



**UGU DISTRICT  
MUNICIPALITY**

**INTEGRATED  
DEVELOPMENT PLAN**

**2012/2013 to 2016/2017**





## **UGU DISTRICT MUNICIPALITY**

### **INTERGRATED DEVELOPMENT PLAN (IDP) REVIEW**

**2012/2013**

REPAIRED BY:

Ugu District Municipality

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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>EMF</b>	Environmental Management Framework
<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>LUMS</b>	Land Use Management System
<b>GDS</b>	Growth and Development Strategy
<b>MUMF</b>	Land Use Management Framework
<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 Counselling and Testing



**WESSA** Wildlife and Environmental Society of South Africa

## **GLOSSARY OF LEGISLATIVE ENACTMENTS**

**The Constitution** Republic of South Africa's Constitution, Act 108 of 1996

**The Systems Act** Municipal Systems Act, No 32 of 2000

**The Structures Act** Municipal Structures Act, No 117 of 1998

**DFA** Development Facilitation Act, No 67 of 1995

**MFMA** Municipal Finance Management Act, No 56 of 2003



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# 1. MUNICIPAL OVERVIEW

## a. 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 and measures 5 866 km<sup>2</sup> in extent. It boasts a spectacular coastline of 112 kilometres, which forms its eastern border. The region is bordered on the north by the Ethekewini Municipality, in the west by Umgungundlovu District Municipality and Sisonke District Municipality and on the southern side it borders with the Eastern Cape Province. The municipality consists of eighty one (84) municipal wards, which culminate into six (6) local municipalities, namely Hibiscus Coast, Ezinqoleni, 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 place where everyone benefit equally from socio-economic opportunities and services

### **Ugu's Mission**

To create an enabling environment for social and economic development resulting in the provision of quality drinking water and access to decent sanitation by ensuring community participation and coordinate public and private players.

## b. OPPORTUNITIES THAT WE OFFER?

### **I. Ugu Assets**

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

- Batstone's Drift, Port Shepstone, where Batstone operated his Pont near the Umzimkulu River.
- Bazleys Harbour Works, Port Shepstone, harbour wall was built in the 1880's to allow access to the Umzimkulu river for small coasters.

- Alfred County Annexation site, 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 Mpondos here in 1828.
- Kniessel's Castle, Port Shepstone, 19th century dwelling, declared heritage site.
- Marburg, Port Shepstone, present Marburg commonage, is a site also used by Shaka and his Impis during their Mpondoland raid of 1828.
- Ndongeni ka Xoki's Grave, Port Shepstone, Ndongeni accompanied Dick King on his famous ride in 1842, as far as Mngazi in Pondoland, later given a farm here.
- Paddock Station, Paddock, the building is a national monument.
- Port Shepstone Lighthouse, cast in Britain and shipped to Natal in the 1890's, is national monument.
- Port Shepstone Maritime Museum.
- Shaka's Bush, Port Shepstone, in 1828, the place where Shaka stayed with Henry Francis Fynn during his famous raid on the Mpondos.
- St John (San Joao) Shipwreck, Port Edward.
- Execution rock, Dududu, where enemies were executed by the Zulus.

## **II. Investment Opportunities:**

- Margate Airport Upgrade
- Port Shepstone Beach Front Re- Development
- Horse- Shoe Farm Agri-tourism
- Agro-processing facility
- Timber Beneficiation
- Biofuels
- Manufacturing
- Small craft harbour
- Investigate a Special Economic Zone (EPZ/IDZ)
- Big 5 game reserve
- Upgrade beaches & facilities & tidal pools
- Transition from subsistence to commercial farming

### **c. 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 line with the provisions of the Act (MSA, 2000), the Council adopted its framework and process plan in August 2011 and called for interested and affected parties to be member 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 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 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 IDP was developed**

- It was prepared interms of the legislative requirement:
- Consideration the MEC comments that were raised in the 2011 /12 IDP Review.
- Guided by Ugu District Growth and Development Strategy (GDS) to set its mission and vision
- IDPF and Strategic planning sessions and cluster Planning Sessions
- Alignment of IDP to Sector Departments
- 3<sup>rd</sup> Generation IDP guidelines from COGTA (considering Cabaat Lekgotla, M&E Framework, SOPA & SONA, Outcome 9 & PGDS, MTAS and its priorities, 6 Provincial Priorities , Cop 17 and Simplified Service Delivery Plans )

#### **Performance measurement**

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

### **d. WHAT ARE THE DEVELOPMENT CHALLENGES & PRIORITY ISSUES**

- Infrastructure Investment (Roads, Water, Sanitation, Electricity, Housing )
- Economic and Sectoral Development (Job Creation, Employment, LED Projects, Tourism, Agriculture, Rural development )
- Financial Viability (Clean Audit, Corruption)
- Education and Skills development (Skills Development, Education )

- Institutional Integration and Coordination (Institutional development, review of Organogram, Workforce, Principles development)
- Centralised planning
- Reduce HIV & Aids
- Clean Environment
- Peace and Stability

### **e. ORGANISATIONAL STRATEGIC OBJECTIVES**

- a) To create a conducive environment for participatory development
- b) To build and strengthen the administrative and institutional capability of the municipality
- c) To develop and maintain a financially viable and sustainable organization that achieves full compliance with legislation.
- d) To develop and promote an integrated sustainable environment
- e) To provide access to sustainable quality drinking water and sanitation services
- f) To create a conducive environment for economic growth and job opportunities

### **f. Municipal 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. 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 Municipalities are responsible for Planning, it is also reliant on the district for advice and support.

### **g. 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. 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 small 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**

This KPA considers institutional development in terms of its performance, the number of departments performing their core function. The human resource section not only looks at recruitment and retention but also considers skills development amongst others.

In terms of the Intergovernmental Relations (IGR) Framework Act there are various structures and mechanisms established to ensure internal and external stakeholder engagement, and all these structures have Terms of References (ToR) that are adopted by the Council.

### **Financial Viability and Management**

It considers the management of the municipal finances ranging from AG report, financial viability and management, budget, asset management, procurement etc.

### **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. It 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. The Spatial Development Framework (SDF) was adopted with the IDP 5 year in June 2012, the Waste Management Plan is being developed and the Coastal Management Plans are outdated. The municipality It is also facing other challenges such as lack of adequate researched data for the South Coast.

## ***h. MEC Comments***

These are the areas that will need to be considered in this IDP as identified by the MEC of COGTA:



#### *Municipal Transformation and Institutional Development*

- Approval of the human resource strategy
- Available resources (human and financial) to be aligned to IDP
- Approval of the Employment Equity Plan

#### *Local Economic Development*

- Projects identified in the LED strategy to be implemented (must be budgeted for

#### *Basic Service Delivery and Infrastructure Investment*

- Provide latest statistics (especially sanitation needs and backlogs)

#### *Financial Viability and Financial Management*

- Poor Financial Management in the municipality
- The IDP does not address this Key Performance Area adequately.

#### *Good Governance and Community Participation*

- Include IDP feedbacks/ consultative processes.
- Include feedback from each local municipality regarding the effectiveness of the Development Planning Shared Services that is in place
- Youth development to report to a portfolio committee
- Develop a Community Safety Plan to form part of the IDP.

#### *Spatial Development Framework (SDF)*

- Need for comprehensive public and role-player consultation to inform the SDF.
- Include input or evidence of integrated planning with surrounding municipalities.
- Consider the potential risks of climate change within the municipal area on perusal of preliminary environmental plans on climate change, and to plan accordingly.
- Ensure that development is planned such that it is spread across the municipal area and occurs in all communities so as to avoid the creation of development islands within your area of jurisdiction

### ***f. Structure of the Document***

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

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

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

Chapter 4: **High Level Development:** Sets out the local government developmental agenda that the municipality must implement and spatial development framework and environmental analyses.

Chapter 5: **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 6: **Implementation Plan, Programmes and Projects:** Integrated programmes and projects that both sector departments and the municipality intend implementing during the 2011/2012 financial year.

Chapter 7: **Organisational Performance Management System:**

# 1. CHAPTER 1: INTRODUCTION

## 1.1 Introduction

The Municipal Systems Act (Act No 32 of 2000) requires that local government structures prepare Integrated Development Plans (IDPs). This is the third round of IDP's that municipality's are preparing and will be reviewed and amended annually to the extent that changing circumstances so demand, and is prepared in terms of Section 34 and 41 of the said Act.

The initial IDP approach was refined in a number of policy documents and given legal substance in the Municipal Structures Act (Act 117 of 1998), the Municipal Systems Act, Act 32 of 2000 and the White Paper on Local Government, 1998.

## 1.2 What is an IDP

### What is an IDP?

*An IDP is the principle strategic planning document which guides all planning, budgeting, management and decision-making in the municipality, and the IDP is therefore one of the key tools for local government to fulfil its developmental role: or arguable the key tool to fulfil its developmental role, as it is aligned to budget and the performance management system. In addition, the IDP enables coordinated and integrated development interventions within an area of jurisdiction*

## 1.3 Legislative requirements and mandates

Municipalities are guided by 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:

- Constitution of the Republic of South Africa, Act 108 of 1996
- Municipal Systems Act (MSA), Act No 32 of 2000

- Municipal Structures Act, Act No 117 of 1998
- Municipal Finance Management Act (MFMA), Act No 56 of 2003
- Local Government: Municipal Planning and Performance Management Regulations, 2001
- Disaster Management Act, Act No 57 of 2002

### 1.4 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. Ugu District Municipality's core function is provision of Water and Sanitation as well as the maintenance of water infrastructure. The provincial MECs are empowered to adjust these powers and functions according to the capacity of the municipalities to deliver services. 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>

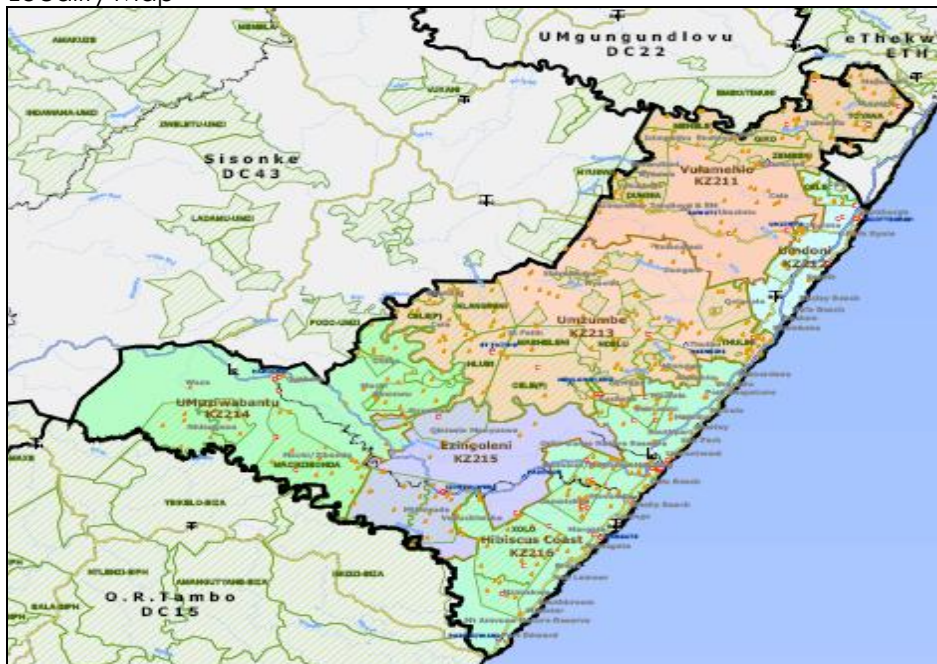
## 2 CHAPTER 2: SITUATIONAL ANALYSES

### 2.1 Municipal Profile

#### 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, covering 112km of the Indian Ocean coastline (See Appendix A: Locality Map). It is bordered by the Eastern Cape Province to the south, Indian Ocean to the east, Sisonke and Umgungundlovu municipalities to the west and eThekweni metro 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



### 2.2 Situation Analyses

The Situational Analysis component of this report provides a more concise snapshot of the key elements of the Status Quo. The information presented is a combination of desktop analysis, the Ugu District's Growth and Development Strategy (GDS) participatory process, comprehensive community engagement workshops, as well as from targeted interviews and discussions.

**Table 2: Municipal Demographics**

	Vulamehlo	Umdoni	Umzumbe	Umuziwabantu	Ezingoleni	Hibiscus Coast	Ugu	KZN
<b>Area Size (Km<sup>2</sup>)</b>								
	973	238	1,259	1,088	649	837	5,044	
<b>Population</b>								
	74,017	74,437	196,202	104,527	56,369	222,281	709, 918	10.259.230
<b>Households</b>								
	12.745	16.383	40.579	20.313	10.950	50.650	151.620	2.234.125
<b>Gender %</b>								
Male	45.4	49.1	44.8	44.8	44.6	46.5	45.8	47.5
Female	54.6	50.9	55.2	55.2	55.4	54.5	54.2	52.5
<b>Population Group %</b>								
Black	99.7	81.5	99.8	96.3	98.2	83.3	92.0	86.0
Coloured	0.1	1.2	0.2	1.7	0.3	0.5	0.6	1.4
Asian/Indian	0.0	10.6	0.0	1.7	0.4	6.8	3.5	8.2
White	0.2	6.7	0.0	0.4	1.0	9.5	3.8	4.4
<b>Age%</b>								
Age (0-14)	35.5	30.3	39.0	42.1	37.8	31.5	35.6	33.5
Age (15-64)	57.4	63.9	57.3	52.3	56.1	62.5	57.9	61.7
Age (65+)	7.1	5.9	7.3	5.6	6.1	6.0	6.4	4.8
Average Age	26	28	26	24	25	27	26	25.6
Dependency	74	57	86	91	78	60	73	62

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

The Ugu demographics are skewed with 54.2% of the population being female. The gender representation bias within the district is probably owing to the rural nature of much of the district and the migration of men to urban centres in search of employment. About 57.9% of the population is of a productive working age, but there are high dependency levels owing to a youthful population (35.6% between the ages 0 and 14) and a higher than provincial average number of elderly people.

### Migration

A study from the 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 are mostly commercial agricultural areas;

- Some migration from Umzumbe to eThekweni and from Vulamehlo to Umdoni is evident; and
- Interestingly, some out migration from Hibiscus Coast to uMuziwabantu is recorded.

## Education

The table represent the number of schools in the district per category.

Table 3: schools

CATEGORY	NUMBER SCHOOLS
Total number of schools	518
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
Total Number of public Schools	494

It is clear from the above table that there are gaps in terms of the educational pipeline and facilities within the district. For example, there are only 8 formally registered pre-primary facilities feeding 335 primary schools. There are obviously numerous informal and unregistered facilities within the district but the low numbers of formally registered centres raises alarm regarding the quality of pre-school education and the preparedness of children to enter the formal schooling system. There are, furthermore, are 143 secondary schools that are required to absorb the throughput of the primary schools. This raises concerns regarding access to secondary education within the district and high drop-out rates of children in the system. It is unsurprising that the Ugu district has been of the weaker performing districts in the province in terms of matric results.

Stakeholder consultations have raised numerous challenges in the education system which are highlighted below:

- The quality, quantity, and access to educational facilities and resources particularly in the rural areas.
- The lack of physical resources such as laboratories and computer centres,
- The poor quality and inadequate quantity of educators,
- The need to enhance maths, science and life skills
- The limited focus on technical subjects (inc agricultural) within the primary and secondary system.
- The need to motivate both educators and learners.
- A very high teenage pregnancy.

## Poverty

The table below illustrates the *Extent of Poverty per Municipality as well as the indication of the Number of people living with less than USD1 per day in the Ugu District (2003 – 2008)*. Whilst the Ugu district average shows an encouraging trend of declining poverty levels between 2003 and 2008, it is still concerning that the average number of people living in the Ugu district during this period remains much higher than the provincial average. It is also interesting to note differences amongst municipalities within the district, with the most urbanised municipality, Hibiscus Coast, having the lowest poverty levels.

Table 4: 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%
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)

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
Ugu District Total	48,463	39,191	28,825	24,791	20,941	15,508

Source: Global Insight, 2009

Many poor households are found in the more rural areas, which are primarily located in the interior of the district, where access to resources, economic opportunities and social facilities are limited and often expensive to provide. This then leads to the perpetuation of the poverty cycle within these communities. Poverty can cause, drive and sustain a number of social challenges such as



HIV/AIDS, low skills levels, high teenage pregnancies and crime. The impact of poverty on adults is an inability to effectively participate in the economy, trapping them in poverty and making them grant dependent.

### Unemployment and inequality

Table x below provides an estimation of the unemployment rates of the Ugu district in the period 2004 – 2008 in comparison to provincial and the national averages. Ugu has maintained a higher provincial and national average throughout this period.

Table bellow provides a breakdown of the economically active population in terms of those who are formally and informally employed extrapolated for 2010.

Furthermore, it must be noted that within all the municipalities in the Ugu district, the number of 'not-economically active' individuals is disproportionately high. This indicates that a large portion of the population is no longer seeking employment probably owing to discouragement with the limited numbers of formal jobs available. The number of employed people is the highest within the more urbanised municipalities of Umdoni and Hibiscus Coast.

Table 5: Unemployment and inequality

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

Source: Global Insights 2010

Table: Employment

	South Africa	%	KZN	%	Ugu	%
Economically Active Population	17,023,224		2,622,269		150,525	
Formal employment	10,867,306	64	1,444,723	55	71,697	48
Informal employment	2,221,747	13	519,094	20	33,541	22
Total (formal + informal)	13,089,052	77	1,963,817	75	105,238	70
Unemployed	3,934,172	23	658,452	25	45,287	30

Source: Global Insight 2010

## Crime

### Reported Crime Ugu Stations: 2010/2011: Violent Interpersonal Crime:

POLICE STATION	Murder	Tot Sex Crimes	Attempted Murder	Assault GBH	Common Robbery	Robb. Aggrav Circum
Port Shepstone	51	140	53	415	96	185
Dududu	7	23	11	42	6	15
Ezingoleni	22	76	11	147	24	58
Gamalakhe	8	46	12	115	35	21
Harding	36	66	16	202	47	53
Hibberdene	31	103	38	200	49	103
Margate	30	95	18	311	60	133
Mehlomnyama	11	41	8	80	18	31
Msinsini	7	28	16	68	5	14
Paddock	10	24	9	77	5	14
Port Edward	23	47	5	77	18	40
Sawoti	12	42	5	74	10	36
Scottsburgh	7	37	8	94	21	73
South Port	7	40	12	54	8	58
St Faiths	3	20	5	56	6	10
Umzinto	23	46	14	185	28	120

### VIOLENT AND NON-VIOLENT PROPERTY CRIME:

POLICE STATION	Burglary non – residential	Burglary residential	Theft motor vehicle/cycle	Stock Theft	Illegal possession of weapons	Drug related crime	Car Hijacking	Robbery - Residential	Robbery - Non-Residential
Port Shepstone	189	635	57	5	39	329	5	23	17
Dududu	20	29	2	6	23	76	2	9	0
Ezingoleni	62	190	11	45	54	178	1	26	7
Gamalakhe	18	143	9	0	8	137	1	7	3
Harding	76	201	8	68	22	160	2	14	12
Hibberdene	83	427	43	4	21	124	1	24	17
Margate	120	1 014	26	4	32	381	3	44	13
Mehlomnyama	19	75	2	9	13	59	0	9	3
Msinsini	27	38	1	11	21	133	1	11	2
Paddock	21	77	3	7	11	161	0	4	0
Port Edward	51	262	13	5	11	281	1	9	4
Sawoti	21	49	6	22	22	84	5	11	4
Scottsburgh	91	294	60	6	9	146	9	14	11
South Port	32	216	33	1	12	105	2	16	1
St Faiths	12	35	0	4	15	216	0	4	0
Umzinto	104	263	12	0	17	318	7	32	17

(Source: SAPS Crime Statistics, Sept. 2011 release)



### 2.3 SWOT analysis

A SWOT Analysis of the socio-economic trends within the district has been developed to inform the response of the Ugu district and the local municipalities. The situational analysis of the Social Sector issues in Ugu, a SWOT analysis is presented below to summarise the key points to note.

Issue	Strengths	Weaknesses	Opportunities	Threats
Education	<ul style="list-style-type: none"> <li>• Over 500 schools</li> <li>• Majority of potential learners enrolled</li> <li>• Promotion of no-fee schools encouraging increase in learner numbers</li> <li>• Provision of food at schools</li> <li>• Some improvement in pass rates</li> </ul>	<ul style="list-style-type: none"> <li>• Legacy of apartheid perpetuated in education system</li> <li>• Lack of registered pre-primary schools</li> <li>• Approx 72 000 children not in school</li> <li>• High educator absenteeism</li> <li>• Lack of basic school infrastructure and specialist equipment</li> <li>• Challenging household &amp; family circumstances negatively impacting on learners' ability to perform</li> <li>• Lack of support to vulnerable skip-generation children</li> </ul>	<ul style="list-style-type: none"> <li>• KZN 2011/12 budget increase to support poorly performing schools.</li> <li>• Additional finance may retain learners in schools</li> <li>• Planned improvements in school infrastructure</li> <li>• Possible incentives to attract specialist teachers to underperforming schools.</li> </ul>	<ul style="list-style-type: none"> <li>• High failure rate</li> <li>• High drop-out rate</li> <li>• High youth illiteracy rate impacting negatively on future economic prospects for individuals &amp; region</li> <li>• Lack of basic school infrastructure &amp; equipment</li> <li>• Limited numbers of specialist teachers resulting in uncompetitive learners.</li> </ul>
Health	<ul style="list-style-type: none"> <li>• Emphasis on HIV and TB treatment</li> <li>• Specialist clinics/hospitals</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing HIV infection</li> <li>• Increasing TB incidence</li> <li>• Limited percentage of</li> </ul>	<ul style="list-style-type: none"> <li>• TB treatment drives for HIV infected individuals</li> <li>• National Health Insurance</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing spread of TB &amp; HIV negatively impacting on households &amp; regional</li> </ul>

	<p>for paediatrics and obstetrics</p> <ul style="list-style-type: none"> <li>Quality &amp; coverage of medical aid schemes</li> </ul>	<p>population with access to private medical health care</p> <ul style="list-style-type: none"> <li>Incidences of poor public health care</li> <li>Low morale amongst health workers, especially nurses</li> </ul>	<p>has potential to improve access to quality care</p>	<p>economy</p> <ul style="list-style-type: none"> <li>Low morale of nurses not addressed &amp; perpetuated poor quality public healthcare</li> </ul>
Welfare	<ul style="list-style-type: none"> <li>Governments' expanded social grants system has provided much needed assistance to households</li> </ul>	<ul style="list-style-type: none"> <li>High poverty rates in Ugu are considered</li> <li>High social grant dependence</li> <li>Limited access of rural households to social &amp; services, facilities and opportunities entrenching poverty</li> </ul>	<ul style="list-style-type: none"> <li>Welfare safety net assisting households to seek employment &amp; attend school</li> <li>Work opportunities and jobs to be presented to the unemployed</li> <li>Premier's Flagship programme assists local municipalities such as Umzambe</li> </ul>	<ul style="list-style-type: none"> <li>Failure to move youth from grant dependency to active participation in the economy</li> <li>Dependency mindsets entrenched</li> </ul>
Youth Development	<ul style="list-style-type: none"> <li>Large proportion of school-going age population that are attending school despite family &amp; community challenges</li> </ul>	<ul style="list-style-type: none"> <li>High school drop-out rates</li> <li>High school failure rates</li> <li>High teenage pregnancy rates</li> <li>Skip generation households, impacts negatively on the ability of youth to socialise &amp; integrate into the economy</li> </ul>	<ul style="list-style-type: none"> <li>Planning to be informed by understanding of real youth issues</li> <li>Developing business skills and offering bridging courses are important for youth</li> </ul>	<ul style="list-style-type: none"> <li>"Unemployability" of youth owing to weak literacy and numeracy levels</li> <li>Perpetuation of poverty cycle and social grant dependence</li> </ul>
Sports &	<ul style="list-style-type: none"> <li>Urban areas well-endowed</li> </ul>	<ul style="list-style-type: none"> <li>Limited access of rural</li> </ul>	<ul style="list-style-type: none"> <li>Ugu DM's plans &amp; budgets</li> </ul>	<ul style="list-style-type: none"> <li>Lack of access to facilities</li> </ul>

Recreation	<p>with sports and recreational facilities.</p> <ul style="list-style-type: none"> <li>Plans of the Department of Sports and Recreation</li> </ul>	<p>areas to sport and recreational facilities</p> <ul style="list-style-type: none"> <li>Limited finances available at provincial level</li> </ul>	<p>for sport &amp; recreational facilities</p>	<p>and activities for the youth contributes to boredom &amp; mischief-making and crime</p> <ul style="list-style-type: none"> <li>Potential of rural youth unexplored owing to limited facilities &amp; coaches.</li> <li>Perpetuation of rural/urban disparities</li> </ul>
Sustainable Human Settlements	<ul style="list-style-type: none"> <li>Integrated human settlements &amp; service delivery</li> <li>Focus on well-located human settlements as opposed to low-cost housing schemes</li> </ul>	<ul style="list-style-type: none"> <li>Housing backlogs</li> <li>Lack of housing, infrastructure and social services to develop sustainable human settlements, especially in rural areas</li> <li>Lack of integration of role-players and service providers in housing projects</li> <li>Rural communities resisting moving off traditional land so complicating human settlements developments</li> </ul>	<ul style="list-style-type: none"> <li>Middle income housing developments</li> <li>Development of human settlements can improve quality of life of communities and facilitate access to &amp; affordability of services</li> </ul>	<ul style="list-style-type: none"> <li>Delays in servicing communities outside formal human settlements</li> <li>Risk of spread of diseases in informal and rural areas with inadequate or no services</li> <li>Existence of squalor and inhumane conditions for poor, unserved communities</li> <li>Households unable to afford urban living and service costs choosing rural option</li> </ul>
Safety & Security	<ul style="list-style-type: none"> <li>Declining incidence of crime</li> <li>Fairly high ratio of police officer to</li> </ul>	<ul style="list-style-type: none"> <li>Unacceptable crime levels</li> <li>Body contact and property crime is high</li> <li>Fear of one's safety and security impacts quality of life</li> </ul>	<ul style="list-style-type: none"> <li>Improve response time of the police, and time taken to investigate and make arrests</li> <li>More effective policing of areas and crimes</li> </ul>	<ul style="list-style-type: none"> <li>High crime levels deter new residents and business investments</li> <li>Difficult to retain businesses &amp; individuals affected by crime</li> </ul>
Economy	<ul style="list-style-type: none"> <li>Evidence of diversification</li> </ul>	<ul style="list-style-type: none"> <li>Decline evident in</li> </ul>	<ul style="list-style-type: none"> <li>Agro-industry development</li> </ul>	<ul style="list-style-type: none"> <li>Land reform processes are</li> </ul>

	<p>in Ugu's economy</p> <ul style="list-style-type: none"> <li>• Highly competitive timber and sugar sectors</li> <li>• Good small scale production evident in electronics</li> <li>• Good financial services available in larger nodes</li> <li>• Existing mining sector has potential for growth</li> </ul>	<p>traditional lead sectors, especially sugar and timber</p> <ul style="list-style-type: none"> <li>• Red-tape surrounding Land Reform and Traditional Authority Land release processes;</li> <li>• Limited local value-adding</li> <li>• Uncertain future of Sugar sector impacting on production</li> <li>• Migration by youth to urban settlement</li> <li>• Net-importer of agricultural goods due to highly specialised mono-cropping practices</li> <li>• Distance to markets;</li> <li>• Lack of seamless logistical networks;</li> <li>• Low export levels</li> </ul>	<p>through beneficiation activities;</p> <ul style="list-style-type: none"> <li>• Agriculture exports – agri-hubs and processing hubs at key points feeding into Dube Trade Port;</li> <li>• Initiate, facilitate and manage partnerships between farmers and Ugu Fresh Produce Market</li> <li>• Highly labour intensive sector with good job growth potential;</li> <li>• Community mining and quarry is already extensive and can be formalized and enhanced;</li> <li>• Attraction of investment into new technologies for cleaner extraction and re-processing;</li> <li>• Possible expansion of building material mining</li> </ul>	<p>viewed antagonistically by investors</p> <ul style="list-style-type: none"> <li>• Continued uneven development between rural and urban nodes</li> <li>• Social issues like HIV/Aids continue to pose a major threat to employment creation</li> <li>• Crime deters new levels of investment</li> </ul>
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## **2.4 KPA: LOCAL ECONOMIC DEVELOPMENT**

### **2.4.1 Economic status quo**

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. The Ugu District, however, has demonstrated economic potential with a relatively diversified regional economy and strong linkages (through both hard and soft infrastructure) into its neighbouring Metropole, Municipalities and the Eastern Cape. It has been affected by the recent Global and National economic recession but is developing clear economic strategies to turn the situation around.

#### **Spatially**

The population of the District is predominantly rural, with 86% of the population located in rural areas. 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 current focus is on supporting spatial integration within the district and increasing the access of rural municipalities to economic opportunity and activity.

#### **Economic performance:**

The District economy is concentrated within the Hibiscus Coast whose contribution equates to 60% to the District economy. Umdoni contributes 18% and the other local municipalities each attracting less than 10%. The average economic growth of the District has been 2% per annum for the past 5 years with Ezingoleni being the highest at 3% followed by Hibiscus Coast at 2.4% growth per annum. Businesses that have closed in recent years have battled to compete within the context of recession.

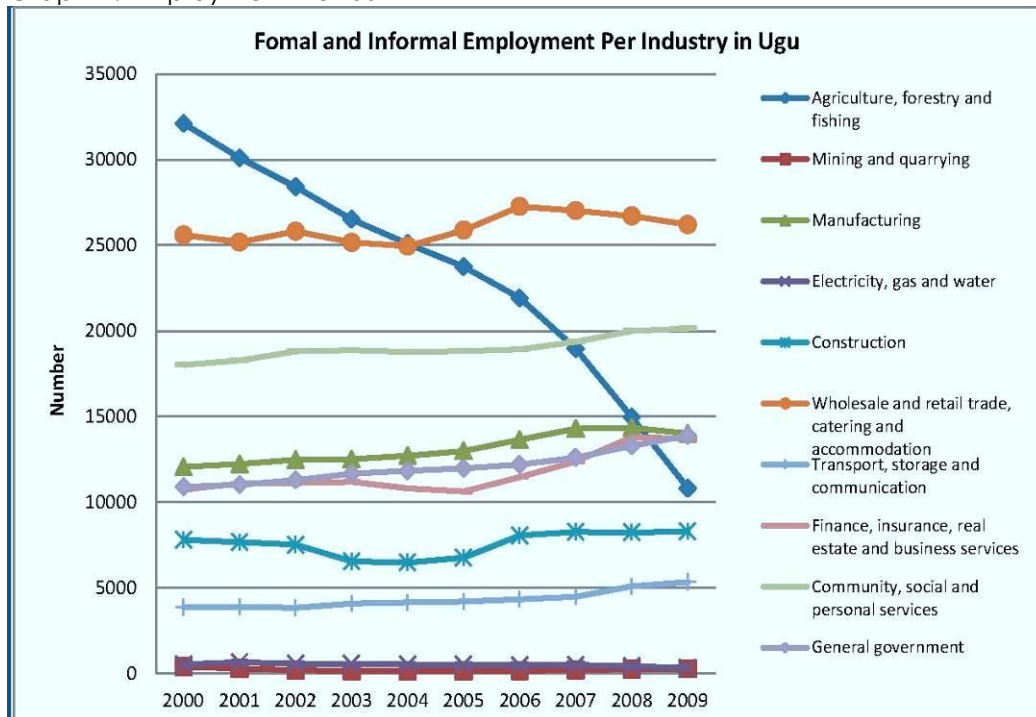
In the quest to achieve the National 4.5% economic growth target related to meeting the Millennium Development Goals it will be necessary for the district to consider: (1) building the resilience and competitiveness of its economy, (2) increase access to, and participation in, the formal economy, (3) address the spatial inequities of the district through promoting integration and linkages and (4) attract new and retain existing businesses.



### Employment profile per industry

The graph below displays the employment trends per industry in Ugu.

Graph 1. Employment trends



Source: Urban Econ Calculation based in Quantec Database (2011)

From the above graph it is evident that the economic sectors have performed quite variably in terms of employment numbers between 2000 and 2009. What is most alarming is that agriculture, the largest contributing sector to employment, has experienced a massive decline in employment numbers during this period. Delays in finalization of land claims process has been a big investment deterrent within the agricultural sector thus resulting in decline in employment. An economy such as that of Ugu, which is driven primarily by Agriculture and Tourism can ill afford such a disincentive for investment, accordingly the sooner urgent attention is given to the land claims process the better it is for the local economy.

It is also important to note that there has not been sufficient employment growth in all the other sectors combined to compensate for such job losses. Indeed, in other major job contributors such as the wholesale and retail trade sector and manufacturing, there has also been a decline in employment numbers during this period. What is encouraging, however, is that the majority of other sectors have remained relatively stable with some even experiencing slight increases in employment numbers during the recession. This shows some resilience in the district economy. However, job creation remains a glaring challenge.

## **2.4.2 Economic Sectors**

Despite the poor performance of the traditional job contributors within the district economy, there remains no doubt that 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.

### **Agriculture**

The Agricultural Sector is characterized by highly developed and competitive Commercial Farming along the coastal belt and largely subsistence farming on rural trust land in the hinterland. 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, dry-land cropping and homestead gardening.

In general, the Agricultural Industry is currently under pressure and faces a number of key constraints and opportunities which include:

- Declining investment in the sector due to various factors such as: declining commodity prices; the influx of imports; and lengthy land reform processes.
- Rising costs of production driven by minimum wage increases, rising fuel prices and electricity cost hike. The lack of broad participation within the sector remaining in the main racially and spatially divided;
- A lack of a clear Land Use Management Strategy and the decrease in productive agricultural land to other commercial land-uses threatens the sustainability of agricultural industries;
- A lack of coordination between Local Government and Traditional Authorities
- The need to take advantage of and market the competitive advantages of the District including its: location, climate, water availability; potential tourism linkages into the agricultural sector; labour availability and its well established commercial sector and support Services related to the agricultural industry.

### **Manufacturing**

Spatially, manufacturing remains clustered within the major nodes of Port Shepstone and Marburg, due to the availability of serviced land and connectivity to the N2 network. The Ugu District's major manufacturing activities include clothing, textiles, metal products, cement production, food and beverages and wood products.

### **Mining and Quarrying**

Ugu has the only 'marble' delta within the KwaZulu-Natal province, mined for cement and calcium carbonate. NPC CIMBOR KwaZulu-Natal's premier cement manufacturing company has developed an R 800 million operation in the Oribi Gorge region.

### **Tourism**

The Tourism industry is a key contributor to the KZN and Ugu economy is buoyant with

the major activities based on the sea and associated activities. The most popular and important tourism products currently are:

- Blue Flag beaches (including beach festivals with music and various sporting activities);
- Fishing particular the Sardine Run;
- Wildlife, Conservation and land forms;
- Oribi Gorge;
- Historical, Religious and Cultural Assets;
- Deep Sea and Rock Fishing and other water-related activities (diving, kayaking);
- Golf courses; and
- Sports and adventure tourism, including golf, mountain biking, abseiling, swing jump, 4x4 trails, etc

Ugu, attracted only 10% of international visitors in 2010, but garnered the third most domestic tourists in the province.

### **2.4.3 Green Economy**

The green economy is a recent economic focus, which according to the UNDP refers to the development of an economy that is "low carbon, resource efficient and socially inclusive". In a green economy, growth in income and employment should be driven by public and private investments that reduce carbon emissions and pollution, enhance energy and resource efficiency, and prevent the loss of biodiversity and ecosystem services/" (UNDP. 2011)

The Green Economy is developed around the notion that there does not need to be a trade-off between environmental sustainability and economic development, but rather that the two are mutually beneficial.

The KZN DEDT report entitled "Unlocking the Green Economy." The report unpacked the existing constraints as well as future opportunities of the sector. These have been summarized below.

- There is a massive potential within the green economy, particularly bio-fuel production from cane and timber agri-waste, rain-water harvesting, hydro-electrical, waste-packaging plants and recycling, and solar-heating (especially in rural areas);
- The green economy is however constrained by a lack of regulations and standards; lack of supporting policy, lack of incentives; lack of technology and/or research and development; access to capital; lack of institutional support and infrastructural support; food insecurity promotes non-sustainable harvesting in protected areas, difficulty in regulation (emissions),
- Finances and Services
- Business Support Programmes and Investment Incentives
- Wholesale and Retail Trade, Hotels and Restaurants (Trade and Commerce)
- Property

The approach adopted by the Ugu district is that all economic activities within the district should be based on sustainable development principles to ensure long-term growth and prosperity.

#### **2.4.4 The Ugu District Municipality's Response**

The district municipality has made significant strides in implementing its LED Strategy thus far. In partnership with the DBSA's Rural Economic Development Initiative, the municipality has undertaken substantial long-term economic planning for the region. The building blocks for such a Strategy included:

- The updating of the district municipality's Spatial Development Framework and the alignment of this framework with that of the locals;
- A comprehensive Infrastructure Audit that captured and mapped existing capacity across the region for a range of infrastructure services. The Audit also highlighted capacity gaps and backlogs in terms of future population and economic growth projections;
- Sector studies in key activities such as sugar cane and timber production to inform interventions within these sectors. Implementation of the recommendations of these strategies is well-underway with a small-scale sugar farmer's programme being rolled out in partnership with the DRD&LR and ILLOVO, and various skills and innovation initiatives within the timber growing and furniture sectors.
- A revenue enhancement review undertaken to identify key institutional interventions required to secure the financial sustainability of the District.

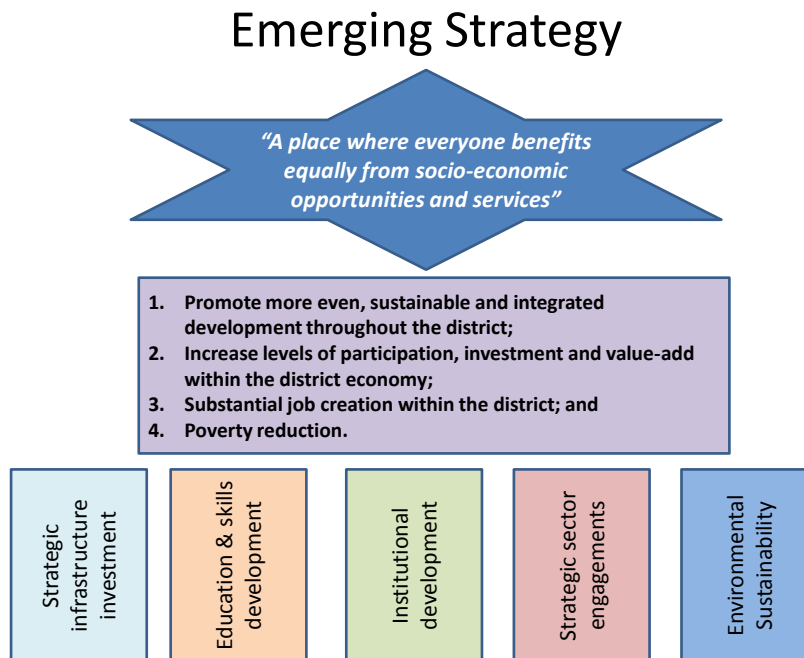
These studies, together with an extensive public participation process, have contributed to the Ugu District's Growth and Development Strategy. This Strategy is long-term and has informed the IDP vision. The 2030 year vision for the district is for **“Ugu to be a place where everyone benefits equally from socio-economic services and opportunities”**. The four key development objectives for the district are:

- Promote more even, integrated and sustainable development throughout the region;
- Increase levels of participation, value-add and investment within the district economy;
- Substantial job creation within the district; and
- Poverty reduction.

The five key drivers identified for economic turnaround in the District are: Strategic Infrastructure Investment; a strong focus on Education and Skills development; focused support interventions and investment within the Agricultural, Tourism and Manufacturing Sectors; the building of strong institutions, networks and partnerships; and Environmental Sustainability. Substantial progress has been made in forging partnerships with relevant private sector stakeholders and also development financing institutions. The GDS should be adopted as the guiding strategic document for the district as a whole for the next 20 years. The five-year plans and

budgets of municipalities will be aligned and the GDS reviewed periodically throughout.

The strategy is summarised in the diagram below:



The GDS will be finalised in August 2012 through the sign-off by all relevant stakeholders and will include a clear action plan with short, medium and long-term priorities. Currently there are a number of related interventions underway that will contribute to the GDS goals and objectives, namely:

### **Food Security Interventions**

The district is co-ordinating Food Security interventions through an integrated food security programme (households' gardens and community gardens.) Within the Ugu District, the 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.

## **Co-operative Development Programme**

The Ugu Cooperative Development Program has produced a pool of cooperative trainers and mentors through partnerships with the Esayidi FET College and DTLGA. Furthermore, a curriculum statement has been developed with the needs of the cooperative sector in mind. This has made it possible to roll-out training as well as other initiatives aimed at supporting the cooperative movement within the region.

### **Sector support**

The District participates actively in the Sugar Industry structures set up to facilitate Small Grower Support and Land Reform. The Ugu Sugar Industry Study has been used to leverage investment into small grower development and to facilitate the re-opening of the Umzimkulul Mill, after it was closed down owing to inadequate supply. The District has also been facilitating a review of the status quo of the North Pondoland Sugar Scheme in order to support the ongoing viability of the Mill.

The Ugu District Municipality is engaged in supporting the Timber and Furniture industries in a number of ways. It has signed an agreement with the DED&T and TIKZN regarding support and mentorship for SMMEs and other business retention related projects. It has facilitated the establishment of the Khuphuka Furniture Manufacturers' Association to foster collaboration and skills development. Currently, the district is investigating the feasibility of establishing a Furniture Manufacturing Incubator. The District has built a relationship with Hans Merensky and has supported engagements with the Umuziwabantu Local Municipality regarding supporting infrastructure for planned expansion by the firm.

The District is now engaging with the Clothing, Textile and Design Sectors in order to identify and support interventions to improve the competitiveness of the industry. Networks have been facilitated to support the industries through access to funding and skills. Furthermore, the District Municipality has adopted a broad facilitative approach to build partnerships between Ugu-based firms and financing partners.

### **Expanded Public Works Programme (EPWP)**

The District aims to meet the DWARD requirements, especially through innovation aimed at accelerating the delivery of sanitation. An application has been submitted by Ugu to DWARD in this regard. The programme adopts a community-based approach and is focused on the manufacturing and of the concrete precast C-section toilet.

### **Anchor projects**

The Ugu District Municipality has in the past identified and championed anchor projects within the region. These have included the Fresh Produce Market and the Ugu Sports and Leisure Complex. Whilst these projects may have potential to be catalytic for economic activity in the region, their performance has been

constrained by weak planning and management. Market demand for the projects has been disappointing and they have placed a drain on municipal resources. The District Municipality is actively engaging the private sector regarding the future use and management of these facilities in order to enhance their viability and ensure that they contribute more positively to the regional economy. More recently the Ugu Fresh Produce Market has been put up for lease with very good prospects of realizing income out of this asset. At the same time the banana ripening service which forms part of the original use of the Fresh Produce Market remains operational and continues to provide this essential service to the farmers of the region.

### **Institutional arrangement**

In terms of human and physical resources, the LED Unit has some capacity, but this capacity needs to be strengthened in the long-term if the district is to position itself to be the champion in the roll-out of the GDS. The current team is skilled but will be stretched in terms of the demands of the Strategy. The LED Portfolio Committee is functional and is chaired by a political champion and has both political and administrative representation. The LED Forum is functioning and meets quarterly. It is constituted by all the local municipalities, relevant sector departments, parastatals and the private sector.

There are ongoing institutional challenges such as: co-ordination of LED-related activities within the district municipality; co-ordination and co-operation amongst the district and local municipalities; forging and sustaining partnerships between the public and private sector; and building the credibility of the district as a strategic economic leader within the region.

The Ugu District municipality has adopted a facilitative and enabling approach towards economic development within the region. This involves recognising and supporting the role of existing institutions such as, business chambers, local LED forums, sector bodies, training institutions, agencies etc and galvanising them around a shared vision, set of objectives and programme for the district. Project-based partnerships will be forged to derive specific outputs. The principles of transparency and accountability will underpin the workings of the municipality and its partners.

### **LED Anchor & Flagship Projects**

Ugu District Municipality will continue to support, implement and promote the following anchor projects, which are in 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 harbour. A preferred developer was appointed in 2009.
- (iii) Park Rynie Industrial Park - The project involve 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 Khuphuka Furniture Manufacturing Programme – the programme is under implementation. A marketing website of all furniture products produced in 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.
  - (v) 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. The GDS will be completed in August 2012 and the additional projects identified through this process will be included in future IDP reviews.
  - (vi) Eziqoleni Tea Tree Essential Oils Project-this initiative is based on a Shared ownership business model between existing Commercial Farmers and local emerging black farmers. It provides for long term transfer of skills and gradually introducing the black farming community to rigours of commercial farming and the Essential Oils industry.
  - (vi) Horse Shoe Farm-Located in the Eziqoleni Municipality this farm is earmarked for both domestic and export production, and for the export market Dube Trade Port is intended as a conduit. This project enjoys massive financial and technical backing of the Department of Agriculture, Rural Development and Land Reform.
  - (vii) In order to further strengthen the agricultural sector Ugu has further commissioned studies aimed at exploring opportunities for expansion within the Macadamia Nuts and Banana Industries.

#### **2.4.5 Municipal Entity**

The recently established municipal entity known as Ugu –South Coast Tourism Company (USCT) has been mandated to identify market gaps and needs, develop new tourist products, attract new tourist (domestic and international ) and strategic market the destination. Since its formal inception there's been an improvement in the distribution of tourism spends in the entire district, better improvement of the events that are hosted by the municipal areas outside our tourists' hub. Challenges range from lack of skills, lack of well packaged tourism products, lack of well packaged black economic empowerment transactions in the industry and failure to unlock public sector owned land for 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.





## LIST OF KEY PROJECT FOR THE LED UNIT

NO	PROJECT TITLE	GRANT FUND & SOURCE	PROPOSED BUDGET	PROJECT OBJECTIVES
01	Horse Shoe Farm Project	R2 M-DAERD	R200,000	<ul style="list-style-type: none"> <li>The project seeks to establish the farm as a large scale producer of agricultural products primary geared for the export market as a supporting initiative the Dube Trade Port.</li> <li>To mainstream local individuals into the initiative, expose them to requisite training in technical and managerial acumen thus becoming a launching pad for Small Farmer Development.</li> </ul>
02	Ugu Furniture Cluster Shared Manufacturing Facility	R250k-REDI R1M-DEDT	R150,000	<ul style="list-style-type: none"> <li>To establish a common conveniently located trading facility earmarked for a targeted Ugu Furniture Manufacturers.</li> <li>To utilize cluster location as a springboard to implement other productivity enhancement measures.</li> </ul>
03	Eziqoleni Tea Tree Project	R3M-DEARD	NIL	<ul style="list-style-type: none"> <li>To embark in large scale essential oils tea tree plantations.</li> <li>To embark on value adding, packaging and selling produce to domestic and export market.</li> <li>To mainstream local black farmers to the initiative thus achieving BBBEE targets.</li> <li>To use the project to enhance business and technical skills of the target farmers.</li> </ul>
04	Vuka Business Mentorship Program	NEDBANK-NON-FINANCIAL	R50,000	<ul style="list-style-type: none"> <li>To promote and entrench entrepreneurship with the district.</li> <li>To contribute to self employment/alternative employment creation.</li> </ul>

				<ul style="list-style-type: none"> <li>To contribute to local economic growth.</li> <li>To contribute towards achievement of BBBEE targets</li> </ul>
05	SMME Development Program	NIL	R2,5 M	<ul style="list-style-type: none"> <li>To promote and entrench entrepreneurship with the district.</li> <li>To contribute to self employment/alternative employment creation.</li> <li>To contribute to local economic growth.</li> <li>To contribute towards achievement of BBBEE targets</li> </ul>
06	Small Cane Growers Capacity Development & Infrastructure Program	R20M-DAERD R5.2M-DBSA	R200,000	<ul style="list-style-type: none"> <li>To contribute towards the revival of Umzimkhulu Sugar Mill.</li> <li>To facilitate job maintenance i.e. saving jobs associated with the Mill.</li> <li>To use the project as a bases for increasing the number of Small Emerging Farmers forming part of the Sugar Can Supply Chain.</li> <li>To utilize the project as a platform to facilitate skills associated with sugar cane growing, farm management and overall business skills to the target group.</li> </ul>
07	Ugu Broad Band Project	R800,000-COGTA	NIL	<ul style="list-style-type: none"> <li>To enhance telecommunications communications within the district.</li> </ul>
08	Emaweni Conservation Community Project	R2.5 Million World Bank	Nil	<ul style="list-style-type: none"> <li>To develop new Tourism Products</li> </ul>
09	KwaXolo Caves	R 5 Million COOGTA	Nil	<ul style="list-style-type: none"> <li>To develop new Tourism Products</li> </ul>

10	Ntelezi Msani Cultural Project	R 5 Million COOGTA	Nil	<ul style="list-style-type: none"> <li>To develop new Tourism Products</li> </ul>
11	Craft Commercialisation Programme	R2 Million National Lottery	Nil	<ul style="list-style-type: none"> <li>To enhance skills development</li> </ul>



## **2.5 KPA: INFRASTRUCTURE & BASIC SERVICE DELIVERY**

### **2.5.1 Basic Service Delivery**

The recently developed Bulk Infrastructure Audit and GDS was undertaken to assist the Ugu Municipality's data collection on infrastructure – an electronic database of both metadata and other information was established – and to provide the District with a report on the status and demand for infrastructure services.

#### **Key general infrastructure issues:**

- There is a need to revitalise the rail line (branch lines) to support the timber industry;
- There is potential to upgrade the Margate Airport to support passengers and small cargo planes;
- A land audit is required to determine ownership of land as well as vacant land for development, and to identify the areas of agricultural potential and agricultural land that is currently un-used or underutilised;
- Land that is currently being used for housing in the economic centres needs to rather be used for productive industries, with housing provided in proximity to commercial centres;
- There is a low-level of maintenance of bulk services;
- Service delivery to rural areas remains a challenge as costs are escalated due to the
- scattered nature of rural households;
- More bulk services are required to support tourism and agricultural industries
- There is no water-borne sewerage along the coastal strip;
- ICT infrastructure is lagging behind within the district and will limit future growth.

### **2.5.2 Settlement Types**

The map below provides an overview of the classification of settlements in Ugu.

- Areas along the N2 corridor are predominantly more densely settled than the hinterland
- With the exception of the informal residential upgrade category, the households are 'evenly' distributed across all settlement types.
- Approximately 800 households are classified as "informal settlement upgrade and requires upgrading and infrastructure provision.
- Approximately 36 000 households are classified as "limited access rural upgrade" and "scattered" rural settlements. These areas are not viewed as priority attention areas.
- Three of the six local municipalities, Umdoni, Hibiscus Coast and Ezinqoleni approximately 80% of settlement can be described as either linked or having

good access. However, only 50% of Vulamehlo, Umzumbe and Umuziwabantu settlement are described as linked or having good access. In addition, Vulamehlo and Umzumbe has the largest percentage of the scattered population (between 25% and 35%).

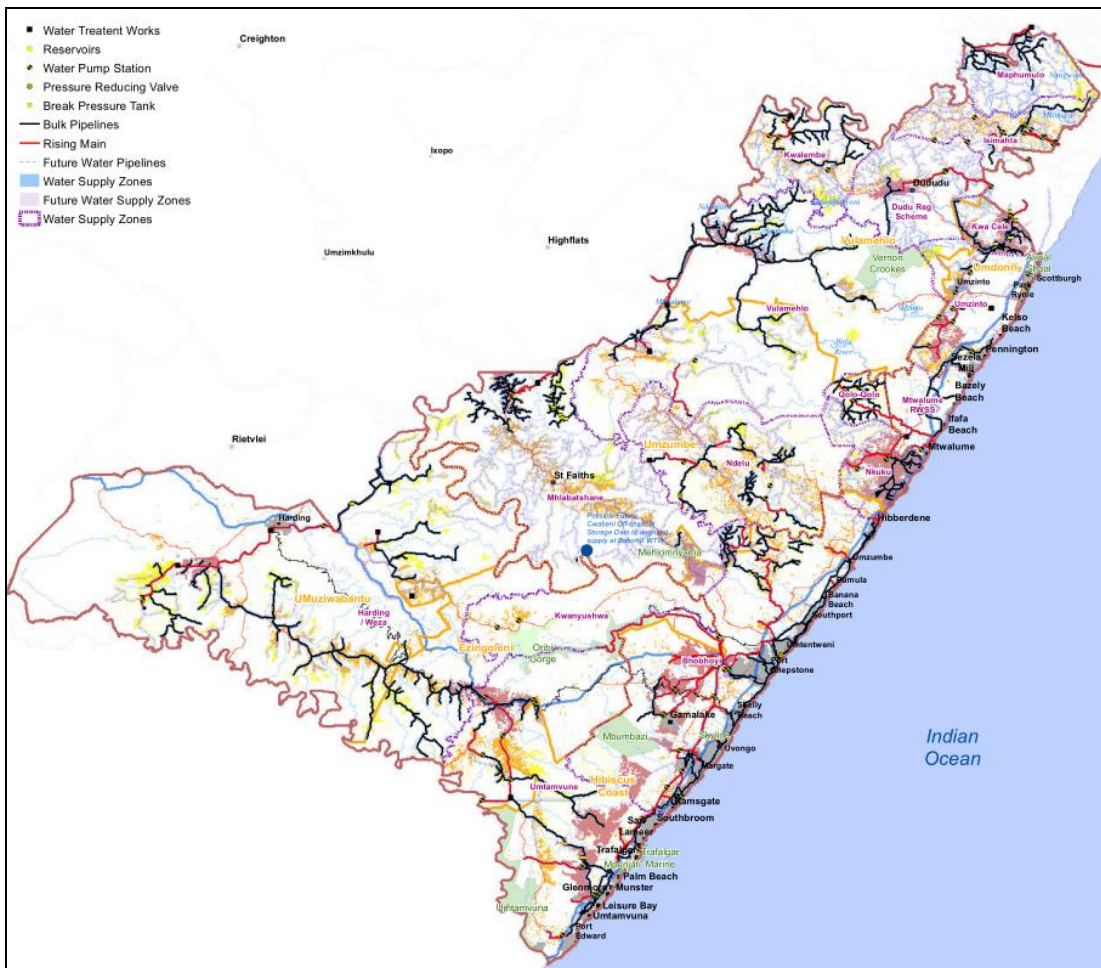
**Table 6: Municipal distribution of households (numbers) in settlement type**

Municipality Settlement Classification	Percentage of HH in Category							Total HH
	Hibiscus Coast	Umzumbe	Umdoni	Umuziwabantu	Vulamehlo	Eziqoleni	UGU	
1) Formal Urban	50.05%	0.08%	10.22%	43.18%	0.52%	0.00%	24.27%	35,452
2) Informal Residential Upgrade	0.49%	0.00%	0.82%	1.69%	0.00%	0.00%	0.49%	716
3) Linked Rural Upgrade	29.45%	28.49%	8.88%	40.45%	17.97%	29.51%	26.38%	38,537
4) Good Access Rural Upgrade	13.32%	25.67%	29.52%	10.78%	28.23%	46.95%	21.70%	31,697
5) Limited Access Rural Upgrade	1.90%	17.83%	34.96%	0.75%	14.44%	7.96%	11.67%	17,047
6) Scattered	4.78%	27.93%	15.60%	3.15%	38.84%	15.57%	15.49%	22,631

Source The settlement classification is indicated in the study.

### 2.5.3 Water Services

Extensive data collection was done to capture existing and planned future water services in Ugu from available master planning documents and scheme designs. The information sources that were consulted included the following:



**Map 2: Water infrastructure in Ugu district**

### ***2.5.3.1 Water Supply Zones***

The existing infrastructure and future master planning identified a number of bulk supply sources (water treatment works or external bulk supply sources) that form the basis of the current and future water supply systems in the district. Each one of the bulk supply sources supplies a specific zone that could be ring fenced and used as the basis for further analysis. They include:

- Bhuboyi, Dudu Reg Scheme, Harding /Weza, Kwa Cele, Isimahla, kwalemba, Maphumulo, Mhlanatshane, Mtwamvune, Umzinto, Vulamehlo

### ***2.5.3.2 Access to Water Services***

In terms of the National Government's definition of backlogs households must have access to a formal water supply within 200m walking distance. This implies that only 45.58% of households in the Ugu district have been served with a RDP level of service.



**Table 7: Access to water services per Local Municipality (population)**

Settlement Category	Serviced RDP	Serviced <RDP	Not Serviced	Total No Off People
	<200m	200m - 800m		
Ezinqoleni Municipality	13,006 (30%)	14,215 (32%)	16,672 (38%)	43,893
Hibiscus Coast Municipality	154,399 (62%)	42,951 (17%)	52,578 (21%)	249,928
Umdoni Municipality	54,578 (65%)	19,643 (23%)	9,559 (12%)	83,780
UMuziwabantu Municipality	38,960 (38%)	33,105 (33%)	29,110 (29%)	101,175
Umzumbe Municipality	41,514 (27%)	38,917 (25%)	73,959 (48%)	154,389
Vulamehlo Municipality	20,764 (27%)	23,740 (31%)	31,527 (42%)	76,032
<b>Total</b>	<b>323,222</b>	<b>172,570</b>	<b>213,406</b>	<b>709,197</b>
<b>Percentage</b>	<b>45.58%</b>	<b>24.33%</b>	<b>30.09%</b>	<b>100.00%</b>

### 2.5.3.3 Current and Future Water Demands

**Table 8: Current and future water demands vs current bulk infrastructure capacities**

Water Supply Zone	Current water demands (2011)	Future water demands (backlogs eradicated)	Future water demands (including SDF developments)	Current infrastructure capacities	Bulk source of supply
	MI/d	MI/d	MI/d	MI/d	
Maphumulo	0.2	0.5	0.5	1.0	Umgeni Water
Isimahla	0.3	1.3	2.4	2.0	Umgeni Water
Dududu	0.5	1.4	3.8	0.4	Ethekwini Metro
Kwalembe	0.5	1.2	1.2	1.0	Kwalembe WTW
Vulamehlo	1.5	4.0	5.1	1.8	Vulamehlo/Hlokozi WTW
Ndelu	0.6	2.8	2.8	0.6	Ndelu WTW
Mtwaluma	6.0	8.5	10.9	8.0	Mtwaluma WTW
Umzinto	15.5	17.4	39.6	13.0	Umzinto WTW
Kwa Cele	1.5	2.3	3.4	1.0	Ethekwini Metro
Mhlabatshane	1.3	5.3	8.6	2.0	Phungashe WTW
Bhobhoyi	56.6	57.4	109.8	54.0	Bhobhoyi WTW
Umtamvuna	13.8	18.4	23.0	20.0	Umtamvuna WTW
Harding/Weza	8.0	13.3	14.4	6.0	Harding & Weza WTW's
<b>Totals (MI/d)</b>	<b>106.5</b>	<b>133.8</b>	<b>225.5</b>	<b>110.8</b>	

The above table clearly shows where current infrastructure capacity problems are experienced, and, where the infrastructure will be inadequate to meet the future water requirements.

It should be noted in particular that the demands generated by the proposed SDF drivers will have a significant impact on the capacity demands of the existing infrastructure and that significant capital investment will therefore be required to fully implement these drivers.

#### **2.5.3.4 Water Resources**

##### **Surface Water Resources**

The availability of water resources is one of the key factors that will govern future development in the district. The purpose of this section is to gain a better understanding of the current status of the water resources and the potential problems in meeting the current and future water demands.

The findings of the study can be summarised in terms of the catchments of the main rivers in Ugu as follows:

The Mlazi and Lovu catchments have surplus water available, even taking the ecological reserve into account.

The Mkomazi catchment is stressed mainly due to large users abstracting water (SAPPI-SAICCOR industries) and the lack of storage in the river system.

The South Coast catchment (Mzumbe, Mtwalume and Mpambanyoni Rivers) is experiencing a small deficit (mostly during holiday peak season) that can be overcome with the provision of off-channel storage.

The Mtamvuna catchment is largely undeveloped and with no major water users. The catchment has surplus water available and there is bulk infrastructure in place to supplement water supply to the South Coast areas.

The Umzimkulu catchment is a largely undeveloped catchment with high natural runoff and the potential therefore exists to develop the resource further. The catchment cannot supply the water demands during the dry periods and also meet the requirements of the Reserve. This is mainly due to the large number of people being dependant on run-of-river abstractions for their basic needs and the high requirements for the ecological component of the Reserve.

### 2.5.3.5 Groundwater

Groundwater is a largely undeveloped water resource and is available over the entire Water Management Area (WMA). It remains a valuable source of water supply especially in the rural areas. Where groundwater is developed to supply water to communities at a large scale, the groundwater levels should be carefully and continuously monitored to ensure sustainable use. At present the usage of groundwater in the Mvoti to Mzimkulu WMA comprises only a small fraction (1%) of the fully sustainable annual recharge source of this area. Therefore further use could safely be made of this presently very under-utilised resource.

### 2.5.3.6 Capital Requirements

#### Backlog Eradication

The Ugu District Municipality, as a delegated **Water Services Authority (WSA)**, is in the process of progressively rolling out water services to all consumers in the district, as per the National Government's mandate of servicing all households with at least an RDP level of service by 2014.

The estimated cost and timeframes to eradicate the backlogs, based on the available funding, has been calculated and is indicated in the table below. The following benchmark costs were used in the calculation:

R15 000 to service urban households

R25 000 to service rural households that are situated between 200m and 800m from a formal water supply

R55 000 to service rural households that are situated further than 800m from a formal water supply

**Table 9: Backlog eradication plan**

<b>Backlog Eradication Plan (Excl VAT)</b>	
Estimated cost to eradicate backlogs	R 3 455 400 000
Assumed MIG Allocation future	R 290 000 000
% of MIG Allocation towards water	70%
Allocation towards water	R 203 000 000
Estimated years to eradicate backlogs	17.0

It has been assumed that the cost of internal services including water for the development drivers will be accounted for in the individual project costs funded by the developer.

### **2.5.3.7 Development Drivers**

The Ugu SDF has identified a number of “development drivers” and nodes where future development is most likely to occur. Water demands have been estimated for these developments and the impact on the existing bulk infrastructure considered,

The upgrading requirements of the bulk infrastructure to meet the water demands of the future developments are very difficult to estimate at the level of this audit. Increasing the capacity of the various treatment works and the reservoirs is simpler to estimate but the upgrading requirements of the pipe networks is more difficult to estimate until more detailed hydraulic modelling and planning has been done.

Based on the above it is estimated **±R576m** is required to upgrade the bulk infrastructure to cater for the development drivers.

### **2.5.3.8 Water Augmentation Options**

#### **Local Water Resources**

The “*Eastern Region Internal Perspectives: Mvoti to Mzimkulu Water Management Area (WMA) Study*” has also shown that the rivers of the South Coast are largely undeveloped and that huge potential exists to further develop local sources to augment the water supply to various areas.

#### **Water Conservation Demand Management**

The Water leakage management study completed for Ugu by SSI Engineers in 2005 has indicated that the estimated non-revenue water in the Ugu district equates to 37% of water produced, which again can be translated to huge direct financial losses for the municipality. Reducing water losses within reasonable margins through Water Conservation and Water Demand Management (WC/WDM) measures should therefore be a pre-requisite before embarking on huge infrastructure upgrading to augment the water supply.

#### **Rainwater Harvesting**

Rainwater harvesting (rainwater collection in tanks) is another method of extending the available water resources. It can assist with subsistence food gardening and in times of severe water restrictions it will provide important relief for basic needs and above all it will stimulate a culture of efficient water use.

### **Reuse of Wastewater**

The EThekweni Municipality is already successfully reusing treated wastewater for industrial purposes. Reconnaissance investigations have also shown that through the application of sophisticated filtration and treatment processes (in addition to current processes at wastewater treatment plants) further reuse can be economical when compared to other alternatives. One of the main advantages of reuse is that it can be implemented within a significantly shorter time period when compared to large water augmentation options.

### **Desalination of Sea Water**

A study to investigate the feasibility of the desalination of sea water as an option to provide additional domestic water is being undertaken by Umgeni Water. Preliminary indications suggest that desalination of sea water is still more expensive than other alternative options, although it is recognised that at some point in the not too distant future desalination of sea water may become economical.

## **2.5.5.9 Alternative Delivery Methods**

### **Regional Water Schemes**

Historically the implementation of water infrastructure was done in a haphazard manner in Ugu and the planning was done at a small and isolated scale. The result was that a number of stand-alone schemes were implemented that in many cases were not sustainable and that created many operational and maintenance problems. The Ugu DM revised the planning for the entire district in 2006 and adopted the regional scheme approach towards water supply. The cost per capita to implement regional schemes will be more than for stand-alone schemes, but the long-term sustainability will be better and the O&M costs should be lower due to the benefit of scale principles.

The planning will need to be constantly updated and refined to ensure that it remains valid and results in the lowest cost of services (R/kℓ) to the consumers.

### **Water Services Provision Model**

The water services provision model of a district should also be reviewed from time to time to ensure that it is still relevant and provides the most economical and efficient services to the consumers. The current model used by Ugu is where the district municipality acts as the WSA as well as the Water Services Provider (WSP) for the

entire district. Ugu is also making use of Umgeni Water and the eThekweni Metro for the provision of bulk water supply (bulk WSP's) to areas in the north.

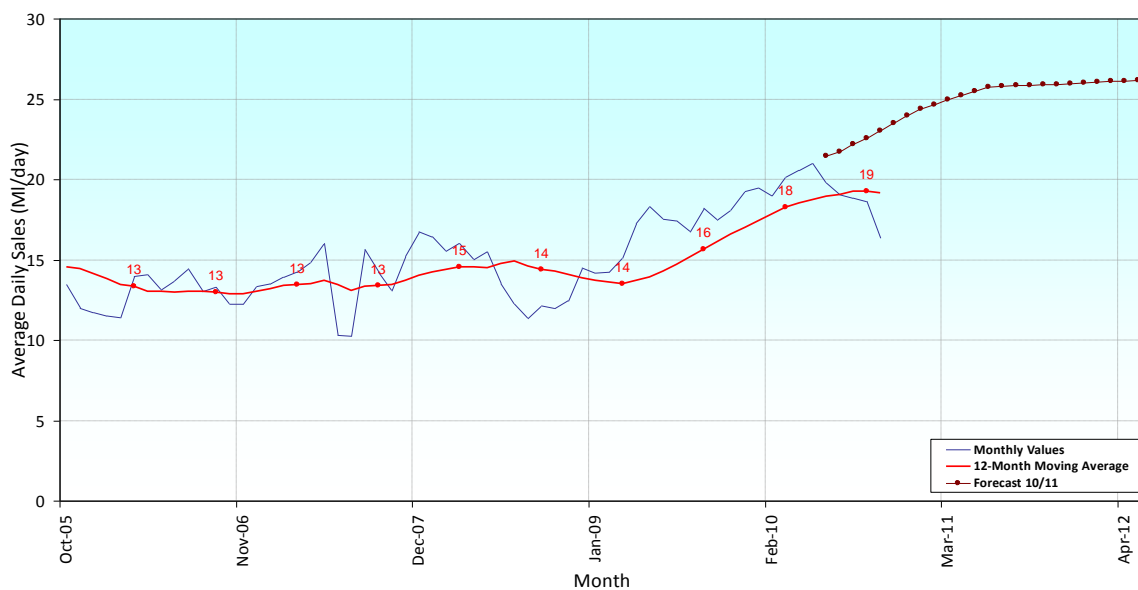
**Table 10: WSDP-Strategies**

issues	strategies	documents
sustainable water systems	Integrated water resources planning(regional planning)	Water master plan
capacity to meet population growth & development	Development and Augmentation of existing water schemes	Water resources planning Umngeni-Ugu bulk services agreement Ugu-Sisonke bulk water supply services agreement
Need for basic water & sanitation services in rural areas	Provision of free basic services and backlog eradication Mainstream access of water & sanitation to Schools and clinics	VIPs sanitation strategy Enhancement of PMU Water and sanitation to schools and clinics business plan
High water losses	Water conservation and demand management	Water loss management plan(NRW master plan ) Revenue enhancement plan
Inadequate sewage disposal systems (package plants, septic tanks, conservancy tanks, onsite (markII)	Development of waterborne sanitation systems	Sanitation master plan
Pollution of natural waterways	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)
Need to meet national water & wastewater quality standards	Testing of all UGU water through accredited laboratories and improving operation and maintenance of water works	DWAF -water strategic framework Blue flag international standards
Rapid growth of water network	Decentralization & rationalization of operations	Area delivery model 2007 Institutional plan 2008
efficient customer interface	Development of call centre, free basic services section, an enhanced public relations unit & entrenching Batho Pele principles.	Contact centre roadmap report Batho Pele strategy Ugu lwethu strategic report
onsite sanitation systems for low cost housing	Development of low cost housing sanitation alternatives	Condominium sewer system report Water research commission template IMESA case study reports
improve sources of income	remodel tariffs & proactive collection programmes	Indigent policy

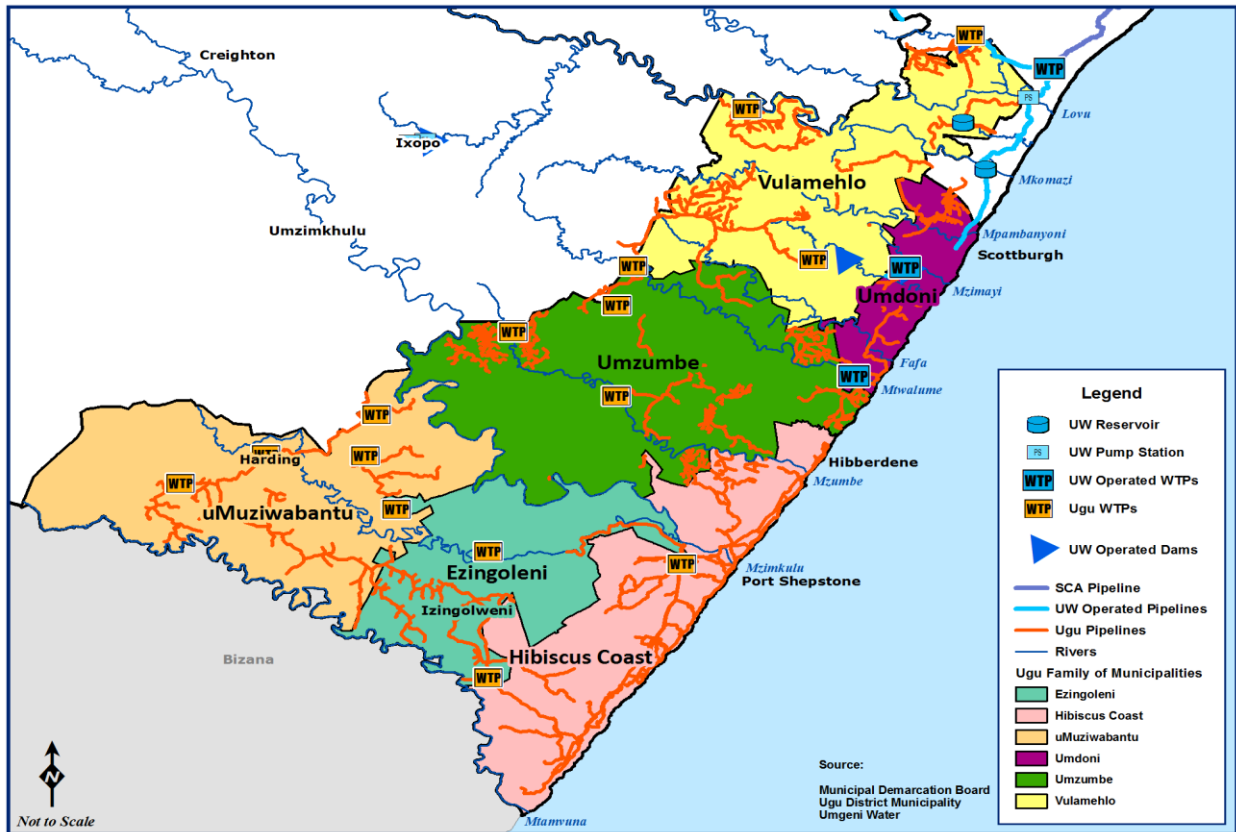
## 2.5.4 Umngeni Water's Master plan for Umngeni Water's Projects for 2012/2013 – 2042/2043

Water demands are expected to grow in the 8% range for F'12 due to backlog reduction initiatives and growth in the inland rural area as indicated in the graph below. Hence Umngeni Water intends to construct the following:

- storage dams: Nungwane Dam, Umzinto Dam and E.J. Smith Dam.
- water treatment plants: Amanzimtoti WTP, Umzinto WTP and Mtwalume WTP.
- South Coast Augmentation (SCA) Pipeline and South Coast Pipeline Phase 1 (SCP 1).
- Other projects have been highlighted in the Table below:



### Umngeni Water Operated Infrastructure in Ugu





## Umngeni Water Projects 2012/2013 – 2042/2043

Project Name	Purpose	Location	Total project Cost (2011 costs; subject to review).	Budget (subject to review):
<b>South Coast Augmentation (SCA) Booster Pump Station</b>	Due to water resource constraints at Nugwane Dam supplying the Amanzimtoti WTP, it is necessary to augment the supply to areas downstream of the Amanzimtoti WTP. This augmentation will be via flows from Wiggins WTP via the SCA Pipeline, until such time a new regional bulk water supply system is developed in the lower reaches of the Mkomazi River. The existing SCA Pipeline has adequate capacity to meet current and projected demands up to the year 2020, provided that a new in-line booster pump station is installed on the SCA Pipeline to replace the existing Umlazi Pump Station.	eThekweni Municipality	R86,680,000	2012/2013 – R15,000,000  2013/2014 – R14,325,000
<b>Nungwane Raw Water Pipeline</b>	Replace the existing 450 mm diameter Nungwane Raw Water Pipeline, which supplies Amanzimtoti WTP with raw water, as it is in a poor condition due to the corrosive action by sulphur-reducing bacteria.	Ward 1 of Vulamehlo Municipality and eThekweni Municipality	R98,000,000	2013/2014 – R1,000,000  2014/2015 – R1,000,000  2015/2016 – R1,000,000  2016/2017 – R59,000,000 2017/2018 – R6,580,000
<b>South Coast Pipeline Phase 2a (SCP-2a)</b>	The South Coast Pipeline Phase 1 (SCP-1) is to be extended southwards in 2 phases. The South Coast Pipeline Phase 2a (SCP-2a) will run between Park Rynie and Kelso. This will alleviate the demand on the Umzinto and Mtwalume WTPs and the available capacity of Umzinto WTP can then be utilised for the hinterland region.	Wards 4 and 10 of Umdoni Municipality.	R48,000,000	2012/2013 – R19,531,000

<b>The South Coast Pipeline Phase 2a (SCP-2b)</b>	The South Coast Pipeline Phase 1 (SCP-1) is to be extended southwards in 2 phases. The South Coast Pipeline Phase 2b (SCP-2b), which will be implemented at a future stage from that of the SCP-2a, will complete the section between the Scottburgh South Reservoir off-take and the Park Rynie off-take as well as extend southwards from the end of SCP-2a. This project is subject to water availability either via Lower Mkomazi Scheme or the "South" Desalination Plant	Wards 4, 7, 8 and 10 of Umdoni Municipality; wards 17,18 and 19 of Umzumbe Municipality and Ward 13 of Hibiscus Coast Municipality	R205,000,000	2022/2023 – R14,500,000 2023/2024 – R85,000,000 2024/2025 – R85,000,000 2025/2026 – R20,500,000
<b>Augmentation of Quarry Reservoir</b>	Once the SCP-2a is commissioned, there will be insufficient storage at Quarry Reservoir. When the existing 7.5 Ml reservoir was constructed, provision was made to construct an additional 7.5 Ml section attached to the one wall of the existing reservoir. This additional 7.5 Ml reservoir is now recommended to be constructed.	eThekwini Municipality.	R17,000,000	2012/2013 – R3,000,000 2013/2014 – 12,000,000
<b>Ellingham Link</b>	Augment the water supply to the Umzinto WTP in order to reduce the area's susceptibility to dry periods and to cater for future growth in water demands from the Umzinto WTP.	Wards 4, 5 and 10 of Umdoni Municipality	R35,000,000	2012/2013 – R2,500,000 2013/2014 – R20,000,000 2014/2015 – R10,817,000
<b>Mhlabatshane Bulk Water Supply Scheme (Phase 1)</b>	Umgeni Water is currently implementing a bulk water supply scheme as part of a larger regional scheme development by Ugu District Municipality, aimed at reducing water services backlogs in certain rural areas in the Umzumbe and Hibiscus Coast Local Municipalities	Ward 3 of Umzumbe Municipality.	R186,000,000	2012/2013 – R60,000,000 2013/2014 – R45,000,000 2014/2015 – R14,814,000
<b>Lower Mkomazi Bulk Water Supply Scheme</b>	To provide an assured supply of water to meet the growing water demands in the area.	Possible site of the Lower Mkomazi WTP is in the Craigieburn area in the Southern Region of eThekwini Municipality.	R796,000,000	2013/2014 – R1,000,000 2014/2015 – R3,000,000 2015/2016 – R2,000,000

				2020/2021 – R30,000,000 2021/2022 – R71,500,000 2022/2023 – R218,500,000 2023/2024 – R220,000,000
<b>East Coast Desalination Plants</b>	<p>The "Reconciliation Strategy for the KwaZulu-Natal Coastal Metropolitan Area" (DWA, 2009) highlighted the urgent need to develop new water resources in a timely manner to meet the growing water demands. A number of options are being investigated, of which the desalination one can be implemented in a relatively short space of time when compared to the construction of a dam and the technology has improved to the stage where desalination plants are less energy intensive and are becoming financially competitive. Umgeni Water is therefore investigating the feasibility of constructing either one or two 150MI/day desalination plants as options to augment the existing water resource supply. The detailed feasibility study will provide the information necessary to make an informed decision between the various options, and on whether to implement one or both proposed desalination plants.</p>	<p>Two potential sites have been identified. One, the Southern Desalination Site is near the Lovu River, in eThekweni Municipality and the second, the Northern Desalination Site is near the Mloti River.</p>	<p>High-level capital cost estimate ~ R2.1 billion for a 150MI/day plant. This estimate will be updated once the detailed feasibility study for each plant is completed in April 2013.</p>	<p>To be determined.</p> <p>Minimum time required to design and construct a plant of this size is 5 years</p>

### **2.5.5 Sanitation**

A comprehensive Sanitation Services Master Plan (SSMP) was prepared for Ugu by Messes Stewart Scott dated November 2005.

The urban areas within Ugu are located predominantly within a narrow coastal strip comprising even occupied by a combination of permanent residents and local tourists who descend on the area during holiday periods.

The SSMP suggests that the water demand (and hence waste water flows) in the peak December/January period is typically 33% higher than the annual average values.

The townships of Harding, Gamalakhe and Umzinto are located further inland and are also "urban" in nature.

Although largely "residential" most urban areas include some "commercial" activity and there are also some "light and/or service industrial" nodes particularly at Port Shepstone (Marburg) and at Park Rynie to a lesser extent.

The urban sanitation comprises a combination of waterborne sewerage linked to waste water treatment works (WWTW) as well as a system of septic tanks and conservancy tanks in the less densely populated areas.

Most of the treatment facilities are owned and managed by Ugu although there are also a number of privately owned and managed, small sewage treatment plants – mostly "package" plants.

With the exception of Gamalakhe (80%), the sewerage coverage of formal, urban areas which have a municipal water connection is between 20% and 60% and averages about 40%.

Being a coastal strip, the topography generally falls towards the coast and is segmented by many watercourses (streams/rivers) resulting in numerous hills and valleys as well as very flat areas along the coast. As a result there are numerous pump stations in the reticulated areas whilst the WWTWs are generally located inland of the coastal strip such that many of the pump stations deal with pumping heads which exceed those readily achievable with open impeller pumps operating at low speeds.

The SMMP notes further that "the geology of the coastal strip may be described in general terms as having rock outcrops all along the coast overlain by one to two

metres of sand and with some of these areas being characterised by a high, perched water table" – clearly not ideal for the use of septic tanks with sub-soil percolation drains and as a result there are numerous conservancy tanks within the urban strip.

### **2.5.5.1 Backlogs**

The sample survey suggests that the rural sanitation backlog is of the order of 23 %. The backlog is further compounded by the fact that there is virtually no spatial data with which to plan and manage the de-sludging/re-location of pits which are almost or already full such that the health and hygiene effectiveness of the programme going forward must be brought into question.

Table 11: Status of rural sanitation backlog

	<b>TOTAL NUMBER OF HH</b>	<b>HH in need</b>	<b>Estimated Cost</b>	<b>February 2012</b>	<b>Backlog %</b>
<b>VULAMEHLO</b>	14473	2894	15917000	2284	15.78%
<b>UMDONI</b>	17025	1872	10296000	1619	9.51%
<b>UMZUMBE</b>	31088	10379	57084500	9029	29.04%
<b>UMUZIWABANTU</b>	20308	9544	48535000	8894	43.80%
<b>EZINGOLWENI</b>	8630	2847	15658500	2497	28.93%
<b>HCM</b>	50652	10195	56072500	9285	18.33%
<b>UGU</b>	142176	41231	155028500	33608	23.64%

### **2.5.5.2 Backlog Eradication Plan**

In order to cost a backlog eradication plan for the district, one first needs to determine an accurate assessment of the current status quo. While the mini-audit provides a sample the current situation, it does not give an actual reflection. The most important component therefore in the backlog eradication plan, is an initial audit of rural sanitation. This audit would not only provide the district with a detailed spatial representation of VIP's in the district, it would also provide statistics about usage and percentage full across the district. Alternative Deliver Methods

The greatest challenge facing the rural sanitation programme going forward is the vexing question of how to deal with the emptying of full pits in a hygienic and cost effective manner.

This is a national challenge which requires dedication and careful planning. The use of alternative technologies such as bio-digesters etc. warrants further trials although

such technologies can be problematic if not used correctly and the fact that about 80% of inhabitants use newspaper as a cleansing material is a case in point.

The challenges of the sanitation programme are going to be around for a long time and a task team needs to be put in place to manage the programme effectively.

## 2.5.6 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:

Table 12: Status of Electricity Supply-households

MUNICIPALITY	ELECTRIFIED HOUSEHOLDS	TOTAL HOUSEHOLDS	% OF HHs
Vulamehlo	9,317	15,661	59%
Umzumbe	21,407	31,801	67%
Ezingoleni	7,867	9,041	87%
uMuziwabantu	18,001	20,840	86%
Umdoni	16,826	17,257	98%
Hibiscus Coast	49,481	51,480	96%
UGU DISTRICT	122,899	146,080	84%

Source: Ugu Infrastructure Audit (2011)

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.

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.

In terms of commercial development, it was stated in the Ugu Infrastructure Audit that generically, a commercial development "will not have infrastructure built for them until such time as the relevant developer makes a financial commitment"/ This

indicates that current electricity infrastructure is not sufficient to support future commercial development within the Ugu district, and will require financial commitment for the investor themselves.

### 2.5.6.1 Eskoms 2012/2013 planned Projects

Local Munic	Project Name	Planned Year	Est Conns	Est Cost	Ward No	Closest Network	Network Status
Hibiscus Coast	Ingwemabala #2.	12_13_Pre-Eng	130	R 1,950,000	7	Paddock NB42	Not Constrained
Hibiscus Coast	Louisiana RDP Houses	12_13_Pre-Eng	600	R 9,000,000	15	Umtentweni NB44	Not Constrained
Umdoni	Farm Isonfi (Temporal Polygon)	12_13_Pre-Eng	500	R 7,500,000	3	Temple Road NB101	Not Constrained
Umzumbe	Sipofu	12_13	750	R 11,250,000	12	Hibberdene NB41	Constrained
Umzumbe	Mehlomnyama	12_13	290	R 4,350,000	5	Bendigo NB59	Constrained
Umzumbe	Gobhamehlo 01	12_13	760	R 11,400,000	7	Pungashe NB41	Constrained
Umzumbe	Ekubusisweni	12_13_Pre-Eng	225	R 3,375,000	8	Highflats NB21	Constrained
Umzumbe	Umzinto 02 NU	12_13_Pre-Eng	955	R 14,325,000	8	Highflats NB21	Constrained
Umzumbe	Gobhamehlo 02	12_13_Pre-Eng	345	R 5,175,000	7	Pungashe NB41	Constrained
Umzumbe	Nkehlamandla	12_13_Pre-Eng	220	R 3,300,000	16	Qwabe NB58	Constrained
Vulamehlo	Mathongwana	12_13	400	R 6,000,000	4	Eston NB13	Not Constrained
Vulamehlo	Nkampula / Mahwaqa	12_13	461	R 6,915,000	6	Dududu NB144	Slightly Constrained
Vulamehlo	Kwa-Rwayi	12_13	442	R 6,630,000	1	Beaumont NB63	Slightly Constrained
Vulamehlo	Nkwali	12_13_Pre-Eng	250	R 3,750,000	2	Umgababa NB44	Constrained

### 2.5.7 Telecommunications

There is very high penetration of cellphones in the district, however the majority of households have access to GSM / Voice services only. 36.6 % of the District, mainly the coastal areas, has access to data services in the form of the 3G network. In the Hibiscus Coast and Umdoni 3G access is relatively high at 61% and 51% respectively. Global System for Mobile Communications (GSM) coverage across the district is well covered, and 99% of all households have theoretical access to GSM services, although some lower lying areas may have difficulty due to the nature of the terrain. The district is also well covered with respect to both radio and television services. Lower lying areas do have difficulty in accessing these services.

## 2.5.8 ICTE Programme 2012/2013

The Department of Economic Development and Tourism have the following programs for Ugu District Municipality which are mostly located in HCM. Other projects include Broadband and E-Government (telepresence)

ICT Skills Training Centre ICDL , End User Computing (One) UGU ICTE PROGRAMME	ICT Skills Training Centre Hardware (A+ , N+) (One)	Call Centre (One)	Software Engineering Centre (One)
e_Citizen Centres (Five)	E-Learning Centre (One)	ICT Skills Training Centre ICDL , End User Computing (One)	ICT Skills Training Centre Hardware (A+ , N+) (One)
Digital Community Hubs (Five)	Broadband Skills Training Centre (One)	e_Citizen Centres (Five)	E-Learning Centre (One) Education Centre
E-Waste Centre (One)	ICT Incubator (One)	Digital Community Hubs (Five)	
Electronics Training Institute (One)	Technology Park (One)		

## 2.5.9 Solid Waste

The following tables indicate access on a household level to solid waste removal services in the District. It is noted that the majority of settlements fall within the category of less than 20% of households having access to solid waste removal services.

### Status of Waste Removal - Households

Local Municipality	None	< 20% of HH	20% - 60% of HH	> 60% of HH	Grand Total	% of HH
Ezingoleni	17	8613			8630	2%
Hibiscus Coast	2945	17840	7271	22596	50652	29%
Umdoni		7321	2427	7277	17025	38%
UMuziwabantu		17528		2780	20308	10%
Umzumbe	1529	29555	2	2	31088	2%
Vulamehlo	1507	12966			14473	3%
<b>Grand Total</b>	<b>5998</b>	<b>93823</b>	<b>9700</b>	<b>32655</b>	<b>142176</b>	<b>14%</b>



### **2.5.10 Cemeteries**

Majority of the rural population use traditional burial practices. Deceased family members are buried on-site. There are no formal cemeteries and in some instances, there has been resistance to the development of cemeteries due to the sensitive nature and cultural implications of burial practices.

The following Areas have no formal cemeteries and there are no future plans:

- 1. Umzumbe Municipality**
- 2. Vulamehlo Municipality**
- 3. Ezinqoleni Municipality**

The only formal cemeteries in **Umuziwabantu Municipality** are located in Ward 3: Harding. The rest of the rural area use traditional burial practices/ on-site burial.

**HCM** has cemeteries that are located in Uvongo, Margatre and Kwanositha. These cemeteries are full in capacity. Only the people that have purchased graves before are buried. Izotsha Memorial cemeteries is privately owned and still capacity.

**Umdoni Municipality** has cemeteries that are located in Scottsburg, Park Rynie and Shayamoya. Scottsburg cemeteries are full to capacity, there are very few grave sites left in Park Rynie, there is still space in Shayamoya.

There is a proposed new cemetery in Harmadale. All studies have been done but are waiting for approvals.

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

### **2.6.1 Institutional Arrangement**

#### **Executive Committee Structure**

The Executive Committee has delegated plenary powers to exercise the powers, duties and functions of Council, excluding those plenary powers expressly delegated to other standing committees and those powers which are wholly reserved to the Ugu District Council. Notwithstanding the above, the Executive Committee is authorised to exercise any of those plenary powers delegated to other Standing Committees in circumstances where any matters from these committees are referred to the Executive Committee.

In line with Section 80 of the Municipal Structures Act, the Municipality currently has five multi-party Portfolio Committees, namely:

- Audit Committee
- MFMA/MFIP Steering Committee
- Portfolio Committee on Finance
- Portfolio Committee on Water & Sanitation

- Portfolio Committee On Corporate Services
- Portfolio Committee On Local Economic Development
- Ugu Coastal Management Committee
- Standing Committee on Public Accounts (SCOPA)
- Portfolio Committee on Special Programmes

These Portfolio Committees continue to assist the Executive Committee in policy development and monitoring to accelerate service delivery, as well as the oversight of strategic programmes and projects.

### **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.

### **Municipal Departments and its functions**

The administration of the Municipality is headed by the Municipal Manager. The Municipality has four administrative departments, each being headed by a General Manager.

#### **The departments constitutes of the following sections:**

Office of the Municipal Manager	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.
Corporate Services Department	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
Treasury Department	The Treasury Department includes: Equity and Accounts, Grants and Expenditure, Budget Control and Supply Chain Management.
Infrastructure and Economic Development Department	The Infrastructure and Economic Development Department (IED) is made up of the following sections: Environmental Services, IED Finance, LED and Tourism
Water Services Department:	<ul style="list-style-type: none"> <li>• Is the core function of the municipality</li> <li>• 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.</li> </ul>

### **2.6.2 Human Resources**

The municipality has developed amongst others the following Strategies

STRATEGIES	PROGRESS
Human Resources Strategy:	The Ugu HR strategy is still in a process of being developed. It was delayed due to numerous changes and issues such as alignment which had to be inserted in the drafted HR strategy due to the lack of employment funds
Employment Equity Plan:	The process is towards drafting a new employment equity plan is underway and would be completed as soon as the Municipality approves the new organogram. The new organ gram still needs to be approved by EXCO.
Skills Audit:	A Skills Audit is pending
Workplace Skills Plan:	The Workplace skills plan will include internship programmes in the following fields: ICT, Civil Engineering, Municipal Finance and learnerships in specialist technical fields, particularly in critical scarce skills.
Recruitment and Retention Strategy	This strategy will assess scarce and rare skills in order to retain it in the district. 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.

### **Filling of critical post**

It must be noted that from the 8 Section 56 managers employed there are only 3 vacant posts.

The organogram is attached in Annexure 3.

### **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.

The structures are as follows:

- IDP Forum
- LED Forum
- Disaster Management advisory Forum
- Intergovernmental Relations Forum
- Senior Citizens forum
- Disability forum
- Gender Forum
- Municipal Managers Forum
- Chief Financial Officers (CFOs) Forum

Most of these Structures are fully functional and are chaired by a senior official or political champion.

#### Challenges

- Continuous improvement is required from sector departments.

- Inconsistency in the number of people that attend meetings.
- Lack of human capacity from the low capacity local municipalities to attend the meetings.
- Content alignment between the different spheres of government.

## **2.7 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 basic fire fighting, first aid, community based disaster risk 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 within their respective environment.

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 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. The district disaster management centre is required to submit annual reports to the municipal council, provincial disaster management centre, national disaster management centre and informed by each local municipality's reports within the district area of jurisdiction.

All the above is within the ambit of collaboration and cooperative governance, as required by the Constitution of the Republic of South Africa and legislative framework.

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

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

Table 13: Hazards identification and Risk Prioritisation

HAZARD IDENTIFIED	AREA	PROJECT	RESPONSIBLE DEPT
Floods	Umdoni, HCM, Umzumbe, Vulamehlo	Roads and bridges. Draining system	DOT, DM, LMs
Fire	Ezingoleni, Umuziwabantu, Umzumbe & Vulamehlo	Fire fighting equipment and training.	DM, LMs and Province
Drought	Vulamehlo, Umdoni, Umzumbe, Ezingoleni, Umuziwabantu	Drought relief and water provision.	DWAF and Ugu DM
Human diseases	District as a whole	Awareness, vaccination, reporting, early warning.	DOH, DM, LMS
Hail storms	Ezingoleni, Umuziwabantu, Umdoni, Vulamehlo	Wind breakers, settlement planning.	DOH, DAEA, DWAF, DM and LMs, DLGTA
Tuberculosis	District as a whole	Awareness, prevention.	DOH, DM
Measles	District as a whole	Prevention, education.	DOH
Cholera	District as a whole	Awareness, water testing,	DOH, DM
Water pollution	District as a whole	water quality management, waste management, awareness, water services provision.	Ugu DM, DWAF, DAEA, DOH,
Land degradation	District as a whole	Prevention of de-forestration, prevention of soil erosion, grasslands management, settlement planning,	DAEA,
Warthog/Wild pig	Vulamehlo, Umzumbe, Ezingoleni	Management of population	KZN Wild Life, DAEA
Air Pollution	District as a whole	Awareness, education, prevention, enforcement,	LMS,
Shingella Dysentery	District as a whole	Water quality management, education, spring protection projects,	DOH, DAEA,
Wind	District as a whole	Awareness and prevention.	DAEA, DMS' and LMS'
Tidal waves	Umdoni, HCM and Umzumbe	Early warning, Awareness and Prevention.	DWAF, DAEA, DM & LM's
Rabies	District as a whole	Vaccination and early warning,	DOH, DM & LM'S
Hazardous Materials	HCM, Umzumbe, Umdoni, Ezingoleni, Umuziwabantu	Waste management, prevention and Early warning signals.	DAEA, DM & LM's
Accidents by roads	District as a whole	Clear or proper signage and awareness of responsible driving,	DOT, SANRAL, DMS', LMS'
Dam Failures	District as a whole	Over flooding prevention, early warning signals.	DWAF, DMS', LMS',
Polio	District as a whole	Awareness and prevention,	DOH, DM, LM
Xenophobia	District as a whole	Awareness, prevention and early warning.	DM, 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.

**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.

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

### **2.8.1 IDP Framework and Process Plans**

The 2012/2013 IDP Process Plans of the District and its Local Municipalities were prepared in line with the IDP Framework Plan and Process Plans of the district as agreed by all the Municipalities in the District. This was done in consultation with the local municipalities through Town Planners Forums, IDP Representative Forums, EXCO and the Councils of the respective municipalities.

### **2.8.2 Community Participation Strategy**

A Community Participation Strategy has been developed but has not been adopted. It is aimed at consolidating and formalising these initiatives to ensure that

there is an effective, well co-ordinated and ongoing interaction between the municipality and the communities it serves on municipal affairs.

The municipality's intention is to strengthen community participation processes. 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 and road shows and Mayoral Izimbizos. Community inputs made during Mayoral Izimbizos 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 and IDP and Budget road shows took place between October 2011 till May 2012. Below is the dates that Ugu attended in consultation with the LM's

### **SUMMARY OF BUDGET ROADSHOWS FOR 2012/2013 DRAFT BUDGET**

<b>MUNICIPALITY</b>	<b>DATES</b>	<b>NO. OF MEETINGS</b>
<b>Ezinqoleni</b>	14, 15, 16 May 2012	03
<b>Hibiscus Coast</b>	20 & 30 April 2012 (two sessions)	03
<b>Umzumbe</b>	16 April 2012 (two comments pending)	03
<b>Umdoni</b>	17 & 18 April 2012 (two sessions each)	04
<b>Vulamehlo</b>	14, 15, 16 May 2012	03
<b>Umuziwabantu</b>	12 & 13 April 2012 (two sessions in one)	03
	<b>TOTAL</b>	19

### **Community Needs**

The community raised issues of which some have been addressed and others projects budgeted in this financial plan. See attachment for more issue. Below are some issues. They include: access to Water and sanitation, Sports fields, High

prevalence of HIV / AIDS, access to job opportunities, access and formalisation of Cheches, High rate of unemployment and poverty rate , poor conditions of Roads and transport, high number of child headed household, limited access to telecommunication, Absence of tertiary education facilities

### **2.8.3 Ward Committees**

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

A resolution was taken at the IGR meeting in February 2009 that ward committee members shall be paid a stipend per meeting,

### **Role of Traditional Leaders and Communities in the IDP**

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

### **2.8.4 Shared Services**

#### **Fire fighting**

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).

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

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 Ezinqoleni
- Group 2 : Umdoni and Vulamehlo
- 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.

### **Operation**

Currently the following position have been filled: two Senior Planners, PMS Shared Services, Administrator, GIS Specialist

### **Challenges**

The local municipality through the Planners Forum raised numerous challenges that have been experienced with the implementation and operation of shared Services. This ranges from lack of contribution of salary payment, reporting structures, shortage of working material such as the GIS soft and hard ware, transport.

### **2.8.5 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. 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.

### **2.8.6 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.

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**

Also under the direction and guidance of DPSA the Batho Pele implementation has focused on principles and Service Delivery Improvement Plan.

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. little was done relevant to belief sets. A Batho Pele belief set implementation Strategy will be developed and made available.

The Public Service Regulations Act of 2001 states the following:

- SDIP must be approved annually. To ensure the implementation of SDIP by all Departments, Departmental Assessments are conducted annually before the end of the year. A department that performs the best in implementing SDIP wins an award for service excellence.

Municipalities are required to publish a Statement of Service Charter. This Charter was published on the 05<sup>th</sup> December 2008, and reviewed in 2010 and due to be reviewed in the 2012/2013 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.

Batho Pele Flagship Projects: 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
- 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.

Greater emphasis in 2012/2013-2016/2017 will be placed on change in the Ugu District Municipality.

### **2.8.7 Operation Sukama Sakhe**

The Operation Sukuma Sakhe Programme (OSSP), formerly known as the Flagship, Social Cluster Programme (War on Poverty), was introduced to the Ugu District in 2009. In introducing the programme, the Kwa-Zulu Natal, Office of the Premier gave a mandate to all districts, to ensure that the following is in place, to ensure successful implementation of the OSSP:

#### **Institutional Arrangements**

- All 6 Local Task Teams have been established and enjoy the support from the Local Municipality Leadership.
- Each has a District Convener, who is a member of the DTT who have been assigned the task of supporting the LTTs.
- Approximately 60 War-rooms (WTTs) are in place. The rest being established – Led by conveners

### Focus Programmes:

Focus programme include: Poverty Alleviation, HIV & AIDS, TB & STIs as well as all health matters, Employment Creation, Youth Development, Drug & Substance Abuse and other social ills, Orphaned & Vulnerable Children and other vulnerable groups (E.g. Senior Citizens, Women, Farm Workers & People Living with disabilities), Illiteracy & other educational programmes, Food Security & social relief, Economic Development and Provision of critical registration documents (E.g. birth certificates, IDs)

### Programme implementation

- Leleti School-Grounds Programme currently at Izingoleni Municipality
- Cabinet Oversight Days:
- Operation Mbo programmes
- Household Profiling
- Ward Profiling
- Provision of interventions

### Challenges

- There is a need to address the full representation of sector Departments in the DTT, LTTs & WTTs:
- Sustainability of war-rooms
- Youth Ambassadors defiance
- Coordination at some LTTs

### Functionality of the war rooms

LOCAL MUNICIPALITY	TOTAL NO OF WARDS	NO OF FUNCTIONAL WARROOMS	NO OF OUTSTANDING WARDS
Vulamehlo	10	2 (wards: 5 & 10)	8
Umdoni	10	9 (wards: 1-5 & 7 -10)	1
Umzumbe	19	3 (wards: 6, 8 &12)	16
Hibiscus Coast	29	11 (covering 21 wards)	8
Izingoleni	6	6	-
Umuziwabantu	10	10	-
<b>TOTAL</b>	<b>84</b>	<b>60</b>	<b>33</b>

### **2.8.8 Special Groups**

Special programs cater for Vulnerable Groups and those that were previously disadvantaged. They are categories in these programs.

- 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

### **2.8.9 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 District Special Programmes 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 visa-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; For example, 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.

**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.

**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; For example, 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 Municipality in KWANALOGA games for 2009, scooped a Gold Trophie 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.

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.

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

### **2.9.1 Financial overview**

Ugu District Municipality is a developing municipality, with backlogs in the provision of water and sanitation.

Currently the municipality faces cash constraints and is not able to meet its short term obligations. Its current ratio as at the end of June 2011 was 1:0, 43. This position has put pressure on the ability of the municipality to deliver services and to address its current service delivery backlogs.

Long term financial stability must be ensured by application of sound financial principles and long-term financial planning. The multi-year budgeting method is currently being used to ensure stability. The method balances funding of capital expenditure with the impact on future operational budgets in the medium and long-term.

Sound financial practices must be addressed by ensuring that compliance to legislation is maintained and policies, delegations and roles and responsibilities are properly monitored.

### **2.9.2 Challenges Identified**

1. Existing infrastructure has not been maintained at the desired levels. the municipality's capital replacement reserves are depleted.
2. As a result of affordability problems extending municipal services has resulted in an increase in debtors.
3. New capital expenditure has not been aligned with related operating requirements.
4. Operational budget have not been focused to support the development priorities.



5. The strategic split of the Capital Budget between social and economic expenditure has far reaching implications on future operating budget and sustainability.
6. 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.
7. The introduction of the new revenue management system has impacted on consumer confidence in the accuracy of their statements.
8. Lack of Clear measurable budget and implementation plans aligned to the SDBIP.
9. Lack of an overtime reduction plan.
10. Lack of review of the indigent register to ensure that only credible beneficiaries receive the subsidy.

### **2.9.3 Priority Areas**

The following priority areas will be the areas of main focus in the next 5 year plan of the municipality:

- Financial Sustainability
- Credible municipal budgets
- Improved cash collections
- Effective debt collection strategies
- Efficient and credible Indigent register
- Exploring New revenue streams (revenue enhancement)
- Routine Maintenance plans
- Improved technical skills capacity

### **2.9.4 Strategies**

The current financial plan has identified the following strategies as essential in achieving the desired financial position in the short, medium and long-term.

- Long-term Financial Planning
- Revenue Management and Enhancement Programme
- Cash Management
- Accountability, Transparency and Good Governance
- Long-term Investment Strategy
- Asset Management
- Borrowing and financial modeling
- Supply Chain Management

#### **2.9.4.1 Long-term Financial Planning**

The municipality must compile a long-term financial plan which will be used to guide Council on all decisions which have financial implications and which may adversely

affect the financial position of the municipality. Financial planning over a ten year horizon is recommended to ensure that the impact of current and planned projects is properly reflected in the plans. The tariff models for water and waste water services must ensure sustainability in providing the services.

#### **2.9.4.2 Revenue Management and Enhancement**

The municipality's revenue enhancement programmes and strategies should address the following key areas.

- Sustainable tariff models on water and waste water services.
- Review of the metering and billing value chain to ensure billing integrity
- Indigent Management and monitoring
- Improvement of the current Revenue Management System
- Collection Rate improvements – reductions in the provision for bad debt budget
- Reduction of non-revenue water
- Call centre management
- New revenue streams
- Cost containment strategies

#### **2.9.4.3 Cash Management**

Cash management should be strengthened through focusing on :

- daily cash management,
- monitoring of bank accounts
- cash management policies and procedures
- Cash flow forecasting for the medium and long-term.
- The cash on hand of 60 days as per the Funding and Reserves policy.

#### **2.9.4.4 Accountability, Transparency and Good Governance**

The municipality should strive towards full compliance with all legislation and regulations which promote a culture of accountability, transparency and good governance. The upholding of the treasury norms will restore financial discipline which is essential to sustain a healthy cash flow position of the municipality and further support in its service delivery mandates.

The financial environment should be strengthened through the implementation of effective policies which guide all decisions in line with Council priorities and long term goals. The reporting mechanisms and systems should also be improved and community participation encouraged in all the affairs of the municipality.

#### **2.9.4.5 Long-term Investment Strategy**

Surplus cash is invested in terms of the Cash and Investments management policy. Investments should be secured for the repayment of the existing loans to free the municipality from future obligations which impact the tariff setting for services.

#### **2.9.4.6 Asset Management**

- Centralization of the Asset Management function. WSA and Treasury.
- Lobbying for private injections to fund Capital Infrastructure requirements
- Balancing spending on maintenance of existing infrastructure and the cost of replacement or investment in new infrastructure.
- The current ERP system's asset module is under development and will be live from the 1<sup>st</sup> of July 2013. The module will assist the municipality in complying with the requirements of GRAP 17. The asset register will be maintained and updated monthly and will also be GRAP compliant.

#### **2.9.4.7 Borrowing and financial modeling**

There is also a need for feasibility studies on all projects to ensure that no projects are embarked on which could adversely affect the financial stability of the municipality.

#### **2.9.4.8 Supply Chain Management**

There is a great need for improvement in transparency and effectiveness of the SCM processes. The municipality's supply chain management functions have been centralised in the SCM unit under the Treasury Department. All bid committees are in place and effective. There is a need for improvement in the demand management, contract management and disposal management functions of the unit. Skills development should also be prioritised for the current staff complement in the Unit.

The municipality's SCM unit should also focus on the promotion of SMME's and supporting local suppliers.

The SCM policy is under review for the 2012/2013 financial year and should be accompanied by procedures to ensure continuity and definition of roles.

### **2.9.5 AG Report**

Ugu received an Unqualified Auditor General's Report in the past three consecutive financial years and that subscribes to sound financial viability and management although there are numerous challenges which were emphasized by the Auditor General and are receiving management attention for permanent resolution.

These include amongst others.

- Creditors paid after 30 days of receipt of invoice or statement.
- Physical Asset verifications only done subsequent to year end.
- Unauthorised and Irregular Expenditure
- The municipality incurred water losses. Non cash backed unspent conditional grants.
- Fixed asset register not in terms of the guide.
- Lack of IT governance and security policies.

## 2.9.6 Budget Summary

Table 14 Bellow is a summary of the operating budget for 2012/2013 financial year. It must be noted that this budget is approved by Council.

Description R thousands	2008/9	2009/10	2010/11	Current Year 2011/12				2012/13 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
<b>Financial Performance</b>										
Property rates	–	–	–	–	–	–	–	–	–	–
Service charges	201 995	246 729	240 280	391 114	312 581	296 952	296 302	330 413	346 934	364 281
Investment revenue	10 748	9 885	6 161	10 983	2 000	1 900	1 900	2 000	2 100	2 205
Transfers recognised – operational	339 771	526 279	450 364	284 789	309 980	294 481	294 481	324 165	340 373	357 391
Other own revenue	114 654	148 610	153 836	8 045	7 489	7 115	7 399	8 560	8 989	9 438
	667 167	931 503	850 642	694 931	632 050	600 448	600 082	665 138	698 395	733 315
<b>Total Revenue (excluding capital transfers and contributions)</b>										
Employee costs	165 543	194 766	221 280	269 300	243 682	231 498	231 498	240 476	252 499	265 124
Remuneration of councillors	5 542	6 467	6 192	7 002	7 002	6 652	6 647	6 981	6 981	6 981
Depreciation & asset impairment	25 456	45 056	49 154	49 779	49 779	47 290	47 290	57 947	60 845	63 887
Finance charges	8 514	9 300	20 978	14 469	18 410	17 489	17 489	17 972	18 871	19 814
Materials and bulk purchases	24 646	31 047	31 839	44 480	42 872	40 728	40 228	45 438	47 709	50 095
Transfers and grants	215 869	215 869	145 715	108 222	115 585	109 806	109 806	114 758	120 496	126 521
Other expenditure	201 971	242 335	272 840	187 666	154 721	146 985	145 856	140 973	149 911	157 307

<b>Total Expenditure</b>	647 541	744 839	747 998	680 918	632 051	600 448	598 814	624 545	657 313	689 730
<b>Surplus/(Deficit)</b>	19 626	186 664	102 644	14 013	(0)	(0)	1 268	40 593	41 082	43 586
Transfers recognised – capital	–	–	–	–	–	–	–	306 882	322 227	338 338
Contributions recognised - capital & contributed assets	–	–	–	–	–	–	–	–	–	–
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	19 626	186 664	102 644	14 013	(0)	(0)	1 268	347 476	363 309	381 923
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
<b>Surplus/(Deficit) for the year</b>	19 626	186 664	102 644	14 013	(0)	(0)	1 268	347 476	363 309	381 923
<b><u>Capital expenditure &amp; funds sources</u></b>										
<b>Capital expenditure</b>	<b>233 033</b>	379 011	212 192	366 519	335 092	318 338	317 638	324 382	340 602	357 632
Transfers recognised – capital	<b>130 604</b>	261 457	110 319	310 196	295 066	280 312	279,383	306 882	322 227	338 338
Public contributions & donations	–	–	–	–	–	–	–	–	–	–
Borrowing	<b>16 056</b>	82 437	59 842	35 443	35 443	33 671	33 671	10 000	10 500	11 025
Internally generated funds	<b>86 373</b>	35 117	42 031	20 880	4 583	4 354	4 583	7 500	7 875	8 269
<b>Total sources of capital funds</b>	<b>233 033</b>	379 011	212 192	366 519	335 092	318 338	317 638	324 382	340 602	357 632
<b><u>Financial position</u></b>										
Total current assets	<b>348 174</b>	235 485	129 388	98 548	82 048	82 048	82 031	93 861	92 812	90 194
Total non current assets	<b>934 440</b>	1 252 405	1 407 324	1 348 412	1 312 876	1 317 320	1 316 430	1 577 477	1 656 348	1 739 163
Total current liabilities	<b>450 374</b>	370 312	321 970	277 649	255 450	233 139	232 389	235 604	238 680	241 976
Total non current liabilities	<b>139 700</b>	248 791	245 265	267 921	267 921	238 020	238 020	243 270	236 726	230 293

Community wealth/Equity	<b>692 539</b>	868 788	969 476	901 390	871 553	928 209	928 059	1 192 465	1 273 753	1 357 088
<b><u>Cash flows</u></b>										
Net cash from (used) operating	<b>201 388</b>	189 219	127 647	475 910	266 719	249 412	234 736	372 423	391 044	410 596
Net cash from (used) investing	<b>(236 219)</b>	(370 773)	(211 222)	(394 493)	(234 559)	(187 646)	(187 646)	(306 876)	(322 220)	(338 331)
Net cash from (used) financing	<b>8 995</b>	138 185	(27 447)	12 872	(15 841)	(15 841)	(15 841)	(17 172)	(18 031)	(18 932)
<b>Cash/cash equivalents at the year end</b>	<b>196 102</b>	152 732	41 710	470 574	58 028	87 634	72 958	106 402	157 195	210 528
<b><u>Cash backing/surplus reconciliation</u></b>										
Cash and investments available	<b>211 233</b>	152 732	41 710	13 311	22 311	22 311	22 302	20 551	21 578	22 657
Application of cash and investments	<b>212 058</b>	273 673	222 456	176 820	176 031	158 675	164 956	139 161	143 588	148 151
<b>Balance - surplus (shortfall)</b>	<b>(825)</b>	(120 941)	(180 746)	(163 509)	(153 720)	(136 364)	(142 654)	(118 610)	(122 010)	(125 494)
<b><u>Asset management</u></b>										
Asset register summary (WDV)	<b>918 685</b>	1 252 377	#REF!	1 348 388	1 312 852	1 317 297	1 577 456	1 577 456	1 656 328	1 739 145
Depreciation & asset impairment	<b>25 456</b>	45 056	49 154	49 779	49 779	47 290	57 947	57 947	60 845	63 887
Renewal of Existing Assets	–	–	–	–	–	–	–	–	–	–
Repairs and Maintenance	<b>30 519</b>	31 616	21 102	41 096	24 915	23 669	29 645	29 645	31 127	32 683
<b><u>Free services</u></b>										
Cost of Free Basic Services provided	<b>4</b>	4	4	40 930	43 084	43 352	47 739	47 739	50 126	52 632
Revenue cost of free services provided	<b>1</b>	–	1	85 114	89 593	94 309	99 272	99 272	104 236	109 448

<b><u>Households below minimum service level</u></b>											
Water:	85	82	80	78	78	78	76	76	74	72	
Sanitation/sewerage:	57	50	42	34	34	34	22	22	17	12	
Energy:	-	-	-	-	-	-	-	-	-	-	
Refuse:	-	-	-	-	-	-	-	-	-	-	



## Municipal Infrastructure Grant 2012/2013 Allocation

DETAILS		2011/2012	2012/2013	% Increase
National MIG Allocation		239 046 000	289 979 000	21.31%
Vat Recovered MIG		20 856 000		-100.00%
PROJECT CONSOLIDATE				
SANITATION IMPLEMENTATION				
Less : Allocated Expenditure		259 902 000	289 979 000	11.57%
<b>Capital – Grants</b>				
Motor Vehicle	Capex - Grants			
Computer Equipment	Capex - Grants	0		
Ugu District Sports Complex	Capex - Grants	0		
<b>Capital – Sanitation</b>				
Infrastructure Projects	Capex - Sanitation	18 500 000	27 200 000	47.03%
<b>Capital – Water</b>		197 243 835	211 533 424	7.24%
Infrastructure Projects	Capex - Water	197 243 835	211 533 424	7.24%
Administrative Assets	Capex - Water	0		

<b>Capital – Sanitation</b>				
Infrastructure Projects	Capex - Sanitation			
<b>Operational – Grants</b>		<b>44 158 165</b>	<b>51 245 576</b>	16.05%
Vulamehlo VIP's	Opex - Conditional Grants	5 400 000	11 000 000	103.70%
Umdoni VIP's	Opex - Conditional Grants	1 800 000	5 000 000	177.78%
Umzumbé VIP's	Opex - Conditional Grants	7 100 000	5 000 000	-29.58%
Eziqoleni VIP's	Opex - Conditional Grants	1 800 000	2 000 000	11.11%
uMuziwabantu VIP's	Opex - Conditional Grants	4 800 000	17 000 000	254.17%
Hibiscus Coast VIP's	Opex - Conditional Grants	6 000 000	6 895 891	14.93%
General Operational Expenditure ( Prog. Mgt Costs )	Opex - Conditional Grants	2 500 000	4 349 685	73.99%
Staff Salaries & Allowances	Opex - Conditional Grants	14 758 165		-100.00%
<b>AVAILABLE</b>		<b>-0</b>	<b>0</b>	-100.00%



## 2.10 KPA: SPATIAL AND ENVIRONMENT

### 2.10.1 KZN PGDS Strategic Framework

KZN PGDS Strategic Framework is amongst the key strategy that are informing Ugu's Growth and Development Strategy. The GDS will set a long term vision (20) year vision while the IDP will set the short to medium term vision (5). The table below represents the KZN strategic framework.



In January 2011, the review of the KZN PSEDS identified the following priority sectors in Ugu:

- **Agriculture and Land Reform**
  - Development of sugar cane & banana production potential on Trust land
  - Alignment of land reform initiative with opportunities presented by Fresh Produce Market
  - Expand agro processing capabilities bio fuels, bananas
- **Tourism**
  - Beach tourism
  - Golf tourism: upgrading and maintaining status of existing courses & related infrastructure
  - Expand on adventure & eco tourism opportunities: Oribi Gorge & Aliwal Shoal
  - Improve road network
  - Develop opportunities related to Margate Airport
- **Industry**
  - Port Shepstone Industrial townships: provision of world class infrastructure
  - Provide adequate affordable housing and related services
- **Services**
  - Formalise and plan St Faiths and Harding to position for investment
  - Provide adequate affordable housing and related services in towns.

### Ugu's Economic Growth drivers

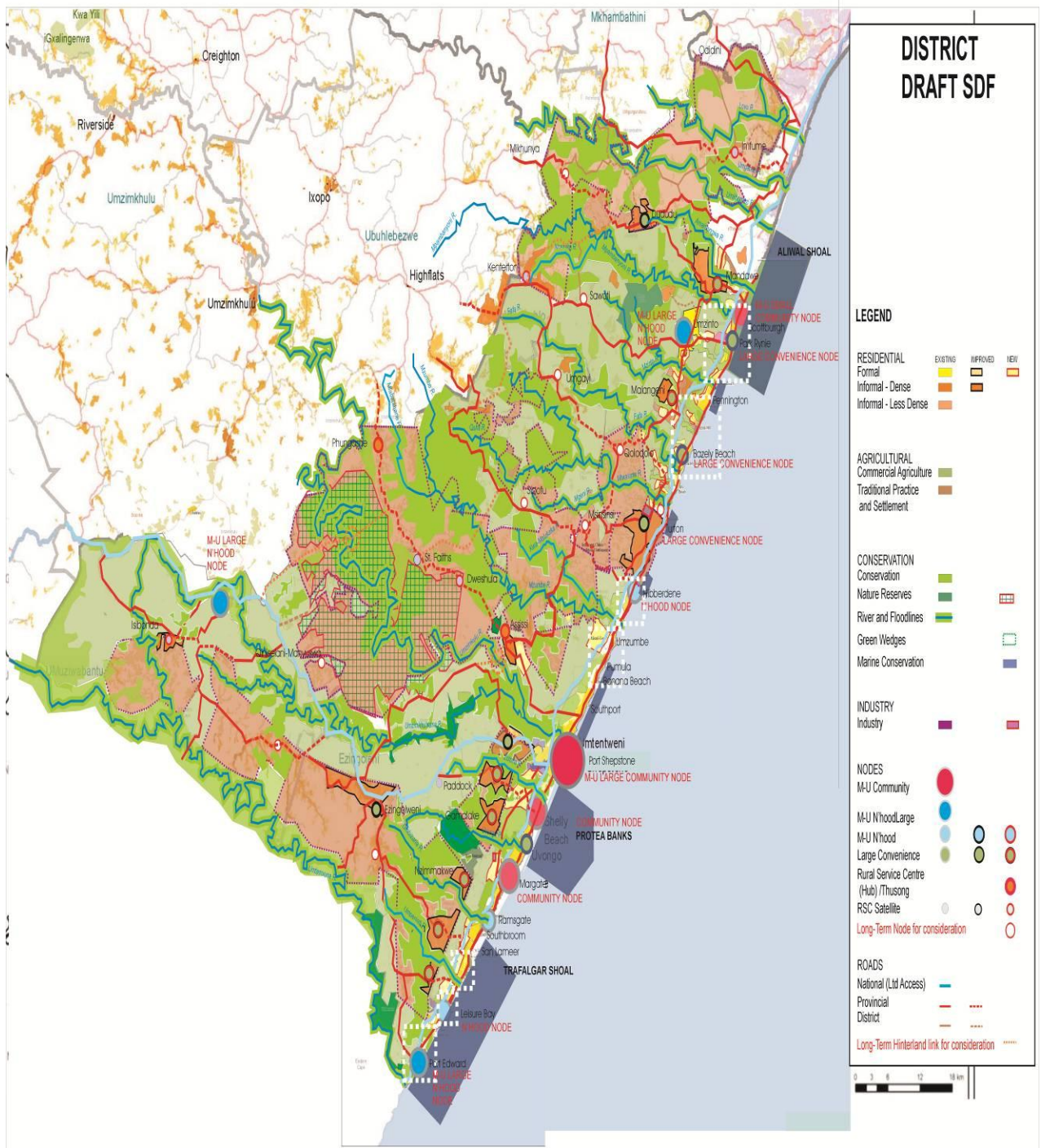
Through the GDS development process identified the following as the district Economic Growth drivers and proposed projects:

1. Strategic Infrastructure Investment
2. Education and Skills Development
3. Sectoral development, particularly agriculture & tourism, also manufacturing
4. Institutional Integration & Co-ordination

Key Economic Driver	Proposed projects
<ul style="list-style-type: none"> <li>• Objective 1: Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Rural Water Harvesting</li> <li>• Margate Airport expansion</li> <li>• Investigate subsidised bus transport/ inter-modal transport systems</li> <li>• Old Age Home</li> </ul>
<ul style="list-style-type: none"> <li>• Objective 2: Skills &amp; Education</li> </ul>	<ul style="list-style-type: none"> <li>• Schools development programme: social infrastructure, quality of teaching, curriculum, leadership, libraries</li> <li>• Revitalise and re-focus the FET college</li> <li>• Teacher training college</li> <li>• Ugu Sports Complex turned into a University of Technology / Innovation Centre</li> <li>• Re-introduce agriculture into education curriculum</li> </ul>
<ul style="list-style-type: none"> <li>• Objective 3: Sectoral Development</li> </ul>	<ul style="list-style-type: none"> <li>• Small farmer support (including access to funding_</li> <li>• Investigate a Special Economic Zone</li> </ul>

	<p>(EPZ/IDZ)</p> <ul style="list-style-type: none"> <li>• Upgrade beaches &amp; facilities &amp; tidal pools</li> <li>• Investigate incentive package for businesses</li> <li>• Procure locally – encourage local supply chains</li> <li>• Seasonal Event calendar</li> <li>• Rent Fresh Produce Margate to local Banana Farmers</li> <li>• Small craft harbour</li> <li>• Big 5 game reserve</li> <li>• Margate Olympic swimming pool</li> <li>• One-stop tourism shop / package product offerings</li> <li>• Food packaging locally &amp; agro-processing</li> <li>• Encourage the cut flower industry &amp; organic farming</li> <li>• Facilitate transition from subsistence to commercial farming</li> </ul>
<ul style="list-style-type: none"> <li>• Objective 4: Institution Building</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen district joint planning committee, visibility &amp; support, provincial participation</li> <li>• Planning scheme to be forward-orientated &amp; incentivised</li> <li>• Lobby TRANSNET re rail line extension &amp; upgrade</li> </ul>

## 2.10.2 SPATIAL DEVELOPMENT FRAMEWORK



This draft document provides a spatial overview of the entire district, and it will be essential that the spatial planning aligns to the long term growth and development planning undertaken in the GDS.

The SDF indicates the following nodes:

Primary Node	Secondary Nodes	Tertiary Nodes	Corridors
<ul style="list-style-type: none"> <li>Port Shepstone</li> </ul>	<ul style="list-style-type: none"> <li>Dududu</li> <li>Scottburgh</li> <li>Turton/Nyangwini</li> <li>Harding</li> </ul>	<ul style="list-style-type: none"> <li>Shobe</li> <li>Hluhluwe Kwamvula</li> <li>Nfontonto</li> <li>Thelawayeka</li> <li>Ncombololo</li> <li>Amandawe</li> <li>Umzinto</li> <li>Uswani</li> <li>Mthwalume</li> <li>Pennington</li> <li>Qoloqolo</li> <li>St Faiths</li> <li>Sipofu</li> <li>Morrisons Post</li> <li>Hibberdine</li> <li>Msinsini</li> <li>Phungasho</li> <li>Sunwich Port</li> <li>Ndewbu</li> <li>Margate</li> <li>Dweshula</li> <li>Trafalgar</li> <li>Munster</li> <li>Louisiana</li> <li>Port Edward</li> <li>Shibe</li> </ul>	<ul style="list-style-type: none"> <li>National/Provincial Linkages (N2) in blue;</li> <li>Primary Corridors (linking the settlement areas) in red;</li> <li>Secondary Corridors (coastal and hinterland) in orange; and</li> <li>Provincial Link (R56) in purple.</li> </ul>

### Nodal Development per cluster

Nodes can be viewed as clusters of development which in terms of infrastructure may place additional pressure on the infrastructure networks.

New nodes or nodes requiring substantial improvement	Types of Residential Development	Industrial Development	Tourism Development	Infrastructure
<ul style="list-style-type: none"> <li>Community Level Multi Use Nodes - Existing</li> <li>Neighbourhood Level Multi Use Nodes - Existing</li> <li>Small Neighbourhood Level Nodes - Existing</li> <li>Large Local</li> </ul>	<ul style="list-style-type: none"> <li>Formal Residential</li> <li>Informal Residential: Dense</li> <li>Rural Housing</li> <li>Rural Clusters</li> <li>Infrastructure Upgrading</li> <li>New Housing Projects</li> </ul>	<p>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</p>	<ul style="list-style-type: none"> <li>New resort development</li> <li>Linkages with beaches</li> <li>Nature based tourism</li> <li>Big Five Game Reserve</li> <li>Adventure Tourism</li> </ul>	<p>roads to be upgraded in order to strengthen the SDF.</p>



Convenience Cluster – Existing, Improve, New • Hub RSCs – New • Sattelite RSCs – New • Long Term – New		capacity and it is therefore important that the impact of these areas on existing and future bulk services networks be established.		
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### Major Projects

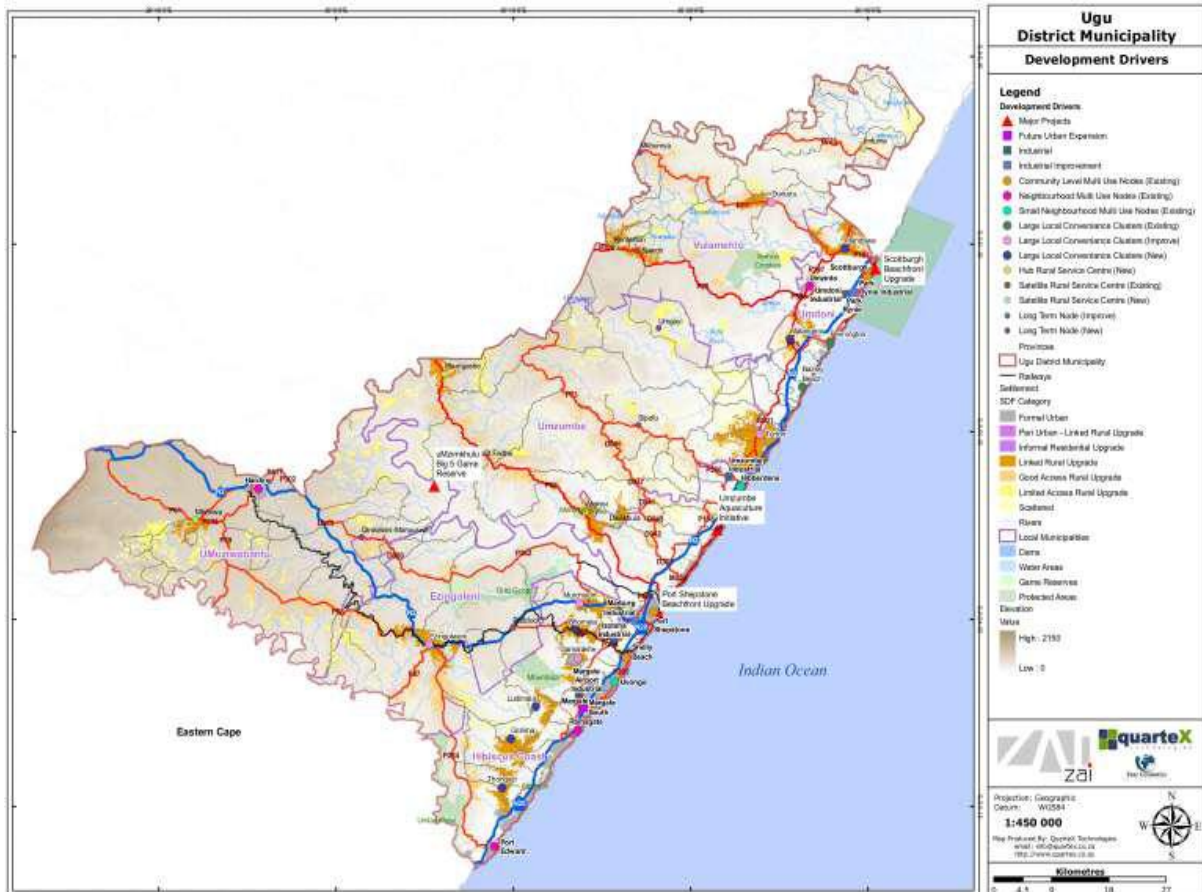
The SDF identifies and acknowledges a number of major projects proposed for the District. The projects are:

- 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 overlayed on the settlement classification (discussed in more detail in next section) and is presented on the map overleaf.



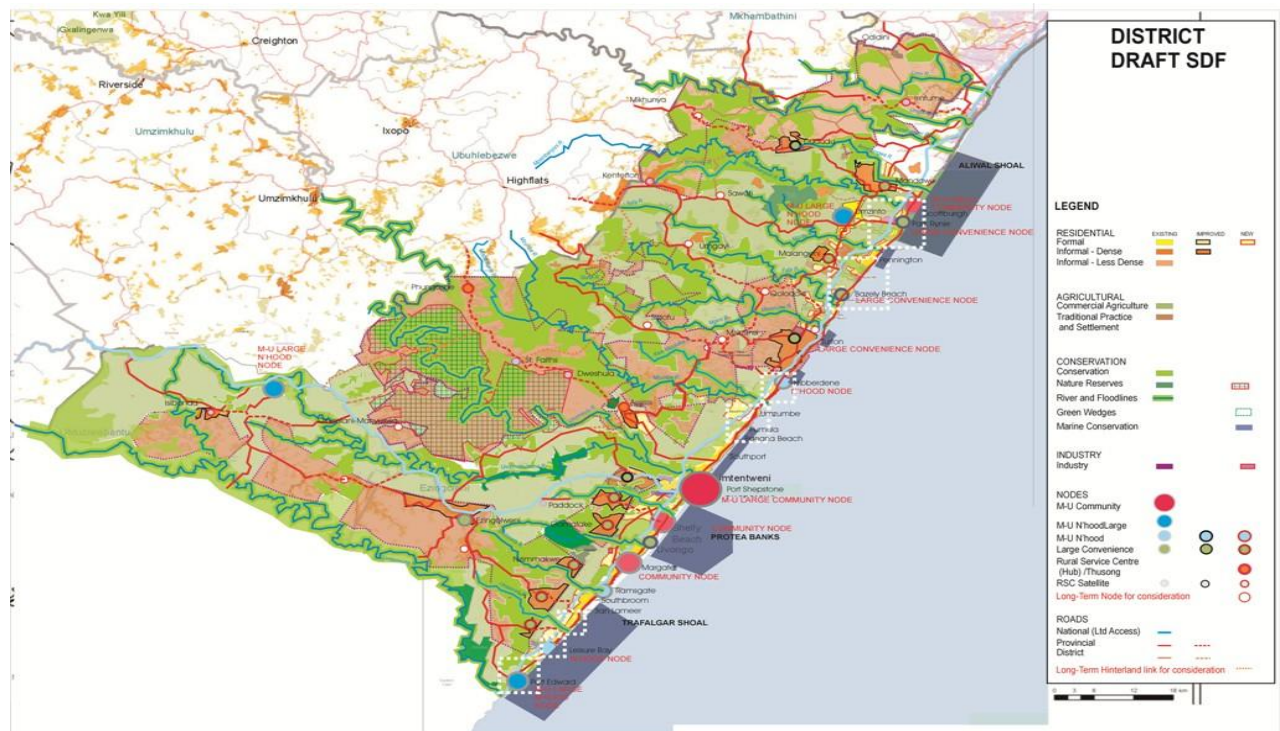
### Implications for Infrastructure Delivery

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.

### District Conservation Area



## District Nature reserves



### 2.10.3 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 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

## 2.10.4 Environmental Management

### 2.10.4.1 Physical Environment

#### TOPOGRAPHY

Rises from sea level to inland plateau

**Rivers:** Umzumbe, Ifafa, Mthwalume, Mzumbe, Mzimkhulu, Mthemtweni, Umzimkhulu, Umzimkhulwana Mthamvuna.

**Bordering rivers:** Umkomaas and Umthamvuna

#### GEOLOGY AND SOILS

**Most likely parent geological material along the coast includes:** Dwyka Series occurring south of the Mkomazi River, inland from the Mthwalume River to the Ifafa River, south of the Mzimkhulu River and north of the Mthemtweni River. Slight-moderate erosion occurs

**Alluvial deposits:** along estuaries and river flood plains, highly productive soils ranging from sandy through loamy to clay deposits, rich and humus, prone to extensive development pressure for cultivation activity

**Sands:** overlaying the bluff beds are berea red sands representing the old dunes. – north of Sezela, south of Mpambanyoni and south of Mkomaa rivers. Sands colour generally range typically from white to gray, red or brown to 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

## LANDCOVER

**According to CSIR's "Standard Land-cover Classification Scheme for Remote Sensing Applications":** Sugar cane and smallholdings penetrate the land in the Northern sub-region-limited to no more grassland left in the primary and secondary boundaries of the sub-region except on the Southern Sub-Region, west of Port Shepstone, Shelly Beach and Port Edward.

## THE COAST

**Length of strip:** 112km, covering Umdoni, Umzumbe and Hibiscus Coast local municipalities

**Estuaries:** 36 estuaries

**Development:** Coastal corridor is relatively well developed with hard and bulk infrastructure; light industries on the south focused around Port Shepstone, Marburg areas and Margate airport as well as Scottsburg-Park Rynie on the North.  
Intensive residential and holiday resorts developments

**Risks and vulnerabilities:** highly vulnerable due to development and sea level rises. CVI suggests precautionary measures on the high to moderate risk areas

## BIODIVERSITY AND CONSERVATION

**Environmentally sensitive areas:** 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

**Wetlands:** under severe, inappropriate development pressure, wetland habitats being replaced by developments

**Vegetation:** various indigenous communities being overtaken by invasive alien plants

**Protected areas:** Vernon Crookes, Mpenjati, Oribi Gorge, Umtamvuna and Mbumbazi Nature Reserves under EKZNW. Thoyane Game Park is being proposed in Vulamehlo municipality. There are others under private ownership.

### Air quality management

Issue	Challenges	Current interventions	Recommended interventions
Air pollution		Air pollution monitoring (SO <sub>2</sub> , NO <sub>x</sub> , CO <sub>2</sub> and PM <sub>10</sub> )	
Air pollution and poverty	Lack of knowledge in terms of pollution, high usage of domestic fuel, poor indoor air quality	Small scale passive assessment in Harding, Port Shepstone and Park Rynie (in-door and ambient)	-Continuous passive sampling, -Awareness campaigns in communities. -Projects to reduce air

			quality related environmental and health risks.  -Pilot projects for poor households e.g. Basa nje ngoMagogo and other innovative projects
<b>Regulatory instruments for air quality management</b>	Lack of regulatory strategies for industries and human and technical capacity	Atmospheric Emissions Licensing (AEL)	-Air quality by-laws, law enforcement and compliance  -Air quality management plan

### Alien invasive plants management

Issue	Challenges	Current interventions	Recommended interventions
<b>Invasive alien plants and emerging weeds</b>	Invasion of ecosystems by alien plants. This a threat to food security and environment at large	-Community programmes viz. greening initiatives to enhance green spaces, promoting the "planting of the indigenous to replace or counteract the invasive alien.	Development of IAS Management Plan
<b>Public awareness and stakeholder engagement</b>	Extent of knowledge and awareness on invasive alien species	Education and awareness campaigns – schools and communities  EKZNW's stewardship programme  Invasive Alien Species Forum for stakeholder engagement	
<b>Invasive alien plants projects</b>	Lack of funding for management and the eradication of Invasive Alien Species (IAS)  Integrated and localised data for decision-making	Partnership with and support to local conservancies  Clearing projects by departments, EKZNW and conservancies	Sourcing of funds through EPWP programme for the municipality to stimulate green economy through creation of green jobs and beneficiations  Support and funds directed to local conservancies and environmental NGOs as they also undertake clearing projects
<b>Disaster management</b>	Ugu being a fire prone district	Disaster management plan and initiatives	Veld fire management programmes to focus on invasive alien plants as well

### Environmental impact management

Issue	Challenges	Current interventions	Recommended interventions
<b>Environmental</b>	Uncoordinated	Whistle blowers reporting	A coordinated response

compliance by infrastructure projects	measures/responses to negative environmental impacts caused by infrastructure projects  Limited compliance to the projects in terms of environmental management	Education on Environmental legislations  Development of Environmental Management Framework	measures and full compliance of all projects to Environmental legislations  Generic environmental management plan
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### Coastal management

Issue	Challenges	Current intervention	Recommended interventions
Coastal development	Sea level rises associated with climate change effects resulting to coastal disasters	Draft Coastal Vulnerability Index (CVI)	Fast-track the drawing up the setback line for both urban and rural coastal areas
Institutional requirements	Lack of funding for the development of Coastal Management Plans, Estuarine Management Plans	Estuarine management plan being developed for estuaries falling within protected areas  Coastal management committees in place and functional	Funding to be made available in order to enable the municipality to fulfil this statutory requirement
Research and development	No focus on research regarding coastal processes and adaptation ability of the municipality in the face of climate change and its effects on the coast	Current CSIR's study on the readiness of coastal local government to adapt to and mitigate climate change effects on the coast	Local government to establish research and partner with research institutions (UKZN, CISR, etc)
Poverty alleviation		Short-term EPWP projects viz. estuaries cleaning and management (Ugu), Working for the Coast Project (DEA), Subsistence Fisheries Data Capture project (EKZNW)	Successive sustainability of projects

### Climate change

Issue	Challenges	Current interventions	Recommended interventions
Climate change	Direct and indirect negative effects of climate change, viz. natural disasters,  Effects of climate change on communities and sectors, some that facilitate economic growth e.g. agriculture, health, rural communities,	<b>Internally:</b> environmental policy that promotes Green offices and green procurement  <b>Local level:</b> Education and awareness in Climate change adaptation  Small scale mitigation interventions like greening initiatives, viz. • planting of indigenous trees,	An organisation that is conscious of sustainable environment.  Allocation of funds to long-term initiatives like renewable energies, cleaner production technologies, more studies in relation to human health adaptation and agricultural practices.



	environment and tourism	<ul style="list-style-type: none"> <li>enhancement of green spaces and</li> <li>establishment of green corridors that act as carbon sinks,</li> </ul> <p><b>Provincial level:</b> Provincial risk assessment study that focuses on risks, vulnerabilities, opportunities or possible areas of intervention per sector.</p> <p><b>National Level:</b> Policy approach - White Paper on Climate Change</p> <p><b>International level:</b> COP 17 and Green Fund</p>	<p>Science based policies and strategies that will influence clear roles and responsibilities government and private sector</p> <p>Realisation of the Green Fund in order to address climate change effects and invest in Green Economy</p>
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### Waste management

Issue	Challenges	Current interventions	Recommended interventions
Waste collection services, waste minimisation	<p>Limited waste management in local municipalities</p> <p>Absolutely no waste management service in rural areas</p>	<p>District integrated waste management plan</p> <p>Support local municipalities</p> <ul style="list-style-type: none"> <li>Recycling programmes</li> <li>Waste management Education and awareness</li> <li>Waste recycling schools projects</li> </ul>	<p>Extension of refuse removal to un serviced areas in all municipalities and even in rural areas</p> <p>Implementation of Basic Refuse Removal to all local municipal</p> <p>Development of green jobs-recycling, alternative energies</p> <p>Focus on waste minimization initiatives, starting with education and infrastructure</p>

### Environmental Strategic planning

Issue	Challenges	Current interventions	Recommended interventions
Strategic planning and environmental management tools	<p>Inadequate strategic environmental management tools</p> <p>Human resource capacity in LMs – no environmental offices</p> <p>Capacity strains with the Ugu environmental personnel</p>	<p>Ugu Integrated waste management plan, Umuzwabantu and umdoni Strategic Environmental Assessments, District Environmental management Framework, Biodiversity regional plan, and Mpenjathi estuarine management plan, Ugu Environmental management policy</p> <p>Ugu District staff is supporting LMs</p>	<p>To adopt all SEA in 2012 and EMF Biodiversity plan in 2013.</p> <p>To develop an District air quality management plan</p> <p>Implementation of all current and upcoming plans</p> <p>Local municipalities to make a bold decision to establish environmental management offices</p>

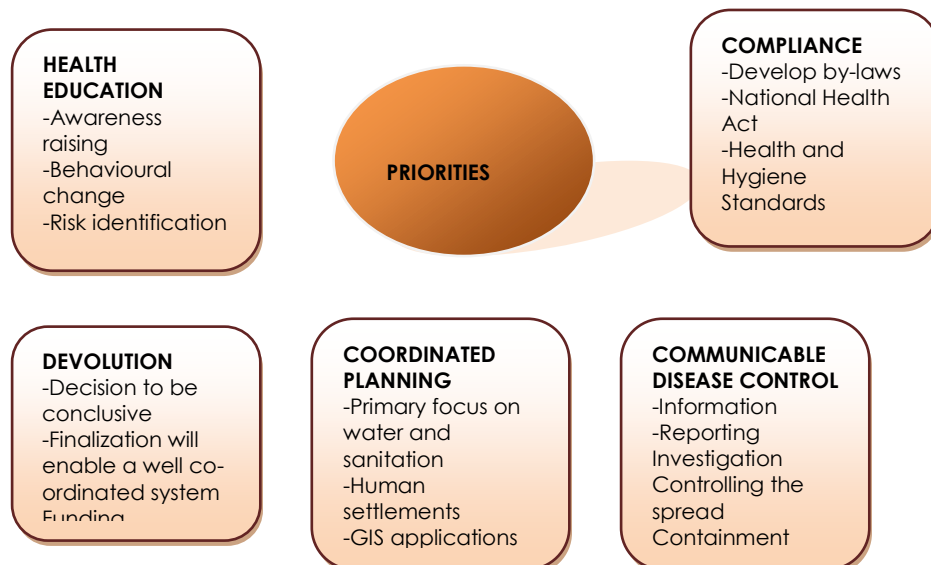
### Education, Awareness and Training

Issue	Challenges	Current interventions	Recommended interventions
Education in schools	High schools not very active in environmental education which should also influence their career focus  Declining finances for education	Schools programmes: <ul style="list-style-type: none"> <li>• Adopt a wetland</li> <li>• Eco-Schools</li> <li>• Environmental calendar days</li> <li>• Career guidance</li> </ul>	Intensify and sustain all programmes  Career guidance especially focusing on the scarce skills and specialist fields of environmental management  Curriculum review by the Dept of Basic Education and FETs to keep up with current environmental issues
Education in communities	Declining finances for education	Community information sessions Public campaigns	Local community conferencing
Partnerships as per Local Agenda 21		Ugu Environmental Education and Awareness Forum formed through partnership with private sector, public entities, sector departments and other interested parties	
Internal education	Not much taken on education invested internally  Waste minimisation project currently not sustainable	Green offices through: <ul style="list-style-type: none"> <li>• Paper, plastic and can recycling</li> <li>• Education and awareness with cleaning services</li> </ul>	Policy implementation  Intensification of education with staff, political leadership, contractors, business partners, customers and visitors.

### Problem animal management

Issue	Challenges	Current interventions	Recommended interventions
Invasive bushpigs	Invasion of communities by wild pigs resulting in destruction of agricultural produce	Stakeholder engagement with EKZNW, local municipalities, traditional structures	Funding for EPWP programme to engage communities to manage / capture problem animals  Policy and strategy approach
	Whose mandate is it?		Ownership of problem animal mandate

### 2.10.4.2 Environmental Health Services



## 3.CHAPTER: DEVELOPMENT STRATEGIES

### 3.1 Vision and mission

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



#### **Vision**

**A place where everyone benefits equally  
from socio-economic opportunities and  
services**



#### **Mission**

**To create an enabling environment for social and economic  
development resulting in the provision of quality drinking  
water and access to decent sanitation by ensuring  
community participation and co-ordination of the  
public and private players**

### 3.2 Development Priorities

The following development priorities were identified through Ugu's Strategic Planning session which was held in March 2012.

No	Priorities	Voting
1.	Infrastructure Investment (Roads, Water, Sanitation, Electricity, Housing )	59
2.	Economic and Sectoral Development (Job Creation, Employment, LED Projects, Tourism, Agriculture, Rural development )	25
3.	Financial Viability (Clean Audit, Corruption)	13
4.	Education and Skills development (Skills Development, Education )	11
5.	Institutional Integration and Coordination (Institutional development, review of Organogram, Workforce, Principles development)	5
6.	Centralised planning	2
7.	Reduce HIV & Aids	1
8.	Clean Environment	1
9.	Peace and Stability	1

### 3.3 Strategic Priorities,

From the Vision and Mission the following organisational Strategic Objectives were derived from the departments in line with the KPA, while the priorities were derived from the strategic planning sessions, SCOPA, MTSF, Municipal operation and other legislative mandates. Below are tables that represent the Strategic Objectives and Priorities.



### 3.4 Objectives, Strategies and Priorities

OBJECTIVE	STRATEGY	PRIORITY
1. To create a conducive environment for participatory development	To coordinate and facilitated capacity building workshops for Ward Committees members	1. Community participation and communication
	To coordinate study group sessions between Ugu Top Managers and Executive Committee members	2. Improve political and administrative relations
	To develop a risk management strategy To review risk management charter	3. Address risk and corruption and clean administration
	To coordinate, facilitate and align planning activities in the District Family of municipalities	4. Centralised planning
	To ensure that SDBIP and PMS are in place, reviewed, monitored and aligned to the IDP	5. Improve performance management and service culture
	To coordinate and facilitate programs under Operaion Sukuma Sakhe	6. Address social ills of the vulnerable groups
	To ensure that PMS Management Framework is in place and adhered to	7. Compliance with policies and legislation
2. To build and strengthen the administrative and institutional capability of the Municipality	To reduce staff turnover and to ensure that there are qualified personnel in critical post and to ensure that service delivery is at a required standard.	8. Filling of Critical Vacancies
	To: <ul style="list-style-type: none"> <li>• Coordination of Integrated Institutional Capacity for Disaster Management</li> <li>• Review and Consolidate Plans and align with the IDP</li> <li>• Facilitate and support LM on risk assessment, risk reduction and risk preparedness coordination</li> <li>• Coordinate district fire fighting services and support shared service</li> <li>• Management of response and recovery processes</li> <li>• Coordination of communication and information management and undertake survey to project the future</li> <li>• Coordination of education, training, education, public awareness programs</li> </ul>	9. Mitigation and prevention of disaster risks

	<ul style="list-style-type: none"> <li>• Create awareness &amp; impart knowledge on disaster management amongst the community leaders</li> </ul>	
	<ul style="list-style-type: none"> <li>• To have a sound IDP infrastructure through acquiring backup servers</li> </ul>	10. IT Infrastructure
	<ul style="list-style-type: none"> <li>• To have complete control of IT environment policies</li> </ul>	11. Sound It Governance
	<ul style="list-style-type: none"> <li>• To conclude contracts with service providers that allow training of unemployed youth with IT skill, particularly ERP for future support to the organisation.</li> </ul>	12. Reduce dependency on consultants
	<ul style="list-style-type: none"> <li>• To keep abreast with latest technology and developments</li> </ul>	13. IT Technology Trends
	<ul style="list-style-type: none"> <li>• To maintain the property asset register up to date and transfer identified properties to the municipality</li> </ul>	14. Asset Management
3. To develop and maintain a financially sustainable organisation that achieves full compliance with legislation	To ensure that sufficient cash resources are available to cover current liabilities	15. Financial Recovery Plan
	To ensure that Ugu's reporting complies with the applicable legislation and regulations	16. Compliance to legislation, regulations and Ugu's Policies
	To ensure that all matters raised in the AG's Management letter and Audit report is addressed and resolved to the AG's satisfaction. To ensure that no matters are raised in the AG report as matters of emphases.	17. Clean Audit
	To refine and automate the rotation process for suppliers and to ensure that the new supply chain management and legislations and regulations are implemented promptly.	18. SCM Management
	To ensure that only valid, budgeted and necessary expenditure are incurred and to minimise expenditure to enhance cash flow.	19. Expenditure Management
	To ensure that all revenue due are billed correctly and only valid and correct bills are distributed to enhance cash collection and improve cash flow.	20. Revenue Management
	To ensure that there are no unauthorised budget expenditure	21. Funded Budget
	To ensure a correct and complete GRAP compliant asset register. To ensure that all assets that can possibly be ensured are adequately insured	22. Asset Management
	To ensure sound financial management	23. Financial Management
4. To create a conducive	To increase the number of Tourists visiting Ugu District by 20% by 2017 To Raise awareness around economic and social benefits of Tourism To encourage the capability and ability of local communities to become	24. Development of economic sectors

environment for economic growth and job opportunities	involved in Tourism Sector To encourage development of new tourism products including hinterland To upgrade current products to meet new and changing tourists demand To promote and support Sport Tourism To promote and support Film Industry To increase support provided to subsistence level/ food security producers	
	To facilitate and support investment in ICT infrastructure in Urban and Rural Areas To Maintain, Upgrade existing and establish new Industrial Areas	25. Core-generation (electricity, ITC )
	To leverage product markets opportunities within the Tourism Sector. To ensure that existing Agricultural Industries maintain To facilitate access to land for Agricultural Purposes To Strengthen/support existing industries To Marketing of Ugu industry and its industrial opportunities	26. Inward investment attraction and retention
	To Strengthen LED institutional co-operation mechanisms To increase the marketing geographic spread of existing Marketing Centre's To facilitate industry development To Facilitate and support growth and investment in the sector To promote Enterprise Development To facilitate job creation through LED Initiatives To Conduct Research and Keep Database on Economic and Poverty Figures To Improve production To identify and support Agro-Processing Opportunities	27. Enterprise development
5. To provide access to sustainable quality drinking water and sanitation services	To develop and implement Programs to build economic and social infrastructure	28. Infrastructure investment
	To supply basic level of services to all residents. (universal access to water and sanitation)	29. Backlog reduction (water and sanitation)
	To supply safe drinking water to all residents.	30. Water quality
	To implement effective Asset management.	31. Maintenance of water and sanitation infrastructure

	To use the electricity resources as cost effective as possible.	32. Energy management
	To ensure optimal utilisation of vehicular resources.	33. Fleet management
6. To develop and promote an integrated sustainable environment	To educate and promote behavioural change in environmental management and health and hygiene	34. Environmental and Health Education
	To ensure Ugu projects adhere to environmental legislation	35. Environmental Compliance of Ugu water and sanitation projects
	To coordinate environmental programs , monitor state of environment to ensure sustainable development	36. Clean, safe and sustainable environment for communities
	To ensure adherence to environmental health legislation and standards	37. Enforcement of health and environmental legislation
	To develop a centralised shared services model linked and aligned to the needs and challenges. To review and enforce Service Level Agreements. To Develop of shared services strategic plan to work according to pre-determined objectives;	38. Developmental planning and shared services
	To close the spatial disparities between the urban and rural	39. Spatial planning



## **3.5 SECTION B: HIGH LEVEL DEVELOPMENT FRAMEWORK**

### **3.5.1 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:-

#### **Diagnostic Report Key Challenge” from the National Planning Commission**

1. Too few people work,
2. The standard of education for most black learners of poor quality,
3. Infrastructure is poorly located, under-maintained and insufficient to foster higher growth,
4. Spatial patterns exclude the poor from fruits of development,
5. The economy is overly and unsustainably resource intensive,
6. A wider spread disease burden is compounded by a falling public health system,
7. Public services are uneven and often of poor quality,
8. Corruption is widespread,
9. South Africa remains a divided society

#### **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.

## **Key Mandates and Resolutions**

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

- Municipal Transformation and Institutional Development
- Local Economic Development
- Basic Service Delivery and Infrastructure Investment
- Financial Viability and Financial Management
- Good Governance and Community Participation
- Spatial Planning and Environmental Management

### **Medium Term Strategic Framework**

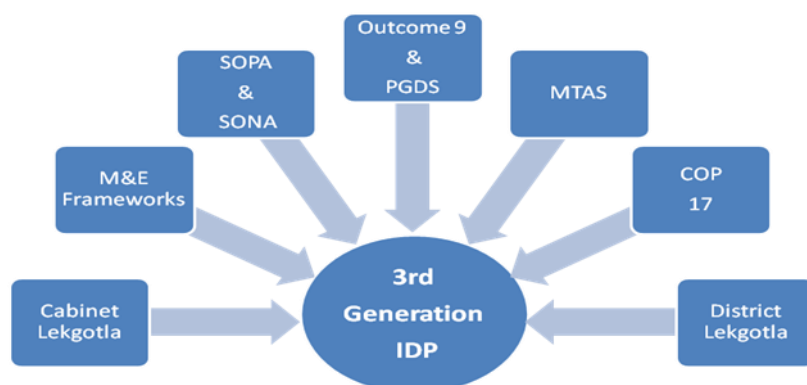
1. Speeding Up Growth and Transforming the Economy To Create Decent Work And Sustainable Livelihoods
2. Massive Programme To Build Economic And Social Infrastructure
3. Comprehensive Rural Development Strategy Linked To Land and Agrarian Reform and Food Security
4. Strengthen the Skills and Human Resource 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,

### 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;

### 3.5.2 IDP Management Plan /Outcome based approach for 3<sup>rd</sup> generation IDP's

Our IDP will be based on the following approach as prescribes by COGTA as well as the community needs.



### SONA and SOPA

<b>National Development Plan/ Priorities (SONA)</b>	<b>KZN Provincial Priorities (SOPA)</b>
<ol style="list-style-type: none"> <li>1. Creating jobs and livelihoods,</li> <li>2. Expanding infrastructure,</li> <li>3. Transitioning to a low-carbon economy,</li> <li>4. Transforming urban and rural spaces,</li> <li>5. Improving education and training,</li> <li>6. Providing quality health care,</li> <li>7. Building a capable state,</li> <li>8. Fighting corruption and enhancing accountability,</li> <li>9. Transforming society and uniting the nation,</li> </ol>	<ol style="list-style-type: none"> <li>1. Rural development and agrarian reform</li> <li>2. Creating decent work and economic growth</li> <li>3. Fight crime and corruption</li> <li>4. Development of human capability and education</li> <li>5. Creating healthier and sustainable communities</li> <li>6. Nation building and good governance</li> </ol>

## EXCO Lekgotla Resolutions

The last 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 influences the implementation process of the municipality falling amongst the key policy directives and mandates.

## 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.

The table 15 bellow represent the areas that were identified as priorities since the 2010/2011 IDP review and have been reviewed for the year 2012/2013.

Problem Statement	Solution
Accelerate economic growth within the framework of our LED strategy, so as create an enabling environment for job creation.	The District Growth & Development Strategy is in the process of being developed.
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.	<ul style="list-style-type: none"> <li>Finalize the Eskom power supply negotiations</li> <li>Bulk funding from Umngeni for extensions to Umzinto, Mathulini, Pennington and South Coast main.</li> <li>Upgrade of power supply by Eskom for Umtamvuna/Ezingoleni/Florida system</li> </ul>
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.	<p>Intervention required from other sector department</p> <ul style="list-style-type: none"> <li>Bulk funding for Vulamehlo water scheme, kwaLembe by DWAF/Province.</li> <li>Upgrade of power supply by Eskom</li> <li>Cooperation form both eThekweni &amp; Sisonke &amp; Umgungundlovu.</li> <li>Fast racking Eskom Kenterton power supply upgrage</li> </ul>
Recruitment of skilled personnel in the filled of artisans and enhancement of skills development within the existing employees for upward mobility.	the municipality to have a Reviewed and adopted WSP aligned to Skills Audit that is approved and adopted by Council
Enhancing our revenue collection by reviewing revenue management system.	The municipality to have an adopted revenue enhancement strategy in place, including implementation and Increase debt collection to 85%.
Effective management of all assets in our disposal	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.
Credibility and transparency in our supply chain management.	<ul style="list-style-type: none"> <li>To increased work awarded to SMME's from 28% to 31% ,</li> <li>Trained SCM practitioners on SCM processes and procedures</li> <li>workshop the adopted policies and procedures internally and externally</li> </ul>
Deepen democracy through a refined Ward Committee	have all ward committees functioning 100%. For us to

model.	<p>achieve the 100% functionality of the ward committees we need the following:</p> <ul style="list-style-type: none"> <li>• Funding</li> <li>• Create an administrative position to capacitate the District Speakers' Office to administratively coordinate ward committees.</li> </ul> <p>The intervention required from sector departments include:</p> <ul style="list-style-type: none"> <li>• Communication with LGSETA on Ward Committee training fund</li> <li>• Standardized training by the Dept which has units standards and SETA accredited</li> </ul>
Intensify efforts in our consultation with the public and engagement with broader range of civil society as well as Traditional Leadership structures.	Review, adopt and implement the Communication Strategy.

### OUTCOME 9:

(A Responsive, accountable, effective and efficient local government system)

Local Government is a key part of the reconstruction and development effort in our country. The aims of democratizing our society and growing our economy inclusively can only be realized through a responsive, accountable, effective and efficient Local Government system that is part of a Developmental State. Root causes for some of the problems include:

### 7 OUTPUTS FOR OUTCOME 9

Output 1: Implement a differentiated approach to municipal financing, planning and support

Output 2: Improving access to basic services

Output 3: Implementation of the Community Work Programme

Output 4: Actions supportive of the human settlement outcome

Output 5: Deepen democracy through a refined Ward Committee Model

Output 6: Administrative and financial capability

Output 7: Single window of coordination

Alignment of **UGU's TEN POINT PLAN** to Output of outcome 9

1. 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. Output 2
2. 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. Output 2

3. Intensify efforts in our **consultation with the public** and **engagement** with broader range of civil society as well as Traditional Leadership structures. Output 5
4. Improving on our **communication systems** and complaints management Output 5
5. **Recruitment of skilled personnel** in the filled of artisans and enhancement of skills development within the existing employees for upward mobility. Output 6
6. Enhancing our **revenue collection** by reviewing revenue management system Output 1 & 6
7. Put more efforts to achieve a **clean audit status** Output 6
8. Effective **management of all assets** in our disposal Output 6
9. **Credibility and transparency** in our **supply chain management**. Output 6
10. Accelerate **economic growth** within the framework of our LED strategy, so as create an enabling environment for job creation. Output 3

### **17<sup>TH</sup> CONFERENCE OF PARTIES (COP 17) ON CLIMATE CHANGE – COP 17 and beyond**

Local governments, as recognised in the Local Agenda 21 of the Rio Summit (1992) as “the government closest to the people, recognised the need to adopt an adaptation charter that would guide them in making sustainable development realised. The following is the summary of the undertakings of the local governments of 04 December 2011.

- Local government development strategies and spatial development frameworks to be mainstreamed within the climate change adaptation charter. These include spatial development framework and a myriad of development strategies.
- Climate change risks through conducting impact and vulnerability assessments should be well understood.
- Preparation and implementation of integrated, inclusive and long-term local adaptation strategies designed to reduce vulnerability and such will secure infrastructure and capital investment through the application of environmentally friendly and climate smart methods.
- Ensuring that adaptation strategies are aligned with mitigation strategies in order to promote cost-effective and sustainable solutions, and limit increases in the production and release of greenhouse gases into the atmosphere.
- Promotion of the use of adaptation that recognises the needs of vulnerable communities and ensuring of sustainable local economic development.
- Prioritization of the role of functioning ecosystems as core municipal green infrastructure, known as Ecosystem-based Adaptation (EBA).
- Accessibility of direct funding opportunities. This calls for the support of creation of a local adaptation thematic window in the Green Climate Fund, and in so doing we will seek the support of national governments and multilateral funding institutions.
- The development of an acceptable, robust, transparent, measureable, reportable and verifiable (MRV) register.

- Promotion multi-level and integrated governance and advocate for partnerships with sub-national and national governments on local climate action.
- Promotion of partnerships at all levels and city-to-city cooperation and knowledge exchange.

**Indicators, targets and monitoring mechanisms for the outputs and support needed.**

<b>PRIORITY AREA/INDICATORS</b>	<b>INDICATORS</b>	<b>TARGETS</b>	<b>BLOCKAGES</b>	<b>SUPPORT NEEDED IN TERMS OF UNBLOCKING</b>
Access to basic (or higher) water	Nr of households with access to basic (or higher) water	50% reduction in usage of water tankers Finalize the eskom power supply negotiations The interlink to address the water resource constraint will be 80% complete 30/12/2012	Power Supply	Electricity supply and funding
	UMzimkhulu augmentation project escalations and shortfall on loan funding- R100M	Secure funding for the upgrade 30/12/2012	Lack of funds	Funding
Access to basic (or higher) sanitation	Nr of households with access to basic (or higher) sanitation	4 Condition & performance assessment on the completed systems 50% of the 4 planned plant upgrades will be completed (uvongo, mbango,Scottsburg, shelly beach) 10% improvement in compliance 30/09/2012	Position of Process Manager omitted in the organogram review – status quo remains	DWA to fastrack the training and facilitation for operators and Process Officers
Access to free basic water	Nr of households with access to free basic water	Source funding for the construction of Port Shepstone & Murchison Reservoir 100% refurbishment of Albersville reservoir 30 June 2013	Funding	Funding for bulk storage for water security
Access to free basic water	% reduction of water pipe burst	Reduce pipe bursts by 30% NRW loss-40% 30 June 2013	Funding	Grant funding for pipe replacement in poor revenue source towns such as Harding.  DBSA prioritize secondment /placement of for control centre and leakage project

Cashflow management	Improved cashflow management	Improved Cash flow over the next 6 months [Current Assets greater than current liabilities] All conditional grants to be fully cash backed.	The cash flow position has not improved and	None
Integrated development planning	Registration of planners	All current planners registered as per the Planning Professions Act 3 Registered planners secured and recruited for all municipalities 30/03/2013	Planners have difficulties getting signatures from registered planners	DCOGTA to assist with identification of suitable registered mentors DCOGTA- facilitate appointment of registered planners
Public Participation	% of functional ward committees in terms of the new model	Source funding Create an administrative position to capacitate the District Speakers' Office to administratively coordinate ward committees effectively & efficiently dependant on funding sourced Source standardized training	100 % functional and operational Ward committees	LGSETA to provide standardized training which has units standards and is SETA accredited Cogta to finalize on cellphones and R1000-00 stipend for ward committees
Enabling environment for growth and development	DGDS strategy adopted	Adoption of GDS by 31/12/2012	Draft District Growth & Development Strategy	Participation of all LMs in the Project Technical Teams & PSC Participation of relevant gvt dpts by providing inputs/ comment on the DGDS
	LED Awareness	Ensure sitting of meetings quarterly Ensure coverage & update of LED issues in the Newsletter & website	Ongoing	GCIS to ensure coverage of the LED issues in their own publications
Enabling environment for growth and development	Timber Beneficiation	<ul style="list-style-type: none"> <li>Lead in mobilizing additional resources for implementation of Skills development Plan for the industry. 30/12/2012</li> </ul>	Furniture Cluster Established. Targeted technical training done. Furniture Common Shared Manufacturing Facility Business Plan developed.	Department of Higher Education and relevant SETA. Secure funding to develop a business plan from DEDT.
	Number of partnership agreements initiated with other local economic development programmes	Coordinate the implementation of the programme.	30 contractors completed Construction Management NQF level 2 training Improvement in the quantity and rand value of contracts awarded to emerging contractors	Local Municipalities to also adopt the programme and provide work opportunities within their procurement.



Enabling environment for growth and development	Number of municipalities planning, packaging and implementing LED and cooperative initiatives	Coordinate training of cooperatives in all municipalities. Facilitate & encourage the amendment of procurement policies within the family of municipalities and government departments Encourage private sector to procure from co-operatives 30/03/2012	Technical Training and Cooperative training implemented for 50% co-ops Improvement in the quantity and rand value of goods and services procured from cooperatives.	Financial Support of training intervention by DEDT and DTI. LED officers from LMs, DEDT, CDWs & Esayidi FET to continue with the provision of training Buy-in from LMs and government sector in developing and implementing targeted procurement policies for co-operatives
	Land For Development to stimulate Investment	Implementation of the Land Acquisition Strategy and alignment of the strategy with the outcomes of the SDF and LUMS	Investment Projects priorities adopted by Exco. Facilitation of at least one Investment project through the strategy	The Moratorium on the sale of Municipal land and buildings be enforced. The Expropriation Act must be strengthened and properly work-shopped to all municipalities. Government Funding institutions such as the DBSA, IDC to come on board.
Enabling environment for growth and development	Long Range Economic Planning	Ensure buy-in by all LMs and community stakeholders ensure alignment of all Strategies with SDF& GDS	Draft Growth and Development Strategy, SDF and Infra Structure Assessment Plan will provide between 15 to 25 year scenario planning horizons.	Ensure that our planning influence the Provincial Spatial Economic Development Strategy (PSEDS) and Provincial Growth and Development Strategy. This will be done by full participation of Provincial Units that are leading the review of these strategies, in our projects.
	Tourism Development in the hinterland	Participate in the development of the Tourism Development Plan and ensure LMs & Private Sector participation on the process	Completed Tourism Development Plan with clear anchor projects identified for the hinterland & Business Plans.	Ensure that projects identified by private sector and other government agencies are included in this plan and technical input from TIKZN, DEDT Tourism Development Unit, TIK, and Ezemvelo KZN.
	LED related infrastructure	Facilitate and manage the Park Rynie Industrial Park Infrastructure Rehabilitation projects	At least 1 Serviced Industrial site	National Treasury and COGTA to revise the MIG formula to accommodate LED related infrastructure.
Enabling environment for growth and development	Long Range Economic Planning	Ensure buy-in by all LMs and community stakeholders ensure alignment of all Strategies with SDF& GDS	Draft Growth and Development Strategy, SDF and Infra Structure Assessment Plan will provide between 15 to 25	Ensure that our planning influence the Provincial Spatial Economic Development Strategy (PSEDS) and Provincial Growth and Development Strategy. This will be done by full

			year scenario planning horizons.	participation of Provincial Units that are leading the review of these strategies, in our projects.
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## 4. CHAPTER: SECTOR PLANS AND COORDINATION

### 4.1 Sector Plans and Sector Coordination

#### 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 programs , projects and responsible departments to the 10 Strategic Priorities as stated in the MTSF. The programs and projects by Government Departments and stakeholders is 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.

#### 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
ANNEXURES			
Spatial Development Framework (SDF) and Land Use Management Framework	X	2005	The existent one is outdated. It was last reviewed in the 2005 / 2006 financial year. The SDF is currently under review.
Disaster Risk Management Plan (RMP)	X	2009	The plan is in place and is currently under review for the projection of the next five financial years and each year is having its own projections.  This plan will identify a minimum of ten (10) risks per ward as local municipality and prepare risk reduction plans for the identified risks. At the level of the municipality they will deal with all 10 prioritised risks per ward but at the level of the district will mainly focus on 10 prioritised risks as per Local Municipality.
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> </ol>

			<p>4) Information Communication Technology (ICT) Sector Plan</p> <p>5) Poverty Alleviation Sector Plan</p> <p>6) Trade and Commerce Sector Plan</p>
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 (See attached annexure)
Financial and Capital Investment Plan (FCIP)	X		The plan was also adopted with the 5-year IDP in 2007. However, it needed to be updated and reviewed in the financial year 2008 / 09 as per the IDP guidelines issued by the DLGTA during the course of the financial year. It was adopted in June 2009.
Occupational Health and Safety Plan (OHSP)	X		This plan is in place and is currently implemented in the district. The Risk Management Plan is a component part of this plan. The narrative around

			the OHSP is provided in detail in Chapter 2 of this document.
Organizational Performance Management Plan (OPMS) and Service Delivery and Budget Implementation Plan (SDBIP)	X		The combined plan was adopted by council in June 2009. This will assist in the implementation of the IDP 2009 / 10.
Energy / Electricity Master Plan (EMP)	X		The plan was adopted by council in 2007 and is currently under review.
Infrastructure Investment Plan (IIP)	X		An Integrated Infrastructure Investment Plan is currently in place and under review. This is a 25-year investment plan, which covers regional infrastructure projects. It has been detailed in chapter 2 of this document 2.5.2.4.
Area Based Plans (ABP)			These types of plans are developed by the LMs with reference to different localities and specific contexts.

#### 4.2 Municipal Sector Policies

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

Table : Ugu Administrative policies

Human Resources		
13th cheque policy	Management of subsistence abuse procedures	Virement policy
Acting allowance policies and procedures manual	Personal protective equipment policy	Supply Chain Management Policy
Code of conduct policy	Private work for remuneration policy	Credit control and debt collection policy
Compensation for occupational diseases and injuries policies and procedures manual	Public holiday policy	Indigent Support Policy
occupational health and safety policy	Recording of attendance policy	Auxiliary and Information Technology
Consuming of alcohol or any abusive drugs- substance policy	Recruitment procedure manual	Email and Internet User Policy
Death of staff member policy	Recruitment selection policy	Telephone and cell phone policy
Draft- promotion policy	Removal expenses policy	Other
Sexual harassment policy	Salary advance policy	Delegation of powers policy
Smoking policy	Salary deduction policy	Draft - fraud prevention strategy
Unauthorised absence policy	Training and development policy	Fraud response plan
Retention policy	Upwards mobility of staff	Indigent support policy
Employee assistance programme policy	Financial Management	
Gift, favours or reward policy	Accounting Policies	
Hours of work policy	Funding and Reserves Policy	

Housing rental policy	Fixed asset management policy	
Internship training policy	Cash and investment management policy	
Leave regulations policy	Budget policy	
Long service allowance policy	Standing rules for municipal council	
Implementation of new policies & procedures	Supply chain management policy	

### **4.3 Sector Involvement**

#### **4.3.1 Safety Plan**

An Ugu Safety Stakeholders Workshop was held on 7 June 2012 in order to formulate a district safety plan which is in the process of being developed. It was noted that among the contributors to *unsafety* in Ugu were the following: prevalence of alcohol outlets, drug abuse (in particular, Whooga), unemployment, poverty, overgrown areas, absence of street lights, illegal electricity connections, lack of community participation in safety forums, lack of good parenting skills.

**The interventions which have been prioritised consist of those which impact on:**

- Prevention of teenage pregnancies
- Prevention of substance abuse
- Youth development
- The implementation of planning standards that promote prevention through environmental design (CPTED)
- Enhancements in law enforcement
- Awareness-raising on a range of safety issues, including Human trafficking, Gender-based violence, child abandonment, parenting skills and identity theft.

The safety plan will be completed during the 2012/2013 financial year.

### 4.3.2 Sector Departments 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 Liason	<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 Councillour.</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>
Eskom	<ul style="list-style-type: none"> <li>✓ Provides electricity for all treatment works and pump station</li> </ul>
Umngeni Water	<ul style="list-style-type: none"> <li>✓ Supply bulk water</li> <li>✓ Operate two of our treatment works (Mithwalume and Mzinto)</li> </ul>
Ethekwini	<ul style="list-style-type: none"> <li>✓ Supply water directly to some of the Ugu residents</li> </ul>
Department Of Economic Development And Tourism	<ul style="list-style-type: none"> <li>✓ Support and collaboration of Led plans and projects and programs</li> </ul>

# CHAPTER 5: FINANCIAL PLAN

## 5.1 Programs and Projects 2012/2013

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.

### 5.2 Municipal Projects:

PROJECT ID Priority	PROJECT NAME	BUDGET ALLOCATION 2012/2013	SOURCE OF FUNDING	IMPLEMENTING AGENT
	<b>ENVIRONMENTA HEALTH</b>			
Priority 6	Environmental Education	187 500	Internal	
Priority 6	Environmental Management Plan	200 000	Internal	
Priority 6	Food By Laws	100 000	Internal	
Priority 6	Health Education	11 250	Internal	
Priority 6	Health & Hygiene Education Strategy	187 500	Internal	
Priority 6	Invasive Allien Spieces	150 000	Internal	
Priority 6	Public Health By Laws	100 000	Internal	
Priority 6	Training EHP for CPD Points Requirements.	30 000	Internal	
	<b>DISASTER AND FIRE FIGHTING</b>			
Priority 2	DISASTER MANAGEMENT CENTRE GRANT	1 113 000	DMC grant	
Priority 2	Disaster Management ( E/S Funded )	5 008 500	E/Share	
Priority 2	Fire Fighting	1 113 000	(E/S Funded )	
	<b>IED</b>			
Priority 4	Local Economic Development	6000000		



Priority 4	Tourism Development	4452000	( E/S Funded )	
Priority 4	Tourism Marketing	5565000	(Single Tourism Body) ( E/S Funded )	
	<b>CORPORATE SERVICES</b>			
Priority 2	Consultant Support (IT)	1 000 000	Internal	
Priority 2	Disaster Recovery Plan	700 000	Internal	
Priority 2	Employee Assistance Programme	125 000	Internal	
Priority 2	Staff Training	1 000 000	Internal	
Priority 2	LGWSETA GRANT	200 000	Grant	
	<b>MAYORALTY</b>			
Priority 1	Disabled	200 000	Internal	
Priority 1	Elderly	200 000	Internal	
Priority 1	Farm Workers	20 000	Internal	
Priority 1	Grants-in-aid	315 000	Internal	
Priority 1	HIV/AIDS	400 000	Internal	
Priority 1	Mayoral Bursary Fund	90 000	Internal	
Priority 1	Indigent Burial Support	500 000	Internal	
Priority 1	Education Support	500 000	Internal	
Priority 1	Community Initiative Support	300 000	Internal	
Priority 1	Rights of the Child	200 000	Internal	
Priority 1	Ward Committees	35 000	Internal	
Priority 1	Women	200 000	Internal	
Priority 1	Youth	300 000	Internal	
Priority 1	Crime Prevention	50 000	Internal	
Priority 1	Heritage	300 000	Internal	
Priority 1	Qhakaza – Keepscaap	100 000	Internal	
Priority 1	Masakhane Campaign	145 000	Internal	
Priority 1	Public Participation	1 350 000	Internal	
	<b>MUNICIPAL MANAGER'S OFFICE</b>			
Priority 1	Kwanloga Games	1 676 000	Internal	
Priority 1	Legal Fees	1 600 000	Internal	

Priority 1	Marketing & Promotion	1 100 000	Internal	
Priority 1	Water Services operating subsidy	300 000	Grant	
Priority 1	Water Services operating subsidy grant	6 300 000	Grant	
Priority 1	Drought Relief	8 600 000	E/Share	
Priority 1	Other New Powers & Functions	212 000		
Priority 1	District Growth and Development Summit	400 000	Grant	
Priority 1	MSIG Grant	1 000 000	Grant	
Priority 1	Municipal Governence & Admin Skilled Professional	800 000	Grant	
Priority 1	Community development projects	1 400 000	Grant	
	<b>WATER SERVICES</b>			
Priority 5	Emergency Water Supply	8 600 000	E/Share	
Priority 5	Ezinqoleni VIP's	2 000 000	MIG	
Priority 5	Hibiscus Coast VIP's	6 895 891	MIG	
Priority 5	Umdoni VIP's	5 000 000	MIG	
Priority 5	uMuziwabantu VIP's	17 000 000	MIG	
Priority 5	Umzumbe VIP's	5 000 000	MIG	
Priority 5	Vulamehlo VIP's	11 000 000	MIG	
Priority 5	Expanded Public Works programme	1 000 000	Grant	
	<b>TREASURY</b>			
Priority 3	Indigent Support	16 960 000		
Priority 3	Local Government Financial Management Grant	1 250 000	Grant	

PROJECT ID	PROJECT NAME	PROJECT LOCATION	BUDGET ALLOCATION	BUDGET ALLOCATION	BUDGET ALLOCATION	SOURCE OF FUNDING	IMPLEMENTING AGENT
			2012/2013	2013/2014	2014/2014		
	<b>WATER INFRASTRUCTURE (MIG FUNDED) (50)</b>						
Priority 5	Stick Farm Water Supply (AFA) MIS 177240		3 900 000	4 095 000	4 299 750	MIG	
Priority 5	Dududu Water Reticulation Infills		2 500 000	2 625 000	2 756 250	MIG	
Priority 5	Qoloqolo Rural Water Supply Scheme Phase 4		1 400 000	1 470 000	1 543 500	MIG	
Priority 5	Kwaxolo Water Supply: Reticulation		9 000 000	9 450 000	9 922 500	MIG	
Priority 5	Mathulini Water Supply Phases 4-7		11 000 000	11 550 000	12 127 500	MIG	
Priority 5	Mhlabatshane Regional Water Supply Scheme		20 000 000	21 000 000	22 050 000	MIG	
Priority 5	Greater Vulamehlo Water Scheme		7 000 000	7 350 000	7 717 500	MIG	
Priority 5	KwaMgai and Surrounds Water		5 000 000	5 250 000	5 512 500	MIG	
Priority 5	Ezinqoleni Bulk Water Extensions Phase 3		4 000 000	4 200 000	4 410 000	MIG	
Priority 5	Umtamvuna Water Works Raw Water Upgrade		10 000 000	10 500 000	11 025 000	MIG	
Priority 5	Mabheleni East Water Project		2 000 000	2 100 000	2 205 000	MIG	
Priority 5	Thoyane Water Project Phases 4 & 7		10 000 000	10 500 000	11 025 000	MIG	
Priority 5	Umzimkhulu Bulk Water Augmentation Scheme Stage		20 000 000	21 000 000	22 050 000	MIG	

PROJECT ID	PROJECT NAME	PROJECT LOCATION	BUDGET ALLOCATION	BUDGET ALLOCATION	BUDGET ALLOCATION	SOURCE OF FUNDING	IMPLEMENTING AGENT
			2012/2013	2013/2014	2014/2014		
Priority 5	Maphumulo Water Supply		6 000 000	6 300 000	6 615 000	MIG	
Priority 5	Non Revenue Water Reduction Project		2 500 000	2 625 000	2 756 250	MIG	
Priority 5	Masinenge Bulk Water Project		8 000 000	8 400 000	8 820 000	MIG	
Priority 5	Msikaba and Surrounds Water Supply Scheme		22 000 000	23 100 000	24 255 000	MIG	
Priority 5	Harding Weza Regional Bulk water Supply		7 000 000	7 350 000	7 717 500	MIG	
Priority 5	KwaNuswa Phase 6 & 7 - Bulk Infrastructure Upgrade, Extension and Reticulation.		20 000 000	21 000 000	22 050 000	MIG	
Priority 5	Isonfi Housing		11 000 000	11 550 000	12 127 500	MIG	
Priority 5	Water Pipeline Replacement		20 000 000	21 000 000	22 050 000	MIG	
Priority 5	Meter replacement project		7 733 424	8 120 095	8 526 100	MIG	
Priority 5	Harding waterworks project		1 500 000	1 575 000	1 653 750	MIG	
Priority 5	Malangeni housing project Phase 2(Cogta massification grant)		1 500 000	1 575 000	1 653 750	COGTA	
Priority 5	Port Shepstone and Murchison Reservoirs (COGTA)		7 000 000	7 350 000	7 717 500	COGTA	
Priority 5	Umhlabatshane		40 373 000	42 391 650	44 511 233	other	
Priority 5	Planned groundwater related dev.-Rural KZN water supply(DWA)		1 500 000	1 575 000	1 653 750	DWA	

PROJECT ID	PROJECT NAME	PROJECT LOCATION	BUDGET ALLOCATION	BUDGET ALLOCATION	BUDGET ALLOCATION	SOURCE OF FUNDING	IMPLEMENTING AGENT
			2012/2013	2013/2014	2014/2014		
Priority 5	Rural roads asset management grant		1 776 000	1 864 800	1 958 040	other	
Priority 5	<b>SANITATION INFRASTRUCTURE (MIG FUNDED) (50)</b>						
Priority 5	Bhobhoyi / Mkhholombe Sanitation (MIG and COGTA)		6 900 000	7 245 000	7 607 250	MIG & COGTA	
Priority 5	Umbango Sewer pipeline replacement		6 000 000	6 300 000	6 615 000	MIG	
Priority 5	Scottburgh Sewer pipeline replacement			0	0		
Priority 5	Umzinto WWTW and outfall sewer upgrade and rehabilitation.		2 000 000	2 100 000	2 205 000	MIG	
Priority 5	Masinenge/Uvongo Sanitation Project (MIG & COGTA massification grant)		3 500 000	3 675 000	3 858 750	MIG & COGTA	
Priority 5	Harding WW upgrade & reticulation - Phase 3		2 000 000	2 100 000	2 205 000	MIG	
Priority 5	Harding Housing Project – Mazakhele		3 000 000	3 150 000	3 307 500	MIG	
Priority 5	Pennington pumpstation		8 000 000	8 400 000	8 820 000	MIG	
Priority 5	Gamalakhe WWTW (Masala National Transfers)		1 100 000	1 155 000	1 212 750	INTERNAL FUNDS	
Priority 5	Kwambonwa WWTW (Masala National Transfers)		5 200 000	5 460 000	5 733 000	INTERNAL FUNDS	
Priority 5	Malangeni housing project Phase 2(Cogta massification grant)		1 500 000	1 575 000	1 653 750	INTERNAL FUNDS	

PROJECT ID	PROJECT NAME	PROJECT LOCATION	BUDGET ALLOCATION	BUDGET ALLOCATION	BUDGET ALLOCATION	SOURCE OF FUNDING	IMPLEMENTING AGENT
			2012/2013	2013/2014	2014/2014		
Priority 5	Water Services operating subsidy		300 000				
Priority 5	Water Services operating subsidy grant		6 300 000	6 615 000	6 945 750		
Priority 1	Disabled		200 000	210 000	220 500	Internal	
Priority 2	Drought Relief		8 600 000	9 030 000	9 481 500	E/Share	
Priority 1	Elderly		200 000	210 000	220 500	Internal	
Priority 5	Emergency Water Supply		8 600 000	9 030 000	9 481 500	E/Share	
Priority 5	Ezinqoleni VIP's		2 000 000	2 100 000	2 205 000	MIG	
Priority 1	Farm Workers		20 000	21 000	22050	Internal	
Priority 1 &2	Fire Fighting		1 113 000	1 168 650	1 227 082	(E/S Funded )	
Priority 1	Grants-in-aid		315 000	330 750	347 287	Internal	
Priority 5	Hibiscus Coast VIP's		6 895 891	7 240 685	7 602 719	MIG	
Priority 1	HIV/AIDS		400 000	420 000	441 000	Internal	
Priority 1	Indigent Support		16 960 000	17 808 000	18 698 400	E/Share	
Priority 1	Mayoral Bursary Fund		90 000	94 500	99 225	Internal	
Priority 1	Indigent Burial Support		500 000	525 000	551 250	Internal	
Priority 1	Education Support		500 000	525 000	551 250	Internal	
Priority 1	Community Initiative Support		300 000	315 000	330 750	Internal	

PROJECT ID	PROJECT NAME	PROJECT LOCATION	BUDGET ALLOCATION	BUDGET ALLOCATION	BUDGET ALLOCATION	SOURCE OF FUNDING	IMPLEMENTING AGENT
			2012/2013	2013/2014	2014/2014		
Priority 1	LGWSETA GRANT		200 000	210 000	220 500	Grant	
Priority 4	Local Economic Development		6 000 000	6 300 000	6 615 000	E/Share	
Priority 2	Other New Powers & Functions		212 000	222 600	233 730	E/Share	
Priority 1	Rights of the Child		200 000	210 000	220 500	Internal	
Priority 1	Tourism Development		4 452 000	4 674 600	4 908 330	( E/S Funded )	
Priority 4	Tourism Marketing		5 565 000	5 843 250	6 135 412	(Single Tourism Body) ( E/S Funded )	
Priority 5	Umdoni VIP's		5 000 000	5 250 000	5 512 500	MIG	
Priority 5	uMuziwabantu VIP's		17 000 000	17 850 000	18 742 500	MIG	
Priority 5	Umzumbe VIP's		5 000 000	5 250 000	5 512 500	MIG	
Priority 5	Vulamehlo VIP's		11 000 000	11 550 000	12 127 500	MIG	
Priority 1	Ward Committees		35 000	36 750	38 587	Internal	
Priority 1	Women		200 000	210 000	220 500	Internal	
Priority 1	Youth		300 000	315 000	330 750	Internal	
Priority 1	Crime Prevention		50 000	52 500	55 125	Internal	
Priority 1	Heritage		300 000	315 000	330 750	Internal	

<b>PROJECT ID</b>	<b>PROJECT NAME</b>	<b>PROJECT LOCATION</b>	<b>BUDGET ALLOCATION 2012/2013</b>	<b>BUDGET ALLOCATION 2013/2014</b>	<b>BUDGET ALLOCATION 2014/2014</b>	<b>SOURCE OF FUNDING</b>	<b>IMPLEMENTING AGENT</b>
Priority 4	District Growth and Development Summit		400 000	420 000	441 000	Grant	
Priority 3	Local Government Financial Management Grant		1 250 000	1 312 500	1 378 125	Grant	
Priority 1	Qhakaza – Keepscaap		100 000	105 000	110 250	Grant	
Priority 1	MSIG Grant		1 000 000	1 050 000	110 250	Grant	
Priority 2	Municipal Governence & Admin Skilled Proffessional		800 000	840 000	882 000	Grant	
Priority 1	Community development projects		1 400 000	1 470 000	1 543 500	Grant	
Priority 5	Expanded Public Works programme		1 000 000	1 050 000	1 102 500	Grant	



## Sector Funded Projects

PROJECT NAME	BENEFICIARIES/ , WARD	SOURCE OF FUNDING	BUDGET (2012/13)	BUDGET (2013/14)	BUDGET (2014/15)	TIME FRAME /TARGET
Ingwemabala #2.	Hibiscus Coast, 7	ESKOM	R 1,950,000			
Louisiana RDP Houses	Hibiscus Coast , 15	ESKOM	R 9,000,000			
Farm Isonti (Temporal Polygon)	Umdoni , 3	ESKOM	R 7,500,000			
Sipofu	Umzumbe, 12	ESKOM	R 11,250,000			
Mehlomnyama	Umzumbe, 5	ESKOM	R 4,350,000			
Gobhamehlo 01	Umzumbe , 7	ESKOM	R 11,400,000			
Ekubusisweni	Umzumbe ,8	ESKOM	R 3,375,000			
Umzinto 02 NU	Umzumbe , 8	ESKOM	R 14,325,000			
Gobhamehlo 02	Umzumbe , 7	ESKOM	R 5,175,000			
Nkehlamandla	Umzumbe,16	ESKOM	R 3,300,000			
Mathongwana	Vulamehlo,4	ESKOM	R 6,000,000			
Nkampula / Mahwaqa	Vulamehlo,, 6	ESKOM	R 6,915,000			
Kwa-Rwayi	Vulamehlo , 1	ESKOM	R 6,630,000			
Nkwali	Vulamehlo ,2	ESKOM	R 3,750,000			
PROJECT NAME	BENEFICIARIES/ , WARD	SOURCE OF FUNDING	BUDGET (2012/13)	BUDGET (2013/14)	BUDGET (2014/15)	TIME FRAME /TARGET
Ingqophamlando	Umzumbe, 6	DAEA	200 000			
Sekusile	Vulamehlo	DAEA	434 000.20			
Bhudubhudu	Umzumbe	DAEA	283 572.72			
Isulabantu	Vulamehlo	DAEA	464 344.80			
		DAEA	188 080.62			
Senzokuhle	Vulamehlo	DAEA	398 727.05			
Siyanda	Hibiscus	DAEA	36 179.04			
Inqakazulu	Vulamehlo	DAEA	250 948.20			
Inqakazulu		DAEA	732 232.74			
Umthamvuna	Umzwabantu	DAEA	335 292.23			

Umthamvuna	Umzwabantu	<b>DAEA</b>	97 024.54			
Umthamvuna	Umzwabantu	<b>DAEA</b>	137 295.90			
Roseland	Hibiscus	<b>DAEA</b>	170 000.00			
Roseland	Hibiscus	<b>DAEA</b>	285 000.00			
Horse shoe farm	Eziqoleni	<b>DAEA</b>	434 000.00			
Daliso		<b>DAEA</b>	440 040.00			
	Vulamehlo	<b>DAEA</b>	200 000.00			
Sesikhona	Vulamehlo	<b>DAEA</b>	46 722.90			
Gorge farm	Umzwabantu	<b>DAEA</b>	32 604.00			
Ubungwane	Umzumbe	<b>DAEA</b>	48 392.99			
Gumbatana	Umzumbe	<b>DAEA</b>	88 933.68			
Sibongamandla	Hibiscus	<b>DAEA</b>	660 000			
SimbaMabhele	Hibiscus	<b>DAEA</b>	R800.000			
Isivuno	Umzwabantu	<b>DAEA</b>	166 303.75			
<b>PROJECT NAME</b>	<b>BENEFICIARIES/ , WARD</b>	<b>SOURCE OF FUNDING</b>	<b>BUDGET (2012/13)</b>	<b>BUDGET (2013/14)</b>	<b>BUDGET (2014/15)</b>	<b>TIME FRAME /TARGET</b>
KwaNdwalane	Hibiscus Coast	Department of Human Settlement	1 000		10 000 000	200
Nhlangwini Rural Project	Umzumbe	Department of Human Settlement	500	7 000 000	6 000 000	200
Umzumbe Cluster C Housing Project	Umzumbe	Department of Human Settlement	0	8 000 000		250
Bhobhoyi Murchinson : Phase 2	Hibiscus Coast	Department of Human Settlement	0	3 000 000	10 000 000	190
Vulamehlo ward 8,9 and 10	Vulamehlo	Department of Human Settlement	4 500	12 000 000	10 000 000	250
Izibonda KwaMachi Phase 2 Rural Housing Project	uMuziwabantu	Department of Human Settlement	0	2 000 000	7 000 000	135
KwaMadlala Rural Housing	Hibiscus Coast	Department of Human Settlement	500	3 000 000	8 000 000	150
Oshabeni Rural Housing	Hibiscus Coast	Department of Human Settlement	500	3 000 000	7 000 000	150
Thoyane Rural Housing (Ward 2 & 3)	Vulamehlo	Department of Human Settlement	1 215	10 000 000	15 000 000	280
<b>PROJECT NAME</b>	<b>BENEFICIARIES/ , WARD</b>	<b>SOURCE OF FUNDING</b>	<b>BUDGET (2012/13)</b>	<b>BUDGET (2013/14)</b>	<b>BUDGET (2014/15)</b>	<b>TIME FRAME /TARGET</b>
Moral	Hibiscus	KZN DAC	30 000			

Regeneration behavioral change Campaign, Matrons workshop, Love to live, Youth and women training	Coast LM					
	Vulamehlo LM	KZN DAC	20 000			
	UMziwabantu LM	KZN DAC	20 000			
	UMdoni LM	KZN DAC	20 000			
	Ezinqoleni LM	KZN DAC	20 000			
	Umzumbembe LM	KZN DAC	20 000			
Moral Regeneration with correctional services	Hibiscus LM	KZN DAC	120000			
Visual arts, craft and performing arts development  Film Development Theatre Recycled Material coordination  Strengthening of cooperative  Integrated Craft Hub and Cooperation	Hibiscus Coast LM	KZN DAC	40 000			
	Vulamehlo LM	KZN DAC	50 000			
	UMziwabantu LM	KZN DAC	40 000			
	UMdoni LM	KZN DAC	30 000			
	Ezinqoleni LM	KZN DAC	35000			
Visual arts and craft and development  Recycled	Hibiscus Coast LM	KZN DAC	4000			
	Vulamehlo LM	KZN DAC	3000			

Material						
	UMziwabantu LM	KZN DAC	3000			
	UMdoni LM	KZN DAC	3000			
	Eziqoleni LM	KZN DAC	3000			
	Umzumbe LM	KZN DAC	4300			
Support to Calender Events	Hibiscus Coast LM	KZN DAC	10 000			
Freedom Day						
King Shaka	Vulamehlo LM	KZN DAC	10 000			
Royal Reed Dance						
World Aids Day	UMziwabantu LM	KZN DAC	10 000			
	UMdoni LM	KZN DAC	10 000			
	Eziqoleni LM	KZN DAC	10 000			
	Umzumbe LM	KZN DAC	10 000			
		KZN DAC	<b>210 000</b>			
Social Cohesion	Hibiscus Coast LM	KZN DAC	50 000			
Multicultural Expose Cultural Day	Vulamehlo LM	KZN DAC	30000			
	UMziwabantu LM	KZN DAC	30 000			
	UMdoni LM	KZN DAC	30 000			
	Eziqoleni LM	KZN DAC	30 000			
	Umzumbe LM	KZN DAC	30 000			
Providing	Hibiscus LM	KZN DAC	10 000			

support to OSS Field workers and Arts and Culture Forum	Vulamehlo LM	KZN DAC	10 000			
	UMziwabantu LM	KZN DAC	10 000			
	UMdoni LM	KZN DAC	10 000			
	Eziqoleni LM	KZN DAC	10 000			
	Umzumbe LM	KZN DAC	10 000			
District Talent search,  Exhibition, District festivals, my School Cultural Competition, open Mic Session indigenous music gospel	Hibiscus LM	KZN DAC	80000			
	Vulamehlo LM	KZN DAC	50 000			
	UMziwabantu LM	KZN DAC	40 000			
	UMdoni LM	KZN DAC	40 000			
	Eziqoleni LM	KZN DAC	40 000			
	Umzumbe LM	KZN DAC	50 000			
Visual Arts and Craft Development Gender Disability  Senior citizen	Hibiscus LM	KZN DAC	10 000			
	Vulamehlo LM	KZN DAC	10 000			
	UMziwabantu LM	KZN DAC	10 000			
	UMdoni LM	KZN DAC	10 000			
	Eziqoleni LM	KZN DAC	10 000			
	Umzumbe LM	KZN DAC	10 000			
Payment of subsidies for Margate Art Gallery and Port Shepstone	Hibiscus Coast LM	KZN DAC	R125 000  R125 000			

Historical museums						
<p>A long and healthy life for all South Africans:</p> <ul style="list-style-type: none"> <li>• Reduce the mortality rate</li> <li>• Reduce HIV incidence</li> <li>• Decrease TB case load</li> <li>• Health system effectiveness</li> </ul>	All Local Municipalities	KZN DAC	Conduct research, develop, print and distribute information booklets/flyers promoting positive morals			
An efficient, effective, development oriented public service and an empowered, fair and inclusive citizenship		KZN DAC	Provision of support to maidens' matrons			
<p>Internet @your library</p> <p>Mobile Library Unit</p>	<p>Local Municipalities</p> <ul style="list-style-type: none"> <li>o Vulamehlo LM</li> <li>o uMdoni LM</li> <li>o uMzumbe LM</li> <li>o uMuziwabantu LM</li> <li>o Eziqoleni LM</li> <li>o Hibiscus Coast LM</li> </ul> <p>Hibiscus Coast LM x7</p>	KZN DAC	<p>-</p> <p>333600</p> <p>-</p> <p>180800</p> <p>184800</p> <p>466800</p> <p>R18 000</p>			
Provision of translation, editing and interpreting services as per requests from the District Municipality	<p>Local Municipalities</p> <ul style="list-style-type: none"> <li>o Vulamehlo LM</li> <li>o uMdoni LM</li> </ul>	KZN DAC	R12 000 (Whole district)			

and Local Municipalities.	<ul style="list-style-type: none"> <li>o uMzambe LM</li> <li>o uMuziwabantu LM</li> <li>o Eziqoleni LM</li> <li>o Hibiscus Coast LM</li> </ul>					
Celebration of International Mother-Tongue Day		KZN DAC	R200 000			
Conduct Research on Geographical Names & provide support through uGu Geographical Names District Committee.	the whole district	KZN DAC	R3 600			
Conduct awareness campaign on services provided by the Directorate	whole district	KZN DAC	R14 000			
Roll out of the KZN Languages Bill	whole district	KZN DAC	R9 500			
Conducting workshops  Literature writing competition	whole district	KZN DAC	R8 000			
Support to reading and writing clubs	whole district	KZN DAC	R8 000			
Literature workshop for most deprived areas		KZN DAC	R7 000			
Language Festival		KZN DAC	R4 100			
My school Cultural Adventure		KZN DAC	R8 300			
Jumbo Arts Centre		KZN DAC	R100 000			





## **6 CHAPTER: 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)

## **7. CHAPTER: IMPLEMENTATION PLAN & ORGANISATIONAL SCORECARDS FOR 2012/13**

### **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.

### **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 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. **(See Attachment)**

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.



## 7.1 Municipal Score Card/Municipalities 5 year plan

The table below is a reflection of the municipal score card which covers the Municipals 5 year plans of the municipality.

### MUNICIPAL SCORECARD 5 YEAR PLAN: BASIC SERVICE DELIVERY (PRIORITY 5)

IDP No	Strategic Objective	Measurable objectives/ output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
<b>Basic Service Delivery</b> (hh with access to basic level of services)														
	To provide access to sustainable quality drinking water and sanitation services	Backlog reduction	No of hh with access to basic Water	<b>77870</b>	<b>77870</b>	<b>77870</b>	<b>76312</b>	<b>74786</b>	<b>73290</b>	<b>71824</b>	<b>70388</b>	<b>WS</b>	<b>R 1 billion</b>	<b>All</b>
		Backlog reduction	No of hh with access to basic sanitation,	<b>33608</b>	<b>33608</b>	<b>33608</b>	<b>21608</b>	<b>11608</b>	<b>5608</b>	<b>0</b>	<b>0</b>	<b>WS</b>	<b>R 168m</b>	<b>All</b>
		High water quality	% of Water quality	<b>&gt;95%</b>	<b>95%</b>	<b>N/A</b>	<b>95%</b>	<b>98%</b>	<b>98%</b>	<b>100%</b>	<b>100%</b>	<b>WS</b>	<b>N/A</b>	<b>ALL</b>
		Maintenance of water and sanitation infrastructure	% WATER LOSS	<b>23%</b>	<b>33%</b>	<b>N/A</b>	<b>30%</b>	<b>28%</b>	<b>26%</b>	<b>24%</b>	<b>23%</b>	<b>WS</b>	<b>N/A</b>	<b>ALL</b>

**MUNICIPAL SCORECARD 5 YEAR PLAN: FINANCIAL VIABILITY (PRIORITY 3)**

IDP No	Strategic Objective	Measurable objectives/ output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
<b>Financial Viability</b>														
	A financially viable and sustainable municipality	Financial Recovery Plan (3yr program)	Improved Liquidity ratio.	2:1	0.40:1		2:1	2:1	2:1	2:1	2:1			
			Cash backed unspent conditional grants.	100% cash backed grants			100% Cash Backed	100% Cash Backed	100% Cash Backed	100% Cash Backed	100% Cash Backed			
			Reduced book debt.			<b>20% reduction</b>	30% Reduction of book debt at 30 June 2012	50% reduction of debt over 90 days	50% reduction of debt over 90 days	50% reduction of debt over 90 days	50% reduction of debt over 90 days			
	Comply with Finance Legislation and GRAP reporting standards.	Compliance to legislation, regulations and Ugu's Policies - Clean Audit - SCM Management - Expenditure Management	Timeous signed off month end procedure checklist.				100% compliance with reporting requirements	100% compliance with reporting requirements	100% compliance with reporting requirements	100% compliance with reporting requirements	100% compliance with reporting requirements			

IDP No	Strategic Objective	Measurable objectives/output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
		- Revenue Management Funded Budgets												
			Compliance with management corrective action plans.				100% compliance	100% compliance	100% compliance	100% compliance	100% compliance			
			Monthly review of dashboard/c hecklist				100% reviews each month	100% reviews each month	100% reviews each month	100% reviews each month	100% reviews each month			
	Comply with the SCM regulations and the SCM Policy	Updated supplier database.	Reviewed supplier database annually.				100% review by 30 June 2012.	100% review by 30 June 2013.	100% review by 30 June 2014.	100% review by 30 June 2015.	100% review by 30 June 2016.			
		Review the capacity of SCM Unit annually	Approved skills development plan.				100% by 30 June.	100% by 30 June.	100% by 30 June.	100% by 30 June.	100% by 30 June.			
		SCM staff to	Centralize				100%	Fully	Fully	Fully	Fully			

IDP No	Strategic Objective	Measurable objectives/ output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
		have clear job descriptions.	demand and acquisition management within the SCM Unit.				centralisation of SCM functions by 30 June.	functional SCM unit	functional SCM unit	functional SCM unit	functional SCM unit			
		Monthly reporting adopted by the Executive Committee	Credible monthly reporting on unauthorised, irregular and fruitless and wasteful expenditure				100% timeous monthly reporting	100% timeous monthly reporting	100% timeous monthly reporting	100% timeous monthly reporting	100% timeous monthly reporting			
	Effective asset management	Annual asset verification and conditional assessment	Documented record of movement of assets.				100% verification and conditional assessment on all assets.	100% verification and conditional assessment on all assets.	100% verification and conditional assessment on all assets.	100% verification and conditional assessment on all assets.	100% verification and conditional assessment on all assets.			
	Proper controls over movement of assets.	All departments to maintain an inventory of movable asset.	Monthly asset reconciliations				100% updated assets reconciliation reports.	100% updated assets reconciliation reports.	100% updated assets reconciliation reports.	100% updated assets reconciliation reports.	100% updated assets reconciliation reports.			



IDP No	Strategic Objective	Measurable objectives/ output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
		Conduct a physical asset count in March (sample based) and a full count in June of every financial year	Updated Asset Register.				100% updated and GRAP compliant Asset Register	100% updated and GRAP compliant Asset Register	100% updated and GRAP compliant Asset Register	100% updated and GRAP compliant Asset Register	100% updated and GRAP compliant Asset Register			
		Review asset register and identify assets that could be disposed of or require impairment.	Reviewed asset register				100% review of useful lives	100% review of useful lives	100% review of useful lives	100% review of useful lives	100% review of useful lives			
	Fully capacitated asset management unit.	Review the human resources element in asset management (Financial vs. Technical).	Adopted organogram reflecting asset management unit.				adopted organogram for a fully fledged asset management unit.	<b>Fully functional asset management unit.</b>	<b>Fully functional asset management unit</b>	<b>Fully functional asset management unit</b>	<b>Fully functional asset management unit</b>			
	A fully funded	Prepare budget in	Credible and fully funded				100% Compliant	100% Compliant	100% Compliant	100% Compliant	100% Compliant			

IDP No	Strategic Objective	Measurable objectives/ output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
	budget, emanating from the IDP.	terms of the National Treasury requirement and format.	annual budget				ce with all legislative requirements and regulations.	ce with all legislative requirements and regulations	ce with all legislative requirements and regulations	ance with all legislative requirements and regulations	ance with all legislative requirements and regulations			
	Cost Containment	Use SCM and budget process to contain cost and ensure value for money on all expenditure	Comply with financial recovery plan				<b>100% compliance with the Financial Recovery Plan</b>	<b>100% compliance with the Financial Recovery Plan</b>	<b>100% compliance with the Financial Recovery Plan</b>	<b>100% compliance with the Financial Recovery Plan</b>	<b>100% compliance with the Financial Recovery Plan</b>			
	Credible, accurate and timeous monthly billing to consumers.	credible and accurate statements released timeously to consumers	Reduced Number of billing queries at the call centre				75% reduction of account queries.	75% reduction of account queries.	75% reduction of account queries.	75% reduction of account queries.	75% reduction of account queries.			
		Indigent Verification												

**MUNICIPAL SCORECARD 5 YEAR PLANS: SPATIAL AND ENVIRONMENT (PRIORITY 6)**

IDP No	Strategic Objective	Measurable objectives/ output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
<b>Spatial Planning and Environment</b>														
	To create and promote an integrated sustainable environment	Adoption SDF and LUMF and implementation of Projects	Council Resolution	Annual review	Adopted SDF and LUMF in 2012	none	Annual Review And Projects	Annual Review And Projects	Annual Review And Projects	Annual Review And Projects	Development and adoption of new SDF and LUMF	OMM		
		Environmental and Health Education	No. Of programs implemented	7 programs	Minimum of 5 Education Programs per year	2 programs	5 programs	5 programs	6 programs	7 programs	Maintain and Review all programs	IED and Environmental Services		All municipal Wards
		Environmental Compliance of Ugu water and Sanitation project	Environmental Planning and Compliance	100% Planning and Compliance	As per request from Dept of Water Services	25% of none compliance	75% none compliance	80% none compliance	85% none compliance	90% none compliance	100% none compliance	Water Services and Environmental Services		

**MUNICIPAL SCORECARD 5 YEAR PLAN: LOCAL ECONOMIC DEVELOPMENT AND TOURISM ENTITY (PRIORITY 4)**

<b>ID P N O</b>	<b>Strategic Objective</b>	<b>Measurable objectives/ output</b>	<b>Performance Indicator</b>	<b>Demand/target</b>	<b>Baseline</b>	<b>backlog</b>	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	<b>Y5</b>	<b>Dept</b>	<b>Financials</b>	<b>Ward</b>
	To create a conducive environment for economic growth and job opportunities	Leverage product markets opportunities within the Tourism Sector.	Number of Vendors trained	120 Trained Vendors			20 Vendors Trained	30 Vendors Tained	20 Vendors Trained	30 Vendors Trained	20 Vendors Trained	<b>IED</b>		
		To promote and support Film Industry		Locally Produced Tourism Products available for sale in Tourism Entities			Training of Vendors and Project Packaging	10 products on South Coast Brand Distributed	10 products on South Coast Brand Distributed	10 products on South Coast Brand Distributed	10 products on South Coast Brand Distributed			
		To promote and support Sport Tourism	Increased Revenue/ Self Sustained Centre	Number of Sports Events Hosted			Management of Sports Centre by Private Company	Monitoring of Company Operations and Audited Statements	Monitoring of Company Operations and Audited Statements	Monitoring of Company Operations and Audited Statements	Monitoring of Company Operations and Audited Statements			
		To ensure that existing Agricultural Industries maintain	Number of Existing Business Expanding and	3000 ha additional hacters in Sugar –Cane Production			Sugar Cane (600 ha)	Sugar Cane (600 ha)	Sugar Cane (600 ha)	Sugar Cane (600 ha)	Sugar Cane (600 ha)  Optimal Supply to the Mill			

ID P N o	Strategic Objective	Measurable objectives/ output	Performanc e Indicator	Demand/targe t	Baseli ne	backl og	Y1	Y2	Y3	Y4	Y5	De pt	Financi als	War d
		Improve production	New Entrants in the Sector	Increase in Number of Sugar Cane Producers				2 Farms	2 Farms	3 Farms	4 Farms			
				Increase in Banana Production by 300 ha			Banana Crop Study	Banana Crop Business Plan	Banana Farms (50 ha)	Banana Farms (100 ha)	Banana Farms (150 ha)			
				550 additional ha of Macadamia Nuts Production			Macadami a Nuts Crop Study	Macadamia Nuts Business Plan	Macadamia Nuts (100 ha)	Macadamia Nuts (200 ha)	Macadamia Nuts (250 ha)			
				Increase in Livestock Productionby 500 stocks			100 Livestock	100 Livestock	100 Livestock	100 Livestock	100 Livestock			
				Increase in Poultry Production by 25 Farms			5 Farms per LM	5 Farms per LM	5 Farms per LM	5 Farms per LM	5 Farms per LM			
			Facilitate Timber Sector investments within the District	2 Partnership Agreements			Facilitate engageme nt between Hans Merensky & Umuziwab antu LM  Leverage resources & support  Promote	Facilitate engagement between Hans Merensky & Umuziwabant u LM  Leverage resources & support  Promote local supplier	Facilitate engagement between Hans Merensky & Umuziwabant u LM  Leverage resources & support  Promote	Facilitate engagement between Hans Merensky & Umuziwabant u LM  Leverage resources & support  Promote	Facilitate engagement between Hans Merensky & Umuziwabant u LM  Leverage resources & support  Promote			

ID P N O	Strategic Objective	Measurable objectives/output	Performance Indicator	Demand/target	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
							local supplier agreements	agreements	local supplier agreements	local supplier agreements	local supplier agreements			
		To identify and support Agro-Processing Opportunities	Number of Tee Tree hacters Planted	200 additional ha in Tee Tree in production. by Emerging Farmers			Tee Tree Essential Oils (20 ha)	Tee Tree Essential Oils (30 ha)	Tee Tree Essential Oils (50 ha)	Tee Tree Essential Oils (50 ha)	Tee Tree Essential Oils (50 ha)			
				Support Optimal Use of Nursery			Finalise Operational Model	Monitoring of Company Operations and Audited Statements	Monitoring of Company Operations and Audited Statements	Monitoring of Company Operations and Audited Statements	Monitoring of Company Operations and Audited Statements			
				Support Maintenance of Distillery Plant			Finalise Operational Model and Outstanding Construction Work	Monitoring of Company Operations and Audited Statements	Monitoring of Company Operations and Audited Statements	Monitoring of Company Operations and Audited Statements	Monitoring of Company Operations and Audited Statements			
				Support Maintenance of the Municipality Banana Ripening Facility			Monitoring Operations and Audited Statements	Monitoring Operations and Audited Statements	Monitoring Operations and Audited Statements	Monitoring Operations and Audited Statements	Monitoring of Company Operations and Audited Statements			
				Sugar Cane – Co-Generation							Co-Generation			
		To increase support provided to subsistence level/ food security	Number of One Home One garden Community Based	Two projects per LM (12 Projects)			1 projects	2 projects	3 Projects	3 Projects	3 Projects			

ID P N O	Strategic Objective	Measurable objectives/output	Performance Indicator	Demand/target	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
		producers	Project Initiated by Municipality											
		To facilitate access to land for Agricultural Purposes	Number of Municipality Unused Farm land on Agricultural Production	2 Farms Developed			Horse Shoe farm	Horse Shoe farm	Horse Shoe Farm	1 additional Farm)	1 additional Farm)			
		Maintain, Upgrade existing and establish new Industrial Areas	Number of Upgraded Industrial Sites	3 Industrial Parks (Umdoni, Hibiscus Coast LM & Umuziwabantu LM)			1 x Feasibility Study & Business Plan for Infra Structure upgrade	1 x Feasibility Study & Business Plan for Infra Structure upgrade	Funding secured for Implementation of at least x 1 Infra Structure Upgrade Project	Implementation	Implementation			
		Strengthen/support existing industries.	Growth in Furniture, Clothing and Textiles,	Furniture			Common Shared Furniture Incubator Business Plan	Common Shared Furniture Incubator Business Plan	Resource Mobilization & Implementation	Resource Mobilization & Implementation	Implementation			
				Clothing and Textiles			Clothing & Textiles Study;	Implementation of Clothing Study Recommendations	Resource Mobilization & Implementation	Resource Mobilization & Implementation	Implementation			
		Marketing of Ugu industry and its industrial opportunities	Documentation and Catalogue Ugu Investment Opportunities Prospects and Profile	Catalogues and Electronic Coverage (Internet)			Ugu District BR & E Survey;	BR& E Survey Business Plan	Catalogue Production and Distribution  Website Management	Catalogue Production and Distribution  Website Management	Catalogue Production and Distribution  Website Management			

ID P No	Strategic Objective	Measurable objectives/output	Performance Indicator	Demand/target	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
				Participation of Locally Produced Goods in EXPO's/ Summit			3 EXPO/ Summit/ Conference	3 EXPO/ Summit/ Conference	4 EXPO/ Summit/ Conference	3 EXPO/ Summit/ Conference	4 EXPO/ Summit/ Conference			
		To facilitate industry development	Number of Potential Mining Sites identified	3 Mining Sites				Minerals Resources Study	Minerals Resources Study	Business Plan	Implementation			
			Number of alternative Energy Solutions	Renewable Energy Initiatives			2 Renewable Energy Potential Study	2 Business Plans	Project Implementation (CIMPOR Tyre vs Coal usage)	Project Implementation (CIMPOR Tyre vs Coal usage)	Project Implementation (CIMPOR Tyre vs Coal usage)			
			Percentage population using LED Lights and 3% Geysers	10 % Population using LED Lights and 3% Geysers			3% using LED Lights	3% using LED Lights	4% using LED Lights 1% geysers	1% geysers	1% geysers			
		Facilitate and support growth and investment in the sector	Number of New Investors/ Attracted to the Region	2 Investors Attracted			Investment Strategy	Investment Strategy	Business Plan	1 Investor Attracted	1 Investor Attracted			
		To promote Enterprise Development	Number of Entrepreneurs Developed	Emerging Contractors			20 trained Contractors Nedbank Pilot Project	10 Trained Contractors Nedbank Pilot Project 30 people	10 Trained Contractors Nedbank Pilot Project 30 people	10 Trained Contractors 30 people trained	10 Trained Contractors 30 people trained			



ID P No	Strategic Objective	Measurable objectives/output	Performance Indicator	Demand/target	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
							30 people trained 50 SEDA trained	trained 50 SEDA trained	trained 50 SEDA trained	50 SEDA trained	50 SEDA trained			
			Number of Registered and Trained Co-operatives	60 Cooperatives Trained and Registered			10 Cooperatives Formed and Registered	15 Cooperatives Formed and Registered	10 Cooperatives Formed and Registered	15 Cooperatives Formed and Registered	10 Cooperatives Formed and Registered			
		Facilitate and support investment in ICT infrastructure in Urban and Rural Areas	Percentage improvement in ICT connection	5% improvement in ICT connection			Finalise Broadband Pilot Project	Monitor Broadband Operations	Monitor Broadband Operations Infrastructure Installation Phase 2	Monitor Broadband Operations Infrastructure Installation Phase 2	Monitor Broadband Operations Technology Hub			
		To facilitate job creation through LED Initiatives	Number of Employment Created through LED	80 Permanent Jobs, 500 Temporal jobs  250 EPWP jobs			10 permanent  100 Temporal  50 EPWP jobs	15 jobs  100 temporal Jobs  50 EPWP jobs	15 jobs  100 temporal Jobs  50 EPWP jobs	20 jobs  100 temporal Jobs  50 EPWP jobs	20 jobs  100 temporal Jobs  50 EPWP jobs			
		Strengthen LED institutional co-operation mechanisms	Number of forums attended by Stakeholders	Formation of District Forum			Establishment of Clusters Furniture Clothing & Textile Agriculture LED Forum UGU DM + LM's LED Managers	2 Seminars/ Workshops per Annum per Cluster	2 Seminars/ Workshops per Annum per Cluster	2 Seminars/ Workshops per Annum per Cluster	2 Seminars/ Workshops per Annum per Cluster			

ID P No	Strategic Objective	Measurable objectives/output	Performance Indicator	Demand/target	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
							Forum							
		Conduct Research and Keep Database on Economic and Poverty Figures	Review, Evaluation, Assessment of Local Economy	2 Local Economy Studies			LED Benchmark Study  Growth and Development Strategy	LED Benchmark Study						
				Economic Patterns			1 x Demographic Update 1 x Sector Specific	1 x Demographic Update 1 x Sector Specific	1 x Demographic Update 1 x Sector Specific	1 x Demographic Update 1 x Sector Specific	1 x Demographic Update 1 x Sector Specific			
			Land Assessment in areas of Ownership, Soil Fertility, Crop Type, Required Infrastructure Institutional Arrangement	Land Assessment Study per LM			Assessment and Analysis of Existing Trends	Institutional Arrangement and Training	Business Plan and Sourcing of Funds	Implementation	Implementation			
			Research on Manufactured Goods & Products in Ugu	Business Performance of Manufactured Goods and Products			1 Research per annum of Local and National Market response to locally Manufactured Goods	1 Research per annum	1 Research per annum Locally Produced goods performance in International Markets	1 Research per annum	1 Research per annum Locally Produced goods performance in International Markets			

ID P N O	Strategic Objective	Measurable objectives/output	Performance Indicator	Demand/target	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
		To increase the number of Tourists visiting Ugu District by 20% by 2017	Planned Events Throughout the year.	20 New weekend off-season events				4 New weekend off-season events	4 New weekend off-season events	6 New weekend off-season events	6 New weekend off-season events			
			Trade Shows and Activations	54 Trade Shows			9 Trade shows	9 Trade shows	12 Trade shows	12 Trade shows	12 Trade shows			
			Seasonal Events	Event per season			Spring Summer, Autumn, Winter seasonal events	Spring Summer, Autumn, Winter seasonal events	Spring Summer, Autumn, Winter seasonal events	Spring Summer, Autumn, Winter seasonal events	Spring Summer, Autumn, Winter seasonal events			
			National and International Events	5 National Tournaments 5 International Tournaments			Women's Golf Tournament Africa Bike Week	Women's Golf Tournament Africa Bike Week	Women's Golf Tournament Africa Bike Week	1 National Tournament 1 International Tournament	1 National Tournament 1 International Tournament			
			Media Familiarisation Trips & Coverage	24 Familiarisation Trips			4 Familiarisation Trips	4 Familiarisation Trips	4 Familiarisation Trips	6 Familiarisation Trips	6 Familiarisation Trips			
			Develop a Marketing Strategy	Marketing Strategy completed and Implemented			Source Funding	Final Document Marketing Strategy	Marketing Strategy Implementation	Marketing Strategy Implementation	Marketing Strategy Implementation			
			Advertising in Print Media	Weekly Notices in Local and Provincial Newspapers			Notices in Local Newspapers	Notices in Local Newspapers	Notices in Local and Provincial Newspapers	Notices in Local, Provincial, National Newspapers	Notices in Local, Provincial, National Newspapers			
			Tour Guide Magazine showcasing	1 New magazine production			4 Magazine Production	4 Magazine Production and	4 Magazine Production and	4 Magazine Production and	4 Magazine Production and			

ID P N O	Strategic Objective	Measurable objectives/output	Performance Indicator	Demand/target	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
			tourism products and facilities	and seculation per quarter			and seculation per annum	seculation per annum	seculation per annum	seculation per annum	seculation per annum			
			National and International Travel Magazines	(24) Adverts/ Editorial features			(6) Adverts/ Editorial features	(6) Adverts/ Editorial features	(6) Adverts/ Editorial features	(6) Adverts/ Editorial features	(6) Adverts/ Editorial features			
			Television Coverage	10 Television Features				2 features on National Television	2 features on National Television	2 features on National Television 1 International	2 features on National Television 1 International			
			Advertisement in Strategic Locations	Advertisement in Airports, Border posts, Tourism Offices located in Towns and Cities Outside Ugu			3 Provincial Locations 3 National Location	3 Provincial Locations 3 National Location	3 Provincial Locations 3 National Location 3 SADEC Countries	3 Provincial Locations 3 National Location 3 SADEC Countries 3 International	3 Provincial Locations 3 National Location 3 SADEC Countries 3 International			
			Website & Social Media	Website Operational and Advertising Tourism Products			Develop Website and Operate and Maintain Network,	Advertise Tourism Products and Discounts, Book Accommodation, Subscribe Product Owners	Advertise Tourism Products and Discounts, Book Accommodation, Subscribe Product Owners	Advertise Tourism Products and Discounts, Book Accommodation, Subscribe Product Owners	Advertise Tourism Products and Discounts, Book Accommodation, Subscribe Product Owners			
			Flyers, Newsletters, Billboards	(24) newsletters			(6) newsletters	(6) newsletters	(6) newsletters	(6) newsletters	(6) newsletters			
		To Raise	Workshops	20 Workshops			4	4 Workshops	4 Workshops	4 Workshops	4 Workshops			

ID P N O	Strategic Objective	Measurable objectives/output	Performance Indicator	Demand/target	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
		awareness around economic and social benefits of Tourism	for stakeholders	per annum			Workshops per annum	per annum	per annum	per annum	per annum			
			Workshops for stakeholders	20 Workshops per annum			4 Workshops per annum	4 Workshops per annum	4 Workshops per annum	4 Workshops per annum	4 Workshops per annum			
		To encourage the capability and ability of local communities to become involved in Tourism Sector	Promotion of emerging businesses	15 new businesses			3 new businesses	3 new businesses	3 new businesses	3 new businesses	3 new businesses			
		To encourage the capability and ability of local communities to become involved in Tourism Sector	Placement of graduates within the hospitality industry	500 graduates			100 graduates	100 graduates	100 graduates	100 graduates	100 graduates			
			Educational Tours and Awareness	10 School Educational Tours			2 School Tours	2 School Tours	2 Schools Tours	2 Schools Tours	2 Schools Tours			
		To increase the marketing geographic spread of existing	Maintenance of existing VIC's	9 VIC's operational			Operations & maintenance of VIC	Operations & maintenance of VIC	Operations & maintenance of VIC	Operations & maintenance of VIC	Operations & maintenance of VIC			

ID P N O	Strategic Objective	Measurable objectives/output	Performance Indicator	Demand/target	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
		Marketing Centres												
		To increase the marketing geographic spread of existing Marketing Centres	New tourism information offices (VIC)	2 local municipalities Vulamehlo, Umzumbe,			1 Office: Umzumbe	1 Office: Vulamehlo	Operations & maintenance of VIC	Operations & maintenance of VIC	Operations & maintenance of VIC			
		To encourage development of new tourism products in the hinterland	Development of new products	6 new products			Ntelezi Msani and KwaXolo Cave Route projects, Ingeli Trails, Emaweni Game Reserve	Ntelezi Msani and KwaXolo Cave Route projects, Ingeli Trails, Umdoni Faith Missions, Emaweni Game Reserve	Umdoni Faith Mission, Ingeli Trails, Ezingoleni Arts and Crafts Hub, Emaweni Game Reserve	Ezingoleni Arts and Crafts Hub, Vulamehlo Oral History Journey, Emaweni Game Reserve.	Ezingoleni Arts and Crafts Hub, Vulamehlo Oral History Journey, Emaweni Game Reserve.			
		To encourage development of new tourism products	Develop and support events to feature prominently as annual events in the hinterland parts of the district's calendar of events	20 events			Siphofu arts and heritage in Umzumbe, Africa Marine Expo in Umdoni, Umuziwabantu Agricultural show, Umgubho wezintombi in Ezingoleni	Sustainability of Siphofu arts and heritage in Umzumbe, Africa Marine Expo in Umdoni, Umuziwabantu Agricultural show, Umgubho wezintombi in Ezingoleni	Sustainability of Siphofu arts and heritage festival in Umzumbe, Africa Marine Expo in Umdoni, Umuziwabantu Agricultural show, Umgubho wezintombi in Ezingoleni	Sustainability of Siphofu arts and heritage festival in Umzumbe, Umuziwabantu Agricultural show, Umgubho wezintombi in Ezingoleni	Sustainability of Siphofu arts and heritage festival in Umzumbe, Umuziwabantu Agricultural show, Umgubho wezintombi in Ezingoleni			
		To encourage development	Facilitate the				Sustainability /	Sustainability / Upgrading of	Sustainability / Upgrading	Sustainability / Upgrading	Sustainability / Upgrading			

ID P N O	Strategic Objective	Measurable objectives/output	Performance Indicator	Demand/target	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
		of new tourism products	upgrading of tourism assets on the beachfronts				Upgrading of tidal pools, showers, braai facilities,.	tidal pools, showers, braai facilities,	of tidal pools, showers, braai facilities,	of tidal pools, showers, braai facilities,	of tidal pools, showers, braai facilities,.			
		To upgrade current products to meet new and changing tourists demand	Ensure community benefit through eco-tourism	15 workshops / training programmes, Activations			Development and support of south coast birding route (avi-tourism) and sustainability of shoreline challenge and mountain biking	Development and support of south coast birding route (avi-tourism) and sustainability of shoreline challenge and mountain biking	Development and support of south coast birding route (avi-tourism) and sustainability of shoreline challenge and mountain biking	Development and support of south coast birding route (avi-tourism) and sustainability of shoreline challenge and mountain biking	Development and support of south coast birding route (avi-tourism) and sustainability of shoreline challenge and mountain biking			
		To upgrade current products to meet new and changing tourists demand	Encourage businesses to be legal and graded	11 workshops			3 workshops per annum on the benefits of being affiliated	3 workshops per annum on the benefits of being affiliated	2 workshops per annum on the benefits of being affiliated	2 workshops per annum on the benefits of being affiliated	1 workshops per annum on the benefits of being affiliated			
			Encourage Existing and New businesses to be register with Tourism Agency	11 workshops/ Updated Database of Members			3 workshops/ Database Update of New and existing members	3 workshops/ Database Update of New and existing members	3 workshops/ Database Update of New and existing members	3 workshops/ Database Update of New and existing members	3 workshops/ Database Update of New and existing members			

**MUNICIPAL SCORECARD 5 YEAR PLAN: MUNICIPAL AND INSTITUTIONAL TRANSFORMATION (PRIORITY2)**

IDP No	Strategic Objective	Measurable objectives/output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
<b>Municipal Transformation and Institutional Development</b>														
	To build and strengthen the administrative and institutional capability of the municipality		the number of people from employment equity target groups employed in the three highest levels of management	37	28	09	31	33	35	37	37			
			% of a municipality's budget actually spent on implementing its workplace skills plan;											
		<b>Approved organogram and budget</b>	Number of filled vacancies	<b>Filling of vacancies</b>	<b>306</b>	<b>170</b>	<b>200</b>	<b>230</b>	<b>260</b>	<b>280</b>	<b>306</b>			
		<b>Approved policies</b>	Reviewed policies and procedures	<b>Review Policies</b>	<b>75% of the Municipal Policies are approved</b>	<b>25% of the Municipal Policies are not approved</b>	<b>80% of the Municipal Policies Approved</b>	<b>90% of the Municipal Policies Approved</b>	<b>95% of the Municipal Policies Approved</b>	<b>100% of the Municipal Policies Approved</b>	<b>100% of the Municipal Policies Approved</b>			



IDP No	Strategic Objective	Measurable objectives/output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
		Mitigation and prevention of disaster risks	Approved 5year plan for disaster risk management programmes.	<b>Reviewed DMP</b>	<b>Nov 2009 approved DMP</b>	<b>None</b>	<b>Review as per IDP</b>	<b>Review as per IDP</b>	<b>Review as per IDP</b>	<b>Review as per IDP</b>	<b>Review as per IDP</b>	<b>DMC</b>	<b>R100'000</b>	<b>District</b>
			Compile incidents statistics report	<b>12 statistics report</b>	<b>11</b>	<b>1</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>DMC</b>	<b>None</b>	<b>District</b>
			Develop a district disaster Management Framework Policy.	<b>Approved DMF Policy</b>	<b>Sector Plan phase 1&amp;111</b>	<b>None</b>	<b>Yes</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>DMC</b>	<b>R150'000</b>	<b>District</b>
			Develop a Disaster Preparedness Policy	<b>Approved Disaster Preparedness Policy</b>	<b>DMP</b>	<b>Policy</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>DMC</b>	<b>R75'000</b>	<b>District</b>
			Organise Seasonal Planning Workshops	<b>2 workshops</b>	<b>2</b>	<b>None</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>DMC</b>	<b>R10'000</b>	<b>District</b>
			No of district advisory forum meetings	<b>4 meetings</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>DMC</b>	<b>R60'000</b>	<b>District</b>
			No of local advisory forum meetings in all six LM's.	<b>12 meetings</b>	<b>3</b>	<b>9</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>DMC</b>	<b>R30'000</b>	<b>All six LM's</b>
			No of Practitioners Forum Meetings	<b>4 meetings</b>	<b>4</b>	<b>None</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>DMC</b>	<b>R25'000</b>	<b>District</b>
			Provision of emergency relief stock and in case of emergency	<b>Keep stock for emergency relief</b>	<b>R1m</b>	<b>-</b>	<b>R4m</b>	<b>R4m</b>	<b>R4m</b>	<b>R4m</b>	<b>R4m</b>	<b>DMC</b>	<b>R4'000'000</b>	<b>District wide</b>
			Provision of	<b>Funding for</b>	<b>None</b>	<b>None</b>	<b>R280'000</b>	<b>R280'000</b>	<b>R280'000</b>	<b>R280'000</b>	<b>R280'000</b>	<b>DMC</b>	<b>R280'000</b>	<b>District</b>

IDP No	Strategic Objective	Measurable objectives/output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
			assessment	<b>assessment</b>										<b>wide</b>
		Public awareness and education towards disaster management	No of public awareness campaigns conducted.	<b>13 campaigns</b>	<b>3</b>	<b>9</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>DMC</b>	<b>R480'000</b>	<b>District wide</b>
			No of training initiatives conducted	<b>7 trainings</b>	<b>6</b>	<b>1</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>DMC</b>	<b>R300'000</b>	<b>District wide</b>
		Provision of sustainable IT infrastructure		No of training initiatives conducted	<b>7 trainings</b>	<b>6</b>	<b>1</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>DMC</b>	<b>R300'000</b>	<b>R300'000</b>
		Sound IT governance	Provision of sustainable IT infrastructure	Upgrade and expansion of servers and the network Laptops for council	<b>3(three) host servers and 2 (two) standard servers, and network administrator</b>		<i>n/a</i>	<b>5</b>	<i>Nil</i>	<i>Nil</i>				<b>4 000 000</b>
		Reduce dependency on consultants	Sound IT governance	Approved IT governance framework plus approved Disaster recovery	<b>Approved plans</b>	<i>Nil</i>	<i>plans</i>	<b>2</b>	<i>n/a</i>					<b>80 000</b>

IDP No	Strategic Objective	Measurable objectives/output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
				plan and Business continuity plan										
		Keeping abreast with the IT technology	Reduce dependency on consultants	Cost reduction on consultant support fees	<b>Training of IT personnel and super users for financial systems</b>	<b>3 200 000 per annum plus 5% increase</b>	<i>Nil</i>	<b>3 360 000</b>	<b>3 200 000</b>	<b>2 800 000</b>	<b>2 400 000</b>	<b>2 000 000</b>	<b>CS and MM's office</b>	<b>13 760 000</b>
		Asset management	Keeping abreast with the IT technology	Attendance to ICT workshops and conferences	<b>2 conferences per annum</b>	<i>Nil</i>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>CS</b>	<b>50 000</b>
		Implementation of Performance Contracts	Asset management	Asset register, Property management	<b>1 register</b>	<i>Nil</i>	<i>n/a</i>	<b>1</b>						

IDP No	Strategic Objective	Measurable objectives/output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
			Implementation of Performance Contracts											

**MUNICIPAL SCORECARD 5 YEAR PLAN: GOOD GOVERNANCE AND PUBLIC PARTICIPATION (PRIORITY 1)**

IDP No	Strategic Objective	Measurable objectives/output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
<b>Good Governance, Community Participation and Ward Committee system</b>														
	To create a conducive environment for participatory development	To promote the culture of service delivery	Number of Batho Pele projects implemented	8 Batho Pele Projects	6 Batho Pele Projects	Batho Pele Learning Network Implementation of belief sets	6 Batho Pele Projects: <ul style="list-style-type: none"> <li>Municipal Service Week Unannounced visits</li> <li>Service Delivery Plan</li> <li>Customer</li> </ul>	8 Batho Pele Projects: <ul style="list-style-type: none"> <li>Municipal Service Week Unannounced visits</li> <li>Know your rights</li> </ul>	6 Batho Pele Projects: <ul style="list-style-type: none"> <li>Municipal Service Week Unannounced visits</li> <li>Service Deliver</li> </ul>	8 Batho Pele Projects: <ul style="list-style-type: none"> <li>Municipal Service Week Unannounced visits</li> <li>Know your rights</li> </ul>	6 Batho Pele Projects: <ul style="list-style-type: none"> <li>Municipal Service Week Unannounced visits</li> <li>Service Deliver</li> </ul>	OMM		

IDP No	Strategic Objective	Measurable objectives/output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
							Satisfaction Survey <ul style="list-style-type: none"> <li>Batho Pele Learning Network</li> <li>Implementation of Belief Sets</li> </ul>	campaign <ul style="list-style-type: none"> <li>Service Delivery Plan</li> <li>Customer Satisfaction Survey</li> <li>Premier Service Excellence Award</li> <li>Batho Pele Learning Network</li> <li>Implementation of Belief Sets</li> </ul>	y Plan <ul style="list-style-type: none"> <li>Customer Satisfaction Survey</li> <li>Batho Pele Learning Network</li> <li>Implementation of Belief Sets</li> </ul>	campaign <ul style="list-style-type: none"> <li>Service Delivery Plan</li> <li>Customer Satisfaction Survey</li> <li>Premier Service Excellence Award</li> <li>Batho Pele Learning Network</li> <li>Implementation of Belief Sets</li> </ul>	y Plan <ul style="list-style-type: none"> <li>Customer Satisfaction Survey</li> <li>Batho Pele Learning Network</li> <li>Implementation of Belief Sets</li> </ul>			
								Development of	Implementation of	Impact Assessment				

IDP No	Strategic Objective	Measurable objectives/output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
								strategy for the employees' behaviour	Strategy	of the Strategy				
	To create a conducive environment for participatory development	To ensure that organizational risks are achieved within a tolerable level of residual risks	Annual Risk Assessment	1 Risk Assessment per year	1 Risk assessment per year	None	1 Risk assessment per year	1 Risk assessment per year	1 Risk assessment per year	1 Risk assessment per year	1 Risk assessment per year	Office of the Municipal Manager		
			Adopted Risk Register	1 Adopted risk register	1 Adopted risk register	None	1 Adopted risk register	1 Adopted risk register	1 Adopted risk register	1 Adopted risk register	1 Adopted risk register	Office of the Municipal Manager		
			Monitoring of the implementation of action plans	70% implementation of action plans	Less than 70% implementation of action plans	Lack of implementation of action plans	Intensifying risk management awareness	Implementation of the risk management CURA system for all RMC members				Office of the Municipal Manager		

IDP No	Strategic Objective	Measurable objectives/output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
	To create a conducive environment for participatory development	Centralised planning	Implemented programs through centralised planning		0									
		Implementation of SDF	Precinct plans		0			Developed Strategy on new and Existing conservation areas				R 500k		
									Develop Strategy Assessment of Coastal Areas to Sea Level Rise and Flooding			R 2m		
		Prioritisation of nodes			0		1 node per LM	1 node per LM	1 node per LM	1 node per LM	1 node per LM	R2,5m		
		Upgrade and maintenance of existing facilities			0		1 per LM	1 per LM	1 per LM	1 per LM	1 per LM	R2,5m		

IDP No	Strategic Objective	Measurable objectives/output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
		Adopted wall to wall schemes	Wall to wall schemes	All LM to have Wall to Wall Schemes	0	6	01	02	03					
		Operational District Transport Plan	Public Transport plan	1	Outdated PTP	1 new PTP	Develop New District DTP	Review	review	review	Develop new IDP			
			Reviewed SDF	Yearly	Adopted IDP and LUMF in 2012	None	Review SDF and LUMF	Review SDF and LUMF	Review SDF and LUMF	Review SDF and LUMF	Develop new IDP			
			Credible IDP		92% IDP		Upgrade district score							
	To strengthen community participation and communication	Capacitated members and functional ward committees	Number of Ward Committee workshops facilitated	There are 85 wards within Ugu district family of municipalities	A majority of ward committees elected after the 2011 local government elections were inducted by SALGA & CoGTA	An average of 850 individuals serving in ward committees require a continuous organisational development training	20 workshops	20 workshops	20 workshops	20 workshops	20 workshops	Mayoralty & Communications & IDP Section	R5,000,000	Ward 1 – ward 85



IDP No	Strategic Objective	Measurable objectives/output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
		Conduct Community Outreach and Consultative meetings	Mayoral Community Izimbizo & Budget Road Shows	<i>This is a statutory requirement of the Municipal Structures Act, Chapter 5</i>	<i>The IDP reviewed on an annual basis</i>	<i>Strategic objective and needs identified in the IDP must be constantly endorsed by the community</i>	<i>1 Community Participation Session</i>	<i>1 Community Participation Session</i>	<i>1 Community Participation Session</i>	<i>1 Community Participation Session</i>	<i>1 Community Participation Session</i>	<i>Mayorality &amp; Communications and IDP Sections</i>	<i>R9,000,000</i>	
<b>MAYORALTY</b>	Review and implement communication Strategy	Adopted communication strategy by 30 June 2013	<i>Council resolution on the adoption of the strategy</i>	Reviewed communication strategy	<i>There is an existing National Policy Guidelines and Communications</i>	<i>Lack of coordinated approach by communications within</i>	<i>1 Communication strategy symposium</i>  <i>1 Consultative workshop</i>	<i>1 Draft Communication strategy document</i>	<i>1 Communication strategy approval summit</i>	<i>1 Communication strategy approval summit</i>	<i>Communication strategy re-reviewed</i>	<i>Mayorality &amp; Communications Section</i>	<i>R250,000</i>	

IDP No	Strategic Objective	Measurable objectives/output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
					Handbook	Ugu district family of municipalities								
2	To strengthen political and administrative relations	Team building	Number of team buildings sessions conducted	There is a need for a study group comprise of senior officials and politicians	EXCO, Portfolio Committee and Councils are only forums that are used as a dialogue and engagement mechanisms	There is a lack of common understanding in the realisation of the broader organisational strategic vision	2 Study group sessions	2 Study group sessions	2 Study group sessions	2 Study group sessions	2 Study group sessions	Mayorality & Communications Section and Human Resources Department	R 1,000,000	
3	To promote a crime free society	Provincial crime prevention strategy customisation at the district level	Number of anti-corruption workshops	There is an escalating reports of criminal incidents	Existing Community Safety and Policing Forums in some communities	Dysfunctional community safety and security structures	4	4	4	4	4	Mayorality & Communications Section and South African Police Services	R 2,000,000	
4	To ensure	A database of credible	Grant In Aid	The Grant In	There is an	There is a lack of	6	6	6	6	6	Mayorality &	R9,450,000	

IDP No	Strategic Objective	Measurable objectives/ output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
	that Community Based Organizations and Non Profit Organizations are supported	CBO's & NPOs compiled	Funding distributed to deserving organizations	Aid applications were received from various organizations	existing Ugu District NGOs/NPO Forum	funding support to community organisation, which lead to failure of self-help project activities						Communications Section		
5	To assist vulnerable households through the provision of indigent burial services	Number of families received indigent burial assistance	data captured on a number of vulnerable household assisted	There are families that cannot afford burial of their loved ones due to the escalating unemployment rate	Ugu District Municipality assisted vulnerable households through the provision of indigent burial	ugu district family always receives letters requesting burial assistance from ward councilors	<b>R500.00</b>	<b>R500.00</b>	<b>R500.00</b>	<b>R500.00</b>	<b>R500.00</b>	Mayorality and Communications section	R 2500 000.00	
6	To provide education	Three students awarded	Students awarded	There are always	<b>R90 000.00</b>	<b>R90 000.00</b>	<b>R90 000.00</b>	<b>R90 000.00</b>	<b>R90 000.00</b>	<b>R90 000.00</b>	<b>R90 000.00</b>	Mayorality and Commu	R450 000.00	

IDP No	Strategic Objective	Measurable objectives/output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
	al support to needy students who are persuing studies in line with Ugu District core functions	with bursaries	with Mayoral bursaries	students who are applying for bursary assistance								nications		
<b>PUBLIC RELATIONS / COMMUNICATIONS CO-ORDINATION</b>	To promote Ugu District Municipality through public relation activities	Ugu Jazz Festival implemented on an annual basis  Service delivery initiatives be publicized on a weekly basis	Appoint of a service provider and external funding secured for the festival  Weekly publications of press releases	An average of 17000 Jazz Fans has participated in the festival	Ugu Jazz Festival has been used as Public Relations tool and it also serve as a biggest marketing brand of Ugu District Municipality	There is a need to continuously venture into public relations and marketing activities similar to Ugu Jazz Festival magnitude	1	1	1	1	9	Mayoralty & Communications Sections	R 9,500,000	

IDP No	Strategic Objective	Measurable objectives/output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
7.	To promote Ugu District Municipality through public relation activities	Advertising of organisation in both print and broadcast media	Advertising special events of the organization  Weekly publications of press releases	Number of adverts in both print and broadcast media	Adverts in both print and broadcast media are used to fully market the organisation.	<i>It is imperative that services and service interruptions are communicated to the public</i>	30	30	30	30	30	Mayorality & Communications Sections	R 1,500,000	
8.	Weekly publications of press releases	Service delivery initiatives be publicized on a weekly basis	The public must be informed about service delivery projects of the organisation	Website and Intranet			48	48	48	48	Mayorality & Communications Section		R 2,500,000	
87.		Website and Intranet	Regular Update of Website and Intranet	Maximum publicity of organisation internally and externally			12	12	12	12	12	Mayorality and Communications Sections	R 96 000.00	

IDP No	Strategic Objective	Measurable objectives/output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
9.		Monthly Mayoral radio slots	Public can interact with the municipality through the radio raising issues affecting their communities	It is vital that such a platform is made available for communities to receive fast responses to their queries	Major communication gap between the leadership and the public	Lack of funds for the smooth running of the exercise..	12	12	12	12	12	Mayorality and Communications Sections	R 500,000	
10.	National Calendar Events	Staging the following events: Women are Day, Heritage Day, World Aids Day, Human Rights Day, Freedom Day and the Youth Day	Events to target at least 2000 people.	Leverage on existing programmes.	There is a lack of promotion of the significance of national calendar day/events.		5	5	5	5	5	Mayorality & Communications	R 7, 500 000	

IDP No	Strategic Objective	Measurable objectives/ output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
		Celebration.												
12.	Branding Initiatives	Produce branding material, calendars, corporate folders,	<i>There are many brands in the local and national space hence the need for Ugu to continuously promote its Corporate Image</i>	Branding is secured on annually basis	<i>There is a need to continuously update the municipality's branding material for utilisation during events</i>		3	3	3	3	3	Mayoralty and Communications	R2,500 00	
13.	Service Delivery Magazines	Profile the municipality using national and international publications	<i>Municipalities are competing for funding hence the need for Ugu to profile itself using various sector magazines</i>	There is an ongoing participation in various sector publications	<i>There is a need continuously participate in the sector publications to stimulate and attract investors &amp; funding, and to update</i>	3	3	3	3	3	3	Mayoralty and Communications	R500 000	

IDP No	Strategic Objective	Measurable objectives/output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
					stakeholders on municipality's developments									
14.	Bill Board Campaign	Secure billboards in strategic areas to promote products and services of the municipality	Learning from service delivery protests observed nationally, the municipality must adopt proactive measures such as billboards in communicating with its communities.	This is a new projects that seeks to improve awareness of municipality programmes and services	There is a lack of proactive communication with communities and this campaign will ensure increase awareness on municipality's products and services.		2	2	2	2	2	Mayoralty and Communications	R 1, 000, 000	
15.	Projects launches Sod turning & Handovers	Staging sod turning ceremonies for some awarded	Communities need to be informed of projects implemented in their area	Project events are currently held on an adhoc	Currently there is no clear program while there is a need to	12	12	12	12	12	12	Mayoralty and Communications	R1, 750, 000	



IDP No	Strategic Objective	Measurable objectives/ output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
		projects and handover functions for completed projects		basis	<i>continuously stage these events to inform communities on the significance of implemented projects to ensure project form part of the societal core and prevent vandalism and theft of material.</i>									
<b>16.</b>	Indigent Support Campaign	Road shows to encourage community to apply for inclusion in the	To ensure community's access to basic services, especially for the poor.	Road shows are currently underway	Access to basic water service		<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>	24	Mayorality & Communications	R 1,000,000	

IDP No	Strategic Objective	Measurable objectives/ output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
		municipality's indigent support roll												
YOUTH DEVELOPMENT		To create an enabling environment for youth participation on matters of local government	Up skilling youth through education	Up skilling youth through education	There is a high number of post matriculated and graduate who are not absorbed by the job market	There are on-going careers exhibition road shows and student registration programme	Rural Youth are unemployed post Grade 12 education	10	10	10	10	Mayoralty and Communications	R1,500 000	
	16.	To encourage Youth Participation in sporting activities	Involve youth in sports development	Number of sports codes in which participated	There is a need to develop sports across racial demographics	SALGA games are conducted on an annual basis	There are disparities in terms of sports development due to lack of infrastructure in rural areas	13 sporting codes participate in the provincial tournament	13 sporting codes participate in the provincial tournament	13 sporting codes participate in the provincial tournament	13 sporting codes participate in the provincial tournament	Mayoralty and Communications	R10 000 000	
	17.	To educate the youth on the importance	Involve youth in cultural development	Annual district Youth	Ugu District Municipality is 87 %	There district youth wards	Lack of arts and culture promotion within youth	1 Youth Arts and Culture	1 sports awards	1 community developme	1 youth music awards	Mayoralty and Communication	R1250 000	

IDP No	Strategic Objective	Measurable objectives/ output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
		of cultural diversity and development	activities	Awards being undertaken	rural promoting arts and cultural programmes can create tourism employment opportunities	implemented in 2011.	development	Awards		nt awards		s		
<b>SPECIAL PROGRAMMES: GENDER</b>	To create a conducive environment for participatory development	To facilitate coordinated structures for Special Programmes (gender, disability and rights of the child )	Number of functional forums	Functional forums in all 7 municipalities	5 Functional Forums in the District	2 none functional	1 maintain and revive 1 forum	1 maintain and revive 1 forum	Maintain functional forums	Maintain functional forums	Maintain functional forums	Mayorality and Communications	R3,500,000	All LM's
<b>18.</b>		Mainstreaming of programmes for vulnerable	Number of programmes mainstreamed		About 120 cases reported per year	None	Link all cases to OSSP	Nominate and train representatives for each programme per ward	Conduct empowerment sessions per ward	Conduct empowerment sessions per ward	Conduct empowerment sessions per ward	Mayorality and Communications	R3,500,000	All LM's

IDP No	Strategic Objective	Measurable objectives/ output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
		groups  To create a conducive environment for participatory development												
27.		Involve Senior Citizens in sports development number of sports codes in which participated					60					Mayorality and Communications	R 1000000.00	
28.		Institutionalizing and	Percentage of HIV AIDS				100%	4	4	4	4	Mayorality and Commu	R 2000000.00	<b>DISTRICT WIDE</b>

IDP No	Strategic Objective	Measurable objectives/ output	Performance Indicator	Demand	Baseline	backlog	Y1	Y2	Y3	Y4	Y5	Dept	Financials	Ward
		mainstreaming a coordinated strategy for HIV AIDS and Special Programmes	and Special programme institutionalizing and mainstreamed HIV ,AIDS,Senior Citizens ,Farm workers and operation Sukuma Sakhe									nications		
30.		Strengthen the functionality of local and ward Aids council	Number of reports on implemented programmes				6	6	6	6	6	Mayorality and communications	R 500,000	

## **7.2 Implementation plan & organisational scorecards for 2012/13**