



UGU DISTRICT MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN

2012/13 TO 2016/17

2013/2014 Annual Review



UGU DISTRICT MUNICIPALITY



INTERGRATED DEVELOPMENT PLAN (IDP) REVIEW

2013/2014

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GLOSSARY

AG	Auditor General
AIDS	Acquired Immune Deficiency Syndrome
ART	Antiretroviral therapy
ARV	Antiretroviral
BBBEE	Broad Based Black economic Empowerment
CDWs	Community Development Workers
DBSA	Development Bank of Southern Africa
DAEA	Department of Agriculture and Environmental Affairs
DEAT	Department of Environmental Affairs and Tourism
DFA	Development Facilitation Act
CoGTA	Department of Cooperative Government and Traditional Affairs
DM	District Municipality
DoHS	Department of Human Settlement
DWAF	Department of Water Affairs & Forestry
EIA	Environmental Impact Assessment
EKZNW	Ezemvelo Wildlife
EMF	Environmental Management Framework
EMP	Environmental Management Plan
EPWP	Expanded Public Works Programme
FBS	Free Basic Services
FET	Further Education and Training
HH	Households
HIV	Human Immune-deficiency Virus
HR	Human Resources
ICMA	Integrated Coastal Management Act
ICT	Information Communications Technologies
IDP	Integrated Development Plan
IDPRF	Integrated Development Plan Representative Forum
IGR	Inter Governmental Relations
ISRDP	Integrated Sustainable Rural Development Programme



IWMP	Integrated Waste Management Plan
LED	Local Economic Development
LGSETA	Local Government SETA
LM	Local Municipality
LRAD	Land Redistribution Programme
LUMS	Land Use Management System
GDS	Growth and Development Strategy
LUMF	Land Use Management Framework
MDG	Millennium Development Goals
MIG	Municipal Improvement Grant
MSIG	Municipal Systems Improvement Grant
NEMA	National Environmental Management Act
NSDP	National Spatial Development Perspective
PGDS	Provincial Growth and Development Strategy
PMS	Performance Management System
PSEDS	Provincial Spatial Economic Development Strategy
SANRAL	South African National Roads Agency Limited
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SEA	Strategic Environmental Assessment
STATSSA	Statistics South Africa
VCT	Voluntary Counselling and Testing

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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CHAPTER 1: EXECUTIVE SUMMARY & INTRODUCTION

1.1 Who Are We?

Ugu District Municipality is one of the ten (10) district municipalities in the province and is one of the nine (9) provinces of the Republic of South Africa.

It is located in the South Coast. It is 5 866 km² in extent and boasts a spectacular coastline of 112 kilometres, which forms its eastern border. The region is bordered on the north by the Ethekezi 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 (81) municipal wards, which culminate into six (6) local municipalities, namely Hibiscus Coast, Ezinqoleni, Umuziwabantu, Vulamehlo, Umzumbe and Umdoni. The region also boasts 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 benefits equally from socio-economic opportunities and services"

Ugu's Mission

"Create an enabling environment for social and economic development resulting in the provision of quality drinking water and access to decent sanitation. Ensure community participation and coordinate public and private players."

1.2 Opportunities That We Offer

1.2.1 Historical / Religious / Cultural Assets

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

- Batstone's Drift, Port Shepstone, where Batstone operated his Pont near the Umzimkulu River.
- Bazleys Harbour Works, Port Shepstone, harbour wall was built in the 1880's to allow access to the Umzimkulu river for small coasters.
- Alfred County Annexation site, Ezinqoleni, marks the spot where Alfred County was incorporated into Natal on New Year's Day in 1866. The site is a national monument.



- Bilamhlolo River, Ramsgate, Dingane's warriors are alleged to have killed members of the family of the early trader Fynn near the mouth of this river in 1839.
- Fynn's Grave, Port Shepstone
- Green Point/Clansthal Lighthouse, Clansthal between Scottburgh and Umkomaas warns shipping of the presence of the Aliwal Shoal four (4) kilometers offshore. The building is a national monument
- Isandlundu / Tragedy Hill, Port Edward, Shaka's warriors are said to have killed a group of Mpondos here in 1828.
- Kniesel's Castle, Port Shepstone, 19th century dwelling, declared heritage site.
- Marburg, Port Shepstone, present Marburg commonage, is a site also used by Shaka and his Impis during their Mpondoland raid of 1828.
- Ndongeni ka Xoki's Grave, Port Shepstone, Ndongeni accompanied Dick King on his famous ride in 1842, as far as Mngazi in Pondoland, later given a farm here.
- Paddock Station, Paddock, the building is a national monument.
- Port Shepstone Lighthouse, cast in Britain and shipped to Natal in the 1890's, is a 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.

1.3 Investment Opportunities:

- Ugu Sports Leisure Centre
- 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
- Margate Olympic swimming pool
- Transition from subsistence to commercial farming



1.4 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 and, short term development strategies of the municipality.
- It is a legislative requirement and 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.

1.5 How the Ugu District Municipality IDP was developed

- It was prepared in terms of the legislative requirements:-
- Consideration was given to the MEC comments that were raised in the 2012 /13 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
- 3rd Generation IDP guidelines from COGTA (considering Cabinet Lekgotla, M&E Framework, SOPA & SONA, Outcome 9 & PGDS, MTAS and its priorities, 6 Provincial Priorities , Cop 17 and Simplified Service Delivery Plans)

1.6 Performance measurement

The municipality's 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 municipality's vision which is built from the community's needs and forward planning. The PMS is reviewed quarterly.

1.7 Development Challenges & Priority Issues

- Infrastructure Investment.
- Economic and Sectoral Development.
- Financial Viability.
- Education and skills development.
- Institutional Integration and Coordination.
- Centralised planning.
- Reduce HIV & Aids.
- Clean Environment.
- Peace and Stability.

1.8 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 create a conducive environment for economic growth and job opportunities
- e) To provide access to sustainable quality drinking water and sanitation services
- f) To develop and promote an integrated sustainable environment

1.9 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 Municipality is responsible for Planning, it is also reliant on the District for advice and support.

1.10 Five Year Strategic Local Government Priorities (NKPA)

1.10.1 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.

1.10.2 Local Economic Development

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

1.10.3 Municipal Transformation and Institutional Development

This KPA considers institutional development in terms of its performance, the number of departments performing their core function. Interms 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.

1.10.4 Financial Viability and Management

It considers the management of the municipal finances ranging from AG report, going concern issues, financial reporting, budgeting and budget performance, asset management, procurement. etc.

1.10.5 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's fully functional structures, communication strategies amongst others are used to ensure proper governance and community participation.

1.10.6 Spatial Planning and Environmental Management

The municipality has numerous outdated plans that are addressing spatial planning and environmental development. This Spatial Development Framework (SDF) was adopted with the IDP in 2012/2013, Coastal Management Plans etc. It is also facing other challenges such as lack of adequate researched data for the South Coast. The SDF and LUMS are under review and the Waste Management Plan is being developed.



CHAPTER 2: GOVERNMENT PRIORITIES

Alignment of government policies and plans is crucial in the strategic planning processes of the municipality. 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. Our implementation and proposed interventions will focus only on the key mandates relevant to the municipal context in co-operative governance and those will be considered and addressed.

This Section therefore reflects the applicable and relevant Government Priorities, such as the Millennium Development Goals, National Development Plan priorities, the 12 National Outcomes, the 5 National Priorities, the State of the Nation Address, the State of the Province Address, the KZN GDS (7 Goals) and Operation Clean Audit 2014. It indicates how these are addressed and applied in the Ugu District Municipal area.

2.1 Millennium Development Goals (MDGs)

The Millennium Development Goals (MDGs) are eight international development goals that all 192 United Nations member states have agreed to achieve by the year 2015. The aim of the MDGs is to encourage development by improving social and economic conditions. It provides a framework for the entire international community to work together towards a common end i.e. making sure that human development reaches everyone, everywhere. The MDGs focus on three main areas of human development viz. bolstering human capital, improving infrastructure and increasing social, economic and political rights. If these goals are achieved, world poverty will be reduced, lives will be saved, and people will have the opportunity to benefit from the global economy. The eight MDGs which have been identified include:

- I. Eradicate extreme poverty and hunger;**
- II. Achieve universal primary education;**
- III. Promote gender equality and empower women;**
- IV. Reduce child mortality;**
- V. Improve maternal health;**
- VI. Combat HIV/AIDS, malaria and other diseases;**
- VII. Ensure environmental sustainability; and**
- VIII. Develop a Global Partnership for Development.**

The goals consist of quantified targets to address extreme poverty in its many dimensions viz. poverty, hunger, disease, lack of adequate shelter, and exclusion whilst promoting gender equality, education, and environmental sustainability. At the same time the goals also represent basic human rights i.e. the rights of each person on the planet to health, education, shelter, and security.



2.1.1 Medium Term Strategic Framework

The **Medium Term Strategic Framework (MTSF)** below demonstrates how the MDGs have been domesticated into the current priority agenda of the government.

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,

2.1.2 Applicability to Ugu

The Ugu district's core functions are Water, Sanitation and Environmental health and play a secondary role through coordinating and supporting local municipalities in fulfilling their functions as per the Municipal Structures Act in terms of service delivery. It is thus imperative that Ugu District's strategic priorities are informed by the MTSF to ensure coordinated achievement of the set targets and effective service delivery.

2.2 National Development Plan: 2030

The National Development Plan aims to eliminate poverty and reduce inequality by 2030. South Africa has the potential and capacity to eliminate poverty and reduce inequality over the next two decades. This requires a new approach – one that moves from a passive citizenry receiving services from the State to one that systematically includes the socially and economically excluded, where people are active champions of their own development, and where government works effectively to develop people's capabilities to lead the lives they desire. The achievement of this vision is based on the following priorities:

- I. **Creating jobs and livelihoods,**
- II. **Expanding infrastructure,**
- III. **Transitioning to a low-carbon economy,**
- IV. **Transforming urban and rural spaces,**
- V. **Improving education and training,**



- VI. **Providing quality health care,**
- VII. **Building a capable state,**
- VIII. **Fighting corruption and enhancing accountability,**
- IX. **Transforming society and uniting the nation,**

2.2.1 Applicability to Ugu

The municipality needs to craft its IDP and LED programmes around these cascaded provincial district policies. This will ensure that there is common understanding of issues that need to be addressed. This in turn will go a long way in co-ordinating government efforts around eradicating underdevelopment and thus bring about prosperity in an integrated fashion.

2.3 The 12 National Outcomes

The outcome based approach is designed to ensure that government is focused on achieving the expected real improvements in the life of all South Africans. It clarifies what the government is expected to achieve, how it is expected to achieve it and how it will be measured whether it is achieving it. Thus in the main the outcomes approach is centered toward:

- Focus on results,
- Explicit and testable chain of logic in planning so as to see that the assumptions that are made about resources are needed,
- Linkage of activities to outputs and outcomes and to test what works and what doesn't,
- Ensuring expectations are clear and unambiguous
- Providing clear basis for discussion, debate and negotiation about what should be done and how it should be done,
- Enabling learning and regularly revising and improving policy, strategy and plans through experience,
- Makes co-ordination and alignment easier.

The Cabinet Lekgotla held from 20 to 22 January 2010 adopted the following 12 Outcomes where municipalities are accountable for **outcome 9**:

- I. Improved quality of basic education.
- II. A long and healthy life for all South Africans.
- III. All people in South Africa are and feel safe.
- IV. Decent employment through inclusive economic growth.
- V. A skilled and capable workforce to support an inclusive growth path.
- VI. An efficient, competitive and responsive economic infrastructure network.
- VII. Vibrant, equitable and sustainable rural communities with food security for all.



- VIII. Sustainable human settlements and improved quality of household life.
- IX. **A responsive, accountable, effective and efficient local government system.**
- X. Environmental assets and natural resources that are well protected and continually enhanced.
- XI. Create a better South Africa and contribute to a better and safer Africa and World.
- XII. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship

The aim of Delivery Agreement: Outcome 9 is to ensure a responsive, accountable, effective and efficient local government system so as to restore the confidence of citizens in the local government sphere. As such municipalities need to ensure that the basic needs of communities are met; build clean, effective, efficient, responsive and accountable local government; improve performance and professionalism and strengthen partnerships between local government, communities and civil society. The Outcome consists of seven outputs which need to be achieved viz.:

- I. Implement a differentiated approach to municipal financing, planning and support;
- II. Improve access to basic services;
- III. Implementation of the Community Work Programme;
- IV. Actions supportive of the human settlement outcome;
- V. Deepen democracy through a refined Ward Committee Model;
- VI. Improve administrative and financial capability;
- VII. A single window of coordination.

The outputs consist of targets, indicators and key activities which need to be achieved. The achievement of these outputs will go a long way in improving the lives of residents whilst at the same time improving the processes within government so they are able to operate more effectively and efficiently.

2.3.1 Applicability to Ugu

Not only did the Ugu District Municipality align its IDP with the National Outcomes, but has also adopted an outcome based approach in drafting the 2013/14 IDP review to ensure that the district is focused on achieving the expected real improvements in the life of Ugu District's population.

2.4 State of the Province Address

The provincial priorities as per The State of the Province address on 22 February 2011 by Dr Zweli Mkhize identified the Provincial Priorities as:



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

In the recent state of the province address on 28th February 2013 the emphasis was made on the National Development Plan 2030 vision and that of the Provincial Growth and Development Strategy was the need for consistent alignment.

2.4.1 Applicability to Ugu

The district municipality needs to craft its IDP and LED programmes around these cascaded national and provincial policies. This will ensure that there is common understanding of issues that need to be addressed. This in turn will go a long way in co-ordinating government efforts around eradicating underdevelopment and thus bring about prosperity in an integrated fashion. Furthermore as will be shown in the Situational Analysis, the Ugu District area of jurisdiction is predominantly rural with a high unemployment rate which is as a result of a low skills base. Therefore the municipality has a daunting task of ensuring that the provincials priorities are achieved in its area of jurisdiction as they are talking directly to our situation

2.5 KZN PGDS (7 Goals)

The 2011 Provincial Growth and Development Strategy (KZN PGDS) bolsters the Province's commitment to achieving the vision of a ***“Prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the world”***. The PGDS aims to build this gateway by growing the economy for the development and the improvement of the quality of life of all people living in the Province.

The PGDS provides with a reasoned strategic framework for accelerating and sharing economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments. Concomitant attention is also given to the provision of infrastructure and services, to restoring natural resources, to public sector leadership, delivery and accountability, thus ensuring that these changes are responded to with resilience, innovation and adaptability. This strategy will lay the foundations for attracting and instilling confidence from potential investors and to develop social compacts that address the Provincial challenges.



2.5.1 The purpose of the KZN PGDS

The purpose of the KZN PGDS is captured below:

- Develop a clear long term vision and plan for the growth and development of the Province by building on the strengths and opportunities while addressing weaknesses and threats;
- Mobilise all development partners to achieve predetermined development objectives and targets;
- Promote vertical, horizontal and spatial alignment;
- Spatially contextualise and prioritise (not just what, also where and when) so as to achieve spatial equity;
- Guide the activities and resource allocation of Provincial Government and other spheres of government, business sectors, organised labour and other role players from civil society that can contribute to development in the Province;
- Develop clear institutional arrangements to secure buy-in and ownership, through a structured consultation process with all sectors and development partners;
- Define clear targets and indicators;
- Direct commitment to the allocation of resources to manage and implement this PGDS;
- Build a strong centre and decisive leadership to achieve the desired outcomes and ensure that the PGDS is afforded the status as the primary plan for the Province.

2.5.2 The strategic framework of the KZN PGDS

The strategic framework of the KZN PGDS which the Ugu District municipality has ensured it is aligned to is captured in the table 1.1:

Table 2.1: Alignment of the 7 KZN PGDS Strategic Goals and UGu GDS 6 Strategic Drivers

Source: KZN PGDS, 2012 & Ugu DGDS 2012

KZN PGDS STRATEGIC GOAL	KZN PGDS STRATEGIC OBJECTIVES	UGU GDS STRATEGIC OBJECTIVES	UGU GDS STRATEGIC DRIVER
1. JOB CREATION	1. Unleashing the Agricultural Sector	1.1. Expand the Key Productive Sectors	1. SECTORAL DEVELOPMENT AND SUPPORT
	2. Enhance Industrial Development through Trade, Investment & Exports		
	3. Expansion of Government-led job creation programmes		
	4. Promoting SMME, Entrepreneurial and Youth Development	1.2. Enhance the Business and Investment Environment throughout the District	



	5. Enhance the Knowledge Economy		
2. HUMAN RESOURCE DEVELOPMENT	6. Early Childhood Development, Primary and Secondary Education	2.1. Ensure Early Childhood Development and Primary and Secondary Education	2. EDUCATION & SKILLS DEVELOPMENT
	7. Skills alignment to Economic Growth	2.2. Encourage Demand Driven Skills Development and training linked to Industry	
	8. Youth Skills Development & Life-Long Learning		
3. HUMAN & COMMUNITY DEVELOPMENT	9. Poverty Alleviation & Social Welfare	3,1 Ensure Poverty Alleviation through Social Development and Food Security	3. SAFETY NETS & CIVIC EMPOWERMENT
	10. Enhancing Health of Communities and Citizens	3,2 Provide Support to Create Healthy Communities & Citizens	
	11. Sustainable Livelihoods & Food Security	3,1 Ensure Poverty Alleviation through Social Development and Food Security	
	12. Sustainable Human Settlements	3,3 Ensure the Establishment of Sustainable Human Settlements	
	13. Safety & Security	3,4 Guarantee the Safety and Security of Communities	
	14. Social Cohesion		
	15. Youth, Gender and Disability Advocacy & The Advancement of Women		
4. STRATEGIC INFRASTRUCTURE	16. Development of Ports and Harbours	4.1. Development of Airports and Harbours	4. STRATEGIC INFRASTRUCTURE DEVELOPMENT
	17. Development of Road & Rail Networks	4.2. Develop an Integrated Road & Rail Network to support both Passenger and Cargo Transport	
	18. Development of ICT Infrastructure	4.3 Develop ICT Infrastructure to Support the Knowledge Economy	
	19. Improve Water Resource Management	4.5 Ensure Effective Water Resource Management and Awareness	
	20. Develop Energy Production Capacity	4.4 Strengthening of Energy Infrastructure Capacity and Efficiency	
5. RESPONSE TO CLIMATE CHANGE	21. Increase Productive Use of Land		5. ENVIRONMENTAL SUSTAINABILITY
	22. Advance Alternative Energy Generation	6.1 Advance Alternative Energy Generation Capacity	
	23. Manage pressures on Biodiversity	6.2 Manage the Pressures on Biodiversity and Environmental Quality	
	24. Disaster Management	6.3 Ensure Efficient Environmental Monitoring, Regulation and Disaster Management	



6. GOVERNANCE AND POLICY	25. Strengthen Policy and Strategy Co-ordination & IGR	5.1 Enhancing Coordinated Planning and Implementation	6. INSTITUTIONAL DEVELOPMENT
		5.2 Strengthen Inter-Governmental Relations & Private Sector Partnerships	
	26. Building Government Capacity	5.3 Building Local Government Capacity	
	27. Eradicating Fraud & Corruption	5.4 Eradicating Fraud & Corruption	
	28. Promote Participative, Facilitative & Accountable Governance	5.5 Ensuring Participative, Facilitative, and Accountable Governance	
7. SPATIAL EQUITY	29. Actively Promoting Spatial Concentration		
	30. Facilitate Integrated Land Management & Spatial Planning		

2.5.3 Applicability to Ugu

The main economic generators of the Ugu District Municipality are tourism and agriculture which are now threatened due to ageing infrastructure and climate change. The PGDS thus provides a direction that needs to be followed by the district in terms of planning forward and in the achievement of the 2030 provincial vision which then paves the way for Ugu District Municipality. The Ugu District has already developed the District Growth and Developing Strategy which is fully aligned with the KZN PGDS to ensure the growth of the district is aligned to the provincial one for effective service delivery and elimination of duplication.

2.6 Ugu District Growth and Development Plan

The Ugu Growth and Development Strategy (GDS) commits all stakeholders (public, private and civil society) to achieving a shared vision that by 2030 the Ugu district will be a leading tourism destination and manufacturing and agricultural hub where jobs are created and everyone benefits equally from socio-economic opportunities and services. . This intent is based on a shared understanding of the inter-relationships amongst communities and the challenges facing the district economy as a whole. It is based on a commitment to working collaboratively to achieve the most beneficial outcomes for all.

The vision of the Ugu GDS is that *“By 2030 the Ugu District will be a leading tourism destination and manufacturing and agricultural hub where jobs are created and everyone benefits equally from socio-economic opportunities and services”*. It has six economic drivers which are:

1. Strategic infrastructure investment
2. Education & skills development
3. Institutional development



4. Strategic sector engagements
5. Environmental Sustainability
6. Safety Nets & Civic empowerment

2.6.1 Applicability to Ugu

The district municipality needs to craft its IDP and LED programmes around these cascaded national and provincial policies. This will ensure that there is common understanding of issues that need to be addressed. This in turn will go a long way in co-ordinating government efforts around eradicating underdevelopment and thus bring about prosperity in an integrated fashion. The Ugu DGDS thus plays an integral role in the development Ugu's 2013/14 IDP Review in ensuring common goal for 2030.

The Sections above demonstrated the alignment between the DGDS and PGDS which ultimately talks to the NDP.



CHAPTER 3: SITUATIONAL ANALYSIS

The Situational Analysis component of the Integrated Development Plan (IDP) 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, 2011 census by Statistics South Africa as well as from targeted interviews and discussions.

3.1. Spatial Analysis

The Spatial Development Framework which informs the major part of this section forms an integral part of the IDP. It identifies what physical / spatial development should take place and where, it also provides the physical location and spatial interrelationship of social, economic, environmental etc development. It provides guidance for all future development in Ugu, the Framework does not identify every detail but establishes the strategic development direction. Furthermore this analysis is also informed by the DGDS document.

3.1.1. Regional Context

The spatial pattern of the Ugu District Municipality resembles a "T" shape where areas along the coast have a well developed infrastructure and thus a reasonable economic growth, whereas the hinterland is characterized by the poor infrastructural provision and high unemployment levels. Ugu has some of the best examples of unspoiled sub-tropical bush-land and forest, as well as cultivated land and small rural villages, contrasted by bustling urban centres and major industrial complexes.

Ugu District Municipality is a favourite tourist destination, and includes the well established coastal towns of Port Shepstone, Pennington, Margate and

Hibberdene. The modern N2 highway runs through Ugu parallel to the sea, passing Port Shepstone, the seat of the District Municipality.

The key sectors of the Ugu District economy are Agriculture, Manufacturing, Community Service Construction, Trade & Tourism, the Informal Sector, and Transport. Port Shepstone is the main commercial centre and major source of employment.

There has been a gradual change in rural settlement patterns, from a much dispersed scattered settlement pattern to a concentration of residential sites around the access roads. The change has also partly been encouraged by a decline in agricultural activities over the last 100 years combined with a growing dependence on wage employment (dominated by migrant employment on the mines) and state grants



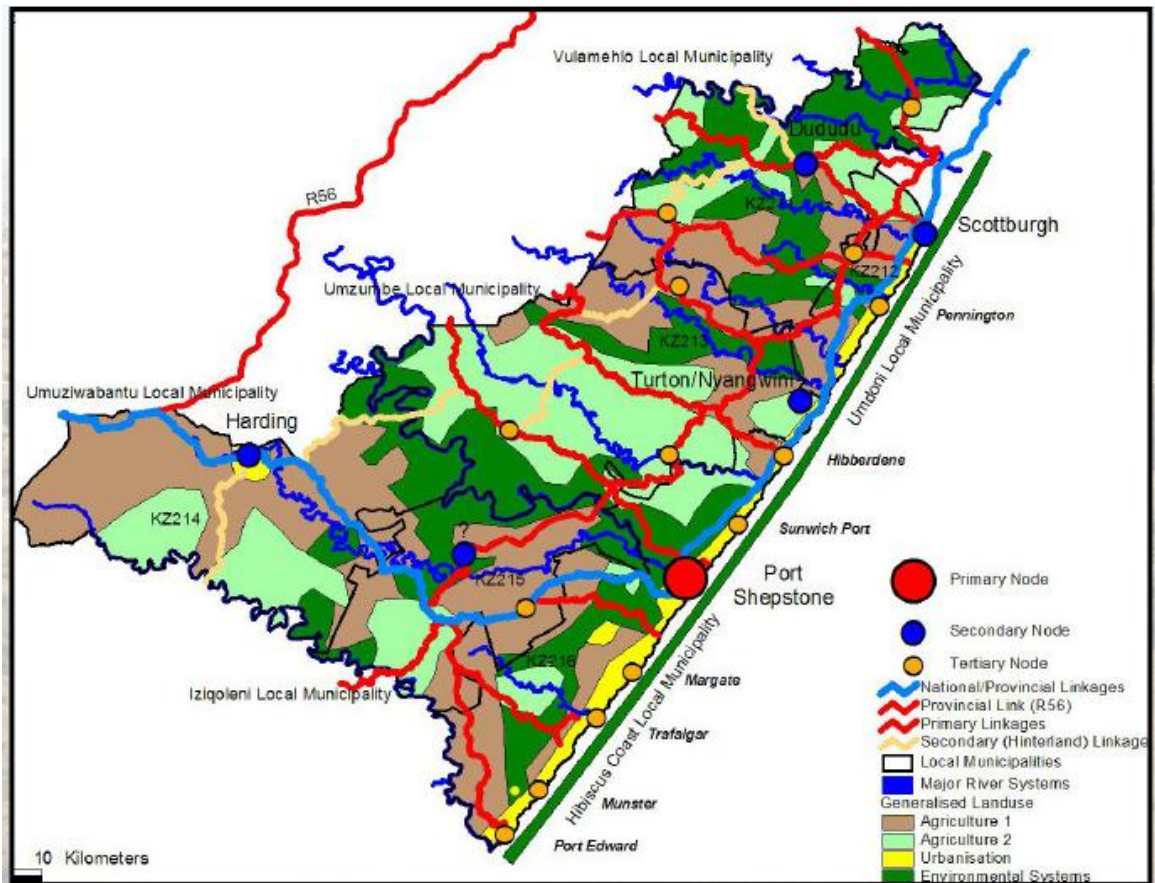
The broken topography of the area is another factor which has strongly influenced settlement patterns, particularly in the hinterland. The broken topography has restricted not only the dispersal of homesteads, but also large-scale or commercial agriculture within the major river catchments, such as the Mzimkhulu and Mtamvuana Rivers. As a result, large tracts of Eastern Valley Bushveld, Scarp Forest, and Pondoland-Natal Sandstone Coastal Sourveld remain intact with little transformation.

These areas thus present an excellent opportunity for community-based eco-tourism initiatives (majority of areas fall within traditional areas) and maintaining ecological linkages between formally protected areas, such as Oribi Gorge Nature Reserve and Mtamvuna Nature Reserve.

The coastline is for obvious reasons another significant factor structuring development within the Ugu District Municipality. In contrast north coast, development has taken place in a relatively narrow band or in a ribbon-like fashion along the south coast. The aesthetic and amenity value of the coastal zone makes this area particularly attractive for residential and holiday / hospitality type developments. As a result, there is ever increasing pressure to develop the last remaining open spaces along the coastline.

Map 1: Ugu District Regional Context

Source: Ugu District SDF, 2012



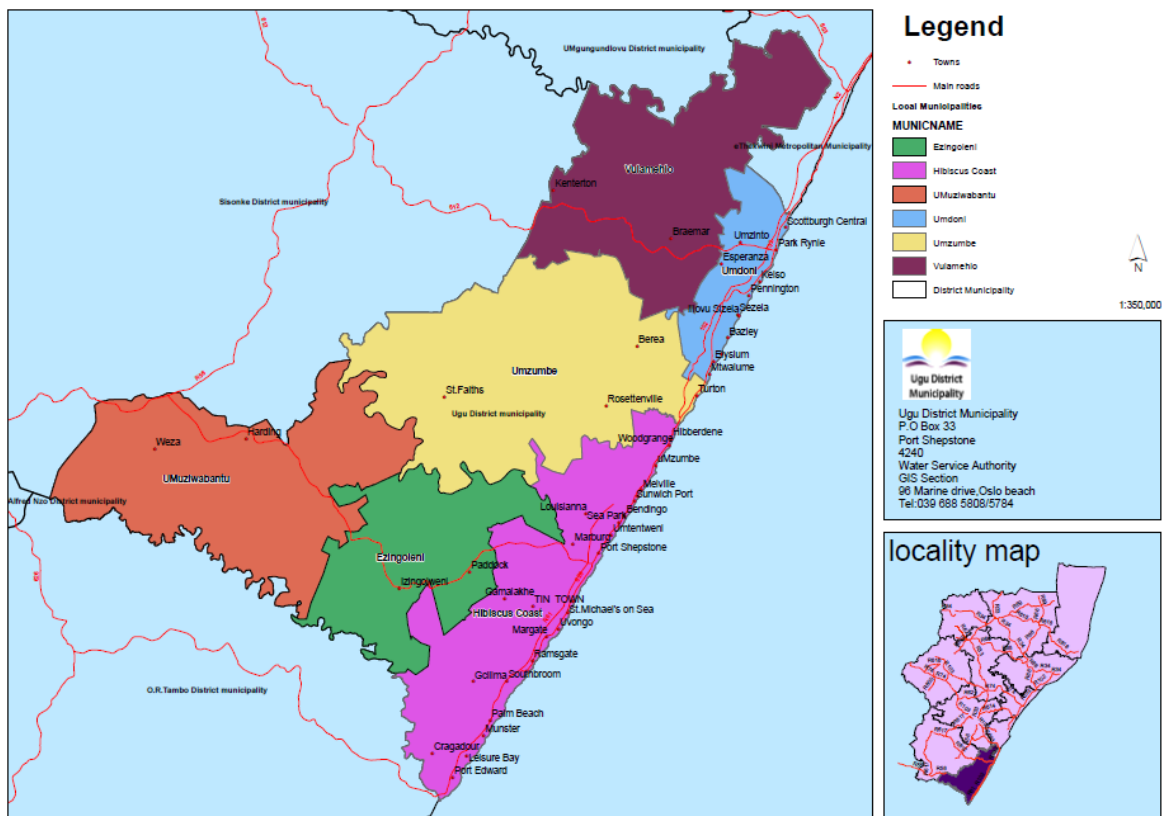


3.1.2. Administrative Entities

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

Map 2: Ugu District Locality Map

Source: Ugu District Municipality GIS, 2013



3.1.3. Existing Nodes and Corridors

The Provincial Spatial Economic Development Strategy (PSEDS) identifies Port Shepstone as a Secondary Node in the provincial context and the eThekweni – Ugu Corridor as a primary corridor (see Figures below). It should be noted that this corridor is placed on the same level as the extremely strong and growing eThekweni – Umhlatuze and eThekweni – Musunduzi Corridors.

The PSEDS suggests the following cluster priorities and objectives for the Ugu District (PSEDS October 2006):

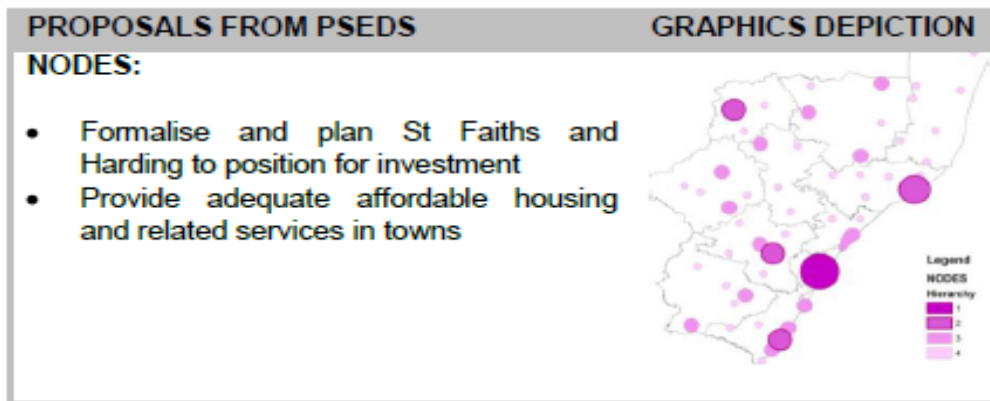


Fig 3.1: Provincial Nodes
Source: PSED, 2006

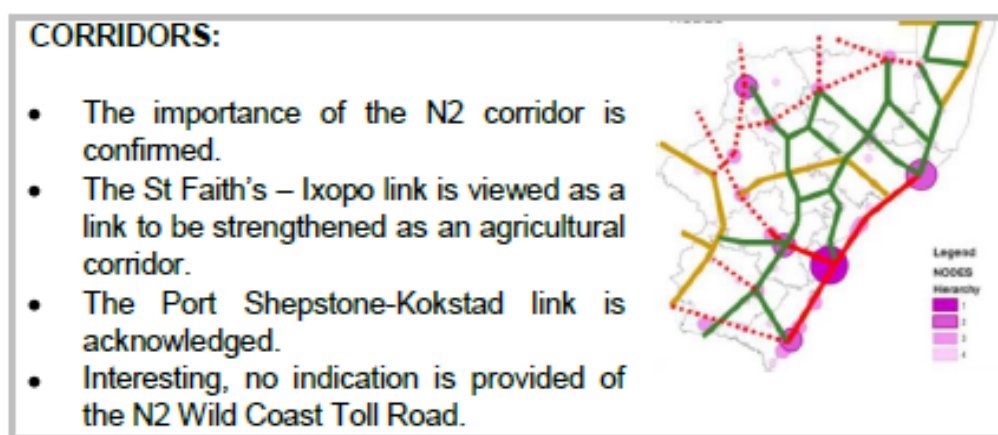


Fig 3.2: Provincial Corridors
Source: PSED, 2006

Table 3.1 reflects the Ugu District municipality's existing nodes and corridors as captured in the District's SDF.

Table 3.1: Ugu District Municipality Nodes & Corridors

Source: Ugu SDF, 2012

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



		<ul style="list-style-type: none"> • Sunwich Port • Ndewbu • Margate • Dweshula • Trafalgar • Munster • Louisiana • Port Edward • Shibe 	
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Key linkage proposals within the Ugu district are:

- A hinterland north-south linkage for the purposes of local access. It is intended to follow existing roads and river crossings are to be in the form of minor (single vehicle) structures for local access rather than large bridge structures.
- Strategic east west linkages to promote accessibility throughout the region.
- The revival of the rail lines throughout the district, extending the passenger rail from Kelso to Port Shepstone, and, ultimately Harding.
- The establishment of inter-modal transport facilities at key nodal points within the district.

A hierarchical system of nodes has been developed, based on existing levels and patterns of development, and the distribution of future development and transport linkages, to ensure optimum accessibility to goods and services through equitable distribution. Varying levels of investment will be required in terms of bulk water reticulation and electricity, as well as social facilities such as schools, hospitals and clinics, and recreational facilities. The various nodes are distinguished in terms of whether they are:

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

Table 3.2 provides a summary of these nodes in terms of this classification.

Table 3.2: Nodes Classification

Source: Ugu SDF, 2012

TYPE OF ACTIVITY	EXISTING (MAINTAIN)	IMPROVE (CONSOLIDATE)	NEW
Community Level Multi-Use Nodes	Port Shepstone; Scottburgh; Margate; Shelley Beach		
Neighbourhood level	Umzinto; Park Rynie; Ramsgate; Port Edward;		



Multi-Use Nodes	Harding		
Small Neighbourhood Level Multi-Use Nodes	Hibberdene; Uvongo		
Large Local Convenience Clusters Hub RSCs	Pennington; Bazley Beach	Dududu; Turton; Murchison; Gamalakhe; Ezingoleni	Mandawe; Malageni; Bhanela; Xolo TC; Gcilima; Thongazi; Phungashe; Assissi
Satellite RSCs Long-term		St Faiths	Imfume; Kenterton; Dweshula; Paddock; Isibonda TC; Sawoti; Mainaini Sipofu; Umgayi Qoloqolo; Vukuzithathe / Xolo TC; Isibonda TC; Qiniselani – Manyuswa TC
Tourism point			Oribi Flats

The spatial proposals contained in the Ugu SDF are aligned to the guidelines for the Ugu DM as contained in the Provincial Spatial Development Framework, such as:

- Maintaining value-adding areas, such as Scottburgh, Hibberdene, Port Shepstone to Margate, Umtamvuna, and Port Edward;
- Understanding the entire coastal strip forming an 'Economic support area', as well as Harding;
- The importance of a corridor from Port Shepstone, through St Faiths, towards Ixopo; and
- The indication of most of the rural hinterland as 'mandated service delivery areas', 'agricultural investment areas' and 'social investment areas'. Many comprise of all three.

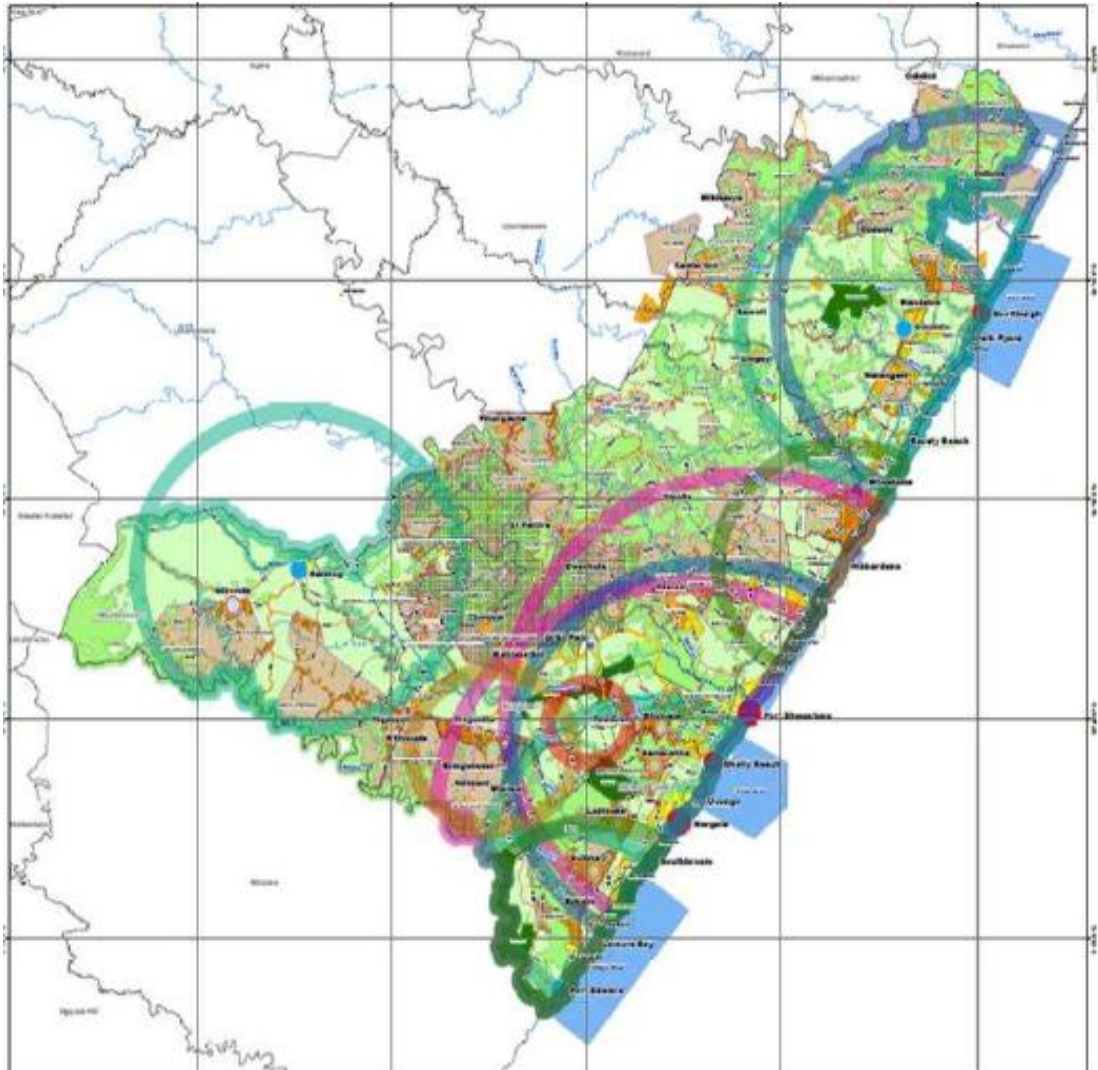
In summary, in the future focus of the district must be on maintaining existing economic nodes within the region, protecting the natural environment and creating access to sustainable economic opportunities for rurally located communities. This



focus must be driven through supporting sustainable resource management, value-chain linkages and the provision of road infrastructure and bulk services. The map below graphically illustrates the Existing Nodal Service Areas (Buffers) within the Ugu District.

Map 3: Ugu District Existing Nodal Service Areas Buffers

Source: Ugu District DGDS, 2013



3.1.4. Broad Land Uses

In terms of the settlement type in Ugu District, statistics SA breaks it into three broad categories, which are urban, traditional and farms. The traditional settlement (58.7) type is dominant followed by the farms (37,5%). These become particularly important when it comes to service delivery and the strategies that needs to be put in place to ensure speedy service delivery.

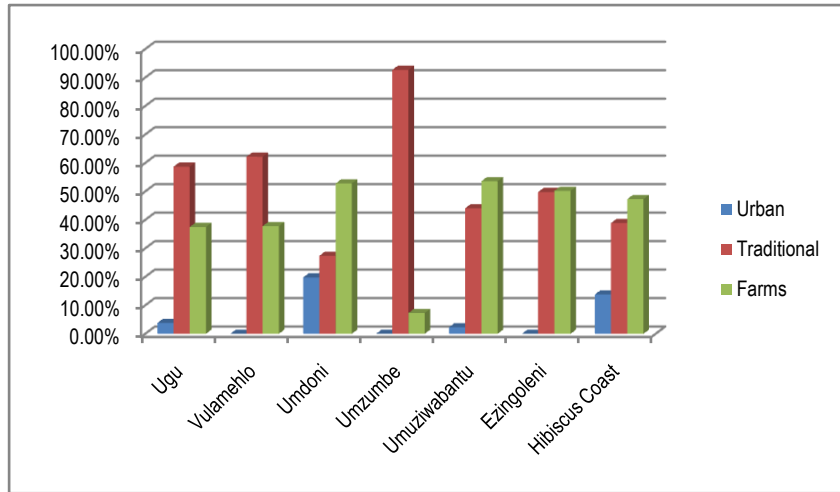


Fig 3.3: Settlement Type per Local Municipality

Source: Statics SA, Census 2011

Formal residential areas - are those areas where settlement takes place based on a formal layout plan with clearly demarcated cadastral boundaries. This then includes existing townships and future Greenfields development areas. These areas would generally have access or gain access to a full range of urban infrastructure (where appropriate on-site). Housing in these areas would include high, middle and low income housing stock.

Informal residential (dense) - are located in areas where “unplanned” (no formal layout plan) settlement took place mainly through the formal land allocation process of traditional leaders. The layout of these settlements is of an informal nature, but in some areas housing and infrastructure have already been formalised. Settlements in these areas have over time densified, or it is anticipated that settlement will further densify, as a result of the location of the settlement vis a vis economic and job opportunities or relatively easy access to urban services.

Rural settlement clusters - represent all settlement not included in the above two categories. These are “unplanned” settlements on Ingonyama Trust land of varying densities. Access to infrastructure in these settlements ranges from none, to a full range of infrastructural services. It is not anticipated that settlement in these areas will further densify and further settlement densification in these areas are to be discouraged as access to services and infrastructure will in the short to medium term be limited.

Open Space System - comprising River Floodlines, High Priority Bio-Diversity Areas for retention (including Steep land), and Protected Nature Reserves occurs throughout the District. These comprise existing demarcated areas, improved areas, and the new proposed Umzimkulu Game reserve.



Industry - expansion of the existing industrial areas in Umdoni and Marburg will be encouraged; while a new large scale industrial area will be investigated for the Umzumbe area in order to facilitate development in this area.

Urban Growth Boundary - In order to facilitate integration and compaction and avoid sprawl and leapfrogging, an UGB will be considered around the coastal towns and the informal settlements immediately adjacent to them.

The UGB is also important to ensure that development does not impinge on river estuaries and to ensure that individual coastal towns retain their charm and attractiveness and do not coalesce.

Roads - The major road system comprises the existing National N2 and a series of E-W “Regional” and N-S “Regional” roads. Sections of the existing “Regional” roads that are currently gravel, will be “improved” by tarring when they connect demarcated Nodes.

3.1.5. Land Ownership

The majority of the households in the Ugu District Municipality’s area of jurisdiction are owned and fully paid off by their occupants (56%), occupied rent free is 16% and rented also 16%. The households that are owned but not yet paid off are 9%. It is important to further interrogate the tenure / ownership type of the ownership as most of the ownership type is long term lease or PTO the title deed being limited only to the urban areas as the rural areas are under Ingonyama Land Trust as 79% of the population reside in the traditional areas. The table and chart below shows the land ownership of the district.

Table 3.3: Ugu District Municipality Tenure Status

Source: Stat SA, Census 2011

TENURE STATUS							
	UGU	UMZUMBE	UMUZIWA BANTU	EZINGOLENI	HIBISCUS COAST	VULAM EHOLO	UMDONI
Rented	28937	1901	2264	778	17855	679	5461
Owned but not yet paid off	16663	1639	2305	267	7560	2184	2710
Occupied rent-free	28218	5168	4580	756	9735	4423	3556
Owned and fully paid off	100513	25450	12002	9602	35021	8051	10386
Other	5109	1014	468	69	2005	798	756
Total	179440	35171	21619	11472	72175	16135	22869

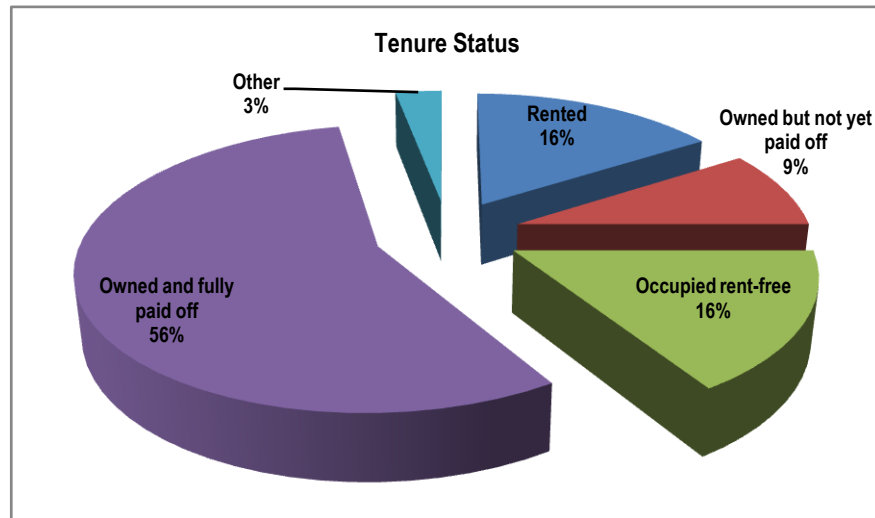


Fig 3.4: Ugu District Tenure Status

Source: Statics SA, Census 2011

3.1.5.1 Tenure Security

The lack of both tenure security and access to Ingonyama Trust Land has been identified as the primary blockage to economic and social development within the district. The existing spatial pattern, of a narrow strip of urban coastal development and a large, under-developed hinterland is perpetuated by the dual system of land ownership and management within the district. The potential identified in the hinterland for commercial agriculture, tourism, industry and commerce will not be realized unless the land can be unlocked for development. The unlocking of this land has implications for infrastructure provision within the region and the on-going development of human settlements. Resolving outstanding land claims is also regarded as essential to increasing the risk and investment appetite of farmers within the district. The spatial vision for the district involves the consolidation of emerging patterns of human settlement within rural economic nodes and corridors in order to unlock the potential of fertile tracts of land. Partnerships amongst the public, traditional authority, private and civil society sectors will be necessary in order to make this happen.

3.1.6. Land Reform

Land reform is an integral part of the transformation of the South African urban and rural landscape and limited success has been achieved to date across South Africa. Where it has been implemented it has been generally regarded as unsuccessful leaving communities and individuals destitute. The importance of implementing successful land reform initiatives can, however, not be doubted. Such initiatives should make a contribution to improving household food security and supporting economic development in the District.



As the focus of spatial planning is on the appropriate use of land, it is of specific importance that the impact of spatial planning proposals in the district on all facets of land reform be considered. The different facets of the land reform programme include:

- Land redistribution;
- Land restitution; and
- Land tenure.

Land reform should then also be about the improved utilization of land.

3.1.7. Land Potential

The **Ugu GDDS driver 4: Strategic Infrastructure** refers to the development of airports, harbours, road, rail, ICT, electricity and water infrastructure. These are all critical types of infrastructure that feed directly into Ugu’s potential for economic growth and development. The Ugu DM has recently completed an Infrastructure Audit to assess the gap between existing capacity and future demand for in infrastructure within the region as a whole. The Ugu SDF and Infrastructure Audit are key resources to assist in the prioritization of decisions regarding infrastructure investment interventions discussed in the Ugu DGDS. The strategic objectives identified as part of this driver are: **(4.1)** development of airports and harbours, **(4.2)** develop an integrated road and rail network to support passenger and cargo transport, **(4.3)** develop ICT infrastructure to support the knowledge economy, **(4.4)** strengthening of energy infrastructure capacity and efficiency, and **(4.5)** ensure effective water resource management and awareness.

Furthermore, the majority of development proposals presented in local economic development strategies require access to land. Examples of this include the development of industrial areas, the expansion of agricultural production, the establishment of new residential developments and more. From initial spatial and land use assessment it can be concluded that land in the Ugu District should be viewed as a scarce resource. Table 3.4 quantifies the current land use situation in the Ugu District, and specifically considers the availability of undeveloped land for development.

Table 3.4: Availability of Land for Development

Source: Ugu DGDS, 2012

Land Use Type	Total Hectares	% Of Total
Urban Edge	25721	4.7%
Very Dense Rural Settlement	77864	14.3%
Dense Rural Settlement	50483	9.3%
Conservation	9084	1.7%



Forestry	46198	8.5%
Sugarcane	70177	12.9%
Commercial Crops	766	0.1%
Orchards	1961	0.4%
Subsistence Agriculture	5688	1.0%
Available Land for Development (Slopes < 13°)	125309	23.0%
Severely Restricted Land for Development (Slope > 13°)	132475	24.3%
	545726	100.0%

Although there appears to be substantial land available for development in the Ugu District, the majority of this land has a slope of greater than 13° which severely restricts the development potential. Approximately 30% of the land in the District can be classified as settled areas (including the urban edge and dense rural settlement). Sugar cane and forestry occupies 20% of the land with commercial crops and orchards occupying only 0.5% of the land.

The land available for development is generally located in small pockets and / or not well-located (i.e. located on river flood plains) and therefore not necessarily available for development. This is clearly reflected in the map below reflecting land available for development in light green. Low density rural and urban settlement areas also continue to expand and reduce the extent of land available for development.

Also to be considered is that sugar cane land, if used for alternative production or urban land uses, reduces the land under sugar cane and may impact on the longer term sustainability of the two sugar mills located in the District. These are major contributors to the economic output of the District.

3.1.7.1 Spatial Planning Perspective on Land Potential

With the above in mind it is important that the appropriateness of nodes currently reflected in spatial planning is assessed and the optimal location for the establishment of specifically rural nodes be determined.

The establishment of periodic service delivery points across the District, in locations that may in future be targeted for nodal development, should be considered. These periodic service delivery points must be clearly reflected on local municipality spatial development frameworks and should be the basis for the development of a periodic service delivery system. Through the establishment of such service delivery points the formation of informal and formal markets can also be promoted.



3.2. Environmental Management Analysis

Perceptions of weak environmental management and regulation are contributing towards concerns of unsustainable development in the region. Whilst there are pockets of excellence in the district, such as the environmental monitoring of formal mining activities, there are also areas of concern.

These include: the lack of co-ordinated planning amongst local and district municipalities and amongst different types of planning; the lack of implementation of a substantial body of work that has already been completed in terms of environmentally-sustainable planning and investment parameters for the Ugu district; the addressing of environmental planning gaps, such as the need for a coastal management plan and integrated waste management strategy for Ugu; sustainable service delivery models in scattered or limited access rural communities; service and infrastructure delivery that has adapted to the impact of climate change and builds the resilience of both communities and investments; the sustainable use of the natural resources (e.g. water, land, air, conservation areas, coastal strip etc) in the region; illegal use of natural resources, such as illegal sand mining; and, the impact of climate change on economic activities within the region.

3.2.1. Physical Environment

Table 3.5: Ugu District Summary of Physical Environment

Source: Ugu District Environmental Services, 2012

TOPOGRAPHY	<p>Rises from sea level to inland plateau Rivers: Umzumbe, Ifafa, Mthwalume, Mzumbe, Mzimkhulu, Mthemtweni, Umzimkhulu, Umzimkhulwana Mthamvuna. Bordering rivers: Umkomaas and Umthamvuna Altitude: 20-100 above sea level Slopes: >40%</p>
GEOLOGY AND SOILS	<p>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 in humus, prone to extensive development pressure for cultivation activity</p> <p>Sands: overlaying the bluff beds are berea red sands representing the old dunes. – north of Sezela, south of Mpambanyoni and south of Mkomaaas 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 development.</p> <p>Dolorite: along the uMzumbe coast and in the vicinity of the Damba River. Soils usually non-structured clay formations with loam. High agricultural potential Sections of structured upland clays become water logged Extensive deposits of Gneiss (Granite) along the entire coast with cretaceous marine sediment deposits. Small quantities of gold, asbestos, limestone, kaolinite, bauxite, graphite, copper and nickel occur on the coast</p>
LANDCOVER	<p>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</p>



	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	<p>Length of strip: 112km, covering Umdoni, Umzumbe and Hibiscus Coast local municipalities</p> <p>Estuaries: 36 estuaries</p> <p>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</p> <p>Risks and vulnerabilities: highly vulnerable due to development and sea level rises. CVI suggests precautionary measures on the high to moderate risk areas</p>
BIODIVERSITY AND CONSERVATION	<p>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</p> <p>Wetlands: under severe, inappropriate development pressure, wetland habitats being replaced by developments</p> <p>Vegetation: various indigenous communities being overtaken by invasive alien plants</p> <p>Protected areas: Vernon Crookes, Mpenjati, Oribi Gorge, Umtamvuna and Mbumbazi Nature Reserves under EKZNW. There are others under private ownership</p>

3.2.2. Key Hydrological features

Eight main river systems and numerous minor coastal catchments drain the Ugu region. The major systems with the largest carrying capacity are the Mkomazi, the Mzimkulu and the Mtamvuna which flow all year around. The Mtamvuna River is regarded as being in the best ecological state of all rivers within southern KwaZulu - Natal. Part of the Mtamvuna estuary is administered by Kwa-Zulu Natal Nature Conservation Services (KZNNCS). KZN NCS administer the Mtamvuna Forest Reserve. The main systems and the size of their catchments are listed in table 3.6. and reflected in map 4.

Table 3.6: Ugu River and Catchment Areas

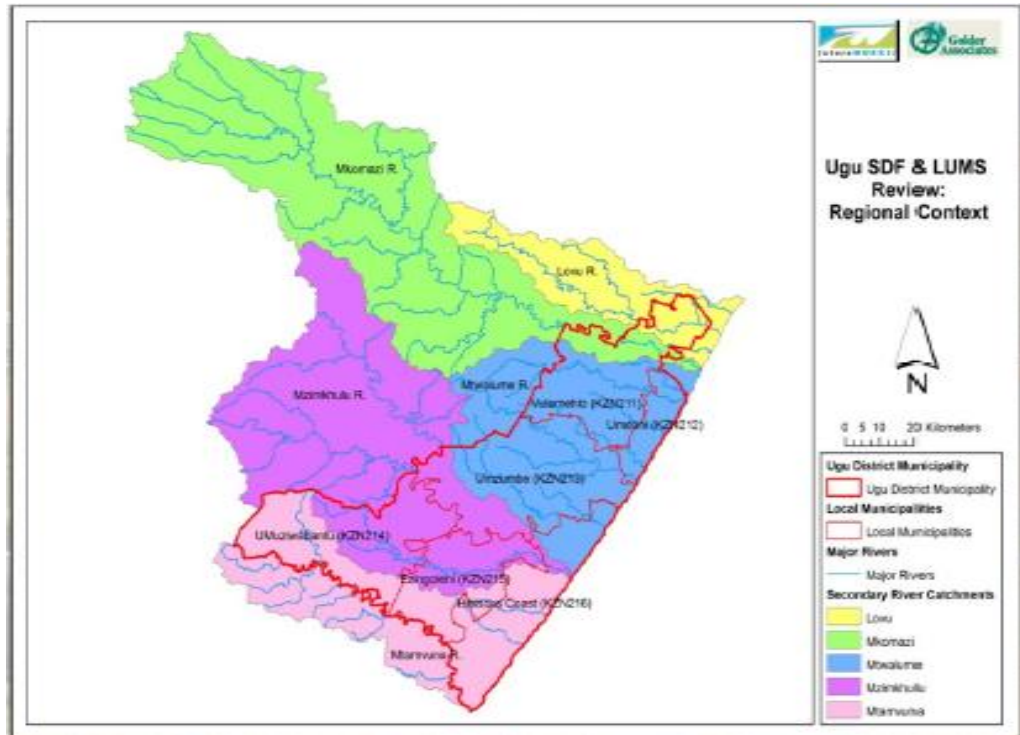
Source: Ugu Coastal Management Plan, 2008

River	Catchment Area Km2
Mkomazi	4388
Mpambanyoni	551
Mzinto	237
Fafa	260
Mtwalume	552
Mzumbe	541
Mzimkulu	6666
Mtamvuna	4986
Coastal Catchments	11009 (made up of 5 catchments all less than 330 km2)



Map 4: Ugu District River and Catchment Areas

Source: Ugu District SDF, 2012



The Ugu coast is serviced by 42 estuaries, 37 of which are classed as barrier lagoons and thus cannot be classed as true estuaries since they are closed to the sea for part of the year. Mangroves are present in some estuaries and several wide floodplains support reedbeds and swamp forest.

Of the five true estuaries, only the Mzimkulu, a delta-top estuary and the Mtamvuna, a unique drowned river valley (ria), have a near constant open mouth condition. These two estuaries offer permanent nursery habitat to marine fish that are estuarine dependent. The Vungu is scenically and ecologically unique as it boasts an estuarine plunge pool and natural waterfall. The Mzumbe is a non-tidal river mouth estuary and the Mpambanyoni is a delta-top estuary.

Intense inappropriate development, industrial and storm water pollution and degeneration stemming from river catchment activities threaten the ecological role and function of estuaries.

An analysis reveals that 45% of rivers monitored exhibit poor to moderate levels of water quality. This is in terms of their suitability for human contact (E. coli). The Vungu and Mbango, rivers are classified as exhibiting poor-water quality and to be contaminated by forms of industrial/ textile manufacturing chemical pollution (CSIR, DWAF, Local Development Plans). The Mzimkulu is also reported to show high levels of heavy metal pollution (zinc, aluminium, copper, lead, nickel, chromium and mercury).



There are only four, out of the 42 estuaries in the region with their flood plains in good condition and over 50 % of the estuaries are in a moderate to poor state with regard to invasive vegetation.

3.2.3. Protected areas

The Core Environmental areas for consideration and identification of the SDF indicates that quite a few “new” areas (compared to the current SDF’s) will have to be incorporated into the Reviewed SDF. On the other hand a number of existing areas, especially in the Vulamehlo area will be removed or reduced in extent. Most of these areas will be combined with adjacent River/Floodline areas or steep areas to create composite and contiguous Environmental Conservation areas on the SDF

Environmental Conservation areas are a composite of all those areas where development, of all types, will be constrained and/or constricted as a consequence of Steep land which is difficult to service or can lead to soil erosion, River floodlines, where development needs to be restricted Riverine and estuary systems; Ecologically determined land parcels set up to protect fragile, unique, and rare ecosystems as identified by Emzemvelo. These will be identified as :

- Core Environmental Areas, which are those areas that absolutely must be protected.
- Intermediate Environmental Areas that are areas which will need detailed assessment and trade off for developmental purposes, and could be considered to be coincident with extensive types of agriculture.
- Nature Reserves, which are the formally identified areas under some form of public management and protection.

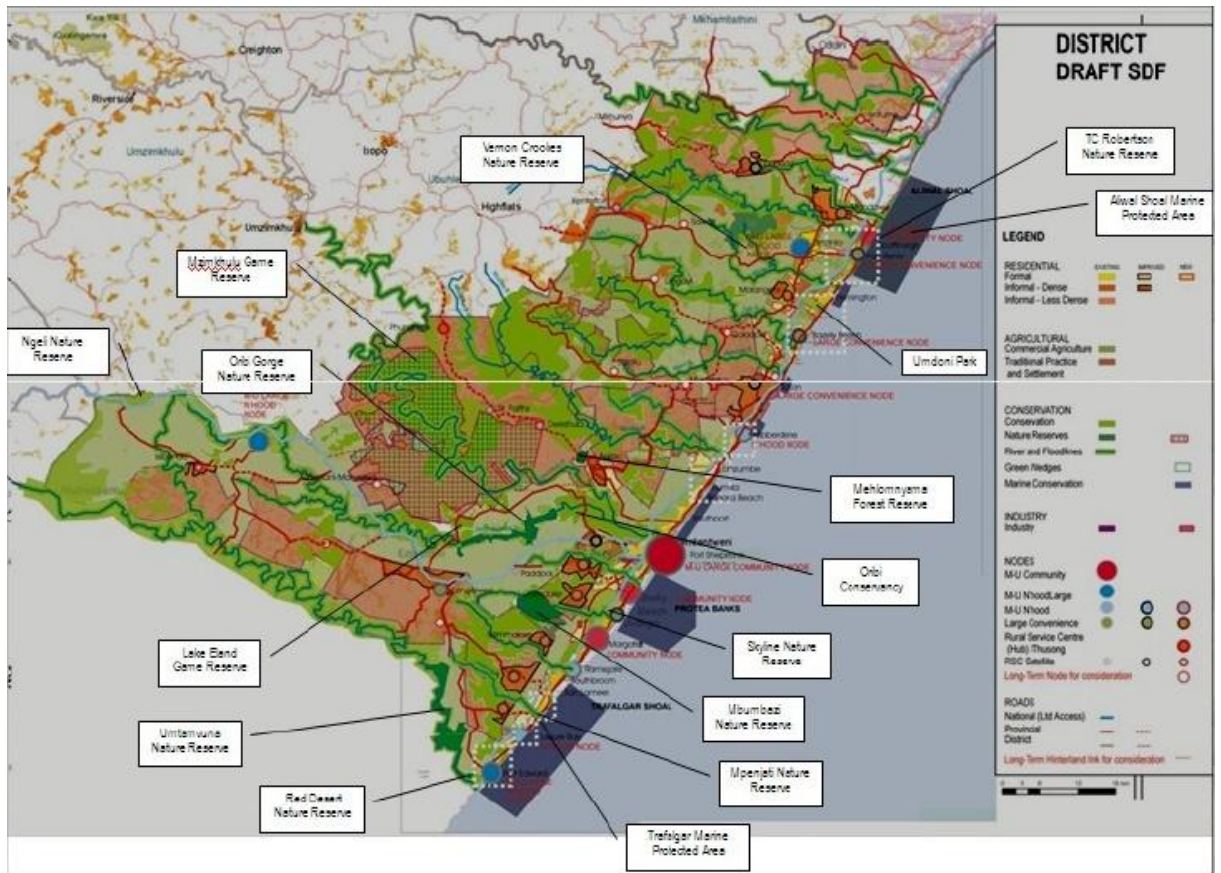
Several forms of Environmental Areas with restrictions on development are identified,

- Formal Nature Reserves – both existing and proposed (Map 5)
- Conservation and Environmental Management areas that include Rivers, floodplains, estuaries, steep slopes and protected/high value eco-systems (Map 6)



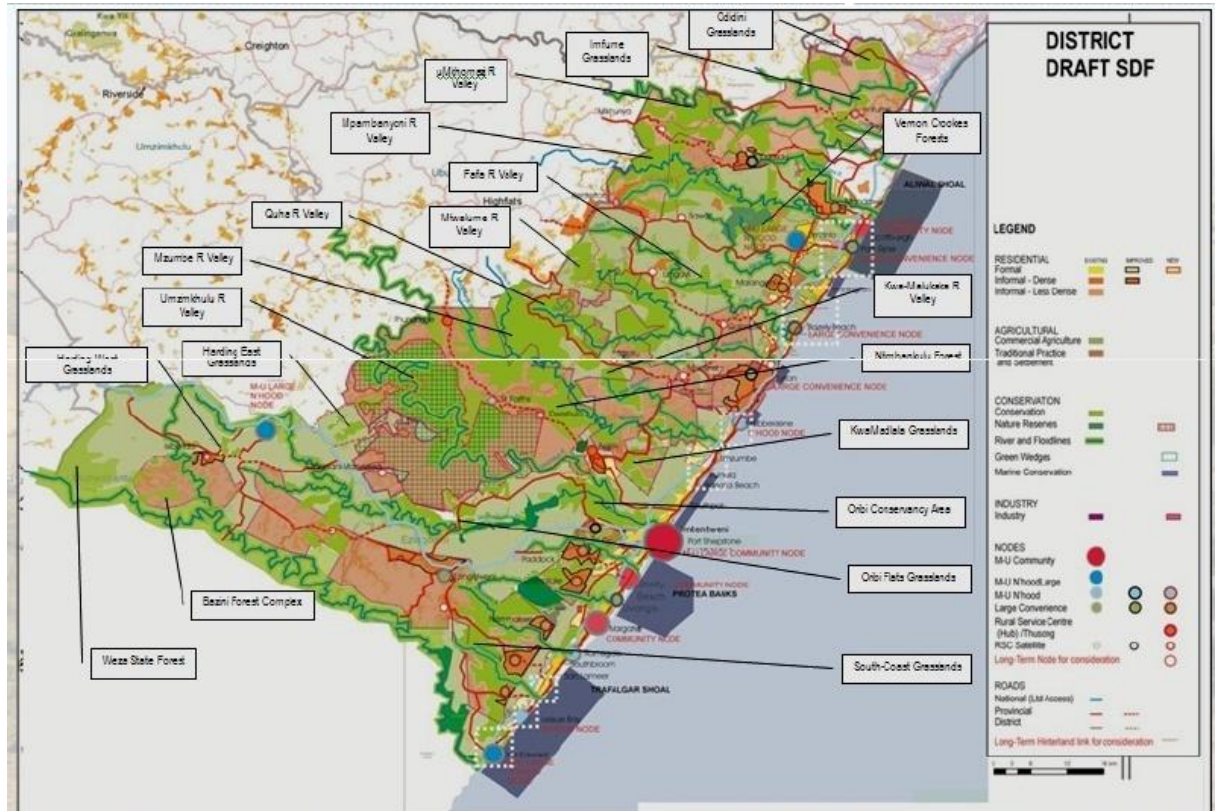
Map 5: Ugu District Protected Areas (Nature Reserves)

Source: Ugu District SDF, 2012



Map 6: Ugu District Protected Areas (Conservation Areas)

Source: Ugu District SDF, 2012





3.2.4. Climate Change

There are numerous red flags in the Ugu district in terms of environmental management and the development of appropriate responses to climate change. For example, the Umdoni and Umuziwabantu local communities have recently undertaken Strategic Environmental Assessments

(SEAs) that have raised serious concerns such as:

- Over exploitation of resources;
- Loss of wetlands, coastal forests, bushlands and grasslands, and associated biodiversity;
- Loss of ecosystem services – flooding, erosion and infrastructure damage;
- Alien plant encroachment;
- Poor state of rivers and estuaries;
- Soil erosion, loss of soil fertility in sugar lands, over grazing and uncontrolled land use in traditional areas;
- Illegal sand mining and quarrying;
- Loss of ecological linkages – fragmentation;
- Uncontrolled urban and rural sprawl;
- Siltation and irrigation compromising water supply; and
- Little evidence of climate change adaptation.

A key warning of these SEAs is that levels of vulnerability within these local municipalities have increased with the compromising of many environmental systems. The drafters of the SEAs argue that the strategic documents of these municipalities, such as their SDFs, LUMS and IDPs are promoting unsustainable development and that poor upstream and institutional management is contributing to environmental degradation.

3.2.4.1 Ugu DGDS Response

It is strongly argued that sustainability must underpin the entire approach to development within the Ugu region. There is already an unacceptable level of environmental destruction and disregard. Growth and development cannot be simply measured in terms of wealth creation, but must take into account the impact on the quality of life of all citizens and on the planet. There are several challenges in the district with regard to environment sustainability – most notably the sheer lack of clear regulations, standards, supporting policy, incentives and appropriate research and development existing in the district currently. Further challenges relate to accessing financing capital and institutional infrastructural support. All industries should be assessing their current activities in terms of green principles and also investigating new opportunities that are presented through adopting a green approach. There is a need to have a “greening” strategy for the district that addresses both urban and rural development challenges. In particular municipalities need to develop green strategies for service delivery and support sustainable livelihoods that address the needs of



different human settlement typologies. With this in mind, three strategic objectives have been identified which are **(1)** to advance alternative energy generation capacity, **(2)** to manage the pressures of biodiversity and environmental quality, and **(3)** to ensure efficient environmental monitoring, regulation and disaster management.

3.2.5. Spatial & Environment Trends & Analysis

Table 3.7: Ugu District Environment Trend & Analysis

Source: Ugu District Environmental Services, 2012

ISSUE	CHALLENGES	CURRENT INTERVENTIONS	RECOMMENDED INTERVENTIONS
Air pollution		Air pollution monitoring (SO ₂ , NO _x , CO ₂ and PM ₁₀)	
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 (indoor 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
Regulatory instruments for air quality management	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			
Invasive alien plants and emerging weeds	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
Public awareness and stakeholder engagement	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	
Invasive alien plants	Lack of funding for management and the	Partnership with and support to local conservancies	Sourcing of funds through EPWP programme for the municipality to



ISSUE	CHALLENGES	CURRENT INTERVENTIONS	RECOMMENDED INTERVENTIONS
projects	<p>eradication of Invasive Alien Species (IAS)</p> <p>Integrated and localised data for decision-making</p>	<p>Clearing projects by departments, EKZNW and conservancies</p>	<p>stimulate green economy through creation of green jobs and benefications</p> <p>Support and funds directed to local conservancies and environmental NGOs as they also undertake clearing projects</p>
Disaster management	<p>Ugu being a fire prone district</p>	<p>Disaster management plan and initiatives</p>	<p>Veld fire management programmes to focus on invasive alien plants as well</p>
Environmental impact management			
Environmental compliance by infrastructure projects	<p>Uncoordinated measures/responses to negative environmental impacts caused by infrastructure projects</p> <p>Limited compliance to the projects in terms of environmental management</p>	<p>Whistle blowers reporting</p> <p>Education on Environmental legislations</p> <p>Development of Environmental Management Framework</p>	<p>A coordinated response measures and full compliance of all projects to Environmental legislations</p> <p>Generic environmental management plan</p>
Coastal management			
Coastal development	<p>Sea level rises associated with climate change effects resulting to coastal disasters</p>	<p>Draft Coastal Vulnerability Index (CVI)</p>	<p>Fast-track the drawing up the setback line for both urban and rural coastal areas</p>
Institutional requirements	<p>Lack of funding for the development of Coastal Management Plans, Estuarine Management Plans</p>	<p>Estuarine management plan being developed for estuaries falling within protected areas</p> <p>Coastal management committees in place and functional</p>	<p>Funding to be made available in order to enable the municipality to fulfil this statutory requirement</p>
Research and development	<p>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</p>	<p>Current CSIR's study on the readiness of coastal local government to adapt to and mitigate climate change effects on the coast</p>	<p>Local government to establish research and partner with research institutions (UKZN, CISR, etc)</p>
Poverty alleviation		<p>Short-term EPWP projects viz. estuaries cleaning and management (Ugu), Working for the Coast Project (DEA), Subsistence Fisheries Data Capture project (EKZNW)</p>	<p>Successive sustainability of projects</p>
Climate change			
Climate change	<p>Direct and indirect negative effects of climate change, viz. natural disasters,</p> <p>Effects of climate change on communities and sectors,</p>	<p>Internally: environmental policy that promotes Green offices and green procurement</p> <p>Local level: Education and awareness in Climate change</p>	<p>An organisation that is conscious of sustainable environment.</p> <p>Allocation of funds to long-term initiatives like renewable energies, cleaner production technologies,</p>



ISSUE	CHALLENGES	CURRENT INTERVENTIONS	RECOMMENDED INTERVENTIONS
	some that facilitate economic growth e.g. agriculture, health, rural communities, environment and tourism	<p>adaptation</p> <p>Small scale mitigation interventions like greening initiatives, viz.</p> <ul style="list-style-type: none"> • planting of indigenous trees, • enhancement of green spaces and • establishment of green corridors that act as carbon sinks, <p>Provincial level: Provincial risk assessment study that focuses on risks, vulnerabilities, opportunities or possible areas of intervention per sector.</p> <p>National Level: Policy approach - White Paper on Climate Change</p> <p>International level: COP 17 and Green Fund</p>	<p>more studies in relation to human health adaptation and agricultural practices.</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>
Waste management			
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"> - Recycling programmes - Waste management Education and awareness - Waste recycling schools projects 	<p>Extension of refuse removal to unserved 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			
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, Umuziwabantu and umdoni Strategic Environmental Assessments, District Environmental management Framework, Biodiversity regional plan, and Mpenjathi estuarine management plan, Ugu Environmental management policy</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>



ISSUE	CHALLENGES	CURRENT INTERVENTIONS	RECOMMENDED INTERVENTIONS
		Ugu District staff is supporting LMs	
Education, Awareness and Training			
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"> • Adopt a wetland • Eco-Schools • Environmental calendar days • Career guidance 	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"> • Paper, plastic and can recycling • Education and awareness with cleaning services 	Policy implementation Intensification of education with staff, political leadership, contractors, business partners, customers and visitors.
Problem animal management			
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

3.2.6. Spatial & Environmental: SWOT Analysis

MUNICIPAL HEALTH SERVICES	
Strengths <ul style="list-style-type: none"> • Training and skills development • Affiliation to the Institution of Environmental Health to address skills development • Human resource retention • Inter-sectoral collaboration • Public awareness 	Weaknesses <ul style="list-style-type: none"> • Policy environment • Human and financial resources capacity • Disjuncture in the service • Physical Infrastructure to deliver MHS • Public confusion and lack of understanding of primary and environmental health



<ul style="list-style-type: none"> • Continuous Performance Development (CPD's) is mandatory which is necessary to enhance the knowledge and skills of EHPs in keeping abreast with new developments and techniques in the field of health 	<ul style="list-style-type: none"> • Understanding of inter-linkages between environmental health, primary health and economy
<p>Opportunities</p> <ul style="list-style-type: none"> • Devolution of the MHs into the district • Sector planning and policy development • Education on differences between and benefits of primary health and environmental health • Creation of a healthy and safe environment will lead to healthy people and therefore healthy economy • Empowerment of people to be self sufficient in order to live in a better environment and therefore have better health, therefore better economy 	<p>Threats</p> <ul style="list-style-type: none"> • Conflict between political and traditional leadership compromising the delivery of the MHS awareness • Water quality and quantity posing health risk • Disposal of dead animals and lack of responsibility towards them • Limitation of microbiological and chemical analysis of foods due to lack of funds • Burial of bodies in non-designated areas due to unavailability of registered burial plots or cemeteries-may also pollute water sources
<p>ENVIRONMENTAL MANAGEMENT</p>	
<p>Strengths</p> <ul style="list-style-type: none"> • Education and public awareness • Inter-sectoral collaboration • Sector plans • Projects that focus on environmental problem areas • Growth in environmental conservancies in the country and Ugu area that assist the government in addressing environmental threats and improving the environmental status • Coastal environment as a tourism draw card • Policy environment is improving (by-laws, licensing of listed activities that pose a serious threat to the environment, human health and the economy) • Waste management planning and some level of human resource capacity 	<p>Weakness</p> <ul style="list-style-type: none"> • Human resource retention especially in the specialist areas • Coordination of environmental projects to address environmental degradation as well poverty alleviation/short-term employment • Pollution threatening the coastal environment thereby compromising beach tourism • Monitoring of environmental compliance of projects • Lack of cooperation between Mineral Resources department and other departments regarding environmental and socio-economic impacts of sand mining • Infrastructure for waste management
<p>Opportunities</p> <p><u>Physical environment</u></p> <ul style="list-style-type: none"> • Climate change – opportunity for green growth, green economy • Blue flag beaches as an international accreditation boosting tourist confidence • Local legislation on bathing waters • Environmental impact management (EIA, EHIA, PDA, etc) • Legislative regime 	<p>Threats</p> <p><u>Institutional arrangement</u></p> <ul style="list-style-type: none"> • Coordination and planning <p><u>Physical environment</u></p> <ul style="list-style-type: none"> • Climate change threat to biodiversity, health, economy, food security, disasters • Inappropriate, illegal, uncontrolled developments • Water resources - quality and quantity (pollution, invasion of water bodies by water intensive alien plants) • National departments not taking full responsibility for their



<ul style="list-style-type: none"> • Integrated waste management plan and headways into implementation • Policy environment for waste management (model by-law) • Internal environmental policies 	<p>properties thereby exposing them to invasion by alien plants, threat to the environment, water supply, road safety</p> <ul style="list-style-type: none"> • Sand mining – not compliant to the permits and unmonitored • Lack of suitable space for the disposal of the dead (burial) • Illegal solid waste disposal • Airspace in landfill sites soon to reach capacity • Illegal landfill sites in some local municipalities
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3.3. Disaster Management

The Ugu District has become prone to disasters over the years. The main cause of the disasters being heavy rains which makes it imperative for the district to ensure that it mitigates, minimises, and responds efficiently and effectively to these disasters.

3.3.1. Municipal Institutional Capacity

The responsibility for reducing disaster risk, preparing for disasters, and responding to disasters is shared among all departments and employees of local municipalities within the Ugu District Municipality, all departments and employees of the Ugu District Municipality, all provincial and national organs of state operating within the municipality, all sectors of society within the municipality and, perhaps most importantly, all the residents of the municipality.

The Corporate Disaster Management structure for the Ugu District Municipality must deal with both pro-active and reactive disaster management issues and encompasses more than the department which is responsible for the function.

It is important to note that disaster management has different structure which it needs to operate in. Disaster Management in the Ugu district interfaces the local municipal and provincial spheres through the various forums. This communication is coupled with decision making ability and ultimate responsibility and accountability present on three different and all very important levels which are:

- Strategic level;
- Tactical Level; and
- Operational Level.

3.3.2. Risk Assessment

Table 3.8 reflects the prioritised risks per local municipality identified during a ward based risk assessment process conducted throughout the Ugu District in 2010/2011:



Table 3.8: Ugu District Risk Assessment per Local Municipality

Source: Ugu District Disaster Management Plan, 2012

Umdoni	Vulamehlo	Ezingoleni	Hibiscus coast	Umuziwabantu	Umzumbe
Air pollution	Cholera	Cholera	Cholera	Cholera	Cholera
Drought	Drought	Dam failure	Drought	Drought	Deforestation
Fire	Fire	Drought	Fires	Fires	Drought
Floods	Floods	Fire	Floods	Floods	Fires
HIV	HIV	Floods	Hail Storms	Hazmat by road	Floods
Land Degradation	Land degradation (trees*)	HIV	Hazmat by road*	HIV	Hazmat by road
Oil pollution*	Severe storms	Hazmat by road	Hazmat by rail*	Land degradation	Rabies
Rabies*	Shigella Dysentery	Land degradation	Industrial waste* /storm water*	TB	Severe storms
Severe storms	Storm surges	Severe storms	Land Degradation	Severe storms (wind*)	TB
Shigella Dysentery	TB	TB	Measles	Water pollution	Waste and disposal
Tidal Waves	Tidal wave	Water pollution	Polio		Water pollution
Water pollution	Water pollution		Power outages*		Wild pigs
			Rabies		
			Shigella Dysentery		
12	12	11	14	10	12

3.3.2.1. District Vulnerability to Disaster Risk 2011/12 Information

In the 2011/ 2012 financial year, 395 disaster incidents were reported. The records in the municipality reveal that the most vulnerable months were:

- **January** - 38% (149 incidents)
- **December** - 16% (63 incidents)
- **May** - 12% (46 incidents)
- **June** - 12% (46 incidents)
- **August** - 7% (27 incidents)

In the year 2012 a total of 178 Strong Winds, 381 Heavy Rains, 259 Structural Fires, and 156 Veld Fire incidents occurred totalling 984 disaster incidents. Based on the records of incidents that have occurred in the Ugu District Municipality area of jurisdiction, the High Risk Disaster areas summed up as follows per municipality:

Municipality	High Risk Areas
Ezingoleni	Fire, Drought and Water pollution
Umdoni	Drought, Land degradation and Floods
Hibiscus	Fire, Floods and Drought
Umuziwabantu	Fire, Floods and Drought



Vulamehlo	Fire, Floods and Drought
Umzumbe	Fire, Floods and Drought

The District and Local Municipalities have plans and strategies in place to mitigate these risks and ensure there are no fatalities. The overall strategies are summarised in sections 3.3.3. to 3.3.5. The immediate actions taken by the municipalities are:

- Training and education
- Public Awareness/ roadshows
- Emergency relief programs
- All Councillors were trained on Disaster Risk Management
- 60 officials were trained
- Training of community leaders
- Amakhosi were trained on Disaster Risk Management

3.3.3. Risk Reduction & Prevention

The organisational structure for risk reduction within the municipality includes Ugu Disaster Management, the Disaster Management Advisory Forum, the Interdepartmental Disaster Management Committee (Extended Top Management Committee), the nodal points for disaster risk management within municipal departments and local municipalities within the district, departmental and local municipal planning groups, risk reduction project teams and preparedness planning groups. The total structure of the municipality, with every member of personnel and every resource should also be committed to disaster risk reduction. Ongoing capacity building programmes will be required to ensure the availability of adequate capacity for risk reduction.

3.3.4. Response & Recovery

The organisational structure for preparedness within the municipality includes Ugu Disaster Management, the Disaster Management Advisory Forum, the Interdepartmental Disaster Management Committee (Extended Top Management Committee), the nodal points for disaster management within municipal departments and local municipalities within the district, departmental and local municipal planning groups, preparedness planning groups, Joint Response & Relief Management Teams, Recovery & Rehabilitation Project Teams, and the Ugu Emergency Control



Centre. During response and recovery operations the relevant disaster preparedness plans of the municipality will be executed by the disaster management structures.

3.3.5. Training & Awareness

The Disaster Management Act states that the following concepts should form the basis of disaster management awareness and training:

- A culture of risk avoidance.
- Promotion of education and training.
- Promotion of research into all aspects of disaster risk management.

This enabler is aimed at achieving the following requirements:

- Addresses the requirements for the implementation of education, training and research needs.
- The development of an integrated public awareness strategy
- Effective use of the media.
- The development of education and training for disaster risk management and associated professions.
- The inclusion of disaster risk management in school curricula.

3.3.6. Funding Arrangements

Table 3.9 provides an overview of the recommended funding mechanisms for each of the five disaster management activities mentioned above.

Table 3. 9: Disaster Management Funding Mechanisms

Source: Ugu District Disaster Management Plan, 2012

Activity	Funding source
Start-up activities (KPA 1, Enabler 1)	National government
Disaster risk management ongoing operations (KPAs 2 and 3)	National and provincial government
	New assignment to local government
Disaster risk reduction (KPAs 2 and 3)	National departments
	Provincial departments
	District municipalities
	NDMC - In the case of low-capacity, resource-poor municipalities
Response, recovery and rehabilitation and reconstruction efforts (KPA 4)	National government
	Provincial government



	Local government
Education, training and capacity-building programmes (Enabler 2)	All spheres of government

3.3.7. Disaster Management: SWOT Analysis

<p><u>Strengths</u></p> <ul style="list-style-type: none"> Action plans emanated from the contingency planning process, the municipal business continuity planning process and the business plans (Centre and IMS) developed. A Disaster Management Centre facility is available and is in use by the municipality. This facility can easily be upgraded and equipped to be utilized as a fully operational Disaster Management Centre which integrates multiple role players and agencies as well as an information management and communication system. A fully functional District Disaster Management Advisory Forum (DDMAF) and Practitioners Forum are well established in the Ugu Municipality. All major role players are represented in this forum and attend regular meetings where inputs are provided from all line function departments. 	<p><u>Weakness</u></p> <ul style="list-style-type: none"> lack of capacity for disaster management at a local municipal level which provides constraints to the district for the implementation of disaster management disaster management plans drafted by the local municipalities are also not being implemented Funding is still a challenge as the constructed centre budget is for phase 1 Staff capacity visa vi the extent of disasters in our District e.g. fire services – the areas is to vast to cover with the resources available
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> A Disaster Management Centre facility is available and is currently in use by the municipality. This facility can easily be upgraded and equipped to be utilized as a fully functional Disaster Management Centre. 	<p><u>Threats</u></p> <ul style="list-style-type: none"> Non Development, update and implementation of DMPs by the local municipalities as the district plan should contain a consolidation of all the local plans. The same will apply when the various sector departments do not have their own disaster management plans in place which will create gaps in the capacity and readiness of the municipality and will leave the community vulnerable.



3.4. Demographic Characteristics

The statistics used in the demographic characteristics analysis were sourced from the Statistics SA Census 2011 results.

3.4.1. Population

The analysis of the population demographics of Ugu District Municipality is based on the Census 2011 (statistics South Africa). The population of Ezingoleni as per the Statistics South Africa 2011 (Stats SA '11) is approximately **722 484** people. The municipality experienced a positive growth rate of **2.6 %** population having increased from 704 030 to 722 484.

The KZN population distribution shows that it makes up 7% of the total population of the KZN province which is fifth highest in the province. Ugu District has witness a drop in its share in the province's population distribution which was at 7.3% in 2001. This however, does not mean that the Ugu District's population has decreased as it has already been mentioned above that it has infact increase. This might be as a result of many factors that are also external or internal to the municipality one of them being migration.

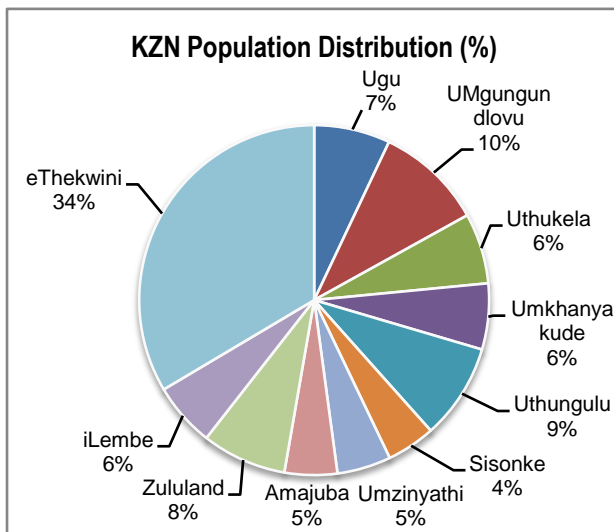


Fig 3.5: KZN Population Distribution
Source: Statics SA, Census 2011

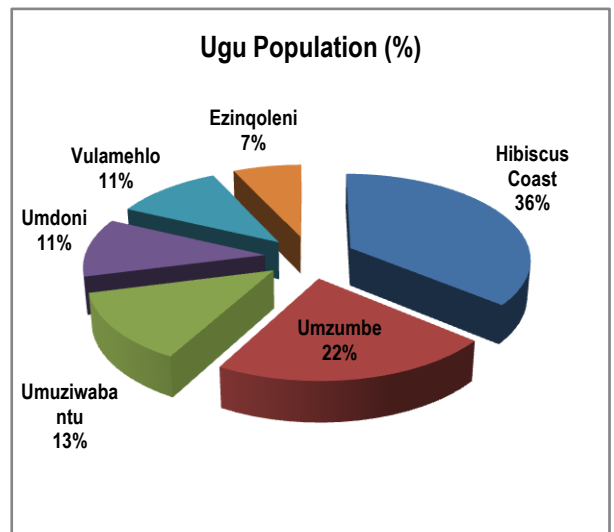


Fig 3.6: Ugu Population in Percentage
Source: Statics SA, Census 2011

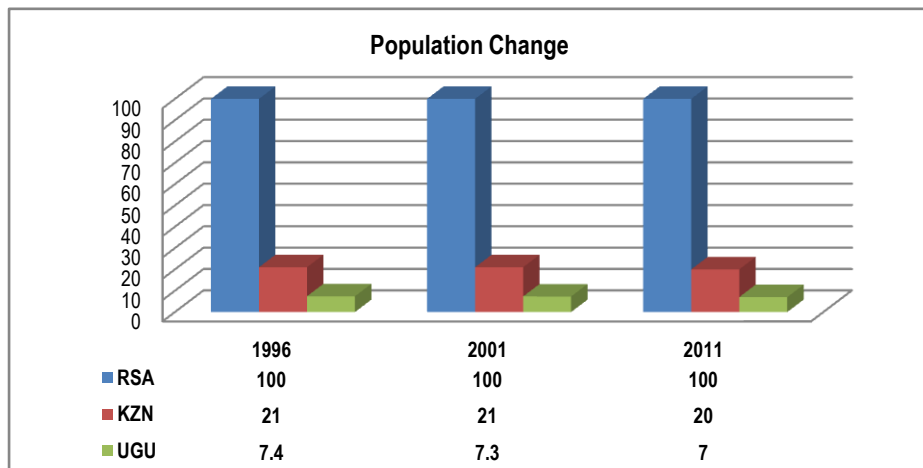


Fig 3.7: Ugu District Population Change
Source: Statics SA, Census 2011



Table 1.11 below illustrates the population distribution per municipality by the Local Municipalities. Hibiscus Coast Municipality makes up 36% of the total population of Ugu District area of jurisdiction followed by Umzumbe Municipality at 22%. Umuziwantu, Vulamehlo, Umdoni and Ezingoleni make up the remaining 13%, 11%, 11% and 7% respectively. This clearly shows that the major population concentration is Hibiscus Coast Municipality which is also an economic hub of the Ugu District area of jurisdiction.

Table 3.10: Population Distribution per Local Municipality

Source: Statistics SA, Census 2011

	Ugu	Umzumbe	Umuziwabantu	Ezingoleni	Hibiscus Coast	Vulamehlo	Umdoni
Black African	654773	160288	94494	51838	211083	76555	60514
Coloured	6123	194	1084	112	3664	150	919
Indian/Asian	24711	181	372	104	13165	382	10507
White	35723	171	461	445	27688	254	6704
Other	1154	141	145	41	535	61	231
Total	722484	160975	96556	52540	256135	77403	78875
Percentage (%)	100	22	13	7	36	11	11

3.4.1.1 Population groups

The population as per the different population groups is illustrated in the figure below.

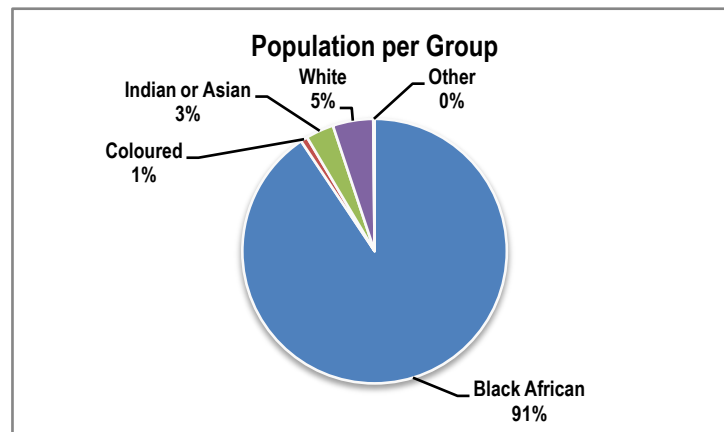


Fig 3.8: Ugu District Population per Group

Source: Statics SA, Census 2011

Black Africans remain the most dominant population group making up 91% of the total population. Whites, Indians/ Asians and Coloureds account for 5%, 3% and 1% respectively.



3.4.1.2 Population Density

The current population density of the Ugu District Municipality is **143 people/ km²**. The Umdoni and Hibiscus Municipalities has the highest densities in the district which are 314 and 305 people/ km² respectively which it to be expected as they are the most urbanised in the district.

Vulamehlo (81 people/ km²), Umzumbe (128 people/ km²), Ezingoleni (81 people/ km²) and Umuziwabantu (89 people/ km²) municipalities all had lower densities as they are all predominantly rural.

Table 3.11: Ugu District Population Density

Source: Statistics SA, Census 2011

	Ugu	Umzumbe	Umuziwabantu	Ezingoleni	Hibiscus Coast	Vulamehlo	Umdoni
Population	722484	160975	96556	52540	256135	77403	78875
Area (Km²)	5048	1259	1090	648	839	960	252
Population Density / km²	143	128	89	81	305	81	314

3.4.1.3 Population distribution Urban to Rural

The population of the Ugu District Municipality is predominantly rural with 79% of its total population residing in the rural area and only 17% on the urban area. The only municipalities with formalised urban areas are the Hibiscus Coast, Umdoni and Umuziwabantu.

Table 3.12: Ugu District Population Distribution Rural to Urban

Source: Statistics SA, Census 2011

	Ugu	Umzumbe	Umuziwabantu	Ezingoleni	Hibiscus Coast	Vulamehlo	Umdoni
Urban Formal	119115	-	9181	-	79988	-	29947
Urban Informal	7839	-	686	-	4562	-	2591
Traditional / Rural	569006	159368	84025	49662	159433	74952	41566
Farms	19965	1166	2161	2667	9607	2266	2099
Parks and recreation	320	-	-	-	76	-	244
Collective living quarters	765	-	-	-	92	-	673
Industrial	770	-	220	111	439	-	-
Vacant	1412	442	283	100	318	184	85
Commercial	3291	-	-	-	1621	-	1670
Total	722484	160975	96556	52540	256135	77403	78875

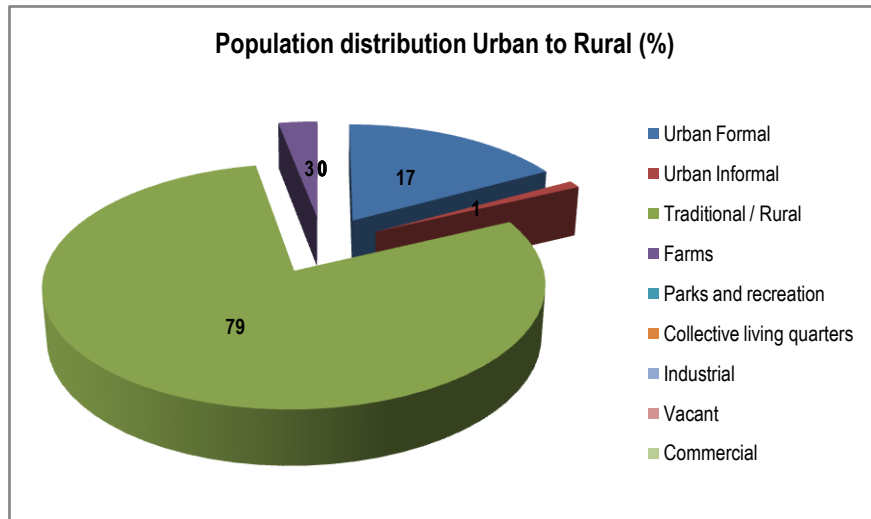


Fig 3.9: Ugu District Population Distribution Urban to Rural
Source: Statics SA, Census 2011

3.4.1.4 Population composition

The working age (15 to 64) makes up 60% of the total population whilst the young aged between 0 to 14 years makes 33 % and the elderly aged 65 and above makes the remainder 7%.

Table 3.13: Ugu District Population Composition per Age Group

Source: Statistics SA, Census 2011

	Ugu	Umzumbé	Umuziwabantu	Ezingoleni	Hibiscus Coast	Vulamehlo	Umdoni
Young (0 - 14)	240503	59733	39064	19778	72259	28531	21138
Working Age (15 - 64)	434080	90600	52634	29787	165344	44057	51658
Elderly (65 +)	47901	10642	4859	2975	18532	4814	6079
Total	722484	160975	96556	52540	256135	77403	78875

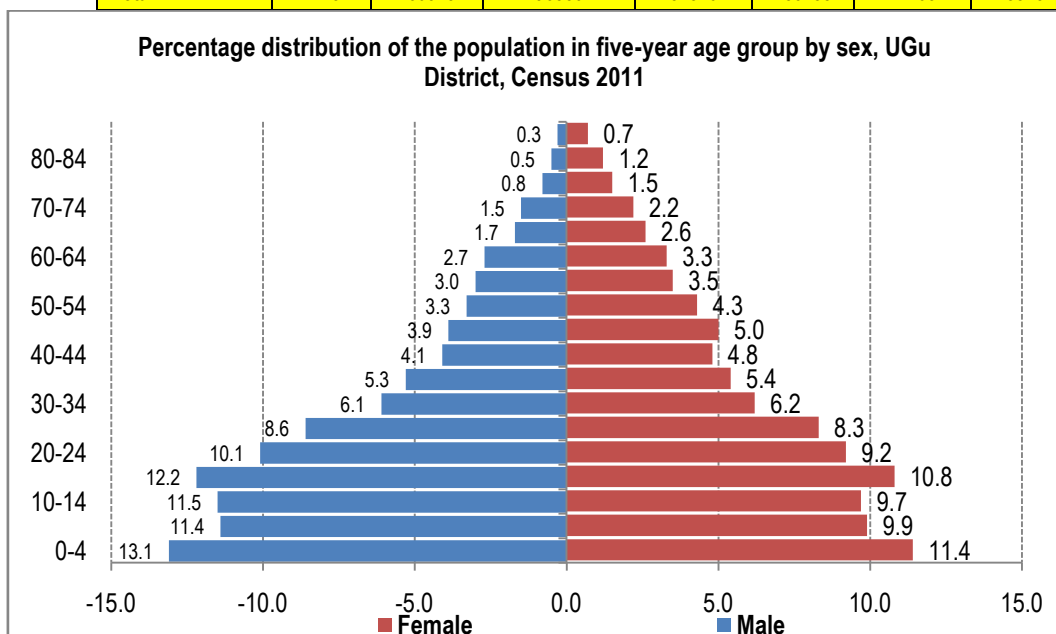


Fig 3.10: Ugu District Population Pyramid
Source: Statics SA, Census 2011



3.4.1.5 Migration

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

- The following is concluded from tracking the movement of registered voters over a period of 10 years.
- The majority of areas in Ugu did not experience a net outmigration of voters.
- The areas that did experience a substantial loss (indicated in dark brown) are mostly commercial agricultural areas.
- Some migration from Umzumbe to eThekweni and from Vulamehlo to Umdoni is evident.
- Interestingly, some out migration from Hibiscus Coast to uMuziwabantu is recorded.

3.4.2. Key Findings / Trends

- There is a strong perception that young people in Ugu aspire to moving into metro areas given the limited opportunities for both youth development and entertainment within the district. There is concern that land pressures in rural areas are pushing young people off the land as parcels being allocated are getting smaller and smaller and outsiders move into areas. This trend could have long term implications for the district as the young productive population leaves the area.
- The population of Ugu District municipality is young and fast growing population. Furthermore, the predominant population group is the African and more than 50% of the population is females.
- The majority of the population resides in the traditional areas where the densities are low.
- The population is agglomerating in the Hibiscus Coast Municipality as it is the economic hub of the district.

3.5. Municipal Transformation & Organisational Development Analysis

3.5.1. Powers and Functions (IDP 2009)

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



With regard to the above statement for instance, the function of Water and Sanitation as well as the maintenance of water infrastructure is still the function of the district. Whilst the Local Municipality is responsible for Planning, it is also reliant on the District for advice and support. Amongst other things the powers and functions of the municipalities are as detailed in table 1.14:

Table 3.14: Ugu District Powers and Functions

Source: Municipal Structures Act, 1998

LOCAL FUNCTIONS		DISTRICT FUNCTIONS	SHARED FUNCTIONS
<ul style="list-style-type: none"> • Storm Water Management • Trading Regulations • Billboards and Public advertising • Cleansing and maintenance • Control of Public Nuisances • Street Lighting • Traffic and Parking • Beaches and amusement parks 	<ul style="list-style-type: none"> • Local Amenities • Noise Pollution • Pounds • Public Places • Street Trading • Harbors and Ferries • Local Sports • Street Lighting • Municipal Parks and Recreation • Municipal roads • Control of Liquor licenses 	<ul style="list-style-type: none"> • Municipal Health Services • Potable Water • Sanitation 	<ul style="list-style-type: none"> • Fire prevention and control Local Tourism • Municipal Airports • Municipal Public Transport • Cemeteries, and Crematoria • Markets • Municipal Abattoirs • Municipal Roads • Refuse Removal and Solid Waste • Municipal Planning • Air pollution

3.5.2. Institutional Arrangement

The Municipal Structures Act provides for different types of Municipal Systems. The Ugu District Municipality opted for a Collective Executive System.

The establishment of ward committees has been finalised. The municipality has customised the generic ward committee policy that was developed by CoGTA. There are a few challenges that have been identified with regards to the functioning of ward committees such as the lack of capacity among ward committee members, administrative support, reimbursements for out-of-pocket expenses and the general dissatisfaction around the election of committees and the selection criteria thereof. These challenges are currently being addressed by the and the ward committees are now functioning and have the administrative support and the ward committee members are being reimbursed for the out of pocket expenses.

There are 42 Traditional Councils within Ugu Municipality. The new legislative developments encourage Traditional Councils and Municipal Councils to work in partnership on issues of development even though the former is not vested with legislative authority on Municipal Council matters.



Clearly in all instances responsibility for decision making lies with the Council and the responsibility for implementation of Council Resolutions lies with the Municipal Manager and the officials.

3.5.2.1 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:

- the Water and Sanitation Committee;
- the Finance, Budget Control and Monitoring Committee;
- the Planning, Tourism and Economic Development Committee;
- the Youth Committee; and the Corporate Services; and
- Human Resources, Health and Safety Committee.

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.

3.5.2.2 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.

3.5.2.3 Municipal Departments and their 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 are:

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:	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.

The powers and functions play a vital role in determining the primary and secondary role players involved throughout the various lifecycle phases of an incident and the responsibilities in terms of implementing disaster risk management strategic initiatives. Various projects and initiatives are identified through the disaster risk management planning process and should be incorporated into all spheres of government and municipal sector plans. The project and measures identified through this planning process should be incorporated into the relevant sectoral strategy plans in the different spheres of government where the responsibilities lie.

3.5.2.4 Municipal Entity

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

3.5.3. Organisational Analysis

This section is a thorough analysis of the organogram and the vacancy rates within the institution. The organogram is attached in the document **Annexure 3**.



The current number of employees employed by the Ugu municipality is 882 which is broken down in table 3.15.

Table 3.15: Ugu District Employees per Department

Source: Ugu District Municipality Corporate Services, 2013

Department	Number of Employees
Water Services	636
Infrastructure and Economic Development	22
Budget and Treasury	125
Corporate services	55
Municipal Manager's office	44

The organogram currently has 1224 positions approved with only 882 filled making the vacancy rate 38%. The budgeted positions however, are 986 with the 882 that is filled the vacancy rate for filled positions is 6%.

In terms of the age analysis of the Ugu District Municipality's employees, it is broken down as in table 3.16.

Table 3.16: Ugu District number of Employees per Age Group

Source: Ugu District Municipality Corporate Services, 2013

Age group	Number
22 - 35	251
36 – 45	326
46 – 55	204
56 – 60	48
61 – 65	52
66	1

Table 3.17 further breaks it down in terms of ages and positions held.



Table 3.17: Ugu District Employees per Age Group and Position held.

Source: Ugu District Municipality Corporate Services, 2013

POST LEVEL	22-35	36-45	46-55	56-60	61-65	66	TOTAL
1 - General Managers	2	2	0	0	0	0	0
2- Senior Managers	0	0	1	1	0	0	2
3 - Managers	4	1	2	0	1	0	8
4 - Officers	4	8	3	0	0	0	15
5 - Practitioners	5	0	0	0	1	0	6
6 - Accountants/ other professionals	7	7	1	1	0	0	16
7 - Foremen / Personal Assistants	0	7	6	3	2	0	18
8 - Senior clerks, secretaries....	4	0	0	0	0	0	4
9 - Clerks, operators Class 3, admin assistants.....	15	30	19	9	3	0	76
10 - Office Clerks	12	8	3	3	1	0	27
11 - Customer care clerks, VTS supervisors	12	6	1	1	0	0	20
12 - Operators Class 2, receptionist	6	4	2	1	1	0	14
13 - Drivers, machine operators	6	13	14	2	5	0	40
14 - Operators Class 1, Senior shift workers	15	20	19	4	4	0	62
15 - Handyman, shift workers	1	6	12	3	4	0	26
16 - Plant reproduction assistant	0	0	1	0	0	0	1
17 - General workers Grade 1	0	5	1	3	1	0	10
18 - General workers, Filing clerks, General assistants	61	114	83	10	22	1	291
TOTALS	154	231	168	41	45	1	640



3.5.4. Human Resources

The HR policies that have been developed by the municipality are reflected and discussed in table 3. 8 below.

Table 3.18: Ugu District HR Policies & Strategies

Source: Ugu District Municipality Corporate Services, 2013

STRATEGIES	PROGRESS
Human Resources Strategy	<p>The Ugu HR strategy is still in a process of being developed, it had to be amended due to numerous change and issues such as alignment which had to be inserted in the drafted HR strategy due to the lack of employment funds</p> <p>The following are existing forums/ programmes:</p> <ul style="list-style-type: none"> • HR Managers' Forum: • Skills Development Forum • ABET programme: • Women Development Programme • Training Initiatives • Occupational Health & Safety:
Employment Equity Plan	<p>The process 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.</p>
Skills Audit	<p>A Skills Audit is in the pipeline of being developed in order to align the available human and financial resources</p>
Workplace Skills Plan	<p>The implementation of a strongly mentored internship programme within the field of ICT, Civil Engineering, GIS and Registry Management has resulted in the creation of an employable pool of potential candidates who possess critical skills.</p>
Shared Services	<p>The Ugu district family of municipalities has resolved on the implementation of shared services in the following areas: Project Management, Internal Audit, Enterprise Resource Planning, Training, Waste Management, Legal Services, Emergency Services and a one stop Customer Care Centre. The idea is to share expertise and resources necessary for the efficient operation of functions within these areas.</p>
Recruitment and Retention Strategy	<p>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.</p>



3.5.5. Skills Analysis

The municipality reviews its Skills Development annually which identifies all the training and capacity building need for the municipality. This analysis focuses on the Water Services Department which is the core function of the municipality and accounts for about 70% of all employees. Table 3.19 gives the analyses of the critical and scarce skills within the Water Services Department.

Table 3.19: Ugu District Critical & Scarce Skills Analysis Water Services Department

Source: Ugu District Municipality Corporate Services, 2013

Section	No. of Employees	Skills Required For The Job	No. of Employees Trained	Skills Gap
Water & Wastewater Treatment	82 Process Controllers 10 Managers and Supervisors	Water & Wastewater Treatment Process Operations	20 Process Controllers on Water & Wastewater Treatment Process Operations NQF 3	62 still to be trained at NQF 3. 10 Managers and Supervisors to be trained at NQF 5 level.
Water & Wastewater Reticulation (water distribution)	49 Plumbers	Water and wastewater reticulation e.g. Maintenance and repairs of pipes Pipe-laying Fitting and repairing of valves Reading maps Most of the Plumbers are not qualified artisans/tradesman as they have not been trade tested	21 Plumbers have been trained. 17 successfully completed the trade test	28 still to be trained.
Fitting	8 Fitters and 7 Assistants/General Workers	Perform safe work practices, read engineering drawings, fit washers, tighten screws, maintain a pedestal drill, lift & move equipment, operate oxy-acetylene cutting equipment, use angle grinder, mount & remove bearings, use welding equipment etc	Fitters are qualified artisans. 2 Artisan Assistants currently being trained on the Fitting course with a view to attaining artisan status.	1 Artisan Assistant to continue with Skills Programme on Fitting. 4 were assessed but dropped out of the programme.
Electrical	3 Electricians 1 Foreman 1 Foreman Electromechanical 8 Electrical and Artisan Assistants	Panel wiring card and fault finding, change and repair contactors, timers, voltage modules, solenoids, meter connection and testing, changing and commissioning of	Electricians and Foreman are qualified tradesman. 9 Electrical Assistants, Artisan Assistants and	2 successfully completed trade tests (1 resigned). 1 failed trade test 1 to be trade tested on 27 – 28 March 2013.



Section	No. of Employees	Skills Required For The Job	No. of Employees Trained	Skills Gap
		induction and submersible meters etc	General Workers were trained.	2 dropped out 3 are awaiting trade test dates.
Motor Mechanics	1 Foreman 1 Diesel Mechanic 1 Artisan Assistant	Fault finding and repairs on motor vehicles Servicing of municipal vehicles	Foreman and Diesel Mechanic are qualified artisans 1 Artisan Assistant passed trade test 2 General Workers passed trade test (1 deceased)	
Customer Care	1 Co-ordinator 19 Customer Care Clerks	Telephone etiquette Handling difficult customers Responding to customer queries Transferring calls to relevant section/person Identifying customer needs Commit to solving customer problems and needs Provide information and respond to customers	No training has been done since 2009	All need to be trained

In compliance with the Ministerial Regulations, the municipality has trained the following officials on the Minimum Competency Levels as designed by National Treasury as indicated in table 3.20.

Table 3.20: Minimum Competency Levels Training

Source: Ugu District Municipality Corporate Services, 2013

Category	Department	No. of Employees Trained	No. Still to be Trained
Section 56	Treasury	1 (CFO)	0
Section 56	IED	1	0
Section 56	Municipal Manager's Office	1	0
Finance Managers	Treasury & PMU	2	2 (Treasury)



Managers from other departments	Corporate Services & Internal Audit	0	2
Other Finance Officials	Treasury & PMU	24	5
MFMA Interns	Treasury	5	5

3.5.6. Labour Relations

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

- i. Clarification of roles and responsibilities of officials at supervisory levels as entailed in their job descriptions.
- ii. Enhancement of the Local Labour Forum.
- iii. Workshop and interaction with shop stewards for purposes of relationship building between the employer and the labour.
- iv. Common understanding of the national and local labour agreements.
- v. Involvement of all the municipal employees in the policy formulation and review thereof.
- vi. Meetings with various departments in order to instil a culture of communication and understanding of corporate strategy.
- vii. Effective communication within the Municipality in order to ensure that all the staff are aware of the decisions taken and changes implemented within the Municipality.
- viii. Fostering of an environment of tolerance and appreciation for women and their contributory role.
- ix. The review of forty eight (48) HR policies and development of eleven (11) HR policies.
- x. Training of our Managers and Supervisors in conducting disciplinary hearings in order to save costs of utilising external consultants.

3.5.7. Annual Report

Ugu District Municipality prepares Annual Reports for all the financial years. The 2012/2013 Annual report consisting of the Annual Performance Report which is still in the process of been prepared for adoption by the Council.

3.5.8. 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.

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

3.5.9. Internal Audit

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

- i. To examine, evaluate and improve the adequacy and effectiveness of the municipality's governance, risk management processes and systems of internal control:
 - Governance: assisting senior management in achieving the goals of the Municipality by evaluating and approving the process through which goals & values are established, communicated & monitored; accountability is ensured and municipal values preserved;
 - Risk Management: assisting the Executive Committee and senior management in identifying, evaluating and assessing significant



organisational risks and providing assurance as to the effectiveness of the related internal controls;

- Internal Controls: evaluating the effectiveness and efficiency of the information systems environment, financial and operational information, operations, safeguarding of assets and compliance with laws, regulations & controls;
- ii. To conduct special investigations and other ad hoc projects at the request of management; and
- iii. To report to the Audit committee and Municipal Manager.

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

3.5.10.1 Addressing Auditor – General’s (AG) Comments

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

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

The membership, resources, responsibilities and authorities (composition, functions and operation) of the combined Committee to perform its role effectively, are stipulated in the audit committee charter.

3.5.10. Key Issues / Challenges

The following SWOT analysis has been prepared to summarise the key issues and challenges in this key performance area:

Strength	Opportunities
<ul style="list-style-type: none"> • Political stability 	<ul style="list-style-type: none"> • Improve customer relations



<ul style="list-style-type: none"> • Large number of employees has obtained their minimum competencies. 	<ul style="list-style-type: none"> • Re deploying of recently qualified employees since we have just assisted with trade qualifications to our employees.
<p>Weaknesses</p> <ul style="list-style-type: none"> • High employee costs • Continuous loss of scarce skilled personnel • Staff retention • Strengthening IGR structures • Alignment of the IDP's, PMS, Budget • Inadequate capacity to conduct internal disciplinary hearings • Slow progress in implementing Job evaluations • More utilisation of the Employee Assistance (EAP) support • Inefficient procurement of services • Limited institutional capacity to implement plans • Consistent negative AG findings on IDP/PMS alignment 	<p>Threats</p> <ul style="list-style-type: none"> • Low staff morale • Lack of BBEEE implementation

3.6. Service Delivery & Infrastructure Analysis

The recently developed Bulk Infrastructure Audit and GDS was undertaken to assist the Ugu District 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.

3.6.1. Water Service Provision

The water supply to the District is derived from dams, rivers, ground water and bulk purchases from eThekweni and Umgeni Water. The water is then treated at several treatment plants, owned by Ugu before being distributed to households. Distribution of water is done via more than 50 000 private household connections and over 5000 communal stand taps which mainly service the inland rural areas.

The demographics of the Ugu district vary from dense formal urban settlements to scattered rural settlements and must to be dealt with differently when planning for the provision of water services.



Different levels of service are appropriate for each settlement category and the “CSIR Guidelines for Human Settlement Planning and Design” was used as a guideline to determine the water delivery standards per settlement category as indicated in table 3.21.

Table 3.21: Water Delivery Standards per Settlement Category

Source: Ugu District Municipality Bulk Infrastructure Audit, 2011

Settlement Category	Average daily per capita consumption	Description of level of service
Formal Urban	200l/c/d	Medium/high income, with waterborne sanitation
Informal Residential Upgrade	100l/c/d	Moderate income, with waterborne sanitation
Linked Rural Upgrade	60l/c/d	Yard connections, dry pit latrines/septic tanks
Good Access Rural Upgrade	60l/c/d	Yard connections, dry pit latrines/septic tanks
Limited Access Rural Upgrade	25l/c/d	Community standpipes, dry pit latrines/septic tanks
Scattered	25l/c/d	Community standpipes, dry pit latrines/septic tanks

The water delivery standards were used to develop a water demand model for the district and to calculate current and future water demands per supply zone. The current level of basic service within Ugu comprises predominantly community standpipes at 200m. In the demand model noted in table 2.4 below, the households within 200m -800m of existing pipelines have been assumed to consume only 12l/c/d (as against 25l/c/d) on account of the distance to fetch water from the nearest community standpipe.

3.6.1.1 Planned Bulk Water Infrastructure

The map below shows the Ugu District Municipality’s planned future bulk water infrastructure

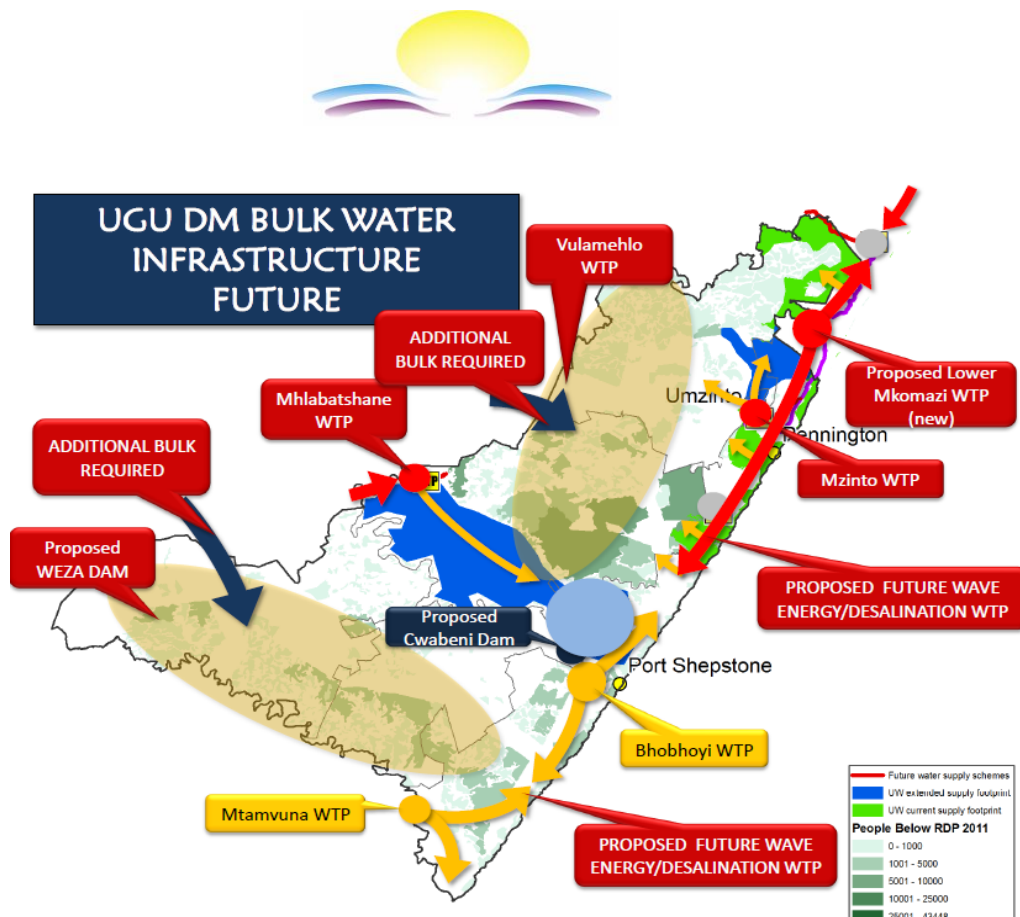


Fig 3.11: Ugu District Bulk Water Infrastructure
Source: Ugu District Water Services

3.6.1.2 Bulk Projects

The Ugu District Municipality's bulk projects are:

- Umtamvuna WTW Bulk Upgrade
- Umzikhuli (Bhubhoyi) WTW Bulk Upgrade
- Ncwabeni Dam
- Mhlabatshane Regional Bulk Water Supply
- Weza Dam
- Vulamehlo Cross-border Regional Water Supply Scheme
- South Coast Bulk Pipeline Phase II – (Umzinto/Mtwalume) WTW

3.6.1.3 Current Strategies / Programmes for Water Provisions

The following are the programmes and strategies that Ugu District uses to ensure efficient water services delivery to the community.

i. Free basic water and indigent support

An Indigent Support Policy is in place which applies to residential and non-profit organizations entitling the beneficiaries to 12kl of free water per household per month and 100% rebate on water and sanitation basic charges. To date, we have **5844** households benefiting from Indigent Support.



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

ii. Ground Water programme

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

iii. Regional Water Resources Planning Strategy

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

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

The strategy seeks to integrate the isolated individual water schemes and provide for investment in more reliable water sources that will be more cost effective in addressing backlogs, meeting the demand due to urban development growth, and mitigating the effect of drought.

iv. Water and Sanitation Master Plan

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

Ugu will not meet the millennium developmental goals of 100% access to water and sanitation by 2014 due to the shortage of funding and resource capacity both human and financial. The municipality has programs such as:urban water borne sanitation and the rural VIP programme

- *Waste water treatment* in order to prevent contamination of drinking waste
- *Water quality monitoring programme* where independent accredited laboratories are employed



- Testing and monitoring and maintaining high water quality in its treatment plants it complies with the requirements of the Blue Drop/Green Initiative.

v. Umngeni Water’s Master Plan for Umngeni Water

Water demands are expected to grow in the 8% range from 2012 onwards 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 5.1.*

3.6.1.4 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% of households in the Hibiscus Coast Municipality have been served with a RDP level of service, 50% served with piped water making the backlog of households not receiving satisfactory standards 5% as per Stat SA Census 2011 as illustrated below.

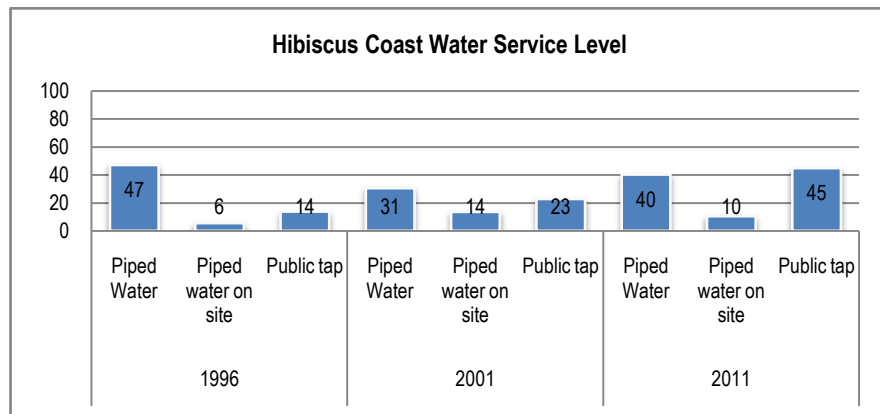


Fig 3.12 Hibiscus Coast Water Services Level
Source: Statics SA, Census 2011

In Ezingoleni Municipality 68% of households have been served with a RDP level of service and only 17% served with piped water making the backlog of households not receiving satisfactory standards 15% as per Stat SA Census 2011 as illustrated Figure 3.13.

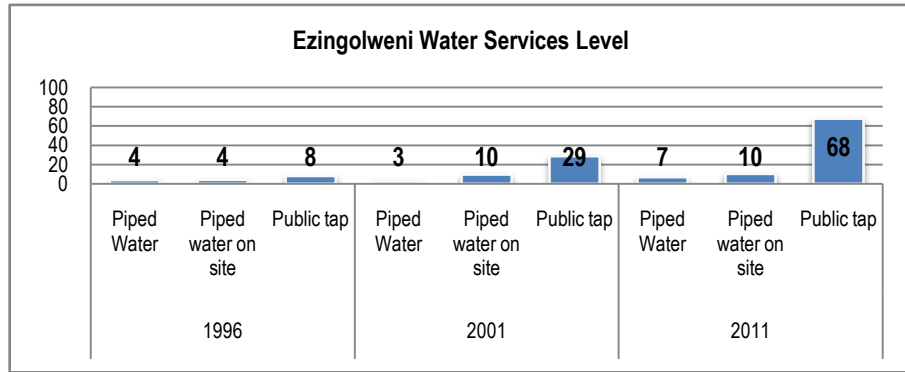


Fig 3.13 Ezingolweni Municipality Water Services Level
Source: Statics SA, Census 2011

In Umuziwabantu Municipality 66% of households have been served with a RDP level of service and only 18% served with piped water making the backlog of households not receiving satisfactory standards 16% as per Stat SA Census 2011 as illustrated b Figure 3.14.

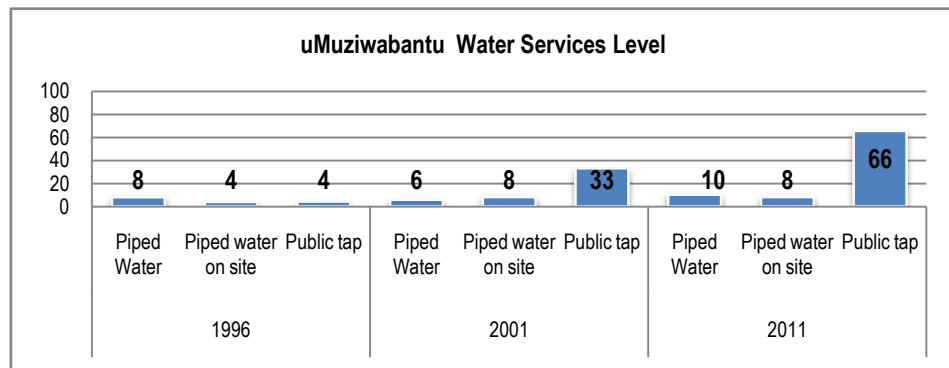


Fig 3.14 Umuziwabantu Water Services Level
Source: Statics SA, Census 2011

In Umzumbe Municipality 40% of households have been served with a RDP level of service and only 14% served with piped water making the backlog of households not receiving satisfactory standards 46% as per Stat SA Census 2011 as illustrated below.

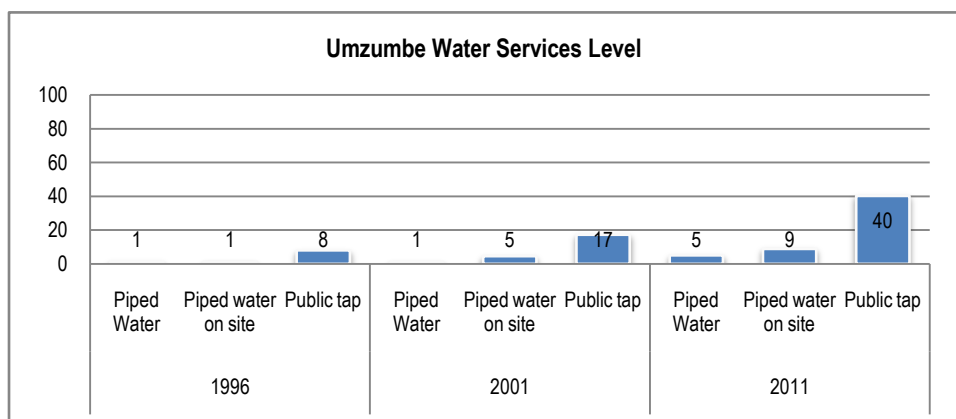


Fig 3.15 Umzumbe Water Services Level
Source: Statics SA, Census 2011



In Vulamehlo Municipality 49% of households have been served with a RDP level of service and only 17% served with piped water making the backlog of households not receiving satisfactory standards 34% as per Stat SA Census 2011 as illustrated below.

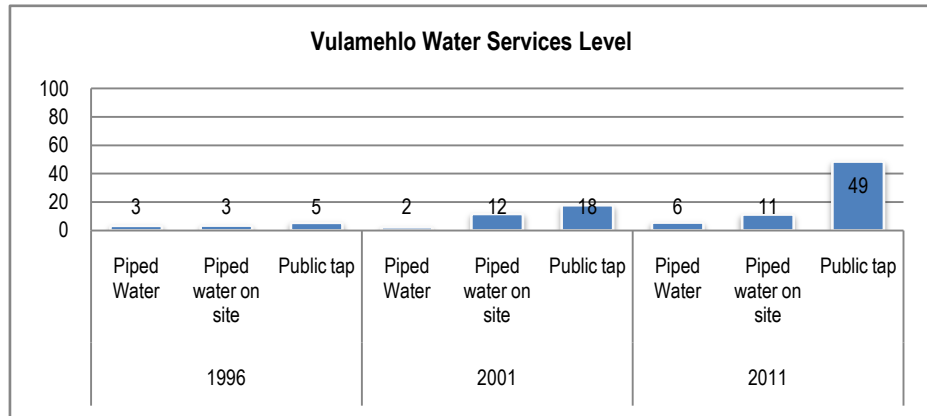


Fig 3.16 Vulamehlo Water Services Level
Source: Statics SA, Census 2011

In Umdoni Municipality 44% of households have been served with a RDP level of service and only 53% served with piped water making the backlog of households not receiving satisfactory standards 3% as per Stat SA Census 2011 as illustrated below.

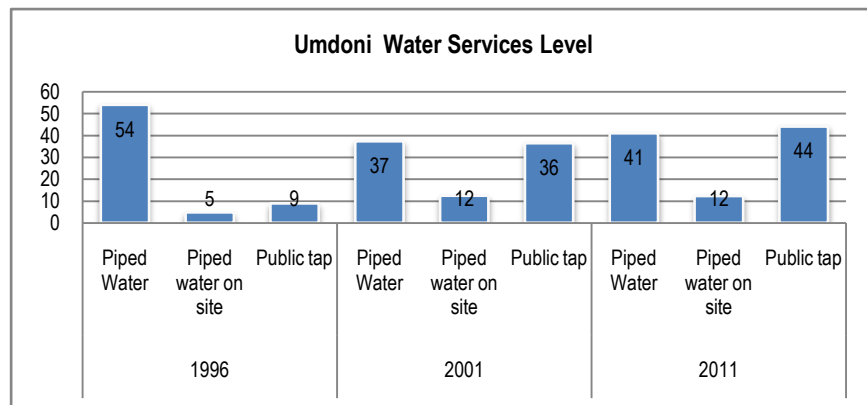


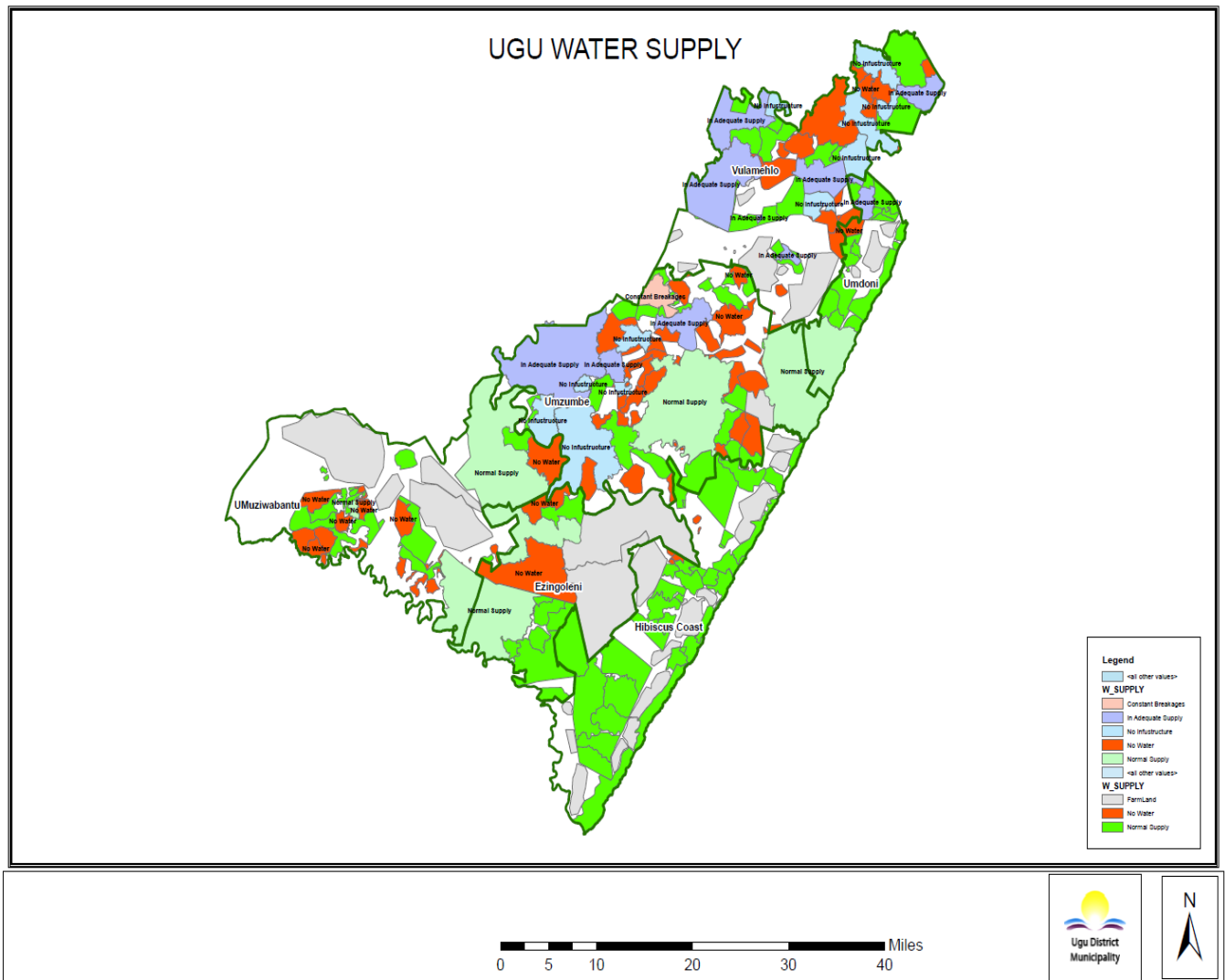
Fig 3.17 Umdoni Water Services Level
Source: Statics SA, Census 2011



The map 7 summarises the current water services level at Ugu District Municipality

Map 7: Ugu District Municipality Water Supply

Source: Ugu District Municipality GIS, 2012



3.6.1.5 Ugu DGDS on Water Services

In terms of the Ugu DGDS Strategic Objective 4.5: **Ensure Effective Water Resource Management and Awareness**, identifies that a key challenge for the district will be eradicating household water backlogs while at the same time ensuring that sufficient water is made available for expansion of economic activities. The ability of the district to change its current spatial development patterns will depend to a large extent on addressing water access, rights and management within rural communities. It estimates the cost of backlog eradication to be R3.4 billion. Massive infrastructure investment will need to be leveraged into the district in the next 10 years. In order to achieve this, three strategic programmes have been identified. These include ensuring effective water resource management; increasing water infrastructure capacity; and promoting awareness for water efficiency.



3.6.2. Sanitation Service Provision

As mentioned in section 3.6.1 the Infrastructure Audit and Ugu DGDS informed the analysis of sanitation service provision.

The standard for a basic level of rural sanitation in Ugu is a ventilated, improved pit latrine (VIP) comprising pre-cast concrete “C” sections. The anticipated life-span to de-sludging/re-location of the VIPs based on various household densities and a sludge accumulation rate of 0.05m³ per annum is reflected in table 3.22.

Table 3.22: VIP Sludge Accumulation Rate

Source: Ugu District Municipality Bulk Infrastructure Audit, 2011

Household Size (persons/household)	Life Span (years)	
	Pit Capacity 1.5m ³	Pit Capacity 2m ³
5 persons/household	6	8
6 persons/household	5	6.7
7 persons/household	4.3	5.7
8 persons/household	3.8	5

Whilst the standard Ugu VIP has an effective pit volume of 1.5m³ (allowing 200mm freeboard), the benefits of a larger pit are clearly apparent in terms of time taken to fill up. The table below shows the level at which the VIPs are filled.

Table 3.23: Level at which VIP are Filled

Source: Ugu District Municipality Bulk Infrastructure Audit, 2011

Condition	Percentage of Surveyed
Good	50%
Fair	29%
Poor	21%
Full	19%
75% Full	42%
Balance	39%
Pits older than 5 years	20%

Considering that the survey suggests that 61% of the pits are between 75% and 100% full and that 20% are older than 5 years suggests that major challenges lie ahead in ensuring the sustainability of the rural sanitation programme.

The service standards for the urban sanitations are summed up in table 3.24.



Table 3.24: Urban Sanitation Standards

Source: Ugu District Municipality Bulk Infrastructure Audit, 2011

Settlement Categories	Sub-Category	Flow	Unit
Formal Urban	Formal Urban	600	l/d/100m2
	Industrial/Commercial	NA	NA
Informal Residential Upgrade		120	l/c/d

3.6.2.1 Access to Sanitation Services

The Statistics SA Census 2011 shows that the backlog of household without satisfactory level of sanitation services is estimated at 7% as illustrated below. The number of households that still needs to be provided with VIP toilets is 11 520. The Ugu District is aiming to eradicate this backlog within the next two financial years and deal with infill thereafter.

Table 3.25: Access to Sanitation Services per Municipality

Source: Statistics SA, Census 2011

Access to Sanitation Services							
	UGU	UMZU MBE	UMUZIWA BANTU	EZING OLENI	HIBISCUS COAST	VULAME HLO	UMDO NI
None	8397	1654	1094	673	3757	695	523
Flush toilet (connected to sewerage system)	32647	703	1889	383	21397	444	7832
Flush toilet (with septic tank)	13181	625	752	245	8562	325	2672
Chemical toilet	15281	2773	3146	194	5330	2857	981
Pit toilet with ventilation (VIP)	32885	5050	5014	7400	8254	4421	2747
Pit toilet without ventilation	62133	21477	7606	2248	20247	6154	4402
Bucket toilet	3123	359	167	14	558	523	1503
Other	11793	2530	1951	316	4071	716	2209
Total	179440	35171	21619	11472	72175	16135	22869

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 and these make up 25% of the access to sanitation services.

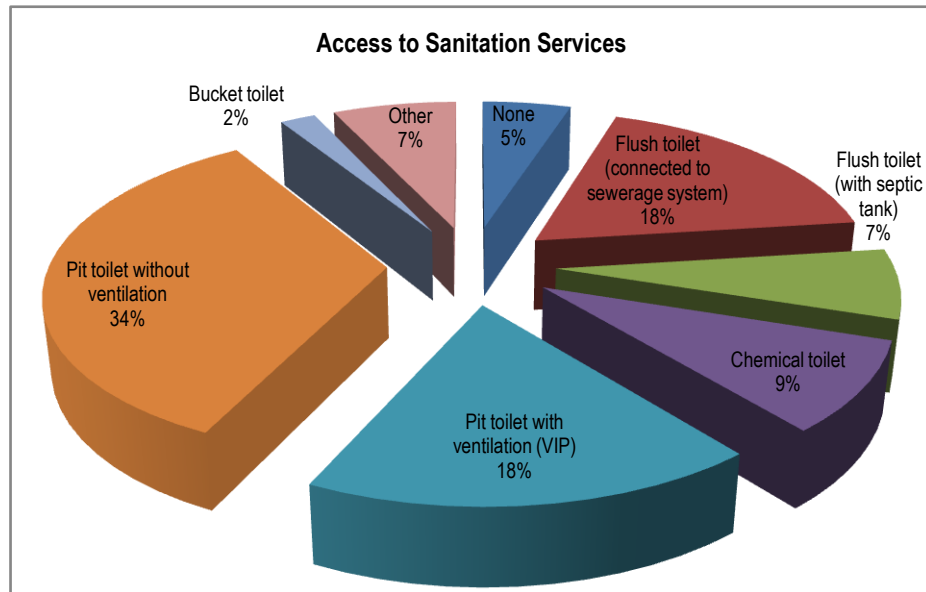


Fig 3.18 Access to Sanitation Services
Source: Stats SA, Census 2011

3.6.2.2 Alternative Delivery Methods

➤ Urban

The level of service for urban sanitation is largely driven by economic factors (access to grant funds and loan capital as well as long term sustainability and cost recovery issues) and by geotechnical/ecological constraints to a lesser extent.

The SSMP states that “in view of the extraordinarily high, unaffordable cost of providing waterborne sanitation systems in some areas, it will be necessary to continue to allow property owners in those areas to dispose of their wastewater on site for the foreseeable future”

The SSMP provides a clear indication of the various options open to Ugu in terms of extending the footprint of the existing reticulated, waterborne sewerage.

New developments (including in particular, formal, low cost housing) will need to make provision for waterborne sewerage and the treatment thereof.

➤ Rural

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.



3.6.3. Solid Waste and Cemeteries

Municipal solid waste management involves the collection, transportation and safe disposal of refuse from residential areas to landfill. The National Environmental Management: Waste Act (Act

59 of 2008) has placed a huge responsibility on local municipalities to deliver waste services. Phase 3 of the Infrastructure Audit reported that solid waste is the most undersupplied service in the district. Where services are being offered, they are usually limited to the formal, urban areas of Umuziwabantu, Hibiscus Coast and Umdoni Municipalities.

Waste minimisation in the district is poorly organised and there is no integrated system which existing private recyclers may link to. The viability of recycling relies heavily on economies of scale as there must be enough recyclables available to justify the cost of transport associated with the collection of recyclable materials. Ugu requires a great deal more work before an economically viable waste recycling system can be put in place.

In terms of cemeteries, three out of six of the local municipalities have formal sites, namely Hibiscus Coast, Umdoni and Umuziwabantu. The remaining three, Ezingoleni, Vulamehlo and Umzombe have a majority rural population who practise traditional on-site burial of deceased family members. In some cases there has been resistance to the development of cemeteries and interviews with officials have indicated that this is a sensitive matter with cultural implications. A detailed study, with a strong social focus, is needed to assess the need for, and provision of, cemeteries in the district.

The following table and chart indicate access on a household level to solid waste removal services in the District.

Table 3.26: Households Access to Solid Waste Removal

Source: Statistics SA, Census 2011

REFUSE DISPOSAL							
	Ugu	Umzombe	Umuziwabantu	Ezingoleni	Hibiscus Coast	Vulamehlo	Umdoni
Removed by local authority/private company at least once a week	44137	417	3402	160	27876	274	12007
Removed by local authority/private company less often	2398	325	487	98	1075	164	249
Communal refuse dump	2400	187	153	55	1211	447	346
Own refuse dump	118601	29568	16416	10849	39086	12974	9709
No rubbish disposal	10480	4492	832	291	2393	2033	439
Other	1425	182	328	18	534	243	119
Total	179440	35171	21619	11472	72175	16135	22869

The refuse removal by local municipalities occur at least once a week or lessis and communal refuse dump is only 27%, the other 63% is households that have their own refuse dump or do not have any form of refuse removal as shown in Figure 3.19..

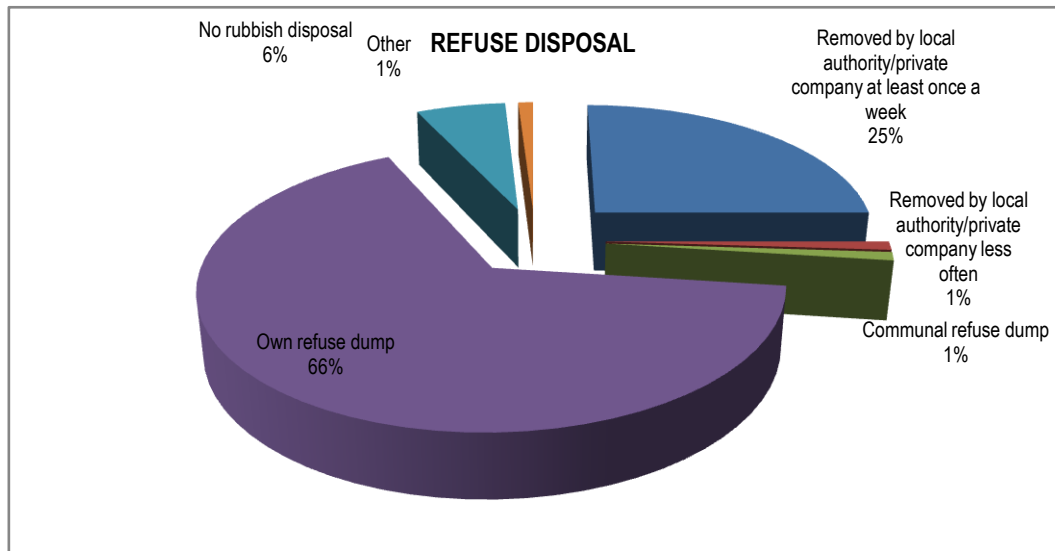


Fig 3.19 Access to Refuse Removal Services
Source: Statics SA, Census 2011

3.6.4. Transportation Infrastructure

3.6.4.1 Roads and Transport

The road network hierarchy starts with national roads, then provincial roads down to local municipal roads. National roads are of a very high standard with good continual maintenance. Funding is generally adequate (from central government) supported by funds generated by toll fees.

The provincial road network provides a high proportion of the road network in Ugu. This covers a vast range of types of roads from main regional links (class 2) through to local roads (class 7).

Funding for new roads is limited, and generally dealt with in two levels. Firstly are the major/strategic projects. Secondly, they operate the regional cost centre based in Port Shepstone whose projects are more local in nature.

In the more urban centres are networks of local roads constructed and maintained by the local municipalities. In the rural areas, municipalities are highly reliant on the Provincial DOT.

The key challenge identified were that:

- Need for coordination (link and upgrade access to facilities such as schools, clinics, public service offices, and urban centres, commercial services,
- N2 realignment, which will see the N2 continue from Port Shepstone along the coast.

Funding for new roads is limited, and generally dealt with in two levels. Firstly are the major/strategic projects. Secondly, they operate the regional cost centre based in Port Shepstone whose projects are more local in nature. The projects undertaken are decided on by local communication structures, particularly the “Transport Forums” (three are in existence in Ugu). Funding for maintenance is also limited and generally below what would ideally be required (Ugu Infrastructure Audit, 2011).



3.6.4.2 Intermodal Public Transport Facilities

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

Port Shepstone has been identified as a potential nodal point for building such a facility. This suggests that there is a constant demand for transport feeding from the more rural areas into this economic hub.

3.6.4.3 Integrated Transport Plan (ITP)

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

3.6.4.4 Ugu DGDS on transportation Infrastructure

The DGDS identifies the recent relocation of the Durban International Airport to the site of the King Shaka International Airport and Dube Tradeport along the KZN north coast, as leaving the south coast largely un-serviced in terms of both passenger and cargo air transportation, thus the south coast left much less accessible to tourists than previously and the cost of doing business within Ugu increasing due to longer travel times and greater traffic congestion. It therefore advocates for an increased need to develop Margate Airport to address these challenges.

It further identifies the potential of the coastline to drive development through harbours, sea transport and other maritime sector investments, which is largely unexplored by both the public and private sectors. Included within this sub-sector are small-craft harbours, which have the potential to enhance tourism, and create a waterfront node within the Ugu district. The development of both Margate Airport and small craft harbours are key interventions identified as part of this strategic objective in order to address these challenges and opportunities.

3.6.5. 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 Stat SA Census 2011 data per local municipality are as follows:

- I. Hibiscus Coast municipality shows that as at 2011 the people with access to electricity were 85% making the backlog 15%.

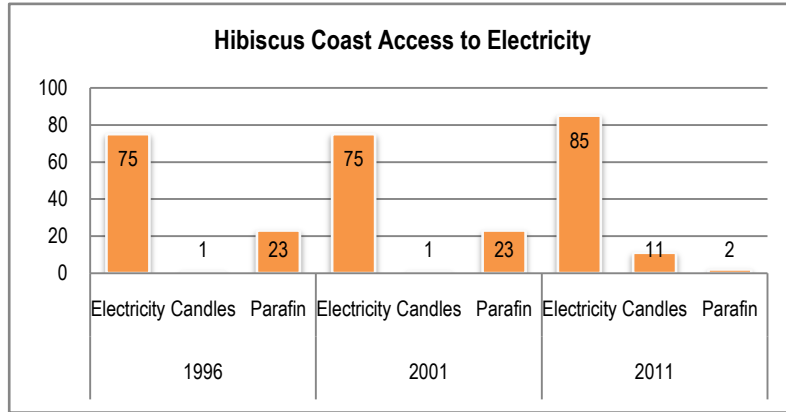


Fig 3.20 Hibiscus Coast Electricity Backlogs
Source: Statics SA, Census 2011

II. Ezingolweni municipality shows that as at 2011 the people with access to electricity were 80% making the backlog 20%.

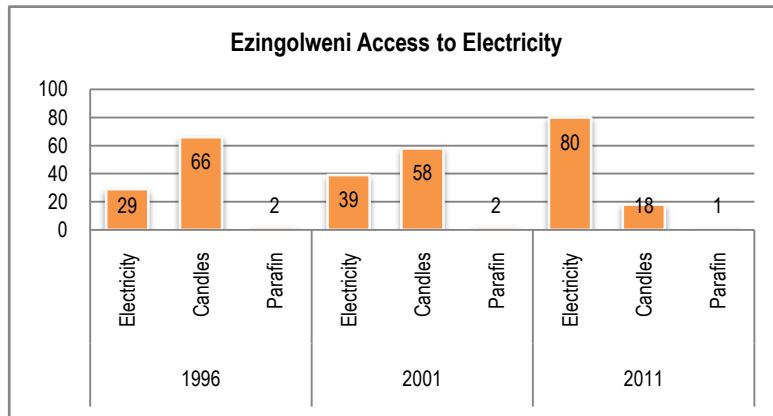


Fig 3.21 Ezingolweni Municipality Electricity Backlogs
Source: Statics SA, Census 2011

III. Umuziwabantu municipality shows that as at 2011 the people with access to electricity were 80% making the backlog 20%.

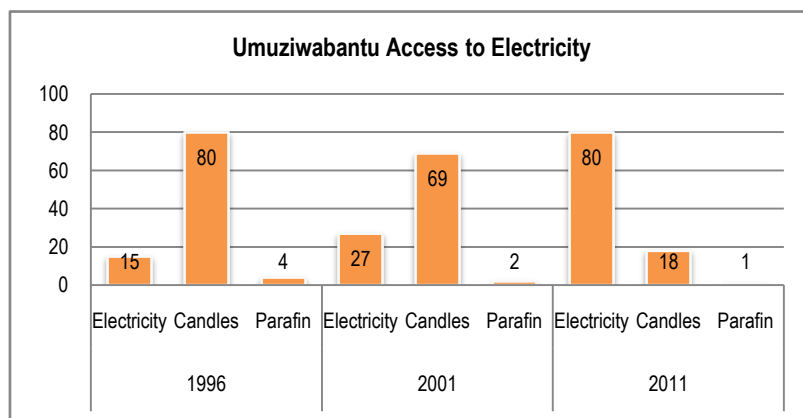


Fig 3.22 Umuziwabantu Electricity Backlogs
Source: Statics SA, Census 2011



- IV. Umzumbe municipality shows that as at 2011 the people with access to electricity were 49% making the backlog 51%.

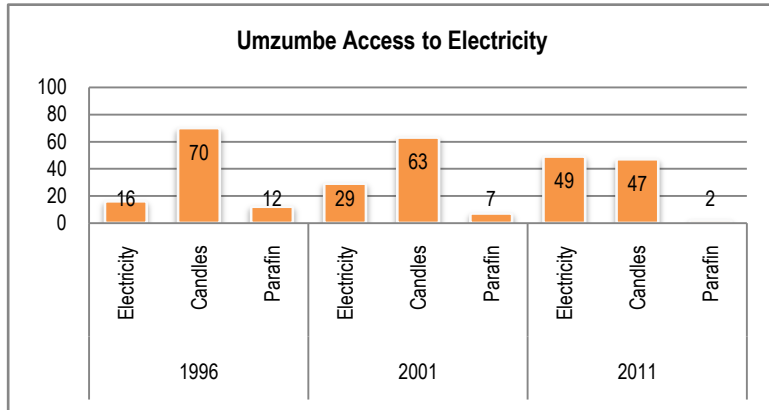


Fig 3.23 Umzumbe Municipality Electricity Backlogs
Source: Statics SA, Census 2011

- V. Vulamehlo municipality shows that as at 2011 the people with access to electricity were 37% making the backlog 63%.

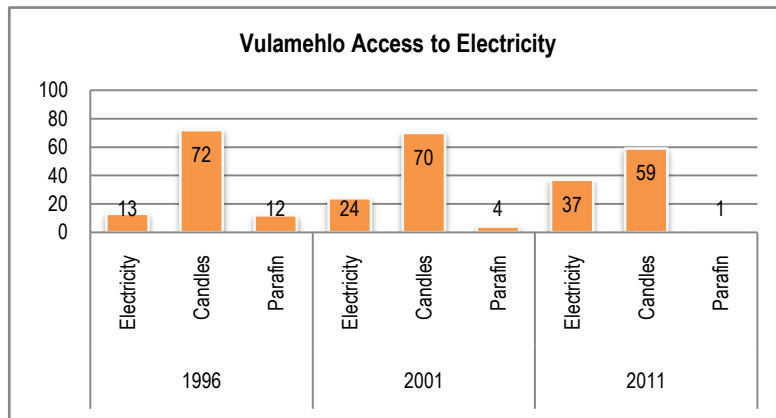


Fig 3.24 Vulamehlo Municipality Electricity Backlogs
Source: Statics SA, Census 2011

- VI. Umdoni municipality shows that as at 2011 the people with access to electricity were 37% making the backlog 63%.

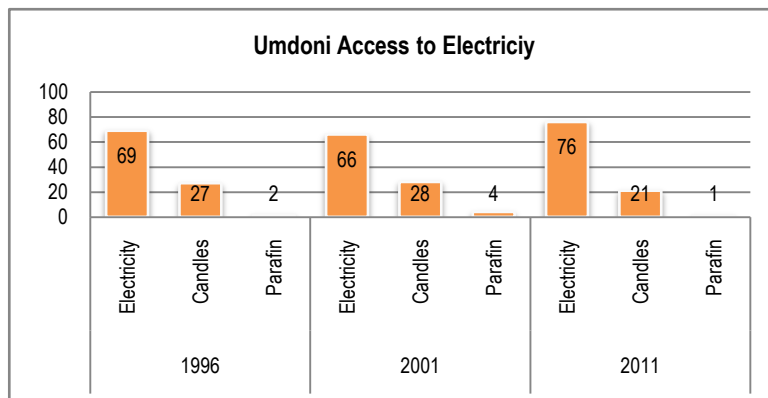


Fig 3.25 Umdoni Municipality Electricity Backlogs
Source: Statics SA, Census 2011



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

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

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

- 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.
- 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.

3.6.6. Telecommunications

There is very high penetration of cell phones 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.

3.6.6.1 Ugu DGDS on Telecommunications

The Ugu DGDS Strategic Objective 4.3 **Develop ICT Infrastructure to Support the Knowledge Economy** reveals that broadband services are limited and only available in major centres. In response to this need, the Ugu DM has initiated a broadband project for the region. There is very high penetration of cell phones in the district; however, the majority of households have access to GSM/voice services only, with only 36.6% of the district having 3G coverage. The majority of this is on the coast.



The impact of basic cell phone access on rural communities should not be underestimated and the potential for utilizing this technology for empowering communities through access to information is yet to be fully realized. Development of Primary and Secondary POPs (Points of Presence) as well as Municipal Access Networks is currently a priority of the DEDT's ICT Directorate and the district must ensure that these are rolled out within the district and local municipalities to increase access to communities. In general, technology backlogs in rural areas perpetuate spatial disparities and unequal access to opportunity. Ugu needs to ensure that it is not left out of IT developments and investments within the province.

3.6.7. Service Delivery & Infrastructure Key Emerging Issues

- There is a need to revitalise the rail line 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 current 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; and
- ICT infrastructure is lagging behind within the district and will limit future growth.

3.6.8. Key Issues / Challenges

The following SWOT analysis has been prepared to summarise the key issues and challenges in this key performance area:

Opportunities	Threats
<ul style="list-style-type: none"> • Refurbish old piped system. • Upgrade treatment works. • Reduce water losses. • Improved productivity. • Improvement plans for call centre/control centre (short and long term). • Focus on core business. • Reduce backlogs. • Effective management of all resources. 	<ul style="list-style-type: none"> • Bulk raw water resources. • Ageing infrastructure. • Lack of skills and capacity. • Succession planning. • Public perceptions- service delivery. • Reduced income. • No VIP maintenance plan. • Electricity.



3.7. Local Economic & Social Development Analysis

The Ugu 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 district has developed a District Growth and Development Strategy to tackle the issues and challenges that are facing economic growth in the District.

The communities of the Ugu district rose up to the challenge and decided to change the current development trajectory and turn the region around. All sectors of the community, public, private and civil society have come together to develop a Growth and Development Strategy that will deliver on a better life for all with a 2030 Vision for the district is that:

“By 2030, the Ugu District will be a leading tourism destination and manufacturing and agricultural hub where jobs are created and everyone benefits equally from socio-economic opportunities and services “

The strategy contains four levels. At the highest level of the strategy there are 6 strategic drivers, these each have strategic objectives, followed by strategic programmes, and finally, key intervention areas. The 6 strategic drivers that have been identified are:

1. Sectoral Development and Support
2. Education and Skills development
3. Safety and Empowerment of Communities
4. Strategic Infrastructure Investment
5. Institutional development
6. Environmental Sustainability

3.7.1. Municipal Comparative & Competitive Advantages

The Ugu District has significant economic development potential that if realized could have a substantial positive impact on the lives of everyone that lives, works or visits in the region. The district has notable comparative advantages that could be leveraged, such as:

- Its location with eThekweni bordering to the north and the Eastern Cape to the south.
- A mild, tropical climate that is suited for substantial growth in specific agricultural crops, such as bananas, sugar and macadamia nuts (dependent on infrastructure investment such as irrigation schemes and roads), and an all-year-round tourism season.
- Large tracts of undeveloped fertile Trust and communal land that could be developed for commercial agriculture.
- A large number of nature and forest reserves and conservancies, including the spectacular 1,880ha Oribi Gorge that offers adventure activities, such as white-water rafting and the world’s highest swing and opportunities for growing the hinterland tourism product offering.



- A 112 kilometre coastline with the potential for: a massive growth in maritime activities; the marketing of a variety of beach experiences, including some with Blue-Flag status; unique adventure tourism activities including the Aliwal Shoal which ranked within the top 10 dive experiences in the world; and an annual event calendar including the Sardine Run.
- Existing public transport infrastructure that needs to be upgraded and extended, such as the railway line that only offers passenger services as far south as Kelso and the Margate Airport that is currently unable to accommodate low-cost airlines.
- Major national and provincial linkage roads with the potential for increasing the accessibility of the region, such as the N2 development.
- A relatively diversified regional economy with strong representation of the agricultural, manufacturing, tourism, retail, mining and other sectors.

Despite these clear comparative and competitive advantages, a situational analysis undertaken of the district in 2011/12 has painted a picture of a district that is underperforming and following a trajectory that is leading to growing unemployment and deepening poverty. Spatially, the district is divided into an urbanised coastal zone with a relatively resilient and diversified formal economy and a largely impoverished rural interior with some large commercial farms and many struggling subsistence farmers. There is evidence of uneven environmental management resulting in degradation of some natural assets and resources.

3.7.2. Main Economic Contributors

The figure below shows the contribution of each sector to total GVA in Ugu. Manufacturing contributes the most to GVA (19%); the next highest contributors are 'wholesale and retail trade' and 'finance and business services' at 17% each. General government contributes 13% and 'transport and communications' contributes 11%.

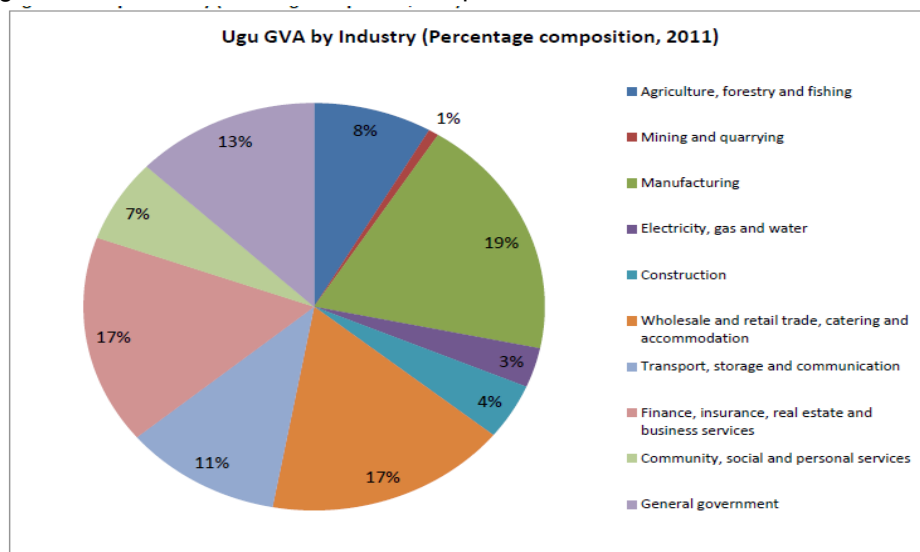


Fig 3.26 Ugu GVA by Industry
Source: Ugu DGDS, 2012



One of the traditional mainstay economic sectors in the region, agriculture, has shed jobs at an alarming rate over the past decade. These jobs have been lost to the local economy given the inability of other sectors to absorb or replace them. The tourism sector, perceived by many as the lead sector within the region, has struggled to grow off a shrinking tourism season. This situation has been further worsened since 2007 with a number of factors, including the global economic downturn and stricter credit control measures, resulting in a marked decline in investment across all sectors. This has generated fears that gains in poverty reduction in the Ugu district prior to 2007 may have been reversed. Given this current reality it is clear that without targeted and significant intervention and investment within the economy that takes advantage of its many comparative advantages, the district will continue on its path of fighting against deepening poverty, increasing joblessness, spatial fragmentation and increasing polarization between those with and without access to the formal economy. The Ugu district is clearly at a cross-road.

3.7.3. Employment and Income Levels

The graphs below display the distribution of the local municipal populations in terms of employment activity. Important to note is that this graph does not display the unemployment rate, but rather the number of people within the working age bracket, employed, unemployed and not active as a percentage of the total population, to provide an indication of the labour force participation within the local municipalities.

Table 3.27: Employment Status per LM

Source: Statistics SA, Census 2011

OFFICIAL EMPLOYMENT STATUS PER LMs							
	UGU	UMZU MBE	UMUZIWA BANTU	EZING OLENI	HIBISCUS COAST	VULAM EHLO	UMDO NI
Employed	116420	12630	11128	5876	64194	5894	16698
Unemployed	63169	13604	5489	4185	25003	6551	8337
Discouraged work-seeker	35681	9687	4489	3530	8940	5165	3869
Other not economically active	218810	54679	31528	16195	67207	26447	22755
Not applicable	288404	70375	43923	22753	90791	33345	27217
Total	722484	160975	96556	52540	256135	77403	78875

Table 3.28: Employment Status per Gender & Age

Source: Statistics SA, Census 2011

OFFICIAL EMPLOYMENT STATUS Per Gender & Age										
	Employed		Unemployed		Discouraged work-seeker		Other not economically active		Not applicable	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Children	684	649	1336	1396	747	752	22663	23217	122107	118396
Youth	29516	26045	19816	22750	10212	12646	44284	49258	-	-
Adults	29171	30355	8212	9658	4637	6687	29303	50083	-	-
Senior Citizens	-	-	-	-	-	-	-	-	16470	31431
Total	59371	57049	29364	33805	15596	20084	96251	122559	138578	149826



Within all the municipalities, the number of 'not-economically active' individuals is disproportionately high the overall of the district sitting at 40%. This indicates that a large portion of the population is no longer seeking employment. The number of employed people is the highest within the Umdoni and Hibiscus Coast Municipalities. Furthermore it is notable that the majority of the unemployed (67), economically inactive (43%) and discouraged work seekers (64%) are the youth and is worth investigating as to the root causes of this dilemma. Analysis also shows that the majority in those groups are females.

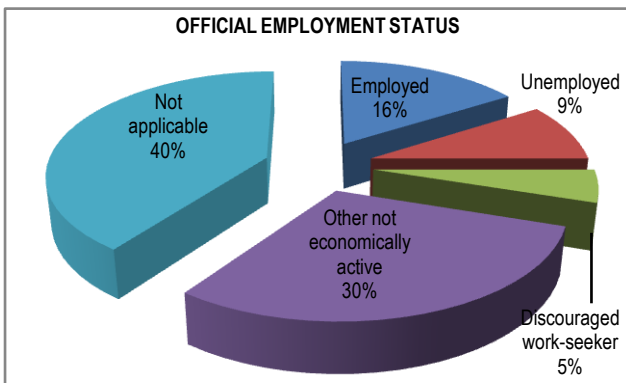


Fig 3.27 Official Employment Status Group

Source: Statics SA, Census 2011

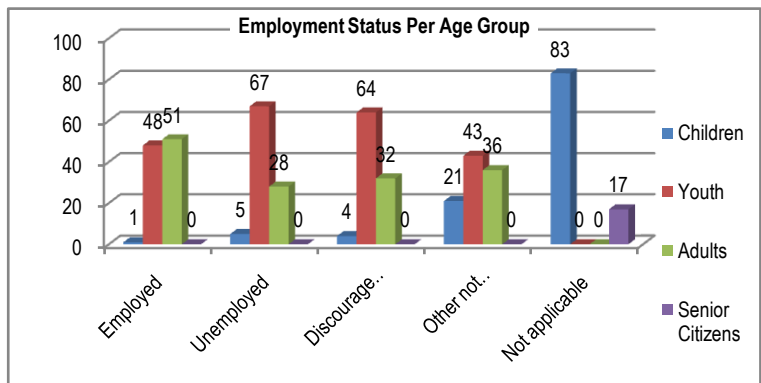


Fig 3.28 Employment Status per Age

Source: Statics SA, Census 2011

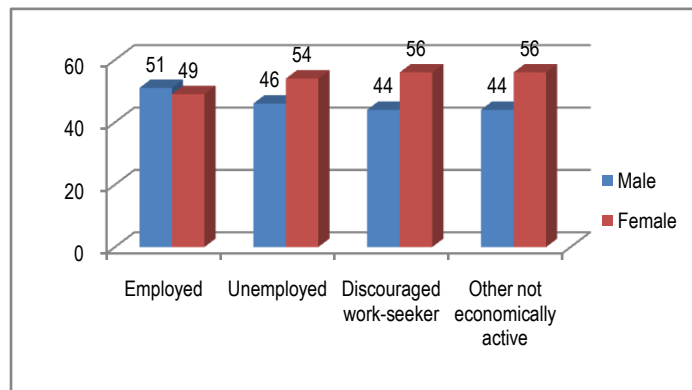


Fig 3.29 Unemployment Rates per Gender

Source: Statics SA, Census 2011

3.7.3.1 Expanded Public Works Programme (EPWP)

The district is making an attempt to combat the unemployment challenges discussed in 3.7.3 through the above programme as set out by DWARD, innovative programmes need to be considered which will accelerate the delivery of sanitation. Ugu has submitted for funding from DWARD to EPWP which will look at the innovative sanitation programme currently rolled out in the Ugu District Municipality. The programme allows for a community-based approach. The main focus of this submission is on the manufacturing and supplying of the preferred sanitation technology choice, namely the concrete precast C-section toilet.



3.7.3.2 Income Levels

The analysis of the income levels per household shows that the majority of the households earn combined income that is equivalent to two state pensions or less which is the threshold for indigent support for the Ugu District Municipality is more than 50%. This has major implications in terms of water and sanitation services provision which is the core functions of the district.

Table 3.29: Annual Household Income

Source: Statistics SA, Census 2011

ANNUAL HOUSEHOLD INCOME							
	UGU	UMZUMBE	UMUZIWABA NTU	EZINGOLE NI	HIBISCUS COAST	VULAMEH LO	UMDONI
R 1 - R 9600	25750	6081	4212	2076	8137	2623	2620
R 9601 - R 38 200	80991	17928	10861	6120	28298	8818	8965
R 38 201 - R 153 800	32530	4376	2690	1574	16904	2044	4942
R 153 801 - R 614 400	13161	1143	966	336	8113	390	2213
R 614 001 - R 2 457 600	1422	90	61	17	973	39	240
R 2 457 601 or more	278	23	21	6	175	13	40
No income	25304	5529	2806	1343	9571	2208	3847
Unspecified	5	1	-	-	3	-	1
Total	179440	35171	21619	11472	72175	16135	22869

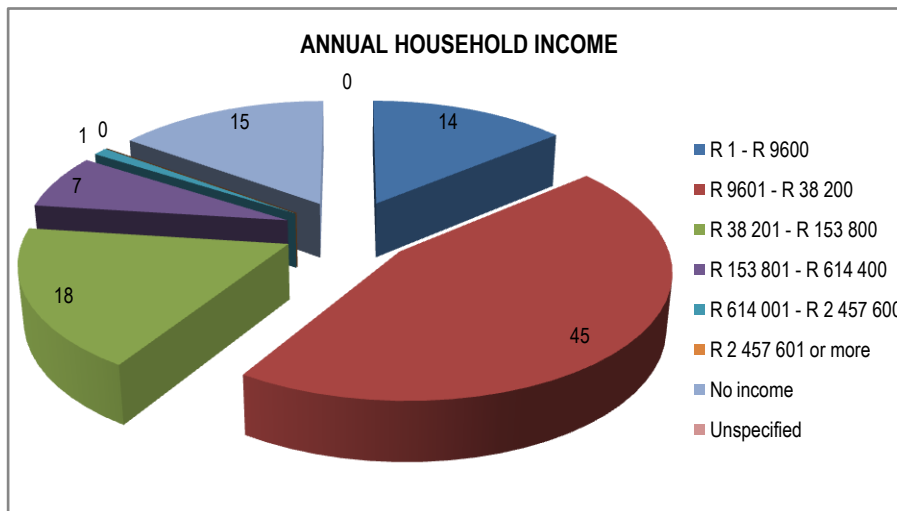


Fig 3.30 Annual Household Income

Source: Statics SA, Census 2011

3.7.4. SMMEs

The Ugu DGDS Strategic Programme 1.1.4 **Ensuring Effective Assistance and Support to SMME's, Cooperatives and Informal Traders**, highlights that SMMEs, Cooperatives and Informal Trading have the dual benefit of creating employment and distributing wealth and are key in expanding the key productive sectors. The interventions identified to ensure effective assistance and support to these structures include: implementing an SMME support strategy, improving access to markets, supporting small scale mining and farming including processing and creating linkages to commercial businesses, provision of Nguni cattle and implementation of the



provincial livestock improvement project. , and developing SMME incubators and mentorship programmes.

3.7.5. Agriculture

The agricultural sector is characterized by a highly developed and competitive commercial farming and mainly subsistence farming on rural trust land.

The major commercial farming enterprises are in sugar cane, bananas and macadamias, and to a lesser extent timber, coffee, cut flowers, livestock, poultry, game farming, mangoes, and other fruit and vegetables. Subsistence agriculture comprises mostly of livestock raising, dryland cropping and homestead gardening.

In general, the agricultural industry is currently under pressure and faces a number of key constraints and opportunities which may include:

- Declining investment in the sector due to declining commodity prices, influx of imports.
- Rising costs of production (Minimum wages, fuel, electricity).
- Lack of broader participation.
- A change of land-use from 'agriculture' to other commercial land-uses threatens the sustainability of agricultural industries.
- Coordination is required between local government and Traditional Authorities.
- Competitive advantages include: Location, Climate, Water: Tourism, Labour availability and well established Commercial Sector and Support Services.

The Ugu DGDS Strategic Programme 1.1.1 **Expansion of Agricultural Production and Agri-Processing**, acknowledges that whilst agriculture only contributes 8% to GVA and has declined substantially over the previous ten years, Ugu still has a comparative advantage in this sector and with the addition of agri-processing this sector has the potential to drive growth in the district. The interventions in this sector include unlocking Ingonyama Trust land for development, value-adding, promoting growth of higher value products, commercialisation of subsistence farmers, , improved research and marketing through development of research partnerships, increase in agricultural extension services, identifying mariculture and aquaculture opportunities, and addressing the slow pace of land reform and facilitation of tenure security.

3.7.6. Tourism

The Tourism industry is a key contributor to the KZN and Ugu economy which is buoyant with the major activities based on the sea and associated activities. The development and implementation in the Ugu region is driven and headed by the Ugu South Coast Tourism Entity. 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.

The Ugu DGDS Strategic Programme 1.1.2 **New Tourism Product Development and Marketing** suggests that Trade and Accommodation (which contains the tourism sector) contributes the second highest amount of 17% to GVA. The sector has shown growth over the previous 10 years, however, growth is constrained around 3% due to the fact that Ugu is not fully exploiting its immense tourism potential. Interventions to grow tourism and ensure all-year round tourism in Ugu include initiating a tourism development zone, Big 5 Nature Reserve, strategic marketing and targeting new market segments and exposing existing products, new product development, developing an annual events calendar, beachfront upgrades, creating a cycle-friendly destination, and supporting linkages between urban and rural tourism products and nodes.

3.7.7. Manufacturing (Industrial)

Spatially, manufacturing remains clustered close to the major nodes of Port Shepstone and Marburg, due to the availability of serviced land and connectivity to the N2 network. Ugu district major manufacturing activities include clothing, textiles, metal products, cement production, food and beverages and wood products. Ugu has the only 'marble' delta within the province, mined for cement and calcium carbonate. NPC CIMPOR provinces premier cement manufacturing company has developed an R 800 million operation in the Oribi Gorge region.

The Ugu DGDS Strategic Programme 1.1.3 **Stimulating the Manufacturing Sector and Manufacturing Value-Chains**, states that currently, in Ugu manufacturing contributes the most to GVA at 19% and the sector has experienced growth, albeit fluctuating due to the global economic climate. With a more positive national and



global outlook, the industry has the potential to improve its competitiveness, increase its value-add and move into niche markets. It retains a cost advantage over the neighbouring metropole, which augurs well for job creation. The majority of the manufacturing sector is situated in the Hibiscus Coast LM in the major nodes of Port Shepstone/Marburg and Margate. For this reason the PGDP has identified spatially spreading manufacturing in Ugu through township industrial projects. Interventions identified in this programme include upgrading industrial parks, establishing a shared furniture manufacturing incubator facility, promoting competitiveness in the clothing and textile sector, creating linkages between SMMEs and large firms, formulating an industrial development plan for the district, and forming the Mahlongwa/Madawe micro manufacturing centre.

3.7.8. Mining

The mining sector contributes less than 1% of GVA to the Ugu district. The sector is one of the poorest performing sectors in terms of GVA growth in the period 2001 – 2011 averaging - 4.1%.

There is negligible new investment in the sector. Reasons offered for this poor performance include: the impact of the National Credit Act, especially in the construction sector; electricity supply shortages; competition from cheap cement imports³⁶; and the global economic recession. The sector is highly capital intensive and requires market stability to encourage investment.

The two major mining industries produce limestone related products. Alpha Carbonates, located in the Hibiscus local municipality, supplies the fertilizer, animal fodder, paint, paper and plastic industries. Simuma Cements, located in the Eziqoleni local municipality, largely supplies the construction sector³⁷. NPC has two quarries in the region based in Margate and Marburg³⁸ respectively. There is some local sourcing of supplies and services by these firms in terms of engineering support systems but large equipment, such as stone crushers, is sourced from Durban.

Smaller contractors within this sector have battled for survival largely owing to delays in government payments. The construction sector within the Ugu district largely services the public sector such as the provision of low-cost housing, schools and clinics.

There are some cautious expansion plans in the sector. For example, NPC has recently acquired the mining rights to adjacent land that it has recently purchased. The life span of this deposit is 10 – 15 years.

The formal mining sector in the district has regular inspections by the Department of Minerals and Energy, and rarer inspections from the Department of Labour in terms of the Occupational Health and Safety Act. Both SIMUMA and IDWALA have approved Social and Labour Plans. The firms have approved Environmental Management Plans that are audited and address issues such as rehabilitation.



The formal expansion of small to medium-scale building material mining is possible within the Ugu district and potential exists to develop stone-crushing plants and lime and cement mining activities.

However, illegal small-scale mining and quarry (including sand-mining and water extraction) is happening extensively around the district, particularly in rural areas. These illegal operators are undercutting formal suppliers in the market with the result that some formal suppliers are sourcing from the illegal operators in order to remain competitive in the market. The negative consequences of these activities include: environmental degradation and an inability to ensure sand replacement along the coast; increasing vulnerability of workers and downward pressure on wages and benefits; poorer quality products; decrease in tax revenue to the state; and, an informalisation of the formal economy. Greater monitoring and regulation of such activities is required to avoid such negative consequences.

3.7.9. Local Economic Development: Key Challenges / Issues

- Lack of capacity to facilitate and project manage Anchor projects,
- Lack of mainstreaming of LED across local government functions,
- Poor conceptualization of LED projects,
- Poor support and alignment with Land Affairs & Rural Development on Agriculture Sector,
- Weak Private sector partnerships,
- Lack of detailed and up to date economic data
- poverty and unemployment and low levels of economic growth
- The low levels of economic activity in rural areas
- Shortage of investment in the Human Development Capital
- Difficulty for disabled persons to find employment,
- investment promotion and facilitation as a catalyst for securing new investment and creating jobs,
- ensure coordinated, streamlined investment promotion activities between itself and local municipalities,
- ensuring seamless communication across the tiers of local government, skills development, and training and interventions to retain the current skills out-migration.

3.8. Socio Economic Indicators

3.8.1. Households

The Ugu District municipal area of jurisdiction is comprised of **179 440** households, average household size of 5 persons per household. The household type's range from a formal brick house to a caravan or tent as depicted in table 3.30. The census



2011 shows that 61% of the households are formal brick houses, traditional dwelling structures making 30% and block flats making Only 4%.

Table 3.30: Employment Status per Gender & Age

Source: Statistics SA, Census 2011

TYPE OF MAIN DWELLING	UGU	UMZUM BE	UMUZI WABA NTU	EZIN QOL ENI	HIBISC US COAST	VULAM EHLO	UMDO NI
Formal Brick House	109275	15291	9504	7227	56608	4564	16081
Traditional dwelling/hut/structure made of traditional materials	53132	17747	10552	4024	7086	10964	2759
Flat or apartment in a block of flats	7175	1450	816	110	3529	358	912
Informal dwelling (shack; in backyard)	2107	254	225	54	1282	77	214
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	5816	106	275	30	2689	49	2667
Caravan/tent	376	24	14	2	272	11	54
Other	1558	299	233	25	708	112	181
Total	179440	35171	21619	11472	72175	16135	22869

3.8.2. Educational status

With regards to the educational levels in the Ugu District Municipality, the highest enrolment is at the primary and high school level accounting for 75% of the total population. The numbers for tertiary education and further education centres are still low but showing signs of improvement from previous years.

Table 3.31: Highest Education Level per LM

Source: Statistics SA, Census 2011

HIGHEST EDUCATIONAL LEVEL							
	UGU	UMZU MBE	UMUZIWA BANTU	EZING OLENI	HIBISCUS COAST	VULAM EHLO	UMDO NI
Primary School Level	243400	60316	39877	20807	73383	27379	21638
High School Level	290125	59036	31122	18338	117104	27650	36875
Further Education & Training Level	11008	1418	583	334	6791	476	1407
Tertiary Education Level	20929	2007	1819	817	12598	627	3062
Other	838	66	71	22	480	33	166
No schooling	57641	15642	8812	4297	13647	10347	4895
Not applicable	98543	22490	14273	7925	32132	10891	10832
Total	722484	160975	96556	52540	256135	77403	78875

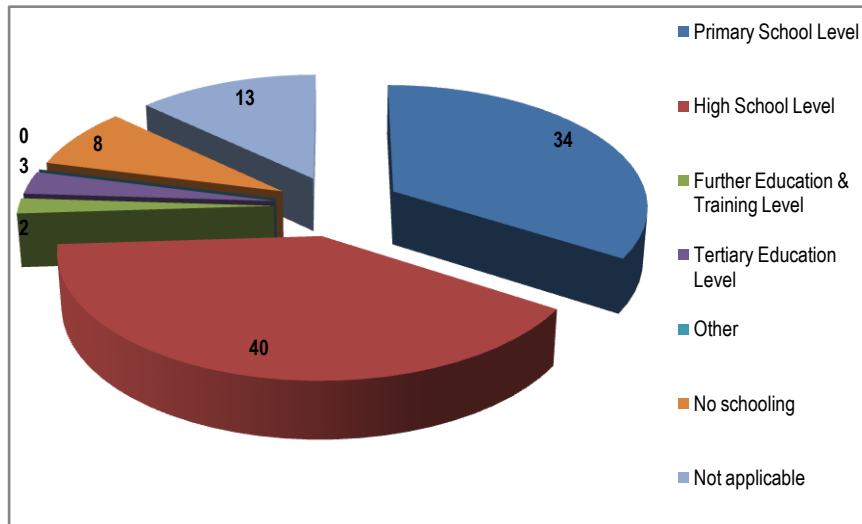


Fig 3.31 Educational Level
Source: Statics SA, Census 2011

3.8.2.1. Education Physical Infrastructure

The Ugu Municipal area of jurisdiction does not have a University but have Further Education and Training Colleges. With regards to basic education, there are 519 registered public and independent ordinary schools in the UGU District., of which 492 are ordinary public schools, 16 are ordinary independent schools and 3 are Special Needs Schools and 8 are Pre-primary schools.

There are 143 secondary schools (27.70%), 331 primary schools (64.58%), 34 combined schools (5.60%) and 8 stand alone ECD Centres (1.54%) and 3 special needs schools (0.58%). The spread and distribution of the schools is reflected in map 8.

Table 3.32: Number of Schools in Ugu District

Source: Department of Education, 2012

	Public Schools	Independent Schools	Total
Pre-Primary	0	8	8
Primary Schools	331	4	335
Combined Schools	21	9	30
Secondary Schools	140	3	143
ELSEN School	3	0	3
TOTAL	495	24	519



The 508 ordinary public and independent schools were made up of the following:

- 331 primary schools, with 130 232 learners and 4002 educators;
- 143 secondary schools, with 76 237 learners and 2665 educators;
- 34 combined schools, 14 239 learners and 585 educators.

Table 3.33: Number of Educators

Source: Department of Education, 2012

School	Male	Female	TOTAL
Primary	761	3241	4002
Secondary	1135	1530	2665
Combined	194	391	585
TOTAL	2090	5162	7252

3.8.2.2. Matric Pass Rate

The grade 12 pass rate shown a slight increase between the period of 2010 to 2012 increasing by 3.63% from 68.43 to 72.06% which averaging with the national and provincial grade 12 pass rate of 73.9 and 73.1 respectively. It greatest concern however, is that of all the pupils that have passed grade 12 only 20% qualifies for studying towards a National Diploma and 26.68% for Bachelors. This reduces the potential pool of skills required for the growth of the district.

Table 3.34: Grade 12 Pass Rate

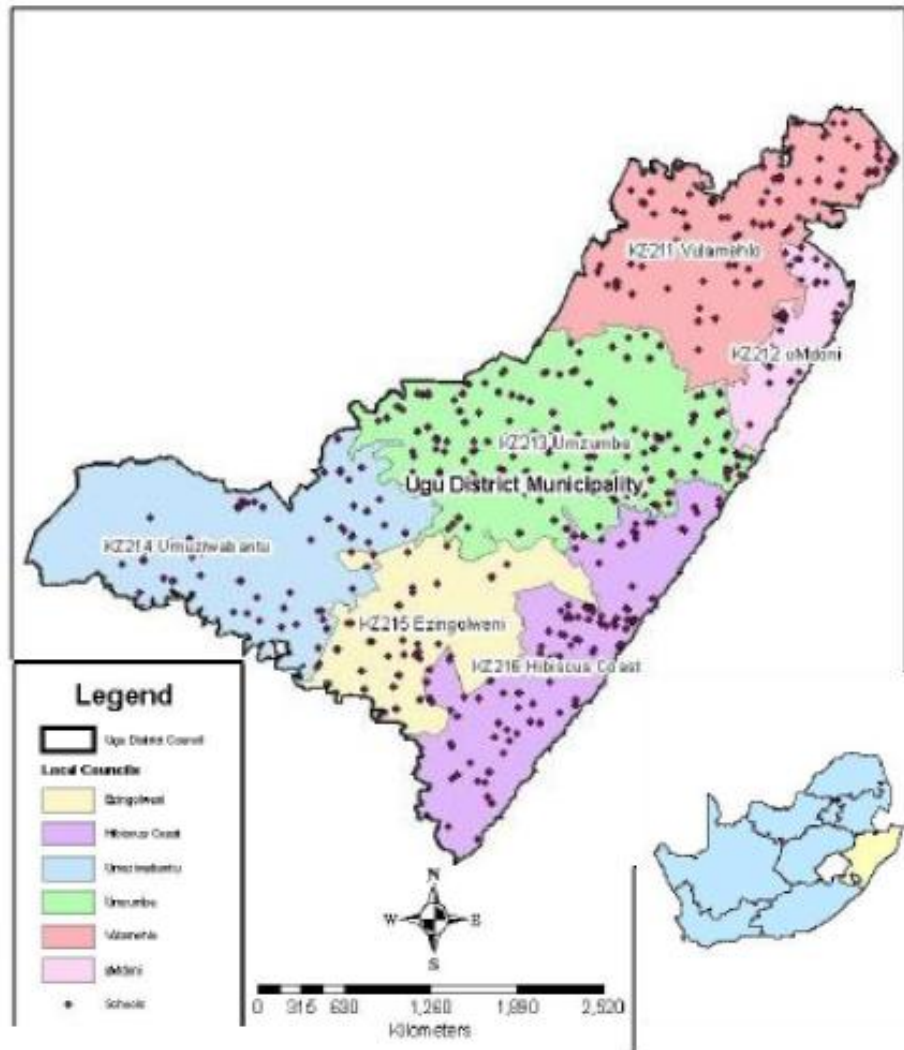
Source: Department of Education, 2012

	2010		2011		2012	
	No.	%	No.	%	No.	%
Candidates	8892		9120		9355	
Passed	6143	68.43%	6241	68.43%	6741	72.06%
Failed	2749	31.57%	2879	31.57%	2614	27.94%
Bachelors	NA	NA	1956	21.45%	2496	26.68%
Diploma	AN	NA	2584	28.33%	2638	20%



Map 8: Ugu District Schools Distribution

Source: Department of Education, 2012



3.8.3. Health

The physical infrastructure of primary health care in the Ugu District Municipality area of jurisdiction there is about 75 structures which ranges from a Mobile Clinic to a regional Hospital as reflected in the table below.

Table 3.35: Ugu District Primary Health Care Infrastructure

Source: Department of Health, 2012

Type of Facility	Ezingweni	Hibiscus Coast	Umdoni	uMuziwa bantu	Umzumb	Vulamahlali	Ugu District
PHC Facilities							
Mobile Clinic	2	4	1	3	3	2	15
Clinic	4	16	5	10	13	5	53

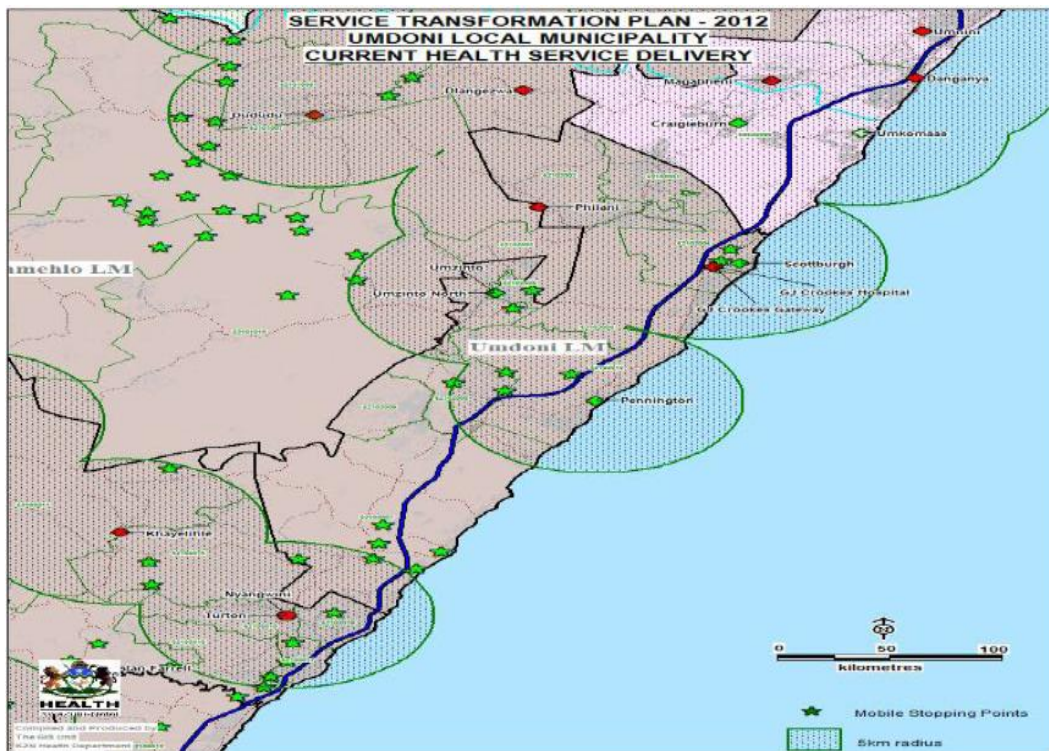


Type of Facility	Ezinqoleni	Hibiscus Coast	Umdoni	uMuziwa bantu	Umzumbe	Vulamehlo	Ugu District
Community Health Centres	0	1	0	0	1	0	2
MOU's	0	0	0	0	0	0	0
Hospitals							
District Hospital	0	1	1	1	0	0	3
Regional Hospital	0	1	0	0	0	0	1
Specialised TB Hospital	0	0	0	0	1	0	0

Even though there seems to be an even spread of these facilities, the maps below showing the level of service within a 5 km radius, reflects that there is still some gaps and unreached communities.

Map 9: Umdoni Municipality Health Services within 5km Radius

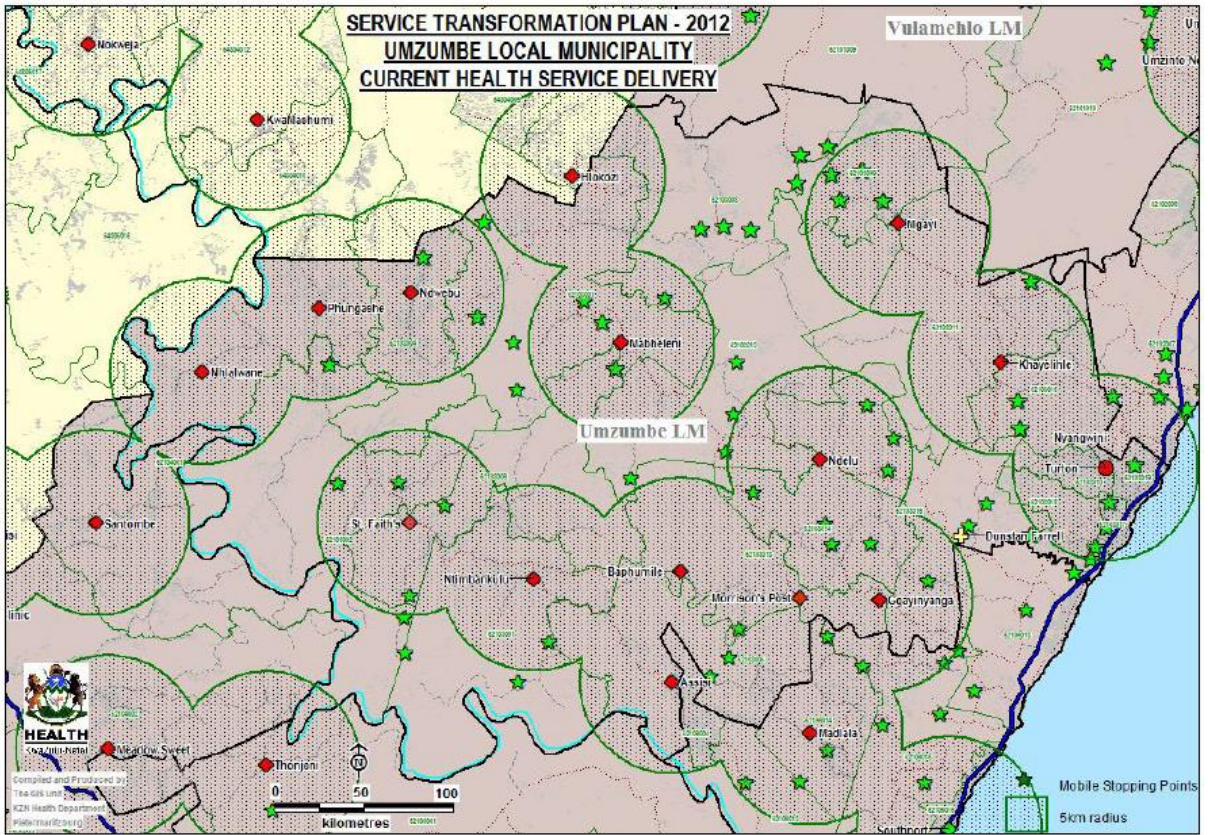
Source: Department of Health, 2013





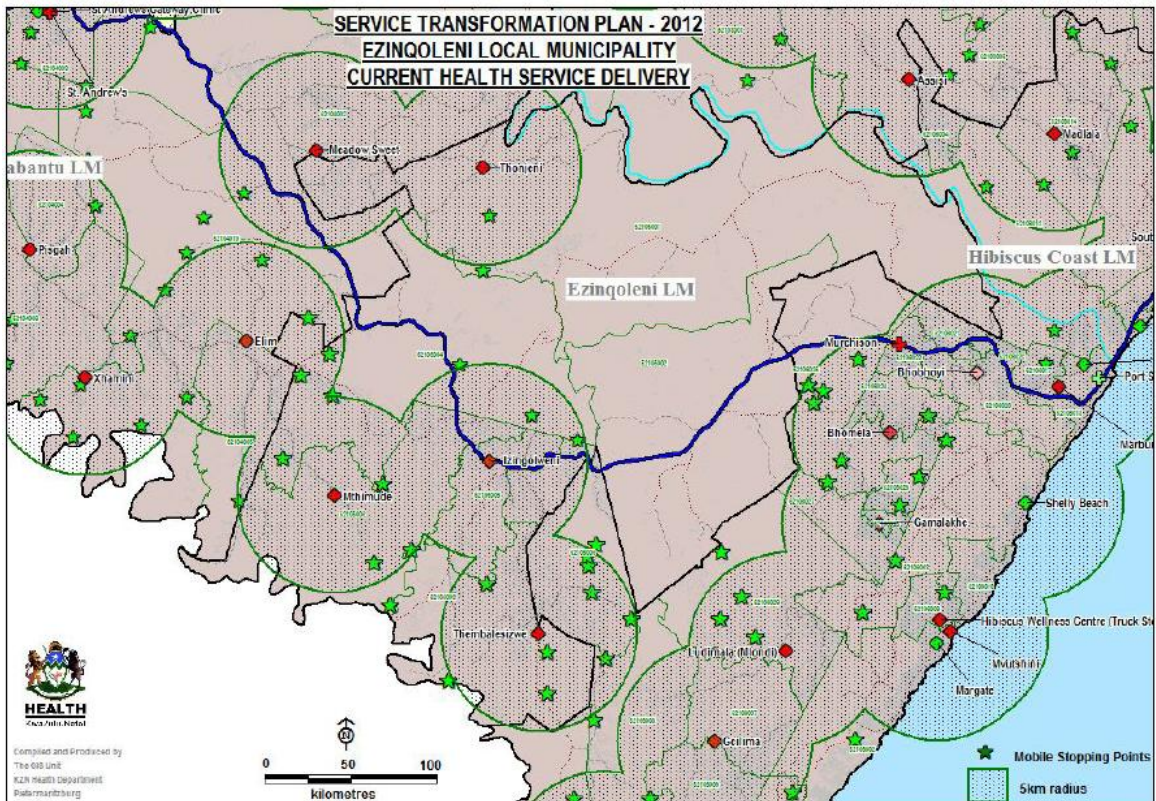
Map 10: Umzumbe Municipality Health Services within 5km Radius

Source: Department of Health, 2013



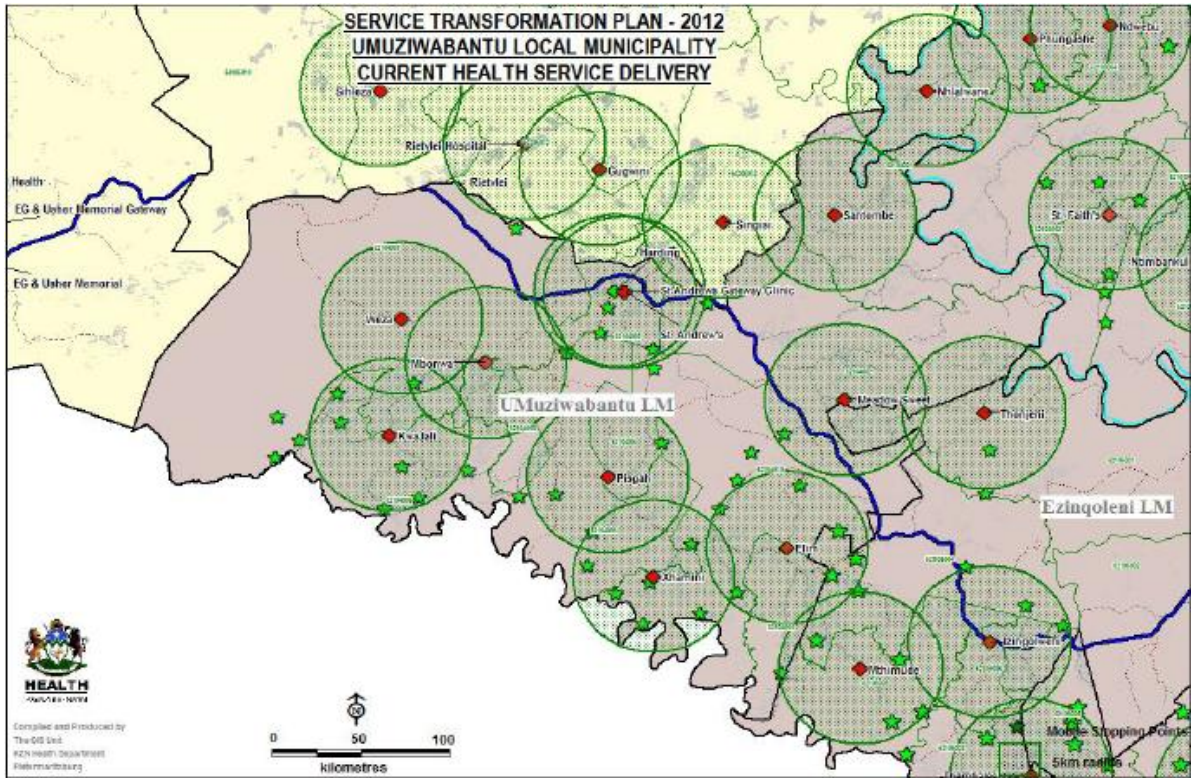
Map 11: Ezingqoleni Municipality Health Services within 5km Radius

Source: Department of Health, 2013

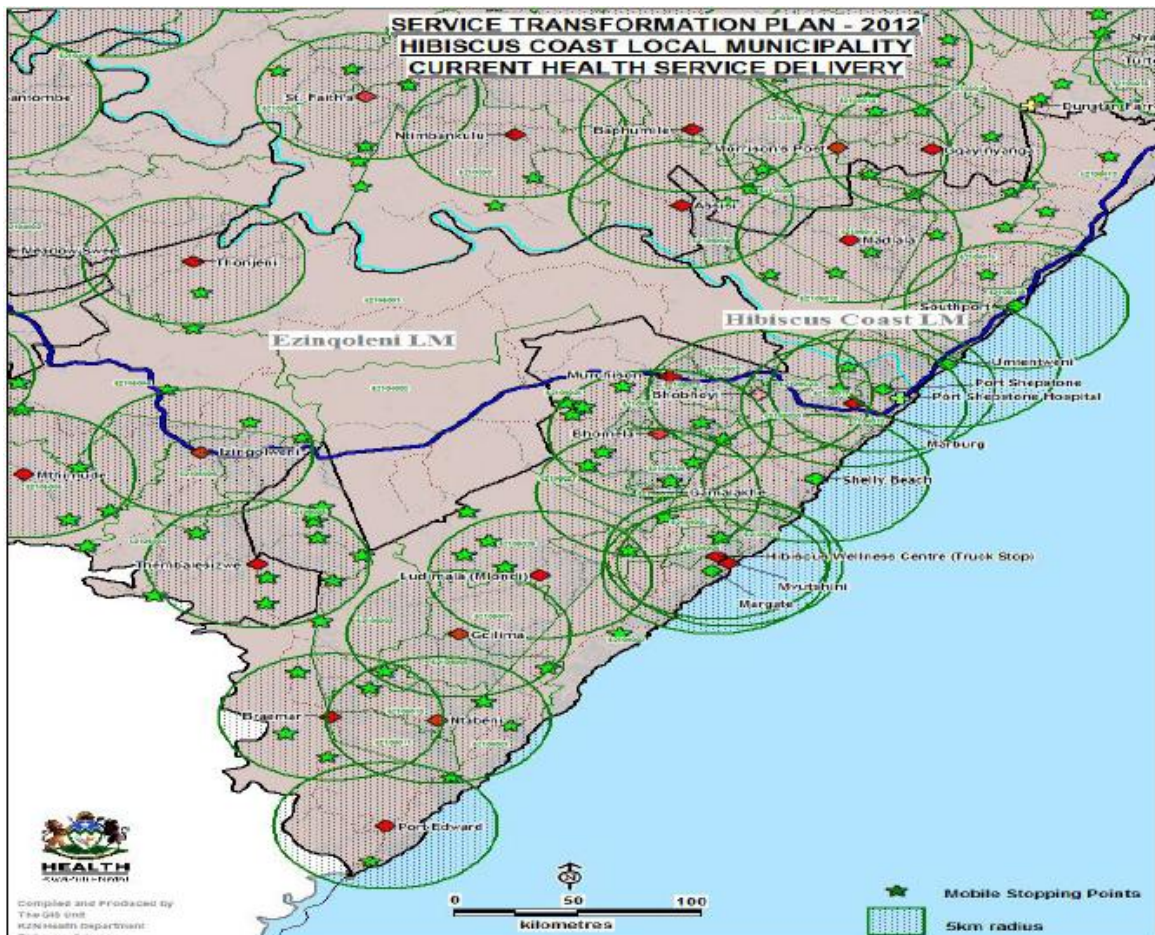




Map 12: Umuziwabantu Municipality Health Services within 5km Radius
 Source: Department of Health, 2013

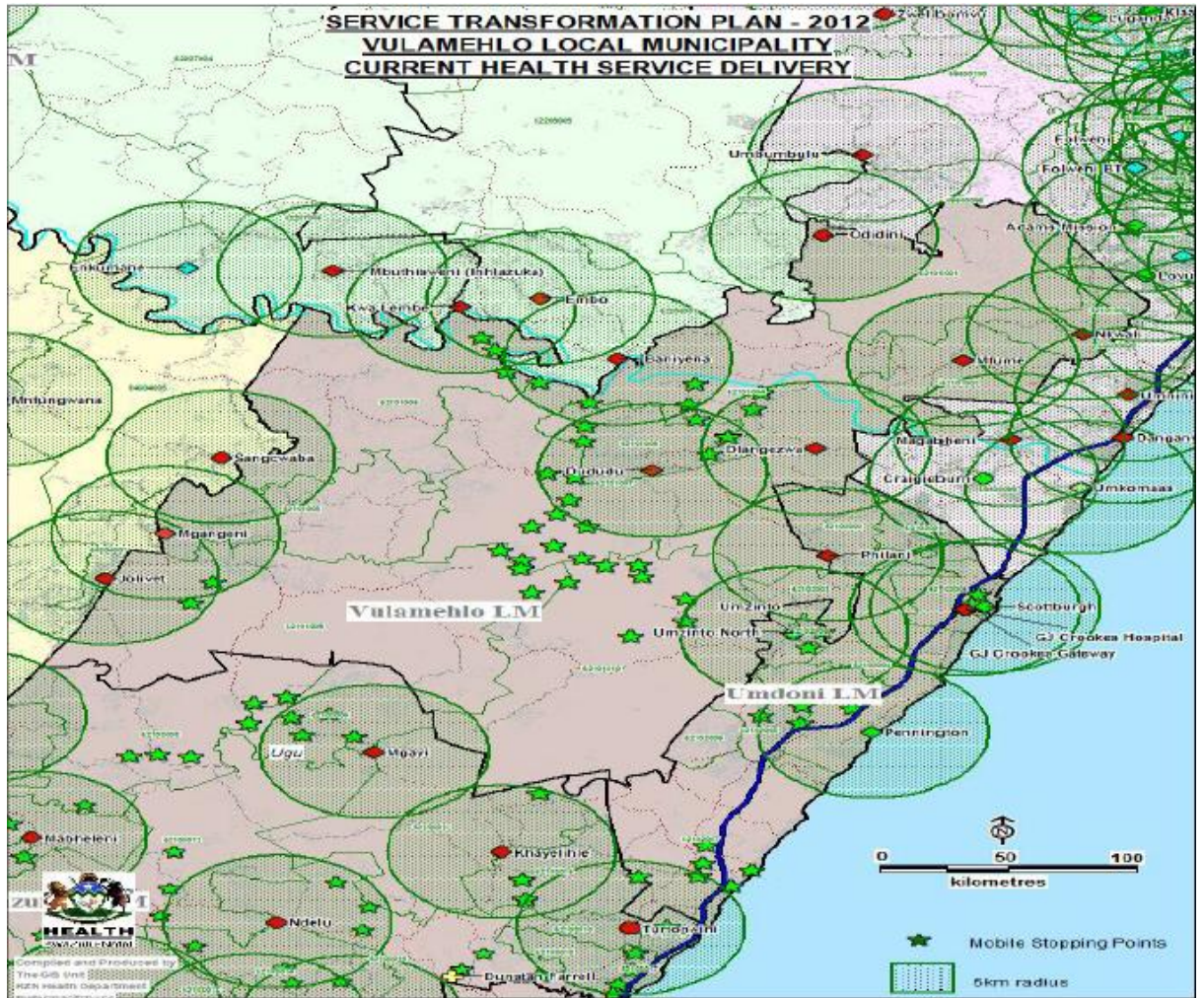


Map 13: Hibiscus Coast Municipality Health Services within 5km Radius
 Source: Department of Health, 2013





Map 14: Vulamehlo Municipality Health Services within 5km Radius
 Source: Department of Health, 2013



HIV / AIDS & TB

HIV/AIDS and TB are major contributors to poor health within Ugu. In 2011, 114 987 people were identified as HIV positive. This figure increased rapidly from a recorded figure of 23 462 in 1995. The municipality with the largest population, the Hibiscus Coast Municipality, has the highest number (37 538) of HIV positive people. The Ezingqoleni Municipality has the lowest number (9 158) of HIV infected people. The large increase in HIV incidence is a major issue of concern as not only is there major pressure on existing health facilities and resources, but also an increase in child-headed households, higher dependency levels, increasing levels of vulnerability to external shocks, lower productivity levels, deepening poverty, and a reduction in the potential labour force within the region.



3.8.4. Community Development with particular Focus on Vulnerable Groups

Special programmes cater for Vulnerable Groups and those that were previously disadvantaged. The programmes that Ugu District Municipality coordinates are:

- 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)

3.8.4.1 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 vice-versa, furthermore an annual youth parliament is held in June, which is a dialogue platform created for the youth to share their aspirations with Ugu District EXCO Councilors and Top Management

➤ **Information Dissemination and Awareness Creation:**

Ugu District Municipality has forged a strategic partnership with the National Youth Development Agency, to create Youth Advisory Centre Points in all the Local Municipalities. These are one stop youth facilities that disseminate information relating to the livelihoods for young people; For example, bursary opportunities, career 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. T his 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 activities 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 Trophy for Volleyball Male and improved to the overall position of number 5, out of eleven district and to date the logistical arrangement are already in order for 2010 games to be held in Uthungulu District Municipality.



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 projects 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

3.8.4.2 Development of the People with Disabilities & Gender

- District and local municipality forums are 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.

3.8.4.3 Development of the Elderly

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

3.8.4.4 People affected by Crime, HIV/Aids, Drugs, etc.

- 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



3.8.5. Social Development: Key Challenges / Issues

- The quality, quantity, and access to educational facilities and resources particularly in the rural areas.
- Lack of physical resources such as laboratories and computer centres.
- The quality and quantity of educators.
- Need to enhance maths, science and life skills.
- Limited focus on technical subjects (including agricultural) within the primary and secondary schooling system.
- Need for motivation of both educators and learners.
- Very high teenage pregnancy.
- 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 requires 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.

3.9. Municipal Financial Viability & Management Analysis

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

Ugu District Municipality can be categorized as a developing or growing municipality. Such Municipalities require significant additional resources and funding to conduct the growth that is expected of them and the need to manage

It is important to track the respective sources of revenue received by the Municipality for accurately, its ability to secure loans relative to its income streams and its borrowing capacity.

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

- Cash / Liquidity Position
- Sustainability



- Effective and Efficient Use of Resources
- Accountability, Transparency and Good Governance
- Equity and Redistribution
- Development and Investment
- Macro-economic Investment
- Borrowing
- Financial Viability

3.9.1. AG Report

Ugu received a Qualified Auditor General's Report in the 2011/12 financial year and which was caused by are numerous financial challenges even though the municipality subscribes to sound financial viability and management.

Identified challenges that require improvement amongst other things include:

- New capital expenditure has not been accurately aligned with related operating requirements.
- Annual operational budget has not been able to fully support the development priorities and targets.
- The strategic split of the Capital Budget between social and economic expenditure has far reaching implications on the future operating budget and sustainability.
- Improved debt collection.
- Clear measurable budget and implementation plans aligned to the IDP.

3.9.2. Key Issues Identified

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

- Existing infrastructure has not been maintained at the desired level.
- As a result of affordability problems extending municipal services has resulted in an increase in debtors.
- New capital expenditure has not been aligned with related operating requirements.
- Operational budget has not been focused to support the development priorities.
- The strategic split of the Capital Budget between social and economic expenditure has far reaching implications on future operating budget and sustainability.



- Customer query resolution, in keeping with the Batho Pele principles, has placed pressure on the District's ability to render uniform services at all its customer care outlets.
- Improve debt collection.
- Clear measurable budget and implementation plans aligned to the SDBIP.
- Exceeding overtime budget.

3.10. Good Governance & Public Participation Analysis

3.10.1. IDP Framework and Process Plans

The 2012/2013-2016/2017 IDP Review 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.

3.10.2. Community Participation Strategy

A Community Participation Strategy has been developed which is aimed at consolidating and formalising these initiatives to ensure that there is an effective, well co-ordinated and ongoing interaction between the municipality and the communities it serves on municipal affairs.

The municipality's intention is to strengthen community participation processes. 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.

3.10.3. 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,

Findings on the Role of Ward Committees: Challenges:

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

- Volatile relationship between the ward councillors,
- Drafting of a ward committee meeting's agenda has remain solely a prerogative of a councillor.
- Ward Committees are not informed of development in their wards,
- No feedback on community issues raised at ward committee meetings.
- Municipalities do not use ward committees to communicate municipal events in their wards i.e. IDP and Budget Roadshows.
- Ward committees need to be continuously capacitated.
- Shortage of working equipment such as loudhailers
- Need for advance notification of all municipal activities and project
- Municipal documents and materials to be translated into IsiZulu.

3.10.4. Role of Traditional Leaders and Communities in the IDP

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

3.10.5. Shared Services

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

The following are the services that were to be shared:

- Development planning shared services
- External Audit committee
- Emergency Shared services



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

Entering into shared services by Ugu Family of Municipalities purported to achieve the following:

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

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

3.10.6. Emergency shared Services (Fire fighting Shared Services)

In 2009/2010 the Emergency Services with a specific reference to fire fighting was implemented by the Municipal Managers' Forum. The municipality has a four-year plan to establish and maintain a Fire fighting Services as per the Fire Brigade Service Act and the SANS (South African National Standards) Code 10090 (Community Fire Protection).

3.10.7. Development Planning Shared Services

Many of the smaller rural municipalities have limited planning capacity and high turnover 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 Finance Management Act (MFMA).

The Scope of Municipal Development Planning Functions included In the Ugu DPSS

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

- Group 1 : Ugu District, Umuziwabantu and Eziqoleni
- 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.

3.10.8. Risk Management

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

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).

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.



3.10.9. Batho Pele Programme

Batho Pele, a seSotho word meaning “people first”, is a notion which was adopted in 1994 and became a policy in 1997. The Batho Pele concept has as a main objective of addressing service delivery improvement by introducing principles which guide the transformation of service delivery to be people centric. In Ugu DM Batho Pele was implemented in 2007. Since then a lot has been done toward implementing it such as Batho Pele principles and in SDIP, flagship projects such as Municipal Service week, Know your Service Right campaigns. In 2008/2009 Ugu obtained a Golden Award in Premier Service Excellence Award.

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. The province 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

3.10.10. 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 05th 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,
- Batho Pele Learning Network
- Unannounced site visits or mystery customer,
- 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.

3.10.11. Operation Sukuma 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:

3.10.10.1 Structural composition:

Structure constitutes the District Task-Team (DTT), Local Task-Teams (LTTs), Ward Task-Teams (WTTs), Political Champion (MEC), Administrative Champion (HOD) District Convenor

3.10.10.2 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)

3.10.10.3 Infrastructure:

Areas of focus include: Community halls, Schools, Clinics, Crèches, MPCCs, Churches or any other suitable infrastructure, depending on the area

3.10.10.4 Implementation Process:

The implementing process involves: Household Profiling (HHP), Reporting of findings to WTT, Referral of cases to relevant department/entity, Provision of interventions, Capturing of HHPs in NISIS at the Office of the Premier (OTP), Operation Mbo (To cover the general community and fast-track service delivery)

3.10.12. Summary of Development Challenges

This section provides the summary of the key development challenges that are facing the Ugu District Municipality.

3.10.11.1 Critical Infrastructure Gaps

- There are critical infrastructure gaps within the Ugu district that are restraining development and electricity supply surfaces as one of the priority infrastructure intervention required in accelerating service delivery.
- Water availability and supply has also been identified as a major growth limiter within Ugu. The district municipality has identified bulk water supply requirements, including dams that require significant external funding in order to support future growth within the region.
- Investing in road infrastructure has also emerged as an urgent priority in order to stimulate growth.
- The aging infrastructure and the need to repair and maintain it.

3.10.11.2 Education Crisis

The poor state of education within the Ugu district, from ECD to FET has been highlighted as limiting the future economic and social potential of the region. There is a glaring rural/urban divide in terms of the quality of education within Ugu. Calls have been made for a “cradle to grave” education strategy that addresses education at all



levels. Critical interventions raised have included the development of quality primary and secondary educational institutions in the main existing rural nodes; strengthening the quality of maths and science programmes (including through the promotion of public-private partnerships), enhancing the quality and relevance of FET within the district, opening an agri-college and lobbying for the opening of university branches.

3.10.11.3 Environmental Management

Perceptions of weak environmental management and regulation are contributing towards concerns of unsustainable development in the region. Whilst there are pockets of excellence in the district, such as the environmental monitoring of formal mining activities, there are also areas of concern.

These include: the lack of co-ordinated planning amongst local and district municipalities and amongst different types of planning; the lack of implementation of a substantial body of work that has already been completed in terms of environmentally-sustainable planning and investment parameters for the Ugu district; the addressing of environmental planning gaps, such as the need for a coastal management plan and integrated waste management strategy for Ugu; sustainable service delivery models in scattered or limited access rural communities; service and infrastructure delivery that has adapted to the impact of climate change and builds the resilience of both communities and investments; the sustainable use of the natural resources (e.g. water, land, air, conservation areas, coastal strip etc) in the region; illegal use of natural resources, such as illegal sand mining; and, the impact of climate change on economic activities within the region.

3.10.11.4 Inadequate Social Services and High Levels of Poverty and Dependency

The high levels of exclusion of vulnerable groups, such as the poor, disabled, unemployed, people with chronic illnesses, including HIV and AIDs, the elderly and low access communities, contributes directly to the under-performing district economy through limiting markets, increasing dependency ratios, decreasing productivity, lowering skills levels and increasing social instability. Ensuring a safety net for the poor, vulnerable and economically peripheral communities in the region and empowering such communities through enhancing access to infrastructure, services, networks, economic opportunity and knowledge will address fundamental constraints to growth and development. At a spatial level, this requires the clustering of social and economic services within the rural nodes and corridors that have been identified for consolidation and development.



CHAPTER 4: DEVELOPMENT STRATEGIES

4.1 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



4.2 Development Priorities

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

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



- 4) **Education and Skills development (Skills Development, Education)**
- 5) **Institutional Integration and Coordination (Institutional development, review of Organogram, Workforce, Principles development)**
- 6) **Centralised planning**
- 7) **Reduce HIV & Aids**
- 8) **Clean Environment**
- 9) **Peace and Stability**

Every attempt was made to ensure that the Ugu 2012/2013 to 2016/2017 IDP priorities is aligned with the National, Provincial and District family's priorities. Table 4.0 reflects the alignment of all the priorities.

Table 4.0: Ugu District Family IDP Priorities Alignment

Source: CoGTA IDP Feedback Session, 2013

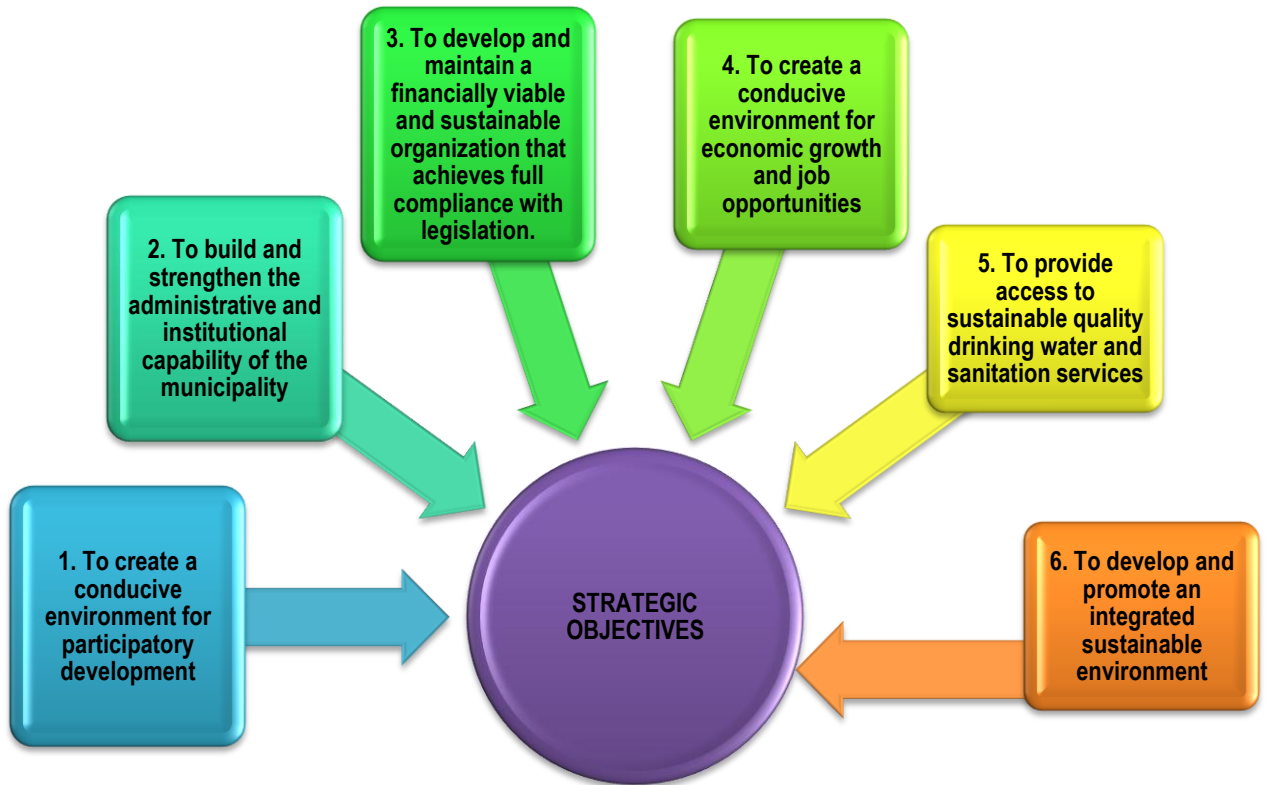
KZN PGDS Strategic Goals	Ugu DGDS Drivers for Change	Ugu Municipality District IDP Priorities	Ugu District Family IDP Priorities
Job Creation	Sectoral Development and Support	Economic and Sectoral Development (Job Creation, Employment, LED Projects, Tourism, Agriculture, Rural development)	Facilitate Socio-economic Transformation
Strategic Infrastructure	Strategic Infrastructure Investment	Infrastructure Investment (Roads, Water, Sanitation, Electricity, Housing)	Strategic Infrastructure provision
Human & Community Development	Safety and Empowerment of Communities	Reduce HIV & Aids and Peace and Stability	Safety and Empowerment of Communities
Human Resource Development	Education and Skills Development	Education and Skills development (Skills Development, Education)	Education and Skills Development
Responds to Climate Change	Environmental Sustainability	Clean Environment	Environmental Sustainability
Governance and policy	Institutional Development	Institutional Integration and Coordination (Institutional development, review of	Institutional Development and IGR



		Organogram, Workforce, Principles development)	
Spatial Equity		Centralised planning	

4.3 Strategic Objectives

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 operational and other legislative mandates. Below are the Strategic Objectives and Priorities.





4.4 Implementation Strategies

These strategies are captured in the Table 4.4.1 to 4.4.6 below and are linked to objectives. A number of projects are then identified as implementation strategies. **These implementation strategies are the Ugu District tools for implementing the Ugu District IDP and Budget and DO NOT include the Implementation strategies of the Local Municipalities or Sector Departments.** Chapter 5 of the document reflects the implementation plan of the sector departments and local municipalities.

4.4.1 Basic Service Delivery & Infrastructural Development

Table 4.1: Ugu District Implementation Strategies – Basic Service Delivery & Infrastructure

Source: Ugu District Municipality, 2013

NATIONAL KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY & INFRASTRUCTURAL DEVELOPMENT					
STRATEGIC OBJECTIVE	PROGRAMME	KEY PERFORMANCE INDICATOR	TARGET	TIMEFRAME	RESPONSIBILITY
PRIORITY 1 : INFRASTRUCTURE INVESTMENT (ROADS, WATER, SANITATION, ELECTRICITY, HOUSING)					
5. To provide access to sustainable quality drinking water and sanitation services	Provision of households with Water Services	Number of Household Water Connections	23 122	2013 - 2017	Water Services Department
	Upgrade & Repair of Aging Infrastructure	Km of Pipeline replacement	300 Km	2013	
		Number of water meters replaced	6 600	2012 - 2014	
	Provision of Households with Sanitation Services	Number of Household Provided with Sanitation	16 000	2013 - 2017	
	Treat and provide compliant drinking water in terms of Blue Drop Requirements	Percentage Drinking Water Quality Compliance for Compliance and Operational monitoring	95% - 99% 93% - 95%	On-going	
	Treat and discharge compliant waste water in terms of Green Drop Requirements	Percentage Effluent Quality Compliance	90%	On-going	
	Free basic water and indigent support	Number of Indigent Households Accessing 12kl / Month of Free Basic Water	5844	Annually	



4.4.2 Institutional Development & Municipal Transformation

Table 4.2: Ugu District Implementation Strategies – Institutional Development & Municipal Transformation

Source: Ugu District Municipality, 2013

NATIONAL KEY PERFORMANCE AREA: INSTITUTIONAL DEVELOPMENT & TRANSFORMATION					
STRATEGIC OBJECTIVE	PROJECT / PROGRAMME	KEY PERFORMANCE INDICATOR	TARGET	TIMEFRAME	RESPONSIBILITY
PRIORITY 5 : INSTITUTIONAL INTEGRATION AND COORDINATION (INSTITUTIONAL DEVELOPMENT, REVIEW OF ORGANAGRAM, WORKFORCE, PRINCIPLES DEVELOPMENT)					
2. To build and strengthen the administrative and institutional capability of the municipality	Policy Development and Update	Date HR Policy Procedure Manual Adopted and Reviewed	2013	2013 / 14	Corporate Services Department
			Annual Reviews	2014 - 2017	
	Performance Management System	Implementation of OPMS at all levels	Annual Review of OPMS	2013 - 2017	Corporate Services & OMM
			Implementation of IPMS	2013 / 14	
	Skills Development	Implementation of Skills Development Plan	Annual Review of Skills Development Plan	2012 - 2017	Corporate Services Department
			Skilled Labour Force	Annual Labour Force training	
	Labour Relations	sound employer/employee relations	Stable Working Relations	Ongoing	
	Employee Health and Wellness	Development of Employee Health and Wellness strategy.	Adoption of Employee Health and Wellness Strategy	2013 / 14	
	Information and Communication technology	Sound and effective Information and Communications Technology	Network redesign	2013 - 2017	
			Established Secondary Data Centre	2014	
Secured Work Environment for all Work Employees	Installation of Electronic surveillance security system in all municipal offices	Functional Electronic surveillance security system	2014 - 2017		



4.4.3 Good Governance and Public Participation

Table 4.3: Ugu District Implementation Strategies – Good Governance & Public Participation

Source: Ugu District Municipality, 2013

NATIONAL KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION					
STRATEGIC OBJECTIVE	PROJECT / PROGRAMME	KEY PERFORMANCE INDICATOR	TARGET	TIMEFRAME	RESPONSIBILITY
PRIORITY 9: PEACE & STABILITY PRIORITY 9: REDUCE HIV & AIDS					
6. To develop and promote an integrated sustainable environment	Sound & Effective Disaster Management	Implementation of Disaster management Plan	Review & Adopt Disaster Risk Preparedness and Risk Reduction Plans	2013 - 2017	Corporate Services Department
			Conducted of Disaster Risk Assessment		
			Response, Recovery & Emergency Response in Place		
1. To create a conducive environment for participatory development	District Wide Intergovernmental Relations	Functional IGR Structures	Adopted of District wide IGR Strategy	2013	Office of the Municipal manager
			Implementation of District Wide IGR Strategy	2013 - 2017	
	Batho Pele Programme	implementation of change management programme	Adopted Change Management Strategy	2013 - 2017	
	Enhancement of Public Participation	Strengthened Public Participation mechanisms	Adopted Public Participation Strategy	2013	
			Community Based Planning – ward plans is place	2013 - 2017	
	Effective Communication	Enhance corporate image	Adopted communication strategy	2014	
			Communication Action Plan Centralised	2013	
Organisational Risk Reduction	Functional risk management processes	Reduced Organisational Risk Reduction	2013 - 2017		



4.4.4 Local Economic and Social Development

Table 4.4: Ugu District Implementation Strategies – Local Economic & Social Development

Source: Ugu District Municipality, 2013

NATIONAL KEY PERFORMANCE AREA: LOCAL ECONOMIC & SOCIAL DEVELOPMENT					
STRATEGIC OBJECTIVE	PROJECT / PROGRAMME	KEY PERFORMANCE INDICATOR	TARGET	TIMEFRAME	RESPONSIBILITY
PRIORITY 5 : ECONOMIC AND SECTORAL DEVELOPMENT (JOB CREATION, EMPLOYMENT, LED PROJECTS, TOURISM, AGRICULTURE, RURAL DEVELOPMENT)					
PRIORITY 4: EDUCATION AND SKILLS DEVELOPMENT (SKILLS DEVELOPMENT, EDUCATION)					
4. To create a conducive environment for economic growth and job opportunities	Renewable Energy	Date Feasibility Study on Hydro Energy Project	2014	2013/2014	IED
		Number of Installation of LED Lights and Geysers	40 Buildings	2013/2014	
	Maritime Sector	Number of Harbours Developed	1	2013 - 2017	
	Film Industry	Number of Films enterprises supported	5	2013 - 2017	
	SMME Sector	Number of trained Contractors in Nedbank Pilot Project per annum	15	2013 - 2017	
		Number of Registered and Trained Co-operatives per annum	10	2013 - 2017	
		Number of Vendors trained on craft commercialization per annum	20	2013 - 2017	
	Agricultural Support & Development	Date Ingonyama Trust Land Potential Agriculture Study Completed	2014	2013 / 2014	
		Number of agricultural projects in identified Ingonyama Trust Land areas per LM	2	2015 / 2016	
		Percentage Nursery and Distillery Plant Operational	100%	2013 - 2017	
		Percentage Ugu Fresh Produce Market Operational	100%	2013 - 2017	
		No. of agricultural products implemented in Horseshoe Farm	4	2015 / 2016	
	Manufacturing Sector	Number of Furniture Manufacturing Incubator Developed	1	2013 / 2014	
		Number of Business Plans Developed for clothing and textile industries	1 per LM	2013 - 2017	
	ICT	Date Harding to Port Shepstone Broadband completed	2015	2015 / 2016	



	Job Creation	Number of Employment Created through LED initiatives	4 800 EPWP 450 temporal	2013 - 2017	
	Research and Development	Date database of existing businesses according to sectors complete	2013	2013/2014	
		Date Business Perception survey Conducted	2014	2013/2014	
		Number of Economic Impact studies commissioned per annum	1	Annually	
		Date Investment Promotion and Facilitation Strategy Adopted	2013	2013/2014	
	Tourism Development	Percentage Increase in Number of Tourists visiting Ugu District	20%	2012 - 2017	
		Date Marketing Strategy Developed	2013	2013 / 2014	
		Number of new tourism products in the hinterland	6	2012 - 2017	
	1. To create a conducive environment for participatory development	Coordination of programmes for vulnerable groups	Number of Functional Vulnerable Groups Programmes	5	

4.4.5 Municipal Financial Viability and Management

Table 4.5: Ugu District Implementation Strategies – Municipal Financial Viability & Management

Source: Ugu District Municipality, 2013

NATIONAL KEY PERFORMANCE AREA: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT					
STRATEGIC OBJECTIVE	PROJECT / PROGRAMME	KEY PERFORMANCE INDICATOR	TARGET	TIMEFRAME	RESPONSIBILITY
PRIORITY 3: FINANCIAL VIABILITY (CLEAN AUDIT, CORRUPTION)					
3. To develop and maintain a financially viable and sustainable organization that achieves full compliance with legislation.	Financial recovery plan	Improved Liquidity ratio.	2:1	Ongoing	Treasury Department
	Clean Audit	Attainment of a Clean Audit Opinion	Clean Audit Report	2014	
	Supply Chain Management	Restructure SCM Unit with all SCM components to incorporate technical expertise	To Enhance SCM system and eliminate audit queries	immediate	



	Asset Management	Establish an inclusive asset management section	Timely & Accurate Asset Verification	Annually	
			Accurately Updated Asset Register	Ongoing	
			Monitoring Repairs & Maintenance	Ongoing	
			Co ordinate disposal of assets in liaison with SCM	Annually	
	Revenue Management & Enhancement	Increased Revenue	Increase Debt Collection Ratio	98%	
			To Reduce overdue Debt	20%	
			Accurate Billing	98%	
		Percentage Non Revenue Water Reduction	24%	2013/14	

4.4.6 Spatial Development and Environmental Management

Table 4.6: Ugu District Implementation Strategies – Spatial Development & Environmental Management

Source: Ugu District Municipality, 2013

NATIONAL KEY PERFORMANCE AREA: SPATIAL DEVELOPMENT & ENVIRONMENTAL MANAGEMENT					
STRATEGIC OBJECTIVE	PROGRAMME	KEY PERFORMANCE INDICATOR	TARGET	TIMEFRAME	RESPONSIBILITY
PRIORITY 6: CENTRALISED PLANNING PRIORITY 8: CLEAN ENVIRONMENT					
6. To develop and promote an integrated sustainable environment	Ensuring legal compliance and fulfilment of constitutional obligation Spatial Equity	Functional Development Planning Structures	Coordinated Planning	Ongoing	Office Off the Municipal Manager
	Water Quality Monitoring	Number of Water Samples per Annum	400	Annually	Infrastructure



		Number of WSA projects / compliance cases per annum	16	Annually	& Economic Development
Environmental Health		Number of public education & awareness workshops per annum	8	Annually	
		Date Health and hygiene education strategy adopted	30 June 2013	2012/2013	
		Date Draft public health by-laws adopted	30 June 2013	2012/2013	
		Date Environmental Health Service devolution finalised	30 June 2013	2012/2013	
	Food control		Number microbial samples	100	
		Number of inspections and actions taken	160	Annually	
Environmental Management Integrated Planning		Date Environmental Management Plan Adopted	30 June 2013	2012/2013	
		Date Air Quality Management Plan Adopted	30 June 2013	2012/2013	
		Number AE Licenses Issued	10 per annum	Annually	
Waste management		Number of IWMP programmes implemented	7	2012 - 2017	
Climate Change		Climate Change programmes	Green Projects	2012 - 2017	
Integrated Coastal management		Number of projects Coordinated	2	2012 - 2017	
		Number of stakeholder forum meetings per annum	5	Annually	
environmental protection and biodiversity conservation		Number of Invasive Alien Species (IASP) clearance programmes/projects	1	Annually	



CHAPTER 5: STRATEGIC MAPPING & IMPLEMENTATION PLAN

The purpose of this section is to outline the implementation plans of the sector involvement in the identified programmes and projects that support Ugu District Municipality to achieve its development goals as stated in the Integrated Development Plan. The involvement is represented in the programmes and projects and responsible departments / institutions as outlined in the Table 5.1. The programs and projects by Government Departments and stakeholders are expressed in the three to five year financial plan. This list is not detailed but a highlight of the key issues to be addressed by these entities at programme and project level. The information has been provided by the relevant institution. The section further indicate the desired growth and development (addressing issues and trends highlighted in the analysis) of the municipal area.

5.1 Strategic Mapping

This section incorporates the Spatial Development Framework into the IDP. The SDF provide a visual representation of the desired spatial form of the municipality, and clearly and explicitly indicates desired or undesired utilisation of space across the District in broad terms. The sub headings 5.1.1 to 5.1.8 provides the brief overview of the the SDF.

5.1.1 Desired Spatial Outcomes

The planning principles that informed the development of the SDF envisaged the following outcomes:

5.1.1.1 Open Space System

An Open Space System comprising River Floodlines, High Priority Bio-Diversity Areas for retention (including Steep land), and Protected Nature Reserves occurs throughout the District. These comprise existing demarcated areas, improved areas, and the new proposed Umzimkulu Game reserve.

5.1.1.2 Roads

The major road system comprises the existing National N2 and a series of E-W “Regional” and N-S “Regional” roads. Sections of the existing “Regional” roads that are currently gravel, will be “improved” by tarring when they connect demarcated Nodes.



5.1.1.3 Nodes

The major focus is placed on:

- Maintaining existing Nodes - Urban and Rural Service Centre types
- Improving some of the existing Urban Nodes by encouraging enlargement
- Introducing a number of new Urban and RSC nodes; and
- Identifying a number of longer-term rural nodes for consideration at a later stage.

5.1.1.4 Residential Areas

No major population growth is anticipated in rural areas, primarily those that occur within Traditional Authority areas; as urbanization is expected to be directed towards the larger coastal towns of the District and the major cities of the Province.

New “greenfields” and “infill” small pocket and accretion can be expected adjacent to the major coastal towns.

For the most part, residential “Improvement” in the form of infrastructure provision and in situ upgrading, will occur in relation to informal settlements, within and outside of TA areas, that are close to an adjacent to the coastal towns. The proposal is that the informal and formal settlement in the Traditional Areas will be linked to nearby Coastal Towns, and consolidated and compacted to create integrated settlements.

5.1.1.5 Industry

Expansion of the existing industrial areas in Umdoni and Marburg will be encouraged; while a new large scale industrial area will be investigated for the Umzumbe area in order to facilitate development in this area.

5.1.1.6 Urban Growth Boundary

In order to facilitate integration and compaction and avoid sprawl and leapfrogging, an UGB will be considered around the coastal towns and the informal settlements immediately adjacent to them.

The UGB is also important to ensure that development does not encroach on river estuaries and to ensure that individual coastal towns retain their charm and attractiveness and do not coalesce.

5.1.2 Desired Spatial Form and Land Use

The SDF identifies the following as a desired Spatial Form and Land Use:



5.1.2.1 Residential and Cognate Land Uses

Urban areas that are along the coast will be subject to infill” and “greenfields” development which will be orientated towards leisure accommodation. Densification is to be encouraged around all nodes and along the sea facing areas, primarily in the form of medium density low rise (duplex and walkup flats) developments. No high rise development will be supported as this will impact on development behind it.

Given the proximity of the majority of informal settlement and pockets of formal development in the Traditional Areas, these areas will be integrated and linked to appropriate coastal towns to create composite clusters of urban development.

The linking of development will occur in the form of mini-corridors along the lateral E-W roads within walking distance parameters. The majority of these areas will be orientated to low and moderate income housing. Appropriate levels of supporting services and facilities will be part of these planned extensions of the existing development.

5.1.2.2 Nodes

New low level Nodes will be introduced in the existing low income areas at interceptory locations. No major nodes are anticipated as these areas are sufficiently close to existing major nodes. Rural Service Centre type nodes will be introduced in the smaller rural towns and villages.

5.1.2.3 Industry

New manufacturing, processing and assembly type industrial areas will be encouraged in relation to the Margate Airport. Smaller industrial clusters should be considered in relation to the linking roads. Service industrial areas need to be considered near or adjacent to all major nodes and/or at locations near to intersections along the N2.

5.1.2.4 The Open Space System

A system of inter-related open space land use will address the following:

- A conventional set of buffers will be identified along all the rivers and major tributaries.
- Steep land together with endangered eco-systems areas will create an open space system together with the river buffers.
- A coastal environmental managed area will protect the coastline from further inappropriate development.



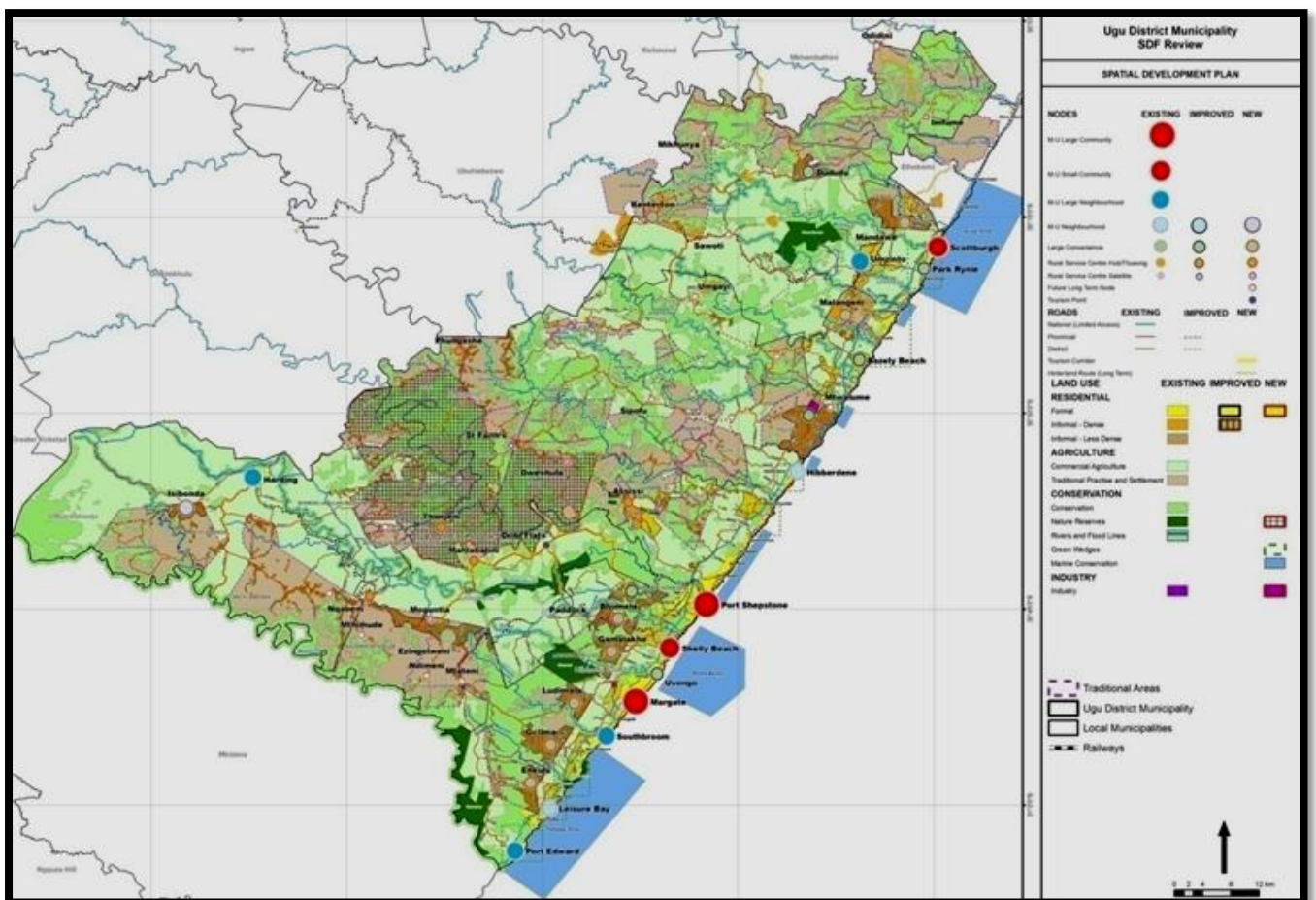
- Existing protected nature reserves will be maintained and possibly expanded.
- A new major protected nature reserve is supported along the Umzimkhulu River system.
- The proliferation of small game reserves, as suggested in previous SDF's will not be recommended

5.1.2.5 Urban Growth Boundaries

Urban growth boundaries are implicit in the SDF plan, as has been mentioned previously. These boundaries will have to be re-assessed at regular intervals depending on growth trends. No extension of these areas should be considered until existing demarcated areas are at least 75% taken up by development in order to avoid sprawl and “leap-frogging”.

Map 15: Ugu District SDF Framework

Source: Ugu District SDF, 2012





5.1.3 Spatial Reconstruction of the Municipality

In the quest of addressing the spatial challenges and inequalities of the past the Ugu District SDF is explicitly in addressing the following principles:-

- The SDF sets out explicit objectives and principles that reflect the recommended spatial form of the District as a whole.
- The SDF promotes the integration of the social, economic, institutional and physical aspects of development.
- The SDF promotes integrated development in rural and urban areas in support of each other.
- The SDF promotes the availability of residential and employment opportunities in close proximity to or integrated with each other.
- The SDF optimises the use of existing resources.
- The SDF deliberately discourages “urban sprawl” and “leap-frogging” and contribute to the development of a series of more compact towns and villages.
- The SDF attempts to contribute to the correction of the historically distorted spatial patterns of settlement.
- The SDF encourage environmentally sustainable land development practices and processes.
- The SDF promotes sustained protection of the environment.
- The SDF promotes the establishment of viable communities.
- The SDF identifies an approach which indicates the intended pattern of land use across the District Municipality.

The SDF principles and plan contain approaches that address the spatial reconstruction of the District with its clear integration of a system of settlements. At a broad and indicative level, the SDF provides strategic guidance in respect of the location and nature of development across the District.

5.1.4 Strategic Guidance of the Location and Nature of Development

The Land Use Management Framework creates basic guidelines for a land use management system across the municipality. Furthermore, the implementation Framework of the SDF identifies a series of programs and projects for the development of land within the municipality. These identifies the Short-term interventions in reasonable detail; while the interventions for the Medium- and Long-term are merely indicated as these interventions are left for reconsideration during future reviews of the SDF.



5.1.5 Spatial Alignment with Neighbouring Municipalities

The Ugu District Municipality and eThekweni Municipality are currently in engagements with regards to the core cross border strategic focus, action plans & delivery which are:

- Key Spatial Proposals
- The Urban Development Line
- The role of corridors and linkages
- The role of settlements in relation to neighbouring municipality
- New planned projects
- Infrastructural development (where applicable)
- Conservation areas that abut/extend to neighbouring municipalities
- Matters arising that will assist in prevent conflicting initiatives and land uses either side of our respective boundaries.

The district is envisaging extend the cross border alignment concept to it other two neighbouring district municipalities, Sisonke and Alfred Nzo, in the 2013/14 SDF Review.

5.1.6 Public and Private Land Development and Infrastructure Investment

The Land Use Management Framework creates basic guidelines for a land use management system across the municipality.

5.1.7 Areas in Need of Strategic Intervention

The district SDF identifies the following as areas in need for strategic intervention:

5.1.7.1 Local Area Plan for Coastal area as a whole

A District SDF is a broad level "Schematic" plan. A local Municipal SDF is also a "Schematic" plan but with a certain amount of more detailed information. However neither of these plans identifies the precise amount, location and variations of different land uses.. The Coastal area of the entire District is subject to pressures for both growth and change in respect of:-

Additional land for leisure accommodation, both by infill and the accretion of large scale "greenfields" development

The need to identify those areas requiring development and redevelopment at higher densities

Additional land for mounting pressures for GAP housing

Existing informal settlements requiring formalization and upgrading of different levels

Additional social facilities



5.1.7.2 Infill: Coastal Towns (Quick Win Projects)

Either as a separate project/exercise or as part of the LAP above, it is necessary to identify Infill (Small pockets) residential areas that will reinforce the principle for integrating and compacting the various towns and settlements.

Once identified, whether as public sector housing or as private developments, these should be supported and encouraged to proceed if they meeting the principles embodied in the SDF's

Greenfields Developments: Edge to Coastal Towns (Quick Win Projects)

Either as a separate project/exercise or as part of the LAP above, it is necessary to identify large scale Greenfield residential areas that will reinforce the principle for integrating and compacting the various towns and settlements; while respecting the need to achieve sustainable development within the concept of an Urban Growth boundary..

Once identified, whether as public sector housing or as private developments, these should be supported and encouraged to proceed if they meeting the principles embodied in the SDF's

5.1.7.3 Local Area Plan for Umzinto and environs

The greater Umzinto area is subject to pressures for change. It has been identified as an area for extension and upgrading, as well as the node requiring upgrading. In this sense it is appropriate for a more detailed plan be prepared that is able to identify, more precisely, the requisite land for residential purposes; commercial purposes; social facilities; and the consequent infrastructural requirements - all in order to more accurately guide and manage development. In addition it will also prepare the details needed for the preparation of a LUM Scheme.

5.1.7.4 Local Area Plan for Port Shepstone – Murchison – Gamalakhe and environs

The greater Port Shepstone – Murchison – Gamalake area is also being subjected to pressures for change. It has been identified as an area for extension and upgrading, as well as the introduction/upgrading of appropriate level nodes. Consequently, it is appropriate for a more detailed plan be prepared that is able to identify, more precisely, the requisite land for residential purposes; commercial purposes; social facilities; and the consequent infrastructural requirements - all in order to more accurately guide and manage development. In addition it will also prepare the details needed for the preparation of a LUM Scheme



5.1.7.5 Local Area Plan for Hibberdene – Turton and environs

The greater Umzinto area is subject to pressures for change. It has also been identified as an area for extension and upgrading, as well as the introduction of a new node. Therefore it is appropriate for a more detailed plan be prepared that is able to identify, more precisely, the requisite land for residential purposes; commercial purposes; social facilities; and the consequent infrastructural requirements - all in order to more accurately guide and manage development. In addition it will also prepare the details needed for the preparation of a LUM Scheme

5.1.8 Areas Requiring Priority Spending

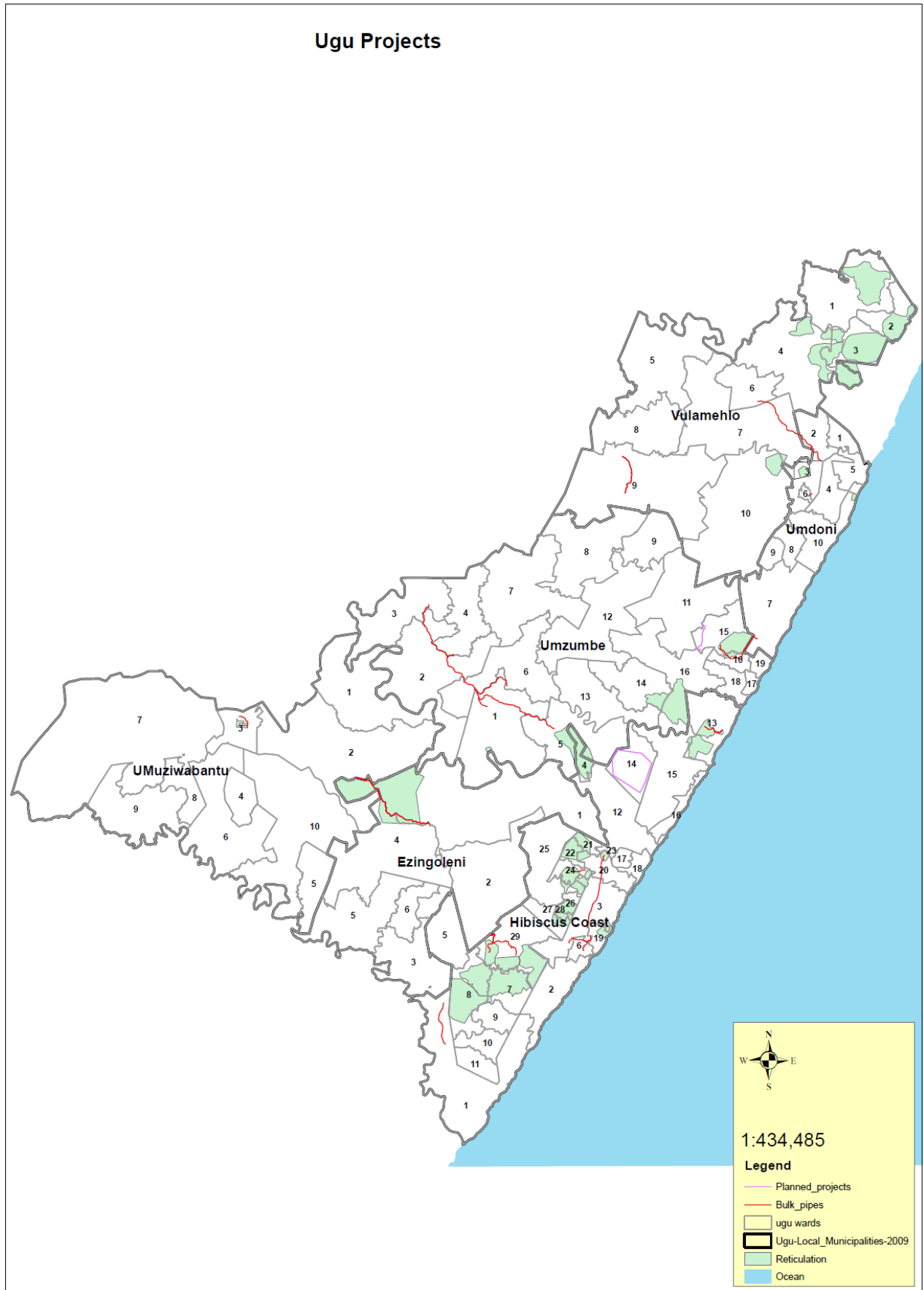
The SDF areas where spending should be prioritised and clusters them as follows:

- Quick-Win projects (also referred to as Implementation Projects in the Medium and Long Term) for actual implementation by the Municipalities/Districts. E.g Upgrade a suitable beach; a particular road, the fish farm.
- Projects that require the preparation of a more detailed plan. The preparation of a “plan” will identify projects for actual Implementation. eg Local Area Plan(s) for the Coast as a whole or for particular areas; local area Plan(s) for one or more informal settlements needing "Improvement" where land availability and ownership issues can be addressed; road improvements; Public transport plan
- Projects of a "research" or investigative nature ie the identification of sites for new industrial land; sites for tourist /recreation facilities that will be followed by the preparation of an appropriate level plan. Bear in mind that the results of a “research” project will lead to the formulation of a “Plan”.



Map 16: Ugu District Planned & on Construction Water & Sanitation Projects

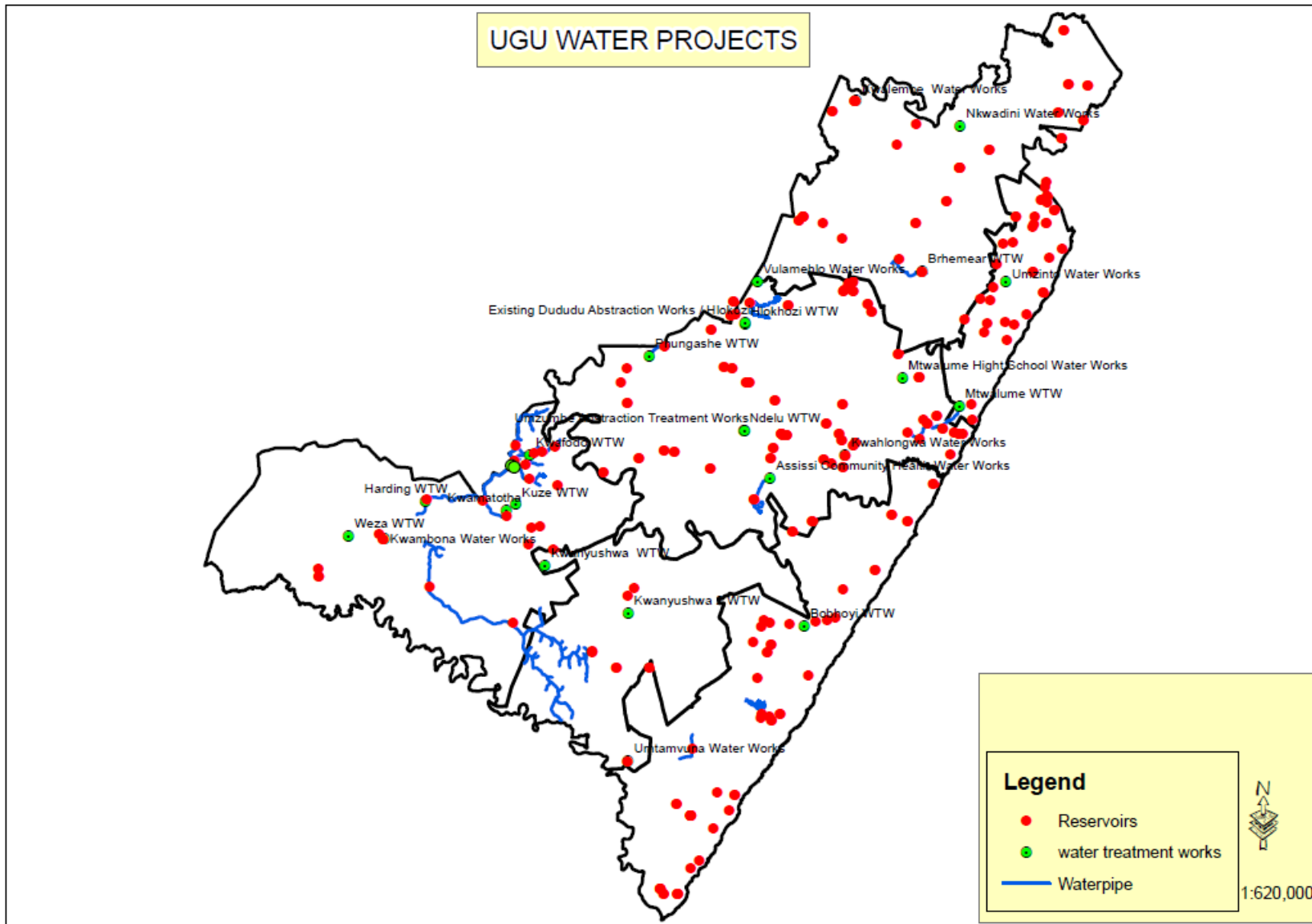
Source: Ugu District Municipality GIS, 2013





Map 15: Ugu District Completed & Existing Projects

Source: Ugu District Municipality GIS, 2013





5.2 Implementation Plan

Table 5.1: Ugu District IDP Implementation Plan

Source: Ugu District Municipality IDP Representative Forum, 2012/13

STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
ESKOM	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	KwaRwayi Electrification	442	R7,253,042.09	R7,253,042.09	0	0	0	0	Vulamehlo
		Mathongwana Electrification	400	R5,000,000.00	R5,000,000.00	0	0	0	0	Vulamehlo
		Mehlomnyama Electrification	250	R3,201,639.17	R3,201,639.17	0	0	0	0	Umzumbe
		Siphofu Electrification	516	R8,374,752.79	R8,374,752.79	0	0	0	0	Umzumbe
		Xolo Infills	50	R350,000.00	R350,000.00	0	0	0	0	Hibiscus Coast
		Gcilima Infills	122	R854,000.00	R854,000.00	0	0	0	0	Hibiscus Coast
		Amandawe Infills	110	R770,000.00	R770,000.00	0	0	0	0	Umdoni
		Amahlongwa Infills	50	R350,000.00	R350,000.00	0	0	0	0	Umdoni
		KwaCele Infills	156	R1,092,000.00	R1,092,000.00	0	0	0	0	Umdoni



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
ESKOM	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Qoloqolo Infills	72	R727,000.00	R727,000.00	0	0	0	0	Umzumbe
		Mfazazana Infills	150	R1,507,000.00	R1,507,000.00	0	0	0	0	Umzumbe
		Gobhamehlo Electrification	566	R10,245,699.77	R10,245,699.77	0	0	0	0	Umzumbe
UMGENI WATER		South Coast Augmentation Booster Pump Station	New in-line booster pump station (capacity = 120MI/day)	R86,680,000	Construction (R10,148,000)	Commissioning (R6,676,000)	0	0	0	eThekwini Municipality
		Nungwane Raw Water Aqueduct	New 450mm diameter steel pipeline (capacity = 20MI/day)	R68,580,000	Design (R1,000,000)	Design (R2,500,000)	Construction (R1,500,000)	Construction (R42,000,000)	Construction (R21,580,000)	Vulamehlo LM ward 1 and eThekwini Municipality
		South Coast Pipeline Phase 2A	4.5km South Coast Pipeline exte. Phase 1 (capacity = 35MI/day)	R38,368,000	Retention (R3,922,000)	0	0	0	0	Wards 4 and 10 of Umdoni Municipality
		Ellingham Link Pipeline	3km long x 350mm diameter steel							



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
UMGENI WATER	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT		pipeline that links Scottburgh South Reservoir to Ellingham Reservoir.	R36,500,000	Tender (R1,700,000)	Construction (R20,800,000)	Construction R14,000,000			Wards 4, 5 & 10 of Umdoni LM.
		Ellingham Link Pipeline	Scottburgh South Pump Station with two pump sets (one operating and one standby).							
			Mhlabatshane Bulk Water Supply Scheme (Phase 1)	Dam – 25m high composite earth embankment and central concrete spillway. Raw water pump stations – at the dam and intermediate booster.	R182,120,000	Construction (R49,440,000)	0	0	0	0



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
UMGENI WATER	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Mhlabatshane Bulk Water Supply Scheme (Phase 1)	Raw water rising main – 400mm diameter steel pipeline.	R182,120,000	Construction (R49,440,000)	0	0	0	0	Ward 3 of Umzumbe Municipality
			WTP – 4MI/day upgrade to 8MI/day.							
			Potable water pump station.							
			Potable water rising main – 350mm diameter uPVC pipeline.							
			Reservoir – 2MI upgrade to 4MI.							
			Potable water gravity main: 200mm diameter uPVC							



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
UMGENI WATER	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Lower Mkomazi Bulk Water Supply Scheme	This scheme will receive raw water from the lower Mkomazi River for treatment and distribution into the South Coast Pipeline. Potable water would be fed northwards to the Upper South Coast region and Amanzimtoti, and southwards to the Middle South Coast region. This would then allow the Amanzimtoti & Craigieburn WTPs to be fully decommissioned.	R796,000,000	0	0	Planning (R2,500,000)	Planning (R3,500,000)	0	eThekwini Municipality and Ugu District Municipality



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF PUBLIC WORKS	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	East Coast Desalination Plants	Inlet and outlet works, bulk supply infrastructure, 150ML/day reverse osmosis desalination plant.	R18,000,000	Feasibility (R11,791,000)	Feasibility (R4,500,000)	N/A	N/A	N/A	eThekweni Municipality
		South Coast Pipeline Phase 2B	New 600mm diameter x 5km long steel pipeline from Kelso Off-take to Pennington Reservoir	R40,000,000.00	N/A	Feasibility (R3,000,000)	Design & Construction (R37,000,000)	N/A	N/A	Ward 10 of Umdoni Municipality
		Various Schools around the District	No targets	R 11 000 000.00	R11 000 000.00	N/A	N/A	N/A	N/A	Ugu District
		Umzumbe Cluster C Rural Project	1000	R2 000 000.00	N/A	R650 000.00	N/A	N/A	N/A	Umzumbe Municipality
		Vulamehlo 5 & 7	2000	R4 884 700.00	N/A	R1 160 000.00	N/A	N/A	N/A	Vulamehlo Municipality
		Thoyane Rural Project	1500	R4 229 385.00	N/A	R1 250 000.00	N/A	N/A	N/A	Vulamehlo Municipality



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF HUMAN SETTLEMENT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	KwaNyuswa Rural Project	1000	R2 819 590.00	N/A	R1 300 000.00	N/A	N/A	N/A	Ezingoleni Municipality
		KwaXolo Phase 2 Rural Project	1000	R2 835 100.00	N/A	R2 835 100.00	N/A	N/A	N/A	Hibiscus Coast Municipality
		KwaMadlala Rural Project	1000	R2 835 100.00	N/A	R2 835 100.00	N/A	N/A	N/A	Hibiscus Coast Municipality
		KwaNzimakwe Rural Project	1000	R2 835 100.00	N/A	R2 835 100.00	N/A	N/A	N/A	Hibiscus Coast Municipality
		Oshabeni Rural Project	1000	R2 835 100.00	N/A	R2 835 100.00	N/A	N/A	N/A	Hibiscus Coast Municipality
		Gamalakhe Insitu Upgrade	1000	R2 835 100.00	N/A	R2 835 100.00	N/A	N/A	N/A	Hibiscus Coast Municipality
		Mkholombe Slums Clearance	1000	R4 388 700.00	N/A	R4 388 700.00	N/A	N/A	N/A	Hibiscus Coast Municipality
		Amahlongwa Phase 2	1000	R2 835 100.00	N/A	R2 835 100.00	N/A	N/A	N/A	Umdoni Municipality
		Emalangeneni Phase 2	1000	R2 835 100.00	N/A	R2 835 100.00	N/A	N/A	N/A	Umdoni Municipality



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF HUMAN SETTLEMENT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Amandawe Rural Project	1000	R2 835 100.00	N/A	R2 835 100.00	N/A	N/A	N/A	Umdoni Municipality
		Izibonda/Kwa Machi Phase 2	1000	R2 835 100.00	N/A	R80 000.00 (Prep Funding)	R2 755 100.00	N/A	N/A	Umuziwabantu Municipality
		Umzinto Slums Clearance Project	1925	R156 775	N/A	215 units R18 150	345 units R27 600	295 units R27 000	N/A	Umdoni Municipality
		Masininge Housing Project	800	R76 471	N/A	190 units R16 150	180 units R14 400	120 units R12 000	N/A	Umdoni Municipality
		Umzumbe Cluster A Rural Housing Project	1 000	R 78 168	N/A	430 units R 26 230	N/A	N/A	N/A	Umzumbe Local Municipality
		Vulindlela Rural Housing Project	1 000	R 76 045	N/A	205 units R 12 505	300 Units R 18 300	N/A	N/A	Vulamehlo Local Municipality
		Bashaweni Rural Housing Project	500	R 36 717	N/A	245 units R 14 945	N/A	N/A	N/A	uMuziwabantu Local Municipality



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF HUMAN SETTLEMENT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	KwaVukuzithathe Rural Housing Project	1 000	R 75 581	N/A	210 units R 12 810	170 units R 10 370	N/A	N/A	Ezingoleni LM
		Mthimude Rural Housing Project	1 000	R 74 810	N/A	270 Units R 12 810	150 units R 9 150	150 units R 9 150	N/A	Ezingoleni LM
		KwaMbotho Rural Housing Project	1 000	R 74 079	N/A	220 Units R 16 470	200 units R 12 200	140 units R 8 540	N/A	uMuziwabantu LM
		Vulamehlo Ward 8,9& 10	2 000	N/A	N/A	105 Units R 13 420	200 units R 12 200	170 units R 10 370	N/A	Vulamehlo LM
		Nhlangwini Rural Housing Project	1 000	N/A	N/A	170 Units R 6 405	150 units R 9 150	170 units R 10 370	N/A	Umzumbe LM
		Umzumbe Cluster D Rural Housing Project	1 000	N/A	N/A	45 Units R 11 590	100 units R 6 100	150 units R 9 150	N/A	Umzumbe LM
		Vulamehlo Ward 5&7 (Planning)	2 000	N/A	N/A	190 Units R 3 545	150 units R 10 370	170 units R 10 370	N/A	Vulamehlo LM



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF HUMAN SETTLEMENT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	KwaNdwale Rural Housing Project	1 000	N/A	N/A	270 Units R 11 590	150 units R 9 150	150 units R 9 150	N/A	Hibiscus Coast Municipality
		Thoyane Rural Housing Project(Planning)	1 500	N/A	N/A	R 26 230	150 units R 9 150	170 units R 10 370	N/A	Vulamehlo Local Municipality
		KwaNyuswa Rural Housing Project (Planning)	1 000	N/A	N/A	R 12 505	100 units R 9 150	170 units R 10 370	N/A	Ezingoleni Local Municipality
		Oshabeni Rural Housing Project (Planning)	1 000	N/A	N/A	R 14 945	100 units R 6 600	150 units R 9 150	N/A	Hibiscus Coast Municipality
		KwaMadlala Rural Housing Project (Planning)	1 000	N/A	N/A	R 12 810	100 units R 6 600	150 units R 9 150	N/A	Hibiscus Coast Municipality
		KwaXolo Phase 2 (Planning)	1 000	N/A	N/A	R 12 810	100 units R 7 030	150 units R 9 150	N/A	Hibiscus Coast Municipality



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF HUMAN SETTLEMENT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	KwaNzimakwe Rural Project (Planning)	1 000	N/A	N/A	R 16 470	100 units R 7 030	150 units R 9 150	N/A	Hibiscus Coast Municipality
		Malangeni Phase 2 (Planning)	1 000	N/A	N/A	N/A	80 units R 6 030	150 units R 9 150	N/A	uMdoni Local Municipality
		Amandawe Phase 2 (Planning)	1 000	N/A	N/A	N/A	80 units R 6 030	100 units R 5 000	N/A	uMdoni Local Municipality
		Amahlongwa Phase 2 (Planning)	1 000	N/A	N/A	N/A	80 units R 6 030	100 units R 5 000	N/A	uMdoni Local Municipality
		Umzumbe Cluster C (Planning)	1 000	N/A	N/A	N/A	200 units R 12 200	170 units R 10 370	N/A	Umzumbe Local Municipality
DEPARTMENT OF HEALTH		KwaJoni (2013/14)	New Clinic	R 12 000 000 – R 22 000 000	N/A	Construction	N/A	N/A	N/A	Vulamehlo
		Thenjane	New Clinic	R 12 000 000 – R 22 000 000	N/A	Construction	N/A	N/A	N/A	Vulamehlo
		Kwa Nikwe	New Clinic	R 12 000 000 – R 22 000 000	N/A	N/A	Construction	N/A	N/A	Ezinqoleni
		Mdlazi	New Clinic	R 12 000 000 – R 22 000 000	N/A	N/A	N/A	Construction	N/A	Ezinqoleni



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF HEALTH	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Thorndale Mahlabathini	New Clinic	R 12 000 000 – R 22 000 000	N/A	N/A	N/A	Construction	N/A	Ezingoleni
		Amahlongwa	New Clinic	R 12 000 000 – R 22 000 000	N/A	N/A	N/A	Construction	N/A	Umdoni
		Ntabeni	Maternal obstetric unit	R 20 000 000 – R 22 000 000	N/A	Construction	N/A	N/A	N/A	Hibiscus
		Assisi	Maternal obstetric unit	R 20 000 000 – R 22 000 000	N/A	N/A	Construction	N/A	N/A	Umzumbe
		Dududu	Maternal obstetric unit	R 20 000 000 – R 22 000 000	N/A	N/A	Construction	N/A	N/A	Vulamehlo
		Elim	Maternal obstetric unit	R 20 000 000 – R 22 000 000	N/A	Construction	N/A	N/A	N/A	Umuziwabantu
		Izingolweni	Maternal obstetric unit	R 20 000 000 – R 22 000 000	N/A	N/A	Construction	N/A	N/A	Ezingoleni
		Umzinto	Maternal obstetric unit	R 20 000 000 – R 22 000 000	N/A	Construction	N/A	N/A	N/A	Umdoni
		Gamalakhe phase 2	CHC phase 2	R 120 000 000.00	N/A	Construction	N/A	N/A	N/A	Hibiscus
		Marburg	CHC	R 120 000 000.00	N/A	Construction	N/A	N/A	N/A	Hibiscus
		Dududu	Upgrade-CHC	R 120 000 000.00	N/A	N/A	N/A	Construction	N/A	Vulamehlo



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF TRANSPORT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Umzinto	Upgrade - CHC	R 120 000 000.00	N/A	N/A	Construction	N/A	N/A	Umdoni
		Guardrail repairs	Safety Maintenance - Guardrails : Installation P77, P198, P3, P22 - Contract 1	750 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Vulamehlo</i>
		Guardrail repairs	Safety Maintenance - Guardrails : Installation P77, P198, P3, P22 - Contract 2	750 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Vulamehlo</i>
		Guardrail repairs	Safety Maintenance - Guardrails : Installation D739, D335	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Vulamehlo</i>
		Guardrail repairs	Safety Maintenance - Guardrails : Installation D307, D962	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Vulamehlo</i>
		Guardrail repairs	Safety Maintenance - Guardrails : Installation D950	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Umzumbe</i>



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF TRANSPORT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Guardrail repairs	Safety Maintenance - Guardrails : Installation D933	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Umzumbe</i>
		Guardrail repairs	Safety Maintenance - Guardrails : Installation D938	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Umzumbe</i>
		Guardrail repairs	Safety Maintenance - Guardrails : Installation P262, P55, P200, P395 - Contract 1	750 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Izingolweni</i>
		Guardrail repairs	Safety Maintenance - Guardrails : Installation P262, P55, P200, P395 - Contract 2	750 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Izingolweni</i>
		Guardrail repairs	Safety Maintenance - Guardrails : Installation P61, P59, D907	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Izingolweni</i>
		Guardrail repairs	Safety Maintenance - Guardrails : Installation D165	1 000 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Izingolweni</i>



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF TRANSPORT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Road Marking & Studs	Safety Maintenance - Road Studs : Installation P22 & P3	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Vulamehlo</i>
		Road Marking & Studs	Safety Maintenance - Road Studs : Installation P197/1 & P540	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Vulamehlo</i>
		Road Marking & Studs	Safety Maintenance - Road Studs : Installation P188 & D180	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Vulamehlo</i>
		Road Marking & Studs	Safety Maintenance - Road Marking P22, P3, P197, P540	1 900 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Vulamehlo</i>
		Road Marking & Studs	Safety Maintenance - Installation of Road Studs on P74	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Umzumbe</i>
		Road Marking & Studs	Safety Maintenance - Installation of Road Studs on D1099	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Umzumbe</i>
		Road Marking & Studs	Safety Maintenance - Installation of Road Studs on P73	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Umzumbe</i>



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF TRANSPORT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Road Marking & Studs	Safety Maintenance - Roadmarking P74, D1099, P73	900 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Umzumbe</i>
		Road Marking & Studs	Safety Maintenance - Installation of Road Studs on P200 & P395	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Izingolweni</i>
		Road Marking & Studs	Safety Maintenance - Installation of Road Studs on P3 & P55	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Izingolweni</i>
		Road Marking & Studs	Safety Maintenance - Installation of Road Studs on P61 & P262	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Izingolweni</i>
		Road Marking & Studs	Safety Maintenance - Installation of Road Studs on P198 & P197	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Izingolweni</i>
		Road Marking & Studs	Safety Maintenance - Road Marking P200, P395, P3, P55, P61, P262, P198, P197	2 200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Izingolweni</i>



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF TRANSPORT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Blacktop Patching	Blacktop Patching on P3	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Vulamehlo</i>
		Blacktop Patching	Blacktop Patching on P22	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Vulamehlo</i>
		Blacktop Patching	Blacktop Patching on P197 & P540	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Vulamehlo</i>
		Blacktop Patching	Blacktop Patching on P3, P22, P197	1 500 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Vulamehlo</i>
		Blacktop Patching	Blacktop Patching on P188	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Vulamehlo</i>
		Blacktop Patching	Blacktop Patching on P540	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Vulamehlo</i>
		Blacktop Patching	Blacktop Patching on D18	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Vulamehlo</i>
		Blacktop Patching	Blacktop Patching on P188, P540, D18	1 500 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Vulamehlo</i>
		Blacktop Patching	Blacktop Patching on P68, D1099, P3	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Umzumbe</i>
		Blacktop Patching	Blacktop Patching on P74, P73	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Umzumbe</i>
		Blacktop Patching	Blacktop Patching on P68, P73, P3	1 450 000	N/A		N/A	N/A	N/A	<i>Umzumbe</i>



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF TRANSPORT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Blacktop Patching	Blacktop Patching on P74, D1099	1 450 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Umzumbe</i>
		Blacktop Patching	Blacktop Patching on P71, P3	5 000 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Umzumbe</i>
		Blacktop Patching	Blacktop Patching on P3, P200, P395	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Izingolweni</i>
		Blacktop Patching	Blacktop Patching on P262, P55, P197, P198	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Izingolweni</i>
		Blacktop Patching	Blacktop Patching on P61, P58, P59	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Izingolweni</i>
		Blacktop Patching	Blacktop Patching on P3, P200, P395	1 500 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Izingolweni</i>
		Blacktop Patching	Blacktop Patching on P262, P55, P197, P198	1 500 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Izingolweni</i>
		Blacktop Patching	Blacktop Patching on P61, P58, P59	1 098 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Izingolweni</i>
		Blacktop Patching	Blacktop Patching on D1014	10 000 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Izingolweni</i>
		Routine Maintenance	Routine Maintenance of regularly /warning signs	600 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Izingolweni</i>



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF TRANSPORT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Routine Maintenance of regulatory signs/warning signs	Installation of signs	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Vulamehlo</i>
		Routine Maintenance of regulatory signs/warning signs	Installation of signs	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Umzumbe</i>
		Routine Maintenance of regulatory signs/warning signs	Installation of signs	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	<i>Izingolweni</i>
		New Gravel Road	Bhomlandi Road	800 000	N/A	Construction	N/A	N/A	N/A	<i>Vulamehlo</i>
		New Gravel Road	Gabhisa Road	450 000	N/A	Construction	N/A	N/A	N/A	<i>Vulamehlo</i>
		New Gravel Road	Thenjani Road	1 200 000	N/A	Construction	N/A	N/A	N/A	<i>Vulamehlo</i>
		New Gravel Road	Gatsheni Road	1 550 000	N/A	Construction	N/A	N/A	N/A	<i>Vulamehlo</i>
		New Gravel Road	Love Life Road	960 000	N/A	Construction	N/A	N/A	N/A	<i>Umzumbe</i>
		New Gravel Road	Mzimayi Road	1 360 000	N/A	Construction	N/A	N/A	N/A	<i>Umzumbe</i>
		New Gravel Road	Bhekameva Road	1 200 000	N/A	Construction	N/A	N/A	N/A	<i>Umzumbe</i>
		New Gravel Road	Lukas Road	480 000	N/A	Construction	N/A	N/A	N/A	<i>Umzumbe</i>
		New Gravel Road	Weseli Road	1 150 000	N/A	Construction	N/A	N/A	N/A	<i>Izingolweni</i>



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF TRANSPORT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	New Gravel Road	Mgudlwa Road	2 500 000	N/A	Construction	N/A	N/A	N/A	<i>Izingolweni</i>
		New Gravel Road	Mavungo Road changed to Gqoko Road	1 350 000	N/A	Construction	N/A	N/A	N/A	<i>Izingolweni</i>
		New Gravel Road	Access Road To School	3 086 000	N/A	Construction	N/A	N/A	N/A	<i>Izingolweni</i>
		New Causeway	Bhomlandi Causeway	1 650 000	N/A	Construction	N/A	N/A	N/A	<i>Vulamehlo</i>
		New Causeway	Gatsheni Causeway	1 650 000	N/A	Construction	N/A	N/A	N/A	<i>Vulamehlo</i>
		New Causeway	New Causeway L2691-1	1 650 000	N/A	Construction	N/A	N/A	N/A	<i>Umzumbe</i>
		New Causeway	New Causeway L2691-2	1 650 000	N/A	Construction	N/A	N/A	N/A	<i>Umzumbe</i>
		New Causeway	Bhidla Causeway	1 650 000	N/A	Construction	N/A	N/A	N/A	<i>Izingolweni</i>
		New Causeway	A2486 Causeway	1 650 000	N/A	Construction	N/A	N/A	N/A	<i>Izingolweni</i>
		New Causeway	Mthembu Causeway	265 000	N/A	Construction	N/A	N/A	N/A	<i>Izingolweni</i>
		New Causeway	Chief Causeway	265 000	N/A	Construction	N/A	N/A	N/A	<i>Izingolweni</i>
		New Causeway	D974 Causeway	280 000	N/A	Construction	N/A	N/A	N/A	<i>Vulamehlo</i>
		New Causeway	Nsileni Causeway	255 000	N/A	Construction	N/A	N/A	N/A	<i>Vulamehlo</i>
		New Causeway	Gebhasi Causeway	265 000	N/A	Construction	N/A	N/A	N/A	<i>Umzumbe</i>
		New Causeway	Danger Causeway	270 000	N/A	Construction	N/A	N/A	N/A	<i>Umzumbe</i>



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF TRANSPORT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Routine Maintenance-Blading	Blading	1 700 000	N/A	Maintenance & Blading	N/A	N/A	N/A	<i>Vulamehlo</i>
		Routine Maintenance-Blading	Blading	1 700 000	N/A	Maintenance & Blading	N/A	N/A	N/A	<i>Vulamehlo</i>
		Routine Maintenance-Blading	Blading	1 700 000	N/A	Maintenance & Blading	N/A	N/A	N/A	<i>Umzumbe</i>
		Routine Maintenance-Blading	Blading	1 500 000	N/A	Maintenance & Blading	N/A	N/A	N/A	<i>Izingolweni</i>
		Routine Maintenance-Blading	Blading	950 000	N/A	Maintenance & Blading	N/A	N/A	N/A	<i>Izingolweni</i>
		Routine Maintenance-Blading	Blading	950 000	N/A	Maintenance & Blading	N/A	N/A	N/A	<i>Izingolweni</i>
		Routine Maintenance	Drain Cleaning - P77, P3	200 000	N/A	Maintenance	N/A	N/A	N/A	<i>Vulamehlo</i>
		Routine Maintenance	Drain Cleaning - P22, P198	200 000	N/A	Maintenance	N/A	N/A	N/A	<i>Vulamehlo</i>
		Routine Maintenance	Drain Cleaning - P73, P74, P3	200 000	N/A	Maintenance	N/A	N/A	N/A	<i>Umzumbe</i>
		Routine Maintenance	Drain Cleaning - P68/1, P68/2	200 000	N/A	Maintenance	N/A	N/A	N/A	<i>Umzumbe</i>
		Routine Maintenance-	Drain Cleaning - P61, P58	200 000	N/A	Maintenance	N/A	N/A	N/A	<i>Izingolweni</i>
		Routine Maintenance	Drain Cleaning -	200 000	N/A	Maintenance	N/A	N/A	N/A	<i>Izingolweni</i>



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
			P61, P59							
DEPARTMENT OF TRANSPORT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Routine Maintenance	Drain Cleaning - P395, P200	200 000	N/A	Maintenance	N/A	N/A	N/A	<i>Izingolweni</i>
		Routine Maintenance	Drain Cleaning - P395, P200, P262	200 000	N/A	Maintenance	N/A	N/A	N/A	<i>Izingolweni</i>
		Routine Maintenance	Drain Cleaning - P395, P464	200 000	N/A	Maintenance	N/A	N/A	N/A	<i>Izingolweni</i>
		Routine Maintenance	Drain Cleaning - P200, P464	200 000	N/A	Maintenance	N/A	N/A	N/A	<i>Izingolweni</i>
		Routine Maintenance	Drain Cleaning - P200, P464 & P395	800 000	N/A	Maintenance	N/A	N/A	N/A	<i>Izingolweni</i>
		Routine Maintenance	Drain Cleaning - P3 & P74	200 000	N/A	Maintenance	N/A	N/A	N/A	<i>Umzumbe</i>
		Routine Maintenance	Drain Cleaning - P73	200 000	N/A	Maintenance	N/A	N/A	N/A	<i>Umzumbe</i>
		Routine Maintenance	Drain Cleaning - P68/1, P68/2	200 000	N/A	Maintenance	N/A	N/A	N/A	<i>Umzumbe</i>
		Routine Maintenance	Pipe De-Silting - P73 & P68	200 000	N/A	Maintenance	N/A	N/A	N/A	<i>Umzumbe</i>
		Routine Maintenance	Pipe De-Silting - D1099 & P74	200 000	N/A	Maintenance	N/A	N/A	N/A	<i>Umzumbe</i>
Routine Maintenance	Pipe De-Silting - P200, P262 & P395	200 000	N/A	Maintenance	N/A	N/A	N/A	<i>Izingolweni</i>		



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF TRANSPORT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Routine Maintenance	Pipe De-Silting - P61, P58	200 000	N/A	Maintenance	N/A	N/A	N/A	<i>Izingolweni</i>
		Routine Maintenance	Pipe De-Silting - P77, P3	200 000	N/A	Maintenance	N/A	N/A	N/A	<i>Vulamehlo</i>
		Routine Maintenance	Pipe De-Silting - P22, P198	200 000	N/A	Maintenance	N/A	N/A	N/A	<i>Vulamehlo</i>
		Routine Maintenance	Drain Cleaning P22/1	650 000	N/A	Maintenance	N/A	N/A	N/A	<i>Vulamehlo</i>
		Routine Maintenance	Drain Cleaning P22/2	650 000	N/A	Maintenance	N/A	N/A	N/A	<i>Vulamehlo</i>
		Routine Maintenance	Drain Cleaning P22/3	650 000	N/A	Maintenance	N/A	N/A	N/A	<i>Vulamehlo</i>
		Routine Maintenance	Drain Cleaning P61	650 000	N/A	Maintenance	N/A	N/A	N/A	<i>Izingolweni</i>
		Routine Maintenance	Drain Cleaning P200	650 000	N/A	Maintenance	N/A	N/A	N/A	<i>Izingolweni</i>
		Routine Maintenance	Drain Cleaning P55	650 000	N/A	Maintenance	N/A	N/A	N/A	<i>Izingolweni</i>
		Routine Maintenance	Drain Cleaning P59	650 000	N/A	Maintenance	N/A	N/A	N/A	<i>Izingolweni</i>
		Patch Gravelling	Patch Gravelling D336, D1041, D307	1 052 168	N/A	Gravelling	N/A	N/A	N/A	<i>Vulamehlo</i>
		Patch Gravelling	Patch Gravelling D1112, A700, L1282	1 052 168	N/A	Gravelling	N/A	N/A	N/A	<i>Vulamehlo</i>



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF TRANSPORT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Patch Gravelling	Patch Gravelling D168, D935, A2695	1 052 168	N/A	Gravelling	N/A	N/A	N/A	<i>Umkumbe</i>
		Patch Gravelling	Patch Gravelling D927, D1032	1 052 168	N/A	Gravelling	N/A	N/A	N/A	<i>Izingolweni</i>
		Patch Gravelling	Patch Gravelling D927, D812, D251	1 052 168	N/A	Gravelling	N/A	N/A	N/A	<i>Izingolweni</i>
		Routine Maintenance	Information and Direction Sign	500 000	N/A	Maintenance	N/A	N/A	N/A	<i>Izingolweni</i>
		Routine Maintenance	Fencing and km Posts	300 000	N/A	Maintenance	N/A	N/A	N/A	<i>Izingolweni</i>
		Re-gravelling	Betterment and Gravelling of Road P262-1	2 250 000	N/A	Re-gravelling	N/A	N/A	N/A	<i>Izingolweni</i>
		Re-gravelling	Betterment and Gravelling of Road P262-2	2 250 000	N/A	Re-gravelling	N/A	N/A	N/A	<i>Izingolweni</i>
		Re-gravelling	Betterment and Gravelling of Road P262-3	2 250 000	N/A	Re-gravelling	N/A	N/A	N/A	<i>Izingolweni</i>
		Re-gravelling	Betterment and Gravelling of Road D915	1 350 000	N/A	Re-gravelling	N/A	N/A	N/A	<i>Izingolweni</i>
		Re-gravelling	Betterment and Gravelling of Road D419	810 000	N/A	Re-gravelling	N/A	N/A	N/A	<i>Izingolweni</i>
		Re-gravelling	Betterment and Gravelling of Road D688	1 125 000	N/A	Re-gravelling	N/A	N/A	N/A	<i>Izingolweni</i>



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF TRANSPORT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Re-gravelling	Betterment and Gravelling of Road D908	2 025 000	N/A	Re-gravelling	N/A	N/A	N/A	<i>Izingolweni</i>
		Re-gravelling	Betterment and Gravelling of Road D689	900 000	N/A	Re-gravelling	N/A	N/A	N/A	<i>Izingolweni</i>
		Re-gravelling	Betterment and Gravelling of Road D595	900 000	N/A	Re-gravelling	N/A	N/A	N/A	<i>Izingolweni</i>
		Re-gravelling	Betterment and Gravelling of Road D1083	1 425 000	N/A	Re-gravelling	N/A	N/A	N/A	<i>Izingolweni</i>
		Concrete Road	Concrete of Road D861	4 000 000	N/A	Construction	N/A	N/A	N/A	<i>Izingolweni</i>
		Concrete Road	Concrete of Road D916	2 400 000	N/A	Construction	N/A	N/A	N/A	<i>Izingolweni</i>
		Concrete Road	Concrete of Road D902	2 400 000	N/A	Construction	N/A	N/A	N/A	<i>Izingolweni</i>
		Construction of Headwalls	Construction of Headwalls - D940,D942,A 5007,D947	200 000	N/A	Construction	N/A	N/A	N/A	<i>Izingolweni</i>
		Construction of Headwalls	Construction of Headwalls - D943,D868,D 1091,D1092	200 000	N/A	Construction	N/A	N/A	N/A	<i>Izingolweni</i>
		Construction of Headwalls including material	Construction of Headwalls - D901,D1096, D1084	700 000	N/A	Construction	N/A	N/A	N/A	<i>Izingolweni</i>
		Re-gravelling	Betterment and Gravelling on Various Roads	4 415 000	N/A	Construction	N/A	N/A	N/A	<i>Izingolweni</i>



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF TRANSPORT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Construction of Headwalls	Construction of Headwalls - Contract 1	200 000	N/A	Construction	N/A	N/A	N/A	<i>Izingolweni</i>
		Construction of Headwalls	Construction of Headwalls - Contract 2	200 000	N/A	Construction	N/A	N/A	N/A	<i>Izingolweni</i>
		Surfacing	Surfacing of Road D2478	7 900 000	N/A	Construction	N/A	N/A	N/A	<i>Umzumbe</i>
		Surfacing	Surfacing of Road D2478	7 900 000	N/A	Construction	N/A	N/A	N/A	<i>Umzumbe</i>
		Construction of Headwalls	Construction of Headwalls - P254/1	200 000	N/A	Construction	N/A	N/A	N/A	<i>Umzumbe</i>
		Construction of Headwalls	Construction of Headwalls - D1074	200 000	N/A	Construction	N/A	N/A	N/A	<i>Umzumbe</i>
		Construction of Headwalls	Construction of Headwalls - D168, D950	400 000	N/A	Construction	N/A	N/A	N/A	<i>Umzumbe</i>
		Construction of Headwalls	Construction of Headwalls - Contract 1	400 000	N/A	Construction	N/A	N/A	N/A	<i>Umzumbe</i>
		Construction of Headwalls including material	Construction of Headwalls - Contract	2 083 300	N/A	Construction	N/A	N/A	N/A	<i>Umzumbe</i>
		Re-gravelling	Betterment and Gravelling of Road P77-1	1 200 000	N/A	Re-gravelling	N/A	N/A	N/A	<i>Vulamehlo</i>
		Re-gravelling	Betterment and Gravelling of Road P77-2	1 200 000	N/A	Re-gravelling	N/A	N/A	N/A	<i>Vulamehlo</i>
		Re-gravelling	Betterment and Gravelling of Road P77-3	1 200 000	N/A	Re-gravelling	N/A	N/A	N/A	<i>Vulamehlo</i>



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF TRANSPORT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Re-gravelling	Betterment and Gravelling of Road A2677-1	2 250 000	N/A	Re-gravelling	N/A	N/A	N/A	<i>Vulamehlo</i>
		Re-gravelling	Betterment and Gravelling of Road A2677-2	2 250 000	N/A	Re-gravelling	N/A	N/A	N/A	<i>Vulamehlo</i>
		Re-gravelling	Betterment and Gravelling of Road D560 -1	1 350 000	N/A	Re-gravelling	N/A	N/A	N/A	<i>Vulamehlo</i>
		Re-gravelling	Betterment and Gravelling of Road D560 -2	1 350 000	N/A	Re-gravelling	N/A	N/A	N/A	<i>Vulamehlo</i>
		Re-gravelling	Betterment and Gravelling of Road P529	1 800 000	N/A	Re-gravelling	N/A	N/A	N/A	<i>Vulamehlo</i>
		Re-gravelling	Betterment and Gravelling of Road L1099	2 025 000	N/A	Re-gravelling	N/A	N/A	N/A	<i>Vulamehlo</i>
		Re-gravelling	Betterment and Gravelling of Road A912	1 800 000	N/A	Re-gravelling	N/A	N/A	N/A	<i>Vulamehlo</i>
		Re-gravelling	Betterment and Gravelling of Road L1827	1 400 000	N/A	Re-gravelling	N/A	N/A	N/A	<i>Vulamehlo</i>
		Re-gravelling	Betterment and Gravelling of Road L1287	540 000	N/A	Re-gravelling	N/A	N/A	N/A	<i>Vulamehlo</i>
		Re-gravelling	Betterment and Gravelling of Road A917	2 025 000	N/A	Re-gravelling	N/A	N/A	N/A	<i>Vulamehlo</i>



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF TRANSPORT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Concrete Road	Concrete of Road D962	1 200 000	N/A	Construction	N/A	N/A	N/A	<i>Vulamehlo</i>
		Concrete Road	Concrete of Road D1114	800 000	N/A	Construction	N/A	N/A	N/A	<i>Vulamehlo</i>
		Concrete Road	Concrete of Road A919	2 800 000	N/A	Construction	N/A	N/A	N/A	<i>Vulamehlo</i>
		Construction of Headwalls on Various Roads	Construction of Headwalls - D254/1, D971	200 000	N/A	Construction	N/A	N/A	N/A	<i>Vulamehlo</i>
		Construction of Headwalls on Various Roads	Construction of Headwalls - D981, D1072, A919	200 000	N/A	Construction	N/A	N/A	N/A	<i>Vulamehlo</i>
		Construction of Headwalls on Various Roads	Construction of Headwalls - Contract 1	400 000	N/A	Construction	N/A	N/A	N/A	<i>Vulamehlo</i>
		Construction of Headwalls on Various Roads	Construction of Headwalls - Contract 2	400 000	N/A	Construction	N/A	N/A	N/A	<i>Vulamehlo</i>
		Re-gravelling	Betterment and Gravelling on Various Roads	3 600 000	N/A	Construction	N/A	N/A	N/A	<i>Vulamehlo</i>
		Special Maintenance	Bridge Joints Repair/Replace	500 000	N/A	Construction	N/A	N/A	N/A	<i>Izingolweni</i>
		Special Maintenance	Handrail Replacements	750 000	N/A	Construction	N/A	N/A	N/A	<i>Izingolweni</i>
		Special Maintenance	Minor Structure Replacements	1 508 000	N/A	Construction	N/A	N/A	N/A	<i>Izingolweni</i>



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF RURAL DEVELOPMENT & LAND REFORM	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Wondering star	Recapitalisation & Development	R2000 000.00	N/A	Machinery & renovation of cages	N/A	N/A	N/A	Hibiscus Coast
		Lavenger Farm		R800 000.00	N/A	Production inputs & irrigation	N/A	N/A	N/A	
		Sikhuthele		R700 000.00	N/A	Replanting	N/A	N/A	N/A	
		Olympus		R6,00 000.00	N/A	Replanting & Ratoon management	N/A	N/A	N/A	
		KwaZamani		R500,000.00	N/A	Replanting/Ratoon management	N/A	N/A	N/A	
		BBS Enterprise		R1,000,000.00	N/A	Repair tunnels	N/A	N/A	N/A	
		NFG's		R3,000,000.00	N/A	Replanting	N/A	N/A	N/A	
		Umdoni Vale	Land Acquisition	R8,200, 000.00	N/A	Land purchase	N/A	N/A	N/A	Vulamehlo
		Kylassa	Recapitalisation & Development	R765 000.00	N/A	Replanting & ratoon management	N/A	N/A	N/A	
		Sezela SSG		R2000 000.00	N/A	Replanting	N/A	N/A	N/A	
		Beneva		R2000,000.00	N/A	Replanting	N/A	N/A	N/A	



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF RURAL DEVELOPMENT & LAND REFORM	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Equeefa	Recapitalisation & Development	R800,000.00	N/A	Replanting	N/A	N/A	N/A	
		Clothier		R1,000,000.00	N/A	Livestock & production inputs	N/A	N/A	N/A	Ezingoleni
		Twin Streams Farm	Land Acquisition	R 50 000.00	N/A	Valuation	N/A	N/A	N/A	Hibiscus Coast
		Fredsvold	Land Acquisition	R 50 000.00	N/A	Valuation	N/A	N/A	N/A	Hibiscus Coast
		Thorton	Land Acquisition	R 50 000.00	N/A	Valuation	N/A	N/A	N/A	Umuziwabantu
		Fairfields	Land Acquisition	R 50 000.00	N/A	Valuation	N/A	N/A	N/A	Umuziwabantu
		Wozani Hill Farm	Land Acquisition	R 50 000.00	N/A	Valuation	N/A	N/A	N/A	Hibiscus Coast
		Banners Rest	Land Acquisition	R 50 000.00	N/A	Valuation	N/A	N/A	N/A	Hibiscus Coast
		Farsited	Land Acquisition	R 50 000.00	N/A	Valuation	N/A	N/A	N/A	N/A
		LED Awareness and Capacity Building	500 000	N/A	Annual LED Summit	Annual LED Summit	Annual LED Summit	Annual LED Summit	Annual LED Summit	KZN



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF ECONOMIC DEVELOPMENT	LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT	Postgraduate and Masters Programme at UKZN	50 per annum	N/A	Postgrad and Masters students admitted in UKZN	Postgrad and Masters Students admitted at UKZN	N/A	N/A	N/A	KZN
		Ugu industrial hub study	N/A	R 4 000 000.00	N/A	Feasibility study to be conducted with recommendations for implementation	N/A	N/A	N/A	Ugu
		Women Empowerment conference	N/A	N/A	N/A	Women conference	N/A	N/A	N/A	Ugu
		Training on BEE Awareness and Compliance	N/A	N/A	Training	Training	N/A	N/A	N/A	KZN
		ICT Incubator (Linley Nadaseen)	N/A	R 4 000 000.00	Planning	Implementation	N/A	N/A	N/A	Hibiscus Coast
		Forestry incubator feasibility study	N/A	N/A	N/A	N/A	N/A	N/A	N/A	



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF ECONOMIC DEVELOPMENT	LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT	SMME Business Plans and Pre-finance; SMME Fund; SMME Training and Consultation Services	N/A	N/A	Ongoing	Ongoing	N/A	N/A	N/A	Ugu wide
		Cooperative registration, training and mentoring	N/A	N/A	Ongoing	Ongoing	N/A	N/A	N/A	Ugu wide
		Isulabantu Irrigation	Food Security	N/A	N/A	Installation	N/A	N/A	N/A	Vulamehlo
		Senzokuhle Irrigation		N/A	N/A	Installation	N/A	N/A	N/A	Vulamehlo
		Inqakazulu Irrigation		N/A	N/A	Installation	N/A	N/A	N/A	Vulamehlo
		Bhudubhudu Irrigation		N/A	N/A	Installation	N/A	N/A	N/A	Umzumbe
		Umthamvuna Irrigation		N/A	N/A	Installation	N/A	N/A	N/A	Eziqoleni
Roseland Irrigation	N/A	N/A		Installation	N/A	N/A	N/A	Hibiscus Coast		
DEPARTMENT OF AGRICULTURE										



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF AGRICULTURE	LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT	Lamont Community Garden	Food Security	N/A	N/A	Development	N/A	N/A	N/A	Hibiscus Coast
		Lekelela Community Garden		N/A	N/A	Development	N/A	N/A	N/A	Hibiscus Coast
		Dumezulu Community Garden		N/A	N/A	Development	N/A	N/A	N/A	Hibiscus Coast
		Jerico Community Garden		N/A	N/A	Development	N/A	N/A	N/A	Hibiscus Coast
		Sukumisa Essential Oil Project	Food Security	N/A	Implementation	N/A	N/A	N/A	N/A	Hibiscus Coast
		Simbamabhelle Piggery Project	Commercial	N/A	Implementation	N/A	N/A	N/A	N/A	Hibiscus Coast
		Sesikhona Piggery Project	Food Security	N/A	Implementation	N/A	N/A	N/A	N/A	Umdoni
		Mbodiya Piggery Project		N/A	Implementation	N/A	N/A	N/A	N/A	Umzumbe



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF AGRICULTURE	LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT	Inggophumlando Broiler Project		N/A	Implementation	N/A	N/A	N/A	N/A	Umzumbe
		Sikelela Tunnels Project		N/A	Implementation	N/A	N/A	N/A	N/A	Umzwabantu
		Sekusile		N/A	Implementation	N/A	N/A	N/A	N/A	Vulamehlo
		Horse Shoe Fruit & Veg Project	Commercial	N/A	Implementation	N/A	N/A	N/A	N/A	Ezinqoleni
		Sesikhona Piggery	Construction of piggery structure	R1 500 000.00	N/A	Implementation	N/A	N/A	N/A	Umdoni
		Isulabantu Vegetable production	Store room	R250 000.00	N/A	Implementation	N/A	N/A	N/A	Vulamehlo
		Isikhathi Layers	Construction of layer structure	R800 000.00	N/A	Implementation	N/A	N/A	N/A	Umdoni
		Inggophumlando Broiler	Construction of broiler structure	R1 300 000.00	N/A	Implementation	N/A	N/A	N/A	Umzumbe
		Mbodiya Piggery	Construction of piggery structure	R1 500 000.00	N/A	Implementation	N/A	N/A	N/A	Umzumbe



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF AGRICULTURE	LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT	Simbamabhel e Piggery	Construction of piggery structure	R1 500 000.00	N/A	Implementation	N/A	N/A	N/A	Hbiscus
		Sukumisa Essential Oil	Supply Planting material	R1 200 000.00	N/A	Implementation	N/A	N/A	N/A	Hibiscus
		Wandering Star Layers	Supply of layers feeds	R1 300 000.00	N/A	Implementation	N/A	N/A	N/A	Hibiscus
		Roseland Banana	Rehabilitation of 10 ha Irrigation pipes	R500 000.00	N/A	Implementation	N/A	N/A	N/A	Hibiscus
		Horse Shoe Vegetables and Fruits	Supply of Fruit trees and Seedlings	R450 000 .00	N/A	Implementation	N/A	N/A	N/A	Izinqoleni
		Bhudubhudu Crop production	Supply of fencing material	R250,000.00	N/A	Implementation	N/A	N/A	N/A	Umzumbe
		Kwa Madlala Land care	Bush Clearing & fencing	R400,000.00	N/A	Implementation	N/A	N/A	N/A	Umzumbe
		Sakhubunye Land care		R1,100.000.00	N/A	Implementation	N/A	N/A	N/A	Vulamehlo
		Inkanyezi Land care		R550,000.00	N/A	Implementation	N/A	N/A	N/A	Vulamehlo



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
UGU SOUTH COAST TOURISM	LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT	Shayamoya Land care		R852,000.00	N/A	Implementation	N/A	N/A	N/A	Vulamehlo
		Ndaya Land care		R697,000.00	N/A	Implementation	N/A	N/A	N/A	Vulamehlo
		Kwa Jali Liming	In cooperating of lime & fertilizer	R1,920.000.00	N/A	Implementation	N/A	N/A	N/A	Umziwabantu
		Develop a Marketing Strategy	Marketing Strategy completed and Implemented	R 0.00	Source Funding	Final Document Marketing Strategy	Marketing Strategy Implementation	Marketing Strategy Implementation	Marketing Strategy Implementation	All
		Marketing research	Measurement of tourism growth and major events	N/A	Development of indices to accurately measure tourism growth	1 holistic study per annum of the industry (annual assessment of the industry).	1 holistic study per annum of the industry	1 holistic study per annum of the industry	1 holistic study per annum of the industry	All
UGU SOUTH COAST TOURISM	LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT	Planned Events Throughout the year.	20 New weekend off-season events	N/A	Develop new concepts.	4 New weekend off-season events	4 New weekend off-season events	6 New weekend off-season events	6 New weekend off-season events	All
		Trade Shows and	54 Trade	N/A	9 Trade shows	9 Trade shows	12 Trade shows	12 Trade shows	12 Trade	All



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
		Activations	Shows						shows	
UGU SOUTH COAST TOURISM	LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT	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	All
		National and International Events	5 National Events		'Women's World of Golf 'Tournament	'Women's World of Golf 'Tournament	'Women's World of Golf 'Tournament	1 National Event/ Tournament	1 National /Event Tournament	All
			5 International events		Africa Bike Week	Africa Bike Week	Africa Bike Week	1 Event/ International Tournament	1 Event/ International Tournament	
		Media Familiarisation Trips & Coverage	24 Familiarisation Trips		4 Familiarisation Trips	4 Familiarisation Trips	4 Familiarisation Trips	6 Familiarisation Trips	6 Familiarisation Trips	All
		Advertising in Print Media	Weekly Notices in Local		Notices in Local Newspapers	Notices in Local Newspapers	Notices in Local/ Provincial	Notices in Local, Provincial,	Notices in Local, Provincial,	All



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA	
					2012/13	2013/14	2014/15	2015/16	2016/17		
			/Provincial Newspapers				Newspapers	National Newspapers	National Newspapers		
UGU SOUTH COAST TOURISM	LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT	Tour Guide Magazine showcasing tourism products and facilities	10 magazine production and circulations		2 Magazine Production and circulation per annum	2 Magazine Production and circulation per annum	2 Magazine Production and circulation per annum	2 Magazine Production and circulation per annum	2 Magazine Production and circulation per annum	All	
		National and International Travel Magazines	30 Adverts/ Editorial features		(6) Adverts/ Editorial features	(6) Adverts/ Editorial features	(6) Adverts/ Editorial features	(6) Adverts/ Editorial features	(6) Adverts/ Editorial features	All	
		Television Coverage	10 Television Features		Develop new concepts.	2 features on National Television	2 features on National Television	2 features on National Television	2 features on National Television	2 features on National Television 1 International	All
		Advertisements in Strategic Locations	45 Advertisements in Airports, Border posts, Tourism Offices		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 Provincial Locations 3 National Location 3 SADEC Countries	3 Provincial Locations 3 National Location 3 SADEC Countries	All



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
			located in Towns and Cities Outside Ugu					3 International	3 International	
UGU SOUTH COAST TOURISM	LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT	Website & Social Media	Website Operational and Advertising Tourism Products		Develop Website, 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	All
		Flyers, Newsletters, Billboards, Banners,	30 Newsletters; develop annual campaign to showcase our tourism icons.		(6) newsletters	(6) newsletters	(6) newsletters	(6) newsletters	(6) newsletters	All



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
UGU SOUTH COAST TOURISM	LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT	Film Commission	Develop of a South Coast film commission		Investigate the establishment of a film office.	Develop facilities for film office.	Attract one local movie to be filmed on location. Develop database of film locations; distribute to national and international agents	Attract one local movie to be filmed on location. Attract one international agent to use South Coast as part of their locations.	Attract one local movie to be filmed on location. Attract one international agent to use South Coast as part of their locations	All
		Workshops for stakeholders	20 Workshops		4 Workshops	4 Workshops	4 Workshops	4 Workshops	4 Workshops	All
		Workshops for stakeholders	20 Workshops		4 Workshops	4 Workshops	4 Workshops	4 Workshops	4 Workshops	All
		Promotion of emerging businesses	15 new businesses		3 new businesses	3 new businesses	3 new businesses	3 new businesses	3 new businesses	All
		Placement of graduates within the	500 graduates		100 graduates	100 graduates	100 graduates	100 graduates	100 graduates	100 graduates



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
		hospitality industry								
UGU SOUTH COAST TOURISM	LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT	Educational Tours and Awareness	10 School Educational Tours		2 School Tours	2 School Tours	2 Schools Tours	2 Schools Tours	2 Schools Tours	All
		Maintenance of existing VIC's	9 VIC's operational		Operations & maintenance of VIC (and annual assessment).	Operations & maintenance of VIC	Operations & maintenance of VIC	Operations & maintenance of VIC	Operations & maintenance of VIC	All
		New tourism information offices (VIC-Community Info Centres)	2 local municipalities Vulamehlo, Umzumbe,		1 Office: Umzumbe	1 Office: Vulamehlo	Operations & maintenance of VIC	Operations & maintenance of VIC	Operations & maintenance of VIC	All
		Development of new products	6 new products		Ntelezi Msani and KwaXolo Cave Route projects, Ingeli Trails, Emaweni Conservation Project	Ntelezi Msani and KwaXolo Cave Route projects, Ingeli Trails, Umdoni Faith Missions, Emaweni Conservation Project	Umdoni Faith Mission, Ingeli Trails, Ezingoleni Arts and Crafts Hub, Emaweni Conservation	Ezingoleni Arts and Crafts Hub, Vulamehlo Oral History Journey, Emaweni Conservation Project	Ezingoleni Arts and Crafts Hub, Vulamehlo Oral History Journey, Emaweni Conservation	All



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
							n Project		n Project	
UGU SOUTH COAST TOURISM	LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT	Develop and support events to feature prominently as annual events in the hinterland parts of the district's calendar of events	18 events		Siphofu arts and heritage in Umzumbe, Africa Marine Expo in Umdoni, Umuziwabantu Agricultural show, Umgubho wezintombi in Eziqoleni	Sustainability of Siphofu arts and heritage in Umzumbe, Africa Marine Expo in Umdoni, Umuziwabantu Agricultural show, Umgubho wezintombi in Eziqoleni	Sustainability of Siphofu arts and heritage festival in Umzumbe, Africa Marine Expo in Umdoni, Umuziwabantu Agricultural show, Umgubho wezintombi in Eziqoleni	Sustainability of Siphofu arts and heritage festival in Umzumbe, Umuziwabantu Agricultural show, Umgubho wezintombi in Eziqoleni	Sustainability of Siphofu arts and heritage festival in Umzumbe, Umuziwabantu Agricultural show, Umgubho wezintombi in Eziqoleni	All
		Facilitate the upgrading of tourism assets on the beachfronts	N/A		Sustainability / Upgrading of tidal pools, showers, braai facilities,.	Sustainability / Upgrading of tidal pools, showers, braai facilities,	Sustainability / Upgrading of tidal pools, showers, braai	Sustainability / Upgrading of tidal pools, showers, braai	Sustainability / Upgrading of tidal pools, showers, braai	All



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
							facilities,	facilities,	facilities,.	
UGU SOUTH COAST TOURISM	LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT	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	All
		Encourage businesses to be legal and graded	11 workshops		3 workshops on the benefits of being affiliated	3 workshops on the benefits of being affiliated	2 workshops on the benefits of being affiliated	2 workshops on the benefits of being affiliated	1 workshops on the benefits of being affiliated	All
		Encourage Existing and New	15 workshops/ Updated Database of		3 workshops/ Database Update of New	3 workshops/ Database Update of New	3 workshops/ Database	3 workshops/ Database	3 workshops/ Database	3 workshops/ Database



STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
		businesses to be register with Tourism Agency	Members		and existing members	and existing members	Update of New and existing members	Update of New and existing members	Update of New and existing members	



CHAPTER 6: FINANCIAL PLAN

6.1 Municipal Budget Overview

This chapter gives the Ugu Municipality's annual budget for the 2013 / 2014 financial year and indicates the projections of the outer two financial years 2014 / 2015 and 2015 / 2016. The tariffs for the 2013 /2014 financial year have been increased as outlined in section _____. The council adopted the budget together with related policies for water and sanitation tariff calculation which are the budget, water services, credit control and debt collection, free basic water services, indigent support, virement, funding reserves, supply management, cash management and investment, and asset management policies on the 30th of May 2013.

This plan is prepared in terms of Section 26 (h) of the Local Government: Municipal Systems Act and Planning and Performance Regulations 2001, which stipulates that a financial plan must be prepared as part of the Integrated Development Plan (IDP).

The financial plan includes an Operating Budget, a Capital Investment Programme, and the Sources of Funding for the Capital Investment Programme, financial strategies and programmes, various financial management policies adopted by Council, key financial targets, key performance indicators, and a budget according to the IDP priorities.

The summary of the annual budget for the 2013 / 2014 financial year and the projections of the outer two financial years 2014 / 2015 and 2015 / 2016, is reflected in **Table A1**.

6.1.1 Financial resources that are available for capital project developments and operational expenditure

The Operating and Capital budget, which reflects the financial resources that are available for capital project development and operational expenditure, is captured under **Table A2 to A5**. For a further comprehensive 2013 /2014 budget analysis the budget is available at the Ugu website, www.ugu.gov.za.

6.1.2 Revenue raising strategies

The main own revenue generation source of the municipality is the provision of water and sanitation services. Table 6.1 reflects the across board increase of both water & sanitation tariff of charges whilst Table 6.2 & 6.3 gives the breakdown of the increases. In terms of Government Grants the major grants that the municipality receives is the Equitable Share and MIG allocation. The Equitable Share for 2013 / 2014 is **R 236 893 000.00** and MIG allocation **R 275 304 000.00**.

Table 6.1: Water & Sanitation Tariff of Charges



Source: Ugu District Municipality 2013/ 2014 Final Budget

2013/2014	2012/2013	2011/12	2010/11	2009/10
Water				
8,00%	6,00%	9.90%	8,20%	8,90%
Sanitation				
8,00%	6,00%	9.90%	8,20%	8,90%

6.1.3 Asset management strategies

The municipal strategies that the municipality employs to ensure sound asset management are captured in the Asset Management Policy, the Operational Plan (SDBIP) and the OPMS. Table A9 captures the financial of asset management strategies.

6.1.4 Financial management strategies

Maintaining a healthy financial base that fully supports municipal services according to Council adopted priorities requires constant vigilance. This work is reflected in restructuring and reshaping municipal services, implementing new financial management systems, securing sound recurring revenues, and making responsible spending adjustments in light of revenue growth limitations in order to achieve a balanced budget.

Budget assumptions/parameters are determined in advance of the budget process to allow budgets to be constructed to support the achievement of the longer-term financial and strategic targets.

The OPMS and SDBIP are the main tools that the municipality employs to ensure sound financial management strategies. Table A6 Consolidated Budgeted Financial Position with table A8 capturing the Consolidated Cash backed reserves/accumulated surplus reconciliation.

6.1.5 Capital and Operational financing strategies

Table A6 captures the Consolidated Budgeted Cash Flows which talks to the operational strategies and Table A10 the Consolidated basic service delivery measurement which talks to the capital strategies.



Table A1: Consolidated Budget Summary

Source: Ugu District Municipality Final Budget 2013/2014

Description	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework			
	R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
FINANCIAL PERFORMANCE											
Property rates	-	-	-	-	-	-	-	-	-	-	-
Service charges	246 729	240 280	297 466	330 413	330 413	297 372	315 625	340 283	357 297	375 162	
Investment revenue	4 262	6 161	2 183	2 000	2 000	1 800	1 800	-	-	-	
Transfers recognised - operational	526 279	456 906	519 189	324 165	380 611	342 550	342 550	316 273	332 086	348 690	
Other own revenue	148 610	153 836	111 502	8 560	8 560	7 704	7 704	8 642	9 029	9 480	
Total Revenue (excluding capital transfers and contributions)	925 880	857 184	930 340	665 138	721 584	649 426	667 679	665 198	698 412	733 333	
Employee costs	194 766	221 280	226 076	240 476	248 026	210 822	210 822	224 361	235 579	247 358	
Remuneration of councillors	6 467	6 192	7 046	6 981	7 314	6 217	6 217	7 647	8 029	8 431	
Depreciation & asset impairment	44 718	49 236	56 281	57 947	60 862	51 732	51 732	69 537	73 014	76 665	
Finance charges	9 300	21 598	18 293	17 972	16 402	13 942	13 942	19 000	19 950	20 948	
Materials and bulk purchases	25 672	31 839	34 328	45 438	47 404	40 293	40 293	48 450	50 873	53 416	
Transfers and grants	215 869	145 916	167 060	114 758	159 340	-	-	62 724	65 860	69 153	
Other expenditure	254 815	273 798	262 100	140 973	150 475	127 904	127 904	180 600	189 630	199 112	
Total Expenditure	751 607	749 859	771 184	624 545	689 822	450 910	450 910	612 320	642 936	675 082	
Surplus/(Deficit)	174 274	107 325	159 156	40 594	31 763	198 516	216 769	52 878	55 476	58 250	
Transfers recognised - capital	-	-	-	306 882	307 509	-	-	357 460	375 333	394 100	
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-	-	
Surplus/(Deficit) after capital transfers & contributions	174 274	107 325	159 156	347 476	339 272	198 516	216 769	410 339	430 810	452 350	
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-	
Surplus/(Deficit) for the year	174 274	107 325	159 156	347 476	339 272	198 516	216 769	410 339	430 810	452 350	
Capital expenditure & funds sources											
Capital expenditure	379 011	209 024	190 532	324 382	282 068	253 861	253 861	374 763	390 909	410 454	
Transfers recognised - capital	261 457	104 525	183 152	306 882	264 568	232 441	232 441	360 741	378 778	397 717	
Public contributions & donations	-	11 260	-	-	-	-	-	-	-	-	
Borrowing	82 437	61 180	-	10 000	10 000	9 000	9 000	-	-	-	
Internally generated funds	35 117	32 059	7 381	7 500	7 500	6 750	6 750	14 022	14 723	15 459	
Total sources of capital funds	379 011	209 024	190 532	324 382	282 068	248 191	248 191	374 763	393 501	413 176	
FINANCIAL POSITION											



Description	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
				R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast
Total current assets	229 863	129 012	140 863	93 852	136 334	136 334	136 334	145 878	153 172	160 830
Total non current assets	1 659 757	1 815 487	1 949 411	1 577 478	1 945 957	1 945 957	1 945 957	2 082 174	2 186 283	2 295 597
Total current liabilities	362 751	313 831	319 620	234 828	405 605	405 605	405 605	433 997	455 697	478 482
Total non current liabilities	248 726	245 200	226 031	243 270	233 789	233 789	233 789	250 154	262 662	275 795
Community wealth/Equity	1 278 142	1 385 467	1 544 623	1 193 231	1 549 056	1 549 056	1 549 056	1 657 490	1 740 364	1 827 383
CASH FLOWS										
Net cash from (used) operating	189 219	127 647	218 684	372 422	338 833	332 515	332 515	421 330	442 396	464 516
Net cash from (used) investing	(386 496)	(212 192)	(190 532)	(306 882)	(224 883)	(191 151)	(191 151)	(374 763)	(393 501)	(413 176)
Net cash from (used) financing	138 185	(27 447)	(15 614)	(17 172)	(14 404)	(12 203)	(12 203)	(17 069)	(17 922)	(18 818)
Cash/cash equivalents at the year end	137 010	25 018	37 554	103 004	154 182	183 797	183 797	128 494	159 467	191 989
CASH BACKING/SURPLUS RECONCILIATION										
Cash and investments available	152 732	#REF!	54 636	41 715	54 648	54 648	54 648	58 473	61 397	64 467
Application of cash and investments	254 604	213 757	235 252	155 757	315 612	315 483	309 028	327 458	343 823	361 014
Balance - surplus (shortfall)	(101 871)	#REF!	(180 616)	(114 042)	(260 964)	(260 835)	(254 380)	(268 985)	(282 426)	(296 547)
ASSET MANAGEMENT										
Asset register summary (WDV)	12 156	13 694	12 914	7 989	-	-	-	-	-	-
Depreciation & asset impairment	44 718	49 236	56 281	57 947	60 862	51 732	69 537	69 537	73 014	76 665
Renewal of Existing Assets	-	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	31 616	20 658	17 598	29 645	22 769	21 630	29 000	29 000	30 450	31 973
FREE SERVICES										
Cost of Free Basic Services provided	-	4	4	47 739	47 739	47 739	50 126	50 126	52 632	55 264
Revenue cost of free services provided	-	1	1	99 272	99 272	99 272	104 236	66 309	69 624	73 105
Households below minimum service level										
Water:	0	0	0	76	82	82	87	87	91	95
Sanitation/sewerage:	-	0	0	22	30	30	32	32	33	35
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-



Table A2: Consolidated Budget Financial Performance (revenue & expenditure by standard classification)

Source: Ugu District Municipality Final Budget 2013/2014

Standard Classification Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
REVENUE - STANDARD										
Governance and administration		165 886	182 334	164 815	100 619	102 925	92 632	135 686	142 470	149 594
Executive and council		44 816	42 350	39 335	3 600	5 322	4 790	1 890	1 985	2 084
Budget and treasury office		78 258	90 421	93 649	96 819	96 819	87 137	133 188	139 847	146 840
Corporate services		42 811	49 562	31 832	200	784	706	608	638	670
Community and public safety		(81)	837	6 081	6 662	6 662	5 995	5 085	5 339	5 606
Community and social services		-	-	-	-	-	-	-	-	-
Sport and recreation		-	-	226	540	540	486	472	496	521
Public safety		(81)	837	5 855	6 122	6 122	5 509	4 613	4 843	5 085
Housing		-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-
Economic and environmental services		22 714	2 480	275 104	70 781	119 046	107 141	30 258	31 771	33 359
Planning and development		22 496	-	272 722	68 263	116 527	104 874	25 837	27 129	28 486
Road transport		-	-	-	-	-	-	-	-	-
Environmental protection		217	2 480	2 382	2 519	2 519	2 267	4 420	4 642	4 874
Trading services		737 988	638 643	484 035	485 277	491 152	442 037	493 014	517 664	543 547
Electricity		-	-	-	-	-	-	-	-	-
Water		665 918	540 182	389 010	384 093	389 969	350 972	382 105	401 210	421 271
Waste water management		72 070	98 461	95 025	101 183	101 183	91 065	110 909	116 454	122 277
Waste management		-	-	-	-	-	-	-	-	-
Other	4	(626)	32 892	305	1 800	1 800	1 620	1 156	1 213	1 274
Total Revenue - Standard	2	925 881	857 184	930 340	665 138	721 584	649 426	665 198	698 458	733 381
EXPENDITURE - STANDARD										
Governance and administration		122 164	163 985	151 611	135 353	140 420	119 357	133 135	139 792	146 781
Executive and council		50 906	56 454	43 531	56 318	56 347	47 895	39 891	41 886	43 980
Budget and treasury office		24 688	55 591	72 530	35 458	36 238	30 803	41 572	43 651	45 833
Corporate services		46 570	51 939	35 550	43 577	47 835	40 660	51 672	54 255	56 968
Community and public safety		5 009	457	5 179	9 764	7 313	6 216	8 940	9 387	9 857
Community and social services		-	-	-	-	-	-	-	-	-
Sport and recreation		-	-	3 594	3 642	3 492	2 968	2 437	2 559	2 687
Public safety		5 009	457	1 585	6 122	3 822	3 248	6 503	6 829	7 170
Housing		-	-	-	-	-	-	-	-	-



Standard Classification Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
					Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome						
Health		-	-	-	-	-	-	-	-	-
Economic and environmental services		163 912	92 097	119 774	90 295	132 911	112 974	52 509	55 135	57 891
Planning and development		163 211	86 378	114 169	82 355	125 461	106 642	43 630	45 812	48 102
Road transport		-	-	-	-	-	-	-	-	-
Environmental protection		700	5 719	5 605	7 939	7 450	6 333	8 879	9 323	9 789
Trading services		358 356	486 975	491 342	416 981	430 248	365 711	417 228	438 089	459 994
Electricity		-	-	-	-	-	-	-	-	-
Water		310 907	415 067	418 966	338 241	348 855	296 527	324 753	340 991	358 041
Waste water management		47 449	71 908	72 376	78 739	81 393	69 184	92 475	97 098	101 953
Waste management		-	-	-	-	-	-	-	-	-
Other	4	1 631	4 484	3 277	1 798	1 698	1 444	507	532	559
Total Expenditure - Standard	3	651 071	747 998	771 184	654 190	712 591	605 702	612 320	642 936	675 082
Surplus/(Deficit) for the year		274 810	109 187	159 156	10 949	8 993	43 724	52 878	55 522	58 298

Table A3: Consolidated Budget Financial Performance (revenue & expenditure by municipal vote)

Source: Ugu District Municipality Final Budget 2013/2014

Vote Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
					Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
R thousand		Audited Outcome	Audited Outcome	Audited Outcome						
REVENUE BY VOTE REF: 1										
Vote 1 - Executive & Council		44 816	42 350	39 335	3 600	5 322	4 790	1 890	1 985	2 084
Vote 2 - Finance and Administration		121 069	139 984	125 481	97 019	97 603	87 843	133 796	140 486	147 510
Vote 3 - Infrastructure and Economic Development		22 496	-	272 722	68 263	116 527	104 874	25 837	27 129	28 486
Vote 4 - Water		665 918	540 182	389 010	384 093	389 969	350 972	382 105	401 210	421 271
Vote 5 - Waste Water Management		72 070	98 461	95 025	101 183	101 183	91 065	110 909	116 454	122 277
Vote 6 - Public Safety		(81)	837	5 855	6 122	6 122	5 509	4 613	4 843	5 085
Vote 7 - Environmental Protection		217	2 480	2 382	2 519	2 519	2 267	4 420	4 642	4 874
Vote 8 - Market		(626)	32 892	305	1 800	1 800	1 620	1 156	1 213	1 274
Vote 9 - Sports and Recreation		-	-	226	540	540	486	472	496	521
Total Revenue by Vote	2	925 881	857 184	930 340	665 138	721 584	649 426	665 198	698 458	733 381



Vote Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
EXPENDITURE BY VOTE TO BE APPROPRIATED REF: 1										
Vote 1 - Executive & Council		50 906	56 454	43 531	56 318	56 347	47 895	39 891	41 886	43 980
Vote 2 - Finance and Administration		71 258	107 530	108 080	79 035	84 074	71 463	93 244	97 906	102 801
Vote 3 - Infrastructure and Economic Development		163 211	86 378	114 169	82 355	125 461	106 642	43 630	45 812	48 102
Vote 4 – Water		310 907	415 067	418 966	338 241	348 855	296 527	324 753	340 991	358 041
Vote 5 - Waste Water Management		47 449	71 908	72 376	78 739	81 393	69 184	92 475	97 098	101 953
Vote 6 - Public Safety		5 009	457	1 585	6 122	3 822	3 248	6 503	6 829	7 170
Vote 7 - Environmental Protection		700	5 719	5 605	7 939	7 450	6 333	8 879	9 323	9 789
Vote 8 – Market		1 631	4 484	3 277	1 798	1 698	1 444	507	532	559
Vote 9 - Sports and Recreation		-	-	3 594	3 642	3 492	2 968	2 437	2 559	2 687
Total Expenditure by Vote	2	651 071	747 998	771 184	654 190	712 591	605 702	612 320	642 936	675 082
Surplus/(Deficit) for the year	2	274 810	109 187	159 156	10 949	8 993	43 724	52 878	55 522	58 298

Table A4: Consolidated Budget Financial Performance (revenue & expenditure)

Source: Ugu District Municipality Final Budget 2013/2014

Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
REVENUE BY SOURCE											
Property rates	2	-	-	-	-	-	-	-	-	-	-
Property rates - penalties & collection charges											
Service charges - electricity revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	2	184 991	168 241	210 494	234 373	234 373	210 935	229 188	234 812	246 553	258 881
Service charges - sanitation revenue	2	61 739	72 040	86 972	96 041	96 041	86 437	86 437	105 471	110 744	116 282
Service charges - refuse revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - other											
Rental of facilities and equipment		792	1 150	580	2 970	2 970	2 673	2 673	2 091	2 195	2 305
Interest earned - external investments		4 262	6 161	2 183	2 000	2 000	1 800	1 800	-	-	-



Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
					R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget
Interest earned - outstanding debtors		38 475	17 071	16 759	1 873	1 873	1 686	1 686	2 588	2 718	2 853
Dividends received									-	-	-
Fines									-	-	-
Licences and permits									-	-	-
Agency services									-	-	-
Transfers recognised - operational		526 279	456 906	519 189	324 165	380 611	342 550	342 550	316 273	332 086	348 690
Other revenue	2	109 343	133 962	94 100	3 717	3 717	3 345	3 345	3 963	4 116	4 322
Gains on disposal of PPE			1 653	62							
Total Revenue (excluding capital transfers and contributions)		925 880	857 184	930 340	665 138	721 584	649 426	667 679	665 198	698 412	733 333
EXPENDITURE BY TYPE											
Employee related costs	2	194 766	221 280	226 076	240 476	248 026	210 822	210 822	224 361	235 579	247 358
Remuneration of councillors		6 467	6 192	7 046	6 981	7 314	6 217	6 217	7 647	8 029	8 431
Debt impairment	3	24 946	27 900	46 593	11 379	11 379	9 672	9 672	26 379	27 698	29 083
Depreciation & asset impairment	2	44 718	49 236	56 281	57 947	60 862	51 732	51 732	69 537	73 014	76 665
Finance charges		9 300	21 598	18 293	17 972	16 402	13 942	13 942	19 000	19 950	20 948
Bulk purchases	2	25 672	31 839	34 328	40 513	40 013	34 011	34 011	42 624	44 755	46 993
Other materials	8	-	-	-	4 924	7 390	6 282	6 282	5 826	6 118	6 423
Contracted services		16 713	16 883	19 266	22 652	24 158	20 534	20 534	17 402	18 272	19 185
Transfers and grants		215 869	145 916	167 060	114 758	159 340	-	-	62 724	65 860	69 153
Other expenditure	4, 5	213 157	229 015	196 241	106 942	114 938	97 697	97 697	136 819	143 660	150 843
Loss on disposal of PPE											
Total Expenditure		751 607	749 859	771 184	624 545	689 822	450 910	450 910	612 320	642 936	675 082
Surplus/(Deficit)		174 274	107 325	159 156	40 594	31 763	198 516	216 769	52 878	55 476	58 250
Transfers recognised - capital					306 882	307 509			357 460	375 333	394 100
Contributions recognised - capital	6	-	-	-	-	-	-	-	-	-	-
Contributed assets											
Surplus/(Deficit) after capital transfers & contributions		174 274	107 325	159 156	347 476	339 272	198 516	216 769	410 339	430 810	452 350
Taxation											
Surplus/(Deficit) after taxation		174 274	107 325	159 156	347 476	339 272	198 516	216 769	410 339	430 810	452 350
Attributable to minorities											



Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
					Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome							
Surplus/(Deficit) attributable to municipality		174 274	107 325	159 156	347 476	339 272	198 516	216 769	410 339	430 810	452 350
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		174 274	107 325	159 156	347 476	339 272	198 516	216 769	410 339	430 810	452 350

Table A5: Consolidated Budget Capital Expenditure by vote, standard classification & funding

Source: Ugu District Municipality Final Budget 2013/2014

Vote Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
					Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome							
CAPITAL EXPENDITURE - VOTE											
MULTI-YEAR EXPENDITURE TO BE APPROPRIATED REF: 1											
Vote 1 - Executive & Council		2 624	75	638	-	-	-	-	-	-	-
Vote 2 - Finance and Administration		9 317	4 250	3 856	500	3 243	2 919	2 919	3 503	738	775
Vote 3 - Infrastructure and Economic Development		67 966	18	-	-	-	-	-	2 469	-	-
Vote 4 - Water		236 061	156 187	163 209	273 906	217 666	195 899	195 899	310 371	325 890	342 184
Vote 5 - Waste Water Management		60 324	41 215	22 753	21 200	57 909	52 118	52 118	48 720	51 156	53 714
Vote 6 - Public Safety		-	18	-	-	3 000	2 700	2 700	9 700	-	-
Vote 7 - Environmental Protection		-	-	-	-	-	-	-	-	-	-
Vote 8 - Market		2 718	387	-	-	-	-	-	-	-	-
Vote 9 - Sports and Recreation		-	6 874	77	-	250	225	225	-	-	-
Capital multi-year expenditure sub-total	7	379 011	209 025	190 532	295 606	282 068	253 861	253 861	374 763	377 784	396 673
SINGLE-YEAR EXPENDITURE TO BE APPROPRIATED REF: 2											
Vote 1 - Executive & Council		-	-	-	-	-	-	-	-	-	-
Vote 2 - Finance and Administration		-	-	-	-	-	-	-	-	-	-
Vote 3 - Infrastructure and Economic Development		-	-	-	-	-	-	-	-	-	-



Vote Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
					Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Vote 4 - Water		-	-	-	-	-	-	-	-	-	-
Vote 5 - Waste Water Management		-	-	-	-	-	-	-	-	-	-
Vote 6 - Public Safety		-	-	-	-	-	-	-	-	-	-
Vote 7 - Environmental Protection		-	-	-	-	-	-	-	-	-	-
Vote 8 - Market		-	-	-	-	-	-	-	-	-	-
Vote 9 - Sports and Recreation		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Vote		379 011	209 025	190 532	295 606	282 068	253 861	253 861	374 763	377 784	396 673
CAPITAL EXPENDITURE - STANDARD											
Governance and administration		11 941	4 326	4 493	2 500	3 243	2 919	2 919	3 503	3 678	3 862
Executive and council		2 624	75	638			-	-			
Budget and treasury office				35		743	669	669	703	738	775
Corporate services		9 317	4 250	3 821	2 500	2 500	2 250	2 250	2 800	2 940	3 087
Community and public safety		-	6 893	77	-	3 250	2 925	2 925	9 700	10 185	10 694
Community and social services							-	-			
Sport and recreation			6 874	77		250	225	225		-	-
Public safety			18			3 000	2 700	2 700	9 700	10 185	10 694
Housing											
Health											
Economic and environmental services		70 685	18	-	-	-	-	-	2 469	-	-
Planning and development		67 966	18						2 469		
Road transport											
Environmental protection		2 718									
Trading services		296 385	197 401	185 962	321 882	275 575	248 017	248 017	359 091	377 046	395 898
Electricity											
Water		236 061	156 186	163 209	281 182	217 666	195 899	195 899	310 371	325 890	342 184
Waste water management		60 324	41 215	22 753	40 700	57 909	52 118	52 118	48 720	51 156	53 714
Waste management											
Other			387								
Total Capital Expenditure - Standard	3	379 011	209 024	190 532	324 382	282 068	253 861	253 861	374 763	390 909	410 454
FUNDED BY:											
National Government		261 457	104 525	164 331	284 882	247 218	222 496	222 496	358 272	376 186	394 995



Vote Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Provincial Government				18 821	15 700	11 050	9 945	9 945	2 469	2 592	2 722
District Municipality											
Other transfers and grants					6 300	6 300					
Transfers recognised - capital	4	261 457	104 525	183 152	306 882	264 568	232 441	232 441	360 741	378 778	397 717
Public contributions & donations	5		11 260								
Borrowing	6	82 437	61 180		10 000	10 000	9 000	9 000		-	-
Internally generated funds		35 117	32 059	7 381	7 500	7 500	6 750	6 750	14 022	14 723	15 459
Total Capital Funding	7	379 011	209 024	190 532	324 382	282 068	248 191	248 191	374 763	393 501	413 176

Table A6: Consolidated Budget Financial Position

Source: Ugu District Municipality Final Budget 2013/2014

Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
ASSETS: CURRENT ASSETS											
Cash		152 737	41 710	54 643	20 546	54 643	54 643	54 643	58 468	61 391	64 461
Call investment deposits	1	0	0	0	5	5	5	5	5	6	6
Consumer debtors	1	45 276	39 217	67 338	58 821	48 033	48 033	48 033	51 396	53 966	56 664
Other debtors		24 292	40 854	9 909	7 646	24 685	24 685	24 685	26 413	27 734	29 120
Current portion of long-term receivables		11	13	-	8	8	8	8	8	9	9
Inventory	2	7 547	7 218	8 973	6 826	8 960	8 960	8 960	9 587	10 067	10 570
Total current assets		229 863	129 012	140 863	93 852	136 334	136 334	136 334	145 878	153 172	160 830
NONCURRENT ASSETS											
Long-term receivables		29	26	10	22	9 562	9 562	9 562	10 231	10 743	11 280
Investments			0	-							
Investment property											
Investment in Associate											
Property, plant and equipment	3	1 647 572	1 801 766	1 936 488	1 569 467	1 936 395	1 936 395	1 936 395	2 071 943	2 175 540	2 284 317
Agricultural											
Biological											
Intangible		12 156	13 694	12 914	7 989	-	-	-	-	-	-



Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Other non-current assets				0							
Total non current assets		1 659 757	1 815 487	1 949 411	1 577 478	1 945 957	1 945 957	1 945 957	2 082 174	2 186 283	2 295 597
TOTAL ASSETS		1 889 620	1 944 499	2 090 274	1 671 330	2 082 291	2 082 291	2 082 291	2 228 052	2 339 454	2 456 427
LIABILITIES : CURRENT LIABILITIES											
Bank overdraft	1	4	-	7	-						
Borrowing	4	34 285	12 863	-	9 868	14 417	14 417	14 417	15 426	16 197	17 007
Consumer deposits		17 766	18 267	18 790	19 036	19 036	19 036	19 036	20 369	21 387	22 456
Trade and other payables	4	308 538	279 790	298 657	202 062	368 290	368 290	368 290	394 070	413 774	434 463
Provisions		2 159	2 912	2 166	3 862	3 862	3 862	3 862	4 132	4 339	4 556
Total current liabilities		362 751	313 831	319 620	234 828	405 605	405 605	405 605	433 997	455 697	478 482
NONCURRENT LIABILITIES											
Borrowing		221 209	215 184	198 016	209 158	209 158	209 158	209 158	223 799	234 989	246 738
Provisions		27 517	30 016	28 015	34 112	24 631	24 631	24 631	26 355	27 673	29 057
Total non current liabilities		248 726	245 200	226 031	243 270	233 789	233 789	233 789	250 154	262 662	275 795
TOTAL LIABILITIES		611 478	559 032	545 651	478 098	639 394	639 394	639 394	684 151	718 359	754 277
NET ASSETS	5	1 278 142	1 385 467	1 544 623	1 193 232	1 442 898	1 442 898	1 442 898	1 543 900	1 621 095	1 702 150
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)		658 393	671 869	644 201	370 783	650 546	650 546	650 546	696 084	730 888	767 433
Reserves	4	619 749	713 598	900 423	822 448	898 510	898 510	898 510	961 406	1 009 476	1 059 950
Minorities' interests											
TOTAL COMMUNITY WEALTH/EQUITY	5	1 278 142	1 385 467	1 544 623	1 193 231	1 549 056	1 549 056	1 549 056	1 657 490	1 740 364	1 827 383



Table A7: Consolidated Budget Budgeted Cash Flow

Source: Ugu District Municipality Final Budget 2013/2014

Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Ratepayers and other		306 371	323 551	335 596	287 053	258 750	232 875	232 875	264 000	277 200	291 060
Government - operating	1	264 822	345 839	232 674	322 541	321 879	289 691	289 691	316 273	332 086	348 690
Government - capital	1	261 457	104 525	303 177	306 882	307 509	276 758	276 758	357 460	375 333	394 100
Interest		48 360	23 233	2 183	2 000	2 000	1 800	1 800	-	-	-
Dividends											
Payments											
Suppliers and employees		(466 622)	(502 807)	(469 594)	(413 323)	(375 563)	(319 229)	(319 229)	(430 908)	(452 454)	(475 077)
Finance charges		(9 300)	(20 978)	(18 293)	(17 972)	(16 402)	(13 942)	(13 942)	(19 000)	(19 950)	(20 948)
Transfers and Grants	1	(215 869)	(145 715)	(167 060)	(114 758)	(159 340)	(135 439)	(135 439)	(66 495)	(69 820)	(73 311)
NET CASH FROM/(USED) OPERATING ACTIVITIES		189 219	127 647	218 684	372 422	338 833	332 515	332 515	421 330	442 396	464 516
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE									-	-	-
Decrease (Increase) in non-current debtors											
Decrease (increase) other non-current receivables									-	-	-
Decrease (increase) in non-current investments									-	-	-
Payments											
Capital assets		(386 496)	(212 192)	(190 532)	(306 882)	(224 883)	(191 151)	(191 151)	(374 763)	(393 501)	(413 176)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(386 496)	(212 192)	(190 532)	(306 882)	(224 883)	(191 151)	(191 151)	(323 732)	(289 036)	(303 488)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans										-	-



Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Borrowing long term/refinancing		148 667	8 199							-	-
Increase (decrease) in consumer deposits					800	800	720	720	180	189	199
Payments											
Repayment of borrowing		(10 482)	(35 646)	(15 614)	(17 972)	(15 204)	(12 923)	(12 923)	(17 249)	(18 111)	(19 017)
NET CASH FROM/(USED) FINANCING ACTIVITIES		138 185	(27 447)	(15 614)	(17 172)	(14 404)	(12 203)	(12 203)	(17 069)	(17 922)	(18 818)
NET INCREASE/ (DECREASE) IN CASH HELD		(59 092)	(111 992)	12 537	48 368	99 546	129 161	129 161	29 498	30 973	32 521
Cash/cash equivalents at the year begin:	2	196 102	137 010	25 018	54 636	54 636	54 636	54 636	98 996	128 494	159 467
Cash/cash equivalents at the year end:	2	137 010	25 018	37 554	103 004	154 182	183 797	183 797	128 494	159 467	191 989

Table A8: Consolidated Cash backed reserves / accumulated surplus reconciliation

Source: Ugu District Municipality Final Budget 2013/2014

Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
CASH AND INVESTMENTS AVAILABLE											
Cash/cash equivalents at the year end	1	137 010	25 018	37 554	103 004	154 182	183 797	183 797	609 544	1 138 556	1 694 019
Other current investments > 90 days		15 722		17 081	(61 289)	(99 534)	(129 149)	(129 149)	(551 070)	(1 077 159)	(1 629 552)
Non current assets - Investments	1	-	0	-	-	-	-	-	-	-	-
Cash and investments available:		152 732		54 636	41 715	54 648	54 648	54 648	58 473	61 397	64 467
APPLICATION OF CASH AND INVESTMENTS											
Unspent conditional transfers		185 581	129 080	117 193	93 246	93 246	93 246	93 246	99 773	104 762	110 000
Unspent borrowing		-	-	-	10 000	10 000	10 000		10 700	11 235	11 797
Statutory requirements	2										
Other working capital requirements	3	69 023	84 677	118 059	52 511	212 237	212 237	215 782	206 910	217 244	228 107
Other provisions											
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5					129					



Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
					R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast
Total Application of cash and investments:		254 604	213 757	235 252	155 757	315 612	315 483	309 028	317 383	333 241	349 903
Surplus(shortfall)		(101 871)		(180 616)	(114 042)	(260 964)	(260 835)	(254 380)	(258 910)	(271 844)	(285 436)
OTHER WORKING CAPITAL REQUIREMENTS											
Debtors		53 934	66 033	63 405	56 305	62 807	62 807	59 262	87 387	91 768	96 356
Creditors due		122 957	150 710	181 464	108 816	275 044	275 044	275 044	294 297	309 012	324 463
Total		(69 023)	(84 677)	(118 059)	(52 511)	(212 237)	(212 237)	(215 782)	(206 910)	(217 244)	(228 107)

Table A9: Consolidated Asset Management

Source: Ugu District Municipality Final Budget 2013/2014

Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework			
					R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast
CAPITAL EXPENDITURE											
Total New Assets	1	379 011	212 192	–	324 382	282 068	253 861	362 419	380 540	399 566	
Infrastructure - Road transport		–	–	–	100	–	–	–	–	–	
Infrastructure - Water		210 739	134 431	–	265 432	202 166	181 949	290 704	305 240	320 502	
Infrastructure - Sanitation		59 173	41 100	–	39 200	57 909	52 118	41 643	43 725	45 911	
Infrastructure - Other		–	–	–	–	–	–	–	–	–	
Infrastructure		269 912	175 531	–	304 732	260 075	234 067	332 347	348 964	366 413	
Community		67 484	6 875	–	–	–	–	2 469	2 592	2 722	
Investment properties		–	–	–	–	–	–	–	–	–	
Other assets	6	41 615	29 787	–	19 650	21 500	19 350	27 000	28 350	29 768	
Intangibles		–	–	–	–	493	444	603	633	664	
Total Capital Expenditure	4										
Infrastructure - Road transport		–	–	–	100	–	–	–	–	–	
Infrastructure - Water		210 739	134 431	–	265 432	202 166	181 949	290 704	305 240	320 502	
Infrastructure - Sanitation		59 173	41 100	–	39 200	57 909	52 118	41 643	43 725	45 911	
Infrastructure - Other		–	–	–	–	–	–	–	–	–	
Infrastructure		269 912	175 531	–	304 732	260 075	234 067	332 347	348 964	366 413	



Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
CAPITAL EXPENDITURE										
Community		67 484	6 875	–	–	–	–	2 469	2 592	2 722
Other assets		41 615	29 787	–	19 650	21 500	19 350	27 000	28 350	29 768
Intangibles		–	–	–	–	493	444	603	633	664
TOTAL CAPITAL EXPENDITURE - Asset class	2	379 011	212 192	–	324 382	282 068	253 861	362 419	380 540	399 566
ASSET REGISTER SUMMARY - PPE (WDV)										
Intangibles		12 156	13 694	12 914	7 989	–	–	–	–	–
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	12 156	13 694	12 914	7 989	–	–	–	–	–
EXPENDITURE OTHER ITEMS										
Depreciation & asset impairment		44 718	49 236	56 281	57 947	60 862	51 732	69 537	73 014	76 665
Repairs and Maintenance by Asset Class	3	31 616	20 658	17 598	29 645	22 769	21 630	29 000	30 450	31 973
<i>Infrastructure - Road transport</i>		1 182	1 029	2 747	5 196	3 760	3 572	5 196	5 456	5 729
<i>Infrastructure - Electricity</i>		–	–	–	–	–	–	–	–	–
<i>Infrastructure - Water</i>		16 009	8 515	6 556	13 093	9 234	8 772	12 448	13 070	13 724
<i>Infrastructure - Sanitation</i>		338	984	323	394	539	512	394	413	434
<i>Infrastructure - Other</i>		–	–	–	–	–	–	–	–	–
Infrastructure		17 528	10 529	9 626	18 682	13 533	12 857	18 038	18 940	19 887
Other assets	6, 7	14 088	10 129	7 972	10 963	9 236	8 774	10 963	11 511	12 086
TOTAL EXPENDITURE OTHER ITEMS		76 334	69 894	73 879	87 592	83 630	73 363	98 537	103 464	108 637
Renewal of Existing Assets as % of total capex		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Renewal of Existing Assets as % of deprecn"		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
R&M as a % of PPE		1.9%	1.1%	0.9%	1.9%	1.2%	1.1%	1.4%	1.4%	1.4%
Renewal and R&M as a % of PPE		260.0%	151.0%	136.0%	371.0%	0.0%	0.0%	0.0%	0.0%	0.0%



Table A10: Consolidated Basic Service Delivery Measurement

Source: Ugu District Municipality Final Budget 2013/2014

Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
					R thousand	Outcome	Outcome	Outcome	Budget	Adjusted Budget
Household service targets: Water										
Piped water inside dwelling		39	43	44	51 444	35 000	35 000	36 750	38 588	40 517
Piped water inside yard (but not in dwelling)		1	3	4	-					
Using public tap (at least min.service level)	2	-	40	41	24 548	34 000	34 000	35 700	37 485	39 359
Other water supply (at least min.service level)	4		18	19	-					
<i>Minimum Service Level and Above sub-total</i>		40	104	107	75 992	69 000	69 000	72 450	76 073	79 876
Using public tap (< min.service level)	3									
Other water supply (< min.service level)	4				75 628	82 482	82 482	86 606	90 936	95 483
No water supply		65	46	47	-					
<i>Below Minimum Service Level sub-total</i>		65	46	47	75 628	82 482	82 482	86 606	90 936	95 483
Total number of households	5	105	150	154	151 620	151 482	151 482	159 056	167 009	175 359
Sanitation/sewerage										
Flush toilet (connected to sewerage)		19	13	14	16 881	16 881	16 881	17 725	18 611	19 542
Flush toilet (with septic tank)		1	5	6	27 000	18 284	18 284	19 198	20 158	21 166
Chemical toilet		-	-	1	140	140	140	147	154	162
Pit toilet (ventilated)		71	56	57	85 991	85 991	85 991	90 291	94 805	99 545
Other toilet provisions (> min.service level)		1	9	10						
<i>Minimum Service Level and Above sub-total</i>		92	83	87	130 012	121 296	121 296	127 361	133 729	140 415
Bucket toilet										
Other toilet provisions (< min.service level)					21 608	30 324	30 324	31 840	33 432	35 104
No toilet provisions		-	9	10	-					
<i>Below Minimum Service Level sub-total</i>		-	9	10	21 608	30 324	30 324	31 840	33 432	35 104
Total number of households	5	92	92	97	151 620	151 620	151 620	159 201	167 161	175 519
Energy										
Electricity (at least min.service level)										
Electricity - prepaid (min.service level)										
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Electricity (< min.service level)										
Electricity - prepaid (< min. service level)										
Other energy sources										
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-



Refuse										
Removed at least once a week										
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Removed less frequently than once a week										
Using communal refuse dump										
Using own refuse dump										
Other rubbish disposal										
No rubbish disposal										
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Households receiving Free Basic Service										
Water (6 kilolitres per household per month)			83	83	75 992	75 992	75 992	79 792	83 781	87 970
Sanitation (free minimum level service)			64	64	85 991	85 991	85 991	90 291	94 805	99 545
Electricity/other energy (50kwh per household per month)										
Refuse (removed at least once a week)										
Cost of Free Basic Services provided (R'000)	8									
Water (6 kilolitres per household per month)			2 070	2 071	47 739	47 739	47 739	50 125 773	52 632 061	55 263 664
Sanitation (free sanitation service)			2 070	2 071						
Electricity/other energy (50kwh per household per month)										
Refuse (removed once a week)										
Total cost of FBS provided (minimum social package)		-	4	4	47 739	47 739	47 739	50 126	52 632	55 264
Highest level of free service provided										
Property rates (R value threshold)										
Water (kilolitres per household per month)		6	6		6	6	6	6	7	7
Sanitation (kilolitres per household per month)										
Sanitation (Rand per household per month)										
Electricity (kwh per household per month)										
Refuse (average litres per week)										
Revenue cost of free services provided (R'000)										
Property rates (R15 000 threshold rebate)										
Property rates (other exemptions, reductions and rebates)										
Water			1 077	1 078	99 272 377	99 272 377	99 272 377	104 235 996	109 447 796	114 920 185



Sanitation										
Electricity/other energy										
Refuse										
Municipal Housing - rental rebates										
Housing - top structure subsidies	6									
Other										
Total revenue cost of free services provided (total social package)		-	1	1	99 272	99 272	99 272	104 236	109 448	114 920



CHAPTER 7: ANNUAL OPERATIONAL PLAN (SDBIP)

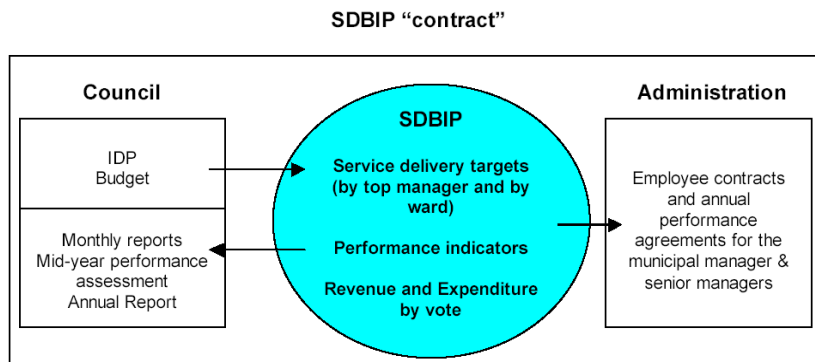
7.1 Background

The Service Delivery Budget Implementation Plan (SDBIP) of the new Ugu District Municipality for the financial year 2013/14. It was developed on the basis of the Council approved first IDP and MTREF and will reflect the implementation of service delivery goals for the new political term and serves as an Annual Operational Plan. The SDBIP 2013/14 is a detailed plan for implementing the delivery of services and the budget for the 2013/14 financial year as per the Municipal Finance Management Act.

The SDBIP therefore serves as a contract between the administration, council and the community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. The SDBIP facilitates the process of holding management accountable for their performance. It provides the basis for measuring performance in the delivery of services.

7.2 Legislative Mandates

The Municipal Finance Management Act (MFMA) requires the municipalities to prepare a Service Delivery and Budget Implementation Plan (SDBIP). The SDBIP gives effect to IDP and budget of the municipality and will only be possible if the IDP and the budget are fully aligned with each other as required by the MFMA. The SDBIP can therefore be seen as the "contract" between the administration, council and the community expressing goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This then provides basis for measuring performance in service delivery against end – of – the year targets and implementing the budget. The diagram below best illustrates this:





The SDBIP is a management, implementation and monitoring tool that provides a vital link between the mayor, council (executive) and the administration, and facilitates the process of holding the management accountable for its performance. If properly formulated, the SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council.

7.3 The SDBIP Process

The Municipal Finance Management Act and the guiding MFMA circular requires the following to be included in the SDBIP of a municipality:

- I. Monthly projection of revenue to be collected for each source
- II. Monthly projections of expenditure (operating and capital) and revenue for each vote
- III. Quarterly projections of service delivery targets and performance indicators for each vote
- IV. Ward information for the delivery of a specific service

The MFMA prescribes that each municipality must compile its SDBIP. The Mayor of the municipality is required to approve the SDBIP within 28 days after the approval of the budget and table the same at a Municipal Council meeting and made public no later than 14 days after approval for information.

National Treasury's MFMA Circular No.13 further states that the SDBIP is a layered plan, once the top-layer targets have been set as in this document, the various departments of the municipality develop the next lower-level.

The organisation of the SDBIP is in terms of the prescribed Key Performance Areas:

- Basic Service Delivery
- Municipal Institutional Development and Transformation
- Local Economic Development (LED)
- Municipal Financial Viability and Management
- Good Governance and Public Participation



7.4 Monitoring and Evaluation

The Municipal Council has approved Performance Management System Policy Framework and Procedural Manual in 2012. The performance management system makes provisions for the Quarterly and Mid-year performance reporting and reviews on the implementation of the SDBIP.

The key focus areas and service delivery targets for the 2013/2014 are outlined in the Draft 2013 / 2014 SDBIP attached as **Annexure 11**.



CHAPTER 8: ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

8.1 Background

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, and 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.



8.2 Ugu District Municipality's 5 Year Municipal Scorecard

UGU DISTRICT MUNICIPALITY FIVE YEAR MUNICIPAL SCORECARD FOR 2012/2013 to 2016/2017																					
IDP Priority	KPA	Strategic Objective	Programme	Measurable Objective / Output	Key Performance Indicator	2013/2014			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality
						Demand	Baseline	Backlog	Target		Target		Target		Target		Target				
									Project ed	Act ual	Proje cted	Act ual	Proje cted	Act ual	Proje cted	Act ual	Proje cted	Act ual			
INFRASTRUCTURE INVESTMENT (ROADS, WATER, SANITATION, ELECTRICITY, HOUSING)	BASIC SERVICE DELIVERY & INFRASTRUCTURAL DEVELOPMENT	To provide access to sustainable quality drinking water and sanitation services	Provision of households with Water Services	Stick Farm Water Supply (AFA) MIS 177240	No. HH Water Connections	520	N/A	N/A	0		520		0		0		0		Water Services	R 3 466 710	Vulamehlo LM
				Dududu Water Reticulation Infills	No. HH Water Connections	1245	N/A	N/A	0		0		1245		0		0			R 1 333 350	
				Kwaxolo Bulk Water Supply	No. HH Water Connections	700	N/A	N/A	0		700		0		0		0			R 1 777 800	Hibiscus Coast LM
				Kwaxolo Water Supply: Reticulation	No. HH Water Connections	140	N/A	N/A	0		140		0		0		0		R 4 888 950		
				Kwanyuswa Water Scheme - Phase 3 (AFA) MIS 194753	No. HH Water Connections	1457	N/A	N/A	0		457		1000		0		0		R 13 333 500	Ezingoleni LM	
				Mathulini Water Supply Phases 4-7	No. HH Water Connections	720	N/A	N/A	0		720		0		0		0		R 4 444 500	Umzambe LM	
				Mhlabatshane Regional Water Supply Scheme	No. HH Water Connections	6500	N/A	N/A	0		1500		2000		3000		0		R 44 099 270		
				Greater Vulamehlo Water Scheme	No. HH Water Connections	9000	N/A	N/A	0		9000		0		0		0		R 2 222 250	Vulamehlo LM	
				Umtamvuna Water Works Raw Water Upgrade	No. HH Water Connections	19225	N/A	N/A	0		0		0		19225		0		R 11 855 500	Ezingoleni LM	



INFRASTRUCTURE INVESTMENT (ROADS, WATER, SANITATION, ELECTRICITY, HOUSING)																
BASIC SERVICE DELIVERY & INFRASTRUCTURAL DEVELOPMENT																
To provide access to sustainable quality drinking water and sanitation services																
Provision of households with Water Services																
Mabheleni East Water Project	No. HH Water Connections	210 00	N/A	N/A	0		0		0		2100 0		0		R 1 066 680	Umzumbe LM
Harding Weza Regional Bulk Water Supply	No. HH Water Connections	271 27	N/A	N/A	0		0		0		2712 7		0		R 1 333 350	Umuziwabantu LM
Planning (AFA) MIS 207998	No. HH Water Connections	700	N/A	N/A	0		700		0		0		0		R 8 889 000	Vulamehlo LM
Thoyane Water Project Phases 4 & 7	No. HH Water Connections	840 00	N/A	N/A	0		0		0		8400 0		0		R 15 278 000	
Umzimkhulu Bulk Water Augmentation Scheme Stage	No. HH Water Connections	871	N/A	N/A	0		871		0		0		0		R 13 333 500	Umzumbe LM
Maphumulo Water Supply	No. HH Water Connections	631	N/A	N/A	0		631		0		0		0		R 2 666 700	
Masinenge Bulk Water and Sanitation Project	No. HH Water Connections	646 9	N/A	N/A	0		969		3000		2500		0		R 33 924 517	Hibiscus Coast LM
Msikaba and Surrounds Water Supply Scheme	No. HH Water Connections	230 0	N/A	N/A	0		2300		0		0		0		R 21 667 000	
Umzinto Slum Clearance: Farm IsontiLow cost Housing Water and Sanitation Scheme	No. HH Water Connections	150 00	N/A	N/A	0		4000		5000		6000		0		R 20 000 000	Umdoni LM
Harding Waterworks Refurbishment	No. HH Water Connections	500 0	N/A	N/A	0		0		5000		0		0		R 3 000 000	Umuziwabantu LM
Ezingoleni Bulk Water Extensions Phase 2 (AFA) MIS 210670	No. HH Water Connections	740	N/A	N/A	0		740		0		0		0		R 5 000 000	Ezingoleni LM



INFRASTRUCTURE INVESTMENT (ROADS, WATER, SANITATION, ELECTRICITY, HOUSING)																		
BASIC SERVICE DELIVERY & INFRASTRUCTURAL DEVELOPMENT																		
To provide access to sustainable quality drinking water and sanitation services																		
Provision of households with Water Services	Gamalakhe Bulk Water Supply	No. HH Water Connections	6285	N/A	N/A	0	0	6285	0	0							R 1 333 350	Hibiscus Coast LM
	Harding/ Weza Dam	No. HH Water Connections	27127	N/A	N/A	0	0	0	27127	0							R 5 000 000	Umuziwabantu LM
	KwaLembe Water Supply Scheme Extension	No. HH Water Connections	1623	N/A	N/A	0	0	1623	0	0							R 1 500 000	Vulamehlo LM
	Vulamehlo Cross Border Water Supply Scheme	No. HH Water Connections	23569	N/A	N/A	0	0	0	23569	0							R 1 500 000	
	Mazakhele Bulk Water Scheme	No. HH Water Connections	1103	N/A	N/A	0	1103	0	0	0	0						R 1 500 000	Umuziwabantu LM
	Springs & Boreholes	No. Rehabilitated	800	N/A	N/A	0	800	0	0	0	0						R 1 500 000	All
	Malangeni Housing	No. HH Water Connections	1800	N/A	N/A	0	0	1800	0	0	0						R 1 000 000	Umdoni LM
Upgrade & Repair of Aging Infrastructure	Water Pipeline Replacements	Km of Pipeline replacement	300 km	N/A	N/A	0	300 km	N/A	N/A	NA							R 20 000 000	All
	Meter Replacement Project	Number of water meters replaced	6600	0	N/A	2 220	3 000	1380	N/A	NA							R 622 230	All
	Smart Metering - Pilot		800	N/A	N/A		800	0	0	0							R 2 400 000	Hibiscus Coast LM
Provision of Households with Sanitation Services	Hibiscus and Umzumbe VIP sanitation	No. HH Provided with Sanitation	2800	N/A	N/A		2800	0	0	0							R 7 480 000.00	Hibiscus Coast / Umzumbe LMs
	Umzinto Slum Clearance: Farm Isonti Low cost Housing Sanitation Scheme	No. HH Provided with Sanitation	2300	N/A	N/A		500	900	900	0							R 15 000 000.00	Umdoni LM
													Water Services					



		Provision of Households with Sanitation Services	Implementation of Masinenge Bulk Sanitation	No. HH Provided with Sanitation	800	N/A	N/A			800	0	0	0	Water Services	R 3 000 000.00	Hibiscus Coast LM					
			Malangeni housing project	No. HH Provided with Sanitation	1800	N/A	N/A			0	1800	0	0		R 5 000 000.00	Umdoni LM					
			Bhobhoyi / Mkholombe Sanitation	No. HH Provided with Sanitation	700	N/A	N/A			700	0	0	0		R 5 000 000.00	Hibiscus Coast LM					
			Uvongo WWTW (upgrade)	No. HH Provided with Sanitation	7600	N/A	N/A			2200	2200	3200	00-Jan-00		R 13 000 000.00	Hibiscus Coast LM					
			Harding Sanitation	No. HH Provided with Sanitation	850	N/A	N/A			850	0	0	0		R 13 000 000.00	Umuziwanabantu LM					
Institutional Development & Municipal Transformation	To develop and promote an integrated sustainable environment	Implementation of OPMS at all levels	Implementation of OPMS	Annual Review of OPMS	N/A	30-Jun-12	N/A	30-Jun-13		30-Jun-14		30-Jun-15		30-Jun-16		30-Jun-17	Office of the MM	R 0.00	N/A		
				No. of Quarterly Reviews per Annum	N/A	4	N/A	4		4		4		4		4			R 0.00	N/A	
			Implementation of IPMS	Date IPMS adopted	N/A	Only level 2	N/A	N/A		30-Sep-13		N/A		N/A		N/A			N/A	R 0.00	N/A
				No. Of IPMS level 2 & 3 Contracts Developed	29	5	24	N/A		24		N/A		N/A		N/A			N/A	R 0.00	N/A
		Policy Development & Update	HR Policy Procedure Manual	Date HR Policy Procedural Manual Adopted	N/A	N/A	N/A	N/A		30-Sep-13		N/A		N/A		N/A		N/A	Corporate Services	R 0.00	N/A



INSTITUTIONAL INTEGRATION AND COORDINATION (INSTITUTIONAL DEVELOPMENT, REVIEW OF ORGANAGRAM, WORKFORCE, PRINCIPLES DEVELOPMENT)		Institutional Development & Municipal Transformation																	
To develop and promote an integrated sustainable environment																			
Skills Development	Date annual Review HR Policy Procedural Manual Adopted	N/A	N/A	N/A	N/A			N/A			30-Jun-14		30-Jun-15		30-Jun-16		Corporate Services	R 0.00	N/A
	Date Annual Review of WSP Adopted	N/A	N/A	N/A	30-Jun-13			30-Jun-14			30-Jun-15		30-Jun-16		30-Jun-17			R 2 500 000.00	N/A
Skills Development	No. Of Employees trained per annum	N/A	117	N/A	120			120			120		120		120		Corporate Services	R 2 500 000.00	N/A
	Labour Relations	sound employer/employee relations	No. Of LLFs Held per annum	N/A	4	N/A	4			4			4		4			R 0.00	N/A
Employee Health & Wellness	Development of Employee Health and Wellness strategy.	Date Employee Health & Wellness Strategy Adopted	N/A	N/A	N/A	N/A			30-Dec-13			N/A		N/A		N/A	Corporate Services	R 350 000	N/A
Information and Communication technology	Sound and effective Information and Communications Technology	Date Network redesign completed	N/A	N/A	N/A	N/A			30-Jun-14			N/A		N/A		N/A		R 2 100, 000.00	N/A
		Date Secondary Data Centre Established	N/A	N/A	N/A	N/A			30-Jun-14			N/A		N/A		N/A	R 700 000	N/A	



			Secured Work Environment	Installation of Electronic surveillance security system in all municipal offices	Date Functional Electronic surveillance security system in place	N/A	N/A	N/A	N/A	N/A	30-Jun-15	N/A	N/A				R 0.00	N/A	
PEACE & STABILITY & REDUCE HIV & AIDS	Good Governance and Public Participation	To develop and promote an integrated sustainable environment	Sound & Effective Disaster Management	Implementation of Disaster management Plan	Date Disaster Risk Preparedness and Risk Reduction Plans Adopted	30-Jun-12	30-Jun-12	None	30-Jun-13		30-Jun-14	30-Jun-15		30-Jun-16		30-Jun-17	Corporate Services	R 240 000.00	All
					Date Disaster Risk Preparedness and Risk Reduction Plans Reviewed	30-Jun-12	30-Jun-12	None	30-Jun-13		30-Jun-14	30-Jun-15		30-Jun-16		30-Jun-17			
					No. of Disaster Risk Assessment Conducted	1	1	0	1		1	1		1		1			
					Date Response, Recovery & Emergency Response in Place	N/A	N/A	N/A	N/A		30-Jun-14	N/A		N/A		N/A		R 3 000 000.00	
		District Wide Intergovernmental Relations		Functional IGR Structures	Date District wide IGR Strategy Adopted	N/A	N/A	N/A	N/A		31-Dec-13	N/A	N/A		N/A		Office of the MM	R 0.00	All



PEACE & STABILITY & REDUCE HIV & AIDS		Good Governance and Public Participation		To create a conducive environment for participatory development													Office of the MM		
			% Implementation of District Wide IGR Strategy	N/A	N/A	N/A	100%		100%		100%		100%		100%			R 0.00	All
	Batho Pele Programme	implementation of change management programme	Date Change Management Strategy Adopted	N/A	N/A	N/A	N/A		31-Dec-13		N/A		N/A		N/A			R 0.00	N/A
	Enhancement of Public Participation	Strengthened Public Participation mechanisms	Adopted Public Participation Strategy	N/A	N/A	N/A	N/A		30-Jun-14		N/A		N/A		N/A			R 0.00	N/A
			No. Of Community Based Planning – ward plans Developd	84	2	82	2		20		20		20		21				R 0.00
	Effective Communication	Enhance corporate image	Date Communication Strategy Adopted	N/A	N/A	N/A	N/A		30-Jun-14		N/A		N/A		N/A			R 0.00	N/A
			Date Communication action plan Centralised	N/A	N/A	N/A	N/A		31-Dec-13		N/A		N/A		N/A				R 0.00
	Organisational Risk Reduction	Functional risk management processes	Date Risk Management Register Adopted	N/A	30-Sep-11		30-Sep-12		30-Sep-13		30-Sep-14		30-Sep-15		30-Sep-16			R 0.00	N/A
			Date legal risk mitigation Strategy Developed	N/A	N/A	N/A	N/A		30-Dec-13		N/A		N/A		N/A				R 0.00



ECONOMIC & SECTORAL DEVELOPMENT (JOB CREATION, EMPLOYMENT, LED PROJECTS, TOURISM, AGRICULTURE, RURAL DEVELOPMENT) & EDUCATION AND SKILLS DEVELOPMENT (SKILLS DEVELOPMENT, EDUCATION)																				
LOCAL ECONOMIC & SOCIAL DEVELOPMENT																				
To create a conducive environment for economic growth and job opportunities																				
Renewable Energy	Hydro Energy Project	Date Feasibility Study on Hydro Energy Project completed	N/A	N/A	N/A	N/A			30-Jun-14			N/A		N/A				R 100 000.00	N/A	
	Installation of LED Lights and Geysers	No. Of Buildings Installed	N/A	N/A	N/A	N/A			4			N/A		N/A				R 0.00	All	
	Maritime Sector	Harbour Development	No. of Harbours Developed	1	0	0	N/A			N/A		N/A		1			N/A		R 0.00	All
	Film Industry	Films enterprises support	Number of Films enterprises supported	N/A	1	0	1			1		2		2			1		R 100 000.00	All
	SMME Sector	Annual Training of Contractors in Nedbank Pilot Project	No. of trained Contractors members trained in Nedbank Pilot Project	N/A	27	N/A	30			30		30		30			30		R 0.00	All
		Annual Registration & Training Co-operatives	No. of Registered and Trained Co-operatives	N/A	N/A	N/A	10			10		10		10			10		R 100 000.00	All
		Annual Vendor Training on Craft Commercialization	No. of Vendors trained on craft commercialization	N/A	0	N/A	20			20		20		20			20		R 400 000.00	All
	Infrastructure & Economic Development																			



LOCAL ECONOMIC & SOCIAL DEVELOPMENT	Tourism Development	Increase in Number of Tourists visiting Ugu District	Percentage Increase in Number of Tourists visiting Ugu District	20 %	N/A	N/A	2%	3%	5%	5%	5%	Infrastructure & Economic Development	R 0.00	All	
		Marketing Strategy Developed	Date Marketing Strategy Developed	1	0	1	N/A	30-Jun-14	N/A	N/A	N/A		R 0.00	N/A	
		New Tourism Products in the Hinterland	Number of new tourism products in the hinterland	6	0	6	2	2	2	N/A	N/A		R 0.00	All	
	To create a conducive environment for participatory development	Coordination of programmes for vulnerable groups	Functional Vulnerable Groups Programmes per Annum	Number of Functional Vulnerable Groups Programmes in place	N/A	5	N/A	5	5	5	5	5	Office of the MM	R 220 000.00	All
Financial recovery plan	Improved Liquidity ratio.	02:01	02:01	N/A	N/A	02:01	02:01	02:01	02:01	02:01	02:01	TREASURY	R 0.00	N/A	
	Operation Clean Audit	Attainment of a Clean Audit Opinion	Clean Audit Report	N/A	N/A	N/A	Unqualified Audit Report	Clean Audit Report	Clean Audit Report	Clean Audit Report	Clean Audit Report		R 0.00	N/A	



FINANCIAL VIABILITY (CLEAN AUDIT, CORRUPTION)																			
Municipal Financial Viability and Management																			
To develop and maintain a financially viable and sustainable organization that achieves full compliance with legislation.																			
Supply Chain Management	Restructured SCM Unit with all SCM components	No. Of days taken before the awarding of tender	90 days	120 days	N/A	90 days		90 days		90 days		90 days		90 days				R 0.00	N/A
	Asset Management	Establishment of Inclusive Asset Management Section	Frequency of Accurate Asset Verification	1 per annum	1 per annum	0	1		1		1		1		1				R 0.00
Frequency of Asset Register Updates per Annum			1 per annum	1 per annum	0	1		1		1		1		1				R 0.00	N/A
Date obsolete municipal assets Disposed			N/A	N/A	N/A	N/A		27-Mar-14		N/A		N/A		N/A				R 0.00	N/A
% Completeness of the Asset Register			N/A	N/A	N/A	100%		100%		100%		100%		100%		100%		R 0.00	N/A
Revenue Management & Enhancement	Debt Collection Ratio	% Increase Debt Collection Ratio	N/A	N/A	N/A	98%		98%		98%		98%		98%				R 0.00	N/A
	Debt Collection Ratio	% Reduction Overdue Debt	N/A	N/A	N/A	20%		20%		20%		20%		20%				R 0.00	N/A
	Accurate Billing	% Accuracy in Billing	N/A	N/A	N/A	98%		98%		98%		98%		98%				R 0.00	N/A
	Non Revenue Water Reduction	Percentage Non Revenue Water Reduction	N/A	N/A	N/A	24%		24%		24%		24%		24%				R 0.00	N/A
																TREASURY			



CENTRALISED PLANNING & CLEAN ENVIRONMENT																					
Spatial Development and Environmental Management																					
To develop and promote an integrated sustainable environment																					
Legal Compliance & Fulfilment of Constitutional Obligation Spatial Equity	Functional Development Planning Structures	Date Development Planning Forum Established	N/A	N/A	N/A	31-Jul-12		N/A		N/A		N/A		N/A				Office of the MM	R 0.00	All	
		No. Of DPF Meetings held per Annum	N/A	N/A	N/A			6		6		6		6					Infrastructure & Economic Development	R 0.00	All
	Water Quality Monitoring	Water Samples	Number of Water Samples per Annum	N/A	400 / annum	N/A	400		400		400		400		400					R 0.00	All
		WSA Projects / Compliance Cases	No. of WSA Projects / Compliance Cases per Annum	N/A	16 / annum	N/A	16		16		16		16		16					R 0.00	All
	Environmental Health	Public Education & Awareness Workshops per Annum	No. of Public Education & Awareness Workshops per Annum	8 / annum	7	N/A	8		8		8		8		8					R 15 000.00	All
		Health and Hygiene Education strategy	Date Health & hygiene education strategy adopted	1	None	1	30-Jun-13		N/A		N/A		N/A		N/A					R 200 000.00	All
		Public Health By-Laws	Date Draft public health by-laws adopted	N/A	Drafts	N/A	30-Jun-13		N/A		N/A		N/A		N/A					R 0.00	All



CENTRALISED PLANNING & CLEAN ENVIRONMENT		To develop and promote an integrated sustainable environment														Infrastructure & Economic Development			
Spatial Development and Environmental Management																			
Food control	Environmental Health Service devolution	Date Environmental Health Service devolution finalised	N/A	District / urban based MHS	N/A	30-Jun-13			N/A		N/A		N/A		N/A			R 0.00	All
	Microbial Samples per Annum	Number microbial samples	N/A	N/A	N/A	100			100		100		100		100			R 50 000.00	All
	Inspections & Actions Taken	Number of inspections and actions taken	N/A	N/A	N/A	160			160		160		160		160				All
Environmental Management Integrated Planning	Environmental Management Plan	Date Environmental Management Plan Adopted	N/A	N/A	N/A	30-Jun-13			N/A		N/A		N/A		N/A			R 200 000.00	All
	Air Quality Management Plan	Date Air Quality Management Plan Adopted	N/A	N/A	N/A	30-Jun-13			N/A		N/A		N/A		N/A			R 914 000.00	All
	AE Licenses	No. AE Licenses Issued per Annum	N/A	N/A	N/A	10			10		10		10		10				All
Waste management	IWMP programmes Implementation	No. of IWMP Programmes Implemented	N/A	N/A	N/A	0			2		1		2		2				All
Climate Change	Climate Change programmes	No. Of Green Projects	N/A	N/A	N/A				1		1		1		1			R422,000	All



CENTRALISED PLANNING & CLEAN ENVIRONMENT	Spatial Development and Environmental Management	To develop and promote an integrated sustainable environment	Integrated Coastal management	Projects Coordination	Number of projects Coordinated	N/A	N/A	N/A			2						Infrastructure & Economic Development	R15,000	All
			Stakeholder Forum	No. of stakeholder forum Meetings per Annum	N/A	5	N/A	5		5		5		5		5			
			environmental protection and biodiversity conservation	Invasive Alien Species (IASP) Clearance Programmes/Projects	No. of Invasive Alien Species (IASP) Clearance Programmes/Projects	N/A	1	N/A	1		1		1		1			1	



8.3 Ugu District 2013 / 2014 Organisational Scorecard

UGU DISTRICT MUNICIPALITY FIVE YEAR MUNICIPAL SCORECARD FOR 2012/2013 to 2016/2017																					
IDP PRIORITY	KPA	STRATEGIC OBJECTIVE	PROGRAMME	MEASURABLE OBJECTIVE / OUTPUT (Project)	KEY PERFORMANCE INDICATOR	2013/2014			Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual		Responsible Dept	Budget	Locality
						Demand	Baseline	Backlog	Target		Target		Target		Target		Target				
									Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual			
INFRASTRUCTURE INVESTMENT (ROADS, WATER, SANITATION, ELECTRICITY, HOUSING)	BASIC SERVICE DELIVERY & INFRASTRUCTURAL DEVELOPMENT	To provide access to sustainable quality drinking water and sanitation services	Provision of households with Water Services	Stick Farm Water Supply (AFA) MIS 177240	No. HH Water Connections		N/A	N/A	0		0		0		520		520		Water Services	R 3 466 710	Vulamehlo LM
				Kwaxolo Bulk Water Supply	No. HH Water Connections		N/A	N/A	0		0		0		700		700			R 1 777 800	Hibiscus Coast LM
				Kwaxolo Water Supply: Reticulation	No. HH Water Connections		N/A	N/A	0		0		0		140		140			R 4 888 950	
				Kwanyuswa Water Scheme - Phase 3 (AFA) MIS 194753	No. HH Water Connections		N/A	N/A	0		0		0		457		457			R 13 333 500	Ezingoleni LM
				Mathulini Water Supply Phases 4-7	No. HH Water Connections		N/A	N/A	0		0		0		720		720			R 4 444 500	Umzumbe LM
				Mhlabatshane Regional Water Supply Scheme	No. HH Water Connections		N/A	N/A	0		0		0		1500		1500			R 44 099 270	
				Greater Vulamehlo Water Scheme	No. HH Water Connections		N/A	N/A	0		0		0		9000		9000			R 2 222 250	Vulamehlo LM
				Planning (AFA) MIS 207998	No. HH Water Connections		N/A	N/A	0		0		0		700		700			R 8 889 000	Vulamehlo LM
				Thoyane Water Project Phases 4 & 7	No. HH Water Connections		N/A	N/A	0		0		0		0		0			R 15 278 000	
				Umzimkhulu Bulk Water Augmentation Scheme Stage	No. HH Water Connections		N/A	N/A	0		0		0		871		871			R 13 333 500	Umzumbe LM



INFRASTRUCTURE INVESTMENT (ROADS, WATER, SANITATION, ELECTRICITY, HOUSING)		BASIC SERVICE DELIVERY & INFRASTRUCTURAL DEVELOPMENT		To provide access to sustainable quality drinking water and sanitation services												Water Services		
Provision of households with Water Services	Maphumulo Water Supply	No. HH Water Connections		N/A	N/A	0		0		0		631		631		R 2 666 700	Umzumbe LM	
	Masinenge Bulk Water and Sanitation Project	No. HH Water Connections		N/A	N/A	0		0		0		969		969		R 33 924 517	Hibiscus Coast LM	
	Msikaba and Surrounds Water Supply Scheme	No. HH Water Connections		N/A	N/A	0		0		0		2300		2300		R 21 667 000		
	Umzinto Slum Clearance: Farm Isonti Low cost Housing Water and Sanitation Scheme	No. HH Water Connections		N/A	N/A	0		0		0		4000		4000		R 20 000 000	Umdoni LM	
	Ezingoleni Bulk Water Extensions Phase 2 (AFA) MIS 210670	No. HH Water Connections		N/A	N/A	0		0		0		740		740		R 5 000 000	Ezingoleni LM	
	Mazakhele Bulk Water Scheme	No. HH Water Connections		N/A	N/A	0		0		0		1103		1103		R 1 500 000	Umuziwabantu LM	
	Springs & Boreholes	No. Rehabilitated		N/A	N/A	0		0		0		800		800		R 1 500 000	All	
	Upgrade & Repair of Aging Infrastructure	Water Pipeline Replacements	Km of Pipeline replaced		N/A	N/A	0		100k m		100k m		100k m		300k m		R 20 000 000	All
		Meter Replacement Project	Number of water meters replaced	6 600	2 220	4 380	1 095		1 095		1 095		1 095		3 000		R 622 230	All
		Smart Metering - Pilot			N/A	N/A	200		200		200		200		800		R 2 400 000	Hibiscus Coast LM
	Provision of Households with Sanitation Services	Hibiscus and Umzumbe VIP sanitation	No. HH Provided with Sanitation	2 800	N/A	N/A	500		500		500		700		2200		R 7 480 000.00	Hibiscus Coast / Umzumbe LMs
		Umzinto Slum Clearance: Farm Isonti Low cost Housing Sanitation Scheme	No. HH Provided with Sanitation		N/A	N/A	0		0		0		500		500		R 15 000 000.00	Umdoni LM



		Provision of Households with Sanitation Services	Implementation of Masinenge Bulk Sanitation	No. HH Provided with Sanitation		N/A	N/A	0	0	0	800	800	Water Services	R 3 000 000.00	Hibiscus Coast LM
			Bhobhoi / Mkholombe Sanitation	No. HH Provided with Sanitation		N/A	N/A	0	0	0	700	700		R 5 000 000.00	Hibiscus Coast LM
			Uvongo WWTW (upgrade)	No. HH Provided with Sanitation		N/A	N/A	0	0	0	2200	2200		R 13 000 000.00	Hibiscus Coast LM
			Harding Sanitation	No. HH Provided with Sanitation		N/A	N/A	0	0	0	850	850		R 13 000 000.00	Umuziwabantu LM
INSTITUTIONAL INTEGRATION AND COORDINATION (INSTITUTIONAL DEVELOPMENT, REVIEW OF ORGANAGRAM, WORKFORCE, PRINCIPLES DEVELOPMENT)	Institutional Development & Municipal Transformation	To develop and promote an integrated sustainable environment	Implementation of OPMS at all levels	Implementation of OPMS	Annual Review of OPMS	N/A	30-Jun-12	N/A	N/A	N/A	30-Jun-14	30-Jun-14	Office of the MM	R 0.00	N/A
				No. of Quarterly Reveiws per Annum	N/A	4	N/A	1	1	1	1	4		R 0.00	N/A
			Implementation of IPMS	Date IPMS adopted	N/A	Only level 2	N/A	30-Sep-13	N/A	N/A	N/A	30-Sep-13		R 0.00	N/A
				No. Of IPMS level 2 & 3 Contracts Developed	29	5	24	24	N/A	N/A	N/A	24		R 0.00	N/A
Policy Development and Update	HR Policy Procedure Manual	Date HR Policy Procedural Manual Adopted	N/A	N/A	N/A	30-Sep-13	N/A	N/A	N/A	30-Sep-13	R 0.00	N/A	Corporate Services	R 0.00	N/A



INSTITUTIONAL INTEGRATION AND COORDINATION (INSTITUTIONAL DEVELOPMENT, REVIEW OF ORGANAGRAM, WORKFORCE, PRINCIPLES DEVELOPMENT)	Institutional Development & Municipal Transformation	To develop and promote an integrated sustainable environment	Skills Development	Implementation of Skills Development Plan	Date Annual Review of WSP Adopted	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	30-Jun-14	30-Jun-14	Corporate Services	R 2 500 000.00	N/A		
					No. Of Employees trained per annum	N/A	117	N/A	60	60	60	60	120						R 2 500 000.00	N/A
			Labour Relations	sound employer/employee relations	No. Of LLFs Held per annum	N/A	4	N/A	1	1	1	1	4						R 0.00	N/A
			Employee Health and Wellness	Development of Employee Health and Wellness strategy.	Date Employee Health & Wellness Strategy Adopted	N/A	N/A	N/A	N/A	30-Dec-13	N/A	N/A	30-Dec-13						R 350 000	N/A
			Information and Communication technology	Sound and effective Information and Communications Technology	Date Network redesign completed	N/A	N/A	N/A	N/A	N/A	N/A	N/A	30-Jun-14	30-Jun-14					R 2 100,000.00	N/A
					Date Secondary Data Centre Established	N/A	N/A	N/A	N/A	N/A	N/A	N/A	30-Jun-14	30-Jun-14					R 700 000	N/A
PEACE & STABILITY & Reduce HIV & Aids	Sound & Effective Disaster Management	Implementation of Disaster management Plan	Date Disaster Risk Preparedness and Risk Reduction Plans Adopted	30-Jun-12	30-Jun-12	No ne	N/A	N/A	N/A	30-Jun-14	30-Jun-14	Corporate Services	R 240 000.00	All						



PEACE & STABILITY & Reduce HIV & Aids		Good Governance and Public Participation																			
To develop and promote an integrated sustainable environment																Corporate Services					
To create a conducive environment for participatory development																Office of the MM					
Sound & Effective Disaster Management	Implementation of Disaster management Plan	Date Disaster Risk Preparedness and Risk Reduction Plans Reviewed	30-Jun-12	30-Jun-12	None	N/A		N/A		N/A		30-Jun-14		30-Jun-14							
		No. of Disaster Risk Assessment Conducted	1	1	0	1		N/A		N/A		N/A		1						R 250 000.00	
		Date Response, Recovery & Emergency Response in Place	N/A	N/A	N/A	N/A		N/A		N/A		30-Jun-14		30-Jun-14						R 3 000 000.00	
District Wide Intergovernmental Relations	Functional IGR Structures	Date District wide IGR Strategy Adopted	N/A	N/A	N/A	N/A		30-Dec-13		N/A		N/A		31-Dec-13					R 0.00	All	
		% Implementation of District Wide IGR Strategy	N/A	N/A	N/A	100%		100%		100%		100%		100%					R 0.00	All	
Batho Pele Programme	implementation of change management programme	Date Change Management Strategy Adopted	N/A	N/A	N/A	N/A		30-Dec-13		N/A		N/A		31-Dec-13					R 0.00	N/A	
Enhancement of Public Participation	Strengthened Public Participation mechanisms	Adopted Public Participation Strategy	N/A	N/A	N/A	N/A		N/A		N/A		30-Jun-14		30-Jun-14					R 0.00	N/A	



PEACE & STABILITY & Reduce HIV & Aids	Good Governance and Public Participation	To create a conducive environment for participatory development	Effective Communication	Strengthened Public Participation mechanisms	No. Of Community Based Planning – ward plans Developed	84	2	82	N/A		N/A	N/A		20		20	Office of the MM	R 0.00	All				
				Enhance corporate image	Date Communication Strategy Adopted	N/A	N/A	N/A	N/A	N/A	N/A			30-Jun-14		30-Jun-14		R 0.00	N/A				
			Date Communication action plan Centralised		N/A	N/A	N/A	N/A		30-Dec-13	N/A		N/A		31-Dec-13	R 0.00		N/A					
			Organisational Risk Reduction	Functional risk management processes	Date Risk Management Register Adopted	N/A	30-Sep-11		30-Sep-13		N/A	N/A		N/A		30-Sep-13		R 0.00	N/A				
					Date legal risk mitigation Strategy Developed	N/A	N/A	N/A	N/A		30-Dec-13	N/A		N/A		30-Dec-13		R 0.00	N/A				
			Renewable Energy			Hydro Energy Project	Date Feasibility Study on Hydro Energy Project completed	N/A	N/A	N/A	N/A		N/A	N/A		30-Jun-14			30-Jun-14	Infrastructure & Economic Development	R 100 000.00	N/A	
							Installation of LED Lights and Geysers	No. Of Buildings Installed	N/A	N/A	N/A	1		1		1			1			4	R 0.00



ECONOMIC & SECTORAL DEVELOPMENT (JOB CREATION, EMPLOYMENT, LED PROJECTS, TOURISM, AGRICULTURE, RURAL DEVELOPMENT) & EDUCATION AND SKILLS DEVELOPMENT (SKILLS DEVELOPMENT, EDUCATION)		LOCAL ECONOMIC & SOCIAL DEVELOPMENT		To create a conducive environment for economic growth and job opportunities												Infrastructure & Economic Development		
Film Industry	Films enterprises support	Number of Films enterprises supported	N/A	1	0	N/A		N/A		N/A		1		1		R 100 000.00	All	
	SMME Sector	Annual Training of Contractors in Nedbank Pilot Project	No. of trained Contractors members trained in Nedbank Pilot Project	N/A	27	N/A	N/A		N/A		30		N/A		30		R 0.00	All
		Annual Registration & Training Co-operatives	No. of Registered and Trained Co-operatives	N/A	N/A	N/A	N/A		N/A		10		N/A		10		R 100 000.00	All
		Annual Vendor Training on Craft Commercialization	No. of Vendors trained on craft commercialization	N/A	0	N/A	N/A		N/A		20		N/A		20		R 400 000.00	All
	Agricultural Support & Development	Ingonyama Trust Land Potential Agriculture Study	Date ITL Agriculture Potential Study Completed	N/A	N/A	N/A	N/A		N/A		N/A		30-Jun-14		30-Jun-14		R 400 000.00	All
		Operation Nursery and Distillery Plant	% Nursery & Distillery Plant Operational	N/A	N/A	N/A									100%		R 50 000.00	Ezingoloni LM
		Percentage Ugu Fresh Produce Market Operational	Percentage Ugu Fresh Produce Market Operational	N/A	N/A	N/A	100%		100%		100%		100%		100%		R 500 000.00	Hibiscus Coast LM



ECONOMIC & SECTORAL DEVELOPMENT (JOB CREATION, EMPLOYMENT, LED PROJECTS, TOURISM, AGRICULTURE, RURAL DEVELOPMENT) & EDUCATION AND SKILLS DEVELOPMENT (SKILLS DEVELOPMENT, EDUCATION)		LOCAL ECONOMIC & SOCIAL DEVELOPMENT		To create a conducive environment for economic growth and job opportunities													Infrastructure & Economic Development			
Job Creation	No. of agricultural products implemented in Horseshoe Farm	No. of agricultural products implemented in Horseshoe Farm	N/A	N/A	N/A	N/A			3			N/A		N/A		3		R 200 000.00	Eziqoleni LM	
	Number of Furniture Manufacturing Incubator Developed	No. of Furniture Manufacturing Incubators Developed	N/A	N/A	N/A	N/A			N/A			N/A		1		1		R 200 000.00	Hibiscus Coast LM	
	Employment Created through LED initiatives	No. Of EPWP Jobs Created	N/A	120	N/A				700						700		1400		R 0.00	All
		No. Of Temporal Jobs Created	N/A	N/A	N/A	N/A			N/A						100		100		R 0.00	All
	Research and Development	Database of existing businesses according to sectors	Date database of existing businesses according to sectors completed	1 / annum	0	1	N/A			N/A					1		1		R 80 000.00	All
		Business Perception Survey	Date Business Perception survey Conducted	1 / annum	0	1	N/A			N/A					1		1		R 0.00	All
		Economic Impact Studies	No. of Economic Impact studies per annum	1 / annum	0	1	N/A			N/A					1		1		R 30 000.00	All
Investment Promotion and Facilitation Strategy		Date Investment Promotion and Facilitation Strategy Adopted	1	0	1	N/A			N/A					30-Jun-14		30-Jun-14		R 30 000.00	N/A	



ECONOMIC & SECTORAL DEVELOPMENT (JOB CREATION, EMPLOYMENT, LED PROJECTS, TOURISM, AGRICULTURE, RURAL DEVELOPMENT) & EDUCATION AND SKILLS DEVELOPMENT (SKILLS DEVELOPMENT, EDUCATION)																			
LOCAL ECONOMIC & SOCIAL DEVELOPMENT																			
To create a conducive environment for economic growth and job opportunities																			
Tourism Development																			
Increase in Number of Tourists visiting Ugu District	Percentage Increase in Number of Tourists visiting Ugu District	20 %	N/A	N/A	3%			3%		3%			3%				Infrastructure & Economic Development	R 0.00	All
	Marketing Strategy Developed	Date Marketing Strategy Developed	1	0	1	N/A		N/A		N/A			30-Jun-14		30-Jun-14			R 0.00	N/A
	New Tourism Products in the Hinterland	Number of new tourism products in the hinterland	6	0	6	N/A		N/A		N/A			2		2			R 0.00	All
To create a conducive environment for participatory development	Coordination of programmes for vulnerable groups	Functional Vulnerable Groups Programmes per Annum	Number of Functional Vulnerable Groups Programmes in place	N/A	5	N/A	5	5	5	5	5	5	5	5	5		Office of the MM	R 220 000.00	All



FINANCIAL VIABILITY (CLEAN AUDIT, CORRUPTION)		TREASURY																	
Municipal Financial Viability and Management		TREASURY																	
To develop and maintain a financially viable and sustainable organization that achieves full compliance with legislation.		TREASURY																	
Financial recovery plan	Operation Clean Audit	Supply Chain Management	Asset Management																
Improved Liquidity ratio.	02:01	02:01	02:01	02:01	02:01	02:01	02:01	02:01	02:01	02:01	02:01	02:01	02:01	02:01	02:01	02:01	02:01	R 0.00	N/A
Attainment of a Clean Audit Opinion	Clean Audit Report	No. Of days taken before the awarding of tender	Frequency of Accurate Asset Verification	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	R 0.00	N/A
Restructured SCM Unit with all SCM components			Frequency of Asset Register Updates per Annum	90 days	120 days	N/A	90 days	90 days	90 days	90 days	90 days	90 days	90 days	90 days	90 days	90 days	90 days	R 0.00	N/A
Establishment of Inclusive Asset Management Section			Date obsolete municipal assets Disposed	1 per annum	1 per annum	0	N/A	N/A	N/A	N/A	N/A	N/A	1	1	1	1	1	R 0.00	N/A
			% Completeness of the Asset Register	1 per annum	1 per annum	0	N/A	N/A	N/A	N/A	N/A	N/A	1	1	1	1	1	R 0.00	N/A
				N/A	N/A	N/A	N/A	N/A	27-Mar-14	N/A	N/A	N/A	N/A	N/A	27-Mar-14	N/A	N/A	R 0.00	N/A
				N/A	N/A	N/A	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	R 0.00	N/A



FINANCIAL VIABILITY (CLEAN AUDIT, CORRUPTION)	Municipal Financial Viability and Management	Revenue Management & Enhancement	Debt Collection Ratio	% Increase Debt Collection Ratio	N/A	N/A	N/A	98%	98%	98%	98%	98%	TREASURY	R 0.00	N/A	
			Debt Collection Ratio	% Reduction Overdue Debt	N/A	N/A	N/A	20%	20%	20%	20%	20%		R 0.00	N/A	
			Accurate Billing	% Accuracy in Billing	N/A	N/A	N/A	98%	98%	98%	98%	98%		R 0.00	N/A	
			Non Revenue Water Reduction	% Non Revenue Water Reduction	N/A	N/A	N/A	24%	24%	24%	24%	24%		R 0.00	N/A	
CENTRALISED PLANNING & CLEAN ENVIRONMENT	Spatial Development and Environmental Management	To develop and promote an integrated sustainable environment	Legal Compliance & Fulfilment of Constitutional Obligation Spatial Equity	Functional Development Planning Structures	Date Development Planning Forum Established	N/A	N/A	N/A	N/A	N/A	N/A	30-Jun-14	30-Jun-14	Office of the MM	R 0.00	All
				No. Of DPF Meetings held per Annum	N/A	N/A	N/A	1	2	1	2	6	R 0.00		All	
			Water Quality Monitoring	Water Samples	Number of Water Samples per Annum	N/A	400 / annum	N/A	100	100	100	100	400	Infrastructure & Economic Development	R 0.00	All
				WSA Projects / Compliance Cases	No. of WSA Projects /Compliance Cases per Annum	N/A	16 / annum	N/A	4	4	4	4	16		R 0.00	All



CENTRALISED PLANNING & CLEAN ENVIRONMENT																Infrastructure & Economic Development			
Spatial Development and Environmental Management																			
To develop and promote an integrated sustainable environment																Infrastructure & Economic Development			
Environmental Health	Public Education & Awareness Workshops per Annum	No. of Public Education & Awareness Workshops per Annum	8/annum	7	N/A	2		1		2		2		8				R 15 000.00	All
	Food control	Microbial Samples per Annum	Number microbial samples	N/A	N/A	N/A	25		25		25		25		100				R 50 000.00
Inspections & Actions Taken		Number of inspections and actions taken	N/A	N/A	N/A	40		40		40		40		160				All	
AE Licenses		No. AE Licenses Issued per Annum	N/A	N/A	N/A	N/A		N/A		N/A		10		10				R 914 000.00	All
Waste management	IWMP programmes Implementation	No. of IWMP Programmes Implemented	N/A	N/A	N/A	N/A		N/A		N/A		2		2					All
Climate Change	Climate Change programmes	No. Of Green Projects	N/A	N/A	N/A	N/A		N/A		N/A		1		1				R422,000	All
Integrated Coastal management	Projects Coordination	Number of projects Coordinated	N/A	N/A	N/A	N/A		N/A		N/A		2		2				R15,000	All
	Stakeholder Forum	No. of stakeholder forum Meetings per Annum	N/A	5	N/A	1		1		1		2		5		All			



		environmental protection and biodiversity conservation	Invasive Alien Species (IASP) Clearance Programmes/Projects	No. of Invasive Alien Species (IASP) Clearance Programmes/Projects	N/A	1	N/A	N/A	N/A	N/A	1	1		R840,000	All
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