comprehensive Local Economic Development Strategy, which the Department of Economic Development describes it as “credible, realistic and the best practice document”. We shall continue to implement flagship projects that seek to alleviate poverty, empower our people with skills and improve their quality of life.

Flowing from this strategy, we will focus on the following sector programmes, amongst other things:

- Provision of additional support to emerging contractors;
- Strengthening the Cooperative Support Programme which, Mr Speaker hailed it as a long awaited intervention in this sector of the economy;
- Doubling the support given to local municipalities with regard to their economic development initiatives;
- Intensify direct foreign investments as well as domestic investment initiatives, and
- Bidding for Call Centres as an intervention to creating jobs. Linked to this, we are pleased to report that we will commence a R2 million broadband project that will see the deployment of fibre connectivity infrastructure from Harding, along the N2. This will radically transform the world of telecommunication. Further details on this project will be unveiled in due course.

2010 and flagships

Our flagship projects such as the Ugu Sports and Leisure Centre as well as the Ugu Fresh Produce Market are well on course. With regard to the former, we have sought to redesign the scope of work to suit the topography of the site and we are confident that our immediate objective to utilize this facility for the 2010 Football World Cup will be realized. The long term objective, beyond 2010, is to see the facility being positioned as a high capacity training venue for local and international sports federations. A lot of work has been done with sports federations, supported by the National Department of Sports and Recreation.

With regard to the Fresh Produce Market, we have completed our revised Business Plan. This plan will ensure that the objectives for which this market was created are met. With 84% of our district being rural, it is crucial that we create the relevant markets for our SMMEs and Cooperatives and begin to realize the Agrarian Revolution.

Land and Agrarian Revolution

There is general agreement that for our country to reach the target it has set for its self, an accelerated programme of land and agrarian reform. This is the key to create high growth and more jobs especially in the rural areas. According to the Economic Cluster of our KZN Provincial Government, this requires a structured economy with a more equal distribution of land and capital, and a more diverse population of family and commercial farms and agri-businesses.

If we are to achieve the national redistribution target of 30% of white owned agricultural land by 2014, which equates to 24 million hectares, we need to ask ourselves if what is the district target and work accordingly to meet it.

The provincial target is 1, 2 million hectares and to date the Department of Land Affairs has managed to redistribute 301 054 hectares to 49 036 beneficiaries. In addition to this, the Regional Land Claims Commission has settled claims covering 530 000 hectares in favour of 37 000 beneficiaries. We call on all stakeholders to work with us in advancing the course for land redistribution and restitution.

Our Department of Infrastructure and Economic Development is completing its work on developing a strategy and policy to support beneficiaries of both programmes, as we need to ensure the establishment of black commercial farmers to give effect to the economic imperatives of the agrarian reform.

We must also record appreciation for the efforts of many in the established commercial agriculture sector, all white farmers, for the transformation of this sector. We recognize their frustrations arising from the slow processing of land claims.

Tourism

According to the South African Tourism Authority, Tourism brings in more than R66 billion to the South African economy annually. It has overtaken gold as the country's largest GDP contributor and creates permanent employment at the rate of 1 job for every 7 tourists.

Our tourism development and marketing transformation strategies are making good progress. During the last State of the District Address, we noted that we can no longer have segregated and silo mentality approaches when it comes to our tourism positioning. We are pleased to report that:

- The single tourism body, Ugu South Coast Tourism Board has been established.
- The Board of Directors is operational and all seats are filled up by the representatives of all stakeholders as agreed.
- The Chief Executive Officer of the Ugu South Coast Tourism Board has been appointed and has commenced with his duties on the 1st of February 2008.
- We have allocated R3 million rands towards tourism marketing and R2, 5 million towards tourism development.

We are confident in the leadership of this board, led by Ms Joy Cruchfield and the CEO Mr. Michael Bertram. They have already ensured the contracting with FIFA-MATCH of no less than 800 beds under the "OPERATION SIGN-UP", and the target is a minimum of 2000 beds by 2009. This Board is set to deliver innovative and cost effective strategies that will ensure a growing, quality tourism economy that creates sustainable jobs and alleviates poverty.

2.4.1. Economic Performance

The District is like most others in the country facing challenges in improving quality of life amidst high levels of poverty and unemployment and low levels of economic growth. In terms of the spatial profile the district displays a dual space economy with a largely urbanized coastal zone that is performing reasonably well and a largely impoverished rural interior with huge commercial farms (sugar and bananas) and large numbers of subsistence farmers. The development on the coastal zone is in line with the provincial Growth and

Development Strategy (PGDS) proposals for corridor development in the province. Whilst the population of the District is predominantly rural, with 86% of the population located in rural areas, densities are highest in the coastal zone (Hibiscus Coast and Umdoni).

The District has economic development potential in the areas of tourism, agriculture and manufacturing (beneficiation). In addition to this, there is also potential in the retail, trade and services sectors. This, however, requires further data-gathering and rigorous multi-faceted analysis. Lack of detailed and up to date economic data frustrates the development of a more effective response to the economic challenges of the District. Economic strategies are therefore based on high level data.

The district economy is concentrated in the municipal area of the Hibiscus Coast with 60% of the economic activity occurring in this area. Umdoni attracts 18% for the District economic activity with the other municipalities each attracting less than 10%. Eziqoleni only attracts 2% of the economic activity.

The average economic growth of the district has been 2% with Eziqoleni being the highest at 3% and followed by the Hibiscus Coast at 2.4% growth per annum. In order for the district to achieve the national 4.5% economic growth target for 2005-2009 it needs its economy to grow above the target. In order to achieve the Millennium Development Goals it will be necessary to (1) change the economic structure and nature, (2) facilitate growth in the existing businesses, (3) create an attractive investment environment and (4) lobbying for new businesses. There is a great threat to the District to meet the MDGs and that threat is caused by the global economic meltdown. There has been an effect in our local economy, where businesses have been closed down due to the declining economy. The effects are seen with the closure of one car dealer and few restaurants. The closure of the car dealer relates to the challenges that are faced by the automotive sector and the closure of the restaurants which forms part of our mainstay industry (tourism) and this emanates from the change of spending by our tourists and local people. It is imperative for this district to focus its efforts in developing and implementing a progressive Business Retention and Expansion (BR&E) interventions on the on-going basis.

The level of economic activity in rural areas is a cause for concern especially considering the negative growth experienced in Vulamehlo. A concerted effort to turn around the rural areas, where there is potential, is urgent. This should be accompanied by priority investment in the Human Development Capital.

2.4.2. Dominant Sectors of the Economy with their performance

2.4.2.1. Agriculture

The agricultural sector has significant development potential. It is characterised by a highly developed and competitive commercial farming, and mainly subsistence farming on rural trust land. The major commercial farming enterprises are in sugar cane, bananas and macadamias, and to a lesser extent timber, coffee, cut flowers, livestock, poultry, game farming, mangoes, and other fruit and vegetables. Subsistence agriculture comprises mostly of livestock raising, dryland cropping and homestead gardening. There is a large number of agriculture related projects implemented or planned by various government departments and other organisations, including the Departments of Agriculture and Environmental Affairs, Health, Social Welfare, and Economic Developments, BankSETA (discussed in more detail in the Agricultural Sector Development Plan) that aim to economically empower rural communities and promotes resuscitating of the declining agricultural sub-sectors.

A summary of the existing agricultural sector in Ugu is provided in the table below:-

Table 7: Summary of the existing agricultural sector in Ugu

Commodity	Current markets	Supply side factors	Demand side factors
Macadamias	<ul style="list-style-type: none"> Most of the crop is exported; some nuts are sold locally through retail outlets, processed and at roadside stalls. 	<ul style="list-style-type: none"> A lot of recently established orchards will come into production in 5 – 8 years – possibility of oversupply. 	<ul style="list-style-type: none"> International demand appears to be growing steadily. International competition from other countries that have significant production.
Broilers	<ul style="list-style-type: none"> Local rural market for live birds. Urban demand for slaughtered and processed birds. 	<ul style="list-style-type: none"> This commodity can rapidly respond to changes in demand due to short production cycle. Strong competition from large producers and cheap imports. 	<ul style="list-style-type: none"> Outbreaks of disease such as Avian influenza can reduce consumption leading to a reduced demand.

Commodity	Current markets	Supply side factors	Demand side factors
	<ul style="list-style-type: none"> No export currently. 		
Sugar Cane	<ul style="list-style-type: none"> All cane is supplied to local mills in Ugu. 	<ul style="list-style-type: none"> Competition from other countries. Loss of sugar cane land to other developments (industrial and residential). Improved organization and support of small growers could increase their efficiency and supply. 	<ul style="list-style-type: none"> The mills are currently running under full capacity so there is a demand for cane locally. Local demand is unlikely to fluctuate greatly. Exports can be affected by competitors that are able to produce more cheaply. Demand is generally likely to increase due to increasing consumption in developing countries. Demand is increasing significantly as cane is being used for the production of bio-ethanol.
Timber	<ul style="list-style-type: none"> Timber is sold mainly to mills in Ugu (Sappi Saiccor) and eThekweni (Mondi at merebank). Some timber is supplied to local sawmills and pole treatment plants. 	<ul style="list-style-type: none"> Afforestation requires the granting of permits by DWAF. Much of the land available for afforestation is communal land and requires buy-in from traditional authorities. 	<ul style="list-style-type: none"> Local demand is unlikely to decline, especially with the Sappi Saiccor mill expanding. There are export markets available for pulp and wood chips, amongst other timber-derived products (including bio-fuel pellets)
Bananas	<ul style="list-style-type: none"> All bananas are sold within Southern Africa. Low grade bananas are sold locally via the hawkers, much of the harvest leaves the district and the province. 	<ul style="list-style-type: none"> New producers are likely to enter the market due to reduced national production. Government initiatives are encouraging the establishment of out growers in Ugu. 	<ul style="list-style-type: none"> Demand is relatively constant in South Africa and currently exceeds supply.
Vegetables	<ul style="list-style-type: none"> Current production is limited but local markets exist for fresh produce The new Fresh Produce Market at Ugu creates opportunities as it will serve as a conduit to other markets Dube Trade Port will open opportunities for export (especially for baby and organic vegetables). 	<ul style="list-style-type: none"> Current production of vegetables in Ugu is fairly limited and there is little competition currently. 	<ul style="list-style-type: none"> Demand for organic produce and baby vegetables is large (locally and internationally)

The comparative advantages of agriculture in Ugu are summarized as follows:

- **Location:** Ugu District has ready access to the two ports on the east coast (Durban and Richards Bay), the major national road networks (N2 and N3) and the airport (Durban currently, but shortly the new King Shaka International Airport/Dube Trade Port).
- **Climate:** Ugu District is characterized by a range of climatic conditions. This offers diverse opportunities for production. High temperatures and high rainfall in the coastal area makes it suitable for the production of subtropical crops.
- **Water:** There is a long coastline and a number of perennial rivers that offer opportunities for aquaculture. The rivers also offer opportunities for irrigation.
- **Tourism:** Ugu has strong opportunities for tourism which provides additional market opportunities for agricultural commodities and agro tourism.
- **Labour availability:** There are large rural populations within the District as well as to the South. These communities also serve as potential markets for agricultural produce.
- **Well Established Commercial Sector and Support Services:** The Ugu District has a strong commercial agricultural sector (cane, timber, macadamias, and bananas in particular). This means that there is existing expertise and support as well as infrastructure and dedicated markets that can be used to uplift the second economy.

Food Security Interventions

In the past eighteen months there has been rising food prices in the country which has threatened livelihoods of South Africans in particular the poor. Ugu District Municipal area has been also affected by the food prices and food shortages. This has driven the district to focus more on developing a clear integrated food security programme. This focus is more on encouraging the existing government programmes that focus on promoting households to provide food by themselves through households' gardens and community gardens. The district will be coordinating the implementation of integrated food security programme with both social partners and government departments. Simultaneously, it is envisaged that a pragmatic Ugu Integrated Food Security Strategy will be developed in order to streamline the uncoordinated Food Security interventions in the district.

Within Ugu District, Umuziwabantu and Vulamehlo Local Municipalities are the beneficiaries of the Provincial Department of Agriculture –Flemish Funded Food Security programme. The programme focuses on supporting school gardens, community gardens and other selected gardens of vulnerable groups. This programme is a pilot food security programme, which all lessons that are found will be documented, shared and replicated in other areas.

2.4.2.2. Manufacturing

The contribution by the manufacturing sector to the district economy has decreased between 1996 and 2004, as has its contribution to employment in the district. However, it remains a key sector in the district economy as it contributed about 15% to the local economy and 12% to local employment in 2004. Its contribution to the local economy is also significantly below manufacturing’s contribution to the provincial economy. More than 75% of the 242 registered manufacturing enterprises in Ugu on the district levy database are located in the Hibiscus Coast Municipality, mostly in the Port Shepstone / Marburg and Margate areas. The developed industrial areas in Ugu are situated in Port Shepstone / Marburg, Park Rynie, Umzinto North, Umzinto South, Margate Quarry, Margate Airport and Harding.

Table 8: Spatial distribution of manufacturing activities in Ugu

MANUFACTURING SECTOR	Hibiscus Coast	Umdoni	Umuzi-wabantu	Ezinqoleni	TOTAL IN SECTOR	% PER SECTOR
Construction Related	32	6			38	15.7%
Clothing and Textiles	25	7			32	13.2%
Printing	25	5	1		31	12.8%
Metal	22	7	1		30	12.4%
Timber and Related	17	4	8	1	30	12.4%
Furniture	18	3	2		23	9.5%
Chemicals	11			1	12	5.0%
Food and Beverages	7	3	2		12	5.0%
Signage	10				10	4.1%
Vehicle	9		1		10	4.1%
Crafts	4	1			5	2.1%
Other	3				3	1.2%
Packaging	2		1		3	1.2%

MANUFACTURING SECTOR	Hibiscus Coast	Umdoni	Umuzi-wabantu	Ezingoleni	TOTAL IN SECTOR	% PER SECTOR
Fibre glass	1	1			2	0.8%
Mining				1	1	0.4%
TOTAL	186	37	16	3	242	100.0%

Source: Ugu District Levy Base (2006)

The key industrial sectors in the Ugu district are agri-processing, timber and timber products including furniture, clothing and textiles, food and beverages, arts and crafts and construction related manufacturing. Nearly 75% of the manufacturing enterprises are small enterprises (less than 50 employees), with a handful of manufacturers being medium and large businesses. The majority of firms produce only for the local market, with less than a quarter of firms targeting the international market – these being mostly the larger clothing and textiles, and timber related industries. Many manufacturing firms are optimistic about future developments of their businesses, though some identified skills and labour, transport and roads, and access to finance as constraints to potential development of their businesses.

The following is a summary of the competitiveness of the manufacturing sector:-

- Factor Conditions:** Strong factor conditions for the development of the industrial sector exist in the Ugu District Municipality. Considering the availability of infrastructure, labour, natural resources and a good living environment. There are few locations within the province and even South Africa that can compete with what is on offer in the Ugu District. The only major concern relates to the availability of developed land in appropriate locations for the establishment of modern industries aligning to global standards and requirements. Other negatives relate to issues common in most areas of KwaZulu-Natal. It will be extremely important that these issues, such as the low level of skills, the impact of HIV/AIDS and the quality of service delivery, should be addressed as priorities.
- Firm Structure and Strategy:** Firm structure and strategy impacts negatively on the overall competitiveness of the Ugu District in terms of industrial development. The one strength of the District in this regard is the presence of a number of major corporate within this sector, a resource that few District Municipalities have access

to. A concern in this regard would be that these companies often work independently, in isolation from their surroundings, having a limited impact on regional development. A need exists to create an environment within which firms want to grow and expand.

- **Markets:** As a result of local conditions, the regional development dynamics and the close proximity of the District to eThekweni, good access to local, regional, national and international markets exist for Ugu industries. At present the benefit for the District is limited, but the opportunity exists.
- **Relating and Supporting Industries:** The District has no real competitive advantage in terms of related and supporting industries. The competitive advantage is localized around the Port Shepstone area.
- **Government:** The assessment of government (all spheres) policies, strategies and plans provide mixed messages for industrial development. Strong support for industrial development is reflected in national and provincial government strategies; however, this is not acknowledged and confirmed in local government planning. Despite the good intentions by the government the industrial sector appears to derive limited benefit from the various strategies and programmes. This is most often attributed to red-tape, including complicated application forms and processes, limited feed-back on the processing of applications etc. Local government planning shows limited commitment to the development of the industrial sector and this impact negatively on investor confidence.

The prospects for further development are good for agri-processing, timber and furniture, and arts and craft, while there is some limited growth potential in the clothing and textiles, and food and beverages industries.

Currently, the implementation of Park Rynie Industrial Park Rehabilitation programme is underway with the focus on reconstruction of roads, storm water system, sewerage system, improving security through installing street lights and security fences. This initiative is funded by the Provincial Corridor Fund, which its main objective is to unlock economic development in all the corridors that are identified by the Provincial Spatial Economic Development Strategy (PSEDS). The model that is being implemented in Park Rynie is expected to be replicated in other industrial areas in the district.

2.4.2.3. Trade and Commerce

The sector comprises about 56% of the Ugu economy and includes wholesale and retail trade, finance and business services, community, social and other personal services including provincial and local government, hairdressing, funeral services, and many other services. Within the local municipalities, the sector constitute about 60% of the economy in Hibiscus Coast, about 50% of the economy in Umdoni, Umzumbe and uMuziwabantu, and about 36% of the economies in Vulamehlo and Eziqoleni. The main commercial hubs are Port Shepstone, Shelly Beach, Margate, Port Edward, Hibberdene, Pennington, Scottburgh, Dududu, Pungashe, Eziqoleni and Harding.

A survey amongst formal businesses in most of the commercial hubs revealed the large impact that tourism has on the local economy; nearly 43% of businesses rely solely on tourists for customers, with a further 10% relying on both tourists and local residents. Most businesses surveyed indicated improved business performance in the past two years, with more than three quarters of business upbeat about future business prospects. The majority of surveyed businesses felt services and infrastructure support from local government to be inadequate and suggested that local government focus on infrastructure improvement and maintenance to improve the local business climate.

Key to development of this sector is SMME development, in particular in underdeveloped areas. In most cases this would entail support for development of informal enterprises. Due to its very nature, informal sector activities are hard to measure. The size of the informal sector activities is estimated to be between 10% and 20% of economically active population. The urban informal economy is distinctly different from the rural informal economy. While the former consist mostly of traders targeting tourists, the latter consists of construction, transport, food production, wood products, traditional medicines and other activities that target the rural population in the absence of formal enterprises. In both urban and rural informal economies, there is a lack of market space, facilities and storage, as well as access to affordable finance.

It must be noted that in order to regenerate small towns economy which most of them are services, trade and commerce centre's, there is a great need to focus on the BR&E

programme. This programme must focus more on infrastructure rehabilitation and maintenance in order to retain existing business. In the past eighteen months the Ugu DM and Umuziwabantu Local Municipality are jointly implementing Harding CBD Renewal Project. This project involves reconstruction of the CBD roads. The project is beginning to produce positive results with the new applications of business development and residential development from private sector been made to the local municipality. There is also similar initiative at Ezingolweni CBD which is still on its initial implementation stage.

Strengths	Weaknesses
<ul style="list-style-type: none"> • A relatively well established commercial base within the district to provide platform for further development. • Good infrastructure generally, although deteriorates in more rural areas. • Thriving tourism in municipality means there is a large and relatively sophisticated market for goods and services. 	<ul style="list-style-type: none"> • Commercial base of the district has very uneven geographical distribution. • Chambers of commerce do not reach small scale entrepreneurs and more rural locales. • Access to funding for entrepreneurs is scarce. • Market gets poorer and less sophisticated in the interior and more rural locations. • A number of businesses in Ugu source their inputs and supplies from destinations outside of Ugu. • Employees have low levels of skills which transfers extra costs onto businesses. • There are inadequate business support services in the district.
Opportunities	Threats
<ul style="list-style-type: none"> • A strong market demand due to the large and growing tourism in the region. • Mentorship opportunities. • There is a thriving informal sector, which with appropriate support and stimulation can continue to expand and be a provider of jobs and incomes. • Improve linkages between traders and local suppliers and producers within the Ugu district to support local manufacturers and producers. • Many opportunities for this sector to expand in the rural regions. 	<ul style="list-style-type: none"> • HIV/AIDS can adversely affect workers and employers and thus local economic development. • Crime constitutes a major problem to business activities. • Insufficient infrastructure can deter businesses and drive away customers.

2.4.2.4. Tourism

Tourism is a key sector in Ugu with Ugu being one of the top tourism destinations in KZN and in South Africa. Tourism products and services have been developed over many years, based on the following tourism attractions -:

- Beaches, with the Blue-Flag status of a number of beaches being a major draw card.
- Wildlife, conservation and land forms, with a number of Ezemvelo/KZN Wildlife reserves in the district.
- Major events such as the Sardine Run Festival, Ugu Jazz Festival and the Margate Air Show.
- Fishing, in particular the annual sardine run.
- Historical, Religious and Cultural Assets, which need to be fully developed
- Sports and adventure tourism, including golf, mountain biking, abseiling, swing jump, 4x4 trails, etc.

The recently established municipal entity known as Ugu –South Coast Tourism Board (USCT) has been mandated to identify market gaps and needs, develop new tourist projects, attract new tourists (domestic and international) and strategically market the destination. Since its formal inception USCT has made strides in improving the distribution of tourism spends in the entire district. There has been a better improvement of the events that are hosted by the municipal areas outside our tourists' hub the Hibiscus Coast. There are certain challenges that need to be addressed in order to transform the tourism industry and further grow the tourism industry in the district. These challenges range from lack of skills, lack of well packaged tourism products, lack of well packaged black economic empowerment transactions in the industry and failure to unlock public sector owned land for the tourism industry. Key factors impacting on the development of tourism in underdeveloped areas of Ugu are poor road access, ownership of land, and environmental degradation across the district.

2010 World Cup Event & Tourism Spinoffs

During the current financial year (2009/2010), Ugu District Municipality is expected to formally open the Ugu Sports and Leisure Centre phase one project that will be used as a base camp for the 2010 World Cup. Efforts have been made in promoting South Coast as a 2010 destination in different platforms i.e. Soccerex, Tourism Indaba, and different magazines. As part of the preparations, in 2008 Ugu hosted a successful District 2010 Indaba which its main objective was to assess the state of readiness by the district. In terms of the reports

by the key stakeholders it was agreed that there is good progress in the ground and various resolutions were taken focusing on tourism. The USCT Board has been mandated to implement our 2010 Tourism Strategy. Hospitality industry has continued to enlist their beds with the FIFA Accommodation Agent, known as MATCH. There has been upgrading of establishment by industry to meet the expectation of the foreign tourists. Progress has been made in developing Public Viewing Area concept in our district, with support from the Department of Economic Development and Tourism. The Public Viewing Area has been identified as Marburg Sports Field and the concepts will have a test run during 2009 FIFA Confederation Cup.

The process of securing a team to use Ugu Sports and Leisure Centre facility is underway directly dependent on the outcome of the World Cup qualifications. This process is expected to be finalized towards the FIFA World Cup Draw in Cape Town at the end of the year (2009).

The strategic assessment of the tourism sector in Ugu has identified the following strengths, weaknesses, opportunities and threats:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Good natural attractions. • Excellent infrastructure, products, private sector involvement in coastal belt. • Good marketing associations in coastal areas. • Continued demand for coastal holidays. • Strong brand. • Events such as Lorie Awards giving national coverage. • Very accessible by road and air (coastal areas only). 	<ul style="list-style-type: none"> • Spatially unequal tourism development. • No co-ordination between district and tourism associations. • No comprehensive and co-ordinate tourism development strategy. • Few partnerships for tourism development. • Local tourism associations competing against each other. • No tourism development in hinterland areas. • Products and activities on coast "old" and not attracting "new" tourists. • Largely untransformed industry. • Little tourism awareness beyond coastal areas. • Limited involvement of local communities. • Weak service levels. • Very limited skills base. • Poor infrastructure in rural areas. • Slow land reform. • Comparative advantage not turned into competitive advantage.

Opportunities	Threats
<ul style="list-style-type: none"> • Excellent opportunities to develop rural areas. • Increasing tourism demand for tourist activities that hinterland can offer. • Toll road will bring more travellers to coastal area. • New group of travellers in domestic market can be tapped • Good comparative advantage. • Large pool of potential labour. • Other sectors such as agriculture / manufacturing can be linked with tourism. 	<ul style="list-style-type: none"> • Toll road will mean travelers no longer go inland via Harding. • Toll road will mean less people stopping off. • Few opportunities to grow capacity in terms of tourism training / mentoring. • Increasing crime and increasing perception of Ugu being “unsafe” destination. • Rural communities have mistrust of tourism seeing it as a “white mans thing”. • Language barrier. • No investment opportunities for SMME / BEE companies.

2.4.2.5. Information Communication Technology (ICT)

ICT is a critical tool for growth and development in the modern, fast changing global economy. Not only is ICT important for general businesses and development of a competitive local economy, but it also offers specific business opportunities for local economies. Large, dedicated ICT businesses include Telkom, Vodacom, MTN, DiData, DataPro, Mecer, and many more make a big contribution to the SA economy and employ large number of persons. However, ICT is the sector in the modern economy that offers the greatest potential for SMME development and employment creation. ICT can also make a significant contribution to poverty reduction and eradication in poor and marginalised communities by increasing access to information, as well as supporting SMME development in other sectors through reduced transaction costs. The development of the ICT sector and relevant infrastructure is a key national and provincial strategy to unlock the inherit business development potential in the sector, improve competitiveness of the economy and assist in poverty eradication.

The newly established public utility called Infranco Broadband (PTY) LTD, owned by the Department of Public Enterprises; with the mandates to roll-out the broadband in the country has five areas where they main key infrastructure access points for reticulation are located. One of those points is located within Ugu District Municipality in Umuziwabantu Area. Ugu District Municipality has taken the advantage of the location of this Infranco point by developing a Broadband that will assist with reticulation in our district. The district broadband business plan development has been completed. A funding of **R70 million** to roll out the broadband in the entire district is needed. It must be noted that this project is

viewed as one enabler for the development and growth of our economy in particular attracting investments in the emerging industry, Business Processing Outsourcing (BPO) industry and support the service delivery by public sector.

Furthermore, improving the ICT infrastructure throughout the district will greatly improve the business and investment climate, as there is very limited ICT infrastructure currently available in Ugu especially in the rural areas. Thinta Thinta has an under-serviced area license (USAL) to provide telecommunication services, but is struggling to roll-out services due to limited funding and human resource capacity. The importance of ICT in developing the local economy necessitates it to receive more attention in the local and district municipalities' IDPs.

2.5. BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT

2.5.1. Basic Services

Access to the basic infrastructure and services is at the centre of development and is necessary for improving people's lives, hence it is provided for as a requirement in the Constitution of the Republic of South Africa. The status quo with respect to basic services was last reviewed in the 2006 Water Services Development Plan which includes updates obtained from a backlog survey undertaken with the support of DWAF. A further update was undertaken in December 2007 and August 2008 to revise the statistics for each local municipality with respect to water and sanitation backlogs.

Table 9: Basic Services Provision / Accessibility

	Vulamehlo	Umdoni	Umzambe	Umuziwa- bantu	Ezingoleni	Hibiscus Coast	Ugu	Kwazulu- Natal
Energy for lighting								
Electricity	35.8	60.5	46.1	78.2	74.3	91.1	68.2	71.5
Gas	0.6	0.3	0.2	0.0	0.4	0.1	0.2	0.2
Paraffin	6.6	6.4	3.2	0.9	0.9	0.7	2.6	2.6
Candles	55.4	32.6	50.1	19.5	24.4	7.9	24.5	24.5
Solar	0.0	0.0	0.0	0.2	0.0	0.0	0.5	0.5
Other	1.7	0.2	0.4	1.2	0.0	0.3	0.7	0.7
Households								
Formal	27.3	69.3	35.8	25.6	38.3	74.6	50.5	60.5
Traditional	71.9	24.4	63.7	70.4	55.4	22.7	46.7	27.3
Informal	0.6	5.1	0.4	1.7	6.3	0.6	1.6	8.6
Other	0.3	1.2	0.1	2.3	0.0	2.1	1.2	3.5
Tenure status								
Owned, fully paid	89.2	55.7	90.5	81.1	89.3	64.0	76.4	54.4
Owned, not fully paid	0.3	10.1	1.4	1.9	3.6	11.2	5.8	10.1
Rented	3.8	15.4	4.9	10.2	1.4	17.0	10.4	17.8
Occupied rent-free	6.8	18.3	3.1	6.5	5.7	7.4	7.2	16.5
Other	0.0	0.5	0.0	0.2	0.0	0.5	0.2	1.2
Access to Sanitation								
Flush	5.8	55.8	1.9	15.3	2.8	37.7	21.9	44.4
Pit (including VIP's)	64.7	32.5	66.6	70.8	85.1	49.3	58.9	33.5
Chemical	16.2	4.8	20.9	9.2	4.9	3.6	10.2	11.4
None	13.2	6.9	10.7	4.7	7.2	9.5	9.0	10.8
Access to Water								
Piped Water	44.7	95.6	39.1	59.4	88.3	44.7	67.8	79.3
Borehole/Spring	16.6	2.6	13.8	11.3	1.5	7.8	7.8	6.8
Dam/pool/river/stream	35.1	0.9	43.7	27.1	8.5	22.0	22.0	11.5
Other	3.6	0.9	3.4	2.3	1.7	2.4	2.4	2.4

(Community Survey Data, Statistics SA (2007))

Water is becoming a scarce resource in the country and it is vital that it is continuously managed in a sustainable manner. Joint planning, alignment of plans and sharing of resources between organs of state is essential. The Ugu District Municipality therefore has an ongoing partnership with Umgeni Water and other stakeholders including the DBSA. The Project Management Unit has made the necessary applications for additional funding in respect of Mhabatshana and Umtamvuna water schemes.

The municipality has also developed various strategic plans including amongst others, the Water Services Master Plan, the Water Resource Planning, Sanitation Master Plan as well as other supporting plans. The municipality has done tremendous work thus far in reducing the water backlog through delivery of basic services to all its citizens as well as trying to fast-track and improves the quality of life through potable water provision to rural areas. In his State of the District Address, the Honourable Mayor Cllr SB Cele alluded to many accolades, with regard to forward planning and registration of MIG (Municipal Infrastructure Grant) projects. Ugu's track record is excellent resulting in the MIG allocation of R118 million being the highest of all the District Councils in the country.

Although Division of Revenue Act is still in draft form for the new financial year, Ugu District Municipality has been allocated R149 million. However, the municipality is still far from reaching its targets. The President's national target of 100% access to potable water and sanitation by 2009 will not be reached.

Ugu has identified the following as key water and sanitation projects: Umzimkulu Water Augmentation, South Coast Bulk Pipeline and Masakhane Pipeline extension.

2.5.2. Basic Services Backlog

The backlog statistics are based on a survey undertaken in 2007/2008. The population figures as assessed were based on estimates and sample surveys and hence were much higher than the projections made by Statistics SA. The figures represent the worst case scenario which is considered reasonable for water resources planning purposes.

Given the foregoing the Ugu District requires R 2 billion to eradicate the 2009/10 backlog of 39.7%. With the current rate of allocation and expenditure of funds the national targets will not be attained by 2014. In an attempt to fast track this the Council has embarked on a number of initiatives, including steps to-:

- Explore leveraging MIG funding using private sector funds (loans) to bring projects forward, i.e. bridge funding;
- Target quick wins to eradicate backlog in selected municipalities;
- Masakhane pipe extension programme-voluntary labour by communities to undertake extension of mains in areas with spare capacity;
- Increase capacity of the Project Management Unit (PMU);
- Mobilising additional funding from DWAF to address bulk systems;
- Strategic partnerships with other water utilities, eg. Umngeni water; and
- The status of 401 schools with regard to access to water and sanitation services has been assessed. A business plan has been prepared to source funding for the upgrading of water infrastructure in 201 schools.

2.5.2.1 Water

Table10: Analysis of Water Backlog statistics

		Above RDP	Below RDP
Quantity		25l / c / d	0 - 10l/c/d
People	Urban	108,000	
	Rural	335,000	299,800
	%	64.0%	36.0%
Distance		0 - 200m	200m and more
	People	443,000	
	%	64.0%	36.0%
Quality			
	People	443,000	
	%	100%	

The water supply to the District is derived from dams, rivers, ground water and bulk purchases from eThekweni and Umgeni Water. The northern coastal strip (i.e. Craighburn, Umzinto and Umtwalume) is serviced by potable water purchased in bulk from Umgeni Water. The southern coastal strip is serviced by water extracted from a number of rivers and dams which is then treated at several treatment plants, owned by Ugu, before being distributed to households. Distribution of water is done via 37 503 private household connections and over 4 500 communal stand taps which mainly service the inland rural areas.

Free basic water and indigent support

A consumer who has entered into an agreement with the authority in terms of the Water Services By-Laws shall be entitled to the rebate for free water. In the rural areas free basic water is given to all households. In urban areas free basic water rebate is given to all properties zoned as residential. Free basic water rebate is equivalent to 6kl per household per month. In May 2009 there were 35 306 households benefiting from free basic water.

We have an Indigent Support Policy in place which applies to residential and non-profit organizations entitling the beneficiaries to 12kl of free water per households per month and 100% rebate on water and sanitation basic charges. For a residential to qualify to receive Indigent Support, the total household income must not exceed two old age grants and the organization must not receive any funding from the government for running the institution. To date we have 5 075 households benefiting from Indigent Support.

The information is however based on the billing system while in rural areas households benefit through over 4 500 stand pipes in the whole district.

Table 11: Free Basic Water and Indigent Support

<i>MONTH</i>	<i>NO. OF INDIGENT APPLICATIONS PROCESSED IN A MONTH</i>	<i>DEBT WRITTEN OFF</i>	<i>TOTAL NUMBER OF CUSTOMERS THAT RECEIVED INDIGENT</i>
08-Jul	111	R153 312.90	4242
08-Aug	30	R24 085.26	4272
08-Sep	40	R60 933.82	4312
08-Oct	165	R233 790.23	4477
08-Nov	35	R94 514.99	4512
08-Dec	52	R106 020.23	4564
09-Jan	137	R224 100.54	4701
09-Feb	25	R106 903.20	4726
09-Mar	195	R374 411.42	4921
09-Apr	40	R67 360.47	4961
09-May	114	R119 352.33	5075

Ground Water

Ugu has a rudimentary water supply programme incorporating the use of boreholes and spring water. There is a spring protection and borehole maintenance programme to support supply to communities. However, the ground water potential is not very good in most areas, resulting in the failure of such schemes.

Free Basic Water Policy

This policy is in place and covers all consumers who do not consume in excess of 30 kilolitres per day. An indigent programme is in place with a publicized register of 3 790 households. The number is low due to the fact that most households are rural and access is

provided through the communal standpipes and VIPs toilets for sanitation. The policy is currently under review to fall in line with local municipalities so as to meet the specific needs of the poor.

Strategic Planning session for the Water Services portfolio committee

This strategic planning session was held in January 2008. A number of areas that need further improvement to make the Water Services department operate more efficiently were identified and discussed. Key interventions required were discussed. In terms of the service delivery programme for 2009/10 and beyond the following programmes were identified and will form the main focus in water and sanitation infrastructure development:

Table12: Programmes for water and sanitation infrastructure development (2009 / 10) and beyond)

<ul style="list-style-type: none"> • Backlog eradication. <ul style="list-style-type: none"> • Rural water supply – 36% backlogs. • Springs and Boreholes. • Pipeline extension • Water supply and sanitation programmes to schools and clinics. • 	<ul style="list-style-type: none"> • Water conservation and demand management programme. <ul style="list-style-type: none"> • Water leakage project. (NRW) • Pipe replacement programme. • Water awareness programmes. 	<ul style="list-style-type: none"> • Water and wastewater quality programme <ul style="list-style-type: none"> • Water quality monitoring. • Water safety plan-under development. 	<ul style="list-style-type: none"> • Sanitation. <ul style="list-style-type: none"> • Access to basic Sanitation programme. • Development of Waterborne Sanitation. • Upgrading of sewerage treatment plants. • Refurbishment of sewerage pumps stations. • Pilot of programme for alternative sanitation services for housing, e.g shallow sewer (condominium sewer) in selected areas. 	<ul style="list-style-type: none"> • Revenue enhancement programme. <ul style="list-style-type: none"> • Meter Auditing. • Illegal connections and by-law enforcement. • Modelling of sustainable tariffs. • Indigent outreach programme. • Water awareness programme. • Control centre and 24 hour toll free call centre.
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The following sustainable water resources have been identified as imminent strategies to develop the future availability of water:

Table13: Development of sustainable water resources

DAM	STATUS	Remarks
Mhlabashane Dam	Currently at design stage	Funded by Umngeni
Cwabeni off- storage dam	Detailed feasibility	DWAF undertaking the detailed feasibility studies
UMzimkhulu off-storage Dam	Under construction	Funded under MIG
Small farm dams	Preliminary studies still to be undertaken	Part of UGU LED strategy
Weza Dam	Preliminary feasibility studies	Project to be registered on Mig.

Regional Water Resources Planning Strategy

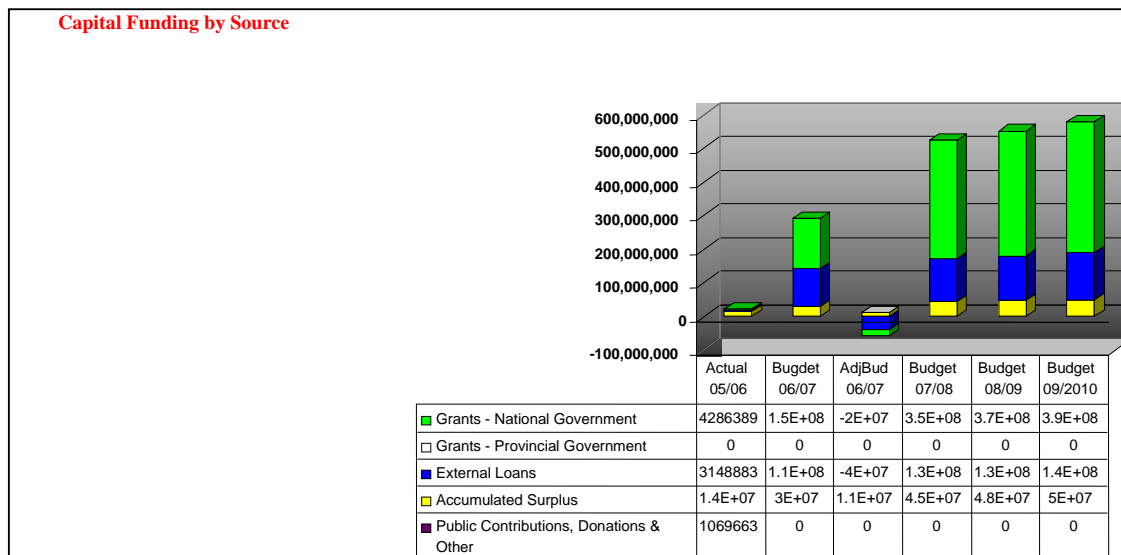
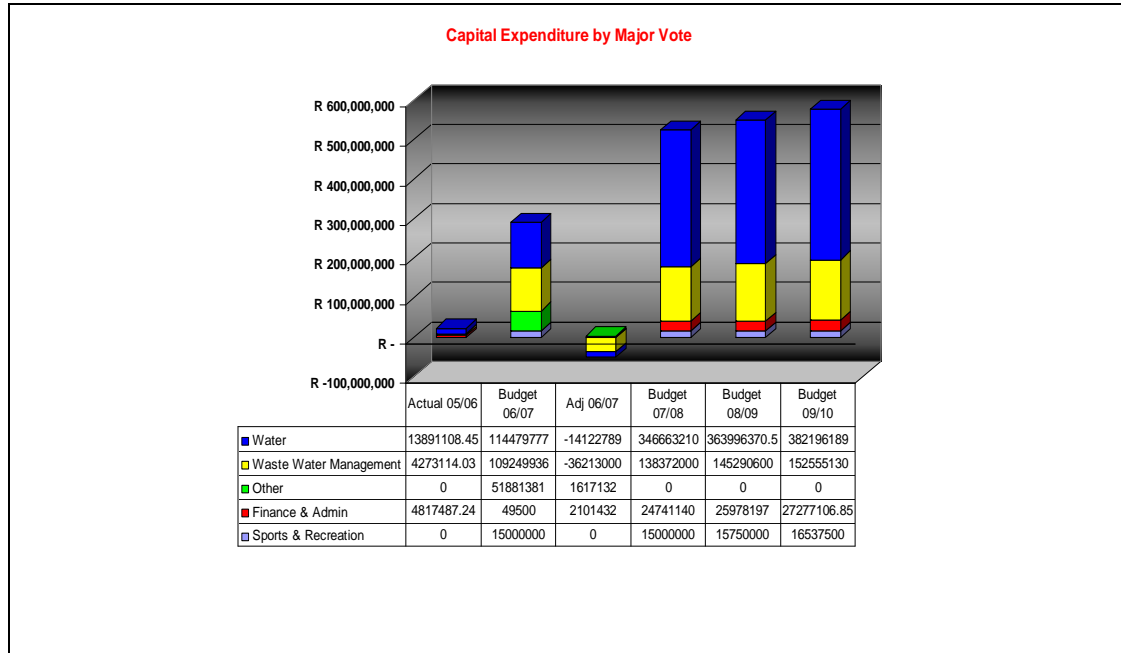
Ugu has developed a water master plan that seeks to integrate the 19 individual water schemes into sustainable systems, as follows:

- Harding Weza water supply scheme
- UMtamvuna water supply scheme
- UMzimkhulu water supply scheme
- Umtwalume water supply scheme
- Vulamehlo water scheme
- KwaLembe water scheme
- Mhlabashane water scheme
- South coast water transfer system from Inanda Dam
- South coast bulk pipeline water supply scheme

The strategy seeks to integrate the isolated individual water schemes and provide for investment in more reliable water sources that will be more cost effective in addressing backlogs, meeting the demand due to urban development growth, and mitigating the effect of drought. The construction of the South Coast pipeline is already underway and is due for completion before the end of this calendar year. The northern part of the district is the most drought prone area and the water transfer project from Inanda Dam into the Ugu District is an innovative intervention implemented in partnership with Umngeni Water and eThekweni Municipality (R200million investment). The strategy also seeks to see the construction of

three dams, the Weza, Mhlabashane and Cwabeni storage dams. Upgrading of the existing water schemes towards this goal are underway for the Mthwalume water scheme and augmentation of Umzimkhulu Scheme (incorporating Bhobhoi water works). Respectively R30m and R140m will be invested in these projects.

Figure 1: Projected Water Capital Funding and Expenditure from Financial Year 2005/06 to 2009/10



Water Services Development Plan - WSDP

The WSDP 2008/09 for Ugu District Municipality has been prepared in the latest format (version 10) as per the requirements by DWAF. The document supersedes the WSDP developed in May 2006.

Table 14: WSDP- Strategic Analysis and Methodology

1.	National Policies & Legislation	Water Act 108.97 National Water Act National water strategic framework Section 78 assessment report
2.	Vision, Mission & Goals	Situation assessment IDP (agenda 21) Alignment to National KPA
3.	Gap Analysis	Backlog survey Water Resources study Master plans (Water & Sanitation) Infrastructure status report Water Audit report by SSI Indigent survey
4.	Development programmes	Sustainable Water Resources programme (sources of water supply) Rural water & sanitation programme (MIG programme) Augmentation of water supply Refurbishment urban sanitation & infrastructure Water conservation & demand management Drought & emergency water supply. (spring protection, boreholes, tankered water) Water Services Institutional Development programme
5.	Strategies	As per the table below

6.	Actions/Implementation	5 year capital development plan 3 year Operational & Maintenance budget SDBIP & SDIP Batho Pele Quarterly report Annual report
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Table 15: WSDP - Strategies

issues	strategies	documents
<ul style="list-style-type: none"> sustainable water systems 	Integrated water resources planning(regional planning)	Water master plan 2006 revised 2008
<ul style="list-style-type: none"> capacity to meet population growth & development 	Development and Augmentation of existing water schemes	Water resources planning study 2004 Umngeni-Ugu bulk services agreement Ugu-Sisonke bulk water supply services agreement
<ul style="list-style-type: none"> Need for basic water & sanitation services in rural areas 	Provision of free basic services and backlog eradication Mainstream access of water & sanitation to Schools and clinics	VIPs sanitation strategy Enhancement of PMU Water and sanitation to schools and clinics business plan
<ul style="list-style-type: none"> High water losses 	Water conservation and demand management	Water loss management plan(NRW master plan 2008) Revenue enhancement plan-2007
<ul style="list-style-type: none"> Inadequate sewage disposal systems (package plants, septic tanks, conservancy tanks, onsite (markII)) 	Development of waterborne sanitation systems	Sanitation master plan 2005 revised 2008
<ul style="list-style-type: none"> Pollution of natural waterways 	Refurbishment of existing sanitation infrastructure, enforcement of by-laws & integrated plan approval system with LM's.	'Hot spots 'sanitation report-2004 Legal framework for enforcement document(draft)
<ul style="list-style-type: none"> Need to meet national water & wastewater quality standards 	Testing of all UGU water through accredited laboratories and improving operation and maintenance of water works	DWAF -water strategic framework Blue flag international standards
<ul style="list-style-type: none"> Rapid growth of water network 	Decentralization & rationalization of operations	Area delivery model 2007 Institutional plan 2008
<ul style="list-style-type: none"> efficient customer interface 	Development of call centre, free basic services section, an enhanced public relations unit & entrenching Batho Pele principles.	Contact centre roadmap report Batho Pele strategy Ugulwethu strategic report
<ul style="list-style-type: none"> onsite sanitation systems for low cost housing 	Development of low cost housing sanitation alternatives	Condominium sewer system report 2007 Water research commission template

		IMESA case study reports
<ul style="list-style-type: none"> improve sources of income 	remodel tariffs & proactive collection programmes	DBSA Revenue enhancement report 2007 Revised indigent policy 200-87

The Water Services Development Plan is a sector plan for Ugu District Municipality's Integrated Development Plan. The project list as developed from the master plan and various studies are utilized to inform the municipality's IDP.

WSDP -Programme interaction and Data exchange

The programme interaction and data exchange is incorporated in the IDP Process Plan which includes the following:

- 1 Backlog surveys on services
- 2 Consultation with Local municipalities.
- 3 Update GIS
- 4 Annual review of project list and prioritization of projects.

2.5.2.2 Sanitation

According to the revised backlog estimates, reflected in the Ugu District Municipality Annual Report, 346 050 people or 39.7 % of the population are without access to sanitation.

Table16: Analysis of Sanitation Backlog statistics

Municipality	PEOPLE	HH in need (HH= 5.5 PERSONS)	Estimated Cost (R)	No. of VIP's
VULAMEHLO	16054	2919	R 14 595 000,00	2919
UMDONI	27368	4976	R 24 880 000,00	4976
UMZUMBE	165616	30112	R 150 560 000,00	30112
UMUZIWABANTU	27945	5081	R 25 405 000,00	5081
EZINGOLWENI	18920	3440	R 17 200 000,00	3440
HCM	68448	12445	R 62 225 000,00	12445
UGU	324 351	58 973	R 294 865 000,00	58 973

The Urban coastal strip has only a third of its household on waterborne sanitation. Most of the areas are serviced by package plants, septic tanks and conservancy tanks which do not in most cases meet the stringent disposal requirements that we need to maintain on our sensitive coastal environment. Waterborne sanitation development is to be undertaken as per the listed regional catchments in the sanitation master plan. By 2009 Ugu had completed a number of business plans towards this programme which requires close to R2 billion. Such funding will require access to loans and other financing options which will be developed in due course.

2.5.2.3 Water and Sanitation Master Plan

The second draft of the Water Services Development Plan (**WSDP which can also be considered as Water and Sanitation Master Plan**) which was last reviewed in 2008 encompasses amongst others, water, sanitation and infrastructure backlog studies, waste water treatment studies, bulk infrastructure development studies which was completed in 2005. Additional funding is required to eradicate the water and sanitation backlog etc. from the analyses it is clear that Ugu will not meet the millennium developmental goals of 100% access to water and sanitation by 2014 due to the shortage of funding and resource capacity both human and financial. However, application for additional funding to be made to MIG, loan applications are also being processed through a tender process and

applications for additional funding for new staff and training needs. In the Water and Sanitation Master Plan it is highlighted that all the policies aimed at addressing the urban water borne sanitation and the VIP programme to address rural sanitation are in place, however adequate funding remains a challenge. The plan also covers all the projects related to water and sanitation with their budget allocations.

Ugu is located along the coast therefore it is vital that it has an infrastructure plan which considers issues such as waste water treatment in order to prevent contamination of drinking water. It is therefore in the process of obtaining permission to discharge directly to the sea as well as undertake recycling projects. As part of its functions in the testing and monitoring and maintaining high water quality in its treatment plants it complies with the requirements of the Blue Drop/Green Initiative. The municipality has got a water quality monitoring programme where independent accredited laboratories are employed. Moreover, there are also internal employed personnel entrusted with the daily monitoring of the project to ensure maximum compliance.

2.5.2.4 Integrated Infrastructure Investment Plan

For a municipality to be effective it requires strategies and plans such as **Integrated Infrastructure Investment Plan** which is a 25-year investment plan that is currently in place but undergoing revision. It encompasses a number of regional water and sanitation systems. Challenges are being addressed through intergovernmental relations by forming partnership with cross boundary municipalities such as Ethekewini Municipality, and parastatals such as Umngeni Water. It is therefore in a process of developing cross boarder business plans for bulk water supply. There is separate cost centres for operation and maintenance that is under development for infrastructure plan.

2.5.2.5 Electricity

Electricity Sector Development Plan (ESDP) is currently in place. However, Eskom roll out plan does not always take this study into consideration. Vulamehlo (94%) has the highest backlog, followed by Umuziwabantu (85%) and Umzumbe (73%). The projected backlog by the end 2008 /2009 financial year was estimated at 49% (rural households). That creates a

need to mobilize more resource capacity, both human and financial to reach the target of 2012.

The table overleaf provides an indication of the electricity backlog and planned electricity projects by Eskom within the Ugu area up to and including the 2007-2012 5-year plans.

The following background information is relevant to Table 17 below:

- The baseline is 2001.
- Progress by 2003 – indicated that there were 34 854 households i.e. 26% households that were electrified by 2003 (IDP 2006/2007).
- Latest status (February 2007) – indicates that 57.2% of households have been electrified and there is backlog of 42.7%. It is also indicated that 43.8% of schools have been electrified and there is a backlog of 56.1%.
- National targets – the President has set a target that by 2012, 100% of households in South Africa should be electrified.

In the 2006 /2007 IDP, the Ugu ESDP revealed that it is in rural areas where most interventions are needed. This is evident from the fact that in Vulamehlo 94% of households has no access to electricity.

Table:17: Electricity Backlog

No.	Municipality Name	Total no of Households		No of Households electrified			No of households not electrified			Total no of Schools	No of Schools electrified			No of Schools not electrified		
		Ugu	L.M	No.	Ugu	L.M	No.	Ugu	L.A		No.	Ugu	L.M	No.	Ugu	L.M
KZ211	Vulamehlo	15.805	10%	4.523	3%	29%	11.282	7%	71%	78	5	1%	6%	73	16%	94%
KZ212	Umdoni	15.280	10%	11.025	7%	72%	4.255	3%	28%	24	17	4%	71%	7	2%	29%
KZ213	Umzumbe	38.279	25%	16.514	11%	43%	21.765	14%	57%	190	89	20%	47%	101	22%	58%
KZ214	uMuziwabantu	19.088	13%	6.517	4%	34%	12.571	8%	66%	52	51	11%	98%	1	0.2%	2%
KZ215	Eziqoleni	10.682	7%	6.663	4%	62%	4.019	3%	38%	50	19	4%	38%	31	7%	62%
KZ216	Hibiscus Coast	51.466	34%	41.014	27%	80%	10.452	7%	20%	62	19	4%	31%	43	9%	69%
DC21	Ugu	150.600		86.256	57%		64.344	43%		456	200	44%		256	56%	

Note: While Eskom used total number of schools as 456, according to the information provided by the district office of the Department of Education, there are 517 schools in the district.

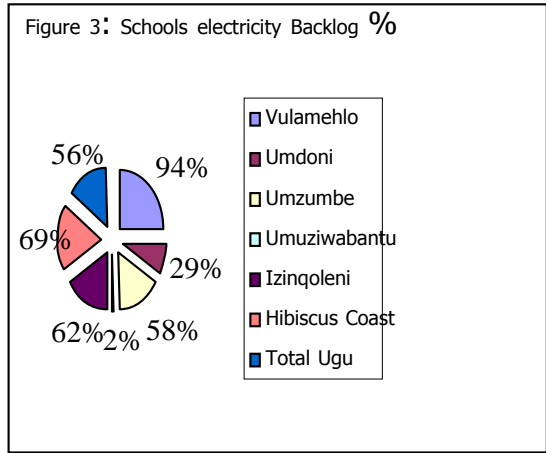
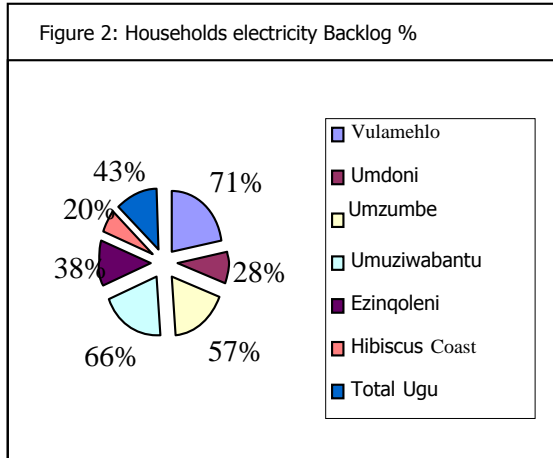


Table 18: Eskom's planned electricity projects for Ugu District Municipality

Electrification sub-transmission			
Establish Kenterton 132/22kV s/s	R 7 079 578	Vulamehlo	Prelim Design Stage
Kenterton-Umzali 132 kV Line	R16 000 000	Vulamehlo	Prelim Design Stage
Kenterton 22kV Turn-in Lines	R1 000 000	Vulamehlo	Prelim Design Stage
Normal Sub Transmission			
Redhill SS 22/11kV 10MVA conversion	R3 574 539	Hibiscus	Awaiting Funding Release
Nkonka Oribi	R1 590 512	Umzumbe	Awaiting Funding Release
Mthwalume SS 88/11kV Relocate & Upgrade	R5 798 280	Umzumbe	Awaiting Funding Release
Eros Oribi 132kV Line 2	R30 208 680	Hibiscus	Awaiting Funding Release
Eros 2 132kV Feeder Bay	R1 800 000	Hibiscus	Awaiting Funding Release
Qwabe 22-11kV SS 5MVA Upgrade	R2 510 170	Umzumbe	Prelim Design Stage
Dumisa 22-11kV 1.25 MVA SS Establish	R1 000 000	Vulamehlo	Prelim Design Stage
Electrification Reticulation			
Qwabe NB55 Voltage Regulator	R500 000	Umzumbe	Prelim Design Stage
Qwabe NB55 New Retic Line	R240 000	Umzumbe	Prelim Design Stage
Normal Reticulation			
Bendingo Redhill 22kV Line	R600 000	Hibiscus	Awaiting Funding Release
Mthwalume NB138 Retic Line	R500 000	Umzumbe	Awaiting Funding Release
Ngwadini Turn-in-lines	R3 203 200	Vulamehlo	Awaiting Funding Release
Qwabe NB58 11kV to 22kV Conversion	R3 159 000	Ezinqoleni	Awaiting Funding Release
School Rd 109-Ugu Kwalemba Water Supply	R1 177 400	Vulamehlo	Awaiting Funding Release
Amandawe Overloaded Transformers	R1 100 000	Umdoni	Prelim Design Stage
Highflats NB22 11kV to 22kV Conversion	R2 570 000	Umzumbe	Prelim Design Stage
Pungashe NB41 11kV to 22kV Conversion	R2 496 327	Umzumbe	Prelim Design Stage

Renewable / Alternative Energy

There have been various proposals to generate renewable energy in our District. Various sources of such energy have been identified by the private sector i.e. alternative options such as wind energy as well as electricity generation using sugarcane byproducts. The District has resolved to commission the feasibility study on these various sources and also craft an Integrated Energy Strategy. It is the intention of the district municipality to apply for the energy regeneration license in order to increase its revenue streams and also to provide clean and affordable energy to the private sector. The district has also been active in promoting energy saving as part of its contribution in the national effort of saving energy.

2.5.2.6 Roads and Transportation

Intermodal Public Transport Facilities

The KwaZulu Natal Department of Transport (KZNDoT) has identified the development of intermodal public transport facilities as one of the key public transport improvement elements. An intermodal facility is a focal point where many modes of transportation converge to provide economical and efficient service to destinations.

Port Shepstone has been identified as a potential nodal point for building such a facility. This suggests that there is a constant demand for transport feeding from the more rural areas into this economic hub. The development of an intermodal facility will achieve the following objectives:

- Provide a safe and secure environment for all citizens and tourist to be able to access public transport services;
- Provide accurate, "real time" information to passengers on service available;
- Increase convenience for transferring passengers by decreasing transfer time and walking distance by integrating several transportation modes and /or routes into one facility;
- Eliminate or alleviate problems associated with on-street taxi /bus operations such as traffic congestion, sidewalk congestion, pedestrian accidents, insufficient curb space, illegal parking at terminals and exhaust omission;

- Attractive design and appropriate architecture provided by the facility will improve urban environment therefore facilitate urban renewal and economic development and
- Provide a focal point for other activities and services and incorporate private and public uses and activities into the facility, thus increasing the economic viability of the facility.

Integrated Transport Plan (ITP)

Ugu's Integrated Transport Plan was completed in 2006 / 07 financial year. We are however experiencing challenges in terms of implementing the ITP as well as sourcing funding to review the study. Although there was funding provided by the KwaZulu-Natal Department of Transport (KZNDoT), it is not sufficient.

Accessibility

Accessibility problems, together with the poor conditions of the roads, have emerged strongly from all local municipal IDPs. Whilst the coastal corridor is served by road infrastructure of a good standard, including a national road (N2), maintenance is becoming a serious challenge. The inland road system is still at a level where most roads are gravel and not passable on rainy days. The cost associated with road construction and repairs make it difficult for municipalities to undertake such road upgrading projects. This is especially the case in inland municipalities which are rural and totally dependent on grants from the other spheres. Only a limited number of access roads have been constructed by the local municipalities outside the urban areas.

The KZN Department of Transport, as the major role player, is still experiencing some difficulties in aligning its programme with those of the municipalities. This has resulted in the implementation of projects that are not part of the IDP. However, this situation is expected to improve significantly in the 2009/2010 financial year with the initiative led by the South African National Roads Agency Limited (SANRAL) for transport infrastructure development in the district. SANRAL has committed funding for road infrastructure and upgrading of access roads with special emphasis on the provision of access routes to schools and clinics as a

priority. This will account for the bulk of the 2009/10 expenditure on the programme. The programme priorities for the 2009/2010 financial year are as follows:

Access to Clinics:	Access to Schools
<ul style="list-style-type: none"> • P520 (Lundimala) • D 943 (Madlala) • P 73 (Mabheleni, Ndelu) • P 75 – 2 (Khayelihle) • P254 (of 1) (Mgayi) • 947 (Marrison’s Post) • P D862 (KwaJali) • D860 (Meadow Sweet) • D908 (Xhamini) • D165 (KwaMbotho) 	<ul style="list-style-type: none"> • Off D1075 (Inguko School: gravel road is in a bad state of repair) • D970 (Bridge is required to cross to Enkanini School) • D904 (Ufundwenhle Primary School: gravel road is in a bad state) • Off P254 (Hyman School: gravel road is in a bad state or repair) • Off D454 (Bhekisizwe School : gravel road is in a bad state or repair) • Off D1054 (Thuthuka School: gravel road is in a bad state or repair. • Off D937 (Gemane School :gravel road is in a bad state or repair). • Off D1075 (Ntengo School: gravel road is in a bad state or repair). • Off D923/4 (Gubhuza School). • P327 (access road to Mdulashi School). • D912 Access road to Mdulashi School). • D827 (Access road Ecekeza, Gabhimanzi Mbambuya School). • D926 (Access road to Umzokhanya Primary School). • D1100 & D914 (Access road to Kubhulu, Esivivaneni & Enyandeni road). • D862 (Mkhoba School). • D926 (Umzokhanyayo School). • Access road to Mfundenhle School (Ezinqoleni).

	<ul style="list-style-type: none"> • D901 (Mbambi & Imbizane Schools). • D1091/D1110 (Mcushwa, Mlonde, Bashise & Mthombothi Schools). • D912 (Mdulashi School). • D927 (Ecekeza, Gabhamanzi & Mbambuya Schools). • Dingeton & Mambongweni School. • Fast tracking P 732 & off p732 (Shibase, Phathwa & Delihlazo Schools).
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2.5.2.7 Telecommunication

Information on telecommunication infrastructure in the district is difficult to access from the various service providers. However, it is believed that the District is underserved by telecommunication networks and this has been confirmed by the allocation of an “under-served license” to the area. This situation has serious implications for the district, especially in the rural areas, as access to such infrastructure has significant impact on the economic development.

All the cellular phone companies with licenses to offer service in the country operate in the District. The country’s fixed line operator is also present. In addition, ThintaThinta is available as an alternative service provider given that Ugu is an under served area. Due to high competition in this field from all the operators it is extremely difficult to get information about different service providers’ network coverage. Even where the information was obtained, the service providers were not prepared to provide statistics on their area coverage.

Regarding the fixed line services, urban areas use radio systems which are clearer and unfortunately expensive. Most of the rural hinterland, especially areas under the jurisdiction of Umuziwabantu, Vulamehlo and Umzumbe municipalities use DECT and solar thermal. The shortcoming of this infrastructure is that on cloudy days it does not work optimally, as solar panels use sun rays for energy. In addition DECT works like cell masts in that if there

are obstructions between your house/office and the infrastructure the line will be less clear. The use of DECT and solar system in the rural areas was in response to the problem of copper theft which was and still is acute in outlying areas.

With the introduction of second network operator (SNO) Telkom does not seem to be keen on improving infrastructure where it does not make business sense. The introduction of the SNO can in this respect be a disadvantage to the rural areas, i.e. Telkom is likely to play a wait-and-see game for some time. The under-served areas may on the other hand benefit from the introduction of the SNO as it may target these areas.

Telecommunications infrastructure for the purpose of internet access by the rural population should receive urgent attention.

In recent years 90 Vodacom network sites have been established. In this current financial period we are focusing on installing 26 network sites in various municipalities. The sites are allocated to the various municipalities such as follows: eight in Umzumbe, ten in the Hibiscus Coast Municipality; two in Eziqoleni, four in Vulamehlo and two in Umdoni.

Key challenges that interfere with the roll out of services includes unavailability of Eskom power, poor infrastructure in certain rural areas (especially Umuziwabantu Municipality), delays in obtaining environmental impact assessment (EIA) approval reports from the relevant stakeholders and major backlogs on Telkom transmission delivery. By the end of MTN's financial year 10 networks coverage sites will be activated in the district.

2.5.2.8 Housing

According to the Department of Housing (DoH) there has not been defined methodology used to calculate housing backlog prior 1994. Each municipality produces its own housing sector plan and obtains funding through different sources. In ensuring the consistency of planning and service provision, Honourable M Mabuyakhulu, MEC for Housing, committed the department to fund the District for the preparation of the District Housing Sector Plan. The Department of Housing (DoH) is not the custodian of the project but assists municipalities in ensuring that their sector plans are implemented. It has set aside funding

to assist local municipalities to deliver their housing plans, as well as some community projects that are initiated by the private sector but could not be implemented due to shortage of funds. However, endeavours are made to align current projects with district municipal plans and other sector plans.

Each year the DoH awards funding to different municipalities based on what has agreed upon (approved) as well as the work completed by the municipality. If the work is not completed at a given point in time and there is more funding available DoH can use that funding to fund those projects.

The type of housing projects that the DoH distributes range from rural housing, in-situ upgrading, slums clearance to the People's Housing Process. This depends on the location of the area and the housing structures that will be provided.

One of the challenges that the district faces is that houses are built without services such as water, sanitation and electricity. This is a result of the lack of coordinated planning and alignment. Ugu district municipality is a water services authority and mandated to provide water and sanitation. However, capital cost for funding bulk infrastructure is a major problem for new housing development especially if there is no services in-place. The Ugu District Municipality planning and budget allocation is according to its water and sanitation master plan, but it is in a position to assist local municipalities with feasibility studies and preliminary design for water and sanitation projects. The IDP forum is one of the platforms that can be used in addressing joint planning and ensuring integration of sector plans and budget alignment. Prioritization of the projects, speedy service delivery, housing quality and adherence to municipal bylaws are important issues in the housing development process.

The housing development in South Africa is market-driven, which means that prices are determined by developers. This, together with other factors, makes prices to be high. The unemployed and low income earners housing needs are addressed through the low-income houses. The middle-high and high-income earners are also able to buy and service their houses as they can afford. However, the low-middle and middle-income earners are not accommodated for in the market and do not qualify for low-income housing scheme and

also cannot afford such high prices in the developers-driven market. Most of the low–middle and middle income earners end up residing in non formalized settlements which is an investment drain for them.

There is a huge demand for housing that both the market and the state are currently not catering for. For instance, some people living in rural areas are against formalized townships and prefer the rural lifestyle and the benefits related thereto. The provision of formal housing in rural areas therefore needs to be more fully explored. Different models of social housing programmes for low-middle and middle-income earners should also be explored.

2.6 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

2.6.1. Organizational Performance Management System (OPMS)

The development of the OPMS ensures that quarterly reviews take place as scheduled in order to track performance against targets and indicators. It also enables the identification of bottlenecks in service delivery and provides appropriate interventions. The strategic planning sessions have taken place as from January 2009 in order to align the OPMS with IDP objectives and indicators.

In managing the roll-out of its work as per the objectives of local government, enshrined in Chapter 7 of the Constitution of the Republic of South Africa and the package of legislations that followed, the municipality is required to have a well organized mechanism to track its performance. Since 2003 / 2004, prior to the issuing of the guidelines by organs of state and making it an administrative requirement, the Ugu District Municipality crafted and implemented its Performance Management System (PMS).

The quality and scope of the PMS has evolved with the recent introduction of further details through the MFMA's Service Delivery and Budget Implementation Plan. While the two documents have different levels of emphasis in different issues, with SDBIP focusing on financial details and PMS on non-financial aspects of service delivery, they are both tools used by local government to enable Monitoring, Reporting and Evaluation of its work.

In the case of Ugu District Municipality, both plans are developed annually and for ease of reference the municipality opted to develop a template that seeks to put all the requirements of both plans together. This seems to make sense given the objectives and use of both plans. However, the downside is that it is not practical to have all the elements of both plans in one template as this may be compromising the attention to details. The municipality is however, revisiting the system and how it is packaged to enable attending to all the details. To this end, the municipality recognizes that the system will need to be computer based to allow linking further details in each element as the manual system currently used is too bulky and not user-friendly.

In addition to the PMS and SDBIP, the Municipal Manager and heads of departments sign performance contracts, which ensure that a significant number of set targets are tied to the performance bonus of these executives to ensure they are achieved. These performance contracts are assessed to inform the payment of bonuses at the end of the financial year and after the submission of the Annual Financial Statements. The municipality has always conducted the assessment by having the Municipal Manager, Manager: Internal Audit, Manager: Human Resources and Manager: Development Planning forming the appraisal technical team which then submits reports to EXCO for further engagement and final assessment of results. The PMS and SDBIP are managed by having quarterly review reports and meetings, as well as the preparation of the Annual Report.

2.6.2. Human Resources (HR) Strategy

A district wide approach has been adopted to enhance, develop and align human resource (HR) practices throughout the district. All Local Municipalities, as well as the District Municipality, participate in this process. This approach has resulted in the establishment of the following fora and programmes-:

HR Managers' Forum: HR managers of each municipality comprise this forum. The intentions of this forum are to support each other, sharing best practices and information as HR sections of the municipalities of the Ugu family. Secondly, it supports and advises the Municipal Managers Forum on technical details relating to human resources matters.

Skills Development Forum: This forum includes HR Managers and Skills Development Practitioners of the municipalities. The intention is to develop skills development initiatives which are responsive to illiteracy, the critical and scarce skills dilemma, talent development and management, skills acquisition and retention, quality assurance of training, strategic training, and overall investment in citizens of the district.

Employee Assistance Programme: The erstwhile "Employee Assistance Programme" is evolving into an integrated "Wellness Programme". The evolution seeks to shift the programme from one of providing assistance to employees who request such due to compromise of their productivity. As a result of socio-economic challenges faced, to one which promotes holistic wellness incorporates all employee benefits. The enhanced programme focuses on the maintenance of a work/life balance through effective management of stressors which emanate either from the workplace or the social circumstances of employees, but nonetheless, if ill managed, adversely affect productivity and performance of the municipality.

ABET programme: The municipality's ABET programme has been enhanced through the conclusion of a partnership with the Department of Education. The partnership is underpinned by the common goal of the eradication of illiteracy. Member partners are the Local Municipalities, the District Municipality and the Department of Education. Development Centres will be established within local municipalities and employees who are beneficiaries of ABET will attend classes in the development centre closest to their workstation. Currently, two development centres are operational within the District.

Women Development Programme: The municipality has embarked on a concerted women development programme. To this end, a draft women development policy has been developed and is at adoption stage. The development of women encompasses female officials, councilors and young female citizens. Female officials are further capacitated through the inclusion of middle management female officials at the Extended Top Management meetings. The recruitment of female interns for historically male dominated jobs is focused on. This has resulted in the recruitment of four (4) female interns within the municipality's ICT section.

Training Initiatives: Specifically identified training initiatives are co-ordinated at a district level with beneficiaries of all the Local Municipalities and the District Municipality attending such training sessions together. This project results in an effective disbursement of training costs, with the entire family of municipalities receiving quality of training simultaneously. This approach has yielded positive results in the following training interventions:

- Supply Chain Management.
- Bid Committee.
- Performance Management.
- Minimum Competency Levels as promulgated.
- SDBIP.
- SARS regulations regarding salary structuring.
- Ward Committee.
- Project Management learnership
- Critical & Scarce Skills
- Call centre skills learnership

Occupational Health & Safety: The aspect of **Occupational Health & Safety** has yielded a Hazard Identification & Risk (HIRA) exercise, in which sixty six (66) municipal sites have been assessed. The results of the assessment have culminated in an electronic risk assessment management system being developed. The effective management of risks through this system informs mitigation strategies that the municipality will adopt in order to minimize risk. The risk management system is in line with the international Occupational Health & Safety Association Standards (OHSAS), as well as the International Standards Organisation (ISO) standards. The municipality has adopted an Emergency Evacuation Plan, in conjunction with the local municipalities within whose geographical jurisdiction and administration offices of the District Municipality reside. Employees of the municipality have, in adherence to the legal requirements contained within the OHS Act, undergone the following:

- Audiometric testing where they work at sites where noise in excess of 85 decibels is emitted.
- Hepatitis testing for staffers who work at sanitation treatment plants.

- Defensive driving training for support staff of political leadership, as well as officials whose area of work is traversed by gravel roads.

Occupational Health & Safety is extended to the community through the OHS unit playing a role in the management of contractors appointed to implement municipal infrastructural projects. Appointed contractors are obliged to observe stringent OH&S principles, thereby ensuring the safety of members of the community who are employed to work on such projects within their respective communities. The incident rate within the workplace has decreased from the previous financial year by 50%.

Disaster management: The Disaster management within the district is coordinated in partnership with the Local Municipalities. Communities at municipal ward level are capacitated in the area of fire fighting, first aid, river rangers and community based disaster management training in order to better assist them in the event of the occurrence of an incident which may threaten the life and / or property of members of their respective communities.

Furthermore, to the above the district established in its administration a disaster management centre, which specializes in issues concerning disasters and disaster management. The centre is also promoting an integrated and coordinated approach to disaster management, with special emphasis on prevention and mitigation, by the department and other internal units within the administration of the district and also by departments and other internal units within the administration of the local municipalities.

The centre exercises its powers and performs its duties subject to the municipality's IDP and other directives of the municipal council acting within the national and provincial disaster management frameworks. It is also the responsibility of the centre to liaise and coordinate its activities with the provincial disaster management centre and to support and assist in the preparation, regular review and updating of disaster management plans and strategies with the view of aligning these plans, activities and strategies to coordinate the implementation and integration thereof.

The centre also gives guidance in the municipal area to assess and prevent or reduce the risk of disasters. It monitors and from time to time measures performance and evaluates progress and initiatives. It is required to submit annual reports to the municipal council, provincial disaster management centre, national disaster management centre and to each local municipality within the district.

All the above is within the ambit of collaboration and cooperate governance, as required by the Constitution of the Republic of South Africa and legislative framework regulating the local government dispensation.

Labour Relations: In order to maintain stability within the organization, the municipality has employed sound labour relations management through the following mechanisms:

- Clarification of roles and responsibilities of officials at supervisory levels as entailed in their job descriptions.
- Enhancement of the Local Labour Forum.
- Workshop and interaction with shop stewards for purposes of relationship building between the employer and the labour.
- Common understanding of the national and local labour agreements.
- Involvement of all the municipal employees in the policy formulation and review thereof.
- Meetings with various departments in order to instil culture of communication and understanding of corporate strategy.
- Effective communication within the Municipality in order to ensure that all the staff is aware of the decisions taken and changes implemented within the Municipality.
- Fostering of an environment of tolerance and appreciation for women and their contributory role.
- The review of forty eight (48) HR policies and development of eleven (11) HR policies.

2.6.3. Workplace Skills Plan

The implementation of a strongly mentored internship programme within the field of ICT, Civil Engineering, GIS and Registry Management has resulted in the creation of an employable pool of potential candidates who possess critical skills.

Recipients of municipal bursaries are bound to remain in the employ of the Municipality for a period of at least one year after the awarding of the bursary. This is through the commitment of the recipient to a binding contract prior to the awarding of a contract. Such commitment will be extended to recipients of all training interventions within the scarce and critical skills category.

The Ugu district family of municipalities has resolved on the implementation of shared services in the following areas: Project Management, Internal Audit, Enterprise Resource Planning, Training, Waste Management, Legal Services, Emergency Services and a one stop Customer Care Centre. The idea is to share expertise and resources necessary for the efficient operation of functions within these areas.

Negotiations are in the preliminary stage with institutions of higher learning, with a view to developing curricula which are relevant to and suitable for junior levels of municipal employees in the fields of Supply Chain Management, Risk Management and Asset Management.

The Municipality is also currently engaging with the private sector in the District regarding possible apprenticeship opportunities for artisans in the areas of plumbing, electrical, mechanical and fitting & turning.

Through the mechanism of the HR Managers' forum, various "Declarations of Intent" to implement skills development programmes offered by the LGSETA have been prioritized. The family of municipalities has identified skills development programmes in areas reflecting the core business of each municipality.

2.6.4. Recruitment and Retention Strategy

It is the incumbent of the DM, the sector departments, partners operating within the district to embark on a programme that would assess scarce and rare skills. Firstly, the assessment of their availability should be done and then embark on programme/s to develop the same. This should not be seen as the once off process, but the ongoing one that each sphere of government operating within the district would have to take responsibility of.

The DM would have to ensure the co-ordination of the processes with a view to ensure continuous assessment as demanded by the market, as well as assessment of the growth and training of the same. It is envisaged that a database of this will have to be developed and be accessible to both government, private and community users. For this to be sustainable, partnerships would be critical for sourcing of funding, alignment of the resources aimed at achieving this goal.

The beneficiaries of this programme are seen to be government departments, municipalities and private/business sectors, etc. This therefore is both an inward and outward looking programme.

This programme cannot be divorced from the foundation/junior education programme and curriculum which would have a long term view of developing the same.

Resourcing this programme will also require strong partnerships. Resources for identification of these scarce skills, assessment, ongoing evaluation and strategies for retention of the same within the district and within the particular sector including attracting the same from beyond the border of the district municipality is most urgent to achieve this goal. Through the district partnerships stability of the market could be achieved through somehow standardized strategies for retention of the same.

2.6.5. Annual Report

Ugu District Municipality prepares Annual Reports for all the financial years. The 2008/2009 Annual report consisting of the Annual Performance Report has been prepared and adopted by the Council.

2.6.6. Inter-governmental Relations (IGR) Structures

The Intergovernmental Relations Act requires the establishment of structures and mechanism aimed at ensuring a high level of input both internally, and from local municipalities and other stakeholders in the IDP. In striving towards the IDP as a plan for the government sector as a whole there are various structures that have been established. All these structures have Terms of References that have been adopted by the Council. They are-:

District Intergovernmental Relations Forum

This is a legislated forum in terms of the Intergovernmental Relations Framework Act (Act No 13 of 2005). The objectives of the forum are detailed in the said legislation. In essence it is about creating a platform for sector departments of both the provincial and national spheres of the government to engage with the family of municipalities in the district to work together in a structured manner towards the common goal of service delivery. In the case of Ugu, the forum was established in May 2005 and its meetings are now catered for by having them included in Council Roster of Meetings.

Municipal Managers Forum

This is a technical committee supporting the District IGR Forum. It is the overall working team that influences to a larger extent issues that come to the District IGR Forum as well as manage the processing of the resolutions taken. This forum meets in preparation for the District IGR Forum or sometimes simply to trash out administrative issues that need joint decision-making by the family of municipalities and are operational in nature.

Chief Financial Officers (CFOs) Forum

The CFOs Forum has been established as one of the sub-committees of the Municipal Managers Forum. The intentions of the forum are two folds, firstly to share best practices and information as Treasury Departments of the municipalities from Ugu, and secondly, to support and advise the Municipal Managers Forum on technical details relating to financial matters.

HR Forum

This forum is also a subcommittee of the Municipal Managers Forum and operates in the same way as the CFOs Forum except that it deals with human resources related matters.

IDP Technical Team

As part of the 2008 / 2009 IDP Review Process, the Council resolved to establish a District IDP Technical Team Committee. This Committee, as well as the Representative Forum, should be reconstituted for each review of the IDP. This technical team creates a platform for all sections in the municipality to directly input and influence the IDP. This makes it a plan for the municipality rather than being driven by the development planning unit (in isolation of other internal stakeholders).

District Planners Forum

This Forum consists of all the planners from the seven municipalities of the district. It is aimed at facilitating vertical alignment between the district municipality and the local municipalities. It provides relevant technical, sector and financial information regarding each municipality and facilitates horizontal alignment with sector departments and public utilities.

Speakers Forum

The involvement of the public in the decision-making of the municipality is fundamental. The Speakers' Forum has been established to ensure routing of resolutions taken at district intergovernmental structures to individual Council meetings for binding resolutions. The forum is also meant to work out efficient and effective public participation mechanisms to ensure this Constitutional mandate is honoured.

The districts role is to facilitate the establishment of ward committees at local council. A number of issues were raised at the PUBLIC PARTICIPATION PROVINCIAL STEERING COMMITTEE about the functioning of ward committees. It was also highlighted that the

majority of ward committee members were trained but still experienced challenges in the following areas;

- a) They did not meet as they were supposed to,
- b) They were not functional, in other words, the activities were not carried out,
- c) The wideness of the ward could have contributed to those problems,
- d) And the ward committees did not find assistance from the local municipalities.

Our district municipality constitutes of 81 wards but 44 ward committees were functional as on the 23rd January 2009. The situation may have improved.

Successes:

A resolution was taken at the IGR meeting in February 2009 that ward committee members shall be paid a stipend of R250 per meeting, as from 1 APRIL 2009 (the member must be present at the meeting and must have signed the register). The DPLG proposed the budget of R15 000 per ward as from 1 APRIL 2009. Ezingoleni Local Municipality's ward committees have all been re-established.

Proposal

- To ensure that the funds from DPLG are received in time so that they are allocated accordingly, proper training and capacity building for ward committee members is essential.
- To design a programme or project which will enable ward committee members to fully participate at their wards.

Disaster Management Forum

The Disaster Management Act 57 of 2002 section 51 put emphasis on the establishment of Municipal Disaster Management Forum consisting of all the stakeholders participating in disaster management issues or integral part of it and Experts in disaster management designated or a person co-opted by the forum in question for a specific period or specific discussion. A forum is a body in which a municipality and relevant disaster management role players in the municipality consult one another and coordinate their actions on matters

relating to disaster management. It is a significant part of corporate governance best practice standards as per the King II Report on corporate governance. Disaster Risk Management provides a reasonable assurance to government that the state objectives will be achieved within a tolerable degree of residual risk. The goal of mitigation is to reduce the future impacts of disastrous incidents including damage to property, disruption to local and regional economies, financial loss and the amount of public and private funds spent to assist with recovery. The Disaster Management Advisory Forum exists for integration and co-ordination amongst municipalities as disasters are usually not limited within political boundaries.

LED Chairpersons Forum

Ugu District Municipality has a forum called the LED Chairpersons forum that is one of the IGR structures within the district. This forum aims in coordinating the same approach in implementing economic development interventions. It is also use as a forum to give direction on the alignments of economic policy and strategies amongst different spheres of government that operates with the economic space of Ugu area. The Forum also plays a critical oversight role to officials that are tasked with implementing LED Forum resolutions and district wide planning forums resolutions.

The forum is chaired by the Chairperson of the District LED portfolio committee and meets once a quarter.

LED Forum

The LED Forum will also enhance our ability as the municipality to communicate regular our economic vision and solicit support from our social partners, who will be expected also to bring their technical input and financial resources probably as investors or partners in all economic opportunities. The establishment of the Local Economic Development Forum is critical in order to fulfill the public participation process of local stakeholders in the district municipality affairs as it is prescribed by the Municipal Structures Act.

The Local Economic Development Forum has sub-forums that are sector base workgroups, with the tasks of overseeing the development of the sectors. These sub-forums reports to

the LED Forum and they meet bi-monthly. The issues that are discussed in this forum are issues that are strategic for the district and also have a multiplier effect in the district economy. The issues will include anchor economic projects that their successful implementation will change the economic landscape of the district.

Cooperative Development Programme Steering Committee

The cooperative development programme steering committee is the committee that consists of all stakeholders that are involved as cooperative developers. These cooperative developers play different roles in the cooperatives development value chain. The main task of this committee is to integrate and coordinate different interventions that are made to develop cooperatives. This committee has been instrumental in developing a ground-breaking Ugu District Cooperative Intervention Plan, Ugu District School Nutrition Programme Cooperatives mainstreaming strategy and overarching Ugu District Cooperatives Strategy.

The committee has been able also to ensure that they encourage the institutions that they come from to provide markets for cooperatives products and services.

STRENGTHS, WEAKNESSES AND CHALLENGES OF THE IGR STRUCTURES

Weaknesses	Strengths	Challenges
<ul style="list-style-type: none"> -There is no proper flow of information from the different structures. -No proper channels for tracking the implementation of the resolutions taken. -Repetition of issues discussed in different structures. -There is no dedicated staff member for IGR matters and it is viewed as a responsibility of the MM's Office. 	<ul style="list-style-type: none"> -These structures are well established. -All have ToR that have been adopted by the council. -Ugu District Municipality has signed the IGR protocols. -Meetings of these different meetings are scheduled in the Annual Roster of meetings-Some structures receive support from the Secretariat section. -High level of commitment from the members. -Have been a platform for information sharing and addressing different challenges. -Platform for crystallizing technical issues prior to be deliberated at Portfolio Committees. 	<ul style="list-style-type: none"> - Continuous improvement is required from sector departments. - Inconsistency in the number of people that attend meetings. - Lack of human capacity from the low capacity local municipalities to attend the meetings. - Content alignment between the different spheres of government.

	<p>-Good working relations between the district and the local municipalities</p> <p>-There is a proposed post for an IGR Officer.</p>	
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2.6.7. Addressing Auditor – General’s (AG) Comments

Management comments to the findings raised by the Auditor General (AG) were taken to the audit committee on 13 January 2009. Measurement and corrective measures were allocated to responsible managers with specific deadlines.

Furthermore, the management action plans to those findings raised by the AG affecting the audit report have been included in the 2008/2009 report. These are to be followed up by the CFO.

2.6.8. Audit Committee

The Ugu District Municipality has established an Audit Committee as an independent advisory body in terms of Section 166 (1) of the Local Government: Municipal Finance Management Act, 2003 (the MFMA). The Audit Committee established in terms of Section 166(1) of the MFMA also fulfils the functions of a performance management audit committee constituted in terms of Regulation 14(2) of the Local Government: Municipal Planning and Performance Management Regulations, 2001.

The membership, resources, responsibilities and authorities (composition, functions and operation) of the combined Committee to perform its role effectively, are stipulated in the terms of reference, which may be amended by the Council from time to time. The

Committee is constituted in terms of the requirements of sound corporate governance practices and operates within that framework.

The Committee should not perform any management functions or assume any management responsibilities. It provides a forum for discussing business risks and control issues for developing relevant recommendations for consideration by the Council. The Committee should mainly make recommendations to the Council for its approval or final decision.

2.6.9. Disaster Management

Disaster Management within the district is housed as one of the Shared Services programmes and it is co-ordinated in conjunction with the Local Municipalities, with participation of ward committees, Traditional Councils, Sector Departments, Private Sector, Emergency Medical Rescue Services, PBOs'(Red Cross), Faith Based Organisations , Local Community Policing Forum (CPFs). They are capacitated in the area of fire fighting in order to better assist them in the event of the occurrence of an incident which may threaten the life and / or property of members of their respective communities.

Hazards identification and Risk prioritization has been done in the district. The table below outlines the same:

Table19: Hazards identification and Risk prioritization

HAZARD IDENTIFIED	AREA	PROJECT	RESPONSIBLE DEPT
Fire		Fire fighting equipment and training.	DM, LMs and Province
Draught		Drought relief and water provision.	DWAF and Ugu DM
Floods		Roads and bridges.	DoT, DM, LMs
Hail storms		Wind breakers, settlement planning.	DoH, DAEA, DWAF, DM and LMs, DLGTA
Anthrax		Early warning, education and awareness.	DoH, DoA, Dm, LM
Tuberculosis		Awareness, prevention.	DoH, DM
Xenophobia		Awareness, prevention and early warning.	DM, LMs,
Measles		Prevention, education.	DoH
Cholera		Awareness, water testing,	DoH, DM
Human diseases		Awareness, vaccination, reporting, early warning.	DoH, DM, LMs
Water pollution		water quality management, waste management, awareness, water services provision.	Ugu DM, DWAF, DAEA, DoH,
Land degradation		Prevention of de-forestration, prevention of soil erosion, grasslands management, settlement planning,	DAEA,
Polio		Awareness and prevention,	DoH, DM, LM
Air Pollution		Awareness, education, prevention, enforcement,	LMs,
Shingella Dysentery		Water quality management, education, spring protection projects,	DoH, DAEA,
Wind		Awareness and prevention.	DAEA, DMs' and LMs'
Tidal waves		Early warning, Awareness and Prevention.	DWAF, DAEA, DM & LM's
Rabies		Vaccination and early warning,	DoH, DM & LM's
Hazardous Materials		Waste management, prevention and Early warning signals.	DAEA, DM & LM's
Accidents by roads		Clear or proper signage and awareness of responsible driving,	DoT, SANRAL, DMs', LMs'
Dam Failures		Over flooding prevention, early warning signals.	DWAF, DMs', LMs',

In order to address the IDP objective on mitigation against disasters, Ugu District Municipality adopted a strategy on risk identification, reduction and measures, which resulted into prioritisation and implementation of the project on hazard identification and risk prioritisation. The Ugu family of Municipalities working with communities of Ugu have

identified the above listed hazards and prioritised them accordingly. Emanating from these hazards, projects towards mitigating the same are being identified as in the above table.

2.6.10. Key Issues Identified

The following are the key issues that are highlighted in this KPA:

- The need to streamline the recruitment procedure for improved turnaround time;
- The need to revisit termination procedures in terms of the relationship between Human Resources and salaries sections of Corporate Services and Treasury respectively;
- To review the disciplinary process and procedure taking into account the capacity of Ugu personnel in playing their role in this regard;
- The challenge of making the IDP a plan for government as a whole; and
- The utilisation of technology by the municipality.

It should be noted that since the appointment of the Labour Relations Co-coordinator and prioritisation of dealing with matters of discipline, there has been a notable decline in the reported transgressions. In some instances the managers and supervisors timeously seek support from the Department. Hence, a number of them have been dealt with departmentally and thereby resolved.

2.7. FINANCIAL VIABILITY AND MANAGEMENT

2.7.1. Situational Analysis

Managing municipal finances involves both a strategic and operational component. Strategically, the finances must be managed to accommodate fluctuations in the economy and the resulting changes in costs and revenues. Operationally, the municipality must put in place clear financial goals, policies, and tools to implement its strategic plan. It must be noted that not all municipalities are the same and this should be kept in mind when assessing the financial health of, and the setting of benchmarks for a municipality.

Ugu District Municipality can be categorized as a developing or growing municipality. Such Municipalities require significant additional resources and funding to conduct the growth that is expected of them. In contrast, already developed or maintenance municipalities are mainly concerned with the need to maintain existing infrastructure. With the demands for growth, come risks that need to be managed. Wherever possible, the Municipality will set benchmarks appropriate for a developing or growing municipality and strive to achieve these benchmarks within the medium term.

It is essential that the Municipality has access to adequate sources of revenue, from both its own operations and intergovernmental transfers, to enable it to carry out its functions. It is furthermore necessary that there is a reasonable degree of certainty with regard to source, amount and timing of revenue. The Division of Revenue Act has always laid out the level of funding from National Government that will be received for the three financial years with the first financial year being concrete and other years' estimates.

It is important to track the respective sources of revenue received by the Municipality as they can be quite different and can vary substantially depending upon the phase that the municipality is in. Knowledge of the sources of funds will illustrate the Municipality's position more accurately, its ability to secure loans relative to its income streams and its borrowing capacity.

The priority from the financial perspective is the viability and sustainability of the Municipality. The financial plan and related strategies will need to address a number of key areas in order to achieve this goal. Hence the following are areas that have been identified and are detailed below.

2.7.2. Cash / Liquidity Position

Cash and cash management is vital for the short and long term survival and good management of any organisation. The appropriate benchmarks which can assist in assessing the financial health of the Municipality are the current ratio and debtor's collection:

- The current ratio expresses the current assets as a proportion to current liabilities “Current” refers to those assets which could be converted into cash within 12 months and those liabilities which will be settled within 12 months. A current ratio in excess of 2:1 is considered to be healthy.
- Debtors’ collection measurements have a great impact on the liquidity of the Municipality. Currently the Municipality takes on average 100 days to recover its debts, while the annual debt collection rate is 95%. The Municipality will attempt to reduce the days for debts outstanding to less than 60 days in the medium term.

2.7.3. Sustainability

The Municipality needs to ensure that its budget is balanced (income covers expenditure). As there are limits on revenue, coupled with the increased reliance on government grants to fund operational needs, it is necessary to ensure that services are provided at levels that are affordable, and that the full costs of service delivery are recovered. However, to ensure that households which are too poor to pay for even a proportion of service costs, at least have access to basic services, there is a need for subsidisation of these households.

2.7.4. Effective and Efficient Use of Resources

In an environment of limited resources, it is essential that the Municipality makes maximum use of the resources at its disposal by using them in an effective, efficient and economical manner. Efficiency in operations and investment will increase poor people’s access to basic services.

2.7.5. Accountability, Transparency and Good Governance

The Municipality is accountable to the people who provide the resources, for what they do with the resources. The budgeting process and other financial decisions must therefore be open to public scrutiny and participation. In addition, the accounting and financial reporting procedures must minimize opportunities for corruption. It is also essential that accurate financial information is produced within acceptable timeframes.

2.7.6. Equity and Redistribution

The Municipality must treat people fairly and justly when it comes to the provision of services. In the same way, the Municipality should be treated equitably by national and provincial government when it comes to inter- governmental transfers. The 'equitable share' from national government will be used primarily for targeted subsidies to poorer households. In addition, the Municipality reserves the right to cross-subsidize between high and low income consumers within a specific service or between services.

2.7.7. Development and Investment

In order to deal effectively with backlogs in services, there is a need for the Municipality to maximize its investment in municipal infrastructure. In restructuring the financial systems of the Municipality, the underlying policies should encourage the maximum degree of private sector investment.

2.7.8. Macro-economic Investment

As the Municipality plays a significant role in the area, it is essential that it operates efficiently within the national macro-economic framework. The Municipality's financial and developmental activities should therefore support national fiscal policy.

2.7.9. Borrowing

The strong capital market in South Africa (banks and other lending institutions like DBSA, INCA, etc.) provides an additional instrument to access financial resources. However, it is clear that the Municipality cannot borrow to balance its budget and pay for overspending.

Safeguards need to be put in place to ensure that the Municipality borrows in a responsible way. In order to have access to this market, the Municipality will need to have accurate and appropriate financial accounting policies and procedures and effective reporting systems.

The manner in which the Municipality manages debt or takes on new debt to finance activities will have a significant impact on the solvency and long-term viability of the Council.

Over the past financial year the municipal's achievements were amongst others, meeting all the National Treasury reporting requirements, full compliance with the Municipal Financial Management Act, no audit query from National Treasury, as well as spent within the limits of the approved budget. There are still numerous challenges that the municipality faces as it is continuously trying to improve the level of services. These include amongst others absenteeism, abuse of overtime which results in the municipality exceeding its overtime budget, vehicle abuse despite the fact that there is now a Fleet Officer responsible for this function.

The challenge for financial sustainability amid increasing alignment with the ecological, economic and social parameters of the IDP means that budget adjustments need to be made on a regular basis.

2.7.10. Financial Viability

The municipality has a five year financial plan, which plan is updated annually, in order to comply with all the National Treasury requirements in respect of budget reform initiatives and has a budget that has all the MTREF requirements. All allocations are reflected in the budget and information extracted from the Division of Revenue Act and Provincial Government Gazette.

The municipality provides for its own funds in both the Capital and Operational budget for spending allocations as it currently utilizes the Custima Billing system for water and sanitation billing; however it is also in the process of exploring new billing initiatives.

The municipality has an adopted Credit Control and debt collection policy. This policy is reviewed annually and forms part of the budget pack that is tabled at Council annually. This policy does not conflict with the by-laws.

The municipality gives due consideration to all national key performance local areas, and budgets for programmes, incorporating same. Part of the communication strategy and the development of roads shows requires public participation and the Municipality engages on the IDP and Budget road shows annually hence allocations for road shows is included in the budget. These road shows cover the IDP, budget and PMS programmes. (See Annexure)

There are no annual allocations budgeted for out of which direct transfers take place to local municipalities however, that is done when required.

With regards to Auditor General reports, there are corrective actions that have been presented to the Council and are monitored by the Audit Committee.

For the 2009/2010 financial year Ugu will clearly disaggregate grants and subsidies to include what comes from national, provincial and what goes to the local municipalities.

2.7.11. Key Issues Identified

Sound financial viability and management in accordance with legislation, programmes and principles is a vehicle that enables sustainability of the Municipality. The highlighted challenges are in respect to the Revenue Adequacy and Certainty however, other challenges have been identified and are in line with objectives and strategies and projects:

- Existing infrastructure has not been maintained at the desired level.
- As a result of affordability problems extending municipal services has resulted in an increase in debtors.
- New capital expenditure has not been aligned with related operating requirements.
- Operational budget have not been focused to support the development priorities.
- The strategic split of the Capital Budget between social and economic expenditure has far reaching implications on future operating budget and sustainability.
- Customer query resolution, in keeping with the Batho Pele principles, has placed pressure on the District's ability to render uniform services at all its customer care outlets.
- Improve our debt collection.

- Clear measurable budget and implementation plans aligned to the SDBIP.
- Exceeding overtime budget.

2.8 GOOD GOVERNANCE AND COMMUNITY PARTICIPATION

2.8.1. IDP Framework and Process Plans

The 2009 / 2010 IDP Review Process Plans of the District and its Local Municipalities were prepared in line with the IDP Framework Plan of the district as agreed by all the Municipalities in the District. In 2008 the Ugu District Municipality, in pursuit of the relevant legislative directives, adopted its 2009/2010 IDP Review Framework Plan to guide its process plans and consequently, the IDP process plans of both the district itself and the local municipalities within the area of its jurisdiction. This was done in consultation with the local municipalities through IDP Managers Forums, IDP Representative Forums, Steering Committees, EXCO and the Councils of the respective municipalities.

The IDP Framework Plan provides the linkage for binding relationships to be established between the district and its family of local municipalities. In so doing, proper consultation, co-ordination and alignment of the review process of the District Municipality and its various local municipalities has been maintained. The Process Plan is attached overleaf as an Annexure.

2.8.2. Community Participation Strategy

Since its establishment in 2001 the Ugu District Municipality has committed itself to ensuring that communities in its area of jurisdiction yield the intended benefits of this legislative and policy framework, also as a sphere of government ensuring implementation of policy and legislation. To this end, the District has been employing a range of mechanisms to communicate and involve its residents, with varying levels of success. A Community Participation Strategy has been developed which is aimed at consolidating and formalising these initiatives to ensure that there is an effective, well co-ordinated and ongoing interaction between the municipality and the communities it serves on municipal affairs. The municipality's intention is to strengthen

community participation processes as its contribution to enhancing democracy and contributing to implementation of relevant policy and legislation highlighted above, thus making its objectives a reality. However, there is a need to implement interventions to improve the level of participation by the community, especially the urban based members of the public. Although this strategy is in existence, its adequacy in terms of communication could not be ascertained.

Within Ugu district, one way of implementing the community participation strategy and involving communities within the IDP and Budget process is through the IDP / Budget road shows. The budget for these road shows varies from each and every local municipality depending on the facilities and equipment that is required.

2.8.3. Ward Committees

The district includes six local municipalities with 81 wards and all ward committees have been established. However, the key challenges that hinder effectiveness of ward committees include administration / logistics support and the vastness and inaccessibility of rural wards. Some of the areas are serviced by the Community Development Workers who have a dual responsibility to report to Department of Local Government and Traditional Affairs and Local Municipalities.

2.8.4. Role of Traditional Leaders and Communities in the IDP

The internal and external role players have roles and responsibilities in terms of the IDP development process. The IDP Representative Forum consists of representatives from all local municipalities, the house of traditional leaders, civil society and service providers / sector departments. This forum provides public and private sector input into the IDP. Ugu District Municipality has ensured the continual participation of all the role players to ensure maximum input into the IDP process.

2.8.5. Internal Audit Committee

The internal audit committee has been discussed in previous sections of this report.

2.8.6. Shared Services

The establishment of the shared services considers the possibility and feasibility of a number of municipalities pooling resources in order to deliver services in the most cost effective manner. It is about the convergence and streamlining of the municipality's functions to ensure that they deliver the services required to them as effectively and efficiently as possible.

A key advantage of this convergence is that it enables the appreciation of economies of scale within the function and can enable multi function working where there is the potential to create synergies. Shared Services are more than just centralization or consolidation of similar activities from different municipalities in one municipality. Shared Services mean running these service activities like a business and delivering services to internal customers at a cost, quality and timelines that is competitive with alternatives.

Shared services should be aligned with the Provincial roles and responsibilities which are mandated by the Constitution in terms of section 104 (1) (b) (i) and section 156 (2). The following are therefore critical:

- Disaster Management (specifically including fire fighting). It is imperative that a joint district-wide fire service be established as a shared service in line with the recommendation of 2004 by Change Management Committee;
- An Integrated Waste Management and Environmental Management Programme must be coordinated by the district as a shared service and
- The alignments must ensure speedy and cost-effective service delivery.

In terms of the Municipal Systems Act, the District Municipality has a mandate to ensure effective service delivery and support of all municipalities. Therefore a shared services' approach is a corporate strategy to render support to all municipalities which may not have the necessary capacity to deliver on their mandate.

Benefits: The Shared Services will achieve the following:

- Shared know-how: The benefits associated with the sharing of knowledge and practice across the Municipalities. This involves sharing best practice in service delivery;
- Reducing costs and avoiding duplication of effort: The benefits from economies of scale and elimination of duplicated effort will streamline and simplify delivery of services to reduce costs;
- Improving quality of service to customers: The benefits from more efficient processes can deliver greater consistency, timely and effective service delivery to customers and help reduce competition and rivalry between the Ugu DM Family of Municipalities;
- Responding to and facilitating organizational change: The benefits of greater structural flexibility, improving organisational learning are seen as an important lever for re-positioning the contribution of Shared Services as a business-driven function focused on facilitating and supporting organisational change.

Progress on the implementation of shared services depends entirely on the Municipal Managers Forum meetings which convene on an *ad hoc* basis. Various issues relating to shared services still need to be resolved.

2.8.7. Emergency Services

The Emergency Services is one of the programmes belonging to the Shared Services of the District, which have been clearly stated above here. The municipality has a four-year plan to establish and maintain a Fire & Rescue Services as per the Fire Brigade Service Act and the SANS (South African National Standards) Code 10090 (Community Fire Protection). The Plan is based on the following principles:

- In terms of Section 84 of the Local Government Municipal Structures Act, Act 117 of 1998, Fire Fighting Services is a "District Municipality Function." However, this does not prevent Local Municipalities from establishing and operating their own fire fighting services at local level.

Definition of fire services

In relation to the district municipality, fire fighting means:

- Planning, coordinating and regulation of fire services;
- Specialized fire fighting services such as mountain, veld and chemical fire services;
- Coordination of the standardization of infrastructure, vehicles, equipment and procedures; and training of fire officers.

In relation to the local municipality it means:

Any function not included in the definition applicable to the district municipality, including fighting and extinguishing of all fire; the rescue and protection of any person, animal or property in emergency situations not covered by other legislation or powers and functions.

Table 20: Roles and Responsibilities in terms of Powers and Functions (Fire Services)

DISTRICT RESPONSIBILITY	LOCAL RESPONSIBILITY
<ul style="list-style-type: none"> • Must exercise any power concerning, or incidental to, the effective performance of the District function; • Determine a service delivery mechanism for the performance of the function (internal and external) • If performed internally, develop or maintain the capacity to perform the function; • Make provision for the fire fighting in the IDP; • Make provision for this function in the operating budget; • Include indicators in the performance management system; • May make and administer bylaws in terms of section 156(2) of the Constitution; • Fire fighting services serving the area of the district municipality as a whole, which includes: <ul style="list-style-type: none"> - Planning, co-ordination and regulation of fire services; 	<ul style="list-style-type: none"> • Must perform the district function if so authorized by the MEC; • Must exercise any power concerning, or incidental, to the effective performance of its function; • Determine a service delivery mechanism for the performance of its function (internally or externally); • If performed internally, develop or maintain the capacity to perform the function; • Make provision for the function in the IDP; • Make provision for this function in the operating budget; • Include indicators in the performance management system; • May make and administer bylaws in terms of section 156(2) of the Constitution; • Fire fighting services, including: <ul style="list-style-type: none"> - Provision of fire fighting services in the area of the local municipality;

<ul style="list-style-type: none"> - Specialized fire fighting services such as mountain, veld and chemical fire services; - Co-ordination of the standardization of infrastructure, vehicles, equipment and procedures; - Training of fire officers. • Build the capacity of the local municipalities in its area to perform the local function where capacity is lacking; • In terms of section 26(g) for the Municipal Systems Act, make provision for Disaster Management Plans in the municipality's IDP. 	<ul style="list-style-type: none"> - Planning, coordination and regulation of fire fighting services
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District Fire Study

The district municipality in partnership with local municipalities has conducted the fire study. Furthermore, Ugu DM appointed AFRICON Consulting to conduct the fire study in order to evaluate the present fire services and to provide advice on the measures that should be taken to ensure that the Fire and Emergency Services are efficient and effective to meet the requirements and demands placed on it. AFRICON agreed with CMC that the District Services are more viable compared with others. But it still maintained that while the District Municipality will always have a role to play in the provision of Fire Emergency Services within its area of jurisdiction as mentioned above, it is strongly recommended that the District should capacitate local municipalities within its area to establish a Fire and Emergency Services. In saying so AFRICON echoed the view frequently and stridently expressed by Local Municipalities that LMs must be capacitated.

It is somewhat in concurrence with the thinking that AFRICON recommended in the Fire Study that:

- Ugu District Municipality in its policy on Fire and Emergency Services consider capacitating a number of Local Municipalities within its area to such a level that they are able to provide a Fire and Emergency Service to their areas of jurisdiction or to the district;

- Consideration should be given to capacitating the two existing fire services, namely Umdoni and Hibiscus Coast, to provide a fire service on behalf of the district by dividing the area into two regions and having each fire service attending calls in their designated region;
- The district resolve to approach the Hibiscus and Umdoni Fire and Emergency Service to provide a service to the district based on a Northern and Southern Regional Basis;
- The district resolve to capacitate the Hibiscus Coast and Umdoni Fire and Emergency Services to provide a complete fire service to the district;
- Hibiscus Coast and Umdoni Councils review the feasibility of providing a Fire and Emergency Service on behalf of the district (consolidation).

The last two recommendations are consistent with the Governance Indaba resolution of the 09th November 2006, which stated that:

- Shared services are not limited to those services driven by the District Municipality, however they also include those services that are shared by some of the local municipalities;
- Vulamehlo and Umzumbe Municipalities engage with Umdoni Municipality regarding a shared service on Fire and Emergency services, and DM to facilitate.

2.8.8. Risk Management

Risk is an inherent part of all activities undertaken by the municipality. Risk management provides a reasonable assurance to government that the municipal organizational objectives will be achieved within a tolerable level of residual risks.

Legislative mandate: Risk management derives its mandate from the following legislation and corporate governance guidelines.

- Section 62 (1) (c) (i) of the Municipal Finance Management Act 56 of 2003 (MFMA), which prescribes that the accounting officer must ensure that the institution has and

maintains effective, efficient and transparent systems of financial, risk management and internal control.

- Section 3.2.1 of the Treasury Regulations which further prescribes that “the accounting officer must ensure that a risk assessment is conducted regularly to identify emerging risks of the institution”. A risk management strategy, which must include a fraud prevention plan, must be used to direct internal audit effort and priority, and to determine the skills required of managers and staff to improve controls and to manage these risks. The strategy must be clearly communicated to all officials to ensure that the risk management strategy is incorporated into the language and culture of the institution.”
- The King Report on Corporate Governance for South Africa 2002, which applies to “public sector enterprises and agencies falling under the Public Finance Management Act and the Municipal Finance Management Act...”

Risk Management Priority Issues-:

- Mainstreaming of risk management in the organization: There is an urgent need to mainstream risk management in the organization.
- Integration of all risks for the organization: There is a need to integrate internal and external risks (OHS and Disaster risks).

Alignment of priority issues: In order to align priority issues, there should be a better understanding of risk management within the organization. Mainstreaming of risk management will help to align these priority issues. Performance agreements for Section 57 Managers should also include Risk Management.

2.8.9. Batho Pele

Batho Pele, a seSotho word meaning “people first”, is a notion which was adopted in 1994 and became a policy in 1997. The Batho Pele concept has as a main objective of addressing service delivery improvement by introducing principles which guide the transformation of service delivery to be people centric.

Legislative imperatives: Batho Pele has its roots in a series of policies and legislative frameworks which have been categorized into three themes namely; those that are overarching or transversal, those that deal with access to information and those that deal with transformation of Service Delivery. These include:-

- The Constitution of the Republic of South Africa of 1996(as amended);
- The White Paper on the Transformation of the Public Service of 1995(WPTPS);
- The White Paper on the Transformation of Service Delivery of 1997, also known as Batho Pele White Paper and
- Public Service Regulations of 1999 and 2001.

The legislative framework calls for setting up of service standards, defining outputs and targets, and benchmarking performance indicators against international standards. Similarly, it also calls for the introduction of monitoring and evaluation mechanism and structures to measure progress on a continuous basis.

Batho Pele Principles: Nationally there are eight principles that govern the transformation of Service Delivery according to Batho Pele White Paper. Kwazulu-Natal added three more Principles and adheres to eleven principles in the Citizens Charter, as listed below:-

- Consultation
- Service Standards
- Access
- Courtesy
- Openness and Transparency
- Information
- Redress
- Value for Money
- Encouraging innovation and rewarding excellence
- Leadership and strategic direction
- Service Delivery impact

Batho Pele Belief Set: The Belief Set which says, "We Belong, We care, We serve." is a value system which clearly captures the revitalized Batho Pele culture. The Belief Set is intended to endorse the eleven Batho Pele Principles, and not to replace them, each phrase of the Belief Set envelops a number of principles in it.

Service Delivery Improvement Plans (SDIP): the Public Service Regulations Act of 2001 states the following with regards to SDIP:

- Part III.C.1 – An executing authority shall establish and sustain a service delivery improvement programme for his or her department and
- The White Paper on Transformation of Service Delivery (Batho Pele, emphasizes in paragraph 7.1.2 that administrative Heads of Municipalities are responsible for Service Delivery Improvement Programmes and that this responsibility should be clearly assigned to a person or group of people, accountable directly to the administrative head of department.

Service Standards: Municipalities are required to publish a Statement of Service Charter. Service standards must be set at a demanding but realistic, measurable level to be reached by adopting more efficient and customer- focused working practices.

Service Standards are required to be operational for one year and be subject to annual performance review. These should be progressively raised and ideally, may not be reduced, except to accommodate changed priorities based on changing customer needs.

In setting service standards, it is fundamental that service delivery also be reviewed from the customer's view point and judged from criteria that he or she might use.

Service standards should conform to the following measurable criteria:

- Quantity
- Quality
- Time/Timeliness
- Value for Money
- Access

- Equity

In order to ensure the sustainability of the programme, the implementation of principles must be internalized and institutionalized. Batho Pele principles must first address the issues internally, in order to ensure constant service delivery improvement externally. All service delivery initiatives must adhere to the eleven Batho Pele principles. During the implementation of Batho Pele Flagship projects, Know Your Rights Campaigns, the first phase was addressing the Service Rights issues internally and some of the issues highlighted were:-

- Lack of effective communication channels, consultation & information.
- A trend of lack of courtesy and consideration towards lower level employees.
- Service standards constantly not met and poor Redress by management.
- Inconsistent access to internal services by lower level employees.

The means to implement Batho Pele is to analyze all these barriers according to the principles and align priorities accordingly. Development of the SDIP seeks to address the gap between the current and desired service standards using Batho Pele Principles.

Batho Pele Flagship Projects: This is where services may be promoted and the Municipality educates citizens about their rights. There is a need to think of such events and utilize them.

Service Delivery Watch:

- Unannounced site visits projects brief.
- Municipal Service Week.
- Know Your Service Rights Campaign.
- Change Management Engagement Programme.
- Project Khaedu.
- Batho Pele Learning Network Coordinator Forums.

2.8.10. Mainstreaming programmes for Special Groups (Vulnerable Groups)

- HIV and AIDS
- People with Disabilities
- Youth
- Women
- Senior citizens
- Children
- Farm workers

There is a Dedicated Programme of Action, funding, coordinating forum for each programme and also strategies to link with the local economic development and in line with the National Policy Frameworks.

HIV and AIDS Strategic Areas

- Prevention, Education and Awareness programmes
- Treatment, Care and Support of the infected and affected
- Care of the Vulnerable Children and Special Groups (People with Disabilities, Youth, Women, Children and Elderly Persons)
- Research, Monitoring and Evaluation
- Policy, Administration and Human Rights
- Institutional Coordination

(Implementation Plan targets all the above areas)

Programme for people with disabilities & gender

- District and local municipality forums in place with dedicated annual budgets
- Skills development programmes ongoing
- Support for civil society organizations
- Integrated planning with other sectors in the Disability programme
-

Programme for senior citizens

- Coordinating forum in place with stakeholder representation and Focal persons from implementing sector departments and local municipalities
- Integrated District programmes of action for 2009 to 2011 in place
- Sector plans and Budget allocation each financial year
- Programmes facilitated in collaboration with all key implementing sectors
- Standardized monitoring ,evaluation and reporting systems

Highlights and latest development achievements in the Special Programmes Unit

- Dedicated Office and Manager in place
- HIV Prevalence decreased from 39.1% in 2007 to 37.1 in 2008 (KZN DOH Epidemiology report -2007)
- Functional District AIDS Council ,since launched in December 2006
- Dedicated EAP coordinator ,with a Workplace programme for HIV and AIDS ,adopted by Council
- Strategy for HIV and AIDS 2007-2011 developed, adopted by council
- Dedicated budget/operational plans for HIV, AIDS ,Gender , People with Disabilities, Children & Senior Citizens
- Integrated and multisectoral planning ,monitoring and evaluation
- Strategy for monitoring and evaluation ,based on standardised reporting systems
- Coordinated response and collaboration with key implementing sectors and civil society
- Municipality recognized as a central player for support
- Ongoing support for Local Municipalities -Interim councils for HIV & AIDS in Umuziwabantu,Vulamehlo ,full councils in Umdoni ,Hibiscus Umzumbe and Eziqoleni Municipalities, establishment of forums for other programmes finalized

Challenges

- Socio economic factors
- Human resource limitations especially in local municipalities Complexity of key programmes e .g HIV & Senior citizens require a dedicated focus
- Effective coordination and quality management on key programmes not effective (too complex ,district too wide – Each programme needs a dedicated facilitator even at district level
- Lack of baseline information to guide planning

Recommendations

- Dedicated budgets, office ,in a senior management post- reporting to the highest administrative office in all local municipalities
- Include in the Municipal manager `s performance management contract
- Municipalities to facilitate the development of clear programmes of action
- Dedicated focal persons / coordinator with relevant experience /skills and academic background

2.8.11. Youth Development

Ugu District Municipality Youth Development Policy Framework

It is influenced by the International Institutional & Policy Environment, National Institutional & Policy Environment and Provincial Institutional & Policy Environment.

Ugu District Youth Unit/Umsobomvu Youth Advisory Centre Project Initiative

The Youth Advisory Centre Point Project is aimed at providing young people with relevant and up to date information that could help them taking correct decisions concerning the livelihoods. The proposed centres would be used to help the youth to access information in this regard.

The implementation of the Ugu District Municipality/Umsobomvu Youth Fund and Youth Advisory Centre's Project would enable young people to access the services of Umsobomvu Youth Fund at their local level. Regarding the staff implications, Umsobomvu Youth Fund would pay salaries and training costs for Youth Advisory Points, personnel such as Career Guidance Advisor, Programme Outreach Officer and two temporal volunteers. The hiring of staff would be a sole onus of the local municipality.

To this end, Umsobomvu Youth Fund had approved a funding amounting to R 1, 595, 000.00 for the establishment of 5 Youth Advisory Centre Points, excluding the Hibiscus Coast Municipality; hence they were renewing the existing contract with same. In this regard, Ugu District Municipality as a local sphere of government had the responsibility of facilitating and coordination of nationally driven programmes at a local level.

Ugu District Youth Development Guidelines

Ugu District Youth Development Guidelines to the Youth Committee for same to lobby and advocate for the establishment of Youth Development Units, within Council of Local Municipalities as measure to institutionalize and mainstream youth development. The preparations for the district youth development guidelines were as a result of a consultation with Ugu District Youth Development Task Team.

Ugu District Youth Development Baseline Survey

The baseline survey on the status of youth development in all municipal wards within the jurisdiction of the Ugu District Municipality was conducted. Youth Development Unit within Ugu District Municipality was commissioning a mini research exercise that was aimed at establishing the existing status quo of youth development. This research was also aimed at finding out the youth development needs at various municipal wards and this was meant to be a social research initiative.

2.9 SPATIAL ANALYSIS AND ENVIRONMENTAL MANAGEMENT

2.9.1 Environmental Analysis

➤ Topography

The topography along the Ugu coast rises gradually from the sea level to an inland plateau. The plateau is dissected by numerous rivers, which form prominent steep sided river valleys, which include the Mkomazi, Mtwalume, Mzumbe, Mzimkulu and the Mtamvuna Rivers. Most of the valleys rise from an approximate altitude of 20-100 meters above mean sea level over a very short distance. The side slopes of the valleys often exceed 40 %, and cliff faces are common.

➤ Geology and Soils

Parent geological material most likely to be found along the coast of Ugu includes:

- The Dwyka Series occurring south of the Mkomazi River, inland from the Mtwalume River to the Ifafa River, south of the Mzimkulu River and north of the Mtentweni River. These formations have a slight to moderate erosion rating.
- Alluvial deposits are found within along estuaries and river flood plains. They exhibit highly productive soils ranging from sandy through loamy to clay deposits. Generally, this soil is rich in humus and hence subject to extensive development pressure for cultivation activity.
- There are minor outcrops of Middle Ecca Shales and other Shales throughout the coastline. They have soils that are moderately productive with slight to moderate erosion levels.

Sands: - Overlaying the bluff beds on the coastline are the Berea red sands representing the old dunes. Sands are typically red or brown in colour but range locally from white to grey and yellow depending on the oxidation state of the iron containing minerals coating the quartz grains, typically poor for cultivation as they are subject to erosion if disturbed through inappropriate development. Relatively modern bluff beds, Berea red sands occur mainly to the north of the coastline at Sezela, south of the Mpambanyoni River and south of the Mkomaas River.

Dolorite outcrops occur along the Mzumbe coast and in the vicinity of the Damba River. The soils are usually non-structured clay formations with loam. The agricultural potential is high in this region. However, sections of structured upland clays become water logged. There are extensive deposits of Gneiss (Granite) along the entire coast with cretaceous marine sediment deposits. Small quantities of gold, asbestos, limestone, kaolinite, bauxite, graphite, copper and nickel occur on the coast.

➤ **Land Cover**

Land cover is classified according to the CSIR's. The most striking feature is the extent to which sugar cane and smallholdings penetrate the land. The Northern sub-region comprises sugarcane and small holdings, which penetrate the primary and secondary boundaries of the coastal zone (this is according to CSIR's "Standard Land-cover Classification Scheme for Remote Sensing Applications"). No more grassland is left within the primary and secondary boundaries of this sub-region, except on the Southern Sub-Region, west of Port Shepstone, Shelly Beach and Port Edward.

➤ **Built environment**

The coastal corridor is relatively well developed with hard and bulk infrastructure. Light industries are focused around Port Shepstone, Marburg areas and Margate airport. On the northern side Scottsburgh and Mzinto are also built up, with thicket and bush land separating it from Pennington, which is characterized by smallholdings, and coastal residential built form. Degraded thicket and bush land separates the Amathulini Traditional Authority from the southern boundary of the northern section of the Hibberdene town.

➤ **Biodiversity and Conservation**

The following biodiversity concern is noted:

- The environmentally sensitive areas include features such as marine reserves, wilderness areas, monuments, conservation areas, nature reserves, wetlands, threatened species and their habitats, areas of high species diversity and sites of scenic value. This information is held and is being updated by Ezemvelo KZN Wildlife.
- **Wetlands** are particularly vulnerable in the Ugu region. They are under severe, inappropriate development pressure, which has characterized the history of Wetland depletion on the South Coast. For example, wetland habitats have been replaced by

shopping centres, office complexes and / residential developments, recreational areas / parking lots, etc.

- Throughout the District, indigenous vegetation is being replaced by alien invasive species. This calls for a very aggressive invasive alien species eradication programme.
- As far as conservation is concerned, the protected areas (according to NEM: Protected Areas Act) within Ugu District Municipality comprise Vernon Crookes, Mpenjati, Oribi Gorge, Umtamvuna and Mbumbazi Nature Reserves. There are privately owned game and nature reserves over and above the aforementioned that are under the management of EzeMvelo KwaZulu-Natal Wildlife. Thoyane Game Park is being proposed in Vulamehlo Municipality, whereby EKZNW will be assisting with the eradication of invasive alien plants and then the plan of how the project will be unfold will be handled by all stakeholders concerned.

2.9.2 Air Quality Management

Ambient air quality is being managed through the DANIDA donated ambient air quality monitoring station, which monitors SO₂, NO_x, CO₂ and PM₁₀, operated in-house. The district will also explore the possibilities of acquiring more instruments for SO₂ monitoring that will be positioned at strategic points in order complement the existing system to ensure comprehensive air quality monitoring and assurance.

2.9.3 Environmental Impact Management

Ugu implements water and sanitation projects on a continuous basis. The management of the environmental impacts associated with these projects need to be strengthened. There is a proposed directive that will, if approved, ensure that this element of projects is well managed and achieves the maximum compliance and sustainability of service delivery projects thereby reducing human health, safety, environment and other risk factors. The competent authority, Department of Agriculture and Environmental Affairs, is engaged not only from the assessment and issuing of authorisations stage, but also in assisting the district to conduct a pre-assessment exercise of the project prior to the EIA process. The district will apply more vigorous methods in order to ensure environmental impact

management, sustainability and compliance of projects at all stages as per NEMA and sustainability principles.

2.9.4 Natural Resource Management: Invasive Alien Species Programme (IASP)

The district is currently infested with the Invasive Alien Species (IASs), specifically plants, which are not only a threat to the natural environment, but also to various other aspects of human livelihood like food security as they also invade the agricultural land making it impossible to farm, the grazing land thereby destroying or intoxicating the existing grazing material for livestock. The IAS will have to be controlled through methods specified in the legislation, which are also area suitable.

The district will work towards developing an IAS Management Plan, establishment of the IAS Management Forum, funding mechanisms for management plan(s) and the actual eradication through Working for Water Programme. One of the ongoing approaches in the meantime will be to engage communities on greening initiatives that will enhance green spaces, encouraging the “planting of the indigenous to replace or counteract the alien” through DAEA and DWAF and KZN Wildlife in their steward initiatives programme.

2.9.5 Climate change and global warming

Some effects or elements of climate change are not reversible but can only be managed through adaptation. Like some parts of the world, on short term and long-term basis, the municipality needs to look at developing adaptation strategies to climate change and global warming for the sectors that are vulnerable. The key sectors would be health, agriculture, environment and tourism. Environmental vulnerabilities and exposure to risks of these sectors will have to be assessed, evaluated and strategies for their adaptation be developed. This is a long-term initiative that will have to be explored over the next years, with the lessons that will have been learnt from the forerunners.

In the meantime there are some initiatives that are geared to combating climate change on the way. These include greening initiatives like planting of indigenous trees, enhancement of green spaces and establishment of green corridors that will act as carbon sinks, expansion

of community projects like organic farming and exploring working with DAEA in materializing the policies on sugar cane burning. Relationship with strategic departments promoting tourism in local municipalities will be strengthened to further form the platform to promote ecotourism.

2.9.6 Environmental education, awareness and training

Environmental education is the best and most sustainable method of environmental management. This is an ongoing sustainability initiative that is being championed by the municipality in collaboration with sector departments (DWAF, DEAT, DAEA, Health, Education, Local Government and Traditional Affairs), NGOs and public entities (Umgeni Water, EKZNW), geared towards strengthening knowledge base of environmental management across all societal groups and sectors. At a junior level the following specific programmes take place on an ongoing basis:-

- **Wetlands School Programme** – “Adopt a wetland” is a programme that will enable young, school going generation to learn about and understand wetlands better as the one of the most important, sensitive and vulnerable yet worst managed ecosystems. Getting the society to realise their value will also enable them to discover wetlands’ ability to offer them essential goods and services if well managed. Through a wetland adoption programme the schools will adopt and compete on managing wetlands in their immediate localities for floating awards. The overall aim will be to establish functional wetlands that will be demarcated as green corridors with the assistance of SANBI Working for Wetlands Programme.
- **Eco-School Programme** – this programme has been running for years within the district and Ugu has partnered with DAEA for the first time in 2009 since its inception. Improvement in school participation has been witnessed over the years and from 2009 henceforth DAEA and the municipality, with the involvement of the Department of Education and WESSA, have developed a new approach of getting even more schools, especially the disadvantaged, to participate.
- **Other programmes** – these are the educational environmental initiatives that run during the calendar year. They include celebration of environmental calendar days, information sessions for general environmental education for the public and career guidance for schools.

Mid-level programmes focus on societal groups such as environmental education amongst youth, focus groups in the societal structures and / or respond to needs identified by certain communities that seek empowerment on environmental management. This is in keeping with the provisions of the NEMA which entitles the youth, women and other community groups to environmental capacity building. CDWs, community youth development programmes, traditional leaders, traditional healers and others have benefited from the programme.

- **Green Offices**

The concept of sustainability, which is rarely implemented on simple things, should enter the office environment. Green offices concept refers to simple things like the saving of paper by employers, responsible disposal of office waste, procurement of equipments that encourage good environmental practice (green procurement) and internal education. Green offices initiative, if well adhered to, may lead to Ugu seeing some monetary returns.

During the financial year 2009/10 Ugu will embark on an inward looking, senior level initiative by the way of educating municipal officials and political leadership on environmental issues. This initiative will be piloted in the first year through different methodologies and the ones that will prove best will be applied. This is to ensure that the Ugu internal environmental knowledge base is well established in order to build the capacity of the municipal administration and leadership on environmental sustainability.

2.9.7 Integrated Coastal Zone Management

- **New Integrated Coastal Management Act (ICMA)**

The new National Environmental Management: Integrated Coastal Management Act has made provisions that have serious implications for the local government in terms of coastal management. From 2009 onwards the municipality will have to start conceptualising the implementation of the legislation, wherein DAEA will work with the municipality and key stakeholders with the roll-out plan, which will include capacity building. The plan will have to encompass the research and planning work that will enable the implementation of the Act. DAEA will also run 3 workshops in the district in order to build the capacity of the municipality and the stakeholders on the ICMA, its implications and implementation.

One of the provisions of the ICMA is that municipalities will have to develop Coastal Management Programmes. The district is aware of the responsibilities; however, it is imperative to note that financial mechanisms will have to accompany this mandate. The CMP will, among other things, focus on the environmental priorities, risks and vulnerabilities, adaptation measures to climate change and resultant sea level rises, disaster management measures in relation to sea level rises and other factors. Spatial analysis will make a layer of the Spatial Development Framework and Land Use Management Framework as the Act makes provisions for the spatial planning of the coastal environment through application of zoning schemes. The draft terms of reference for the CMP are in place, awaiting stakeholder input and funding mechanisms for the development of the plan.

The development of estuarine management plans for each estuary as stipulated in the legislation is considered but will be a costly exercise that will require financial mechanisms and prioritization of critical estuaries that will have to receive first preference in terms of the management plans. EKZNW is mandated with the development of the prioritization criteria, which will have to be applied when considering developing estuary management plans. Once the prioritization process has been embarked on, the estuaries management plans for the first prioritised estuaries will be considered.

- **Coastal Management Committees**

Ugu Coastal Working Group is a forum that stages the discussions around coastal management and has the responsibility, amongst others, of advising the Council on coastal management matters. By end of 2009/10 financial year, estuaries management forums will have been established under the auspices of Ugu Coastal Working Group. These may be prioritised and / or clustered to ensure manageability and sustainability of the forums. Prioritisation will be done according to high risk areas in terms of safety, health and environment. EKZNW's prioritisation criteria may be applied in this exercise.

- **Working for the Coast (WftC) Programme**

The WftC project, funded at R10m for 3 years, R3, 3m per annum by the Department of Environmental Affairs and Tourism is in its second year of implementation under the auspices of Expanded Public Works Programme (EPWP).

2.9.8 Environmental Strategic Planning

Local municipalities that have developmentally pressured areas are being and will be assisted in developing the appropriate environmental management tools. Some of the local municipalities such as Umuziwabantu and Umdoni are already in the early stages with developing Strategic Environment Assessments (SEAs) with assistance from DAEA and the district. Umzumbe and Eziqoleni municipalities are in the pipeline and expected to kickoff in the 2009/10 financial year. The approach of phasing the SEA this way is a way of reviewing the district SEA in a more focused way.

Strategic and operational waste management issues remain a challenge in some local municipalities. While Umzumbe local municipality has developed its Integrated Waste Management Plan (IWMP), Hibiscus Coast is has adopted one and the district will finalize a district-wide one in 2009/10 financial year. Eziqoleni Municipality will receive assistance with its municipal waste management operations only for the financial year 2009/10.

2.9.9 Environmental by-laws

Although the timeframe for the development of by-laws cannot be confirmed, their need is acknowledged. Lessons will be learnt from other municipalities that have been having the same and the preferred model will be applied in Ugu.

2.9.10 Environmental Sector Plans

Some of the following environmental management tools do exist but need review (except a C-Plan) and will have to receive priority:

- Strategic Environmental Assessment – developed in 2002 is under review, phased per local municipality.
- Coastal management Programme/Plan – to be reviewed under the new Integrated Coastal Management Act (enacted 2008).
- C-Plan for protected areas as per requirement by NEM: Protected Areas Act No. 57 of 2004 in all protected areas need to be monitored.
- Integrated Waste Management Plan: the wide district plan will be developed within 2009/10 financial year. Funds have been secured from DAEA and will be made available in the new financial year (2009/10). Hibiscus Coast Municipality has adopted its IWMP and will be rolling out capacity building workshops towards its implementation and Umzumbe Municipality is yet to finalize its own.

2.9.11 Spatial Development Framework (SDF) and Land Use Management / Administration

Ugu's Spatial Development Framework was prepared in line with the principles of the NSDP, PGDS and PSEDS amongst others. It is outdated as it was adopted in 2005 and has never been reviewed since. However, both the SDF and Land Use Management Framework (LUMF) will be under review and will be completed in the 2009 /2010 financial year. The reviewal process of the SDF and LUMF will run concurrently with that of the IDP 2010 / 2011 review. The brief of the SDF and LUMF are attached overleaf as an Annexure. Hereunder, are just the main concepts / contents of the SDF and LUMF:-

Nodes and Activity Corridors as Contents / Concepts of the SDF

The National Spatial Development Plan (NSDP) guides that settlement and economic development should be channeled into activity corridors and nodes. Taking the analysis of potential and need the Provincial Spatial Economic Development Perspective (PSEDP) identifies nodes and activity corridors which would:

- Facilitate increased growth of existing centres and corridors of economic development.
- Ensure that the economic development potential in areas of high poverty levels and densities is realised.
- The nodes and activity corridors do not cover the whole province. They focus only on those nodes and corridors which could have the most impact in halving poverty and unemployment by 2010.
- The rest of the province cannot be neglected but the major focus of fixed investment should be directed at these nodes and development corridors.

Nodes

The nodes are defined as follows:

- Primary Node (PN): An urban centre with very high existing economic growth and the potential for expansion thereof. Provides service to the national and provincial economy.
- Secondary Node (SN): An urban centre with good existing economic development and the potential for growth. Services the regional economy.
- Tertiary Node (TN): A centre which should provide service to the sub-regional economy.
- Quaternary Node (QN): A centre which should provide service to the localised economy.
- 5th level Node (5N): A centre which provides service to a ward.

Corridors

The corridors are defined as follows:

- Primary Corridor (PC): A corridor with very high economic growth potential within all sectors which serve areas of high poverty densities; and
- Secondary Corridor (SC): A corridor serving areas of high poverty levels with good economic development potential within one or two sectors

Identified Nodes and Corridors

Provincial Priority Corridors in which our main economic hub (Port Shepstone) is part of:

PC1	eThekwini / Umhlatuze
PC2	eThekwini – Msunduzi - Umngeni
SC1	Umhlatuze – Ulundi - Vryheid (P700)
SC5	Lebombo SDI - Maputo
SC6	Port Shepstone – St Faiths - Ixopo
SC12	Greytown – Msinga – Madadeni (Battlefields route)

Priority PSEDS nodes in the Ugu District:

SN4	–	Port Shepstone
TN2	–	Hibberdene
TN8	–	Margate
TN10	–	Scottburgh
QN26	–	Port Edward
QN35	–	Harding

Priority PSEDS corridors in the Ugu District:

PC3	–	Ethekwini- Ugu
SC6	–	Port Shepstone

ST Faiths – Ixopo

SDF /IDP alignment to the NSDP and PSEDS

National Spatial Development Perspective (NSDP)	Provincial Spatial Economic Development Strategy (PSEDS)	Spatial Development Framework (SDF) / IDP
Government's key priority is to increase economic growth and promote social inclusion;	Focuses fixed infrastructure investments in areas of economic development potential (whether realised or dormant), and prioritises areas of greatest need based on poverty densities,	attractive business enabling environment, attraction and retention of strategic investments, improve the quality and increase the size of the asset base of the poor,
Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, amongst which poverty alleviation is key;	Grow and transform the commercial agricultural sector and improve the linkages between the First Economy commercial agriculture and the Second Economy, To ensure that the potential for economic development within areas of high poverty is realized,	attractive business enabling environment, attraction and retention of strategic investments,
Provide basic services to all citizens wherever they reside;	Investments in development and the provision of basic services,	fast-track and improve the delivery and the quality of potable water to rural areas, access to quality and affordable housing, expansion of the sanitation system to rural areas, effective maintenance, upgrade and construction of roads so as to improve the transport system

National Spatial Development Perspective (NSDP)	Provincial Spatial Economic Development Strategy (PSEDS)	Spatial Development Framework (SDF) / IDP
		<p>within the district, access to energy (for cooking, lighting and heating) to all households within government targets, improvement of solid waste at local municipalities, provision of free basic services as according to the national guidelines,</p>
<p>Government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private sector investment, stimulate sustainable economic activities and create long-term employment opportunities;</p>	<p>Focus where government directs its investment and development initiatives;</p>	<p>develop investment friendly strategies,</p>
<p>In order to overcome the spatial distortions, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centres;</p>	<p>Apartheid created an unnatural distortion of development and this distortion must be addressed, Developing a comprehensive network of centres, Activity/development corridors would naturally be located in close proximity to logistics corridors not all logistics corridors</p>	<p>Emphasis on the development of secondary and tertiary nodes, Structuring settlement growth primarily around development nodes and identified development corridors,</p>

National Spatial Development Perspective (NSDP)	Provincial Spatial Economic Development Strategy (PSEDS)	Spatial Development Framework (SDF) / IDP
	<p>are appropriate as activity corridors,</p> <p>To facilitate the increased growth of existing centres and corridors of economic development in the province;</p>	
<p>Infrastructure investment should primarily support localities that will become major growth nodes within(Ugu District Municipality) and the (KZN Province) to create regional gateways to the (South African) economy;</p>	<p>Developing a comprehensive network of centres, Activity/development corridors would naturally be located in close proximity to logistics corridors not all logistics corridors are appropriate as activity corridors,</p> <p>To facilitate the increased growth of existing centres and corridors of economic development in the province,</p>	<p>Emphasis on the development of secondary and tertiary nodes, Structuring settlement growth primarily around development nodes and identified development corridors,</p>
<p>The poor, concentrated around economic centres have greater opportunity of gaining from economic growth;</p>	<p>Capitalise on complementarities and facilitate consistent and focused decision making; bring about strategic coordination, interaction and alignment;</p>	<p>Provision of improved services, facilities and promotion of increased levels of local economic activity in nodes and identified corridors,</p> <p>Access to housing,</p> <p>Access to basic services,</p>

Land Use Management and Land Administration

Land Use Management

The function of land use management and administration is a role and responsibility of the local municipalities in terms of the powers and functions of the municipalities, as mentioned earlier. The District Municipality has a role and function of establishing a LUMF as part of the SDF in coordinating land use management in the district, with the Local Municipalities developing their own Land Use Management Systems (LUMS) that are aligned to the LUMF of the district. The LUMS is based upon the principles contained in the National White Paper on Land Use Planning and Management, 2001 and conforming to the requirements of the Local Government: Municipal Systems Act, 2000. The current legal framework that is in place in the province however does not provide a clear or straightforward route towards legalizing the proposed LUMS.

Several challenges are experienced in the day-to-day management of land development, all caused by the outdated, apartheid legislative framework currently used within the municipal area. These problems are compounded by the fact that municipalities in Ugu were established for the first time in December 2000 as fully fledged municipalities (a total of six in our district). However, some of the municipalities do not have tools, systems and personnel in place to administer land administration / control.

Translating the principles reflected in the White Paper and the Land Use Management Act into a practical, working system, especially in a rapidly growing urban centre encompassing a range of former apartheid race zones, is a very challenging task. Other factors include land ownership i.e. administration of land that is under Ingonyama Trust which was not included in the initial planning procedures of the Town Planning Schemes (TPS).

The nature of land use management makes it imperative that a land use system is supported by a robust and defensible legal framework. An over-riding priority is that the decisions of the municipality to manage the processes of land use and land development cannot be open to legal challenge either by disappointed applicants or hostile objectors.

Challenges of Land Administration

Land administration is one of the key processes in managing the development of an area. The performance of this function largely lies with the local municipalities. A challenge in relation to this function is twofold:

Firstly, land administration is not applicable in Ingonyama Trust Land (rural municipalities largely include sections of Ingonyama Trust Land). This is due to the apartheid legislation and the fact that traditional planning system is used as a planning tool whereby the Amakhosi are the custodians of the land and have the power to allocate land to the people in an unplanned manner. Unfortunately, this system has been proven to be ineffective and not in line with the new development planning principles. In other words, the Land Use Management System and its resultant schemes are not being implemented due to limited institutional capacity such as lack of buy-in by the Amakhosi.

Physical planning is about ensuring that development takes place in an orderly manner and that services are coordinated so as to ensure that resources can be utilised to its maximum potential taking cognisance of the geology, EIA procedures etc. It should also be clear that there are processes and procedures that can be followed to ensure that physical development takes place without any disturbance of land ownership as well as disturbance of power and control from Amakhosi.

Secondly, municipalities are already experiencing backlogs in land administration applications. This has been more evident in the case of the coastal municipalities where they struggle to cope with the development pressures resulting from the property boom experienced in recent years. These municipalities are in an unhealthy situation of having land administration lagging behind development / investment.

Rural areas have also proven to be a challenge in managing land use. This is due to the fact that the communal approach to land use is not synchronised to the system introduced by our democratic local government system. The introduction of land use management system to cover every area should have gone hand-in-hand with a clear programme to make the

two systems talk to each other rather than simply developing LUMS and hoping to implement it immediately.

The communal land use management system amongst other things does not recognise the role of local government to approve development. This is not in line with how local government operates. A property owner /custodian in the current local government system still needs authorisation from a municipality to develop land. The problem of land use management in rural areas is therefore not appropriately addressed by the introduction of LUMS. The innovative mechanisms to make it work are urgently required.

2.9.12 Environmental Health summary of priorities

- Health education, which shall nurture proper behaviour and also provide skills to identify health risks.
- If possible, conclusion of the devolution process which may result in services being more coordinated.
- Establishment of environmental health by-laws to enable uniform application of the requirements throughout the district.
- Ensuring compliance to hygiene and health standards amongst the general community, business sector and housing projects.
- Ensure that optimum health standards for major functions including FIFA Soccer World Cup tournament(s) in 2010 are in order throughout the district.

2.9.13 Law Enforcement

All municipal Environmental Health Practitioners (EHP's) have received training and appointed as Peace Officers for effective law enforcement according to Criminal Procedures Act 51 of 1997. They are empowered with more legal powers beyond the issuing of notices which will enable them to ensure safer, healthier and more hygienic environment for the communities and consumers.

2.9.14. 2010 Preparedness

Together with the Provincial Department of Health, Environmental Health Services will ensure that the approach, progress and aftermath of 2010 Soccer World Cup see a hygienically protected and safe environment. The plan includes devising a protocol for caterers, ensuring compliance of all food and accommodation establishments, monitoring the management of solid waste including health care risk waste, ensuring sufficient sanitation facilities at designated areas and ways to prevent the spread of diseases, risks and nuisances to health. The plan has contributed to and also indicates the networking with Disaster Management Plan and other disciplines.

2.9.15 Environmental Health education

Health education programme is a very critical aspect of environmental health, which was introduced in order to be rolled out in schools and the community at large. The programme endeavours to inform and change the behaviour of individuals and communities and is therefore designed to be a long-term programme that will be rolled out on a continuous basis.

Education related to water and sanitation service delivery will be rolled out in accordance with the National Health and Hygiene Education Strategy that has been developed by the Department of Health and DWAF as a way of fulfilling the Millennium Development Goals. In preparation for the implementation of the strategy EHPs and Councillors will be trained throughout the province, and Ugu will be in receipt of the same.

An internal education strategy is being planned. This strategy will involve the education of the internal stakeholders of the Ugu District Municipality.

2.9.16 Spatial Analysis

In line with the NSDP principles, rural development should be promoted through corridor development, including prioritising the corridor areas for basic infrastructure and services. Some or other form of rural "nodification / nodal formation" (hierarchy of nodes) will have to

take place to improve rural access and development. This is challenging from a service provision and maintenance point of view, in terms of both topography and density of settlements. Through development of these nodes, and making them accessible, it will be possible to enable a decent quality of life for rural dwellers through providing high quality impact services. These nodes should provide the capital investment and suitable "business climate" for facilitating private sector investment and are identified in the district's SDF. They would provide a form of incentive for denser rural settlements in areas where service provision could be done in a sustainable manner. They would also provide sports, recreation, arts and culture facilities for youth, which would assist in transforming social conditions in the district. At the same time, existing nodes in the more urbanised area will have to be targeted for economic intensification to provide a quality of life for the growing urban areas.

The district has a sparsely distributed population which leads to inefficient utilisation of land and the costly provision of services. At the same time it should be noted that there are some densely populated 'rural' areas which are facing serious environmental health related issues. Areas for which concerns have been raised include development nodes in the hinterland e.g. Dududu, Eziqoleni and residential areas such as Boboyi, Murchison, Mandawe, Mthwalume, etc. The topography of the district is characterised by an abundance of riverine systems and gorges. On the tourism front this is a positive point as it makes it unique and attractive. But this topography remains a challenge for service provision efforts.

Eighty four percent (84%) of the 5044 km² District is classified as rural. The challenge with this split is that rural areas in the South African context have limited potential. Areas with some potential have generally been privatized. The apartheid spatial planning ensured that high potential land accommodates urban / formalised development. Previous interventions to contain people in rural areas have not been successful; however, it must be acknowledged that it will be difficult for our urban economies to cope with dramatic rural to urban migrations. Strategic growth points and nodes in rural areas must therefore be targeted, making them attractive as places to live and work. We should also in line with National Spatial Development Perspective in rural areas (as they have little to no potential) invest in people rather than physical spaces.

2.9.17 Migration

A steady influx of people from the Eastern Cape, as well as from the rural parts of the district to the coastal strip will in all likelihood further intensify the extent and concentration of poverty in the more urbanized areas. This pattern is not foreseen to radically change in the immediate future. Should the rural nodal development approach be successful, this could be curbed to a significant degree. However, it should be noted that in the past, attempts to limit urbanization through rural development failed to yield convincing results.

One could also have migration from urban to rural nodal areas should transport and service provision be of the standard that people require. There is a strong view that tourism can be expanded into the interior and that agriculture and its associated beneficiation does have vast potential. This is largely a function of the extent to which land reform can be dealt with in a speedy fashion.

Generally access to economic opportunities and basic services and infrastructure are key factors influencing people's inward and outward migration. In essence, people migrate in search of a better livelihood. While the District is experiencing some level of outward migration to more developed urban centres in the province (Durban, Richards Bay and Pietermaritzburg) and beyond the province, it also experiences inward migration as mentioned above here, mainly of the people from the Eastern Cape. The District Municipality benefits from this in terms of local expenditure.

At this point migration is not yet causing a problem in terms of access to housing and infrastructure, however, this situation may change. The migration from rural areas to urban centres (urbanization) is the more critical development challenge to manage. The estimated urbanization rate at provincial level was 47.5% in 2004 and this is expected to be 65% by 2014. These figures are expected to apply to the Ugu District as well (no estimates on a District level is available).

Urban centres are perceived to be areas providing better economic opportunities and access to services. This is, however, not the reality, as is the case in Ugu; do not always cope with this pressure. Urban economies in Ugu are struggling to grow at a pace that meaningfully

accommodates the already urbanized population and the municipalities struggle to adequately serve these areas in terms of basic services and infrastructure. The influx of the rural poor exerts even more pressure leading to despondent citizens as their expectations are not met which in turn spirals to other social ills. What complicate matters more is the lack of skills from these new urbanites which then makes them fail to access opportunities even when they arise. This pattern of urbanization serves to emphasize the argument made in the NSDP that:

- There is an urbanisation trend and by implication therefore development should be done with caution.
- The focus for economic investment should be on economic centres (which happen to be urban) so as to improve the extent they can cope with this pressure.
- In areas with limited economic potential (generally, rural areas) the District should invest in human capital to enable better chances of success once the person migrates to the urban formal economy and also to better cope, in terms of livelihoods, while in an area with limited economic potential.
- A corridor development approach should be adopted to open up rural development in a manner that appreciates dependency of communities on others and a need to ensure a strong link with urban centres.

2.9.18 Land

Changes in the structure and nature of the economy are critical but accompanying these should be the transformation on the ownership front for it to reflect the demographics of the district and the country. The pace of Land Reform Programme and in particular land claims has been disturbingly slow. An engagement with relevant key stakeholders to fast-track this issue is critical. The challenges emanating from the land reform process and lack of land owned by Ugu municipality, zoned for different economic uses, poses a serious threat to the sustainable economic growth and survival of economic sectors e.g. agriculture.

Land redistribution in the district has been relatively slow due to the high number of Restitution Claims. The joint planning and co-ordination of land reform between the

Department of Land Affairs and the Regional Land Claims Commission is crucial for land reform delivery in the district.

During the (2006/07) financial year the Department of Land Affairs (DLA) introduced a new strategic framework trying to address the slow pace of land reform. The emphasis of the strategic framework is on the 30% target of redistributing white owned agricultural land in order to create economic opportunities. Therefore the Pro-Active Land Acquisition Strategy was developed to fast track land redistribution and expected to achieve the 30% redistribution target by 2014. The following are the strategic objectives that the Department of Land Affairs has committed to-:

- Redistribute 30% of white owned agricultural land by 2014 for sustainable agricultural development;
- Provide tenure security that creates socio-economic opportunities on farms and in communal areas;
- Provide land for sustainable human settlements, industrial and economic development and
- Provision of efficient state land management that supports development.

Ugu District Municipality would have to align its objectives with these objectives so as to expedite land reform delivery within the region. The Department of Land Affairs also embarked on the compilation of Area Based Plans to fast track the pace of land delivery and to ensure that projects are implemented within this framework. Emphasis is placed on integrated planning with other sector departments. The District has commissioned the development of the Land Claims Finalization Strategy, which is aimed at fast tracking Land Restitution in the district. The strategy development is on its final stage and there has been a reasonable support of the strategy by the interest groups.

It must be noted that the District Municipality has been involved in land acquisition for economic growth. This land acquisition has been done in response to the needs by both domestic and international investors. This approach is complimentary to DLA Pro-Active Land Acquisition Strategy which is currently not implemented. There is an initiative underway to develop the Land Acquisition Strategy and the development of this strategy is

in its final stage. There has been a resolution that has been taken by the 2009 District Wide Lekgotla which advocates that local municipalities that have land parcels in their books must not dispose any land until this strategy is finalized. If the land is disposed it should be for advancing the targets of 30% land ownership by the Historically Disadvantaged Group, in particular Blacks.

The District tried to intervene by encouraging (preferably) the DLA-led Land Screening Committee, to monitor the fast tracking of this programme. Unfortunately, this committee proved ineffective and failed to yield the desired results. It is now dysfunctional as the department's approach and focus has moved to the preparation of the Area-Based Plans as a tool to fast-track all land reform related issues, including land claims.

Table 21 presents the records on the land claims process in the District provided by the provincial Land Claims Commission.

Table 21: Land Claims Records

LM Name	Nº of lodged claims	Nº of Settlement claims	Nº of Dismissed claims	Nº of Gazette claims	Nº of Consolidated claims	Nº of research claims	Nº of files at non contactable claimant
Hibiscus Coast, Umzumbe & Eziqoleni	102	05	20	22	28	01	31
uMuziwabantu & Eziqoleni	45	03	13	05	06	03	15
Vulamehlo & Umzumbe	81	01	21	18	0	15	02
Total Claims at Ugu	228	09	54	45	34	19	48

Table 22 below reflects the extent of landownership in different categories, distinguishing between state land, traditional land and private land.

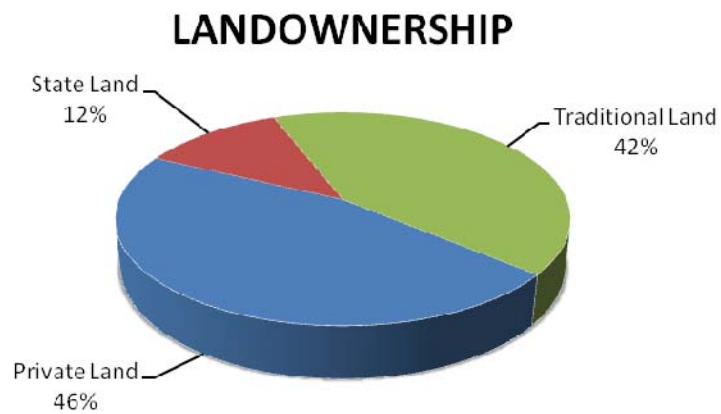
Table 22: Land ownership

Category	Size in hectares	Size in km2	%
State land	59 022.83	590	12
Traditional land	214 580.55	2146	42
Private land	230 829.68	2308	46
TOTAL	504 433 ³	5044	100

Source: Department of Land Affairs and Ugu GIS

It should be noted that in the above tables it was assumed that all the left over parcels of land not belonging to either the State or the Ingonyama Trust are privately owned.

Figure 4: Land Ownership



2.10. IDENTIFICATION OF THE KEY ISSUES

From the in-depth analysis on the currently existing levels of development, the following key issues have been identified and some are generally reflected in the comprehensive LED Strategy of the District (finalized in 2007):

- Centralised economy within urban centres (Hibiscus Coast and Umndoni)
- High rate of unemployment
- High Poverty rate
- Low income levels
- Average economic growth
- Transformation on the ownership of land
- Slow delivery on Land Reform Programme
- Land use planning : sparsely distributed population and topography resulting in costly provision of services
- Limited economic potential in rural areas/ poor investment in the area due to land under the Ingonyama Trust
- Environmental health and management related issues
- High prevalence of HIV / AIDS
- Skills shortage within the economy
- Absence of tertiary education facilities
- High number of child headed household
- High illiteracy (large percentage of children of school going age is not attending any schools)
- Water and sanitation backlog
- Decrease in manufacturing sector
- Limited and lack of access to schools and basic care centres
- Housing and electricity backlog
- Limited access to telecommunication
- Poor conditions of Roads and transport

2.11. PRIORITY ISSUES

- Water and sanitation backlog
- High prevalence of HIV / AIDS
- Average economic growth
- High rate of unemployment
- High Poverty rate
- Poor conditions of Roads and transport
- Transformation on the ownership of land
- High number of child headed household
- Limited access to telecommunication
- Absence of tertiary education facilities

VISION, MISSION, OBJECTIVES, STRATEGIES AND PROGRAMMES

This chapter entails Ugu's vision and mission statement which gives directives to what the municipality wants to achieve in terms of its medium and long term developmental goals. The vision, mission, strategic focus areas and strategic objectives truly resemble the content of the identified key and priority issues and are well placed within the context of the Strategic Local Government Priorities / National Key Performance Areas such as Institutional Transformation and Organizational Development, Good Governance and Participation, Local Economic Development, Basic Service Delivery and Infrastructure Investment, Financial Viability and Management, and Spatial Planning and Environmental Development . These are articulated and unpacked as follows:-

3.1 Vision

A non-discriminatory society of healthy and empowered people living in a safe, transformed and sustainable environment, underpinned by a thriving and growing economy in which all participate and benefit fairly and equitably.

3.2 Mission Statement

"Enhancing, our performance and work ethic to reach world-class standards, by placing emphasis on customer satisfaction and total quality management of all the resources at our disposal".

3.3 Strategic Focus Areas

Ugu developed its key focus areas based on its vision. The vision was unpacked by identifying key phrases / words which are the suggested Strategic Focus Areas. The

Strategic Focus Areas can be unpacked according to the above – mentioned Strategic Local Government Priorities. We then developed our Strategic Objectives in relation to the identified Strategic Focus Areas. The Strategic Focus Areas are as follows:

1. A non-discriminatory society
2. Healthy and empowered people
3. Safe, transformed and sustainable environment
4. Thriving and growing economy
5. Participate and benefit

3.4 Strategic Objectives, Strategies and Programmes

Strategic Focus Areas	Strategic Objectives	Strategies	Programmes
Non- Discriminatory society	To promote a culture of participatory democracy and integration	Develop clear public participation mechanism responsive to the needs of different communities	<ul style="list-style-type: none"> • Stakeholder mobilisation • Marketing and promotions • Special Mayoral Initiatives
		Facilitate meetings in LMs for the formation of structures for Arts & Culture, Sports & Recreation, Human Rights, Moral Regeneration and capacity building for ward committees in consultation with all relevant stakeholders	<ul style="list-style-type: none"> • Shared Services
		Capacitate communities to enable them to engage meaningfully with local government	<ul style="list-style-type: none"> • IDP Review • HIV/AIDS & SPECIAL PROGRAMMES
		Institutionalizing and mainstreaming Youth Development	<ul style="list-style-type: none"> • Youth Development Programmes
		Implementation of change management programmes	<ul style="list-style-type: none"> • Batho Pele
	To promote and uphold principles of good governance	Provide indigent households with basic services	<ul style="list-style-type: none"> • Indigent support programme
Safe, transformed and sustainable environment	To facilitate the creation of a safe environment for all inhabitants	To audit high risk areas as determined by the Annual Audit Plan, to facilitate the creation of plans by management to address those risks and to report to the Audit Committee.	<ul style="list-style-type: none"> • Implementation of Internal Audit Annual Plan
	To manage institutional risks	Facilitate the identification of risks by each department	<ul style="list-style-type: none"> • Risk Management
		<ul style="list-style-type: none"> • Assess and monitor disaster risks • Ensure all stakeholders 	<ul style="list-style-type: none"> • Disaster Management

		compile and implement integrated disaster risk management plans and disaster risk reduction programs	
	To facilitate the creation of a safe environment for all inhabitants	Provide safe and decent working environment for all employees	<ul style="list-style-type: none"> Occupational Health & Safety programme
	To promote and uphold principles of good governance	Draft and implement a schedule of meetings and maintain an open door principle for consultation with staff	<ul style="list-style-type: none"> Promote good Labour Relations through continuous consultation
Safe, transformed and sustainable environment	To ensure sustainable institutional capacity	Improve the skills & knowledge of employees through quality education and training	<ul style="list-style-type: none"> Skills Development / Training programmes
		Provide sustainable IT Secretariat and Auxiliary Services support	<ul style="list-style-type: none"> IT; Secretariat and Auxiliary Services
		Developing mechanisms to ensure municipal performances on regular bases monitored in line with applicable laws	<ul style="list-style-type: none"> Organizational Performance Management System
Participate and benefit fairly and equitably	To fast track the spatial, economic and social integration	Continuous planning and introduction of alignment tools and data	<ul style="list-style-type: none"> SDF & LUMF
	To ensure financial sustainability and management	Increase community participation in municipal budgeting processes	<ul style="list-style-type: none"> IDP/Budget Road shows
	To promote a culture of participatory democracy and integration	Involve communities in municipal programmes	<ul style="list-style-type: none"> IDP/Budget Road shows
	To ensure financial sustainability and management	Rotation of service providers	<ul style="list-style-type: none"> Monthly reports on rotation of service providers
	To ensure financial sustainability and management	Ensure Legal Compliance with MFMA and GRAP	<ul style="list-style-type: none"> Annual Financial Statements Fixed Assets Register
	To promote, facilitate and implement pro-poor economic development interventions	Implementation of economic development interventions	<ul style="list-style-type: none"> Cooperatives Development, emerging contractors and tourism projects
Thriving and growing economy	To uphold treasury norms and standards	Ensure Legal compliance to MFMA and GRAP	<ul style="list-style-type: none"> Performance Reporting
	To reduce dependency on grant transfers and actively seek alternative revenue	To seek alternative ways of revenue collection	<ul style="list-style-type: none"> Revenue collection
	To uphold treasury norms and standards	Implementation of LED programmes	<ul style="list-style-type: none"> Increased overall spend on SMME, youth and HDI's
		Monthly reporting to Treasury	<ul style="list-style-type: none"> Monthly and Quarterly reporting to Treasury

		Continuous Monitoring of monthly processes towards timely and accurate reporting	<ul style="list-style-type: none"> Expenditure Reports
		Maintain strict controls between HR and Salaries Sections and ensure adherence to agreed timelines	<ul style="list-style-type: none"> Salaries
		Source comprehensive insurance cover through bid system timely and or review prior to 1 st July of every year.	<ul style="list-style-type: none"> Insurance
		Establish and maintain a system regarding handling and processing of invoices by all stakeholders to mitigate unnecessary delays	<ul style="list-style-type: none"> Outstanding Debts
		Strengthen internal systems, control and processes towards accurate reporting	<ul style="list-style-type: none"> Reporting
		Consistent General Ledger reconciliation	<ul style="list-style-type: none"> Income & Expenditure Grant
	To provide sustainable water and sanitation infrastructure	Operations and maintenance of water and sanitation infrastructure	<ul style="list-style-type: none"> Water and Sanitation infrastructure
Thriving and growing economy	To promote and facilitate public infrastructure investment	Rehabilitation of public infrastructure	<ul style="list-style-type: none"> Park Rynie Industrial Park Rehabilitation
	To promote, facilitate and implement pro-poor economic development interventions	Business implementation Plan – Ugu Fresh Produce Market	<ul style="list-style-type: none"> Market maintenance and operations
	To promote and facilitate public infrastructure investment	Development of public infrastructure	<ul style="list-style-type: none"> Development of sports and recreation in the district
	To promote and facilitate public infrastructure investment	To ensure 100% expenditure of MIG allocated funding	<ul style="list-style-type: none"> MIG spending
	To provide sustainable water and sanitation infrastructure	Operations and maintenance of water and sanitation infrastructure	<ul style="list-style-type: none"> Water and Sanitation infrastructure
Healthy and empowered people	To maintain high quality of water and sanitation services	Provision of quality water and sanitation services	<ul style="list-style-type: none"> Water and sanitation services
Non-discriminatory society	To promote and uphold principles of good governance	Management/ Stakeholder Consultations	<ul style="list-style-type: none"> Employee Assistance Programmes
		Improve methods of recruitment and selection to source out scarce skills	<ul style="list-style-type: none"> Recruitment and Selection programmes
Safe, transformed and sustainable environment	To provide universal access to water and sanitation	Eradication of water and sanitation backlog	<ul style="list-style-type: none"> Water & Sanitation
	To promote a healthy and	Combating climate change	<ul style="list-style-type: none"> Implementation of

	hygienic safe environment, which supports sustainable utilization of natural resources, and creates an environmentally educated society	through green spaces	Environmental health and management services
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POLICY DIRECTIVES AND MANDATES INFORMING IMPLEMENTATION

Alignment of government policies and plans is crucial in strategic planning. Therefore the relevant binding and non-binding national and provincial policies including, programmes and strategies need to be considered in the municipal development planning process and interventions. Also included are resolutions from key stakeholders' engagements conducted in the recent past as these should be used in our implementation and proposed interventions, hence they give us the mandate and roll out the content and context for the focus on the proposed municipal development agenda (**NB: Only the key mandates relevant to the municipal context in co-operative governance will be considered and addressed**). These are as follows:-

4.1. List of Policy Directives and Mandates

- Broad-Based Black Economic Empowerment Summit.
- Reconstruction and Development Programme (RDP).
- Accelerated and Shared Growth Initiative (ASGI-SA).
- National Spatial Development Perspective (NSDP).
- Millennium Development Goals (MDG).
- Credible IDP Framework.
- Integrated Sustainable Rural Development Programme (ISRDP).
- Cabinet Lekgotla Resolutions January 2008.
- Expanded Public Works Programme (EPWP).
- HIV and AIDS Summit.
- Provincial Growth and Development Strategy (PGDS).
- Provincial Spatial Economic Development Strategy (PSEDS).
- District-Wide Governance Indaba.
- Ugu District Growth and Development Summit.

4.2. Key Mandates and Resolutions

4.2.1. Five Year Strategic Local Government Priorities/National Key Performance Areas (NKPA)

Municipal Transformation and Institutional Development

- an IDP that is the expression of state-wide planning as a whole;
- a balanced infrastructure investment and sustainable economic development programme that is part of the IDP;
- establishment and functionality of all core municipal policies and systems as required by law;
- implementation of continuous management reform and improvement
- empowering employees through focused and continuous professional/ skills development;
- development and functionality of effective accountability and performance management mechanisms for councilors and officials;
- sound labour/management and HR relationships and
- increased and appropriate utilization of technology.

Local Economic Development

- thriving and vibrant local economy and neighbourhoods;
- ongoing programme of contributing to the development of an employable, educated and skilled citizenry;
- facilitation of job creation and access to business opportunities and
- continuous and positive interactions with all key economic anchors and actors.

Basic Service Delivery and Infrastructure Investment

- a clean, safe and healthy municipality;
- universal access to quality, affordable and reliable municipal services (e.g. water, sanitation, electricity, refuse removal, transportation) and

- regular investment in infrastructure and productive equipment.

Financial Viability and Financial Management

- sound financial management systems;
- development of annual and medium term outlook on revenue and expenditure plans and targets;
- reduced dependency on grant transfers and
- timely and accurate accounting of public resources and effective anti-corruption measures.

Good Governance and Community Participation

- functional community participation mechanisms and ward committees;
- established feedback mechanisms in order to ensure responsiveness to communities;
- continuous and special attention to historically marginalised and excluded communities and
- equal, easy and convenient access for the public to the municipality and its services.

4.2.2. Millennium Development Goals (MDGs)

- Eradication of extreme poverty and hunger
- Achievement of universal primary education
- Promotion of gender equality and empowerment of women
- Improvement of maternal health
- Reduction in child mortality
- Combat HIV/AIDS, Malaria and other diseases
- Ensuring environmental sustainability
- developing a global partnership for development

4.2.3. Alignment of the State of the Nation, Province and District Address 2009 / 2010

National Priorities State of the Nation Address 2009 / 2010	Provincial Priorities State of the Province Address 2009 / 2010	Ugu District Priorities State of the District Address 2009 / 2010
<ul style="list-style-type: none"> Development of rural Areas and ensure food security. 	<ul style="list-style-type: none"> Rural development and food security. 	<ul style="list-style-type: none"> Food Security.
<ul style="list-style-type: none"> War against poverty. 	<ul style="list-style-type: none"> Fight against poverty. 	<ul style="list-style-type: none"> Fight against poverty.
<ul style="list-style-type: none"> Creation of employment opportunities. 	<ul style="list-style-type: none"> Sustainable economic development and job creation. 	<ul style="list-style-type: none"> Creation of employment opportunities.
<ul style="list-style-type: none"> Provision of services and implement infrastructure projects. 	<ul style="list-style-type: none"> Infrastructure investment. 	<ul style="list-style-type: none"> Infrastructure investment.
<ul style="list-style-type: none"> Comprehensive social security system. 	<ul style="list-style-type: none"> Access to social services for all. 	<ul style="list-style-type: none"> Access to social services.
<ul style="list-style-type: none"> Support for small and micro-enterprise. 	<ul style="list-style-type: none"> Promotion of small and micro-enterprise. 	<ul style="list-style-type: none"> Urban Renewal SMME/ contractor development programme.
<ul style="list-style-type: none"> Agricultural development. 	<ul style="list-style-type: none"> Agricultural development. 	<ul style="list-style-type: none"> Access to agricultural market and opportunities.
<ul style="list-style-type: none"> Skills Development 	<ul style="list-style-type: none"> Skills development 	<ul style="list-style-type: none"> Development of trade skills
<ul style="list-style-type: none"> Improved education system 	<ul style="list-style-type: none"> Improved education system 	<ul style="list-style-type: none"> Access to education
<ul style="list-style-type: none"> Expand social expenditure 	<ul style="list-style-type: none"> Expansion of education expenditure 	
<ul style="list-style-type: none"> Gender equality Promotion of rights of disabled and children 	<ul style="list-style-type: none"> Protection and promotion of rights of the vulnerable groups in society Heritage renewal, identity and social cohesion 	<ul style="list-style-type: none"> Protection and promotion of rights of vulnerable groups in the society
<ul style="list-style-type: none"> Provision of efficient and equitable health care 	<ul style="list-style-type: none"> Provision of efficient and equitable health care 	
<ul style="list-style-type: none"> Youth development 	<ul style="list-style-type: none"> Youth development 	
<ul style="list-style-type: none"> War against HIV and AIDS and Malaria Provision of efficient and equitable health care 	<ul style="list-style-type: none"> Provincial comprehensive response to HIV and Aids Access to social services for all 	<ul style="list-style-type: none"> Fight against HIV and AIDS
<ul style="list-style-type: none"> Measures to protect the environmental and mitigation of risk caused by climate change. 	<ul style="list-style-type: none"> Sustainable environmental development. 	<ul style="list-style-type: none"> Development of Planning Shared services.

<ul style="list-style-type: none"> • Access to basic services, water, electricity and sanitation. 	<ul style="list-style-type: none"> • Access to basic services, water, electricity and sanitation. 	<ul style="list-style-type: none"> • Access to basic services and infrastructure.
<ul style="list-style-type: none"> • Healthy democracy. 	<ul style="list-style-type: none"> • Democratic local governance. 	<ul style="list-style-type: none"> • Access to information.
<ul style="list-style-type: none"> • Housing provision. 	<ul style="list-style-type: none"> • Housing provision. 	
<ul style="list-style-type: none"> • Expedition of land reform programme. 	<ul style="list-style-type: none"> • Land restitution. 	<ul style="list-style-type: none"> • Access to land.
<ul style="list-style-type: none"> • Promotion of peace and human right. 	<ul style="list-style-type: none"> • Advancement of peace and human rights. 	
<ul style="list-style-type: none"> • Partnership with private sector. 	<ul style="list-style-type: none"> • Integrated investment in community infrastructure. 	<ul style="list-style-type: none"> • Second Economy interventions and mainstreaming.
<ul style="list-style-type: none"> • Capacity development for improved service delivery. 	<ul style="list-style-type: none"> • Strengthening governance and service delivery • Development of Human capability. 	<ul style="list-style-type: none"> • Institutional reorganization of municipal administration •
<ul style="list-style-type: none"> • Black economic empowerment 	<ul style="list-style-type: none"> • BBEE 	<ul style="list-style-type: none"> • BBEE
<ul style="list-style-type: none"> • Sector partnerships and strategies 	<ul style="list-style-type: none"> • Integrated investment in community infrastructure. 	<ul style="list-style-type: none"> • Integrated investment in community infrastructure.
<ul style="list-style-type: none"> • Local procurement, small enterprise promotion and support for co-operatives 	<ul style="list-style-type: none"> • Local Economic development. 	<ul style="list-style-type: none"> • Promotion of micro-enterprise and co-operative development
<ul style="list-style-type: none"> • Fight against crime and corruption 	<ul style="list-style-type: none"> • Fight against crime. 	<ul style="list-style-type: none"> • Fight against crime and corruption.
<ul style="list-style-type: none"> • Promotion of Sport and Recreation/ 2010 	<ul style="list-style-type: none"> • Promotion of Sport and Recreation/ 2010. 	<ul style="list-style-type: none"> • Promotion of Sport and Recreation/ 2010.

4.2.4 EXCO Lekgotla Resolutions

The consolidated Exco Lekgotla Resolutions, which form part of this Chapter as a measure that influences the implementation process of the municipality falling amongst the key policy directives and mandates, are provided herewith overleaf as an Annexure.

4.2.5. IDP Strategic Planning Meeting (Clusters)

On the 26 February 2009, Ugu District Municipality and its family of municipalities together with the sector departments held an IDP Strategic planning section in order to align programs and projects as well as develop strategies to ensure that there is alignment. The findings are as follows:

SOCIAL DEVELOPMENT CLUSTER

ISSUE	EXPECTED OUTCOME	RESPONSIBLE DEPT
Women's Day Celebration	<ul style="list-style-type: none"> Integration with other sectors. Held at rural municipality 	Sports Recreation
Training and Skilled athletes	Interaction with DOE	Sports Recreation
School Mass Participation	Consultation with DOE	Sport Recreation
Senior Citizens	Interaction with DOH, LMS and Ugu	Sport Recreation
Recre-Heb festival and training	Align with Correctional Services	Sport Recreation
Food Security	Conduct awareness workshops on food security-for educators and all relevant stakeholders	Environmental health
Water and Sanitation	Check school toilets in rural areas	<ul style="list-style-type: none"> Environmental Health DOE
Food Safety	Integration of Provincial and LMS Environmental officers to cover rural areas	Environmental sector
School competitions	Integration with DOE	Environmental sector
World Aids Day Celebration	All schools to commemorate World Aids Day	DOE
Housing Delivery	<ul style="list-style-type: none"> Baseline Number of houses to be built Estimated time of completion 	Housing
White elephants	<ul style="list-style-type: none"> Use of Community facilities Maintenance plan All projects to be transferred to LM'S Conduct situational analysis LM'S to budget for monitoring and maintenance Issue of vandalism by the community 	<ul style="list-style-type: none"> LM'S District Municipality Other sector departments

	<ul style="list-style-type: none"> Encourage enterprise utilization/outsource 	
Potholes	<ul style="list-style-type: none"> Improve quality of roads Road classification Road signage Awareness of processes 	<ul style="list-style-type: none"> Transport LM'S
Access roads to schools and clinics	<ul style="list-style-type: none"> Provision of roads Maintenance Prioritization 	<ul style="list-style-type: none"> Transport LM'S
Career Exhibition	Interaction with other sector departments	DACT
Moral Regeneration and Social Cohesion	Consultation with Correctional Services and other sector departments	DACT
Cultural Photography	Awareness	DACT
School Feeding	Sustainability Plan Consultation with Eskom/DOH/DOA Food Security and feeding scheme	Cross Cutting
Women's co op for feeding scheme	Link with LED offices in LM'S and District	DOE
Sports and Development Programmes	Consult with DSR, LM'S, Youth Offices	DOE
Mobile Library	Interact with DACT	DOE
Eco School Programme	Liase with DOE	Environmental Sector

4.2.6. Ugu LED Strategy

- An LED Strategy has been prepared for the Ugu District and extracts from the strategy are included in the IDP. The identification of investment opportunities in the IDP as well as details of past investment is also noteworthy in the IDP document;
- An LED implementation plan is provided in the IDP and attention is given to the identification of potential partnerships for economic development. It remains imperative that funding be secured to implement the LED Plan;
- From the IDP it is noted that trade and commerce has a significant impact on the district economy and that SMME development is key to the further development of this sector;
- The municipality is congratulated on its approach, as noted in the State of the District Address, with regard to LED, notably the emphasis on poverty alleviation, 2010 and flagship projects and tourism;

4.2.7. Ugu District Energy Summit

The whole of South Africa, KwaZulu-Natal and the Ugu District Municipality in particular currently faces a challenge of in-adequate energy supply. Consequently, Ugu in fulfilling its mandate as Local Government convened the Energy Summit in response to the energy crisis. Various stakeholders representing the business sector, organised labour and other civil society structures were present. Representatives from the different spheres of government also attended. The main aim of the Energy Summit was to identify approaches of addressing the current energy challenges and to explore possible energy alternatives. From the discussions the following issues were noted:

- The Energy Summit is organised as partnership initiative between government, private sector and communities to discuss issues related to energy solutions.
- The energy crisis emanates from the previous deployment of energy infrastructure based on apartheid settlement patterns and development.
- There is a need to co-ordinate the energy infrastructure deployment in the District. Alternative sources of energy are also to be investigated.
- There is a communication breakdown regarding load shedding and Eskom does not subscribe to their schedules.
- Energy saving has been implemented by different stakeholders in the district.
- The energy crisis has affected the labour market stability and business profits in the region.
- Criminals have negatively taken advantage of load shedding periods to commit crime.
- The energy crisis has a negative impact on water supply within Ugu District Municipality.
- There is a need to monitor and complement key energy saving interventions.
- There is a need to conduct public awareness campaigns. Stakeholders have indicated a willingness to support coordinated efforts to save electricity.
- The business sector already has certain good practice initiatives on energy saving promotion and techniques.
- Schools and the education sector in general have been affected by the energy crisis.

- The potential of wind resource/energy within the Ugu District and the commissioning of a feasibility study thereof were discussed.
- Eskom's current excess capacity is between 8-10% which is below the 15% international benchmark.
- Load shedding is set to continue for some time to come.
- A Recovery Plan and a National Response Plan is in place.
- Eskom will invest about R150 billion in new infrastructures and expansion.
- There is a change of policy environment regarding the use of renewable energy e.g. wind, biomass, solar etc.
- To respond to the issues raised above, some of the decisions taken were:
 - The formation of the Energy Forum.
 - The implementation of Public Awareness Campaigns and
 - The promotion of energy saving technologies.

4.2.8. MEC's Comments

Basic Service Delivery and Infrastructure Investment

- It was noted that the IDP, and this subsequent Review, contains information on the district water master plan and details in respect of the estimated cost to eradicate backlogs as well as the interim targets to eradicate the backlogs for water and sanitation. In addition, it is also noted that backlogs for electrification are provided from your Energy Master Plan as well as projects for implementation by Eskom. Also, details of FBS and your indigent register are provided.
- It is noted that a Capital and Financial Investment Plan has been prepared and attached to the IDP document.
- The municipality is congratulated on its approach, in respect of infrastructure development and service delivery, as outlined in your State of the District Address.

Financial Viability and Financial Management

- Although the municipality has prepared Capital and Financial Investment Plans, the IDP states that improvements to these plans are needed. Such improvements will be monitored in future IDP Reviews.
- It is also noted that there is a financial implementation plan in the IDP document that also gives attention to important issues such as asset management. Multi-year implementation plans are also provided for LED, services and infrastructure.

Municipal Transformation and Institutional Development

- At the outset of the report, a number of IDP challenges are listed as well as appropriate responses proposed thereto proposed. These include the establishment of a number of forums. Progress with this should be reported on in future IDPs.
- It is noted that IGR structures are in place in the municipal area and an informative SWOT analysis of these structures is provided that provides insights into priority actions needed.
- As noted in the previous assessment, the IDP is clear in highlighting issues relevant to marginalized groups, i.e. the youth, children, women and people with disabilities. Also, reference is made to your indigent policy and its application. It remains important that future IDPs and Reviews report on these issues and elicit any problems and also detail achievements.

Good Governance and Community Participation

- The district is commended for actions taken to improve good governance, notably that a community participation strategy has been developed and a District Communicators Forum is in place. Also, the role of Traditional Leaders in the area is acknowledged in the IDP.
- Although ward committees have been established throughout the district, it is understood that they are experiencing logistical problems and improvements to this situation should be detailed in future IDP Reviews.

- The municipal effort is commended with regards to assisting the vulnerable groups through, inter alia, special programmes. Again, it would be interesting to track progress in this regard.
- The IDP notes the need for partners in growth and development and to this end, the existence of the HCDA (Hibiscus Coast Development Agency), is a positive action to report on. In the IDP it is shown to be necessary to strengthen linkages with the CPFs. Again, any progress in this regard should be reported in future IDP Reviews.

Spatial Development Framework

- Ensure alignment of the SDF with national and provincial policies and principles. An SDF should also inform/indicate the roll-out of services and contain an implementation plan.
- Progress with regard to identified environmental protection actions, such as coastal management, is required in order to track in future IDPs.

Key Development Strategies

Through the NSDP process and other stakeholder engagements common ground for addressing social and economic conditions was established. The results of these processes informed the status quo analysis and the proposed interventions. Given the socio-economic status, challenges and priority issues of the district as outlined above, key focus areas were identified. According to the results of this process key focus areas are:

- Accessing funds for infrastructure development, e.g. the expansion and refurbishment of full waterborne sewerage infrastructure.
- Accessing funds to meet the 2009 water target. A financial model has been developed in this regard and backed is backed by the DBSA and a private sector financial institutions. A legal review of this is required and National Treasury has been engaged on this. Providing access to adequate and quality land, with secure tenure, in an organised and efficient manner through fast-tracking the land reform programme. To this end, post transfer support for land reform beneficiaries must be greatly improved.
- Streamlining decision-making procedures which frustrate the work of local government, e.g. unlegislated requirements by the province to 'approve' MIG

projects, decentralisation of some key functions to local government level or secondment of key members of staff from these departments, EIA processes, etc.

- Building the research capacity of the District Municipality to understand the economy. Added to this, building the capacity of the District Municipality to fulfil its required role. The process of establishing a Tourism Board and Development Agency and the institutional set-up of the municipality is very lengthy. This impact on the ability in the District to get work done. The Tourism Board has been established, but improvement is needed in terms of turnaround time and responsiveness. Recognising that the Tourism Board is a shared responsibility, powers and functions need to be clarified.

CHAPTER 5

PROGRAMS AND PROJECTS FOR SERVICE DELIVERY

This Chapter comprises the actual Implementation Plan of the municipality in which the programmes and projects for the financial year 2009 / 2010 are presented. These programmes and projects are aligned to their budget allocation, which is spread over 3-year MTEF period. There is also alignment in terms of the National KPAs between the programmes and projects of the municipality with relevant sector departments. The information that is contained in this chapter resembles the SDBIP, which is the above mentioned Implementation Plan of the municipality. In essence, this provides a linkage (alignment) between programmes and projects with the budget. To get a meaningful and clear statement regarding the content of this chapter it is of paramount importance to refer to the Appendix regarding the budgets, which are the programmes and projects with the budget as they appear in the SDBIP of the municipality.

UGU DM: OPERATING PROGRAMMS / PROJECTS FOR 2009/2010, 2010/2011 & 2011/2012

GOOD GOVERNANCE AND PARTICIPATION							
KEY FOCUS AREA	STRATEGIC OBJECTIVE	STRATEGY	PROGRAMME	BUDGET (2009/2010)	BUDGET (2010/2011)	BUDGET (2011/2012)	RESPONSIBLE PERSON
Non-Discriminatory society	To promote a culture of participatory democracy and integration	Capacitate stakeholders to enable them to engage meaningfully with local government	Radio Slots	650,000	682,500	716,625	Senior Manager: Communication
			Kwanaloga Games	1,500,000	1,575,000	1,653,750	
			Hand-over of Projects	655,441	688,213	722,624	
			Events	1,083,788	1,137,977	1,194,876	
			Photo & Library Equipment	15,750	16,538	17,364	
			Marketing & Promotion	1,027,151	1,078,509	1,132,434	
Non-Discriminatory society	To promote and uphold principles of good governance	Develop clear public participation mechanism responsive to the needs of the different communities	Monthly Ugu News and Annual Report	35,000	36,750	38,588	
			Internal Communication Strategy	150,000	157,500	165,375	
Non-Discriminatory society	To promote a culture of participatory democracy and integration	Implementation of new and existing shared services	Shared Services	20,000	21,000	22,050	Senior Manager: Corporate and Shares Services
Non-Discriminatory society	To promote a culture of participatory democracy and	Implementation of change management programmes	Batho Pele Program	100,000	105,000	110,250	

	integration						
Good Governance	Safe, transformed and sustainable environment	To facilitate the creation of a safe environment for all inhabitants	Facilitate the identification of risks by each department	10,000	10,500	11,025	Senior Manager: Communication
Non-Discriminatory society	To promote a culture of participatory democracy and integration	Capacitate communities to enable them to engage meaningfully with local government	Performance Management Systems	170,000	105,000	110,250	Senior Manager: Communication
			MSIG Grant	1,300,000	10,500	11,025	Manager: Development Planning
			IDP Support Grant (11.4)	388,000	0	0	
Non-Discriminatory society	To promote a culture of participatory democracy and integration	Capacitate stakeholders to enable them to engage meaningfully with local government	Disabled	500,000	178,500	187,425	Manager: Special programmes
			HIV/AIDS	255,000	1,365,000	1,433,250	
Non-Discriminatory society	To promote and uphold principles of good governance	Develop clear public participation mechanism responsive to the needs of the different communities	Mayoral Bursary Fund	850,000	407,400	427,770	Senior Manager: Communication
			Mayor's Fund	500,000	525,000	551,250	
			Masakhane Campaign	135,576	142,3555	149,473	
Non-discriminatory society	To promote a culture of participatory democracy and integration	Institutionalising and mainstreaming Youth Development	Youth	730000	766,500	804,825	Manager: Youth
Non-	To promote and uphold	Develop clear public	Woman	400,000	420,000	441,000	Manager: Special programmes

Discriminatory society	principles of good governance	participation mechanism responsive to the needs of the different	Disabled	255,000	267,750	281,138	
			HIV/AIDS	850,000	892,500	937,125	
Non-Discriminatory society	To promote a culture of participatory democracy and integration	Coordinate stakeholders to enable them to engage meaningfully with local government	Mayoral Bursary Fund	80,000	84,000	88,200	Senior Manager: Communication
			Mayor's Fund	2,000,000	2,100,000	2,205,000	
			Rights of the Child	150,000	157,500	165,375	Manager: Special programmes
			Elderly	700,000	735,000	771,750	
			Farm Workers	85,000	89,250	281,138	Senior Manager: Communication
			Ward Committees	50,000	52,500	937,125	
			Crime Prevention	100,000	105,000	88,200	
			Heritage	400,000	420,000	2,205,000	
			Grants-in-aid	300,000	315,000	165,375	
			Qhakaza - Keepscaap	200,000	210,000	330,750	
2010 FIFA World Cup Contingency	2,000,000	2,100,000	220,500				
PROJECTS WITHIN PROGRAMS							
Participate and benefit fairly and equitably.	To promote the culture of participation, democracy and integration	Continuous planning and introduction of alignment tools and data	<ul style="list-style-type: none"> Reviewed 2009/2010 IDP 	-----	-----	-----	Manager: Development Planning
Participate and benefit fairly and equitably.	To promote the culture of participation	Continuous planning and introduction of alignment tools and data	<ul style="list-style-type: none"> District Socio-Economic Survey 	-----	-----	-----	HM: Water Services
Participate and benefit fairly and equitably.	To promote the culture of participation	Continuous planning and introduction of alignment tools and data	<ul style="list-style-type: none"> IDP Representative Forum 	-----	-----	-----	Manager: Development Planning
Participate and benefit fairly and	To promote the culture of participation	Continuous planning and introduction of	<ul style="list-style-type: none"> District IGR Forum 	-----	-----	-----	Manager: Office of the MM

equitably.		alignment tools and data					
Participate and benefit fairly and equitably.	To promote the culture of participation	Continuous planning and introduction of alignment tools and data	<ul style="list-style-type: none"> District Planning Forum 	-----	-----	-----	Manager: Development Planning
Participate and benefit fairly and equitably.	To promote the culture of participation	Continuous planning and introduction of alignment tools and data	<ul style="list-style-type: none"> Technical Task Team 	-----	-----	-----	Manager: Development Planning
Participate and benefit fairly and equitably.	To promote the culture of participation	Continuous planning and introduction of alignment tools and data	<ul style="list-style-type: none"> Review municipality's spatial development package of plans 	-----	-----	-----	Manager: Development
Participate and benefit fairly and equitably.	To promote the culture of participation	Continuous planning and introduction of alignment tools and data	<ul style="list-style-type: none"> Area Based Plan 	-----	-----	-----	Manager: Development
Participate and benefit fairly and equitably.	To promote the culture of participation	Continuous planning and introduction of alignment tools and data	<ul style="list-style-type: none"> Institutional Plan 	-----	-----	-----	GM: Corporate Services
Participate and benefit fairly and equitably.	To promote the culture of participation	Developing mechanism to ensure municipal performance is on regular basis monitored in line with applicable laws	<ul style="list-style-type: none"> Monitoring, Reporting & Evaluation 	-----	-----	-----	Manager: Development Planning
Participate and benefit fairly and equitably.	To promote the culture of participation		<ul style="list-style-type: none"> Monitoring, Reporting & Evaluation 	-----	-----	-----	GM: Operations
Participate and benefit fairly and equitably.	To promote the culture of participation		<ul style="list-style-type: none"> Monitoring, Reporting & Evaluation 	-----	-----	-----	Manager: Development Planning
Participate and benefit fairly and equitably.	To promote the culture of participation		<ul style="list-style-type: none"> Monitoring, Reporting & Evaluation 	-----	-----	-----	GM: Operations

equitably.							
Participate and benefit fairly and equitably.	To promote the culture of participation	Peer review of municipalities within the District	<ul style="list-style-type: none"> Peer Review 	-----	-----	-----	Senior Manager: Corporate Strategy and Shared Services
Participate and benefit fairly and equitably.	To promote the culture of participation	Peer review of municipalities within the District	<ul style="list-style-type: none"> Peer Review 	-----	-----	-----	Senior Manager: Corporate Strategy and Shared Services.
Participate and benefit fairly and equitably.	To promote the culture of participation	Building capacity through shared services	<ul style="list-style-type: none"> Shared Services 	-----	-----	-----	Senior Manager: Corporate Strategy and Shared Services.
Participate and benefit fairly and equitably.	To promote the culture of participation	Maintenance of existing shared services: <ul style="list-style-type: none"> PMU Internal Audit ERP 		-----	-----	-----	Senior Manager: Corporate Strategy and Shared Services.
Participate and benefit fairly and equitably.	To promote the culture of participation	Increasing new shared services: <ul style="list-style-type: none"> Legal Services HR Training Emergency Services 		-----	-----	-----	Senior Manager: Corporate Strategy and Shared Services.
Participate and benefit fairly and equitably.	To promote the culture of participation	Raise awareness on Risk management	<ul style="list-style-type: none"> Risk Management 	-----	-----	-----	Risk Management Officer
Participate and benefit fairly and equitably.	To promote the culture of participation	Facilitate the identification of risks by each department		-----	-----	-----	Risk Management Officer
Participate and benefit fairly and equitably.	To promote the culture of participation	Integration of generic organizational risks, disaster and Occupational		-----	-----	-----	Risk Management Officer

		Health and Safety risks					
Participate and benefit fairly and equitably.	To promote the culture of participation	Assessment of action plans		-----	-----	-----	Risk Management Officer, Risk Management Officer
Participate and benefit fairly and equitably.	To promote the culture of participation	Change Management	<ul style="list-style-type: none"> Batho Pele 	-----	-----	-----	Shared Services Coordinator
Participate and benefit fairly and equitably.	To promote the culture of participation	Enhance Service Delivery	<ul style="list-style-type: none"> Batho Pele 	-----	-----	-----	Shared Services Coordinator
Participate and benefit fairly and equitably.	To promote the culture of participation	Service commitment charter	<ul style="list-style-type: none"> Batho Pele 	-----	-----	-----	Shared Services Coordinator
Participate and benefit fairly and equitably.	To promote the culture of participation	Conduct community meetings	<ul style="list-style-type: none"> Stakeholder Mobilization 	-----	-----	-----	Senior Manager: Mayoralty and Communications
Participate and benefit fairly and equitably.	To promote the culture of participation	Conduct IDP/Budget Roadshows	<ul style="list-style-type: none"> Stakeholder Mobilization 	-----	-----	-----	Senior Manager: Mayoralty and Communications
Participate and benefit fairly and equitably.	To promote the culture of participation	Strengthen Sod turnings and project handovers	<ul style="list-style-type: none"> Stakeholder Mobilization 	-----	-----	-----	Senior Manager: Mayoralty and Communications
Participate and benefit fairly and equitably.	To promote the culture of participation	Honour National Calendar Days.	<ul style="list-style-type: none"> Stakeholder Mobilization 	-----	-----	-----	Senior Manager: Mayoralty and Communications
Participate and benefit fairly and equitably.	To promote the culture of participation	Honour Special Events	<ul style="list-style-type: none"> Stakeholder Mobilization 	-----	-----	-----	Senior Manager: Mayoralty and Communications
Participate and benefit fairly and equitably.	To promote the culture of participation	Strengthen roll out of Indigent Support Campaign	<ul style="list-style-type: none"> Stakeholder Mobilization 	-----	-----	-----	Senior Manager: Mayoralty and Communications

Participate and benefit fairly and equitably.	To promote the culture of participation	Conduct Water Education Campaign	<ul style="list-style-type: none"> Stakeholder Mobilization 	-----	-----	-----	Senior Manager: Mayoralty and Communications
Participate and benefit fairly and equitably.	To promote the culture of participation	Utilize IGR in respect of DCF	<ul style="list-style-type: none"> Stakeholder Mobilization 	-----	-----	-----	Senior Manager: Mayoralty and Communications
Participate and benefit fairly and equitably.	To promote the culture of participation	Fast-track the launch of the District Communicators Forum.	<ul style="list-style-type: none"> Stakeholder Mobilization 	-----	-----	-----	Senior Manager: Mayoralty and Communications
Participate and benefit fairly and equitably.	To promote the culture of participation	Implementation of communication strategy.	<ul style="list-style-type: none"> Internal and External Communication 	-----	-----	-----	Senior Manager: Mayoralty and Communications
Participate and benefit fairly and equitably.	To promote the culture of participation	Implementation of communication strategy.	<ul style="list-style-type: none"> Internal and External Communication 	-----	-----	-----	Senior Manager: Mayoralty and Communications
Participate and benefit fairly and equitably.	To promote the culture of participation	Implementation of communication strategy.	<ul style="list-style-type: none"> Internal and External Communication 	-----	-----	-----	Senior Manager: Mayoralty and Communications
Participate and benefit fairly and equitably.	To promote the culture of participation	Implementation of communication strategy.	<ul style="list-style-type: none"> Internal and External Communication 	-----	-----	-----	Senior Manager: Mayoralty and Communications
Participate and benefit fairly and equitably.	To promote the culture of participation	Implementation of communication strategy.	<ul style="list-style-type: none"> Internal and External Communication 	-----	-----	-----	Senior Manager: Mayoralty and Communications
Participate and benefit fairly and equitably.	To promote the culture of participation	Develop a comprehensive marketing and promotional strategy	<ul style="list-style-type: none"> Marketing and Promotions 	-----	-----	-----	Senior Manager: Mayoralty and Communications
Participate and benefit fairly and equitably.	To promote the culture of participation	Develop a comprehensive marketing and promotional	<ul style="list-style-type: none"> Marketing and Promotions 	-----	-----	-----	Senior Manager: Mayoralty and Communications

		strategy					
Participate and benefit fairly and equitably.	To promote the culture of participation	Develop a comprehensive marketing and promotional strategy	<ul style="list-style-type: none"> Marketing and Promotions 	-----	-----	-----	Senior Manager: Mayoralty and Communications
Participate and benefit fairly and equitably.	To promote the culture of participation	Develop a comprehensive marketing and promotional strategy	<ul style="list-style-type: none"> Marketing and Promotions 	-----	-----	-----	Senior Manager: Mayoralty and Communications
Participate and benefit fairly and equitably.	To promote the culture of participation	Develop a comprehensive marketing and promotional strategy	<ul style="list-style-type: none"> Marketing and Promotions 	-----	-----	-----	Senior Manager: Mayoralty and Communications
Participate and benefit fairly and equitably.	To promote the culture of participation	Develop a comprehensive marketing and promotional strategy	<ul style="list-style-type: none"> Marketing and Promotions 	-----	-----	-----	Senior Manager: Mayoralty and Communications
Participate and benefit fairly and equitably.	To promote the culture of participation	Community upliftment interventions	<ul style="list-style-type: none"> Mayoral Special Programme 	-----	-----	-----	Senior Manager: Mayoralty and Communications
Participate and benefit fairly and equitably.	To promote the culture of participation	Community upliftment interventions		-----	-----	-----	Senior Manager: Mayoralty and Communications
Participate and benefit fairly and equitably.	To promote the culture of participation	Community upliftment interventions		-----	-----	-----	Senior Manager: Mayoralty and Communications
Participate and benefit fairly and equitably.	To promote the culture of participation	Community upliftment interventions		-----	-----	-----	Senior Manager: Mayoralty and Communications
Participate and benefit fairly and equitably.	To promote the culture of participation	Community upliftment interventions		-----	-----	-----	Senior Manager: Mayoralty and Communications
Participate and benefit fairly and equitably.	To promote the culture of participation	Community upliftment interventions		-----	-----	-----	Senior Manager: Mayoralty and Communications

Participate and benefit fairly and equitably.	To promote the culture of participation	Community upliftment interventions		-----	-----	-----	Senior Manager: Mayoralty and Communications
Participate and benefit fairly and equitably.	To promote the culture of participation	Capacitate communities to enable them to engage meaningfully with local government.	<ul style="list-style-type: none"> Institutional Youth Development 	-----	-----	-----	Manager: Youth Development
Participate and benefit fairly and equitably.	To promote the culture of participation	Capacitate communities to enable them to engage meaningfully with local government.	<ul style="list-style-type: none"> Institutional Youth Development 	-----	-----	-----	Manager: Youth Development
Participate and benefit fairly and equitably.	To promote the culture of participation		<ul style="list-style-type: none"> Institutional Youth Development 	-----	-----	-----	Manager: Youth Development
Participate and benefit fairly and equitably.	To promote the culture of participation		<ul style="list-style-type: none"> Institutional Youth Development 	-----	-----	-----	Manager: Youth Development
Participate and benefit fairly and equitably.	To promote the culture of participation		<ul style="list-style-type: none"> Institutional Youth Development 	-----	-----	-----	Manager: Youth Development
Participate and benefit fairly and equitably.	To promote the culture of participation		<ul style="list-style-type: none"> Institutional Youth Development 	-----	-----	-----	Manager: Youth Development
Participate and benefit fairly and equitably.	To promote the culture of participation		<ul style="list-style-type: none"> Institutional Youth Development 	-----	-----	-----	Manager: Youth Development
Participate and benefit fairly and equitably.	To promote the culture of participation		<ul style="list-style-type: none"> Institutional Youth Development 	-----	-----	-----	Manager: Youth Development
Participate and benefit fairly and equitably.	To promote the culture of participation		<ul style="list-style-type: none"> Institutional Youth Development 	-----	-----	-----	Manager: Youth Development

INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

KEY FOCUS AREA	STRATEGIC OBJECTIVE	STRATEGY	PROGRAMME	BUDGET (2009/2010)	BUDGET (2010/2011)	BUDGET (2011/2012)	RESPONSIBLE PERSON
PROJECTS WITHIN PROGRAMS							
Safe, transformed and sustainable environment	To manage institutional risk	Decrease in the disciplinary matters reported	<ul style="list-style-type: none"> Program and projects 	Nil			Acting Manager: Human Resources.
Safe, transformed and sustainable environment	To ensure sustainable institutional capacity	Improved labour relations or employee demographics that reflect the municipal demographics	<ul style="list-style-type: none"> Recruitment and Termination 	-----	-----	-----	Acting Manager: Human Resources.
Safe, transformed and sustainable environment	To ensure sustainable institutional capacity		<ul style="list-style-type: none"> Recruitment and Termination 	-----	-----	-----	Acting Manager: Human Resources.
Safe, transformed and sustainable environment	To ensure sustainable institutional capacity	Legally sound practices by the municipality	<ul style="list-style-type: none"> Employment Equity Strategy 	-----	-----	-----	Senior Manager: Corporate Strategy and Shared Services
To promote and uphold the principle of good governance	To ensure sustainable institutional capacity	Responsive and integrated service delivery	<ul style="list-style-type: none"> Employment Equity 	-----	-----	-----	Senior Manager: Corporate Strategy and Shared Services
Safe, transformed and sustainable environment	To ensure sustainable institutional capacity	Adequately capacitated and efficiently performing staff	<ul style="list-style-type: none"> Organisational Restructuring 	-----	-----	-----	Acting Manager: Human Resources.

		complement.					
Safe, transformed and sustainable environment	To ensure sustainable institutional capacity		<ul style="list-style-type: none"> Building capacity for the district's family of municipalities. 	-----	-----	-----	Acting Manager: Human Resources.
Safe, transformed and sustainable environment	To ensure sustainable institutional capacity		<ul style="list-style-type: none"> Co-operative Governance 	-----	-----	-----	Acting Manager: Human Resources.
Safe, transformed and sustainable environment	To ensure sustainable institutional capacity	Formulation of IT policies and procedures	<ul style="list-style-type: none"> Information Technology 	-----	-----	-----	Manager: Secretariat, IT, GIS and Auxiliary Resources.
Safe, transformed and sustainable environment	To ensure sustainable institutional capacity	On-going review of municipal operational systems	<ul style="list-style-type: none"> Auxiliary Services (Catering) 	-----	-----	-----	Manager: Secretariat, IT, GIS and Auxiliary Services.
LOCAL ECONOMIC DEVELOPMENT							
KEY FOCUS AREA	STRATEGIC OBJECTIVE	STRATEGY	PROGRAMME	BUDGET (2009/2010)	BUDGET (2010/2011)	BUDGET (2011/2012)	RESPONSIBLE PERSON
Thriving and growing economy	To promote and facilitate economic transformation, sustainable growth and development	Development of sustainable economic growth strategies	Tourism Marketing (Single Tourism Body) (E/S Funded)	4,500,000	4,725,000	4,961,250	Manager: LED
			Tourism Development (E/S Funded)	3,500,000	3,675,000	3,858,750	Manager: LED
			Local Economic Development	4,600,000	4,830,000	5,071,500	Manager: LED

PROJECTS WITHIN PROGRAMS							
Thriving and growing economy	To promote and facilitate economic transformation, sustainable growth and development	Development of sustainable economic growth strategies	• Cooperatives Development Programme	2,800,000			Manager: LED
			• Emerging Contractors Programme	500,000			Manager: LED
			• Vulamehlo Municipality LED Implementation Turnaround Support	200 000			Manager: LED
			• Food Security/Rural Development	250,000			Manager: LED
			• Ntelezi Msani Project	150, 000			Manager: LED
			• LED conferences/ Capacity building	100,000			Manager: LED
			• Khuphuka Business Plan Implementation	100,000			Manager: LED
			• BPO Incentive	500,000			Manager: LED

			Budget				
			Emergency Water - MIG	4,600,000	4,830,000	5,071,500	Manager: LED
Thriving and growing economy	Participate and benefit fairly and equitably	To promote and facilitate economic transformation , sustainable growth and development	• To operationalize the market				Manager: Market
			• Market Maintenance and Operations	R 350 000.00	R 360 000.00	R 370 000.00	Manager: Market
			• Mobilisation of the supply base (emerging farmers)				
			• Marketing of the Fresh Produce Market	R 1000 000.00	R 1100 000.00	R 1200 000.00	Manager: Market
			• Emerging Farmers Packhouse	R5,2 million			Manager: Market
Participate and benefit fairly and equitably	Intensive training and mentorship programme of Cooperatives	Economic transformation by bridging the gap between the first and second economy	<ul style="list-style-type: none"> • Cooperative Development Programme • <u>Project</u> • Training the Trainer Programme 	R200 000			Manager: Local Economic Development
			<ul style="list-style-type: none"> • <u>Project</u> • Intensive training and mentorship programme of Cooperatives 	R 2 million			
Thriving and Growing Economy	To promote and facilitate economic transformation ,	Promoting Sector/ Niche Markets Clustering	<ul style="list-style-type: none"> • Cooperative Development Programme • <u>Project</u> 	R100 000			Manager: Local Economic Development

	sustainable growth and development	Approach Model	<ul style="list-style-type: none"> Sector/ Niche Markets Clustering Approach Model 				
		Mainstreaming cooperatives in School Feeding Scheme	<ul style="list-style-type: none"> <u>Project</u> School Feeding Scheme 	R200 000			
Thriving and Growing Economy	To promote and facilitate economic transformation , sustainable growth and development	Capacitate different SMMEs in different sectors to become sustainable.	<ul style="list-style-type: none"> <u>Programme</u> Small Micro Medium Enterprise (SMME) Development Programme <u>Protect</u> Emerging Contractors Development Programme 	R1, 8 million			Manager: Local Economic Development
			<ul style="list-style-type: none"> Caterers Development Programme 	R100 000-00			Manager: Local Economic Development
		Implementing targeted procurement programme in certain contracts for goods and services	<ul style="list-style-type: none"> Maintenance Contract and Match Making Programme in all major contracts 	R12 million (Bids Awarded and quotation)			Manager: Local Economic Development & Manager: PMU
Thriving and Growing Economy		Development of credible Investor Incentive Scheme	<ul style="list-style-type: none"> Investment Promotion and Facilitation Programme 	R 50 000-00			Manager: Local Economic Development
Thriving and Growing Economy		Investment and Trade Mission Hosting and Attending	<ul style="list-style-type: none"> 	R 350 0000-00			Manager: Local Economic Development

Thriving and Growing Economy		Developing Marketing Material	•	R300 000-00			Manager: Local Economic Development
Thriving and Growing Economy		Securing of credible tenants and facilities operators	• UGU Fresh Produce Market	-----	-----	-----	Manager: Fresh Produce Market
Thriving and Growing Economy	To promote and facilitate economic transformation , sustainable growth and development	Business Processing Outsourcing Sector Opportunities Packaging	• New Sector Development/ Niche Market Initiatives	R 400 000	-----	-----	Manager: Local Economic Development
Thriving and Growing Economy	To promote and facilitate public infrastructure investment	Alternative Energy or Renewable Energy Industry Development Strategy and Packaging	• New Sector Development/ Niche Market Initiatives	R 1 000 000	-----	-----	Manager: Local Economic Development
		Strengthen the economic planning in the district	•	R 900 000-00	-----	-----	Manager: Local Economic Development
			• Internal Business Processes:	R 400 000-00	-----	-----	Manager : Local Economic Development
			• Learning and growth	R 300 000-00	-----	-----	Manager: Local Economic Development
		• Internal Business Processes: (outputs)	R 500 000-00	-----	-----	Manager: Local Economic Development	
Thriving and Growing Economy	To promote and facilitate economic	increase our market share by 5% and	• Tourism Marketing (Ugu	-----	-----	-----	CEO USCT

	transformation, sustainable growth and development	increase the number of tourists off-season					
Thriving and Growing Economy	To promote and facilitate economic transformation, sustainable growth and development		<ul style="list-style-type: none"> Tourism Marketing (Ugu 	-----	-----	-----	CEO USCT
Participate and benefit fairly and equitably	To promote a culture of participatory democracy and integration		<ul style="list-style-type: none"> Tourism Marketing (Ugu 	-----	-----	-----	CEO USCT
Thriving and Growing Economy			<ul style="list-style-type: none"> Tourism Marketing (Ugu 	R 650 000-00	-----	-----	CEO USCT
Participate and benefit fairly and equitably			<ul style="list-style-type: none"> Tourism Marketing (Ugu 	-----	-----	-----	CEO USCT
Thriving and Growing Economy	To promote a culture of participatory democracy and integration	To identify and support at least two new tourism products that has a huge potential to change the face of the industry. Develop new products that will contribute in the transformation of the industry	<ul style="list-style-type: none"> <u>Programme</u> Tourism Development (Ugu-South Coast Tourism Board) <u>Project</u> UGU Jazz Festival 	R 300 000-00	-----	-----	Manager: LED and CEO of USCT
Thriving and Growing	To promote and facilitate		<ul style="list-style-type: none"> Ntelezi Msani Heritage 	R 400 000-00	-----	-----	Manager: LED and CEO of USCT

Economy	economic transformation		Project				
Thriving and Growing Economy	To promote and facilitate economic transformation		<ul style="list-style-type: none"> New Products Feasibility Studies 	R1 000 000-00	-----	-----	CEO of USCT
Participate and benefit fairly and equitably	To promote a culture of participatory democracy and integration		<ul style="list-style-type: none"> District 2010 strategy 	R 200 000-00	-----	-----	CEO of USCT
Participate and benefit fairly and equitably	To promote and facilitate economic transformation, sustainable growth and development		<ul style="list-style-type: none"> Creative Industries Support 	R 400 000-00	-----	-----	Manager: LED and CEO of USCT
Thriving and Growing Economy	To promote and facilitate economic transformation, sustainable growth and development	To attract new investors in the ICT sector and improve the competitive edge of the District	<ul style="list-style-type: none"> ICT Sector Development Programme 	R 450 000-00	-----	-----	GM: IED
Thriving and Growing Economy			<ul style="list-style-type: none"> ICT Sector Development Programme 	+/- R2 million	-----	-----	GM: IED
Thriving and Growing Economy			<ul style="list-style-type: none"> ICT Sector Development Programme 	R 4 million	-----	-----	Manager: LED
Thriving and Growing Economy	To promote and facilitate economic transformation, sustainable growth and development	Successful implement at least one anchor project in the rural area and one anchor project in the urban area	<ul style="list-style-type: none"> Hibberdene Harbour Implementation 	R2,1 billion	-----	-----	Manager: Local Economic Dev and GM: IED
Thriving and Growing Economy			<ul style="list-style-type: none"> Ugu Sports and Leisure Centre 	R337 million	-----	-----	Manager: PMU and GM: IED
Thriving and Growing Economy			<ul style="list-style-type: none"> Umuziwabantu Urban Renewal Project 	R 4 million	-----	-----	Manager: PMU

Thriving and Growing Economy			<ul style="list-style-type: none"> Ezingoleni Urban Renewal Project 	R8 million	-----	-----	Manager: PMU
Thriving and Growing Economy			<ul style="list-style-type: none"> Umzinto Urban Renewal 	R 5,5 million	-----	-----	Manager: PMU and LED Manager (Umdoni)
Thriving and Growing Economy			<ul style="list-style-type: none"> Margate Airport Expansion Project 	Costing still outstanding	-----	-----	GM: IED
Participate and benefit fairly and equitably	To promote and facilitate economic transformation, sustainable growth and development	To have at least 75% of all the Forum Meetings as per the Council Meeting Roster	<ul style="list-style-type: none"> LED Forum 	R40 000-00	-----	-----	Manager: Local Economic Development
			<ul style="list-style-type: none"> Development Forum 	R20 000-00	-----	-----	Manager: LED
			<ul style="list-style-type: none"> Sub-Forums 	R 40 000-00	-----	-----	District LED Team
KPA: FINANCIAL VIABILITY							
KEY FOCUS AREA	STRATEGIC OBJECTIVE	STRATEGY	PROGRAMME	BUDGET (2009/2010)	BUDGET (2010/2011)	BUDGET (2011/2012)	RESPONSIBLE PERSON
PROJECTS WITHIN PROGRAMS							
Thriving and Growing Economy	to reduce dependency on grant transfers and actively seek alternative revenue	Explore sources of revenue and grow revenue stream	<ul style="list-style-type: none"> Revenue collection 	-----	-----	-----	CFO and GM Water Services
Thriving and Growing Economy	To uphold norms and standards	Explore sources of revenue and grow revenue stream	<ul style="list-style-type: none"> Revenue collection 	-----	-----	-----	CFO and GM Water Services
Thriving and	To ensure	Align the	<ul style="list-style-type: none"> Revenue 	-----	-----	-----	CFO and GM Water

Growing Economy	financial sustainability	current policy with new applicable regulations and other legislative requirements	collection				Services
Thriving and Growing Economy	To ensure financial sustainability	Develop, monitor and evaluate debt management strategy	• Revenue collection	-----	-----	-----	CFO and GM Water Services
Thriving and Growing Economy	To ensure financial sustainability	Develop, monitor and evaluate debt management strategy	• Revenue collection	-----	-----	-----	CFO and GM Water Services
Thriving and Growing Economy	To uphold norms and standards	Develop, monitor and evaluate debt management strategy	• Revenue collection	-----	-----	-----	CFO and GM Water Services
Thriving and Growing Economy	To uphold norms and standards	Develop, monitor and evaluate debt management strategy	• Revenue collection	-----	-----	-----	CFO and GM Water Services
Participate and benefit fairly and equitably	To uphold norms and standards	Ensure effective and efficient customer services/relations procedure	• Revenue collection	-----	-----	-----	CFO and GM Water Services
Participate and benefit fairly and equitably	To uphold norms and standards	Ensure access to free basic services	• Revenue collection	-----	-----	-----	CFO
Thriving and Growing Economy	To uphold norms and standards	Ensure access to free basic services	• Revenue collection	-----	-----	-----	CFO/ Manager Budget

Participate and benefit fairly and equitably	To uphold norms and standards	Develop sound financial management systems	<ul style="list-style-type: none"> World class financial management standards and practice 	-----	-----	-----	CFO/ Manager Budget
Thriving and Growing Economy	To ensure financial sustainability and management	Develop sound financial management systems	<ul style="list-style-type: none"> World class financial management standards and practice 	-----	-----	-----	CFO
Thriving and Growing Economy	To ensure financial sustainability and management	Develop sound financial management systems	<ul style="list-style-type: none"> World class financial management standards and practice 	-----	-----	-----	CFO
Thriving and Growing Economy	To uphold norms and standards	Develop sound financial management systems	<ul style="list-style-type: none"> World class financial management standards and practice 	-----	-----	-----	CFO
Thriving and Growing Economy	To uphold norms and standards	Strengthen MFMA implementation	<ul style="list-style-type: none"> World class financial management standards and practice 	-----	-----	-----	CFO
Thriving and Growing Economy	To uphold norms and standards	Strengthen MFMA implementation	<ul style="list-style-type: none"> World class financial management standards and practice 	-----	-----	-----	CFO
Thriving and Growing Economy	To ensure financial sustainability and management	Strengthen MFMA implementation	<ul style="list-style-type: none"> World class financial management standards and practice 	-----	-----	-----	CFO
Thriving and Growing Economy	To ensure financial sustainability and management	Strengthen MFMA implementation	<ul style="list-style-type: none"> World class financial management standards and practice 	-----	-----	-----	CFO
Thriving and Growing	To ensure financial	Improve efficiency in	<ul style="list-style-type: none"> Capital Financial 	-----	-----	-----	Manager Equity and Accounts

Economy	sustainability and management	grant transfers	management programme				
Thriving and Growing Economy	To ensure financial sustainability and management	Improve efficiency in grant transfers	<ul style="list-style-type: none"> Capital Financial management programme 	-----	-----	-----	Manager Equity and Accounts
Thriving and Growing Economy	To ensure financial sustainability and management	Ensure sound management of municipal assets for optimum benefit and protection from disasters	<ul style="list-style-type: none"> Asset Management 	-----	-----	-----	Manager Equity and Accounts
Thriving and Growing Economy	To ensure financial sustainability and management	Ensure sound management of municipal assets for optimum benefit and protection from disasters	<ul style="list-style-type: none"> Asset Management 	-----	-----	-----	
Thriving and Growing Economy	To ensure financial sustainability and management	Ensure sound management of municipal assets for optimum benefit and protection from disasters	<ul style="list-style-type: none"> Asset Management 	-----	-----	-----	
KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT							
KEY FOCUS AREA	STRATEGIC OBJECTIVE	STRATEGY	PROGRAMME	BUDGET (2009/2010)	BUDGET (2010/2011)	BUDGET (2011/2012)	RESPONSIBLE PERSON
Thriving and growing economy	To provide sustainable water and	Operations and maintenance	Emergency Water -	MR3,669,405	2,802,875	2,943,019	GM: Water Services

	sanitation infrastructure	of water and sanitation infrastructure					
Healthy and empowered people	To maintain high quality of water and sanitation services	Provision of quality water and sanitation services	Spring/Borehole Repairs	2,000,000	2,100,000	2,205,000	GM: Water Services
			Vulamehlo VIP's	5,000,000	5,250,000	5,512,500	
			Umdoni VIP's	1,500,000	1,575,000	1,653,750	
			Umzumbe VIP's	7,000,000	7,350,000	7,717,500	
			Ezinqoleni VIP's	2,000,000	2,100,000	2,205,000	
			uMuziwabantu VIP's	4,000,000	4,200,000	4,410,000	
			Hibiscus Coast VIP's	6,000,000	6,300,000	6,615,000	
Thriving and growing economy Safe, transformed and sustainable environment	To provide sustainable water and sanitation infrastructure	Operations and maintenance of water and sanitation infrastructure	Sanitation Backlog Alleviation	5,225,000	5,486,250	5,760,563	
	To promote a healthy and hygienic safe environment, which supports sustainable utilisation of natural	Environmental sustainability	Creche - Ward 2 Ezinqoleni	1,000,000	1,050,000	1,102,500	
			Health Education	61,386	64,455	67,678	

KPA:SPATIAL PLANNING AND ENVIRONMENTAL MANAGEMENT							
KEY FOCUS AREA	STRATEGIC OBJECTIVE	STRATEGY	PROGRAMME	BUDGET (2009/2010)	BUDGET (2010/2011)	BUDGET (2011/2012)	RESPONSIBLE PERSON
Thriving and growing economy	To promote and facilitate economic transformation, sustainable growth and development	Development of sustainable environment	Strategic Environmental Assessment	63,7015	668,866	702,309	Manager: Environmental Services
			Environmental Education	150,00	157,500	165,375	
			Air Quality Survey for Harding Area	100,000	105,000	110,250	
			Air Quality Monitoring Station Maintenance	120,000	126,000	132,000	
			Training EHP Air and Noise Pollution Mon.	30,000	31,000	33,075	
			Training EHP Air and Noise Pollution Mon.	50,000	52,000	55,125	
			Training EHP for CPD Points Requirements	24,496	26,771	28,109	

COMBINED SECTOR DEPARTMENTS

KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT

Strategic Objective	Achievements on 08/09	Name of Program and projects 09/10 (per local Municipality)	Planned Interventions for 09/10	Anticipated Outputs	MTEF Allocation	Governments Departments
To provide sustainable water and sanitation infrastructure.	To submitted once annual report for 08/09 is released	<p><u>Vulamehlo</u> Dududu Ward6 Isimahla Umdumezulu Vulindlela Thoyane – new application Vulamehlo ward 5 – new application Vulamehlo ward 8 – new application</p> <p><u>Umuziwabantu</u> Izibonda-KwaMachi KwaJali KwaMbotho KwaDumisa Bashaweni Mazakhele Phase 3</p> <p><u>Umzumbe</u> Umthwalume Mission Reserve Umzumbe Cluster C Umzumbe Cluster B Umzumbe Cluster A Nhangwini</p>		<ul style="list-style-type: none"> • Provision of housing units to qualifying beneficiaries • Creation of sustainable human settlements • To ensure job creation by housing programmes 	<p>R17.852.657</p> <p>R40.222.662</p> <p>R36.594.909</p>	Kzn Department of Housing

<p>To promote and facilitate public infrastructure investment.</p>		<p>Infrastructure Development</p>	<ul style="list-style-type: none"> ▪ Prioritize and monitor the building of toilets ▪ Prioritize and monitor the building of classrooms in the District ▪ Prioritize and monitor the repairs and renovation of schools in the District ▪ Prioritize and monitor the building of laboratories in the District ▪ Develop and vigorously implement a plan to eradicate infrastructure backlogs in the District ▪ Prioritize the inclusion of new school in the District ▪ Identify the need and monitor the erection of fencing ▪ To improve access roads to schools 	<ul style="list-style-type: none"> ▪ 320 seats in 16 schools ▪ 45 new classrooms ▪ 14 schools to be renovated ▪ 12 new laboratories ▪ Infrastructure Plan in place ▪ 3 new schools built ▪ 30 schools to be fenced ▪ All schools accessible 	<p>Head Office Maintenance Grant</p> <p>R93,000,000</p>	<p>Department of Education</p>
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To promote and facilitate public infrastructure investment.	Km / Structure		Road No / Name	Km / Structure	R (000)	Kzn Department Of Transport- Head Office
	4.10	ARRUP (African Renaissance Roads Upgrading Programme)	D168 (Ndwebu – St Faiths)	14.10	5,000	
	2.70	KZ213	P68/1 (Hihgflats – St Faiths)	9.30	20,000	
	6.00	RRD (Roads for Rural Development)		4.00	20,000	
	2.50	KZ216	P68/1&2 (St Faiths Assissi)	2.00	10,770	
		KZ211				
	2.00		P69 (Palm Beach – Braemar(off N2)	-	0,000	
	2.00	KZ214		3.00	35,000	
		KZ215	P728 (Mfume Mission)			
	2.00	Operation Kushunquthuli	P58 (Izingolweni – Demount)	3.00	40,000	
	6.00			15.50	50,000	
		KZ213 Pedestrian bridges	P732 (From P288 – P383, KwaXolo)			
	1		P73 (Umzumbe – Ixopo)	1	1,000	
		KZ216		-	0,000	
		KZ211	Mthwalume (Qoloqolo)	1	6,000	
		KZ21	Mphambanyoni			
			Mkhomazi River			

To promote and facilitate public infrastructure investment.		Infrastructure for Poverty Alleviation (SANRAL) Programme)		11 million		SANRAL
To promote and facilitate public infrastructure investment.	South Coast Pipeline Phase 1a (Amanzimtoti to Umkomaas and Park Rynie) Commissioned	<ul style="list-style-type: none"> Project Name: South Coast Augmentation Booster Pump Station Local Municipality: eThekweni Metropolitan Beneficiary includes Umdoni Municipality 	Tender Stage for Construction	<p>Purpose: Increase the capacity to Amanzimtoti WTP to meet the increasing demands on the South Coast Pipeline i.e. demands from Amanzimtoti to Umkomaas and Park Rynie</p> <p>Outputs: Commissioning is anticipated in December 2009</p>	R41,969,000.00 R40,469,000.00	Umngeni Water
To promote and facilitate public infrastructure investment.		<ul style="list-style-type: none"> Project Name: Quarry Reservoir Upgrade (7.5MI) Local Municipality: eThekweni Metropolitan Beneficiary includes Umdoni Municipality 	Status: Design has been completed	<p>Purpose: Increase the storage capacity to meet the increasing demands in the areas from Amanzimtoti to Umkomaas and Park Rynie</p> <p>Outputs: Commissioning is planned to occur in 2012/2013</p>	R21,500,000.00	Umngeni Water
To promote and facilitate public infrastructure investment.		<ul style="list-style-type: none"> Project Name: South Coast Phase 2a (Park Rynie to Umtwalume) Local Municipality: 	Status: Feasibility	<p>Purpose: Extend the supply area from Park Rynie to Umtwalume</p> <p>Outputs: Subject to discussion</p>	R100,000,000.00	Umngeni Water

		Umdoni Municipality		with Ugu and <u>availability of local source of sustainable water</u>		
To promote and facilitate public infrastructure investment.		<ul style="list-style-type: none"> Project Name: South Coast Phase 2b (Umtwalume to Hibberdene) <p>Local Municipality: Umdoni Municipality; Hibiscus Coast Municipality</p>	Status: Feasibility	<p>Purpose: Extend the supply area from Umtwalume to Hibberdene</p> <p>Outputs: Subject to discussion with Ugu and <u>availability of local source of sustainable water</u></p>	R65,000,000.00	Umngeni Water
To promote and facilitate public infrastructure investment.		<ul style="list-style-type: none"> Project Name: Lower Mkomazi Bulk Water Supply Scheme <p>Local Municipality: eThekweni Metropolitan; Umdoni Municipality; Hibiscus Coast Municipality</p>	Status: Feasibility	<p>Purpose: Relieve the pressure off the Lower Mgeni System (supplied from Inanda Dam via the Wiggins WTP and from Nagle Dam via the Durban Heights WTP, along the SCA Pipeline, to the Amanzimtoti WTP), by providing the Upper and Middle South Coast regions with their own regional WTP, sourced from the lower Mkomazi River, as this river is the single most reliable source of water in the area.</p> <p>Outputs: The Lower Mkomazi Bulk Water Supply Scheme needs to be</p>	R325,000,000.00	Umngeni Water

				commissioned by 2018		
To promote and facilitate public infrastructure investment.		<ul style="list-style-type: none"> Project Name: Mhlabatshane Regional Bulk Water Supply Scheme Local Municipality: Umzambe Municipality; Hibiscus Coast Municipality 	Status: Discussions between Ugu and Umgeni Water	<p>Purpose: To provide an assured supply of treated water to a number of stand-alone rural water schemes that have been, or will be, constructed within the area from Phungashe, within the Nhangwini Tribal Authority in the north, to Assisi Mission, within the Shabeni Tribal Authority, in the south.</p> <p>Outputs: Discussions between Ugu and Umgeni Water</p>		Discussions between Ugu and Umgeni Water
To promote and facilitate public infrastructure investment.		Malangeni Library LM		Library	R1 1954,500	Department Of Arts, Culture and Tourism Presentation
To promote and facilitate public infrastructure investment.		Ezinqoleni LM library		Library	R6 203 024	Department Of Arts
To promote and facilitate public infrastructure investment.		Mzumbe LM library		Library	R7 500 000	Department Of Arts

investment.						
KPA: LOCAL ECONOMIC DEVELOPMENT						
To promote and facilitate economic transformation, sustainable growth and development.	270 ha	Corridor Massification <ul style="list-style-type: none"> • Bean production • Maize production 	Partnership with LM:- <ul style="list-style-type: none"> • Umzumbe • Vulamehlo • Umzwabantu 	273 ha	R3m	Department of Agriculture
To promote and facilitate economic transformation, sustainable growth and development.	Staged 2 Sub-District Shows	Beans promotion of marketing of produce.	Local farmers to LM's :- <ul style="list-style-type: none"> • Umzumbe • Umzwabantu • Vulamehlo 	Beans production Selling of produce	R120 000	Department of Agriculture
To promote, facilitate and implement pro-poor economic development interventions	9297 Packs	Integrated Food Security <ul style="list-style-type: none"> • Production starter packs 	Partnership with District, LM and relevant stakeholders <ul style="list-style-type: none"> • Hibiscuss • Izingolweni • Umzwabantu • Umzumbe • Umdoni • Vulamehlo 	Food Secure to Local Municipality	R4m	Department of Agriculture
To promote and facilitate economic transformation, sustainable growth and development.	Business awarded to SMEEs Business awarded to co-operatives Business awarded to companies	All municipalities	Award 10% of businesses to SMMEEs	Poverty reduction		Department of Health

	owned by youth Business awarded to companies from rural areas Business awarded to companies owned by women					
	4x500 Broiler units 2x10 Sows	Land Reform <ul style="list-style-type: none"> • Cane establishment • Ratoon management • Broiler & Piggery • Banana 	Partnership with LM and relevant stake <ul style="list-style-type: none"> • Hibiscuss • Umzwabantu • Umdoni • Umzumbe • Vulamehlo 	Development of 218 ha	R3m	

To promote and facilitate economic transformation, sustainable growth and development.		Hibiscus Coast LM: Trading centres and LED Budget:	<ul style="list-style-type: none"> • Food Carts Feasibility Study • LED Strategy • Ravine Lane Mini Industrial Park feasibility study • Margate Airport Investigation 	<ul style="list-style-type: none"> • Feasibility Study • LED Strategy • Feasibility Study, Building Plans, Ownership model & Maintenance options • Geotechnical Survey; Topographic Survey; EIA & Preliminary Designs and costing 	R200 000 R700 000 R500 000 R1 500 000	

To promote and facilitate economic transformation		Umzumbe LM: LED Annual Budget	Umzumbe Business Complex feasibility study	Feasibility Study, Drawings, Business Model, Ownership & maintenance options	R550 000	Department of Economic Development – Local Economic Development

To promote and facilitate economic transformation		Ezinqoleni LM: Trading Centres	Ezinqoleni Feasibility Study	Feasibility Study, Drawings, Business Model, Ownership & maintenance options	R386 303	Department of Economic Development – Local Economic Development
To promote and facilitate economic transformation		Umdoni LM: Trading Centres	Umdoni Museum & Arts, Crafts and Tourism Centre relocation feasibility study	Feasibility Study – sustainability plan, production plan, institutional model and resource mobilization plan	R341 145	Department of Economic Development – Local Economic Development
To promote and facilitate economic transformation		Vulamehlo LM: Trading Centres	Dududu Trading Centre for informal traders	Feasibility study, Designs, Business Model, Ownership & maintenance options	R200 000	Department of Economic Development – Local Economic Development
To promote and facilitate economic transformation		Umuziwabantu LM Trading Centres	Feasibility study for 5 nodes in Umuziwabantu	Feasibility Study, Drawings, Business Model, Ownership & maintenance options	R363 300	Department of Economic Development – Local Economic Development
To promote and facilitate economic transformation		Beadwork, cane weaving and painting		Visual art and craft development project.		Department Of Arts, Culture and Tourism Presentation
To improve service delivery by strengthening the collaborative partnership		Performance poetry and script writing		Theatre development project Poetry		Department Of Arts

with other governmental departments, public entities and private organizations						
		Development of Genres e.g Gospel, maskandi, ingoma, Traditional music, dance festival eliminators mentorship		Music, Song and Dance		Department Of Arts
		Crime prevention awareness Collaborative projects with correctional Services		Moral Regeneration		Department Of Arts
Develop and transform the tourism sector and promote the province as preferred destination		Love for life and Multicultural exposure		Social Cohesion		Department Of Arts
		Cultural Photograph		Film Development		Department Of Arts
		-Provincial Tourism Policy -Tourism Mentorship		Bursaries	R 20 000	Department Of Arts
		-Skills Audit -Tour guide training		Learnership	R 45 455	Department Of Arts

		Tourism support programme				Department Of Arts
		Tourism carrier support e.g. bursaries, learnerships and carrier exhibition		Career exhibition	R 6000 000	Department Of Arts
				4BSC TOUR Guides GSP BEE	R400 000 R 98 000 R 15 000 R280 000 R 60 000	Department Of Arts
KPA: GOOD GOVERNANCE AND PARTICIPATION						
To promote a culture of participatory democracy and integration.	1 Spar Ladies Race 2 Women's day celebration	1 All six LMS 2 Hibicus	<ul style="list-style-type: none"> local selections involving all wards, with Municipality and Sport Structures full support More activities and prominence of 	<ul style="list-style-type: none"> 1 more identify ladies from LMS <ul style="list-style-type: none"> meaning full impact change of mind set/attitude 2 women will be 	R20 000 R35 000	

			<p>guest speakers and addressing women issues and full involvement of Municipalities and awareness of women celebration.</p>	<p>accetive and be in control on their issues</p> <ul style="list-style-type: none"> -learn to prioritize challenges facing youth 		
<p>To promote a culture of participatory democracy and integration.</p>	<p>Special Programmes School Sport Mass Participation.</p>	<ul style="list-style-type: none"> Mzumbe 18 schools Muziwabantu Harding 18 schools 19 sport assistant 	<ul style="list-style-type: none"> Vulamehlo new cluster identified with the assistance of DOE officials in the District. 19 sport assistance will be employed and schools will receive 	<ul style="list-style-type: none"> Better life for unemployed community and talent identification within the schools . Educators receiving 	<p>About 100 000 for equipment and festivals.</p>	

		<p>employed per cluster</p> <ul style="list-style-type: none"> Total 38. 	<p>equipment.</p>	<p>accredited training in different codes of sports.</p>		
<p>To promote a culture of participatory democracy and integration.</p>	<ul style="list-style-type: none"> Club Development RECREATION Work and play Beach games Active Seniors- Forums in all LMS and 	<p>Muziwabantu at Lanqenqa</p> <p>District level – most department participated</p>	<p>Training of area coordinator and also coaches and managers of different sport codes.</p> <p>To have all department participating and to have more leagues within department</p> <p>Introducing of water skill</p>	<p>Same as above.</p> <p>To have happy and healthy works. Cultural diversity tolerance</p> <p>Water safety</p>	<p>About R40 000</p> <p>Allocated for Equipment, Festivals and Playing Kits.</p> <p>R30 000</p>	

	<ul style="list-style-type: none"> ▪ also Districts festival held. ▪ Indigenous Games ▪ Rural Horse ▪ Recre-heb ▪ Recre-heb festival and training of inmates in different codes ▪ Facilities to be confirmed. 	<p>Mzumbe and Vulamehlo</p> <p>All six local Municipalities and District</p> <p>All six LMS and District</p> <p>Ezinqoleni</p> <p>Mzinto</p>	<p>and water safety</p> <p>Training officials and administrators. Providing equipment.</p> <p>Training officials and administrators.</p> <p>Training in local people in administration and horse care.</p> <p>People from the community interphasing with in mats.</p>	<p>awareness</p> <p>Healthy life style for seniors.</p> <p>More value for indigenous Games</p> <p>Local people to administer their affairs</p> <p>To bring hope and rehabilitate the inmates.</p>	<p>R60 000</p> <p>R60 000</p> <p>R100 000</p> <p>R70 000</p> <p>R20 000</p>	
To promote a culture of participatory democracy and integration.	Community mass participation - Hubs	In all six local municipalities Muziwabantu 1Hub Ezinqoleni 1 Hub Hibiscus 1 Hub Mzumbe 2Hubs Mdoni 1 Hub Vulamehlo 2 Hubs	Training activity coordinators (120) from all the HUBS. IDENTIFICATION OF NEW Hubs which is Vulamehlo and Hibiscus.	Better life for un employed communities and talent identification.	About R80 000 allocated per hub for equipment, launches and festivals.	

To promote a culture of participatory democracy and integration.	hospitals with functional hospital boards Clinics with functional clinic committees	All municipalities	100% of functional hospital boards and clinic committees	Community participation		

To facilitate the creation of a safe environment for all inhabitants.		National School Nutrition Programme (NSNP)	<ul style="list-style-type: none"> ▪ All Quintile 1, 2 and 3 primary schools, quintile 1 secondary schools, targeted specials schools and ECD sites provided with meals ▪ Number of learner days covered by the nutrition programme ▪ Training of Quintile 1 secondary school principals and SGB chairpersons ▪ Monitor and support all primary and secondary schools through onsite visits to ensure compliance with menu guidelines, feeding times, food safety and hygiene, record keeping and food production ▪ To provide training for 60 NSNP educators on sustainable food production ▪ To provide training 	<ul style="list-style-type: none"> ▪ Learners fed in 311 primary schools and 63 high schools ▪ Principal and SGB chairperson trained on the nutrition programme ▪ Feeding scheme implemented and controlled properly at schools ▪ All schools visited each quarter ▪ 1 training workshops held ▪ Handling of food at the schools in done safely and hygienically ▪ 3 training Workshops held and school food handlers attended ▪ Sustainable and functional local Women Co-operative projects 	Head Office R43,500,000	

			<p>for principals, educator in charge of NSNP, food handlers:</p> <ul style="list-style-type: none"> ▪ 408 primary schools ▪ 80 secondary schools ▪ Monitor and support Women co-operatives for the feeding scheme 			
To promote a culture of participatory democracy and integration.		Sports, Arts and Culture and Youth development projects	<p>Organise and implement co-curricular developmental programmes: School enrichment programme:</p> <ul style="list-style-type: none"> ▪ Choral music ▪ Scouts development rally ▪ Girl guides rally ▪ Performing Arts and Culture activities ▪ Quiz competition ▪ Mini Olympics games ▪ Sponsored football competitions ▪ Athletics ▪ Youth Parliament ▪ Aquatics <p>Promote National identity and Social Cohesion.</p> <ul style="list-style-type: none"> ▪ Quiz and Drama ▪ Youth Parliament ▪ Language Festival ▪ Essay writing ▪ debate ▪ Schools participate in : 	<p>Learners actively involved in co-curricular activities All schools have material for National symbols.</p> <ul style="list-style-type: none"> ▪ All schools sing National Anthem. ▪ All schools fly the National Flag. <p>Ugu learners participating in Youth parliament, Language festival, essay writing and debate All schools (especially farm, rural and special schools) participating in co-curricular activities and competitions Participation of ELSEN schools in co-curricular events.</p>	R1,200,000	

			<ul style="list-style-type: none"> - Athletics - ball sports - cross country - in-door sports. <p>Organise cultural and sports games for ELSEN schools</p>			
To promote and facilitate public infrastructure investment.		To provide school libraries with resources.	<ul style="list-style-type: none"> • Identify 43 schools to receive SLDP books • Provide resources to those schools in the form of Launch and hand-over. • Monitor those schools that received the SLDP books in the previous year 	Well resourced libraries	R103,000	
To promote a culture of participatory democracy and integration.		To promote reading in schools	<ul style="list-style-type: none"> • Arrange workshops based on the Reading Promotion Handbook. • Reading committees for both circuits in place • Establish circuits reading 	Better utilization of libraries		

			committees/forums <ul style="list-style-type: none"> • School visits to monitor reading programmes in schools. • Organise a Reading Festival involving 10 schools • Book clubs • Create a book campaign • Monitor the Reading Activities • Promote DEAR (Drop Everything and Read) • Create Awareness of Special Celebrating Day e. g Literacy week, Readathon Week, Arbour Week. • Research projects that encourage library utilization 			
To ensure sustainable institutional capacity.		Mobile Libraries	Provide mobile libraries To monitor schools that have entered SLEA	Mobile Library service operating effectively in the District All schools on the SLEA programme visited	Head Office	

To promote a culture of participatory democracy and integration.		HIV/AIDS	<ul style="list-style-type: none"> • To develop programs to encounter the negative effects of HIV/AIDS in schools. • Monitor schools that received OVC grants in 2008/ 2009 • Establish a fully functional soul buddy system in 50 primary schools and to monitor and support club facilitators. • Monitor and support 70 previously trained educators on lay counselling skills • Train 50 principals on lay counselling skills. • Train new educators on lay counselling skills. 	<ul style="list-style-type: none"> • Monitoring tool developed • 200 Schools that Receive OVC grants in 2008/2009 monitored • Soul Buddyz workshops HELD Fully functional soul Buddyz clubs in 50 primary schools. • 70 schools monitored • 50 trained principals on lay counselling skills. • 50 trained educators on lay counselling skills. • Active participation on HIV/AIDS rallies and awareness 	R85,0000	

			<ul style="list-style-type: none"> Organise events where a large number of people can get together and share information of HIV/AIDS Distribution of handouts/pamphlets 	days		
To promote a culture of participatory democracy and integration.		Special Needs Education	<ul style="list-style-type: none"> To strengthen 3 special schools to become resource centres To train, support and monitor 3 Full Service Schools Co-ordinate the schools as inclusive centres of learning care and support strategy on IE implementation 	<ul style="list-style-type: none"> One special school supported as a resource centre Support other two Special Schools. 3 full service schools supported IE strategy implemented 	R100,000	
To promote a culture of participatory democracy and integration.		Career Counselling	<ul style="list-style-type: none"> Host the District Grade 12 Career Exhibitions at 3 Venues and make available 	<ul style="list-style-type: none"> Career Exhibitions successfully hosted and relevant document available and distributed to 	R50,000	

			for learners CAO application forms, Bursary application forms, SANDF application forms and FET college application forms	learners		
KPA: INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT						
To ensure sustainable institutional capacity.	Capacity Building Training of Sport Structure	District Level- 120 (participants from all LMS)	Carefull selection of candidates based on their involvement and interest , there must be no duplication of bringing one and the same people <ul style="list-style-type: none"> transformation must be implemented by LMS in all structures (women DISSA, other racial groups) 	<ul style="list-style-type: none"> new motivated Sport Administrators Good Governance Co-operation by all Federations and LMS. 	R75 000	

To ensure sustainable institutional capacity.	Sport Indaba	District (people from all LMS -80	Relevant delegation from LMS and Federations <ul style="list-style-type: none"> to have a high profile Sport personality to be involved. 	Authentic District Structures	R40 000	

To ensure sustainable institutional capacity.		<p>Capacity Building Programmes</p> <p>*Training Programmes on housing</p> <p>*Consumer Education awareness programmes</p> <p>*Housing Demand Database</p> <p>Policy Information sessions & workshops</p> <p>All municipalities to respond as per invites-ongoing</p>	<p>Training programmes</p> <p>Awareness campaigns</p> <p>Roadshows</p> <p>Workshops</p>	<ul style="list-style-type: none"> • To strengthen governance & service delivery • Develop human capacity 		

To ensure sustainable institutional capacity.	Federations Boxing	District-equipment -formation of structure. LSM-Tournaments.	Training of judges ,coaches ,and Referees	More qualified local boxing administrators Skilled boxers at all levels.	R130 000	
	Basketball	Same as above	Same as above	More qualified local administrators Skilled athletes at all levels.	R40 000	
	Swimming	Same as above	" "		R40 000	
	Cricket	Same as above	" "	" "	R38 000	
	Rugby	Same as above	" "	" "	R40 000	
	Hockey	Same as above	" "	" "	R60 000	
	Netball	Same as above	" "	" "	R30 000	
	Volleyball	Same as above	" "	" "	R40 000	
	Athletics	Same as above	" "	" "	R70 000	
	Table Tennis	Same as above	" "	" "	R55 000	
	Football is addressed by 2010 office.					

To facilitate the creation of a safe environment for all inhabitants.		Environmental Education and Awareness	<ul style="list-style-type: none"> • 2 Educators workshops; • 3 Youth Workshops (Ezinqoleni; Umzumbe and Vulamehlo) • 1 traditional Authorities Workshop • 2 information sessions – Umzumbe and HCM • Celebration of environmental calendar days • 2 school competitions and excursions 			
To facilitate the creation of a safe environment for all		Eco-school Programme	20 schools to be registered and assisted in the programme			

inhabitants.						
To promote a culture of participatory democracy and integration.		Inter Government Relations	To develop inter-sectoral collaboration with other government departments	Synergy between government departments	-----	

To ensure sustainable institutional capacity.		Early Childhood Development (ECD)	Establish and adopt new Grade R classes in line with White Paper 5	Primary schools have Grade R classes	R500,000	Department of Education
To ensure sustainable institutional capacity.			Monitor and support school-based and free standing ECD sites	All schools visited and given support		Department of Education
To ensure sustainable institutional capacity.		Adult Basic Education and Training (ABET)	<ul style="list-style-type: none"> • Monitor and support ABET Centres • Each centre to be monitored at least once a month • Monitor and support ABET Centres of sector departments • Each centre to be monitored at least once a month • To advocate ABET Programmes to the Committees and recruit illiterate people for ABET Programmes 	<ul style="list-style-type: none"> • To have 94 functional centres • All ABET centres visited • 4 Advocacy programmes held • 100 ABET educators capacitated 	R150,000	Department of Education

			<ul style="list-style-type: none"> • Hold ABET Advocacy Programmes • Programmes: ABET Awards and Literacy celebration • Curricula workshops for ABET Educators in specific Learning Area • Monitor training by Examinations of Centre managers on examination rules and regulations 			
To ensure sustainable institutional capacity.		<p>Capacity Building Programmes</p> <p>Policy Information sessions & workshops</p>	<p>*Training Programmes on housing</p> <p>*Consumer Education awareness programmes</p> <p>*Housing Demand Database</p> <p>All municipalities to respond as per invites-ongoing</p>	<p>Training programmes</p> <p>Awareness campaigns</p> <p>Roadshows</p> <p>Workshops</p>		Department of Housing
To ensure sustainable institutional capacity.		Implementation and Review of Housing Sector Plans		Workshops		Department of Housing

KPA: SPATIAL PLANNING AND ENVIRONMENTAL MANAGEMENT						
To promote a healthy and hygienic safe environment	Implementation Phase	Coastal Management	<ul style="list-style-type: none"> Working for the Coast (year2) 3 workshops on Integrated Coastal Management Act Integrated Coastal Management Plan 		R3,3m per annum	Department Of Environment Affairs
To promote a healthy and hygienic safe environment		Greening	<ul style="list-style-type: none"> Muziwabantu – KwaMazakhele One (1) 2010 greening project (to be identified) To be identified 		R160, 000	Department Of Environment Affairs
To promote a healthy and hygienic safe environment		Rehabilitation of natural resources and clean-ups	<ul style="list-style-type: none"> 3 clean-up campaigns – Umzumbe, HCM taxi ranks and Harding; Establishment of 			Department Of Environment Affairs

			HCM buy-back centre			
To promote a healthy and hygienic safe environment		Environmental planning tools	<ul style="list-style-type: none"> District IWMP Finalise Umdoni and Muziwabantu SEAs 			Department Of Environment Affairs
To promote a healthy and hygienic safe environment		Environmental Law Enforcement	Demand-driven initiatives and/or responses			Department Of Environment Affairs
To promote a healthy and hygienic safe environment	<p>Health Education</p> <ul style="list-style-type: none"> Health promotion in community, schools, clinics and business sectors Supported water and sanitation projects using PHAST methodology principles Displaying exhibitions at Imbizo's and charity fairs 	Health promotion program	<ul style="list-style-type: none"> Support health and hygiene education in all identified projects, using PHAST methodology principles The distribution of health education materials and household bleach to high risk 			Environmental Health
To manage						

<p>institutional risks.</p> <p>To promote a healthy and hygienic safe environment</p> <p>To promote a healthy and hygienic safe environment</p>	<ul style="list-style-type: none"> Use of media services to disseminate information, e.g. Sunny South Hosting workshops, campaigns and talks <p><u>Health Care Risk Waste Management</u></p> <ul style="list-style-type: none"> KZN Health Care Risk Waste Policy, is now applicable and implemented Regular inspections of all HCRW generators, to ensure compliance Training of EHP's with regard to HCRW management 	<p>Health care risk waste management program</p> <p>Food Safety</p> <p>Communicable disease control</p>	<p>areas</p> <ul style="list-style-type: none"> Encourage sustainable living e.g. vegetable gardens Ensure training of all staff engaged in the handling of HCRW Ensure that all HCRW generators fully comply with the policy 			
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	<p><u>Food Safety</u> program</p> <p>-Inspection of all food establishments (formal/informal/caterers) -Taking of food samples in terms of the provincial food run</p> <p><u>Communicable Diseases</u></p> <p>-Timeous investigation of all notifiable diseases -awareness intensified amongst communities, about communicable diseases</p>		<ul style="list-style-type: none"> ▪ Training of food handlers including caterers, with regards to proper food handling techniques ▪ To ensure that food handling establishments comply with the regulation and are issued with COA's ▪ Establishment of a communicable disease control 			
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			<ul style="list-style-type: none"> ▪ committee Support and embark on National and Provincial awareness and immunization campaigns ▪ Sensitize the community about the available services and treatment options 			
To maintain high quality of water and sanitation services.	<p><u>Water and Sanitation</u></p> <p>Taking of water samples and retrieving moore pads in accordance with the water monitoring program</p> <ul style="list-style-type: none"> ▪ -Educate the community 	Water quality and sanitation	<ul style="list-style-type: none"> ▪ Support pre-during and post health and hygiene education using PHAST methodology principles in all identified projects ▪ Increase in 			Environmental Health

	<p>on small scale water purification methods and the associated water borne diseases</p> <ul style="list-style-type: none"> ▪ -Conduct pre-during and post health and hygiene education on sanitation using PHAST methodology principles ▪ -Taking remedial action to rectify non-compliance 		<p>the frequency of water samples in high risk areas</p> <ul style="list-style-type: none"> ▪ Capacitate all staff on PHAST methodology principles 			
		<p>Coastal clean-up Scottburgh to Port Edward</p> <ul style="list-style-type: none"> ▪ Umdoni ▪ Umzumbe ▪ Hibiscus Coast ▪ Ugu 	<p>Project period: 2008-2011</p>	Clean Coastal	- R 10 million (committed funding)	DEAT
		<p>Greening of public areas within Ugu District</p> <ul style="list-style-type: none"> ▪ Vulamehlo ▪ Umdoni ▪ Umzumbe ▪ Hibiscus Coast ▪ Ezingoleni 	<p>Project period: 2009-2012</p>	Greening public areas	R 7.5 million (proposed budget)	DEAT Dept. of Agriculture Private Funders

		<ul style="list-style-type: none"> ▪ Umuziwabantu 				
		Establishment and beautifying of Public Areas in each Ugu Municipality <ul style="list-style-type: none"> ▪ Vulamehlo ▪ Umdoni ▪ Umzumbe ▪ Hibiscus Coast ▪ Eziqoleni ▪ Umuziwabantu 	Project period: 2009-2012	Beautifying Public Areas	R 5 million (proposed budget)	DEAT Dept. of Agriculture Private Funders
		Alien plant removal-working for water project <ul style="list-style-type: none"> ▪ Vulamehlo ▪ Umdoni ▪ Umzumbe ▪ Hibiscus Coast ▪ Eziqoleni ▪ Umuziwabantu 	Project period: 2009-2012	Alien plant removal	R 10 million (proposed budget)	Private Funders DWAf
		Planting of indigenous and medicinal plants <ul style="list-style-type: none"> ▪ Vulamehlo ▪ Umdoni ▪ Umzumbe ▪ Hibiscus Coast ▪ Eziqoleni ▪ Umuziwabantu 	Project period: 2009-2012	indigenous and medicinal plants	R 3 million (proposed budget)	DEAT Dept. of Agriculture Private Funders
		Aggressive Ugu Towns clean-ups & Community Awareness <ul style="list-style-type: none"> ▪ Vulamehlo ▪ Umdoni 	Project period: 2009-2012	Clean towns	R 6 million (proposed budget)	DEAT Private Funders

		<ul style="list-style-type: none">▪ Umzumbe▪ Hibiscus Coast▪ Eziqoleni▪ Umuziwabantu				
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CHAPTER 6

SECTOR PLANS AND SECTOR COORDINATION

6.1. List of Sector Plans and Update

	UGU- YES	UGU- NO	PROGRESS / COMMENTS
ANNEXURES			
Spatial Development Framework (SDF)	X		The existent one is outdated. It was last reviewed in the 2005 / 2006 financial year. The review of the SDF will be done in the financial year 2009 / 10 in conjunction with the review of the IDP 2010 / 11.
Disaster Management Plan (DMP)	X		It is currently under review and that amendments were suggested due to the 2008 flooding disaster that affected the district. New chapters are being incorporated into the existing plan.
Risk Management Plan (RMP)	X		The plan is in place and is currently under review. It is divided into three phases and the district is busy with the second phase, preparing for the final phase. The DM has appointed a service provider to undertake phase three, which incorporates all the six (6) LMs including the DM. This plan will identify a minimum of ten (10) risks per municipality and prepare risk reduction plans for the identified risks.
Local Economic Development (LED) Strategy	X		The plan was adopted in June 2007 and is currently

			<p>under review with specific emphasis on the Spatial Economic Development Framework. The LED Implementation Plan and planned projects are informed by this strategy. The uniqueness of the strategy is that it contains its own sub-sector plans e.g.</p> <ol style="list-style-type: none"> 1) Agricultural Sector Plan 2) Tourism Sector Plan 3) Manufacturing Sector Plan 4) Information Communication Technology (ICT) Sector Plan 5) Poverty Alleviation Sector Plan 6) Trade and Commerce Sector Plan
Land Use Management Framework (LUMF)	X		The existent one is outdated. It will be reviewed in conjunction with the SDF, as stated above here.
Land Use Management System (LUMS)		X	It is the role and responsibility of the Local Municipalities to develop LUMS that are aligned to the LUMF of the District Municipality.
Coastal Zone Management Plan (CZMP)	X		The existent one is outdated. There is one that will be developed in the financial year 2009 / 10 to review the old one and also incorporate the provisions of the new legislation. The Draft ToR in circulation.
Environmental Management Plan (EMP)	X		Outdated Strategic Environmental Assessment (SEA) which will be out-phased by Environmental

			Management Framework and SEAs for selected LMs at selected spots which are already planned for development. At least 3 LMs will have completed their SEAs by end of 2009/10 financial year.
Air Quality Management Plan (AQMP)	X		District is yet to solicit funds for this plan. Emissions inventory is underway. Licensing process and Roadshows to be undertaken once DEAT has released the calculator. Air monitoring through Ambient Air Pollution stations in progress.
Integrated Waste Management Plan (IWMP)	X		IWMP is at the evaluation stage after tender closure. Delays were experienced with the slow transfer of additional funds from the DAEA. Will fastrack its development and have the first draft by end of financial year 2009/10
C-Plan	X		For the South Coast Protected Areas
Waste Service Development Plan (WSDP)	X		This plan incorporates two entities, which are the Water Services and Sanitation Master Plans. The detailed list of programmes / projects with the budget are available as part of the plans.
Public Transport Plan (PTP) / Integrated Transport Plan (ITP)	X		The plan was successfully completed in the 2006 / 07 financial year incorporating the Rationalization Plan and Operating License Strategy (OLS). However, gaps were identified in its implementation such that it will be reviewed / amended in the financial year 2009 / 10. Pending is the issue of more funding, as the R200

			000 Grant Funding that the municipality received from the DoT is estimated to be too little.
Housing Sector Plan (HSP)		X	This plan is a role and responsibility of the LMs. The LMs are required to develop their own housing plans with the assistance from DoH, who is the source of funding for the activity. In essence, the DM has a desire to craft a district-wide Housing Master Plan; however the current challenge is the issue of funding.
Institutional Plan (IP)	X		The plan was adopted with the 5-year IDP (2007 / 2008 - 2011 / 12). The organogram was reviewed and approved in the 2008 / 09 financial and is currently being implemented on continuous basis (See attached annexure)
Financial and Capital Investment Plan (FCIP)	X		The plan was also adopted with the 5-year IDP in 2007. However, it needed to be updated and reviewed in the financial year 2008 / 09 as per the IDP guidelines issued by the DLGTA during the course of the financial year. It was adopted in June 2009.
Occupational Health and Safety Plan (OHSP)	X		This plan is in place and is currently implemented in the district. The Risk Management Plan is a component part of this plan. The narrative around the OHSP is provided in detail in Chapter 2 of this document.
Organizational Performance Management Plan (OPMS) and Service Delivery and Budget Implementation Plan (SDBIP)	X		The combined plan was adopted by council in June 2009. This will assist in the implementation of the IDP 2009 / 10.

Energy / Electricity Master Plan (EMP)	X		The plan was adopted by council in 2007 and is currently under review.
Infrastructure Investment Plan (IIP)	X		An Integrated Infrastructure Investment Plan is currently in place and under review. This is a 25-year investment plan, which covers regional infrastructure projects. It has been detailed in chapter 2 of this document 2.5.2.4.
Area Based Plans (ABP)		X	These types of plans are developed by the LMs with reference to different localities and specific contexts.
Anti Corruption Strategy (ACS)			

6.2. Municipal Sector Policies

Apart from legislative requirements, the following are policies and procedures developed to guide all activities and procedures of the municipality. These policies are developed to ensure effective and efficient service delivery and use of municipal assets. They are:-

Table 23: Administrative Policies that exist in the Ugu District Municipality

Human Resources	Financial Management
13th cheque policy	Accounting policies
Acting allowance policies and procedures manual	Capital replacement reserve policy
Code of conduct policy	Fleet management policy
Compensation for occupational diseases and injuries policies and procedures manual	Fixed asset management policy
occupational health and safety policy	Investment and cash management policy
Consuming of alcohol or any abusive drugs-substance policy	
Death of staff member policy	Auxiliary and Information Technology

Draft- promotion policy	Email and Internet User Policy
Sexual harassment policy	Telephone and cell phone policy
Smoking policy	
Unauthorised absence policy	Other
Retention policy	Delegation of powers policy
Employee assistance programme policy	Draft - fraud prevention strategy
Gift, favours or reward policy	Fraud response plan
Hours of work policy	Indigent support policy
Housing rental policy	Standing rules for municipal council
Implementation of new policies & procedures	Supply chain management policy
Internship training policy	
Leave regulations policy	
Long service allowance policy	
Management of subsistence abuse procedures	
Personal protective equipment policy	
Private work for remuneration policy	
Public holiday policy	
Recording of attendance policy	
Recruitment procedure manual	
Recruitment selection policy	
Removal expenses policy	
Salary advance policy	
Salary deduction policy	
Training and development policy	
Upwards mobility of staff	

APPENDIX A

LOCALITY MAP

APPENDIX B

**AGRICULTURAL POTENTIAL AND LAND
OWNERSHIP**

SPATIAL DEVELOPMENT FRAMEWORK (MAPPING)

APPENDIX D

COUNCIL RESOLUTION

APPENDIX E

MTN NETWORK COVERAGE

APPENDIX F

ECONOMIC ANALYSIS MAPS (NSDP)

APPENDIX G

UGU BUDGET (ABSTRACT)

APPENDIX H

AUDITOR-GENERAL'S CORRECTIVE ACTION

ANNEXURE 1

INSTITUTIONAL PLAN / ORGANOGRAM

ANNEXURE 2

IDP FRAMEWORK / PROCESS PLAN

ANNEXURE 3

IDP ROADSHOWS (PUBLIC COMMENTS)

ANNEXURE 4

EXCO LEKGOTLA RESOLUTIONS

SPATIAL DEVELOPMENT FRAMEWORK

ANNEXURE 6

LOCAL ECONOMIC DEVELOPMENT STRATEGY

ANNEXURE 7

WATER SERVICES DEVELOPMENT PLAN

DISASTER MANAGEMENT PLAN

ANNEXURE 9

FINANCIAL AND CAPITAL INVESTMENT PLAN