



**UGU DISTRICT MUNICIPALITY  
INTEGRATED DEVELOPMENT PLAN  
2007/08 TO 2011/12**

**AS REVISED IN THE 2011 / 12 IDP REVIEW**



UGU DISTRICT MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

2011/2012

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## GLOSSARY

<b>AG</b>	Auditor General
<b>AIDS</b>	Acquired Immune Deficiency Syndrome
<b>ART</b>	Antiretroviral therapy
<b>ARV</b>	Antiretroviral
<b>ASGISA</b>	Accelerated Shared Growth Initiative of South Africa
<b>BBBEE</b>	Broad Based Black economic Empowerment
<b>CDWs</b>	Community Development Workers
<b>CFO</b>	Chief Financial Officer
<b>DBSA</b>	Development Bank of Southern Africa
<b>DAEA</b>	Department of Agriculture and Environmental Affairs
<b>DEAT</b>	Department of Environmental Affairs and Tourism
<b>DFA</b>	Development Facilitation Act
<b>DFID</b>	Department for International Development
<b>DLA</b>	Department of Land Affairs
<b>DLGTA</b>	Department of Local Government and Traditional Affairs
<b>DM</b>	District Municipality
<b>DoH</b>	Department of Housing
<b>DoL</b>	Department of Labour
<b>DWAF</b>	Department of Water Affairs & Forestry
<b>EIA</b>	Environmental Impact Assessment
<b>EKZNW</b>	Ezemvelo KwaZulu-Natal Wildlife
<b>EMP</b>	Environmental Management Plan
<b>EPWP PSC</b>	EPWP Provincial Steering Committee
<b>EPWP</b>	Expanded Public Works Programme
<b>FBS</b>	Free Basic Services
<b>FET</b>	Further Education and Training
<b>HH</b>	Households
<b>HIV</b>	Human Immune-deficiency Virus
<b>HR</b>	Human Resources
<b>IAS</b>	Invasive Alien Species
<b>ICMA</b>	Integrated Coastal Management Act
<b>ICT</b>	Information Communications Technologies
<b>IDP</b>	Integrated Development Plan
<b>IDPRF</b>	Integrated Development Plan Representative Forum
<b>IGR</b>	Inter Governmental Relations
<b>ISRDP</b>	Integrated Sustainable Rural Development Programme
<b>IWMP</b>	Integrated Waste Management Plan
<b>KZN</b>	KwaZulu-Natal
<b>LED</b>	Local Economic Development
<b>LGSETA</b>	Local Government SETA
<b>LM</b>	Local Municipality
<b>LRAD</b>	Land Redistribution Programme
<b>LUF</b>	Land Use Framework

<b>MUMF</b>	Land Use Management Framework
<b>LUMS</b>	Land Use Management System
<b>MDG</b>	Millennium Development Goals
<b>MIG</b>	Municipal Improvement Grant
<b>MLL</b>	minimum Living Level
<b>MM</b>	Municipal Manager
<b>MPA</b>	Municipal Plan of Action
<b>MSIG</b>	Municipal Systems Improvement Grant
<b>NEMA</b>	National Environmental Management Act
<b>NSDP</b>	National Spatial Development Perspective
<b>OHS</b>	Occupational Health and Safety
<b>PC</b>	Project Consolidate
<b>PCPMU</b>	Project Consolidate Project Management Unit
<b>PGDS</b>	Provincial Growth and Development Strategy
<b>PMS</b>	Performance Management System
<b>PMTCT</b>	Prevention of Mother to Child Transmission
<b>PSEDS</b>	Provincial Spatial Economic Development Strategy
<b>RDP</b>	Reconstruction and Development Programme
<b>SANBI</b>	South African National Biodiversity Institute
<b>SANRAL</b>	South African National Roads Agency Limited
<b>SDBIP</b>	Service Delivery and Budget Implementation Plan
<b>SDF</b>	Spatial Development Framework
<b>SEA</b>	Strategic Environmental Assessment
<b>SIC</b>	Standard Industrial Codes
<b>SLA</b>	Sustainable Livelihood Approach
<b>STATSSA</b>	Statistics South Africa
<b>ToR</b>	Terms of Reference
<b>VCT</b>	Voluntary Counseling and Testing
<b>WESSA</b>	Wildlife and Environmental Society of South Africa

## **GLOSSARY OF LEGISLATIVE ENACTMENTS**

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

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# EXECUTIVE SUMMARY

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## MUNICIPAL OVERVIEW

### 1. WHO WE ARE?

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 located in the South Coast of KwaZulu-Natal. It is 5 866 km<sup>2</sup> in extent and boasts a spectacular coastline of 112 kilometres, which forms its eastern border. The region is bordered on the north by the eThekweni Municipality, in the west by Umgungundlovu District Municipality and Sisonke District Municipality and on the southern side it borders on 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, Umzambe and Umdoni. The region also boasts of forty two (42) traditional authorities.

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. OPPORTUNITIES THAT WE OFFER:

#### **2.1 Historical / Religious / Cultural Assets**

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, Eziqoleni, 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 aMampondo 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 regiments 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.

## **2.2 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 explore this sector. Ugu has an abundance of cane and timber and therefore is aptly suited for further development of the industry. It would be useful to note that the studies funded through the DBSA LEDI Sugar Study & Timber Beneficiation Strategy are at the finalisation stage and have cited findings that motivate the potential of Co-generation for Energy & Bio Fuels within the District. It was noted that prospects around renewable, alternate energy, waste, bio-fuel resources etc. be explored through an Ugu District Wide Green Economy Study.

### **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 Municipality, it provides an opportunity to dissect our shared analysis and planning between the range of stakeholders such as the community, political leadership, administrative leadership, parastatals, organized business, 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, Intergovernmental Relations Forums and strategic planning workshops are 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 review the IDP in August 2010. It further made an invitation via the media to call for interested and affected parties to be members of the forum.

#### **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**

The IDP Review for 2011 /12 financial year has been prepared in terms of the Local Government: Municipal Systems Act (Act No 32 of 2000). The IDP Review took into consideration the MEC comments that were raised in the 2010 /11 IDP Review.

There were continuous IDP strategic/ cluster Planning Sessions, IDP forums and Planners Forum meetings which have taken place since August 2010 between sector departments, municipalities, civil organizations and private sector in order to strengthen, integrate and promote partnership and public participation as well as ensure that there is alignment of programs and projects across the district.

### **Performance Measurement**

The municipality will develop a performance measurement system (PMS) which will be used to measure its progress in terms of service delivery as per adopted programs and projects. The PMS will be aligned to the Municipal IDP and Budget (SDBIP) to ensure that the implementation of programs and projects articulate the municipalities vision which is built from the community's needs and forward planning. The PMS is reviewed quarterly.

## **4. WHAT ARE THE DEVELOPMENT CHALLENGES**

- Meet basic needs of communities
- Build clean responsive and accountable local government
- Improve functionality, performance and professionalism
- Improve national, provincial support & oversight to LG
- Strengthen partnerships LG (communities and civil societies)
- Low Economic Growth and high unemployment (High unemployed youth)
- High levels of poverty (high levels of the depended on the grant system and food parcels)
- Limited access to basic services (water, sanitation, roads, electricity, housing, schools) and community services (access roads, clinics, sports grounds crèche, halls, bridges)
- High crime rate and corruption
- Low level of literacy and skills development Improve
- Improve resource, planning and environmental Management
- Enhance public participation, communication and nation building
- Caring and healthier society (special programs)
- High prevalence of HIV and Aids and other chronic diseases
- Need to improve Agrarian and land reform (access to agricultural sector, community farming and gardening)

## **5. WHAT ARE THE 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

## **6. WHAT TO EXPECT FROM UGU'S 2011/2012 PLAN**

- Alignment of Municipal Priorities to the 10 Medium Terms Strategic Framework Priorities and 6 Provincial Priorities.
- Strategic plans for addressing community needs and priorities linked to the government Turn Around Strategies
- Synergized and aligned sector plans
- Inclusion of Outcome 9

### **Strategic Focus Areas**

Ugu's 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.

## **7. 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 amongst others water and sanitation backlogs, roads infrastructure especially in rural areas etc.

### **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 Umdoni). 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

All Section 57 posts have been filled in relation to the above 5 KPA/departments and all performance contracts have been signed for 2009/2010.

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.

### **Financial Viability and Management**

Ugu received an Unqualified Auditor General's Report in the past three consecutive financial years and that subscribes to sound financial viability and management.

Identified challenges that require improvement amongst other things include:

- New capital expenditure has not been accurately currently aligned with related operating requirements.
- Annual operational budget have not been able to fully support the development priorities and targets.
- The strategic split of the Capital Budget between social and economic expenditure has far reaching implications on the future operating budget and sustainability.
- Improved 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, its family of local municipalities and stakeholders. By so doing, proper consultation, co-ordination and alignment of the review process of the District Municipality and its local municipalities have been maintained. Its fully functional structures, communication strategies amongst others are 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. The SDF and LUMS are under review and the Waste Management Plan is being developed.

## **8. STRUCTURE OF THE DOCUMENT**

**Chapter 1:** Outlines the legislative framework that guides planning with 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.

Section A: Introduction and Background:

Section B: Municipal Profile and Status quo

Section C: Municipal Analyses (Per KPA)

**Chapter 2:** Vision, Mission, Objectives, Strategies and Programmes as well as Sets out the local government developmental agenda that the municipality must implement and spatial development framework and environmental analysis.

Section A: Development Strategies

Section B: High level Development

**Chapter 3:** Sector Involvement and Coordination: Integrated Plans from various sectors that promote linkage and integration of activities and resources of the municipality, sector departments and other stakeholders.

**Chapter 4:** Projects Integrated programmes and projects that both sector departments and the municipality intend implementing during the 2011/2012 financial year.

**Chapter 5:** Financial Plan

**Chapter 6:** Spatial Development Framework

**Chapter 7:** Organizational Performance Management System

**Chapter 8:** Implementation Plan



# CHAPTER 1: SITUATIONAL ANALYSIS

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## SECTION A: 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 2011/2012 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 31<sup>st</sup> of August 2010. The IDP Review took into consideration the MEC comments that were raised in the 2010 /2011 IDP Review. It is also one way of implementing the Lekgotla Resolutions, Turn-Around Strategy and Outcome 9 of Delivery Agreement. 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 Co-operative Governance and Traditional Affairs (COGTA) through massive consultation with other stakeholders such as the Provincial Department of Co-operative Governance and Traditional Affairs (COGTA) and the organized Local Government (SALGA and 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.
- Contributes together with other organs of state 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"> <li>• Storm Water Management</li> <li>• Trading Regulations</li> <li>• Billboards and Public advertising</li> <li>• Cleansing and maintenance</li> <li>• Control of Public Nuisances</li> <li>• Street Lighting</li> <li>• Traffic and Parking</li> <li>• Beaches and amusement parks</li> <li>• Control of Liquor licenses</li> <li>• Municipal roads</li> </ul>	<ul style="list-style-type: none"> <li>• Local Amenities</li> <li>• Noise Pollution</li> <li>• Pounds</li> <li>• Public Places</li> <li>• Street Trading</li> <li>• Harbors and Ferries</li> <li>• Local Sports</li> <li>• Street Lighting</li> <li>• Municipal Parks and Recreation</li> </ul>	<ul style="list-style-type: none"> <li>• Municipal Health Services</li> <li>• Potable Water</li> <li>• Sanitation</li> </ul>	<ul style="list-style-type: none"> <li>• Fire prevention and control</li> <li>• Local Tourism</li> <li>• Municipal Airports</li> <li>• Municipal Public Transport</li> <li>• Cemeteries, and Crematoria</li> <li>• Markets</li> <li>• Municipal Abattoirs</li> <li>• Municipal Roads</li> <li>• Refuse Removal and Solid Waste</li> <li>• Municipal Planning</li> <li>• Air pollution</li> </ul>

### **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.

### **1.3 Challenges in the IDP 2007/2008-2011/2012**

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:

- Remarkable change has been identified in the participation of sector departments in the IDP process (attendance to IDP Representative Forums); however, there are still departments that do not fully participate in the forums and strategic planning sessions.
- The resultant non-alignment of the municipality's investment and development intentions with that of the sector departments, which control the major part of the public sector financial resources;
- The data used is inconsistent, in some instances outdated, and at a scale not useful for municipal planning.
- Shortfall in the integration of planning, alignment and coordination of programs and projects between sector departments and municipalities.

A process plan for the 2011/2012 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, include IDP cluster strategic planning sessions, IDPF and Planners Forums. These forums improve intergovernmental alignment and organization-wide ownership of the plan.

In addition, different forums were established to co-ordinate and support each other, be it within the municipality or as a district family.

# CHAPTER 1: SITUATIONAL ANALYSIS

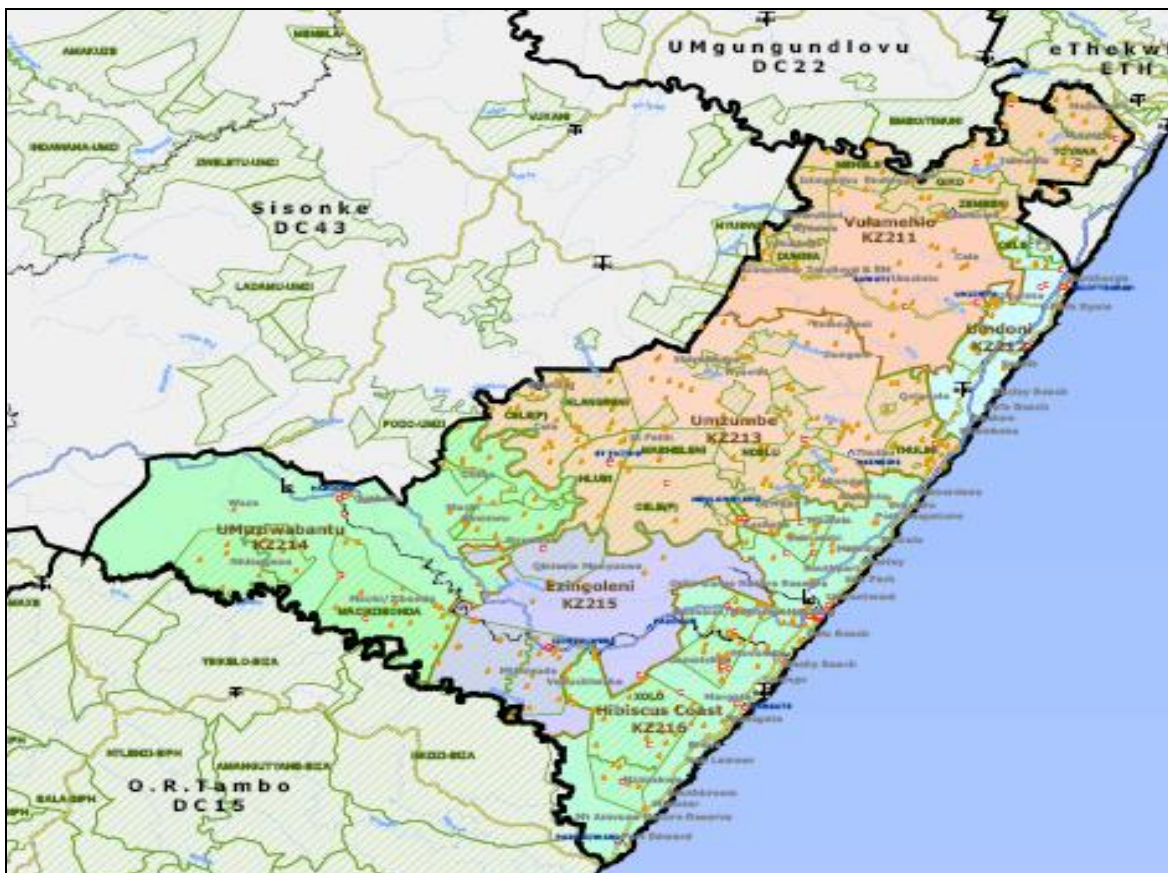
## SECTION B: MUNICIPAL PROFILE AND STATUS QUO

### 1. 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 km<sup>2</sup> in extent.

Map 1: Locality Map 1



## 2.2 Population Size and Distribution

To form a clear picture of the socio-economic 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	Umzumbhe	Umuziwa-bantu	Eziqoleni	Hibiscus Coast	Ugu	KZN
<b>Area Size (Km<sup>2</sup>)</b>								
	973	238	1,259	1,088	649	837	<b>5,044</b>	
<b>Population</b>								
	74,017	74,437	196,202	104,527	56,369	222,281	<b>709,918</b>	<b>10.259.230</b>
<b>Households</b>								
	12.745	16.383	40.579	20.313	10.950	50.650	<b>151.620</b>	<b>2.234.125</b>
<b>Gender %</b>								
Male	45.4	49.1	44.8	44.8	44.6	46.5	<b>45.8</b>	<b>47.5</b>
Female	54.6	50.9	55.2	55.2	55.4	54.5	<b>54.2</b>	<b>52.5</b>
<b>Population Group %</b>								
Black	99.7	81.5	99.8	96.3	98.2	83.3	<b>92.0</b>	<b>86.0</b>
Coloured	0.1	1.2	0.2	1.7	0.3	0.5	<b>0.6</b>	<b>1.4</b>
Asian/Indian	0.0	10.6	0.0	1.7	0.4	6.8	<b>3.5</b>	<b>8.2</b>
White	0.2	6.7	0.0	0.4	1.0	9.5	<b>3.8</b>	<b>4.4</b>
<b>Age%</b>								
Age (10-14)	35.5	30.3	39.0	42.1	37.8	31.5	<b>35.6</b>	<b>33.5</b>
Age (15-64)	57.4	63.9	57.3	52.3	56.1	62.5	<b>57.9</b>	<b>61.7</b>
Age (65+)	7.1	5.9	7.3	5.6	6.1	6.0	<b>6.4</b>	<b>4.8</b>
Average Age	26	28	26	24	25	27	<b>26</b>	<b>25.6</b>
Dependency	74	57	86	91	78	60	<b>73</b>	<b>62</b>

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

## **2.2 Socio-Economic Analysis**

The Socio-Economic Analysis detailed hereunder is extracted from the Economic Planning Programme as developed by the Municipality in collaboration with Department of Economic Development.

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.

### **Economic Activity**

Ugu is predominantly rural and as such the DM has focused on the rural sector of its population in terms of its priority service and development goals. The major economic activities are centred on tourism and agriculture with some manufacturing centred around Port Shepstone.

### **Agriculture**

Major agricultural activities centred on sugar cane, banana, vegetables, tea, coffee and macadamia nuts. Commercial agriculture constitutes about 90% of agricultural production in the district. About one-fifth of bananas consumed in South Africa are produced in the district. Ugu district also boasts of a thriving wattle, gum, pine and poplar plantations. Although UGU district contributes an infinitesimal amount to KwaZulu-Natal's agricultural exports, some of these agricultural products are exported to the European markets such as the United Kingdom and the Netherlands. The agriculture sector registered negative growth rates in most of the years under review. Generally, some of the reasons why agriculture has underperformed during this period include among others:

- Declining investment in the sector due to declining commodity prices, influx of imports. The price of sugar in the international markets was tremendously reduced especially in the European market under the Economic Partnership Agreements (EPAs).
- Rising costs of production (Minimum wages, fuel, electricity); and
- Lack of broader participation- Agriculture is generally regarded as an activity for the old aged people.

### **Tourism**

The tourism sector in Ugu is buoyant with the major activities based on the sea and associated activities. Ugu boasts some of the most beautiful and highly acclaimed Blue Flag beaches. The large waves are ideal for surfing and the countless bays are



model areas for sea kayaking, kite surfing and scuba diving. Fishing along the coast has become a popular sport for both locals and holidaymakers. "The Greatest Shoal on Earth" which describes the huge number of sardines that leave Africa's west coast to follow the plankton- rich cold ocean current that flows up the south coast during the winter months has also become one of the best tourist attractions of the area.

## Manufacturing

Ugu district major manufacturing activities include clothing, textiles, metal products, cement production, food and beverages and wood products. Ugu has the only 'marble' delta within the KwaZulu-Natal province, mined for cement and calcium carbonate. NPC CIMPOR KwaZulu-Natal's premier cement manufacturing company has developed an R 800 million operation in the Oribi Gorge region.

## Mining

The major mining activities in Ugu are limestone mining for cement production and quarrying.

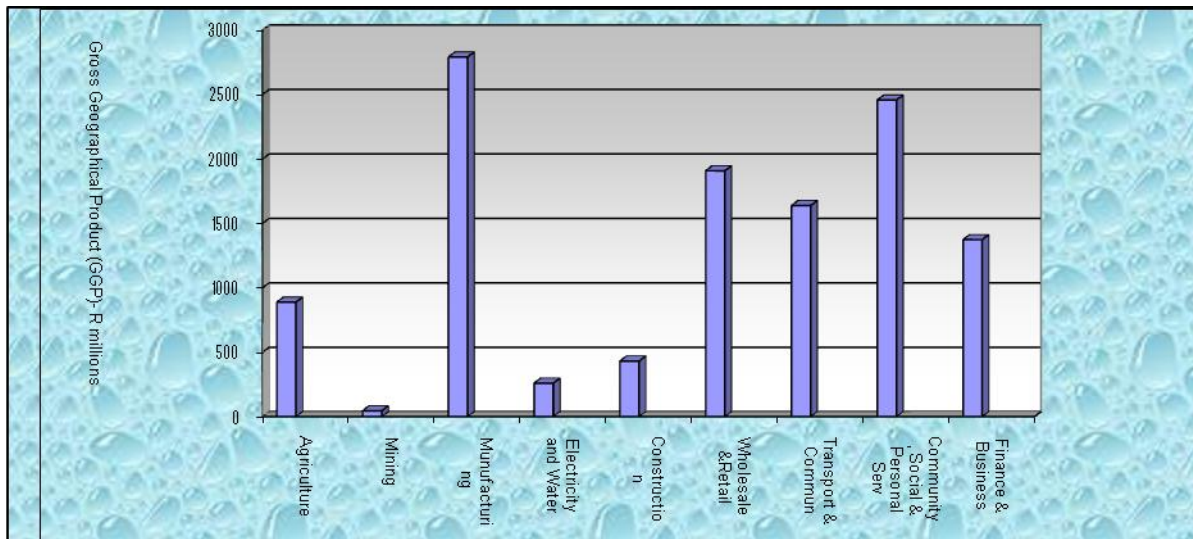
**Table 4: Ugu District growth rates per sector (2003-2008)**

Sector	2003	2004	2005	2006	2007	2008
Agriculture, forestry and fishing	2.3	-2.7	-9.7	-3.9	1.1	5.9
Mining and quarrying	-10.8	-13.3	-18.5	-12.1	-11.0	-14.6
Manufacturing	3.9	9.5	10.9	11.2	10.6	6.5
Electricity, gas and water	-15.7	1.9	-0.4	-4.3	-2.3	-5.6
Construction	3.3	8.0	12.2	6.0	11.8	7.7
Wholesale and retail trade, catering and accommodation	2.1	4.0	4.6	4.1	3.5	-0.9
Transport, storage and communication	8.3	5.7	6.5	5.2	7.4	4.8
Finance, insurance, real estate and business services	4.2	5.1	10.4	6.6	6.8	7.5
Community, social and personal services	3.7	0.5	1.1	2.6	3.0	1.3
General government	1.2	-0.3	2.6	0.8	2.1	2.6

The Tertiary sector, consisting of Electricity & Water, Construction, Wholesale & Retail trade, Transport & Communication, Community, social & Personal Service and Finance & Business services is by far the largest sector in Ugu District accounting for R2.592 billion of GGP. The primary (Agriculture and Mining) and secondary sectors contribute R814.46 and R772.78 to Ugu District GGP. As per figure below, Ugu District GGP is driven primarily by wholesale & retail trade, Manufacturing, Finance & Business and agriculture each contributing R851.07, R772.78, 766.35 and 720.86 million respectively. Finance and Business services has been the fastest growing sector in Ugu between 1995 and 2007, growing robustly at an average of 5.6%,

followed by transport & communication which grew by 4.1%, whilst Mining and Agriculture were shrinking at an average of -0.3% and -0.8% respectively.

**Figure2: Contribution to UGu GGP per sector (2008)**



## Poverty

Previous studies in the area of poverty show that eThekweni has by far the lowest poverty rate (24.6%) in KwaZulu-Natal, and is the only region in the province with a poverty rate estimate below the national average. The rest of the regions all have poverty estimates ranging from 51.0% for Umgungundlovu to a staggering 80.0% for Umzinyathi. Some of these areas, including Ugu, Umzinyathi, Zululand and Umkhanyakude have been identified during President Thabo Mbeki's State of the Nation address in 2001 as 'nodal areas' that would be targeted for rural development programs. Parts of most of these poor regions previously fell under the KwaZulu homelands areas, which largely explain the current poverty rates in these areas<sup>1</sup>.

KwaZulu-Natal has over 5 million people or 50% of the population living under general poverty. The general levels of poverty have been declining from 56% in 2003 to around 49.8% in 2008.

## Extent of Poverty per Municipality

**Table 5: Number of people living in Poverty in Ugu District (2003 -2008)**

	2003	2004	2005	2006	2007	2008
KwaZulu-Natal	5,551,068	5,587,887	5,571,609	5,311,871	5,190,306	5,055,012
	56.8%	56.6%	56.0%	53.0%	51.5%	49.8%

<sup>1</sup> A profile of KwaZulu-Natal: Demographics poverty, inequality and unemployment, Provincial Decision-making Enabling (Provide), 2005

Ugu	445,502	449,287	444,120	419,069	405,440	394,623
	63.2%	63.5%	62.6%	58.9%	56.8%	55.2%
Vulamehlo	47,169	42,245	37,267	31,918	27,921	24,675
	65.8%	62.9%	59.1%	53.7%	49.8%	46.5%
Umdoni	32,263	34,424	35,377	34,464	34,485	33,982
	49.3%	51.8%	52.4%	50.4%	49.8%	48.5%
Umzumbe	147,674	149,763	150,279	144,652	142,419	141,226
	75.7%	76.0%	75.6%	72.2%	70.7%	69.7%
uMuziwabantu	66,667	67,500	66,978	63,385	61,528	59,706
	72.2%	72.7%	71.8%	67.7%	65.5%	63.4%
Ezinqoleni	39,284	39,888	39,842	37,853	36,732	35,939
	71.3%	71.6%	70.8%	66.7%	64.2%	62.4%
Hibiscus Coast	112,444	115,467	114,378	106,797	102,356	99,095
	49.8%	50.6%	49.5%	45.8%	43.5%	41.8%

Source: Global Insight (2010)

### Ugu Extreme Poverty<sup>2</sup>

Poverty in the district is unevenly distributed with Umzumbe municipality being the worst affected followed by Hibiscus Coast. It is important to note that poverty levels in Ugu have been receding from 48,463 people in 2003 to 15,508 people in 2008. It is also interesting to note that even though Umzumbe has the highest levels of extreme poverty; trends show that this Local Municipality achieved the biggest decline in poverty levels over the 6 year period. Ugu has been involved in several initiatives in order to fight and decrease poverty. The Integrated Sustainable Rural Development Programme (ISRDP) in which Ugu was selected as one of 13 districts to participate is one of those initiatives. The aim of the programme is to promote better coordination of existing initiatives and programmes in government to facilitate development and an improvement in the lives of the poor. The two infrastructural project initiatives that had the greatest impact under the ISRDP programme are the P68 road network between Shabeni and Highflats (passing through Umzumbe) and the KwaXolo road network in Hibiscus Coast. These two road networks are seen to have increased economic activity and job opportunities in the District. This trend is encouraging as it highlights the positive attributes of government, district and local municipalities' initiatives within Ugu.

**Table 6: Number of people living with less than USD1 per day in Ugu District (2003 – 2008)**

Year	2003	2004	2005	2006	2007	2008
Vulamehlo	5,492	3,941	2,599	1,933	1,402	877
Umdoni	3,918	3,730	3,160	2,813	2,561	2,015
Umzumbe	15,892	12,735	9,340	8,320	7,235	5,577
uMuziwabantu	8,332	6,697	4,890	4,136	3,436	2,499
Ezinqoleni	4,718	3,774	2,720	2,301	1,895	1,369
Hibiscus Coast	10,113	8,314	6,116	5,289	4,412	3,171
<b>Ugu District Total</b>	<b>48,463</b>	<b>39,191</b>	<b>28,825</b>	<b>24,791</b>	<b>20,941</b>	<b>15,508</b>

<sup>2</sup> The measure for poverty in this instance is living with less than USD1 per day (translating to an average of R7.66 per day).

Source: *Global Insight, 2009*

### **Household income and Poverty**

Household income is one of the important determinants of a households' access to resources and therefore the household's level of poverty. Low household income is often associated with high poverty, low levels of education and high unemployment. A large percentage of Ugu households is found in the lower income categories – 52% fall within the R6 000 – R42 000 per month income category. This trend is similar for the province – with 47% of KZN households found in the same income category. Annual disposable income in Ugu over the period 2004 – 2008 has increased from R6.1 million to R7.8 million (Global Insights 2010).

Poverty trends in the District have been on a steady decline over the period 2004 to 2008. Vulamehlo recorded the biggest decline of 16.4% and Umdoni the lowest (3.3%). However, despite the steady decline in poverty trends in Ugu, poverty still remains very high – recording scores of 58% in 2008 – higher than the national total of 40.7% and the provincial total of 49.8% It is estimated that 15 410 individuals in Ugu are living on less than \$1 a day and that 72 210 live on less than \$2 a day. In 2008, R753 million needed to be raised to lift Ugu's poor households out of poverty (Global Insight 2010).

Many poor households are found in more remote areas where access to resources and various important facilities is difficult and often expensive. This then leads to a perpetual cycle of poverty within these communities. As can be expected, the largest numbers of people living in poverty are located in the rural interior of the District.

It can be argued that poverty causes, drives and sustains a number of social challenges such as HIV/AIDS and crime. The impact of HIV/AIDS, 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 recognised and supported.

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.

### **Unemployment and inequality**

Levels of unemployment remain very high in the Ugu District – higher than the national and provincial averages. The table below indicates that the percentage of unemployed people in Ugu in 2008 was 26.8% using the strict definition of

unemployment (this measure does not include discouraged work-seekers). However, there has been a steady decline in unemployment numbers between 2004 and 2008. A similar trend is witnessed at national and provincial levels. The number of unemployed individuals in the Ugu District decreased from 41 506 to 40 283 between 2004 and 2008 (Global Insight 2010).

**Table 7: Unemployment and inequality**

	South Africa	KZN	Ugu
<b>2004</b>	<b>3,986,775</b>	<b>657,665</b>	<b>41,506</b>
	26.8%	28.4%	31.1%
<b>2005</b>	<b>4,101,178</b>	<b>669,127</b>	<b>42,646</b>
	26.3%	27.4%	30.7%
<b>2006</b>	<b>4,063,592</b>	<b>658,831</b>	<b>42,038</b>
	25.4%	26.5%	29.4%
<b>2007</b>	<b>3,954,326</b>	<b>638,932</b>	<b>40,772</b>
	24.1%	25.3%	27.8%
<b>2008</b>	<b>3,934,172</b>	<b>633,880</b>	<b>40,283</b>
	23.1%	24.2%	26.8%

Source: Global Insights 2010

	South Africa	KZN	Ugu
<b>Economically Active Population</b>	17,023,224	2,622,269	150,525
<b>Formal employment</b>	10,867,306	1,444,723	71,697
<b>Informal employment</b>	2,221,747	519,094	33,541
<b>Total (formal + informal)</b>	13,089,052	1,963,817	105,238

Source: Global Insight 2010

The table above shows that of the 150 525 economically active individuals 71 697 had formal employment and 33 541 participate in informal employment.

Unemployment increases levels of inequality and poverty within society. South Africa ranks high amongst countries with large disparities in terms of the distribution of income. Ugu follows a similar trend. Income inequality is measured by the Gini co-efficient which varies from 0 for perfect equality and 1 where all income is in the hands of only one household. Income distribution in Ugu is most skewed amongst the African and Coloured race groups – both scoring 0.58 for the measure. In 2008 Ugu's Gini co-efficient was 0.66, slightly lower than KZN's 0.67 (Global Insight 2010).

### **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 Education

### Statistics

Approximately 48% of the population in Ugu is younger than 20 years. Out of the estimated 300 000 young people of school going age, 218 242 are accounted for in the formal schooling system within the District.

Approximately, thus there are 72 000 young person's that are supposed to be at school but are not. The root causes for this situation still needs further investigation.

**Table 10: Number of schools per category:**

CATEGORY	NUMBER SCHOOLS
<b>Total number of schools</b>	<b>518</b>
Primary Schools	335
Secondary Schools	143
Combined Schools	29
Pre-primary Schools	8
Special schools as resource centres	3
Full Service Schools	3
Total Number of Independent Schools	24
<b>Total Number of public Schools</b>	<b>494</b>

#### Challenges:

- The 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

### Access to Basic Services

Even though a lot is been done to address the infrastructure backlogs at schools, it still remains a huge ongoing challenge for the Education Department.

Some school toilets were originally badly built; others are not maintained properly due to lack of maintenance staff and clear maintenance programmes.

#### Challenges:

- Insufficient funds to meet the needs
- Slow response to problems
- Limited control of funds at the District

**Table 11: Schools without the Following Basic Services:**

The department is committed to ensuring that all schools have adequate basic facilities but due to financial constraints the projects each year are limited and unable to meet the demands.

Ward	Sanitation	Schools with portable toilets	Portable Water	Electricity	Fencing
	124 schools with insufficient toilet facilities: inadequate or not		17 schools without water	20 schools without electricity	7 schools not fenced or the fences need to be replaced

Ward	Sanitation	Schools with portable toilets	Portable Water	Electricity	Fencing
	functioning				
Braemar	4	5		1	1
Dududu	7	6	3	3	
Emabheleni	7	1			1
Gamalakhe	7	2		1	
Highflats	12	1			3
Izingolweni	5			1	
Margate	8	3	3	2	
Mthwalume	9	1	2	3	
Ogwini	8	1	1		
Paddock	5			2	
Pisgah	5				
Sakhayedwa	9	2	1	1	1
St Faiths	4		1	1	
Turton	8	3		1	1
Umdoni	6	1	2		
Umkomazi	15	3	4	4	
Umzumbe	5	1	1		
<b>Action to be required:</b>	20 schools will be provided with toilets before the end of the financial year	Once the new toilets are built the portables will be moved	Awaiting action from Ugu	Awaiting Eskom to install electrical line	All schools to be fenced before the end of the financial year
<b>Challenges:</b>	Many schools have toilets but these are not properly maintained and thus do not function properly		Need to work in synergy with other stakeholders	Some schools have a problem with vandalism	

*(These statistics taken from a survey given to schools to complete during 2010)*

### **Infrastructure Priority Plan will achieve the following this financial year:**

- 10 schools to be repaired and renovated schools will be upgraded
- 2 new schools being built
- 22 ECD mobile classrooms to be erected
- 20 mobile classrooms to be erected at 6 schools

### **Libraries**

The Department is determined to provide library services to the school. During this year 32 schools be resourced and each school will receive a collection of books ranging from R50 000 to R100 000 depending on the enrolment at the school.

Accelerated SLDP: 2 new libraries have been established in the Ugu District, one at Thobigunya High School at Izingolweni Ward and another at Bongu Mbhele Primary at Umdoni Ward. Both libraries have been resourced with books valued at R400 000, 1 computer for administration and 4 other computers for research purposes.

Mobile Library Services: The Mobile Library services operate in 10 selected schools in Highflats Ward. This bus visits schools and teacher loan books for one week. The books loaned to the schools range from fiction to non-fiction. They support teachers in implementing the Curriculum. Through this project, learners are able to read at least 10 books per year.

Awarding Best School Libraries: This is an annual event where best school libraries are awarded with books. Enxolobeni Primary School and Zithokozie High were nominated in our district for this award. Adjudication has been done and school will be awarded in the Provincial conference in September.

### **No- Fee Schools**

The policy intention in relation to no-fee schools is to grant free education of sorts, which will be implemented on an increased progression approach. The increase on the number of schools that are declared no-fee school, from 40% to 60% by the beginning of 2010 school year, is the second phase of granting free education. The policy will be extended to cover the poorest schools from Quintile 1, 2 and 3.

There are 330 No-fee schools in the District. These schools are made up of primary schools, combined primary schools and high schools.

#### **Challenges:**

- Schools do not have enough playing fields and insufficient budget to address this need.
- There is not sufficient land in the schools to build grounds and most school plans do not cater for playing ground.
- Schools do not have easy access to community halls and grounds.
- There are no educators trained in sports and culture

### **Food Security**

The Department of education is providing food to targeted learners in order to ensure that they are food secured. This program is called the National School Nutrition Program (NSLA). The learners that are benefiting from this program are quintile 1, 2 & 3 primary schools and quintile 1 & 2 secondary schools. Currently the learners in primary schools are fed at R1.95 per day and learners in secondary schools learners in secondary schools are fed at R2.90 per day.

### **Flagship Programmes**

The Department is involved in the Premier's Flagship Programme which is taking place in the Umzumbe Municipality (Wards 6, 8 & 12). The households in the area are being profiled and the needs identified.

## **2.4 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.



## Justice

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

- Harding - 1 District and 1 Regional Court
- Ezingolweni - 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, Ezingolweni, Port Edward, Margate, Gamalakhe, Hibberdene, St Faiths, Mehlomyama, Southport and Msinsini.

## 2.5 Crime

Over the period 2003 to 2007 the total level of crime in Ugu is indicative of a declining trend. Both violent and property crimes depict this trend over the period under review. In terms of these reported crimes, the data shows that in 2007 property crimes were higher than violent crimes in Ugu – with burglaries at residential premises recording the highest score for the District. Drug-related crimes for all Local Municipalities feature in the top 5 most reported crimes in the District.

For all of Ugu's rural municipalities (Vulamehlo, Umzumbe, uMuziwabantu and Ezingolweni) sexual assaults (including rape) are in the top 5 crimes reported.

**Table 12: Top 10 crimes in Ugu**

Burglary at residential premises	3,780
All theft not mentioned elsewhere	3,230
Drug-related crime	2,555
Assault with the intent to inflict grievous bodily harm	2,536
Common assault	2,207
Driving under the influence of alcohol or drugs	1,268
Malicious damage to property	1,170
Theft out of or from motor vehicle	938
Robbery with aggravating circumstances	933
Sexual crimes – Total	862

Source: Global Insight 2010

## 2.6 Health

The major burden of disease that has reached epidemic proportions involves the four epidemics:

- HIV & Aids and Tuberculosis
- Disease of lifestyle – hypertension, cancer, diabetes
- Trauma – motor accidents and criminal violence

- Maternal and Child mortality

HIV/Aids and TB is the major contributor to the state of poor health in Ugu. Tuberculosis is both a medical condition and a social problem and is linked to poverty related conditions. Problems of overcrowding and poor social conditions as well as environmental factors are contributory factors to its increased burden. The treatment of TB has been intensified. Patients that are HIV positive and TB negative will be commenced on IPT treatment. In contribution to the objective to halt and reverse the spread of HIV/Aids and the presidents declaration, the Department of Health will undertake HIV counseling and testing outreach campaigns. Currently 138 000 patients are tested and the target for the number of patients assessing HIV counseling and testing in the subsequent financial year is 208504. Male medical circumcision will be implemented in all institutions and the number of patients on Anti Retroviral Treatment will be increased from 29 000 to 40 000. There will also be nurse initiation and management of ART at clinics.

HIV counseling and testing services will commence at 20 schools, with a view to testing at least 1000 children. In order for this to commence, psycho social readiness is essential. The department will in the meantime embark on advocacy for this project.

There will be an increase in the number of eligible pregnant women initiated on Anti retroviral treatment. Women are encouraged to seek antenatal care between 14 to 20 weeks of pregnancy to ensure early detection of illegible women.

Even if mothers are HIV positive, breastfeeding exclusively is recommended for the first 6 months as the baby benefits from the immune enhancing properties of breastfeeding. Where mothers opt to formula feed, support will be given. All mothers receive counseling and make an informed choice. Previously, mothers who were provided with free formula do not necessarily have the means to safely prepare the formula so the babies become sick with Gastric Enteritis and have severe diarrhea and eventually become malnourished. New treatment guidelines mean that mothers who are HIV positive and breastfeeding have an even smaller chance of transmitting the virus to their infants.

In an attempt to reduce the maternal mortality rate, there will be 3 Maternity Obstetric Units in Umzinto, Nyangwini and Assisi clinics, with a view to dealing with low risk deliveries at clinics so that the hospitals are able to deal with complicated cases. Currently, the theatres are extremely busy with caesarean sections and sometimes are unable to deal with other emergencies. A district team of specialists consisting of an Obstetrician, Pediatrician and advanced mid wife will provide leadership and restore the use of time tested clinical protocols and rapidly improve the outcome after birth by close supervision in hospitals and clinics. This is a step that will go down as being instrumental in turning around the mortality rates of mothers and babies. It has been identified that community based factors contribute to

deaths such as delay in health seeking behavior, coupled by the delay in initiation of anti retroviral treatment. Targets have been set for the reduction of mortality, guided by the Millennium Development Goals.

In line with the implementation of the national health insurance in 2012, the department has embarked on the “look like a hospital campaign”. Provincial hospitals are expected to be accredited in order to participate in the national health insurance.

The intention is to re-engineer the health system to one that is based on a Primary health care approach, with more emphasis on primitive and preventative (instead of curative) healthcare .

# CHAPTER 1: SITUATIONAL ANALYSIS

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## SECTION C: MUNICIPAL ANALYSIS (KPA)

### 3.1 KPA: LOCAL ECONOMIC DEVELOPMENT

#### 3.1.1 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”. The mid-term implementation of the strategy was presented to Ugu Full Council during 2010/2011 financial year. The Ugu District Council has endorsed the implementation progress and mandated the responsible department to continue with its implementation by focusing on these strategic areas:

- Ensure that the long-term economic planning of the district is developed in the form of Growth and Development Strategy, which will inform the development plans of the new constituted council i.e. IDP,
- Ensure that a Rural Economic Development is based on agriculture, agri-business and tourism is being implemented,
- A clear strategy to revived the declining economic sectors i.e. Sugar Industry, Timber Beneficiation and manufacturing sector in general are developed and implemented,
- A Tourism Development Strategy with a focus on rural tourism sector must be prioritized and implemented through Ugu South Coast Tourism Company.
- An integrated cooperatives development interventions based on the six local municipalities Imbizo's Report, be implemented,
- A focus on developing our capacity to position Ugu as an investment destination of choice be done,
- A concerted efforts should be made to ensure that economic development support infrastructure is being developed and priorities across the district,

- A more focus approach on supporting the finalization of land restitutions claims and post-settlement support must remain an important facilitation of the LED Unit,

### **3.1.2 LED ANCHOR & FLAGSHIP PROJECTS**

Ugu District Municipality will continue to support, implement and promote the following anchor projects, which are on different stages of implementation:

- (i) Ugu Broadband Project – the project focuses on rolling out of the broadband in the district.
- (ii) Hibberdene Small Craft Harbour Project – A R2, 5 billion project of developing a mixed used property anchored by a small craft harbor. A preferred developer was appointed in 2009.
- (iii) Park Rynie Industrial Park - The projects involving rehabilitation of bulk infrastructure at Park Rynie Industrial Park. Project is currently under implementation and new investors are continuing investing in new factory and warehouse buildings.
- (iv) Ugu Fresh Produce Market- An emerging farmer's pack house has been completed.
- (v) Ugu Khuphuka Furniture Manufacturing Programme – the programme is under implementation. A marketing website of all furniture products produce for the district is being developed and a skills programme is underway. An urgent need of forming an industry body has been identified by manufacturers and is currently being conceptualized.
- (vi) Economic Development Research Capacity Enhancement – Different projects are underway to build the capacity of the district to conduct their own research and to manage statistics that are used in the district planning. Ugu Socio-Economic Indicators has been developed and issued to stakeholders.

### **3.1.3 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%. Ezingoleni only attracts 2% of the economic activity.

The average economic growth of the district has been 2% with Ezingoleni 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

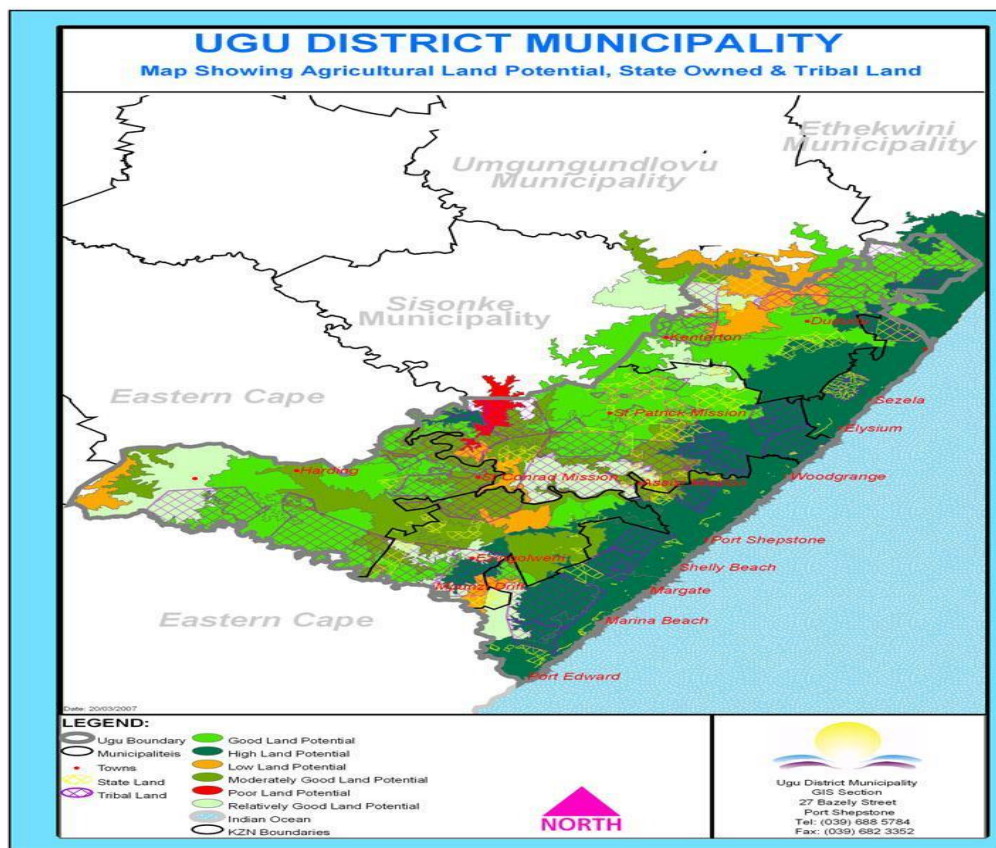
district to focus its efforts in developing and implementing a progressive Business Retention and Expansion (BR&E) interventions on the on-going basis.

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.

### 3.1.4 Dominant Sectors of the Economy with their performance

#### 3.1.4.1 Agriculture

Map 2: Agricultural Land potential



The agricultural sector has significant development potential. It is characterized 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, Bank SETA (discussed in more detail in the Agricultural Sector Development Plan) that economically aims to empower rural communities and promotes resuscitating of the declining agricultural sub-sectors.

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 a rising food price in the country which has threatened livelihoods of South Africans in particular the poor. Ugu District Municipal area has also been 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 focuses on promoting households to provide food by themselves through households' gardens and community gardens. The district will be co-ordinating 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; lessons found will be documented, shared and replicated in other areas.

#### **3.1.4.2 Trade and Commerce**

The sector comprises of about 56% of the Ugu's 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 Ezinqoleni. The main commercial hubs are Port Shepstone, Shelly Beach, Margate, Port Edward, Hibberdene, Pennington, Scottburgh, Dududu, Pungashe, Ezinqoleni 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"> <li>• A relatively well established commercial base within the district to provide platform for further development.</li> <li>• Good infrastructure generally, although deteriorates in more rural areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Commercial base of the district has very uneven geographical distribution.</li> <li>• Chambers of commerce does not reach small scale entrepreneurs and more rural locales.</li> </ul>

<ul style="list-style-type: none"> <li>• Thriving tourism in municipality means there is a large and relatively sophisticated market for goods and services.</li> </ul>	<ul style="list-style-type: none"> <li>• Access to funding for entrepreneurs is scarce.</li> <li>• Market gets poorer and less sophisticated in the interior and more rural locations.</li> <li>• A number of businesses in Ugu source their inputs and supplies from destinations outside of Ugu.</li> <li>• Employees have low levels of skills which transfers extra costs onto businesses.</li> <li>• There are inadequate business support services in the district.</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• A strong market demand due to the large and growing tourism in the region.</li> <li>• Mentorship opportunities.</li> <li>• There is a thriving informal sector, which with appropriate support and stimulation can continue to expand and be a provider of jobs and incomes.</li> <li>• Improve linkages between traders and local suppliers and producers within the Ugu district to support local manufacturers and producers.</li> <li>• Many opportunities for this sector to expand in the rural regions.</li> </ul>	<ul style="list-style-type: none"> <li>• HIV/AIDS can adversely affect workers and employers and thus local economic development.</li> <li>• Crime constitutes a major problem to business activities.</li> <li>• Insufficient infrastructure can deter businesses and drive away customers.</li> </ul>

### 3.1.4.3 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 tourist (domestic and international ) and strategic 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 tourism industry in the district. These challenges range from lack of skills, lack of well package tourism products, lack of well packaged black economic empowerment transaction in the industry and failure to unlock public sector owned land for 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.

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

<ul style="list-style-type: none"> <li>• Increasing tourism demand for tourist activities that hinterland can offer.</li> <li>• Toll road will bring more travellers to coastal area.</li> <li>• New group of travellers in domestic market can be tapped</li> <li>• Good comparative advantage.</li> <li>• Large pool of potential labour.</li> <li>• Other sectors such as agriculture / manufacturing can be linked with tourism.</li> </ul>	<ul style="list-style-type: none"> <li>• Toll road will mean less people stopping off.</li> <li>• Few opportunities to grow capacity in terms of tourism training / mentoring.</li> <li>• Increasing crime and increasing perception of Ugu being "unsafe" destination.</li> <li>• Rural communities have mistrust of tourism seeing it as a "white man's thing".</li> <li>• Language barrier.</li> <li>• No investment opportunities for SMME / BEE companies.</li> </ul>
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#### 3.1.4.4 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, Mercer, 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 inherent 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 mandate to roll-out the broadband in the country. It has five main key locations for infrastructure access points for reticulation. 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.

### **3.1.5 Migration**

A study from CSIR, based on IEC statistics of the movement of registered voters between voting districts, suggest that migration has not significantly impacted on population distribution in the District.

The following is concluded from tracking the movement of registered voters over a period of 10 years:

- The majority of areas in Ugu did not experience a net outmigration of voters
- The areas that did experience a substantial loss (indicated in dark brown) are mostly commercial agricultural areas;
- Some migration from Umzumbi to eThekweni and from Vulamehlo to Umdoni is evident; and
- Interestingly, some out migration from Hibiscus Coast to uMuziwabantu is recorded.

### **3.1.6 Human and Physical Resources**

The LED Unit has human capacity but may not be sufficient to cover the entire district due to its vastness; however, it has a good working relationship with the local municipalities as well as other organs of state to ensure coordination. Since Ugu has been identified as amongst the poorest municipality in the country, funding on most projects remains a challenge.

### **3.1.7 Expanded Public Works Programme (EPWP): Ugu District**

DWARD supported and assisted by sanitation role players, has developed and launched a National Sanitation Programme that is already showing positive results.

The Programme focuses on the eradication of the sanitation backlog in the rural, peri-urban and informal settlement areas.

The sanitation backlog targets are to be met through the provision of two primary deliverables, namely promotion of sanitation, health and hygiene awareness, and the provision of basic toilet facilities. Secondary deliverables are necessary to create an appropriate enabling environment for a community-based approach, including training and capacity building elements. Projects will be implemented using a community-based approach. The highest priority will be given to those communities that face the greatest health risk due to inadequate sanitation and who cannot afford to meet their own requirements.

Therefore to meet all of the above requirements as set out by DWARD, innovative programmes need to be considered which will accelerate the delivery of sanitation. Our submission to EPWP looks at the innovative sanitation programme currently rolled out in the Ugu District Municipality. The programme allows for a community-based approach. The main focus of this submission is on the manufacturing and supplying of the preferred sanitation technology choice, namely the concrete precast C-section toilet.

### **3.1.8 Turn Around Strategy**

**Accelerate economic growth within the framework of our LED strategy, so as create an enabling environment for job creation.**

Currently there are processes underway to undertake DGDS, which includes review, consolidation & alignment of all LED strategies within the district.

The Municipality intends to have a Draft District Growth & Development Strategy in place by December 2010.

It will therefore need to appoint service provider to undertake DGDS as well as ensure that there is maximum participation from all LMs in the Project Technical Teams & PSC and Participation of relevant government departments by providing input/ comment on the DGDS.

## **3.2 KPA: INFRASTRUCTURE AND BASIC SERVICES**

### **3.2.1 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 reviewed as part of the annual review of the Water Services Development Plan, which includes updates obtained from a backlog survey

undertaken with the support of DWA, and it includes revised statistics for each local municipality with respect to water and sanitation backlogs.

#### **WATER:**

Water is 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. Applications for additional funding in respect of Bulk infrastructure schemes have been made.

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 improve the quality of life through potable water provision to rural areas.

The municipality is still far from reaching its backlog targets. The President's national target of 100% access to potable water and sanitation by 2014 will not be reached. R 2 billion Grant funding is required to eradicate backlogs.

Ugu has identified the key water projects, which include: Umzimkulu Water Augmentation, South Coast Bulk Pipeline extension, Umtamvuna bulk supply system upgrade, Weza bulk supply system, Mhlabashane bulk supply system, Command reservoirs, and extension of reticulation in the rural areas.

#### **3.2.2 Basic Services Backlog**

The backlog statistics are based on in-house data kept since 2004. 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 January 2011 backlog of 29 %. With the current rate of allocation and expenditure of funds the



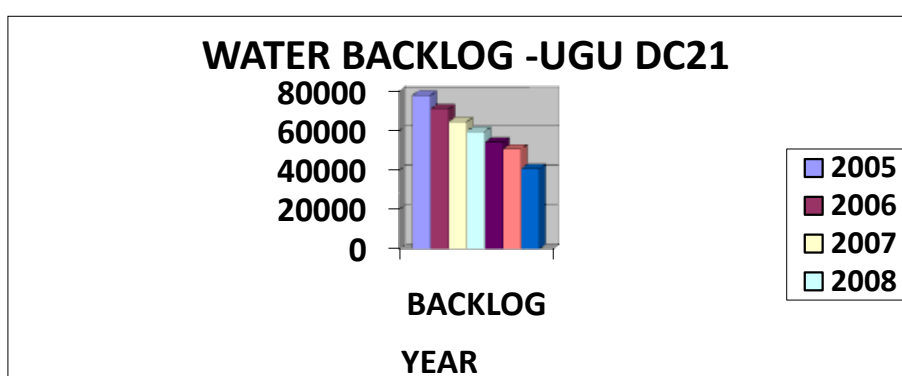
national targets will not be attained by 2014. In an attempt to fast-track this the Council has embarked on a number of initiatives, including steps to:-

- Explore leveraging MIG funding using DBSA funds (loans) to bring projects forward, i.e. bridge funding;
- Target quick wins to eradicate backlog in selected municipalities;
- Extend Masakhane pipe programme-voluntary labour by communities to undertake extension of mains in areas with spare capacity;
- Mobile additional funding from DWAF to address bulk systems;
- Foster strategic partnerships with other water utilities, eg. Umngeni water.
- BOT options are also being considered.

### Status of Water Supply - Households

LM	Borehole	Reticulation	None	Total	Percent Supplied
Ezingoleni	745	5761	2124	8630	75%
Hibiscus Coast	6	39001	11645	50652	77%
Umdoni	7	15154	1864	17025	89%
UMuziwabantu	410	14755	5143	20308	75%
Umzambe	517	16454	14117	31088	55%
Vulamehlo	456	8249	5768	14473	60%
<b>Grand Total</b>	<b>2141</b>	<b>99374</b>	<b>40661</b>	<b>142176</b>	<b>71%</b>

(Bulk Services Audit -March 2011)



### (Baseline information on in-house data)

The water supply to the District is derived from dams, rivers, ground water and bulk purchases from eThekweni and Umngeni Water. The northern coastal strip ie; Umzinto

and Mtwalume is serviced by potable water purchased in bulk from Umgeni Water. The central and 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 more than 40 000 private household connections and over 5000 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.

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 pensions and the organization must not receive any funding from the government for running the institution. To date, we have 5844 households benefiting from Indigent Support.

The information is however based on the billing system while in rural areas households benefit through over 5000 stand pipes in the whole district.

### **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.

### **TURN AROUND STRATEGY**

The Turnaround Strategy was adopted in 2010. It highlights the following issues:

To ensure that every citizen has access to water and sanitation; by upgrading our ageing infrastructure (water and sewer systems), upgrade power supply by ESKOM, stabilise our systems and reduce the supply of tankered water.

Currently the district is facing challenges of frequent water shortage, frequent power outages and inadequate water resources. The target is 50% reduction in usage of water tankers, finalize the Eskom power supply negotiations and create an interlinkage to address the water resource constraint.

For Ugu to achieve its targets it needs Systems conditions assessment as well as the following actions from other departments:

- Finalize the Eskom power supply negotiations
- Bulk funding from Umngeni for extensions to Umzinto, Mathulini, Pennington and South coast main.
- Upgrade of power supply by Eskom for Umtamvuna/Ezinqoleni/Florida system

To ensure access to electricity by all citizens; this to be done through engaging ESKOM and Department of Energy with more focus on Umzumbe and Vulamehlo in the immediate and covering all areas in the long term.

Currently there is inadequate bulk water capacity to supply water throughout the district. The municipal target is:

- 60% completion of Upgraded bulk infrastructure for selected schemes
- Commencement of power upgrade by Eskom
- Consolidated regional bulk business plan
- MoU for water operations in Sisonke, eThekwini and Umgungudlovu.

In order to achieve the target the municipality needs to finalise plans and business plans for the set target. It will also need the following actions/intervention from other sector departments:

- Bulk funding for Vulamehlo water scheme, kwaLembe by DWAF/Province.
- Upgrade of power supply by Eskom
- Cooperation forms both eThekwini, Sisonke & Umgungudlovu.
- Fast- tracking Eskom Kenterton power supply upgrade

The following sustainable water resources have been identified as imminent strategies to develop the future availability of water:

**Table 2: Development of sustainable water resources**

DAM	STATUS	Remarks
Mhlabashane Dam	Under construction	Funded by DWA/Umgeni Water
Cwabeni off- storage dam	Detailed feasibility	DWA undertaking the detailed feasibility studies
UMzimkhulu off-storage Dam	Completed	Funded under MIG
Small farm dams	Preliminary studies still to be undertaken	Part of UGU LED strategy
Weza Dam	Business plan done. land acquisition to be finalised.	MIG funding

### **Regional Water Resources Planning Strategy**

Ugu has developed a water master plan that seeks to integrate the 16 individual water schemes into sustainable systems, as follows:

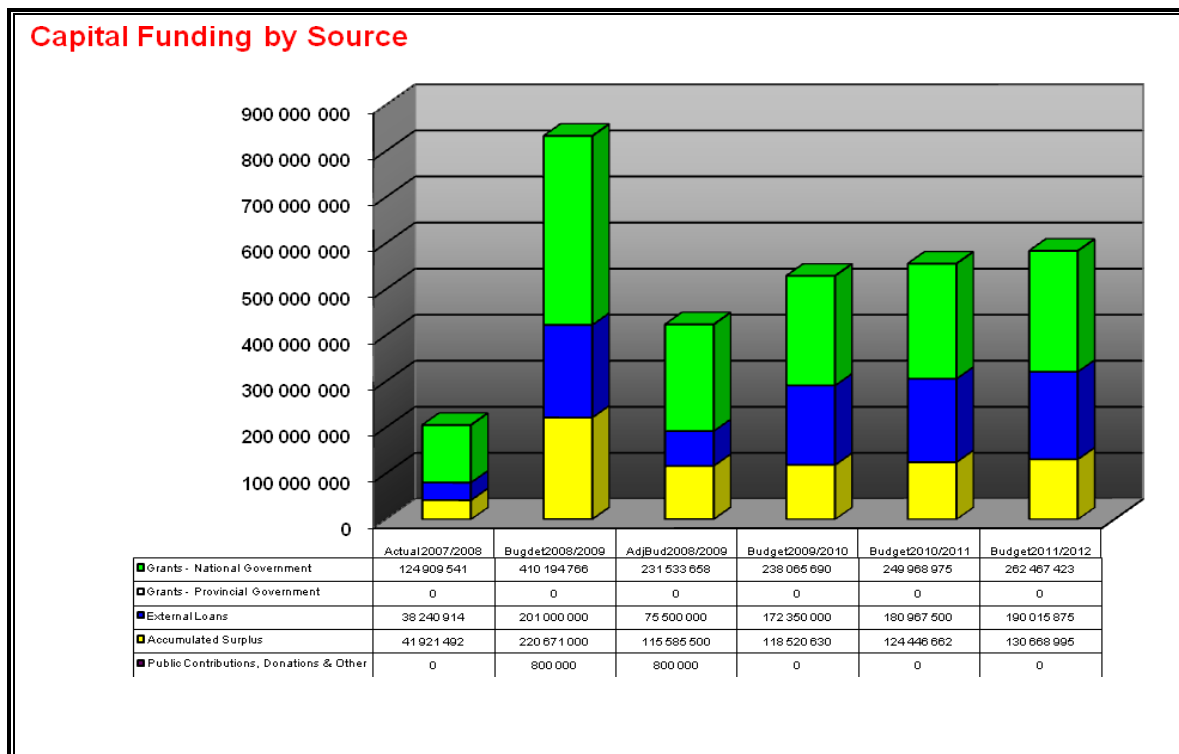
- Harding Weza water supply scheme
- Umtamvuna water supply scheme
- UMzimkhulu water supply scheme
- Umtwalume water supply scheme
- Vulamehlo water scheme
- KwaLembe water scheme
- Mhlabashane water scheme
- South coast water transfer system from Inanda Dam

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.

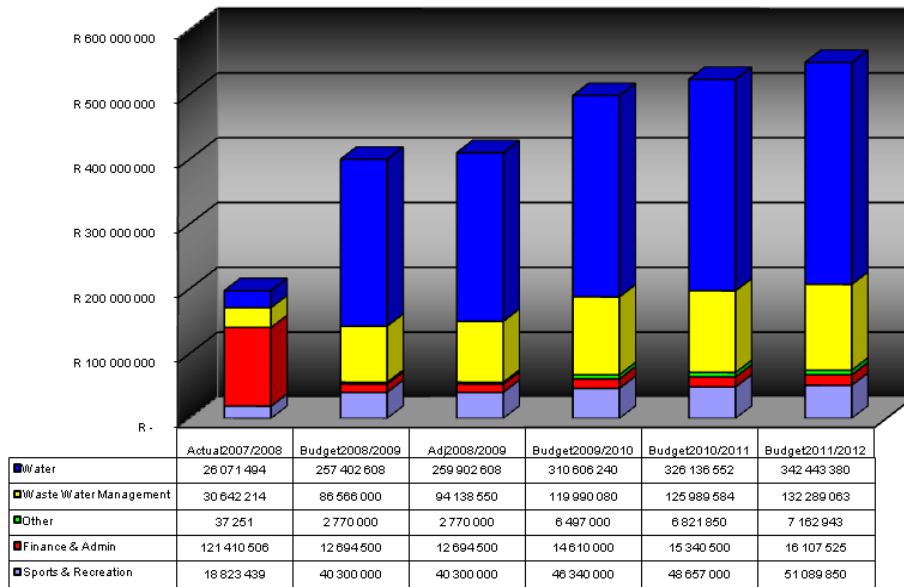
The construction of the South Coast pipeline has been completed up to Scottburgh. The northern part of the district is the most drought prone area and the water transfer project from Inanda Dam into the Ugu District is an innovative intervention implemented in partnership with Umgeni Water and eThekweni 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 Umtamvuna water scheme and augmentation of Umzimkhulu Scheme (incorporating Bhobhoyi water works). Respectively R66m and R250m will be invested in these projects.

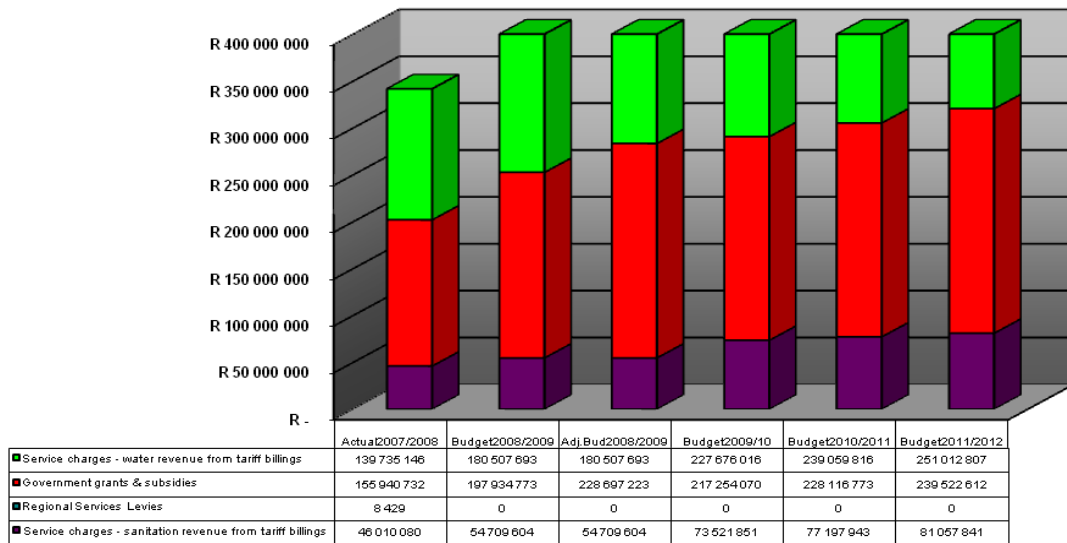
Figure 1: Projected Water Capital Funding and Expenditure from financial year 2007/2008 to 2011/2012



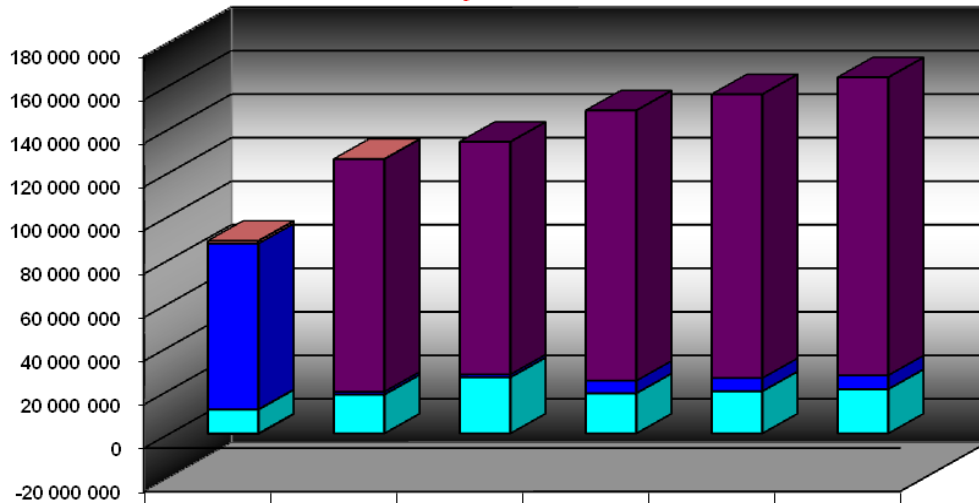
Capital Expenditure by Major Vote



Revenue by Major Source

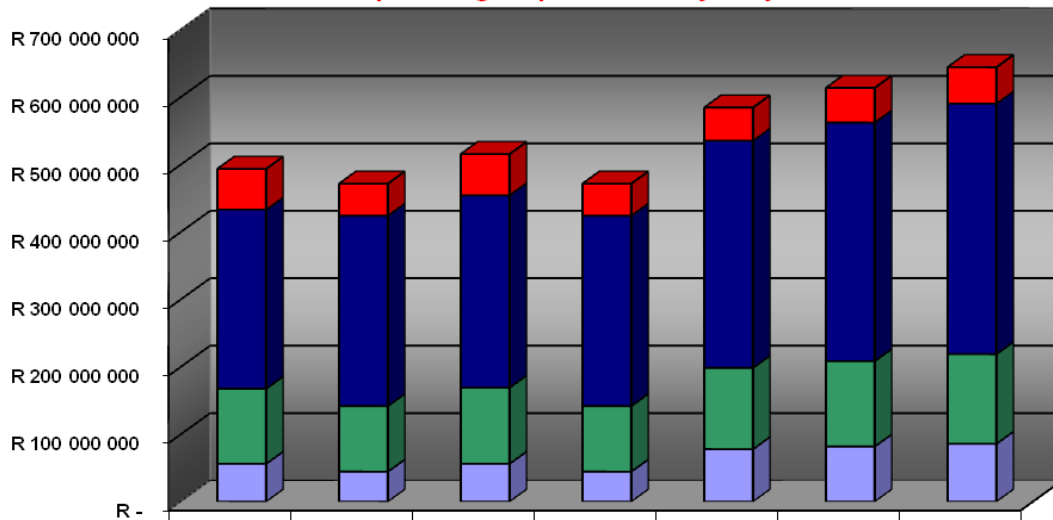


### Revenue By Minor Source



	Actua2007/2008	Budget2008/2009	Adj.Bud2008/09	Budget2009/2010	Budget2010/2011	Budget2011/2012
■ Gains on Disposal of PPE	1 215 030	0				
■ Internal Transfers	0	106 831 630	106 831 630	124 119 186	130 325 145	136 841 402
■ Interest earned - outstanding debtors	-186 978	0	0	0	0	0
■ Other Income	76 102 316	1 304 325	1 304 325	5 721 827	6 007 918	6 308 314
■ Rental of Facilities	219 063	102 973	102 973	112 138	117 744	123 632
■ Interest earned - external investments	10 875 656	17 772 592	25 687 311	18 374 716	19 293 452	20 258 124

### Operating Expenditure by Major Vote



	Actua2007/2008	Budget2008/2009	Adjusted2008/2009	ProjAct2008/2009	Budget2009/2010	Budget2010/2011	Budget2011/2012
■ Executive & Council	60 427 050	47 417 112	61 000 460	47 417 112	48 958 751	51 406 689	53 977 023
■ Water	265 416 271	282 277 326	285 243 402	282 277 326	336 909 308	353 754 773	371 442 512
■ Finance & Admin	111 348 353	97 183 689	112 898 353	97 183 689	120 503 996	126 529 196	132 855 656
■ Waste Water Management	56 111 730	44 484 955	56 111 730	44 484 955	77 846 012	81 737 262	85 824 125

The WSDP 2009/10 for Ugu District Municipality has been prepared in the format (version 10) as per the requirements by DWA. The document supersedes the WSDP developed in May 2008. The WSDP is reviewed on an annual basis.

**Table 3: 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 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 Quarterly reports Annual report

**Table 4: WSDP-Strategies**

issues	strategies	documents
<ul style="list-style-type: none"> <li>sustainable water systems</li> </ul>	Integrated water resources planning(regional planning)	Water master plan



<ul style="list-style-type: none"> <li>capacity to meet population growth &amp; development</li> </ul>	Development and Augmentation of existing water schemes	Water resources planning Umngeni-Ugu bulk services agreement Ugu-Sisonke bulk water supply services agreement
<ul style="list-style-type: none"> <li>Need for basic water &amp; sanitation services in rural areas</li> </ul>	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"> <li>High water losses</li> </ul>	Water conservation and demand management	Water loss management plan(NRW master plan ) Revenue enhancement plan
<ul style="list-style-type: none"> <li>Inadequate sewage disposal systems (package plants, septic tanks, conservancy tanks, onsite (markII))</li> </ul>	Development of waterborne sanitation systems	Sanitation master plan
<ul style="list-style-type: none"> <li>Pollution of natural waterways</li> </ul>	Refurbishment of existing sanitation infrastructure, enforcement of by-laws & integrated plan approval system with LM's.	'Hot spots 'sanitation report Legal framework for enforcement document(draft)
<ul style="list-style-type: none"> <li>Need to meet national water &amp; wastewater quality standards</li> </ul>	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"> <li>Rapid growth of water network</li> </ul>	Decentralization & rationalization of operations	Area delivery model 2007 Institutional plan 2008
<ul style="list-style-type: none"> <li>efficient customer interface</li> </ul>	Development of call centre, free basic services section, an enhanced public relations unit & entrenching Batho Pele principles.	Contact centre roadmap report Batho Pele strategy Ugu lwethu strategic report
<ul style="list-style-type: none"> <li>onsite sanitation systems for low cost housing</li> </ul>	Development of low cost housing sanitation alternatives	Condominium sewer system report Water research commission template IMESA case study reports
<ul style="list-style-type: none"> <li>improve sources of income</li> </ul>	remodel tariffs & proactive collection programmes	Indigent policy

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 (See Annexure 2).

### **WSDP - Programme interaction and Data exchange**

The programme interaction and data exchange is incorporated into 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.

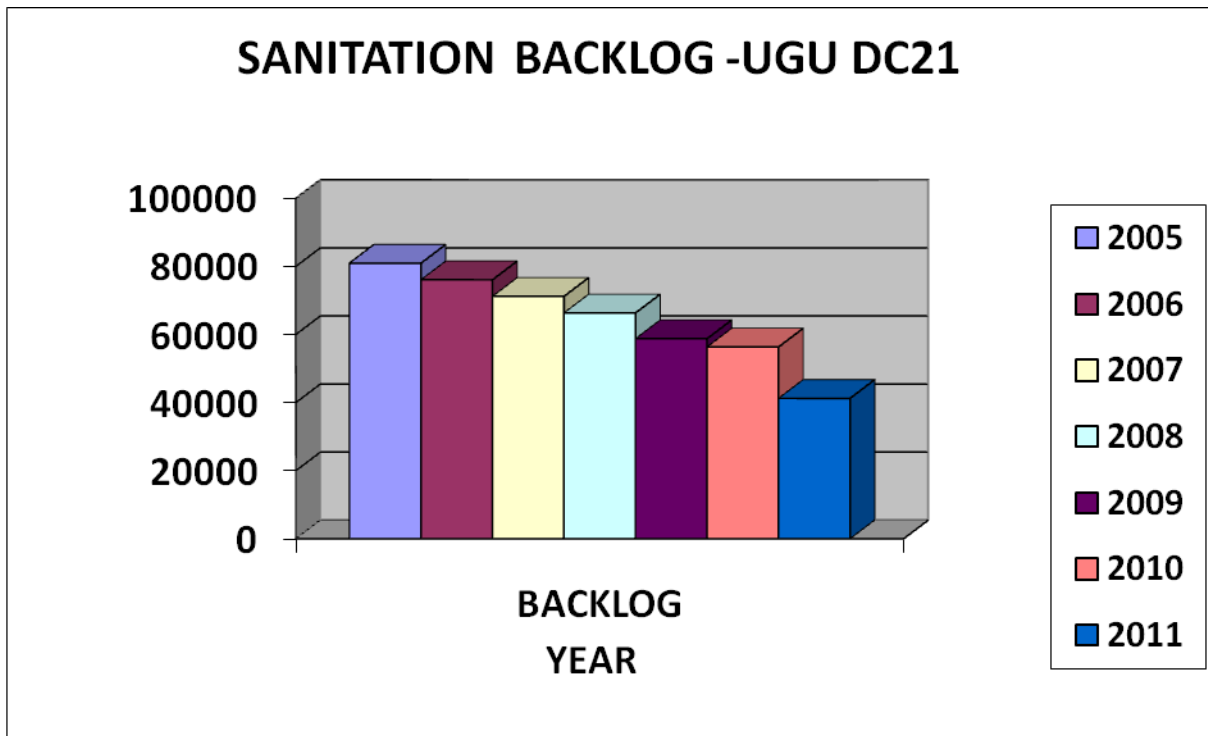
### **3.2.3 Sanitation**

Water and Sanitation, the revised backlog estimates are 29% being 41231 HH.

**Table 5: Analysis of Sanitation Backlog statistics. (Rural areas):**

<b>Municipality</b>	<b>TOTAL NUMBER OF HH</b>	<b>HH in need</b>	<b>Estimated Cost ( R )</b>	<b>% BACKLOG Dec-2010</b>
<b>VULAMEHLO</b>	14473	2894	15917000	20
<b>UMDONI</b>	17025	1872	10296000	11
<b>UMZUMBE</b>	31088	10379	57084500	33
<b>UMUZIWABANTU</b>	20308	9544	48535000	47
<b>EZINGOLWENI</b>	8630	2847	15658500	33
<b>HCM</b>	50652	10195	56072500	20
<b>UGU</b>	142176	41231	155028500	29

(In-house data)



(Baseline -Backlog since 2005)

#### Urban areas:

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. Ugu had completed a number of business plans towards this programme, which requires close to R 2 billion. Such funding will require access to loans and other financing options, which will be developed in due course. BOT options are being investigated.

#### 3.2.4 Water and Sanitation Master Plan

The Water Services Development Plan which was last reviewed in 2011 encompasses amongst others, water, sanitation and infrastructure backlog studies, waste water treatment studies, bulk infrastructure development studies. The WSDP is reviewed every year. Additional funding is required to eradicate the water and sanitation backlog etc. from the analysis 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 will be made to MIG and 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 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. 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 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.

### **3.2.5 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. 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 eThekweni 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.

### **3.2.6 Electricity**

Eskom electrification delivery depends on the level of the National Treasury MTEF funding normally projected over a three years period. Estimated electricity backlogs as per the census data are as follows:

### **Status of Electricity Supply - Households**

<b>LM</b>	<b>Households with Electricity</b>	<b>Total Households</b>	<b>% Supplied</b>
Ezingoleni	7568	8630	88%
Hibiscus Coast	48743	50652	96%
Umdoni	16623	17025	98%
UMuziwabantu	17567	20308	87%
Umzumbé	21135	31088	68%
Vulamehlo	7451	14473	51%
<b>Grand Total</b>	<b>119087</b>	<b>142176</b>	<b>84%</b>

(Eskom survey 2009)

Backlogs in many municipalities are attributed to lack of bulk infrastructure as indicated below. Department of Energy (DoE) is responsible for the funding of all prepaid electrification which is mainly in Eskom rural areas of supply.

Therefore Eskom as the delivery agent of DoE is responsible for the electricity delivery based on the annual MTEF allocations through the gazetting processes.

The funds are allocated by Department of Energy for the 2011/12 period to speed up electrification of households in the Eskom areas of supply. To facilitate these programmes municipalities can follow one of the two processes to execute projects:

1. Municipality can utilise Eskom as their direct contractor for the duration of the completion of the project. Municipality must enter into Memorandum of Understanding with mutually predetermined requirements.
2. Municipalities must engage consultants and contractors who are currently in Eskom database to ensure the projects are constructed in accordance with the Eskom technical standards before handing over to Eskom to operate and maintain. Municipalities must utilize their commercial processes to award tenders.

With reference to the infrastructure the following projects are planned for the 11/12 financial year

**Table 20: Electricity Project**

LOCAL MUNIC.	PROJECT NAME	CONNS	STATUS	ESTIMATED COST	BUDGET YEAR
UMDONI	IFAFA S1 INFILLS	137	CRA	R 1 437 812.31	2011-2012
UMDONI	MALANGENI DEVELOPER Phase 2	1 100	CRA	R 10 149 412.00	2011-2012
UMUZIWABANTU	WEZA S1 INFILLS	112	CRA	R 1 175 437.80	2011-2012
HIBISCUS COAST	THELAWAYEKA	500	DRA	R 4 397 710.61	2011-2012
HIBISCUS COAST	TINTOWN S1 INFILLS	51	CRA	R 535 244.00	2011-2012
UMUZIWABANTU	NQABENI NB138 SABELWENI & BHIDLA	350	DRA	R 3 929 192.87	2011-2012
HIBISCUS COAST	SILWANE	600	CRA	R 7 200 000.00	2011-2012
UMZUMBE	SIPOFU	750	CRA	R 11 824 553.46	2011-2012
<b>ESKOM FUNDED MARGATE KZN INFILLS/EXTENSIONS 2011-2012</b>					
LM	Infills Project Name	CONNS	Network Breaker	Network Status	
Ezinqoleni	Kwanyuswa S1	110	Nqabeni NB138	Slightly Constrained	
Umdoni	Shayamoya S1	57	School Road NB109	Constrained	
Umdoni	Turton S1	91	Mtwalume NB12	Constrained	
Umzumbe	Qoloqolo	12	Kingsdale NB 8	Slightly Constrained	
Ezingoleni	Shoashobane S1	50	Paddock NB43	Constrained	
Ezingoleni	Xolo S1	50	Marina Beach NB78	Constrained	
Umzumbe	Mfazazane S1	150	Hibberdene NB41	Constrained	
Umzumbe	Mfazazane S1	150	Mtwalume NB13	Constrained	
Umdoni	Amandawe S1	50	Freeland Park NB78	Slightly Constrained	
Hibiscus Coast	Nsimbini S1	100	Plains NB1	Slightly Constrained	
Hibiscus Coast	Nsimbini S1	150	Uvongo NB27	Slightly Constrained	
UMuziwabantu	Weza S1	100	Ingeli NB3	Slightly Constrained	
Umdoni	Amandawe S1	30	Scottburgh NB84	Not Constrained	
Umdoni	Amandawe S1	30	Temple Road NB95	Not Constrained	
Hibiscus Coast	Gcilima S1	61	Jabulani NB21	Constrained	
Hibiscus Coast	Gcilima S1	61	Marina Beach NB78	Constrained	

**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.

### **3.2.7 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

#### **Integrated Transport Plan (ITP)**

Ugu's Integrated Transport Plan was completed in 2006 / 07 financial year. There was funding provided by the KwaZulu-Natal Department of Transport (KZNDot), in the past we experienced challenges in terms of implementing the ITP as well as sourcing funding to review the study. The project is currently under review.

### **3.2.8 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-serviced 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. 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-serviced 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 Ezinqoleni, four in Vulamehlo and two in Umdoni.

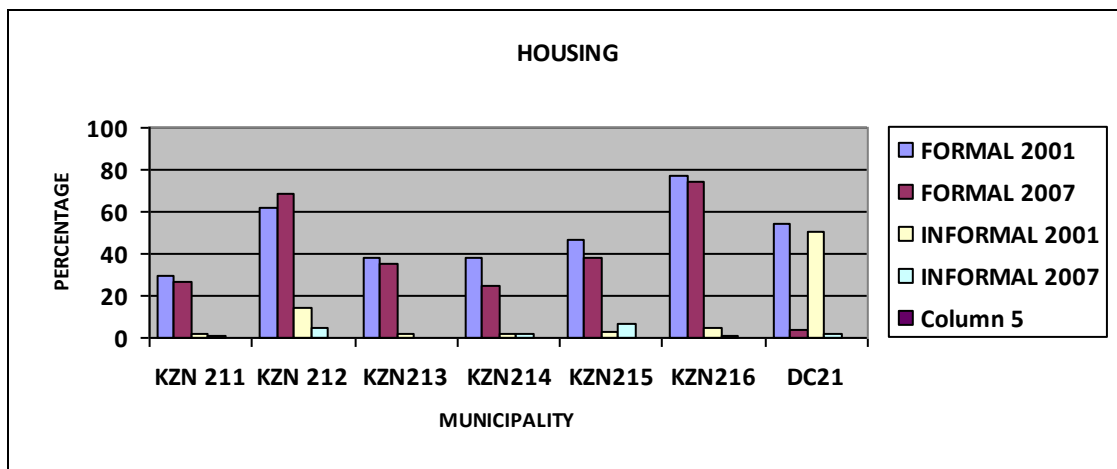
Key challenges that interfere with the roll out of services includes unavailability of Eskom power, poor infrastructure in certain rural areas (especially uMuziwabantu Municipality), delays in obtaining environmental impact assessment (EIA) approval



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.

### 3.2.9 Housing

The Housing Backlog/Demand within each municipality was determined by using Census 2001 housing typologies. This is not conclusive but at least provides some indication of the housing demand for the local municipality. The recent 2007 Community Survey carried out by Stats SA will now replace housing demand statistics in HSPs.



Department of Housing funds projects in accordance with contractual commitments. Payments are made as milestones are achieved. New projects enter the system pursuant to a rigorous risk assessment and approval process.

The need for project-level integration remains a challenge. This is to ensure that beneficiaries have access to the required services without undue delays. The emphasis is also on the creation of viable human settlements, appropriately located and housing access to economic opportunities. The District SPF is also a vehicle to work towards inter-sectoral alignment and will allow for sharing of information.

The income subsidy band R3 501-R7 500 aims to provide middle income housing opportunities to ensure that this category will be able to access housing market. The financial institutions have critical role to play in terms of providing end-user finance for this income bands.

Partnerships between government and the private sector are critical to ensure a concerted approach to the challenges of housing delivery. Departmental priorities focus on slum clearance, rural housing, medium density housing and the capacitating of municipalities. However, it is critical for municipalities to identify

housing priorities and develop appropriate strategies. Housing Plans have been a catalyst for this important activity.

The Government has agreed on 12 outcomes as a key focus of work and delivery between now and 2014. In this regard Outcome 8 focuses on the development of human settlements and the achievement of the outcome of: **Sustainable Human Settlements and Improved Quality of Life**.

In the Ugu District, the Department of Housing has provided funding to all six municipalities for the development of Housing Sector Plans (HSPs). Housing sector plans were developed per local municipality. All six municipalities have finalized their HSPs and this plan will guide housing delivery within their jurisdiction. The projects identified in the housing plan need to inform the District IDP with a view to aligning local municipalities housing programs with the District infrastructure programme viz. the provision of MIG funding for bulk services. Currently, the housing delivery function is performed by local municipalities.

Each municipality has established Housing Forums to deal with all matters pertaining to housing projects. It is important that all relevant stakeholders are invited to these meetings eg. Mayors, councilors etc. who are kept abreast of all housing progress and can also raise any issues/concerns of housing delivery within his/her ward. This forum plays a vital role in ensuring that there is participation and accountability from all role-players eg. District municipality, implementation agents, project monitors, municipal housing manager/officer etc.

Municipalities need to form public-private partnerships to provide middle income housing opportunities to ensure that this category will be able to access housing market. The financial institutions have a critical role to play in terms of providing end-user finance for middle income bands.

Housing delivery within the district has been slow given the number of challenges ranging from eg. Availability of funds for bulk infrastructure, availability of land, delays in project approval process, implementation agent issues, beneficiary administration etc.

The Project Management Unit of Ugu DM has assumed the role of implementation agent for a project in the Umdoni municipality. This ensures greater co-ordination and integration in respect of planning, services and resource allocation.

### **3.2.10 Turn Around Strategy**

**To ensure that every citizen have access to water and sanitation; by upgrading our ageing infrastructure (water and sewer systems), upgrade power supply by ESKOM, stabilise our systems and reduce the supply of tankered water.**

Currently the district is facing challenges of frequent water shortage, frequent power outages and inadequate water resources. The target for December 2010 is 50% reduction in usage of water tankers, finalize the Eskom power supply negotiations and create an interlinkage to address the water resource constraint will be 80% complete. For Ugu to achieve its targets it needs Systems conditions assessment as well as the following actions from other departments:

- Finalize the Eskom power supply negotiations
- Bulk funding from Umngeni for extensions to Umzinto, Mathulini, Pennington and South Coast main.
- Upgrade of power supply by Eskom for Umtamvuna/Ezinqoleni/Florida system

**To ensure access to electricity by all citizens; this to be done through engaging ESKOM and Department of Energy with more focus on Umzumbe and Vulamehlo in the immediate and covering all areas in the long term.**

Currently there is inadequate bulk water capacity to supply water throughout the district. The municipal target by December 2010 is:

- 60% completion of Upgraded bulk infrastructure for selected schemes
- Commencement of power upgrade by Eskom
- Consolidated regional bulk business plan
- MoU for water operations in Sisonke, eThekwini and Umgungudlovu.

In order to achieve the target the municipality needs to Finalize plans and business plans for the set target. It will also need the following actions/intervention from other sector departments:

- Bulk funding for Vulamehlo water scheme, kwaLembe by DWAF/Province.
- Upgrade of power supply by Eskom
- Cooperation form both eThekwini & Sisonke & Umgungundlovu.
- Fast racking Eskom Kenterton power supply upgrage

### **3.3 KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT**

#### **3.3.1 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.

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.

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.

#### **3.3.2 Local Government Turnaround Strategy**

In 2009 government undertook to reflect on 'What is the state of local government, and what needs to be done to restore the confidence of the public in this sphere of government by 2011 and beyond.

An assessments of each municipality in the country was carried out and from these assessments, a consolidated State of Local Government report was compiled.

Following the analysis of the results of these assessments, the LGTAS (Local Government Turnaround Strategy) was created. It was approved by the National Cabinet on the 02<sup>nd</sup> December 2009, and presented in Cabinet Lekgotla in February 2010. The objective of the LGTAS is to:

Restore the confidence of the majority of people in municipalities, as the delivery machine of the developmental state at a local level and make municipalities the pride of the people.

Re-build and improve the basic requirements for a functional, accountable, responsive, effective, efficient developmental local government.

The core of the LGTAS is the ten point plan which calls on municipalities to:

1. Improve the quantity and quality of municipal basic services to the people in the areas of access to water, sanitation, electricity, waste management, roads and disaster management.
2. Enhance the municipal contribution to job creation and sustainable livelihoods through Local Economic Development (LED).
3. Ensure the development & adoption of reliable and credible Integrated Development Plans (IDPs).
4. Deepen democracy through a refined Ward Committee model.
5. Build and strengthen the administrative, institutional and financial capabilities of municipalities.
6. Create a single window of co ordination for the support, monitoring and intervention in municipalities.
7. Uproot fraud, corruption, nepotism and all forms of maladministration affecting local government.
8. Develop a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system.
9. Develop and strengthen a politically and administratively stable system of municipalities.
10. Restore the institutional integrity of municipalities.

All programs and projects in the Turn-Around Strategy have been included in the 2010/2011 PMS and SDBIP in order that they are executed within the set time frames and are monitored.

### **3.3.3 Institutional Arrangement**

#### **3.3.3.1 Municipal Departments and Function**

##### **Council**

The executive and legislative authority of a municipality is vested in its Municipal Council. The pre-eminent roles of the Council, amongst others, are the approval of by-laws, budgets, policies, IDP, tariffs for rates and service charges.

The Council consists of 34 members, seven of whom are full-time. The following table depicts political and gender representation on Council:

### Administration

The administration of the Municipality is headed by the Municipal Manager. The Municipality has four administrative departments, each being headed by a General Manager. In addition, the Deputy Municipal Manager within the Office of the Municipal Manager is responsible for the efficient and effective operation of all departments.

DEPARTMENT	RESPONSIBILITY	RESPONSIBLE OFFICIAL
<b>Office of the Municipal Manager</b>	<p>The Office of the Municipal Manager is responsible for the following functions: Development Planning; Strategy and Shared Services; Internal Audit; Mayoralty and Communication; Legal Services; Youth Development; HIV/AIDS and Special Programmes.</p> <p><b>Development Planning</b> – Responsibilities include the implementation the Municipality's Performance Management System as aligned to the Integrated Development Plan (IDP), and to monitor and report on the progress and implementation thereof.</p> <p><b>Strategy and Shared Services</b> – Responsibilities include the facilitation of strategic forums among the family of municipalities within the District, some through the implementation of shared services. This also ensures the management of enterprise-wide risk, service excellence and performance management.</p> <p><b>Internal Audit</b> – Responsibilities include the provision of internal audit services to the Municipality as well as the coordination of the implementation of the internal audit service as a shared service within the District. The section also facilitates the external audit services required by the Municipality.</p> <p><b>Mayoralty and Communications</b> – Responsibilities include the coordination of Mayoral executive support, corporate communications events and general marketing and maintenance of the profile of the Municipality. This section also acts as the vehicle for the realisation of intergovernmental and cooperative governance structures and events.</p> <p><b>Legal Services</b> – Responsibilities include the coordination of legal research towards ensuring legal compliance, contract management and associated advisory services.</p> <p><b>Youth Development</b> – The Office is responsible for institutionalisation and mainstreaming of Youth Development within Ugu District Municipality.</p> <p><b>Special Programmes</b> – The Office heads up advocacy and lobbying for the development and mainstreaming of issues which affect the following vulnerable groups: Senior Citizens, People with Disabilities, Women and Farmworkers.</p> <p><b>HIV/AIDS</b> – The Office conducts aggressive lobbying for the support, assistance and development of people living with and/or affected by HIV and/or AIDS, as well as children who are either directly or indirectly affected by the epidemic as a result of their very vulnerable status or through being orphaned by the disease.</p>	<b>Municipal Manager And Deputy Municipal Manager</b>
<b>Corporate Services Department</b>	<p>The Corporate Services Department, headed by the General Manager Corporate Services includes: Human Resources, Secretariat, Information and Communication Technology (ICT), Geographic Information Systems (GIS), Registry and Auxiliary Services, and Disaster Management.</p> <p>The following are the functional areas of the sections within the Department:</p> <p><b>Human Resources</b> – Coordination of sound labour relations, Human Resources management and recruitment strategies including Leave management, Job Evaluation management, Employee Benefits, Employee Wellness, Organisational Development and Occupational Health and Safety.</p> <p><b>Secretariat</b> – Coordination of secretariat support to Council and its committees.</p> <p><b>ICT</b> – Ensuring the efficient implementation of information management systems implementation and maintenance of application systems implementation of Enterprise Resource Planning hardware and software maintenance information systems security and general coordination of management of ICT systems.</p> <p><b>GIS</b> – Coordinates the placing of socio-economic and developmental information in a spatial context. This assists the political leadership and management in decision making and service delivery implementation planning. Spatial analysis, as well as spatial modelling, is also done.</p> <p><b>Registry and Auxiliary Services</b> – Records management, registry management, facilities management, security management, telecommunications and building maintenance.</p> <p><b>Disaster Management</b> – Coordination of the prevention, mitigation of disaster effects and the management of disasters when they occur.</p>	<b>Ms Phumza Ntebe</b>

	<p><b>Job Evaluation Management</b> - Co-ordinates processes associated with the implementation and maintenance of Job Evaluation in the Local Government Sector at a regional level through interaction and facilitation of preparatory requirements, creating awareness of procedures and, analyzing and reporting on the status within Municipalities and/ or Principal Job Evaluation Committees in order to ensure the region delivers on its plans and objectives of performing at an acceptable standard, maintaining quality and consistency and producing Job Evaluation outcomes that are valid and defensible</p>	
<p><b>Treasury Department</b></p>	<p>The Treasury Department includes: Equity and Accounts, Grants and Expenditure, Budget Control and Supply Chain Management.</p> <p><b>Equity and Accounts</b> – Asset management, loans, insurance and investments and cash collection.</p> <p><b>Grants and Expenditure</b> – Coordination of accounts payable, payroll and management of grants received.</p> <p><b>Budget Control</b> – Preparation of budget, financial forecasting and preparation of financial statements.</p> <p><b>Supply Chain Management</b> – Coordination of procurement of goods and services, and management of the supplier database and procurement contracts.</p>	<p><b>Mr Vet Hukum</b></p>
<p><b>Infrastructure and Economic Development Department</b></p>	<p>The Infrastructure and Economic Development Department (IED) is made up of the following sections: Environmental Services, IED Finance, LED and Tourism.</p> <p><b>Environmental Services</b> – Responsibilities include the coordination and implementation of environmental management and environmental health services.</p> <p><b>Infrastructure and Economic Development Finance</b> – Responsible for the management of the budgets for the MIG grant, as well as all other departmental grants and funding.</p> <p><b>LED and Tourism</b> – Facilitating and coordinating activities and programmes that would yield shared economic growth and extensive marketing of the District.</p>	<p><b>Ms Mbonane Zakithi</b></p>
<p><b>Water Services Department</b></p>	<p>The following are the sections which make up the Water Services Department: Water Services Operations, Water Services Authority (WSA) and Administration, Water Services Income and Fleet Management.</p> <p><b>Water Services Operations</b> – Management of all technical operations (water and sanitation) within the various areas covering the District.</p> <p><b>Water Services Authority</b> – Responsible for the implementation of Water Services Development Plan, water services provision legislation and by-laws, legislative prescripts of the department and development control, GIS, scientific services and design of projects and project management.</p> <p><b>Water Services Income</b> – Billing of residential and industrial consumers, collection of debt, as well as the coordination of indigent support and provision of contact centre facilities and systems which are derived from Batho Pele principles.</p> <p><b>Fleet Management</b> – Ensure that the organisation adequately supports service delivery through the provision and management of a safe and efficient fleet.</p> <p><b>Project Management Unit (PMU)</b> – Implementation of MIG funded projects such as water, sanitation and community facilities.</p> <p><b>Control Centre</b>- The control centre deals with all public enquiries and complaints. It is headed by a Manager and is manned 24/7.</p>	<p><b>Mr Maxwell Pawandiwa</b></p>

### 3.3.3.2 Staff Employment

The following table provides staffing information /human resource profile

Table 22: employment equity statistics

	DEMOGRAPHICS	TOP MANAGEMENT			SENIOR MANAGEMENT			MIDDLE MANAGEMENT			JUNIOR MANAGEMENT			GENERAL WORKERS		
Level		0-1			2-3			4-6			7-12			13-18		
Nos. Off		7			28			113			282			496		
		Exist	Ideal	Diff	Exist	Ideal	Diff	Exist	Ideal	Diff	Exist	Ideal	Diff	Exist	Ideal	Diff
African Males	41.8	4	2.93	-1.07	10	11.70	1.70	48	47.23	-0.77	122	117.88	-4.12	394	207.33	-186.67
African Females	50.2	2	3.51	1.51	10	14.06	4.06	39	56.73	17.73	87	141.56	54.56	87	248.99	161.99
Coloured Males	0.3	0	0.02	0.02	0	0.08	0.08	0	0.34	0.34	8	0.85	-7.15	0	1.49	1.49
Coloured Females	0.3	0	0.02	0.02	0	0.08	0.08	3	0.34	-2.66	2	0.85	-1.15	1	1.49	0.49
Indian Males	1.8	1	0.13	-0.87	1	0.50	-0.50	8	2.03	-5.97	26	5.08	-20.92	14	8.93	-5.07
Indian Females	1.7	0	0.12	0.12	1	0.48	-0.52	2	1.92	-0.08	7	4.79	-2.21	0	8.43	8.43
White Males	1.9	0	0.13	0.13	6	0.53	-5.47	9	2.15	-6.85	20	5.36	-14.64	0	9.42	9.42
White Females	1.9	0	0.13	0.13	0	0.53	0.53	4	2.15	-1.85	10	5.36	-4.64	0	9.42	9.42
Other Males	0.0	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Other Females	0.0	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0.00	0.00
<b>TOTAL</b>	100	7	7	0	28	28	0	113	113	0	282	282	0	496	496	-0.50



### 3.3.4 Human Resources (HR) Strategy

A district wide approach has been adopted to enhance, develop and align human resource (HR) practices throughout the district. The Ugu HR strategy is still in a process of being development and is still in the procurement stage. **Employment Equity Plan:** is still in the draft stage. To be finalized by 30 June 2011.

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. (Nothing changed)

**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. There is a plan to fine tune our ABET into Occupational ABET utilizing the Services of ESAYIDI FET.

**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 already adopted. 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. The Municipality has recently employed 2 female top managers to lead two departments.

**Training Initiatives:** Specifically identified training initiatives are coordinated 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

There is also the project of Skills Audit where which is conducted by COGTA throughout the entire family of our Municipalities, which will then assist the entire District to create a skills database for the Municipalities of this district.

**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 instill 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.
- Training of our Managers and Supervisors in conducting disciplinary hearings in order to save costs of utilising external consultants.

### **3.3.5 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. The Municipality has introduced RPL (recognition of prior learning), this exercise focuses on the scarce skills of the municipality by assessing and training previously disadvantaged artisan assistants to be fully qualified artisans.

### **3.3.6 Recruitment and Retention Strategy**

It is the objective 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.

### **3.3.7 Workplace Skills Plan**

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### **3.3.9 Annual Report**

Ugu District Municipality prepares Annual Reports for all the financial years. The 2009/2010 Annual report consisting of the Annual Performance Report which is still in the process of being prepared for adoption by the Council.

### **3.3.10 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-:

Table 23: IGR structures

FORUM	OBJECTIVE	FUNCTIONALITY
<b>District Intergovernmental Relations Forum</b>	The objective of the forum is to create a platform engagement for all spheres of government with the family of municipalities in the district to work together r towards the common goal of service delivery. The forum was established in May 2005	YES
<b>Municipal Managers Forum</b>	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 and manages the processing of the resolutions taken.	Yes, it meets regularly
<b>Chief Financial Officers (CFOs) Forum</b>	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.	It does sit but we have not seen items from the forum.
<b>HR Forum</b>	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.	YES
<b>IDP Technical Team</b>	This technical team creates a platform for all sections in the municipality to directly input and influence the IDP.	YES
<b>District Planners Forum</b>	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.	YES
<b>Speakers Forum</b>	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.	YES
<b>Disaster Management Forum</b>	The Disaster Management Advisory Forum exists for integration and co-ordination amongst municipalities as disasters are usually not limited within political boundaries.	YES
<b>LED Chairpersons Forum</b>	The LED Chairpersons forum that is one of the IGR structures within the District. This forum aims at coordinating the same approach in implementing economic development interventions. It is also used 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.	Yes but not regular
<b>LED Forum</b>	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 report to the LED Forum and they meet bi-monthly. These Forums discuss strategic issues for the district and also have a multiplier effects in the district	YES



	economy. The issues will include anchor economic projects that their successful implementation will change the economic landscape of the district.	
<b>Cooperative Development Programme Steering Committee</b>	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 also been able to ensure that they encourage the institutions that they come from to provide markets for cooperatives products and services	Yes and sits monthly

### Strengths, weaknesses and challenges of the IGR structures

Weaknesses	Strengths	Challenges
<p>There is no proper flow of information from the different structures.</p> <p>-No proper channels for tracking the implementation of the resolutions taken.</p> <p>-Repetition of issues discussed in different structures.</p> <p>-There is no dedicated staff member for IGR matters and it is viewed as a responsibility of the MM's Office</p>	<p>-These structures are well established.</p> <p>-All have ToR that have been adopted by the council.</p> <p>-Ugu District Municipality has signed the IGR protocols.</p> <p>-Meetings of these different meetings are scheduled in the Annual Roster of meetings-Some structures receive support from the Secretariat section.</p> <p>-High level of commitment from the members.</p> <p>-Have been a platform for information sharing and addressing different challenges.</p> <p>-Platform for crystallizing technical issues prior to be deliberated at Portfolio Committees.</p> <p>-Good working relations between the district and the local municipalities</p> <p>-There is a proposed post for an IGR Officer.</p>	<p>- Continuous improvement is required from sector departments.</p> <p>- Inconsistency in the number of people that attend meetings.</p> <p>- Lack of human capacity from the low capacity local municipalities to attend the meetings.</p> <p>- Content alignment between the different spheres of government.</p>

### 3.3.11 Internal Audit

In terms of section 165 of the MFMA, an in house Internal Audit section has been in operation since 2004. The Internal Audit section operates as a shared service and supports the municipal entity and four other local municipalities within the district. The following functions are discharged in accordance with an approved Internal Audit Charter:

- To examine, evaluate and improve the adequacy and effectiveness of the municipality's governance, risk management processes and systems of internal control:
  - **Governance:** assisting senior management in achieving the goals of the Municipality by evaluating and approving the process through which goals

& values are established, communicated & monitored; accountability is ensured and municipal values preserved;

- **Risk Management:** assisting the Executive Committee and senior management in identifying, evaluating and assessing significant organisational risks and providing assurance as to the effectiveness of the related internal controls;
- **Internal Controls:** evaluating the effectiveness and efficiency of the information systems environment, financial and operational information, operations, safeguarding of assets and compliance with laws, regulations & controls;
- To conduct special investigations and other ad hoc projects at the request of management; and
- To report to the Audit committee and Municipal Manager.

Internal Audit completes internal audit reviews in accordance with an approved three year strategic plan. The plan is formulated using a risk based approach and includes evaluating the effectiveness and efficiency of the information systems environment, financial and operational information, operations, safeguarding of assets and compliance with laws, regulations & controls.

### **3.3.12 Addressing Auditor – General’s (AG) Comments**

Management action plans were formulated by senior management and tabled at a Council meeting. Measurement and corrective measures were allocated to responsible managers with specific deadlines. The status of the action plans will form part of the Audit Committee agenda as a standing item wherein the status of same will be considered and necessary follow action taken.

### **3.3.13 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 audit committee charter.

### 3.3.14 Disaster Management

Disaster Management within the district is housed as one of the Shared Services programmes and it is coordinated 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:

**Table 24: Hazards identification and Risk Prioritisation**

HAZARD IDENTIFIED	AREA	PROJECT	RESPONSIBLE DEPT
Fire		Firefighting 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 and 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'

HAZARD IDENTIFIED	AREA	PROJECT	RESPONSIBLE DEPT
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.

### 3.3.15 Municipal Organogram

The Council has not yet approved its Organogram when the IDP was adopted hence the organogram that is on the document is as of May 2009 (Office of the Municipal Manager) (see attached).

#### **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-ordinator 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.

### 3.3.16 Turn Around Strategy

#### **Recruitment of skilled personnel in the filled of artisans and enhancement of skills development within the existing employees for upward mobility.**

Currently our interventions on the WSP are not informed by Skills Audit hence the target for December 2010 is for the municipality to have a Reviewed and adopted WSP aligned to Skills Audit that is approved and adopted by our Portfolio Committee and must be implemented.

### **3.3.17 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-ordinator 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.

## **3.4 KPA: FINANCIAL VIABILITY AND MANAGEMENT**

### **3.4.1 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.

### **3.4.2 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.

### **3.4.3 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 subsidization of these households.

### **3.4.4 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.

### **3.4.5 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.

### **3.4.6 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.

### **3.4.7 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.

### **3.4.8 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.

### **3.4.9 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 Manager: Fleet 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.

#### **3.4.10 Financial Viability**

The municipality has a five year financial plan, which 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. It has recently implemented a new Billing system for water and sanitation billing; however it is currently in a stabilization phase.

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

For the 2010/2011 financial year Ugu will clearly disaggregate grants and subsidies to include what comes from national, provincial and what goes to the local municipalities.

#### **3.4.11 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.

### **3.4.12 Turn Around Strategy**

#### **Enhancing our revenue collection by reviewing revenue management system.**

The district currently has no revenue enhancement strategy and Poor debt collection ratio with the actual is 75.24%. The debtor's policy is being implemented.

By December 2010 the municipality intends to have an adopted revenue enhancement strategy in place, including implementation and Increase debt collection to 85%.

In order to meet its target the Task team will have to meet to look at alternative sources of revenue during 2010/11 budget process. It will require assistance from WSA within the Water Services Department. The Revenue Management System to be reviewed. The Debt collection efforts to be intensified as well as Intensify hand over process to local attorneys

#### **Effective management of all assets in our disposal**

Current there are no bar coding all acquired moveable assets. The municipal target is to have a Bar Coding all acquired moveable assets, Itemise all acquired assets as per GRAP 17 requirements and Asset Management Policy in place by December 2010.

Thus it needs to continue the use of service provider to prepare a GRAP compliant Fixed Assets Register as well as assistance from WSA in the asset itemisation process.

### **Credibility and transparency in our supply chain management.**

Currently there is SCM Policy and procedures reviewed and adopted in October 2009 and is implemented, an established SCM unit, monthly reporting to Finance Portfolio Committee Meeting and quarterly reporting to council in place

The desired outcome by December 2010 is to have increased work awarded to SMME's from 28% to 31% , Trained SCM practitioners on SCM processes and procedures and workshop the adopted policies and procedures internally and externally

In order to achieve the target the municipality must ensure that SCM increase the allocation of work to SMME's, Service provider to Conduct workshop on SCM processes and procedures, the revised SCM Policy and procedures to be work shopped through roadshows with all SCM Practitioners, departments and service providers.

The Provincial SCM Unit will need to play its role in supporting the municipality.

### **3.4.13 Conclusion**

The detailed five year financial plan is set out under annexure.

## **3.5 KPA: GOOD GOVERNANCE AND COMMUNITY PARTICIPATION**

### **3.5.1 IDP Framework and Process Plans**

The 2011/2012 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 2010 the Ugu District Municipality, in pursuit of the relevant legislative directives, adopted its 2011/2012 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 Town Planners Forums, IDP Representative Forums, 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.

### **3.5.2 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 coordinated 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. The municipality recently resolved to improve the level of community participation through Mayoral Izimbizo, which seeks to acquire the public input in terms of IDP/Budget for the next financial year. Community input made during Mayoral

Izimbizo informs the budget processes of the municipality as it is part of the consultation process aimed at improving public participation in the affairs of the District.

### **IDP and Budget Road Shows**

The IDP road shows took place between October and November 2011. The community raised issues of which some have been addressed and others projects budgeted in this financial plan. Below is summary of Community Need/priority issues:

#### **Priority Issues/ Community Needs**

- 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

### **Community Participation through Ward Committee Training**

In realising that the MEC for Co-operative governance and Traditional Affairs (Cogta) has always raised community participation as a challenge in the Ugu District IDP development process, the Corporate Strategy and Development Planning Shared Services (DPSS) in conjunction with the Office of the Speaker, embarked on the project of training and workshopping of Ward Committees on Integrated Development Plan (IDP); Role of ward committees, performance management system and turnaround strategy.

The training was conducted between 21 September and 01 October 2010.

In the past years the district had always conformed to the principles of community consultation in a form of Mayoral Izimbizo and IDP & Budget Roadshows. However, this platform did not necessarily yield the desired results as per the legislative framework.

Subsequent to this, the municipality resolved to embark on a capacity building programme of ward committees in recognition of them as being the basic pillar of the people centred/ participatory development.

The principal objective of the training and workshop was mainly to

- Equip of ward committees on their roles and responsibilities
- Demystify of grey areas between ward committees and other community structures
- Promote of community participation in municipal activities

- Consult on municipal turnaround strategy
- Equip ward committees on Performance Management
- Identify community issues and priority needs

The training programme took place as follows:

Week One:

21/09/ 2010 – Umzumbe Municipality

Week Two:

27/09/2010 – Umdoni Municipality (English)

28/09/2010 – uMuziwabantu and Eziqoleni Municipalities

29/09/2010 – Vulamehlo and Umdoni Municipalities

30/09/2010 – Hibiscus Coast Municipality

01/10/2010 – Hibiscus Coast Municipality (IsiZulu)

### **Findings on the Role of Ward Committees: Challenges**

The training and workshop was not based on a teacher-learner principle but was structured in a way that provoked active involvement of the participants.

During the training and workshop, the following concerns were found to be primary to ward committees and were raised as issues that required immediate and utmost attention:

- Volatile relationship between the ward councillors, who are also chairpersons of a ward committee structures and the rest of ward committees. The unstable relationship between councillors and the rest of ward committee members was sighted to have been based on councillors feeling insecure as far as their councillor positions are concerned. Active ward committee members are perceived by councillors as declaring their ambitions for councillorship.
- Drafting of a ward committee meeting's agenda has remain solely a prerogative of a councillor. This has resulted in the discussion of political and individual interest issues in ward committee meetings as opposed to community development.
- Ward Committees are not informed of development in their wards, which results in them not being able to answer to community queries on development happening in their wards.
- No feedback is given to ward committee members on community issues raised at ward committee meetings.
- Municipalities do not use ward committees to communicate municipal events in their wards i.e. IDP and Budget Roadshows.
- The training and workshopping was done late, considering the lapse of their office when the new council assumes governance in 2011.
- No feedback on the stipend of R1000-00 and cell phones as promised by the MEC for Co-operative Governance and Traditional Affairs (Cogta), Ms N Dube.

- Ward committees need to be capacitated continuously in courses that will issue them with certificates so that they are able to utilise them in their endeavour to advance their careers.
- Ward committees need to be furnished with equipment such as loudhailers so that they are able to announce municipal events in an effective manner.
- Ward Committees to be informed in advance of all municipal activities and project implementation in their wards.
- Municipal documents and materials to be translated into IsiZulu in a bid to accommodate the majority people of the district.

### **3.5.3 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.

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. However, on the following year 2010 the new Provincial Government administration under the political leadership of the MEC , Ms Nomusa Dube within the context of Local Government and Traditional Affairs, convened a Provincial Ward committee conference with a view to analyze, among other things, the funding Model of Ward committee members.

The conference which was held at ICC in Durban recommended, among other things that, ward committee members should receive a stipend of R 1 000, 00. However, the matter was also referred to local municipalities for their consideration taking into account the question of affordability as some municipalities are unable to generate revenue.

The DPLG has recently convened the District family of municipalities on the 15<sup>th</sup> February 2011 for purposes of charting a way forward with regard to the Integration of CDWs within the public participation Business unit; ward committee election support plan; roll-out of a ward committee funding model. The workshop will also receive a feedback from a Ward committee conference held at ICC in Durban with regard to the above matters and also discuss the flagship programme.

### **3.5.4 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.

### **3.5.5 Shared Services**

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:

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.

At the Government Indaba of the 9<sup>th</sup> November 2006, where all Ugu DM Family of Municipalities were represented, it was agreed, amongst all the Municipalities to share a number of services in 2006/2007 and 2007/2008, of which Legal Services was one of them. Generally joint or shared services are agreements among local governments to combine resources to provide a service to their communities. This combination is a cost saving method for municipalities that want to maintain service levels but find that it is not economically viable to fund them individually. Economies of scale may therefore dictate that a shared service agreement be implemented, in such situations. The following are the services that were to be shared:

1. Legal services
2. Waste management
3. Internal and external audit
4. Human resources
5. One Stop Customer Care centre
6. Project Management Unit
7. Emergency services and
8. Development planning.

The Family opted for both centralized and decentralized model of shared services. It was agreed to run Shared Services like a business and delivering services to internal customers at a cost, quality and timelines that is competitive with alternatives.

Entering into shared services by Ugu Family of Municipalities purported to 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 to 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 were seen as an important lever for re-positioning the contribution of Shared Services as a business-driven function focused on facilitating and supporting municipal change.

Since the resolution of the 9<sup>th</sup> November 2006, the Ugu District Family of Municipalities has only been able to share the following services:

### **3.5.6 Emergency shared Services (Fire fighting Shared Services)**

In 2009/2010 the Emergency Services with a specific reference to fire fighting was implemented by the Municipal Managers' Forum. The municipality has a four-year plan to establish and maintain a Fire fighting 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.
- The MMs' Forum agreed on the following two models for the District Family of Municipalities:
  - Model 1 comprises of two clusters with a Fire Chief Co-coordinator at district level which still has to be accommodated in the budget. The model has two clusters A and B. Vulamehlo, Umzambe and Umdoni became Cluster A (The North) with Umdoni as the centre to drive the shared services. Custer B (The South) consisted of uMuziwabantu, Ezinqoleni and Hibiscus Coast Municipalities with the latter as the centre for driving this shared service.
  - Model 2, which is District managed shared services was not chosen because of its emphasis on centralization. It has always been maintained by the MMs' forum that decentralization of powers and functions in the local municipalities was central in shared services as an empowerment strategy.

### **Proposed Implementation Process**

It was therefore proposed that the implementation be done in phases for the next four years;

- Budget implementation for the 1<sup>st</sup> year would be 50%, 2<sup>nd</sup> 20%, 3<sup>rd</sup> year 20% and the 4<sup>th</sup> year 10%; and
- All resources would first be distributed to the disadvantaged areas.

Municipal Managers' forum eventually agreed to implement 10% of the proposed model 1 due to financial constraints in 2009/2010. This meant that Cluster A and Cluster B would form fire fighting shared service and conclude Service Level Agreements.

The North or Cluster A successfully implemented fire fighting shared services with a signed Service Level Agreement. However, there were teething problems around budgetary constraints by some municipalities. What they could afford was far below the projected expenditure. The South or Cluster B could not agree on the formation of the fire fighting shared services due to budgetary shortcomings and other reasons encountered in 2009/2010. There is therefore a determination to achieve this objective before the end of 2010/2011 or to do so in 2011/2012.

### **3.5.7 Development Planning Shared Services**

#### **Background to Development Planning Shared Services**

This project involves providing a framework for the establishment of a DPSS among Municipalities of the Ugu family. The need for DPSS is linked to the following factors:

- impending changes in development planning legislation in the province involving devolution of planning powers and functions to local government level;
- limitations on capacity in Local Government to perform planning and development functions;
- limitations on funding in many municipalities to engage qualified and suitably experienced planning staff;
- the need to extend all development planning functions across the full area of jurisdiction of local municipalities; and
- to strengthen the coordination function to be performed by District Municipalities.

Many of the smaller rural municipalities have limited planning capacity and high turnovers of staff reported. It is proposed, therefore, to address these limitations through the establishment of shared services for the development planning function between district municipalities and their constituent local municipalities. The form that this DPSS function will take may vary between municipalities.

It is critical to note that any restructuring must comply with relevant legislation, in particular the Municipal Systems Act (no. 32 of 2000), (mainly Chapter 8), the Intergovernmental Relations Framework Act (no. 13 of 2005) and the Municipal Financial Management Act (MFMA).

## **The Scope of Municipal Development Planning Functions Included in the Ugu DPSS**

### **Structure of the DPSS in Ugu Family**

It is proposed that three (3) Senior Planners located in the DPSS would provide technical support and guidance to each of the following groups of Municipalities participating in the DPSS:

- Group 1 : Ugu District, uMuziwabantu and Ezingoleni Municipalities
- Group 2 : Umdoni and Vulamehlo Municipalities
- Group 3 : Hibiscus Coast and Umzumbe

The following are the adopted positions:

- The three Senior Planners, associated with Groups 1, 2 and 3 respectively, will focus on providing Spatial Planning and Development Administration Capacity to the participating municipalities. They will, however, also strengthen the strategic planning and performance management related functions within the participating municipalities.
- The Development Administration Specialist will develop and maintain the Development Administration System for the family of municipalities, i.e. will provide development admin support to all the Municipalities in the family.
- These four positions created as part of the DPSS will also provide technical planning support to planning staff in municipalities.

The DPSS consist of two phases – the establishment and implementation. The concentration was the establishment of the DPSS in 2009/2010, and 2010/2011 included both phases. In 2009/2010 the Performance Management System (PMS) Specialist was appointed to provide PMS support to the District and all Local Municipalities. The Senior Planner was appointed by Umdoni the host municipality to support Umdoni and Vulamehlo Municipalities. But unfortunately she resigned in 2010/2011. The following were appointed in 2010/2011:

- The GIS Specialist to serve all municipalities
- Data System Administrators to serve all municipalities
- Senior Planner for Ugu District, uMuziwabantu and Ezingoleni Municipalities.

The Hibiscus Coast Municipality was unable to employ the Senior Planner for itself and Umzumbe. It is hoped that before the end of the 2010/2011 or beginning of 2011/2012 the Senior Planner will have been appointed.

The implementation of DPSS as the second phase began in 2010/2011 and will continue vigorously in 2011/2012.

### **3.5.8 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:-**

Integration of all risks for the organization: In spite of many challenges in terms of this integration, 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. The inclusion of risk management in Section 57 performance agreements has not yet been implemented notwithstanding the fact that it suggested in 2011/12.

### **3.5.9 Batho Pele Programme**

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. In Ugu DM

Batho Pele was implemented in 2007. Since then a lot has been done toward implementing it such as Batho Pele principles and in SDIP, flagship projects such as Municipal Service week, Know your Service Right campaigns. In 2008/2009 Ugu obtained a Golden Award in Premier Service Excellence Award.

**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

### **Service Delivery impact**

MPSA has therefore decided to have a new approach to the annual Batho Pele Learning network. MPSA believe that the voice of the people is nowhere closer to shape service delivery, though Batho Pele is meant for them. Annual BPLN events

under the auspices of the Batho Pele Learning networks, it is public servants who come together to share the experience they gain through their interactions, but intended beneficiaries of the Batho Pele Policy, the people themselves, are not invited.

MPSA believe that the time has come for us to deal with issues related to impact in the implementation of the Batho Pele principles. Consequently Minister Baloyi announced at BPLN in ICC- Durban in 2009 that with effect from 2010 one principle of Batho Pele, would be allocated to a province. To this end KwaZulu-Natal was allocated the principle of information which Ugu Municipality has applied in 2010, where during each month certain information relevant to certain departments was shared with the public and departments ensured that they go out into the communities to share the information. Furthermore, Quarterly reports were submitted to the Office of the Premier to monitor progress of the monthly themes.

Also coupled with this allocation, a theme of Rural, Urban and Community development was given to KwaZulu-Natal for May every year.

Also under the direction and guidance of MPSA the Batho Pele implementation will focus on impact assessment of service delivery from 2010 onwards.

**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.

At the heart of Batho Pele is the Believe Set – WE BELONG, WE CARE, WE SERVE.

In 2010/2011 attention will be paid to the belief set because in the past years little was done relevant to belief sets. A Batho Pele belief set implementation Programme will be drawn up and made available.

**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.
- SDIP is approved by Top management annually. To ensure the implementation of SDIP by all Departments, Departmental Awards are conducted annually before the end of the year. A winning demand receives a certificate of recognition for service excellence.

**Service Standards:** Municipalities are required to publish a Statement of Service Charter. This Charter was published on the 05<sup>th</sup> December 2008, and is due to be reviewed after two years hence will be implemented in the 2011/2012 financial year. 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. In 2011/2012 our service standards will be subjected to annual performance review in accordance with the customers' view points.

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. Since 2008/2009 the following flagship projects, also known as service delivery watch, were implemented and are continuously conducted:

- Municipal Service week
- Know your Service Rights and Masakhane Campaign, and
- Batho Pele Learning Network

Without ignoring the above, in 2011/ 2012 the following will also be included:

- Unannounced site visits or mystery customer, and
- Change Management
- Project Khaedu.
- Project Khaedu is dependent on the Province's choice of senior managers to attend the programme.

### **Change management**

Managing change involves building a common understanding of the nature, scope and purpose of the change being implemented, that is, a shared vision.

Change management can be described as a process of defining and instilling new values, attitudes, norms, and behaviours that support new ways of doing business and overcoming resistance to change within an organization.

Greater emphasis in 2011/2012 will be placed on change in the Ugu District Municipality.

### **3.5.10 Mainstreaming programmes for Special Groups (Vulnerable Groups)**

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

There is a Programme of Action, internal 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/Pillars**

- Prevention, Education and Awareness programmes
- Treatment, Care and Support of the infected and affected
- Care for 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

(The 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
- Implementation plans are developed for both programs

### **Programme for senior citizens**

- District and local municipality forums in place with has Sector plans and dedicated annual budgets
- Integrated District programmes of action is in place since 2009
- Programmes facilitated in collaboration with all key implementing sectors
- Standardized monitoring ,evaluation and reporting systems

### **Highlights, latest development and achievements in the Special Programmes Unit**

- Dedicated Office and Managers in place
- 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 2007/2008-2011/2012 developed, adopted by council
- Dedicated budget/operational plans for HIV, AIDS ,Gender , People with Disabilities, Children, Senior Citizens and farm workers
- Integrated and multisectoral planning
- Strategy for monitoring and evaluation in place ,based on standardised reporting systems
- Municipality recognized as a central player for support
- Ongoing support for Local Municipalities - Councils for HIV & AIDS in all local municipalities establishment of forums for other programmes finalized
- District and local coordinating forums in place for all special programmes

## **Challenges**

- Socio economic factors e.g. increasing number of orphans and vulnerable children (OVC's)
- HIV Prevalence increased from 37.1 %to 40.2% (UGu District HIV/AIDS Survey)
- 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 National and Provincial guiding frameworks for the farmworker program

## **Recommendations**

- Integration, alignment and coordination of governments department programs with those of civil society
- Plan for migration
- MOE should be impact/outcome base.
- Municipalities to facilitate the development of clear programmes of action
- Continuous capacity building/development for Special Programmes personnel

### **3.5.11 Youth Development**

The IDP objective for undertaking Youth Development within Ugu District Municipality is to promote a culture of participatory democracy and integration. Youth Development is located under the National Key Performance Area, of Good Governance and Public Participation. The strategic focus areas are derived from the National Government Directives, of ensuring the institutionalisation and mainstreaming of Youth Development at Local Government level.

Ugu Youth Development Policy Framework (UDYDF) 2008 – 2014 that was approved by Ugu District Council serves as a guiding tool for the implementation of youth development programmes covering all the family of municipalities within the district.

#### **Institutionalization and Mainstreaming;**

Ugu Youth Committee is a portfolio that was established to, monitor and evaluate the implementation of youth development programmes within Council, and there are Youth Development Practitioners responsible for the operations and this combination constitutes Ugu District Youth Unit.

Ugu District Youth Council is a civil society organ which is responsible for the formation of Local Youth Councils and Ward Youth Forums, the same serves as a consultative body representing the voice and interest of young people to be communicated to government and vice-versa, furthermore an annual youth parliament is held in June, which is a dialogue platform created for the youth to share their aspirations with Ugu District EXCO Councilors and Top Management

### **Information Dissemination and Awareness Creation;**

Ugu District Municipality has forged a strategic partnership with the National Youth Development Agency, to create Youth Advisory Centre Points in all the Local Municipalities. These are one stop youth facilities that disseminate information relating to the livelihoods for young people such as bursary opportunities, careers guidance, life skills and so on. This project is funded by NYDA / Umsobomvu Fund to a tune of R 1,595 million to run for a period of one (1) year as from May 2009 – May 2010, this project has created ten (10) decent jobs for the youth.

Ugu Youth Development Unit, as part of its role to create awareness amongst the youth, has initiated a project on " Youth Understanding of Local Government" this project is aimed at educating young people on the roles and responsibilities of public administrators, public representatives, within the context of local government, For example; Powers and Functions of Local Government, Mayoral Committees and Democratic Principles informing the existence of Local Government, this project was partnered with Democracy Development Programme, (DDP) a section 21 company that is conducting capacity / training programmes for Councilors in some parts of KwaZulu / Natal.

### **Social Well Being;**

There is a project initiative coordinated by Ugu Youth Development Unit, which is aimed at creating awareness amongst youth to refrain from abusing drugs and other related substances. This project also highlight amongst other things the health dangers and behavioral problems affecting the society as a result of involvement into these kinds of habits. Ugu District baseline survey report is the source of this intervention, whereby it was founded that 70 % of young people within the district are abusing drugs due to high rate of unemployment, the recommendation was to intensify this kind of awareness creation and campaigns.

### **Youth Economic Participation;**

Ugu Youth Chamber of Commerce was established, which is a regional chapter affiliated to KwaZulu / Natal Chamber Youth Chamber of Commerce, an initiative driven by the Provincial Department of Economic Development. A total of thirty (30) district youth businesses representatives, participated in the launching of the Provincial Youth Chamber of Commerce held in Durban (ICC) in around November 2009.

### **Education, Training and Skills Development,**

#### ▪ *Youth Advisory Centre Points:*

Ugu District Municipality has forged a strategic partnership with the National Youth Development Agency, to create Youth Advisory Centre Points in all the Local Municipalities. These are one stop youth facilities that disseminate information relating to the livelihoods for young people such as bursary opportunities, careers guidance, life skills and so on. This project is funded by NYDA / Umsobomvu Fund to a tune of R 1,595 million to run for a period of one (1) year as from May 2009 – May 2010, this project has created ten (10) decent jobs for the youth.

There are Outreach Programme Officers and Career Guidance Advisors responsible for the day to day of YAC Point facilities whereby they interact with young people and share livelihoods and bursary information.

### **Ugu District Leadership and Life Skills Training:**

This a partnership project between Ugu District Municipality, Local Municipalities, Broedelijk Delen (Belgian – NGO), whereby young people are trained on life and leadership skills. This project is a very eye opening exercise amongst the youth, whereby young people are changing bad habits and behaviors and also beginning to take informed decisions in determining their life styles, future careers choices and viewing life as dynamical and challenging destiny. A total of + minus 1000 out of / school going youth participated in this project.

### **Sport and Recreation;**

Ugu Winter Games are a brain child of the Youth Development Unit, which is a preliminary selections process for KWANALOGA games, these games are implemented during June / July on an annual basis whereby prizes are awarded by the Honorable Mayor of the District, Clr S.B Cele.

Ugu District Municipality in KWANALOGA games for 2009, scooped a Gold Trophy for Volleyball Male and improved to the overall position of number 5, out of eleven district and to date the logistical arrangement are already in order for 2010 games to be held in UThungulu District Municipality.

### **List of Organisations Working with Ugu Youth Unit**

- National Youth Development Agency (NYDA), previously operated as Umsobomvu Youth Fund
- KwaZulu / Natal Youth Commission
- Department of Sports, Art , Culture and Recreation
- Various Public Sector Department, Dept of Social Development, Safety, Security and Crime Prevention.
- KwaZulu / Natal Youth Chamber of Commerce
- World Changers Academy
- Democracy Development Programme

- South African Youth Council

The Youth Development unit will continue to implement youth development programmes in line with the current Ugu Youth Development Policy Framework 2008 – 2014,,, and there will be additional vigorous project for the financial year 2010/11, for instance : dress a child and paint a school campaign and allocation of registration fees to tertiary students.

### **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/NYDA Youth Advisory Centre Project**

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

### **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 Population.

### **3.5.12 Turn Around Strategy:**

#### **Deepen democracy through a refined Ward Committee model.**

Currently the District Ward Committees are 80% existent but not all are fully functional. The target for 31 December 2010 is to have all ward committees functioning 100%. For us to achieve the 100% functionality of the ward committees we need the following:

- Funding
- Create an administrative position to capacitate the District Speakers' Office to administratively coordinate ward committees.

The intervention required from sector departments include:

- Communication with LGSETA on Ward Committee training fund
- Standardized training by the Dept which has units standards and SETA accredited

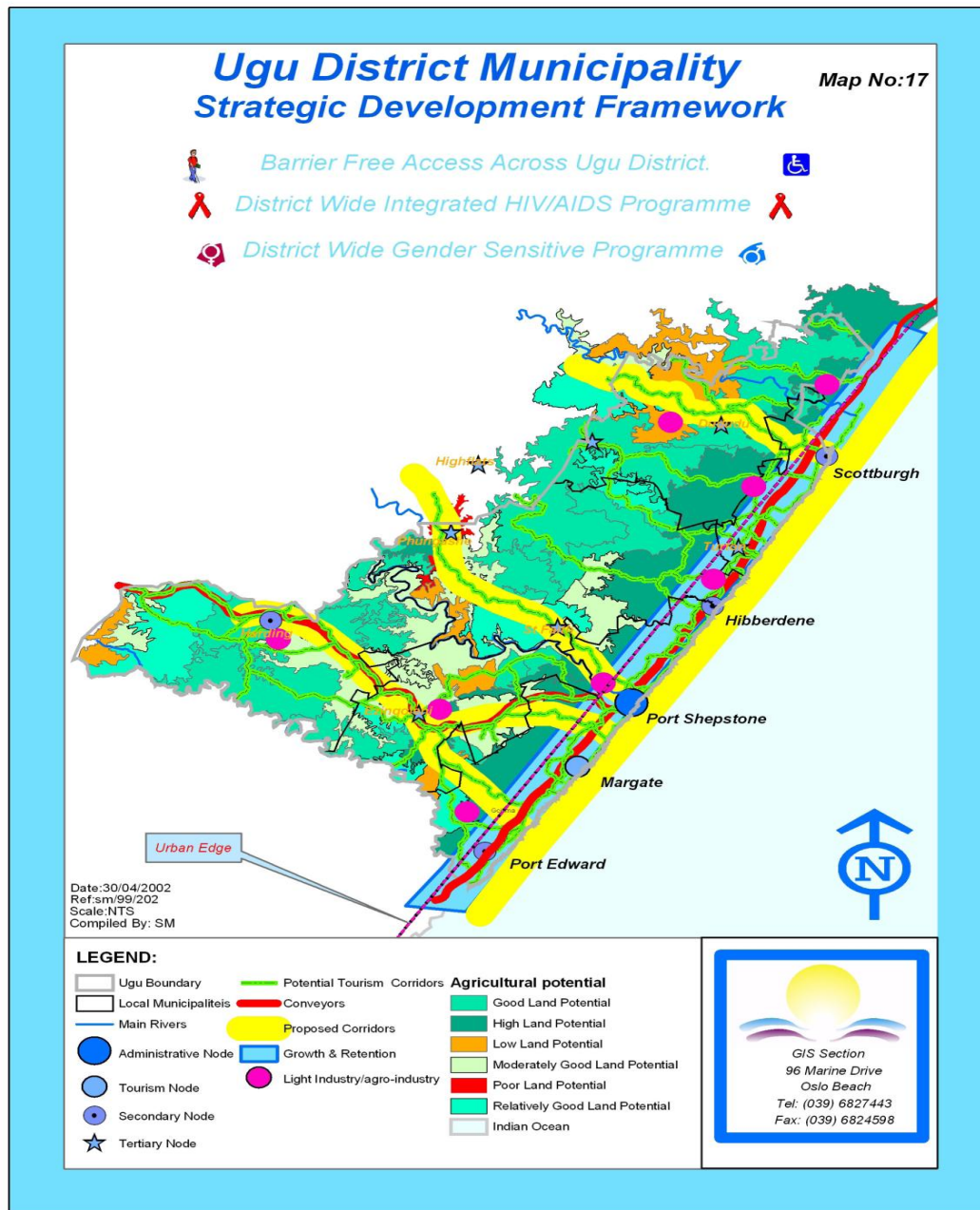
**Intensify efforts in our consultation with the public and engagement with broader range of civil society as well as Traditional Leadership structures.**

Although there is an outdated Complaints Management Policy in place, there is no structured mechanism to deal with complaints. Municipality engages with Local House of Traditional Leaders with respect to IDP and budget issues since 2009.

By December 2010 the municipality intends Enhancing a Communication & Public Participation Strategy and maintain status quo

In order to actives its targets the municipal needs to Review its strategy, adopt its strategy and Implement reviewed strategy.

### 3.6 KPA: SPATIAL AND ENVIRONMENTAL



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) are under review and will be adopted in the 2011/2012 financial.

### 3.6.1 Alignment of National, Provincial and Local Government programs

#### Spatial Alignment: NSDP and PSEDS to SDF /IDP

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 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,
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;	Focus where government directs its investment and development initiatives;	develop investment friendly strategies,
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;	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 are appropriate as activity corridors, To facilitate the increased growth of	Emphasis on the development of secondary and tertiary nodes, Structuring settlement growth primarily around development nodes and identified development corridors,



National Spatial Development Perspective (NSDP)	Provincial Spatial Economic Development Strategy (PSEDS)	Spatial Development Framework (SDF) / IDP
	existing centres and corridors of economic development in the province;	
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;	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, To facilitate the increased growth of existing centres and corridors of economic development in the province,	Emphasis on the development of secondary and tertiary nodes, Structuring settlement growth primarily around development nodes and identified development corridors,
The poor, concentrated around economic centres have greater opportunity of gaining from economic growth;	Capitalise on complementarities and facilitate consistent and focused decision making; bring about strategic coordination, interaction and alignment;	Provision of improved services, facilities and promotion of increased levels of local economic activity in nodes and identified corridors, Access to housing, Access to basic services,

### 3.6.2 Spatial Analysis

In line with the NSDP principles, rural development should be promoted through corridor development, including prioritizing the corridor areas for basic infrastructure and services. Some or other form of rural “notification / 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, Ezinqoleni and residential areas such as Bhobhoyi, 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 (86%) of the 5044 km<sup>2</sup> 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.

### **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 2014.
- 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 eThekweni / Umhlatuze
- PC2 eThekweni – 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:

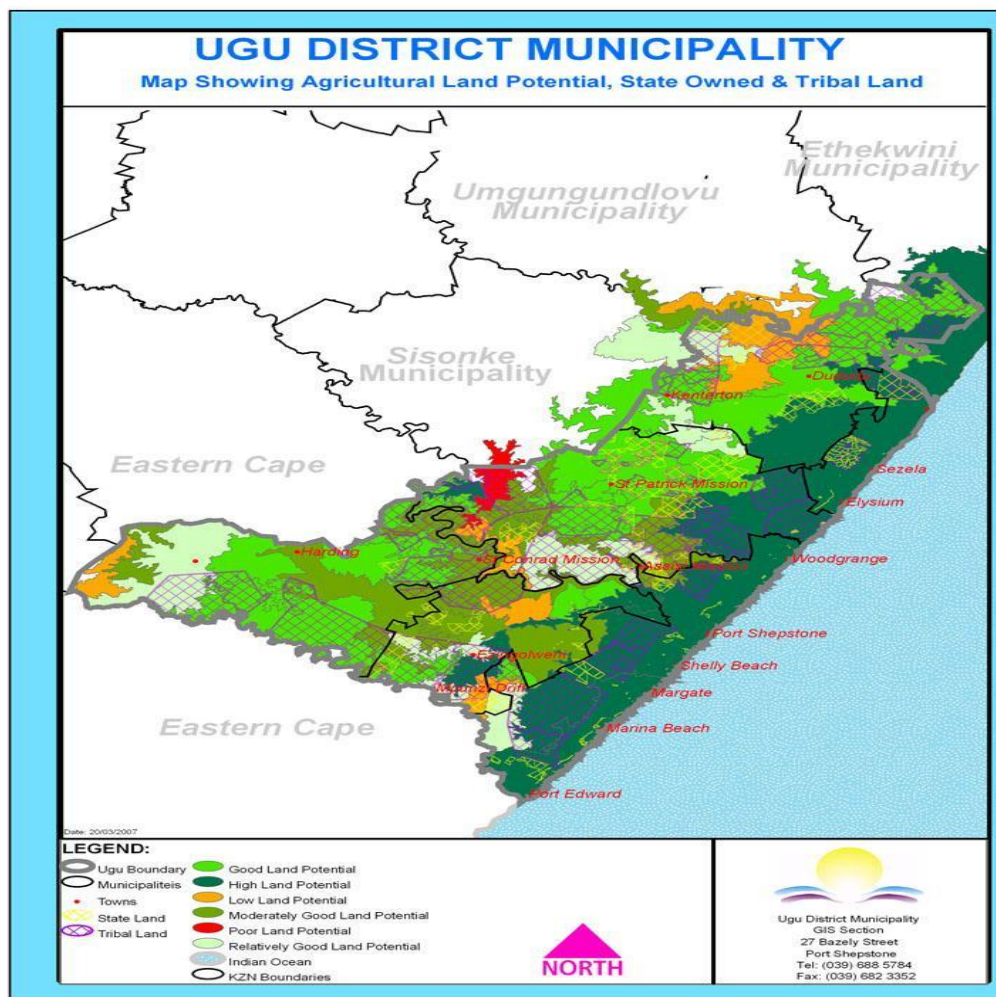
- SN4 – Port Shepstone
- TN2 – Hibberdene
- TN8 – Margate
- TN10 – Scottburgh
- QN26 – Port Edward
- QN35 – Harding

Priority PSEDS corridors in the Ugu District:

- PC3 – eThekweni- Ugu
- SC6 – Port Shepstone
- St Faiths- Ixopo

### 3.6.3 ENVIRONMENTAL MANAGEMENT AND ANALYSES

Map 1: Environmental Potential



#### 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 Mkhomazi, Mthwalume, 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 Mkhomazi River, inland from the Mthwalume River to the Ifafa River, south of the Mzimkhulu 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 Mphambanyoni river and south of the Mkhomazi 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 gradually being replaced by alien invasive species. This calls for a very aggressive invasive alien species eradication strategy and programme from and by all affected parties.
- 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, Umthamvuna 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 have to assist 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.

### **Air Quality Management**

Ambient air quality is being managed through the DANIDA donated ambient air quality monitoring station, which monitors SO<sub>2</sub>, NO<sub>x</sub>, CO<sub>2</sub> and PM<sub>10</sub>, operated in-house. The district will also explore the possibilities of acquiring more instruments for SO<sub>2</sub> monitoring that will be positioned at strategic points in order complement the existing system to ensure comprehensive air quality monitoring and assurance.

Assessment of air quality at a small scale in the Harding area has been conducted. This was aimed at establishing the state of air in the study area; assess air quality risks in the areas where firewood is used for energy and to possibly attract pilot projects like Basa Nje ngoMagogo, in the long-term, that are being driven by the Department of Energy.

### **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, Environmental Affairs and Rural Development 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 Environmental Impact Assessment (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 National Environmental Management Act (NEMA) and sustainable development principles. An Ugu Environmental Management programme (EMPR) will be developed during the 2011/12 financial year to manage mostly all the activities/projects that did not have Record of Decision as well as all activities/projects that were setup before Environmental Impact regulations and as a best practices for Environmental management Practices at Ugu Municipality.

### **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&RD and DWA and KZN Wildlife in their steward initiatives programme. The district has also opted for the internalisation of the IASP initiatives through the municipal-province partnership model in order to attract external funds and EPWP incentives.

### **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. Thus far Ugu has developed a framework that will guide the strategy and it is in line with the provincial risk assessment study. The framework focuses on the risks/vulnerabilities and opportunities or possible areas of intervention per sector and sub-sector.

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&RD 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.

### **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 (DWA, DEA, DAEA&RD, 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.  
From 2009/10 the schools competition on this has intensified as more schools have taken interest in the “adopt a wetland” programme. Many have adopted and some are still planning to adopt
- **Eco-School Programme** – this programme has been running for years within the district and Ugu has partnered with DAEA&RD for the first time in 2009 since its inception in the province. Improvement in school participation has been witnessed over the years and from 2009 henceforth DAEA&RD 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 and special needs schools to participate. 2009 calendar year has seen a great success and to this effect incentives have been made available to the participation schools by the DAEARD and Ugu.
- **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, career guidance for schools and cleanup campaigns which include an **Adopt a spot Program – clean 2010 and beyond**.

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. Community Development Workers (CDW's), 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. Ugu has started the initiative of paper recycling in the offices, has educated its cleaning staff and will cascade the education on paper recycling to the officials. Green offices initiative, if well adhered to, may lead to Ugu seeing some monetary returns.

During the financial year 2011/12 Ugu will continue embarking on educating municipal officials and political leadership on environmental issues. This initiative will expand from presentations and information sharing to other forms of education such as pamphlets and displays. 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.

### **3.6.4 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 2011 onwards the municipality will have to start conceptualising the implementation of the legislation, wherein DAEA&RD 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&RD 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 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 Management committee is a forum that stages the discussions around coastal management and has the responsibility, amongst others, of advising the Council on coastal management matters. In 2011/12 Ugu estuarine Management committee will be formed as a subcommittee reporting to Ugu Coastal Management committee. Estuaries committee/s will be prioritised and / or clustered to ensure manageability and sustainability of the forums. Prioritisation will be done according to high risk areas (estuaries that are threatened) 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 ended in March 2010. This project was implemented under the auspices of Expanded Public Works Programme (EPWP). At the end of the year 2010, Department of Environmental Affairs advertise for the proposal from service providers to continue with the programme. This municipality will have to devise a plan of how to sustain this programme once the DEA funds and assistance have been pulled out.

### **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&RD and the district. The local municipalities that have not had an opportunity for a development of SEA will be accommodated during the development of an Ugu Environmental Management Framework which is anticipated to start with 2011/12 financial year.

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 be adopting a district-wide one in 2011/12 financial year. During 2011/12 waste recycling initiatives resulted from district IWMP will be implemented to some of the municipalities. Eziqoleni Municipality received assistance with its municipal waste management operations for the financial year 2009/11 and this has enabled the municipality to keep the personnel from the previous financial year in employment and have sustained the waste collection in the service areas for two years. The municipality will have to devise a plan of sustaining this service onwards as Ugu will withdraw its support. It also needs to prioritize the expansion of waste services in unserved areas where possible and affordable or even rather on a pilot basis. EKZNWildlife has pledged to develop an Ugu Biodiversity plan during 2011/2012 financial year which will bring light to all biodiversity areas of importance.

### **Free Basic Refuse Removal**

The DEA has developed a policy on this aspect which the local municipalities will have to start budgeting for and embarking on. However, capacity building in the form of information dissemination to the local municipalities' officials, councillors and communities is very critical in this respect. The DEA official resident in the district will address this aspect. Ugu together with the family of municipalities will have to identify pilot rural areas where this can be experimented and housed under EPWP in order to explore job and SMME development opportunities.

### **Management of Bush-pigs**

There is need to manage bush pigs at Ugu District as they are affecting almost all the local municipalities. The strategy to manage bush pigs is being developed by EKZNWild life. The management of bush pigs will be done in partnership with DAEA&RD, EKZNWILD life, Ugu District municipality, local municipalities and all the relevant structures of the community.

### **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. However Ugu Environmental Management policy is in the adoption stages.

### **3.6.5 Environmental Health Services**

- Environmental Health summary of priorities
- Health education, which shall nurture behavioural change and provide capacity of the community to identify health risks.
- If possible, conclusion of the devolution process which may result in services being more coordinated.
- Development of Public Health By-laws as a matter of urgency to enable uniform application of the requirements throughout the district and law enforcement thereof.

- Ensuring compliance to hygiene and health standards amongst the general community, business sector and housing projects. This includes food safety, water and air monitoring, health surveillance of premises, and food, vector and communicable disease control.
- Controlling, restricting or prohibiting the business of an undertaker, mortuaries and other places or facilities for the storage of dead bodies.
- Proactive interventions in the aspect of human settlements through the scrutiny of building plans to ensure compliance with health and certain standards in order to prevent health risks that may arise as a result of occupation thereof

## **Food safety and control**

### **WHO 5 Keys to Safer Food**

All municipal Environmental Health Practitioners (EHP's) have received training on the 5 Keys to safer food developed by the World Health Organization. They are empowered with the relevant information to cascade to all food handlers and establishments that also provide food. This has been and will still be implemented through workshops and on site education at food premises. Accordingly this will ensure safer, healthier and more hygienic food for the communities and consumers. This nature of food control is of international standard and same will be applied at the district amongst the food handlers.

### **2010 and Beyond**

Beyond the 2010 World Cup begins the process of evaluation, with special attention to Food handlers in the district. Intense training to caterers was carried out with the processing of Certificates of Acceptability (CoAs) by both the Provincial Department of Health and municipal Environmental Health Services. Steps to be taken to ensure that the level of standards that were improved upon should continue to be maintained by vigilant monitoring and evaluation of all food handling premises. EHP's will continue to sensitize all food handlers especially caterers, informal food vendors on the food safety protocol so as to prevent the outbreak of food borne diseases and to guarantee a hygienically protected and safe environment for food handling.

The majority of food handling businesses in the district is aligning themselves with international standards viz, the Hazard Analysis Critical Control points System (HACCP).

This is encompassed under the Regulations defining the Scope of Practice of Environmental Health Practitioners. It is therefore imperative that the EHP's be trained and updated on the HACCP standards in order to be able to assist the businesses to comply with the control standards.

## **Environmental Health education**

Health education is a very critical aspect of environmental health, as some of the health issues are being taken for granted by communities. This includes unhygienic food preparations, food contamination as a result of unhygienic surroundings and other factors, non-compliance with basic standards, etc.

The lack of education is a confounding factor to the high levels of ignorance amongst disadvantaged populations. Health education being a critical aspect in environmental health is prioritized in order for timely and accurate information to be disseminated to these disadvantaged communities. With more emphasis on appropriate water and sanitation practices, proper prevention techniques regarding food contamination, unhygienic surroundings can be eliminated.

Health education therefore creates awareness amongst rural and urban communities as people would be able to identify existing health risks as well as risky behaviors in their surroundings.

- Health Education also addresses other natural aspects of health risks in relation to:
- Water resources and general environmental pollution
- Health education shall nurture proper behaviour and also provide skills to identify health risks.
- Continuous education at schools, communities and businesses to sensitize and ensure prevention before cure
- Control and containment of communicable diseases

## **Community Projects**

Environmental Health will co-ordinate and arrange a major clean-up campaign at the Masinenge Informal Settlement in Margate. As a result of poor hygiene standards and lack of knowledge in the informal settlement, the need for this campaign became eminent. This project will involve the relevant stakeholders viz, Local Municipality, Provincial Health, community members, political and community leaders.

## **Health Care Risk Waste**

Health Care Waste (HCW) is a combination of Health Care General Waste (similar to domestic waste) and Health Care Risk Waste, which is the hazardous component of HCW.

Historically, incineration had been a method of treatment and destruction of all health care risk waste. The incineration of health care risk waste was phased out in 2003 by the Provincial Department of Health in favour of alternative technology to incineration.

The Health Care Risk Waste Policy focuses on the management of health care risk waste, it is critically important to ensure that health care general waste is also well managed. The development of this policy is aimed primarily at improving the

standard of health care risk waste management and disposal at all the health care facilities.

To this end Environmental Health has a critical role to play to ensure compliance in terms of the management of HCRW at health facilities, tattooist, state veterinary services, doctors' surgeries, etc.

District Health Care Risk Waste Management committee has been established comprising of different stakeholders. Considering the limited resources for training it was agreed at provincial level that only 8 representatives per district will be trained on the "Train-the -Trainer" basis. This will assist in managing the health care risk waste related issues in the district.

### **Basic service delivery and integration with other stakeholders**

Integration of this with environmental health is very critical as there are some elements of health that cannot be addressed unless the communities have the basic and essential services at their disposal. These relate to waste management facilities, housing and appropriate sanitation facilities and so on. It is very critical for the projects to be integrated with other services such as water, sanitation, environmental impact assessments, health facilities, waste management services and compliance with National Building Regulations in order to ensure that all the requirements are met. Compliance with these will prevent the repetitive cycle of poverty and major environmental and health hazards as a result of poor and disintegrated planning.

### **S78 Assessment**

Ever since absorbing the Environmental Health Services from the local municipalities in 2006, Ugu has never conducted the assessment according to Section 78 of the Municipal Systems Act. It is also due to absorb the service that is being currently performed by the Provincial Department of Health when conditions become conducive for such an action. While this is still pending, it becomes opportune for Ugu to conduct the S78 assessment, which will review the existing mechanism and subsequently recommend the best mechanisms to offer the service. CoGTA (Cooperative Government and Traditional Affairs) requires this done before the end of the current financial year as it is long overdue anyway. Ugu will embark on this process with the assistance of CoGTA and the Department of Health.

## **3.6.6 Summary of Key Development Challenges and Issues**

### **3.6.1.1 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 Umdoni Municipalities)
- 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

### **3.6.1.2 Development Challenges**

- Low Economic Growth and high unemployment (High unemployed youth)
- High levels of poverty (high levels on the depended on the grant system and food parcels)
- Limited access to basic services (water, sanitation, roads, electricity, housing, schools) and community services (access roads, clinics, sports grounds crèche, halls, bridges)
- High crime rate and corruption
- Low level of literacy and skills development Improve
- Improve resource, planning and environmental Management
- Enhance public participation, communication and nation building
- Caring and healthier society (special programs)
- High prevalence of HIV and Aids and other chronic diseases
- Need to improve Agrarian and land reform (access to agricultural sector, community farming and gardening)

## CHAPTER 2: DEVELOPMENT STRATEGIES

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### SECTION A: DEVELOPMENT STRATEGIES

#### 4 Development Strategies

##### 4.1.1 Vision and Mission

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:-

##### **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.

##### **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".

##### 4.1.2 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

#### 4.1.3 IDP Strategic Planning Meeting (Clusters)

The IDP strategic planning sessions took place between August and November 2009 between Ugu District Municipality and its family of municipalities together with the sector departments. The intension of the strategic planning sessions were to review the situational analyses of the existing level of services and to review the Objective, Strategies, programs and projects in order to ensure that there is alignment across the board and that our IDP responds to the MTSF. The table below shows **Strategic Objectives, Strategies and Programmes**,

KPA	MTSF	PROVINCE PRIORITY	STRATEGIC FOCUS	STRATEGIC OBJECTIVES	STRATEGIES
Local Economic Development	<b>Priority 1: Speeding up growth and transforming the economy to create decent work and sustainable livelihoods.</b>	Decent Work	Thriving and growing economy	To promote, facilitate and implement pro-poor economic development interventions	Implementation of Ugu District Cooperative Development Strategy,
				To promote and facilitate sustainable socio-economic transformation	Effective implementation of BBBEE Sector Charters and Codes,
KPA	MTSF	PROVINCE PRIORITY	STRATEGIC FOCUS	STRATEGIC OBJECTIVES	STRATEGIES
<b>Basic Service Delivery and Infrastructure Investment</b>	<b>strategic priority 2; massive programme to build economic and social infrastructure</b>		Thriving and growing economy	To provide sustainable infrastructure	Resources from various sources to continue with the economic and infrastructure program
				To promote and facilitate public infrastructure investment	Electricity infrastructure
					Liquid fuel and logistics infrastructure
KPA	MTSF	PROVINCE	STRATEGIC	STRATEGIC	STRATEGIES

		<b>PRIORITY</b>	<b>FOCUS</b>	<b>OBJECTIVES</b>	
Local Economic Development	<b>Priority 3: Comprehensive rural development strategy linked to land and agrarian reform and food security</b>	Rural development		To promote, facilitate and implement comprehensive rural development	<p>Improve the implementation of Land use management Plans</p> <p>Support and accelerate the land reform / claims finalisation,</p>
<b>KPA</b>	<b>MTSF</b>	<b>PROVINCE PRIORITY</b>	<b>STRATEGIC FOCUS</b>	<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>
KPA. Municipal Transformation and Institutional Development	<b>STRATEGIC PRIORITY 4: STRENGTHEN THE SKILLS AND HUMAN RESOURCE BASE</b>	Skills and human resource	Healthy and empowered people Safe, transformed and sustainable environment	To ensure sustainable institutional capacity	<p>Improving learner outcomes</p> <p>Adequate basic services to schools and progressively improve access to facilities</p>
<b>Good Governance and Community Participation</b>	<b>STRATEGIC PRIORITY 5: IMPROVE THE HEALTH PROFILE OF ALL SOUTH AFRICANS</b>	Health for all	Healthy and empowered people	To promote a healthy and hygienically safe environment, which supports sustainable utilisation of natural resources, and creates an environmentally educated society,	<p>National Health Insurance</p> <p>Institutional Capacity</p> <p>Climate Change</p>
<b>KPA</b>	<b>MTSF</b>	<b>PROVINCE PRIORITY</b>	<b>STRATEGIC FOCUS</b>	<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>
<b>Good Governance and Community Participation</b>	<b>strategic priority 6: intensify the fight against crime and corruption</b>	Fighting crime and corruption	Safe, transformed and sustainable environment	To promote a crime free society	<p>coherent set of objectives, priorities and performance measurement targets</p> <p>mobilization of the population in the fight against crime</p>

					skills development (including military)
					revival of community safety forums
<b>KPA</b>	<b>MTSF</b>	<b>PROVINCE PRIOTITY</b>	<b>STRATEGIC FOCUS</b>	<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>
<b>Good Governance and Community Participation</b>	<b>strategic priority 7: building cohesive, caring and sustainable communities</b>		Strengthening of youth Desk in police stations Create sports clubs/hubs Participate and benefit fairly and equitably	To promote a culture of participatory democracy and integration	comprehensive social assistance and social insurance
					shared value system
					promote national unity and inclusiveness
					Institutionalizing and mainstreaming of Youth Development
				To promote, facilitate and implement pro- poor economic development interventions	Implementation of economic development interventions
			Non- discriminatory society	To promote and uphold principles of good governance	Management/ Stakeholder Consultations
<b>KPA</b>	<b>MTSF</b>	<b>PROVINCE PRIOTITY</b>	<b>STRATEGIC FOCUS</b>	<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>
<b>Good Governance and Community Participation</b>	<b>strategic priority 8: pursing African advancement and enhanced international cooperation</b>		political, social and economic relations	To strengthen political, social and economic relations	continued prioritisation of the African continent
					improving political and economic integration of the sadc
<b>KPA</b>	<b>MTSF</b>	<b>PROVINCE</b>	<b>STRATEGIC</b>	<b>STRATEGIC</b>	<b>STRATEGIES</b>

		<b>PRIOTITY</b>	<b>FOCUS</b>	<b>OBJECTIVES</b>	
Spatial and Environmental Management	<b>strategic priority 9: sustainable resource management and use</b>	Development of human capacity and education	Safe, transformed and sustainable environment	To facilitate the creation of a safe environment for all inhabitants	climate change mitigation systems for environmental impact management
<b>KPA</b>	<b>MTSF</b>	<b>PROVINCE PRIOTITY</b>	<b>STRATEGIC FOCUS</b>	<b>STRATEGIC OBJECTIVES</b>	<b>STRATEGIES</b>
<b>Good Governance and Community Participation</b>	<b>strategic priority 10: building a developmental state including improvement of public services and strengthens democratic institutions,</b>	Nation Building and Good governance Democratic development	Quality of services	Improve the quality of service delivery and strengthening democratic processes	Strengthening skills capacity Quality Management Systems Increase community satisfaction on service delivery entrenching a culture and practice of efficient, transparent, honest and compassionate public service improving the capacity and efficacy of the state

# CHAPTER 2: DEVELOPMENT STRATEGIES

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## SECTION B: HIGH LEVEL DEVELOPMENT FRAMEWORK

### 4.2 Development Strategies

#### 4.2.1 Policies and Mandates

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:-

#### 4.2.2 List of Policy Directives and Mandates

- Medium Term Strategic Framework (MTSF- 10 priorities)
- Provincial Priorities (6 priority)
- 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.

## **3.2.2 Key Mandates and Resolutions**

### **4.2.2.1 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.

### **Spatial Planning and Environmental Management**

There are 5 National Key performance areas however KZN has identified the 6<sup>th</sup> KPA as part of its assessment criteria.

- Spatial planning and environmental development and Management.
- Spatially referencing development

#### **4.2.2.2 Medium Term Strategic Framework**

1. Speeding Up Growth and Transforming the Economy To Create Decent Work And Sustainable Livelihoods
2. Massive Programme To Build Economic And Social Infrastructure
3. Comprehensive Rural Development Strategy Linked To Land and Agrarian Reform and Food Security
4. Strengthen the Skills and Human Resource Base
5. Improve the Health Profile of all South Africans
6. Intensify the Fight against Crime and Corruption
7. Building Cohesive, Caring and Sustainable Communities
8. : Pursing African Advancement and Enhanced International Cooperation
9. Sustainable Resource Management and Use
10. Building A Developmental State Including Improvement Of Public Services And Strengthens Democratic Institutions,

#### **4.2.2.3 KZN Provincial Priorities**

1. Rural development and agrarian reform
2. Creating decent work and economic growth
3. Fight crime and corruption
4. Development of human capability and education
5. Creating healthier and sustainable communities
6. Nation building and good governance

#### **4.2.2.4 EXCO Lekgotla Resolutions**

There was a number of resolutions that were taken at the Ugu Exco Lekgotla was held on the 17 and 18 January 2011 and approved by council according to their high and medium prioritization. The consolidated Resolutions influence the implementation process of the municipality falling amongst the key policy directives and mandates.

Issue	Source	Status Quo	Intervention	Responsible Official
Billing System	Mayor's Address	Incorrect billing	a) To send notices to Gamalakhe and Shayamoya in order to indicate whether the account has been correctly billed	Municipal Manager
			b) To form a task team to look at each water account and implement the corrective measures	
Sports & Leisure Centre Garden Service maintenance		Overgrown vegetation	That a dedicated team from the absorbed Siyanakekela group be tasked to maintain the verge and grass cutting of both the Ugu Sports & Leisure Centre and the Ugu Reservoirs	GM: IED
Water Bulk Supply	2010 Exco Lekgotla	Leaks and illegal connections at Sisonke Municipality costing Ugu District Municipality	a) That an agreement with Sisonke District Municipality be reviewed in order to provide a fixed amount of water	GM: Water Services
			b) That an establishment of a Steering Committee be intensified in order to communicate with the public	
Special Programmes		Focusing on the number of meetings	That the number of Special Programme meetings should be evaluated in terms of the qualitative impact rather than the quantitative impact.	Manager: Special Programmes
Youth Council Meetings		Non sitting of Meetings	a) That the sitting of Youth Council Meetings be convened	Acting Senior Manager: Mayoralty and Communications



			b) That challenges experienced in terms of convening Youth Council Meetings be reported to Political Office bearers.	
Going Concern Plan			a) That all 30 points be implemented with immediate effect.	
			b) That the unions be brought on board with regard to the financial situation of the Municipality.	
			c) That with regard to air travel, more economic service providers be utilised.	
			d) That with regard to Leakage Management, a roll out of the plan initiatives to minimise water loss and stand pipes be conducted during the road shows.	Acting Senior Manager: Mayoralty and Communications

### **4.2.3 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;

### **4.2.4 MEC Comments**

The MEC comments provide key observations to be noted and advice the council on matters that need to be considered in the 2011/2012 IDP review and are as follows:

#### **Municipal Transformation and institutional development**

You are encouraged to include the performance targets and an adopted municipal organogram in 2011/2012

#### **Local Economic Development**

This aspect of your IDP can be improved by indicating institutional arrangements you have set up as a means to ensure that allocation of budgets and resources is well coordinated.

#### **Financial Viability and Financial Management**

You are encouraged to ensure that you indicate the opinion of the AG in your 2011/2012 IDP and strategies put in place to address comments raised therein.

#### **Spatial Development Framework**

As reflected in your Municipal Turn Around Strategy, you are encouraged to implement programs that seeks to deepen democracy, promote structured engagement with civil society generally and institution of traditional leadership in particular

## 4.2.5 Alignment of the State of the Nation, Province and District Address 2010 / 2011

<b>National Priorities State of the Nation Address</b>	<b>Provincial Priorities State of the Province Address</b>	<b>Ugu District Priorities State of the District Address</b>
<ul style="list-style-type: none"> <li>Development of rural Areas and ensure food security.</li> </ul>	<ul style="list-style-type: none"> <li>Rural development and food security.</li> </ul>	<ul style="list-style-type: none"> <li>Food Security.</li> </ul>
<ul style="list-style-type: none"> <li>War against poverty.</li> </ul>	<ul style="list-style-type: none"> <li>Fight against poverty.</li> </ul>	<ul style="list-style-type: none"> <li>Fight against poverty.</li> </ul>
<ul style="list-style-type: none"> <li>Creation of employment opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable economic development and job creation.</li> </ul>	<ul style="list-style-type: none"> <li>Creation of employment opportunities.</li> </ul>
<ul style="list-style-type: none"> <li>Provision of services and implement infrastructure projects.</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure investment.</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure investment.</li> </ul>
<ul style="list-style-type: none"> <li>Comprehensive social security system.</li> </ul>	<ul style="list-style-type: none"> <li>Access to social services for all.</li> </ul>	<ul style="list-style-type: none"> <li>Access to social services.</li> </ul>
<ul style="list-style-type: none"> <li>Support for small and micro-enterprise.</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of small and micro-enterprise.</li> </ul>	<ul style="list-style-type: none"> <li>Urban Renewal</li> <li>SMME/ contractor development programme.</li> </ul>
<ul style="list-style-type: none"> <li>Improved education system</li> </ul>	<ul style="list-style-type: none"> <li>Improved education system</li> </ul>	<ul style="list-style-type: none"> <li>Access to education</li> </ul>
<ul style="list-style-type: none"> <li>Gender equality</li> <li>Promotion of rights of disabled and children</li> </ul>	<ul style="list-style-type: none"> <li>Protection and promotion of rights of the vulnerable groups in society</li> <li>Heritage renewal, identity and social cohesion</li> </ul>	<ul style="list-style-type: none"> <li>Protection and promotion of rights of vulnerable groups in the society</li> </ul>
<ul style="list-style-type: none"> <li>War against HIV and AIDS and Malaria</li> <li>Provision of efficient and equitable health care</li> </ul>	<ul style="list-style-type: none"> <li>Provincial comprehensive response to HIV and Aids</li> <li>Access to social services for all</li> </ul>	<ul style="list-style-type: none"> <li>Fight against HIV and AIDS</li> </ul>
<ul style="list-style-type: none"> <li>Measures to protect the environmental and mitigation of risk caused by climate change.</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable environmental development.</li> </ul>	<ul style="list-style-type: none"> <li>Development of Planning Shared services.</li> </ul>
<ul style="list-style-type: none"> <li>Access to basic services, water, electricity and sanitation.</li> </ul>	<ul style="list-style-type: none"> <li>Access to basic services, water, electricity and sanitation.</li> </ul>	<ul style="list-style-type: none"> <li>Access to basic services and infrastructure.</li> </ul>
<ul style="list-style-type: none"> <li>Healthy democracy.</li> </ul>	<ul style="list-style-type: none"> <li>Democratic local governance.</li> </ul>	<ul style="list-style-type: none"> <li>Access to information.</li> </ul>
<ul style="list-style-type: none"> <li>Housing provision.</li> </ul>	<ul style="list-style-type: none"> <li>Housing provision.</li> </ul>	
<ul style="list-style-type: none"> <li>Expedition of land reform programme.</li> </ul>	<ul style="list-style-type: none"> <li>Land restitution.</li> </ul>	<ul style="list-style-type: none"> <li>Access to land.</li> </ul>
<ul style="list-style-type: none"> <li>Partnership with private sector.</li> </ul>	<ul style="list-style-type: none"> <li>Integrated investment in community infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>Second Economy interventions and mainstreaming.</li> </ul>
<ul style="list-style-type: none"> <li>Capacity development for improved service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening governance and service delivery</li> <li>Development of Human capability.</li> </ul>	<ul style="list-style-type: none"> <li>Institutional reorganization of municipal administration</li> </ul>
<ul style="list-style-type: none"> <li>Black economic empowerment</li> </ul>	<ul style="list-style-type: none"> <li>BBEE</li> </ul>	<ul style="list-style-type: none"> <li>BBEE</li> </ul>
<ul style="list-style-type: none"> <li>Sector partnerships and strategies</li> </ul>	<ul style="list-style-type: none"> <li>Integrated investment in community infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>Integrated investment in community infrastructure.</li> </ul>

## CHAPTER 3: SECTOR INVOLVEMENT

### SECTOR PLANS AND SECTOR COORDINATION

#### 6. Introduction

The purpose of this section is to outline how sector involvement in support Ugu District Municipality to achieve its development goals as stated in the Integrated Development Plan. The involvement is represented in the programmes, projects and responsible departments to the 10 Strategic Priorities as stated in the MTSF. The programs and projects by Government Departments and stakeholders are expressed in the three year financial plan. The programs lists are not detailed but a highlight of the key issues to be addressed by these entities at Program and projects level. An opportunity/dialogue to align and integrate development of programs and projects was created during the IDP cluster meetings which commenced since August 2009.

#### 6.1 Outline of Public Sector Investments

The government wide commitment to support the development objectives of municipalities has been evident in the distribution of its programs and budget. The table below reflects sectors involvement in the municipal IDP.

	UGU- YES	ADOPTION DATE	PROGRESS / COMMENTS
<b>ANNEXURES</b>			
Spatial Development Framework (SDF)	X	2005	The existent one is outdated. It was last reviewed in the 2005 / 2006 financial year. The SDF is currently under review.
Disaster Management Plan (DMP)	X	2008	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.
Disaster Risk Management Plan (RMP)	X	2008	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	2007	The plan was adopted in June 2007 and is currently 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.

			<ol style="list-style-type: none"> <li>1) Agricultural Sector Plan</li> <li>2) Tourism Sector Plan</li> <li>3) Manufacturing Sector Plan</li> <li>4) Information Communication Technology (ICT) Sector Plan</li> <li>5) Poverty Alleviation Sector Plan</li> <li>6) Trade and Commerce Sector Plan</li> </ol>
Land Use Management Framework (LUMF)	X	2005	The existent one is outdated. It will be reviewed in conjunction with the SDF, as stated above here.
Land Use Management Stems (LUMS)			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	2002	The existent one is outdated and needs to be reviewed. This is subject to availability of funds.
Estuary Management Plans			To be developed in 2010/11, subject to the availability of funds.
Environmental Management Plan (EMP)	X		There is an SEA in place, which is under review in a phased manner, per Local Municipality where there are development hot spots. There are 2 LMs whose SEAs will be finalized in 2010/11.
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 officially given the AEL responsibility to the district municipalities on 01 April 2010. Air monitoring through Ambient Air Pollution stations in progress.
Integrated Waste Management Plan (IWMP)	X		2 <sup>nd</sup> draft has been submitted to the municipality, which will be taken through to the internal structures of reporting for adoption
C-Plan	X		C-Plan in place for all the South Coast ecosystems. Protected areas have Integrated Management Plans (IMPs)
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	2006	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)			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 <b>(See attached annexure)</b>
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)			These types of plans are developed by the LMs with reference to different localities and specific contexts.

### 6.1.1 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 25: Ugu Administrative policies**

Human Resources		Financial Management
13th cheque policy	Internship training policy	Accounting policies
Acting allowance policies and procedures manual	Leave regulations policy	Capital replacement reserve policy
Code of conduct policy	Long service allowance policy	Fleet management policy
Compensation for occupational diseases and injuries policies and procedures manual	Management of subsistence abuse procedures	Fixed asset management policy
occupational health and safety policy	Personal protective equipment policy	Investment and cash management policy
Consuming of alcohol or any abusive drugs- substance policy	Private work for remuneration policy	
Death of staff member policy	Public holiday policy	Auxiliary and Information Technology
Draft- promotion policy	Recording of attendance policy	Email and Internet User Policy
Sexual harassment policy	Recruitment procedure manual	Telephone and cell phone policy
Smoking policy	Recruitment selection policy	
Unauthorised absence policy	Removal expenses policy	Other
Retention policy	Salary advance policy	Delegation of powers policy

Employee assistance programme policy	Salary deduction policy	Draft - fraud prevention strategy
Gift, favours or reward policy	Training and development policy	Fraud response plan
Hours of work policy	Upwards mobility of staff	Indigent support policy
Housing rental policy		Standing rules for municipal council
Implementation of new policies & procedures		Supply chain management policy

### 6.3 Sector Involvement

Sector Department	Key Issues To Be Addressed Within Ugu
Department Of Human Settlement	<ul style="list-style-type: none"> <li>✓ Approve Housing Sector Plan</li> <li>✓ Provides information regarding future development</li> </ul>
Department Of Cooperative Governance And Traditional Affairs	<ul style="list-style-type: none"> <li>✓ Support In Strategic Planning , Performance Management and Monitoring</li> </ul>
Department Of Health	<ul style="list-style-type: none"> <li>✓ Dept has a mandate to address issues of our client/custodians (Vulnerable groups)</li> <li>✓ Key implementers of programs for our custodians</li> <li>✓ Collaborates programs with Ugu (Special Programs)</li> <li>✓ Ugu create an enabling environment for the department to operate</li> <li>✓ Provision and implementation of infrastructure for Services i.e. Hospitals and Clinics as well as other departmental programs</li> </ul>
Department Of Social Development & Sassa	<ul style="list-style-type: none"> <li>✓ Support Social Grants Provision</li> <li>✓ Dept has a mandate to address issues of our client/custodians (Vulnerable groups)</li> <li>✓ Key implementers of programs for our custodians</li> <li>✓ Collaborates programs with Ugu (Special Programs)</li> <li>Ugu create an enabling environment for the department to operate</li> </ul>
Department of Education	<ul style="list-style-type: none"> <li>✓ Dept has a mandate to address issues of our client/custodians (Vulnerable groups)</li> <li>✓ Key implementers of programs for our custodians</li> <li>✓ Collaborates programs with Ugu (Special Programs)</li> <li>✓ Ugu create an enabling environment for the department to operate</li> </ul>
DSR	<ul style="list-style-type: none"> <li>✓ Dept has a mandate to address issues of our client/custodians (Vulnerable groups)</li> <li>✓ Key implementers of programs for our custodians</li> <li>✓ Collaborates programs with Ugu (Special Programs)</li> <li>✓ Ugu create an enabling environment for the department to operate</li> </ul>
Department Of Agriculture, Environment And Rural Development	<ul style="list-style-type: none"> <li>✓ Support In Implementing The "One Home One Garden"</li> <li>✓ Dept has a mandate to address issues of our client/custodians (Vulnerable groups)</li> <li>✓ Key implementers of programs for our custodians</li> <li>✓ Collaborates programs with Ugu (Special Programs)</li> <li>✓ Ugu create an enabling environment for the department to operate</li> </ul>
Department Of Safety And Liaison	<ul style="list-style-type: none"> <li>✓ Assist in development of Safety Plan which is still Outstanding</li> </ul>
Department Of Home Affairs	<ul style="list-style-type: none"> <li>✓ A Number Of People In The Communities Do Not Have Id's And Birth Certificates, When The Department Is Developing Programmes That Go Out Into The Communities These Need To Be Developed In Consultation With The Municipality And The Ward Councillor.</li> <li>✓ Dept has a mandate to address issues of our client/custodians (Vulnerable groups)</li> <li>✓ Key implementers of programs for our custodians</li> <li>✓ Collaborates programs with Ugu (Special Programs)</li> <li>✓ Ugu create an enabling environment for the department to operate</li> </ul>

Sector Department	Key Issues To Be Addressed Within Ugu
Eskom	✓ Provides electricity for all treatment works and pump station
Umngeni Water	<ul style="list-style-type: none"> <li>✓ Supply bulk water</li> <li>✓ Operate two of our treatment works (Mthwalume and Mzinto)</li> </ul>
eThekweni	✓ Supply water directly to some of the Ugu residents
Department Of Economic Development And Tourism	✓ Support and collaboration of Led plans and projects and programs



## CHAPTER 4: PROJECTS:

### CAPITAL AND OPERATING BUDGET

#### Draft – Capital Budget 2011/2012

Capital Item	Department	Total Amount	Internal Funds	Other Grants	External Loan	MIG Grant
<b><u>AIR CONDITIONER (7)</u></b>						
Air conditioning contract (replacement of faulty & redundant units)	Registry and Auxiliary Services	50 000	50 000			
Air conditioning & Security - IT Server/Computer Rooms	IT	70 000	70 000			
<b><u>BUILDINGS &amp; STRUCTURES (30)</u></b>						
Server Rooms Environment Infrastructure	Corporate Services (IT)	350 000	350 000			
500 metres speed fencing	Sports & Leisure	225 000	225 000			
<b><u>COMPUTER EQUIPMENT (5)</u></b>						
Network, Wireless and Broadband Technology	Corporate Services (IT)	340 000	340 000			
Computer Upgrades Plan	Corporate Services (IT)	450 000	450 000			
New users Computers\Laptops and Printers	Corporate Services (IT)	480 000	480 000			
Servers and Back Office Infrastructure Upgrade	Corporate Services (IT)	750 000	750 000			
Backup Power and Ups Systems	Corporate Services (IT)	300 000	300 000			
Printing Devices and Solution	Corporate Services (IT)	150 000	150 000			
2X Laptops; 1X Desktop	Environmental Protection	50 000	50 000			
<b><u>OFFICE FURNITURE &amp; EQUIPMENT (10)</u></b>						
Office Furniture for IT Section	Corporate Services (IT)	10 000	10 000			
500 Tables	Sports & Leisure	250 000	250 000			
500 Chairs	Sports & Leisure	100 000	100 000			
<b><u>MOTOR VEHICLES (5)</u></b>						

1x D/C 4x4 –canopy	Disaster Management Centre	380 000	380 000			
1x Canopy - Single Cap Ford	Disaster Management Centre	35 000	35 000			
2x Emergency Trailors	Disaster Management Centre	150 000		150 000		
Sedan 1.6 for IT Support	IT	150 000	150 000			
1xLDV Bakkie	Sports & Leisure	200 000	200 000			
<b>GENERAL EQUIPMENT (10)</b>						
Generator	Market	650 000	650 000			
Digital Camera		5 000	5 000			
<b>Delayed Projects</b>						
RMS Phase II	MM's Office	1 000 000	1 000 000			
<b>New Assets</b>						
Axapta CRM & NT Reports	MM's Office	1 000 000	1 000 000			
Ugu Disaster Management Centre-Phase1	Disaster Management Centre	16 500 000		16 500 000		
<b>TOTALS</b>		<b>23 645 000</b>	<b>6 995 000</b>	<b>16 650 000</b>	<b>0</b>	<b>0</b>
			internal	External		
<b>Executive &amp; Council</b>		2 000 000.00				
<b>Finance &amp; Admin</b>		3 100 000.00				
<b>Planning &amp; Development</b>						
<b>Waste Water Management</b>						
<b>Water</b>		0.00				
<b>Public Safety</b>	16 650 000	415 000.00	16 500 000			
<b>Sports &amp; Recreation</b>						
<b>Environmental Protection</b>						
<b>Other /Markets</b>		0.00				

	16 650 000	5 515 000.00	16 500 000			
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Capital Item	Department	Total Amount	Internal Funds	Other Grants	External Loan	MIG Grant
<b><u>SEWER MAINS (40)</u></b>						
Harding waterborne sanitation & stw upgrade		10 000 000			10 000 000	
Parkrynie infill waterborne sanitation		2 500 000			2 500 000	
Pennington waterborne sanitation		6 500 000			6 500 000	
Shelly beach stw extention		1 000 000			1 000 000	
Shelly beach north waterborne sanitation		1 000 000			1 000 000	
Uvongo phase1 waterborne sanitation		10 000 000			10 000 000	
Replace sewer rising main – Sezela		50 000	50 000			
Malangeni Waterborne Sanitation		14 000 000		14 000 000		
Isonti housing		8 000 000				8 000 000
Harding housing project		1 500 000				1 500 000
Murchison Hospital Sewage treatment Works		5 000 000		5 000 000		
Hibberdene Sewage Treatment Works upgrade		2 000 000		2 000 000		
		0				
<b><u>MOTOR VEHICLES (5)</u></b>						
VTS Truck / Tanker		550 000	0		550 000	

<b>WOKSHOP TOOLS &amp; EQUIPMENT (7)</b>						
2 Gas detectors		100 000	100 000			
<b>PUMP AND EQUIPMENT</b>						
Bobcat (skid steer)		500 000	500 000			
Standby Chlorinators		200 000	200 000			
Standby generators Pump stations & WWTW		2 000 000	2 000 000			
Gandhinagar pump station refurbish		350 000	350 000			
Riverview pump station refurbish		150 000	150 000			
Barbara Ave. pump station refurbish		100 000	100 000			
Scottburg WWTW Lifting equipment & Pump replacements		200 000	200 000			
Odour control Scottburgh Main Beach		200 000	200 000			
Odour control Pennington 1		200 000	200 000			
<b>SANITATION INFRASTRUCTURE (MIG FUNDED) (50)</b>						
Masinenge Low Cost Housing Project		9 000 000				9 000 000
		<b>75 100 000</b>	<b>4 050 000</b>	<b>21 000 000</b>	<b>31 550 000</b>	<b>18 500 000</b>
<b>TOTAL</b>		<b>75 100 000</b>				

WATER 60.00%  
SANITATION 20.00%

100.00%

	<b>TOTAL</b>	<b>INTERNAL FUNDS</b>	<b>OTHER GRANTS</b>	<b>EXTERNAL LOAN</b>	<b>MIG GRANT</b>
Grants	<b>R23 645 000</b>	<b>R6 995 000</b>	<b>R16 650 000</b>	<b>R0</b>	<b>R0</b>
Water	<b>R225 972 235</b>	<b>R9 835 000</b>	<b>R15 000 000</b>	<b>R3 893 400</b>	<b>R197 243 835</b>
Sanitation	<b>R75 100 000</b>	<b>R4 050 000</b>	<b>R21 000 000</b>	<b>R31 550 000</b>	<b>R18 500 000</b>
	<b>R324 717 235</b>	<b>R20 880 000</b>	<b>R52 650 000</b>	<b>R35 443 400</b>	<b>R215 743 835</b>

## WATER - CAPITAL BUDGET 2011/2012

Capital Item	Department	Total Amount	Internal Funds	Other Grants	External Loan	MIG Grant
<b><u>GENERAL EQUIPMENT (10)</u></b>						
Grass Cutting Equipment		50 000	50 000			
Grass Cutting Equipment		50 000	50 000			
<b><u>BUILDINGS AND STRUCTURES (30)</u></b>						
Marburg workshops Phase 3		1 000 000	R1 000 000			
Transport Workshops		1 500 000	R1 500 000			
<b><u>LEAKAGE MANAGEMENT AND METERING (15)</u></b>						
Field Testing instruments, leak detection software etc		445 000	445 000			
Standpipe Controllers		150 000	150 000			
Pressure Management zoning		3 800 000	3 800 000			
Reservoir Outlet metering		700 000	700 000			
Pressure Management advanced Control		1 140 000	1 140 000			
Meter replacement		1 000 000	1 000 000			
Mains Upgrade - Ageing Pipes		15 000 000				15 000 000
Investment Component (Rural New Schemes)		5 000 000				5 000 000

<b>MOTOR VEHICLES (5)</b>					
8X4X4 LDVS		1 200 000	0		1 200 000
6 X4X2 LDV's		1 043 400	0		1 043 400
2XSEDANS		400 000	0		400 000
2XWATER TANKERS 6000LITERS		650 000	0		650 000
1 4x4 Roving Operator		300 000	0		300 000
1 4x4 for new plumbers and foreman (zone 1)		300 000	0		300 000
			0		0
<b>WATER INFRASTRUCTURE (50)</b>					
Murchison Water Supply Upgrade HCM		5 000 000		5 000 000	
Bhobhoyi-Port Shepstone-upgrade – HCM		10 000 000		10 000 000	
<b>WATER INFRASTRUCTURE (MIG FUNDED) (50)</b>					
Dududu Water Reticulation Infills		3 400 000			3 400 000
KwaXolo Bulk Water Supply		1 200 000			1 200 000
KwaXolo Water Supply: Reticulation		10 000 000			10 000 000
Mathulini Water Supply Phases 4-7		20 000 000			20 000 000
Mhlabatshane Regional Water Supply Scheme		9 000 000			9 000 000
Greater Vulamehlo Water Scheme		27 000 000			27 000 000
KwaMgai and Surrounds Water		5 000 000			5 000 000
Thoyane Water Project Phases 4 & 7		15 000 000			15 000 000
Mzimkhulu Off-Channel Storage Dam		2 000 000			2 000 000
Quantity and quality ground water testing of existing borehole in Ugu District Municipality		5 000 000			5 000 000



Msikaba & Surroundings Water Supply Scheme		5 000 000				5 000 000
Harding Weza Regional Bulk water Supply		1 700 000				1 700 000
Umthamvuna Water Works Raw Water Upgrade AFA		6 600 000				6 600 000
KwaNyuswa Phase 6 & 7 - Bulk Infrastructure Upgrade, Extension and Reticulation.		9 000 000				9 000 000
Umzimkhulu Bulk Water Augmentation Scheme Stage		48 343 835				48 343 835
Maphumulo Water Supply		9 000 000				9 000 000
		<b>225 972 235</b>	<b>9 835 000</b>	<b>15 000 000</b>	<b>3 893 400</b>	<b>197 243 835</b>



## CHAPTER 5: FINANCIAL PLAN

### PROGRAMS AND PROJECTS 2011/2012-2013/2014

This Chapter comprises the actual Implementation Plan of the municipality in which the programmes and projects for the financial year 2011 / 2012 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 as well as Draft Budget of the municipality.

#### DC21 UGU - BUDGETED CAPITAL EXPENDITURE BY VOTE, STANDARD CLASSIFICATION AND FUNDING

Vote Description  R thousand	R e f	2007/ 8	2008/ 9	2009/ 10	Current Year 2010/11				2011/12 Medium Term Revenue & Expenditure Framework		
		Audit ed Outc ome	Audit ed Outc ome	Audit ed Outc ome	Orig inal Budg et	Adjus ted Budg et	Full Year Forec ast	Pre- audit outc ome	Budg et Year 2011/ 12	Budg et Year +1 2012/ 13	Budg et Year +2 2013/ 14
<b>Capital expenditure – Vote Multi-year expenditure to be appropriated</b>	2										
Vote1 - Executive & Council		1 808	2 068	2 624	2 000	2 000	1 800	1 800	2 000	2 100	2 205
Vote2 - Finance & Administration		121	5 777	9 317	11	10	9 315	9 315	3 100	3 255	3 418
Vote3 - Infrastructure & Economic Development		18	23	67	873	108	966	6 705	–	–	–
Vote4 – Water		26	190	236	277	216	195	195	225	237	249
Vote5 - Waste Water Management		071	755	061	239	932	239	239	972	271	134
Vote6 - Public Safety		36		60	102	59	53	53	75	78	82
Vote7 - Environmental Protection		773	8 822	324	120	789	810	810	100	855	798
Vote8 - Other: Markets		98	–	–	–	3 000	2 700	2 700	17	17	18
Vote9 - Sports & Recreation		–	–	–	–	–	–	–	065	918	814
		–	–	–	–	–	–	–	50	53	55
		1 501	2 503	2 718	–	–	–	–	650	683	717
		–	–	–	–	23	21	21	775	814	854
		–	–	–	–	632	269	269			

<b>Capital multi-year expenditure sub-total</b>	7	<b>206 535</b>	<b>233 033</b>	<b>379 011</b>	<b>399 514</b>	<b>315 703</b>	<b>284 132</b>	<b>284 132</b>	<b>324 717</b>	<b>340 953</b>	<b>358 001</b>
<b>Total Capital Expenditure – Vote</b>		<b>206 535</b>	<b>233 033</b>	<b>379 011</b>	<b>399 514</b>	<b>315 703</b>	<b>284 132</b>	<b>284 132</b>	<b>324 717</b>	<b>340 953</b>	<b>358 001</b>
<b><u>Capital Expenditure – Standard</u></b>											
<b><i>Governance and administration</i></b>		<b>123 219</b>	<b>7 844</b>	<b>11 941</b>	<b>13 450</b>	<b>12 350</b>	<b>11 115</b>	<b>11 115</b>	<b>5 100</b>	<b>5 355</b>	<b>5 623</b>
Executive and council		1 808	2 068	2 624	2 000	2 000	1 800	1 800	2 000	2 100	2 205
Budget and treasury office						–			–	–	–
Corporate services		121 411	5 777	9 317	11 450	10 350	9 315	9 315	3 100	3 255	3 418
<b><i>Community and public safety</i></b>		<b>6 131</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>26 632</b>	<b>23 969</b>	<b>23 969</b>	<b>17 840</b>	<b>18 732</b>	<b>19 669</b>
Community and social services											
Sport and recreation						23 632	21 269	21 269	775	814	854
Public safety		6 131				3 000	2 700	2 700	17 065	17 918	18 814
Housing											
Health											
<b><i>Economic and environmental services</i></b>		<b>18 971</b>	<b>23 108</b>	<b>70 685</b>	<b>6 705</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>55</b>	<b>58</b>	<b>61</b>
Planning and development		18 873	23 108	67 966	6 705				5	5	6
Road transport											
Environmental protection		98		2 718					50	53	55
<b><i>Trading services</i></b>		<b>56 714</b>	<b>199 578</b>	<b>296 385</b>	<b>379 359</b>	<b>276 721</b>	<b>249 049</b>	<b>249 049</b>	<b>301 072</b>	<b>316 126</b>	<b>331 932</b>
Electricity											
Water		26 071	190 755	236 061	277 239	216 932	195 239	195 239	225 972	237 271	249 134
Waste water management		30 642	8 822	60 324	102 120	59 789	53 810	53 810	75 100	78 855	82 798
Waste management											
<b><i>Other</i></b>		<b>1 501</b>	<b>2 503</b>						<b>650</b>	683	717
<b>Total Capital Expenditure – Standard</b>	3	<b>206 535</b>	<b>233 033</b>	<b>379 011</b>	<b>399 514</b>	<b>315 703</b>	<b>284 132</b>	<b>284 132</b>	<b>324 717</b>	<b>340 953</b>	<b>358 001</b>
<b><u>Funded by:</u></b>											
National Government		129 169	130 604	261 457	232 934	207 662	186 896	186 896	268 394	281 814	295 904
Provincial Government											
District Municipality											
Other transfers and											

grants											
<b>Transfers recognised – capital</b>	4	<b>129</b>	<b>130</b>	<b>261</b>	<b>232</b>	<b>207</b>	<b>186</b>	<b>186</b>	<b>268</b>	<b>281</b>	<b>295</b>
<b>Public contributions &amp; donations</b>	5	<b>169</b>	<b>604</b>	<b>457</b>	<b>934</b>	<b>662</b>	<b>896</b>	<b>896</b>	<b>394</b>	<b>814</b>	<b>904</b>
<b>Borrowing</b>	6	38	16	82	95	60	54	54	35	37	39
		249	056	437	552	305	275	275	443	216	076
<b>Internally generated funds</b>		39	86	35	71	47	42	42	20	21	23
		117	373	117	028	736	962	962	880	924	020
<b>Total Capital Funding</b>	7	<b>206</b>	<b>233</b>	<b>379</b>	<b>399</b>	<b>315</b>	<b>284</b>	<b>284</b>	<b>324</b>	<b>340</b>	<b>358</b>
		<b>535</b>	<b>033</b>	<b>011</b>	<b>514</b>	<b>703</b>	<b>132</b>	<b>132</b>	<b>717</b>	<b>953</b>	<b>001</b>

#### DC21 UGU - BUDGETED FINANCIAL PERFORMANCE (REVENUE AND EXPENDITURE BY MUNICIPAL VOTE)

Vote Description	R e f	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
<b>Revenue by Vote</b>	1									
Vote1 - Executive & Council		29 835	49 782	3 481	1 000	2 580	2 322	1 955	2 053	2 155
Vote2 - Finance & Administration		88 964	107 316	68 855	82 650	60 589	54 530	68 337	71 753	75 341
Vote3 - Infrastructure & Economic Development		40 733	197 924	353 203	73 713	72 092	64 883	59 908	62 903	66 049
Vote4 – Water		210 327	254 336	335 729	389 632	404 393	363 954	446 662	468 996	492 445
Vote5 - Waste Water Management		57 593	52 367	72 070	77 735	77 735	69 962	95 424	100 196	105 205
Vote6 - Public Safety		2 401	4 978	3 555	5 500	2 500	2 250	5 775	6 064	6 367
Vote7 - Environmental Protection		–	–	217	2 216	2 501	2 251	2 376	2 495	2 620
Vote8 - Other: Markets		68	465	626	910	894	805	1 094	1 148	1 206
Vote9 - Sports & Recreation		–	–	–	–	–	–	249	261	274
<b>Total Revenue by Vote</b>	2	<b>429 920</b>	<b>667 167</b>	<b>837 735</b>	<b>633 356</b>	<b>623 284</b>	<b>560 956</b>	<b>681 780</b>	<b>715 869</b>	<b>751 662</b>
<b>Expenditure by Vote to be appropriated</b>	1									
Vote1 - Executive & Council		32 191	50 698	50 906	58 989	63 217	53 734	69 884	73 378	77 047
Vote2 - Finance & Administration		77 414	114 727	71 258	93 684	85 973	73 077	87 220	91 581	96 160
Vote3 - Infrastructure & Economic Development		48 386	99 417	163 211	80 606	78 293	66 549	50 019	52 520	55 146
Vote4 – Water		223 164	300 994	310 907	307 591	328 158	278 934	381 664	400 748	420 785
Vote5 - Waste Water Management		45 290	58 142	47 449	73 701	54 210	46 079	67 242	70 604	74 134
Vote6 - Public Safety										

Vote7 - Environmental Protection		859	20 388	5 009	5 500	2 500	2 125	5 775	6 064	6 367
		117	1 608	700	7 514	6 421	5 458	8 948	9 395	9 865
Vote8 - Other: Markets		1 211	1 567	1 631	5 335	4 512	3 835	5 160	5 418	5 689
Vote9 - Sports & Recreation		-	-	-	-	-	-	4 792	5 032	5 284
<b>Total Expenditure by Vote</b>	2	<b>428 631</b>	<b>647 541</b>	<b>651 071</b>	<b>632 920</b>	<b>623 284</b>	<b>529 791</b>	<b>680 704</b>	<b>714 739</b>	<b>750 476</b>
<b>Surplus/(Deficit) for the year</b>	2	<b>1 289</b>	<b>19 626</b>	<b>186 664</b>	<b>436</b>	<b>-</b>	<b>31 164</b>	<b>1 076</b>	<b>1 130</b>	<b>1 187</b>

**PA: GOOD AND GOVERNANCE AND COMMUNITY PARTICIPATION**

Strategic Objective (IDP)	Strategies	Programmes/ Projects (Measurable Objective/ Output)	Performance Indicator	Target	Budget (2011/2012)	Budget (2012/2013)	Budget (2013/2014)
To ensure financial sustainability and management.	Provision of effective and efficient Audit Assurance to Council	Internal audit Programme	Number of reports submitted to the Audit Committee in respect of the approved Annual Audit plan	6 reports	3 364 000	3 700 4000	4 100 000
		Audit Committee	Number of Audit Committee assessments conducted	1	291 060	170 000	190 000
			Number of audit committee meetings held	4			
To promote a culture of participatory democracy and integration	IDP alignment within the family of municipalities and consistent with section 2(1)(e) of the Municipal Planning and Performance Management Regulations	IDP/Budget Road Shows	Number of IDP public participation meetings	24			
		IDP review	% increased credibility rating by COGTA	95% credibility rating	200 000	200 000	200 000
			Number of audit committee meetings held	4			
To facilitate the creation of a safe environment for all inhabitants	Develop a Risk Management Plan for the entire organization	Risk management	Top Management Resolution adopting the Risk Register Audit Committee Resolution noting the risk register	Adopted Risk Register	R10 000	R12 000	R14 000
			Monitoring of Implementation of the risk management actions plans by departments	Continuous with 4 Quarterly Reports			
To promote a culture of participatory democracy and integration	Promote a culture and practice of Batho Pele principles	Name badges	Number of personnel with name tags	100%	120 000	130 000	
		Batho Pele principles and Service Charter	Availability of displayed BP principles and Service Charter in both English and IsiZulu	7 municipal buildings			
		Municipal Service Week	Senior managers reports with recommendations to Top management.	All senior managers			

To promote a healthy and hygienically safe environment, which supports sustainable utilisation of natural resources, and creates an environmentally educated society,	Institutionalizing, mainstreaming and facilitation of a coordinated strategy for HIV, AIDS and Special Programmes	HIV and AIDS Programme	Portfolio Committee resolution noting the Number of HIV and AIDS initiatives under implementation within the district	8	550 000	550 000	550 000
	Institutionalizing, mainstreaming and facilitation of programmes targeting the vulnerable groups	Rights of the Child	Portfolio Committee resolution noting the Number of Rights of the Child Programme initiatives implemented	5	150 000	200 000	250 000
		Senior Citizens	Portfolio Committee resolution noting the Number of Senior citizens programmes/ initiatives implemented	5	550 000	550 000	550 000
		Farm worker Programme	Portfolio committee resolution noting the number of Farm worker Programmes initiatives implemented	4	5 000	5 000	5 000
		Disability	Portfolio Committee resolution noting the Number of Disability Programme initiatives implemented	4	300 000	320 000	320 000
		Gender	Portfolio Committee resolution noting the Number of Gender Programme initiatives implemented	8	500 000	550 000	570 000
Mainstreaming Youth Development	Skills Development and Education	Ugu District Schools Science Expo	Students attending the Expo and	This is the DoE initiative which is partnering	R 20,000.00	R 30,000.00	R 40,000.00



			exhibiting their inventions	with Ugu Youth Development Unit.			
	Skills Development and Education	Ugu District Careers Exhibition	Careers Road Shows Conducted in all Six (6) Local Municipalities attended by 6000 learners	This is an annual project partnership with DoE and Local Municipalities.	R 20,000.00	R 30,000.00	R 50,000.00
	Sports and Recreation	Izingqalabutho / Gamalakhe Gymnasium Pilot Project	Building secured through the lease agreement to be entered between Izingqalabutho and Hibiscus Coast Municipality  Equipment purchased by end of the last quarter	This is a pilot youth project identified by Izingqalabutho Youth (NPO) Organisation	R 150,000.00	R 150,000.00	R 50,000.00
	Youth Development Institutionalization	Youth Council Meetings	Local Youth Councils established, and capacitated	Ugu District Youth Council, is Civil Society Structure that serves as the youth voice	R 40,000.00	R 45,000.00	R 50,000.00
	Social Well Being	Drug and Substance Abuse Awareness Creation	Awareness Workshops conducted in all the six (6) Local Municipalities	This is informed by Ugu Baseline Survey Results and Finding for 2008	R 60,000.00	R 60,000.00	R 60,000.00
	Youth Participation on matters of Local Government	Youth Council / Parliament Session	Youth Parliament gathering during the month of June	This is an annual platform created by the Municipality in order to interact with the youth political organisations	R 50,000.00	R 150,000.00	R 200,000.00
	Youth Participation on matters of Local Government	Youth Understanding of Local Government	Youth Voter Education, in partnership with IEC	This project was initiated in 2010, and it was partnered with Democracy Development Programme – DDP	R 60,000.00	R 70,000.00	R 80,000.00

	Recreation and Entertainment	Ugu District Youth Awards	Young talents and achievements recognised in the youth award	This is a pilot project aimed at recognizing the youth excellence.	R 150,000.00	R 400,000.00	R 500,000.00
	This serves as a build up process to KWANALOGA games	Ugu District Winter Games	Preparatory process serving as a build up process to KWANALOGA games		R 150,000.00	R 200,000.00	R 200,000.00
	Sports and Recreation	KWANALOGA games	Ugu Participation in the Provincial Event	13 Codes participated, in the KWANALOGA Provincial Event	R 2,5,000.00	R 2,6000.00	R 3,000.000

KPA: SPATIAL PLANNING AND ENVIRONMENTAL MANAGEMENT									
Strategic Objective (IDP)	Strategies	Programmes/ Projects (Measurable Objective/ Output)	Performance Indicator	Total Budget	Actual cost	Department	Budget (2011/2012)	Budget (2012/2013)	Budget (2013/2014)
To promote a healthy and hygienic safe environment, which supports sustainable utilization of natural resources, and creates an environmentally educated society	Develop framework for sustainable development	Environmental Education, Awareness and Training	No of sessions/workshop/campaigns done	R350.000( Ugu, DAEARD)		All sectors	350,000		
		Umuziwa bantu SEA	Strategic Environmental Assessment Document	R650.000 ( Ugu & DEARD)		Umuziwa bantu LM,Ugu Dm and DAEARD	650,000		
		Eziqoleni Strategic Environmental Assessment	Strategic Environmental Assessment Document	R500.000( Ugu)		Eziqoleni LM, Ugu DM			
		Umdoni Strategic Environmental Assessment	Strategic Environmental Assessment Document	R725.000( Umdoni)		Umdoni LM, Ugu	725,000		
		Biodiversity Sector Plan	Ugu Biodiversity sector plan	R100.000(EKZN Wildlife)	R200.000	EKZN, LM's	100,000		
		Ugu Environmental Management Framework	Ugu EMF	DAEARD	R1,5 M	LM's and DAEARD	1,5m		
		Air Quality Management plan	Final document of Air Quality management plan	R500.000 (Ugu)		Ugu DM	150,000		
		IWMP	Final document &	R150.000 (Ugu)		Ugu DM	500,000		

			Implementation of the plan						
		Coastal management programme	Coastal Management Plan	0.00 (Ugu)	1M	DAEARD, LM&Ugu	0, 00		
		Coastal Management Forum	Coastal Management Forum	R25, 000	R25, 000	Ugu DM	R25, 000		
		Working for the Coast project	Implemented projects	R10m 0.00		National DEA Ugu, LM's, NGO's	3.5m	3.5m	3.5m
		Estuarine management plan Estuarine Cleaning project	Ugu Estuary management Plan	R1.3m	R1.3m	DAEARD, Ugu Ugu/National Lottery	R1.3m		
	Climate change mitigation and adaptation	Climate change adaptation strategy Greening : Greening of low income human settlements	Climate change adaptation Document  Implemented projects	0.00 R800.000		All sectors Ugu/National Lottery	0,00 R800, 000		
		Air Quality monitoring	Sampling results	R100.000		Ugu, DAEARD			
	To reduce negative environmental impact and promote sustainable use of natural resources	Environmental Management Plan	Environmental management plan	0, 00	0, 00	Ugu DM	0, 00		
	To ensure	Waste manage	Implemented	500.000		LM's, DAEARD	500, 000		

	effective waste management	ment initiatives (as above) - Recycling	Programs/project			,Ugu			
	Promote environmental protection and biodiversity conservation	Invasive Alien Species - Stewardship Programmes - Invasive Alien Species Clearing projects at Umuziwabantu	Strategy and Implemented Projects	500.000 TBC TBC		Ugu DM	500,000		
		Bushpigs management project	Way forward	R200,000	0,00	EKZNW	200,000		
	To ensure effective delivery of efficient environmental health services	Section 78 Assessment of Environmental Health Services	Final Document	R160.000		Ugu, Provincial Health	160,000		
		Public Health by-laws	By-laws adopted	250.000		Ugu	250,000		
		Sampling of food and water	Test results	50.000		UguDM & Provincial Health			
		Health Education	No of sessions/workshop/campaigns done	50.000		All sectors			



KPA: INSTITUTIONAL AND TRANSFORMATION									
Strategic Objective (IDP) (WHAT)	Strategies (HOW)	Programmes/ Projects (Measurable Objective/ Output)	Performance Indicator (Measure)	Total Budget Required	Committed Budget	Budget (2011/2012)	Budget (2012/2013)	Budget (2013/2014)	Budget Source
<b>HUMAN RESOURCES ADMINISTRATION</b>									
To ensure sustainable institutional capacity	Implementation Annual Workplace Skills Plan	Trainings and development	Number bursaries allocated	R2,000,000.00 was budgeted for 2010/2011. The Training Fund is not divided to cater for the various interventions					
			Number of trainings						
			Number of RPL						
			Number of people with Abet training						
	Streamline and improve recruitment and selection processes	Recruitment and Selection	Number of vacant position filled	R1000000	R 542024	R 1 500 000	R 1 600 000	R 1 700 000	Municipal Budget
	Ensuring Compliance with section 10(1) of the Basic Conditions of Employment Act/ Overtime policy	Stopping of payment to overtime exceeding 40 hours a month	% of Reduction of overtime cost						
	Promote a healthy and hygienically safe environment	Trainings and Workshops on behavioural safety  Internal Safety Audits  Safety Inspections	% Reduction of IODs at the workplace  % Reduction of findings  % Reduction of	R 650000	R465734	R 700 000	R 800 000	R 1000 000	Municipal Budget

KPA: INSTITUTIONAL AND TRANSFORMATION									
Strategic Objective (IDP) (WHAT)	Strategies (HOW)	Programmes/ Projects (Measurable Objective/ Output)	Performance Indicator (Measure)	Total Budget Required	Committed Budget	Budget (2011/2012)	Budget (2012/2013)	Budget (2013/2014)	Budget Source
		Hazards and Risk Assessments	findings % Reduction of findings						
<b>LABOUR RELATIONS</b>									
To ensure sustainable institutional capacity	Ensuring Compliance with SALGBC rules governing disciplinary proceedings	Adherence to the Disciplinary Code & Procedure Collective Agreement	% of Reduction of disciplinary matters taking more than 3 months						
	Development and implementation of capacity enhancement Programs	Dispute Resolution	-Number of disciplinary matters finalised using internal personnel  -Number of people with skills to represent parties in disciplinary proceedings	R 450 000	R329,371	R 1.5m	R 2m	R 1000 000	Municipal Budget
<b>EMPLOYEE ASSISTANCE PROGRAM</b>									
To promote a healthy and hygienically safe environment	Implementation of Employee Assistance Programmes to promote			R500,000.00 was budgeted for 2010/2011.	R299,888.00	R900,000.00	R950 000	R1m	
		Conducting EAP Marketing (EAP awareness programs)	Number of awareness programs						



KPA: INSTITUTIONAL AND TRANSFORMATION									
Strategic Objective (IDP) (WHAT)	Strategies (HOW)	Programmes/ Projects (Measurable Objective/ Output)	Performance Indicator (Measure)	Total Budget Required	Committed Budget	Budget (2011/2012)	Budget (2012/2013)	Budget (2013/2014)	Budget Source
ent, that supports sustainable utilization of natural resources, and creates an environmentally educated society.	Health, Wellness and Safety in the workplace	Training of employees (Capacity building initiatives aimed at empowering employees)	Number of employees trained						
		Providing appropriate therapeutic interventions (as per requests received)	Number of therapeutic interventions						
<b>REGISTRY AND AUXILIARY SERVICES</b>									
To manage institutional risk	Develop and implement an access control plan to comply with section 63(1)a of the MFMA	Procurement of Access Control and Time & Attendance solution Implementation of Access Control and Time & Attendance solution Security checks when entering and exiting municipal premises	Licenses of Access control solution Number of doors with security access hardware mechanisms Number of guards deployed at various sites	650 000	650 000	1 000 000	250 000	0	
To ensure sustainable institutional capacity	Cost Effective and Streamlined Communications Management	inter branch communications network infrastructure implementation	Reduction in different telephone lines (external)			600 000	200 000	200 000	
		Communication cost saving and abuse tracking	Reduction in communication costs			3 900 000	4 200 000	4 620 000	

KPA: INSTITUTIONAL AND TRANSFORMATION									
Strategic Objective (IDP) (WHAT)	Strategies (HOW)	Programmes/ Projects (Measurable Objective/ Output)	Performance Indicator (Measure)	Total Budget Required	Committed Budget	Budget (2011/2012)	Budget (2012/2013)	Budget (2013/2014)	Budget Source
		program							
To manage institutional risk	Compliant and strategic contract management	Cleaning Services	Validity of agreement			1 620 000	1 782 000	1 960 200	
		Outsourced Handyman Services	Validity of agreement			400 000	440 000	484 000	
		Pest Control Services	Validity of agreement			170 560	170 560	190 000	
		Hygiene Services	Validity of agreement			447900	490 000	540 000	
		Garden Services (office buildings)	Validity of agreement			540 000	590 000	650 000	
		Security guard services	Validity of agreement			8 000 000	8 500 000	9 000 000	
	Effective Property Management section 63(2)(c) of MFMA	Property Audit Property Transfers	Master Ugu Property Database			400 000	300 000	0	
		Long Term office accommodation plan	Number of owned buildings			1 480 000	1 628 000	1 790 800	
		<b>Building projects:</b> Connor Street Phase 2	Building Project plans			2 000 000	0	0	
		Marburg Phase 3				3 800 000	0	0	
		Fleet Services							
		Treasury/Corporate Services Council Chambers							
To ensure sustainable institutional capacity	Compliance with Promotion of Access to Information Act	Developing and Printing of PAIA manuals and equipping receptions	Number of compliant receptions	0	0	100 000	50 000	50 000	

KPA: INSTITUTIONAL AND TRANSFORMATION									
Strategic Objective (IDP) (WHAT)	Strategies (HOW)	Programmes/ Projects (Measurable Objective/ Output)	Performance Indicator (Measure)	Total Budget Required	Committed Budget	Budget (2011/2012)	Budget (2012/2013)	Budget (2013/2014)	Budget Source
		with necessary skills as PAIA points							
To manage institutional risk	Electronic Records Management	Expansion of DocuScan electronic records system to user departments	Number of electronic records stored on system			250 000	150 000	150 000	
<b>IT SERVICES</b>									
	IT Governance	Functional IT Steering Committee	Hold regular IT Steering Committee meetings  Development of IT Disaster Management Plan  Development of IT Business continuity Plan	6m		900.000.00	1m	500.000.00	
	Provision of Sustainable IT infrastructure	Provision of Sustainable IT infrastructure	Reduction of infrastructure downtime  Scheduled Systems monitoring and Maintenance  Upgrades and Replacement of hardware			2.1m	1m	500 000	

KPA: INSTITUTIONAL AND TRANSFORMATION									
Strategic Objective (IDP) (WHAT)	Strategies (HOW)	Programmes/ Projects (Measurable Objective/ Output)	Performance Indicator (Measure)	Total Budget Required	Committed Budget	Budget (2011/2012)	Budget (2012/2013)	Budget (2013/2014)	Budget Source
			and software  Renewal of licenses  IT skill development and improvement  Improvement and use of IT Support Helpdesk						
DISASTER MANAGEMENT									
Manage Institutional Risks	Provide sound disaster management services in the Ugu region	Update Disaster Management Plan, procedures, reporting and protocols	Completed disaster management plan	10.8m	3.1m	3.5m	3.6m	3.7m	E/S
	Develop a new integrated disaster management system	Integrated information system between Ugu Disaster Centre, EMRS, Local Municipal Fire Stations, RTI, SAPS, SANRAL	Handover of the two licenses to the local municipalities, South and North and MOU's with other stakeholders	7.5m	860 000	2.4m	2.5m	2.6m	E/S
	Construction of a new disaster management centre	Land Acquisition Acquire Further funding Building construction	Title Deed Municipal Infrastructure Grant Project plan	49m	4.5m	7m	18m	24m	MIG

**KPA: INSTITUTIONAL AND TRANSFORMATION**

<b>Strategic Objective (IDP) (WHAT)</b>	<b>Strategies (HOW)</b>	<b>Programmes/ Projects (Measurable Objective/ Output)</b>	<b>Performance Indicator (Measure)</b>	<b>Total Budget Required</b>	<b>Committed Budget</b>	<b>Budget (2011/2012)</b>	<b>Budget (2012/2013)</b>	<b>Budget (2013/2014)</b>	<b>Budget Source</b>
Manage Institutional Risks	Implementation of Education, Training, Public Awareness & Research interventions	Establish a team of trained volunteers to improve state of readiness and response.	Number of volunteer	4.5m	1.180m	1.2m	1.6m	1.7m	E/S
		Train communities to understand disaster effects	Number of completed training						

**KPA: BASIC INFRASTRUCTURE**  
**UGU WATER AND SANITATION PROJECT (2010/2011-2012/2013)**

Strategic Objective (IDP)	Strategies	Programmes/ Projects (Measurable Objective/ Output)	Performance Indicator	Target	Budget (2011/2012 )	Budget (2012/2013 )	Budget (2013/2014 )
<p>Universal access to services</p> <p>To maintain high quality of services</p> <p>To provide sustainable infrastructure</p> <p>To promote and facilitate public infrastructure investment</p>	<p>Provide Universal access to water and sanitation</p> <p>Maintenance of existing infrastructure</p> <p>Developing physical infrastructure in rural areas</p>	<p><b>Hibiscus Coast</b></p> <p>1. Umzimkhulu Bulk Water Augmentation Water Supply Scheme</p>					
		2. Umsikaba and surrounds Water Supply Scheme					
		3. Bhobhoyi Water Storage Augmentation					
		4. KwaXolo Bulk Water Supply					
		5. Umzimkhulu Off Channel Storage Dam					
		6. Masinenge Bulk Water Supply					
		<b>Eziqoleni</b>					
		1. Umtamvuna Bulk Water Augmentation Water Supply Scheme					
		2. KwaNyuswa Water Supply phase 6 & 7					
		<b>Umuziwabantu</b>					
		1. Harding Weza Regional Bulk Water Scheme					
		2. KwaNyuswa Water Supply Scheme Phase 6 & 7					
		<b>Umzumbe</b>					

**KPA: BASIC INFRASTRUCTURE**  
**UGU WATER AND SANITATION PROJECT (2010/2011-2012/2013)**

Strategic Objective (IDP)	Strategies	Programmes/ Projects (Measurable Objective/ Output)	Performance Indicator	Target	Budget (2011/2012 )	Budget (2012/2013 )	Budget (2013/2014 )		
		1. Mhlabatshane Regional Bulk Water Scheme							
		2. Mathulini Water Supply							
		<b>Umdoni</b>							
		1. Scottburgh/ Umzinto South Link							
		2. South Coast Pipeline Phase 2A							
		3. Isoni Farm Water Supply							
		<b>Vulamehlo</b>							
		1. Greater Vulamehlo Water Supply							
		2. Dududu Reticulation Infills							
		3. KwaMgai and surrounds water supply							
		4. Thoyane Water Supply							
		5. Imfume Simahla Water supply							
		Universal access to services	Provide Universal access to water and sanitation	<b>2010/11 Sanitation Projects</b>		<b>Allocation</b>			
		To maintain high quality of services	Maintenance of existing infrastructure	Hibiscus Coast Rural Sanitation Project Phase 2 ( VIP toilets)		1200			
To provide sustainable infrastructure	Developing physical infrastructure in rural areas	Uvongo Waterborne Sanitation							
To promote and facilitate public		Shelly Beach Waterborne Sanitation							
		Masinenge Low Cost Housing Waterborne Sanitation							

<b>KPA: BASIC INFRASTRUCTURE UGU WATER AND SANITATION PROJECT (2010/2011-2012/2013)</b>							
<b>Strategic Objective (IDP)</b>	<b>Strategies</b>	<b>Programmes/ Projects (Measurable Objective/ Output)</b>	<b>Performance Indicator</b>	<b>Target</b>	<b>Budget (2011/2012)</b>	<b>Budget (2012/2013)</b>	<b>Budget (2013/2014)</b>
infrastructure investment		Ezinqoleni Rural Sanitation Project Phase 2 ( VIP toilets)		360			
		Umuziwabantu Rural Sanitation Project Phase 2 ( VIP toilets)		960			
		Harding Waterborne Sanitation					
		Umzumbe Sanitation Project Phase 2 ( VIP toilets)		1420			
		Umdoni Rural Sanitation Project Phase 2 ( VIP toilets)		360			
		Pennington Waterborne Sanitation					
		Park Rynie Waterborne Sanitation					
		Scottburgh WWTW					
		Isoni Farm Waterborne Sanitation					
		Vulamehlo Rural Sanitation Project Phase 2 ( VIP toilets)			1080		

<b>KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT KZN PUBLIC WORKS</b>							
<b>Strategic Objective (IDP)</b>	<b>Strategies</b>	<b>Programmes/ Projects (Measurable Objective/ Output)</b>	<b>Performance Indicator</b>	<b>Target</b>	<b>Budget (2011/2012)</b>	<b>Budget (2012/2013)</b>	<b>Budget (2013/2014)</b>
		<b>Umzumbe LM</b>					
		Repairs to Mgomeni	Repaired and renovated		R 5,000,000.00		



		Sec.School	school				
		Repairs to Etsheni Primary School	Repaired and renovated school		R 3,840,000.00		
		Repairs to Deyi Primary School	Repaired and renovated school		R 5,000,000.00		
		<b>Umdoni LM</b>					
		Repairs to Madundubala Primary School	Repaired and renovated school		R 3,840,000.00		
		Repairs to Singele High School	Repaired and renovated school		R4,480,000.00		
		Repairs to Gugulesizwe Sec. School	Repaired and renovated school		R 10,240,000.00		
		Repairs to Dumayo School	Repaired and renovated school		R 7,603,848.00		
		Repairs to Roseville Sec. School	Repaired and renovated school		R .....		
		<b>Umzumbe LM</b>					
		Repairs to Mabuthela High School	Repaired and renovated school		R 2,560,000.00		
		Repairs to Inala Primary school	Repaired and renovated school		R 4,480,000.00		
		Repairs to Sibongimfeka S.P. School	Repaired and renovated school		R 3,840,000.00		
			Repaired and renovated school				
		<b>Vulamehlo LM</b>					
		Repairs to Zembeni S.P.S	Repaired and renovated school		R 7,680,000.00		
		<b>Ezinqoleni LM</b>					
		Repairs to Siphakamile C.P School	Repaired and renovated school		R 5,000,000.00		
		<b>Hibiscus LM</b>					
		Repairs to Ezwelihle P.S School	Repaired and renovated school		R 6,272,000.00		

<b>Strategic Objective (IDP)</b>	<b>Strategies</b>	<b>Programmes/ Projects (Measurable Objective/ Output)</b>	<b>Performance Indicator</b>	<b>Target</b>	<b>Budget (2011/2012)</b>	<b>Budget (2012/2013)</b>	<b>Budget (2013/2014)</b>
Access to basic services	Guardrail Repairs	Umdoni Municipality	Safety Maintenance - Guardrails : Installation P77		850 000		
	Guardrail Repairs	Umzumbe Municipality	Safety Maintenance - Guardrails : Installation P68		300 000		
	Guardrail Repairs	Ezingolweni Municipality	Safety Maintenance - Guardrails : Installation P262,P55		850 000		
	Guardrail Repairs	Hibiscus Coast Municipality	Safety Maintenance - Guardrails : Installation P262,P55		850 000		
	Road Marking & Studs	Umdoni Municipality	Safety Maintenance - Roadmarking and Studs		753 600		
	Road Marking & Studs	Umzumbe Municipality	Safety Maintenance - Roadmarking and Studs		300 000		
	Road Marking & Studs	Hibiscus Coast Municipality	Safety Maintenance - Roadmarking and Studs P200,P464		753 600		
	Blacktop Patching	Umdoni Municipality	Safety Maintenance - Blacktop Patching P77		732 000		
	Blacktop Patching	Umdoni Municipality	Safety Maintenance - Blacktop Patching P22		1 800 000		
	Blacktop Patching	Umzumbe Municipality	Drainage Improvement - Blacktop Patching P68		1 440 000		
	Blacktop Patching	Hibiscus Coast Municipality	Drainage Improvement - Blacktop Patching P464		1 380 000		
	Blacktop Patching	Hibiscus Coast Municipality	Drainage Improvement - Blacktop Patching P395		1 200 000		
	Blacktop Patching	Hibiscus Coast Municipality	Drainage Improvement - Blacktop Patching P3		2 592 000		
	Blacktop Patching	Ezingolweni Municipality	Drainage Improvement - Blacktop Patching P262		3 000 000		
	Maintenance Of Regulatory/Warning Signs	Vulamehlo Municipality	Safety Maintenance - Signs : Installation		500 000		
	Maintenance Of	Hibiscus	Safety Maintenance -		500 000		

	Regulatory/Warning Signs	Coast Municipality	Signs : Installation				
	New Gravel Road	Umuziwabantu Municipality	Ekuzameni Road		1 800 000		
	New Gravel Road	Umuziwabantu Municipality	Lenkasi Road		1 380 000		
	New Gravel Road	Umuziwabantu Municipality	Mazithathele Road		1 380 000		
	New Gravel Road	Umzumbe Municipality	Khoza Road		1 500 000		
	New Gravel Road	Umzumbe Municipality	Chimeni Road (Phase 1)		1 696 666		
	New Gravel Road	Umzumbe Municipality	Othandweni Road		1 696 666		
	New Gravel Road	Vulamehlo Municipality	Gonwane Road		1 600 000		
	New Gravel Road	Vulamehlo Municipality	Goqweni Road		1 575 000		
	New Gravel Road	Vulamehlo Municipality	Bhomlandi Road Phase 3		1 696 666		
	Causeway Construction	Hibiscus Coast Municipality	A2407 Causeway		850 000		
	Causeway Construction	Hibiscus Coast Municipality	Mgolobi Causeway		850 000		
	Causeway Construction	Umzumbe Municipality	Malinga Causeway Phase 2		450 000		
	Causeway Construction	Umzumbe Municipality	Mkholombe Causeway		400 000		
	Causeway Construction	Umzumbe Municipality	Danger structure		850 000		
	Causeway Construction	Vulamehlo Municipality	Mahlathini Causeway		850 000		
	Causeway Construction	Vulamehlo Municipality	Ndlovu Causeway		850 000		
	Blading	Vulamehlo Municipality	Routine Maintenance – Blading		1 150 000		
	Blading	Umdoni Municipality	Routine Maintenance – Blading		1 150 000		
	Blading	Umzumbe Municipality	Routine Maintenance – Blading		1 150 000		
	Blading	Umuziwabantu Municipality	Routine Maintenance – Blading		1 150 000		
	Blading	Ezingolweni Municipality	Routine Maintenance – Blading		1 200 000		
	Blading	Hibiscus Coast Municipality	Routine Maintenance – Blading		1 200 000		
	Drain Clearing & Verge Maintenance	Vulamehlo Municipality	Routine Maintenance		400 000		
	Drain Clearing & Verge Maintenance	Umdoni Municipality	Routine Maintenance		400 000		
	Drain Clearing &	Umdoni	Routine Maintenance		400 000		

	Verge Maintenance	Municipality					
	Drain Clearing & Verge Maintenance	Umzumbe Municipality	Routine Maintenance		400 000		
	Drain Clearing & Verge Maintenance	Umzumbe Municipality	Routine Maintenance		300 000		
	Drain Clearing & Verge Maintenance	Hibiscus Coast Municipality	Routine Maintenance		300 000		
	Drain Clearing & Verge Maintenance	Hibiscus Coast Municipality	Routine Maintenance		300 000		
	Drain Clearing & Verge Maintenance	Hibiscus Coast Municipality	Routine Maintenance		300 000		
	Drain Clearing & Verge Maintenance	Hibiscus Coast Municipality	Routine Maintenance		300 000		
	Drain Clearing & Verge Maintenance	Hibiscus Coast Municipality	Routine Maintenance		300 000		
	Drain Clearing & Verge Maintenance	Vulamehlo Municipality	Routine Maintenance - Plant and Material		600 000		
	Drain Clearing & Verge Maintenance	Umdoni Municipality	Routine Maintenance - Plant and Material		370 000		
	Drain Clearing & Verge Maintenance	Umzumbe Municipality	Routine Maintenance - Plant and Material		1 500 000		
	Drain Clearing & Verge Maintenance	Umuziwabantu Municipality	Routine Maintenance - Plant and Material		800 000		
	Drain Clearing & Verge Maintenance	Ezingolweni Municipality	Routine Maintenance - Plant and Material		450 000		
	Drain Clearing & Verge Maintenance	Hibiscus Coast Municipality	Routine Maintenance - Plant and Material		880 000		
	Maintenance Of Fence & Km Posts	Hibiscus Coast Municipality	Routine Maintenance - Fence & Km Posts		250 000		
	Patch Gravelling	Umdoni Municipality	Routine Maintenance - Patch Gravelling D981		997 502		
	Patch Gravelling	Vulamehlo Municipality	Routine Maintenance - Patch Gravelling P740		997 501		
	Patch Gravelling	Umzumbe Municipality	Routine Maintenance - Patch Gravelling D1077,D1054		997 501		
	Patch Gravelling	Umuziwabantu Municipality	Routine Maintenance - Patch GravellingD1079		997 501		
	Patch Gravelling	Ezingolweni Municipality	Routine Maintenance - Patch Gravelling P327		997 501		
	Patch Gravelling	Umuziwabantu Municipality	Routine Maintenance - Patch Gravelling D861		997 505		
	Maintenance Of	Hibiscus	Routine Maintenance		250 000		

	Information/Guidance Signs	Coast Municipality					
	Maintenance Of Information/Guidance Signs	Umdoni Municipality	Routine Maintenance		250 000		
	Maintenance Of Information/Guidance Signs	Umzumbe Municipality	Routine Maintenance		250 000		
	Handrail Replacement/Repairs	Hibiscus Coast Municipality	Handrail replacements		150 000		
	Minor Structure Repairs	Hibiscus Coast Municipality	Minor structure replacements		900 000		
	Betterment & Regravelling	Hibiscus Coast Municipality	Re-gravelling of Road D1033,D907,D252,D908, D120		10 000 000		
	Betterment & Regravelling	Umzumbe Municipality	Re-gravelling of Road		5 000 000		
	Betterment & Regravelling	Vulamehlo Municipality	Re-gravelling of Road D981,D985,D2197,P75		6 000 000		

<b>KPA: LOCAL ECONOMIC DEVELOPMNET</b>							
<b>Strategic Objective (IDP)</b>	<b>Strategies</b>	<b>Programmes/ Projects (Measurable Objective/ Output)</b>	<b>Target</b>	<b>Budget (2011/2012)</b>	<b>Budget (2012/2013)</b>	<b>Budget (2013/2014)</b>	<b>Responsible Person</b>
<b>Local Economic Development</b>	<b>Priority 1:</b> Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	Review of Local Economic Development Strategy - Vulamehlo Municipality		Use internal DEDT Staff to review the projects			Sandile Ntshangase
	<b>Priority 1:</b> Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	Gijima II Roll Out – Ensuring that there are applications from Ugu District Municipality that are submitted for funding.		R 60 million for entire Province			Sandile Ntshangase

	<b>Priority 1:</b> Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	Consumer Rights Education and Awareness		To be determined after MEC budget speech			Mr Mthetheleli Matandabuz a
	<b>Priority 1:</b> Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	Consumer Rights Abuse Reporting and Enforcement		To be determined after MEC budget speech			Mr Mthetheleli Matandabuz a
	<b>Priority 2 :</b> Massive infrastructure to build economic and social infrastructure	Ugu Furniture Manufacturing Shared Facility		R3,5 million			Nathi Matiwane

**SECTOR STAKEHOLDER: Department of Cooperative Governance & Traditional Affairs**

MTSF Strategic Priority	Project Description	Budget Allocated	Responsible Person
<b>Priority 3:</b> Comprehensive rural development strategy linked to land and agrarian reform and food security.	Ezinqoleni CBD Renewal – Small Town Regeneration	R5,4 million	Ms Thuthu Ngcobo
<b>Priority 3:</b> Comprehensive rural development strategy linked to land and agrarian reform and food security.	Harding CBD Renewal – Small Town Regeneration	R15 million	Ms Thuthu Ngcobo
<b>Priority 2 :</b> Massive infrastructure to build economic and social infrastructure	Ugu South Coast Tourism Themed Entrances and Tourism Signage	R2 million	Ms Thuthu Ngcobo
<b>Priority 1:</b> Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	Review of LED Strategy (Ezinqoleni LM)	R450 000-00	Ms Thuthu Ngcobo

**SECTOR STAKEHOLDER: TRADE AND INVESTMENT KWAZULU-NATAL**

MTSF Strategic Priority	Project Description	Budget Allocated	Responsible Person
<b>Priority 1:</b> Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	Ugu Investment Profile	R300 000-00	Mr Isaac Zikhathile
<b>Priority 2 :</b> Massive infrastructure to build economic and social infrastructure	Technical Support – Hibberdene Harbour, Umdoni Beachfront Re-development	R250 000-00 for each project	<b>Mr Isaac Zikhathile</b>

**SECTOR STAKEHOLDER: UMDONI MUNICIPALITY**

MTSF Strategic Priority	Project Description	Budget Allocated	Responsible Person
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<b>Priority 2</b> : Massive infrastructure to build economic and social infrastructure	<b>Scottburgh Beachfront Redevelopment Project</b>	To be determine by the Bids from Investors ( Technical Support needed and TIK potential funder)	<b>Mr Tsepo Motlapeng</b>
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**SECTOR STAKEHOLDER: HIBISCUS COAST MUNICIPALITY**

<b>MTSF Strategic Priority</b>	<b>Project Description</b>	<b>Budget Allocated</b>	<b>Responsible Person</b>
<b>Priority 1</b> : Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	Margate Airport	To be confirmed ( Depending on the new operator and model to be adopted for operations)	Mr Mandla Mabece

**Local Economic Development**

<b>MTSF Strategic Priority</b>	<b>Project Description</b>	<b>Budget Allocated</b>	<b>Responsible Person</b>
<b>Priority 1</b> : Speeding up growth and transforming the economy to create decent work and sustainable livelihoods.	Cooperatives Development Programme ( Training Roll-out and Compliance )	R4, million (DEDT will supplement most of the funding)	<b>Mr Mandla Mkhungo</b>
<b>Priority 1</b> : Speeding up growth and transforming the economy to create decent work and sustainable livelihoods.	Ugu Fresh Produce Market (Operations)	R1,2 million	<b>Mr Thami Khwela</b>
<b>Priority 1</b> : Speeding up growth and transforming the economy to create decent work and sustainable livelihoods.	Emerging Contractors Development Programme	R1,4 million ( 50% funding from NPC)	Mr Sikhumbuzo Hlongwane
<b>Priority 1</b> : Speeding up growth and transforming the economy to create decent work and sustainable livelihoods.	DBSA Local Economic Development Initiative	To be determine for the next financial year.	Mr Sikhumbuzo Hlongwane Mr Neels Vermark (DBSA)
<b>Priority 1</b> : Speeding up growth and transforming the economy to create decent work and sustainable livelihoods.	Ugu Khuphuka Furniture Manufacturing Project – Shared Facility	<b>R3,5 million ( See also DEDT)</b>	Mr Deon Govender Mr Nathi Matiwane (DEDT)
<b>Priority 1</b> : Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	<b>Craft Commercialisation Project</b>	<b>R2,8 million (Funded by National Lottery)</b>	Sikhumbuzo Hlongwane
<b>Priority 1</b> : Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	<b>Hibberdene Harbour</b>	<b>R2,5 billion</b>	Ms Zakithi Mbonani Sikhumbuzo Hlongwane
<b>Priority 2</b> : Massive infrastructure to build economic and social infrastructure	<b>Middle Income Housing</b>	<b>To be confirmed with preferred developer</b>	Ms Zakithi Mbonani Sikhumbuzo Hlongwane
<b>Priority 3</b> : Comprehensive rural development strategy linked to land and agrarian reform and food security.	<b>Sugar Industry Revival – Investment on Small Farmers</b>	<b>R20 million (Phase 1)</b>	Mr Welcome Mngqosini

<b>Priority 1:</b> Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	<b>Impact assessment on the investment in economic infrastructure - Park Rynie Industrial Park , Harding CBD project</b>	<b>R 500 000-00</b>	Ms Nonhlanhla Msomi
<b>Priority 1:</b> Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	<b>Socio-economic impact of Ugu Jazz Festival 2011</b>	<b>R 100 000-00</b>	Ms Nonhlanhla Msomi
<b>Priority 3:</b> Comprehensive rural development strategy linked to land and agrarian reform and food security.	<b>Eziqoleni Tee Tree ( Operations Support )</b>	<b>R 400 000-00</b>	Mr Deon Govender
<b>Priority 2 :</b> Massive infrastructure to build economic and social infrastructure	<b>Ugu Broadband Project ( operations )</b>	<b>R600 000-00</b>	Mr Sikhumbuzo Hlongwane
<b>Priority 3:</b> Comprehensive rural development strategy linked to land and agrarian reform and food security.	<b>Horse Shoe Farm Redevelopment Project</b>	<b>R1,2 million</b>	Mr Thami Khwela Mr Welcome Mngqosini

<b>KPA: SPATIAL PLANNING AND ENVIRONMENT KZN Agriculture, Environmental Affairs and Rural Development</b>							
<b>Strategic Objective (IDP)</b>	<b>Strategies</b>	<b>Programmes/ Projects (Measurable Objective/ Output)</b>	<b>Performance Indicator</b>	<b>Target</b>	<b>Budget (2011/2012)</b>	<b>Budget (2012/2013)</b>	<b>Budget (2013/2014)</b>
<b>Strategic priority 9: Sustainable resource management and use</b>	Climate Change Mitigation and adaptation	Development of Ugu Environmental Management Framework Report	Environmental Management Framework report	Ugu DM	R 1.5M		
		Establish Vulamehlo Indigenous medicines nursery	Nursery established	Vulamehlo Ward 3 (12 youths)	R 42 000.00		
		Greening of Umuziwabantu community park	Community park greened	Umuziwabantu Ward 3 (for the whole community)	R 50 000.00		
		Greening Mkholombe Low cost housing units	Housing units greened	Hibiscus Ward 20 (250 households)	R 100 000.00		



		Greening Emalangeni Glebe Low cost housing units	Housing units greened	Umdoni Ward 8 (250 households)	R 100 000.00		
Reduce negative environmental impact and promote sustainable use of natural resources		Conducting awareness campaigns, trainings and workshops	Awareness campaigns and workshops conducted	All LMs			
		Reviewing EIA applications and issue Environmental Authorisations	Applications reviewed and Environmental Authorisations issued and/or refused	All LMs			
		Reviewing waste licence application and issue waste licences.	Waste licences issued and/or refused	All LMs			
		Conducting awareness campaigns and training/workshops	Awareness campaigns conducted	All LMs			
		Monitoring of waste facilities	Waste facilities monitored	All LMs			
		Conducting compliance monitoring and enforcement	Monitoring and Enforcement actions taken	All LMs			

**KPA: BASIC INFRASTRUCTURE**

**ESKOM UGU IDP INFORMATION**

LOCAL MUNIC.	PROJECT NAME	CONNS	STATUS	ESTIMATED COST	BUDGET YEAR
UMDONI	IFAFA S1 INFILLS	137	CRA	R 1 437 812.31	2011-2012
UMDONI	MALANGENI DEVELOPER Phase 2	1 100	CRA	R 10 149 412.00	2011-2012
UMUZIWABANTU	WEZA S1 INFILLS	112	CRA	R 1 175 437.80	2011-2012
HIBISCUS COAST	THELAWAYEKA	500	DRA	R 4 397 710.61	2011-2012
HIBISCUS COAST	TINTOWN S1 INFILLS	51	CRA	R 535 244.00	2011-2012
UMUZIWABANTU	NQABENI NB138 SABELWENI & BHIDLA	350	DRA	R 3 929 192.87	2011-2012
HIBISCUS COAST	SILWANE	600	CRA	R 7 200 000.00	2011-2012
UMZUMBE	SIPOFU	750	CRA	R 11 824 553.46	2011-2012
	<b>ESKOM FUNDED MARGATE KZN INFILLS/EXTENSIONS 2011-2012</b>				
LM	Infills Project Name	CONNS	Network Breaker	Network Status	
Ezingoleni	Kwanyuswa S1	110	Nqabeni NB138	Slightly Constrained	
Umdoni	Shayamoya S1	57	School Road NB109	Constrained	
Umdoni	Turton S1	91	Mtwalume NB12	Constrained	
Umzumbe	Qoloqolo	12	Kingsdale NB 8	Slightly Constrained	
Ezingoleni	Shobashobane S1	50	Paddock NB43	Constrained	
Ezingoleni	Xolo S1	50	Marina Beach NB78	Constrained	
Umzumbe	Mfazazane S1	150	Hibberdene NB41	Constrained	
Umzumbe	Mfazazane S1	150	Mtwalume NB13	Constrained	
Umdoni	Amandawe S1	50	Freeland Park NB78	Slightly Constrained	
Hibiscus Coast	Nsimbini S1	100	Plains NB1	Slightly Constrained	
Hibiscus Coast	Nsimbini S1	150	Uvongo NB27	Slightly Constrained	
uMuziwabantu	Weza S1	100	Ingeli NB3	Slightly Constrained	
Umdoni	Amandawe S1	30	Scottburgh NB84	Not Constrained	

Umdoni	Amandawe S1	30	Temple Road NB95	Not Constrained	
Hibiscus Coast	Gcilima S1	61	Jabulani NB21	Constrained	
Hibiscus Coast	Gcilima S1	61	Marina Beach NB78	Constrained	

KPA: BASIC INFRASTRUCTURE DEPARTMENT OF HEALTH								
Strategic (IDP)	Objective	Strategies	Programmes/ Projects (Measurable Objective/ Output)	Performance Indicator	Target	Budget (2011/2012)	Budget (2012/2013)	Budget (2013/2014)
			<b>WEZA CLINIC (ST. ANDREW'S)</b>					
			BUILDINGS & OTHER FIX STRUCT			-	-	-
			COMPENSATION OF EMPLOYEES			1 500 000	1 590 000	1 685 400
			DEPARTMENTAL AGENCY AND ACCOUNTS			-	-	-
			GOODS AND SERVICES			450 000	477 000	505 620
			HOUSEHOLDS			50 000	53 000	56 180

		MACHINERY AND EQUIPMENT			75 000	500 79	84 270
		NON PROFIT INSTITUTIONS			-	-	-
		PROVINCIAL AND LOCAL GOVERNMENT			-	-	-
		TOTAL			2 075 000	500 2 199	331 470 2
		<b>XHAMINI CLINIC (ST ANDREWS)</b>			<b>Year 2011 - 12</b>	<b>Year 2012-13</b>	<b>Year 2013-14</b>
		BUILDINGS & OTHER FIX STRUCT			-	-	-
		COMPENSATION OF EMPLOYEES			2 070 000	200 2 194	325 852 2
		DEPARTMENTAL AGENCY AND ACCOUNTS			-	-	-
		GOODS AND SERVICES			690 000	400 731	775 284
		HOUSEHOLDS			50 000	000 53	56 180
		MACHINERY AND EQUIPMENT			75 000	500 79	84 270

		NON PROFIT INSTITUTIONS				-	-	-
		PROVINCIAL AND LOCAL GOVERNMENT				-	-	-
		TOTAL				2 885 000	100	3 058 241 586
		<b>UGU DISTRICT TOTAL VOTED FUNDS</b>				<b>1 081 632 000</b>	<b>1 146 529 920</b>	<b>1 215 321 715</b>

<b>KPA: LOCAL ECONOMIC DEVELOPMNET CASP</b>											
<b>UGU</b>	<b>No of farmers</b>	<b>Partnerships/linkage</b>	<b>Extent (Ha)</b>	<b>Expected Jobs</b>	<b>Baseline</b>	<b>Commodity/Enterprise</b>	<b>Proposed Activities</b>	<b>Budget (R'000)</b>	<b>Local Area</b>	<b>Ward</b>	<b>Inkosi</b>
Isulabantu	18	None	13,6	38	planting Vegetable 4,3 ha extend to 13,6 ha	Vegetable production	Supply and erect bonnox fence 2,4 km & supply vegetable,sprinkler irrigation for 13,6 ha	436	Vulamehlo	2	M Hlengwa
Inqabakazulu	33	None	36	50	Planted 5 ha,of Vegetable supply Ugu market	Vegetable production	Erect bonnox fence 3,1 km and install sprinkler irrigation for 36 ha	1 050	Vulamehlo	7	S Mbhele

Bhudubhudu	20	None	15	30	planted 3,9 ha, of vegetables supply Ugu market	Vegetable production	supply pipes and install sprinkler irrigation for 15 ha & bonnox fence 3,2 km	400	Umzumbe	4	E Cele
Mary Trost/Qhakaza	5	None	4	4	Planting 4.0ha potato to support Ugu market	Potato Production	Land preparation and supply of inputs & potato seed (4ha)	120	Umzumbe	7	MW Mbhele
St Joseph	4	None	4	4	Planting 4.0 potato to support Ugu market	Potato Production	Land preparation and supply of inputs & potato seed (4ha)	120	Umzumbe	8	M.W.Mbele
Okhushwini	35	Hibiscus	10 500 broiler units	50	boost supply base of kwaXolo abattoir	Broiler production	upgrade 8 broiler producers, from 1000 birds units to 2500 birds	1 018	Hibiscus Coast	9	M Xolo
Breamer	25	Hibiscus	10 000 broiler units	75	boost supply base of kwaXolo abattoir	Broiler production	supply material, construct broiler unit & erect 1km fence	1 018	Hibiscus Coast	9	B.Nzimakwe
Gorge	8	None	2x10 sow	8	Planting maize as field crop	Pig production	To construct 2x10 sow piggery structure and supply inputs	2 800	mziwabantu	5	NV Mbotho
								<b>6 962</b>			



## CHAPTER 6: SPATIAL DEVELOPMENT FRAMEWORK

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### DRAFT SPATIAL DEVELOPMENT FRAMEWORK AND LAND USE MANAGEMENT FRAMEWORK REVIEW

#### **Draft Spatial Development Framework and Land Use Management Framework**

The SDF is currently under review but has been noted for EXCO and recommended to Council for adoption; it will be adopted by June 2011. It was last reviewed in 2005. Below are draft SDF and Land Use Framework and conceptual understanding and recommendations in the review.

The SDF and LUMF were developed in line with the relevant policies and legislation to ensure that there is horizontal and vertical alignment in the process. The district SDF and LUMF also considered municipal SDF's and its LUMF is able to guide the development of LUMS for the local municipalities.

The draft SDF and LUMF has not been advertised as yet for public participation hence the district together with some of the municipalities that do not have the adopted schemes have not experienced any challenges of rolling out the scheme.

#### **Background**

The Spatial Development Framework of the Ugu District Municipality is an attempt to predict and guide future development in the District. The SDF currently being developed, together with demographic trends, will then serve as the basis for determining future growth trends in the Ugu District Municipality. These trends will inform future infrastructure provision / backlog determinations.

This section of the report lists those components of the SDF that will be considered in establishing the future impact of growth in Ugu on infrastructure provision. The SDF differentiates between a number of components viz.

- Nodal development;
- Residential development;
- Industrial development;
- Tourism development;
- Infrastructure and major projects.

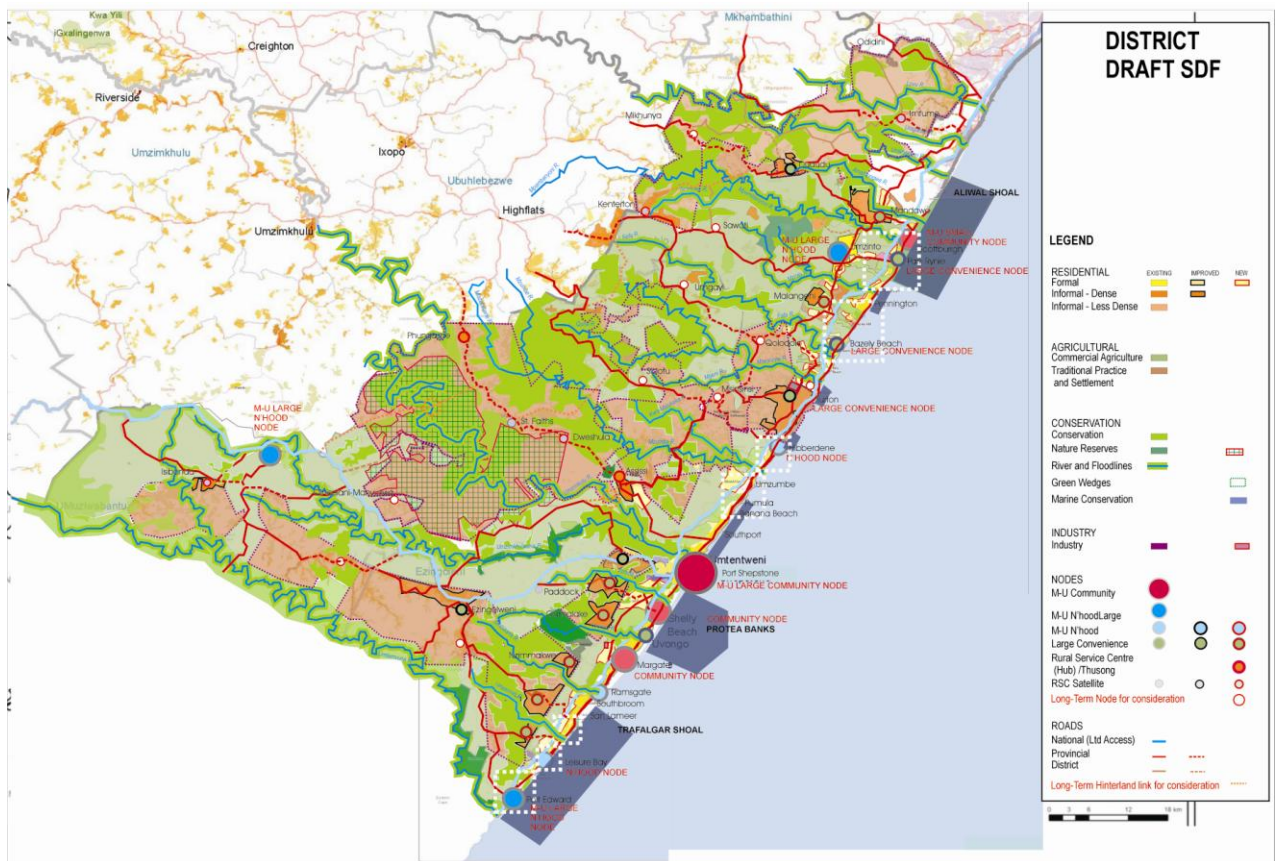
The SDF also attempts to indicate whether components are:

- (1) existing,
- (2) existing but requires upgrading, or
- (3) new component to be developed.



The SDF therefore provides substantial guidance as to future infrastructure requirements. Each of the components is briefly discussed below in terms of their potential impact on infrastructure development. For more detailed descriptions of the various components the 2011 SDF of the Ugu District Municipality should be consulted.

SDF approach and guiding Principle	SDF Conceptual Approach																																																																																																													
<ul style="list-style-type: none"> <li>• Meeting Land Use Needs               <ul style="list-style-type: none"> <li>– Residential                   <ul style="list-style-type: none"> <li>• Low income Housing areas</li> <li>• Affordable Housing areas</li> <li>• Leisure accommodation</li> </ul> </li> <li>– Industrial</li> <li>– Commercial</li> <li>– Recreational</li> <li>– High potential agriculture areas</li> </ul> </li> <li>• Protecting Environmental Areas</li> <li>• Spatial Management               <ul style="list-style-type: none"> <li>– Integration</li> <li>– Compaction</li> <li>– Urban Densification</li> <li>– Urban Growth Boundary</li> <li>–                   <ul style="list-style-type: none"> <li>• Creating a series of linear towns</li> <li>• Walking distance limits</li> <li>• Integrating the city</li> <li>• Redressing imbalances</li> <li>• Avoid sprawl/ "leapfrogging"</li> <li>• Reinforce existing Nodes</li> </ul> </li> </ul> </li> <li>• Identification of areas of economic development potentials</li> <li>• Sustainability               <ul style="list-style-type: none"> <li>– Environmentally</li> <li>– Economically</li> <li>– Land use arrangement</li> </ul> </li> <li>• Creating a quality urban environment               <ul style="list-style-type: none"> <li>–</li> </ul> </li> </ul>	<p><b>RESIDENTIAL</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Formal</li> <li><input type="checkbox"/> Informal Settlements           <ul style="list-style-type: none"> <li>• &gt; 2 du/ha (Relatively dense)</li> <li>• 0.66 – 2 du/ha (Relatively less dense)</li> <li>• &lt; 0.66 du/ha (Scattered - within Traditional Settlement areas)</li> </ul> </li> <li><input type="checkbox"/> Upgraded areas assumes availability of infrastructure</li> </ul> <p><b>AGRICULTURE</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Commercial Agriculture</li> <li><input type="checkbox"/> Traditional Practice and Settlement area</li> </ul> <p><b>CONSERVATION</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Reserves - Formally identified and managed protection areas</li> <li><input type="checkbox"/> General Conservation – combination of           <ul style="list-style-type: none"> <li>• Flood line areas,</li> <li>• steep slope areas,</li> <li>• environmental</li> </ul> </li> </ul> <p><b>INDUSTRY</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Conventional identification</li> </ul> <p><b>NODES</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Urban Nodes - Application of retail hierarchy structure           <ul style="list-style-type: none"> <li>• Most remain as existing</li> <li>• Some improved/Upgraded to higher order</li> </ul> </li> <li><input type="checkbox"/> Rural Centre Nodes (Assumes that infrastructure can be provided)           <ul style="list-style-type: none"> <li>• Hub RSC's only applied in large and denser settlement areas</li> <li>• Satellite RSC's in largish settlement areas</li> <li>• Previously identified nodes without apparent catchments to be considered as not being shown</li> </ul> </li> </ul> <p><b>ROADS</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Most Existing Roads remain as is</li> <li><input type="checkbox"/> Certain Un-tarred roads to be improved when associated with larger settlements and Nodes</li> </ul>	<p><b>LEGEND</b></p> <table border="0"> <thead> <tr> <th></th> <th>EXISTING</th> <th>IMPROVED</th> <th>NEW</th> </tr> </thead> <tbody> <tr> <td><b>RESIDENTIAL</b></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Formal</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Informal - Dense</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Informal - Less Dense</td> <td></td> <td></td> <td></td> </tr> <tr> <td><b>AGRICULTURAL</b></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Commercial Agriculture</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Traditional Practice and Settlement</td> <td></td> <td></td> <td></td> </tr> <tr> <td><b>CONSERVATION</b></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Conservation</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Nature Reserves</td> <td></td> <td></td> <td></td> </tr> <tr> <td>River and Floodlines</td> <td></td> <td></td> <td></td> </tr> <tr> <td><b>INDUSTRY</b></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Industry</td> <td></td> <td></td> <td></td> </tr> <tr> <td><b>NODES</b></td> <td></td> <td></td> <td></td> </tr> <tr> <td>M-U Community</td> <td></td> <td></td> <td></td> </tr> <tr> <td>M-U N'hood Large</td> <td></td> <td></td> <td></td> </tr> <tr> <td>M-U N'hood</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Large Convenience</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Rural Service Centre (Hub) /Thusong</td> <td></td> <td></td> <td></td> </tr> <tr> <td>RSC Satellite</td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td>Node - to be determined</td> </tr> <tr> <td><b>ROADS</b></td> <td></td> <td></td> <td></td> </tr> <tr> <td>National (Ltd Access)</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Provincial</td> <td></td> <td></td> <td></td> </tr> <tr> <td>District</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		EXISTING	IMPROVED	NEW	<b>RESIDENTIAL</b>				Formal				Informal - Dense				Informal - Less Dense				<b>AGRICULTURAL</b>				Commercial Agriculture				Traditional Practice and Settlement				<b>CONSERVATION</b>				Conservation				Nature Reserves				River and Floodlines				<b>INDUSTRY</b>				Industry				<b>NODES</b>				M-U Community				M-U N'hood Large				M-U N'hood				Large Convenience				Rural Service Centre (Hub) /Thusong				RSC Satellite											Node - to be determined	<b>ROADS</b>				National (Ltd Access)				Provincial				District			
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### Nodal Development

Nodes can be viewed as clusters of development which in terms of infrastructure may place additional pressure on the infrastructure networks. The pressure on infrastructure networks will relate to the high density of development, as well as the potential for uses such as business, manufacturing, offices and related facilities to be developed in these nodes.

The SDF identifies a hierarchy of nodes, of which the majority of the existing nodes are located on the coast and therefore well provided for in terms of infrastructure. The SDF proposes the development of appropriate levels of nodes, from Convenience Clusters down, in the rural hinterland of the Ugu District. These are generally either new nodes or nodes requiring substantial improvement.

- Community Level Multi Use Nodes - Existing
- Neighbourhood Level Multi Use Nodes - Existing
- Small Neighbourhood Level Nodes - Existing
- Large Local Convenience Cluster – Existing, Improve, New
- Hub RSCs - New
- Satellite RSCs - New
- Long Term – New

### Residential Development

Residential development is viewed as the major component of the future development of the Ugu District and the SDF clearly distinguishes between different

types of residential development. The SDF concludes that different types of development should receive different treatments. The types of development identified are:

- Formal Residential
- Informal Residential: Dense
- Rural Housing
- Rural Clusters
- Infrastructure Upgrading
- New Housing Projects

### **Industrial Development**

From an economic development perspective there has for some time now been a view that investment in the industrial sector in Ugu is required. The SDF identifies existing industrial areas, suggest areas where industrial areas should be improved (primarily Marburg) and locates potential areas for future industrial growth. New industrial development will require additional infrastructure capacity and it is therefore important that the impact of these areas on existing and future bulk services networks be established.

### **Tourism Development**

The SDF acknowledge various elements that make up the tourism product of the District that may require future investment in infrastructure. The elements are:

- New resort development
- Linkages with beaches
- Nature based tourism
- Big Five Game Reserve
- Adventure Tourism

Each of the above will have specific implications in terms of infrastructure development with specifically "new resort developments" having a major impact on infrastructure capacity.

### **Infrastructure**

Generally the upgrading of infrastructure is related to other development components; however, the SDF identifies roads to be upgraded in order to strengthen the SDF.

### **Major Projects**

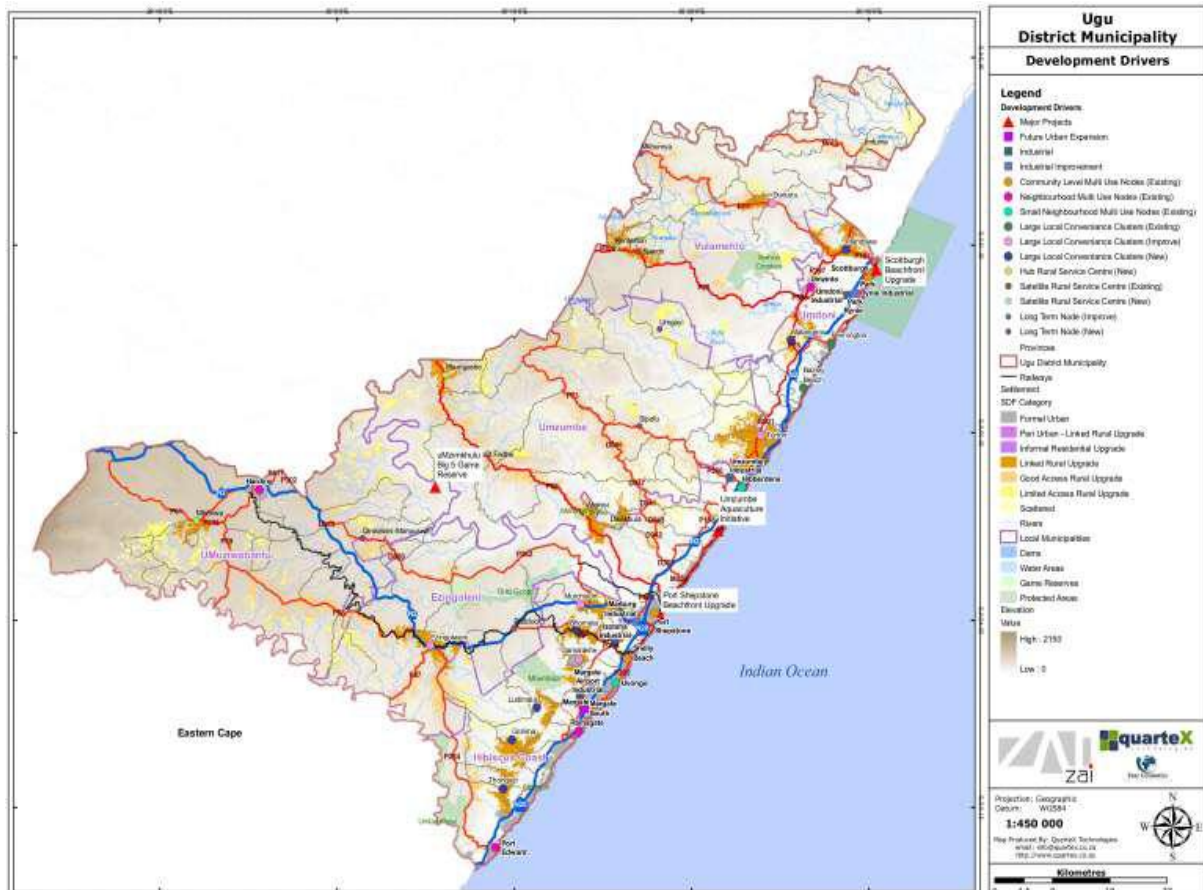
The SDF identifies and acknowledges a number of major projects proposed for the District. The projects are:

- Margate Airport Development
- Big Five Game Reserve
- Gamalakhe Mixed Use Development
- Port Shepstone Beach Front Development
- Scottburgh Beach Front Development

Each of the projects will require specific interventions in terms of infrastructure development.

### Identification of Development Drivers

Based on the SDF and a more detailed assessment of economic development activities in the Ugu District potential future development drivers were spatially located. This was overlaid on the settlement classification (discussed in more detail in next section) and is presented on the map overleaf.



### Implications for Infrastructure Delivery

In the analysis phase of this project more detailed attention would be afforded the infrastructural impact of the development drivers. Importantly, for the purpose of population growth modelling it is assumed that the various development drivers identified have the potential to attract people and therefore substantially increase densities in proximity to the drivers. This should be accounted for in future more detailed infrastructure planning for the District.

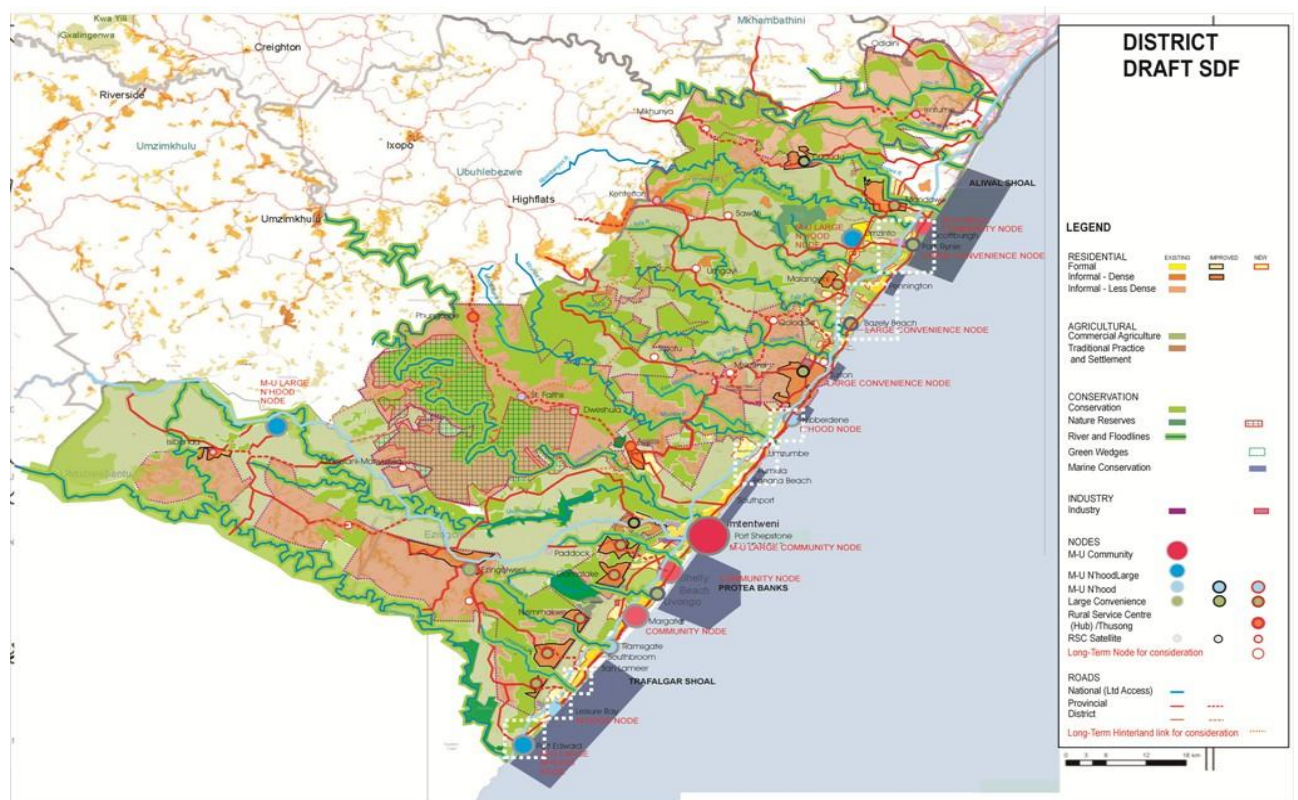
### Assumptions for Demographic Projections

Based on the preceding discussions regarding population and development dynamics it is concluded that some basic assumptions can be made regarding population growth in the Ugu District.

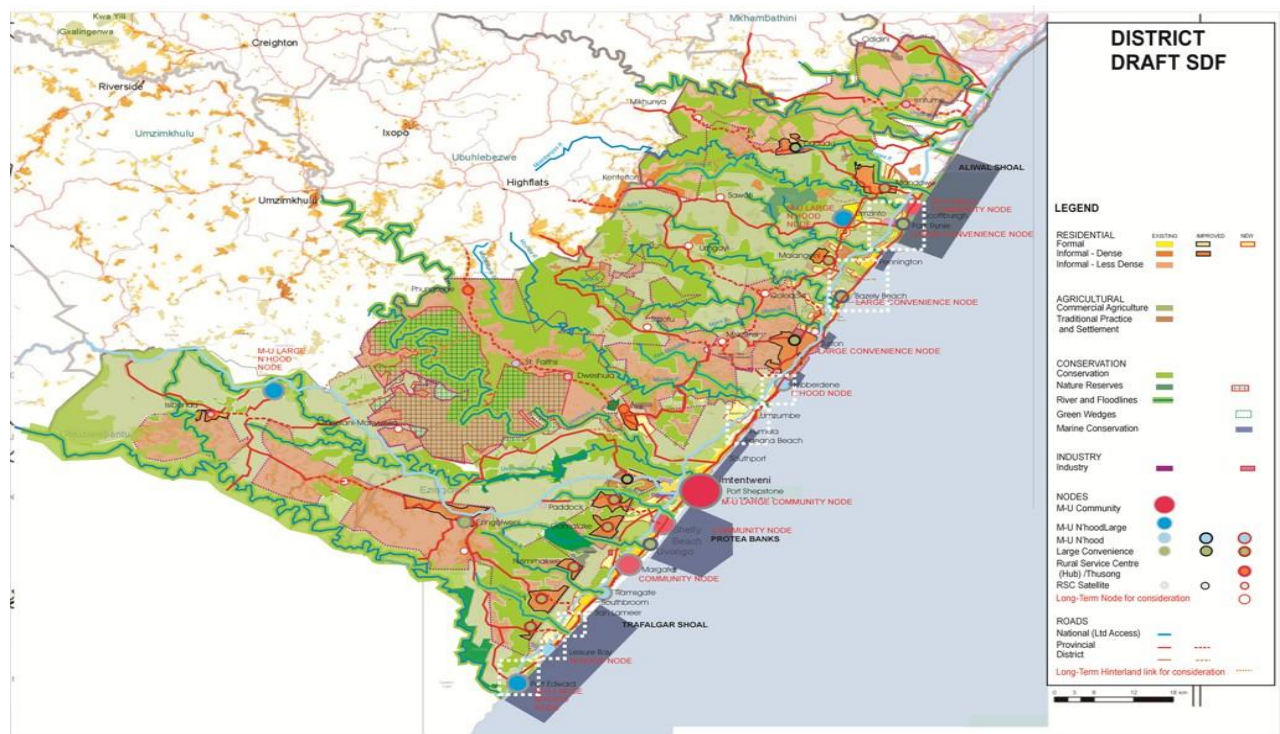
- Certain settlements will experience higher levels of urbanisation
  - Those located in vicinity of economic opportunities
  - Those located on major roads
  - Those located in areas with perceived potential
- Certain settlements will experience higher levels of natural population growth
  - Those where the current population is younger
  - Those not affected by HIV / AIDS
- Certain settlements will experience higher mortality rates
  - Those with high HIV / AIDS Infection Rates
  - Those with an older population

The impact of these on different settlement types is further explored in next section.

### District Conservation Area



## District Nature reserves



## UGU LAND-USE FRAMEWORK

The Status Quo analysis concluded that the existing LUMS based Planning Schemes:

- basically "translations" of the existing (urban biased) TPS 's
- Had, mostly, prepared "Urban" schemes only, and had not adequately incorporated the non-urban areas of the municipalities
- Where they had addressed the non-urban areas, it had been with separate ,so-called, 'Rural' schemes, often duplicating or contradicting the "Urban" scheme components , rather than creating a single inclusive Scheme
- Had not availed themselves of the opportunity to introduce new zone categories to address newer forms of development
- Had, in many cases, misused the recommended zonal categories
- Did, in some cases, provide appropriate and useful zone categories and definitions that could and should be reused

Consequently, there was a need to create a "Framework" that would and could guide the preparation of each municipal Planning Scheme

As a District level the Land Use Management Framework would comprise:

- A "toolbox" of zones, from which to select. This would provide a common approach between the municipalities, and with other municipalities in the Province
- A set of "Statements of Intent" for each zone
- Some guidelines of how to use the two aspects above, in order to prepare Municipal Planning Schemes

- A schedule that would suggest how the current LUMS type schemes could be amended to be in alignment with all of the above points
- Introduce how to enable and/or facilitate "companion " or parallel plans that provide either additional "informants" or further more detailed proscriptions, ie the use of "Management Overlays"

### **RECOMMENDED SET OF GUIDELINES: ZONES AND STATEMENT OF INTENT**

The recommended approach will consolidate a set of possible Land Use Scheme zones for local Municipalities to consider. A suggested set of Statements of Intent is associated with each zone.

- Essentially this will comprise the Land Use Management Framework for the District. Individual Local Municipalities can then select which zones to incorporate into their Schemes.

#### **The Table is developed from a combination of:**

- The Zones identified in the "Blue Manual" produced by the Provincial Planning and Development Commission
- The modification of these zones in a subsequent set of Guidelines produced by the Commission
- Experience obtained in the application of the LUMS system in other schemes
- The zones presently incorporated in the various Local Municipality Schemes
- A set of suggested zones for rural /traditional settlement areas that are currently being prepared for publication by the Commission

## **CHAPTER 7: PERFORMANCE MANAGEMENT SYSTEM**

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### **ORGANIZATIONAL PERFORMANCE MANAGEMENT SYSTEM**

Performance Management is a process which measures the implementation of the organisation's strategy. At Local Government level this has become an imperative, with economic development, transformation, governance, finance and service delivery being the critical elements in terms of Local Government Strategy. Performance Management provides the mechanism to measure whether targets to meet its strategic goals, set by the organisation and its employees, are met. National Government has also found it necessary to institutionalize and provide legislation on the Performance Management Process for Local Government.

The Municipal Systems Act (MSA), 2000 requires municipalities to establish a performance management system. Further, the MSA and the Municipal Finance Management Act (MFMA) requires the Integrated Development Plan (IDP) to be aligned to the municipal budget and to be monitored for the performance of the budget against the IDP via the Service Delivery and the Budget Implementation Plan (SDBIP).

In addition, Regulation 7 (1) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 states that "A Municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players."

Performance Management, therefore, is not only relevant to the organisation as a whole, but also to the Individuals employed in the organization as well as the External Service Providers and the Municipal Entities. Given this background, it is important that a framework for Performance Management be established, implemented and monitored. This framework therefore describes how the municipality's performance process, for the organisation as a whole will be conducted, organised and managed.

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 reporting 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. UGU OPMS is aligned to the Medium Term Strategic Framework and other Governments programmes of action as outlined in the IDP. UGU OPMS is aimed at translating the municipality's vision, mission and IDP into clear measurable outcomes, indicators and performance levels that define success and that are shared throughout the municipality and with the municipality's customers and stakeholders.

It also ensures the implementation of plans and programmes and provides a tool for assessing, managing and improving the overall health and success of business processes and systems. To measure the development impact, ensure efficient utilisation of resources and promoting accountability amongst all municipal employees.

UGU OPMS allows for the Municipal Manager and Heads of Departments to sign performance contracts aligned to the organizational IDP which is monitored on quarterly basis to ensure that their targets are met. Performance Bonuses for Section 57 Managers are only paid once the Municipality has received an unqualified Audit by the Auditor General and the Performance Annual Report has been approved and adopted.

### **Assessment of performance measure**

The table below indicates the assessment of performance measure in terms of Section 41 of the MSA. IDP indicates that the IDP must have indicators and Targets that will be used to monitor the implementation of the IDP (See below)

RECONCILIATION OF IDP & BUDGET						BUDGET YEAR1 2010/11	BUDGET YEAR2 2011/2012	BUDGET YEAR3 2012/2013	BUDGET YEAR1 2010/11	BUDGET YEAR 2 2011/2012	BUDGET YEAR 3 2012/2013	
						Budget R'000	Budget R'000	Budget R'000	Budget R'000	Budget R'000	Budget R'000	
Strategic Objective (IDP)	Strategies	Programmes/ Projects (Measurable Objective/ Output)	Performance Indicator	Baseline (Previous Year actual)	Annual Target							
<b>3.1 CORPORATE STRATEGY &amp; SHARED SERVICES</b>												
To promote a culture of participatory democracy and integration	Review the IDP annually using a public participatory approach	Develop an IDP process plan	Council resolution adopting the process plan	Adopted	Adoption by 31/08/11	R0	R0	R0	R0	R0	R0	
		IDP alignment within the family of municipalities and consistent with section 2(1)(e) of the Municipal Planning and Performance Management Regulations	% increased credibility rating by COGTA	88.04% credibility rating	95% credibility rating	R0	R0	R0	200 000	200 000	200 000	
			Clean Audit	Audit Finding	Clean Audit	R0	R0	R0	R0	R0	R0	
		Public Participation Meeting throughout the district	Number of IDP public participation meetings	24	24	R0	R0	R0	R0	R0	R0	
	Develop and Implement a Shared Services Approach to development	Development Planning Shared Services	Appointment of planners as per DPSS business plan		4 out of 6	6 out of 6	R0	R0	R0			
			Fully functional DPSS		60%	100%	R0	R0	R0			

		GIS Shared Services	Appointment of planners as per GISSS business plan	4 out of 6	6 out of 6	R0	R0	R0			
		Fire Fighting Shared Services	number of implementation reports tabled	4	4	R0	R0	R0			
			signed SLA for Cluster B	Signed FFSS for Cluster A	Signed FFSS for Cluster B	R0	R0	R0			
	Promote a culture and practice of Batho Pele principles	Name badges	Signed Receipt Register for all office staff	250 out of 300	300 name badges	R0	R0	R0	R120 000	R130 000	R140 000
		Display of Batho Pele principles and Service Charter in all municipal buildings	Photographs of displayed BP principles and Service Charter in all municipal office buildings	7 out of 7	7 municipal buildings	R0	R0	R0	R0	R0	R0
		Municipal Service Week	Signed register of senior management attending workstations	5 out of 10	10 workstations	R0	R0	R0	R0	R0	R0
To facilitate the creation of a safe environment for all inhabitants	Develop a Risk Management Plan for the entire organisation	Update of the risk register	Resolution of Audit Committee noting the updated risk register	30 November 2010	30 November 2011	R0	R0	R0	R10 000	R12 000	R14 000
		Monitoring of Implementation of the risk management plan by departments	Top Manco resolution noting the implementation of the risk management plan	2 Quarterly reports	4 quarterly reports	R0	R0	R0	R0	R0	R0

			Number of Risk Committee meetings held	4	4 meetings	R0	R0	R0	R0	R0	R0
To fast track the spatial, economic and social integration	Develop framework for sustainable development	Develop SDF and LUMF	Exco resolution adopting SDF and LUMF	None	30 June 2010	R0	R0	R0			
		Alignment of SDF and LUMF within the family of 7 municipalities and neighbouring districts	Minutes of consultative meetings	6 LMs and 5 neighbouring districts	30 June 2010	R0	R0	R0			
To improve the quality of service delivery and strengthening democratic processes	Develop an Organisational Performance Management System	Develop and Monitor Implementation of OP Targets	Number of departmental monthly performance reports	12	12	R0	R0	R0	R160 000	R168 000	R176 400
			Internal Audit quarterly Reports monitoring implementation of OP targets		4 quarterly reports	R0	R0	R0	R0	R0	R0
	Full compliance with section 9(1)(b) of Municipal Planning and Performance Regulations	Top manco resolution noting the OPM plan	Audit finding	SMART KPIs developed by 30/06/2011	R0	R0	R0	R0	R0	R0	R0
		Facilitate Quarterly Performance management Reviews	Number of quarterly performance review meetings	4	4	R0	R0	R0	R0	R0	R0
		Accurate and consistent performance reporting on both the annual and audit reports in line with Section 46(1)(a)(i) of the MSA	Unqualified audit opinion	Unqualified with non-compliance with performance regulations	Unqualified opinion with full compliance to performance regulations	R0	R0	R0	R0	R0	R0

				ons							
		Full compliance with Section 46 of the MSA	Adopted Annual Report	09/10 Annual report adopted	Annual report adopted by 31/03/2012	R0	R0	R0	R200 000	R210 000	R220 500
	Develop a Municipal Turn Around Strategy	Facilitate quarterly implementation reviews of the MTAS	Number of quarterly MTAS report	4	4	R0	R0	R0	R0	R0	R0
		Ensure the functioning of the Rapid Response Team	Number of RRT reports	12	12	R0	R0	R0	R0	R0	R0
<b>3.2 YOUTH DEVELOPMENT</b>											
To promote a culture of participatory democracy and integration	Institutionalising and mainstreaming Youth Development	Youth Development Programmes	Number of Youth Development initiatives Implemented	4	5 initiatives	R0	R0	R0	R550 000	R577 500	R606 375
		Kwanaloga Games	Log standing	6	3	R0	R0	R0	R150,000.00	R 200,000.00	R 200,000.00
		Sports Development	approved sports development model	None	30 June 2011	R0	R0	R0	R 2,5,000.00	R 2,6000.00	R 3,000.000
<b>3.4 HIV/AIDS &amp; SPECIAL PROGRAMMES</b>											

To promote a healthy and hygienically safe environment, which supports sustainable utilisation of natural resources, and creates an environmentally educated society,	Institutionalizing, mainstreaming and facilitation of a coordinated strategy for HIV, AIDS and Special Programmes	HIV and AIDS Programme	Number of HIV and AIDS initiatives under implementation within the district	8	8	R0	R0	R0	550 000	550 000	550 000
	Institutionalizing, mainstreaming and facilitation of programmes targeting the vulnerable groups	Senior Citizens	Portfolio Committee resolution noting the Number of Senior citizens programmes/ initiatives implemented		5	R0	R0	R0	550 000	550 000	550 000
	Institutionalizing, mainstreaming and facilitation of programmes targeting the vulnerable groups	Rights of the Child	Number of Rights of the Child Programme initiatives implemented	3	5	R0	R0	R0	150 000	200 000	250 000
		Farm worker	Number of Farm Worker Programme initiatives implemented	3	5	R0	R0	R0	5 000	5 000	5 000

		Disability	Number of Disability Programme initiatives implemented	2	4	R0	R0	R0	300 000	320 000	320 000
		Gender	Number of Gender Programme initiatives implemented	4	8	R0	R0	R0	500 000	550 000	570 000
<b>3.5 INTERNAL AUDIT &amp; LEGAL SERVICES</b>											
To facilitate the creation of a safe environment for all inhabitants	Provision of effective and efficient legal services for Council	Contracts Management	requests for drafting and vetting contracts attended to, as well as properly recorded	90%	100%						
		Policy advice and Legislation Compliance	policies reviewed	12	12 policies						
		Litigation	lodged litigation responded to or instituted where necessary	100%	100%						
		By-law enforcement	Number of premises inspected and notices on infringements issued	360	360 premises						
To improve the quality of service delivery and strengthen	Provision of effective and efficient Internal Audit services for	Internal audit Programme	Number of reports submitted to the Audit Committee in respect of the approved	Audit finding	6 reports	R0	R0	R0	3 364 000	3 700 4000	4 100 000

ng democrati c process	Council		Annual Audit plan								
		Audit Committee	Number of Audit Committee assessments conducted	Plan and Implementation report Adopted by Audit Committee	1	R0	R0	R0	291 060	170 000	190 000
			Number of audit committee meetings held		4	R0	R0	R0			
3.6.3 EQUITY AND ACCOUNTS											
To ensure financial sustainability and management	Full compliance with MFMA and GRAP Full compliance with MFMA and GRAP	Compile and submit municipal audit file, AFS & Performance Report to AG by 31 August 2011	Council resolution adopting the Annual Financial Statement.	Unqualified Audit opinion with matters of emphasis	Unqualified Audit opinion with matters of emphasis	R0	R0	R0	3 780 000	3 969 000	4 168 000
		Monthly asset and inventory count and reconciliation in compliance with sections 63(1) and (2) of the MFMA.	Top Manco resolution noting the maintenance of a system of internal control of asset, and an updated asset register	Audit finding		R0	R0	R0	R0	R0	R0



To uphold treasury norms and standards		Full compliance with MFMA and GRAP	Monthly asset and inventory count and reconciliation in compliance with sections 63(1) and (2) of the MFMA.	Top Manco resolution noting the maintenance of a system of internal control of asset, and an updated asset register	Audit finding	R0	R0	R0	3 150 000	3 308 000	3 474 000
	Full compliance with MFMA and GRAP	Full compliance with sections 9 & 24 of the MFMA	Proof of submission of all bank account details and approved SDBIP to both National and Provincial Treasury		Submission by 30 June 2011	R0	R0	R0	R0	R0	R0
	Full Compliance with section 15 and 11(3) of the MFMA	No unauthorised expenditure	R144 037 266		R0	R0	R0	R0	R0	R0	R0
	Full Compliance with section 62(1)c of the MFMA	No audit finding on irregular, fruitless and wasteful expenditure	Audit finding		Full disclosure where irregular, fruitless and wasteful expenditure could not be prevented	R0	R0	R0	R0	R0	R0

3.6.4 GRANTS & EXPENDITURE											
To uphold treasury norms and standards	Full compliance with MFMA and GRAP	Comprehensive and adequate cover for infrastructure and community assets	Insurance Cover documents submitted to the MM once a year for verification	Audit finding	Adequate Insurance Cover by July 2011	R0	R0	R0	3,000,000	3,200,000	3,500,000
		Full Compliance with section 65(2)(h) of the MFMA	Monthly budget reports indicating sufficient funds to cover unspent conditional grants	Audit finding	Full compliance with section 65(2)(h) of the MFMA	R0	R0	R0	R0	R0	R0
		Full Compliance with section 15 and 11(3) of the MFMA	No unauthorised expenditure	R144037266	R0	R0	R0	R0	R0	R0	R0
		Full Compliance with section 62(1)c of the MFMA	No audit finding on irregular, fruitless and wasteful expenditure	Audit finding	Full disclosure where irregular, fruitless and wasteful expenditure could not be prevented	R0	R0	R0	R0	R0	R0
3.7. DEPARTMENT: CORPORATE SERVICES											
3.7.1. SECTION: HUMAN RESOURCES											
To ensure sustainable institutional capacity	Full compliance with the MFMA	Full compliance with section 65(2)(j) of the MFMA	Reconciliation performed between payroll expenses per Payday System and Axapta system	Audit finding	Reconciliation of Payday and Axapta performed every month end	R0	R0	R0			
		Develop and implement an Annual Workplace	Streamline and improve recruitment and selection processes	% of vacant position filled in the organogram	30% vacant positions	10% vacant post by December 2011	R0	R0	R0	R 1 500 000	R 1 600 000

	Skills Plan	Compliance with section 10(1) of the Basic Conditions of Employment Act	A file at HR containing signed pre-authorization forms for working overtime	Audit finding	Pre-agreement for all overtime worked beyond 40 hours a month	R0	R0	R0			
		Implement the Employment Equity Plan within the WSP	Portfolio Committee minutes noting compliance with the EEP	100% compliance	100% compliance	R0	R0	R0	R0	R0	R0
	Continuous Training of workforce	Accredited Skills Training Interventions	Portfolio Committee minutes noting activity in all areas of skills intervention	50 Bursaries	50 Bursaries	R0	R0	R0	R3,000,000.00	R3,500,000.00	R4,000,000.00
				20 in RPL	20 in RPL	R0	R0	R0	R0	R0	R0
				40 attended workshops	40 attended workshops	R0	R0	R0	R0	R0	R0
				40 Interns	40 Interns	R0	R0	R0	R0	R0	R0
				40 In-service Trainees	40 In-service Trainees	R0	R0	R0	R0	R0	R0
	Adherence to the Collective Bargaining Agreement	Functional Local Labour Forum	Minutes of the Local Labour Forum	6	10	R0	R0	R0	R0	R0	R0
Efficient disciplinary processes	Disciplinary cases backlog reduction project	Reduction in pending cases	20	5	R0	R0	R0	R 1.5m	R 2m	R 1000 000	

To promote a healthy and hygienically safe environment, that supports sustainable utilisation of natural resources, and creates an environmentally educated society.	Promote Organisational Health and Safety in the workplace	Occupational Health & Safety programme	Portfolio Committee resolution noting the Number of Health and Safety initiatives under implementation	8	8	R0	R0	R0	R 700 000	R 800 000	R 1000 000
		Employee Assistance Programme	Portfolio Committee resolution noting the Number of EAP initiatives under implementation	7	8	R0	R0	R0	R900,000.00	R950 000	R1m
<b>3.7.2. SECRETARIAT, ICT &amp; AUXILIARY SERVICES</b>											
To ensure sustainable institutional capacity	Ensure the provision of sound and efficient secretariat support to the organisation	Correct and timeous agendas to all council meetings	Nil number of meetings postponed/cancelled due to absence or late agenda	3 postponements	Nil postponements	R0	R0	R0	R0	R0	R0
		Effect accurate record keeping of minutes of all municipal meetings	Updated and signed minute book	Some minutes not found during the Audit	All minutes signed and safely kept	R0	R0	R0	R0	R0	R0
	Ensure sound IT Governance in the municipality	Ensure IT service continuity	Approved DRP and BCP plans, and copies retained offsite	Audit finding	Proper plans and provisions for IT service continuity	900.000.00	1m	500.000.00	R0	R0	R0

		Compliance with Promotion of Access to Information Act	Developing and Printing of PAIA manuals and equipping receptions with necessary skills as PAIA points		Number of compliant receptions	R0	R0	R0	100 000	50 000	50 000
		Electronic Records Management	Expansion of DocuScan electronic records system to user departments		Number of electronic records stored on system	R0	R0	R0	250 000	150 000	150 000
		Implementation of key controls (policies and procedures) governing the Municipal IT production environment	Programmers not having access to live production environment	Audit finding	No external programmers having access to the production environment without pre-authorization.	R0	R0	R0	R0	R0	R0
		Develop a formal IT risk and control framework	Updated User Account management policies, control procedures, back-up standards.	Audit finding	Sound IT governance	R0	R0	R0	R0	R0	R0
To ensure sustainable institutional capacity	Cost Effective and Streamlined Communications Management	inter branch communications network infrastructure implementation	% Reduction in different telephone lines (external)		100%	R0	R0	R0	600 000	200 000	200 000
		Communication cost saving and abuse tracking program	% Reduction in communication costs		100%	R0	R0	R0	3 900 000	4 200 000	4 620 000

	Compliant and strategic contract management	Cleaning Services	Validity of agreement		100%	R0	R0	R0	1 620 000	1 782 000	1 960 200	
		Outsourced Handyman Services	Validity of agreement		100%	R0	R0	R0	400 000	440 000	484 000	
		Pest Control Services	Validity of agreement		100%	R0	R0	R0	170 560	170 560	190 000	
		Hygiene Services	Validity of agreement		100%	R0	R0	R0	447900	490 000	540 000	
		Garden Services (office buildings)	Validity of agreement		100%	R0	R0	R0	540 000	590 000	650 000	
		Security guard services	Validity of agreement		100%	R0	R0	R0	8 000 000	8 500 000	9 000 000	
To manage institutional risk	Ensure access control and security check when entering and exiting municipal premises	Develop and implement an access control plan to comply with section 63(1)a of the MFMA	Security records proving evidence of security check when entering or exiting our municipal buildings	Audit finding	Safe municipal assets in all municipal buildings	R0	R0	R0	R0	R0	R0	
		Install a Security Access Control Solution				R0	R0	R0	R0	R0	R0	
	Effective Property Management section 63(2)(c) of MFMA	Marburg Workshop Development	Decrease in office rental costs	R2M	R1.8M	3 800 000	R0	R0	R0	R0	R0	R0
		Telephone infrastructure maintenance and upgrade	Reduction in internal communication costs	R3	R2M	2.1m	1m	500 000	R0	R0	R0	R0
	Municipal Property Audit	Quarterly report to Exco on Updated property register	Audit finding in terms of section	Complete asset register	R0	R0	R0	400 000	300 000	R0	R0	

				63(2)(c) of MFMA							
		Long Term office accommodation plan	Number of owned buildings		Long Term office accommodation plan	1 480 000	1 628 000	1 790 800	R0	R0	R0
		<b>Building projects:</b> Connor Street Phase 2	Building Project plans		<b>Building projects:</b> Connor Street Phase 2	2 000 000	R0	R0	R0	R0	R0
<b>3.7.3. DISASTER MANAGEMENT</b>											
To manage institutional risks	Provide sound disaster management services in the Ugu region	Update Disaster Management Plans, procedures, reporting and protocols	Risk reduction, mitigation and preparedness	Adequate plans, response time and reporting	Adequate plans, response time and reporting	R0	R0	R0	3.5m	3.6m	3.7m
		Construction of a new disaster management centre	Land Acquisition Acquire Further funding Building construction		Title Deed Municipal Infrastructure Grant Project plan	7m	18m	24m	R0	R0	R0
		Develop a new integrated disaster management centre	Integrated information system between Ugu Disaster Centre, EMRS, Local Municipal Fire Stations, RTI, SAPS, SANRAL	Poor information management and statistics	Adequate information management and statistics	R0	R0	R0	2.4m	2.5m	2.6m

		Implementation of Education, Training, Public Awareness & Research interventions	Cadre of trained volunteers thus improving state of readiness and response	400 volunteers	400 volunteers	R0	R0	R0	1.2m	1.6m	1.7m
3.8.3. WATER SERVICES AUTHORITY											
To provide sustainable water and sanitation infrastructure	Efficient Implementation on all water and sanitation projects	MIG program	Monitor and Approval of all designs for MIG projects	100%	100%	18 000 000	20 000 000	23 000 000	735000	779000	825000
	Strategic Planning of water and sanitation services	Waterborne sanitation	Monitor and approve all waterborne sanitation designs as per the budget	100%	100%	5 000 000	10 000 000	15 000 000	315000	333900	353000
	Development Control	WSDP	Review WSDP	100%	100%	R0	R0	R0	500 000	600 000	650 000
		By-law enforcement	Enforce bylaws	100%	100%	R0	R0	R0	668 000	708 000	750 000
		Approval of all development within Ugu boundaries	Approve/reject plans Within 14 days of submission	100%	100%	R0	R0	R0	668000	708000	750000
	GIS	Functional GIS system	Provide functional GIS system for Ugu and all 6 LM's	100%	100%	R0	R0	R0	1002000	1062000	1126000
	Shared service	Provide GIS shared service for 6 LM's	100%	100%	R0	R0	R0	1200000	1272000	1348000	
	Asset Management	WTW and WWTW	Manage Asset management system for WTW and WWTW	100%	100%	R0	R0	R0	1600000	1696000	1797000



3.9.4 ENVIRONMENTAL MANAGEMENT SERVICES

To promote a healthy and hygienic safe environment, which supports sustainable utilisation of natural resources, and creates an environmentally educated society	Develop framework for sustainable development	Environmental Education, Awareness and Training	No of sessions/workshop/ campaigns done			R0	R0	R0	350,000		
		Umuziwabantu SEA	Strategic Environmental Assessment Document			R0	R0	R0	650,000		
		Ezingoleni Strategic Environmental Assessment	Strategic Environmental Assessment Document			R0	R0	R0			
		Umdoni Strategic Environmental Assessment	Strategic Environmental Assessment Document			R0	R0	R0	725,000		
		Biodiversity Sector Plan	Ugu Biodiversity sector plan			R0	R0	R0	100,000		
		Ugu Environmental Management Framework	Ugu EMF			R0	R0	R0	1,5m		
		Air Quality Management plan IWMP	Final document of Air Quality management plan			R0	R0	R0	150,000		
			Final document &			R0	R0	R0	500,000		

			Implementation of the plan								
		Coastal management programme	Coastal Management Plan			R0	R0	R0			
		Coastal Management Forum	Coastal Management Forum			R0	R0	R0	R25, 000		
		Working for the Coast project	Implemented project			R0	R0	R0	3.5m	3.5m	3.5m
		Estuarine management plan Estuarine Cleaning project	Ugu Estuary management Plan			R0	R0	R0	R1.3m		
	Climate change mitigation and adaptation	Climate change adaptation strategy Greening: Greening of low income human settlements	Climate change adaptation Document Implemented projects			R0	R0	R0	R800, 000		
	To reduce negative environmental impact and promote sustainable use of natural resources	Environmental Management Plan	Environmental management plan			R0	R0	R0	0, 00		
	To ensure effective waste management	Waste management initiatives (as above) -Recycling	Implemented Programs/projects			R0	R0	R0	500, 000		
	Promote	Invasive Alien Species	Strategy and			R0	R0	R0	500, 000		

	environmental protection and biodiversity conservation	- Stewardship Programmes - Invasive Alien Species Clearing projects at uMuziwabantu	Implemented Projects								
		Bushpigs management project	Way forward			R0	R0	R0	200,000		
<b>3.9.5 ENVIRONMENTAL HEALTH SERVICES</b>											
To promote a healthy and hygienic safe environment, which supports sustainable utilisation of natural resources, and creates an environmentally educated society	To ensure effective delivery of efficient environmental health services	Section 78 Assessment of Environmental Health Services	Final Document		30 June 2011				R160 000		
	health national standards and bylaws enforcement	Public Health by-laws	By-laws adopted		30 June 2011				R250 000		
		Sampling of food and water	Test results	1880	2500						
		Health Education	No sessions/workshop/campaigns done								
		Air Quality monitoring	Number of air quality monitoring initiatives	3	4						
	Public education	Food handling workshops targeting caterers	Number of caterers trained	50	150						
		Vaccination Programmes	Wards covered	81	83						
Health education programme in schools		Number of schools covered	16	30							

	Compliance with section 78 of the EHS	EH reporting	S7b of the EHS reported submitted on time	None	30 June 2011						
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## **CHAPTER 8: IMPLEMENTATION PLAN:**

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### **IMPLEMENTATION PLAN /ORGANISATIONAL SCORECARDS FOR 2011/12**

#### **Implementation / Organizational Score Cards**

The scorecards are used to monitor non- financial information as taken from the IDP, breaking them down into manageable quarterly targets which can be monitored and reported on in each and every quarter.

Below is the extract of the organizational scorecards that will be used to monitor implementation of the IDP within the next financial year.

SERVICE DELIVERY TARGETS AND INDICATORS							SERVICE DELIVERY QUARTERLY PROJECTIONS					
							Quarter 1 Planned	Quarter 2 Planned	Quarter 3 Planned	Quarter 4 Planned	Responsibility	Budget
KPA	Strategic Objective (IDP)	Strategies	Programmes/ Projects (Measurable Objective/ Output)	Performance Indicator	Baseline (Previous Year actual	Annual Target						
<b>4.1 CORPORATE STRATEGY &amp; SHARED SERVICES</b>												
Good Governance & Community Participation	To promote a culture of participatory democracy and integration	Review the IDP annually using a public participatory approach	Develop an IDP process plan	Council resolution adopting the process plan	Adopted	Adoption by 31/08/11	Adoption	N/A	N/A	N/A	Mngr. Dev. Planning	R0
			IDP alignment within the family of municipalities and consistent with section 2(1)(e) of the Municipal Planning and Performance Management Regulations	% increased credibility rating by COGTA	88.04% credibility rating	95% credibility rating	N/A	N/A	N/A	95% credibility	Mngr. Dev. Planning	
				Clean Audit	Audit Finding	Clean Audit	N/A	N/A	N/A	Clean audit	Mngr. Dev. Planning	
			Public Participation Meeting throughout the district	Number of IDP public participation meetings	24	24	6	6	6	6	Mngr. Dev. Planning	
		Develop and Implement a Shared Services	Development Planning Shared Services	Appointment of planners as per DPSS	4 out of 6	6 out of 6	Recruitm ent	selection	interviews	6 planners appointed	SM:CSSS	

		Approach to development		business plan								
				Fully functional DPSS	60%	100%	65%	80%	90%	100%	SM:CSSS	
			GIS Shared Services	Appointment of planners as per GISSS business plan	4 out of 6	6 out of 6	Recruitment	selection	interviews	6 planners appointed	SM:CSSS	
				signed SLA for Cluster B	Signed FFSS for Cluster A	Signed FFSS for Cluster B	Consultation	Consultation	Consultation	Signed FFSS for cluster B	SM:CSSS	
Municipal Transformation & Institutional Development		Promote a culture and practice of Batho Pele principles	Name badges	% of personnel with name tags	250 out of 300	80%	20%	20%	20%	20%	BP Coordinator	
			Display of Batho Pele principles and Service Charter in all municipal buildings	Availability of displayed BP principles of service charter in both English & isiZulu	7 out of 7	7 municipal buildings	N/A	N/A	N/A	Charters in all 7 buildings	BP Coordinator	
			Municipal Service Week	Senior Managers reports with recommendations to Top management	5 out of 10	10 reports	N/A	10 reports	N/A	N/A	BP Coordinator	
Good Governance & Community Participation	To facilitate the creation of a safe environment for all	Develop a Risk Management Plan for the entire organisation	Update of the risk register	Resolution of Audit Committee noting the updated risk	30 November 2010	30 November 2011	Development of first draft	Adopted risk register	N/A	N/A	RMO	



	inhabitants			register									
			Monitoring of Implementation of the risk management plan by departments	Top Manco resolution noting the implementation of the risk management plan	2 Quarterly reports	4 quarterly reports	1	1	1	1	RMO		
Spatial Development & Environmental Management	To fast track the spatial, economic and social integration	Develop framework for sustainable development	Develop SDF and LUMF	Exco resolution adopting SDF and LUMF	None	30 June 2011	Consultation meetings	Development and submission of first draft	Final draft submitted to Exco	Adoption of SDF & LUMF	Mngr. Dev. Planning		
			Alignment of SDF and LUMF within the family of 7 municipalities and neighbouring districts	Minutes of consultative meetings	6 LMs and 5 neighbouring districts	30 June 2011	Consultation meetings	Consultation meetings	Consultation meetings	Alignment and adoption	Mngr. Dev. Planning		
Municipal Transformation & Institutional Development	To improve the quality of service delivery and strengthening democratic processes	Develop an Organisational Performance Management System	Develop and Monitor Implementation of OP Targets	Number of departmental monthly performance reports	12	12	3	3	3	3	PMO	R0	
				Internal Audit quarterly Reports monitoring implementation of OP targets		4	1	1	1	1	Internal Audit	R0	
			Full compliance with section 9(1)(b) of Municipal	Top manco resolution noting the OPM plan	Audit finding	Indicators compliant to MPPMR developed	Indicator protocol developed and	N/A	N/A	N/A	PMO	R0	

			Planning and Performance Management Regulations				submitted to Top Management for approval						
			Facilitate Quarterly Performance management Reviews	Number of quarterly performance review meetings	4	4	1	1	1	1	PMO	R0	
			Facilitate consolidation and adoption of the 2010/2011 Annual Report	Council resolution adopting 10/11 annual report		Adopted annual report	Consolidate performance information and submit to the AG	Attend to all audit queries raised by the AG	Table Annual report to Council and oversight committee	Adoption of the report and submission to all relevant stakeholders	PMO	R200 000	
Municipal Transformation & Institutional Development		Develop a Municipal Turn Around Strategy	Facilitate quarterly implementation reviews of the MTAS	Number of quarterly MTAS report	4	4	1	1	1	1	PMO	R0	
			Ensure the functioning of the Rapid Response Team	Number of RRT reports	12	12	1	1	1	1	PMO	R0	