



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

**2016/2017**

**PREPARED BY:**

**Ugu District Municipality**

**PO Box 33**

**Port Shepstone**

**4240**

**Tel. 039 – 688 5700**



## GLOSSARY

<b>AG</b>	Auditor General	<b>ISRDP</b>	Integrated Sustainable Rural Development Programme
<b>AIDS</b>	Acquired Immune Deficiency Syndrome	<b>IWMP</b>	Integrated Waste Management Plan
<b>ART</b>	Antiretroviral Therapy	<b>KPA</b>	Key Performance Area
<b>ARV</b>	Antiretroviral	<b>LED</b>	Local Economic Development
<b>BBBEE</b>	Broad Based Black economic Empowerment	<b>LGSETA</b>	Local Government SETA
<b>CDWs</b>	Community Development Workers	<b>LM</b>	Local Municipality
<b>CWP</b>	Community Workers Programme	<b>LRAD</b>	Land Redistribution Programme
<b>CoGTA</b>	Department of Cooperative Governance and Traditional Affairs	<b>LTT</b>	Local Tact Team
<b>DAEA</b>	Department of Agriculture and Environmental Affairs	<b>LUMS</b>	Land Use Management System
<b>DEA</b>	Department of Environmental Affairs	<b>LUMF</b>	Land Use Management Framework
<b>DoT</b>	Department of Transport	<b>MMR</b>	Martenal Mortality Rate
<b>DM</b>	District Municipality	<b>MEC</b>	Member of the Executive Council
<b>DoHS</b>	Department of Human Settlement	<b>M&amp;E</b>	Monitoring & Evaluation
<b>DTT</b>	District Tact Team	<b>MDG</b>	Millennium Development Goals
<b>DWA</b>	Department of Water Affairs	<b>MIG</b>	Municipal Improvement Grant
<b>EAP</b>	Employee Assistance Programme	<b>MSIG</b>	Municipal Systems Improvement Grant
<b>EIA</b>	Environmental Impact Assessment	<b>NEMA</b>	National Environmental Management Act
<b>EKZNW</b>	Ezemvelo KZN Wildlife	<b>NSDP</b>	National Spatial Development Perspective
<b>EMF</b>	Environmental Management Framework	<b>PGDS</b>	Provincial Growth and Development Strategy
<b>EMP</b>	Environmental Management Plan	<b>PHC</b>	Primary Health Care
<b>EPWP</b>	Expanded Public Works Programme	<b>PMS</b>	Performance Management System
<b>FBS</b>	Free Basic Services	<b>POE</b>	Portfolio of Evidence
<b>FET</b>	Further Education and Training	<b>PSDS</b>	Provincial Spatial Economic Development Strategy



<b>GDS</b>	Growth and Development Strategy	<b>SANRAL</b>	South African National Roads Agency Limited
<b>HAST</b>	HIV, AIDS, STI, TB	<b>SDBIP</b>	Service Delivery and Budget Implementation Plan
<b>HH</b>	Households	<b>SDIP</b>	Service Delivery Implementation Plan
<b>HIV</b>	Human Immunodeficiency Virus	<b>SDF</b>	Spatial Development Framework
<b>HR</b>	Human Resources	<b>SEA</b>	Strategic Environmental Assessment
<b>ICMA</b>	Integrated Coastal Management Act	<b>SONA</b>	State of the Nation Address
<b>ICT</b>	Information and Communication Technology	<b>SOPA</b>	State of the Province Address
<b>IDP</b>	Integrated Development Plan	<b>SSMP</b>	Sanitation Service Master Plan
<b>IDPRF</b>	Integrated Development Plan Representative Forum	<b>STATSSA</b>	Statistics South Africa
<b>IMCI</b>	Integrated Management of Childhood Illnesses	<b>VCT</b>	Voluntary Counselling and Testing
<b>IGR</b>	Inter Governmental Relations	<b>WHO</b>	World Health Organisation
<b>IPT</b>	Ionized Preventive Therapy	<b>WIT</b>	Ward Task Team

## GLOSSARY OF LEGISLATIVE ENACTMENTS

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



## Contents

<b>CHAPTER 1: EXECUTIVE SUMMARY&amp; INTRODUCTION .....</b>	<b>10</b>
1.1. Who Are We? .....	10
1.2. How was this IDP Developed? .....	12
1.3. Our Key Development Challenges .....	14
1.3.1 1.3.1 Comparative advantage .....	15
1.4. Our Long Term Vision .....	16
1.5. What are we doing to improve ourselves? .....	16
1.6. What could you expect from us in the next five years? .....	18
1.7. How will our progress be measured? .....	21
<b>CHAPTER 2: GOVERNMENT PRIORITIES .....</b>	<b>23</b>
2.2. Millennium Development Goals (MDGs) .....	23
2.2.1 Applicability to Ugu .....	24
2.3. National Development Plan: 2030 .....	24
2.3.1 Medium Term Strategic Framework (MTSF) .....	24
2.3.2 State of the Nation Address .....	25
2.3.3 Applicability to Ugu District .....	26
2.4. KZN PGDS (7 Goals) .....	26
2.4.1 State of the Province Address .....	28
2.4.2 Applicability to Ugu District .....	28
2.5. Local Government Back to Basics Programme .....	28
2.5.1 Applicability to Ugu .....	29
2.6. Ugu District Growth and Development Plan .....	30
2.6.1 Applicability to Ugu .....	30
2.7. Spatial Planning and Land Use Management Act (SPLUMA) .....	31
<b>CHAPTER 3: SITUATIONAL ANALYSIS .....</b>	<b>32</b>
3.1. Cross Cutting Interventions .....	33
3.1.1. Regional Context .....	33
3.1.2. Administrative Entities .....	34
3.1.3. Existing Nodes and Corridors .....	35
3.1.4. Broad Land Uses .....	38
3.1.5. Land Reform .....	41
3.1.6. Land Potential .....	42
3.2. Environmental Management Analysis .....	44
3.2.1. Physical Environment .....	44
3.2.2. Climate Change .....	49
3.2.3. Environmental Health Services .....	50
3.2.4. Spatial and Environment Trends Analysis .....	52
3.2.1. Spatial & Environmental Analysis Emerging Key Issues .....	56
From the analysis from the above sections the emerging key issues were identified for the Spatial and Analysis section. ....	56
3.3. Disaster Management .....	58
3.3.1. Municipal Institutional Capacity .....	58
3.3.2. Risk Assessment .....	58
3.3.3. Risk Reduction & Prevention .....	65
3.3.4. Response & Recovery .....	66
3.3.5. Funding Arrangements .....	66
3.3.6. Disaster Management Emerging Key Issues .....	67
3.4. Demographic Characteristics .....	68
3.4.1. Population .....	68
3.4.2. Households .....	71
3.4.3. Demographic Analysis Emerging Key Issues .....	72
3.5. Municipal Transformation & Institutional Development Analysis .....	72
3.5.1. Powers and Functions (IDP 2009) .....	72
3.5.2. Institutional Arrangement .....	73
3.5.3. Organisational Analysis .....	75
3.5.4. Human Resources .....	76
3.5.5. Skills Analysis .....	77
3.5.6. Health and Safety in the Workplace .....	80
3.5.7. Employment Equity Plan .....	82
3.5.8. Secretariat, Registry and Auxiliary Services .....	83
3.5.9. Fleet Management .....	84





3.5.10. Municipal Transformation and Institutional Development Emerging Key Issues .....	84
3.6. Basic Service Delivery .....	85
3.6.1. Water Service Provision .....	85
3.6.2. Water Delivery Standards .....	87
3.6.3. Sanitation Service Provision .....	97
3.6.4. Solid Waste and Cemeteries.....	101
3.6.5. Transportation Infrastructure.....	102
3.6.6. Electricity .....	107
3.6.7. Telecommunications .....	112
3.6.8. Access to Community Facilities .....	118
3.6.9. Basic Service Delivery Key Emerging Issues .....	119
3.7. Local Economic Development.....	120
3.7.1. Municipal Comparative & Competitive Advantages .....	120
3.7.2. Main Economic Contributors .....	121
3.7.3. Creation of Job Opportunities .....	127
3.7.4. Local Economic Development Emerging Key Issues .....	130
3.8. Socio Economic Indicators.....	131
3.8.1. Educational status .....	132
3.8.2. Health .....	133
3.8.3. Safety & Security.....	137
3.8.4. Nation Building & Social Cohesion.....	137
3.8.5. Community Development with particular Focus on Vulnerable Groups .....	137
3.8.6. Social Development: Key Emerging Issues .....	142
3.9. Municipal Financial Viability & Management Analysis .....	142
3.9.1. Cash Flow Management .....	143
3.9.2. Supply Chain Management.....	144
3.9.3. Asset Management .....	144
3.9.4. Revenue Management.....	145
3.9.5. Budgeting .....	146
3.9.6. Expenditure .....	146
3.9.7. Capability of the Municipality to Execute Capital Projects .....	146
3.9.8. Indigent Support.....	147
3.9.9. AG Report .....	147
3.9.10. Consumer Debt .....	148
3.9.11. Municipal Financial Viability and Management Emerging Key Issues.....	149
3.10. Good Governance & Public Participation Analysis .....	149
3.10.1. Internal Information & Communication Technology .....	150
Load Shedding .....	150
Networking .....	150
ICT Security.....	150
ICT Capacity .....	150
ICT Audit and Risk Management .....	151
ICT Governance.....	151
3.10.2. Intergovernmental Government Relations .....	151
3.10.3. Municipal Structures.....	152
3.10.4. Internal Audit .....	156
3.10.5. Community Participation Strategy.....	157
3.10.6. Customer Relations.....	158
3.10.7. Role of Traditional Leaders and Communities in the IDP .....	160
3.10.8. Shared Services .....	160
3.10.9. Risk Management .....	161
3.10.10. Batho Pele Programme.....	163
3.10.11. Operation Sukuma Sakhe .....	164
3.10.12. Annual Report .....	167
3.10.13. Good Governance and Public Participation Emerging Key Issues .....	167
3.11. Summary of Development Challenges .....	168
3.11.1. Critical Infrastructure Gaps .....	168
3.11.2. Education Crisis .....	168
3.11.3. Environmental Management .....	168
3.11.4. Inadequate Social Services and High Levels of Poverty and Dependency .....	169
<b>CHAPTER 4: DEVELOPMENT STRATEGIES .....</b>	<b>170</b>
4.1 Vision and Mission .....	170
4.2 Strategic Development Matrix .....	171
4.2.1. Development Priorities .....	172



4.2.2.	Strategic Objectives .....	172
4.2.3.	Six (6) Point Action Plan – Margate Accord .....	172
4.2.4.	Strategic Development Matrix with National, Provincial, District Priorities .....	172
4.3	Implementation Strategies .....	173
4.3.1	Basic Service Delivery .....	174
4.3.2	Municipal Transformation & Institutional Development .....	175
4.3.3	Good Governance and Public Participation .....	178
4.3.4	Local Economic Development.....	180
4.3.5	Municipal Financial Viability and Management .....	182
4.3.6	Cross Cutting Interventions .....	184
<b>CHAPTER 5: STRATEGIC MAPPING AND IMPLEMENTATION PLAN .....</b>		<b>186</b>
5.1	Strategic Mapping .....	186
5.1.1	Desired Spatial Outcomes, Form and Land Use .....	187
5.1.2	Spatial Reconstruction of the Municipality .....	188
5.1.3	Spatial Alignment with Neighbouring Municipalities.....	189
5.1.4	Areas in Need of Strategic Intervention .....	192
5.1.5	Areas Requiring Priority Spending .....	192
5.2	Five-Year Implementation Plan.....	197
<b>CHAPTER 6: FINANCIAL PLAN .....</b>		<b>201</b>
6.1	Municipal Budget Overview.....	201
6.1.1	Total Budget 2015 / 2016.....	201
6.1.2	Operating Budget .....	202
6.1.3	Capital Budget.....	203
6.1.4	Division of Revenue Act Allocations.....	203
6.2	Five-Year Financial Plan.....	203
<b>CHAPTER 7: ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM AND ANNUAL OPERATIONAL PLAN (SDBIP).....</b>		<b>204</b>
7.1	Ugu DM Organisational Performance Management System .....	204
7.1.1	Departmental Level .....	206
7.1.2	Strategic / Organisational Level .....	207
7.1.3	Political Level .....	207
7.2	Service Delivery and Budget Implementation Plan (SDBIP) .....	207
7.2.1	Legislative Mandates .....	207
7.3	Monitoring Performance .....	208
7.4	Performance Evaluation .....	209
<b>CHAPTER 8: ANNEXURES .....</b>		<b>210</b>

## LIST OF TABLES

TABLE 1.1.1: KEY DEMOGRAPHIC INFORMATION AND SERVICE LEVELS	11
TABLE 1.2.1: UGU IDP DEVELOPMENT ACTION PROGRAMME	12
TABLE 1.5.1: ALIGNMENT OF UGU IDP AND PGDS	16
TABLE 1.5.2: UGU DM CATALYST PROJECT SUMMARY	17
TABLE 1.6.1: UGU DM SUMMARY OF DEVELOPMENT OBJECTIVES AND KPIS	18
TABLE 2.4.1.1: ALIGNMENT OF BACK TO BASICS WITH THE UGU IDP	29
TABLE 2.7.1: SPLUMA DEVELOPMENT PRINCIPLES	31
TABLE 3.1.5.1: UGU DISTRICT MUNICIPALITY TENURE STATUS	40
TABLE 3.1.7.1: AVAILABILITY OF LAND FOR DEVELOPMENT	43
TABLE 3.2.1.1: UGU DISTRICT SUMMARY OF PHYSICAL ENVIRONMENT	44
TABLE 3.2.1.1.1: UGU RIVER AND CATCHMENT AREAS	46
TABLE 3.2.4.1: UGU DISTRICT ENVIRONMENT TREND & ANALYSIS	52
TABLE 3.3.2.1: UGU DISTRICT RISK ASSESSMENT PER LOCAL MUNICIPALITY	59
TABLE 3.3.2.1.1: UGU DISTRICT VULNERABILITY TO DISASTER INCIDENTS REPORTED IN 2014 /2015	63
TABLE 3.3.2.1.2: UGU DISTRICT VULNERABILITY TO DISASTER SUMMARY OF INCIDENTS 2014 /2015	63
TABLE 3.3.2.1.3: UGU DISTRICT HIGH RISK DISASTER AREAS SUMMARY 2014 /2015	63
TABLE 3.3.2.2.1: UGU DISTRICT AWARENESS, TRAININGS AND WORKSHOPS CONDUCTED IN 2014 /2015	64
TABLE 3.3.5.1: DISTRICT PRACTITIONERS FORUM	66
TABLE 3.3.5.2: DISASTER MANAGEMENT FUNDING MECHANISMS	67
TABLE 3.4.1.1: SUMMARY DEMOGRAPHIC PROFILE IN UGU	68
TABLE 3.4.1.1.1: MIGRATION IN UGU	69
TABLE 3.4.2.1: TYPE OF MAIN DWELLING PER LOCAL MUNICIPALITY	71
TABLE 3.5.1.1: UGU DISTRICT POWERS AND FUNCTIONS	73
TABLE 3.5.3.1: UGU DISTRICT EMPLOYEES PER DEPARTMENT	75
TABLE 3.5.3.2: UGU DISTRICT NUMBER OF EMPLOYEES PER AGE GROUP	75



TABLE 3.5.3.3: UGU DISTRICT EMPLOYEES PER AGE GROUP AND POSITION HELD.	76
TABLE 3.5.3.4: UGU DISTRICT HR POLICIES & STRATEGIES	76
TABLE 3.5.5.1: UGU DISTRICT CRITICAL & SCARCE SKILLS ANALYSIS WATER SERVICES DEPARTMENT	77
TABLE 3.5.5.2: MINIMUM EMPLOYEE COMPETENCY LEVELS TRAINING	78
TABLE 3.5.5.1.1: UGU DISTRICT SKILLS LEVEL	79
TABLE 3.5.6.1: HEALTH AND SAFETY IN WORKPLACE RATING	80
TABLE 3.5.6.1: ROLE OF HR IN EMPLOYEE HEALTH AND WELLNESS	80
TABLE 3.5.6.2.1: EAP REFERRALS PER DEPARTMENT	81
TABLE 3.6.1.2.1: WATER DELIVERY STANDARDS PER SETTLEMENT CATEGORY	88
TABLE 3.6.1.3.1: WATER DEMAND AND CAPACITIES	89
TABLE 3.6.1.4.1: ACCESS TO WATER SERVICES	90
TABLE 3.6.1.5.1: SIHAMBA SONKE PROJECT	94
TABLE 3.6.1.6.1: WATER ERADICATION PLAN	96
TABLE 3.6.2.1: ACCESS TO SANITATION SERVICES PER MUNICIPALITY	97
TABLE 3.6.2.2: URBAN SANITATION STANDARDS	99
TABLE 3.6.2.5.1: VIP SLUDGE ACCUMULATION RATE	100
TABLE 3.6.2.6.2: LEVEL AT WHICH VIP ARE FILLED	100
TABLE 3.6.3.1: HOUSEHOLDS ACCESS TO SOLID WASTE REMOVAL	101
TABLE 3.6.3.1.1: WASTE SERVICES LEVEL	102
TABLE 3.6.4.1.1: COMMUTER DEMAND FROM MAIN PUBLIC TRANSPORT TERMINALS	103
TABLE 3.6.5.3.1: ACCESS TO TRANSPORT	105
TABLE 3.6.5.3.1: ENERGY PER DOMESTIC USE	109
TABLE 3.6.5.4.1: PROPOSED AND EXISTING ELECTRICITY INFRASTRUCTURE	111
TABLE 3.6.6.1: UGU DISTRICT ACCESS TO TELECOMMUNICATIONS	112
TABLE 3.6.6.2.: UGU DISTRICT HOUSEHOLDS ACCESS TO TELECOMMUNICATIONS SERVICES	115
TABLE 3.7.2.1.1: UGU DISTRICT AGRICULTURAL SECTOR	121
TABLE 3.7.2.2.1: UGU DISTRICT MAJOR TOURISM RESOURCES	123
TABLE 3.7.2.3.1: UGU DISTRICT SPATIAL DISTRIBUTION OF MANUFACTURING ACTIVITY	124
TABLE 3.7.3.1: EMPLOYMENT AND INCOME STATUS UGU DISTRICT MUNICIPALITY	127
TABLE 3.7.4.1.1: UGU DISTRICT EPWP JOB OPPORTUNITIES	128
TABLE 3.7.4.2.1: UGU DISTRICT CWP JOB OPPORTUNITIES	129
TABLE 3.8.1.1: GRADE 12 PASS RATE	132
TABLE 3.8.1.2: SCHOOLS ACCESS TO WATER	133
TABLE 3.8.1.3: ACCESS TO SANITATION	133
TABLE 3.8.2.1: PRIMARY HEALTH CARE SERVICE VOLUMES	134
TABLE 3.8.2.1.1: UGU DISTRICT TB PROFILE	135
TABLE 3.8.4.5.1: SPECIAL PROGRAMMES IMPLEMENTATION	141
TABLE 3.9.1.1: UGU DISTRICT CASH COVERAGE RATIO	143
TABLE 3.9.1.2: UGU DISTRICT MUNICIPALITY LIQUIDITY RATIO	144
TABLE 3.9.4.1: UGU DISTRICT MUNICIPALITY REVENUE	145
TABLE 3.9.6.1: UGU DISTRICT CAPITAL SPENDING	147
TABLE 3.9.10.1: UGU DISTRICT CONSUMER DEBT AGE ANALYSIS	148
TABLE 3.10.1.1: UGU DISTRICT IGR FUNCTIONALITY	151
TABLE 3.10.2.1: UGU DISTRICT STANDING COMMITTEES FUNCTIONALITY	153
TABLE 3.10.2.2: UGU DISTRICT STANDING COMMITTEES FUNCTIONALITY	154
TABLE 3.10.9.1: UGU DISTRICT FIVE (5) KEY RISKS	162
TABLE 3.10.11.1.1: UGU DISTRICT OPERATION SUKUMA SAKHE FUNCTIONALITY	165
TABLE 3.10.11.4.1: UGU DISTRICT OPERATION SUKUMA SAKHE INTERVENTIONS AUDIT	166
TABLE 4.2.4.1: UGU DISTRICT FAMILY IDP PRIORITIES ALIGNMENT	172
TABLE 4.3.1.1: STRATEGIES – BASIC SERVICE DELIVERY	174
TABLE 4.3.2.1: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	175
TABLE 4.3.3.1: GOOD GOVERNANCE & PUBLIC PARTICIPATION	178
TABLE 4.3.4.1: LOCAL ECONOMIC DEVELOPMENT	180
TABLE 4.3.5.1: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT	182
TABLE 4.3.6.1: CROSS CUTTING INTERVENTIONS	184
TABLE 5.1.1: UGU DISTRICT MUNICIPALITY SDF MATRIX	186
TABLE 5.2.1: UGU DISTRICT SERVICE DELIVERY / IMPL,EMENTATION PLAN SUMMARY	197
TABLE 6.1.1: UGU DISTRICT CONSOLIDATED OVERVIEW OF 2015 / 2016 MTREF	201
TABLE 6.1.1.1: UGU DISTRICT TOTAL BUDGET 2015 / 2016	201
TABLE 6.1.2.1: SOURCE OF FUNDING – OPERATING BUDGET	202
TABLE 6.1.2.2: OPERATIONAL BUDGET - EXPENDITURE	202
TABLE 6.1.3.1: SOURCE OF FUNDING – CAPITAL BUDGET	203
TABLE 6.1.4.1: DIVISION OF REVENUE ACT ALLOCATIONS	203
TABLE 8.1: UGU DISTRICT STATUS QUO OF SECTOR PLANS	210



## LIST OF FIGURES

FIGURE 1.1.1: UGU DISTRICT LOCALITY MAP	10
FIGURE 1.7.1: UGU DM PMS DIAGRAM	21
FIGURE 3.1.1.1: UGU DISTRICT REGIONAL CONTEXT	34
FIGURE 3.1.2.1: UGU DISTRICT LOCALITY MAP	35
FIGURE 3.1.3.1: UGU DISTRICT NODES	36
FIGURE 3.1.3.2: UGU DISTRICT PRIMARY CORIDORS	37
FIGURE 3.1.3.3: UGU DISTRICT SECONDARY CORIDORS	37
FIGURE 3.1.3.3: UGU DISTRICT TERTIARY CORIDORS	38
FIGURE 3.1.4.1: SETTLEMENT TYPE PER LOCAL MUNICIPALITY	38
FIGURE 3.1.4.2: UGU DISTRICT MUNICIPALITY BROAD LAND USES	39
FIGURE 3.1.5.1: UGU DISTRICT TENURE STATUS	41
FIGURE 3.1.6.1: UGU DISTRICT LAND REFORM STATUS	42
FIGURE 3.2.1.1.1: UGU DISTRICT RIVER AND CATCHMENT AREAS	46
FIGURE 3.2.1.2.1: UGU DISTRICT PROTECTED AREAS (NATURE RESERVES)	48
FIGURE 3.2.1.2.2: UGU DISTRICT PROTECTED AREAS (CONSERVATION AREAS)	48
FIG 3.4.1.4.1: UGU DISTRICT POPULATION PYRAMID	70
FIG 3.4.1.4.1: UGU DISTRICT POPULATION PYRAMID	70
FIG 3.4.1.4.1: UGU DISTRICT POPULATION DENSITY	71
FIGURE 3.6.1.1.1: UGU DISTRICT EXISTING AND PLANNED FUTURE INFRASTRUCTURE	86
FIGURE 3.6.1.1.2: UGU DISTRICT WATER SUPPLY ZONE	87
FIG 3.6.1.4.1: UGU DISTRICT ACCESS TO WATER	90
FIG 3.6.1.4.2: UGU DISTRICT WATER BACKLOG ERADICATION	91
FIGURE 3.6.1.4.3: UGU DISTRICT MUNICIPALITY WATER SUPPLY	91
FIGURE 3.6.1.5.1: UMGENI WATER'S CATALYTIC PROJECTS	93
FIGURE 3.6.5.3.1: UGU DISTRICT ROAD AND RAIL INFRASTRUCTURE	106
FIG 3.6.5.2.1: UGU DISTRICT ACCESS TO ELECTRICITY	109
FIG 3.6.5.4.1: UGU DISTRICT ELECTRICITY CAPACITY CONSTRAINT 2014	110
FIG 3.6.5.4.2: UGU DISTRICT ELECTRICITY CAPACITY CONSTRAINT 2015	111
FIG 3.6.5.4.2: UGU DISTRICT ELECTRICITY CAPACITY CONSTRAINT 2015	112
FIGURE 3.6.6.1: UGU DISTRICT CELLULAR COVERAGE	114
FIGURE 3.6.6.1: UGU DISTRICT ACCESS TO CELL PHONE & LANDLINE / TELEPHONE	114
FIGURE 3.6.6.2: UGU DISTRICT ACCESS TO RADIO / TELEVISION	115
FIGURE 3.6.6.3: UGU DISTRICT HOUSEHOLDS ACCESS TO INTERNET DEVICE	116
FIG 3.6.7.1: UGU DISTRICT ACCESS TO COMMUNITY FACILITIES	119
PROFILE OF CWP IN UGU DISTRICT MUNICIPALITY	129
FIG 3.7.3.2.1 UGU CWP PARTICIPANTS	130
FIG 3.8.1 KZN POVERTY LEVELS	131
FIG 3.8.2 UGU POVERTY LEVELS	131
FIGURE 3.8.1.1: UGU DISTRICT MUNICIPALITY EDUCATIONAL PROFILE	132
SOURCE: STATISTICS SA, CENSUS 2011	132
FIGURE 3.8.2.1.1 UGU DISEASE PROFILE	135
FIG 3.9.1.1 UGU DISTRICT CASH FLOW MANAGEMENT	143
UNSPENT CONDITIONAL GRANTS	143
CASH COVERAGE RATIO	143
FIG 3.9.10.1 UGU DISTRICT CONSUMER DEBT AGE ANALYSIS	148
FIGURE 3.10.11.4.1: SECTOR DEPARTMENTS RESPONSE TO OSS REFERRALS	167
FIG 4.2.1: UGU DISTRICT DEVELOPMENT MATRIX	171
FIGURE 7.1.1: UGU DM PMS IMPLEMENTATION FLOWCHART	205
FIG 7.1.2: UGU DM PMS REPORTING FLOWCHART	206

## List of Maps

MAP 1: UGU DISTRICT SDF FRAMEWORK	193
MAP 2: UGU DISTRICT SERVICE DELIVERY BLOCKAGE MAP	194
MAP 1: UGU DISTRICT SDF FRAMEWORK	194
MAP 3: ALFRD NZO DISTRICT SDF FRAMEWORK	195
MAP 4: HARRY GWALA DISTRICT SDF FRAMEWORK	196



## **ANNEXURES**

**Annexure 1:** Council Resolution

**Annexure 2:** AG Corrective Action

**Annexure 3:** Institutional Plan and Organogram

**Annexure 4:** IDP Framework and Process Plan

**Annexure 5:** SDF

**Annexure 6:** LED Plan & DGDS

**Annexure 7:** WSDP

**Annexure 8:** Disaster Management Plan

**Annexure 9:** Budget and Financial Plan

**Annexure 10:** Implementation Plan and Capital Investment Plan

**Annexure 11:** Public Participation Report

**Annexure 12:** Ugu District Municipality Integrated Waste Management Plan

**Annexure 13:** Environmental Management Framework

**Annexure 14:** Service Delivery & Budget Implementation Plan

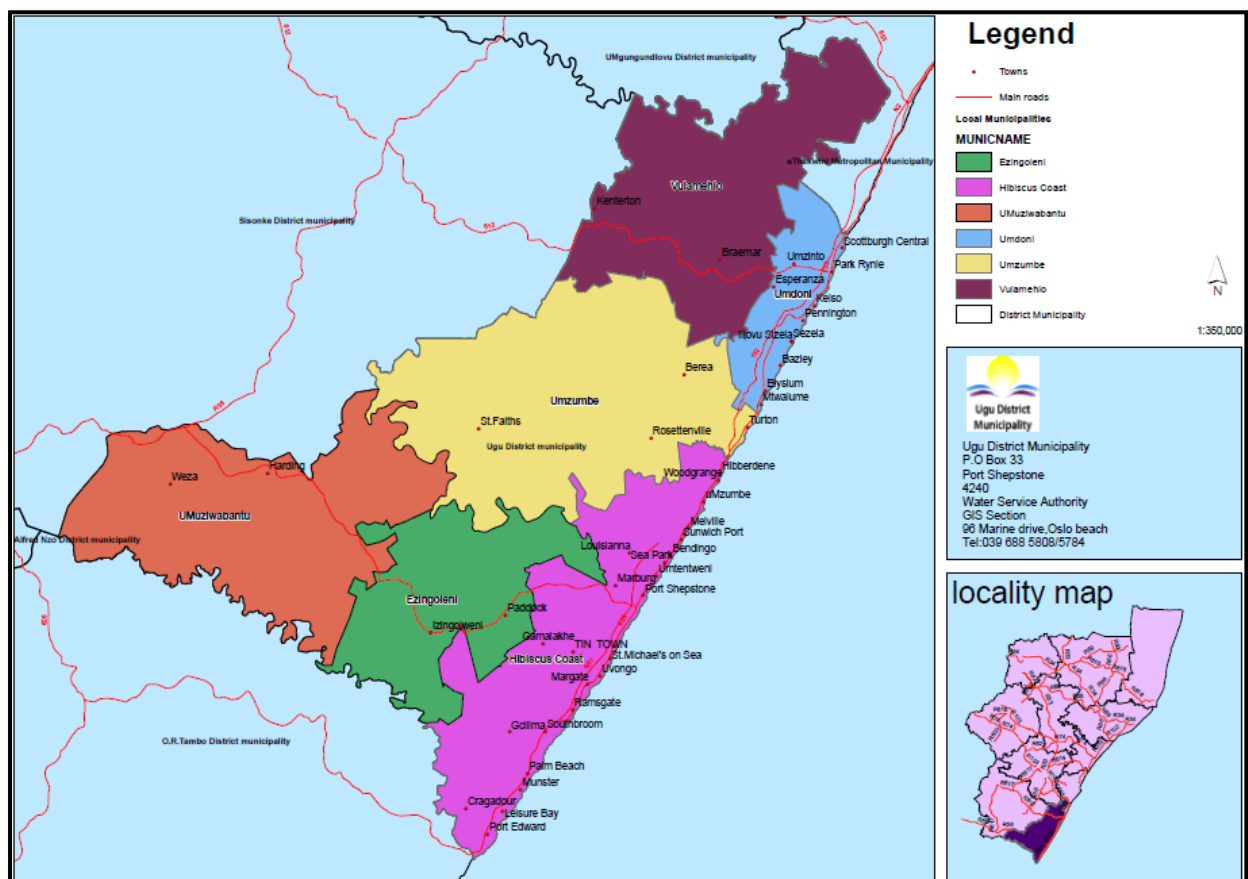


## CHAPTER 1: EXECUTIVE SUMMARY & INTRODUCTION

In compliance with the Local Government Municipal Systems Act, Act 32 of 2000, the Ugu District Council adopted a five-year Integrated Development Plan in May 2012. This plan is meant to provide a basis for both public and private sector investment in the district. The 2015 / 2016 reviewed IDP therefore is the continuation of that work .

### 1.1. Who Are We?

Ugu District Municipality is one of the 11 districts of KwaZulu-Natal Province, on South Africa's Eastern coastline. It is 5 866 km<sup>2</sup> in extent and boasts a spectacular coastline of 112 kilometres, which forms its Eastern border. The region is bordered on the North by the Ethekweni Municipality, in the West by Umgungundlovu and Harry Gwala District Municipalities and on the Southern side shares its borders with the Eastern Cape Province. The municipality consists of eighty four (84) municipal wards, which culminate into six (6) local municipalities, namely Hibiscus Coast, Ezingolweni, Umuziwabantu, Vulamehlo, Umzumbe and Umdoni. The region also boasts forty two (42) Traditional Authorities. The district is comprised of two distinct areas that are divided by the N2 freeway – the coastal strip which is largely urban, and the rural expanse which is rural. The rural-urban divide is a glaring feature in terms of development challenges as 80% of the land is rural and only 20% is urban.



**Figure 1.1.1: Ugu District Locality Map**  
Source: Ugu District Municipality GIS, 2013





The coastal belt which houses Hibiscus Coast, Umdoni and part of the Umzumbe Local Municipalities is the economic engine of the district. Main towns like Port Shepstone, Margate, Scottburg and Port Edward are on the coastline, very close to each other and linked by several roads. There is a large concentration of activities related to the tourism sector, mainly thanks to the beautiful beaches (5 of them are classified as “blue flag”).

The rural hinterland is home to the Umuziwabantu, Ezingoleni and Vulamehlo Local Municipalities. There are currently no formalised towns, although some of them are on their way (i.e. Dududu in Vulamehlo and Turton in Umzumbe). Low income housing and shanty houses are common whilst subsistence agriculture is the main activity in the area.

### Demographics

According to the Stats SA Census 2011, the total population of the Ugu District Municipality area of jurisdiction is 722 484 with the growth rate of 0.026. The district has a relatively young population with the children and youth making up 40% of total population. The dominant population group is the Africans making up 91% of the total population and the Indians, Coloureds and Whites making the other 9%. The sex ratio as per 2011 census is 89 males per 100 females.

**Table 1.1.1: Key Demographic Information and Service levels**

Source: Stats SA Census, 2011

Population		Economic Profile	
Total Population	722 484	Total Number of Households	179 440
Young (0-14)	240 503	Average Household Size	5 (persons / hh)
Working age (15-64)	434 080	Access to Piped Water	123127
Elderly (65+)	47 901	Access to Electricity	132280
Area in km <sup>2</sup>	5 048	Access to Sanitation	162994
Population Density per km <sup>2</sup>	143.13	Unemployment Rate (official)	29,1
Growth Rates	0.026	Unemployment Rate (Youth)	36,0
Total Fertility Rate	81.6	Main Occupation Sector	Formal sector
Total Mortality Rate	11,8	Indigent Households	25 750
Sex Ratio (male/100 women)	89	Social Grants Recipients	288 728
Dependency Ratio	0.66	Literacy Rate	78
Income Levels		Municipal Budget	
R 1 - R 9600	25 750	Total Operating Budget	R 790 658 097.00
R 9601 - R 38 200	80 991	Total Capital Budget	R 290 856 128.00
R 38 201 - R 153 800	32 530	Total Budget	R 1 009 317 119.00
R 153 801 - R 614 400	13 161		
R 614 001 - R 2 457 600	1 422		
R 2 457 601 or more	278		
No income	25 304		



The Ugu District Municipality for the 2015 / 2016 financial year has a total budget of R 1 009 317 119.00, with R 790 658 097.00 set aside as operating budget and R 290 856 128.00 set aside for capital budget.

The Ugu District Municipality area of jurisdiction has a total number of 179 440 households with an average size of five persons per household. In terms of access to basic service delivery 67% of the households has access to water; 74% have access to electricity and 91% has access to sanitation.

The official unemployment rate is 29% and the unemployment rate sits at 36% for the youth as per the 2011 Stats SA census. The District has relatively low income levels with the households that are indigent and with no income making up 28% and the households earning R9 601 – R 38 200 making up 45%. These statistics basically suggest that about 73% of the Ugu households earn enough just to survive. The number of social grant's recipients is also relatively high sitting at 288 728.

## 1.2 How was this IDP Developed?

The Ugu District Municipality IDP was prepared in terms of the legislative requirements as entailed in the Municipal Systems Act. Consideration was given to the MEC's comments that were raised in the 2015 /16 IDP Review. An in-house team lead by the Office of the Municipal Manager was assigned the task of reviewing the IDP. In order to ensure ownership of the process and to gather community input existing municipal structure and systems i.e. IDP Representative Forum, Portfolio committee, IDP and Budget Road Shows were also used. Table 1.2.1 provides a summary of the Process Plan and its implementation.

**Table 1.2.1: Ugu IDP Development Action Programme**

**Source:** 2016/17 IDP, IPMS and Budget Process Plan and Framework

FIRST QUARTER			
PHASE	ACTIVITY	RESPONSIBILITY	KEY DEADLINES
PREPATORY	<b>1. Drafting of Framework and Process Plan</b>	Manager IDP	<b>July – Aug 2015</b>
	1.1. Submission draft Framework & Process Plan to Cogta for comment		<b>31 July 2015</b>
	1.2. Submit draft Framework & Process Plan to IDP Steering Committee, IDPRF and EXCO for consideration and recommendation		<b>21 August 2015</b>
	1.3. Adoption by Council		<b>27 August 2015</b>
	1.4. Advertise on local news paper for commencement of the IDP review process.	Ugu family	<b>31 August 2014</b>
ANALYSIS	<b>2. Submit Annual Performance Report to AG</b>	PMS Officer	<b>30 August 2015</b>
	<b>3. Evaluate the changed circumstances and conduct socio analysis research</b>	Manager IDP	<b>Monthly</b>
	3.1. Review IDP Implementation Plan (by reviewing alignment of objectives strategies and projects against the METF budget)		<b>30 September 2015</b>
	3.2. Determine funding availability and requirements and all the necessary preparations		





	3.3. Determine which sector plans need to be reviewed and commence with the process of reviewing thereof		
	4. Consider MEC Comments		
	4.1. Action Plan to Address MEC Comments		
SECOND QUARTER			
PHASE	ACTIVITY	RESPONSIBILITY	KEY DEADLINES
	5. Submission of the 1st Draft Annual Report to Auditor General.	Snr. Manager CS & SS	30 August 2015
Strategic & Projects	6. Conduct financial sustainability strategy with revenue enhancement focus	GM: Treasury	31 October 2015
	7. Conduct Community needs Consultation	Manager IDP, Snr Manager Political Support	October - November 2015
	7.1. Mayoral Izimbizo		
	7.2. Ward Committee Imbizo Workshop	Manager IDP	28 November 2015
	8. Hold strategic sessions (to include sector departments and feed local analysis into sector strategic plans thereof)		December 2015
	8.1. Align the strategic framework with internal and external policies		31 December 2015
	8.2. Submit the draft reviewed strategic framework to the Steering Committee and IDPRF		
	9. Estimate available sources & provide guidance for way forward for budgeting	GM: Treasury	27 November 2015
	9.1. Submit 2014/2015 budget framework to all relevant persons (Budget framework to include salary, operational and capital budget related information).		08 December 2015
	9.2. District IDP mini assessments	GM: Treasury	10 December 2014
	9.3. Preparation of a summary of available funds from: Internal Funds, e.g. CRR and External Funding, e.g. MIG		18 December 2015
	9.4. Council finalises draft tariff policies in principle for 2013/2014 budget year.		29 November 2015
	10. Sector - Municipal Alignment sessions under the auspices of COGTA	COGTA	29 November 2015
	11. Integrate Reviewed Sector Plans into the IDP.	Manager IDP	30 December 2015
	12. Alignment meetings with neighboring District Municipalities		
Third Quarter			
PHASE	ACTIVITY	RES	KEY DEADLINES
Integr ation	13. Assess financial Feasibility of proposed new projects based on existing and potential funds. (Budget Examination)	GM: Treasury	21 January 2016
	14. Mid-Year Review and submission of report to COGTA Provincial	PMS Officer	23 January 2016
	15. Tabling of Draft Annual Report to Council	PMS Officer	30 January 2016
	16. 1 <sup>st</sup> draft 2015/16 IDP review	Manager IDP	January – February 2016



	16.1.Submit 1st draft IDP review to Steering Committee, IDRF and EXCO for recommendations.	Manager IDP	13 March 2016
	16.2.Submit 1st draft IDP review to Council for adoption	Manager IDP	31 March 2016
	16.3.Submit 1st draft IDP review to province (CoGTA) for assessment.	Manager IDP	27 March 2016
	16.4.Advertise IDP for public comments	Ugu Family	March 2016
	17. Tabling of Annual Report to Oversight Committee and adoption	Snr. Manager CS & SS	31 March 2016
	18. Consideration of 2014/2015 Draft Budget by a joint meeting of the Budget Steering Committee and EXCO	GM: Treasury	21 March 2016
19. Tabling of 2014/2015 draft budget to Council	31 March 2016		
FOURTH QUARTER			
PHASE	ACTIVITY	RES	KEY DEADLINES
	19.1.Publicise tabled budget within 5 days after tabling, on website and the media	GM: Treasury	04 April 2016
	19.2.Send copy of tabled budget to National and Provincial Treasury for comments		11 April 2016
Approval	20. Ugu Decentralised IDP Assessment Forums	CoGTA	07 April 2016
	20.1.Incorporate comments received from IDP Provincial Assessment and all other outstanding comments	Manager IDP	30 April 2016
	21. Conduct Community Consultation	Manager IDP, Snr. Manager Mayoralty	April /May 2016
	21.1.Attend IDP/Budget Roadshows		April/May 2016
	21.2.Ward Committee Imbizo Consultations	Manager IDP	22 May 2016
	22. Submission of Budget for 2015/16 to Council for approval	GM: Treasury	29 May 2016
	22.1.Prepare Budget in the required format and submit Provincial and National Treasury.		29 May 2016
	22.2.Set up expenditure, revenue and asset management system, incorporating budget		
	22.3.Publication of the approved 2014/2015 tariffs of charges in Gazette, website and local media.		03 June 2016
	23. Final draft 2015/16 IDP review	Manager IDP	April – June 2016
	23.1.Submit final draft IDP review to Steering Committee, IDRF and EXCO for recommendations.	Manager IDP	26 May 2016
	23.2.Submit final IDP review to Council for adoption	Manager IDP	31 May 2016
	23.3.Submit final draft IDP review to province (CoGTA) for assessment.	Manager IDP	10 June 2016

### 1.3 Our Key Development Challenges

In the organisational strategic planning session that was held on the 10<sup>th</sup> to 11<sup>th</sup> of March 2015 the key service delivery challenges pertaining to Ugu District Municipality area of jurisdiction were revisited through the service delivery gap mapping exercise. The water and sanitation service delivery mapping looked at where the challenges were and how they affected the development.



In terms of water delivery it is acknowledged that there are different service provision levels in different areas within the Ugu District Municipal area of jurisdiction. The main challenges can be grouped into four categories as follows:

- Lack of infrastructure;
- Ageing infrastructure;
- Water supply interruptions; and
- Infill needed

In terms of sanitation delivery it was also acknowledged that there are different service provision levels in different areas within the Ugu District Municipal area of jurisdiction. The challenges that were highlighted were grouped into three categories as follows:

- Bucket system and below RDP standard sanitation eradication;
- Lack of bulk sewer infrastructure; and
- Ageing sewer infrastructure.

Over and above identifying service delivery gaps the session also interrogated the effects of the service delivery gaps to the development of the Ugu District area of jurisdiction. The sighted effects to development are summarised as follows:

- Inability to attract investment;
- Problems of basic service provision mainly in the rural areas;
- Cross border issues;
- Tourism factor and its demand during peak seasons;
- The unavailability of water leads to severe and critical health, food insecurity, holds back LED implementation, food production costs and reliance on irrigation;
- Those who have access to water were affected by droughts, low rain etc.; and
- The service delivery gaps especially the unavailability of bulk water further delays the implementation of housing projects.

### **1.3.1 Comparative advantage**

Whilst acknowledging the challenges as highlighted above, the district boasts a considerable number of economic and development opportunities; which if explored successfully will be able to address the critical issues of unemployment and poverty.

- *Ugu has a stable manufacturing base;*
- *Agriculture remains one of the key sectors of the economy of Ugu, with promising emerging farmer potential*
- *In addition to the existing tourist attractions along the coast (beach tourism, Golfing etc) The rural hinterland holds a wealth of tourism potential, it remains largely underdeveloped as an adventure, eco and cultural tourism destination*
- *The district has been identified as a focus area for tourism development under the auspices of the Provincial Growth and Development Plan (Inkululeko Projects)*



## 1.4 Our Long Term Vision

The Ugu District Municipality developed its long term vision and mission in the strategic session that was held in March 2012 at the Ugu Sport & Leisure Centre for the development of the 2012/13 to 2016/17 Ugu Integrated Development Plan. Ugu District's vision and mission statement gives directives to what the municipality wants to achieve in terms of its medium and long term developmental goals. The vision and mission of the municipality is as follows:

### Vision

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

### Mission

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

## 1.5 What are we doing to improve ourselves?

The Ugu District Municipality has identified nine priorities and six strategic objectives to implement the vision and mission in order to improve its situation. Furthermore, the Ugu District Municipality aligned its priorities and strategic objectives with the National Development Plan's (NDP) nine elements, PGDS seven goals and associated objectives. The district Municipality is committed to ensuring it plays its part in the implementation of the NDP and PGDS based on the available resources and capacity, five (5) NDP elements and five PGDS goals and objectives that find their prominence in the priorities of the district are reflected in Table 1.5.1.

**Table 1.5.1: Alignment of Ugu IDP and PGDS**

**Source:** 2015 Strat Plan Report

9 Priorities	6 Strategic Objectives	Prioritised PGDS Goals (10.03.15)	Confirmed/ Emerging Priorities/
1. Infrastructure Investment (Roads, Water, Sanitation, Electricity, Housing )	To provide access to sustainable quality drinking water and sanitation services	2. Strategic Infrastructure	Identified areas of need for water and sanitation
2. Economic and Sectoral Development (Job Creation, Employment, LED Projects, Tourism, Agriculture, Rural development)	To create a conducive environment for economic growth and job opportunities	1. Job Creation	<ul style="list-style-type: none"> <li>Catalytic projects</li> <li>Boosting of investor confidence</li> </ul>
3. Financial Viability (Clean Audit, Corruption)	To develop and maintain a financially viable and sustainable organization that achieves full compliance with legislation		Revenue Collection Water Losses Clean audit
4. Education and Skills Development (Skills Development,		4. Community & Human Development	Skills Development (internal and external)



9 Priorities	6 Strategic Objectives	Prioritised PGDS Goals (10.03.15)	Confirmed/ Emerging Priorities/
Education)			
5. Institutional Integration and Co-ordination (Institutional development, review of Organogram, Workforce, Principles development)	To build and strengthen the administrative and institutional capability of the municipality	3. Governance & Policy	Maximize returns on personnel costs , Outcomes based planning and Monitoring & Evaluation
6. Collaborative planning		5. Spatial Equity	IGR; Joint prioritization btn LMs and district, LAP-peri-urban areas
7. Reduce HIV & Aids		4. Community & Human Development	
8.Clean Environment	To develop and promote an integrated sustainable environment		
9. Peace and Stability	To create a conducive environment for participatory development	3. Governance & Policy	People centeredness-public participation

Furthermore, the Ugu District family of municipalities have identified catalytic projects aimed at addressing the challenges identified and speed up service delivery in the Ugu District area of jurisdiction through focusing on where the district should be directing service delivery. The summary of identified catalytic projects is captured in Table 1.5.2 below.

**Table 1.5.2: Ugu DM Catalyst Project Summary**

Source: 2015 Strat Plan Report

Projects	Project Details		
	Location	Estimated Budget	Timeframe
Music City	Hibiscus Coast & Vulamehlo, Ward 6	R 33 800 000 000.00	2014 - 2019
Regional Technology Hub	Hibiscus Coast	R 1 200 000 000.00	2015 / 2016
Justice Park	Hibiscus Coast	R 235 000 000.00	
Ugu Agri-Park	Ezingoleni	Planning Phase	2015 - 2017
Margate Airport	Hibiscus Coast	R 300 000 000.00	2015 / 2016
Urban Renewal HCM	Hibiscus Coast	R 60 000 000.00	
Perishables Goods Hub	Umdoni, Ward 10	R 750 000 000.00	2014 – 2016
Park Rynie Industrial Park	Umdoni, Ward 4	R 10 000.00	
Scottburgh Beach Front development	Umdoni, Ward 5	R 341 000 000.00	
Harding Mall	Umuziwabantu	R 60 000 000.00	2013 / 2014
Ntelezi Msani Heritage	Umzumbe, Ward 18	R 2 000 000.00	2014 – 2018
Turton Shopping Mall	Umzumbe, Ward 10	Planning Stage	2014 – 2018
UMthwalume Beach front development	Umzumbe, Ward	R 500 000.00	
Turton Township formalisation	Umzumbe, Ward 10	R 500 000.0	2014 – 2016
KwaXolo Caves	Hibiscus Coast	R 23 000 000.00	2015 / 2016
Port Shepstone Intermodal Facility	Hibiscus Coast	R 60 000 000.00	
Water and Sanitation projects			
Maphumulo "C" Water Scheme	Vulamehlo	R 37 000 095.00	2014 - 2017
Gamalakhe Bulk Water Supply Project: Security of Supply	Hibiscus Coast	R 31 000 000.00	2013 - 2017
Mhlabatshane Bulk Water Project	Umzumbe	R 8 834 000.00	2011 - 2017
KwaNyuswa Water Scheme - Phase 3 (AFA) MIS 194753	Ezingoleni	R 10 000 000.00	
Mhlabatshane Regional Water Supply Scheme	Umzumbe	R 2 000 000.00	2012 - 2017
Umtamvuna Water Works Raw Water Upgrade	Ezingoleni	R 2 000 000.00	2011 - 2019



Projects	Project Details		
	Location	Estimated Budget	Timeframe
Mabheleni East Water Project	Umzumbe	R 2 000 000.00	2013 - 2015
Harding Weza Regional Bulk Water Supply Planning (Dam)	Umuziwabantu	R 20 000 000.00	2010 - 2018
Thoyane Water Project Phases 4 & 7	Vulamehlo	R 800 000.00	2010 - 2015
Umzimkhulu Bulk Water Augmentation Scheme	Hibiscus Coast	R 30 000 000.00	2010 - 2017
Msikaba and Surrounds Water Supply Scheme		R 7 000 000.00	
Umzinto Slum Clearance: Farm Isonti Low Cost Housing Water and Sanitation Scheme	Umdoni	R 15 000 000.00	2009 - 2016
Water Pipeline Replacements	All LMs	R 90 000 000.00	2010 - 2030
Harding Waterworks Refurbishment	Umuziwabantu	R 1 000 000.00	2010 - 2015
Mistake Farm Supply Scheme	Vulamehlo	R 1 000 000.00	2011 - 2018
Bulk Water and Sewer Infrastructure for Mazakhele, Harding Bulk Water and Sewer Infrastructure for Mazakhele, Harding	Umuziwabantu	R 7 000 000.00	2010 - 2015
Vulamehlo Cross-Border Water Scheme	Vulamehlo	R 2 000 000.00	2012 - 2025
Masinenge Bulk Water and Sanitation Project	Hibiscus Coast	R 1 000 000.00	2010 - 2015
Malangeni Low Cost Housing Project	Umdoni	R 12 753 420.00	2009 - 2020
Sanitation Refurbishment Phase 1 - Port Edward to Park Rynie	Umdoni & Hibiscus Coast	R 6 000 000.00	2013 - 2018
Umzinto Waste Water Treatment Works and Outfall Sewers Upgrade and Rehabilitation	Umdoni	R 9 516 000.00	2011 - 2018
Pennington Waterborne Sanitation Project-Provision of Bulk Sewer & Reticulation Infrastructure	Umdoni	R 5 000 000.00	2011 - 2017
Harding Sanitation Scheme: Phase 3	Umuziwabantu	R 9 000 000.00	2012 - 2017
Margate Sewer Pipeline Replacement	Hibiscus Coast	R 9 000 000.00	2013 - 2018
Masinenge/uVongo Sanitation Project		R 1 000 000.00	2011 - 2019
KwaLatshoda Lowcost Housing Sanitation Services		Still in Planning	2015 - 2020
Rural Sanitation (VIPs)		R 6 200 000.00	2014 - 2017

## 1.6 What could you expect from us in the next five years?

What could you expect from the Ugu District Municipality in the next five-year term of this IDP is presented in terms of outputs, outcomes and deliverables and summary of Development Objectives and KPIs as captured in Table 1.6.1.

**Table 1.6.1: Ugu DM Summary of Development Objectives and KPIs**

Source: Ugu 2015 /16 IDP Review

Strategic Objective	Key Performance Indicator	Deliverables	Outcomes
<b>Basic Service Delivery</b>			
<b>5. To provide access to sustainable quality drinking water and sanitation services</b>	Provision of Household with Access Basic Water Services	Implementation of 16 bulk water supply scheme projects	15 600 HH with access to water
	Water Pipeline Replacement	150 Kms of pipelines replaced	Uninterrupted water supply
	Pump Stations Refurbished	4 Pump Stations refurbished	Increased pump stations capacity
	Provision of Households with Waterborne Sanitation Services	Implementation of 7 waterborne sanitation scheme projects	4 800 Household with Access to sanitation





Strategic Objective	Key Performance Indicator	Deliverables	Outcomes
	Provision of Household VIP Sanitation	Implementation of VIP rural sanitation projects	7 700 Household with VIP Toilets
	100% Eradication of bucket system in households	Implementation of sanitation projects	All households with access to atleast minimum sanitation standards
	Meter replacement	4 260 Meters Replaced	Increased billing accuracy
	Alternate water supply	Springs protection	200 Springs Protected
		Boreholes refurbishment	262 Boreholes Refurbished
Municipal Transformation and Institutional Development			
2. To build and strengthen the administrative and institutional capability of the municipality	Performance Management Systems	Quarterly Performance Reviews	Timely interventions and corrective actions
		Performance Report	Ongoing focus and review on the achievement of results
		Signed performance agreements by Section 57 Managers	Greater accountability in the use of resources
	Human Resource Development and Wellbeing	Employee Wellness Programmes	Healthy and Motivated Employees
		Skills Development	Skilled and capacitated Labour
		Occupational Health and Safety	Compliance to OHS Act
		IPMS cascaded to levels 4, 5, and 6	Culture of Public Service and Accountability amongst staff
	Fleet Management	Timely replacement of fleet	Effective Fleet Management System in Place
		Reduced use of Fuel	
	Secretariat Services	Timely dispatchment of minutes and agendas	Municipal Committes Support
	Records Management	Implementation of Electronic Document Management System	Electronic Record Management
	Long Term Office Accomodation	Increased office Space	Reduced Rental Expenditure
Good Governance and Public Participation			
1. To create a conducive environment for participatory development	100% Functional IGR Structures	9 IGR Structure in Place	Increased co-ordination between District and Locals
	Batho Pele Programme implementation	2 Municipal Development Plans Developed	Increased Customer Satifaction
		Annual Departmental Batho Pele Awards	
	Enhancement of Public Participation	100% Functional Ward Committees	People Centred Service Delivery
		84 Community Development Plans developed	
		84 Ward Development Plans developed	
	Sport Development	5 Sport Codes participating in SALGA games	Active and Healthy Community
	Effective Communication	4 Internal Newsletters Developed	Informed Employees



Strategic Objective	Key Performance Indicator	Deliverables	Outcomes
		2 External Newsletters Developed	Informed Communities
	Customer Care	Call Centre Management Complaints Handling	Efficient and Effective Customer Handling
	Information and Communication Technology	Financial Management System Replacement in place	Efficient and Effective Financial Management System
<b>Local Economic Development</b>			
	Renewable Energy	Umkomaas Hydro Energy Project Community Trust Established	Sustainable Energy Supply
<b>4. To create a conducive environment for economic growth and job opportunities</b>	Maritime Sector Development	Turton Beach Development Framework Plan by June 2016 Music City Development by 2017	Vibrant Maritime Sector that leads to employment opportunities
	Creative Industry Development	Training of 10 film makers Promotion of indigenous music	Improved Creative Industry
	SMME Sector Development by 2017	Training of 30 contractors Registration of 20 cooperatives Training of 30 cooperatives	Active Second Economy
	Agricultural Support and Development	Ingonyama Trust Land Potential Agriculture Study by December 2015 Tea Tree Plantation Commercialisation of Horse Shoe Farm	Improved Agricultural Sector and Increased Job Opportunities
	Manufacturing Sector Development	Support 2 rural areas emerging clothing manufacturers Support 2 emerging furniture manufacturers	Revived Manufacturing Sector
	Mining and Energy Development	Development of mining and energy guidelines Training of emerging miners	Established Mining Sector
	Job Creation	500 Employment Created through LED initiatives by 2016	Reduction of Unemployment Rate
	Tourism Development	6 new tourism products in the hinterland by 2017	Tourism Extended to Rural Areas
<b>Municipal Financial Viability and Management</b>			
<b>3. To develop and maintain a financially viable and sustainable organization that achieves full compliance with legislation.</b>	Asset Management	Updated and GRAP compliant Asset Register	Co-ordinated activity of Ugu DM to realize value from assets
	Cash Management	Improved liquidity ratio Improved Cash Coverage Ratio	Ability of the municipality to meet immediate and short term obligations
	Supply Chain Management	Increased turnaround time of award of contract Reduced irregular expenditure	Maximized customer value and sustainable competitive advantage
	Budget Management and Reporting	Preparation of Financial Statements	Public Accountability
	Revenue Management & Enhancement	Increased Debt Collection Completeness of Billing	Increased Revenue
	Expenditure Management (Accounts Payable; Project Accounting; & Salaries Management)	Payment of creditors within 30 days Reduction of fruitless expenditure	SMME and Economic Development keeping government spending within sustainable limits

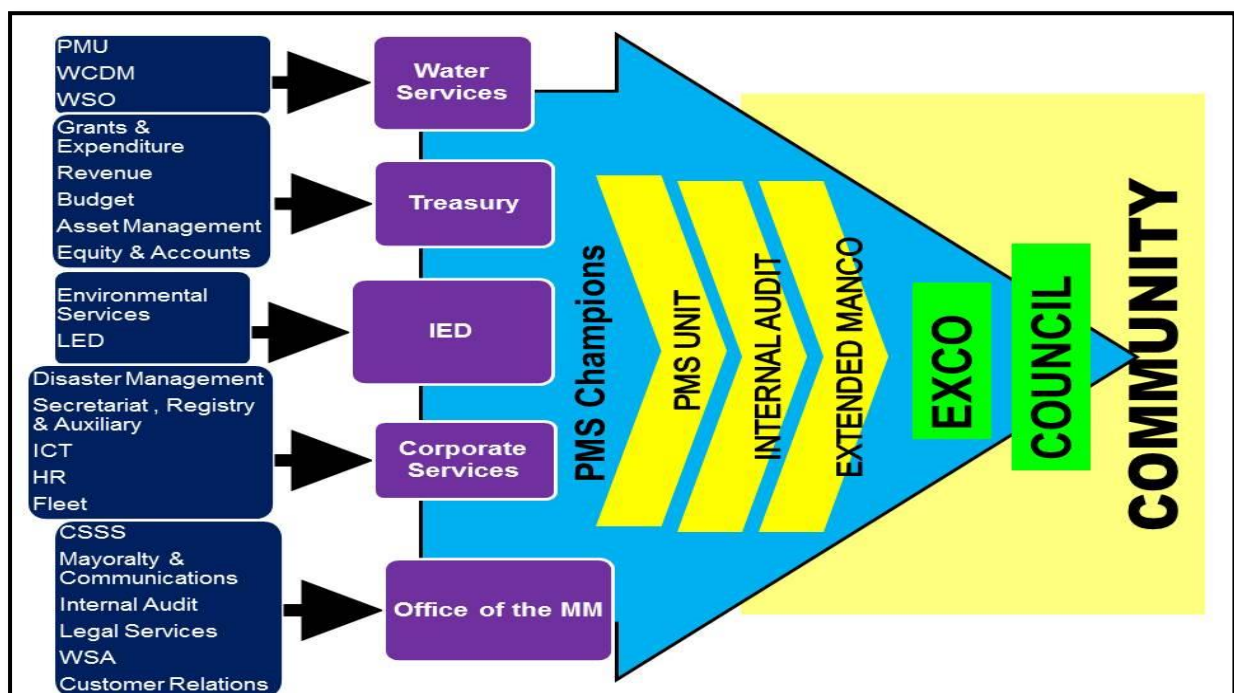




Strategic Objective	Key Performance Indicator	Deliverables	Outcomes
<b>Cross Cutting Interventions</b>			
<b>6. To develop and promote an integrated sustainable environment</b>	Environmental Management	Health and hygiene education strategy adopted	Environmental Awareness
		Final public health by-laws adopted	
		Environmental Health Service devolution finalised	Increased capacity for Environmental Health Services
		Environmental Management Plan Adopted	Improved environmental decision making
	Disaster Management	Air Quality Management Plan Adopted	
		Disaster management centre Enhancement	Increased Disaster Response
		Disaster management centre phase 2 and phase 3	
		4 Disaster Risk Reduction Plans developed	Reduced disaster impact on communities
		District wide Fire and Rescue Services Strategy adopted	

## 1.7 How will our progress be measured?

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. The performance will be measured through the Organisational and Departmental Scorecards that have been developed and reported on quarterly basis.



**Figure 1.7.1: Ugu DM PMS Diagram**

Source: Ugu PMS Unit



The reporting process commences from a departmental level from where it flows to the strategic level, political level and on to the community, the users of the services. The process followed is illustrated in figure 1.7.1., the entire process is driven by the PMS unit in the Office of the Municipal Manager and co-ordinated collectively with the PMS Champions in each Department.

At a departmental level all the sections / units report progress on the monthly departmental meetings which are led by the respective HOD. The respective HOD then consolidates all the section / unit reports and submits to the PMS unit a consolidated departmental report. All the departmental reports are then sent to internal audit with accompanying POE files for auditing. Once the auditing is concluded the departmental reports are then discussed at a MANCO.

Once the departmental reports are discussed at the MANCO, the PMS unit then consolidates the reports into an organisational report for discussion in the quarterly PMS review which is attended by the EXCO and extended MANCO. In the quarterly performance review sessions the quarterly performance reports are evaluated critically by the EXCO members. This evaluation is aimed at determining to what extent the performance targets and KPIs are positively impacting on the development objectives. Recommendations are then formulated around corrective actions in this regard, if necessary. The quarterly municipal performance report, together with recommendations, is then forwarded to the council. As the final step the quarterly municipal performance report is then presented at the IDP Rep Forum for the purposes of reporting back to the community.



## **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.

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 14 National Outcomes, the five (5) National Priorities, the State of the Nation Address, the State of the Province Address, the KZN PGDS (7 Goals) and Operation Clean Audit 2014 and Back to Basic. It indicates how these are addressed and applied in the Ugu District Municipal area.

### **2.2 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 focuses 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.

### **2.2.1 Applicability to Ugu**

Goal 7 of the MDGs talks directly to the Ugu District Municipality as a water and sanitation service provider with target 7C setting a target that says ‘Halve proportion of people without sustainable access to safe drinking water (Urban & Rural)’ and ‘Halve proportion of people without access to basic and acceptable sanitation services (Urban & Rural)’.

South Africa’s own goals however, were to address and resolve all backlogs, and achieving 100% coverage of water access, by 2014. Although there had been much progress on achieving this target, the existing delivery trends did not allow for this target to be achieved by 2014. The Ugu District therefore is also committed to ensuring universal access to sustainable access to safe drinking water and access to basic and acceptable sanitation services.

## **2.3 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 nine elements:

- 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.

### **2.3.1 Medium Term Strategic Framework (MTSF)**

The Medium Term Strategic Framework (MTSF) is Government’s strategic plan for the electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the NDP. The MTSF sets out the actions Government will take and targets to be achieved. It also provides a framework for the other plans of national, provincial and local government.



The aim of the MTSF is to ensure policy coherence, alignment and co-ordination across government plans as well as alignment with budgeting processes. Performance agreements between the President and each Minister will reflect the relevant actions, indicators and targets set out in this MTSF.

In the presence of the NDP as an overarching, long-term plan the MTSF process has been reoriented towards conversion of the NDP into medium-term five-year plans. The intention of the MTSF is to directly inform departments' planning and oversight of plans and performance.

The 2014 – 2019 MTSF has two overarching themes which are radical in economic transformation and improving service delivery and 14 priority outcomes which are building on previous MTSF and the NDP. Within each priority outcome there are broad objectives and themes. The 14 priority outcomes are as follows:

1. Quality basic education;
2. A long and healthy life for all South Africans;
3. All people in South Africa are and feel safe;
4. Decent employment through inclusive growth;
5. A skilled and capable workforce to support an inclusive growth path;
6. An efficient, competitive and responsive economic infrastructure network
7. Vibrant, equitable, sustainable rural communities contributing towards food security for all;
8. Sustainable human settlements and improved quality of household life;
9. Responsive, accountable, effective and efficient local government;
10. Protect and enhance our environmental assets and natural resources;
11. Create a better South Africa and contribute to a better Africa and a better world;
12. An efficient, effective and development-oriented public service;
13. A comprehensive, responsive and sustainable social protection system;
14. A diverse, socially cohesive society with a common national identity.

### **2.3.2 State of the Nation Address**

In the State of the Nation address, by His Excellency Jacob G. Zuma, President of the Republic of South Africa, it emerged that the main concerns of the people of SA based on the inputs to the SONA 2015 are, crime, roads, access to education, youth internship schemes, water, electricity and support for small businesses. In response to these concerns and keeping in line with the MTSF, a nine point plan aimed at igniting growth and creation of jobs was introduced. The nine point plan is as follows:

1. Resolving the energy challenge;
2. Revitalizing agriculture and the agro-processing value chain;
3. Advancing beneficiation or adding value to our mineral wealth;
4. More effective implementation of a higher impact Industrial Policy Action Plan;
5. Encouraging private sector investment;
6. Moderating workplace conflict;



7. Unlocking the potential of SMMEs, cooperatives, township and rural enterprises;
8. State reform and boosting the role of state owned companies, ICT infrastructure or broadband roll out, water, sanitation and transport infrastructure;
9. Operation Phakisa aimed growing the ocean economy and other sectors.

The Agri-Park programme and Operation Phakisa were also identified as national catalytic programmes which have to be met with the same enthusiasm at the local levels.

### 2.3.3 Applicability to Ugu District

The Ugu District Municipality has a major role to play in realising the NDP 2030 vision especially with regards to the expansion of infrastructure which in the case of Ugu is mainly water and sanitation infrastructure to ensure universal access to clean portable water and sanitation dignity for all people of Ugu area of jurisdiction. The importance of eradication of water and sanitation backlog is also reiterated in the SONA 2016 and the district therefore needs to align itself with the national priorities.

Furthermore, priority outcome nine of the 14 priority outcomes of the MTSF talks to a responsive, accountable, effective and efficient local government. Given the role at the 'front line' of service delivery, local government has a critical role to play in the NDP's vision and as a district, Ugu has to ensure co-ordinated effort with its family of municipalities that the five sub-outcomes are achieved and therefore the seven IDPs of the district's family needs to address and ensure:

- i. Members of society have sustainable and reliable access to basic services
- ii. Intergovernmental and democratic governance arrangements for a functional system of cooperative governance strengthened
- iii. Sound financial and administrative management
- iv. Promotion of social and economic development
- v. Local public employment programmes expanded through the Community Work Programme (CWP)

Furthermore, the District is currently championing the implementation of Agri-Park in the district in partnership with the Department of Rural Development. The Operation Phakisa is also being implemented in the district with Hibiscus Coast Municipality being a major stakeholder as they have the longest coastline in the district.

## 2.4 KZN PGDS (7 Goals)

The 2012 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 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.

The main purpose of the KZN PGDS can be summarised as, being the primary growth and development strategy for KwaZulu-Natal to 2030; mobilising and synchronising strategic plans and investment priorities in all spheres of government, state owned entities, business, higher education institutions, labour, civil society and all other social partners in order to achieve the desired growth and development goals, objectives and outcomes; to spatially contextualise and prioritise interventions so as to achieve greater spatial equity; and to develop clearly defined institutional arrangements that ensure decisive leadership, robust management, thorough implementation and ongoing review of the growth and development plan.

To realise the KZN long term vision, the KZN PGDS sets out seven goals which are as follows:

1. Job Creation
2. Human Resource Development
3. Human and Community Development
4. Strategic Infrastructure
5. Response to Climate Change
6. Governance and Policy
7. Spatial Equity

The KZN further sets out 14 objectives to unpack the seven goals which are as follows:

1. To maximize **KZN's** position as **a gateway to South and Southern Africa**;
2. To ensure **human and utilization of natural resources** are in harmony;
3. To create **safe, healthy and sustainable living environments**;
4. To aspire to **healthy and educated communities**;
5. To ensure all **employable people are employed**;
6. To develop a more **equitable society**;
7. To ensure that **all people have access to basic services**;
8. To offer world **class infrastructure**;
9. To boost **investors' confidence to invest in KZN**;
10. To develop a **skilled labour force aligned to economic growth needs**;
11. To create **options for people on where and how they opt to live, work and play**;
12. To entrench **people centred-ness**;
13. To provide **strong and decisive leadership**; and
14. To **foster social compacts**.





#### **2.4.1 State of the Province Address**

The Premier of KwaZulu-Natal Mr. Senzo Mchunu in his State of the Province Address regarding the vision and high level focus areas for the next five years, the Premier reconfirmed the province's commitment to the key National priorities and outlined the following seven (7) outcomes the province will focus on which are aligned and informed by the PGDS:

1. Sustained, shared economic growth as a primary driver for job creation and poverty eradication;
2. Developing and protecting our human capital;
3. Good Governance;
4. Develop Strategic Infrastructure,
5. Education, training and developing skills to meet growth demand;
6. Environmental sustainability;
7. Improved spatial integration.

#### **2.4.2 Applicability to Ugu District**

The Ugu District Municipality as a water services provider will contribute immensely in the development of strategic infrastructure in its endeavours to eradicate water and sanitation backlogs in the district. Furthermore, the district has developed a DGDS which is aligned with the PGDS and plays a coordination role in ensuring that the local municipalities make a coordinated effort in realising the province's long term vision.

Furthermore, the district as the champion of the Ugu DGDS needs to ensure that the six local municipalities work together towards a shared vision and that tourism and agriculture which are the core economic sectors are strategically positioned in the path that the province is taking to ensure that the population of the Ugu District area of jurisdiction benefits optimally.

### **2.5 Local Government Back to Basics Programme**

CoGTA conducted a review of all the municipalities to establish how far they are in becoming an ideal municipality as envisaged by CoGTA. It emerged from the review that the top third municipalities have got the basics right and are performing their functions at least adequately. This top third is the small core that represents the desired (ideal) state for all the municipalities as envisaged by CoGTA. The middle third of municipalities are deemed to be fairly functional and overall performance being average with the basics being mostly in place. The bottom third of municipalities are deemed to be dysfunctional, and requiring significant work for them to function properly. It is said to be plagued among other things by endemic corruption, councils which do not function, no structured community engagement, and poor financial management which leads to continuous negative audit outcomes.

The CoGTA's differentiated approach in the department's transformational agenda, recognises that there are widely divergent levels of performance between different categories of municipalities – in





terms of services, public engagement, good governance, financial management and technical capacity. The departments aim therefore to encourage all municipalities to become positively functional centres of good governance and need to set proper standards for municipal performance. The Back to Basics programme is founded on five pillars which are:

1. **People First** - placing people and their concerns first and ensuring constant contact with communities through effective public participation platforms.
2. **Basic Services** - creating conditions for decent living by consistently delivering municipal services to the right quality and standard. This includes planning for and delivery of infrastructure and amenities, maintenance and upkeep, including the budgeting to do this. Ensuring there are no failures in services and where there are, restore services with urgency.
3. **Good Governance** – ensuring municipalities are well governed and demonstrate good governance and administration, cut wastage, spend public funds prudently, hire competent staff, ensure transparency and accountability.
4. **Financial Management** - ensuring sound financial management and accounting, and prudently manage resources so as to sustainably deliver services and bring development to communities.
5. **Capacity Building** - building and maintaining sound institutional and administrative capabilities, administered and managed by dedicated and skilled personnel at all levels.

### 2.5.1 Applicability to Ugu

The Ugu District Municipality falls within the bottom third of municipalities that are deemed dysfunctional by CoGTA. CoGTA will aim at the very least, that the municipalities in a dysfunctional state, perform the basic functions of local government and will do this through enforcement of current policies and legislation, systematically managing performance and accountability, and ensuring that there are consequences for underperformance. Minimum performance requirements include ensuring the proper functioning of council structures and council processes, the provision of basic services, and the appointment of competent staff and these are non-negotiable.

The Ugu District Municipality has therefore aligned its resources with the Back to Basics programme to ensure that it moves away from the current category which is dysfunctional. The five (5) Back to Basics pillars have been aligned with the district's nine priorities and six strategic objectives as outlined in Table 2.4.1.1 below. Furthermore, the Back to Basics is further cascaded down to the municipal SDBIP through incorporating the Back to Basics reporting template with the municipal scorecards to ensure coordinated implantation of the programme.

**Table 2.4.1.1: Alignment of Back to Basics with the Ugu IDP**

Source: Ugu District Office of the Municipal Manager

9 Priorities	6 Strategic Objectives	Back to Basics Pillars
--------------	------------------------	------------------------



1. Infrastructure Investment (Roads, Water, Sanitation, Electricity, Housing )	To provide access to sustainable quality drinking water and sanitation services	Basic Services
3. Financial Viability (Clean Audit, Corruption)	To develop and maintain a financially viable and sustainable organization that achieves full compliance with legislation	Financial Management
4. Education and Skills Development (Skills Development, Education)		Capacity Building
5. Inst. Integration & Coordination (Inst. Dev., Review of Organogram, Workforce, Principles Dev.)	To build and strengthen the administrative and institutional capability of the municipality	
9. Peace and Stability	To create a conducive environment for participatory development	People First
		Good Governance

## 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 as well as 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's economy as a whole. It is based on a commitment to working collaboratively to achieve the most beneficial outcomes for all.

The DGDS has six drivers which are:

1. Spatial Integration and Facilitating Security of Tenure
2. Strategic Infrastructure Investment
3. Education & Skills Development
4. Institutional Development
5. Strategic Sector Engagements
6. Environmental Sustainability
7. 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 under development and thus bring about prosperity in an integrated fashion. The Ugu DGDS thus plays an integral role in the development Ugu's 2015/16 IDP Review in ensuring a common goal for 2030.



## 2.7 Spatial Planning and Land Use Management Act (SPLUMA)

The SPLUMA seeks to bridge the racial divide in spatial terms and to transform the settlement patterns of the country. The Act will address the legacy of the discriminatory, inefficient and costly special pattern that puts a considerable burden on the public resources. The Act will also ensure that the restructuring of South African cities, towns and settlements is in line with priorities and principles of the democratic government. Furthermore, it aims to bridge the racial divide in spatial terms and to transform the settlement patterns of the country in a manner that gives effect to the key constitutional provisions. The Act has six objectives as listed below.

- a) Provision of a uniform, effective and comprehensive system of spatial and land use management;
- b) Ensuring of a spatial planning and land use management system that promotes social and economic inclusion;
- c) Provision of development principles and norms and standards;
- d) Provisions for a sustainable and efficient use of land;
- e) Provision of cooperative government and intergovernmental relations amongst the national provincial and local spheres of government; and
- f) Redressing imbalance of the past and ensuring of equitable application of spatial development planning and land use management systems.

Furthermore, the Act provides five principles that must be applied to all aspects of spatial development planning, land development and land use management. These principles are outlined in Table 2.7.1.

**Table 2.7.1: SPLUMA Development Principles**

**Source:** Spatial Planning and Land Use Management Act, No.16 of 2013

Principle	Definition	Applicability to Ugu
<b>Spatial Justice</b>	Concerned with the past spatial and other development imbalances through improved access and ensuring the inclusion of previously disadvantaged communities. Furthermore, the land development procedures need to accommodate access to secure tenure.	The focus of development on urban coastal strip in the past has resulted in an imbalance development leading to the rural communities always lagging behind. The district family is also on a process of implementing wall to wall schemes which are anticipated have an impact reshaping the spatial footprint of the district.
<b>Spatial Sustainability</b>	For viable communities there needs to be promotion of land development to happen within the fiscal, Institutional and administrative means. The protection of prime and unique land should be given special consideration and the consistency of land use measures in accordance with the environmental management tools. Furthermore the future and current costs of infrastructure and social services provision in land developments needs to be considered by all parties.	One of main the economic contributors in Ugu is agriculture and thus the agricultural land needs to be protected to ensure continued productivity and preservation. Furthermore, the DGDS talks about Strategic Infrastructure, that needs to be properly costed and be considered by all parties involved. The environmental viability is also of utmost importance as tourism is the key economic contributor in the district.



Principle	Definition	Applicability to Ugu
<b>Efficiency</b>	The land development should optimise the use of existing resources and infrastructure and the decision making procedures to be designed in a way that limits negative financial, social, economic or environmental impacts.	The need for optimisation of existing resources and infrastructure has been identified in Ugu and the importance of infrastructure operation and maintenance plan emphasised to a longer lifespan. Furthermore, even the decision making with regards to infrastructure deployment is guided by relevant policies and plans to ensure integrated implementation.
<b>Spatial Resilience</b>	In ensuring sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks, the spatial plans, policies and land use management systems flexibility needs to be accommodated.	With the high levels of poverty and unemployment in Ugu there is a need for to ensure sustainable livelihoods and SPLUMA offers that opportunity through spatial and environmental plans and policies flexibility is accommodated.
<b>Good Administration</b>	Ensuring an integrated approach by government (all 3 spheres) to land use and land development as guided by spatial planning and land use systems embodied in the Act. All sectors needs to ensure they provide necessary inputs and comply with all the prescribed requirements. There must also be transparency in policies, legislation and procedures so that members of the community are empowered and informed.	Through the development of IDP the district aims to ensure an integrated approach inclusive of all departments and local municipalities. Public participation mechanisms are also in place to ensure transparency and the members of the community are kept informed and empowered.

## 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. Cross Cutting Interventions**

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, and also provides the physical location and spatial interrelationship of social, economic, environmental 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.

There has been 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

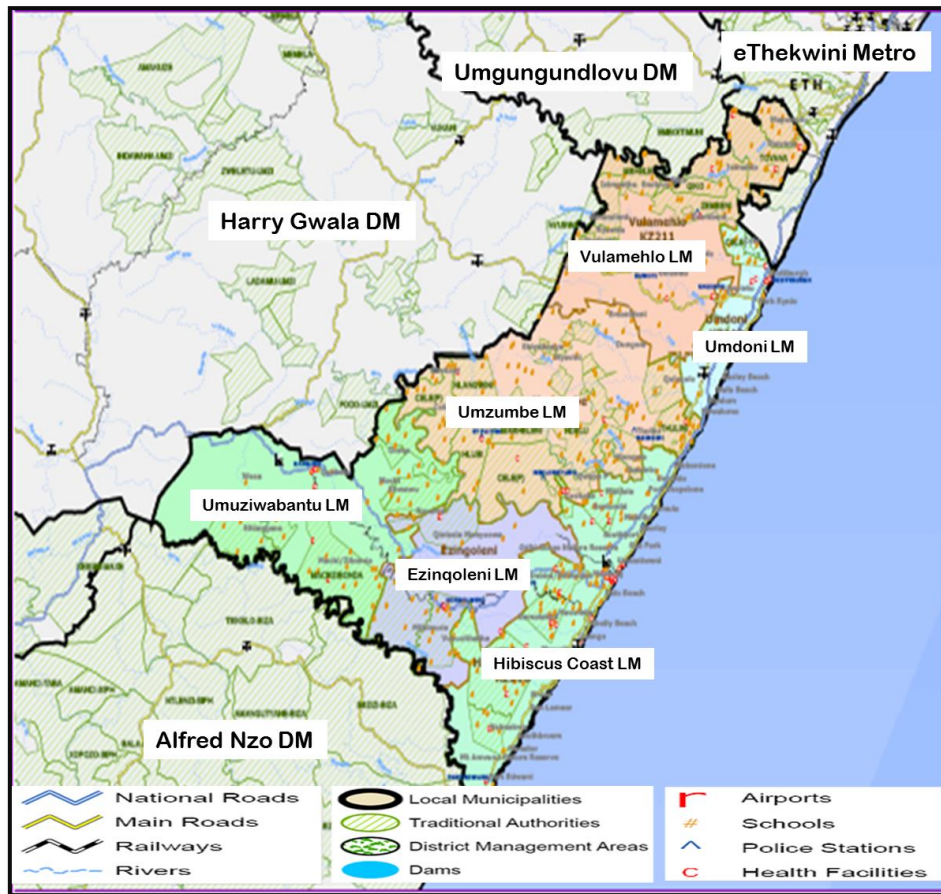
The broken topography of the area is another factor which has strongly influenced settlement patterns, particularly in the hinterland. The broken topography has restricted not only the dispersal of homesteads, but also large-scale or commercial agriculture within the major river catchments, such as the Umzimkhulu and Umtamvuana 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 to the 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.

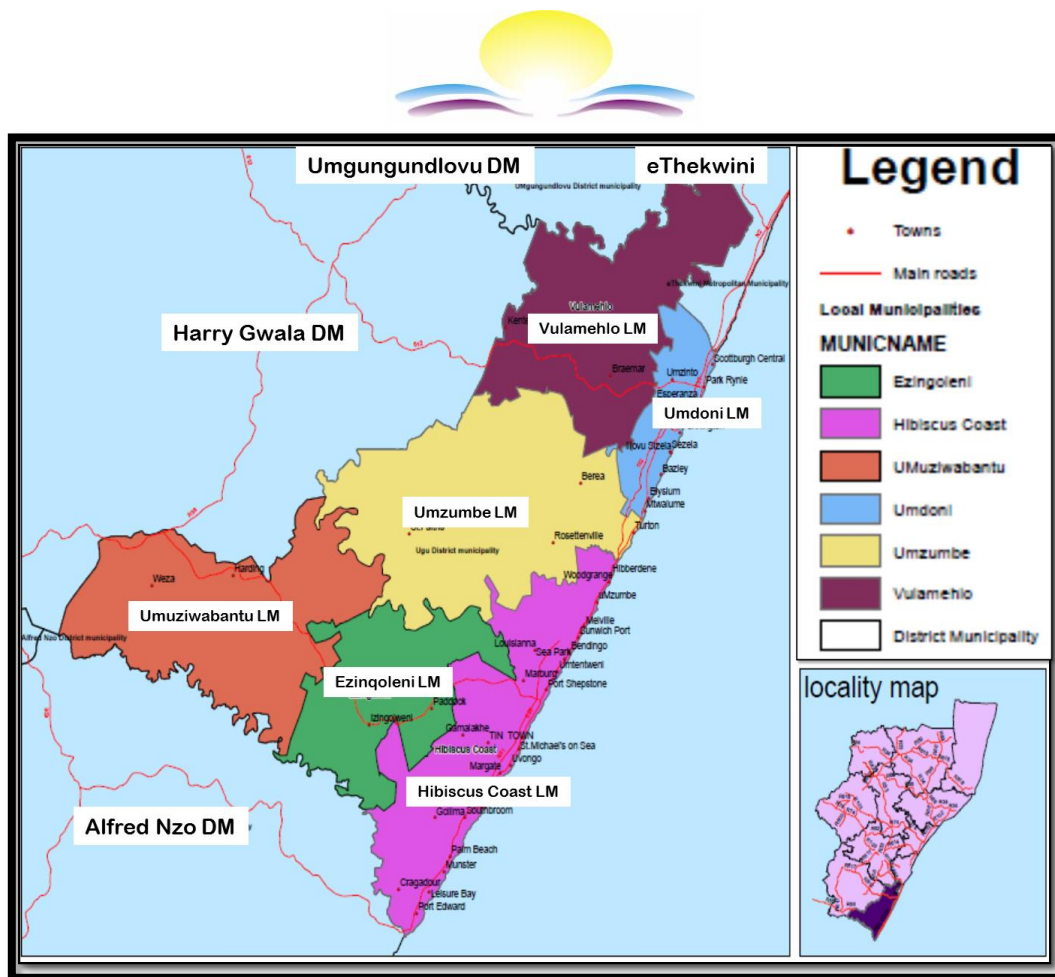


**Figure 3.1.1.1: Ugu District Regional Context**  
**Source:** Ugu District SDF, 2012

### 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. It is bordered by the Eastern Cape Province to the South, Indian Ocean to the East, Sisonke and Umungundlovu to the West and eThekweni to the North. It comprises of six local municipalities which are Ezingolweni, Umuziwabantu, Hibiscus Coast, Umdoni, Umzumbi and Vulamehlo. According to the Statistics South Africa, the District Municipality DC 21 is 5866 km<sup>2</sup> in extent.





**Figure 3.1.2.1: Ugu District Locality Map**  
**Source:** Ugu District Municipality GIS, 2013

### 3.1.3. Existing Nodes and Corridors

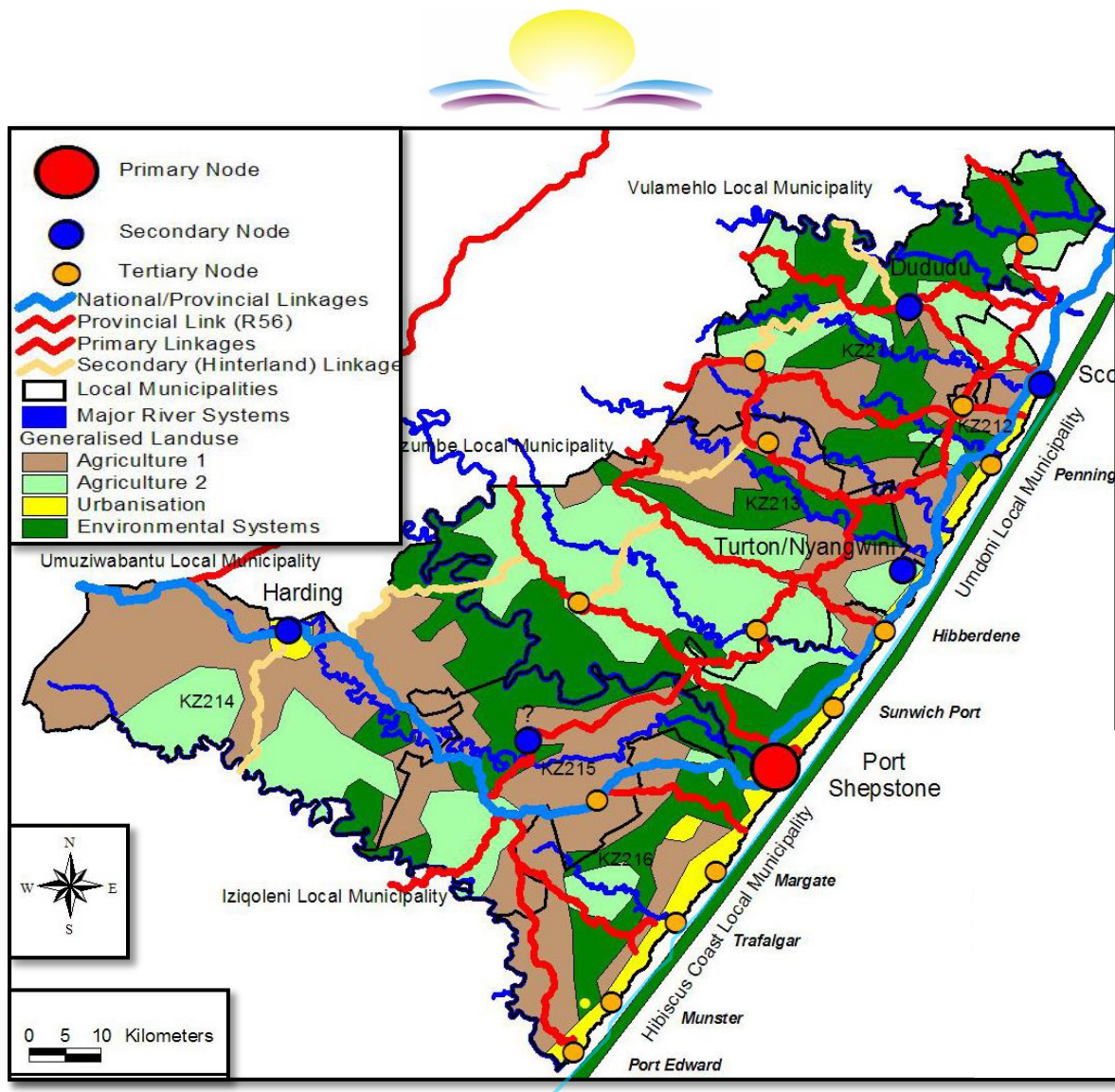
In terms of nodes, three types of nodes have been identified in the Ugu District area of jurisdiction which are primary, secondary, tertiary, quaternary and rural service centre nodes as reflected in Figure 3.1.3.1.

**Primary Node:** An urban centre with very high existing economic growth and the potential for expansion thereof. Provides service to the national and provincial economy. The identified primary node in the Ugu District Municipality area of jurisdiction is the Port Shepstone node.

**Secondary Node:** An urban centre with good existing economic development and the potential for growth. Services the regional economy. Scottburgh and Harding has been identified as the secondary node in the the Ugu District Municipality area of jurisdiction.

**Tertiary Node:** A centre which should provide service to the sub-regional economy. The areas such as Port Edward, Margate, Hibberdene, Park Rynie, and Umzinto have been identified as the tertiary node the Ugu District Municipality area of jurisdiction.

**Rural Service Centre –** A centre which should provide service to the localised rural economy. These centres include areas like Turton / Nyangwini, Dududu and Izingolweni and have been identifies as the Rural Service Centre in the Ugu District Municipality area of jurisdiction.



**Figure 3.1.3.1: Ugu District Nodes**

**Source:** Ugu District GIS, 2015

In terms of the development corridors two main types of development corridors are identified which are namely, primary and secondary development corridors.

**Primary Corridor:** A corridor with very high economic growth potential within all three sectors which serves areas of high poverty densities. These corridors include value-adding areas, such as Scottburgh, Hibberdene, Port Shepstone to Margate, Umtamvuna, and Port Edward. Furthermore, the district understands that the entire coastal strip forms an 'Economic support area', as well as Harding.

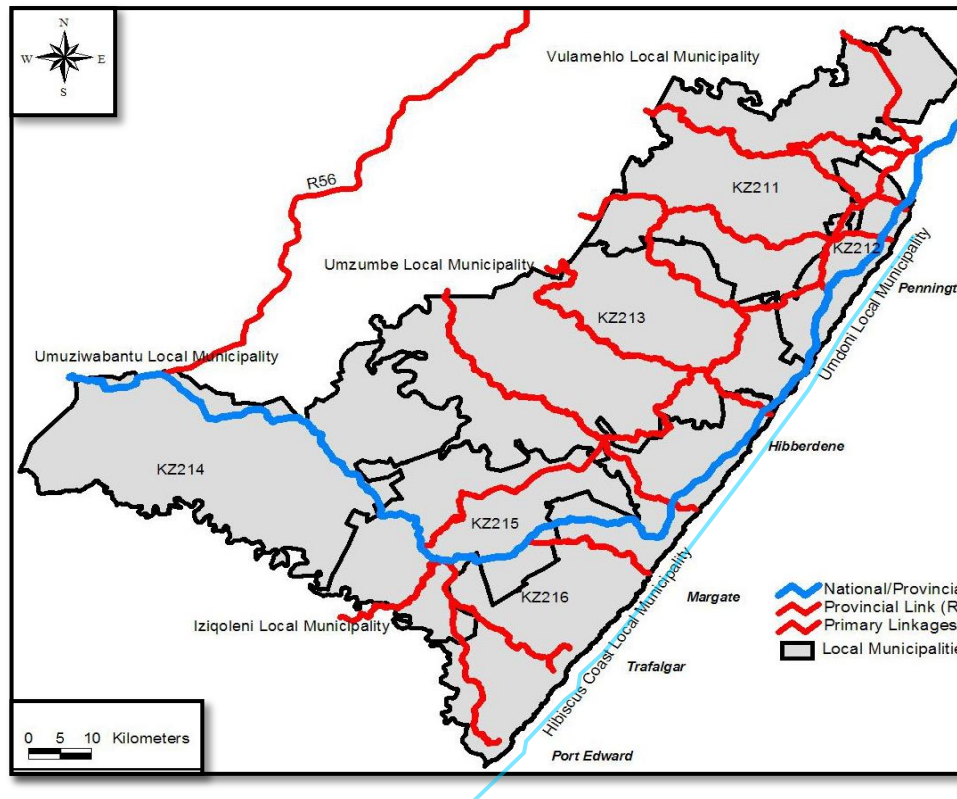
**Secondary Corridor:** A corridor serving areas of high poverty levels with good economic development potential within one or two sectors. In terms of the secondary corridors in the Ugu District Municipality area of jurisdiction, the importance of a corridor from Port Shepstone, through St Faiths, towards Ixopo is highlighted; 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.

**Tertiary corridors:** i.e. local level development corridors, are not identified in the district SDF, they should however be established in the local municipality SDFs. These corridors are expected to link

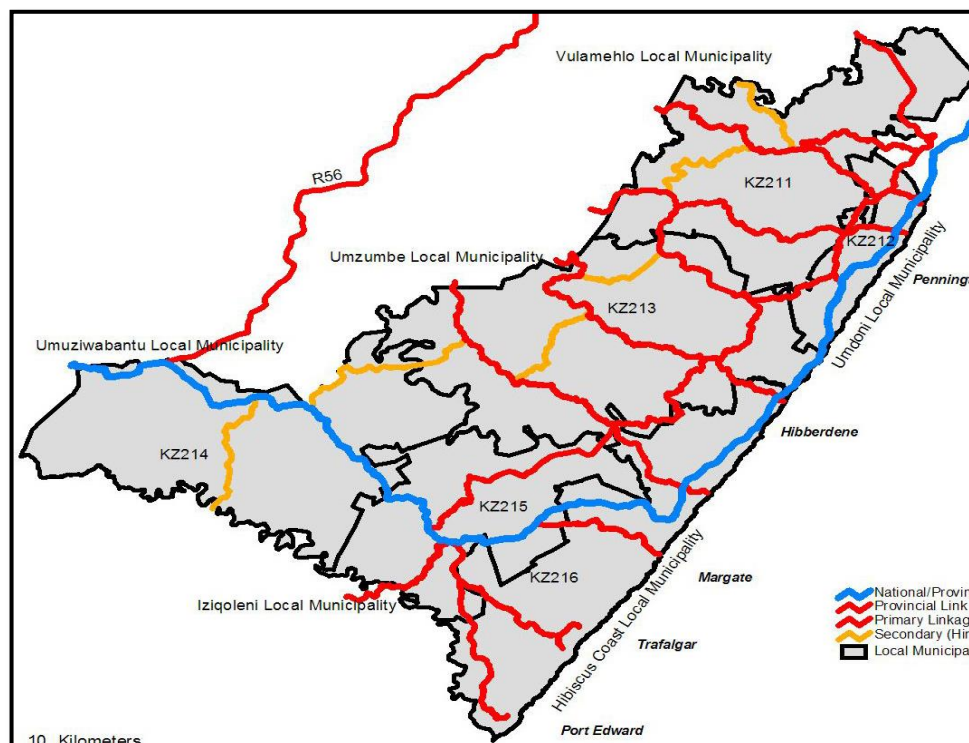




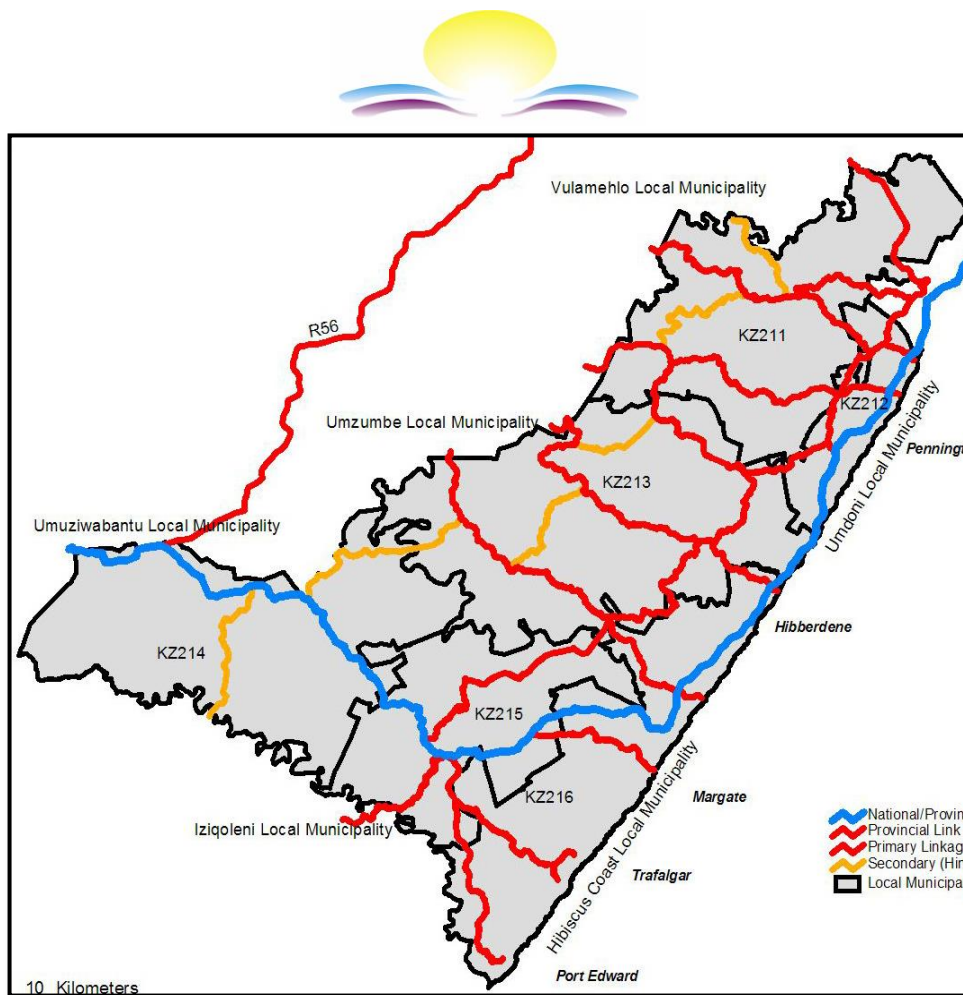
local access roads and individual communities into the secondary corridor system and to the relevant centres of activity. Development located within these corridors would primarily address local requirements and opportunities and will inter alia accommodate local tertiary centres.



**Figure 3.1.3.2: Ugu District Primary Corridors**  
Source: Ugu District GIS, 2015



**Figure 3.1.3.3: Ugu District Secondary Corridors**  
Source: Ugu District GIS, 2015

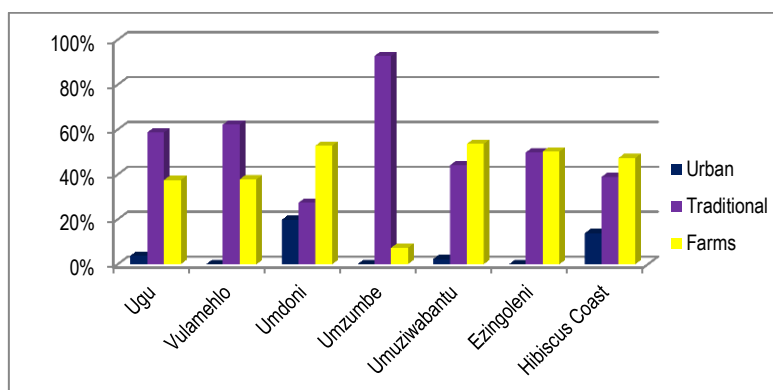


**Figure 3.1.3.3: Ugu District Tertiary Corridors**

Source: Ugu District GIS, 2015

### 3.1.4. Broad Land Uses

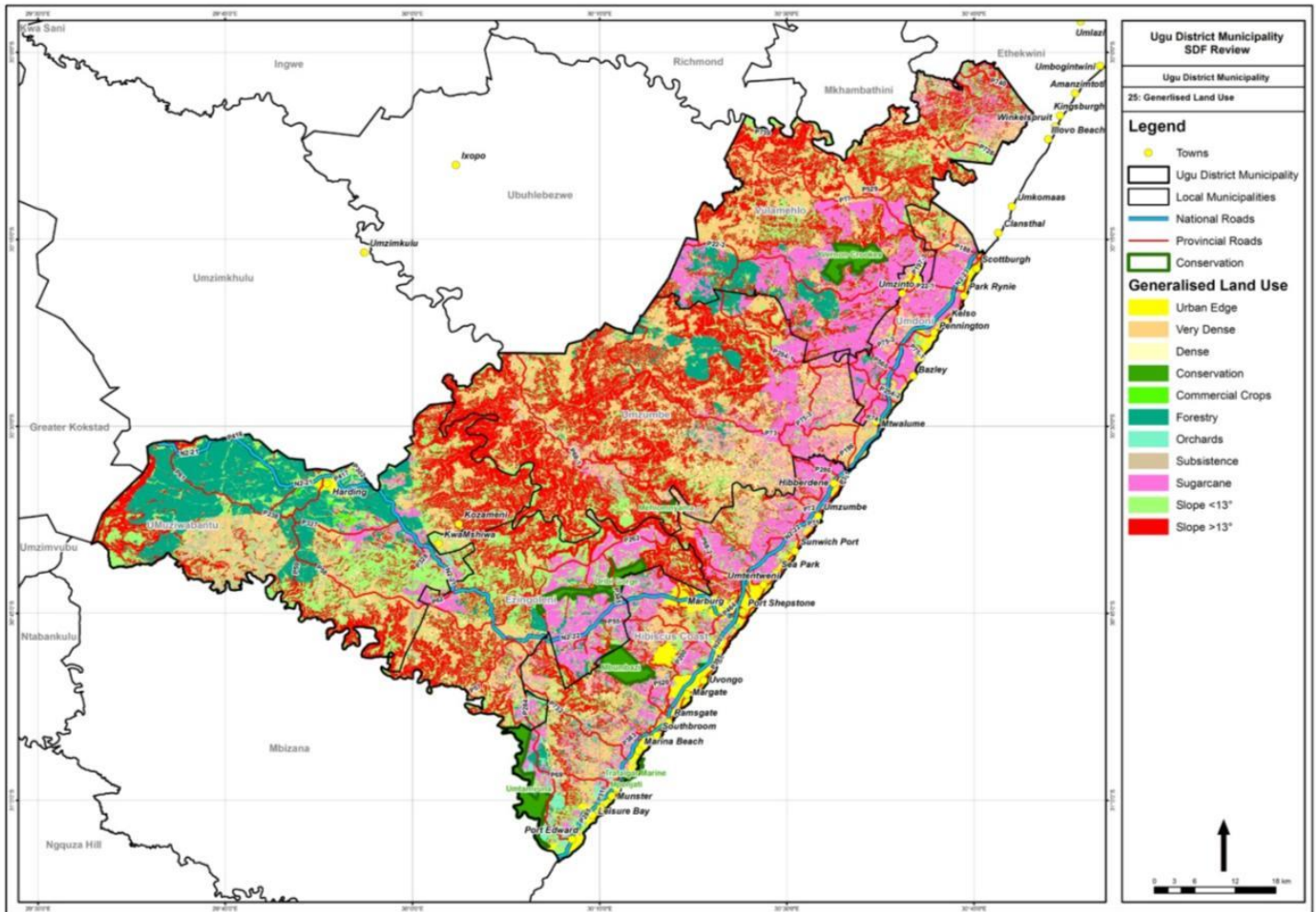
In terms of the settlement type in Ugu District, statistics SA breaks it into three broad categories, which are urban, traditional and farms. The traditional settlement (58.7%) type is dominant followed by the farms (37,5%). These become particularly important when it comes to service delivery and the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



**Figure 3.1.4.1: Settlement Type per Local Municipality**

Source: Statics SA, Census 2011

The Ugu District Municipality SDF identifies four broad land uses which are namely roads, residential, agricultural and industrial as can be seen in Figure 3.1.4.2.



**Figure 3.1.4.2: Ugu District Municipality Broad Land Uses**

Source: Ugu DM GIS, 2015

### 3.1.4.1. 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 of existing demarcated areas, improved areas, and the new proposed Umzimkulu Game Reserve.

### 3.1.4.2. Roads

The major road system comprises of 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.

### 3.1.4.3. 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 “greenfilelds” 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 and 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, consolidated and compacted to create integrated settlements.

#### **3.1.4.4. 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.

#### **3.1.4.5. Agricultural Land Use**

The commercial agriculture is a broad, generalized category that accommodates intensive and extensive agricultural practices and forestry /plantation forms of Agriculture. The traditional settlement and agriculture practice on the other hand are areas comprising of low density settlement areas where limited commercial agricultural activities take place within the concept of small parcels of common land and the practice of mostly subsistence agriculture.

#### **3.1.4.6. Land Ownership**

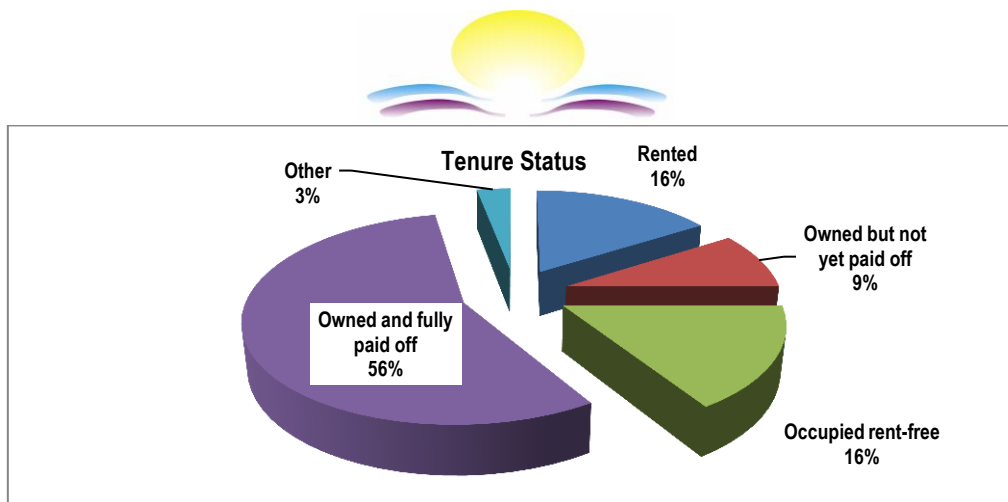
The majority of the households in the Ugu District Municipality’s area of jurisdiction are owned and fully paid off by their occupants (56%), occupied rent free is 16% and rented also 16%. The households that are owned but not yet paid off are 9%. It is important to further interrogate the tenure / ownership 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 and 79% of the population reside in the traditional areas. The table and chart below shows the land ownership of the district.

**Table 3.1.5.1: Ugu District Municipality Tenure Status**

**Source:** Stat SA, Census 2011

	<b>Ugu</b>	<b>Umzu mbe</b>	<b>Umuziwa bantu</b>	<b>Ezinqo leni</b>	<b>Hibiscus Coast</b>	<b>Vulam ehlo</b>	<b>Umdon i</b>
Rented	<b>28937</b>	1901	2264	778	17855	679	5461
Owned but not yet paid off	<b>16663</b>	1639	2305	267	7560	2184	2710
Occupied rent-free	<b>28218</b>	5168	4580	756	9735	4423	3556
Owned and fully paid off	<b>100513</b>	25450	12002	9602	35021	8051	10386
Other	<b>5109</b>	1014	468	69	2005	798	756
<b>Total</b>	<b>179440</b>	<b>35171</b>	<b>21619</b>	<b>11472</b>	<b>72175</b>	<b>16135</b>	<b>22869</b>





**Figure 3.1.5.1: Ugu District Tenure Status**  
**Source:** Statics SA, Census 2011

### 3.1.4.7. 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.

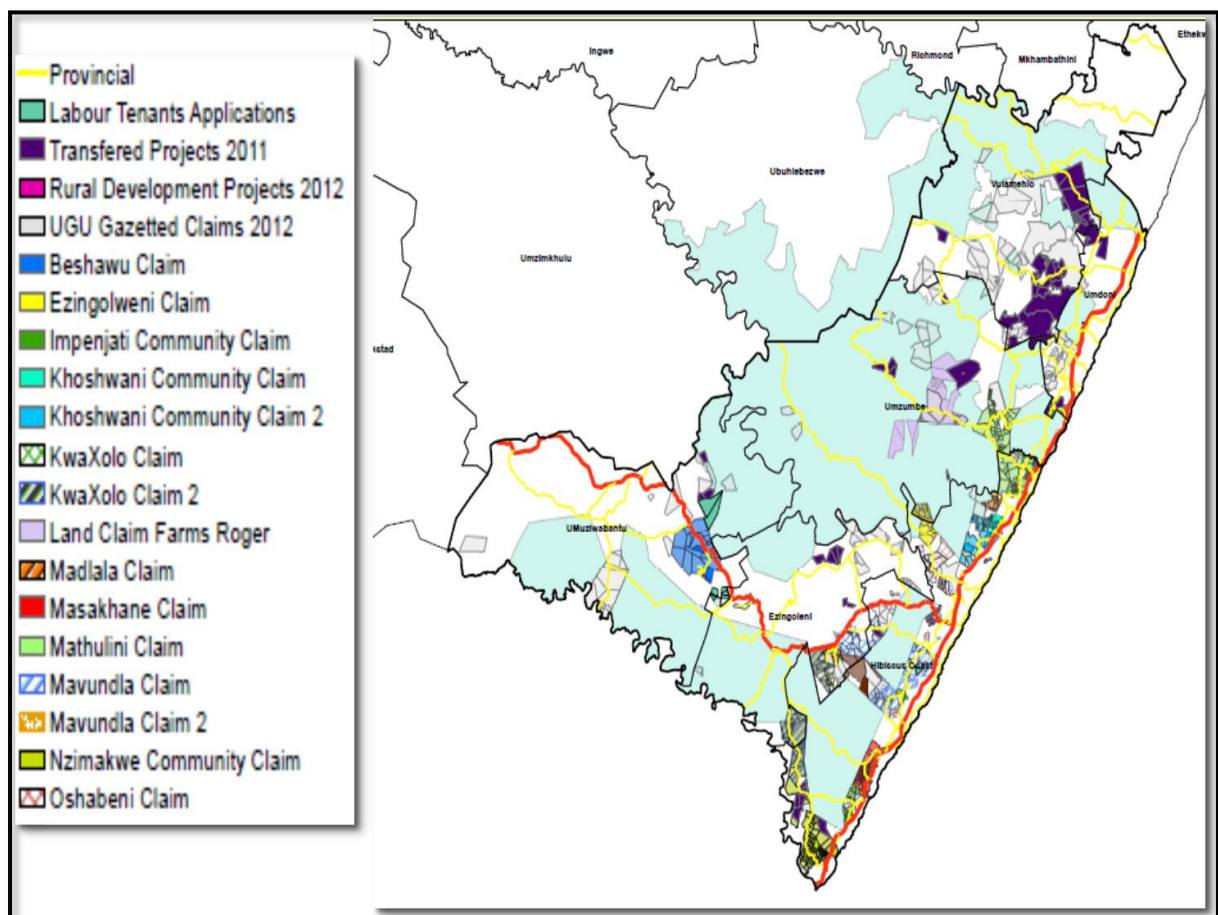
### 3.1.5. Land Reform

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.

The current status quo of the land reform programme in the Ugu District area of jurisdiction is captured in Figure 3.1.6.1 below.



**Figure 3.1.6.1: Ugu District Land Reform Status**

**Source:** Ugu DM GIS, 2015

### 3.1.6. Land Potential

The **Ugu DGDS 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 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)** development of an integrated road and rail network to support passenger and cargo transport, **(4.3)** development of 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 3.1.7.1 quantifies the current land use situation in the Ugu District, and specifically considers the availability of undeveloped land for development.



**Table 3.1.7.1: Availability of Land for Development**

Source: Ugu DGDS, 2013

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%
<b>Total</b>	<b>545726</b>	<b>100.0%</b>

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. 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 for 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.

### **3.1.6.1. 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

Integrated Environmental Management (IEM) in the form of EIA compliance is a major milestone being achieved under the National Environmental Management Act (NEMA) across various sectors, both public and private. In collaboration with Department of Agriculture and Environmental Affairs and the local municipalities, the district had embarked on both statutory and non-statutory proactive integrated environmental planning through the development of Strategic Environmental Assessments, Environmental Management Framework, Integrated Waste Management Plan, Air Quality Management Plan, Air Quality Management by-laws, etc. Other pockets of excellence include intergovernmental and inter-sectoral forums and social responsibility projects. However law enforcement on formal mining activities remains a major area of concern.

Major gaps exist with respect to Coastal Management programme as required by the Integrated Coastal Management Act of 2009, Climate Change Adaptation and Mitigation Strategy, Invasive Alien Species Management Plan, Health and Hygiene Education Strategy. The municipality will have to prioritise the development of these strategies and plans.

#### 3.2.1. Physical Environment

This section covers the physical environment of the Ugu District Municipality area of jurisdiction looking at the topography and water resource, geology and soils, land cover, the coast, and biodiversity and conservation as summarised in Table 3.2.1.1.

**Table 3.2.1.1: Ugu District Summary of Physical Environment**

**Source:** Ugu District Environmental Services, 2015

Topography and Water Resources	<p>Rises from sea level to inland plateau</p> <p><b>Major rivers:</b> Umzumbe, Ifafa, Mthwalume, Mzumbe, Mtemtweni, Umzimkhulu, Umzimkhulwana, Mthamvuna, Mzimayi.</p> <p><b>Bordering rivers:</b> Umkomaas and Umthamvuna</p> <p><b>Altitude:</b> 20-100 above sea level</p> <p><b>Slopes:</b> &gt;40%</p>
Biodiversity and Conservation	<p><b>Environmentally sensitive areas:</b> 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><b>Wetlands:</b> under severe, inappropriate development pressure, wetland habitats being replaced by developments</p> <p><b>Vegetation:</b> various indigenous communities being overtaken by invasive alien plants</p> <p><b>Protected areas:</b> Vernon Crookes, Mpenjati, Oribi Gorge, Umtamvuna and Mbumbazi Nature Reserves under EKZNW. There are others under private ownership</p>



Geology and Soils	<p><b>Most likely parent geological material along the coast includes:</b> Dwyka Series occurring south of the Mkomazi River, inland from the Mtwalume River to the Ifafa River, south of the Mzimkulu River and north of the Mtentweni River. Slight-moderate erosion occurs</p> <p><b>Alluvial deposits:</b> along estuaries and river flood plains, highly productive soils ranging from sandy through loamy to clay deposits, rich and humus, prone to extensive development pressure for cultivation activity</p> <p><b>Sands:</b> overlaying the bluff beds are berea red sands representing the old dunes. – north of Sezela, south of Mpambanyoni and south of Mkomaas 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><b>Dolorite:</b> along the uMzumbe coast and in the vicinity of the Damba River.</p> <p>Soils usually non-structured clay formations with loam. High agricultural potential</p> <p>Sections of structured upland clays become water logged</p> <p>Extensive deposits of Gneiss (Granite) along the entire coast with cretaceous marine sediment deposits.</p> <p>Small quantities of gold, asbestos, limestone, kaolinite, bauxite, graphite, copper and nickel occur on the coast</p>
The Coast	<p><b>Length of strip:</b> 112km, covering Umdoni, Umzumbe and Hibiscus Coast local municipalities</p> <p><b>Estuaries:</b> 36 estuaries</p> <p><b>Development:</b> 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 Scottburgh-Park Rynie on the North.</p> <p>Intensive residential and holiday resorts developments</p> <p><b>Risks and vulnerabilities:</b> highly vulnerable due to development and sea level rises. CVI suggests precautionary measures on the high to moderate risk areas</p>
Land Cover	<p><b>According to CSIR's "Standard Land-cover Classification Scheme for Remote Sensing Applications":</b></p> <p>Sugar cane and smallholdings penetrate the land in the Northern sub-region-limited to no more grassland left in the primary and secondary boundaries of the sub-region except on the Southern Sub-Region, west of Port Shepstone, Shelly Beach and Port Edward.</p>

### 3.2.1.1. Key Hydrological features

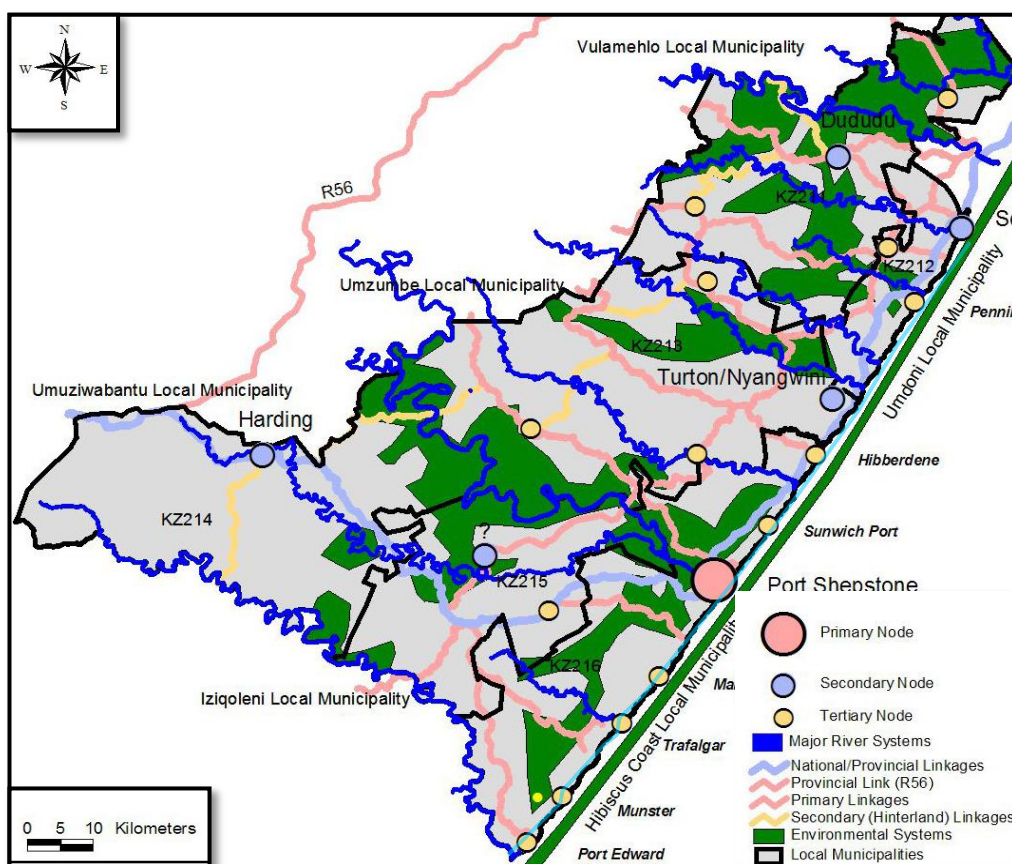
Eight main river systems and numerous minor coastal catchments drain the Ugu region. The major systems with the largest carrying capacity are the Umkomazi, the Umzimkulu and the Umtamvuna which flow all year around. The Umtamvuna River is regarded as being in the best ecological state of all rivers within southern KwaZulu-Natal. Part of the Umtamvuna Estuary is administered by Ezemvelo KZN Wildlife (EKZNW). EKZNW administer the Umtamvuna Forest Reserve. The main systems and the size of their catchments are listed in table 3.2.1.1.1 and reflected in Figure 3.2.1.1.1.



**Table 3.2.1.1.1: Ugu River and Catchment Areas**

Source: Ugu Coastal Management Plan, 2008

River	Catchment Area Km2
Umkomazi	4388
Mpambanyoni	551
Umzinto	237
Ifafa	260
Umtwalume	552
Umzumbe	541
Umzimkulu	6666
Umtamvuna	4986
Coastal Catchments	11009 (made up of 5 catchments all less than 330 km2)



**Figure 3.2.1.1.1: 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 (5) true estuaries, only the Umzimkulu, a delta-top estuary and the Umtamvuna, 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 Uvongo is scenically and ecologically unique as it boasts an estuarine plunge pool and natural waterfall. The Umzumbe 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 Uvongo 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 Umzimkulu 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.

### **3.2.1.2. Protected areas**

The Core Environmental areas for consideration and identification of the SDF indicates that quite a few “new” areas ( compared to the current SDFs) 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;

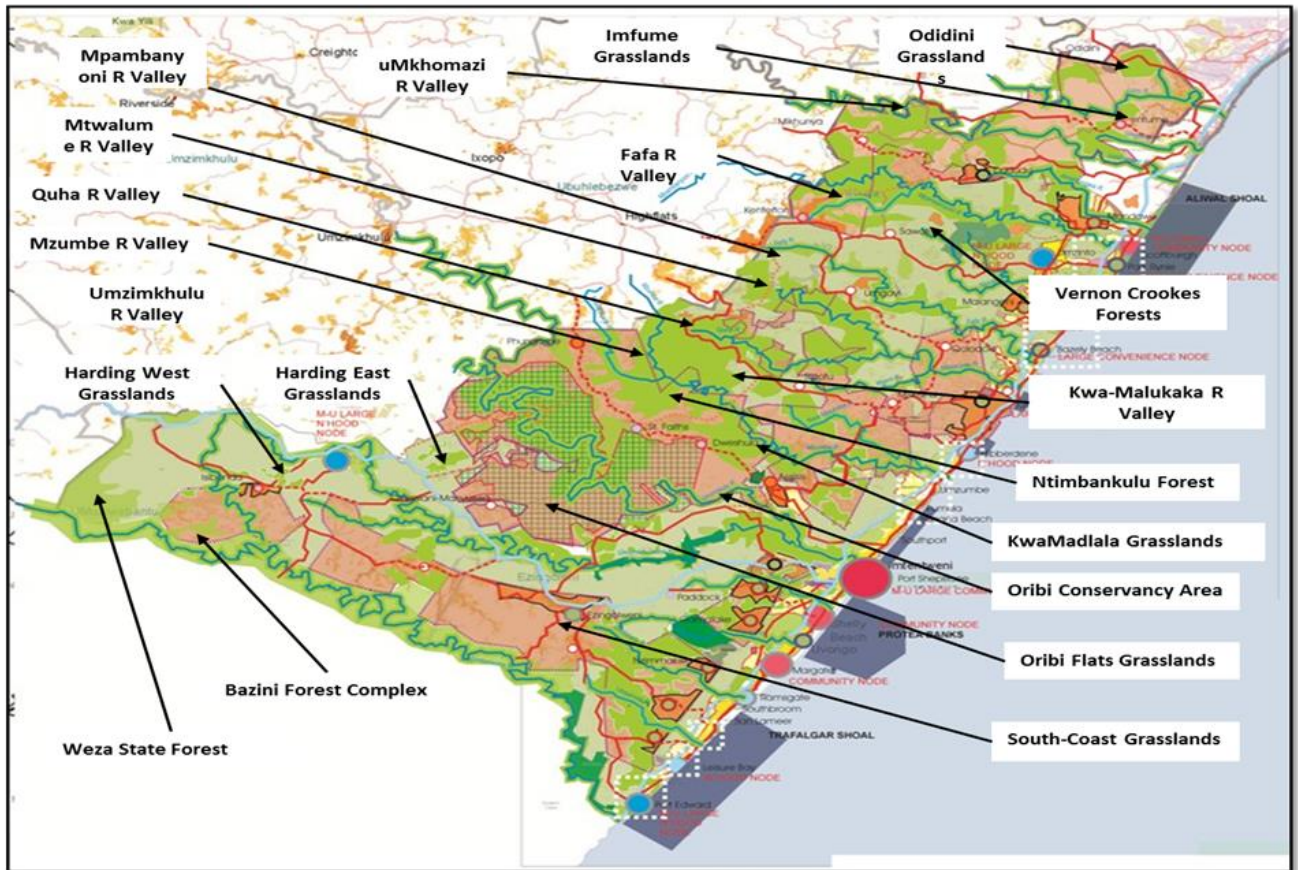
Ecologically determined land parcels set up to protect fragile, unique, and rare ecosystems as identified by Ezemvelo. These will be identified as :

- 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 co-incident 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,

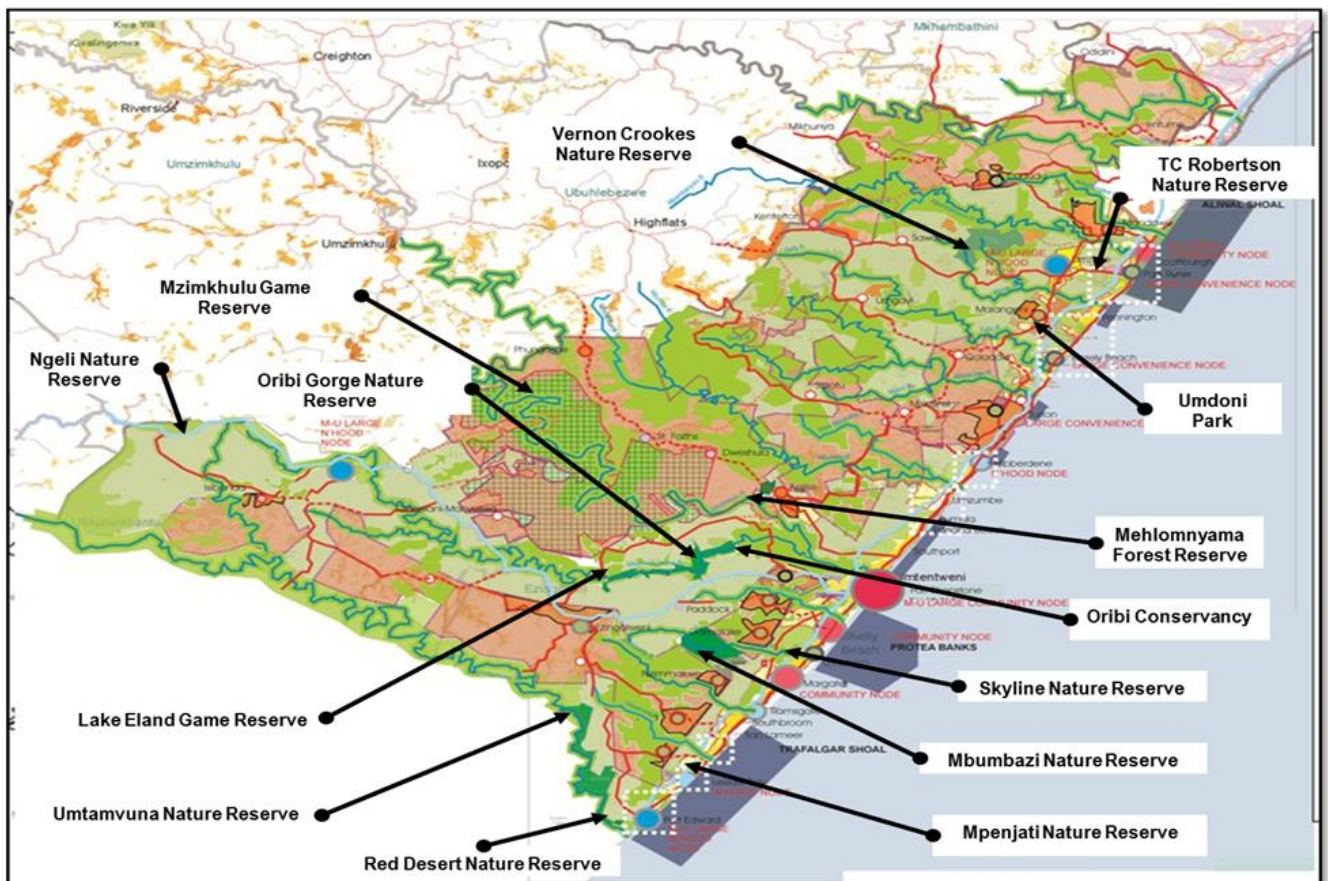
- Formal Nature Reserves – both existing and proposed (Figure 3.2.1.2.1)
- Conservation and Environmental Management areas that include Rivers, floodplains, estuaries, steep slopes and protected/high value eco-systems (Figure 3.2.1.2.2)





**Figure 3.2.1.2.1: Ugu District Protected Areas (Nature Reserves)**

Source: Ugu District SDF, 2012



**Figure 3.2.1.2.2: Ugu District Protected Areas (Conservation Areas)**

Source: Ugu District SDF, 2012



### 3.2.2. 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. Both 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.

#### 3.2.2.1. 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 simply be 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.



### **3.2.3. Environmental Health Services**

Environmental Health summary of priorities are as follows:

- Health education is aimed to nurture behavioural change and to provide capacity to the community to identify health risks.
- To enable uniform application of the department requirements throughout the district and law enforcement thereof, Public Health By-laws are in the process of development.
- Ensuring compliance to hygiene and health standards amongst the general community, business sector and housing projects. This includes food safety, water and air monitoring, health surveillance of premises, food, vector and communicable disease control.
- Controlling, restricting or prohibiting the business of an undertaker, mortuaries and other places or facilities for the storage of dead bodies.
- Proactive interventions in the aspect of human settlements through the scrutiny of building plans to ensure compliance with health and certain standards in order to prevent health risks that may arise as a result of occupation thereof.

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

All municipal Environmental Health Practitioners (EHP's) are applying the 5 Keys to Safer Food Standards which have been developed by the World Health Organization. This has been and is still being implemented through workshops and on site education at food premises. Accordingly this will ensure safer, healthier and more hygienic food for the communities and consumers. This nature of food control is of international standard and same will be applied throughout the district amongst the food handlers.

#### **3.2.3.2. Certificates of Acceptability**

Steps are taken to ensure that the level of standards that were improved upon should continue to be maintained by vigilant monitoring and evaluation of all food handling premises.

All food handling premises are monitored and once compliant are issued with a Certificate of Acceptability which can be withdrawn should a premise be no longer compliant. The certification of food premises for catering and of food handling for special events is also done to ensure that the standards of food handling minimise the dangers of food spoilage and of cross-contamination in order to reduce the chance of food poisoning.

EHPs will continue to sensitize all food handlers especially caterers and informal food vendors on the food safety protocol so as to prevent the outbreak of food borne diseases and to guarantee a hygienically protected and safe environment for food handling.

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





This is encompassed under the Regulations defining the Scope of Practice of Environmental Health Practitioners. EHPs are trained and updated on the HACCP standards in order to be able to assist the businesses to comply with the control standards.

### **3.2.3.3. Environmental Health Education**

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

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

Health education therefore creates awareness amongst rural and urban communities as people would be able to identify existing health risks as well as risky behaviors in their surroundings. Health Education also addresses other natural aspects of health risks in relation to:

- Water resources and general environmental pollution;
- Nurture proper behaviour and also provide skills to identify health risks;
- Continuous education at schools, communities and businesses to sensitize and ensure prevention before cure;
- Control and containment of communicable diseases; and
- Due to the increase in positive Rabies cases within KZN, a Rabies Action Group (RAG) has been constituted in order to promote the vaccination of all dogs annually, and to promote awareness of the fatal disease. Community Health Workers have been trained and will be assisting in all areas within the district. The Environmental Health staff assists the Dept. of Veterinary Services with the Rabies vaccination campaigns.

### **3.2.3.4. Health Care Risk Waste**

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

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

The Health Care Risk Waste Policy focuses on the management of health care risk waste and it is critically important to ensure that health care general waste is also well managed. The development of



this policy is aimed primarily at improving the standard of health care risk waste management and disposal at all the health care facilities.

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

District Health Care Risk Waste Management is greatly empowered with E.H.Ps now employed by each Provincial Hospital in the District. This will greatly assist in managing the health care risk waste related issues in the district.

### 3.2.3.5. Basic service delivery and integration with other stakeholders

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

### 3.2.4. Spatial and Environment Trends Analysis

This section looks at the spatial and environmental trend analysis of the Ugu District Municipality area of jurisdiction as summarised in Table 3.2.4.1.

**Table 3.2.4.1: Ugu District Environment Trend & Analysis**

Source: Ugu District Environmental Services, 2012

Issue	Challenges	Current Interventions	Recommended Interventions
<b>Air pollution</b>		Air pollution monitoring (SO <sub>2</sub> , NO <sub>x</sub> , CO <sub>2</sub> and PM <sub>10</sub> )	
<b>Air pollution and poverty</b>	Lack of awareness in terms of pollution impact on the environment, shortage of electricity supply leading to high usage of domestic fuel, poor indoor air quality	Indoor and Ambient passive sampling in Harding, Port Shepstone and Park Rynie	<ul style="list-style-type: none"> <li>-Continuous passive sampling,</li> <li>-Environmental Education and Awareness Campaigns in communities.</li> <li>-Projects to reduce air quality related environmental and health risks.</li> <li>-Pilot projects for poor households [e.g. Basa njengoMagogo and other innovative projects</li> </ul>
<b>Regulatory instruments for air quality management</b>	Lack of enforcement and compliance of regulatory strategies for open burning, especially veld fires and sugarcane	Regulatory Tools in place: Atmospheric Emissions Licensing (AEL) -Air Quality Management plan	<ul style="list-style-type: none"> <li>-Compliance by facilities eligible for licencing</li> <li>Law enforcement for open burning</li> <li>Multi-stakeholder forum (Air</li> </ul>



Issue	Challenges	Current Interventions	Recommended Interventions
	Human resource capacity for air quality management	-Air Quality Management by-laws	Quality Management forum)
<b>Alien Invasive Plants Management</b>			
<b>Biodiversity (Invasive alien plants and emerging weeds as well as problem animal management – bushpigs)</b>	Invasion of ecosystems by alien plants. This is a threat to food security and environment at large Invasion of communities and destruction of their crop produce by the bushpigs	-Community programmes viz. greening initiatives to enhance green spaces, promoting the “planting of the indigenous to replace or counteract the invasive alien which also contribute to mitigation of climate change effects.  -Pilot project on bushpig management	Development of IAS Management Plan as well problem animal management strategy.
<b>Public awareness and stakeholder engagement</b>	Extent of knowledge and awareness on invasive alien species	Education and awareness campaigns – schools and communities  EKZNW’s stewardship programme  Invasive Alien Species Forum for stakeholder engagement Clearing projects by conservancies	Support for and recognition of the work done by the South Coast conservancies  Engagement of communities, especially private landowners
<b>Invasive alien plants projects</b>	Departments and Stakeholders work in silos in the implementation and eradication of Invasive Alien Species (IAS)  Integrated and localised data for decision-making	Partnership with and support to local conservancies  Clearing projects by government, Ugu, departments, EKZNW and conservancies	Sourcing of funds through EPWP and relevant Sector department programme for the municipality to stimulate green economy through creation of green jobs and beneficiations  Support and funds directed to local conservancies and environmental NGOs as they also undertake clearing projects
<b>Disaster management</b>	Seasonal Fire outbreaks within Ugu	Disaster management plan and initiatives Community outreach through volunteers	Veld fire management programmes to focus on invasive alien plants as well
<b>Environmental Impact Management</b>			
<b>Environmental compliance by infrastructure projects</b>	Aging infrastructure	Whistle blowers reporting  Education on Environmental legislations  Implementation of Environmental Management Framework	A coordinated response measure and full compliance of all projects to Environmental legislations  Implementation of Generic environmental management plan
<b>Coastal Management</b>			
<b>Coastal development</b>	Sea level rises associated with climate change effects resulting to coastal disasters.  Poor planning of	Draft Coastal Vulnerability Index (CVI)  Implementation of Generic Environmental Management Plan to	Fast-track the drawing up the setback line for both urban and rural coastal areas  Minimal development along the coast



Issue	Challenges	Current Interventions	Recommended Interventions
	previous development along the coast Coastline vulnerable to adverse conditions caused by climate change	guide future development  Application for Environmental Impact Assessment	
<b>Institutional requirements</b>	Limited budget for the development of Coastal Management Plans, Estuarine Management Plans	Estuarine management plan being developed for estuaries falling within protected areas  Coastal management committees in place and functional	Funding to be made available in order to enable the municipality to fulfil this statutory requirement
<b>Research and development</b>	No focus on research regarding coastal processes and adaptation ability of the municipality in the face of climate change and its effects on the coast	Current CSIR's study on the readiness of coastal local government to adapt and mitigate climate change effects on the coast	Local government to establish research and partner with research institutions (UKZN, CISR, etc)
<b>Poverty alleviation</b>	Limited work opportunities Lack of support to emerging entrepreneurs	Short-term EPWP projects viz. estuaries cleaning and management (Ugu), Working for the Coast Project (DEA), Subsistence Fisheries Data Capture project (EKZNW)	Successive sustainability of projects Empowerment of emerging entrepreneurs
<b>Climate Change</b>			
<b>Climate change</b>	Direct and indirect negative effects of climate change, viz. natural disasters,  Effects of climate change on communities and sectors, some that facilitate economic growth e.g. agriculture, health, rural communities, environment and tourism	<b>Internally:</b> environmental policy that promotes Green offices and green procurement  <b>Local level:</b> Education and awareness in Climate change adaptation  Small scale mitigation interventions like greening initiatives, viz. <ul style="list-style-type: none"> <li>planting of indigenous trees,</li> <li>enhancement of green spaces and</li> <li>establishment of green corridors that act as carbon sinks,</li> </ul> <b>Provincial level:</b> Provincial risk assessment study that focuses on risks, vulnerabilities, opportunities or possible areas of intervention per sector.	An organisation that is conscious of sustainable environment.  Allocation of funds to long-term initiatives like renewable energies, cleaner production technologies, more studies in relation to human health adaptation and agricultural practices.  Science based policies and strategies that will influence clear roles and responsibilities government and private sector  Realisation of the Green Fund in order to address climate change effects and invest in Green Economy  Partnership with surrounding Municipalities for the development of Climate Change Response Strategy.



Issue	Challenges	Current Interventions	Recommended Interventions
		<b>National Level:</b> Policy approach - White Paper on Climate Change  Capacity building through engagement with other stakeholders and sectors	
<b>Waste Management</b>			
<b>Waste collection services, waste minimisation</b>	Limited waste management and provision of waste collection services in local municipalities  No designation of waste officials in some local municipalities	District integrated waste management plan  Support local municipalities <ul style="list-style-type: none"> <li>- Recycling programmes</li> <li>- Waste Management Education and Awareness</li> <li>- Waste Recycling Schools Projects</li> <li>- DEA implementation of Youth Jobs in Waste in all Local Municipalities</li> </ul>	Extension of refuse removal to unserved areas in all municipalities and even in rural areas  Implementation of Basic Refuse Removal to all local municipal  Development of green jobs-recycling, alternative energies  Focus on waste minimization initiatives, starting with education and infrastructure  Adoption of District Integrated Waste Management Plan
<b>Environmental Strategic Planning</b>			
<b>Strategic planning and environmental management tools</b>	Limited development of strategic environmental management tools  Human resource capacity in LMs – no environmental offices	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 Air Quality Management Plan  Ugu District staff is supporting LMs	To adopt all SEA in 2012 and EMF Biodiversity plan in 2013.  Implementation of all current and upcoming plans  Local municipalities to make a bold decision to establish environmental management offices
<b>Education, Awareness and Training</b>			
<b>Education in schools</b>	High schools not very active in environmental education which should also influence their career focus  Declining finances for environmental education in municipalities	Schools programmes: <ul style="list-style-type: none"> <li>• Adopt a wetland</li> <li>• Eco-Schools</li> <li>• Environmental calendar days</li> <li>• Career guidance</li> </ul>	Intensify and sustain all programmes Career guidance especially focusing on the scarce skills and specialist fields of environmental management  Curriculum review by the Dept of Basic Education and FETs to keep up with current environmental issues
<b>Education in communities</b>	Budget Prioritisation for Environmental	Community information sessions	Local community conferencing



Issue	Challenges	Current Interventions	Recommended Interventions
	Education Programmes	Public campaigns Celebration of environmental calendar days	
<b>Partnerships as per Local Agenda 21</b>		Ugu Environmental Education and Awareness Forum formed through partnership with private sector, public entities, sector departments and other interested parties	
<b>Internal education</b>	Limited focus on capacitating internal staff  Waste minimisation project currently not sustainable	Green offices through: <ul style="list-style-type: none"> <li>Paper, plastic and can recycling</li> <li>Education and awareness with cleaning services</li> </ul>	Policy implementation  Intensification of education with staff, political leadership, contractors, business partners, customers and visitors.
<b>Problem animal management</b>			
<b>Invasive bushpigs</b>	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 Ownership of problem animal mandate
	Sector departments as well as local governments do not accept the responsibility of problem animals	Ugu municipality is piloting a project on problem animal reduction at Umzumbe	

### 3.2.1. Spatial & Environmental Analysis Emerging Key Issues

From the analysis from the above sections the emerging key issues were identified for the Spatial and Analysis section.

- There are increasing inappropriate, illegal and uncontrolled developments taking place in certain land parcels in the district. There is a need to enforce development controls and implantation of planning frameworks accordingly.
- Climate change is a threat to biodiversity, health, economy, food security and disasters. However, it also offers growth of the green economy.
- Sand mining is a challenge in the district due to non compliance to the permits and lack of monitoring and enforcement. In some areas of the district it has led to fatalities. Lack of cooperation between Mineral Resources Department and other departments regarding environmental and socio-economic impacts is adding to the sand mining challenge.
- National departments not taking full responsibility for their properties thereby exposing them to invasion by alien plants are a threat to the environment, water supply and road safety



- Water resources - quality and quantity (pollution, invasion of water bodies by water intensive alien plants)
- The lack of suitable land for the disposal of the dead (burial), and current challenge of cemeteries running out of space at an alarming rate can lead to the burial of bodies in non-designated areas due to unavailability of registered burial plots or cemeteries-may also pollute water sources
- Illegal solid waste disposal, coupled with airspace in landfill sites fast reaching capacity and there have been illegal landfill sites identified in some local municipalities which needs urgent attention.
- Policy environment is improving (by-laws, licensing of listed activities that pose a serious threat to the environment, human health and the economy) what remains is ensuring consistency in implementation.
- Pollution threatening the coastal environment thereby compromising beach tourism which in turn threatens the Blue flag beach statuses which are an international accreditation boosting tourist confidence. This may have adverse consequences as tourism is our main economic contributor.
- The disposal of dead animals or the lack thereof, ensuring responsibility towards them by relevant persons remains a challenge.
- The municipality faces limitation of microbiological and chemical analysis of foods due to the lack of funds.
- There is a need for a district wide awareness with regards to environmental health.





### **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 a different structure which 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**

Risk Assessments were conducted during the sector plan review process and risk reduction strategies were developed and in addition, the risks mapping exercise being completed. The District is seating with a ward based risk profile which was conducted per ward within the 84 wards throughout the District. Each Local Municipality has its own Ward Based Risk Profile which is incorporated in their Local Disaster Management Plans. Table 3.3.2.1 below provides the details of the risk prioritised as per sector programme.



**Table 3.3.2.1: Ugu District Risk Assessment per Local Municipality**

Source: Ugu District Disaster Management Sector Plan, 2014/ 15

Risk	LM	Strategic Objective	Strategy	Program	Responsible Department
<b>Air Pollution</b>	All LM's	<ul style="list-style-type: none"> <li>To reduce pollution</li> </ul>	<ul style="list-style-type: none"> <li>Identification of pollution source</li> <li>Establish Monitoring System</li> </ul>	<ul style="list-style-type: none"> <li>Secure Air Quality Plan</li> <li>Awareness campaign</li> </ul>	Environmental Services (Ugu)
<b>Water Supply Security</b>	All LM	<ul style="list-style-type: none"> <li>To reduce the risk of exposure to drought</li> <li>To investigate appropriate crops under change weather pattern to ensure food security</li> <li>To improve holistic environmental management practices</li> <li>Integrate to current research Program to effect Environmental water Practice</li> </ul>	<ul style="list-style-type: none"> <li>Have monitoring measures in place to ensure the prevention of excessive water usage</li> <li>Identify alternative water sources</li> <li>Increase local water storage capacity</li> </ul>	<ul style="list-style-type: none"> <li>Removal of invisible alien trees and plants</li> <li>Springs and borehole programs</li> <li>Rotational drought resistance crop growing</li> <li>Removal of Alien Species and planting of indigenous trees and plans</li> <li>Awareness Program</li> <li>Water Harvesting</li> <li>1home 1 garden</li> </ul>	DWA; Ugu Water Services; KZNDAE; HCM Strategic Planning; KZN Wild Life, SA; Red Cross; and DAFF
<b>Fire</b>	All LM	<ul style="list-style-type: none"> <li>To reduce fire related incidences</li> </ul>	<ul style="list-style-type: none"> <li>Installation and maintenance of fire hydrants in high risk areas</li> <li>To prevent Illegal connections</li> <li>Maintain electricity distribution servitude and regular inspection of electricity lines</li> <li>Purchase of fire fighting vehicles and equipment</li> <li>Improve emergency communication systems</li> </ul>	<ul style="list-style-type: none"> <li>Fire breaks in high risk areas</li> <li>Education, Training and awareness campaigns</li> <li>Conduct Inspections (business premises)</li> <li>Install Signage in high risk areas</li> <li>Fire services protection in each LM</li> <li>Fully equipped and staffed Call centre</li> <li>Fire Safety inspections</li> <li>Awareness Campaigns and signage</li> </ul>	LM and Share Services; CoGTA; ESKOM; DAFF; DOH; SA Red Cross; and FPA (Fire Protection Association)



Risk	LM	Strategic Objective	Strategy	Program	Responsible Department
			<ul style="list-style-type: none"> <li>To explore saver alternatives to energy in traditional households and slums e.g. gel stoves</li> </ul>		
<b>Deforestation</b>	Umzumbe	<ul style="list-style-type: none"> <li>To minimise cutting of trees</li> </ul>	<ul style="list-style-type: none"> <li>Education and Training</li> <li>Enforcement of Legislation</li> </ul>	<ul style="list-style-type: none"> <li>Awareness campaigns</li> </ul>	KZNDAE; House of Traditional Leaders; DWA; DAFF; and Environmental Services
<b>Epidemics Rabies* Cholera TB</b>	All LM's	<ul style="list-style-type: none"> <li>To conduct vaccinations and early warning</li> <li>To prevent spread of diseases</li> </ul>	<ul style="list-style-type: none"> <li>Sufficient Primary Health Care Clinics</li> </ul>	<ul style="list-style-type: none"> <li>Health and Hygiene promotions</li> <li>Vaccination program</li> </ul>	KZNDAE; DOH; LM's; Ugu Environmental Services; and DOE
<b>Severe storms</b>	All LM's	<ul style="list-style-type: none"> <li>To reduce the impact of severe storm damages</li> </ul>	<ul style="list-style-type: none"> <li>Early warning systems and dissemination of information</li> </ul>		SAWS and Ugu Disaster
<b>Shigella Dysentry</b>	Umdoni	<ul style="list-style-type: none"> <li>To improve water quality</li> </ul>	<ul style="list-style-type: none"> <li>Water Quality management, education and springs protection projects</li> </ul>		DOH; Ugu Water Services; and KZNDAE
<b>Tidal Waves</b>	Umdoni HCM Umzumbe	<ul style="list-style-type: none"> <li>To reduce the risk of exposure to tidal waves</li> <li>Monitor sewer outlets and water quality</li> </ul>	<ul style="list-style-type: none"> <li>Education and Training</li> </ul>	<ul style="list-style-type: none"> <li>Law enforcement</li> <li>Town Planning Regulation</li> </ul>	KZNDAE; DM and LM; DWA; KZN Wild Life; and Ezemvelo
<b>Water pollution</b>	All LM	<ul style="list-style-type: none"> <li>To ensure access to clean water</li> <li>Monitor sewer outlets and</li> </ul>	<ul style="list-style-type: none"> <li>Solid waste disposal</li> <li>Development of Sewerage</li> </ul>	<ul style="list-style-type: none"> <li>Water quality monitoring program</li> <li>Proper Sewer disposal</li> </ul>	Ugu DM Water Services; All LM's; Ugu DM; Provincial DM;



Risk	LM	Strategic Objective	Strategy	Program	Responsible Department
		water quality	Spill Plans		DWAF; DOH; KZNDAE
<b>Oil pollution*</b>	Umdoni HCM Umzumbe	<ul style="list-style-type: none"> <li>To improve on response on direct and indirect impact of pollution related emergencies and disasters</li> </ul>	<ul style="list-style-type: none"> <li>Development of Oil Spill Plan</li> </ul>	<ul style="list-style-type: none"> <li>Law Enforcement</li> </ul>	KZNDAE; National DAEA; and KZN Wild Life
<b>Hail Storms</b>	HCM Vulamehlo Ezinqoleni Umuziwaba ntu	<ul style="list-style-type: none"> <li>To reduce hail storm incidences</li> </ul>	<ul style="list-style-type: none"> <li>Wind breakers and settlement planning</li> </ul>		LM; UGU DM; DWA; DOH; KZNDAE; COGTA; DAFF; COGTA
<b>Dam failure</b>	All LM's	<ul style="list-style-type: none"> <li>To prevent over flooding and create early warning signals</li> </ul>		<ul style="list-style-type: none"> <li>Monitoring</li> </ul>	Ugu (Water Services); LMs; DWA; Umgeni Water
<b>Hazmat by road</b>	All LM's	<ul style="list-style-type: none"> <li>To reduce the number of Hazmat incidents</li> </ul>	<ul style="list-style-type: none"> <li>Inspection of Vehicles</li> <li>Proper Identification of Vehicles</li> </ul>	<ul style="list-style-type: none"> <li>Law enforcement</li> </ul>	DOT; LM's; SANRAL; Fire Brigade Services
<b>Hazmat by rail</b>	HCM	<ul style="list-style-type: none"> <li>To reduce the number of Hazmat incidents</li> </ul>	<ul style="list-style-type: none"> <li>Inspection of rails and trains</li> <li>Proper identification</li> </ul>	<ul style="list-style-type: none"> <li>Law enforcement</li> </ul>	SANRAL; Spoornet; LM
<b>Industrial waste* /storm water*</b>	All LM's	<ul style="list-style-type: none"> <li>To control industrial waste and improve storm water management</li> <li>Self Regulation through IDO Program</li> </ul>	<ul style="list-style-type: none"> <li>To conduct regular industrial practice</li> <li>Regulation enforcement</li> <li>To implement best practice model</li> </ul>	<ul style="list-style-type: none"> <li>Law enforcement</li> <li>License advisory forum</li> <li>Education and Training</li> </ul>	LMs; Ugu (Water Services); KZNDAE; and Department of Health
<b>Waste disposal</b>	All LM's	<ul style="list-style-type: none"> <li>To control water and waste disposal</li> </ul>	<ul style="list-style-type: none"> <li>To control water and waste</li> </ul>		Ugu DM (Water Services); and LM's



Risk	LM	Strategic Objective	Strategy	Program	Responsible Department
			disposal		
<b>Thunder Storm and Lightning</b>	All LM's	<ul style="list-style-type: none"> <li>Mitigation measures</li> </ul>	<ul style="list-style-type: none"> <li>Installation of lighting conductors</li> <li>Education and awareness campaign</li> </ul>	<ul style="list-style-type: none"> <li>Awareness Campaigns</li> </ul>	CoGTA; LM's; and SA Weather Services
<b>Power outages*</b>	All LM's	<ul style="list-style-type: none"> <li>To reduce power outages</li> </ul>	<ul style="list-style-type: none"> <li>To reduce the number of illegal connections</li> <li>Provide early warning system</li> </ul>	<ul style="list-style-type: none"> <li>Solar Systems Education and Awareness</li> </ul>	ESKOM and LM's
<b>Wild pigs</b>	Umzumbe	<ul style="list-style-type: none"> <li>To prevent wild pigs from entering in community settlements</li> </ul>	<ul style="list-style-type: none"> <li>Minimise impact</li> </ul>	<ul style="list-style-type: none"> <li>Awareness Campaign</li> </ul>	KZN Wildlife; KZNDAE; LM's; Local Hunters; Traditional Leaders; Ugu LED; and Agriculture



### 3.3.2.1. District Vulnerability to Disaster Risk 2014/15 Information

During the 2014/2015 financial year, the District experienced a high level of fire related incidents followed by heavy rain and lightning. Most of the fire incidents reported were structural fires within informal settlements. The incidents that were reported occurred in all six local municipalities namely: - Ezingqoleni, Hibiscus Coast, Umdoni, Umuziwabantu, Umzumbe and Vulamehlo. The summary of the Ugu District Municipality vulnerability to disaster risk in the 2014/ 2015 financial year are summarised in table 3.3.2.1.1 below.

**Table 3.3.2.1.1: Ugu District Vulnerability to Disaster Incidents Reported in 2014 /2015**

Source: Ugu District Disaster Management Sector Plan, 2014/ 15

No.	Local Municipality	Number of Incidents Reported				Type of Incidents
		April – Jun 2014	May – July 2014	Oct – Dec 2014	Jan – Mar 2015	
Lightning – L; Fire – F; Heavy Rain – HR; Hail Storm – HS; Strong Winds - SW						
1.	Ezingqoleni	1	6	53	3	L,SW,HR
2.	Hibiscus Coast	9	12	3	15	L, F, HR
3.	Umdoni	0	2	49	2	F, SW
4.	Umuziwabantu	3	3	6	8	F, HS, SW,SF
5.	Umzumbe	16	20	5	7	L, F, HR
6.	Vulamehlo	2	5	17	1	HR, SW,F
TOTAL		31	48	133	35	

**Table 3.3.2.1.2: Ugu District Vulnerability to Disaster Summary of Incidents 2014 /2015**

Source: Ugu District Disaster Management Sector Plan, 2014/ 15

Description	April – Jun 2014	Jul – Sept 2014	Oct – Dec 2014	Jan – Mar 2015	Total
Households Affected	63	78	152	82	375
Partially Damaged	66	39	113	51	271
Totally Destroyed	9	52	129	51	241
People Affected	196	321	445	678	1640
Injuries	2	6	4	31	43
Fatalities	1	6	9	7	23
Missing	0	0	0	0	0

Based on the records of incidents that have occurred in the Ugu District Municipality area of jurisdiction during the 2014 / 2015 financial year, the High Risk Disaster areas summarised in Table 3.3.2.1.3 below:

**Table 3.3.2.1.3: Ugu District High Risk Disaster Areas Summary 2014 /2015**

Source: Ugu District Disaster Management Sector Plan, 2014/ 15

Municipality	High Risks
Ezingqoleni	Fire, Drought and Water pollution
Umdoni	Drought, and Floods
Hibiscus Coast	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 the risks that have been identified above and to ensure that there are no fatalities. The overall strategies are summarised in sections 3.3.3 to 3.3.4. The immediate actions taken by the municipalities are:

- Training and education
- Public Awareness/ road shows
- Emergency relief programs
- Councillors, Amakhosi and officials were trained on Disaster Risk Management

### 3.3.2.2. Disaster Management Training and Awareness Campaigns

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 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.

As part of community based risk reduction measures the District embarked on the following awareness campaigns:-

**Table 3.3.2.2.1: Ugu District Awareness, Trainings and Workshops Conducted in 2014 /2015 FY**

**Source:** Ugu District Disaster Management Sector Plan, 2014/ 15

Event	Date	Venue	Municipality
<b>Disaster Risk Management Training</b>	04 December 2014	Umzumbe Council Chamber	Umzumbe
	30 October 2012	KwaJali	Umuziwabantu
	08 December 2014		Ezingqoleni
	09 December 2014	KwaLembe Traditional Council	Vulamehlo
	11 December 2014	Umuziwabantu KwaMachi	Umuziwabantu
	15 January 2015	Umdoni MPCC	Umdoni
	23 January 2015	Nzimakwe Traditional Council	HCM
<b>Community Awareness Campaigns</b>	02 July 2014	Harding Taxi Rank	Umuziwabantu
	23 July 2014	Umkholombe	HCM
	24 July	Rhema Hall KwaNzimawe	HCM
	25 February 2015	Corner Mall	Umuziwabantu
	26 February 2015	Mkhlomnbe	HCM
	27 February 2015	Taxi Rank	Ezingqoleni
	03 March 2015	Mkholombe Primary	HCM
	16 March 2015	Betania	HCM
	20 March 2015	CBD	Umuziwabantu
	24 March 2015	Municipal Hall	Vulamehlo



Event	Date	Venue	Municipality
<b>DM &amp; Fire Bylaws Community Participation</b>	04 December 2014	Umzumbe Council Chamber	Umzumbe
	08 December 2014		Ezingoloni
	09 December 2014	KwaLembe Traditional Council	Vulamehlo
	11 December 2014	Umuziwabantu KwaMachi	Umuziwabantu
	15 January 2015	Umdoni MPCC	Umdoni
	23 January 2015	KwaNzimakwe Traditional Council	HCM
<b>DRM Workshop</b>	26 August 2014	Umuziwabantu Municipal Hall	Umuziwabantu
<b>CDW Disaster Risk Management Workshop</b>	14 August 2014	Malangeni MPCC	Umdoni
	21 October 2014	Umuziwabantu Municipal Hall	Umuziwabantu
<b>District DRM Worskhop</b>	12/13 February 2015	Uvongo Town Hall	HCM
<b>DRM Workshop</b>	13 March 2015	Vulamehlo Municipal Hall	Vulamehlo

### 3.3.3. Risk Reduction & Prevention

The institutional arrangements for risk reduction within the municipality includes Ugu Disaster Management, the Disaster Management Advisory Forum, the Extended 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.

#### 3.3.3.1. Status of the Disaster Management Plan

The District Disaster Management Sector Plan was reviewed for the 2014/2015 financial year and was adopted by the Council. The programmes identified as per reviewed Disaster Management Sector Plan were aligned with the IDP and were further adopted by the District Forum.

#### 3.3.3.2. Status of the Disaster Management Capacity

Approved Organisational Structure for District Disaster Management Centre is as follows for the 2014/15 financial year:

- Manager Disaster Management
- Disaster Management Practitioners x4
- Fire Protection Officer
- Fire engine operator
- Fireman
- Fireman Volunteers x 20
- Administrative Assistant
- Office Assistant
- 3 x support staff from Provincial Disaster Management Centre



### 3.3.3.3. Status of District Disaster Management Advisory Forum

The District Disaster Management Advisory Forum is fully operational and was formed in terms of the Disaster Management Act No. 57 of 2002, Section 51 coupled to Section 42, which requires the municipality to establish a multi-disciplined structure consisting of representatives from the District Municipality, all Category B municipalities within the district, provincial departments who have a role to play in disaster management and have district offices within the area, senior representatives of national departments within the area and all role-players i.e. NGOs in the district.

The Forum is being utilised as “a body in which a municipality and relevant disaster management role players in the municipality consult one another and coordinate their actions on matters relating to disaster management.” The Forum meets at least four times per annum and special meetings are convened on an as and when required basis. Action plans emanated from the contingency planning process, the municipal business continuity planning process and the business plans (Centre and IMS) developed.

### 3.3.4. Response & Recovery

The organisational structure for preparedness within the municipality includes Ugu Disaster Management, the Disaster Management Advisory Forum, the Extended 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. Funding Arrangements

Action plans emanated from the contingency planning process, the municipal business continuity planning process and the business plans (Centre and IMS) developed. 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.

**Table 3. 3.5.1: District Practitioners Forum**

**Source:** Ugu District Disaster Management Plan, 2014 / 2015

Venue	Date
Ugu District Disaster Management Centre	13 December 2015
	30 January 2015
	27 March 2015
District Disaster Management Advisory Forum Meetings	14 November 2014
	17 March 2015

In terms of the physical infrastructure on the ground there are challenges with the drainage system which are not in a good standard, river crossing and low level bridges and poor pedestrian crossing in the district.



Table 3.3.5.2 provides an overview of the recommended funding mechanisms for each of the five disaster management activities mentioned above.

**Table 3. 3.5.2: Disaster Management Funding Mechanisms**

**Source:** Ugu District Disaster Management Plan, 2014 / 2015 financial year

Activity	Funding source
Start-up activities	National government
Disaster risk management ongoing operations	National and provincial government
	New assignment to local government
Disaster risk reduction	National departments
	Provincial departments
	District municipalities
	NDMC - In the case of low-capacity, resource-poor municipalities
Response, recovery and rehabilitation and reconstruction efforts	National government
	Provincial government
	Local government
Education, training and capacity-building programmes	All spheres of government

### 3.3.6. Disaster Management Emerging Key Issues

From the analysis of the state of Disaster Management in the Ugu District Municipality area of jurisdiction the key emerging issues can be summarised as follows:

- The Provincial Disaster Management Centre – CoGTA funded the Municipality with R9.5m which was used for building Phase 1 of the New Disaster Management Centre. The SOD turning event took place on the 08 November 2013 and the appointed service provider, MCB Projects completed the construction of the centre in March 2015 and occupation was taken during April 2015.
- There is still a need for the facility to be upgraded and further equipped for it to be utilized as a fully functional Disaster Management and, Fire and Rescue Services centre.
- There is a lack of capacity for disaster management at a local municipal level which provides constraints to the district for the implementation of disaster management programs.
- Non Development, update and implementation of Disaster Management Plans 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 which 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

This section considers the demographic and socio-economic profile of the Ugu District area of jurisdiction making use of data sourced from the Statistics SA Census 2011 results, Department of Education, and Department of Health. Table 3.4.1.1 provide a summary of the demographic profile of the district.

**Table 3. 4.1.1: Summary Demographic Profile in Ugu**

Source: Stats SA Census 2011

Demographic indicators	1996	2001	2011
<b>Population Size</b>			
Total Population	641 491	704 030	722 484
Growth Rates	-	0.097	0.026
<b>Population Distribution</b>			
Population Density	127.09	139.48	143.13
Urban Formal	-	-	-
Urban Informal	-	-	-
Traditional	2 588	6 287	7 923
<b>Population Composition</b>			
Young (0-14)	252 576	261 698	240 503
Working age (15-64)	342 364	399 063	434 080
Elderly (65+)	38 919	43 270	47 901
Sex Ratio (male/100 women)	83	83	89
Dependency Ratio	0.85	0.76	0.66
Disabled (%)			
<b>Fertility Rates</b>			
Total Fertility Rate	81.8	89.1	81.6
Adolescent Fertility Rate	31.5	32.8	40.8
Crude Birth Rate	19.0	21.6	57.4
<b>Mortality Rates</b>			
Total Mortality Rate	-	-	11,8
Under 5 Mortality rate	-	-	7.2
Infant Mortality Rate	-	-	24.6
Leading Cause of Death	-	-	TB
HIV prevalence Rate			
<b>Life Expectancy</b>			
Males	-	45.7	54.4
Females	-	58.2	59.4
Human Development Index	-	-	-
<b>Population Groups</b>			
Black African	572244	646012	654773
Coloured	5175	5221	6123
White	34204	28740	35723
Indian	26565	24057	24711

##### 3.4.1.1. Population Distribution

The total population of the Ugu District Municipality area of jurisdiction as per the Census 2011 conducted by Statistics South Africa (Stats SA) is approximately **722 484** people. 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%. The district has been enjoying a positive growth rate which was 0.097 in the 2001 and 0.026 in 2011. Although the growth rate has been positive, the drop in the growth rate in 2011 is a cause for concern for the municipality.

There are many factors that may have attributed to the decline in 2011. The first factor can be the decline in total fertility rate which dropped from 89 births per 1000 women to 81. There has been widespread awareness regarding family planning, the practice of safe sex and abstaining which was aimed also at curbing the rate of HIV / AIDS infections and teenage pregnancy by the Department of Health in the District. However, the crude birth rate increased from 22 live births per 1000 people to 57. Another contributing factor that could have contributed to the decline in the population growth rate is the mortality rate which was sitting at 11 deaths per 1000 adults. The analysis of the mortality rate cannot be complete as the data could not be sourced for crude birth rate. What has been encouraging though has been the increase in life expectancy for the males and females, the males increasing from 45.7 to 54.4 years and the female's from 58.2 to 59.4 years.

Another major contributing factor to the decline in population growth can be attributed to 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 experienced a substantial loss are mostly commercial agricultural.
- Migration from Umzumbe to eThekwini and from Vulamehlo to Umdoni is evident.
- Interestingly, some out migration from Hibiscus Coast to uMuziwabantu is recorded.

The Stats SA data also reveals that there has not been massive migration taking place in the Ugu District Municipality area of jurisdiction as reflected in Table 3.4.1.1.1.

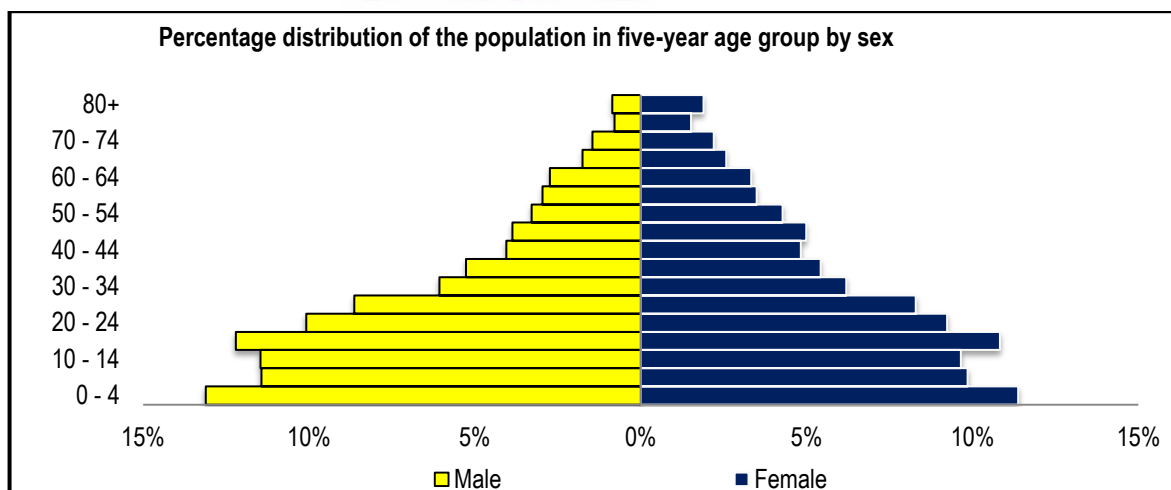
**Table 3. 4.1.1.1: Migration in Ugu**

Source: Stats SA Census 2011

Population Group	1996 - 2000	2001 - 2005	2006 - 2011
Youth (0-14)	11	58	214
Working Age (15-64)	278	514	1538
Elderly (65+)	75	113	88

The population pyramid of the Ugu District Municipality is typical of a developing country as it shows that growth rates are slow, the birth rate is high and short life expectancy. It is an expansive population pyramid as it reflects larger numbers or percentages of the population in the younger age groups. Furthermore, the sex ratio in the Ugu District area of jurisdiction is 89 males per 100 females which increased from the 83 in 1996 and 2001.

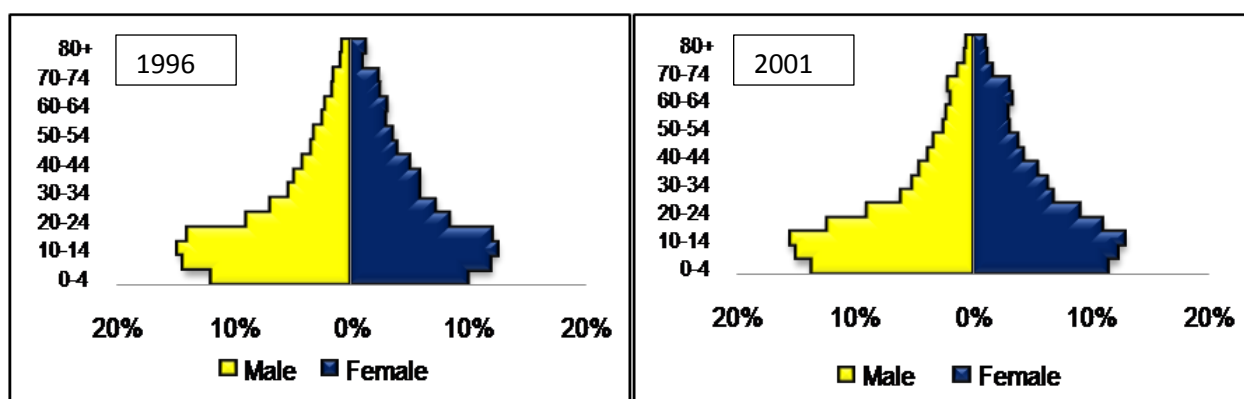




**Fig 3.4.1.4.1: Ugu District Population Pyramid**

Source: Statics SA, Census 2011

What is noticeable with the 2011 population pyramid as compared to the 1996 and 2001 population pyramids as reflected in Figures 3.4.1.4.1 and 3.4.1.4.2 is the expansion of the base of the pyramid which is the 0- 4 age group. This points to the fact that there has been much improvements in the programmes of combating under 5 and infants mortality through various programmes by the stakeholders involved.



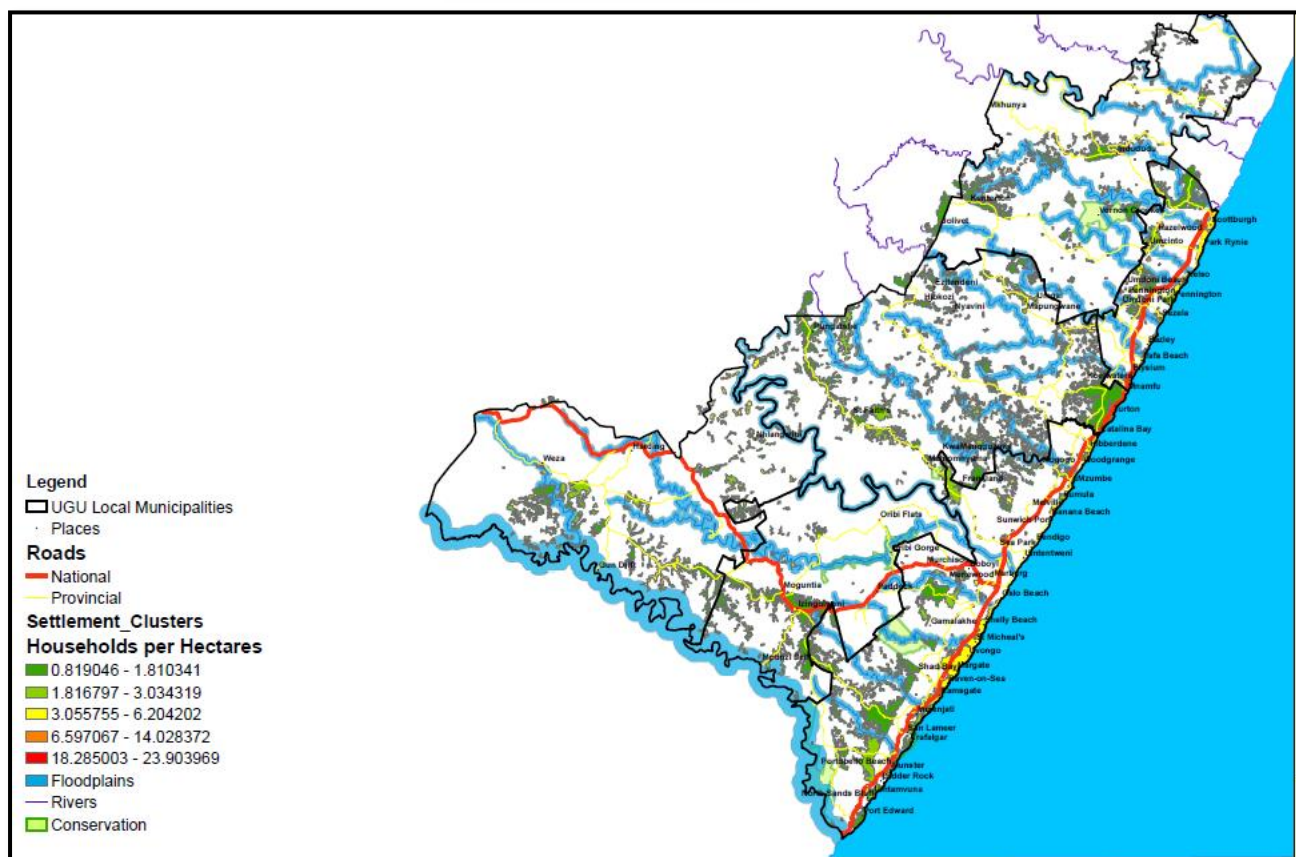
**Fig 3.4.1.4.1: Ugu District Population Pyramid**

Source: Statistics SA, Census 1996 and 2001

### 3.4.1.2 Population Density

The current population density of the Ugu District Municipality is **143 people/ km<sup>2</sup>**. The Umdoni and Hibiscus Coast Municipalities have the highest densities in the district which are 314 and 305 people/ km<sup>2</sup> respectively which is to be expected as they are the most urbanised in the district.

Vulamehlo (81 people/ km<sup>2</sup>), Umzumbe (128 people/ km<sup>2</sup>), Ezinqoleni (81 people/ km<sup>2</sup>) and Umuziwabantu (89 people/ km<sup>2</sup>) municipalities all had lower densities as they are all predominantly rural. The most dense areas in the Ugu District Municipality are along the coast and settlement becomes less dense towards the hinterland as illustrated in Figure 3.4.1.1.1.



**Fig 3.4.1.4.1: Ugu District Population Density**

Source: Statistics SA, Census 2001

### 3.4.2. Households

The Ugu District municipal area of jurisdiction is comprised of **179 440** households, average household size of 5 persons per household. The household types 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 3.4.2.1: Type of main dwelling per local municipality**

Source: Statistics SA, Census 2011

Type Of Main Dwelling	Ugu	Umzumbe	Umuziwanabantu	Ezingqoleni	Hibiscus Coast	Vulamehlo	Umdoni
Formal Brick House	109275	15291	9504	7227	56608	4564	16081
Traditional dwelling/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 (e.g. squatter settlement / 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
<b>Total</b>	<b>179440</b>	<b>35171</b>	<b>21619</b>	<b>11472</b>	<b>72175</b>	<b>16135</b>	<b>22869</b>



### **3.4.3. Demographic Analysis Emerging Key Issues**

Although this section does not address all the demographics as some of the demographics are spread throughout the document, there are emerging key issues that can identified as follows.

- 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 majority population of Ugu District municipality falls with the youth bracket. Furthermore, the predominant population group is the African and more than 50% of the population is females. This has far reaching implications for the district as would further be analysed under the LED and Social Development section in terms of service provision and the households' affordability of the services provided. This therefore speaks directly to the municipality's revenue enhancement strategies.
- The majority of the population resides in the traditional areas where the densities are low. In terms of service provision it more costly to provide services to scattered household settlements and so is the maintenance of infrastructure provided. Furthermore, the demographics advocate for a comprehensive rural development strategy.
- The population is agglomerating in the Hibiscus Coast Municipality as it is the economic hub of the district. There is thus a continuously increasing pressure on the infrastructure capacity of infrastructure in the Hibiscus Coast Municipality especially the coastal belt. There is an urgent need to deal with the ageing infrastructure and increasing its capacity.

## **3.5. Municipal Transformation & Institutional 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 region 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 3.5.1.1:



**Table 3.5.1.1: Ugu District Powers and Functions**

Source: Municipal Structures Act, 1998

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

### 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 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 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. Furthermore, seven Traditional Leaders are participants in the Ugu District Municipal Council.

#### 3.5.2.2 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 resolved 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:

- Finance Portfolio Committee
- Water Sanitation Portfolio Committee
- Local Economic Development Portfolio Committee
- Special Programmes Portfolio Committee
- Sound Governance and Human Resource Portfolio 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.

### **3.5.2.3 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:

<b>Office of the Municipal Manager</b>	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 and Customer Relations Management.
<b>Corporate Services Department</b>	The Corporate Services Department, headed by the General Manager Corporate Services includes: Human Resources, Registry, Auxiliary Services and Secretariat, Information and Communication Technology (ICT), Disaster Management and Fleet Management Services.
<b>Treasury Department</b>	The Treasury Department headed by the General Manager Treasury includes: Equity and Accounts, Grants and Expenditure, Budget Control and Supply Chain Management.
<b>Infrastructure and Economic Development Department</b>	The Infrastructure and Economic Development Department (IED), headed by the General Manager IED is made up of the following sections: Environmental Services, IED Finance, LED and Tourism
<b>Water Services Department:</b>	The following are the sections which make up the Water Services Department headed by the General Manager Water Services includes: Water Services Operations and Water Services Authority (WSA) and Administration.



### 3.5.2.4 Municipal Entities

The Ugu District Municipality has two entities which are namely, Ugu South Coast Tourism and South Coast Development Agency. The Ugu –South Coast Tourism (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.

The South Coast Development Agency (SCDA) was established so as to promote and implement economic development within the parent municipality's area of jurisdiction based on the parent municipality's integrated development plan and policies pertaining to this objective thereby unlocking the economic potential of the Hibiscus Coast area. With focus being on the economic, social and environmental development.

### 3.5.3. Organisational Analysis

The municipality has finalised and adopted a new organogram in December 2014. This section therefore gives a thorough analysis of the new organogram and the vacancy rates within the institution. The current number of employees employed by the Ugu municipality is 863 as broken down in table 3.5.3.1. The adopted organogram is attached in the document **Annexure 3**. The total amount spent on the salaries averages to 17 – 18 million per month and R 2 million goes to overtime. The employee costs will be further analysed under the Financial Viability section.

**Table 3.5.3.1: Ugu District Employees per Department**

**Source:** Ugu District Municipality Corporate Services, 2015

Department	Number of Employees
Water Services	604
Infrastructure and Economic Development	36
Budget and Treasury	118
Corporate Services	65
Municipal Manager's Office	40

The organogram currently has 1132 positions approved with only 863 filled making the vacancy rate 24%. The budgeted positions are 986 and with the 863 that is filled the vacancy rate for filled positions are 12.47%. In terms of the age analysis of the Ugu District Municipality's employees, it is broken down as per table 3.5.3.2.

**Table 3.5.3.2: Ugu District number of Employees per Age Group**

**Source:** Ugu District Municipality Corporate Services, 2015

Age group	Number
22 - 35	186
36 – 45	335





46 – 55	236
56 – 60	60
61 – 65	46

What emerges from the age analysis of the employees of Ugu District Municipality is that a total number of 106 employees are within a retirement bracket. This amounts to 12% of the total positions filled in the municipality. In Table 3.5.3.3 Ugu District Municipality age analysis is taken further through further analysis of ages and positions held.

**Table 3.5.3.3: Ugu District Employees per Age Group and Position held.**

Source: Ugu District Municipality Corporate Services, 2015

Post Level	22-35	36-45	46-55	56-60	61-65	Total
<b>0 – Municipal Manager</b>	0	0	1	0	0	<b>1</b>
<b>1 - General Managers</b>	1	2	0	2	0	<b>4</b>
<b>2- Senior Managers</b>	0	2	0	2	0	<b>4</b>
<b>3 - Managers</b>	5	10	4	1	0	<b>20</b>
<b>4 - Officers</b>	9	13	5	2	2	<b>31</b>
<b>5 - Practitioners</b>	6	6	0	2	2	<b>16</b>
<b>6 - Accountants/ other professionals</b>	13	28	12	0	2	<b>55</b>
<b>7 - Foremen / Personal Assistants</b>	5	9	5	2	2	<b>23</b>
<b>8 - Senior clerks, secretaries</b>	4	5	0	1	0	<b>10</b>
<b>9 - Clerks, operators Class 3, admin assistant</b>	37	58	40	4	8	<b>147</b>
<b>10 - Office Clerks</b>	17	17	5	1	2	<b>42</b>
<b>11 - Customer care clerks, VTS supervisors</b>	11	12	5	2	0	<b>30</b>
<b>12 - Operators Class 2, receptionist</b>	6	9	9	2	2	<b>28</b>
<b>13 - Drivers, machine operators</b>	15	29	17	9	3	<b>73</b>
<b>14 - Operators Class 1, Senior shift workers</b>	10	20	14	6	2	<b>52</b>
<b>15 - Handyman, shift workers</b>	2	6	9	4	2	<b>23</b>
<b>16 - Plant reproduction assistant</b>	1	0	0	1	0	<b>2</b>
<b>17 - General workers Grade 1</b>	0	2	3	2	2	<b>9</b>
<b>18 - General workers, Filing clerks, General assistants</b>	44	107	107	18	17	<b>293</b>
<b>Totals</b>	<b>186</b>	<b>333</b>	<b>235</b>	<b>61</b>	<b>46</b>	<b>863</b>

### 3.5.4. Human Resources

The human resource policies and strategies that have been developed during the 2014/15 financial year by the municipality are reflected and briefly discussed in Table 3. 5.3.4 below:

**Table 3.5.3.4: Ugu District HR Policies & Strategies**

Source: Ugu District Municipality Corporate Services, 2014

Strategies	Progress
<b>Human Resources Strategy</b>	<p>The Ugu HR Strategy is in place and is currently being implemented. The following are the pillars of the strategy:</p> <ul style="list-style-type: none"> <li>➤ Talent Management</li> <li>➤ Employee Wellness</li> <li>➤ Performance Management</li> <li>➤ Capacity Building</li> <li>➤ Strategic HR Planning</li> <li>➤ Sourcing and Placement</li> <li>➤ Employee Relations</li> </ul>



	<ul style="list-style-type: none"> <li>➤ Exit Management</li> <li>➤ Organisational Culture Management</li> </ul>
<b>Employment Equity Plan</b>	<p>The plan is in place and the Municipality is in its third year of implementation. The numerical goals are summarised as follows:</p> <ul style="list-style-type: none"> <li>➤ Appointment of people with disabilities thereby increasing the percentage from 1 to 2 (first year), 3 (second year) and 4 (third year) – Disabled Black females ( preference shall be given to this category across all levels – subject to suitability of a candidate and availability of a position)</li> <li>➤ Fair representation of Black Women at Senior Management level ( preference shall be given to Black Females within this category)</li> <li>➤ Fair representation of Black Women (Africans, Coloureds and Indians) at skilled, semi-skilled and unskilled levels depending on availability of positions ( preference shall be given to this category until a fair representation is achieved)</li> </ul>
<b>Skills Audit</b>	Has been completed and the results have been used for workplace skills planning.
<b>Workplace Skills Plan</b>	The 2014/15 WSP was adopted by both Training Committees and submitted to LGSETA. The plan is currently being implemented and the 2015/16 will take into account skills audit results.
<b>Recruitment and Retention Strategy</b>	During the skills audit scarce skill and critical skills were identified which informed the retention strategy. The Recruitment and Retention strategy was adopted by the Municipal Council and is currently under implementation.

### 3.5.5. Skills Analysis

The municipality reviews its Skills Development annually which identifies all the training and capacity building requirements for the municipality as informed by the IDP review. This analysis considers all the departments with special focus on the Water Services Department which is the core function of the municipality and accounts for about 70% of all employees. Table 3.5.5.1 gives the analysis of the critical and scarce skills within the Water Services Department.

**Table 3.5.5.1: Ugu District Critical & Scarce Skills Analysis Water Services Department**

**Source:** Ugu District Municipality Corporate Services, 2015

Section	No. of Employees	Skills Required For The Job	No. of Employees Trained	Skills Gap
<b>Water &amp; Wastewater Treatment</b>	68 Process Controllers 3 Foremen and 2 Superintendents	Water & Wastewater Treatment Process Operations	20 Process Controllers successfully completed learnership on Water & Wastewater Treatment Process Operations NQF 3.	20 Process Controllers are currently being trained at NQF 3. The Superintendents and Foremen are still to be trained at NQF 5 level.
<b>Water &amp; Wastewater Reticulation (water distribution)</b>	54 Plumbers and Special Workmen; 4 Superintendents; 7 Foremen and 2 Technicians	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	28 Plumbers have been trained. 19 successfully completed the trade test. 5 have to redo their trade tests.	The training of 7 Plumbers commenced in December 2014



Section	No. of Employees	Skills Required For The Job	No. of Employees Trained	Skills Gap
<b>Fitting</b>	6 Fitters and 1 Foreman who are assisted by Artisan Assistants and 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 have completed Phases 1 and 2.	1 Artisan Assistant completed the Artisan Assistant Programme on Fitting.
<b>Electrical</b>	3 Electricians 1 Foreman 1 Electromechanical and 1 Electrical Engineer 7 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 induction and submersible meters etc	Electricians and Foremen are qualified tradesmen. 7 Electrical Assistants and Artisan Assistants. 1 Electrical Assistant passed the trade test.	1 passed the re-test. 3 are awaiting trade test dates. 4 Assistants are currently being trained at Enyenyenzi Campus with a view to trade testing.
<b>Motor Mechanics</b>	1 Foreman 1 Diesel Mechanic 1 Mechanic	Fault finding and repairs on motor vehicles Servicing of municipal vehicles	Foreman and Diesel Mechanic are qualified artisans.	To identify other Artisan Assistants/General Workers to be trained in the field.
<b>Customer Care</b>	1 Call Centre Manager; 1 Customer Care Co-ordinator; 1 Assistant Call Centre Administrator and 18 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	30 Employees (Customer Care Clerks and Frontline staff received Customer Care training in September/October 2014.	Training completed

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 3.5.5.2.

**Table 3.5.5.2: Minimum Employee Competency Levels Training**

Source: Ugu District Municipality Corporate Services, 2015

Category	Department	No. Trained	No. Still to be Trained
<b>Section 56</b>	Treasury	1 (CFO)	0
<b>Section 56</b>	IED	1	0
<b>Section 56</b>	Municipal Manager's Office	1	1
<b>Section 56</b>	Corporate Services	1	0
<b>Section 56</b>	Water Services	0	1
<b>Finance Managers</b>	Treasury & PMU	5	0



<b>Managers from other departments</b>	Municipal Manager's Office	0	4
	Corporate Services	0	2
	IED	0	1
	Water services	0	2
<b>Other Finance Officials</b>	Treasury & PMU	31	0
<b>Other Officials from Other Departments</b>	Corporate Services	0	2
	MM's Office	0	1

### 3.5.5.1. Skills Levels

The skills audit has been conducted and its results are what determine the priority training interventions required. The summary of training interventions targeted is:

- Multi-skilling of other general workers to improve morale is required.
- A Special type ABET programme will be rolled out to address illiteracy.
- Water and waste water treatment is compromised as 76% of operators are unskilled.
- Maintenance of pipes and valves give rise to more over-time being worked, however majority (63%) of plumbers are unqualified.

Table 3.5.5.1.1 below gives a summary of Ugu District Municipality skills levels as per skills audit results:

**Table 3.5.5.1.1: Ugu District Skills Level**

**Source:** Ugu District Municipality Corporate Services, 2015

Level	No	Category	Level	No	Category	Level	No	Category
0	1	MM	-	-	-	-	-	-
1	4	GMs	7	23	Foreman/ PA,	13	73	Drivers, machine operators
2	4	SMs	8	10	Senior clerks, secretaries,	14	52	Operators Class 1, Snr shift workers
3	20	Managers	9	147	Clerks, operators Class 3, admin assistant	15	23	Handyman, shift workers
4	31	Officers	10	42	Office Clerks,	16	2	Plant reproduction assistant
5	16	Practitioners	11	30	Customer care clerks, VTS supervisors	17	9	General workers Gr 1
6	55	Accountants/ other professionals.	12	28	Operators Class 2, receptionist	18	293	General workers, Filing clerks, General assistants, junior admin clerks



### 3.5.6. Health and Safety in the Workplace

An analysis of health and safety in the workplace was done and frequent hazards and risks were identified and are summed up as follows:

**Table 3.5.6.1: Health and Safety in Workplace rating**

**Source:** Ugu District Municipality Corporate Services, 2015

Identification	Rating
Chlorine facility – SANS 0298 (not all installations compliant)	High Risk
Grass Cutting – not kept to standard (housekeeping)	High Risk
Electrical Issues – risk assessment identified numerous risks	Med – High Risk
Housekeeping – risk assessment identified numerous risks	Med Risk
Staff Facilities (toilets, showers & Change rooms)	Med Risk
Wearing of Personal Protective Equipment – also issue of	Med – High Risk
Unsafe Vehicles	High Risk
Open manhole covers	Med – High Risk

#### 3.5.6.1. Analysis of Employee Health and Wellness

Employee Health and Wellness is the promotion and maintenance of the highest degree of physical, mental, spiritual and social well-being in all occupations; prevention of illness caused by working conditions; protection of employees in their employment from risks resulting from factors adverse to health; placement and maintenance of employees in an occupational environments adapted to optimal physiological and psychological capabilities; and the adaptation of work to employees and of each employee to his/her job. The explicit aim of the EHWP is to improve the quality of life of all employees by providing support and helping to alleviate the impact of everyday work, personal and family problems. The focus the programme and role of human resource department is summarised in the table 3.5.6.1 below.

**Table 3.5.6.1: Role of HR in Employee Health and Wellness**

**Source:** Ugu District Municipality Corporate Services, 2014

Focus Areas	Role of HR
<ul style="list-style-type: none"> <li>HIV/AIDS Management</li> <li>Chronic Diseases Management</li> <li>Stress / Mental Health</li> <li>Incapacity due to ill health</li> <li>Medical Awareness and Check-ups</li> <li>Promotion of Health, Good Nutrition</li> <li>Impact of Alcohol Abuse</li> <li>Financial Wellness</li> <li>Spiritual Wellness Management</li> </ul>	<ul style="list-style-type: none"> <li>Creating awareness</li> <li>Provision of counselling to employees</li> <li>Provision of organizational support services and education programmes</li> <li>Provision of critical Incident response Programs (i.e. assist all employees to deal with incidents overwhelming their ability to cope like robbery, natural disasters, accidents sudden deaths or violent incidents at work.”) through referrals to professional bodies</li> <li>Referral for professional counselling, treatment</li> </ul>



### 3.5.6.2. Analysis of EAP Provision

The total number of employees participating in EAP Programme is 317 out of the total of 863 employees which is 36.7% of the total workforce. This represents only referred cases where 260 were self referrals and 57 being formal referrals. The referrals per department are summarized in Table 3.5.6.2.1 below.

**Table 3.5.6.2.1: EAP Referrals per Department**

Source: Ugu District Municipality Corporate Services, 2015

Department	Number/ percentage
Office of the Municipal Manager	0 (0%)
Infrastructure & Economic Development	0(0%)
Corporate Services	4 (7%)
Water services	42 (74%)
Treasury Post level 8-18 most participants	11 (19%)

In terms of participating in the medical aid scheme only 337 participate as shown in the table below.

Municipal Manager's Office	Corporate Services	Treasury	Infrastructure & Economic Development	Water Services
30	31	76	2	337

During the 2013 calendar year recorded terminations due to ill health / death was eleven (ill-health) all from water services and thirteen (deaths), water service accounting for eleven of that.

The role of supervisors needs to therefore be reinforced and ensure that they are aware of the programme and that it is clearly defined to them. Furthermore, awareness on the need to have medical aid must also be rolled out. The cooperation of supervisors in the EAP can potentially reduce the number of ill-health terminations including deaths associated with ill-health. With the majority of employees being with Water Service Provision function more resources should be channeled through to them.

### 3.5.6.3. Employer/employee relations

There are considerable challenges in disciplinary processes, being delays in the conclusion of investigations and difficulty in securing competent officials to administrate the hearings.

Disciplinary Hearings July 2014 – February 2015:

- Suspensions 05 and all 05 were resolved
- 45 Cases reported and 07 were finalised
- Grievances: Eight grievances reported, three resolved, three waiting for staff placement and two are scheduled to take place in due course.
- Conciliations: Four Conciliation hearings reported, One was not referred to Arbitration, Three have been referred to arbitration.





Employee Grievances from July 2014 – February 2015:

- Unpaid Acting and phone allowances
- Unpaid overtime
- Local Labour Forum is not yielding the desired effect that of resolving conflict before it escalates to dysfunctional stage of labour unrest.
- Labour Unions feel that management are not consulting in good faith.
- Labour Unions needs to be educated on the difference between matters of consultation and matters of negotiation.

### **3.5.7. Employment Equity Plan**

The employment equity strategic objectives emanate from Ugu District municipality's five year Integrated Development Plan. These objectives are:

**i. Achieve equal representation of people from designated groups through setting of numerical goals:**

- Appointment of people with disabilities thereby increasing the percentage from 1 to 2 (first year), 3 (second year) and 4 (third year) – Disabled Black females (preference shall be given to this category across all levels – subject to suitability of a candidate and availability of a position)
- Fair representation of Black Women at Senior Management level (preference shall be given to Black Females within this category)
- Fair representation of Black Women (Africans, Coloureds and Indians) at skilled, semi-skilled and unskilled levels depending on availability of positions (preference shall be given to this category until a fair representation is achieved)

**ii. The elimination of unfair discrimination in all HR Practices and Policies.**

- Auditing of HR Policies and practices to ensure integration with EE measures;
- Removing barriers in work environment, ensuring reasonable accommodation by PWDs;
- Implement HIV/AIDS Education and prevention programmes;
- Increase the pool of available candidates through community investment and implementation of bridging programmes to increase the number of potential candidates

**iii. Taking Affirmative Action measures that are in line with the Act.**

This is a policy or a program that seeks to redress past discrimination through active measures to ensure equal opportunity, as in education and employment. The measures includes:-

- Training to focus more on members from designated groups;
- Succession and experiential training;
- Retention strategy, address the retention of employees from designated groups;
- Employment Equity awareness programmes

**iv. Ensuring legitimacy of the process through sustained communication and consultation.**

The main responsibility of the municipality with regards to EEP is to observe its implementation in relation to numerical goals.



### **3.5.8. Secretariat, Registry and Auxiliary Services**

The Secretariat Unit is an administrative wing of the Municipality through which the taking of resolutions for implementation is done. This is done by providing secretariat support to the Committees of the District Municipal Council such as Council, Exco, Portfolio Committees, Sub-Committees and Forums.

This supporting structure serves as both the catalyst and the hub of information or engine room that suitably co-ordinates and records all the proceedings of the decision making bodies for future references and implementation.

This is also regarded as a confluence of information from all Departments that the Municipality has. The kind of support this Unit provides is indispensable throughout the organisation. The Primary focus areas are:

- Scheduling of Meetings
- Collation of Items / Reports
- Compilation of Agendas
- Dispatch of Agendas
- Attending Meetings and
- Taking Minutes / Compilation of Minutes
- All other Logistics Associated with Meetings Management

Records Management was identified by the Auditor General as a challenge within the Municipality. Although systems have been put in place and are well recommended according to Records Authority, (National Archives Act 43 of 1996), the culture of ensuring records are submitted and kept within the organisation's Registry is often not always practiced. Records are often not submitted for safekeeping and as such cannot be retrieved when required, be it for auditing or other purposes.

A tender room was established to ensure that bid documents are well controlled. All bid processes from specification to adjudication are conducted in this room and original documents are not moved for any reason. The filing is done according to approved standards. This has proven valuable in ensuring that bid documents are available at all times.

As a result of the Municipal cash flow situation, budgets for maintenance were limited resulting in only absolutely necessary maintenance being done. A plan to consider more important and urgent maintenance issues has been drafted to address challenges with the given budget. Development and upgrade of fixed property is planned to accommodate the growing organisation in the long term at the same time adhering to safety standards. It is the intention that all property occupied by the Municipality should be owned and not rented. Standby quarters are planned for development in Harding and Park Rynie which will ensure that staff are immediately available when required to work in emergencies. The development of an additional office building at Oslo Beach for the Treasury Department is planned for 2015/16 financial year and will reach completion during the 2016/17 financial year and at the Disaster Management site a building for Corporate Services including a council chamber is planned for 2015/16 and will reach completion during the 2017/18 financial year.



A project to reconcile fixed property is in place, where all property occupied by the Municipality can be accounted for. The asset register will be updated with the latest information and leases have been finalised for Ingonyama Trust managed land. Property transfers have been initiated.

### **3.5.9. Fleet Management**

Fleet Management plays a very integral part in the execution of daily activities in the organisation and is one of the biggest spenders of the operational budget thus its proper management is of utmost importance. Fleet Management involves the following functions:

- Identification of vehicles for replacement;
- Repair and maintenance of vehicles;
- Licensing of vehicles;
- Monitoring fuel usage and vehicle abuse as well as reporting on same.
- Ensuring clear policies and procedures are in place.

Ugu District municipality has a fleet of 272 vehicles used primarily for water services provision. Most vehicles have gone beyond their life span as indicated below:

- 50% of vehicles are 7 years old.
- 35 % of vehicles are 5 years old
- 12 % of vehicles are 4 years and below
- 3 % of vehicles are more than 7 years old

A vehicle maintenance schedule plan is in place and the vehicles under 100 000 kms are maintained by the Agencies to secure warranties. The vehicles above 100 000 kms are maintained by other approved agencies. Some minor repairs are currently done by the in-house mechanics. The coordination of new vehicle licensing and renewals at relevant intervals is also of importance to ensure all vehicles at all times are road worthy. The municipality spends approximately R1.2m per month in fuel which includes vehicles, generators, grass cutters and all the plants. A challenge still exists on the monitoring of fuel usage where there are no controls in place. The municipality approximately encounters 30 accidents per annum where most of them are due to negligence that happens at night.

### **3.5.10. Municipal Transformation and Institutional Development Emerging Key Issues**

The key emerging issues as per the Institutional Transformation and Organisational Development are summarised as follows:

- The analysis shows the need for improvement of record keeping systems as per the Records authority, (National Archives Act 43 of 1996) and document management system.
- A plan to consider more important and urgent maintenance issues has been drafted to address challenges with the given budget.
- There is a need to phase out renting of office space and building own office space to realise savings.
- The analysis of human resource shows the need to focus on staff retention; overtime and leave management; employee health, safety and wellness; implementation of employment equity



plan; scarce skills development and implementation of Individual Performance Management system (IPMS).

- Staff Placement – the placement of personnel in the new organisational structure needs to be fast-tracked.
- Overtime – there are still challenges on management of overtime by employees
- Leave management – HR processes close to 43 were audited by auditor general and only leave provisioning was a finding, which is a result of failure to approve and submit leave application in time, and hence the inaccurate leave reconciliation
- Employment Equity - the employment of people with disabilities and employment of males in Senior Management positions should be prioritised.

### **3.6. Basic Service Delivery**

The Ugu District Municipality is authorized in terms of the Municipal Structures Act (Act No. 117 of 1998) and the Municipal Structures Amendment Act (Act No. 33 of 2000) as the Water Services Authority for its area of jurisdiction and therefore has a duty, as assigned to it in terms of the Water Services Act (Act No. 108 of 1997), to all consumers or potential consumers to progressively ensure efficient, affordable, economical and sustainable access to water services.

Ugu WSA has been elected to perform the water services provision function and is therefore also the Water Services Provider (WSP) including the functions of bulk water provision, water reticulation, sewerage services and bulk wastewater collection and treatment to the towns and villages in its area of jurisdiction.

#### **3.6.1. Water Service Provision**

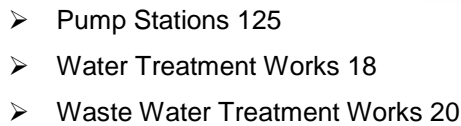
It is important to state from the onset that the gaps in the levels of services include a rural/urban national design standard; which affects the rural area more and more because the level of service required in the rural area increases annually and the actual level of service cannot keep up with the demand. This trend will continue until service levels are equalised.

Furthermore, aged water and sanitation infrastructure, lack of capacity of key treatment plants continues to be a challenge and results in many interruptions and service delivery challenges. The key programmes around this still present challenges for the urban coastal strip

- Refurbishment of sanitation infrastructure
- Waterborne sanitation - only 18% reticulated
- Septic and Conservancy tanks - 16%
- Augmentation of water bulk supply schemes
- Development of water resources ( Dams)
- Sustainable sanitation for low cost housing projects

The major infrastructure for water services therefore includes the following:

- Dams 7
- Pipelines 4 300 km ( estimate)
- Reservoirs 153



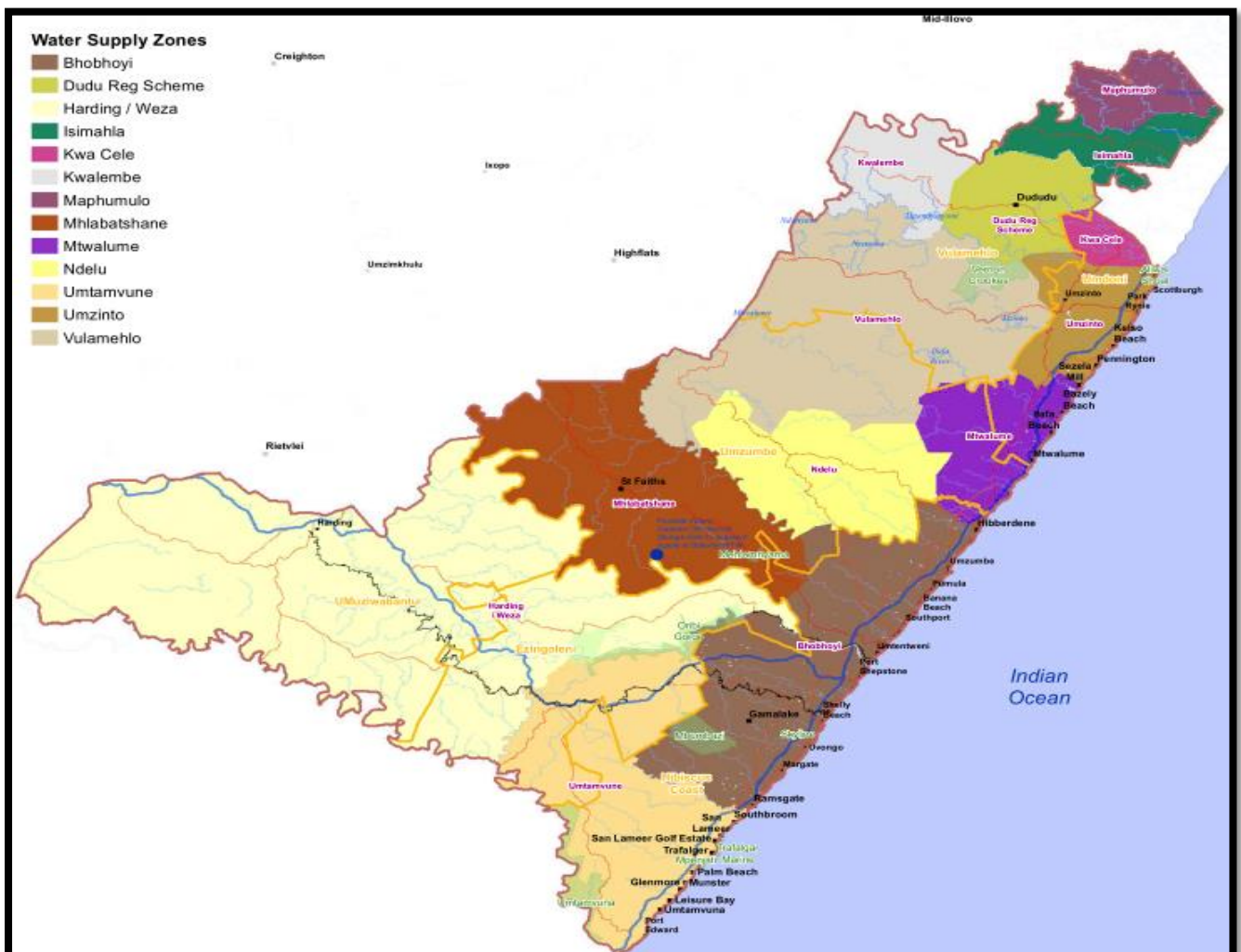
As indicated in the WSDP the existing water infrastructure suggests that the formal urban coastal areas have well developed bulk infrastructure and networks and historically was the main focus for infrastructure development in the District. The coastal areas remain the highest concentration of the population and are also the main economic centres for the District. Infrastructure development in the rural areas was historically done in a haphazard manner and this resulted in a number of stand-alone rural water schemes that many times are supplied from unsustainable water sources. The Regional master planning initiatives that were completed in 2006 corrected the lack of planning in the rural areas and shifted the focus towards the implementation of more sustainable Regional Water schemes. The existing and planned future infrastructure in Ugu is shown in figure 3.6.1.1.1 below.







Furthermore, a number of bulk supply sources (water treatment works or external bulk supply sources) that form the basis of the current and future water supply systems in the District were identified. Each one of the bulk supply sources supplies a specific zone that could be ring fenced and used as the basis for further analysis. These supply zones were not always clearly definable, especially in the urban areas where a number of interconnections exist to allow certain areas to be supplied from more than one bulk supply source. Nonetheless an attempt was made to ring fence back-to-back supply zones that cover the entire District. The supply zones also formed the building blocks for the development of the water demand model and the water demands were ring fenced within the supply zones and linked back to the respective bulk supply sources. The water demands could then be compared with the ability of the bulk infrastructure and water sources to meet the current and future water demands. The back-to-back water supply zones that were identified are also shown in figure 3.6.1.1.2 below.



**Figure 3.6.1.1.2: Ugu District Water Supply Zone**

Source: Ugu District WSDP, 2015

### 3.6.2. Water Delivery Standards

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 42 000 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 3.6.1.2.1.

**Table 3.6.1.2.1: 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	120l/c/d	Moderate income, with waterborne sanitation
Linked Rural Upgrade	75l/c/d	Yard connections, dry pit latrines/septic tanks
Good Access Rural Upgrade	75l/c/d	Yard connections, dry pit latrines/septic tanks
Limited Access Rural Upgrade	75l/c/d	Community standpipes, dry pit latrines/septic tanks
Scattered	75l/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 of community standpipes at 200m.

### **3.6.2.1. Current and Future Water Demands**

The current and future water demands for each supply zone were calculated and compared with previous studies in this regard, as well as with actual water usage figures where they were available. The actual usage figures assisted in calibrating the water demand model as best as possible.

The future or “ultimate” water demands represent a scenario where backlogs have been eradicated and all households have access to at least a basic RDP level of service. Future developments that are known and “development drivers” that have been identified in the Ugu SDF have also been taken into account with the calculation of the future water demands. The population growth rate was assumed to be 0,3% per year for Rural Municipalities and 0,5% for urban Municipalities.

Certain peak factors were also included in the calculations to determine the “Peak Week Daily Demands”, which represent the average daily consumptions that can be expected during the week of highest consumption in the year (summer holiday season). Allowance was also made for water losses based upon figures that were obtained from the Ugu District Municipality and the results from previous water-loss studies that were conducted. The peak factors and water loss figures that were used in the water demand model were as follows:



### Urban

- Summer Peak Factor – 1.3
- Allowance for water losses – 30%
- Holiday peak factor – 1.5

### Rural

- Summer Peak Factor – 1.4
- Allowance for water losses – 30%
- Holiday peak factor – 1.5

The current and future water demands within each supply zone were then compared with the current capacities of the bulk infrastructure that supplies the zone and the results are summarised in Table 3.6.1.3.1 below:

**Table 3.6.1.3.1: Water Demand and Capacities**

**Source:** Ugu District Municipality Bulk Infrastructure Audit, 2011

Water Supply Zone	Current water demands (2011)	Future water demands (including SDF developments)	Current infrastructure capacities	Bulk Source Of Supply
	MI/d	MI/d	MI/d	
Maphumulo	2	0.5	1.0	Umgeni Water
Isimahla	3	2.4	2.0	Umgeni Water
Dududu	5	3.8	0.4	Ethekwini Metro
KwaLembe	5	1.2	1.0	KwaLembe WTW
Vulamehlo	12	5.1	1.8	Vulamehlo/ Hlokozi WTW
Ndelu	2	2.8	0.6	Ndelu WTW
Mtwalume	12	10.9	8.0	Mtwalume WTW
Umzinto	18	39.6	13.0	Umzinto WTW
KwaCele	3	3.4	1.0	Ethekwini Metro
Mhlabatshane	5	8.6	2.0	Phungashe WTW
Bhobhoyi	70	109.8	54.0	Bhobhoyi WTW
Umtamvuna	26	23.0	20.0	Umtamvuna WTW
Harding/Weza	12	14.4	6.0	Harding & Weza WTWs
<b>Totals (MI/d)</b>	<b>170</b>	<b>225.5</b>	<b>110.8</b>	

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

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

### 3.6.2.2. Access to Water Services

The census 2011 with regards to access to piped water released data in the following categories:

- In Dwelling
- In Yard
- Communal < 200m



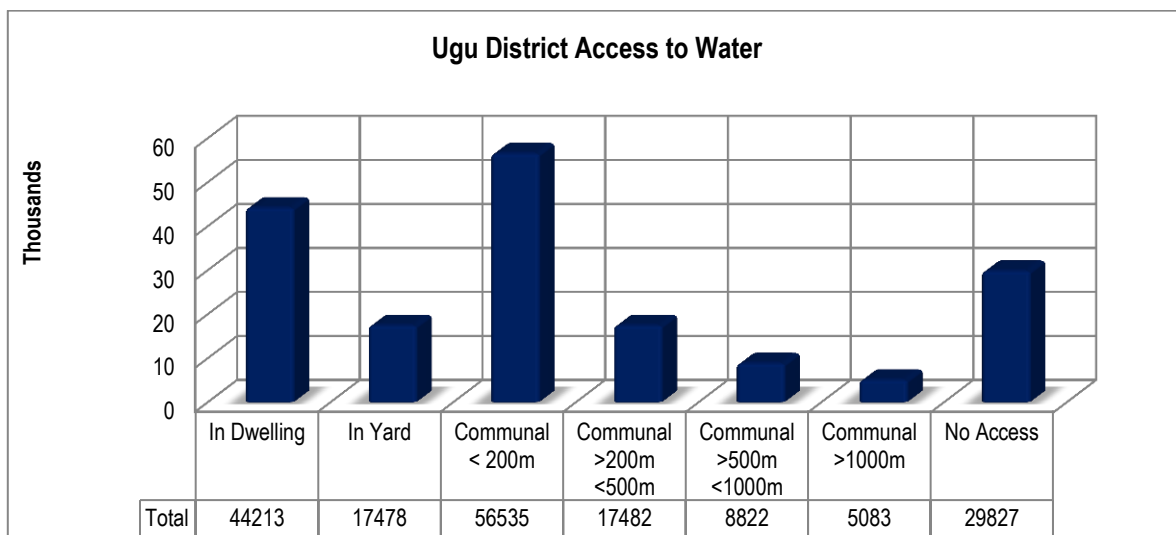
- Communal >200m <500m
- Communal >500m <1000m
- Communal >1000m
- No Access

The levels of access and backlog per local municipality are captured Table 3.6.1.4.1 and figure 3.6.1.4.1. The table shows the backlog percentage over the last three censuses. The census 2011 reveals that the major backlog is in Umzumbe and Vulamehlo Municipalities with backlogs of 46% and 34% respectively whilst the rest of the municipalities have backlog of less than 20%.

**Table 3.6.1.4.1: Access to Water Services**

Source: Sats SA, Census 2011

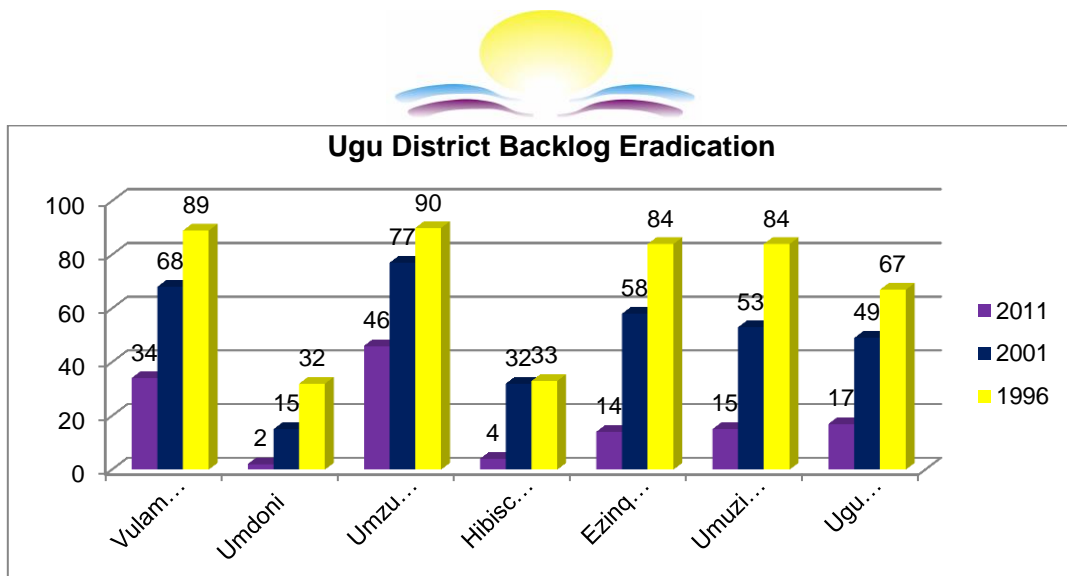
Local Municipality	Total Households (HH)	Total Households Served	HHs below minimum standards	% Backlog		
				2011	2001	1996
<b>Vulamehlo</b>	16135	10617	5518	<b>34</b>	68	89
<b>Umdoni</b>	22869	22389	480	<b>2</b>	15	32
<b>Umzumbe</b>	35171	19050	16121	<b>46</b>	77	90
<b>Hibiscus Coast</b>	72175	69452	2723	<b>4</b>	32	33
<b>Ezingoleni</b>	11472	9809	1663	<b>14</b>	58	84
<b>Umuziwabantu</b>	21619	18296	3323	<b>15</b>	53	84
<b>Ugu District</b>	<b>179441</b>	<b>149613</b>	<b>29828</b>	<b>17</b>	<b>49</b>	<b>67</b>



**Fig 3.6.1.4.1: Ugu District Access to Water**

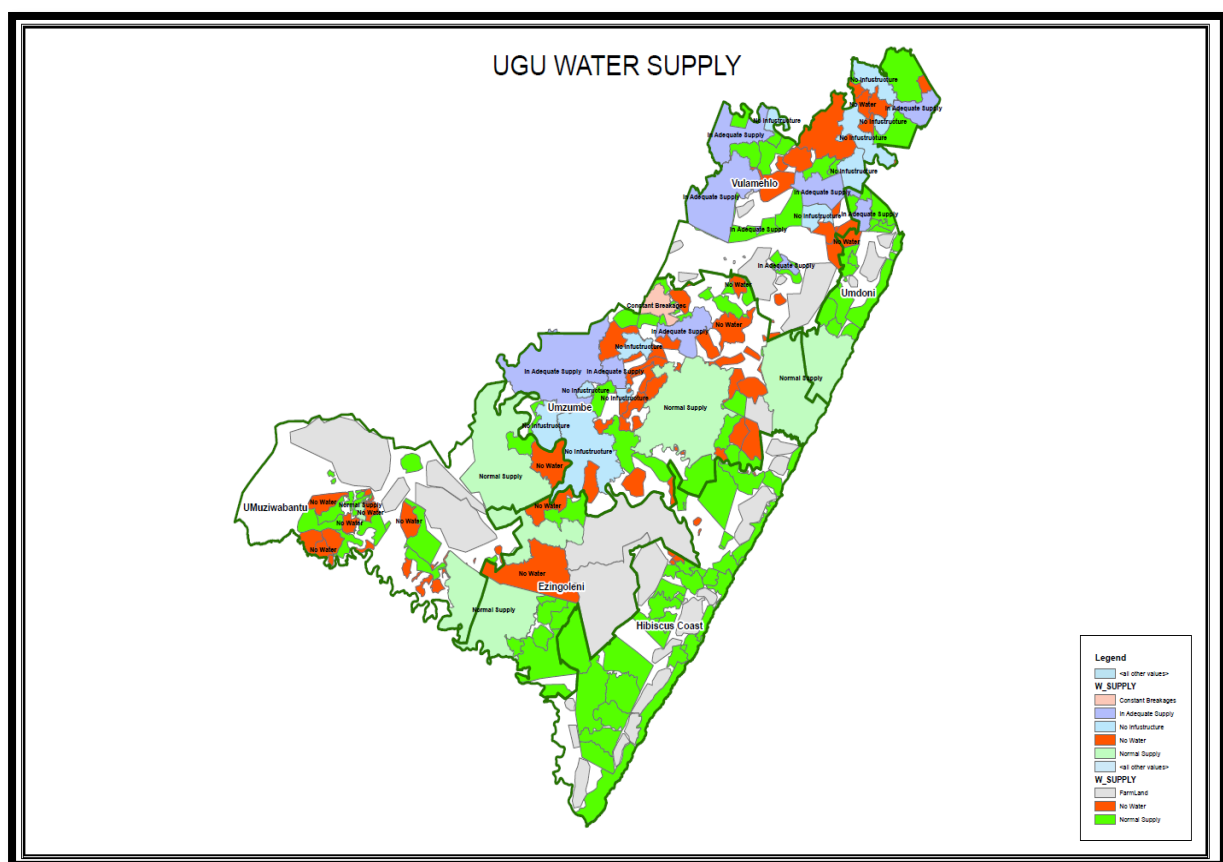
Source: Stats SA, Census 2011

As reflected in figure 3.6.1.4.2, there has been a drastic reduction of backlog from 1996 to 2011 with the overall reduction in Ugu District amounting to 50%, from 67% to 17%. Umdoni and Hibiscus Coast Municipalities are almost complete with backlog of 2% and 4% respectively. There have been substantial reductions at Ezingoleni and Umuziwabantu Municipalities both having had backlog of 84% in 1996 and now having backlog of less than 15%. The challenge remains with Vulamehlo and Umzumbe Municipalities where progress has been slow.



**Fig 3.6.1.4.2: Ugu District Water Backlog Eradication**

Source: Stats SA, Census 2011



**Figure 3.6.1.4.3: Ugu District Municipality Water Supply**

Source: Ugu District Municipality GIS, 2013

### 3.6.2.3. Current Strategies / Programmes for Water Provision

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

#### i. Free basic water and indigent support

A free basic water policy makes provision for the supply of 6kl of water per metered household per month. An Indigent Support Policy is in place which applies to residential and non-profit organizations entitling the beneficiaries to 6kl of free water per household per month and 100% rebate on water and



sanitation basic charges. To date, we have 6616 water and 2638 sanitation 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 entire 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
- Mhlabatshane 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 and Sanitation Master Plan was completed in 2006 and is currently under review for the development of a new master plan with a projection for 2030. The Water Services Development Plan which was last reviewed in 2015 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 could not meet the millennium developmental goals of 100% access to water and sanitation by 2014 due to inadequate and sustainable water resources. The municipality has programs such as: urban waterborne sanitation and the rural VIP programme.

## **v. Umgeni Water's Master Plan for Ugu District Municipality**

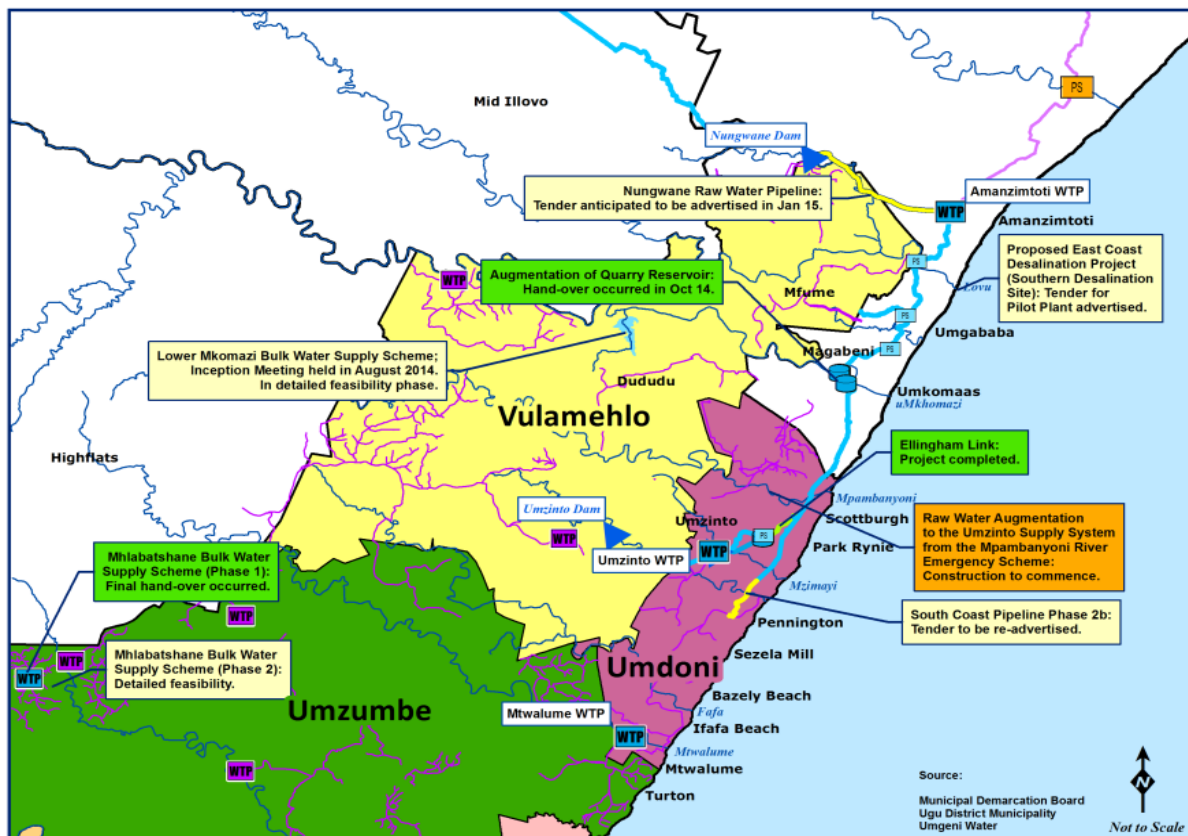
Umgeni Water operates the following bulk water infrastructure for the provision of potable water to Ugu District Municipality:

- *Storage Dams: Nungwane Dam, Umzinto Dam and E.J. Smith Dam, Mhlabatshane Dam*
- *Water Treatment Plants (WTP): Amanzimtoti WTP, Umzinto WTP and Mtwalume WTP*



- *Bulk Pipelines: Nungwane Raw Water Aqueduct, South Coast Augmentation (SCA) Pipeline, South Coast Pipeline Phase 1 (SCP 1), South Coast Pipeline Phase 2a.*

Figure 3.6.1.5.1 shows the location of the bulk water infrastructure and the status of the projects (as of April 2015) Umgeni Water is implementing to ensure that Ugu District Municipality has an assured supply of water.



**Figure 3.6.1.5.1: Umgeni Water's Catalytic Projects**

Source: Ugu District Rep Forum, 2015

#### vi. **Sihambasonke Project**

This is an initiative that ensures all residents receive some level of service, even though it might be below the National standard. The project has made progress on the ground since it has been introduced to six (6) Local Municipalities within the District. The programme is headed by the Deputy Mayor as the Community participatory information gathering process. During the introductory meetings Ward Councillors were tasked with the responsibility to work together with ward committees in co-ordinating meetings on the ground with communities so that they would gather accurate information on the following sectors:

**Existing infrastructure** - that is functional or non-functional water schemes. (This will assist in making a valuable assessment of what needs to be done in order to rectify the situation on the ground).

**Pipeline extension** - In areas where there is enough water capacity pipes can be extended to accommodate the communities within the surrounding areas.





**Water tanks** - This will include identifying the existing water tanks within the areas of the Local Municipality, taking into consideration the community that utilises that water tank, the period in which the tank gets finished in order to determine the intervals of filling the same water tank. Further to this, it will assist in establishing where there is high demand so that more tanks can be added in order to meet the supply and demand a cost effective method.

**Rain water harvesting** - This will be dedicated to areas where there are no pipeline extensions and as well as water tankers. The idea behind this is to give every citizen of our Municipality clean water at some point.

**Springs /borehole Protection** - This is highly recommended as the best method of providing clean water to our communities since most of our areas have a good potential to have springs.

**Table 3.6.1.5.1: Sihamba Sonke Project**

**Source:** Ugu District Municipality WSDP, 2015

Item	Number	Unit	Unit Cost	Total Cost
Portable Water Storage Tanks	1163	each	5000	R 6 396 500
Springs	419	each	25000	R 11 522 500
Boreholes	79	each	100000	R 8 690 000
Pipe extensions	124.72	km	1000000	R 137 195 751
Rainwater harvesting	3790	each	6000	R 25 014 000
<b>SUB-TOTAL</b>				R 188 818 751.00
<b>Escalation</b>				R 11 329 125.00
<b>Fees</b>				R 20 014 787.00
<b>VAT</b>				R 30 822 772.00
<b>TOTAL</b>				<b>R 250 985 436.00</b>

#### 3.6.2.4. Blue and Green Drop Status

The Blue Drop Certification Programme for Drinking Water Quality Management Regulation and The Green Drop Certification Programme for Wastewater Quality Management Regulation are important to ensure effective and efficient delivery of sustainable water services which is recognised by both South African and International authorities.

The minimum score for Blue Drop Certification is 95% and 90% for Green Drop Certification respectively. Ugu District Municipality is currently ranked at the 7th place in the KwaZulu Natal provincial log in terms of Blue Drop and holds a municipal score of 92.55%(Blue Drop Report 2012) with the following plants holding the Blue Drop Awards:

- Southbroom to Port Edward and Inland areas(Umthamvuna WTW) at 95%
- Umzinto, Pennington to Scottburg(Umzinto WTW) at 95.22%
- Mathulini, Mthwalume and Qoloqolo(Umthwalume WTW) at 96.27%



The Blue Drop Risk Rating for the Ugu District Municipality is 43.8% (Blue Drop Report 2013), this is categorised as Low Risk. While this may be a good reflection of the operational capacity of Ugu Water Treatment Infrastructure, the municipality strives to implement projects in ensuring that the risk is contained within the Low Category.

In ensuring delivery of high quality drinking water and improved access to water services, the municipality has in the 2014/2015 financial year refurbished and upgraded Vulamehlo, Weza and Bhobhoyi Water Treatment Works. The upgrades currently add up to the tune of R94.2m

A total of 25km of water pipelines were upgraded and replaced in the 2014/2015 financial year including the critical project in Murchison where the municipality intervened swiftly and was able to bring forward the Murchison Upgrade Project which includes an upgrade of 7.7 km of pipeline, a 10ML storage reservoir and a pumpstation. While the project unfolds, the municipality is implementing effective alternative water services delivery to the area. The Murchison Project is expected to be complete by December 2015.

As the year comes to the end, the municipality is proud to have provided access to water to an additional 2200HH constituted by the areas of Mbiyane, Egoli, Maphumulo, Gumatane, Phongolo, Nhlahwane and Ncengesi. Various other water projects were implemented in this financial year with assistance from grants such as Municipal Water Infrastructure Grant (MWIG), Municipal Infrastructure Grant (MIG), Regional Grant Infrastructure Grant (RBIG) and Massification Grants. All the municipal grants will be 100% spent by the end of the 2014/2015 financial year assuring the public that Ugu District Municipality is here to deliver to the mandate of water and sanitation services provision.

The municipality positively looks ahead to the 2015/2016 financial year as it aims to continue with the plight of rendering services to its communities in spite of the drought challenge that is upon us. Out of the R253 million MIG allocations for the 2015/2016 financial year, the district will continue and complete the Bhobhoyi Water Treatment Works upgrade and commence the uMthamvuna Water Treatment Works Upgrade from 20ML/day to 40ML/day and the Mistake Farm Water Project.

Responding to the drought challenge, the municipality will by July 2015 spend the R10.8m drought relief allocation. In the 2015/2016 financial year the municipality will intensify programmes on water loss management from the MWIG allocation of R100m through its Non-Revenue Water Programme.

For the 2014 Blue Water Services Audits, the municipality participated in the first assessment of No Drop Awards. The results for the assessment have not been published however the municipality is proud to contain its Non Revenue Water Score at 30% being one of the lowest in the country. The municipality continues to implement measures to reduce its Non-Revenue Water from 30% to a projected 23% by the year 2017.

2012 was a gap year for Green Drop Awards however in the year 2013, the municipality's Green Drop Score improved from 70% to 73.91% with the following plant getting a Green Drop Award (Red Desert Waste Water Treatment Works at 90.3%)



In the 2014/2015 financial year the municipality spent R75 million of its MIG allocation towards sanitation projects, these including the refurbishment of 25 sanitation pumpstations to ensure minimal sewage spillages due to aged infrastructure. The Umzinto Water Treatment Works is at its final stages of upgrade for the assurance of service in the Umzinto areas and ready to take on Low Cost Housing Developments. The municipality will for the 2015/2016 financial year commence and complete critical sanitation projects such as Malangeni Waste Water Upgrade, Harding Sanitation Project and Margate Sewer Pipeline Upgrade.

The municipality has heeded to the need for effective operations and maintenance budget and will in the year 2015/2016 increase the budget a few percentages up to the generally accepted norm of 7% of the municipal budget. At 7.3% operations and maintenance budget, the municipality will engage into the implementation of the council adopted Water Safety Plans ensuring efficient and effective delivery of compliant water in line with the South African National Standards 241:2011. Technology in the modern day is an excellent enabler towards delivery of effective service, the municipality starting from 2015/2016 financial year will implement a continuous upgrade of its telemetry system as a means to swift response to remote infrastructure breakdown. The municipality will continue to invest into its technical human resources by adding four more officials into its register of Professionally Registered Officials in line with the Engineering Profession Act 46 of 2000.

### 3.6.2.5. Capital Requirements for Backlog Eradication

The Ugu District Municipality, as a delegated Water Services Authority (WSA), is in the process of progressively rolling out water services to all consumers in the District, as per the National Government's mandate of servicing all households with at least an RDP level of service by 2014. The estimated cost and time frames to eradicate the backlog, based on the available funding, has been calculated and is indicated in Table 3.6.1.6.1. The following benchmark costs were used in the calculation:

- R 45 000 to service per urban households
- R75 000 to service per rural households that are situated between 200m and 800m from a formal water supply
- R125 000 to service per rural households that are situated further than 800m from a formal water supply

**Table 3.6.1.6.1: Water Eradication Plan**

**Source:** Ugu District Municipality WSDP, 2015

<b>Eradication Plan (Excl VAT)</b>	
Estimated cost to eradicate backlogs(WTW's, pump stations and pipelines)	R 5 300 000 000,00
Assumed MIG Allocation future	R 290 000 000,00
% of MIG Allocation towards water	70%
Allocation towards water	R 203 000 000,00
Estimated years to eradicate backlogs	23
New Dams (3)	R 2 400 000 000,00
<b>TOTAL</b>	<b>R 7 700 000 000.00</b>



### 3.6.2.6. 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 backlog 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.

### 3.6.3. Sanitation Service Provision

The sanitation service provision in the Ugu District area of jurisdiction is broken down to urban and rural sanitation. With regards to the urban sanitation the service delivery standard is mostly waterborne sewer and for rural sanitation the pit toilets with ventilation (VIPs). Table 3.6.2.1.1 below shows the overall access to sanitation of the district and the following subsections breaks it down per rural and urban area.

The sanitation backlog of the Ugu District area of jurisdiction was determined using the 2011 Statistics South Africa and the minimum requirements for acceptable access to sanitation as per CoGTA backlog study 2013 which are:

- Flush toilet (connected to sewerage system);
- Flush toilet (with septic tank);
- Chemical toilet; and
- Pit toilet with ventilation (VIP).

The service levels therefore that fall below the minimum requirements (backlog) in the Ugu District area of jurisdiction are:

- Pit toilet without ventilation;
- Bucket toilet;
- No sanitation; and
- Any other service level.

**Table 3.6.2.1: Access to Sanitation Services per Municipality**

Source: Statistics SA, Census 2011

Sanitation Service Level	Ugu	Vulamehlo	Umdoni	Umzumbe	Hibiscus Coast	Ezinqoleni	Umuziwanabantu
<b>Flush toilet</b> (connected to sewerage system)	<b>32647</b>	444	7832	703	21397	383	1889
<b>Flush toilet</b> (with septic tank)	<b>13181</b>	325	2672	625	8562	245	752



Sanitation Service Level	Ugu	Vulamehlo	Umdoni	Umzumbe	Hibiscus Coast	Ezingolweni	Umuziwabantu
Chemical toilet	15281	2857	981	2773	5330	194	3146
Pit toilet with ventilation (VIP)	32885	4421	2747	5050	8254	7400	5014
Pit toilet without ventilation	62133	6154	4402	21477	20247	2248	7606
Bucket toilet	3123	523	1503	359	558	14	167
None	8397	695	523	1654	3757	673	1094
Other	11793	716	2209	2530	4071	316	1951
<b>Total</b>	<b>179440</b>	<b>16135</b>	<b>22869</b>	<b>35171</b>	<b>72175</b>	<b>11472</b>	<b>21619</b>
<b>Backlog</b> (% HH below min. Standards)	<b>48</b>	<b>50</b>	<b>38</b>	<b>74</b>	<b>40</b>	<b>28</b>	<b>50</b>

As per the Statistics South Africa Census 2011, the major sanitation backlog in the Ugu District Municipality area of jurisdiction is in Umzumbe (74%), Vulamehlo and Umuziwabantu (both at 50%). These are predominantly rural municipalities that are inland and the predominantly urban municipalities that are along the coast have sanitation backlog that is below 50%. The overall sanitation backlog for the Ugu District Municipality is sitting at 48%.

### 3.6.3.1. Urban Sanitation

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

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

Although largely “residential”, most urban areas include some “commercial” activity and there are also some “light and/or service industrial” nodes particularly in Port Shepstone (Marburg) and Park Rynie to a lesser extent. The urban sanitation comprises a combination of waterborne sewerage linked to Waste Water Treatment Works (WWTW) as well as a system of septic tanks and conservancy tanks in the less densely populated areas.

Most of the treatment facilities are owned and managed by Ugu although there are also a number of privately owned and managed, small sewage treatment plants – mostly “package” plants. With the exception of Gamalakhe, the sewerage coverage of formal, urban areas which have a Municipal water connection is approximately 30%.

Being a coastal strip, the topography generally falls towards the coast and is segmented by many water courses (streams/rivers) resulting in numerous hills and valleys as well as very flat areas along the coast. As a result there are numerous pump stations in the reticulated areas whilst the WWTWs



are generally located inland of the coastal strip such that many of the pump stations deal with pumping heads which exceed those readily achievable with open impeller pumps operating at low speeds.

The SMMP notes further that “the geology of the coastal strip may be described in general terms as having rock outcrops all along the coast overlain by one to two metres of sand and with some of these areas being characterised by a high, perched water table” – clearly not ideal for the use of septic tanks with sub-soil percolation drains and as a result there are numerous conservancy tanks within the urban strip.

### **3.6.3.2. Urban sanitation delivery standards**

The SSMP deals with sewage demands and individual scheme options/preliminary designs in greater detail. For the purposes of this audit and a broad assessment of the status quo, the following standards were adopted:

**Table 3.6.2.2: Urban Sanitation Standards**

Source: Ugu District Municipality WSDP, 2015

Settlement Categories	Sub-Category	Flow	Unit
Formal Urban	Formal Urban	600	l/d/100m <sup>2</sup>
	Industrial/Commercial	NA	NA
Informal Residential Upgrade		120	l/c/d

### **3.6.3.3. Urban Backlog Eradication Plan**

Other than maintenance issues and upgrades/extensions of existing sewerage schemes based on the rationale contained in the SSMP, it stands to reason that formal township development requires the provision of adequate water and sanitation and as such there are in effect very few backlogs other than those “informal urban upgrade” areas adjoining the coastal urban strip which by nature of their density should be provided with reticulated waterborne sewerage as opposed to a basic level of service - septic tanks.

The Local Municipalities have allowed residents to construct septic tanks in wetland areas resulting in serious pollution in many areas. Replacing the septic tanks with waterborne sanitation will be very costly and also difficult because the area is built up with well established gardens and boundary walls. Cost recovery and affordability is also an issue. Most residents are pensioners that cannot afford the exorbitant cost to install waterborne sanitation.

A total estimated capital investment (2014) of the order of R 3 billion is required to reticulate and upgrade sanitation within the urban strip.

The refurbishment/upgrading of certain existing assets and the proper management of sludge disposal were identified as immediate priorities and some of this work has already been accomplished by Ugu.





### 3.6.3.4. Rural Sanitation

There is no reliable data spatially or otherwise pertaining to either the location or age of Ventilated Improved Pit Latrines (VIPs) constructed within Ugu. This poses a major challenge as there is no reliable data with which to plan for de-sludging/re-location of VIPs when full and further prevents the accurate determination of the backlog. Therefore, in order to obtain a better understanding regarding the status quo of the rural sanitation within Ugu, a number of random sample surveys were undertaken within each local municipal area.

### 3.6.3.5. Rural Sanitation Delivery Standards

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 0.05m<sup>3</sup> per annum is reflected in table 3.6.2.5.1.

**Table 3.6.2.5.1: VIP Sludge Accumulation Rate**

Source: Ugu District Municipality WSDP, 2015

Household Size (persons/household)	Life Span (years)	
	Pit Capacity 1.5m <sup>3</sup>	Pit Capacity 2m <sup>3</sup>
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 1.5m<sup>3</sup> (allowing 200mm freeboard), the benefits of a larger pit are clearly apparent in terms of time taken to fill up. Table 3.6.2.5.2 below shows the level at which the VIPs are filled.

**Table 3.6.2.6.2: Level at which VIP are Filled**

Source: Ugu District Municipality WSDP, 2015

Condition	% 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 five (5) years suggests that major challenges lie ahead in ensuring the sustainability of the rural sanitation programme. The maintenance plan for VIP toilets installed is under development.

### 3.6.3.6. Rural Sanitation Backlog Eradication

The sample survey suggests that the rural sanitation backlog is of the order of 20 %. The backlog is further compounded by the fact that there is virtually no spatial data with which to plan and manage the de-sludging /re-location of pits which are almost or already full such that the health and hygiene effectiveness of the programme going forward must be brought into question.



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

### 3.6.4. Solid Waste and Cemeteries

Waste management services involve the waste collection, treatment, recycling and disposal. The National Environmental Management: Waste Act (Act 59 of 2008) has placed a huge responsibility on municipalities to deliver waste services. Phase 3 of the Infrastructure Audit as well as the Integrated Waste Management Plan 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 exists 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, Ezinqoleni, Vulamehlo and Umzumbe have a majority rural population who practice 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. Table 3.6.3.1 and figure 3.6.3.1 indicate access on a household level to solid waste removal services in the District.

**Table 3.6.3.1: Households Access to Solid Waste Removal**

Source: Statistics SA, Census 2011

Type of Solid Waste Removal	Ugu	Umzumbe	Umuziwabantu	Ezinqoleni	Hibiscus Coast	Vulamehlo	Umdoni
Removed by local authority 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
<b>Total</b>	<b>179440</b>	<b>35171</b>	<b>21619</b>	<b>11472</b>	<b>72175</b>	<b>16135</b>	<b>22869</b>



The refuse removal by local municipalities occur at least once a week or less 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 Table 3.6.3.1.

### 3.6.4.1. Waste Services Level

The current level of service differs in each Local Municipality. The overall view of the status quo is known, however, it was important to represent the waste service figures for each municipality at a settlement level as this will inform the type of service that should be provided. The current status within each Local Authority is provided in table 3.6.3.1.1.

**Table 3.6.3.1.1: Waste Services Level**

**Source:** Ugu District Municipality WSDP, 2015

Settlement Category	Vulamehlo LM			Ezingoleni LM			Umzumbe LM		
	Service d HH	No Service	Total HH	Service d HH	Not Service d	Total HH	Service d HH	Not Service d	Total HH
Formal Urban	1	80	81	0	0	0	0	25	25
Good Access Rural Upgrade	73	4,317	4,390	52	4,133	4,185	136	8,034	8,170
Limited Access Rural Upgrade	73	2,189	2,262	8	712	720	131	5,541	5,672
Linked Rural Upgrade	48	2,768	2,816	53	2,612	2,665	169	8,998	9,167
Scattered	42	4,882	4,924	7	1,053	1,060	95	7,959	8,054
<b>Total</b>	<b>237</b>	<b>14,236</b>	<b>14,473</b>	<b>120</b>	<b>8,510</b>	<b>8,630</b>	<b>531</b>	<b>30557</b>	<b>31088</b>
<b>Percentage</b>	<b>1.6%</b>	<b>98.4%</b>	<b>100%</b>	<b>1.4%</b>	<b>98.6%</b>	<b>100%</b>	<b>1.7%</b>	<b>98.3%</b>	<b>100%</b>
Settlement Category	Hibiscus Coast LM			Umdoni LM			Umuziwabantu LM		
	Service d HH	No Service	Total HH	Service d HH	Not Service d	Total HH	Service d HH	Not Service d	Total HH
Formal Urban	20,082	5,683	25,765	5,505	1,947	7,452	1,303	826	2,129
Good Access Rural Upgrade	1,681	5,228	6,909	583	1,309	1,892	435	5,716	6,151
Informal Residential Upgrade	111	142	253	225	67	292	106	65	171
Limited Access Rural Upgrade	151	827	978	4	125	129	227	7,059	7,286
Linked Rural Upgrade	1,155	13,906	15,061	824	6,153	6,977	140	1,711	1,851
Scattered	57	1,629	1,686	63	220	283	50	2670	2,720
<b>Total</b>	<b>23,237</b>	<b>27,415</b>	<b>50,652</b>	<b>7,204</b>	<b>9,821</b>	<b>17,025</b>	<b>2,261</b>	<b>18,047</b>	<b>20,308</b>
<b>Percentage</b>	<b>45.9%</b>	<b>54.1%</b>	<b>100%</b>	<b>42.3%</b>	<b>57.7%</b>	<b>100%</b>	<b>11.1%</b>	<b>88.9%</b>	<b>100%</b>

### 3.6.5. Transportation Infrastructure

The Ugu District Municipality does not have an adopted Integrated Transport plan as the one available was last adopted in the 2006/2007 financial year and is now outdated. Through the Ugu Sector Wide Infrastructure Audit, updated information is available for the purposes of analysis. Furthermore, Ugu District as an organisation does not maintain the roads as all the district roads were transferred to DOT.



### 3.6.5.1. Public Transport

Access to public transport is a major development challenge within the Ugu District and a potential factor in increasing access of communities to economic opportunities. 87% of public transport users within the district are dependent on mini bus transport, compared to 9% dependent on bus transport. Table 3.6.4.1.1 illustrates current commuter demand from the main public transport terminals within the Ugu District. In those instances where bus services are available, they transport more commuters than the mini bus taxi service.

**Table 3.6.4.1.1: Commuter Demand from Main Public Transport Terminals**

Source: Ugu District Municipality Sector Wide Infrastructure Audit, 2014

Terminal point	Annual passengers	Mode	Daily vehicle trips
Gamalakhe	3,282,353	Bus	182
	2,230,800	MBT	572
Nyandezulu	2,837,647	Bus	158
	1,662,300	MBT	427
D338/N20	2,601,900	Bus	144
	1,879,800	MBT	482
Mthwalume	2,229,390	Bus	100
	1,610,700	MBT	413
Murchison	2,107,059	Bus	117
	1,267,500	MBT	325
Assisi	1,683,529	Bus	94
	741,000	MBT	190
Mzumbe	1,281,177	Bus	71
	588,900	MBT	151
Palm Beach	1,115,100	Bus	55
	807,300	MBT	207
Melville	900,450	Bus	42
	651,300	MBT	167
D952/R102	198,720	Bus	9
	144,300	MBT	37
D1097/N20	84,600	Bus	5
	66,560	MBT	16

Access to rail transport is limited within the region. The metropolitan rail system serving eThekweni only reaches the northern extremity of the Ugu area with three stages in the Umdoni municipality, namely Kelso, Park Rynie and Scottburgh. Although the south coast railway line is electrified and in use by Transnet Freight Rail as south as Port Shepstone, no commuter services are offered beyond these three stations. The district is looking to benefit from the rail station upgrading plans of the Passenger Rail Agency of South Africa (PRASA), as the Port Shepstone Train Station is one of the targeted multi-modal upgrades. This is in line with longer-term plans to extend the passenger rail service southwards. Ugu stakeholders have made presentations for a rail link into the Eastern Cape. Municipal Integrated Public Transport Plans are required to support the SDF of the district and ensure alignment with the plans for nodal investments.

### 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.

### **3.6.5.2. Freight Rail Infrastructure**

The main rail corridor in the district is the standard gauge South Coast line that runs from Port Shepstone to eThekweni. The volume of freight has been reduced over time due to more goods moving to the N2 for transportation. The main commodity on the rail network is 500,000 tons of lime clinker from Simuma to Mount Vernon. There are no longer any passenger services in operation on this line.

A narrow gauge line used to operate between Port Shepstone and Harding. This was primarily used to transport timber and sugar cane. The line was also used for tourism, providing excursions to Paddock. Unfortunately the line has been abandoned due to the demise of the Alfred County Railway and the final destruction of the Izotsha river bridge in 2007.

There is definitely a need for revival of passenger rail and additional freight rail capacity within the district has been highlighted during the GDS consultation process. The standard gauge line is supplemented by a narrow gauge line from Port Shepstone to Harding, which no longer functions and is in a state of disrepair. This is primarily used to transport timber and sugar cane. Overall, the volume of freight on this line has reduced and more goods are being transported by road along the N2. The reason given for this switch is that many branch lines are no longer in operation. An opportunity for the district is that Transnet has recently released a plan to invest R300bn in infrastructure within the country, of which R151 billion has been earmarked for freight rail.

Further investigation into demand should be undertaken to inform an approach to Transnet. This could include a review of the current location of the railway line with a proposal to re-route the railway line away from the coast into the hinterland. This would serve to boost tourism along the coastal strip and economic activity within the hinterland.

### **3.6.5.3. Roads and Transport**

The road hierarchy in the district starts with national roads, then provincial roads down to local municipal roads. The N2 runs parallel to the coast with plans to extend this coastal route into the Eastern Cape. The provincial road network provides a high proportion of the road network in Ugu and covers a vast range of types of roads from main regional links (class 2) through to local roads (class 7). In terms of road usage, up to date traffic volume data is only available for the N2 and R103.

The largest traffic volumes pass along the N2 towards Port Shepstone, and further towards Kokstad, as well as along the R61 from Port Shepstone towards Port Edward. Large volumes of traffic also pass along the R612 from Park Rynie to Ixopo and the road from Umtentweni to St Faiths. Access to road infrastructure varies across the district, especially between rural and urban areas. In Table 3.6.5.3.1, access to transport is measured in terms of the percentage of households that have access to Level 1 and Level 3 roads (i.e. national, main and district roads).



**Table 3.6.5.3.1: Access to Transport**

**Source:** Ugu District Municipality Sector Wide Infrastructure Audit, 2014

Local Municipality	HH within 1 km of a Road	Total HH	Percentage
<b>Vulamehlo</b>	11,771	15,661	75
<b>Umzumbe</b>	24,274	31,801	76
<b>Ezingoleni</b>	6,996	9,041	77
<b>Umuziwabantu</b>	17,956	20,840	86
<b>Umdoni</b>	16,452	17,257	95
<b>Hibiscus Coast</b>	49,993	51,480	97
<b>Ugu District</b>	127,442	146,080	87

The SDF has identified priority road corridors for development that will promote spatial integration of the district. These include the upgrading of the P77 and P58 in order to increase accessibility for rural communities. Consultations with the agricultural sector have also identified key roads and causeways that need to be targeted for upgrade to open up areas for commercial activity. Other sectors have raised concerns regarding the poor condition of roads servicing large populations, such as Gamalakhe. The key strategy for the district will be to ensure that its specific road infrastructure needs are included in the Department of Transport's and relevant local municipalities' project priority lists.

The poor condition of provincial and local roads within the Ugu District has been raised during the GDS consultation process. Lack of road maintenance and asset deterioration will result in much greater financial burdens on provincial government and municipalities in the medium to long-term.

A road in poor condition also impacts negatively on journey speed and road safety, decreasing the accessibility or desirability of the region for business. The findings of the Infrastructure Audit undertaken by the municipality were that:

- National roads are of a very high standard with good continual maintenance. Funding is generally adequate, supported by funds generated by toll fees.
- Funding for maintenance and new provincial roads is limited, and generally dealt with at two levels. First, there are major/strategic projects, and secondly there are locally-based projects operated by the regional cost centre based in Port Shepstone and communicated through local "Transport Forums"
- Local roads within the more urban centres are constructed and maintained by local municipalities. Rural municipalities are heavily reliant on the provincial Department of transport for budget.





**Figure 3.6.5.3.1: Ugu District Road and Rail Infrastructure**

**Source:** Ugu District Municipality Sector Wide Infrastructure Audit, 2014

### 3.6.5.4. Air Transport

Given the fairly recent relocation of the Durban International Airport to the site of the King Shaka International Airport and Dube Tradeport along the KZN North Coast, the South Coast is largely unserved in terms of both passenger and cargo air transportation. As a result, the South Coast is much less accessible to tourists than previously with the international airport now favouring the North Coast of KZN. The cost of doing business within Ugu has increased due to longer travel times and greater traffic congestion. The potential exists to increase the capacity of the existing Margate Airport to handle low-cost airlines to make it more attractive within the market. Additionally, the airport could accommodate small cargo planes to ensure that the agricultural sector is able to remain competitive and transport perishable goods.

The upgrade of Margate Airport will make it easier for tourists to access the district once they are in the province, as well as making it significantly easier and simpler for the tourists to remain in the



province for longer periods, due to the expanded range of tourism products in keeping with the tourists' needs. In addition, the area around Margate airport presents substantial potential for future industrial development. The Department of Cooperative Governance and Traditional Affairs financed to the tune of R10m for the upgrade of the Margate Airport and the project bore fruit in November 2013 when the first airplane landed. It is a commercial airliner and will be operating between OR Tambo and Margate respectively until more lines are opened. The municipality has been engaged on this process for the last  $\pm 3$  years. The Provincial Treasury has a project to revitalize all the regional airports.

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

Ugu's Integrated Transport Plan was completed in the 2006/2007 financial year. There was funding provided by the Department of Transport (KZNDOT) and 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.

#### **3.6.5.6. 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 Harbour are key interventions identified as part of this strategic objective in order to address these challenges and opportunities.

#### **3.6.6. Electricity**

Eskom is the sole supplier of electricity in all of the Ugu District with the exception of the urban areas of Port Shepstone and Harding. Major capacity problems that affected most of Ugu District were addressed some ten years ago through the construction of major infrastructure, mostly in the Harding area.

Following from this, capacity problems are of a more localised nature as a result of the "Electrification for All" programme and major developments that have occurred over this time. In addition, future developments and electrification backlog programmes will require localised infrastructure upgrades such as the proposed new Kenterton Substation which is being built to accommodate electrification backlog requirements.



Generically, commercial developments will not have infrastructure built for them until such time as the relevant developer makes a financial commitment. The proposed new Margate Airport will be a case in point where purpose-built infrastructure will almost certainly be required.

Power quality information is not made available by Eskom so it is not possible to assess problems that may be experienced throughout the Ugu District due to ageing or inadequate infrastructure. However, Eskom keeps extensive records regarding power line performance which heavily influences their annual budgets for refurbishment and maintenance.

Eskom electrification delivery depends on the level of the National Treasury MTEF funding normally projected over a three-year period.

#### **3.6.6.1. Electricity delivery Standards**

During the development of the standards it was recommended that households within a distance of 5 km of existing electrical grid infrastructure and with a density of greater than 50 households per square kilometre be treated as households that can receive grid electricity. It was also recommended that households more than 5km from grid and with densities less than 50 households per square kilometre be treated as future “non-grid” customers.

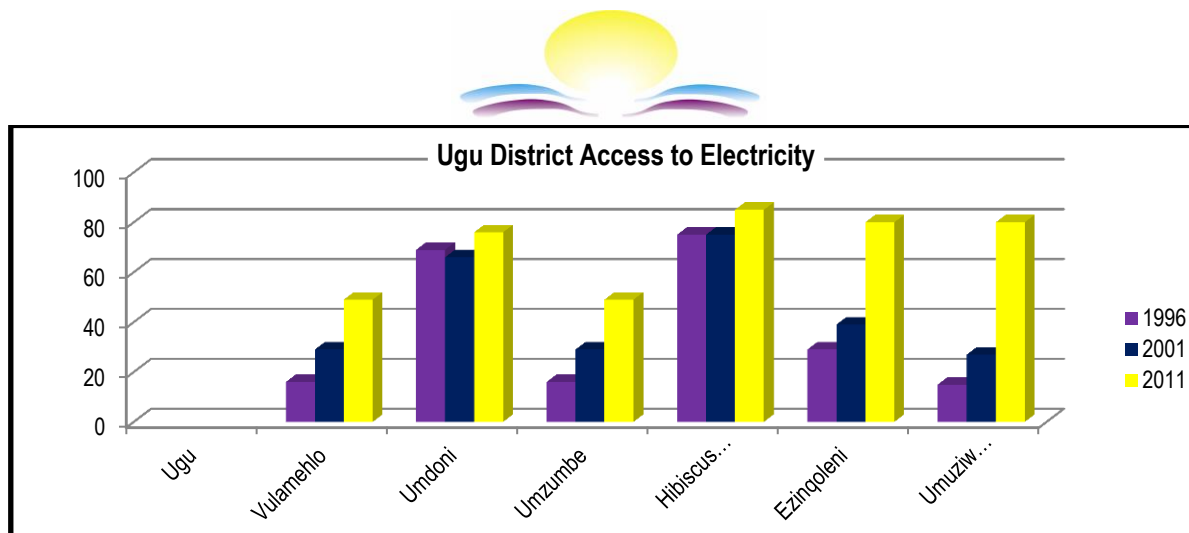
However, in reality, very few households are really more than 5 km from existing grid infrastructure. In addition, Eskom’s approach to cost per connection targets has had to be adjusted upwards as they are still committed to electrifying all households and, after years of electrifying the most viable (lower cost per connection) households, they are now left with mainly “expensive” connections to do. This is generally assisted through the Department of Minerals and Energy (DME) run Integrated National Electrification Programme (INEP).

However, cost per connection motivators will still influence an area’s electrification priority which means that “customer” projects (i.e. to build a power line to a pump stations, Tribal Court, etc.) will reduce the cost per connection of the electrification project if the bulk feeder line no longer needs to be built.

For the backlog analysis, all households greater than 4km from the network and in settlements of less than 50 households per square (50hh/km<sup>2</sup>) kilometre can theoretically not be supplied by the existing network.

#### **3.6.6.2. Access to Electricity**

In terms of access to electricity Vulamehlo and Umzumbe remain the darkest municipalities in the Ugu District area of jurisdiction both having an access to electricity of less than 50% as reflected in figure 3.6.5.2.1. The municipalities with urban centres like Hibiscus Coast, Umdoni and Umuziwabantu still enjoy high levels of access to electricity, Ezingolweni being the only rural municipality with high access of 80%. Overall there has been an improvement in the access to electricity across all municipalities from 1996 to 2011.



**Figure 3.6.5.2.1: Ugu District Access to Electricity**

**Source:** Statics SA, Census 2011

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

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 from the investor themselves.

### 3.6.6.3. Alternative Energy

With regards to alternative energy, it is clear from the census 2011 data that there is still very minimal use of alternative energy within the households with electricity being the preferred energy. Candles are the most used after electricity in terms lighting, whilst wood is the second preferred energy source for cooking and heating.

Many strides have been taken to promote the use of sustainable alternative source of energy. One of those have been sustainable solar lighting packages are offered to rural households and schools without access to the formal electricity grid within the Ugu region. A basic package costed at a once-off payment of R 2 500.00 which includes two lights and cell phone charging. A more comprehensive package costed at R 14 000.00 includes energy for a TV, fridge, radio, cell phone charging and three lights. The products are German-made and the installation company has received no come-backs. The main obstacle to roll-out is financing as cash is required upfront. Capitec is the only bank open to financing this market and willing to attend community engagement sessions. Such a product is a serious option for service delivery to scattered rural communities within the district.

**Table 3.6.5.3.1: Energy per Domestic Use**

**Source:** Statics SA, Census 2011

Cooking	No.	%	Heating	No.	%	Lighting	No.	%
Electricity	103747	58	Electricity	80230	45	Electricity	128977	72
Gas	7477	4	Gas	3350	2	Gas	765	0
Paraffin	16889	9	Paraffin	6751	4	Candles	44780	25





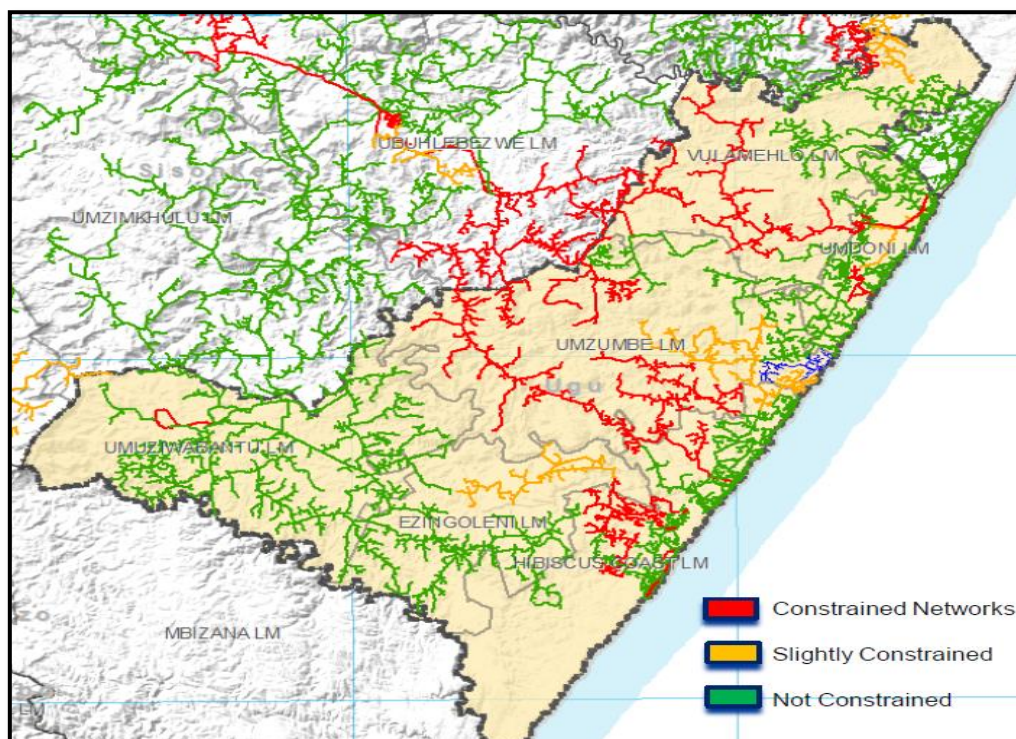
Cooking	No.	%	Heating	No.	%	Lighting	No.	%
Solar	339	0	Wood	57599	32	Paraffin	3218	2
Wood	49667	28	Coal	1717	1	Solar	552	0
Coal	423	0	Dung	366	0	None	1136	1
Dung	144	0	Solar	485	0			
Other	311	0	None	28910	16			
None	437	0	Other	22	0			

#### 3.6.6.4. Current and Proposed Electricity Infrastructure and Capacity

The current Eskom infrastructure footprint, the current supply, planned projects and network status and capacity constraints are reflected in Figure 3.6.5.4.1 to 3.6.5.4.2.

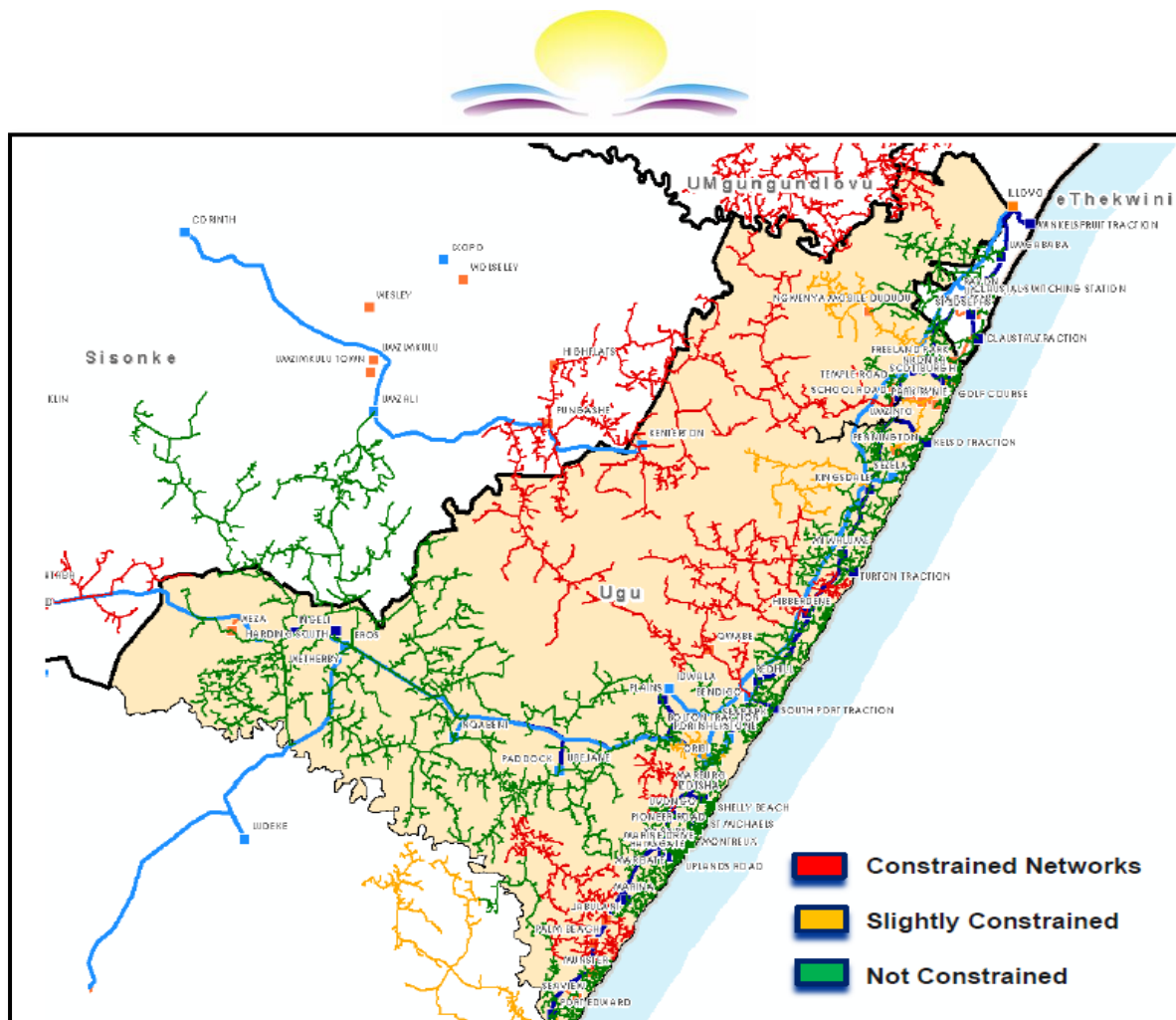
As part of the annual planning, Eskom delineates and modifies planning project footprints and associates these footprints with a planned year and costing. These footprints are reviewed on an annual basis and the current planning footprints are included in the electricity maps. These project footprints provide an indication of community level planned infrastructure.

In addition to these community level projects and regional level infrastructure development planning are also reviewed on an annual basis. This process highlights projects that will not only facilitate these community level projects but also serve to improve the existing network capacity.



**Fig 3.6.5.4.1: Ugu District Electricity Capacity Constraint 2014**

Source: Ugu IDP District IDP Rep Forum, 2015



**Fig 3.6.5.4.2: Ugu District Electricity Capacity Constraint 2015**

Source: Ugu IDP District IDP Rep Forum, 2015

### Regional Planning

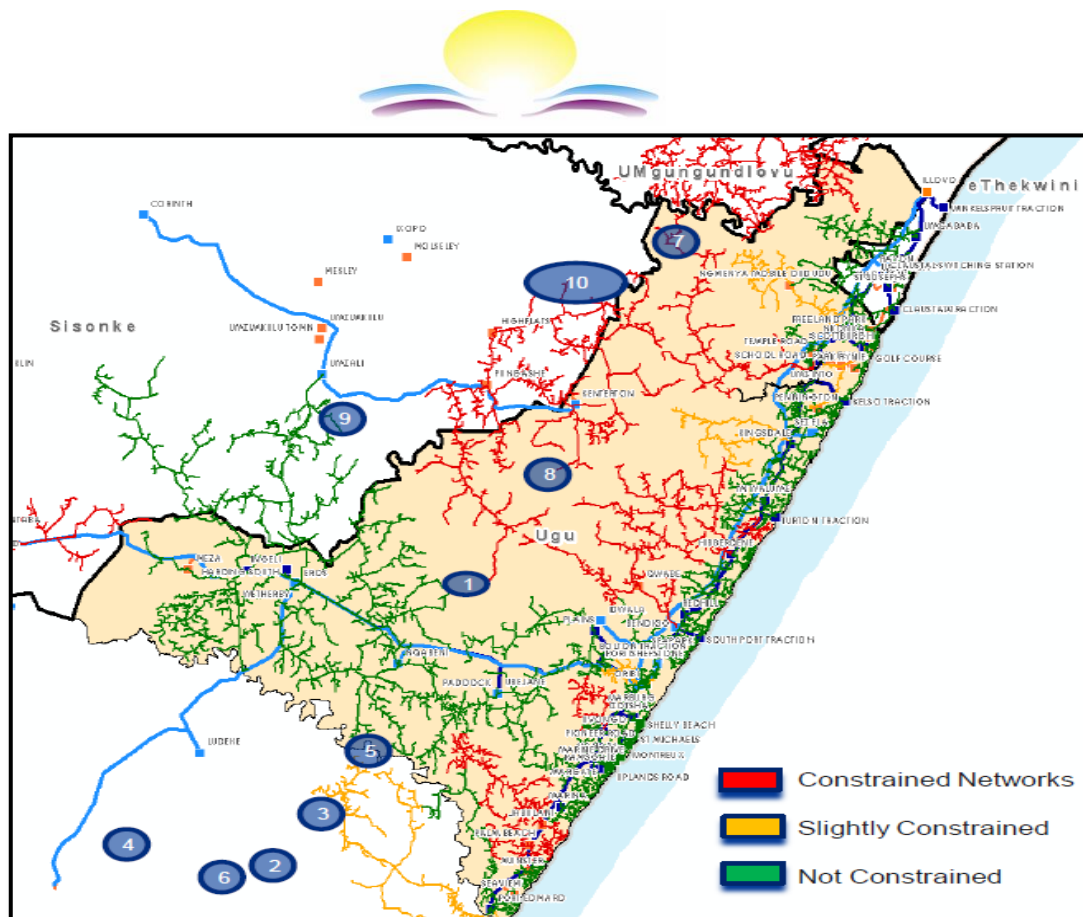
In order to meet the backlog as well as improve the network, regional projects have been identified. The following list highlights these regional projects and their progress to date. Figure 3.6.5.4.3 illustrates these projects spatially.

**Table 3.6.5.4.1: Proposed and Existing Electricity Infrastructure**

Source: Ugu District Municipality IDP Rep Forum, 2015

No.	Project Name	Form Status
1	Oslo SS 132/11 kV 20 MVA Establish	CRA
2	Munster 88/22/11 kV SS	DRA
3	Marina SS 88/22 kV 7 88/11 kV Trfr Upgarde	ERA
4	Zwelethu 132/22 kV 2 x 20 MVA SS	ERA
5	Ramsgate Substation upgrade	CRA
6	Pont - Port Edward 132 kV cable	CRA
7	Umgababa 132/22/11 kV SS est.	CRA
8	Sezela Substation Upgrade	DRA
9	Pungashe NB41 upgrade - to be supplied from Kenterton. Via a proposed 2.5 22/11 Mobile	ERA
10	Widenham 88/11 kV 20 MVA establishment	DRA





**Fig 3.6.5.4.2: Ugu District Electricity Capacity Constraint 2015**

Source: Ugu IDP District IDP Rep Forum, 2015

### 3.6.7. Telecommunications

Telecommunications data is not easily accessible for the district especially regarding the infrastructure on the ground. Whilst no detailed indication of fixed line or broadband services was available, it has been noted 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. Table 3.6.6.1 reflects the household's accessibility to telecommunications services as captured in the 2011 Statistics SA census.

**Table 3.6.6.1: Ugu District Access to Telecommunications**

Source: Statics SA, Census 2011

Municipality	Urban area		% with access	Tribal or Traditional area		% with access	Farm		% with access
	Yes	No		Yes	No		Yes	No	
Access to Cell phone									
Ugu	40239	4077	91	99261	24591	80	8952	2319	79
Umzumbe	-	-	0	26505	8472	21	147	48	1
Umuziwabantu	2607	372	6	13908	3051	11	1446	237	13
Ezinqoleni	-	-	0	8829	1818	7	663	165	6
Hibiscus Coast	27930	2454	63	30471	5406	25	4632	1287	41
Vulamehlo	-	-	0	10485	3837	9	1371	441	12
Umdoni	9702	1254	22	9072	2004	7	696	147	6
Access to Landline / Telephone									
Ugu	17886	26433	40	4749	119103	4	750	10521	7

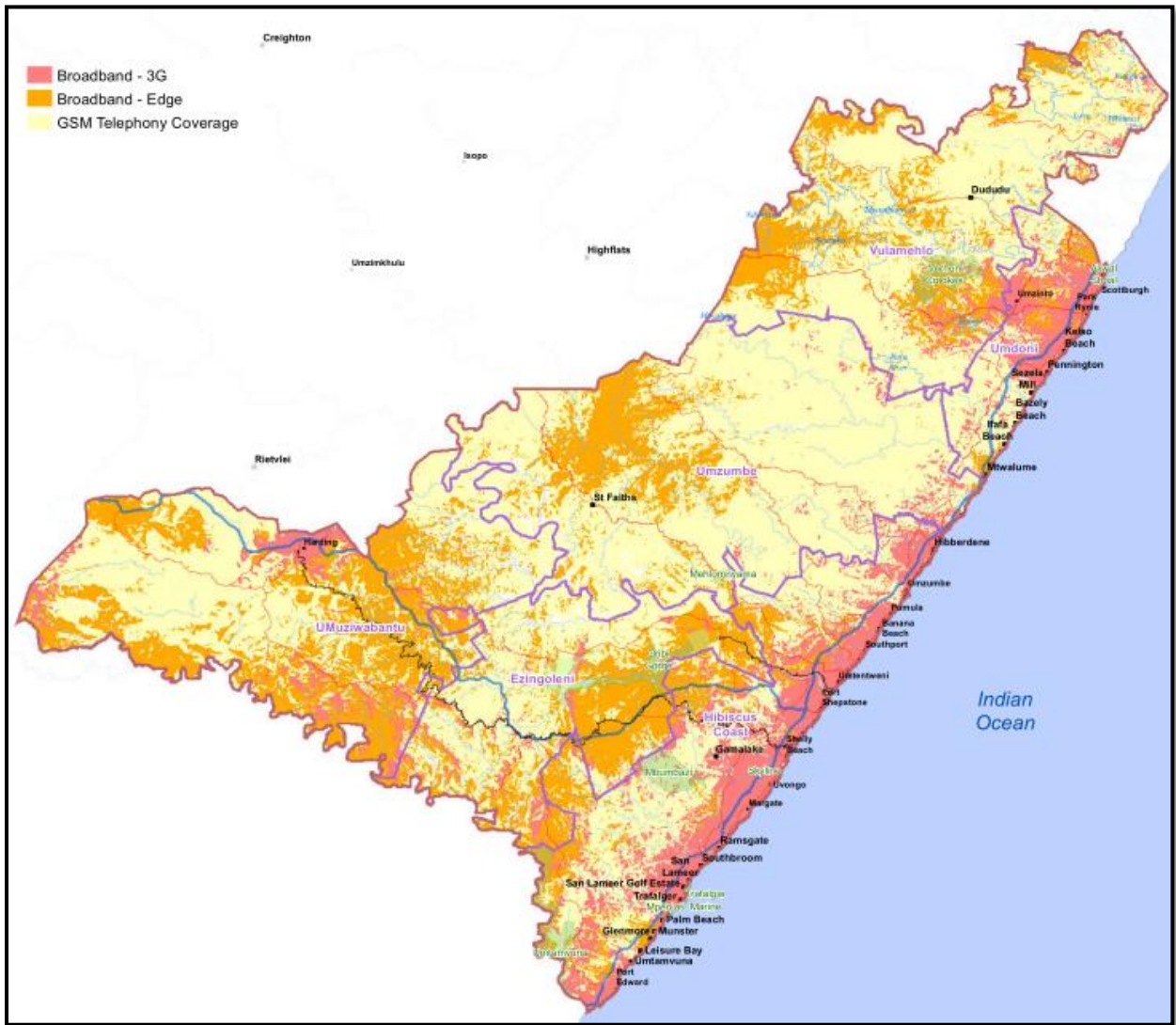


Municipality	Urban area		% with access	Tribal or Traditional area		% with access	Farm		% with access
	Yes	No		Yes	No		Yes	No	
Umzumbe	-	-	0	1224	33756	1	6	189	0
Umuziwabantu	273	2706	1	564	16392	1	96	1590	1
Ezingoleni	-	-	0	312	10332	0	84	744	0.5
Hibiscus Coast	13056	17328	29	1611	34266	1	405	5511	4
Vulamehlo	-	-	0	477	13848	0	90	1725	1
Umdoni	4557	6399	10	561	10509	1	75	762	0.5
<b>Access to Radio</b>									
Ugu	31689	12630	72	75585	48267	61	5586	5685	50
Umzumbe	-	-	0	20184	14793	16	39	153	0
Umuziwabantu	1770	1206	4	9741	7215	8	789	894	7
Ezingoleni	-	-	0	7134	3513	6	462	363	4
Hibiscus Coast	22821	7563	51	23448	12426	19	3078	2841	27
Vulamehlo	-	-	0	7923	6402	6	882	930	8
Umdoni	7098	3861	16	7158	3918	6	339	501	3
<b>Access to Television</b>									
Ugu	34548	9771	78	70350	53502	57	4152	7119	37
Umzumbe	-	-		15432	19545	12	42	150	0
Umuziwabantu	1962	1017	4	10566	6393	9	519	1164	5
Ezingoleni	-	-		7107	3540	6	336	492	3
Hibiscus Coast	24711	5673	56	24828	11046	20	2487	3432	22
Vulamehlo	-	-		5547	8778	4	504	1305	4
Umdoni	7875	3084	18	6873	4203	6	267	573	2

There is very high penetration of cell phones in the district. However the majority of households have access to GSM / Voice services only. As per the 2011 census more than 90% of the households have an access to a cell phone with only 41% having access to the landline / telephone. Figure 3.6.6.1 shows the accessibility per local municipality. The high access percentage is in the more urban municipalities and less on the more rural ones. This has to do mostly with affordability rather than network coverage.

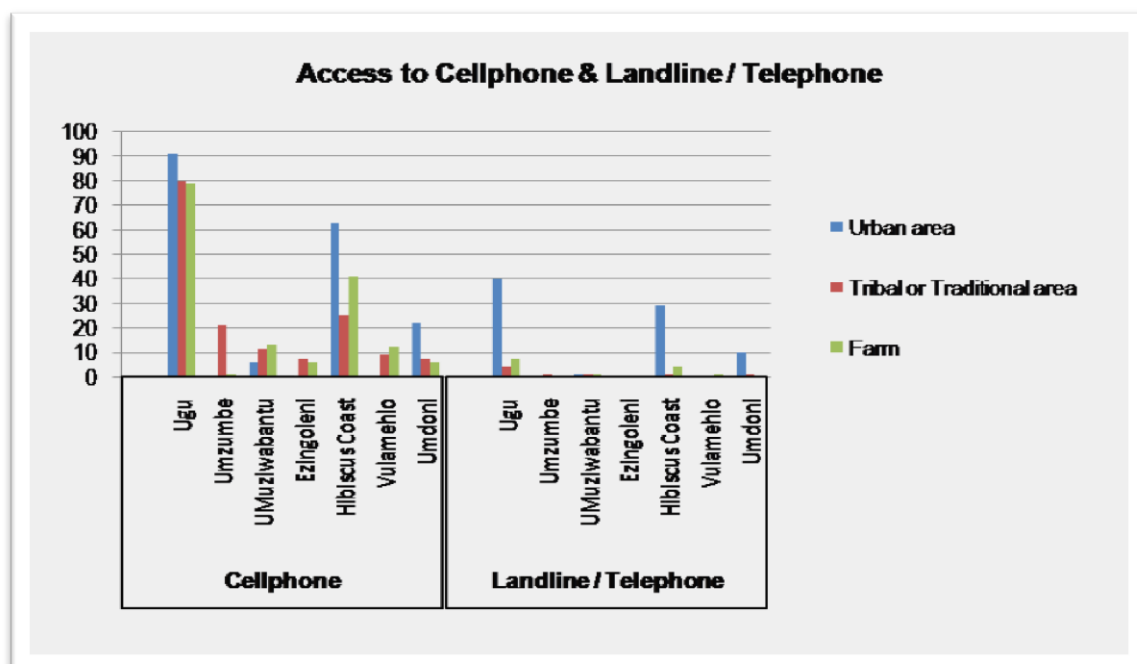
Global System for Mobile Communications (GSM) coverage across the district is well covered and 99% of all households have theoretical access to GSM services, although some lower lying areas may have difficulty due to the nature of the terrain.

Furthermore, the district is also well covered with respect to both radio and television services. Lower lying areas do have difficulty in accessing these services. Regards to households' access to these services as reflected in Table 3.6.6.1 and Figure 3.6.6.2, the urban areas still have greater access. An average of 75% of households have access to radio and / or television with the average declining as you go further rural. The Hibiscus Coast Municipality enjoys a greater share of access to all the telecommunication services being the economic hub of the district.



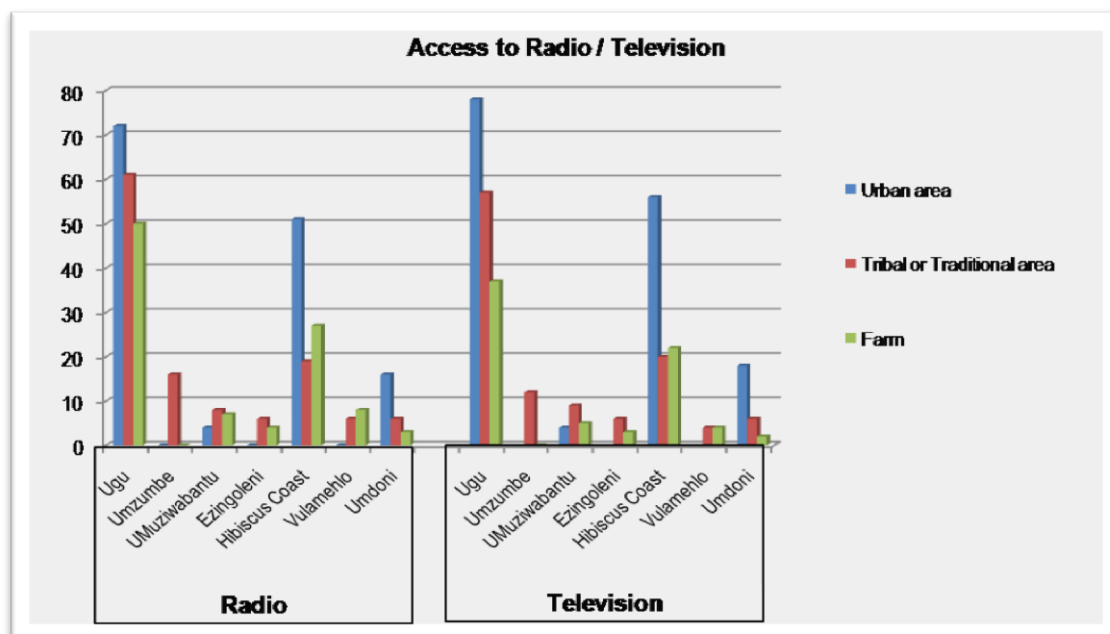
**Figure 3.6.6.1: Ugu District Cellular Coverage**

Source: Ugu District Municipality Sector Wide Infrastructure Audit, 2014



**Figure 3.6.6.1: Ugu District Access to Cell phone & Landline / Telephone**

Source: Statistics SA, Census 2011



**Figure 3.6.6.2: Ugu District Access to Radio / Television**

Source: Statistics SA, Census 2011

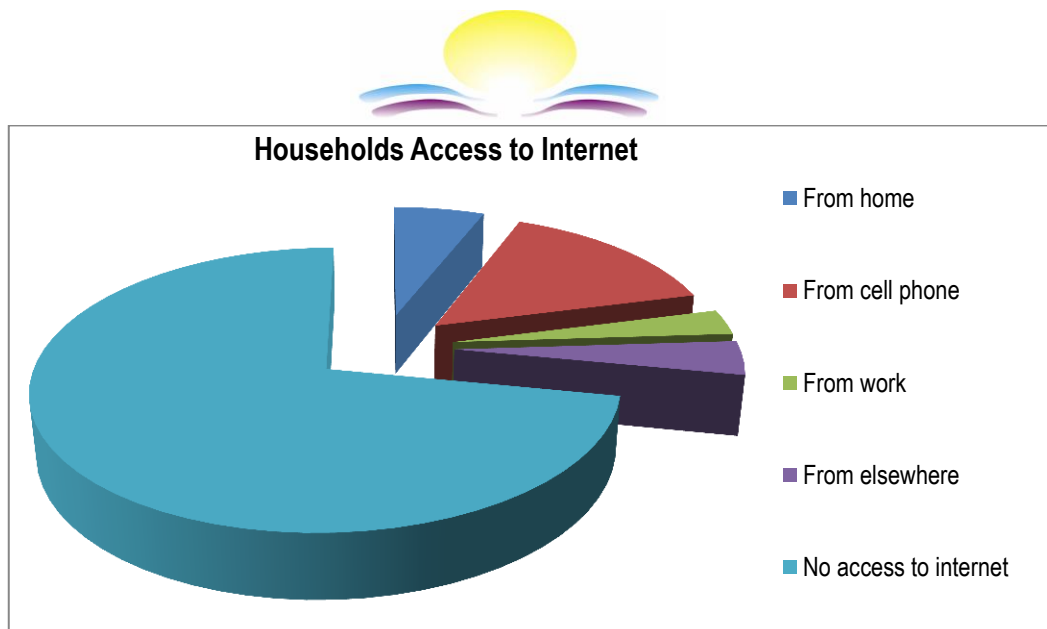
With regards to internet only 28% of the households have access. Of the 49 827 households that have access to internet, 59% of them access it through cell phones. Furthermore it is worth noting that the shift from the highest concentration of households with access to the internet being in the urban areas (41%) to it being in the rural areas (55%). Further investigation should be made to determine which age group dominates the 55%.

**Table 3.6.6.2.: Ugu District Households Access to Telecommunications Services**

Source: Statics SA, Census 2011

	From home	From cell phone	From work	From elsewhere	No access	Total
Urban area	8715	7617	2214	1650	24120	44316
Tribal or Traditional area	2106	18297	1692	5496	96255	123846
Farm	495	1008	282	255	9234	11274
Grand Total	11316	26922	4188	7401	129609	179436
% with access	6	15	3	4	72	100

Due to the limited availability of information regarding telecommunications, it is rather difficult to establish whether the low levels of accessibility in the rural areas are as a result of limited infrastructure or affordability. This requires further interrogation and must be analysed together with poverty indicators as they are interlinked to a certain degree.



**Figure 3.6.6.3: Ugu District Households Access to Internet Device**

**Source:** Statics SA, Census 2011

### 3.6.7.1. Telecommunications Delivery Standards

Government Gazette No 85 dated 8 February 2010, in a notice issued by the Department of Communications as an Amendment to the Electronic Communications Act, Act No 36 of 2005, reflected the following telecommunication infrastructure standards:

- Voice Services: 1 public phone per 2000 people and within 1 kilometre of place of residence;
- Data Services: 1 public internet access point per 10 000 people within 2 kilometre of place of residence;
- Radio Broadcasting:
  - ✓ 1 community radio broadcasting service in the most relevant language available to all areas;
  - ✓ 1 public radio broadcasting service in the most relevant language
- TV Broadcasting:
  - ✓ 1 community TV broadcasting service in the most relevant language
  - ✓ 1 public TV broadcasting service in the most relevant language

### 3.6.7.2. Telecommunications Backlog Eradication Plan

Without sufficient data on current backlogs, and without service providers being able to provide us future plans and budgets, it becomes very difficult to cost the different facets of telecommunications provision.

The Ugu Broadband Project plan does provide us with some rudimentary financials, indicating planned expenditure and expected revenue over the next five (5) years. Initial estimates show a total capital expenditure of approximately R 100 Million over five (5) years, with an operational expenditure of approximately R 35 million. Expected revenue from bandwidth sales over the same years is expected to be approximately R87 million.

### 3.6.7.3. Alternative Delivery Methods

Alternative methods for communication refer largely to methods outside of traditional copper lines and cellular towers. These methods do however rely entirely on the existing backbone of these major



service providers for bandwidth. All methods would rely on voice communication being handled through high speed internet. Common alternative delivery methods are largely focused in an urban environment where household densities are high and there is a small coverage area in relation to total potential subscribers. Services in rural areas are however feasible, but not commercially viable. The outlay of capital is nonetheless high, and would be dependent on a private or public organisation to assist with the capital outlay.

**i. Wide Area Wireless Networks**

This involves the erection of wireless repeater masts at vantage points that relay a wireless signal from point to point. Each repeater is anything from 10km to 100km away from another. At each point a localised area has access to services provided through the connection. Capital outlay and maintenance for these services are very high. The Ugu broadband project is designed around the philosophy of a Wide Area Wireless network.

Since data transfer speeds decrease significantly over distance, this solution does not provide a real alternative for voice communication, but does provide an alternative for internet services provision.

**ii. Wireless Mesh Network**

A wireless mesh network follows the same principles as a wide area network, except the wireless repeaters are closely connected and of a smaller scale. Typically each repeater is within 10 or 100 metres of another, and usually affixed to a street pole or housed in a residential building. Wireless mesh networks are generally used in an urban environment. Each repeater is inexpensive, and therefore the network is made up by creating a large “mesh” of hundreds of individual repeaters. Due to the proximity of these repeaters, signal strength is not degraded and therefore, dependant on the existing backbone, a wireless mesh network can be used as an alternative for voice communication.

**iii. Mesh Potato**

Mesh Potato is a small wireless device that is focused on providing voice communication at a village level. The Mesh Potato wireless device is connected to a normal telephone, enabling that person to make free calls to any other Mesh Potato devices in the area. A greater the number of devices results in a bigger network. Each device costs approximately R800-R1000 dependant on quantity.

**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.

### **3.6.8. Access to Community Facilities**

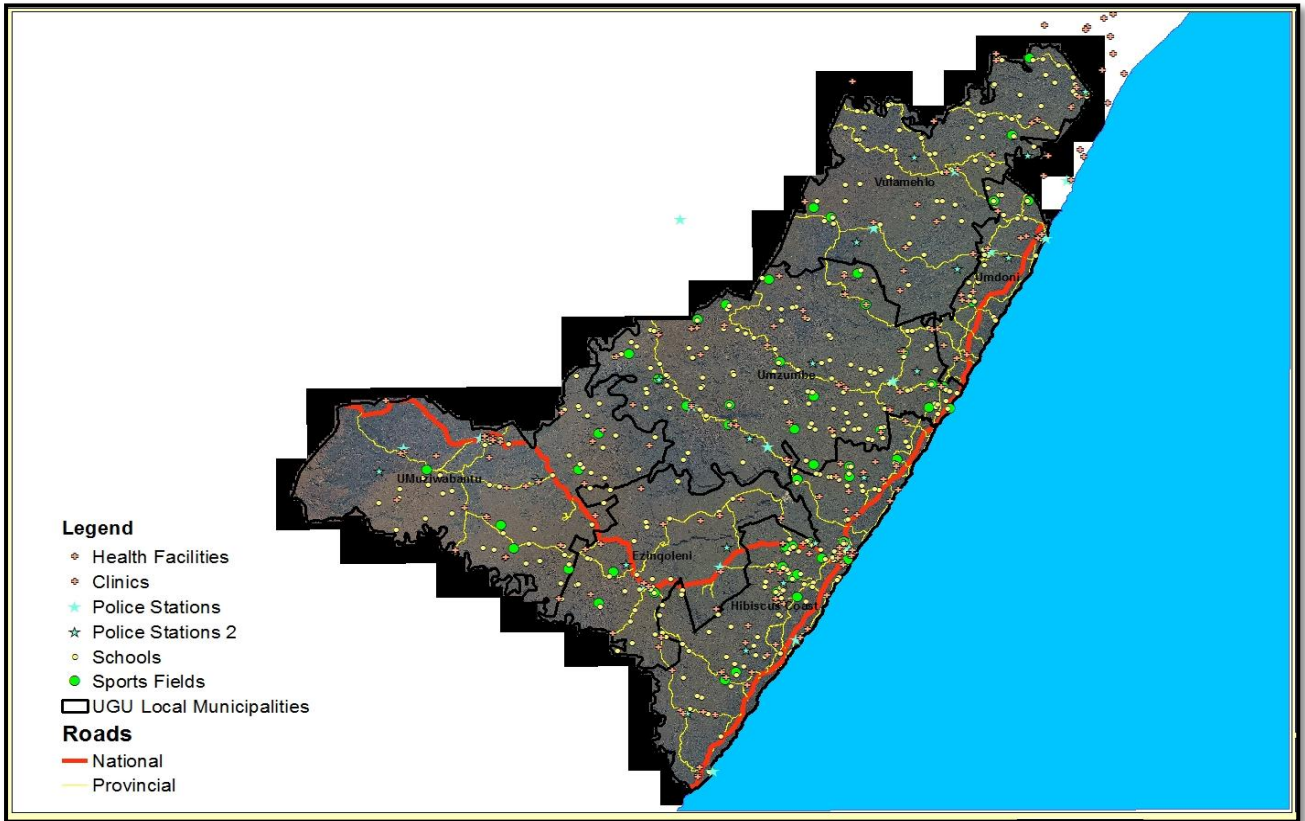
Major facilities exist and are evenly spread throughout the District and the entire District is well served for the most part with a range of facilities. Some facilities serve immediate and "local" level populations; while other facilities require large thresholds of support, and consequently serve large areas. Educational facilities have to spread in relation to settlement patterns as they are "local" level facilities and health facilities require large thresholds and consequently will tend to be located at appropriate interceptory locations, mainly at appropriate "Nodes". The distribution of the community facilities in the Ugu District area of jurisdiction is illustrated in figure 3.6.7.1.

In terms of health care facilities, there are about 75 structures which ranges from a Mobile Clinic to a regional hospital. The Ugu District area of jurisdiction with regards to Primary Health Care (PHC) facilities has two community health centres, 15 mobile clinics and 53 clinics the most number of these facilities being concentrated in Hibiscus Coast Municipality having four of its facilities functioning as 24 hour clinics located in Gamalakhe, Izingolweni, Gcilima and Ntabeni.

With regards to physical educational infrastructure, 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 29 libraries in Ugu District area of jurisdiction which are largely concentrated in the Hibiscus Coast Municipality; however, there is at least one library in each local municipality. There are only two museums which are all located in the Hibiscus Coast Municipality. There is a reasonable spread of sport fields in the Ugu District area of jurisdiction with over 50 fields across the district.

The civic centres are only limited to the predominantly urban municipalities and are only three, which are namely, Port Shepstone, Umzinto and Scottburgh Civic Centres. There is however, a wide distribution of community halls across the district which are 47 in total. There are 14 police stations spread across in the district and seven cemeteries



**Source:** Ugu District GIS, 2015

The emerging key issues with regards to Service Delivery and Infrastructure Development are summarised from 3.6.8.1 to 3.6.8.8 below.

- Page 119 of 210



### **3.7. Local Economic Development**

This section provides a brief overview of the economic indicators of the Ugu District Municipality area of jurisdiction. The data that has been used was sourced from the Statistics SA Census 2011 results, DGDS, Ugu LED Strategy, Department of Education, and Department of Health.

The municipality is currently reviewing its LED Strategy which was last adopted in 2007 to ensure that there is up to date information regarding the economic state of the district.

#### **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 i.e., irrigation schemes and roads), and 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 ten 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.
- Labour availability is another factor that gives Ugu a comparative advantage. There are large rural populations within the District as well as to the South.
- Well established commercial sector and support services: The Ugu District has a strong commercial agricultural sector (cane, timber, macadamias, and bananas in particular). This means that there is existing expertise and support as well as infrastructure and dedicated markets that can be used to uplift the second economy.

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 Ugu District Municipality has five main economic contributors which are, agriculture; tourism; trade and commerce; manufacturing and mining. Sections 3.7.2.1 to 3.7.2.5 gives a detailed description of these sectors.

#### 3.7.2.1. Agricultural Sector

The Ugu District area of jurisdiction is blessed with large tracts of fertile soil. Temperate, mild climate with no winter zones, allow for a large variety of crops to possibly be grown over 70 small rivers and several small dams spread around the district with a couple of Irrigation schemes to be upgraded.

The main crop produced is sugar cane, however, there are also forestry plantations, although timber processing takes place largely outside the district. Banana farming, poultry, cattle and goat farming, as well as vegetable farming, occur on a limited scale. Tribal land is used for subsistence farming and only an extremely small part of the land is dedicated to commercial farming.

Sugar cane is sold to the two sugar mills which are within the district and timber is sent to Durban for processing and local furniture manufacturers end up buying the material back from Durban once it is processed. Vegetables and poultry are largely sold to people in the local communities. Table 3.7.2.1.1 gives more details regarding the commodities produced in the Ugu District area of jurisdiction.

**Table 3.7.2.1.1: Ugu District Agricultural Sector**

Source: Ugu District Agricultural Plan, 2007

Commodity	Current markets	Supply side factors	Demand side factors
Sugar Cane	<ul style="list-style-type: none"> <li>All cane is supplied to local mills in Ugu</li> </ul>	<ul style="list-style-type: none"> <li>Competition from other countries</li> <li>Loss of sugar cane land to other developments (industrial and residential)</li> <li>Improved organisation and support of small growers could increase their efficiency and supply</li> </ul>	<ul style="list-style-type: none"> <li>The mills are currently running under full capacity so there is a demand for cane locally</li> <li>Local demand is unlikely to fluctuate greatly</li> <li>Exports can be affected by competitors that are able to produce more cheaply</li> <li>Demand is generally likely to increase due to increasing consumption in developing countries</li> <li>Demand is increasing significantly as cane is being used for the production of bio-ethanol.</li> </ul>



Commodity	Current markets	Supply side factors	Demand side factors
<b>Broilers</b>	<ul style="list-style-type: none"> <li>Local rural market for live birds</li> <li>Urban demand for slaughtered and processed birds</li> <li>No export currently</li> </ul>	<ul style="list-style-type: none"> <li>This commodity can rapidly respond to changes in demand due to short production cycle</li> <li>Strong competition from large producers and cheap imports</li> </ul>	<ul style="list-style-type: none"> <li>Outbreak of disease such as Avian influenza can reduce consumption leading to a reduced demand</li> </ul>
<b>Bananas</b>	<ul style="list-style-type: none"> <li>All bananas are sold within Southern Africa</li> <li>Low grade bananas are sold locally via the hawkers, much of the harvest leaves the district and the province</li> </ul>	<ul style="list-style-type: none"> <li>New producers are likely to enter the market due to reduced national production</li> <li>Government initiatives are encouraging the establishment of outgrowers in Ugu</li> </ul>	<ul style="list-style-type: none"> <li>Demand is relatively constant in South Africa and currently exceeds supply</li> </ul>
<b>Macadamias</b>	<ul style="list-style-type: none"> <li>Most of the crop is exported, some nuts are sold locally through retail outlets, processed and sold at roadside stalls</li> </ul>	<ul style="list-style-type: none"> <li>A lot of recently established orchards will come into production in 5 – 8 years – possibility of oversupply</li> </ul>	<ul style="list-style-type: none"> <li>International demand appears to be growing steadily</li> <li>International competition from other countries that have significant production</li> </ul>
<b>Timber</b>	<ul style="list-style-type: none"> <li>Timber is sold mainly to mills in Ugu (Sappi Saiccor) and eThekweni (Mondi at Merebank)</li> <li>Some timber is supplied to local sawmills and pole treatment plants</li> </ul>	<ul style="list-style-type: none"> <li>Forestation requires the granting of permits by DWAF</li> <li>Much of the land available for forestation is communal land and requires buy-in from traditional authorities</li> </ul>	<ul style="list-style-type: none"> <li>Local demand is unlikely to decline, especially with the Sappi Saiccor mill expanding</li> <li>There are export markets available for pulp and wood chips, amongst other timber-derived products (including bio-fuel pellets)</li> </ul>
<b>Vegetables</b>	<ul style="list-style-type: none"> <li>Current production is limited but local markets exist for fresh produce</li> <li>The new Fresh Produce Market at Ugu creates opportunities as it will serve as a conduit to other markets</li> <li>Dube Trade Port will open opportunities for export (especially for baby veg and organic vegetables)</li> </ul>	<ul style="list-style-type: none"> <li>Current production of vegetables in Ugu is fairly limited and there is little competition currently</li> </ul>	<ul style="list-style-type: none"> <li>Demand for organic produce and baby vegetables is large (locally and internationally)</li> </ul>

It is important however, to note that 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.

### 3.7.2.2. 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 Ugu District boasts of pristine beaches and marine life which includes, five “blue flag” beaches, whales, dolphins and the Sardine Run. Inland there is some level of adventure tourism that is taking place such as the Oribi Gorge and also boasts of ten world-class golf courses.

There are a large number of Bed and Breakfasts and guest houses accommodation in the district, but only a few hotels. Major activities include swimming, surfing and fishing which take place at the beach; offshore there is whale and dolphin watching, deep sea fishing, scuba diving; in terms of adventure there is abseiling, wild water rafting, wild slide, wild swing, hiking and bike trails. In terms of sport there is golf and water sports.

The district has traditionally been the destination of choice for South African domestic tourists and has therefore developed according to these needs. In terms of tourists about 90% of total visitors are domestic and the international visitors come mainly from UK and Germany. Table 3.7.2.2.1 gives a summary of Ugu District Municipality major tourism resources.

**Table 3.7.2.2.1: Ugu District Major Tourism Resources**

Source: Ugu District LED Plan, 2007

Name of Resource	Location	Key Attractions for Tourists
<b>Blue Flag Beaches</b>	Hibberdene; Lucien; Ramsgate; Uvongo; and Marina Beach.	<ul style="list-style-type: none"> <li>• Excellent water quality for swimming and surfing</li> <li>• Safety – shark nets and lifeguards</li> <li>• Clean, well maintained shore</li> <li>• Good ablution and other facilities</li> </ul>
<b>Oribi Gorge</b>	22 km inland from Port Shepstone	The Wild 5: abseiling, wild water rafting, wild slide, wild swing, hiking and bike trails
<b>Golf courses</b>	Scottburgh; Selborne; Port Shepstone; Margate; Southbroom; San Lameer; Port Edward; and Wild Coast.	<ul style="list-style-type: none"> <li>• Rated amongst the best golf courses in SA</li> <li>• Views of the ocean</li> <li>• Spa facilities at some golf courses</li> </ul>

The biggest challenge of the district when it comes to tourism remains the difference between the developed / tourist coastal strip and the underdeveloped / rural hinterland. The other challenges facing the tourism sector in the district are:

- There is a small range of tourism products in the district as the tourism product in the area revolves largely around the beaches.





- There is a general lack of skill amongst local people especially the rural people as they do not have an understanding of what kind of tourism businesses could be successful.
- There is poor accessibility to areas outside the coastal strip as the roads leading into the inland section of the district are very poor and as a consequence, very few tourists venture that way.

### 3.7.2.3. Manufacturing (Industrial)

The sector has been largely ignored in terms of analysis and funding by local authorities. The manufacturers are quite small and suffer from competition from larger factories outside Ugu and the few bigger manufacturers often struggle to find a reliable long-term supplier locally (e.g. within the furniture sub-sector, suppliers of inputs like wood and lacquer). Cost of utilities provided is far too high and suitable land for industrial activity is not readily available. Furthermore, there is a lack of basic and technical skills. Companies need to train locals or hire in bigger centres.

There is however opportunities that can be explored within the sector such as the labour that is relatively cheap and the coastal area is connected to bigger centers like Durban. The housing and property sector is booming in the area (i.e. increasingly more people want to move or retire on the South Coast), and some manufacturing sub-sectors like furniture should benefit from that.

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's 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 is the province's premier cement manufacturing company and has developed an R 800 million operation in the Oribi Gorge region.

More than 75% of the 242 registered manufacturing enterprises in Ugu on the district levy database are located in the Hibiscus Coast Municipality, mostly in the Port Shepstone / Marburg and Margate areas. The developed industrial areas in Ugu are situated in Port Shepstone / Marburg, Park Rynie, Umzinto North, Umzinto South, Margate Quarry, Margate Airport and Harding. Table 3.7.2.3.1 below shows the spatial distribution of manufacturing activity in the District.

**Table 3.7.2.3.1: Ugu District Spatial Distribution of Manufacturing Activity**

Source: Ugu District DGDS, 2013

Manufacturing Sector	Hibiscus Coast	Umdoni	Umuzi-wabantu	Ezingoleni	Total In Sector	% Per Sector
Construction Related	32	6			38	15.7%
Clothing and Textiles	25	7			32	13.2%
Printing	25	5	1		31	12.8%
Metal	22	7	1		30	12.4%
Timber and Related	17	4	8	1	30	12.4%
Furniture	18	3	2		23	9.5%
Chemicals	11			1	12	5.0%
Food and Beverages	7	3	2		12	5.0%
Signage	10				10	4.1%
Vehicle	9		1		10	4.1%



Manufacturing Sector	Hibiscus Coast	Umdoni	Umuzi-wabantu	Ezingoleni	Total In Sector	% Per Sector
Crafts	4	1			5	2.1%
Other	3				3	1.2%
Packaging	2		1		3	1.2%
Fibre glass	1	1			2	0.8%
Mining				1	1	0.4%
<b>Total</b>	<b>186</b>	<b>37</b>	<b>16</b>	<b>3</b>	<b>242</b>	<b>100.0%</b>

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

#### 3.7.2.4. Trade and Commerce

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

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

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



enterprises. In both urban and rural informal economies, there is a lack of market space, facilities and storage, as well as access to affordable finance.

### **3.7.2.5. Mining**

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 imports<sup>36</sup> 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 Coast local municipality, supplies the fertilizer, animal fodder, paint, paper and plastic industries. Simuma Cements, located in the Ezingoleni local municipality, largely supplies the construction sector<sup>37</sup>. NPC has two quarries in the region based in Margate and Marburg<sup>38</sup> 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 in 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.



### 3.7.2.6. Employment and Income Levels

As per the Stats SA Census the unemployment rate (official) has shown a steady decrease from 40.7% in 1996 to 29.1% in 2011 and the decrease is also evident in the youth unemployment rate. The number of households in the Ugu District area of jurisdiction grew by 16% (28829 hh) from 2001 to 2011. The number of indigent households decreased by one percent in 2011 from 2001 as shown in Table 3.7.3.1. Furthermore, as reflected in Table 3.7.3.1, there hasn't been much change in the annual households income from 2001 to 2011 in Ugu District Municipality area of jurisdiction. The number of people receiving some of state grant is high as about 40% of the total population receives some form of government grant in the district.

**Table 3.7.3.1: Employment and Income Status Ugu District Municipality**

Source: Statistics SA, Census 2011

Socio-Economic Indicators	1996	2001	2011
<b>Households</b>			
Number of Households		150 611	179 440
<b>Employment Status</b>			
Unemployment Rate(official)	40,7	38,3	29,1
Unemployment Rate(Youth)	48,2	44,6	36,0
Main Occupation Sector	Info. not available	Info. not available	Formal sector
<b>Income Status</b>			
Indigent Households (below R800)	Info. not available	29%	28%
Social Grants Recipients	Info. not available	Info. not available	288 728 (40%)
<b>Annual Households Income</b>			
R 1 - R 9600	Info. not available	15%	14%
R 9601 - R 38 200	Info. not available	46%	45%
R 38 201 - R 153 800	Info. not available	18%	18%
R 153 801 - R 614 400	Info. not available	6%	7%
R 614 001 - R 2 457 600	Info. not available	1%	1%
R 2 457 601 or more	Info. not available	0%	0%
No income	Info. not available	14%	14%

The income levels of the Ugu District Municipality area of jurisdiction are relatively low as reflected in Table 3.7.3.1 above. This may be associated with the low education levels as discussed in section 3.8.1.

### 3.7.3. Creation of Job Opportunities

Unemployment has been identified as one of the major structural constraints within KZN and contributes to high levels of poverty and income inequality, and deteriorates the overall quality of life of the people of the Province. High unemployment results in high dependency ratios, with many more people relying on fewer wage earners. This has resulted in the phenomenon of a large number of working households living near or below the poverty line. Currently an unequally large proportion of the population of KZN relies on grants and related forms of welfare as a source of income.

The situation of the Ugu District is similar to that of the province. It is for this reason therefore that the district also views job creation as a primary means through which economic growth and transformation can occur by distributing the benefits of growth more widely and consequently



reducing dependency on a the welfare system. This will require investment and interventions by both the public and private sector in order to create a more enabling environment to stimulate the generation of employment opportunities and inclusive economic growth.

The district has explored the Expanded Public Works Programme (EPWP) and Community Works Programme as two main programmes to create job opportunities especially in the rural areas where there is extreme poverty. There are also other programmes such as SMME Development and Private Public Partnerships that the district is engaging on.

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

The EPWP is a National Government strategy aimed at eradicating poverty, while creating jobs and providing opportunities to the previously disadvantaged communities through the provision of temporary employment opportunities, labour training, learnerships and skills programmes, etc. The philosophy of the EPWP, with its focus on labour intensive methods is adopted wherever possible and practical in the areas of housing and basic service delivery in order to provide a direct municipal response to the high unemployment rate in Ugu District area of jurisdiction.

At a community level, the intention is to use the infrastructure provision platform to stimulate socio-economic activities within communities, not only in terms of job opportunities, but also with the packaging of appropriate training such as life skills, technical skills and area based livelihood skills for the communities that work on these projects. In addition, in response to growing construction industry demands, a multi-tier contractor development programme provides training and mentorship in labour based construction technologies. The focus is on the number of sustainable employment opportunities (also referred to as full-time job equivalents), training, contractor and cooperative development.

Table 3.7.4.1.1 shows the number of job opportunities that have been created through EPWP visa viz the number of days worked for the Ugu District family of Municipalities.

**Table 3.7.4.1.1: Ugu District EPWP Job Opportunities**

Source: Ugu PMU, 2014

Project Owner Name	Days Worked	Work Opportunities
Ugu	6 946	221
Vulamehlo	400	10
Umdoni	1 658	35
Umzumbe	1 910	55
Umuziwabantu	778	19
Ezinqoleni	5 349	129
Hibiscus Coast	546	13
<b>Total</b>	<b>17 587</b>	<b>482</b>



### 3.7.3.2. Community Works Programme (CWP)

The CWP is a community-driven government programme based in the Department of Cooperative Governance (DCoG). The primary purpose of the CWP is to create access to a minimum level of regular and predictable work for the unemployed and/or under-employed, providing a small income and work experience. It also aims to contribute to the development of community assets and services, community development approaches, especially community participation, strengthen the economic 'agency' of people in marginalized economic areas, thereby enhancing dignity and promoting social and economic inclusion.

Community Work Programme aims at creating access to a minimum level of regular and predictable work for those who need it, targeting areas of high unemployment, where sustainable alternatives are likely to remain limited for the foreseeable future. In this process, the CWP's purpose is also to achieve the following:

- Provide an employment safety net in recognition of the fact that sustainable employment solutions will take time and will reach the most marginalised last
- Contribute to the development of public assets and services in poor communities
- Strengthen community development approaches, including community participation Department of Cooperative Governance
- Strengthen the economic 'agency' of people in marginalised economic areas through the provision of work opportunities and work experience thus enhancing dignity and promoting social and economic inclusion.

#### Profile of CWP in Ugu District Municipality

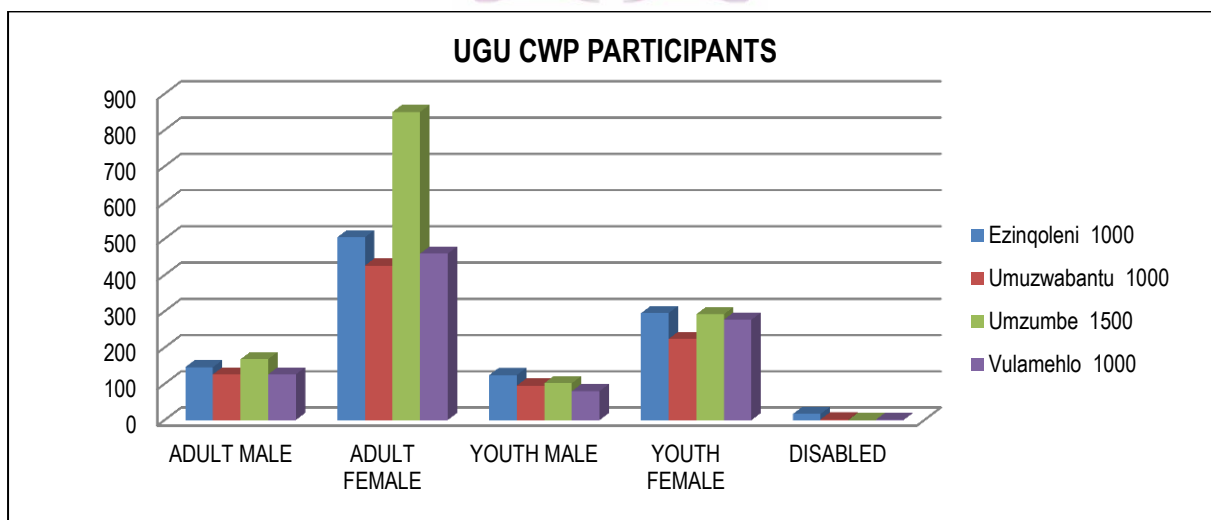
CWP was first introduced to the Ugu District in 2009 when the Umzumbe local municipality was included in the initial pilot. Umzumbe Municipality has been operating since then. In 2012 three new sites were added as part the roll out of the programme. Since 2012 KZN has 29 CWP sites. CWP is currently being implemented in four local municipalities in the Ugu District. The municipalities benefiting are Ezinqoleni, Umuziwabantu, Umzumbe and Vulamehlo municipalities. There are no indications that the programme will expand to cover more sites in the next financial year although there are indications that the programme will continue for the next three years.

**Table 3.7.4.2.1: Ugu District CWP Job Opportunities**

Source: AFSA, 2014

Site Name	Target Job Opportunities	Composition					Current Total
		Adult Male	Adult Female	Youth Male	Youth Female	Disabled	
<b>Ezinqoleni</b>	1000	146	504	124	295	17	1086
<b>Umuziwabantu</b>	1000	126	426	95	224	2	873
<b>Umzumbe</b>	1500	168	850	102	292	0	1412
<b>Vulamehlo</b>	1000	126	459	80	277	1	943





**Fig 3.7.3.2.1 Ugu CWP Participants**

Source: AFSA, 2014

### 3.7.3.3. Environmental Job Opportunities

The Department of Environmental Affairs has targeted 176 jobs over a period of three financial years starting from 2014 / 2015 to 2016 / 2017. The jobs will be done through the Coast (Amahlongwa to Umthamvuna River), KZN South Coast Reserves (Vernon Crooks, Oribi Gorge, Umthamvuna and Mbumbazi) and Youth Jobs in Waste programmes (across all six LMs).

### 3.7.4. Local Economic Development Emerging Key Issues

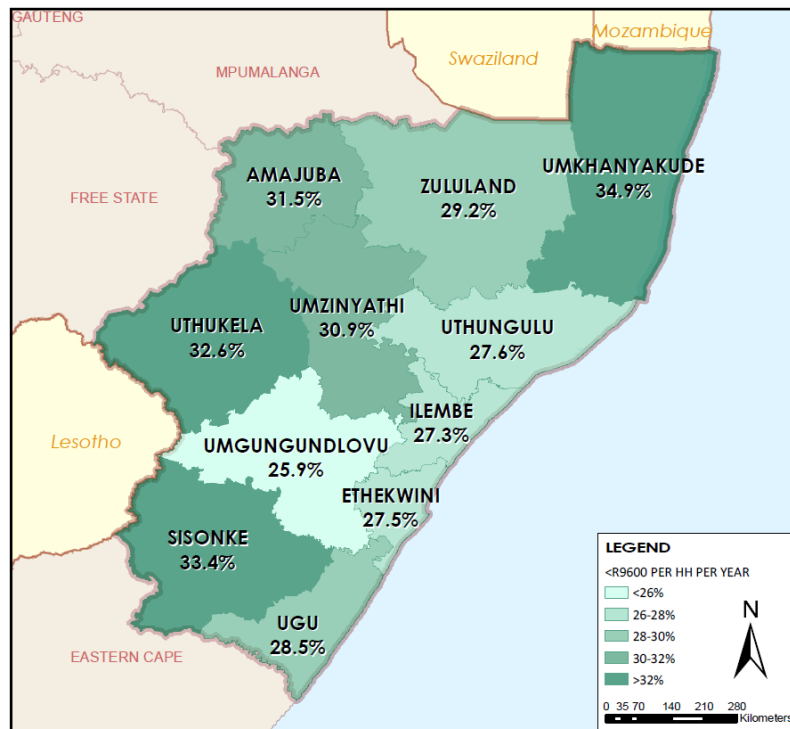
The emerging key issues with regards to Local Economic Development analysis are summarised as follows:

- Lack of capacity to facilitate and manage Anchor projects,
- Lack of mainstreaming of LED across local government functions,
- Poor conceptualization of LED projects,
- Poor support and alignment with Land Affairs and Rural Development on Agriculture Sector,
- Weak Private sector partnerships,
- Lack of detailed and up to date economic data
- Poverty, 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,
- The assurance of a seamless communication across all tiers of local government, in terms of skills development, training and interventions to retain the current out-migration of skills is proving to be a challenge.



### 3.8. Socio Economic Indicators

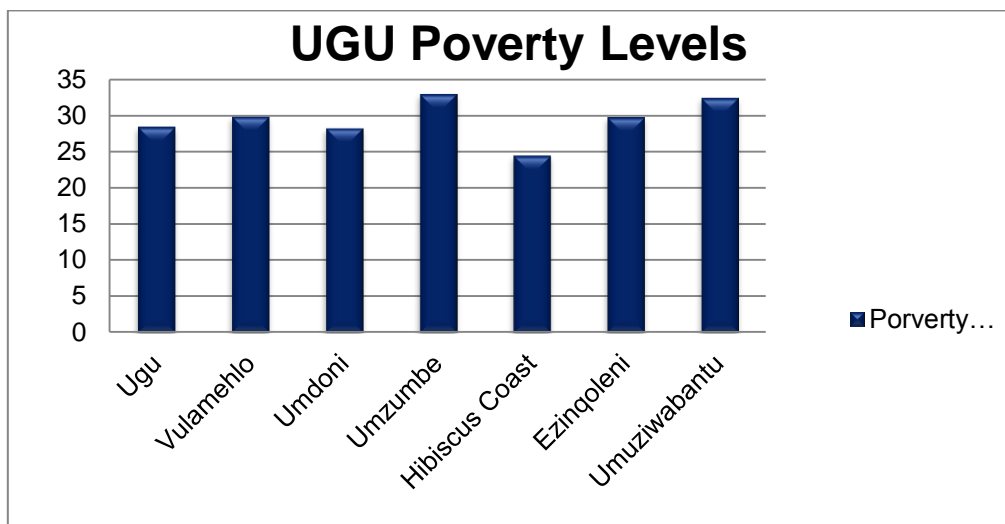
It is perhaps important that this section begins with giving an overview of the levels of poverty in the district even though it will not go in depth to identify the underlying causes of poverty. The poverty level in the Ugu District Municipality is 28.5% as illustrated in figure 3.8.1 which is equivalent to provincial average of 28.8%. Compared to other district municipalities, Ugu is on average.



**Figure 3.8.1 KZN Poverty Levels**

**Source:** Statics SA, Census 2011

Taking a closer look at the district and its family of municipalities, it comes as no surprise that the predominantly rural municipalities are plagued with the highest poverty rates as illustrated in figure 3.8.2. The Umzumbe Municipality endures the highest poverty levels with Hibiscus Coast municipality enduring the lowest at 33% and 24.5% respectively.



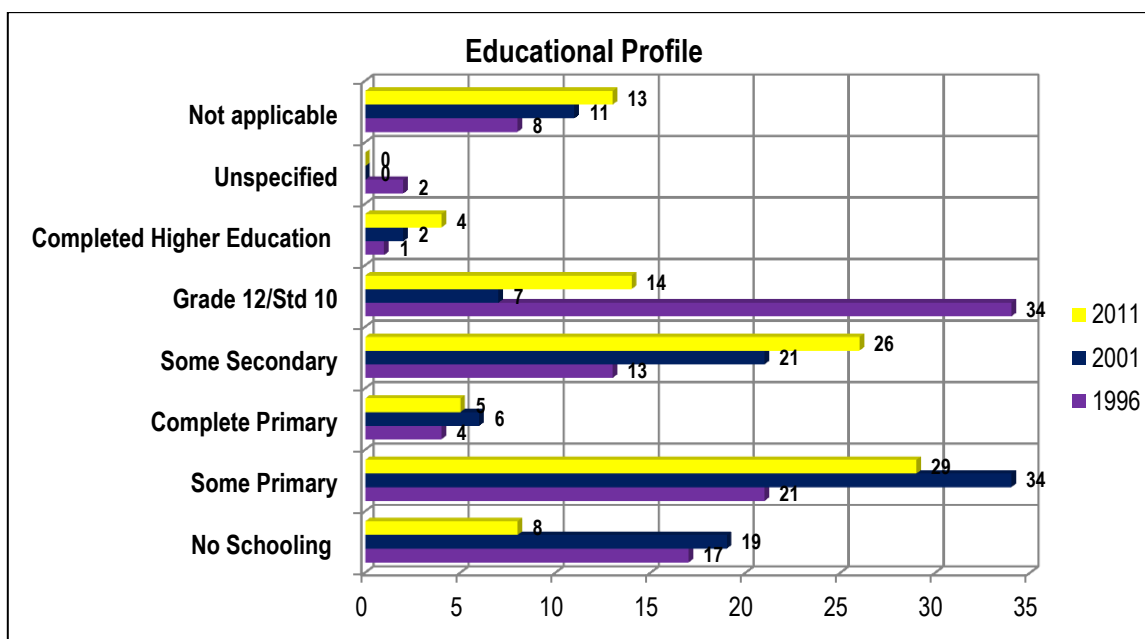
**Figure 3.8.2 Ugu Poverty Levels**

**Source:** Statistics SA, Census 2011



### 3.8.1. Educational status

In terms of the educational profile of the Ugu District Municipality the Stats SA Census, 2011 shows that the literacy rate has grown by 5% from 73% in 1996 to 78% in 2011. There is a concern with the dropping number of people with grade 12 / Std 10 which dropped from 34% in 1996 to 14% in 2011 as illustrated in figure 3.8.1.1. However, there has been a slight increase in the number of people who completed higher education even though the numbers are still relatively low. Based on these stats it is evident that the Ugu District Municipality has a low skills base.



**Figure 3.8.1.1: Ugu District Municipality Educational Profile**

**Source:** Statistics SA, Census 2011

Table 3.8.1.1 gives an analysis of the grade 12 pass rate over the past five years starting from 2010. Based on these statistics as received from DoE there has been a steady progress and increase in the grade 12 pass rate with the exception of the 2014 academic year. Furthermore, there are more people passing with higher certificate and diploma than those with the bachelors.

**Table 3.8.1.1: Grade 12 Pass Rate**

**Source:** Department of Education, 2015

	2010		2011		2012		2013		2014	
	No.	%	No.	%	No.	%	No.	%	No.	%
<b>Candidates</b>	8892		9120		9355		10146		9367	
<b>Passed</b>	6143	<b>69</b>	6241	<b>68</b>	6741	<b>72</b>	7624	<b>75</b>	6798	<b>73</b>
<b>Failed</b>	2749	<b>31</b>	2879	<b>32</b>	2614	<b>28</b>	2522	<b>25</b>	2569	<b>27</b>
<b>Bachelors</b>	NA	<b>NA</b>	1956	<b>31</b>	2496	<b>37</b>	3072	<b>40</b>	2488	<b>37</b>
<b>Diploma</b>	AN	<b>NA</b>	2584	<b>41</b>	2638	<b>39</b>	2821	<b>37</b>	2745	<b>40</b>
<b>Higher Certificate</b>	AN	<b>NA</b>	1701	<b>27</b>	1607	<b>24</b>	1731	<b>23</b>	1565	<b>23</b>

To further re analyse the educational status in the district this section interrogates the level of schools' access to basic services. Tables 3.8.1.2 show the level of schools access to basic water services.



With regards to water services the statistics shows that 35 (7%) schools in the Ugu area of jurisdiction have no access to basic water and about 29% uses tanks. 3.8.1.3 show the level of schools access to basic sanitation services.

**Table 3.8.1.2: Schools Access to Water**

Source: Department of Education, 2015

Municipality	On-Site	Off-Site	Borehole	Mobile	Tanks	None
<b>Vulamehlo</b>	44	18	5	5	59	12
<b>Umdoni</b>	37	1	1	2	22	1
<b>Umzumbe</b>	49	11	10	7	142	18
<b>Hibiscus Coast</b>	100	17	10	3	54	1
<b>Ezingoleni</b>	20	8	1	1	28	0
<b>Umuziwabantu</b>	38	10	9	4	41	3
<b>Ugu DM</b>	<b>291</b>	<b>28</b>	<b>14</b>	<b>13</b>	<b>152</b>	<b>35</b>
<b>%</b>	<b>55</b>	<b>5</b>	<b>2</b>	<b>2</b>	<b>29</b>	<b>7</b>

Table 3.8.1.3 shows the level of access to sanitation services within Ugu District area of jurisdiction. What is worth noting is that all the schools do have some level of access to sanitation. However, the high percentage of pit latrines (50%) is cause for concern as per the standards of Ugu District as the VIP is the minimum acceptable sanitation standard. Table 3.8.1.3 further shows the schools' level of access to electricity. About 90% of the schools have access to electricity through Eskom, about 5% using alternative energy and only 4% having no access at all.

**Table 3.8.1.3: Access to Sanitation**

Source: Department of Education, 2015

Municipality	Flush Toilet	VIP	Pit Latrine	Temporary	Eskom	Generator	Solar	None
<b>Vulamehlo</b>	11	36	47	1	73	2	3	6
<b>Umdoni</b>	22	11	20	0	46	1	1	1
<b>Umzumbe</b>	10	52	117	6	150	6	10	9
<b>Hibiscus Coast</b>	50	30	50	3	121	1	0	2
<b>Ezingoleni</b>	3	8	16	5	28	0	0	1
<b>Umuziwabantu</b>	10	18	31	2	52	1	0	2
<b>Ugu DM</b>	<b>106</b>	<b>155</b>	<b>281</b>	<b>17</b>	<b>470</b>	<b>11</b>	<b>14</b>	<b>21</b>
<b>%</b>	<b>19</b>	<b>28</b>	<b>50</b>	<b>3</b>	<b>91</b>	<b>2</b>	<b>3</b>	<b>4</b>

### 3.8.2. Health

The Utilisation rate and actual headcount are viewed together. This is done to ensure the change in reference population values resulting from the adoption of Census estimates is taken into account. The table below depicts the change in population. The growth or decline in population according to the estimates will have the following impact:



It may reflect an apparent improved uptake of services in areas where the population dropped and an apparent reduced uptake of services where the population (denominator) has increased. This is seen in Ezinqoleni, Vulamehlo and Umzumbe which have the biggest declines in population estimates and the biggest positive variation in PHC utilisation. It is Umdoni, however, that has the biggest positive variation in actual headcounts, followed by Ezinqoleni and Umuziwabantu. Vulamehlo is the only subdistrict with a drop in the headcounts.

**Table 3.8.2.1: Primary Health Care Service Volumes**

Source: Ugu DHP, 2016/17

Sub-District	2013/14			2014/15			Variation		
	Headcount		PHC Utilisat ion Rate	Headcount		PHC Utilisat ion Rate	Headcount		PHC Utilisat ion Rate
	Provincial	Total		Provincial	Total		Provincial	Total	
<b>Ezinqoleni</b>	212 189	212 189	3.9	205 709	205 709	3.8	-3.05	-3.05	-2.56
<b>Hibiscus Coast</b>	965 353	965 353	3.7	986 016	986 016	3.7	2.14	2.14	0.00
<b>Umdoni</b>	267 090	267 090	3.4	283 682	283 682	3.5	6.21	6.21	2.94
<b>Umuziwabantu</b>	327 108	327 108	3.3	337 031	337 031	3.4	3.03	3.03	3.03
<b>Umzumbe</b>	513 808	513 808	3.1	530 184	530 184	3.2	3.19	3.19	3.23
<b>Vulamehlo</b>	170 487	170 487	2.2	189 629	189 629	2.4	11.23	11.2	9.09
<b>District</b>	2 456 035	2 456 035	3.3	2 532 251	2 532 251	3.4	3.10	3.10	3.03

### 3.8.2.1. HIV / AIDS and TB

Ugu district remains with the highest TB incidence per 100 000 population. In terms of infectious TB (Smear positive PTB) Ugu ranks 12th at approximately 325 cases per 100 000 population well above the countries average of 208 cases per 100 000 population.

Smear conversion being the pre-cursor for a cured client is often low as found in Ugu district and hospitals where found to play a major role in this area as often it is found that this is where we are lacking in collecting the required specimens pre-treatment. It is important to have pre-treatment smears as well as 2 month and end of treatment smears in order to improve the treatment outcomes and ensure most of our clients are cured at end of treatment.

Ugu has a smear conversion rate of 63.8% and a TB cure rate of 65.9% below the WHO target of 80%.

TB successful treatment rate of 74.4% below the targeted 85%. Many factors contribute to this and these include poor follow up from facilities when clients are moved to other facilities; poor submission of data records from registers for capturing on time; high number of clients left unevaluated at end of treatment. Facility managers need to pay close attention to completeness of records and adhere to submission times.



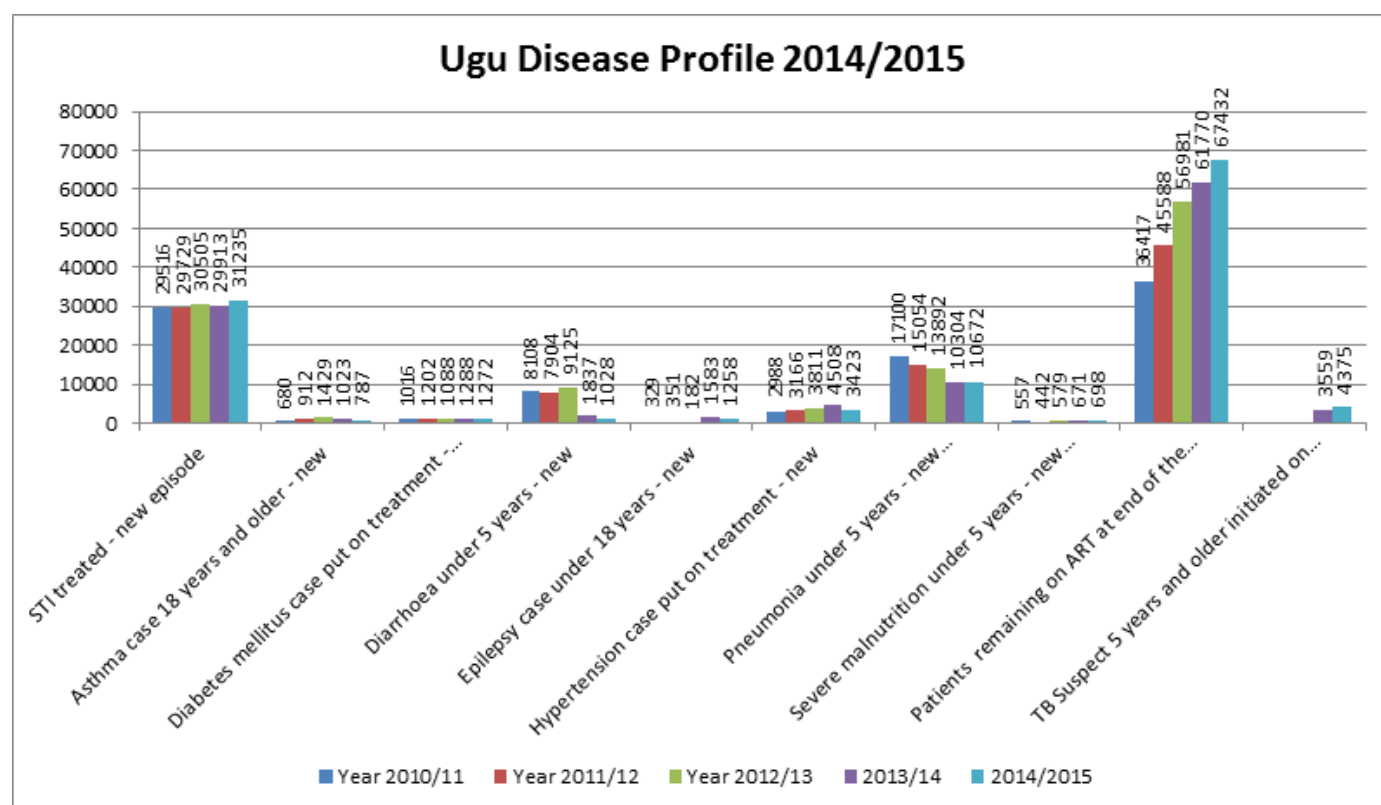
**Table 3.8.2.1.1: Ugu District TB Profile**

Source: Ugu DHP, 2016/17

TB profile Ugu district	2012	2013	2014
New smear positive cases	1823	2637	3411
Death Rate	10.2%	5.2%	3.6%
Cure Rate	73.3%	76.1%	65.9%
MDR cases confirmed	178	184	131
MDR cases not confirmed	2	37	53
XDR cases	0	2	1
TB/HIV co-infected clients	4413	4597	5044
TB/HIV co-infected started on ART	996 (22.6%)	1849 (40.2%)	4072 (80.7%)

### 3.8.2.2. Epidemiological (Disease) Profile of the District

This section looks at the mortality data of the major causes of death in the Ugu District, which are, sexually transmitted infections (STI), asthma, diabetes, diarrhoea, epilepsy, hypertension, pneumonia, and severe malnutrition. Figure 3.8.2.1.1 reflects the trend over the past three years, 2010 / 11 – 2013 / 14.



**Figure 3.8.2.1.1 Ugu Disease Profile**

Source: Ugu DHP, 2013

#### a) STI treated, new episode

In comparison to what was seen during 2013/14, there was a slight increase in the STI treated, new episode in 2013/14. The IUCD insertions that were intensified in the first part of the year had a secondary benefit of improved identification of STIs among the female clients.

#### b) NCD (Asthma, Diabetes, Hypertension, Epilepsy)





There is reduction of both diabetes and hypertension new cases put on treatment in 2014/15. This can be as a result of improved community awareness programmes. The newly diagnosed need to be properly monitored, healthy lifestyle behaviours advocated and defaulters identified early. The integrated management of Chronic Diseases is being implemented in the district. Screening needs to be intensified in the current financial year. There is underreporting of new Asthma and Epilepsy cases at Hospital OPDs. This is being corrected at facilities and should show an increase in the subsequent reporting year.

**c) Pneumonia (Under 5)**

Slight increase in reported cases of pneumonia. Ongoing IMCI trainings are taking place to maintain correct IMCI classification and reporting at the clinics. It had previously been discovered that not all those classified as having pneumonia actually had pneumonia.

**d) Severe Acute Malnutrition**

This is still a problem in the district and it cuts across many levels. It does require a multi sectorial approach from DSD regarding grants, Municipality with regards to adequate supply of safe water, proper linkage to the war rooms via the CCGS and full functioning of the PHILA Mntwana Centres. Also the IMAM Training that will be rolled out should improve management of those presenting at the health facilities. The District has created the social cluster arm through OSS to address malnutrition across the district by improving intersectoral management of the problem.

**e) ART**

There is steady increase in those remaining in care in the ART Programme. However, the challenges are still proper monitoring of those in care, timeous tracing of defaulters, management of TB/HIV Co-infected, IPT roll out, and early identification of those developing resistance. On-going counselling needs to be strengthened at all levels of care. The New ART guidelines will result in an increase in the number of clients on ARTs in the new financial year. The 90 90 90 targeted plan will assist facilities to plan their own targets in line with the districts 90 90 90 targets.

**3.8.2.3. Mortality**

There is lack of uniformity in how deaths are classified and recorded at facilities e.g. at PSH 29% of deaths are due to AIDS and none to TB while TB is the main cause of death at district hospitals with none reported as due to AIDS at GJ Crookes. Second highest is due to “sepsis” and it is uncertain what the underlying cause is. The use of ICD 10 codes and better classification of direct underlying cause will be prioritised for the next financial year.

In general most deaths are caused by Infective causes and most are HIV related. However there is a strong component of NCD as life expectancy is increasing and more patients are on lifelong ARV e.g. CVA, renal failure and cardiac causes also lead to appreciable number of deaths which are preventable by good PHC management.



### **3.8.3. Safety & Security**

Some communities have converted the Community Policing Forums into Safety and Security Committee. There was also a safety and security strategy that was developed by the Department of Community Safety and Liaison in 2009, which is due to be reviewed and it is at the same level where the District Safety and Security Forum will be established.

### **3.8.4. Nation Building & Social Cohesion**

Ugu District Sports Council was launched in 2009. Ugu District Municipality also participates in SALGA-KZN Games, however did not participate in 2013 due to financial constraints.

There are Sport Development Hubs that were established by the Department of Art, Culture Sports and Recreation. The District Youth Council is also responsible for the coordination of social cohesion activities targeted to the youth

### **3.8.5. 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

#### **3.8.5.1. Role of Ugu District Special programmes Unit**

The Ugu District Municipality has a dedicated Special Programmes Unit which amongst other functions, performs the following:

- Coordinating all Special Programmes within the district
- Mainstreaming of Youth development, HIV/AIDS and special programmes within local government
- Providing guidance and support to all six local municipalities and sector departments
- Overseeing implementation of programmes and reporting on status of all vulnerable groups within the district
- Ensuring that all government departments, NGOs and civil society work in a coordinated manner on issues affecting vulnerable groups through Operation Sukuma Sakhe Programme
- Supporting local, Provincial and National activities

There is programme of action, internal funding, coordinating forum for each programme and strategies to link with the local economic development in line with the National Policy Frameworks.

HIV and AIDS Strategic Areas/Pillars

- Addressing Social & Structural Drivers of HAST Prevention, Care and Impact
- Prevention of HIV, AIDS, STI and TB



- Sustaining Health and Wellness
- Ensuring Protection of Human Rights and Improving Access to Justice
- Coordination, Monitoring and Evaluation

(The implementation Plan targets all the above areas)

### **3.8.5.2. 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 Portfolio 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 interests 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:**

Taking from the strong partnership formed between Ugu District Youth Unit and Umsobomvu Fund, which saw a financial contribution of R1, 595 Million for the establishment of Youth Advisory Centers across the District, which remains the centre for information dissemination, the Ugu District Youth Unit has strengthened its focus on meaningful partnerships.

The Unit has since established partnerships with a number of Celebrities e.g. Melusi Yeni, Non Profit Making Organizations, Department of Correctional Services, Department of Community Safety and Liaison, Department of Education, for the purpose of creating awareness on youth related challenges and dissemination of information to the youth in Schools, Correctional Facilities, Children's homes, etc.

Further to the above, a Youth Development Internet page has been established waiting to be formally launched in 2014. Using the Municipal Road Shows, as a strategic tool, the Unit has



managed to interact with various sectors within the District on matters relating to Youth needs, and challenges as well as the Unit's plans targeting Youth Development within the District.

A number of awareness programmes were implemented working hand in hand with the Ugu District Youth Council and other strategic partners e.g Motivational Talks for Juveniles, 16 Days of Activism against the abuse of women and children. Father and Son Walk/Talk, My Life My Future which was targeting the youth in schools, focusing on teenage pregnancy, drugs and substance abuse and crime prevention, Intergeneration dialogue focusing on raising awareness regarding the rape and abuse of elderly people by the youth.

➤ **Social Well Being:**

Ugu District baseline survey report is the source of this intervention, whereby it was found 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. This resulted in the unit packaging a number of intervention strategies in a form of programmes targeting the youth such as “Anti Human Trafficking” which was a programme implemented in partnership with the National Prosecuting Authority, focusing on young women.

Further to the above, a programme targeting the youth in schools, “My Life My Future” was packaged to address social challenges resulting from Drugs and Substance Abuse, Teenage Pregnancy and to further remind the Youth regarding their place and role within the society.

Prayer sessions in various corners of the district were also prioritized for the purpose of strengthening the spiritual element in addressing societal challenges.

In addition to the above, motivational talks by the Mayor Cllr NF Gumede together with other councilors were implemented in ensuring the youth draws strength from the experiences of those senior to them.

➤ **Education, Training and Skills Development:**

The Youth Advisory Centre points, remain the centre pillar for education, training and skills development through the dissemination of bursary, internships information and one on one consultations with the youth on matters relating to career development and entering the job market.

The Ugu District youth unit in its efforts to intensify education, training and skills development has since internally established a healthy working relationship with the Human Resources Sections within all the members of the Ugu District family of municipalities for the purpose of providing Internships for the youth. Further to the above, members of the family of municipalities are providing registration funds to the Youth entering tertiary whereas some youth were currently benefiting from bursaries offered by same.

Our partnership with the Department of Education has seen a number of career exhibitions being implemented across the district targeting youth in schools for the purpose of guiding same towards



their careers. Further to the above, our partnership with the Department of Rural Development, the Esayidi FET, for the NARYSERC Programme has seen a number of young people being absorbed by Ugu District Family of Municipalities for practical experience and skills development.

Our partnership with the Department of Economic Development resulted in a selected number of youth from Ugu District being selected for the Maritime Programme which benefited same through exposure to the maritime world, opportunities and bursaries.

➤ **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

### **3.8.5.3. Development of the People with Disabilities & Gender**

There is about 4% of the Ugu District municipality living with disability and the district has a sex ratio of 89 males per 100 females. In terms catering for these groups the following has been achieved to date:

- 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.

### **3.8.5.4. Development of the Elderly**

About 7% of the Ugu District Municipality is above the age 65. The district has put measures in place to ensure that these senior citizens are taken care of and the following is in place:

- District and local municipality forums are in place and have 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

### **3.8.5.5. People affected by Crime, HIV/Aids, Drugs, etc.**

The district has also put in place structures to deal with the people affected by crime, HIV / AIDS, drugs, etc and the following is in place:

- Functional District AIDS Council 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



Table 3.8.4.5.1 below gives a summary of programmes that have been implemented in 2014/ 15 financial year for the vulnerable groups.

**Table 3.8.4.5.1: Special Programmes Implementation**

Source: Ugu Special Programmes, 2014

Programme	Programmes Implemented In 2014/15
<b>Gender, Children, Elderly, Farm workers and People with disabilities</b>	<ul style="list-style-type: none"> <li>➤ Back to school campaign</li> <li>➤ My life, my future – behavioural change</li> <li>➤ Take a girl Child to court</li> <li>➤ One Child, one Fruit tree</li> <li>➤ Christmas in Ugu Hospitals</li> <li>➤ Women empowerment session for farm workers</li> <li>➤ Awareness campaigns on children's rights in ECD centres</li> <li>➤ Ugu Men's talk Show</li> <li>➤ Moral regeneration in prisons</li> <li>➤ Child protection workshops for educators</li> <li>➤ Sugar daddy campaigns</li> <li>➤ Roadshows : 16 days of activism against senior citizens, women &amp; children</li> <li>➤ Father and Son walk/talk</li> <li>➤ Strengthening existing luncheon clubs</li> <li>➤ Facilitate new establishment of luncheon clubs</li> <li>➤ Sanitary Dignity campaign – Primary schools and special schools</li> <li>➤ Golden Games for senior citizens</li> <li>➤ Ugu Disability Sports Day</li> <li>➤ Established support groups for mothers with disabled children</li> </ul>
<b>Youth Development</b>	<ul style="list-style-type: none"> <li>➤ Youth Debates</li> <li>➤ Career exhibitions in 6 LM's</li> <li>➤ Back to school campaigns</li> <li>➤ Sports Development</li> <li>➤ Sanitary Dignity campaign – High Schools</li> <li>➤ Youth Summit/Parliament</li> <li>➤ Skills development – NARYSERC</li> <li>➤ Maritime career pathing programme</li> <li>➤ My life, my future – High schools</li> </ul>
<b>HIV/AIDS</b>	<ul style="list-style-type: none"> <li>➤ Strengthening and support to Local AIDS Council (LACs)</li> <li>➤ Providing support to LACs in establishing Ward AIDS Councils (WACs)</li> <li>➤ Capacity Building training and report writing for WACs</li> <li>➤ Training conducted for People Living with HIV and AIDS</li> </ul>





### **3.8.6. Social Development: Key Emerging Issues**

The emerging key issues with regards to the Social analyses are summarised as follows:

- There is still a challenge with 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 are still pertinent. To add to this challenge is the quality and quantity of educators.
- With those who have the access there is a need to enhance maths, science and life skills. Furthermore, there is a need to deal with the limited focus on technical subjects (including agricultural) within the primary and secondary schooling system.
- There is a very high rate of teenage pregnancy in the district.
- Socio economic factors e.g. increasing number of orphans and vulnerable children (OVCs).
- HIV Prevalence increased from 37.1 % to 40.2% (Ugu District HIV/AIDS Survey).
- Complexity of key programmes e .g HIV & Senior citizens require dedicated focus.
- The lack of both National and Provincial guideline frameworks for the farmworker programs makes it difficult to develop clear strategies to address farmworkers.

### **3.9. Municipal Financial Viability & Management Analysis**

Ugu District Municipality's Constitutional Mandate of ensuring the provision of services to communities in a sustainable manner requires long term financial sustainability to support the service delivery objectives.

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

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

The municipality is grant dependent and cannot fund capital projects in the short and medium term from internal funding or reserves. The servicing of existing loan commitments from generated revenues has delayed the process of cash backing of the depleted reserves which had supplemented capital investment when the municipality was in a cash crisis.

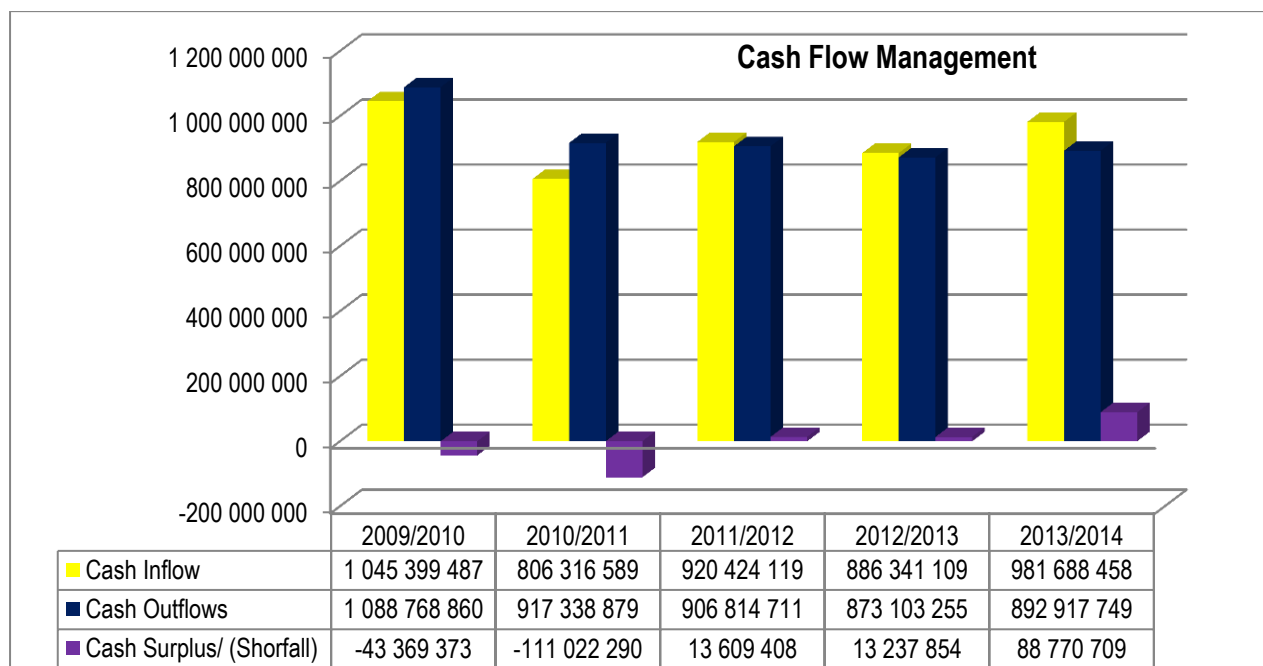
The municipality has improved the liquidity and cash coverage ratios in the previous financial year and continues to implement the turnaround plans in order to cash back capital replacement reserves.

These plans were all targeting cost reduction in specific cost drivers and revenue opportunities in all functions of the municipality. The municipality has not yet fully stabilised and must continue managing identified risks in order to maintain the improved cash position.



### 3.9.1. Cash Flow Management

Figure 3.9.1.1 gives a summary of the cash flow management of the Ugu District Municipality over a period of five years from 2009 / 2010 to 2013 / 2014 financial years. The municipality experienced a cash flow shortfall in the 2009 / 2010 and 2010 / 2011 financial years where the cash out flow was higher than the cash inflow. This situation changed in 2011 / 2012 to 2013 / 2014 financial year as a cash flow surplus was experienced with the cash inflow being higher than the cash outflow.



**Fig 3.9.1.1 Ugu Distric Cash Flow Management**

Source: Ugu District Finance, 2015

Table 3.9.1.1 gives a summary of the district's cash coverage ratio for a period of three financial years from 2011 / 2012 to 2013 / 2014. The cash coverage ratio of the district has been negative over the financial years however a slight improvement has been noticeable. The district is targeting to improve the cash coverage ratio to three months in the next financial year.

**Table 3.9.1.1: Ugu District Cash Coverage Ratio**

Source: Ugu District Municipality Finance, 2015

	2011/2012	2012/2013	2013/2014
Cash and cash equivalents	55 319 334	68 557 188	157 327 897
Unspent Conditional Grants	47 196 906	50 775 951	48 333 086
Payables as at 30 June 2014	128 902 362	115 470 275	133 948 941
Total Monthly Operational Expenditure	34 299 928	35 688 634	56 178 520
Cash Coverage Ratio	-3.52	-2.74	-0.44

In terms of liquidity ratio which looks at the district's ability of paying its short term debt, the analysis looks at three financial years from 2011 / 2012 to 2013 to 2014. There has been improvement over the 3 year period from 59 cents to pay for every one rand owed in 2011/ 2012 to R 1. 38 in 2013 / 2014. the average in the current year has been 1.5:1. The district is aiming at achieving a target of R 2 to pay for every R 1 owed as per the norm.



**Table 3.9.1.2: Ugu District Municipality Liquidity Ratio**

**Source:** Ugu District Municipality Finance, 2015

	2011/2012	2012/2013	2013/2014
<b>Current Assets</b>	141 546 140	206 510 687	340 812 296
<b>Current Liabilities</b>	240 494 913	222 818 558	247 509 299
<b>Liquidity</b>	<b>0.59</b>	<b>0.93</b>	<b>1.38</b>

### 3.9.2. Supply Chain Management

There have been some difficulties that have been experienced with the municipality's supply chain management as listed below:

- Lack of a demand management system. (procurement planning)
- Increase in appeals by unsuccessful bidders.
- Inadequate supplier database.
- Delays in turnaround time to award tenders.
- Poor contract management leading to late contract renewals.
- Increase in irregular expenditure due to non compliance to regulations.

To address the challenges that the district encounters with regards to supply chain management are the following:

- Centralisation of the receiving function
- Conduct 3 stock counts to minimise losses
- Adoption of Procurement Plans aligned to SDBIP
- Maintain improvements in the functionality of Bid Committees
- Turn around time to award contracts – 75 days
- Intensify Contract management
- Enforce vendor performance policy
- Reduction of Irregular expenditure to 1% of total expenditure.

### 3.9.3. Asset Management

In the previous financial year the municipality has set up an asset management unit which comprises of technical and financial sections to address asset management challenges. This was a response to various analyses that have been undertaken by the municipality which have been pointing to asset management as one of the main challenges, and most importantly in the attempt to address the AG findings. The following challenges have been sighted with regards to asset management:

- Inadequate policies and procedures.
- Lack of human resource capacity.
- Inadequate asset register and asset management plan.
- Lack of asset management software system.



The district is busy with the compilation of a District Asset Management Strategy to ensure that issues such as, alignment of capital maintenance and replacement plans, annual physical verification of infrastructure and quarterly verification of movable assets are dealt with effectively. Furthermore, the district is ensuring that monthly reconciliation of asset accounts, disposal of redundant assets and adequate insurance cover for all assets are in place.

### 3.9.4. Revenue Management

Revenue management and enhancement has been identified as one of the key elements to lifting the municipality from its current financial distress and every attempt is being done to ensure it functions effectively and efficiently. Some of the challenges experienced in the current financial year include:

- Inadequate consumer database.
- Incorrect meter readings and incomplete billing.
- Long outstanding debt
- Lack of integration on financial systems

The Ugu District Municipality in the 2013 / 2014 financial year reached the one billion rand revenue mark. As illustrated in Table 3.9.4.1, the district's own revenue makes up 35% of the total revenue.

**Table 3.9.4.1: Ugu District Municipality Revenue**

**Source:** Ugu District Municipality Finance, 2015

Revenue Source	2011/2012	2012/2013	2013/2014
<b>Total Revenue</b>	864 691 006	902 097 394	1 023 156 993
<b>Own Revenue Sources</b>	328 911 558	310 380 541	358 641 964
<b>Grants and Subsidies</b>	535 779 448	591 716 853	664 515 029
<b>% Own Revenue Sources</b>	<b>38</b>	<b>34</b>	<b>35</b>
<b>% Grants and Subsidies</b>	<b>62</b>	<b>66</b>	<b>65</b>

The municipality has adopted a revenue enhancement strategy and a debt reduction strategy to address the challenges identified in revenue management. The projects under these strategies are being implemented in phases as the completion of one project triggers the commencement of the next phase. The result of full implementation will be a reduction in grant dependency as the municipality's own revenue base increases.

The municipality is also planning to review its tariff structure in the next financial year. This is in line with the review of the municipality's tariffs which revealed that some of the charges are not fully cost reflective and some services may be rendered at a loss. This project is part of the recommendations of the revenue enhancement strategy.

The district has targeted 98% accuracy and completeness of billing as one of the objectives of enhancing revenue. In order to achieve these targets the district will ensure:

- Increase billing of rural customers through geographically referencing all households;
- A review and update of the Consumer database;
- Data Migration management to a new Billing System;
- Development of the Billing Policy on Ad hoc charges;



- Implementation of the Revenue Enhancement Strategy; and
- Review of current tariff model and structure.

### **3.9.5. Budgeting**

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 and this has been the practice followed by Ugu Municipality over the past financial year. The following are the challenges that can be associated with budgeting:

- Slow spending on conditional grants resulting in rollovers
- Lack of a full cost recovery system for some services.
- Low cash collection ratio.
- 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.

The municipality targets to reduce rollovers by 100% in the next financial year through ensuring full spending on all gazetted allocations. The adoption of procurement plans has assisted in accelerating spending on grants and capital projects.

### **3.9.6. Expenditure**

The Ugu District Municipality has recorded some challenges regarding the expenditure which have been identified as follows:

- Grant dependency on capital expenditure.
- Late submission of invoices resulting in late payment penalties
- Inadequate accrual and commitment accounting.

Furthermore, the district is committed to maintaining a 30 days creditor payment period; reduction of fruitless and wasteful expenditure to 0.5% of total operating expenditure, monthly reconciliation of all supplier accounts to ensure accuracy in payments, and periodic review of cheque and Electronic Funds Transfer signatories.

### **3.9.7. Capability of the Municipality to Execute Capital Projects**

The municipality has a fully-fledged Project Management Unit and each project is assigned to a Project Officer who monitors and reports monthly on the performance of the contractors. The municipality achieved 90% expenditure on its capital budget in the prior years. The targeted 100% expenditure will be achieved through continuous implementation and monitoring of the procurement plans. Table 3. 9.6.1 below reflects a trend since 2009/2010 financial year up to the previous financial year, 2013/2014.



**Table 3.9.6.1: Ugu District Capital Spending**

Source: Ugu DM Treasury, 2015

Description	2009/10	2010/11	2011/12	2012/13	2013/14
<b>Budget</b>	417 731 414	315 702 681	335 092 217	282 068 275	342 664 462
<b>Actual</b>	379 010 816	202 671 797	247 162 181	191 179 897	308 818 290
<b>% spent</b>	90.73%	64.20%	73.76%	67.78%	90.12%
<b>% growth - budget</b>	63.06%	-24.42%	6.14%	-15.82%	21.48%
<b>% growth - actual</b>	62.64%	-46.53%	21.95%	-22.65%	61.53%

### 3.9.8. Indigent Support

Ugu District municipality's indigent register has a total of 6616 for water and 2638 sanitation households. The register is reviewed and updated monthly. An annual verification of the indigent status of all beneficiaries is conducted in line with the amendments in the qualifying criteria adopted with the reviewed policy. The following amendments were effected in the existing policy which will further be reviewed before implementation in 2015/16 financial year.

- Restriction of the benefit to exclude consumers who reside within body corporates where the account holder is the body corporate.
- Review of indigent beneficiary status to be done on the anniversary of the subsidy.
- The total household income threshold for qualification is R2 600 per household per month which is based on two state pensions.
- The municipality embarks on indigent road shows annually to create awareness of the available relief and register those who qualify for the benefit

### 3.9.9. AG Report

The municipality received a Unqualified Audit Opinion in the 2014/15 financial year. This was an improvement from the Qualified opinion received in 2013/2014 financial year. Action plans to improve the audit opinion are currently in place and being implemented in order to achieve the following targets:

- Review and updating of the asset register
- Improving compliance with Supply Chain Regulations to reduce irregular expenditure
- Improving accuracy and completeness of revenue
- Reduction of fruitless and wasteful expenditure
- Updating of the commitments and retentions register
- Monthly leave reconciliations and updating of the Payday leave balances after verification
- Implementation of the Electronic Document Management System to improve document control.
- Compilation of quarterly financial statements
- Monitoring and reporting on the implementation of the compliance checklist by management.
- Maintenance of evidence files on performance information

The details of the 2014/ 2015 auditor general findings and action plans to address them thereof are captured in **Annexure 2**.





### 3.9.10. Consumer Debt

The Municipality bills for the water, sanitation, shared services, environmental health services and other miscellaneous services. Major services are provided to households. The effects of the global economic downturn / decline have resulted in an increase in the total consumer debt since 2009.

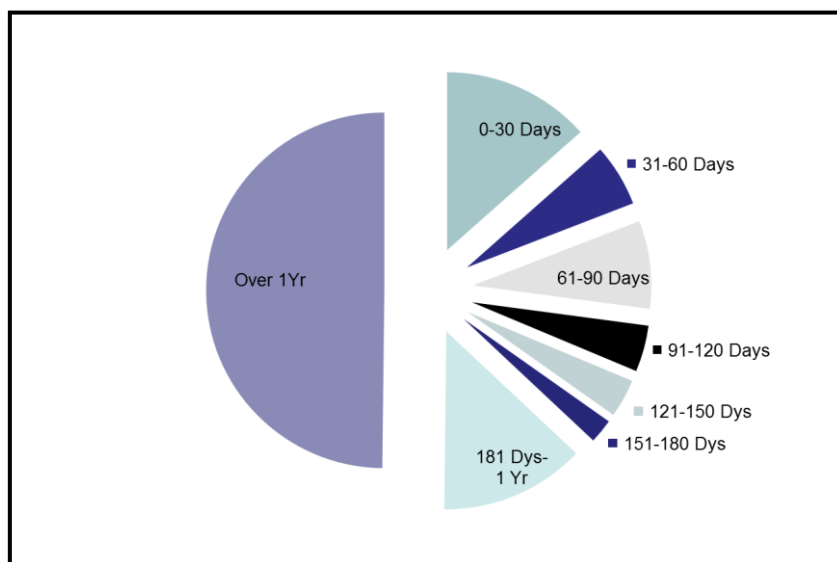
**Table 3.9.10.1: Ugu District Consumer Debt Age Analysis**

Source: Ugu Treasury, 2015

Description	2009 / 10	2010 / 11	2011 / 12	2012/13	2013/14
<b>Households</b>	27 880 190	10 977 753	20 018 371	114 036 568.14	158 547 161.25
<b>Business</b>	10 457 089	17 052 686	9 705 442	27 516 186.52	36 106 294.35
<b>Government</b>	6 136 746	5 603 402	9 048 646	4 954 804.85	10 368 996.67
<b>Other</b>	801 724	6 203 264	3 880 538		
<b>Total Consumer Debt</b>	<b>45 275 749</b>	<b>39 837 105</b>	<b>42 652 997</b>	<b>146 507 559.51</b>	<b>205 022 452.27</b>
<b>% growth</b>		<b>-12.01%</b>	<b>7.07%</b>		<b>39.93%</b>

The consumer debt age analysis in table 3.9.9.1 shows a huge increase in percentage from 2011/12 to 2013/14 financial years as a result of additional properties being billed following the data cleansing exercise which is still ongoing. Furthermore, debt age analysis reveals that about 50% of the debtors are over a year old as illustrated in Figure 3.9.10.1.

Council has resolved to write off long outstanding debt on certain categories which had been identified as irrecoverable. The meter audit and data cleansing projects are ongoing and will result in the correction of errors on accounts leading to a reduction in outstanding debt.



**Fig 3.9.10.1 Ugu District Consumer Debt Age Analysis**

Source: Ugu District Finance, 2015



### **3.9.11. Municipal Financial Viability and Management Emerging Key Issues**

The emerging key issues with regards to the Municipal Financial Viability and Financial Management analysis are summarised as follows:

- 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.
- The accumulated reserves have been depleted
- Existing infrastructure has not been maintained at the desired levels resulting in loss of revenue from water losses.
- Extension of municipal services in rural areas has resulted in an increase in total book debt due to inadequate consumer database.
- Lack of accurate meter readings has affected the credibility or accuracy of water statements.
- Reduction in debt collection levels as consumers lack confidence in the billing system.
- Global slowdown in the economy has impacted on the customers' ability to pay bills leading to an increase in subsidised customers.

### **3.10. Good Governance & Public Participation Analysis**

Good governance as per the democratic principles can be achieved through effective public participation. Public participation allows constituents to monitor the governance record of its elected officials and further encourages the public to take an active interest in the performance of their municipality and region. It is through broad public participation that citizens can recognise that their interests are taken to heart – especially the needs of the most vulnerable members of society.

The Ugu District has therefore made every attempt to ensure it allows all of its citizens to be heard in determining the political, social and economic priorities through the establishment of a broad societal consensus that includes civil society, government and the private sector.

However, community participation alone is not sufficient in ensuring that good governance practices are adopted. Institutional integrity is of equal importance and therefore, Ugu District Municipality has ensured that its Finance Committee, Audit Committee, Council and sub-committees are fully functional. This was done through the adoption of effective by-laws and policies that entrench the effective performance of all aspects of municipal governance.



### 3.10.1. Internal Information & Communication Technology

The municipality has eleven (11) sites, with Connor Street, Bazley Street and Oslo Beach offices hosting most of our users. Connor Street is the most critical site as it provides the data centre where the financial and human resource management systems reside. Each of these sites is connected to Connor Street via a wireless network.

The municipality has since started a process to replace the wireless network with a redundant and stable network that will provide stability, redundancy and resilience to support municipal operations.

#### 3.10.1.1. Key Focus Areas for ICT from 2014 To 2016

The municipality has been gradually investing in the technology upgrade programme. Projects included:

1. Hardware Upgrade;
2. Upgrading the wide area network;
3. Financial Management System Upgrade;
4. Strengthening ICT Governance by rolling out control self-assessment;
5. SCADA and Telemetry Systems Upgrade;
6. Customer Care Solution and
7. Cloud Based Solutions.

#### **Load Shedding**

The municipality is faced with a serious challenge of unstable power supply that continues to disrupt municipal operations. The current introduction of stage four (4) in the load shedding schedule by ESKOM necessitates a review of the entire ICT architecture and design in order to minimise the impact of this risk.

#### **Networking**

Based on the needs of the ever changing business environments and expectations, the municipality has invested in the implementation of a Multiprotocol Label Switching (MPLS) network that will give us the ability to implement fully converged solutions.

#### **ICT Security**

Legislation dictates that all public sector institutions should implement strong Information Security Controls to secure both municipal and third party data.

The Municipality invested in different technologies to protect both the perimeter and Wide Area Network (WAN) from external intrusion. Over and above this the municipality has continuously created awareness on Information Security Management.

#### **ICT Performance**

The municipality is in the process of rolling out a shared customer care application that will deal with both internal and external clients and ICT is part of the project. The objectives are to ensure that all incidents are logged, resolved on time, tracked and escalated if not resolved within acceptable timelines. The application will also allow the municipality to have a centralised reporting platform.

#### **ICT Capacity**

The municipality has been running its operations on obsolete hardware and software which has negatively impacted operations. During the 2014/2015 financial year, the municipality invested in the purchasing of hardware and software. This has also necessitated a need to capacitate its ICT staff and this will continue into the next financial year.



#### ICT Audit and Risk Management

The municipality has performed ICT risk assessment with the assistance of provincial treasury. A risk management approach was developed and agreed and through this process, risk mitigation and work plans per area of risk were developed with Internal Audit monitoring the progress continuously.

The risk management approach incorporated Auditors General's (AG) findings from the previous years. The approach resulted in the reduction of findings and strengthening of the ICT control environment.

#### ICT Governance

During the 2013/2014 financial year the municipality approved and implemented the ICT Governance Framework. The Department of Corporate Governance and Traditional Affairs has developed and approved a National ICT Governance Policy Framework and all municipalities are required to review and align their policies with the approved one. The approved ICT Governance Framework addresses issues on the role of Political and Administrative leadership, ICT Investment, Enterprise Architecture, Policies & Procedures and ICT Operations. These are aligned to the requirements of COBIT 5 and KING III.

### 3.10.2. Intergovernmental Government Relations

The Intergovernmental Relations Act requires the establishment of structures and mechanisms aimed at ensuring a high level of input. In striving towards the IDP as a plan for the government sector as a whole the following IGR structures are in place:

- District Intergovernmental Forum;
- Mayors' Forum
- Speakers' Forum
- Municipal Managers' Forum
- Chief Financial Officers' Forum and
- District Development Planning Forum.

Further to the above IGR Structures were established which are as follows:

- Social Transformation Cluster
- Local Economic Development Cluster
- Governance & Administration Cluster and
- Basic Infrastructure & Public Facilities Cluster.

In terms of the functionality of the IGR structure Table 3.10.1.1 below gives a broad overview.

**Table 3.10.1.1: Ugu District IGR Functionality**

Source: Ugu DM IGR, 2015

Structure Name	Recommend/ Reports to Where	Chairperson	Members	Functionality	Frequency of Meetings
<b>Mayors' Forum</b>	Premier's coordinating forum	District Mayor	Local Mayors	Functional	Once per quarter
<b>Speakers' Forum</b>	Public Participation	District Speaker	Local Municipality Speakers	Functional	3 Times In A Year



Structure Name	Recommend/ Reports to Where	Chairperson	Members	Functionality	Frequency of Meetings
<b>Municipal Managers' Forum</b>	Mayors' forum	District Municipal Manager	Municipal Managers	Functional	Once per quarter
<b>Chief Financial Officers' Forum</b>	Cluster	District CFO	Chief Financial Officers	Functional	Once per quarter
<b>District Development Planning Forum</b>	Cluster	Ugu District Development Planning Manager	District Family Town & Regional Planners	Functional	Bi - Monthly
<b>Financial Cluster</b>	Municipal Managers' forum	Ugu District: CFO	LMs and sector departments	New	Once per quarter
<b>Local Economic Development Cluster</b>	Municipal Managers' forum	Ugu DM: GM IED	LMs and sector departments	Revived	Once per quarter
<b>Governance &amp; Administrative Cluster</b>	Municipal Managers' forum	Ugu DM: GM Corporate Services	Local municipalities and sector departments	Revived	Once per quarter
<b>Technical and Infrastructure Cluster</b>	Municipal Managers' forum	Ugu DM: GM Water Services	LMs and sector departments	Revived	Once per quarter
<b>Communications Cluster</b>	Municipal Managers' forum	Ugu DM: SM Communications and Mayoralty	LMs and sector departments	New	Once per quarter

### 3.10.3. Municipal Structures

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

- Finance Portfolio Committee
- Water and Sanitation Portfolio Committee
- Local Economic Development Portfolio Committee
- Special Programmes Portfolio Committee
- Sound Governance and Human Resource Portfolio 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. Table 3.10.2.1 gives the functionality of these committees.



**Table 3.10.2.1: Ugu District Standing Committees Functionality**

Source: Ugu DM Review of functionality of decision-making, oversight and related matters, 2013

Committee	Function	Decision Making Powers	Recommend/ Report to	Chairperson	Members	Functionality	Meetings Frequency
<b>Council</b>	No TOR Rules & Orders have TOR information.	Passing of by-laws Approving Budgets Imposing rates, taxes levies & duties Raising loans, Approving/ Amending IDP Entering SLA Setting tariffs Appointment of MM and Managers reporting to MM. Adoption of Policies	Nil	Speaker	35	Monthly; Meetings; Oversight Role; & Decision-Making	Monthly
<b>EXCO</b>	No TOR Rules & Orders have TOR information	Recommending Bodies	Council	Mayor	7 members 3 ex-officio	Monthly; Meetings; Oversight Role; & Decision-Making	Bi-monthly
<b>Finance Portfolio Committee</b>	TOR approved 2011 S79/80 MSA Committee Primary function of oversight – financial matters.	Not a decision making body. No delegated powers. Makes recommendations to Exco.	EXCO	Political: Exco Member	8 members 3 ex-officio	Monthly Meetings Oversight Role Deliberations and Recommendations	Monthly
<b>Water and Sanitation Portfolio Committee</b>	TOR approved 2011 S79/80 MSA Committee Primary function of oversight – water and sanitation matters.	Not a decision making body. No delegated powers. Makes recommendations to Exco.	EXCO	Political: Exco Member	8 members 3 ex-officio	Monthly Meetings Oversight Role Deliberations and Recommendations	Monthly
<b>Sound Governance &amp; Human Resource Portfolio Committee</b>	TOR approved 2011 S79/80 MSA Committee Primary function of oversight – human resource and corporate/governance matters.	Not a decision making body. No delegated powers. Makes recommendations to Exco.	EXCO	Political: Exco Member	8 members 3 ex-officio	Monthly Meetings Oversight Role Deliberations and Recommendations	Monthly
<b>Local Economic</b>	TOR approved 2011 S79/80	Not a decision making body. No delegated powers.	EXCO	Political: Exco	8 members	Monthly Meetings Oversight	Monthly





Committee	Function	Decision Making Powers	Recommend/Report to	Chairperson	Members	Functionality	Meetings Frequency
<b>Development Portfolio Committee</b>	MSA Committee Primary function of oversight – LED, Environmental Mgt and Environmental health matters.	Makes recommendations to Exco.		Member	3 ex-officio	Role Deliberations and Recommendations	
<b>Special Programmes Portfolio Committee</b>	TOR approved 2011 S79/80 MSA Committee Primary function of oversight – Special Programmes	Not a decision making body. No delegated powers. Makes recommendations to Exco.	EXCO	Political: Exco Member	8 members 3 ex-officio	Monthly Meetings Oversight Role Deliberations and Recommendations	Monthly

### 3.10.3.1. Municipal Public Accounts Committee (MPAC)

The primary function of a MPAC is to help council to hold the executive and the municipal administration to account and to ensure the efficient and effective use of municipal resources. It will do this by reviewing public accounts and exercising oversight on behalf of the Council. The committee examines the following:

- financial statements of all executive organs of council
- any audit reports issued on those statements
- any reports issued by the AG on the affairs of any municipal entity
- any other financial statements or reports referred to the committee by council and
- the annual report on behalf of council and make recommendations to council thereafter the MPAC may:
  - report on any of those financial statements or reports to council
  - initiate and develop the annual oversight report based on the annual report
  - initiate any investigation in its area of competence and
  - perform any other function assigned by resolution of council.

The MPAC sits quarterly as per the calendar of meetings of the municipality and has five members. For the 2014 calendar year the meetings are scheduled as follows:

**Table 3.10.2.2: Ugu District Standing Committees Functionality**

**Source:** Ugu DM MPAC Meetings Schedule, 2015

2016				
	Mar	June	Aug	Nov
<b>Municipal Public Accounts Committee (MPAC) 14H00</b>	04	10	05	25



### **3.10.3.2. Municipal BID Committees**

The municipality has put in place the BID Committees and are all functional. The sittings of committees are on a monthly basis and are scheduled on annual basis. The committees are comprised as follows:

#### **i. BID Specification**

The BID Specification Committee is a committee of three and two members make up the quorum. The committee is made up of the following members:

- GM: Water Services (Chairperson)
- Senior Manager Water Services
- Senior Manager: WSA
- Manager: Fleet
- Contracts Co-ordinator
- Registry and Auxiliary Services Officer

The participants from user departments are on an invitation basis.

#### **ii. BID Evaluation**

The BID Evaluation Committee is a committee of five and three members makes up the quorum. The committee is made up of the following members:

- GM: Corporate Services (Chairperson)
- Registry and Auxiliary Services Officer
- Manager: PMU
- Contracts Co-ordinator

The Senior Manager Water Services, Manager ICT, Secretariat, Auxiliary and Assistant Project Officer are the alternate members. The participants from user departments are on an invitation basis.

#### **iii. BID Adjudication**

The BID Evaluation Committee is a committee of five and three members makes up the quorum. The committee is made up of the following members:

- GM: Financial Services (Chairperson)
- Manager: PMU Finance
- GM: Water Services
- Manager: SCM
- Manager Grants & Expenditure

The GM: IED, Manager ICT and Planning Engineer: WSA are the alternate members. The manager reporting to CFO will chair in absence of CFO. The participants from user departments are on an invitation basis.



### **Appeal Authority**

Manager Legal Services as delegated by the Accounting Officer has the appeal authority and no delegated authority is given to Bid Committees. All recommendations are directed to the Accounting Officer.

#### **3.10.4. Internal Audit**

In terms of section 165 of the MFMA, an in house Internal Audit section has been in operation since 2004. 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 and 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 and 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.

##### **3.10.4.1. Forensic Services**

The Internal Audit unit also conducts forensic investigations and fraud risk management services.

The District Municipality together with its local municipalities have committed themselves to fight against fraud and corruption. They have strengthened their fraud prevention and detection techniques by jointly procuring the services an Anti Fraud and Corruption Hotline from an independent service provider where members of the public can anonymously blow the whistle on fraud and corruption.

The contact details for the Anti Fraud and Corruption Hotline are as follows:-

Toll Free: 0801 111 660 – Email: [information@whistleblowing.co.za](mailto:information@whistleblowing.co.za) – Fax: 086 5222 816 - P. O. Box 51006, Musgrave, 4001



#### **3.10.4.2. Internal Audit Committee**

The Internal Audit Committee is functional and sits on a quarterly basis or as and when the need arises. The members are appointed on a three-year term. There are currently three members appointed and one vacancy which has already been advertised. The total number being four. Two of the members are Chattered Accountants and the other member is in the field of law. The vacant post is to be filled by a person who has experience in the field of Municipal Performance Management.

#### **3.10.5. 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 road shows and Mayoral Izimbizo. Community inputs made during the Mayoral Izimbizo inform 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.

The Ugu District Public Participation Forum was established which is comprised of CoGTA representatives, local municipalities and all Public Participation Practitioners and is responsible for the coordination of public participation activities.

#### **3.10.5.1. 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 Cooperative Governance 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:

- There is a high level of frustration from the Ward Committee Members complaining there is no space created for them to use all the information and skills they receive from all these workshops. This is a general feeling from the Ward Committee Members that they have



enough knowledge and skill now but are being underutilized and overlooked in the municipal affairs and decisions.

- There is still a high number of Ward Committees that feel there is tension between them and the Chairpersons. This is coupled with a complain that the Chairpersons of the Ward Committees do not make themselves available for workshops of this kind where issues hindering development as a result of unclear roles that must be played by both parties are explained and interrogated.
- The unstable relationship between the Chairpersons and the rest of ward committee members was sighted to have been based on the Chairperson feeling insecure as far as their positions are concerned thus active ward committee members being perceived by as declaring their ambitions for councillorship.
- There is a communication breakdown between the municipalities and the Ward Committees which affects information flow. There is no feedback on the community needs that the Ward Committees submit to the municipality for inclusion in the IDP or explanations as to why some projects are prioritised and others not. Furthermore the Ward Committees are not informed of the proposed or planned development thus cannot inform the community timelessly and effectively and cannot answer to the community.
- There are limited resources to carry out the expected duties of Ward Committees, such as loudhailers, stationery and other necessary office equipment. Furthermore, the stipend amount needs to be reviewed as it only covers telephone costs and falls short in travelling costs.
- Ward committees need to be capacitated continuously in accredited courses that will equip them with certificates so that they are able to utilise them in their endeavour to advance their careers and not just the consultation workshops.
- Municipal documents and materials to be translated into IsiZulu in a bid to accommodate the majority people of the district.
- In the adverse state of crime and scamming of the community, it is important that Ward Committees are provided with proper identity kits and introduced to the communities formally to avoid any other person coming in and posing as them.

### **3.10.6. Customer Relations**

Customer relations unit is concerned with the customers' perception of the services rendered by the municipality and to instil and establish a positive image of the municipality in the customer's mind.

The main functions performed include:

- Being an ambassador for the municipality – both internally and externally
- To resolve customer conflicts when services do not perform as expected and the customer contacts the municipality
- To answer questions from the municipality's current and potential customers
- To create and propose innovative solutions to solidify the partnership between the municipality and the customer
- To be in communication with the customers through Customer Satisfaction Surveys to understand their needs and to stay updated on the customers' perception of the municipality's services



The analysis of customer satisfaction within Ugu DM is informed by an annual customer satisfaction survey as well as records of received complaints during each financial year. The survey findings included the following:

- That most wards and/communities have access to water and sanitation, however there are water interruptions experienced more often due to aging infrastructure and drought.
- A need to improve on communication and information transmission to rural communities in particular
- The survey conducted was focused on general households district wide, soliciting views on integrated services rendered by all spheres of government hence the need for a more specific and focused Survey.

Analysis of received complaints also revealed the following:

- That there is a number of water shortages and burst pipes which is also due to aging infrastructure and drought.

There are a number of mechanisms put in place in order to ensure that communities are satisfied with the services they receive from the municipality.

- Customer Care Bus: The purchase of the mobile office will allow the municipality to reach all communities especially the rural areas. It will bring the services and information to the people.
- Service Commitment Charter: The reviewed and approved Service commitment Charter is in place and employees are workshopped on it to ensure that they are aware, comply and meet the service standards set by the municipality in delivering services.
- Complaints Handling Procedure: It is in place and assists employees in dealing with the complaints received properly and meeting the turnaround times.
- Community Outreach Programmes: These are in place and assist in educating communities about the services they receive, their rights and responsibilities.
- Quality Assurance: In place to ensure that work is done properly and timely and also determine whether or not consumers are satisfied with the service rendered.
- Batho Pele: Its programmes are in place to ensure Service Delivery improvement putting customers first and doing things right the first time for customer satisfaction.

#### **3.10.6.1. Customer Relations Challenges**

The challenges that are faced by the Customer Relations function are mainly as a result of institutional arrangement as outlined below:

- There are limited skilled personnel within the Call Centre to provide professional training.
- There is poor alignment of functions between Customer Relations and Communications hence the new proposed organisational structure which will see proper alignment and Management
- Imbalance between available call agents and peak demand in call volume has resulted in the organizational image being compromised as many callers could not get through the Call Centre lines at peak times.





### **3.10.7. 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.

Traditional leadership has also been incorporated into the District Municipal Council as seven Amakhosi were added to the Council. Furthermore, Amakhosi also form part of the municipal portfolio committees.

### **3.10.8. Shared Services**

Shared services must be aligned with 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 Ugu family of Municipalities 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 9th November 2006 resolution of the Municipal Strategic Planning meeting, the Ugu District family of municipalities has only been able to share the following services:

#### **3.10.8.1. 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 fire fighting services as per the Fire Brigade Service Act and the SANS (South African National Standards) Code 10090 (Community Fire Protection).



### **3.10.8.2. Development Planning Shared Services (DPSS)**

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 who would provide technical support and guidance to each of the following groups of municipalities participating in the DPSS:

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

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.

### **3.10.9. Risk Management**

Risk Management is one of Management's core responsibilities in terms of section 62 of the Municipal Finance Management Act (MFMA) and is an integral part of the internal processes of a municipality.

It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of a municipality. When properly executed risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives.

The Municipality conducts Risk Assessments (Enterprise wide, IT and Fraud Risk Assessments) annually and develop an organisational Risk Register. The Risk Register is compiled to determine the magnitude of risk exposure by assessing the likelihood of the risk materialising and the impact that it would have on the achievement of objectives.

The identified risks are prioritised which enables Management to focus more time, effort and resources on higher risk areas.



The Municipality has a Risk Management Committee in place. There is a framework in place incorporating the Risk Management Policy, Risk Management Committee Charter, Risk Management Implementation Plan, Risk Management Strategy and Mitigation Plan

Outlined below are key five (5) risks that the Municipality is facing as per the risk register:-

**Table 3.10.9.1: Ugu District five (5) Key Risks**

**Source:** Ugu DM Internal Audit Unit, 2014

N o.	Risk Title	Residual Risk Rating (Severity)	Actions Taken/ To Be Taken	Budget	Time Frames	Risk Manager
<b>Maximum Risks : Scores 20 – 25</b>						
1	Excessive expenditure on overtime	25	Pre authorisation of overtime by supervisor and Manager  Approval by MM of overtime work exceeding 40 hours  Payment of overtime a month later in order to allow enough time for checking  Implementation of standard operating procedures; and  Control Centre to manage work to prevent fraudulent overtime claims by officials.  Continuous monitoring	0  0  0  0	Ongoing	GM CS
2	Ineffective maintenance of water infrastructure	25	Develop and implement the asset management plan.  Develop and implement the operations and maintenance plans  Revision of a Water and Sanitation Services master plan  Capacity Building	0  0  Funded by CoGT A	01 July 2014	GM WS  Snr Manager Operations
3	Inability to collect and maximise revenue	20	Finalising the process of outsourcing meter reading  Collection of long outstanding debt through the Debt recovery task team  Data Cleansing	0	31 December 2013  ongoing	CFO
4	Inadequate Asset management system	25	Review and implement asset management policy  Develop and implement asset management plan  Review and update of the organogram of the asset management unit.  Uploading of existing assets data to AX Financial System	2.4m	31 May 2014  30 June 2014  30 June 2014  31 October 2013	CFO  GM: CS  GM WS



N o.	Risk Title	Residual Risk Rating (Severity)	Actions Taken/ To Be Taken	Budget	Time Frames	Risk Manager
5	Ineffective implementation and sustainability of LED Projects	20	Exploring an option of obtaining an investors to run the project	0	31 December 2013	GM: IED

### 3.10.10. 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 towards implementing it such as Batho Pele principles and in SDIP, flagship projects such as Municipal Service week and Know your Service Right Campaigns. In 2008/2009 Ugu obtained a Golden Award in the Premier’s 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



### **3.10.10.1. Service Delivery Impact**

Under the direction and guidance of DPSA Batho Pele implementation has focused on principles and Service Delivery Improvement Plan. Batho Pele Belief which says, “We Belong, We Care, We Serve.” is a value system which clearly captures the revitalized Batho Pele culture. More still needs to be 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 the 2012/2013 financial year and again in the 2015/2016 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 and Project Khaedu
- Know your Service Rights Campaign
- Batho Pele Learning Network
- Unannounced site visits or mystery customer,
- Change Management

Greater emphasis in 2014/2015-2016/2017 will be placed on change in the Ugu District Municipality. A Batho Pele Change Management and Engagement Programme have since been conducted for all the managers.

### **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 successful implementation of the OSSP.

A lot of progress has been made since then even though not as speedily as anticipated due to various challenges as discussed in this section. There have also been some commendable achievements as listed below:

- The DTT is functional and meets regularly twice per month.
- The AIDS Councils, LTTs, WTTs are also functioning and improvement is evident with the war rooms sitting at 84% functionality.
- The Ezingoloni Municipality received a premier’s excellence award for best implementation of OSS.
- There is an ongoing capacity building & career pathing CCGs, YAs & WTT.



- Partnerships with business, private and NGO sector: BRHC, Nedbank, BMW.
- Integrated planning and implementation in place.
- Coordination – ongoing NISIS , HHP, M&E
- Project for fast tracking interventions, training 2 wards per LM
- Diakonia to support ward 11, Umzumbe

### 3.10.11.1. Structural Composition and Functionality

Structure constitutes the District Task-Team (DTT) which convenes twice a month; Local Task-Teams (LTTs) convenes at least once a month, Ward Task-Teams (WTTs) which also sits at least once a month, Political Champion (MEC), Administrative Champion (HOD) District Convenor. Community halls, Schools, Clinics, Crèches, MPCCs, Churches or any other suitable infrastructure, depending on the area are used for convening the meetings.

In terms of functionality, the Operation Sukuma Sakhe is at 84% with a few wards still lagging behind as shown in Table 3.10.11.1.1.

**Table 3.10.11.1.1: Ugu District Operation Sukuma Sakhe Functionality**

Source: Ugu DM OSS, 2014

Municipality	Fully Functional	Functional	Poorly Functional	Non Functional	Total
Umzumbe	04	10	04	01	19
Vulamehlo	03	05	02	00	10
Umdoni	03	05	02	00	10
Ezinqoleni	02	03	01	00	06
Umuziwabantu	02	8	00	00	10
Hibiscus Coast	10	08	10	01	29
<b>Ugu District</b>	<b>24</b>	<b>39</b>	<b>19</b>	<b>02</b>	<b>84</b>
<b>%</b>	<b>29</b>	<b>46</b>	<b>23</b>	<b>2</b>	<b>100</b>

The challenges that have halted speedy and effective functionality of Operation Sukuma Sakhe include:

- Poor /irregular representation of sector departments in DTT, LTT and WTT, including Ugu as a water services provider.
- Inconsistent and late submissions of LTT reports.
- Limited understanding and poor support of OSS by senior municipal and sector department officials.
- Non-attendance /representation by HOD, provincial convenor and Office of the MEC. It is noted that the previous HOD only attended one meeting over 12 months. The current HOD has also missed 3 meetings.
- Poor communication and coordination of events as arranged from provincial resulting in poor reporting and documenting of intervention.





### 3.10.11.2. Focus Programmes:

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

### 3.10.11.3. Current Interventions and Programmes

The special teams as recommended by UDAC: HAST, learner pregnancy & food security led by DOH, DOE & DAERD are reporting consistently to the DTT & UDAC and current interventions and programmes are listed below:

- Poverty alleviation & ECD package - Pilot Umzumbe & Vulamehlo : DSD/DAERD & Ilifaletu – commenced May 2013
- Mikonzo Project in 25 impoverished wards
- Isibindi project targeting the youth - to assume duties before end of December 2013 -118 youth employed, receiving stipends
- Philamtwana implemented in all wards
- Coordinating forum for Drug & Substance abuse established, plan of action for interventions in place
- Road shows focusing on prevention of crime /violence against senior citizens– hosted by CL & Safety held on 25 November to 9 December 2013, 2500 senior citizens reached
- Youth Ambassador Programme: the programme is yielding positive outcomes
- Campaigns focusing on World AIDS Day held in December 2013. Main event held in Umzumbe, ward 6 on 6/12/13.

### 3.10.11.4. Household Profiling

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).

The reports from sector departments with regards to responding to referrals provide information on the effectiveness of the OSS structure. Table 3.10.114.1 highlights a cumulative audit of interventions by each sector over the 2013 calendar year.

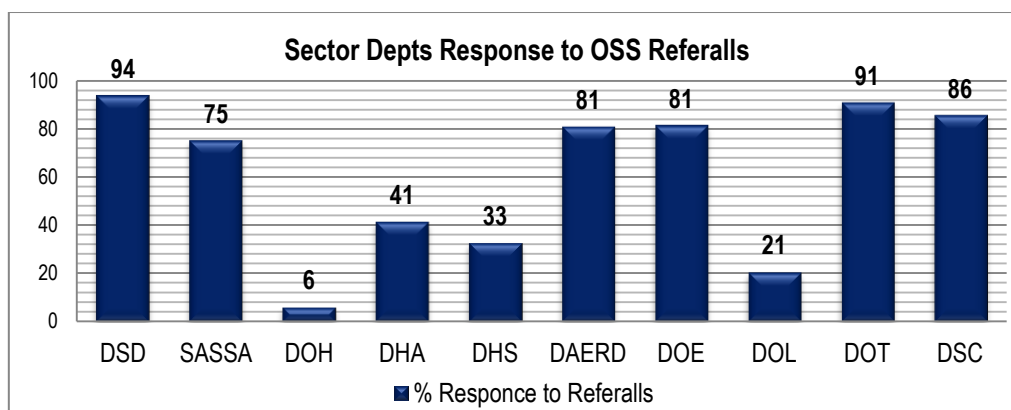
**Table 3.10.11.4.1: Ugu District Operation Sukuma Sakhe Interventions Audit**

Source: Ugu DM OSS, 2014

Department	No. Referrals received	No. of interventions provided	No. Outstanding /Open Referrals
<b>Social Development</b>	17198	16141	1057
<b>S. A. Social Security Agency</b>	807	607	199
<b>Health</b>	59119	3529	55590
<b>Home Affairs</b>	3001	1244	1757



Department	No. Referrals received	No. of interventions provided	No. Outstanding /Open Referrals
Human Settlement	1138	373	765
Agriculture and Environment (DAERD)	2680	2170	510
Education	15480	12609	2871
Labour	994	204	788
Transport	12588	11450	1138
DSC	70	60	10



**Figure 3.10.11.4.1: Sector Departments Response to OSS Referrals**

Source: Ugu DM OSS, 2014

Table 3.10.11.4.1 and figure 3.10.11.4.1 show only the Departments that have provided reports in the relevant OSS structure. The referrals that have been sent to Ugu have not been responded to, to date much to the frustration of the OSS implementation. Coupled with non responses are the low response rate from Departments of Health (6%), Labour (21%), Human Settlement (33%) and Home Affairs (41%).

### 3.10.12. Annual Report

In the preparation process of the 2014/15 Annual Report, the Municipal Manager formed an Annual Report Task Team with an appointed Co-ordinator and task team members representing each department of the Municipality. The task team met regularly throughout the financial year and ensured the finalisation and adoption of the Annual Report by Council within the required timeframes.

### 3.10.13. Good Governance and Public Participation Emerging Key Issues

The emerging key issues with regards to the Good Governance and Public Participation analyses are summarised below.

- There is still some bottle necks with regards to alignment with Sector Departments programmes and in ensuring that these are informed by the municipal IDP
- The majority of the population of the Ugu District uses IsiZulu as their home language and thus the need for the IDP to be simplified and translated into IsiZulu as the current language and format exists as it is only accessible to a few.
- There is limited public participation both directly and through civil society structures.



- Public participation is not properly structured and focused but more of compliance and the mechanisms in place not used to full potential.
- Public participation is costly in terms of time, personnel and financial resources required to ensure stakeholder involvement in the IDP
- The government endures bad media publicity with regards to challenges encountered in service delivery provision and this is fuelled up by the government sector's limited reporting on their success stories.

### **3.11. Summary of Development Challenges**

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

#### **3.11.1. 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 interventions 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.

#### **3.11.2. Education Crisis**

The poor state of education within the Ugu District, from ECD to FETs 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 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.

#### **3.11.3. Environmental Management**

Perceptions of weak environmental management and regulation contribute 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.

#### **3.11.4. Inadequate Social Services and High Levels of Poverty and Dependency**

The high level 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

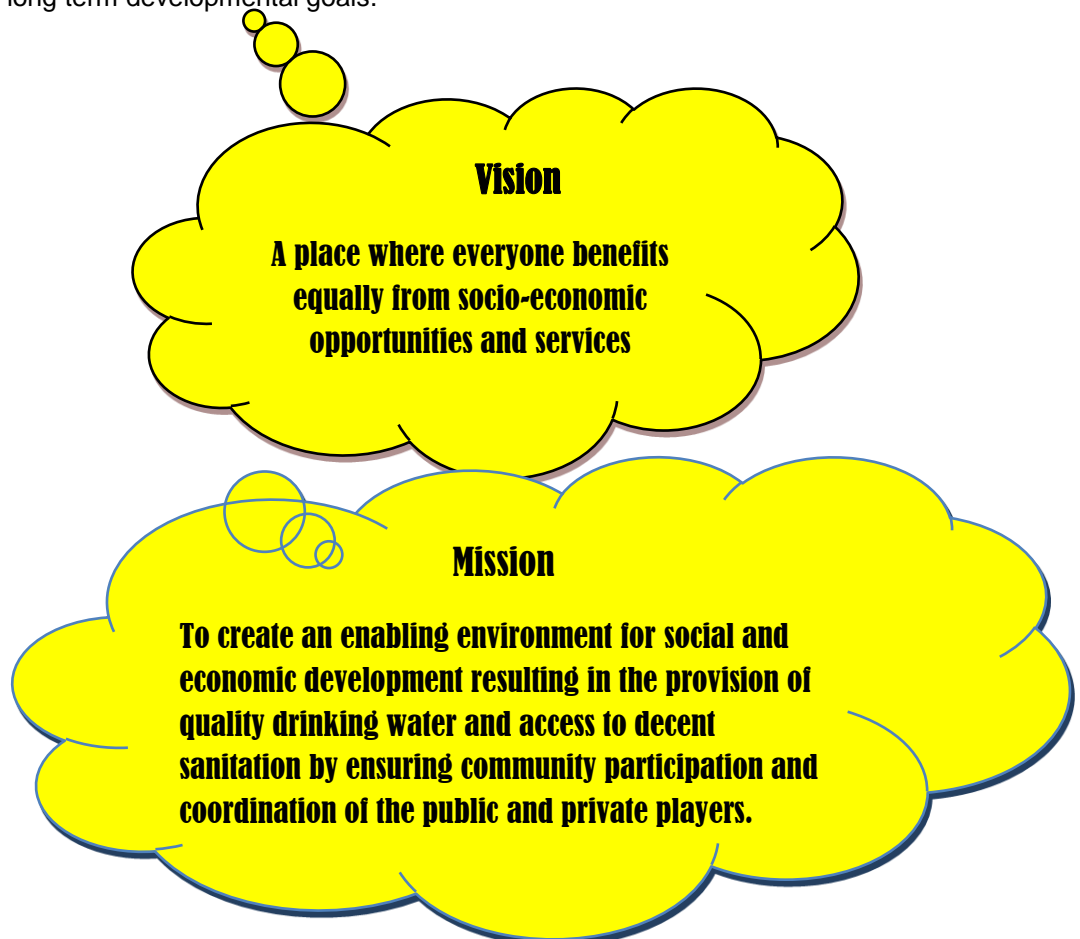
In the strategic session that was held in March 2012 at the Ugu Sport & Leisure Centre for the development of the 2012/13 to 2016/17 Ugu Integrated Development Plan, the vision, mission, nine (9) priorities and six (6) strategic objectives of the Ugu District Municipality were set. This five-year strategic plan was then reviewed in a strategic planning session that was held in March 2013 at the Ugu Sport & Leisure Centre. The Municipality re-aligned its activities and programmes with the vision, mission, priorities and strategic objectives of the municipality.

The second review of the five-year 2012/13 – 2016/17 Ugu IDP Review was held in February 2014 at the Margate Hotel. The session produced a Strategic Action Plan – **The Margate Accord** the blockages that have been experienced in the past two financial years of implementing the 2012/13 – 2016/17 IDP are addressed. The challenges that have been persistent in the previous two financial years were assessed and underlying causes sought together with strategies to address them.

The Margate Accord must not be seen as a strategy that replaces the strategy that was adopted in March 2012 but rather as a reinforcement strategy.

### 4.1 Vision and Mission

Ugu's vision and mission statement gives directives to what the municipality wants to achieve in terms of its medium and long term developmental goals.





## 4.2 Strategic Development Matrix

The Ugu District Strategic Development Matrix is informed by and aligned to the National, Provincial and District priorities. It is structured in three pillars which are the, nine (9) Priorities; six (6) Strategic Objectives; and the six (6) Point Action Plan as elaborated in the sub sections below and further shown in figure 4.2.1



**Fig 4.2.1: Ugu District Development Matrix**  
Source: Ugu DM, 2015





#### 4.2.1. Development Priorities

The Nine (9) Development Priorities as listed in figure 4.2.1 were derived directly from the Municipal Vision and Mission and guides the municipality's development strategy and decision making on the direction of the municipality.

#### 4.2.2. Strategic Objectives

From the Vision, Mission and Development Priorities, the Six (6) Strategic Objectives as listed in figure 4.2.1 were derived from the departments in line with the KPAs. The Strategic Objectives act as a key link / alignment between the IDP and the PMS Framework Scorecards.

#### 4.2.3. Six (6) Point Action Plan – Margate Accord

The Six (6) Point Action Plan came about during the 2<sup>nd</sup> annual review of the current IDP and is aimed at speeding up service delivery by dealing with the persistent challenges that have been identified during the implementation of the IDP. These six points of action as listed in figure 4.2.1 are the challenges which indicate what needs to change. The attached Margate Accord then takes it further as to detail what it needs to change to and how to effect the change.

#### 4.2.4. Alignment of the Strategic Development Matrix with National, Provincial, District Priorities

Attempts were made to ensure that the Ugu 2012/2013 to 2016/2017 IDP priorities are aligned to the National, Provincial and District family's priorities. Table 4.2.4.1 reflects the alignment of all the priorities.

**Table 4.2.4.1: Ugu District Family IDP Priorities Alignment**

**Source:** Development Planning Unit, 2015

9 Priorities	6 Strategic Objectives	Prioritised PGDS Goals (10.03.15)	Confirmed/ Emerging Priorities/
1. Infrastructure Investment (Roads, Water, Sanitation, Electricity, Housing)	To provide access to sustainable quality drinking water and sanitation services	2. Strategic Infrastructure	Identified areas of need for water and sanitation
2. Economic and Sectoral Development (Job Creation, Employment, LED Projects, Tourism, Agriculture, Rural development)	To create a conducive environment for economic growth and job opportunities	1. Job Creation	<ul style="list-style-type: none"> <li>Catalytic projects</li> <li>Boosting of investor confidence</li> </ul>
3. Financial Viability (Clean Audit, Corruption)	To develop and maintain a financially viable and sustainable organization that achieves full compliance with legislation		Revenue Collection Water Losses Clean Audit
4. Education and Skills Development (Skills Development, Education)		4. Community & Human Development	Skills Development (internal and external)
5. Institutional Integration and Coordination (Institutional Development, review of Organogram, Workforce, Principles development)	To build and strengthen the administrative and institutional capability of the municipality	3. Governance & Policy	Maximize returns on personnel costs , Outcomes based planning and Monitoring & Evaluation



9 Priorities	6 Strategic Objectives	Prioritised PGDS Goals (10.03.15)	Confirmed/ Emerging Priorities/
6. Collaborative planning		5. Spatial Equity	IGR; Joint prioritization between LMs and District, LAP- peri-urban areas
7. Reduce HIV & Aids		4. Community & Human Development	
8. Clean Environment	To develop and promote an integrated sustainable environment		
9. Peace and Stability	To create a conducive environment for participatory development	3. Governance & Policy	People centeredness- public participation

### 4.3 Implementation Strategies

The following implementation strategies represent the high level implementation of the Ugu District Strategy. A more detailed plan on the implementation of the Ugu District IDP is captured in the OPMS in Chapter 7 of the document and the annual operational implementation strategies are captured in the SDBIP in Chapter 7 of the document. This section should therefore be read concurrently with the said Chapters.



### 4.3.1 Basic Service Delivery

Table 4.3.1.1: Ugu District Implementation Strategies – Basic Service Delivery

Source: Ugu District Municipality, 2015

Strategic Objective	IDP No.	Programme	Key Performance Indicator	Target	Timeframe	Responsibility
<b>PRIORITY 1 : INFRASTRUCTURE INVESTMENT (ROADS, WATER, SANITATION, ELECTRICITY, HOUSING )</b>						
<b>5. To provide access to sustainable quality drinking water and sanitation services</b>	BSD 1	<b>Provision of households with Water Services</b>	Number of households with Access Basic Water Services	15 600	2012/2013 – 2016/2017	<b>Water Services Department</b>
	BSD 2	<b>Upgrade and Repair of Aging Infrastructure</b>	Km of Pipeline replaced	150	2013 - 2017	
			Number of Pump Stations Refurbished	4	2014 / 2015	
	BSD 3	<b>Provision of Households with Sanitation Services</b>	Number of Household with Access Waterborne Sanitation Services	4 800	2013 – 2017	
			Number of Household Provided with VIP Sanitation	7 700	2013 – 2017	
			Percentage Eradication of buckets system in households	100%	2014 – 2017	
	BSD 4	<b>Non Revenue Water Reduction</b>	Percentage Non Revenue Water Loss	21	2017	
			No. Of Water Meters Replaced	4 260	2014 / 2015	
			Control and recording of distributed drinking water	504 000 meters	2014 / 2015	
	BSD 5	<b>Treat and Provide Compliant Drinking water in terms of Blue Drop Requirements</b>	Percentage drinking water quality compliance	95 - 99	2014 / 2015	
			Annual Review of water safety plans for each of the treatment works	17	2014 / 2015	
			Percentage Compliance to drinking water process management and controls	100	2014 / 2015	
			Percentage Compliance to management accountability and local regulation requirements in line with blue water services audits	100	2014 / 2015	
			Annual Infrastructure Asset Management Plan Development and Review for Water Services	4	2014 / 2015	
	BSD 6	<b>Treat and Discharge Compliant Waste Water in terms of Green Drop Requirements</b>	Percentage Effluent Quality Compliance	90	2014 / 2015	
			Number of Registered and Licensed Waste Water Treatment Works in line with Green Drop Requirements	22	2014 / 2015	
			Annual Infrastructure Asset Management Plan Development and Review for Sanitation Services	4	2014 / 2015	
			Annual Review of waste water risk abatement plans for each of the treatment works	22	2014 / 2015	
			Number of Compliance Monitoring of Private Package Sewage Plants	108	2014 / 2015	
	BSD 7	<b>Alternative Water Supply</b>	Number of Springs Protected	200	2013 - 2017	
			Number of Boreholes Refurbished	262	2015 / 2016	
			Percentage Compliance with the Water Tankering Program	100	2014 / 2015	
	BSD 8	<b>Free basic water and indigent support</b>	Percentage Households registered on the indigent register receiving support	100	2014-2015	<b>Finance</b>



### 4.3.2 Municipal Transformation & Institutional Development

**Table 4.3.2.1: Ugu District Implementation Strategies –Municipal Transformation & Institutional Development** Source: Ugu District Municipality, 2015

Strategic Objective	IDP No.	Project / Programme	Key Performance Indicator	Target	Timeframe	Responsibility
<b>PRIORITY 5 : INSTITUTIONAL INTEGRATION AND COORDINATION (INSTITUTIONAL DEVELOPMENT, REVIEW OF ORGANAGRAM, WORKFORCE, PRINCIPLES DEVELOPMENT)</b>						
<b>2. To build and strengthen the administrative and institutional capability of the municipality</b>	MTID 1	<b>Organisational Performance Management System (OPMS)</b>	Date 2012/13 – 2016/17 OPMS Developed and adopted by Council	30 July 2012	<b>2012</b>	<b>OMM</b>
			Number of OPMS Reviews	4	<b>2013 - 2016</b>	
	MTID 2	<b>Employee Wellness</b>	Number of EHW programmes implemented	4	<b>2015 / 2016</b>	<b>Corporate Services</b>
			Number of incapacity hearings in the cases of ill health conclude	6		
	MTID 3	<b>Human Resources Development</b>	Percentage of Implementation of WSP based on No of programmes	100%		
			Number of employment equity programmes implemented	2		
	MTID 4	<b>Staff Communications</b>	Number of HR newsletters developed	3		
			Number of road shows conducted	4		
	MTID 5	<b>Labour Relations</b>	Number of education/awareness programmes on labour related issues	4		
			Date when partnership contracts are concluded with government institutions and municipalities with regards presiding and prosecuting labour issues	30 September 2015		
	MTID 6	<b>Occupational Health And Safety</b>	Percentage of compliance with OHS Act	100 %		
			Percentage of compliance in the servicing of fire equipment and detection systems	100%		
			Number of SHE Committee Meetings	4		
	MTID 7	<b>Human Resources Administration</b>	Date when PMS is cascaded to levels 4, 5 & 6	30 September 2015		
			Percentage of compliance in relation to leave management	100 %		
			Number of programmes implemented in relation to staff retention.	4		
	MTID 8	<b>Fleet Management</b>	Percentage of fleet replacement as per the fleet replacement plan	100%		
			Date disposal list is concluded and implemented	31 December 2015		
			Percentage of implementation of fleet maintenance plan	100%		
			Percentage implementation of vehicle licence renewal plan	100%		
			Number of fleet management committee meetings	9 meetings		
			Date when fleet management policy is reviewed and adopted	30 June 2016		
			Percentage verification of drivers licences/PDP	100%		
			Percentage completion of physical verification of Ugu vehicles	100%		
			Percentage implementation of driver competency testing	100%		



Strategic Objective	IDP No.	Project / Programme	Key Performance Indicator	Target	Timeframe	Responsibility
2. To build and strengthen the administrative and institutional capability of the municipality	MTID 9	Secretariat Services	Date workshop with Secretariat staff for confidentiality awareness conducted	30 September 2015	2015 / 2016	Corporate Services
			Date signing of confidentiality, non-disclosure agreements by all secretariat staff completed	30 September 2015		
			Frequency updates of the intranet with adopted minutes of Council; EXCO; and Portfolio Committee	Quarterly		
			Frequency of updates to the website with Council minutes being published as per legislation	Quarterly		
			Date training and Awareness workshop for Amakhosi and Councillors on rules and orders conducted	30 September 2015		
			Date Training and Awareness of the TOR's for each Portfolio Committee to Secretariat Staff conducted	31 December 2015		
			Date completion of the workflow development of the Secretariat business processes completion	31 March 2016		
			Date editing of Minutes procedure guide is finalised	31 December 2015		
			Date implementation of projecting of Agenda, Minutes and Annexures at the meeting for all internal meetings is implemented	31 March 2016		
			Date implementation Educating and Awareness of paperless meetings for Internal Departmental meetings: OMM; CS; IED; WS; and Treasury is implemented	30 June 2016		
			Frequency of compliance to Legislative requirements in respect of translated IDP, Budget, By-laws into isiZulu	31 December 2015		
			Percentage of Completed ad hoc translation services within 60 days	100%		
			Date Resolutions Committee is established	30 September 2015		
			Number of meetings to be held for resolutions committee: COUNCIL; EXCO; and MANCO	4		
	MTID 10	Security Services	Number of Security Awareness Committee meetings	4		
			Number of monitoring and compliance with service providers to contracts sessions	4		
			Date surveillance Cameras at entrances and exits of 5 sites installed	28 February 2016		
	MTID 11	Records Management	Frequency of monitoring of file plan compliance	Quarterly		
			Number of submission of file plan amendments to KZN Provincial Archives	2		
	MTID 12		Date application for destruction authorities to KZN Archives is done	31 December 2015		
Frequency of EDMS system usage monitoring			Quarterly			



Strategic Objective	IDP No.	Project / Programme	Key Performance Indicator	Target	Timeframe	Responsibility
2. To build and strengthen the administrative and institutional capability of the municipality	MTID 13	<b>PAIA (Promotion Of Access To Information Act)</b>	Percentage compliance response to citizens request for information within 30 days as per PAIA requirements	100%	2015/16	Corporate Services
			Date by which submission of Section 32 PAIA report submission to Human Rights Commission	30 April 2016		
			Date by when Publication of PAIA manual in three languages is available	31 March 2016		
	MTID 14	<b>Knowledge Management</b>	Number of Knowledge Management Training / Awareness sessions held	4 sessions		
	MTID 15	<b>Facilities Management</b>	Date by when the building maintenance Plan is completed	30 September 2015		
	MTID 16	<b>Property Management</b>	Percentage Transfer of land handed over to conveyancers (167)	20%		
			Date by when Ingonyama Trust Leases and annual rental payments are finalised	30 June 2016		
	MTID 17	<b>Long Term Office Accommodation</b>	Percentage expenditure on the development of offices for Treasury at Oslo Beach site	100%		
			Percentage Completion of Park Rynie Standby quarters	100%		
			Date by when Connor Street garages are converted to training facility	31 March 2016		
			Percentage expenditure on the development of offices for Corporate Services and Council chambers at the Disaster site	100%		
	MTID 18	<b>Legal Compliance</b>	Number of awareness workshop on Legislative environment	8	2015/16	OMM
			Number of Departmental Compliance checklist	5		
			Turnaround Time on Contract Drafting & Vetting	Within 30 days of award		
			Percentage Implementation of Litigation Risk Strategy	100		





### 4.3.3 Good Governance and Public Participation

**Table 4.3.3.1: Ugu District Implementation Strategies – Good Governance & Public Participation**

Source: Ugu District Municipality, 2015

Strategic Objective	IDP No.	Project / Programme	Key Performance Indicator	Target	Timeframe	Responsibility
PRIORITY 7: REDUCE HIV & AIDS PRIORITY 9: PEACE & STABILITY						
1. To create a conducive environment for participatory development	GGPP 1	2012/2013 – 2016/2017 Integrated Development Plan (IDP)	Date IDP Developed and adopted by Council	30 June 2012	2012	Office of the Municipal manager
			Number of Copies of 2015/2016 IDP printed	100	2015 / 2016	
	GGPP 2	District Wide Intergovernmental Relations	Functional IGR Structures	Adoption of District wide IGR Strategy	2013	
				Implementation of District Wide IGR Strategy	2013 - 2017	
			Number of Functional IGR Structures in Place	9	2014 / 2015	
	GGPP 3	Enhancement of Public Participation	Date Public Participation Strategy Adopted	30 June 2013	2014 / 2015	
			Date Public Participation Annual Work Programme is developed and implemented	31 July 2014	2014/2015	
				4 Public Participation Mechanism	2015 / 2016	
				100	2013 - 2017	
				100	2013 - 2017	
				100	2013 - 2017	
	GGPP 4	Sport Development	Number Sport Codes participated in SALGA Games	5	2015 / 2016	
			Number SALGA Games selection events held	2		
			Date Ugu Sports Confederation Launched	31 Sept 2014		
	GGPP 5	Effective Communication	Date communication strategy and Implementation Plan Reviewed and Adopted	30 September 2014	2014 / 2015	
			Percentage Implementation of Communication Plan	100	2015 / 2016	
			Number of Internal Newsletter	4		
			Number of External Newsletter	2		
			Number of Media Engagements	34		
	GGPP 6	Enhance Corporate Image	Number of Printed Calendars and Corporate Folders	10 000		
			Number of Ugu Jazz Festival Events Held	1		
			Frequency of Website Updates	monthly		
	GGPP 7	Organisational Risk Reduction	Date Risk Management Strategy Reviewed	30 December 2015		



Strategic Objective	IDP No.	Project / Programme	Key Performance Indicator	Target	Timeframe	Responsibility
1. To create a conducive environment for participatory development	GGPP 7	Organisational Risk Reduction	Number of Risk Management and Fraud Policies Reviewed	3	2015 / 2016	Office of the Municipal manager
			Date Organisational Risk Register Developed and Monitored	30 Sept 2015		
	GGPP 8	Internal Auditing	Date when Risk Base Internal Audit Plan is Developed and Implemented	30 September 2015		
			Date Internal Audit Charters and Methodology Reviewed	20 June 2015		
	GGPP 9	Rural Community engagement	Number of Water Awareness Campaigns covering all LMs	18		
			Number of Focus Groups held	12		
	GGPP 10	Batho Pele Strategy	Frequency of Municipal Service Week	Bi-Annual	2015 - 2017	
			Frequency of Departmental Batho Pele Awards	Annually		
			Date Departmental Batho Pele Compliance Workshops held	September 2015	2015 / 2016	
			Number of SDIP Developed	1		
	GGPP 11	Call centre Management	Percentage achievement on Call Management	100%		
	GGPP 12	Complaints handling	Percentage complaints resolved within the applicable standards	100%		
	GGPP 13	Awareness and workshopping	Number of Awareness Campaigns held in compliance with Customer Services Charter and Service Standards	10		
	GGPP 14	Website upgrade and update	Date Upgrade of Website completed	31 March 2016		
			Percentage Compliance with Legislation for Website content	100%		
	GGPP 15	ICT Policy Review and Awareness	Number of Policies Reviewed and Adopted	3		2015 / 2016
			Number of Users Awareness Training Sessions held	12		
	GGPP 16	Information security	Number of users to have signed confidentiality agreements	350		
	GGPP 17	Information Communication Technology	Date by when computer upgrades are done	31 March 2016		
			Number of Computer Centres established in rural schools	30 September 2015		
			Date when the WAN upgrade is implemented	31Dec 2015		
			Date when the server upgrade is completed	June 2016		
			Date when the servers will be migrated to the cloud	31 December 2015		
			Date ICT Governance Framework and Implementation Plan adopted by Council	30 June 2016		



#### 4.3.4 Local Economic Development

**Table 4.3.4.1: Ugu District Implementation Strategies – Local Economic Development**

Source: Ugu District Municipality, 2015

Strategic Objective	IDP No.	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	LED 1	Renewable Energy	Date Feasibility Study on Hydro Energy Project	2014	2013/2014	Infrastructure and Economic Development
			Date by when Umkomaas Hydro Energy Project Community Trust Established	31 Dec 2015	2015/2016	
			Number of HH benefited from Gel Stove Distribution Programme	240	2015/2016	
	LED 2	Maritime Sector	Number of Harbours Developed	1	2016/2017	
			Number of Music Cities Developed	30 June 2017	2016/2017	
	LED 3	Creative Industry	Number of upcoming Film Makers Trained	10	2015/2016	
			Date Talent Recognition Awards held	31 Mar 2016		
			Date Local Artists Celebration Festival held	30 June 2016		
			Number of Indigenous Music Events Supported	6		
	LED 4	SMME Sector	Number of Contractors Trained and Developed	30		
			Number of emerging contractors participated in the Ugu District Municipality's procurement spend	30		
			Number of co-operatives registered	20		
			Number of co-operatives trained	30		
			Number of co-operatives participating in the Ugu procurement spend	10		
			Number of SMMEs participated in the funding accessibility workshop	30		
	LED 5	Agricultural Support and Development	Date Ingonyama Trust Land Potential Agriculture Study Completed	31 Dec 2015		
			Number of hectare Increase in Tea Tree Plantation	8		
			Litres of Tea Tree Oil Produced	3000		
			Date when a study to investigate future use of Fresh Produce Market is completed	30 June 2015	2014/2015	
			Date Commercialisation of Horse Shoe Farm Completed	120	2016/2017	
			Date Ugu Fresh Produce Market Tenant appointed	31 March 2016	2015/2016	
	LED 6	Manufacturing Sector	Number of rural areas emerging Clothing Manufacturers supported	2	2015/2016	
			Number of Ugu Fashion Exhibitions held	2	2015/2016	
			Number of Emerging Furniture Manufacturers supported	2	2015/2016	
			Number of Emerging Metal Based Manufacturers supported	2	2015/2016	



Strategic Objective	IDP No.	Project / Programme	Key Performance Indicator	Target	Timeframe	Responsibility
4. To create a conducive environment for economic growth and job opportunities	LED 6	Manufacturing Sector	Number of block-making projects supported	2	2015/2016	Infrastructure and Economic Development
	LED 7	Mining Development	Date database of emerging miners compiled	31 March 2016	2015/2016	
			Date training of emerging miners held	30 June 2016	2015/2016	
	LED 8	Job Creation	Number of Employment Created through LED initiatives	500	2012 - 2017	
	LED 9	Research and Development	Date Ugu Jazz Festival economic impact study completed	Annually		
			Date business register database completed	30 Sept 2015	2015/2016	
			Date business participation survey completed	31 Dec 2015	2015/2016	
			Date service quality survey completed	31 Dec 2015	2015/2016	
			Date socio-economic indicators updated	31 March 2016	2015/2016	
			Number of community LED roadshows	12	2015/2016	
			Number of LED workshops conducted	6	2015/2016	
			Number of LED trainings conducted for various stakeholders	3		
			Number of databases of existing businesses according to sectors completed	4		
			LED 10	Review of LED Sector Plans		
	Date SMME & Co-operative Development sector plan reviewed					
	Date manufacturing, mining and energy sector plan reviewed					
	Date research and business intelligence sector plan reviewed					
	LED 11	Sourcing of LED funding	Number of LED funding business plans submitted to potential funders	4		
	LED 12	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	
	LED 13	Development Agency	Date Functional Agency with a Board in place	31 Sept 2015	2015	
	LED 14	Coordination of programmes for vulnerable groups	Number of Functional Vulnerable Groups Programmes	6	2015/2016	
			Date Special Programmes Strategy Adopted	30 June 2015	2015	
	LED 15	Operation Sukhuma Sakhe	Number of Reports Submitted to PTT	4	2015/2016	
			Number of functional DTTs	12	2015/2016	



### 4.3.5 Municipal Financial Viability and Management

**Table 4.3.5.1: Ugu District Implementation Strategies – Municipal Financial Viability & Management**

Source: Ugu District Municipality, 2015

Strategic Objective	IDP No.	Project / Programme	Key Performance Indicator	Target	Timeframe	Responsibility
<b>PRIORITY 3: FINANCIAL VIABILITY (CLEAN AUDIT, CORRUPTION)</b>						
<b>3. To develop and maintain a financially viable and sustainable organization that achieves full compliance with legislation.</b>	MFVM1	Clean Audit	Attainment of a Clean Audit Opinion	Clean Audit Report	2016	<b>Financial Services</b>
	MFVM 2	Asset Management	Updated and GRAP Compliant Asset Register	Physical Asset Verification (Infrastructure)	Annually	
				Physical Asset Verification (Movables)	Quarterly	
			Reconciliation of the Asset Register to the GL Accounts	12	Monthly	
	MFVM 3	Asset Management (Disposal Management)	Disposal of redundant and obsolete assets	30 May	Annually	
	MFVM 4	Asset Management (Insurance)	Percentage insurance cover for municipal assets	100%	Annually	
			Reconciliation of Asset Register to the Insurance Schedule	12	Monthly	
	MFVM 5	Cash Management	Improved Liquidity ratio	1.5:1	Annually	
			Improve cash coverage ratio	3months	Monthly	
			100% Cash backed CRR reserves	30 June	2016	
			Percentage total debt to Operating revenue	45%	2016	
	MFVM 6	Liability Management	Percentage Capital Costs to operating expenditure	6%	2016	
			Updating of the Loans Register	Monthly	Monthly	
			Updating of the Investments Register	Monthly		
			Updating of the Interest Register	Monthly		
	MFVM 7	Cash Management	Updating cheque signatories and approvals with the Bank	Annually		
			Bank Reconciliations	Daily	Ongoing	
	MFVM 8	Supply Chain Management	Review and updating of electronic banking system users	Quarterly		
			Irregular expenditure as a Percentage of the Total actual expenditure	1.5 %	Quarterly	
			Number of Stock Takes Conducted	3	Annually	
			Turnaround Time of Award of contract	Within 75 days	Quarterly	
			Frequency of Updates of contract register	Monthly		
			Procurement Plan adopted	30 June	Annually	
	MFVM 9	Budget Management and Reporting	Date vendor database updated	31 January	Annually	
			Unauthorised expenditure as a percentage of total expenditure	0.5%	annually	
			Reviewed monthly processing checklist	30 June	Annually	
			Reviewed Chart of Accounts to align with SCOA requirements	30 June	2016	



Strategic Objective	IDP No.	Project / Programme	Key Performance Indicator	Target	Timeframe	Responsibility
			Preparation of Quarterly Financial Statements	Quarterly	2016	
3. To develop and maintain a financially viable and sustainable organization that achieves full compliance with legislation.	MFVM 10	Revenue Management & Enhancement	Percentage increase in debt collection ratio	98 %	30 June 2016	Financial Services
			Percentage overdue debt to total book debt	40%		
			Accuracy of billing	98% accuracy		
			Completeness of billing of accounts	98%		
			Review and updating of consumer database	100% reviewed		
			Consumer Database Management : Accurate data migration	100% accuracy		
			Date By-laws and Policies (Credit Control & Debt Collection By-laws; Billing Policy for Ad hoc charges) adopted	30 May 2016	2015 / 2016	
	MFVM 11	Expenditure Management (Accounts Payable)	Turn Around Time in Creditor Payment Period	Within 30 days if not disputed	Monthly	
			Fruitless and Wasteful Expenditure as a percentage of Total Actual Expenditure	0.5%	Monthly	
			Reconciliation of Supplier Accounts	100%	Monthly	
			Review and update cheque and EFT signatories	30 June	Annually	
	MFVM 12	Expenditure Management (Project Accounting)	Submission of claims and POP to CoGTA	100%	Monthly	
			Regular updating of the General Ledger	100%	Forth Nightly	
			Updating of Commitments Register	100%	Forth Nightly	
			Updating of Retentions Register	100%	Forth Nightly	
	MFVM 13	Expenditure Management (Salaries Management)	Timely Payment of Salaries	20th of every month	Monthly	
			Timely Payment of Salaries Deductions	07 of every month	Monthly	
			Reconciliation of Payroll system with the General Ledger	10th of every month	Monthly	
			Review user access to the Payroll Systems to mitigate fraud and unauthorised access	19th of every month	Monthly	
			Review of audit trails and exception reports	19th of every month	Monthly	
MFVM 14	Grants Management	Percentage of Grants withheld	0%	Annually		
MFVM 15	Budget Management	Compilation of Annual Financial Statements	2	Annually		
		Compilation of Annual Budget	1	Annually		
		Review of Budget Related Policies	1	Annual		





#### 4.3.6 Cross Cutting Interventions

**Table 4.3.6.1: Ugu District Implementation Strategies – Cross Cutting Interventions**

Source: Ugu District Municipality, 2015

Strategic Objective	IDP No.	Programme	Key Performance Indicator	Target	Timeframe	Respon sibility
PRIORITY 6: CENTRALISED PLANNING PRIORITY 8: CLEAN ENVIRONMENT						
6. To develop and promote an integrated sustainable environment	CCI1	Ensuring legal compliance and fulfilment of constitutional obligation Spatial Equity	Date Reviewed Spatial Development Framework Adopted	30 June 2016	2015/2016	OMM
	CCI 2	Water Quality Monitoring	Number of Water Samples per Annum	900	2014 - 2017	Infrastructure & Economic Development
			Number of WSA projects / Compliance Cases per annum	20	2014/2015	
	CCI 3	Environmental Health Education	Number of Public Health Education & Awareness Workshops	16		
			Date Health and Hygiene Education Strategy Adopted	30June 2015		
			Date final Public Health By-Laws Adopted	31 December 2014		
			Date Environmental Health Service Devolution finalised	30 Sept 2014	2015/2016	
	CCI 4	Food Control	Number of microbial samples	100		
			Number of inspections and actions taken	320		
	CCI 5	Disposal of the dead	Percentage of qualifying paupers buried	100		
	CCI 6	Premises surveillance	Number of plans and premises inspected	400		
	CCI 7	Communicable Disease Control (CDC)	Frequency of reports on CDs investigated	Quarterly		
	CCI 8	Air Quality Management Plan Implementation	Date Environmental Management Plan Adopted	31 December 2014	2014/2015	
			Date Air Quality Management Plan Adopted	30 June 2013	2012/2013	
			Number AE Licenses Issued / Maintained	10 per annum	2012 - 2017	
			Number AE Licenses Issued	5 per annum		
			Date AQM forum established	30 March 2015	2014/2015	
	CCI 9	Integrated Waste management Plan implementation	Number of IWMP programmes supported	4	2012 - 2017	
			Number of Audits for IWMP implementation	6	2015/2016	
	CCI 10	Climate Response	Date Climate Change Vulnerability Assessment completed	30 June 2015	2014/2015	
			Date Climate Change Compact signed by Ugu	31 December 2014		
			Date Climate Change Desktop Vulnerability survey completed	June 2016	2015/2016	
	CCI 11	Environmental Impact Management	Number of Water Services & other projects compliant with environmental regulations	16		
	CCI 12	Integrated Coastal Management	Number of projects Coordinated	2	2012 - 2017	
			Number of Stakeholder Forum meetings	3	2015/2016	
	CSI 13	Environmental Protection and Biodiversity Conservation Management	Number of Problem (Bush pigs) Animals Management projects	4	2014 /2015	
			Number of Invasive Alien Species (IASP) clearance programmes/projects	2	2015/2016	
	CSI 14	Environmental Education and Awareness	Number of Awareness Campaigns and Education Programmes	5	2014/2015	



Strategic Objective	IDP No.	Programme	Key Performance Indicator	Target	Timeframe	Responsibility
6. To develop and promote an integrated sustainable environment	CSI 15	Integrated Institutional Capacity for Disaster Risk Management (DDMA)	Date by when Disaster Management Centre phase 2 and phase 3 will be completed	30 June 2016	2015 / 2016	Corporate Services
			Number of Co-ordinated Forums for Disaster Risk Management DDMAF	4		
			Number of Co-ordinated Forums for Disaster Risk Management District Practitioners	6		
			Number of Ward Based Structures/ Committee established	12		
			Date by when the Fire Protection Association is Launched	30 June 2016		
	CSI 16	Disaster Risk Assessment	Number of Disaster Risk Assessments conducted	6 assessments		
			Number of Risk Mapping to (GIS) - maps	4 risk mapping assessments		
	CSI 17	Disaster Risk Reduction plans	Disaster Risk Reduction Plans	8 plans		
			Number of Co-ordinated DM Plans and Framework in line with IDP	6 Plans		
	CSI 18	Response and Recovery	Frequency of Implementation of Disaster Risk Management response, recovery, relief and rehabilitation strategy	Quarterly		
			Number of workshops conducted on the district wide fire and rescue services strategy	6 workshops		
			Number of Disaster Risk Reduction Plans (Summer, Winter seasonal Plans, Events Contingency Plans	8 plans		
			Date by when Local Municipalities are assisted with Fire fighting equipment for rural communities - 2 vehicles	31 December 2015		
			Number of Awareness Campaigns on Enforcement of Bylaws	12 campaigns		
			Number of Field Operations Guidelines Developed	2 guidelines		
			Date by when Emergency Relief Stock is available	31 December 2015		
			Date by when Post Disaster Committee is formulated	30 June 2016		
	CSI 19	Disaster Management Capacity Building	Number of Disaster Management Workshops	6 workshops		
			Number of trainings conducted on Disaster Management	4 training sessions		
			Number of Community Awareness Campaigns conducted	12 campaigns		



## CHAPTER 5: STRATEGIC MAPPING AND 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 indicates 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 provides 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. For the purposes of strategic mapping, sieve mapping was applied which was then transformed into the SDF. Through this process mutually reinforcing areas were conflated, e.g. areas not suitable for development – slope, environment, etc; spatial structure – nodes, road system, settlement pattern; and existing and future land-use allocation.

A simple matrix, as indicated in Table 5.1.1, identifies the particular type of “Planning Intervention” by a three-way planning treatment for each land use type. With regards to residential there is formal and informal settlements where the settlements that are > 2 du/ha are considered relatively dense; 0.66 – 2 du/ha relatively less dense; and < 0.66 du/ha scattered - within Traditional Settlement areas. Furthermore the, upgraded areas assume availability of infrastructure.

**Table 5.1.1: Ugu District Municipality SDF Matrix**

**Source:** Ugu District Municipality SDF, 2012

Type of activity	Existing	Improvement	New /Future
Treatment	Maintain Existing; Limited Improvement	Consolidate; Re-align; Formalise; and Upgrade	Infill “Greenfields”

When it comes to agriculture there is commercial agriculture and traditional practice and settlement area. The conservation includes reserves which are formally identified and managed protection areas and general conservation which is a combination of flood line areas, steep slope areas and environmental.

The industry is concerned with conventional identification. Nodes include urban nodes where the application of retail hierarchy structure is used where the most remain as existing, some improved / upgraded to higher order, rural centre nodes (assumes that infrastructure can be provided), hub RSCs only applied in large and denser settlement areas, satellite RSCs in largish settlement areas and



previously identified nodes without apparent catchments were considered as not being shown. Lastly there has not been any major proposals for roads as most existing roads remain as is and certain gravel roads to be improved when associated with larger settlements and nodes.

The spatial reconstruction of the municipality had to consider the issues in order to determine the desired spatial form and land use, spatial outcome, strategic guidance in respect of the location and nature of development within the district, spatial alignment with neighbouring municipalities, indication of where public and private land development and infrastructure investment should take place, areas where strategic intervention is required and areas where priority spending is required.

### **5.1.1 Desired Spatial Outcomes, Form and Land Use**

The desired outcomes of form and land use of the Ugu District Municipality is articulated in the SDF of the municipality and is briefly outlined in this section. The SDF map is also included for spatial reference as Map 1.

To meet the land use needs, the SDF considered residential looking at the low income housing areas, affordable housing areas and leisure accommodation. The 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.

In terms of industrial use, 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.

Tourism is one of the key economic generators in the Ugu District Municipality area of jurisdiction and although tourism is not a land use as such, tourism development impact substantially on land use in the District as a whole. In broad terms the following guidelines relating to the spatial development of tourism should be considered:

**New resort developments:** Resort type developments should be integrated with existing urban structure and should not be allowed to “leapfrog”. These types of developments should contribute to the sustainable use of existing tourism facilities and infrastructure, where appropriate new seaside resort development should be linked to existing or future Blue Flag Beaches.



**A tourism based corridor**, with several side connections is recommended through the Ezingqoleni municipality around the Oribi Gorge Nature Reserve. This route will seek to benefit existing and potential opportunities in this area. This will be detailed in the Ezingqoleni LM SDF.

The District is also committed to ensuring the provision of recreational facilities and the protection of high potential agricultural areas for food security purposes. Furthermore, given the unique character of the area it is important that this character is retained and this requires promoting the maintenance, rehabilitation, protection and management of the natural environment and guiding development such as to integrate the natural character into the built environment and to provide appropriate development densities.

The Spatial Management will include Integration, Compaction, Urban Densification, and Urban Growth Boundary. The structuring of the District will be concerned with the creation of a series of linear towns, walking distance limits, integrating the city, redressing imbalances, avoiding sprawl “leapfrogging”, and reinforcement of existing Nodes. Furthermore, there will be a continuous identification of areas with economic development potentials which will consider sustainability (Environmentally, Economically, and Land use arrangement) and creation of a quality urban environment.

### **5.1.2 Spatial Reconstruction of the Municipality**

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

- Explicit objectives and principles reflecting the recommended spatial form of the District as a whole.
- Promotion of the integration of the social, economic, institutional and physical aspects of development.
- Promotion of integrated development in rural and urban areas in support of each other.
- Promotion of the availability of residential and employment opportunities in close proximity to or integrated with each other.
- Optimisation the use of existing resources.
- Discouragement of “urban sprawl” and “leap-frogging” and contribution to the development of a series of more compact towns and villages.
- Correcting the historically distorted spatial patterns of settlement.
- Encouraging environmentally sustainable land development practices and processes.
- Promoting sustained protection of the environment.
- Promotes the establishment of viable communities.
- Identification of 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. The spatial reconstruction of the municipality is reflected in Map 1 through the new and improved legends.



### **5.1.3 Spatial Alignment with Neighbouring Municipalities**

For the purposes of crossborder alignment the SDFs of the district and local municipalities that share a border with the Ugu District Municipality were analysed and areas of alignment are highlighted as briefly discussed in subsections 5.1.3.1 to 5.1.3.4 below.

#### **5.1.3.1. Ugu DM and eThekwini Metro**

The Ugu District is sharing the border with the eThekwini Metro through Vulamehlo and Umdoni municipalities.

##### **eThekwini Metropolitan and Vulamehlo LM**

In terms of the SDFs there is strong alignment of environmentally sensitive areas; the border between eThekwini and Vulamehlo also indicates an alignment potential of areas considered to be traditionally agricultural (Vulamehlo) and future residential (eThekwini). There is also alignment with Mkhambathini municipality in terms of the linkages; whilst the Vulamehlo SDF provides minimal information regarding the characteristics of these linkages; however the Mkhambathini SDF proposes an Eco adventure tourism route linking eThekwini, Vulamehlo and Mkhambathini. There is also a strong nodal alignment through the linkages via the secondary corridor from Dududu, the secondary node (Vulamehlo) into Craigieburn urban investment node (eThekwini)

In terms of the PGDS there's a priority conservation area that traverses Mkhambathini, Vulamehlo and eThekwini. This conservation area has been indicated within the Vulamehlo SDF, however it is not continued through eThekwini as it is depicted in the PGDS, thus further investigations are advised in terms of continuing this conservation area into eThekwini considering the commonalities along the border between eThekwini and Vulamehlo.

The overlap/alignment of agricultural investment areas (PGDS) as they are identified in the Vulamehlo SDF as traditional agriculture and as agriculture in the eThekwini SDF is noted. It is also noteworthy that the PGDS identified the potential for mandated services and social investment areas within areas that are predominantly rural along both sides of the common border.

##### **eThekwini Metro and Umdoni LM**

eThekwini Metropolitan and Umdoni Local Municipality have considered the traditional settlements and environmentally significant areas on both sides of the common boundary. On the eThekwini side of the border Craigieburn has been identified as an urban investment node and in terms of the Umdoni consolidated SDF report; Amandawe has been identified as a secondary node (earmarked for short term development) which is depicted linking into Craigieburn (earmarked for industry and residential development) via the primary road.

However the linkage between Craigieburn and Amandawe is not acknowledged in the eThekwini SDF. Areas of tourism potential in Umdoni and their linkage with eThekwini have been acknowledged in the Umdoni SDF however; these are not acknowledged in the eThekwini SDF. eThekwini Municipality has an





area earmarked for agriculture consisting of environmentally sensitive areas within its boundary. However, within the Umdoni boundary there is an area adjoining eThekweni that has been earmarked for short term development. Further investigations are advised in relation to the possible linkages/commonalities in order to align the SDF of Umdoni and eThekweni Metropolitan.

In terms of the PGDS there is potential for alignment in relation to the agricultural investment areas. Currently this is not possible as the municipal SDFs are not aligned.

#### **5.1.3.2. Ugu DM and Umgungundlovu DM**

The Ugu District Municipality share its border with the Umgungundlovu District Municipality through Vulamehlo municipality which shares its border with Mkhambathini and Richmond municipalities.

##### **Mkhambathini LM and Vulamehlo LM**

It is noteworthy that Mkhambathini local municipality has earmarked a large area within its boundary for nature and culture based Tourism. The Vulamehlo SDF indicates significant areas earmarked for conservation coupled with traditional agriculture. This indicates that there is a potential for tourism based conservation along the boundary. However; currently there is no alignment along the common boundary between these two municipalities thus this alignment potential has not been fully captured.

In terms of the PGDS there is potential for agricultural investment areas across the borders of these two municipalities.

##### **Richmond LM and Vulamehlo LM**

Richmond has indicated a significant area as possessing moderate agricultural potential. Notably within the Vulamehlo boundary traditional agriculture has been earmarked; however there is a presence of areas with conservational significance bordering the agricultural potential areas within Vulamehlo municipality. To an extent these municipalities are aligned in terms of the agricultural aspects. However; it is suggested that discussions occur between the municipalities in relation to the conservation areas within the Vulamehlo, to ensure that agricultural activities within Richmond at the common boundary take into consideration the environmentally sensitive areas within Vulamehlo.

In terms of the PGDS there is potential for alignment in relation to the priority conservation areas, social investment areas and the agricultural investment areas. Any review of the SDF should ensure alignment to the PGDS as per PGDS requirements.

#### **5.1.3.3. Ugu DM and Harry Gwala DM**

The Ugu District Municipality shares a border with the Harry Gwala District Municipality through Vulamehlo LM which borders Ubuhlebezwe LM; Umzumbe which borders Ubuhlebezwe and Umzimkhulu LMs; Umuziwabantu which borders Umzimkhulu and Greater Kokstad LMs. The Harry Gwala District Municipality SDF identifies the priority areas for alignment with the Ugu District Municipality as illustrated in Map 4.



#### **Ubuhlebezwe and Vulamehlo LM**

It is noteworthy that Ubuhlebezwe has earmarked the area along the common border with Vulamehlo as an area of minor limitations to agriculture. It should be considered that adjoining this on the Vulamehlo side are areas earmarked for conservation. Accordingly any agricultural activities must take heed of environmental influences on the Vulamehlo side. It is thus suggested that discussion between municipalities occur to remedy any cross border conflicts.

The PGDS indicates potential for overlap in terms of the diversity priority area which traverses across the neighbouring municipalities. The municipalities should take note of this biodiversity area within their SDF.

#### **Ubuhlebezwe LM and Umzumbe LM**

The Umzumbe SDF indicates a significant area along the common boundary as having low agricultural potential coupled with moderate agriculture areas. On the Ubuhlebezwe side the area adjoining the two municipalities is indicated as having minor limitations to agriculture coupled with severe limitations to agriculture and non-arable land. There are elements of alignment between the two municipalities in terms of the agricultural aspects.

In terms of the PGDS there is potential for overlap of the social investment areas coupled with mandated service delivery and agricultural investment areas. Currently there is an alignment with the PGDS in relation to the agricultural.

#### **Umzimkhulu LM and Umzumbe LM**

It is noteworthy that along the common boundary the Umzimkhulu LM has earmarked a significant area as nature conservation and within Umzumbe the adjoining area is earmarked for restricted agricultural potential. There is no alignment between the municipalities.

In terms of the PGDS there is potential for the overlap of mandated service delivery and priority conservation areas between the two municipalities. It is thus suggested that the discussions between the municipalities should be highly considerate of the commonalities.

#### **Umzimkhulu LM and Umuziwabantu LM**

In terms of the PGDS there is potential alignment with the biodiversity priority area between municipalities. The municipalities should take note of the possible biodiversity alignment between them.

#### **Greater Kokstad LM and Umuziwabantu LM**

Due to the unavailability of the latest Umuziwabantu municipal SDF, the cross border SDF alignment has been excluded. However; in terms of the PGDS there is potential for mandated service delivery and priority conservation areas as the priority conservation area is indicated as traversing Umuziwabantu.

#### **5.1.3.4. Ugu DM and Alfred Nzo DM**

The Ugu District Municipality shares its border with the Alfred Nzo District Municipality through the Hibiscus Coast, Ezinqoleni and Umuziwabantu municipalities which borders Mbizana municipality. The Alfred Nzo



District Municipality is currently reviewing its SDF and has had an interface with the Ugu District municipality to discuss the issues of possible alignment.

In the Alfred Nzo draft SDF the identified primary corridor for the district is the N2 as illustrated in Map 4. The N2 is the main link of the Ugu District Municipality with the Eastern Cape and offers great opportunities for the district. Furthermore, there is an opportunity of alignment with the economic nodes with close proximity to Ugu District for economic development purposes.

#### **5.1.4 Areas in Need of Strategic Intervention**

The areas requiring strategic intervention are illustrated in Map 2. The areas requiring strategic intervention in terms of water provision grouped into five categories of challenges that need to be addressed which are as follows:

- Lack of infrastructure;
- Ageing infrastructure;
- Water supply interruptions; and
- Infill needed.

The areas requiring strategic intervention in terms of sanitation provision grouped into five categories of challenges that need to be addressed, are as follows:

- Bucket system and below RDP standard sanitation eradication;
- Lack of bulk sewer infrastructure; and
- Ageing sewer infrastructure.

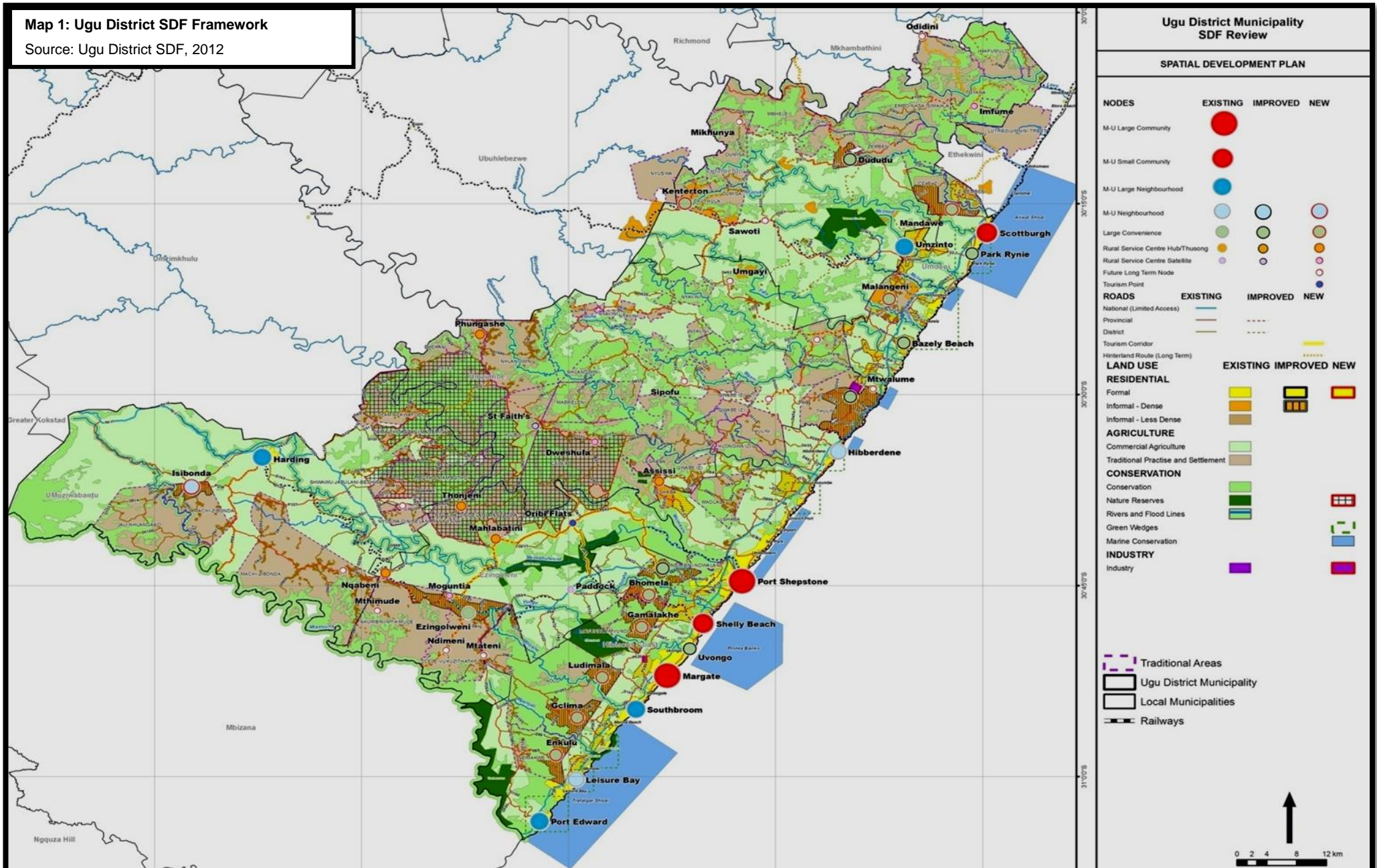
#### **5.1.5 Areas Requiring Priority Spending**

The catalytic projects were identified to address the challenges raised and speed up service delivery in the Ugu District area of jurisdiction. This would be done through prioritising areas where the District needs to focus service delivery and its spending in relation to SWOT, SONA and current state of the district. These catalytic projects depict areas that require priority spending and are illustrated in Map 2.



**Map 1: Ugu District SDF Framework**

Source: Ugu District SDF, 2012



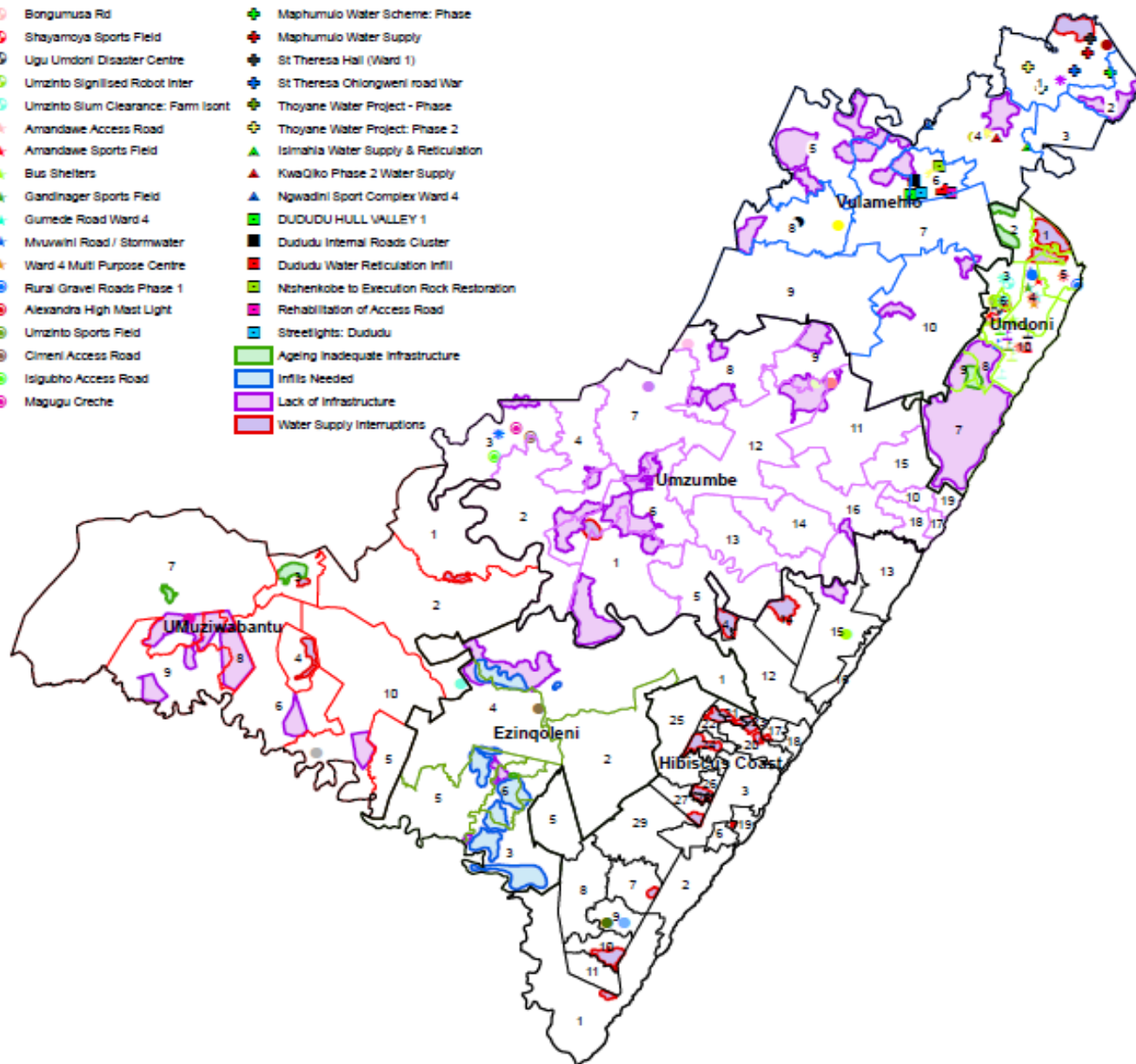




## Legend

- UGU Local Municipalities
- Umdoni\_wards
- Umzumbi\_wards
- Vulamehlo Wards
- Ezingolweni\_wards
- Hibiscus\_wards
- Umuziwabantu\_wards

- Hlokozi
- Ndaba
- Ndaba Irrigation
- Abakhetinkosi
- Horse Shoe
- Kwa Xolo Chicken Project
- Malangen
- Mgayi
- Nhlokoyenkomo
- Nsaseri Mkhoba Cluster
- Nyavini
- Riverside
- Shayamoya
- Shinga Irrigation Scheme
- Sinekhono Broiler Project
- Sikhathi
- Udumo Kuye
- Ellingham Link Pipeline
- Lower Mkomazi Bulk Water Supply Scheme
- Mhlabaatshane Bulk Water Supply Scheme (Phase 1)
- Nungwane Raw Water Aqueduct
- Raw Water Augmentation to the Umzinto Supply System from the Mpambanyoni River Emergency Scheme
- Gqolweni Road
- Humberdale Cemetery Phase 3
- Humberdale Cemetery Phase 2
- Malangen Low Cost Housing Project
- Malangen sports field
- Mistake Farm Supply Scheme
- Swebbe Road
- Umdoni High Mast Lights
- Umzinto Community Hall
- Bongumusa Rd
- Shayamoya Sports Field
- Ugu Umdoni Disaster Centre
- Umzinto Signalled Robot Inter
- Umzinto Slum Clearance: Farm Isont
- Amandawe Access Road
- Amandawe Sports Field
- Bus Shelters
- Gandliger Sports Field
- Gumede Road Ward 4
- Mvuwinini Road / Stormwater
- Ward 4 Multi Purpose Centre
- Rural Gravel Roads Phase 1
- Alexandra High Mast Light
- Umzinto Sports Field
- Cimeni Access Road
- Isigubho Access Road
- Magugu Creche
- Maphumulo Water Scheme: Phase
- Maphumulo Water Supply
- St Theresa Hall (Ward 1)
- St Theresa Ohlongweni road War
- Thoyane Water Project - Phase
- Thoyane Water Project: Phase 2
- Isimahlia Water Supply & Reticulation
- KwaDiko Phase 2 Water Supply
- Ngwadini Sport Complex Ward 4
- DUDUDU HULL VALLEY 1
- Dududu Internal Roads Cluster
- Dududu Water Reticulation Infill
- Ntshenkobe to Execution Rock Restoration
- Rehabilitation of Access Road
- Streetlights: Dududu
- Ageing inadequate infrastructure
- Infills Needed
- Lack of Infrastructure
- Water Supply Interruptions



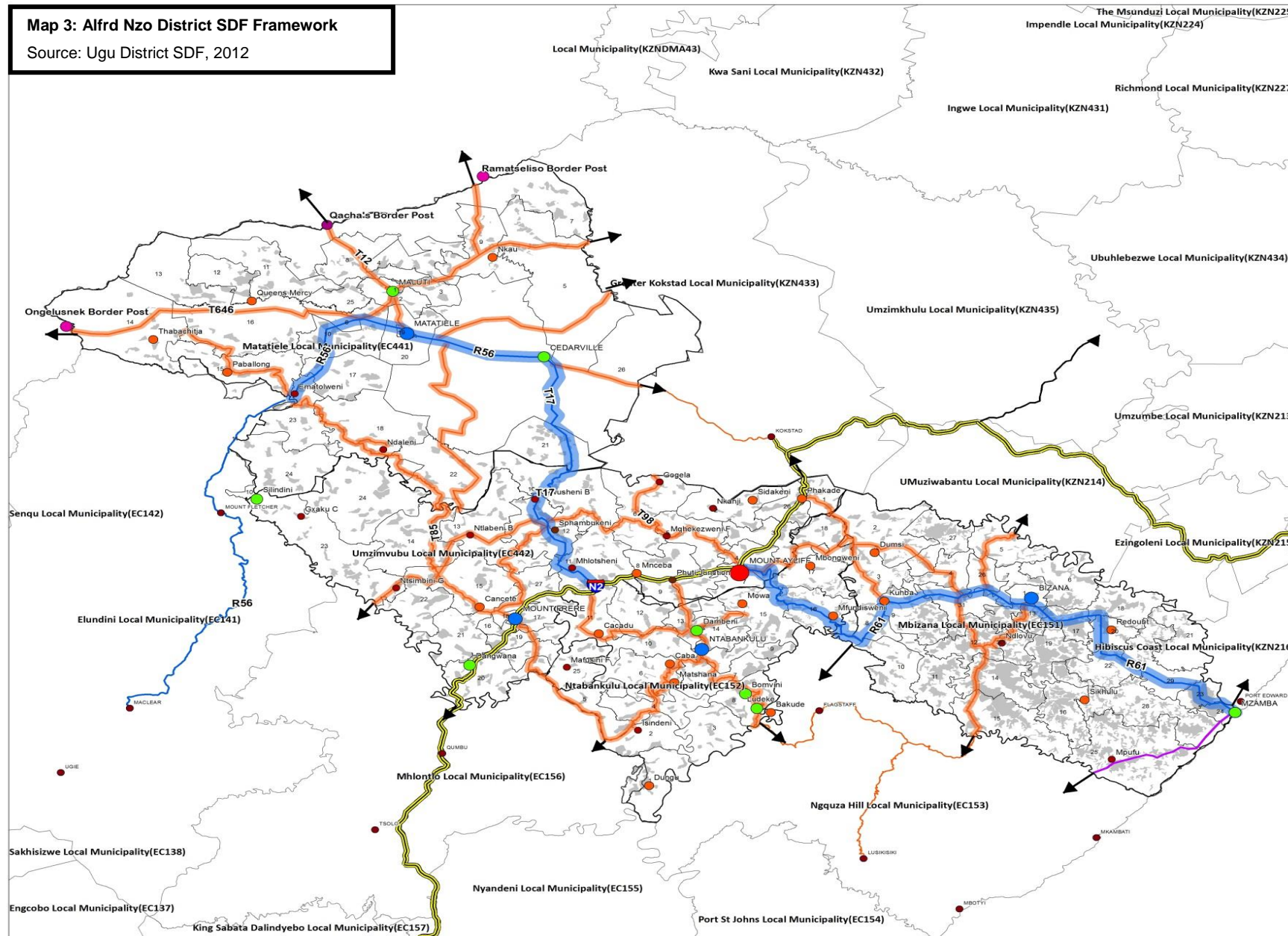
**Map 2: Ugu District Service Delivery Blockage Map**

Source: Ugu GIS, 2015



### Map 3: Alfred Nzo District SDF Framework

Source: Ugu District SDF, 2012



### Spatial Development Framework

Title:  
Corridors and Linkages

#### Legend

- District Centre
- Sub-District Centre
- Local Centre
- Sub Local Centre
- Existing Primary Rural Service Centre
- Proposed Rural Service Centre
- Linkages
- Primary Corridors
- Secondary
- Tertiary Routes
- Wild Coast Proposed Route
- Settlements

Date: November 2014

#### Insert:



tshani  
CONSULTING CC



0 5 10 20 Kilometers

#### Limits of Liability and Warranty Disclaimer

This data is for information purposes only no liability shall devolve upon the local authority or its officials though the use thereof.







## 5.2 Five-Year Implementation Plan

The purpose of this section is to outline how the rest of the state is geared to support Ugu District Municipality to achieve its development goals as stated in the Integrated Development Plan. The implementation plan shows the alignment of service delivery implementation in the Ugu District area of jurisdiction. This is an attempt to ensure that the sector departments, state owned enterprises, NGOs and local municipalities are mobilised towards the implementation of the NDP, PGDS and DGDS. A significant amount of financial resources for the implementation of projects lies with sector departments. The availability of the IDP therefore, provides guidance to the departments as to where their services are required and hence where to allocate their resources.

The alignment of implementation of projects within the Ugu District area of jurisdiction have been aligned to the PGDS giving full details of each project in the Service Delivery / Implementation Plan as attached in **Annexure 10** of which the summary is given in this section. The projects that are in the Service Delivery / Implementation Plan are also spatially represented in **Map 2** above.

Table 5.2.1 gives a summary of the Service Delivery / Implementation Plan. A total estimated sum of **R 57 235 544 339.74** is estimated to be spent towards the implementation of the nine IDP priorities, seven DGDS Drivers and seven PDGS Goals. The major bulk of the estimated budget is towards Economic And Sectoral Development (Job Creation, Employment, LED Projects, Tourism, Agriculture, Rural Development) IDP Priority mainly due to the catalytic Music City project of an estimated R 38 billion. This is followed by Infrastructure Investment (Roads, Water, Sanitation, Electricity, Housing ) IDP Priority mostly the bulk water systems and roads projects.

**Table 5.2.1: Ugu District Service Delivery / Implementation Plan Summary**

**Source:** Ugu DM Corporate Strategy & Shared Services, 2015

PGDS Strategic Goal	GDS Strategic Driver	IDP Priority	KZN PGDS Strategic Objectives	UGU GDS Strategic Objectives	Budget Summary
1. Job Creation	1. Sectoral Development And Support	Economic And Sectoral Development (Job Creation, Employment, Led Projects, Tourism, Agriculture, Rural Development)	1. Unleashing the Agricultural Sector	1.1. Expand the Key Productive Sectors	R 59 695 188.00
			2. Enhance Industrial Development through Trade, Investment & Exports		R 761 380 000.00
			3. Expansion of Government-led job creation programmes		R 33 806 500 000.00
			4. Promoting SMME, Entrepreneurial and Youth Development	1.2. Enhance the Business and Investment Environment throughout the District	R 1 765 496.00
			5. Enhance the Knowledge Economy		R 529 000.00
			Total		



PGDS Strategic Goal	GDS Strategic Driver	IDP Priority	KZN PGDS Strategic Objectives	UGU GDS Strategic Objectives	Budget Summary
2. Human Resource Development	2. Education & Skills Development	Institutional Integration & Coordination (Institutional Development, Review Of Organogram, Workforce, Principles Development)	6. Early Childhood Development, Primary and Secondary Education	2.1. Ensure Early Childhood Development and Primary and Secondary Education	R 175 581 369.77
			7. Skills alignment to Economic Growth	2.2. Encourage Demand Driven Skills Development and training linked to Industry	R 77 908 916.00
			8. Youth Skills Development & Life-Long Learning		
			Total		
3. Human & Community Development	3. Safety Nets & Civic Empowerment	Education And Skills Development (Skills Development, Education)	9. Poverty Alleviation & Social Welfare	3,1 Ensure Poverty Alleviation through Social Development and Food Security	R 0.00
			10. Enhancing Health of Communities and Citizens	3,2 Provide Support to Create Healthy Communities & Citizens	R 744 000 000.00
			11. Sustainable Livelihoods & Food Security	3,1 Ensure Poverty Alleviation through Social Development and Food Security	R 0.00
			12. Sustainable Human Settlements	3,3 Ensure the Establishment of Sustainable Human Settlements	R 388 573 335.00
			13. Safety & Security	3,4 Guarantee the Safety and Security of Communities	R 235 310 000.00
			14. Social Cohesion		R 37 420 778.69
			15. Youth, Gender and Disability Advocacy & The Advancement of Women		R 1 830 000.00
			Total		
4. STRATEGIC INFRASTRUCTURE	4. Strategic Infrastructure Development	Infrastructure Investment (Roads, Water, Sanitation, Electricity, Housing )	16. Development of Ports and Harbours	4.1. Development of Airports and Harbours	R 420 000 000.00
			17. Development of Road & Rail Networks	4.2. Develop an Integrated Road & Rail Network to support both Passenger and Cargo Transport	R 775 818 703.00
			18. Development of ICT Infrastructure	4.3 Develop ICT Infrastructure to Support the Knowledge Economy	R 1 201 200 000.00





PGDS Strategic Goal	GDS Strategic Driver	IDP Priority	KZN PGDS Strategic Objectives	UGU GDS Strategic Objectives	Budget Summary
			19. Improve Water Resource Management	4.5 Ensure Effective Water Resource Management and Awareness	R 1 215 601 120.00
			20. Develop Energy Production Capacity	4.4 Strengthening of Energy Infrastructure Capacity and Efficiency	R 39 725 133.82
Total					R 5 312 969 356.28
5. Response To Climate Change	5. Environmental Sustainability	Clean Environment	21. Increase Productive Use of Land		R 0.00
			22. Advance Alternative Energy Generation	6.1 Advance Alternative Energy Generation Capacity	R 30 000.00
			23. Manage pressures on Biodiversity	6.2 Manage the Pressures on Biodiversity and Environmental Quality	R 0.00
			24. Disaster Management	6.3 Ensure Efficient Environmental Monitoring, Regulation and Disaster Management	R 20 930 000.00
Total					R 20 960 000.00
6. Governance And Policy	6. Institutional Development	Peace And Stability	25. Strengthen Policy and Strategy Co-ordination & IGR	5.1 Enhancing Coordinated Planning and Implementation	R 0.00
				5.2 Strengthen Inter-Governmental Relations & Private Sector Partnerships	R 0.00
			26. Building Government Capacity	5.3 Building Local Government Capacity	R 43 000.00
			27. Eradicating Fraud & Corruption	5.4 Eradicating Fraud & Corruption	R 189 000.00
			28. Promote Participative, Facilitative & Accountable Governance	5.5 Ensuring Participative, Facilitative, and Accountable Governance	R 0.00
Total					R 1 332 000.00
7. Spatial Equity	Integration And Facilitating Security Of	Collaborative Planning	29. Actively Promoting Spatial Concentration	7.1 Consolidation of Emerging Patterns of Rural Human Settlement to Improve Service Delivery to Communities and Unlock land for Economic Development	R 1 619 000.00



PGDS Strategic Goal	GDS Strategic Driver	IDP Priority	KZN PGDS Strategic Objectives	UGU GDS Strategic Objectives	Budget Summary
				7.2 Enhance linkages within and accessibility of the Rural Hinterland to Economic Opportunity	R 15 606 500 000.00
			30. Facilitate Integrated Land Management & Spatial Planning	7.3 Unlock Ingonyama Trust land for Development	R 1 700 000.00
				7.4 Address outstanding Land Claims within the Ugu DM	R 0.00
			Total		
Grand Total					R 57 235 544 339.74



## CHAPTER 6: FINANCIAL PLAN

### 6.1 Municipal Budget Overview

The Ugu District Municipality has recognised that in order to be successful, the Budget and the IDP must be linked. The purpose of this section in the IDP document is to create a medium and long term strategic financial framework for allocation of resources and to ensure financial viability and sustainability of the Ugu District Municipality. The Municipal Budget is an integral component of the IDP as it addresses:

- Establishment of Financial management Systems
- Provision of resources over a 3-5 year planning period
- The balancing of the factor relating to income with objectives established during the IDP Process.

The Council adopted the 2015/ 2016 budget (**Annexure 9**), 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 **28<sup>th</sup> of May 2015**.

Table 6.1.1 provides consolidated overview of the 2015 / 2016 Medium Term Revenue and Expenditure Framework.

**Table 6.1.1: Ugu District Consolidated Overview of 2015 / 2016 MTREF**

Source: Ugu DM Budget, 2015

	Adj Budget 14/15	Budget 15/16	Budget 16/17	Budget 18/19
<b>Total Operating Revenue</b>	R 1 135 139 209	R 1 155 431 613	R 1 213 203 194	R 1 273 863 353
<b>Total Operating Expenditure</b>	R 746 643 464	R 797 126 636	R 836 982 968	R 878 832 116
<b>Surplus (Deficit) of the year</b>	R 388 495 745	R 358 304 977	R 376 220 226	R 395 031 237
<b>Total Capital Expenditure</b>	R 393 204 663	R 393 152 920	R 412 810 566	R 433 451 094

#### 6.1.1 Total Budget 2015 / 2016

The total budget for the Ugu District Municipality for the 2015 / 2016 financial year is **R 1 194 342 721** as illustrated in Table 6.1.1.1. The capital budget are grants, subsidies and capital replacement reserves. In terms of operating budget the main source of income is the tariff charges on water and sanitation and operating grants and subsidies. In the 2015 / 2016 financial year both the water and sanitation tariff charge will be increased by 6.5% across the board.

**Table 6.1.1.1: Ugu District Total Budget 2015 / 2016**

Source: Ugu DM Budget, 2015

Budget	2015 / 2016 Budget	2 <sup>nd</sup> Adjusted Budget 14 / 15	Variance
<b>Capital</b>	R 395 972 920.00	R 421 176 664.00	- R 25 203 744.00
<b>Operational</b>	R 798 369 801.00	R 744 128 900.00	R 54 240 901.00
<b>Total</b>	<b>R 1 194 342 721.00</b>	<b>R 1 165 305 584.00</b>	<b>R 29 037 157.00</b>





## 6.1.2 Operating Budget

The operating budget for operating income is summarised in Table 6.1.2.1 below. There are strategies in place to enhance the municipality's own revenue to ensure sustainability of the municipality.

**Table 6.1.2.1: Source of Funding – Operating Budget**

Source: Ugu DM Budget, 2015

Income	Budget 2015/2016	2 <sup>nd</sup> Adjusted Budget 14 / 15	Variance
User Charges For Services	R 407 861 123.00	R 393 800 964.00	R 14 060 159.00
Rent Of Facilities And Equipment	R 1 484 607.00	R 2 371 594.00	-R 886 987.00
Interest Earned - External Investments	R 5 000 000.00	R 7 000 000.00	-R 2 000 000.00
Interest Earned-Debtors	R 3 596 587.00	R 3 425 321.00	R 171 266.00
Operating Grants & Subsidies	R 731 458 000.00	R 747 374 836.00	-R 15 916 836.00
Other Income	R 5 840 804.00	R 5 265 072.00	R 575 732.00
<b>Total Operating Income</b>	<b>R 1 155 241 121.00</b>	<b>R 1 159 237 768.00</b>	<b>R 3 996 647.00</b>

In terms of operating budget expenditure the summary is captured in Table 6.1.2.2. One of the major expenditure areas is the salary cost which equates 35.31% of total operating expenditure. The total overtime allocation is R 21 064 591.00 which is 7,47% of the salary budget.

**Table 6.1.2.2: Operational Budget - Expenditure**

Source: Ugu DM Budget, 2015

Expenditure	Budget 2015/2016	Adjusted 2014/2015	Variance
Employee Related Costs - Wages & Salaries	R 281 889 366.00	R 259 221 060.00	R 22 668 306.00
Remuneration Of Councillors	R 9 417 120.00	R 10 893 476.00	-R 1 476 356.00
Depreciation	R 70 076 155.00	R 64 022 419.00	R 6 053 736.00
Repairs And Maintenance	R 58 336 974.00	R 39 628 249.00	R 18 708 725.00
Interest Expense - External Borrowings	R 18 950 359.00	R 18 950 359.00	R 0.00
Bulk Water Purchases	R 69 255 000.00	R 55 075 862.00	R 14 179 138.00
Contracted Services	R 22 299 580.00	R 24 287 930.00	R 1 988 350.00
Grants Expenditure	R 112 035 812.00	R 114 432 347.00	-R 2 396 535.00
Debt Provision	R 23 019 155.00	R 21 019 155.00	R 2 000 000.00
General Expenses - Other	R 133 090 28.00	R 136 598 042.00	R 3 507 761.00
<b>Total Operating Expenditure</b>	<b>R 798 369 801.00</b>	<b>R 744 128 900.00</b>	<b>R 54 240 90.00</b>



### 6.1.3 Capital Budget

Table 6.1.3.1 provides a summary source of funding for the capital budget of the municipality.

**Table 6.1.3.1: Source of Funding – Capital Budget**

Source: Ugu DM Budget, 2015

Capital Funding by Source	Budget 2015/2016	Adjusted Budget 2014/2015	Variance
<b>Total Government Grants &amp; Subsidies</b>	R 354 998 420.00	R 409 084 664.00	-R 54 086 244.00
<b>Capital Replacement Reserve (Own Funds)</b>	R 40 974 500.00	R 12 092 000.00	R 28 882 500.00
<b>Total Funding</b>	<b>R 395 972 920.00</b>	<b>R 421 176 664.00</b>	<b>-R 25 203 744.00</b>

### 6.1.4 Division of Revenue Act Allocations

Table 6.1.4.1 provides the summary of Division of Revenue Act allocations (DORA) for the Ugu District Municipality for the 2015 / 2016 financial year.

**Table 6.1.4.1: Division of Revenue Act Allocations**

Source: Ugu DM Budget, 2015

Allocation	Budget 2015/2016	Adj Budget 14/15	Variance
<b>Equitable Share</b>	R 303 885 000.00	R 264 748 000.00	R 39 137 000.00
<b>MIG</b>	R 249 316 000.00	R 265 189 000.00	-R 15 873 000.00
<b>FMG</b>	R 1 325 000.00	R 1 250 000.00	R 75 000.00
<b>MSIG</b>	R 940 000.00	R 934 000.00	R 6 000.00
<b>Levies Replacement</b>	R 58 891 000.00	R 54 826 000.00	R 4 065 000.00
<b>Regional Bulk Infrastructure Grant (Mhlabatshane)</b>	R 8 834 000.00	R 65 200 000.00	-R 56 366 000.00
<b>Epwp Intergrated Grant</b>	R 1 826 000.00	R 1 368 000.00	R 458 000.00
<b>Water Services Operating Subsidy Grant</b>	R 3 650 000.00	R 300 000.00	R 3 350 000.00
<b>Rural Roads Asset Management Grant</b>	R 2 446 00.00	R 2 430 000.00	R 16 000.00
<b>Municipal Water Infrastructure Grant</b>	R 100 095 000	R 27 500 000.00	R 72 595 000.00
<b>Municipal Disaster Recovery</b>	R 0.00	R 4 999 000.00	-R 4 999 000.00

## 6.2 Five-Year Financial Plan

The five year financial 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 2012/2013 to 2016/2017 Financial Plan is attached as **Annexure 9**.



## **CHAPTER 7: ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM AND ANNUAL OPERATIONAL PLAN (SDBIP)**

The Ugu District municipality has an Organisational Performance Management System (OPMS) and the annual operational plan in place which is the Service Delivery and Budget Implementation Plan (SDBIP). The municipality has merged OPMS and SDBIP processes to ensure consistent alignment in the implementation. This is in line with the legislation as 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). The 2015 / 2016 Scorecards and SDBIP are attached as **Annexure 14**.

### **7.1 Ugu DM Organisational Performance Management System**

The implementation of OPMS involved four main tasks which are namely:

- i. Creation of the Organisational Scorecard;
- ii. Preparation of Service Delivery Budget Implementation Plan;
- iii. Preparation of the Annual Performance Plans, Performance Agreements and Personal Development Plans for the Municipal Manager and the Managers that report to the Municipal Manager and
- iv. Compilation of Portfolios of Evidence.

The first step is concerned with the creation of the Organisational Scorecard which is the log-frame template that includes:

- A unique consecutive number for each Performance Measure/ Indicator.
- National Key Performance Areas (KPA).
- Strategic Objectives per KPA.
- Measurable Objective (s)/ Output (s) per Strategic Objective.
- Performance Measure (s)/ Indicator (s) per Measurable Objective/ Output.
- Demand data (Number of households requiring the service).
- Baseline data (The status quo at the start of the year).
- Backlog data (Demand minus baseline).
- Quarterly targets for the backlog that will be addressed in the year under review.
- The Department that is responsible for the output.
- The estimated financial implication.
- The Wards that will benefit from the services delivered.

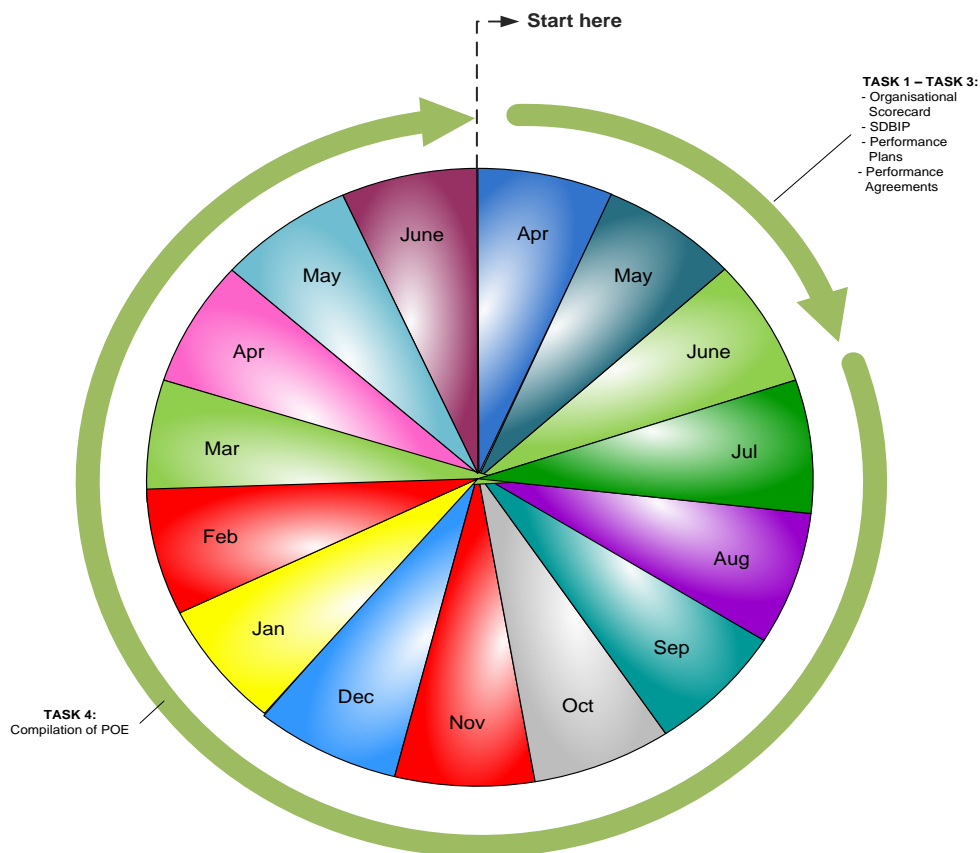


This scorecard is used to monitor the performance of the Municipality and is used to cascade responsibility down to the Municipal Manager and Managers accountable to the Municipal Manager who prepare more detailed implementation plans in the form of the SDBIP and Performance Plan which also informs their Performance Agreements.

Step three is concerned with the preparation of the SDBIP which is discussed in detail in section 7.2. Step four deals with the Preparation of S57 Managers' Performance Agreements, Annual Performance Plans & Personal Development Plans which involved three tasks which are:

- Step 1: Preparation of the Municipal Manager and Managers accountable to the Municipal Managers' Performance Agreements
- Step 2: Preparation of the Municipal Manager, Managers accountable to the Municipal Managers' Annual Performance Plans
- Step 3: Preparation of the Municipal Manager and Managers accountable to the Municipal Managers' Personal Development Plans

The fourth and last step is the compilation of Portfolio of Evidence which is concerned with the verification of all the information supplied. The time frames and summary of the tasks involved in the implementation of OPMS in the Ugu District Municipality is illustrated in Figure 7.1.1.

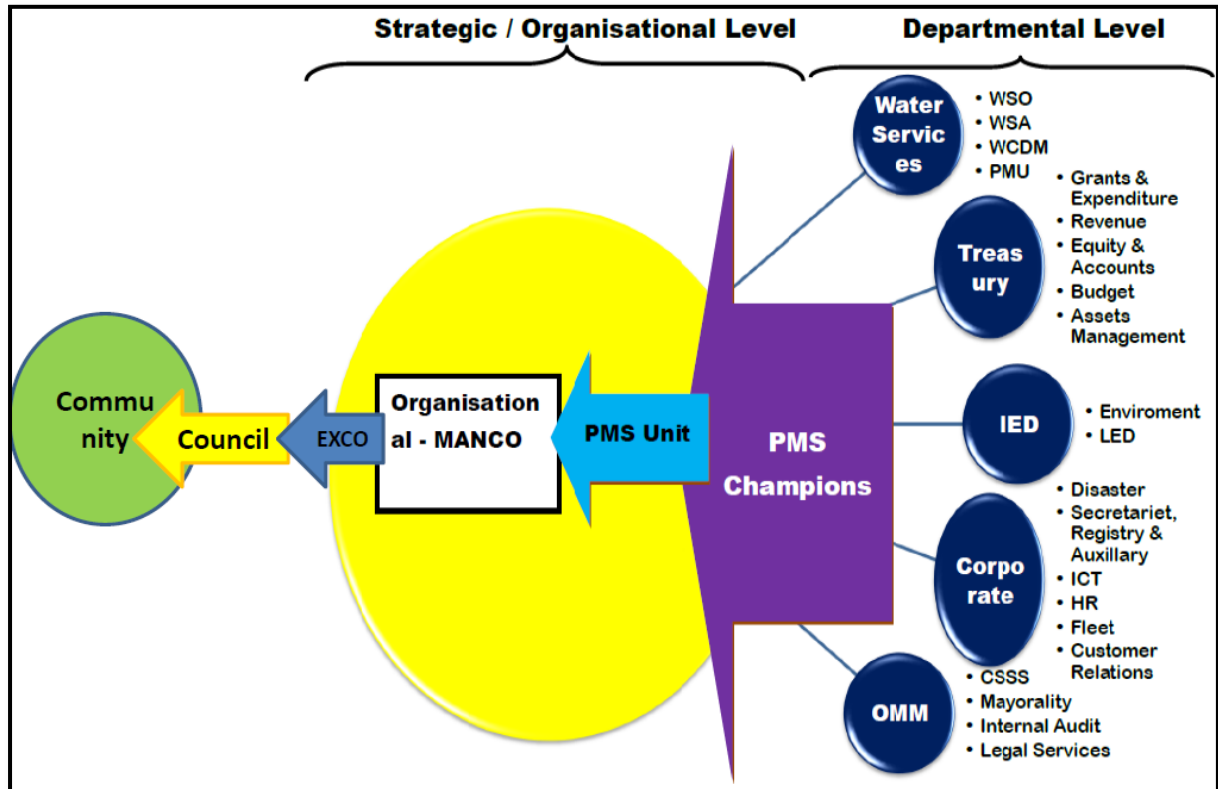


**Figure 7.1.1: Ugu DM PMS Implementation Flowchart**

Source: Ugu DM PMS, 2015



The reporting process commences from a departmental level from where it flows to the strategic level, political level and on to the community, the users of the services. The process followed is illustrated in Figure 7.1.2., the entire process is driven by the PMS unit in the Office of the Municipal Manager and coordinated in co-operation with the PMS Champions in each Department.



**Fig 7.1.2: Ugu DM PMS Reporting Flowchart**

Source: Ugu DM PMS, 2015

### 7.1.1 Departmental Level

The reporting initiated at the section / unit level and flows all the way to the organisational level as illustrated in Figure 7.1.2., above. Each month of the financial year a sectional meeting is held in all the departments where the supervisors / officers' report to their respective Managers who then submit a consolidated section report to their respective General Managers of departments. The Managers submit their reports and give monthly progress on the implementation of their set objectives on their performance contracts at departmental meetings which are also held on a monthly basis. The General Managers then consolidate the sections' reports into the Departmental Report. At this point, the General Managers work with the PMS champions at their department to coordinate the compilation of portfolio of evidence files.

The General Managers submit reports, which include recommendations, to the relevant portfolio committees on a monthly basis. On a quarterly basis the General Manager consolidates the monthly reports into a quarterly report and together with the PMS champions compiles the POE file and submits to the PMS unit by the 05th of the first month after the end of each quarter.



### **7.1.2 Strategic / Organisational Level**

The PMS unit on receipt of departments' quarterly performance reports scrutinizes the reports and consolidates them into the organizational performance report accompanied by the POE files. The PMS unit then sends the reports together with the POE files to the internal audit unit for auditing no later than the 10th of the first month after the end of each quarter. Once the PMS receives feedback from the internal audit unit it channels the comments to the right departments through the PMS Champion and once there is an agreement between the departments and the PMS unit regarding the report, it is then sent to the Accounting Officer for interrogation and scrutiny. The Accounting Officer uses the MANCO and Extended MANCO for this purpose which doubles up as a pre quarterly review session. Once the reports and POEs are audited vigorously, MANCO interrogates the quarterly organisational performance report. In the process members of the MANCO concentrate on monitoring progress towards the achievement of performance targets and KPIs. After this is done recommendations are formulated which are aimed at taking corrective action if necessary. Before the 30<sup>th</sup> of every month after the end of each quarter, the quarterly review session is then held which includes the Extended MANCO, the PMS champions and the EXCO. As can be seen in Figure 7.1.2., the PMS champions play a critical role in linking the PMS unit and the department.

### **7.1.3 Political Level**

In the quarterly performance review sessions the quarterly performance reports are evaluated critically by the EXCO members. This evaluation is aimed at determining to what extent the performance targets and KPIs are positively impacting on the development objectives. Recommendations are then formulated around corrective actions in this regard if necessary. The quarterly municipal performance report, together with recommendations, is then forwarded to the council.

## **7.2 Service Delivery and Budget Implementation Plan (SDBIP)**

The SDBIP facilitates the process of holding management accountable for their performance. It provides the basis for measuring performance in the delivery of services.

### **7.2.1 Legislative Mandates**

The SDBIP is essentially the management and implementation tool which sets in-year information, such as quarterly service delivery targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resources to be used (MFMA Circular 13).

The SDBIP therefore serves as a “contract” between the administration, Council and 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. This provides the basis for measuring performance in service delivery against end of year targets and implementing the budget.





The SDBIP is a layered plan, with the top layer dealing with consolidated service delivery targets and linking these targets to management. The next layer will detail each output and activities for each output that are linked to middle and junior management. Much of this detail will be included in Performance Plans. The top layer cannot be revised without Council's approval of an adjustments budget, however, the lower level can be continually revised.

The SDBIP is an implementation plan approved by the Mayor and not Council, after Council has approved the budget. The Ugu District used the five (5) components as proposed by National Treasury for the SDBIP, which are:

- Ward Information.
- Monthly projections of revenue to be collected by source.
- Quarterly projections of service delivery targets and performance indicators for each Vote.
- Monthly projections of operating and capital expenditure and revenue for each Vote.
- Detailed capital works plan broken down by Ward over three (3) years.

### **7.3 Monitoring Performance**

In terms of monitoring performance the PMS engages in three main tasks which are:

- Measuring Performance;
- Compilation of Quarterly Performance Reports at a Departmental level;
- Compilation of Consolidated Quarterly, Half-Yearly and Annual Performance Reports at a Municipal level

Municipal Managers and Managers accountable to the Municipal Manager are responsible for Quarterly Performance Reports at a Departmental level. These reports are submitted to officials responsible for Organisational Performance Management Systems and Individual Performance Management Systems. The individual's performance is monitored throughout the financial year. The Departmental Performance Reports will be consolidated to represent the Municipal Performance Reports and monitoring will be performed against the targets set in the Organisational Scorecard.

In compiling the Municipal Performance Report, the departmental management and the Municipal MANCO team should evaluate the effectiveness of current programmes and strategies for delivery in order to determine whether they are on track for delivering the desired outcomes.

Key characteristics include:

- Keeps track, oversight, analyses and documents progress.
- Focuses on inputs, activities, outputs, implementation processes, continued relevance, likely results at outcome level.
- Answers what activities were implemented and results achieved.
- Alerts managers to problems and provides options for corrective actions.
- Self-assessment by programme Managers, Supervisors, community stakeholders, and donors.



## **7.4 Performance Evaluation**

Performance evaluation involves three main tasks which are:

- Define Evaluation Objectives
- Review Information Collected during Monitoring
- Document Findings and Formulate Recommendations

Evaluation is a periodic, in-depth analysis of programme performance. It relies on data generated through monitoring activities as well as information obtained from other sources (e.g., studies, research, in-depth interviews, focus group discussions, surveys etc.). Evaluations are often (but not always) conducted with the assistance of external evaluators.

Section 47 of the Municipal Systems Act requires the MEC responsible for Local Government to submit an Annual Report on the performance of municipalities in the province to the Provincial Legislature, the Minister responsible for Local Government and the National Council for Provinces. In order to comply with this requirement, all municipalities are required to submit Annual Performance Reports to the MEC.

Key characteristics include:

- A Periodic assessment at important milestones such as the Half-Yearly and Annual Performance Reports or a Five Year Review.
- In-depth analysis compares planned to actual achievements.
- Focuses on outputs in relation to inputs, results in relation to cost, processes used to achieve results, overall relevance, impact, and sustainability.
- Answers why and how results were achieved. Contributes to building theories and models for change.
- Provides Managers with strategy and policy options.
- Internal and/or external analysis by programme Managers, Supervisors, community stakeholders, donors, and/or external evaluators.



## CHAPTER 8: ANNEXURES

This section gives an outline on the status of all applicable Sector Plans. The summary of Sector Plans that are applicable to Ugu District Municipality are outlined in Table 8.1.

**Table 8.1: Ugu District Status Quo of Sector Plans**

Source: Ugu DM, 2015

No.	Sector Plan	Completed ? (Y/N)	Adopted (Y/N)	Adoption Date	Date of Next Review
1	IDP Process Plan/ IDP Framework Plan	Yes	Yes	August 2014	August 2015
2	Public Participation Report	Yes	Yes	June 2015	June 2016
3	Spatial Development Framework	Yes	Yes	June 2012	June 2016
4	Organizational Performance Management Plan	Yes	Yes	July 2014	July 2015
5	Service Delivery and Budget Implementation Plan	Yes	N/A	June 2015	June 2016
6	Local Economic Development Plan	Yes	Yes	June 2007	June 2016
7	Disaster Management Plan	Yes	Yes	2015	2016
8	Water Services Development Plan	Yes	No	2015	2016
9	District Growth and Development Strategy	Yes	No	May 2013	June 2016
10	Environmental Management Framework	No	N/A	Draft in place to be adopted in 2015 /2016	
11	Integrated Waste Management Plan	Yes	Yes	October 2012	October 2017
12	Capital Investment Plan	No	No	Draft in place	June 2016
13	Water Services and Sanitation Master Plan	Yes	Yes	June 2006	June 2016
14	Public Transport Plan (PTP) / Integrated Transport Plan (ITP)	Yes	Yes	June 2006	June 2017
15	Air Quality Management Plan	Yes	Yes	Sept 2013	Sept 2018
16	Land Use Management Framework (LUMF)	Yes	Yes	June 2012	June 2016
17	Coastal Zone Management Plan (CZMP)	Yes	Yes	2002	2016
18	Energy Master Plan (Electricity Master Plan)	No	No	N/A	N/A
19	Agricultural Plan	Yes	Yes	June 2007	June 2016
20	Five Year Financial Management Plan	Yes	Yes	May 2014	May 2016
21	Human Resource Development Strategy	Yes	Yes	December 2014	December 2015